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Janet Eisenhauer

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**DEVELOPMENT OF A GRANT PROPOSAL FOR FUNDING OF A
NONPROFIT LAND CONSERVATION ORGANIZATION**

by
Janet Eisenbauer

A Thesis

**Submitted in partial fulfillment of the requirements of the
Master of Arts Degree in the Graduate Division of Rowan College of New Jersey
Spring, 1996**

Approved by _____
Professor

Date Approved 5/1/96

ABSTRACT

Name: Janet Eisenhauer
Title of Project: Development of a Grant Proposal for Funding of a
Nonprofit Land Conservation Organization
Date: May 1996
Project Advisor: Gary Patterson
Graduate Program: Environmental Education and Conservation

The purpose of this study is to solve the dilemma of how to acquire funding for operational expenses of a private nonprofit land conservation organization through foundation grants. A model grant proposal is also developed as part of the study.

The methods employed to determine strategies and to develop a grant proposal for funding of operational expenses for a private nonprofit land conservation organization include: review of literature on grantwriting, and interviews with foundation representatives, conservation organization grantwriters and others in the field of conservation organization fund raising.

Based on the literature review and interviews carried out, it was determined that grant funding for operating expenses is difficult to acquire except under special circumstances when there is justification for the appropriation of seed money or for administrative costs associated with a special project that the foundation deems worthy of funding.

Organizations requesting seed money must have a compelling argument supporting the need for the organization. Under such circumstances, it is not uncommon for seed money to be granted for one to two years in the form of a start up grant. Foundations are more likely to fund special projects because they are often viewed as useful in highlighting the

foundations accomplishments. When a foundation is interested in funding a special project, consideration will usually be given to allocation of approximately 15 to 33 percent of the grant funds for administrative costs such as staffing and office expenses.

MINI - ABSTRACT

Name: Janet Eisenhower
Title of Project: Development of a Grant Proposal for Funding of a
Nonprofit Land Conservation Organization
Date: May 1996
Project Advisor: Gary Patterson
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CHAPTER I

INTRODUCTION

Land use has become a primary concern of the present day environmental movement. As land is developed for a broad array of human purposes, the impact of these uses on the environment are multitudinous. Wildlife habitats are destroyed resulting in the breakdown of ecosystems and the loss of plant and animal species. Aquifer recharge potential is frequently diminished or eliminated due to the use of impermeable ground cover. Point source pollution is generated from industrial development and nonpoint source pollution is generated as a result of residential and commercial development. Air pollution from auto exhaust increases as populations move into newly developed areas. In short, as a result of the development of open space, the quality of life is greatly diminished for the human population, as well as plant and animal species.

Consequently, a growing number of nonprofit land conservation organizations are striving to preserve land throughout the world. Some of the most widely publicized land conservation efforts have been in the tropical rain forests. Although less publicized, smaller local land conservation efforts are also on the rise. The State of Connecticut boasts the emergence of numerous local land trusts during the past few decades. New Jersey voters have funded the State's multi-million dollar Green Acres land preservation

program through 10 consecutive bonds. As the public becomes more aware of the need for open space preservation, more local and regional nonprofit organizations have emerged to carry out this mission in their own communities.

In order for this land conservation movement to succeed in its mission, sources of funding must be found for the individual organizations who are attempting to carry out the task on the local and regional level. Funds are required for direct acquisition of land as well as for creative strategies such as purchase of easement rights and development credits. In addition, special projects such as greenway mapping and educational programs such as backyard wildlife habitat development are also a necessary component of these preservation efforts. Equally, if not more significant is the need for operating expenses including staff.

Many new land conservation organizations are functioning through volunteerism with no paid staff. This type of arrangement is inherently limiting. Volunteers, though dedicated, are usually unable to devote the time and resources necessary for the organization to perform to its fullest potential. Frequently these local groups come into existence for the sole purpose of protecting a particular parcel of land that is threatened with development. Once this task is accomplished, they often cease to be active due to the limited time and resources of the volunteers. In order for such organizations to continue their efforts, funds must be located to cover the expenses of a paid staff person and other basic operating expenses.

Funding sources frequently include membership dues, special events fund raisers, donation drives, sales of promotional items, governmental grants and loans, and private

foundation grants. The source of the funding usually will determine to what end those funds can be utilized. It is often the rule that government and private foundation grants are required by the grantor to be used for specially designated uses other than operating expenses. Funds that are raised through membership dues, special events and promotional sales are usually considered unrestricted and can be utilized to cover any organizational expenses. Unfortunately, according to Meghan Wren, Executive Director of the Delaware Bay Schooner Project, a private nonprofit organization dedicated to the protection of the Delaware Bay, these later sources of funding usually result in very limited dollar amounts in the early life of a nonprofit, and cannot be depended upon for covering operational expenses. Consequently, in order for the local and regional land conservation movement to succeed, it is imperative that sources of funding for organizational operating expenses be acquired. The following proposal will address this issue.

STATEMENT OF PROBLEM

In order to be effective in their mission, new land conservation organizations must find a stable source and adequate amount of funding in order to cover operating expenses. One of the most expeditious ways of acquiring such funding is through grants-in-aid from private foundations, but most foundation grants do not allow for operating expenses. Foundations maintain this policy in order to guard against total dependency by the nonprofit group upon the foundation grant from year to year. Foundations do not wish to be the deciding factor as to whether an organization survives or collapses. Therefore, the

problem to be overcome is how to convince a foundation to agree to the funding of these expenses, or how to prepare a successful grant proposal which will result in the funding of staff and operating expenses.

STATEMENT OF PURPOSE

This thesis will focus on solving the dilemma of how to acquire funding for operational expenses to cover staffing, through the successful development of a private foundation grant proposal. The writer will review available information related to this genre of grantsmanship. Based on this body of information, the writer will attempt to develop a model grant proposal which will include a request for operational funding. The purpose of this model proposal will be to offer a viable fund raising option for those seeking operational funding of nonprofit land conservation organizations.

