

11

Resource and Financial Sustainability Plan



11.1 Introduction

In order to accomplish the goals and vision of the Nanticoke Heritage Byway (NHB) Corridor Management Entity (CME), the organization must identify potential funding sources. Diversified income generation strategies and solid accounting practices will enable the NHB to pursue its efforts in preserving and promoting the Byway. This section of the Corridor Management Plan (CMP) will: define guiding principles towards financial stability, identify potential grant programs, available to the NHB, and describe the process of becoming a nonprofit 501(c)(3) organization.

Currently, the Nanticoke Heritage Byway CME is in the nascent stages of building a fundraising foundation. Most of the group's existing resources are in-kind, consisting of donated time and manpower. The NHB should seek funding via a variety of sources in an effort to achieve many of its implementation goals and strategies noted within this Corridor Management Plan (CMP). Both financial resources and in-kind support are available from numerous sources and partners. However, sorting through the many different funding avenues can be a daunting and time consuming task particularly for a grassroots organization such as the NHB. As a designated Delaware Byway, the NHB is eligible for numerous funding and financing options. Three (3) main sources of funding opportunities currently and readily exist for Scenic Byways: 1) Federal Government; 2) State and Local Government; and 3) private funding sources. The majority of funding will be found at the Federal and State/Local levels through government grants, trusts, and assistance programs. Many of these are defined and discussed within this chapter

Most funding and financing program have specific requirements for applicants and stipulations on how monies can be used and the potential funding match requirements. Some require National Scenic Byway designation as a prerequisite to apply and other grantors do not. Some also require that the applicant be a federally designated not-for-profit or a 501(c)3 organization or similar.

Although not exhaustive, many potential funding opportunities are outlined in Table 11-2 and discussed in the Federal Grant Programs section below (section 11.4). There are numerous grant funding opportunities available and many of them change frequently. It will be imperative that a grants sub-committee is established to help the NHB in seeking specific funding to meet their goals and strategies. The sub-committee should be small in size, two-five members, with preferably, some grant funding experience. The grants sub-committee should meet quarterly, sharing their findings and recommendations with the NHB Steering Committee. The following is a list of abbreviations that you may find referenced within Table 11-2.

BLM	Bureau of Land Management
DELCF	Delaware Community Foundation
DDOA	Delaware Division of the Arts
DFH	Delaware Humanities Forum
DOT	Department of Transportation
DPF	Delaware Preservation Fund
DTF	Delaware Land & Water Conservation Trust Fund
FHWA	Federal Highways Administration
FTA	Federal Transit Administration
NRCS	Natural Resource Conservation Service
NPS	National Park Service
NSB	National Scenic Byways Program
RTPA	Regional Transportation Planning Agency
SHPO	State Historic Preservation Office
TEA	Transportation Enhancement Activities
USDA	United States Department of Agriculture
USDI	United States Department of Interior

11.2 Guiding Principles

Best practices in grant seeking and fundraising apply not only to the application/proposal, but also, and most importantly, the organization itself. When a grant is awarded, it is most often a reflection of the program and its people. Well before a grant application is submitted, strong foundations of board member engagement, community relations, and strategic partnerships have already been established.

Relative to the grant proposal process, the following concise suggestions to drafting a solid application:

1. Explain the need/problem that the grant and the funding will address.
2. Describe the strategy/project to address the problem and specify expected results resulting from its implementation.
 - State clear and realistic project goals and how these goals will be monitored and tracked.
 - Give a clear description of how the strategy/project will be assessed, and what indicators will be used to determine impact.
 - Give a description of how the strategy/project's activities and impact may continue beyond the life of the grant.
3. Demonstrate that the organization has the ability to implement the strategy/project.
4. Provide details on usage of the requested funds.
 - A clear description of relevant cost explanations.
5. Be clear, complete, easy to understand and compelling.
6. Review and proof-read

Mal Warwick, noted author and fundraising consultant, discussed best practice fundraising ideologies at the 2010 International Finance Corporation (IFC) Online Conference. The Nanticoke Heritage Byway should reference the following guiding principles in pursuit of fundraising opportunities and fiscal sustainability:

