

UNDERSTANDING NONPROFIT AND FOR-PROFIT CULTURES



Partnerships in NRM
PROSPECT Course



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



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

USACE

- Division/District Commander
- Park Manager
- Rangers
- Visitors
- Volunteers





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?

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





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

*Depending on how much the organization earns, the form may have limited information (lower earning) or very detailed info (higher earning)

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Form **990** **Return of Organization Exempt From Income Tax** OMB No 1545-0047
2012
 Department of the Treasury Internal Revenue Service **Open to Public Inspection**

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

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
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? 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

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 if the organization discontinued its operations or disposed of more than 25% of its net assets

Activities & Governance	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

		Prior Year	Current Year
Revenue	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
Expenses	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





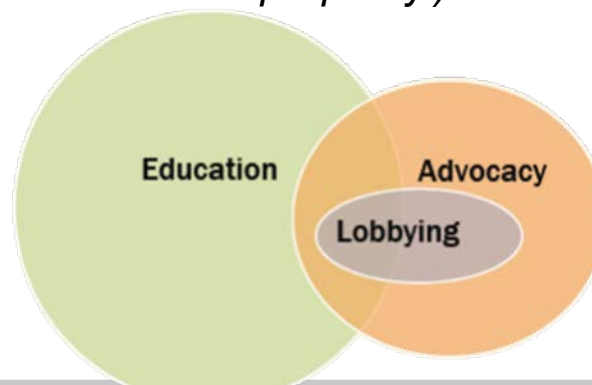
Non-Profit Advocacy/Lobbying

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- 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 Non-Profit Advocacy

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- 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

- ❑ \$21.09 billion annually
 - ❖ 9 out of 10 companies match employee donations
 - ❖ 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





Why Would Corporations Give to Corps Projects?

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- 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





Risks for the Corps



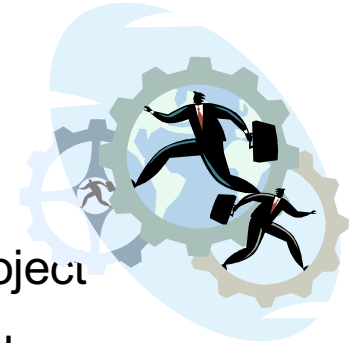
- ❑ Perception of commercialization
- ❑ Implied endorsement
- ❑ Corporate image
- ❑ Contracting and/or litigation conflict
- ❑ Loss of trust – unable to keep our end of agreement
 - ❖ Budget changes
 - ❖ Regulation or law changes





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...)





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



- Take 5 minutes to jot down organizations that are within 50-100 miles of your project.
- 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.
- Share your list in the chat box!** We will discuss some of the suggestions and make a final list of the ideas as a class resource





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






Corporate Social Responsibility

Many corporations have a commitment to volunteerism or donating to causes important to the organization

Volunteer Page on the Gateway has some resources to get you thinking

- [Policy & Procedures](#)
 - [Volunteer Forms](#)
 - [Program History](#)
 - [Training](#)
 - [Volunteer.gov](#)
 - [Job/Activity Hazard Analyses](#)
 - [National Public Lands Day](#)
 - [Division & District POCs](#) 
 - [Volunteer Awards](#)
 - [Workamper News](#)
 - [Corporate Social Responsibility/Volunteer Programs](#)
- [News / Current Issues](#)
 - [FAQs](#)
 - [Good Enough to S](#)
 - [Volunteer Clothing](#)
 - [Volunteer Plans an](#)
 - [Related Sites](#)
 - [Background Check](#)
 - [Corps Photo Album](#)
 - [Volunteer Pass Pro](#)
 - [Volunteer Program](#)



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	A	B	C	D	E	
	Corporation	Title	Paid Volunteer Day	\$ Matching Program	Standard Grant Program	How it works
91	Salesforce	Employee-Inspired Giving	X	X		7 days PTO ex
92	Sherwin-Williams	Sherwin-Williams Matching Gifts Program, The Sherwin Williams Foundation	Unknown	X	X	Matching \$ d
93	Southwest Airlines	Tickets for Time	Unknown	X		Employees ar them through Employee vol to allow emp
94	Spectrum (Charter Communications)	Spectrum foundation			X	Grants are giv food drives, r
95	Starbucks	Matching Gifts program	Unknown	X		Match emplo year.
96	State Farm Insurance	Community Service/Education Support Day	X	X	X	Employees ar offers matchi volunteer prc
97	SunTrust Banks	OnUp Together	X	Unknown		All full-time e
98	Time Warner	IMPACT: A Pact to Act	X	X	X	Matching gra training, Turn Volunteers lo
99	TransUnion		X	X		1 paid work d
100	Tyson Foods	Team member giving		X		\$12 match fo
101	Under Armour	Philanthropy	X			32 hours of p



Resources

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



Questions?