SIGNIFICANCE OF STUDY

According to the Land Trust Alliance, a national organization of America's local and regional land conservation groups, over 3,000 acres of wetlands, farms and forests in the United States, are lost to development each day. In response to this loss of open space, the number of land conservation organizations in the nation has increased from approximately 500 in 1990 to 1,100 in 1996 (Land Trust Alliance). These groups frequently consist of local volunteers who have little or no previous experience in fund

raising and grantsmanship. As a result, many local and regional groups operate on a volunteer basis and consequently are limited in their effectiveness. The successful completion of this study will make a model grant proposal available which addresses the need for operating expenses. Access to this information will enable these groups to use this model in the development of grant proposals. It is hoped that these proposals will have a greater probability of succeeding in attaining the requested funding. The greater the number of land conservation organizations that receive funding to operate, the greater the impact their activities will have and the more open space will be protected.

ASSUMPTIONS

1. The writer has the knowledge and background required to carry out this study.
2. The information necessary to carry out this task is available and accessible.

LIMITATIONS

1. The final product of this study will be applicable to nonprofit land conservation organizations and will not necessarily apply to nonprofit organizations other than land conservation groups.
2. The use of this model grant proposal is intended to increase the probability of successful grants development, but does not guarantee the successful acquisition of funding of any type.

3. The final product of this study will be applicable to private foundations serving the southern New Jersey region and will not necessarily apply to private foundations which serve areas other than southern New Jersey.

4. The final product of this study will apply to private foundations which include the funding of land conservation organizations in their purview and will not necessarily apply to those which do not regularly offer funds for this purpose.

5. The final product will not have been tested for its value through submission to any private foundation as a formal grant proposal prior to this thesis being printed, due to time limitations.

DEFINITION OF TERMS

grant- sum of money comprising an award of financial assistance to recipient individuals and organizations (Lefferts, 1978, p. 149).

grantee- individual, organization, or entity receiving a grant and responsible or accountable for that grant (Lefferts, 1978, p. 149).

grantor- agency (government, foundation, corporation, nonprofit organization, individual) awarding a grant to a recipient (Lefferts, 1978, p. 149).

foundation- a) a fund or endowment to maintain a hospital, school, charity, etc. b)an institution maintained by an endowment (Webster's Dictionary, 1964, p. 572).

matching- participation by the grantee in the cost of a program on a dollar-for-dollar basis (Lefferts, 1978, p. 151).

proposal- formal written document that provides detailed information to a funder, or the proposed conduct and cost of a specific program or project (Lefferts, 1978, p. 152).

CHAPTER II

LITERATURE REVIEW

In reviewing the available literature, the writer has found numerous books on the subject of grantsmanship. Only a few of these address the specific issue of funding for operating expenses. Those texts that do address this issue cite the difficulty of acquiring this type of funding (Schneider, 1985, p. 99) without offering "how to" strategies.

Foundations are described as "reluctant to having a grantee leaning on their shoulders too long" (Hummel, 1984, p. 89). Therefore, if a grant applicant is seeking operating expenses, the potential grantor will be concerned that the organization will be too dependent on the foundation's continued support.

In one book where this dilemma is addressed, grants are broken down into two categories: general purpose grants and special project presentations (Dermer, 1984). Once again it is stated that although general purpose grants are favored by the organization seeking funding because they can be used for any purpose, few foundations favor such grants. Dermer suggests that the key to successful justification of a general purpose grant is to describe "special circumstances, reasons above and beyond the values of your organization's ongoing program which merit a grant" (Dermer, 1984, p. 16).

Special project proposals may include operating expenses, but they must directly relate

to the project. By definition, special projects allow for short term funding, usually one to two years (Dermer, 1984). Based on this scenario, McGlaughlin comes close to discouraging nonprofits from seeking grants for operating expenses (McGlaughlin, 1991). He states that the "overall effect is to create a weakened service delivery system, like a field planted with a hundred seedlings that may or may not make it till the harvest instead of ten plants that definitely will" (McLaughlin, 1991 p. 45).

In summary, although the literature on grantsmanship is extensive, as a rule it deals more with format than with strategy. Consequently, in order to learn about the successful techniques used to obtain foundation funding for operating expenses the author has sought the advice of foundation representatives and experienced individuals in the field of grants writing.

The author interviewed the following individuals: Nancy Zimmerman of the William Penn Foundation, Betty Jensen of the Geraldine R. Dodge Foundation, Maureen McNeill of the Land Trust Alliance, Stephen Howard of the New Jersey Conservation Foundation, Susan Sommer of the Trust For Public Land, and Marie Kruzan of the Association of New Jersey Recyclers. The consensus among those interviewed was that in order to receive significant foundation grant funding for operating expenses, there are two avenues that can be pursued. A request can be made for seed money for newly formed organizations to cover general operating expenses, or funds can be requested for administrative costs associated with a special project proposal.

An organization requesting funding for seed money must have a compelling argument supporting the need for the organization. An example of such a compelling argument can be

shown in the case of an organization known as the Pinelands Preservation Alliance. The unique circumstances surrounding the preservation of the New Jersey Pinelands were the basis for the establishment and funding of this group. At the time that the Pinelands Preservation Alliance was established, no other private nonprofit organization existed solely for the purpose of protecting the area of New Jersey known as the Pinelands. Although protected by legislation, threats to the integrity of this unique ecosystem continued due to the many demands on its resources. As a result, a compelling need was seen for the establishment of an advocacy organization for ongoing monitoring and the organization was successful in obtaining seed money through foundation grants.

In instances where such a need can be shown, it is not uncommon for seed money to be granted for one to two years in the form of a start up grant (Stephen Howard, Special Projects Coordinator, New Jersey Conservation Foundation, personal interview, October 26, 1993). In the development of such a proposal for general operating expenses, Howard suggests that a five-year plan be developed with a clear indication of steps to be taken to reach the organization's goals. A foundation considering this type of funding commitment is interested to know that the organization, although young, is well organized and clearly focused. A five-year plan indicates a level of stability that foundations appreciate.

