

Understanding Nonprofit and For-Profit Cultures



Partnerships in NRM
PROSPECT Course



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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



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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



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Common Myths About Non-Profits

- 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



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

What it tells you:

- Size/operating budget of organization
- Total revenue and source of revenue
- Total expenses
- Cash reserves
- How much top employees make in salary

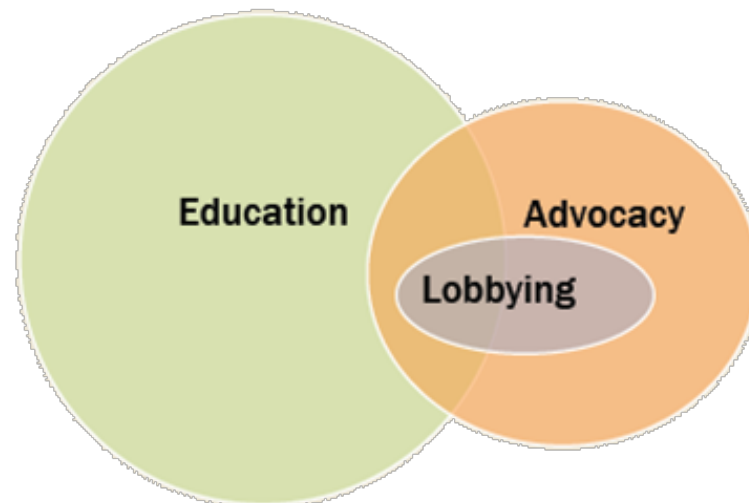
efile GRAPHIC print - DO NOT PROCESS		As Filed Data -		DLN: 93493135025783		
Form 990	Return of Organization Exempt From Income Tax				OMB No 1545-0047	
Department of the Treasury Internal Revenue Service	Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)				2012	
▶ The organization may have to use a copy of this return to satisfy state reporting requirements				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: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization OZARKS RIVERS HERITAGE FOUNDATION			D Employer identification number 27-2075137		
	Doing Business As					
	Number and street (or P.O. box if mail is not delivered to street address) Room/suite 4500 STATE HIGHWAY 165			E Telephone number (417) 334-0160		
	City or town, state or country, and ZIP + 4 BRANSON, MO 65616			G Gross receipts \$ 951,644		
F Name and address of principal officer ALAN CHIP MASON 4500 STATE HIGHWAY 165 BRANSON, MO 65616			H(a) Is this a group return for affiliates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No			
			H(b) Are all affiliates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions)			
			H(c) Group exemption number ▶			
I Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀ (insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527						
J Website: ▶ WWW.TABLEROCKDAMTOURS.COM						
K Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> 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
b Net unrelated business taxable income from Form 990-T, line 34				7b	0	
Revenue	8 Contributions and grants (Part VIII, line 1h)		Prior Year	Current Year		
			5,681	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		



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.)*



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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.



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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“



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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?



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Corporate Giving Impact

- ❑ \$20.8 billion annually
 - ❖ 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)



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What Do Corporations Give?

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



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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



Why Would Corporations Give to Corps Projects?

- Think broader than Corps... we provide access/network to:
 - ❖ 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

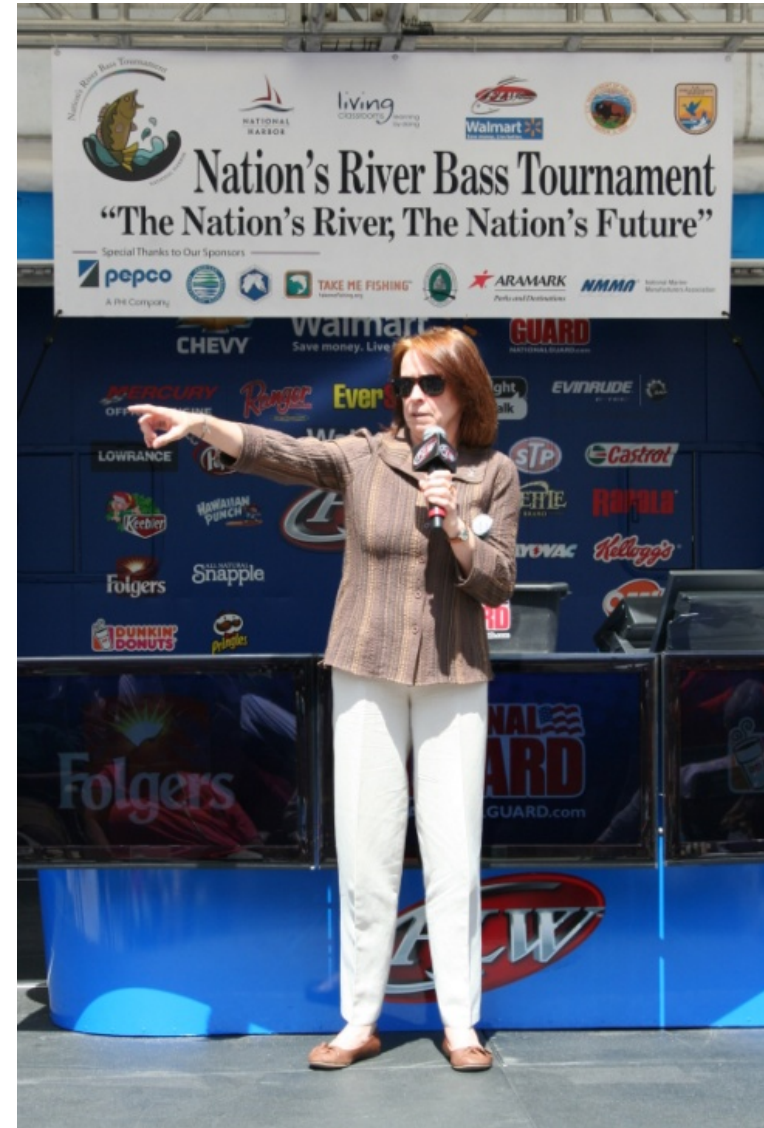


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Risks for the Corps

- ❑ Perception of commercialization
- ❑ Implied endorsement
- ❑ 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/Find Corporations

- ❑ 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...)



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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



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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>



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Questions?



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