1. Donor Choice – No single strategy and/or channel will consistently provide an organization with a sustainable income flow. Multiple means of connecting with potential donors provides choices and increased opportunities to give. Examples of these methods include, but are not limited to: direct mail, email marketing, events, and establishing a web and social media presence.
2. Provide Information – Most importantly, providing the proper information. Telling an individual or audience what they want to know about your organization and not what you want them to know is critical in engaging potential donors or grant opportunities.
3. Engagement – Sufficient time should be devoted to developing relevant and efficient engagement strategies to ensure interaction with potential donors. For example, online advocacy is an expensive way to involve and update supporters

and recruit volunteers. Also, CME members and other NHB representatives should consistently engage with agencies and donors. Relaying the value of their support and providing updates on how funds have been used effectively along the corridor reinforces the value of fiscal support.

11.2.1 Four Pillars of Financial Stability

Achieving financial stability is a goal that all nonprofits strive to reach. Financial stability entails covering administrative costs and possessing the ability to prioritize and pursue their activities so as to achieve their goals, independent of negotiations with donors, who may, or may not agree with the nonprofits vision. The following are defined by Leon, 2001, as the four pillars to achieving financial stability in The Nature Conservancy's Four Pillars of Financial Stability:

1. Financial and Strategic Planning – How much revenue does your organization need to generate? A financial plan of action consists of projected expenditures and the organization's potential to generate the income to cover those expenditures. A financial plan differs from a budget, in that is a dynamic document that changes frequently, measured in the medium-term. Financial plans consider scenarios that entail the minimum feasible to the ideal.
2. Income Diversification – Diversification refers to not only internal income generation, but also to the number of income sources. Best practice dictates that at least 60% of an organization's overall budget comes from five different sources.
3. Sound Administration and Finance – Just as important as income generation is to an organization achieving financial stability, so too is properly managing its resources. Accounting-administration procedures must fit the organization's needs. They must record the organization's transactions. Nonprofit organization's accounting personnel should produce financial statements that give a clear picture of the organization's financial standing, allowing for sound decision-making practices. Figure 11-1 depicts these financial statements.
4. Own Income Generation – Unrestricted income

is income that the organization, not the donor, decides how to spend. There are seven ways an organization can generate own income:

- i. Contributions to a trust or endowment fund
- ii. Fundraising for institution building or operations
- iii. Income generation through public contributions
- iv. Income generation through the sale of goods and/or services
- v. Income generation through establishing businesses related to a specific mission
- vi. Income generation through financial management
- vii. Income generation through corporate alliances

11.3 National Scenic Byways Grants Program

(<http://byways101.org/byways101/program-overview/grants-other-funding-sources>)

The National Scenic Byways discretionary grants program provides competitive funding for byway-related project each year. The program allows for the use of grants funds by states, Indian tribes, and local communities for projects, based on defined eight eligibility categories:

1. State and Tribal Programs
2. Corridor Management Plans
3. Safety Improvements
4. Byway Facilities
5. Access to Recreation
6. Resource Protection
7. Interpretive Information
8. Marketing a Program

11.4 Federal Grant Programs

U.S. Department of the Interior – National Park Foundation

Working independently and with partners, the National Park Foundation provides funds for grants and programs that meet priorities and critical needs across our National Park System in the areas of youth, community outreach, conservation and professional engagement. The Foundation actively supports



the National Park Service in its goal to prepare national parks for another century of conservation, preservation and enjoyment by its 100th anniversary in 2016.

Forest Highway Funds

The Eastern Federal Lands Highway Division (EFLHD) operates as part of the Federal Lands Highway Program, serving the transportation engineering needs of Federal Land Management agencies. EFLHD actively administers the surveying, designing, and constructing of Forest Highway system roads, National Park Service roads, defense access roads, and other Federal Lands roads. In addition, EFLHD provides funding, traffic monitoring services, the road inventory program, asset management, pavement management systems, and bridge inspection services throughout the United States and Territories.