Nancy Zimmerman of the William Penn Foundation indicated that some smaller foundations actually prefer to fund operating expenses as opposed to special projects grants, although the grant amounts are typically small. (Nancy Zimmerman, Program Officer, William Penn Foundation, telephone interview, November 22, 1993). This is due to the fact that small foundations frequently have few staff people and are not able to spend the time and resources

required to monitor special projects. Many of these smaller foundations will offer ongoing support on a yearly basis with a usual grant size of approximately one to two thousand dollars.

Zimmerman stated that large foundations frequently want to see that the applicant is supported through public funding within their own community. She indicated that as a rule, William Penn does not fund general operating expenses as seems to be the case with many large foundations. Betty Jensen of the Geraldine R. Dodge Foundation says that it is not necessarily true that foundations shy away from funding general operating expenses (Betty Jensen, Grants Manager, Geraldine R. Dodge Foundation, telephone interview, December 14, 1993). Her analysis is that special projects are more likely to be funded because they "grab attention".

For the most part though, those interviewed agreed with the literature that large foundations tend not to fund general operations. Zimmerman indicates that this kind of funding is seen as a constant drain on their funds. They would rather have funding available to carry out new programs such as large one time projects that general membership support won't fund.

Howard suggests that some foundations will work with an applicant to help tailor the grant proposal to the foundation's liking. Under some circumstances, where a foundation is very interested in the mission of the organization, it may be possible to meet with a foundation representative and present a general funding proposal idea and a special project idea to see which one will most likely be funded.

On the subject of special projects grants, Zimmerman indicated that staff funding under

such a grant is "theoretically possible". Jensen says that if the project is to be funded, then funding of a staff position to implement the project will be considered. Maureen McNeill of the Land Trust Alliance says that foundations seem to play a game of sorts with regard to the funding of operating expenses within a special project grant (Maureen McNeill, Development Coordinator, Land Trust Alliance, telephone interview, December 14, 1993). McNeill states that "in order to have operating expenses funded, you must pitch the project more than the staff and include the staff funding as part of the project costs. The funding request must be positioned as a special project even though it may be in actuality part of general operations."

According to Marie Kruzan of the Association of New Jersey Recyclers, if a foundation is interested in funding a special project, they will usually consider allocating approximately 15 to 33 percent of the grant funds for administrative costs such as staffing and office expenses (Marie Kruzan, Executive Director, Association of New Jersey Recyclers, telephone interview, December 14, 1993).

Whether or not a grant proposal is geared to request general operating expenses or to fund a special project, there are many important points to remember in developing such a proposal and in approaching a foundation. The following suggestions were gleaned from the practical experience of those interviewed.

According to McNeill, it is essential that each foundation is researched regarding what they are interested in funding. Each proposal submitted should be tailored to the particular foundation being approached. It is important to target proposals to foundations that have interest in the specific activities of the organization. Research is critical in determining whether a proposal is approved. Using a blanket approach of sending the same proposal to

every foundation, will usually not be a successful strategy. It is important to determine what the foundations' interests are and position your proposal in line with their interest. If a proposal is submitted that is not geared to what that foundation is interested in funding, they may give feedback, but chances are that the proposal will not be considered. Often foundations have so many proposals to consider that they look for reasons to eliminate those that don't fit all of their criteria.

McNeill suggests that when pursuing information on a foundation, it is helpful to determine what kind of grants they have funded in the past and for what amounts. The Foundation Center, a private nonprofit educational resource organization that has regional centers in libraries throughout the United States, has copies of annual reports and tax returns which will furnish this kind of information (Hillman, 1975). Some of this information is also available in directories of foundations. This information can be useful in tailoring a proposal. If a proposal requests more or less money than a foundation normally funds, they may recommend an adjustment to the proposal, but often they will simply disregard your request (Maureen McNeill, telephone interview, December 14, 1993).

Sometimes it is necessary to dig for information on small and mid-size foundations where information may not be as readily available as it is with larger foundations. This research can also be accomplished through utilizing resources of the Foundation Center collection where a complete list of foundations can be reviewed as well as directory resources (Maureen McNeill, telephone interview, December 14, 1993).

Some very small family foundations are difficult to get specific information on. One technique for seeking information on such foundations is to learn who serves on their board

and utilize any networking opportunities available to contact an interested board member. This may be the only way to learn what a more elusive foundation is interested in funding. It is easier to acquire this information if you have a personal referral (Maureen McNeill, telephone interview, December 14, 1993).

It is important to take into consideration that foundations have special areas of interest. It is essential to be aware of this and approach foundations with proposals that are in line with these interests. There may be foundations in other areas of the country that may be interested in funding a particular organization, so research should not be limited to only those in the organization's region. It is likely that there will only be 10-20 foundations which are interested in receiving a particular proposal based on the foundation's specific focus and geographical activity area (Maureen McNeill, telephone interview, December 14, 1993).

Determining what proposal format each foundation requests is important. Some will require a fully developed proposal while others prefer a brief synopsis. More is not always better. In developing the proposal, it is necessary to furnish all information that the foundation requests and follow the individual foundation guidelines (Maureen McNeill, telephone interview, December 14, 1993).

The organization should document all activities showing a track record/evidence that the group is carrying out its mission of preserving land and completing projects, or whatever that mission includes (Susan Sommer, Manager/Administrator Public Affairs, Trust For Public Land, telephone interview, November 15, 1993). The funding agency needs to know that the organization understands how to fund land acquisition and is competent in these matters (Stephen Howard, personal interview, October 26, 1993).

Kruzan suggests that foundations will decide to fund or not based on the organization's history and ability to produce. She recommends "going all out on one project" that will succeed and then "piggy back on that success". According to Kruzan "foundations want a history that says it's going to happen". Some foundations will not fund organizations that don't already have paid staff and that have too big a vision. "They don't believe that an all volunteer group can do the job" (Marie Kruzan, telephone interview, December 14, 1993). In short, Kruzan suggests the following strategy. "Why this project? Because it's important. Why me? Because I'm successful and can do it."

