Investing in the Park: Opportunities for Philanthropy

Energy Communities Alliance
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Partnerships & Civic Engagement
Director’s Order 21: Donations and Philanthropic Partnerships

- Presents NPS authority to accept donations and delegates Director's authority
- Establishes roles and responsibilities
- Identifies types of philanthropic agreements
- Establishes criteria for reviewing, accepting, and recognizing donations
- Strives to maintain integrity, impartiality and public confidence
- Used in tandem with Reference Manual 21
DO-21: Latest Revision

- 1998 – First issued and then revised in 2006 & 2008
- 2014 – Director issues charge to update and align more closely with philanthropic sector practices
- 2014 – National Park System Advisory Board publishes report on a new era for Philanthropy and Partnerships in parks
- 2014 - Centennial Waivers allow NPS to test:
  - additional donor recognition tools
  - expanded branding opportunities, including with alcohol companies
  - naming rights – endowments, interior spaces, fixtures
- 2016 – Director signs updated DO-21
Philanthropy in National Parks

- Primarily accomplished through partners
- Important supplement – not a replacement – for Federal appropriations
- Creates opportunities to react more quickly than typical Federal funding cycles may permit
- Allows higher quality and more ambitious projects than might be possible with Federal funding alone
- May be donations of cash, time and talent
- Gives people opportunities to participate directly in the stewardship of their national treasures
# Delegations of Authority

<table>
<thead>
<tr>
<th>Authorized Employee</th>
<th>Base Thresholds*</th>
<th>Thresholds with Certification**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Director, Partnerships and Civic Engagement</td>
<td>Up to $1 million</td>
<td>Up to $5 million may be delegated by the Director</td>
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<tr>
<td>Regional Directors (RD)</td>
<td>Up to $1 million</td>
<td>Up to $5 million may be delegated by the Director</td>
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<tr>
<td>Superintendents</td>
<td>Up to $100,000</td>
<td>Up to $5 million may be delegated by regional directors based on grade level, size of budget, and philanthropic experience</td>
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</tbody>
</table>

*see DO-21 for complete table*
Expectations and Responsibilities for all Philanthropic Agreements

- Communication
- Shared mission and goals
- Risk Mitigation
- Sharing intellectual property
- Co-branding
- Accountability
- Accessibility
- Recordkeeping
- Joint planning

Must have a written Philanthropic Agreement to undertake fundraising activities (excluding cause marketing) expected to exceed $25,000.

Agreement authorizes the partner to fundraise on behalf of the NPS in pursuit of shared goals.

Clearly outlines the goals and objectives of the relationship.
Philanthropic Agreements

- Philanthropic Partner Agreement
- Philanthropic Support Agreement
- Partnership Construction Agreement
- Annual Work Plan
Philanthropic Partnership Agreement

- Long-term, sustained philanthropic relationship (replaces Friends Group Agreement)
- Can be with non-profits, corporations, etc.
- Initiated and managed locally
- Term of agreement can be 5-20 years based on partner’s years of service to the NPS, experience, expertise, demonstrated philanthropic success
- Annual Work Plan must be developed for each year the agreement is active
- Can be preceded by a MOU for new groups
Philanthropic Support Agreement

- One-time fundraising for specific project / program
- Cause-related marketing efforts to promote the park’s needs and the company’s sales
- Corporate Social Responsibility or Pro Bono Relationship
  - Volunteers
  - Sustainability
  - Non-monetary or in-kind donations
- Sponsorships
  - Marketing Investment – Brand Alignment (Find Your Park)
Annual Work Plan

- NPS and the partner must approve one each year.
- Aligns the identified needs of a park and the partner’s.
- May take a variety of forms and come from other documents or processes.
- Should address such things as:
  - Major or reoccurring fundraising or donor cultivation events.
  - Expectations for participation in events.
  - Special events to solicit or accept donations in the park.
  - Donation box placement (NPS and/or partner owned and managed).
  - NPS.gov online donations.
  - Checkout counter donation program.
Feasibility Studies

• Assess likelihood that a major fundraising effort or campaign will be successful

• Required for agreements at or above $1M or projects that require Director’s approval

• Partner/Park may request an exemption to this requirement, evaluation based on size of campaign compared to their experience and success in fundraising efforts

Partner Construction

• 100% Partner Funded – Partner donates funds and NPS awards and manages design and construction contracts

• 100% Partner Funded -- Partner raises funds and uses those funds to award and manage design and construction contracts

• Each party manages independent portions of the project with its own funds
Donor Review

- NPS and its partners will review (vet) all proposed donations, gifts, and cause marketing campaigns.
- No NPS review required for donations to Partner for their own operations.
- All donations to the NPS are vetted to:
  - Ensure consistency with the NPS mission and values.
  - Avoid conflicts of interest and maintain impartiality, as well as the appearance of impartiality.
  - Maintain public confidence in the NPS and the Department.
  - Protect brand integrity.
  - Consider the cumulative effects of donations.
  - Prevent financial liability.
- Donations over $250,000 reviewed by WASO, over $1M additional Department review.
Donor Recognition

- Should consider:
  - Is the recognition appropriate?
  - Is it consistent with the donor recognition plan?
  - Does it protect the integrity of the brand?

- May not:
  - State or imply endorsement or recognition of the donor or any product or service of the donor as an official sponsor
  - Include naming rights (exception for interior spaces)
  - Include an advertising or marketing slogan, tagline, or statement or promoting or opposing a political candidate or issue
Closing thoughts

Develop a strong partnership foundation

- Be in constant communication ... repeat ... again
- Invest in the Board and grow its ability to generate support and influence
- Be clear about advocacy vs philanthropy
- Develop a philanthropic partnership agreement (be sure to discuss Intellectual Property) and begin annual work planning (capitalize on each other’s strengths)
- Ground fundraising in documented and agreed upon needs ... your visitor use plan will be key
Closing thoughts

Pay attention to ethics

NPS staff:
- may discuss park needs at fundraising events and with donors but my not solicit donations
- NPS staff may not serve as a member of your board
- May not endorse products, services or enterprises
- may only express support for activities outlined in a philanthropic agreement and/or an annual work plan
Questions

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