

Bridging Agency and Nonprofit Culture

PROSPECT NRM Partnership Class



US Army Corps of Engineers
BUILDING STRONG



American
Red Cross

SR Chamber
SAN RAFAEL CHAMBER OF COMMERCE



United Way



SAUSALITO
CHAMBER OF
COMMERCE



Goals of This Session

- 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 partner
- Understand how non-profit partners can provide advocacy/lobbying



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



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 Plans
- 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



Blood of Non-Profit vs. USACE

Non-Profit

- Contributions – donations; grants...
- Time, Treasure & Talent
- Earned Revenue – sales; service fees...

USACE

- Congress- Appropriations



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



Common Myths

- Non-profits are not accountable
- Non-profits are not businesses
- Non-profits cannot make a profit (Non-profit = For impact)
- Non-profits can't lobby



Form **990**

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

Department of the Treasury
Internal Revenue Service

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:

- 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

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 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
7b Net unrelated business taxable income from Form 990-T, line 34	7b	0

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

Creating that Bridge: Avoiding Pitfalls

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



Creating that Bridge: Avoiding Pitfalls

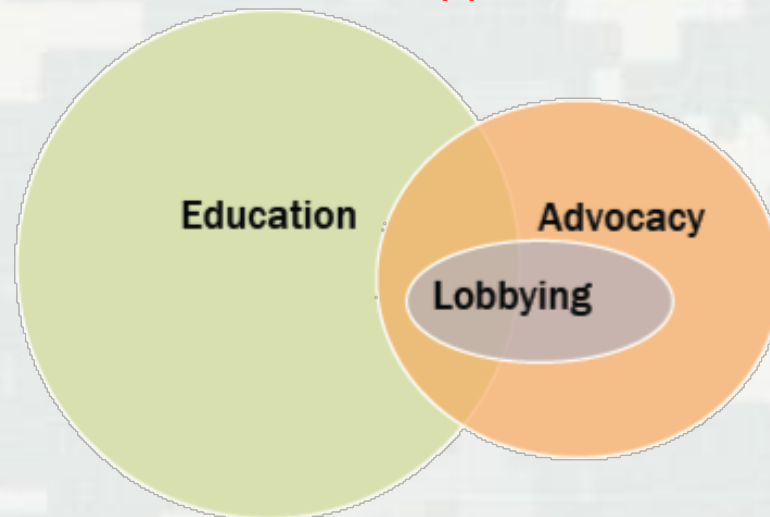
- Provide recognition to your partner
- Develop a marketing plan together
- Introduce your partner to Corps leaders and other partners
- Go to public events with each other – not a 9am-5pm day sometimes
- Focus on the long term relationship, although the project maybe short term



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) 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.)*



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
 - ▶ 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.
 - ▶ Ex: “Please support /vote “Yes” on HR 4100 LOCAL Act and the S 2055 Corps of Engineers Cooperative Joint Management Restoration Act“



Best Practices

- Focus on clear mission goals and and continue to revisit them.
- Look for opportunities for sustainable earned revenue.
- Pick some easy projects in the beginning for quick results and recognition.
- Communicate often with your non-profit partners and educate them on current program issues and needs.
- 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

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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