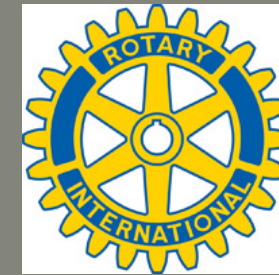


Understanding Nonprofit and For-Profit Cultures



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."



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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
- 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

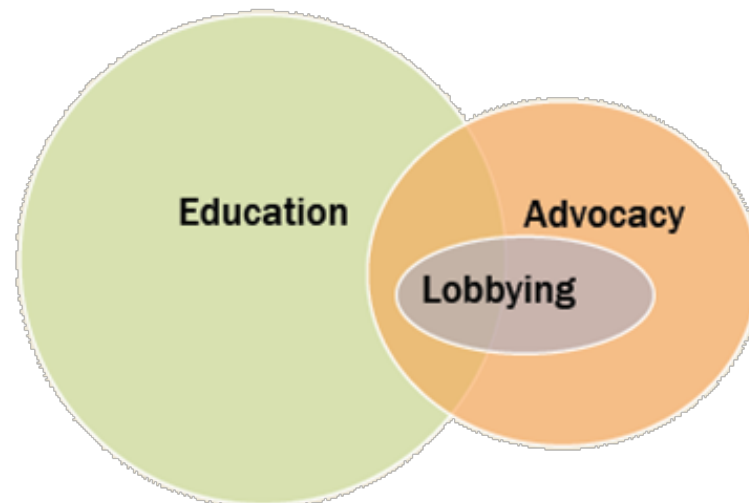
efile GRAPHIC print - DO NOT PROCESS		As Filed Data -		DLN: 93493135025783	
Form 990	Return of Organization Exempt From Income Tax				OMB No 1545-0047
Department of the Treasury Internal Revenue Service	Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust 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)				
	4 Number of independent voting members of the governing body (Part VI, line 1b)				
	5 Total number of individuals employed in calendar year 2012 (Part V, line 2a)				
	6 Total number of volunteers (estimate if necessary)				
	7a Total unrelated business revenue from Part VIII, column (C), line 12				
7b Net unrelated business taxable income from Form 990-T, line 34					
Revenue			Prior Year	Current Year	
	8 Contributions and grants (Part VIII, line 1h)		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

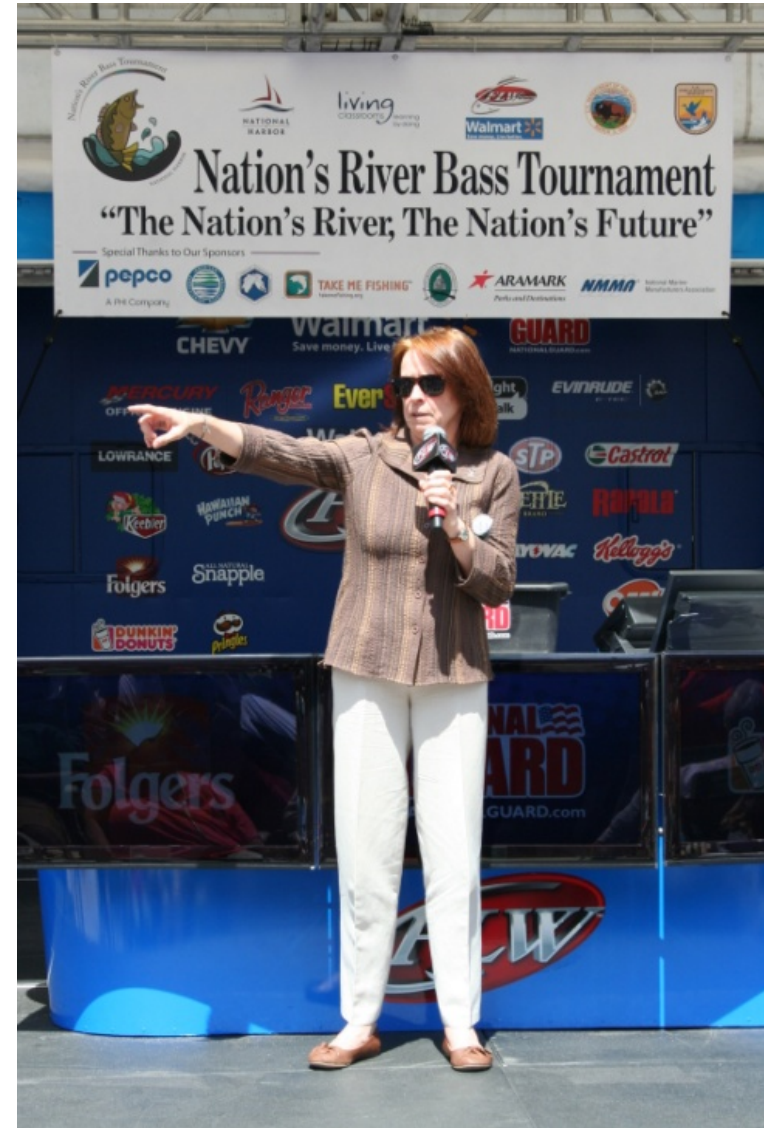


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Risks for the Corps

- ❑ 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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Group Exercise: What Non Profits and For Profits are in Your Community?

- ❑ Break into teams of 3 or 4 for 10 minutes
- ❑ List organizations that are within 50-100 miles of your project. Examples are provided on the handouts.
- ❑ Think ~~outside the box~~ like there is no box!
- ❑ Even organizations that seemingly have no connection to the Corps may have an interest in working with us.
- ❑ Each group will work with an instructor and report their ideas



How to Approach a Corporation or Non Profit

- ❑ Research and understand the organization 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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