USDA – United States Department of Agriculture

The USDA provides leadership on food, agriculture, natural resources, and related issues based on sound public policy, the best available science, and efficient management. The USDA does this by expanding markets for agricultural products and support international economic development, further developing alternative markets for agricultural products and activities.



They provide financing needed to help expand job opportunities and improve housing, utilities and infrastructure in rural America. Food safety is also enhanced by taking steps to reduce the prevalence of food borne hazards from farm to table, improving nutrition and health by providing food assistance and nutrition education and promotion. Efficient management is shown by managing and protecting America's public and private lands while working cooperatively with other levels of government and the private sector.

National Park Service Funding

The National Park Service cares for national parks, a network of nearly 400 natural, cultural and recreational sites across the nation. The treasures in this system – the first of its kind in the world – have been set aside by the American people to preserve, protect, and share, the legacies of this land. People from all around the world visit national parks to experience America’s story, marvel at the natural wonders, and have fun. Places like the Grand Canyon, the Statue of Liberty, and Gettysburg are popular destinations, but so too are the hundreds of lesser known yet equally meaningful gems like Rosie the Riveter in California, Boston Harbor Islands in Massachusetts, and Russell Cave in Alabama.

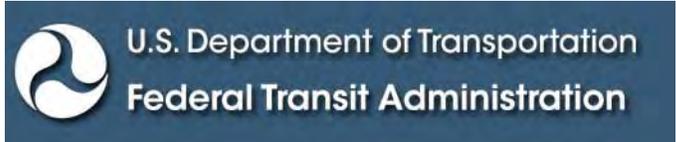


The American system of national parks was the first of its kind in the world, and provides a living model for other nations wishing to establish and manage their own protected areas. The park service actively consults with these Nations, sharing what we’ve learned, and gaining knowledge from the experience of others.

Beyond national parks, the National Park Service helps communities across America preserve and enhance important local heritage and close-to-home recreational opportunities. Grants and assistance are offered to register, record and save historic places; create community parks and local recreation facilities; conserve rivers and streams, and develop trails and greenways.

Federal Transit Administration

FTA supports transportation planners and the transportation planning practice in a number of ways. FTA administers metropolitan planning (49 USC §5303) and statewide planning (49 USC §5304) grant programs to help fund the multimodal transportation planning efforts of metropolitan planning organizations and state departments of transportation. FTA formula funding (49 USC §5307) may also be



used by grantees to support their planning needs. FTA also provides technical assistance on a broad range of planning topics including regional and statewide planning and programming; corridor planning for major capital investments; environmental project reviews under the National Environmental Policy Act of 1969 (NEPA) and related laws; travel demand forecasting and analysis; capital costing; operations planning and costing; financial planning and analysis; land use planning; and public involvement.

In cooperation with the Federal Highway Administration, FTA provides a variety of assistance and resources on planning and environmental procedures and methods, including the joint Transportation Planning Capacity Building Program; support of the transportation planning certification review process; implementation of the conformity provisions of the Clean Air Act as amended in 1990; and travel demand forecasting through the Travel Model Improvement Program.

National Highway Traffic Safety Administration

NHTSA provides leadership to the motor vehicle and highway safety community through the development of innovative approaches to reducing motor vehicle crashes and injuries. NHTSA spearheads innovative research and data analysis critical to motor vehicle and highway safety. The NHTSA leads the Nation by setting the motor vehicle and highway safety agenda. They also serve as the catalyst for addressing critical safety issues that affect the motor vehicle and highway safety communities. They provide Innovative and Incentive Grant funding to improve safety along all highways across the nation.



Institute of Museum and Library Services

The Institute of Museum and Library Services is the primary source of federal support for the nation’s 122,000 libraries and 17,500 museums. The Institute’s mission is to create strong libraries and museums that connect people to information and ideas. The Institute works at the national level and in coordination with state and local organizations to sustain heritage, culture, and knowledge; enhance learning and innovation; and support professional development. The role of the Institute is to provide leadership and funding for the nation’s museums and libraries. And to provide funding for the resources these institutions need to fulfill their mission of becoming centers of learning for life crucial to achieving personal fulfillment, a productive workforce and an engaged citizenry.



