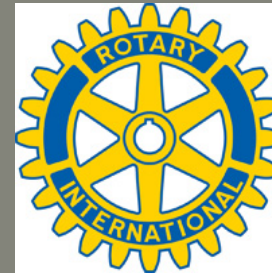


# Understanding Nonprofit and For-Profit Cultures

Partnerships in NRM  
PROSPECT Course



*"The views, opinions and findings contained in this report are those of the authors(s) and should not be construed as an official Department of the Army position, policy or decision, unless so designated by other official documentation."*



US Army Corps  
of Engineers®



# 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 partners
- Understand how non-profit partners can provide advocacy/lobbying
- Learn why for-profit corporations and private individuals give



US Army Corps  
of Engineers<sup>®</sup>



# 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



US Army Corps  
of Engineers<sup>®</sup>



# 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



# Funding for 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



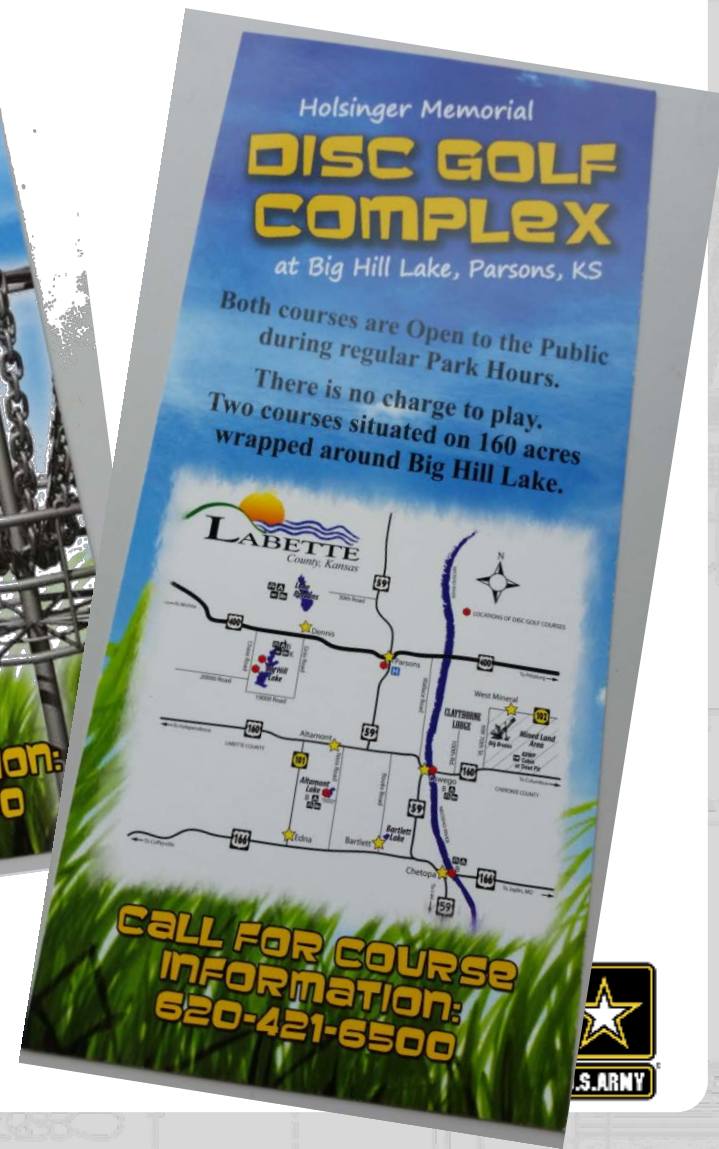
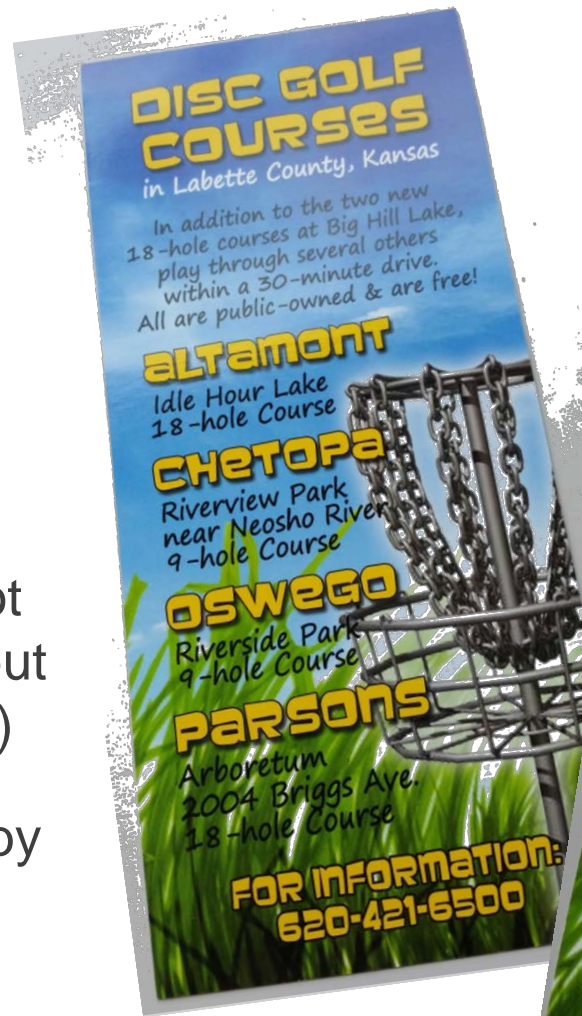
US Army Corps  
of Engineers<sup>®</sup>