Zimmerman points out that it is important for the organization to indicate that it knows the answers to financial questions regarding what is required to maintain nonprofit status. When requesting funding, a nonprofit organization needs to consider the fact that in order to maintain nonprofit status, the Internal Revenue Service requires that at a minimum, 1/3 of the budget comes from general public support. This mandate is considered necessary in order to guard against one source gaining control of a nonprofit organization. A foundation will not want to risk furnishing funding if the organizations nonprofit status is at risk as a result of that funding. McNeill also notes that foundations are more interested in funding a proposal if their grant is matched by other sources.

It is important to make personal contact with a foundation representative if possible. Scheduling appointments with foundations to get direction as to their interest in your proposal can be useful. These meetings furnish opportunities for asking specific questions regarding the foundation's grants. If a foundation is interested in the work that an organization is doing, they will want to speak with a representative (Maureen McNeill, telephone interview,

December 14, 1993).). Certain foundations may not be willing to meet until a completed proposal is submitted or they may not have the staff time available for interviews (Nancy Zimmerman, telephone interview, November 22, 1993).

According to McNeill, it is important to let the foundation know if an organization is operated on an all-volunteer basis. Foundations will appreciate the fact that activities are carried out by volunteer efforts. Although organization representatives may find it intimidating to approach a foundation, it is important to remember that grant seeking-organizations are giving grantors an opportunity to fund worthwhile projects. Foundations view themselves as a community resource. Groups seeking funding support should not be afraid to call on them. Once an organization is funded by one foundation, frequently others will be more willing to give serious consideration to a proposal (Maureen McNeill, telephone interview, December 14, 1993).

In summary, the author's research has indicated that it is possible to obtain foundation grants that will cover operating expenses on a limited basis. It appears that unless there is a compelling reason to fund general operating expenses through seed money, the administrative costs associated with staffing and office expenses are most frequently funded through special projects grants. There are many determining factors in deciding which proposals get funded by foundations. It is essential that an organization develop a plausible five-year plan where seed money is being sought, or carefully choose a project that has merit in order to be seriously considered for special project funding.

CHAPTER III
DESIGN OF THE STUDY
PLANNING

The information gathered and subsequent grant proposal developed in this thesis, is for the purpose of acquiring funding for the South Jersey Land Trust (SJLT), a private nonprofit land conservation organization whose mission is to preserve, protect and enhance the natural, cultural and historic heritage of southern New Jersey for the enjoyment of this and future generations.

SJLT was organized in 1990 through the efforts of a small, but dedicated group of citizens who were concerned with the rapid loss of open space and the destruction of environmentally sensitive areas in the southern region of the State as a result of the escalating rate of development. Along with the environmental threat, this trend also threatens the region's cultural and historic heritage as it changes forever the quality of its communities and the lives of the residents.

Although SJLT has been very active during its first 6 years, its effectiveness has been limited by the fact that it is an all volunteer effort. The group has not yet been able to raise funding for the purpose of hiring a staff person. The writer, as a member of the SJLT Board of Trustees, received the support of the Board in carrying out this research and preparing a

grant proposal to seek funding for staffing of the organization.

ORGANIZATION

The first task to be accomplished was to determine what type of grant proposal would have the greatest chance of being successful in acquiring funding. In order to accomplish this task, the writer tapped many sources of information including grants writing texts, foundation directories, other successful grant proposals, and interviews with representatives of nonprofit organizations and foundations.

As a result of the initial research it was apparent that in order to receive funding for staffing of an organization such as SJLT, the associated staffing costs would have to be included as a necessary component of a special project. The writer then conducted a second round of research geared to flesh out the special project to be proposed. This task was accomplished through discussions with the SJLT Board of Trustees, individual board members, governmental officials familiar with the open space needs of the region, representatives of nonprofit organizations involved in related work, and representatives from the private sector who have some interest in the activities of SJLT. In addition, further research was carried out utilizing governmental and nonprofit organization reports.

The research to determine the focus of the special project resulted in the following conclusions:

- A. The project must be of enough significance to the region to warrant the funding.
- B. The project must have a narrow enough focus to be seen as a realistic goal to be

accomplished.

C. The project proposal should document that it has the support of established organizations and governmental entities in the region.

D. It will be advantageous if the project significantly furthers some important efforts that have already been funded and carried out by other entities.

E. It will be advantageous if other additional sources of funding or in kind services are already committed to the project upon submission of the grant proposal.

F. It may be advantageous if the project has positive public relations potential and can serve as a rallying point for other groups in the region with similar preservation goals.

G. It will be advantageous if nonprofit, governmental or private sector entities offer their services/staff to carry out support work on the project.

The preceding guidelines were developed as a result of the literature review and interviews conducted by the author. The model grant proposal contained in this study has been created in accordance with these guidelines.

FORMAT

There are many variations of proposal formats represented in the literature on grants writing. It should be noted that every foundation has its own requirements regarding what format is to be used in submission of a grant proposal. For the purposes of this proposal, the writer utilized a format that is delineated by the William Penn Foundation in their grant application brochure entitled, Foundation Priorities and Grant Application Procedures. This

format includes the following elements:

A. "A one-page summary outline. This should include the agency name, address, and telephone number along with the names of a contact person and the executive director the specific project objective; the target population, the major activities planned, and a timetable. Also included should be the grant amount requested, the total project budget, other sources of support, and the agency's total income in the past fiscal year" (William Penn Foundation Brochure, 7-8).

B. "Information about the agency making the request. The application should include a brief historical sketch of the agency and a statement of current goals and services. The most recent annual program report should also be included" (ibid.).

C. "Complete description of the project proposed. State the problem to be addressed, the need for the proposed project, and the target population that will be affected. Describe the activities to be carried out; the staff required, and their qualifications; and a timetable for the implementation of the project. Include a clear statement of what will be accomplished. Explain the process by which success or failure will be measured" (ibid.).

D. "Complete financial information. The (William Penn) Foundation requires a detailed budget for total income and expenses of the project. In addition to the funds being requested from the Foundation, information should be provided about funds on hand or pledged, as well as funding potentially available from other sources. Finally, and of considerable importance, is a statement concerning plans for continuing support after the conclusion of Foundation funding" (ibid.).

The decision to use the above format was based on a review of the grant format

requirements of the foundations which SJLT will most likely approach for funding. The applicant may have to amend this format somewhat to comply with variations in the requirements of the targeted foundations.