Environmental Protection Agency (EPA)

When Congress writes an environmental law, the EPA implements it by writing regulations. Often, the EPA sets national standards that states and tribes enforce through their own regulations. If they fail to meet the national standards, the EPA can help them. The agency also enforces their regulations, and help companies understand the requirements. Nearly half of the EPA’s budget goes into grants to state environmental programs, non-profits, educational institutions, and others. The grantees use the money for a wide variety of projects, from scientific studies that help us make decisions to community cleanups. Overall, grants help the Environmental Protection Agency achieve their overall mission: protect human health and the environment.



National Science Foundation

The National Science Foundation funds research and education in most fields of science and engineering. It does this through grants, and cooperative agreements to more than 2,000 colleges, universities, K-12 school systems, businesses, informal science organizations and other research organizations

throughout the United States. The Foundation accounts for about one-fourth of federal support to academic institutions for basic research.

The agency operates no laboratories itself but does support National Research Centers, user facilities, certain oceanographic vessels and Antarctic research stations. The Foundation also supports cooperative research between universities and industry, US participation in international scientific and engineering efforts, and educational activities at every academic level.

National Resources Conservation Service

NRCS provides funding opportunities for agriculturalists and others through various programs. Conservation Innovation Grants (CIG) is a voluntary program intended to stimulate the development and adoption of innovative conservation approaches and technologies while leveraging Federal investment in environmental enhancement and protection, in conjunction with agricultural production. Under CIG, Environmental Quality Incentives Program funds are used to award competitive grants to non-Federal governmental or nongovernmental organizations, Tribes, or individuals.



CIG enables NRCS to work with other public and private entities to accelerate technology transfer and adoption of promising technologies and approaches to address some of the Nation’s most pressing natural resource concerns. CIG will benefit agricultural producers by providing more options for environmental enhancement and compliance with Federal, State, and local regulations. NRCS administers CIG.

Discretionary Grant Programs

The FHWA administers discretionary programs through its various offices. These discretionary programs represent special funding categories





where FHWA solicits for candidates and selects projects for funding based on applications received. Each program has its own eligibility and selection criteria that are established by law, by regulation, or administratively. More information on each of these programs is available under the FHWA Discretionary Program Information. Information is also available on Current Solicitations for Projects and Recent Awards. Examples of projects/programs considered under the discretionary grants program include:

- Delta Region Transportation Development
- Ferry Boat
- Highways for LIFE
- Innovative Bridge Research and Deployment
- Interstate Maintenance
- National Historic Covered Bridge Preservation
- National Scenic Byways
- Public Lands Highways
- Rail Highway Crossing Hazard Elimination in High Speed Rail Corridors
- Transportation, Community, and System Preservation
- Truck Parking Facilities
- Value Pricing Pilot Program

Table 11-2 – Potential Funding and Financing

GRANT MANAGING ORGANIZATION	TYPE OF PROPOSAL	APPLICANT ELIGIBILITY
FEDERAL FUNDING		
USDI-National Park Foundation www.nps.gov/partnerships/NPF_grants_and_prgs.htm	Outdoor recreation , conservation, development and planning	For State Agencies and Partners
USDA, Rural Utilities Service www.rurdev.usda.gov	Installation, repair, improvements of rural water facility	Rural communities
National Park Service www.nps.gov/	Develop new trails and greenways; access and views, conserve pen space; Public education, tourism efforts, Kiosk information; Technical information/ provision of specialized services	Nonprofit, federal, state, and local governments, individuals, federal agencies <i>State Historic Preservation Office (SHPO) makes official determinations of historic property.</i>

Table 11-2 – Potential Funding and Financing Cont.