# Non-Profit 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



*Brochure made by chamber of commerce partner to stimulate tourism in the local community*

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

**Return of Organization Exempt From Income Tax**

OMB No 1545-0047

**Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)**

**2012**

**Open to Public Inspection**

The organization may have to use a copy of this return to satisfy state reporting requirements

**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**

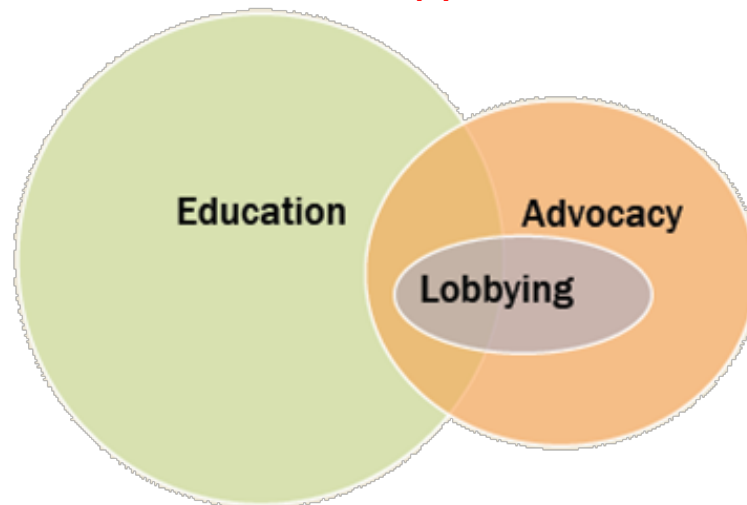
<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities PROVIDE SUPPORT FOR THE US ARMY CORP OF ENGINEERS RECREATIONAL FACILITIES		
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed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



US Army Corps  
of Engineers ®



# Benefits of Non-Profit 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.



US Army Corps  
of Engineers<sup>®</sup>



# 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?



US Army Corps  
of Engineers<sup>®</sup>



# Corporate Giving Impact

- ❑ \$24.5 billion annually
  - ❖ [www.corporatephilanthropy.org](http://www.corporatephilanthropy.org)
  - ❖ 49% direct cash; 33% foundation cash; 18% non-cash
  - ❖ 3% to environmental causes and programs
  
- ❑ 81% have a corporate foundation
  
- ❑ 56% have formal paid-release time volunteer programs
  
- ❑ Corporate giving continues to rise
  
- ❑ 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?

## Social responsibility

- ❖ Care about the cause
- ❖ To be citizens, not just residents

## Marketing

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

## Public Relations

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



US Army Corps  
of Engineers<sup>®</sup>



# 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



US Army Corps  
of Engineers<sup>®</sup>



# 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



US Army Corps  
of Engineers<sup>®</sup>



# Where to Meet Corporate Donors



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



US Army Corps  
of Engineers<sup>®</sup>



# How to Approach a Corporation

- ❑ Research and understand the corporation before approaching
  - ❖ What is their mission and future goals
  - ❖ Social responsibility and community engagement
  - ❖ Past giving
  - ❖ Bring friends that already have a relationship to the table
  
- ❑ Personal contact
  - ❖ 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
  - ❖ Plan for recognition and public relations



US Army Corps  
of Engineers<sup>®</sup>



# 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.



US Army Corps  
of Engineers<sup>®</sup>



# 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>



US Army Corps  
of Engineers<sup>®</sup>





# Questions?



US Army Corps  
of Engineers<sup>®</sup>

