

# Bridging Agency and Nonprofit Culture

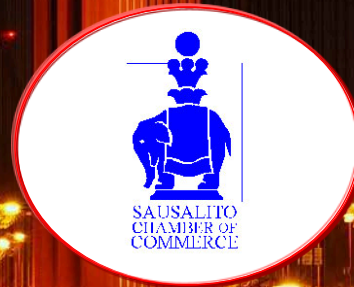
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US Army Corps of Engineers  
**BUILDING STRONG**<sup>®</sup>

*Building Strong on the Cornerstone of the Southwest*



# Goals of This Session

- Review the 501 (c) non-profit persona. What are the drivers?
- Understand what non-profits look for in partnerships
- Examine ways to utilize and integrate strengths of partner



# Establish Common Ground

- Focus on important needs
- Adopt a shared vision
- Understand each other's mission and organizational culture
- Utilize and integrate each other's strengths
- Make sure you have a good cross section from each



# NPOs vs. USACE

- Vision
- Mission
- Values
- >>>

- \* Law
- \* Agency Authorities & Regulations
- \* Agency Programs
- >>>>

Goals and Strategies



# NPO Culture vs. USACE

- Articles, By-laws,
  - Strategic Plan
  - Business & program plans
  - Funding plan
  - Fund balances
- \* Regulations
  - \* OMP
  - \* Implementation strategy
  - \* Budget
  - \* Execution



# Make-up of NPO vs. USACE

- |                      |                                  |
|----------------------|----------------------------------|
| ▪ Board of Directors | * Division/District<br>Commander |
| ▪ Executive Director | * Park Manager                   |
| ▪ Staff              | * Rangers                        |
| ▪ Members            | * Visitors                       |
| ▪ Volunteers         | * Volunteers                     |
| ▪ >>>                | >>>>                             |

Donors & Funders



# Blood of the Non-profit

- Contributions – donations, grants, in-kind
- Time, treasure, talent
- Earned Revenue – sales, services fees, investment earnings

**USACE**

Congress



# Common Myths

- Non-profits are not accountable
- Non-profits are not businesses
- Non-profits cannot make a profit
- Non-profits can't lobby





# What does the NPO want

- Mission fulfillment
- Opportunity to expand its resources
- Respect: 2 way partnership – NOT YOUR ATM
- Community recognition
- Long term relationship



# Creating that Bridge: Avoiding Pitfalls

- Set-expectations, roles, responsibilities, results and evaluations measures at the beginning
- Find effective way to communicate often
- Get your staffs involved
- Don't view each other as a funder



# Creating that Bridge: Avoiding Pitfalls

- Provide recognition to your partner
- Develop a marketing plan together
- Introduce your partner to Corps leaders and other partners
- Go to public events with each other – not a 9am-5pm day sometimes
- Focus on the long term relationship, although the project maybe short term



# Best Practices

- Focus on clear mission and and continue to revisit it.
- Look for opportunities for sustainable earned revenue.
- Pick some easy projects in the beginning for quick results and recognition.
- Continue to work and educate your agency leaders on latest regulations.



Invite agency leaders to participate in partner events.

SPN Commander LTC Torrey DiCiro picking up trash at the Sausalito Art Festival – Labor Day Weekend.  
(pictured on the right)

Agency leaders tend to move, and continuity is key. Make sure to educate agency leaders as soon as they come on board, as well as staff.



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## **Grand Re-Opening of Bay Model – Feb. 2012**

Pictured left to right – Mayor of Sausalito – Mike Kelly, Supervisor for So. Marin County- Kate Sears, Park Manager- Chris Gallagher, Congresswoman Lynn Woolsey, General Contractor-Hal Hays, Sausalito Police Chief Tejada, LTC DiCiro – SPN Commander



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