GRANT MANAGING ORGANIZATION	TYPE OF PROPOSAL	APPLICANT ELIGIBILITY
National Park Service – National Register of Historic Places (NRHP) http://www.nps.gov/nr/	Kiosk and interpretive funds for historic places	Any tribal, state, or federal property that qualifies <i>SHPO makes official determinations of historic property.</i>
National Park Service - Rivers, Trailers, and Conversation www.nps.gov/rtca	Development of trails and greenways	Non-profit, federal, state, and local agencies and communities
Federal Transit Administration www.fta.dot.gov/	Assessing and improving local transportation conditions, such as bus routes	State and local governments, transit agencies, private organizations, universities
National Highway Traffic Safety Administration www.nhtsa.dot.gov/	Pedestrian and Bicycle Safety	States, federally recognized Indian tribes
Institute of Museum and Library Services Office of Museum Services www.imls.gov/	Efforts to conserve the Nation’s historic, scientific, and cultural heritage	Museums established a minimum of 2 years prior to application
Environmental Protection Agency www.epa.gov/owow/wetlands	Protect, manage, restore lands and resources	State, tribal, government agencies, non-profit organizations
National Science Foundation www.nsf.gov/funding/	Research between Universities and Industry, scientific and engineering efforts	Colleges, Universities, businesses, organizations
Natural Resources Conservation Service http://www.nrcs.usda.gov/wps/portal/nrcs/site/national/home/	Financial assistance is provided through cost-share/ incentives, easements, grants and stewardship payments.	State, tribal, local governments, and non-government organizations
Federal Highways Admin., Dept. of Transportation www.fhwa.dot.gov/environment/rectrails/index.htm	Maintenance & restoration of existing trails; development & rehabilitation of trailhead facilities and trail linkages	Private organizations, county, state or federal agencies

Table 11-2 – Potential Funding and Financing Cont.

GRANT MANAGING ORGANIZATION	TYPE OF PROPOSAL	APPLICANT ELIGIBILITY
FHWA Discretionary Funds www.fhwa.dot.gov/discretionary/	Bridges, Corridor Planning, Transportation Development, Highways for LIFE, Interstate Maintenance, Scenic Byways	State, local, private organizations
State and Local Funding		
Delaware Community Foundation (DELCF) https://www.delcf.org/grants.html	Equipment Grants, Capital Grants, and Collaborative Grants	Manages charitable funds for individuals, families, businesses, and organizations, and distributes income from the funds as grants to humanitarian, educational, health, and cultural entities throughout Delaware
Area Development Funds (ADF) http://www.areadevelopment.com/stateResources/delaware/DE-Direct-Financial-Incentives-2014-804672.shtml	Infrastructure needs including building construction; property and major equipment purchases; and water, gas sewer, electrical and solid waste management.	Governmental entities
Delaware Land & Water Conservation Trust Fund (DTF) http://www.dnrec.delaware.gov/parks/Services/Pages/Grants.aspx	Matching grant program whose function it is to assist with park land acquisition and outdoor recreation facility development.	County and municipal governments and park districts

Table 11-2 – Potential Funding and Financing Cont.

GRANT MANAGING ORGANIZATION	TYPE OF PROPOSAL	APPLICANT ELIGIBILITY
Delaware Estuary Watershed Grants Program http://www.delawareestuary.org/	Projects that sustain, restore, and enhance fish, wildlife, and plant habitats	Federal, state, local, private organizations
Delaware Division of the Arts http://www.artsdel.org/grants/	Grants and programs that support arts programming, educate the public, increase awareness of the arts, and integrate the arts into all facets of Delaware life.	Nonprofit arts organizations, community-based organizations (including government agencies), schools, and individual artists. Organizations must be non-profit, and incorporated and based in Delaware. Individuals must be Delaware residents and at least 18 years of age.
Delaware Humanities Forum (DHF) http://www.dehumanities.org/	The Delaware Humanities Forum provides financial support for public humanities programs through its Grant Programs	Colleges and universities, libraries, historical societies, museums, educational television and radio stations, research institutes, professional associations, agencies of state and local government, labor unions, and other community and service organizations
Delaware Preservation Fund (DPF) http://preservationde.org/delaware-preservation-fund/small-grants-program/	Grants for projects that preserve the architectural heritage and the historic built environment of Delaware, through financial assistance to owners of historic properties, through acquisition of unwanted and threatened properties, and through related support programs.	Corporations, partnerships, individuals, non-profit and religious organizations, and governmental entities within Delaware.