SOURCES OF INFORMATION

The researcher utilized the following sources to locate information pertaining to this study:

- Savitz Library, Rowan College of New Jersey, Glassboro, N.J.
- Gloucester County Library, Sewell, N.J.
- Pitman Public Library, Pitman, N.J.
- Gloucester County Planning Department, Clayton, N.J.
- N.J.D.E.P. Division of Fish, Game and Wildlife, Trenton, N.J.
- Natural Lands Trust, Media, Pa.

The researcher conducted personal interviews with the following individuals:

- Garrett Olin, Geographical Information Service Specialist, Gloucester County Planning Department, Clayton, N.J.
- Jay Laubengeyer, Cumberland County Planning Department, Bridgeton, N.J.
- Jane Galetto, Citizens United for the Preservation of the Maurice River and Its Tributaries, Millville, N.J.
- Robert V. Scolpino, Director retired, Gloucester County Planning Department, Clayton, N.J.

- Clay Sutton, Herpetological Associates, Marlton, N.J.
- Stephen Howard, New Jersey Conservation Foundation, Morristown, N.J.
- Susan Sommer, Trust For Public Lands, Morristown, N.J.
- Nancy Zimmerman, William Penn Foundation, Phila., Pa.
- Betty Jensen, Geraldine R. Dodge Foundation, Morristown, N.J.
- Maureen McNeill, The Land Trust Alliance, Washington, DC.
- Marie Kruzan, Executive Director, Association of New Jersey Recyclers,
Bridgewater, N.J.

BACKGROUND OF THE RESEARCHER

The author is a 1996 graduate of Rowan College of New Jersey with a Master of Arts degree in Environmental Education and Conservation, and a 1981 graduate of Hahnemann University (Philadelphia, Pennsylvania) with a Bachelor of Science degree in Mental Health.

The author is employed as environmental program administrator with the Gloucester County Cooperative Extension and directs the farmland and open space preservation program. She previously was the Gloucester County District Recycling Coordinator from 1991 to 1994. Her responsibilities included the development and implementation of technical and educational programs geared toward achievement of the County's recycling, solid waste, medical waste and household hazardous waste management goals.

From 1989 to 1991 the author held the position of Assistant District Recycling Coordinator for Gloucester County. She initiated and carried out programs encouraging

recycling and household hazardous waste management within the County.

Prior to her career in environmental protection, the author worked as a mental health professional and served as a Crisis Intervention Specialist for the Gloucester County Mental Health Center from 1982 to 1987. She previously was a member of the crisis counseling service in the emergency room of Cooper Medical Center for one year.

Professional affiliations of the author include the following:

The author is a founding member of the South Jersey Land Trust and has served as secretary on the board of trustees since 1990. She also served as treasurer to the board for two years. Her activities have included project development, grants writing and additional fund raising activities, public relations, educational programming, secretarial responsibilities, and budget management.

The author served as a commissioner on the Pitman Environmental Commission for eight years and is presently an associate member. She has assisted in the development and initiation of municipal recycling, the development of a municipal open space initiative including the implementation of an open space referendum, implemented a grant funded nonpoint source pollution abatement project which included the painting of emblems on all municipal storm drains, and is presently involved in the environmentally sound restoration of a municipal lake.

Other professional affiliations include the Gloucester County Environmental Commissions Greenway Project (founding member, 9/90-present); Association of New Jersey Environmental Commissions, Gloucester County Trustee (board member, 12/89- 12/94); and West Deptford Library, New Jersey Environmental Information Center (advisory committee member, 1993-present).

CHAPTER IV

THE GRANT PROPOSAL

The following grant proposal has been written for the purpose of seeking funding for a private nonprofit land conservation organization. Specifically, the grant proposes funding of a special preservation project along the headwaters of the Maurice River in Gloucester County. Funding for a staff person to carry out the project, is included in the proposal. The goal of this grant proposal is to enable the organization to complete a program of significance and to simultaneously obtain operating funds to carry out the program.

This grant proposal has been developed for the purpose of seeking funding from the William Penn Foundation. This foundation was selected based on their history of funding land preservation projects in the region. Additionally, the William Penn Foundation indicated in a response letter to an earlier grant request for seed money, that they have an interest in assisting with land acquisition.

A special project proposal was selected over a request for general operating expenses since the previous proposal for seed money was turned down by several foundations including William Penn. It is likely that these previous requests were denied due the fact that other private nonprofit land conservation organizations are also active in the region. Although this particular conservation group fills a certain niche, foundations approached did not consider

there to be a compelling enough need.

This project was selected because it can be shown that a compelling need exists to protect the headwaters of the Maurice River Watershed. The preservation of this area is not being actively addressed by any other conservation organization at the present time, although there is a consensus among the nonprofit and governmental community that this is a critical area for preservation activity.

**PROPOSAL FOR FUNDING OF AN OPEN SPACE PRESERVATION
PROGRAM
IN SOUTHERN NEW JERSEY**

by the

South Jersey Land Trust

229 Lake Avenue

Pitman, New Jersey 08071

609-589-2049

March 15, 1996

Contact Person: Janet Eisenhower, Secretary
address and phone as above

Mission Statement

The South Jersey Land Trust (SJLT) is a private nonprofit land conservation organization whose mission is to "preserve, protect and enhance the natural, cultural and historic heritage of southern New Jersey for the enjoyment of this and future generations". This mission will be carried out through the continued development and expansion of SJLT's land preservation activities.

Project Objective

The objective of this project is to develop a greenway program along the headwaters of the Maurice River in Gloucester County, New Jersey. The Maurice River received Wild and Scenic designation on December 1, 1993. The designated portion of the River runs for approximately 45 miles from the City of Millville to the bridge in Mauricetown. The headwaters run above this point for an additional 15 miles approximately within Cumberland County. Crossing from Cumberland into Gloucester County the headwaters run for another approximately 40 miles through the communities of Clayton, Elk, Franklin, Glassboro and Monroe. Building development pressure is great along the headwaters within Gloucester County. There are some limited land preservation activities presently underway along these stream corridors. The objective of this project will be to develop an organized effort towards protection of this watershed through expansion of these preservation activities. This will be initiated through the delineation and implementation

of a greenway project and the preservation of a key parcel of land in Franklin Township, as shown on the attached map. Furtherance of this watershed preservation program will require the development and implementation of a five year preservation plan which will serve to orchestrate the preservation of the greenway.

