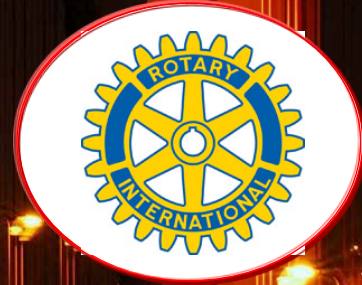


# Bridging Agency and Nonprofit Culture

PROSPECT NRM Partnership Class



US Army Corps of Engineers  
**BUILDING STRONG**



# 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 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



# Blood of 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





# 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
- 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
- Provide recognition to your partner



# Common Myths

- 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



Form **990**  
 Department of the Treasury  
 Internal Revenue Service

**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**

**Open to Public Inspection**

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**

<b>Activities &amp; Governance</b>	<b>1</b> 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	
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	7
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	7
	<b>5</b> Total number of individuals employed in calendar year 2012 (Part V, line 2a)	17
	<b>6</b> Total number of volunteers (estimate if necessary)	40
	<b>7a</b> Total unrelated business revenue from Part VIII, column (C), line 12	0
	<b>7b</b> Net unrelated business taxable income from Form 990-T, line 34	0
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	Prior Year: 5,681 Current Year: 674
	<b>9</b> Program service revenue (Part VIII, line 2g)	222,224 / 784,365
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	0 / 150
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	33,558 / 79,485
	<b>12</b> Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	261,463 / 864,674
<b>Uses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0 / 0
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)	0 / 0
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	68,189 / 238,106
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)	0 / 0

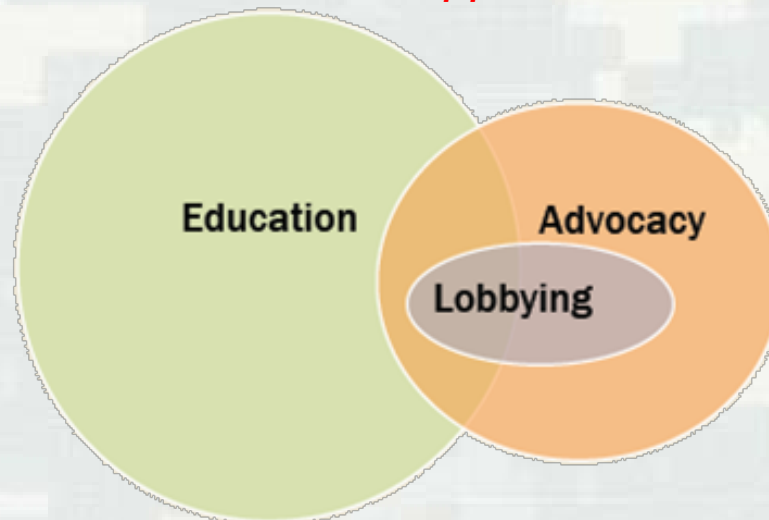
<http://foundationcenter.org>

990 information on foundations

# 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“



# Benefits of Advocacy

- Enhance agency reputation
- Attract partners
- Support agency priorities
- Leverage federal funding with other sources and volunteers
- Inform public
- Carry out stewardship



# Best Practices

- Focus on clear mission goals 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.







## 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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