11.5 Crowdfunding

Crowdfunding, also known as social crowdfunding, involves the use of small amounts of capital from a large number of individuals to finance a business venture. This practice is already being pursued by other Scenic Byways, including the Red Rock Scenic Byway in Sedona, Arizona. Red Rock partnered with the Jeffery Lehmann's Weekend Explorer TV Series to make an episode featuring the Red Rock Scenic Byway, using crowdfunding.

For the NHB, establishing a social media presence should include developing crowdfunding strategies. Social crowdfunding provides another source of income diversification, with which to pursue the organization's various goals, objectives, and missions. There are a host of on-line platforms for the NHB to pursue crowdfunding income, examples of some include, but are not limited to: gofundme.com, fundly.com, kickstarter.com, startsomegood.com, and indiegogo.com.

11.6 Becoming a 501(c)(3) Nonprofit Organization

Federal law provides tax benefits to nonprofit organization recognized as exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code (IRC). Application to the Internal Revenue Service (IRS) is required of most organizations to receive this tax exempt status. Organizations may also obtain many of the benefits of 501(c)(3) status by affiliating with an existing charity that acts as its agent. However, under this scenario, the existing charity must be given full control and authority over the program.

The IRS describes three main criteria that an organization must meet in order to receive 501(c)(3) status:

1. Organized – A 501 (c) (3) organization must be organized as a corporation, trust, or unincorporated association. Their organizing documents (articles of incorporation, trust documents, articles of association) must:
 - Limit its purposes to those described in section 501(c)(3) of the IRC
 - Not expressly permit activities that do not further its exempt purpose(s), i.e., unrelated activities; and
 - Permanently dedicate its assets to exempt purposes
2. Operated – Because a substantial portion of an organization's activities must further its exempt purpose(s), certain other activities are prohibited or restricted including, but not limited to, the following activities. A 501(c)(3) organization:
 - Must absolutely refrain from participating in the political campaigns of candidates for local, state, or federal office;
 - Must restrict its lobbying activities to an insubstantial part of its total activities;
 - Must ensure that its earnings do not inure to the benefit of any private shareholder or individual;
 - Must not operate for the benefit of private interests such as those of its founder, the founder's family, its shareholders or persons controlled by such interests;
 - Must not operate for the primary purpose of conducting a trade or business that is not related to its exempt purpose, such as a school's operation of a factory; and
 - Must not have purposes or activities that are illegal or violate fundamental public policy.
3. Exempt Purpose – To be eligible for tax exempt status, an organization must have one or more exempt purposes, stated in its organizing document. Section 501(c)(3) of the IRC lists the following exempt purposes: charitable, educational, religious, scientific, literary, fostering national or international sports competition, preventing cruelty to children or animals, and testing for public safety.

There are several examples of Scenic Byways achieving 501(c)(3) status, including the Indian River Lagoon (IRL) Scenic Byways (Indian River Lagoon National Scenic Byway Coalition, Inc.), in Florida. The IRL Scenic Byway has affiliated with the Marine Resources Council to attain exempt status. To assist the NHB in preparing their application, should they choose to pursue designation as a 501(c)(3), the following are

the 501(c)(3) qualifying criteria for the IRL:

Organization Code – 1: Corporation

Deductibility Code – 1: Contributions are deductible

Affiliation Code – 3: Independent

NTEE Common Code – C: Environmental Quality, Protection and Beautification

NTEE Code – C30: Natural Resources Conservation and Protection

Foundation Code – 15: Organization which receives a substantial part of its support from a governmental unit or the general public 170(b)(1)(A)(vi)

Exempt Organization Status Code - 1: Unconditional Exemption

11.7 Conclusion

This section of the Nanticoke Heritage Byway CMP has been devoted to guiding and implementing resource and financial stability. The NHB CME should use the guiding principles and four pillars of financial stability to inform their fiscal practices. This section also listed fundraising methods and strategies, including grant programs and social crowdfunding. Federal and State grant opportunities, several of which are provided in this chapter, exist for the NHB to pursue its objectives. Finally, the Resource and Financial Stability chapter defines and outlines 501(c)(3) organizations and the requirements and benefits of pursuing this designation as a tax exempt organization.