Target Area

The project target area encompasses the watersheds of Scotland Run, Little Ease Run, Still Run, and several other smaller branches which make up the headwaters of the Maurice River. These stream corridors are located within Franklin, Monroe and Elk Townships and the Boroughs of Clayton and Glassboro in Gloucester County.

Major Activities

The general activities of SJLT include preservation of open space through land acquisition projects, conservation easements, support services to other entities which are attempting to carry out land preservation projects, and educational activities which encourage the preservation of the unique habitats and environs of southern New Jersey. This particular project will entail the development and implementation of a greenway project along the headwaters of the Maurice River. SJLT plans to work jointly with the New Jersey Conservation Foundation, The Nature Conservancy, Gloucester County Department of Parks and Recreation, the Gloucester County Planning Department, the

Gloucester County Federation of Watersheds and the Gloucester County ad hoc organization of Environmental Commissions Greenway Committee who have indicated their support for such a greenway project.

Time Table

In the fall of 1996, SJLT will initiate the hiring of a program coordinator, who will carry out the delineation of the greenway utilizing the Gloucester County GIS mapping system, develop the five year plan for implementation of the greenway preservation program, and coordinate the acquisition of the key Scotland Run parcel. These tasks are anticipated to require one year for completion.

Brief Historical Sketch

SJLT was initiated by a group of concerned individuals who reside in southern New Jersey and have been witness to the drastically changing landscape in the region resulting from rapidly increasing development and an absence of open space planning. This group formed The South Jersey Land Trust, a private nonprofit land conservation organization with the primary mission of preserving the dwindling natural resources of southern New Jersey. SJLT was incorporated in November of 1990 and received its IRS nonprofit approval in May of 1991. At present, members of the Board of Trustees represent Gloucester, Cumberland, Salem, Atlantic and Cape May Counties. The work of SJLT is

presently carried out solely on a volunteer basis.

History Of Activities To Date

Since its establishment in 1990, SJLT has been actively preserving land through a variety of preservation strategies. SJLT has secured through acquisition the preservation of 400 acres along the Nacote Creek in Port Republic, Cumberland County; preserved 500 acres in Hamilton Township through donation, and in total has helped to preserve 1,000 acres in the region. SJLT is presently carrying out several projects including the preservation of 25 acres bordering Malaga Lake in Franklin Township, Gloucester County; 360 acres of upland oak/maple forest in Monroe Township, Gloucester County, and 200 acres in Upper Township, Cumberland County.

In 1994 SJLT received a \$5,000 grant to promote eco-tourism. The funds were used to hold a successful eco-tourism workshop in Cumberland County. In addition, the grant funded the creation of a video to encourage the development of eco-tourism. In 1995, SJLT received an additional \$5,000 grant for the development of literature promoting eco-tourism.

SJLT is presently working on several acquisition projects in the making, is involved in support services to other groups and governmental entities, and publishes a quarterly newsletter focusing attention on the need for land preservation in southern New Jersey. The most recent edition of the newsletter was sent to approximately 800 recipients and was distributed at several regional environmental events.

Current Goals

The primary goal of SJLT is to advocate preserving the unique natural, cultural and historic resources of southern New Jersey. SJLT will carry out land preservation projects through direct acquisition or through easement when appropriate; encourage and offer assistance to others involved in land preservation projects; work to educate government and the public regarding the need for land conservation and preservation, and offer options and guidelines for implementing these preservation strategies.

Current Services

SJLT serves as an advocate for land preservation in the region through direct action projects, assisting others in carrying out such projects, educating the public through speaking engagements and a newsletter, and testifying on issues of concern when appropriate. Designated members of the Board are available on a daily basis to offer information regarding preservation options.

Project Description

Statement of the Problem and Need for the Project:

Southern New Jersey has recently experienced one of the fastest rates of development in the country. In the nation's most densely populated state, South Jersey has become a

haven for developers seeking reasonably-priced land. As the cost of land soars in the northern part of New Jersey, development interest has moved south. During the past few decades, land preservation efforts in New Jersey have been primarily focused on the northern region of the State. This trend may be attributable to economic factors resulting in greater funding support in the north. As a result, South Jersey land preservation efforts are in a race against time. It has been predicted that within the next five years, all available developable land in the region will be in developers' hands. It is essential that all possible efforts are made promptly to establish and carry out land preservation strategies in order to ensure that the region's most unique and valuable resources are not lost forever.

As a result of these development pressures, the proposed project target area, the headwaters of the Maurice River, as well as the lower reaches of the watershed, is threatened. The Maurice River has been designated as part of the National Wild and Scenic Rivers System based on the area's ecological importance. The Wild and Scenic project area encompasses lands south of Union Lake in the City of Millville within Cumberland County and efforts towards preservation of the watershed above this point have been minimal and inadequate. The various habitats within the lower reaches of the watershed are home to many threatened species. In large part the survival of these communities is dependant upon water quality, which is directly impacted by land use along the headwaters of the river. Consequently, although the upper reaches of the Maurice River Watershed may not qualify for National Wild and Scenic designation, the protection of these headwaters is essential in ensuring the protection of the lower reaches of the River. In addition and of equal importance is the fact that there are significant habitats

along these headwaters which support a variety of threatened species (including one of New Jersey's few great blue heron rookeries). The threat to these natural communities is real. In 1993, a development containing some 340 homes was completed at the head of Scotland Run. Sedimentation from this development alone was documented as significant by the observations of the Gloucester County Planning Department staff. There are several approved subdivisions planned for contiguous property along the Scotland Run corridor which will include a total of 1341 development units.

Project Activities

SJLT will carry out the following activities funded by this grant:

1. SJLT will hire a program coordinator as per the specifications described in the section below entitled Staffing and Qualifications.
2. The program coordinator will work with the Gloucester County Planning Department in the delineation of a greenway along the headwaters of the Maurice River. This delineation will entail the following tasks:
 - Determine parameters of greenway. Specify parcel group to be included; those contiguous with stream corridor or those within a specified watershed boundary.
 - Develop a parcel inventory including information on ownership, land use, natural features, presence of endangered species, zoning, cultural/historic sites, and easements.
 - Create parcel maps utilizing the Gloucester County Planning Department's Geographic Information System data, hardware and staff assistance.

-Hold a public meeting to present greenway and solicit community input.

-Develop recommendations for carrying out preservation of greenway through use of zoning and other planning tools, land conservation ordinances, transfer development credits, conservation easements, and acquisition.

3. Coordinator will develop a five year plan for implementing the greenway preservation program in conjunction with other involved nonprofits and local, county and state governments.

4. SJLT will develop a New Jersey Department of Environmental Protection, Green Acres Nonprofit Program acquisition proposal for the Village Dock Campground and Lake. This 186 acre parcel and 75 acre lake is an ecologically significant property within the headwaters of the Maurice River Watershed. SJLT will work jointly with the State of New Jersey, Gloucester County, and other interested nonprofit organizations to raise the funds required for acquisition.

Staffing and Qualifications

At the present time, the SJLT Board has initiated several projects which are being carried out by Board members and volunteers. In order to fully implement the project described in this grant proposal, one part time staff person will be required. This individual will serve as the greenway program coordinator and will carry out the tasks described in this proposal. Once funding is secured, the SJLT Board will carry out a recruitment program to seek an individual with appropriate education, experience and commitment.

Timetable

The greenway project can begin upon recruitment of a part time staff person. Recruitment of this staff person is estimated to take three months. Expansion of SJLT activities will take place within four to six weeks of hiring. The greenway project will be initiated immediately upon hiring of the program coordinator.

Evaluation

The success of the SJLT project delineated here will be assessed based on the successful completion of the specific tasks described; the participation of nonprofit conservation organizations and governments in the carrying out of the five year plan for preserving the greenway, and increased public knowledge and property owner interest in preservation options.

Budget and Funding

SJLT is seeking funding to cover program expenses for a one year period. As indicated in the line item budget that follows, grant funds will be utilized to cover the salary for a part time program coordinator. SJLT will receive in kind services through the Gloucester County Planning Department in the form of staff assistance and GIS mapping tools.

Financial Data

The following projected budget reflects funding requirements for completion of the tasks described in this grant proposal.

Salary for part time greenway coordinator:	\$20,000.
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Postage, printing and advertising:	6,000.
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In kind services through

Gloucester County Planning Department:	60,000.
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Total Budget:	26,000.
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Total Grant Requested:	\$20,000.
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Other Sources of Support:

New Jersey Conservation Foundation grant	5,000.
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Stockton Alliance grant	2,500.
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Nature Conservancy grant	2,500.
Green Acres grant for Monroe Twp. parcel	200,000.
Green Acres grant for Upper Deerfield Twp. parcel	125,000.
Projected membership donations in 1996:	3,000.
Projected income from sale of promotional materials and raffles in 1996	1,000.
Total Funds Anticipated\Granted:	\$339,000.
Total Income Fiscal Year 1996-97	\$339,000.

Supporting Enclosures

- 1) Copy of IRS letter granting tax exempt status (see Appendixes)
- 2) Copy of SJLT By Laws (see Appendixes)
- 3) Copy of SJLT newsletter (see Appendixes)

4) List of SJLT Board of Trustees and Officers (see Appendixes)

CHAPTER V

SUMMARY

The author conducted research to determine the viability of a private nonprofit conservation organization acquiring foundation grant funding to cover operating expenses. A review of the literature was carried out and a series of interviews were conducted with foundation representatives and experienced grants writers. Although extensive literature on grants writing technique is available, it primarily addresses grant proposal formatting and general strategies for pursuing funding. There is little on the subject of how to acquire funding for operating expenses. Where this subject is addressed, the literature indicates that foundation grant funding for operating expenses is difficult to acquire except under special circumstances where there is justification for the appropriation of seed money or for administrative costs associated with a special project that the foundation deems worthy of funding.

The results of interviews confirmed what the literature indicated. Those interviewed expounded upon strategies and techniques found useful in the development of successful grant proposals for the purpose of obtaining funding for operational expenses.

The consensus among those interviewed was that in order to receive significant foundation grant funding for operating expenses, there are two avenues that can be

pursued. A request can be made for seed money for newly formed organizations to cover general operating expenses, or funds can be requested for administrative costs associated with a special project proposal.

An organization requesting funding for seed money must have a compelling argument supporting the need for the organization. In instances where such a need can be shown, it is not uncommon for seed money to be granted for one to two years in the form of a start up grant. Some smaller foundations actually prefer to fund operating expenses as opposed to special projects grants, although the grant amounts are typically small.

Foundations are more likely to fund special projects because they are often good to highlight as accomplishments of the foundation, whereas operating expenses are seen as a constant drain on their funds. Foundations prefer to have funding available for new programs such as large one time projects that cannot be funded through general membership support. When a foundation is interested in funding a special project, consideration will usually be given to allocation of approximately 15 to 33 percent of the grant funds for administrative costs such as staffing and office expenses.

The following suggestions and guidelines are considered critical in the development of a successful grant proposal for seed money or special project funding.

1. Proposals should be tailored to the particular foundation being approached and be in line with their interests.
2. Foundation support of an organization's request for seed money or special project funding is determined greatly by whether or not a compelling need can be shown for funding the organization, or the whether the project furthers the funding goals and

interests of the foundation.

3. Research is critical in determining whether a proposal is approved and The Foundation Center has information on what kind of grants a foundation has funded in the past and for what amounts.

4. Determination of what proposal format each foundation requests and compliance with those guidelines is imperative.

5. Personal contact with a foundation representative when possible, can provide valuable assistance and direction in developing a grant proposal that the foundation will seriously consider.

6. Documentation of all organizational activities is advisable in order to show a track record and indicate that the group is carrying out its mission and completing projects.

7. Development of a five-year plan is recommended in order to show that an organization is well organized and clearly focused.

8. An indication that the organization has an understanding of financial matters pertaining to maintaining nonprofit status is important to foundations.

9. Funding requests which are matched by other sources are usually of more interest to foundations.

10. Organizations that are supported through public funding within their community are looked upon more favorably by foundations.

CONCLUDING STATEMENTS

As a result of the research carried out by the author, it is evident that foundation grant funding for administrative costs is available to private nonprofit conservation organizations, but access to such funding is limited. Organizations can not depend on foundation grant funding to cover this category of expenses. Development of community based public support as well as other sources of unrestricted funds is essential if an organization intends to develop beyond an all or mostly volunteer operation. With that said, under certain circumstances where an organization or a project is deemed worthy in the eyes of a foundation, significant funding for operating expenses may be granted.

SUGGESTIONS FOR FURTHER RESEARCH

The next logical step in furthering the research carried out in this thesis would entail following through with submission of a grant proposal developed in accordance with the guidelines delineated here. The author intends to submit the attached or similar grant proposal to appropriately selected foundations for consideration. Feedback from those foundations will further enlighten the author as to ways of increasing the probability of receiving funding.

Additional research that the author believes would be valuable would include carrying out a more extensive written survey of conservation organizations regarding their experience with pursuing funding for operational expenses. It would be helpful through

such a survey to develop a compendium of case studies describing specific examples of successful funding efforts.

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Websters New World Dictionary of the American Language. (1964). Cleveland and New York: The World Publishing Company.

APPENDIXES

This Appendixes includes the following documents in the order in which they are listed below.

- 1) Copy of IRS letter granting tax exempt status.
- 2) Copy of SJLT By Laws.
- 3) Copy of SJLT Newsletter.
- 4) List of SJLT Board of Trustees and Officers.

INTERNAL REVENUE SERVICE
DISTRICT DIRECTOR
31 HOPKINS PLAZA
BALTIMORE, MD 21201

DEPARTMENT OF THE TREASURY

Date: FEB 15 1996

Employer Identification Number:
22-3095981
Case Number:
526044054
Contact Person:
M MCCARTHY
Contact Telephone Number:
(410) 962-7756
Our Letter Dated:
May 22, 1991
Addendum Applies:
Yes

SOUTH JERSEY LAND TRUST INC
C/O JANET R MILLER
145 VINE RD
MILLVILLE, NJ 08332-7115

Dear Applicant:

This modifies our letter of the above date in which we stated that you would be treated as an organization that is not a private foundation until the expiration of your advance ruling period.

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3) is still in effect. Based on the information you submitted, we have determined that you are not a private foundation within the meaning of section 509(a) of the Code because you are an organization of the type described in section 509(a)(1) and 170(b)(1)(A)(vi).

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(1) organization.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Because this letter could help resolve any questions about your private foundation status, please keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,



District Director

Enclosure:
Addendum

Letter 1050 (DO/CG)

SOUTH JERSEY LAND TRUST INC

Guidelines under which private foundations may rely on this determination, for gifts, grants, and contributions made after March 13, 1989, were liberalized and published in Rev. Proc. 89-23, Cumulative Bulletin 1989-1, page 844.

You are required to make available for public inspection a copy of your exemption application, and supporting documents, and this exemption letter. If you are required to file an annual information return, you are also required to make a copy of the return available for public inspection for three years after the return is due. Failure to make these documents available for public inspection may subject you to a penalty of \$10 per day for each day there is a failure to comply (up to a maximum of \$5,000 in the case of an annual return). See Internal Revenue Service Notice 88-120, 1988-2 C.B. 454, for additional information.

BY-LAWS

SOUTH JERSEY LAND TRUST

ARTICLE I.

Organization

The name of this corporation shall be South Jersey Land Trust (hereinafter referred to as the "Trust").

ARTICLE II.

Mission Statement and Goals and Objectives

Section 1. The following is the mission statement of the Trust:

"To preserve, protect or enhance the natural, cultural and historic heritage of southern New Jersey for the enjoyment of this and future generations."

Section 2. The following are the goals and objectives for which this Corporation has been organized:

1. To determine appropriate actions to preserve, protect or enhance for public enjoyment natural, cultural or historic resources which exhibit:

- Natural diversity or other important natural value or;
- Agricultural uses or purposes or;
- Important cultural or historic value or;
- Any other resources which meet any additional criteria as approved by a majority of the Board of Trustees.

2. To acquire, hold, enhance, maintain, and dispose of any real or personal property or any interest therein in accordance with the goals and objectives of the Trust.

3. To solicit and receive gifts, bequests, legacies and conveyances of real and personal property in furtherance of the purposes of the Trust.

4. To apply for, receive, and administer grants from private or public sources, for the purposes aforesaid.

5. To exercise all the rights, powers and duties conferred on non-profit corporations under the laws of the State of New Jersey.

6. To support the development of recreational opportunities when found to be appropriate as based upon individual characteristics of that resource and the potential environmental impacts of such activities.
7. To support open space initiatives at the neighborhood, local, state and national levels.
8. To advance the objectives of the Trust through a cooperative working relationship with people, legal entities, organizations and government bodies.
9. To conduct educational and outreach activities which further the objectives of the Trust
10. To do such other things as are incidental to the purposes of the Trust as necessary or desirable in order to accomplish said purposes.

Section 3. While engaging in such activities, the Trust shall weigh the relative environmental costs and benefits of such activities.

ARTICLE III.

Membership

Section 1. Membership in this Corporation shall be open to all who pay the annual membership fees, support the purposes of the Corporation, and are citizens of good standing.

Section 2. Membership in this Trust shall be allowed through categories as established by the Board of Trustees.

Section 3. Membership dues shall be determined for each category by the simple majority vote of the Board of Trustees.

ARTICLE IV.

Meetings

Section 1. The Annual Meeting of the Trust shall be held on the first Wednesday of April, each and every year, except if such day be a legal holiday then and in that event, the Board of Trustees shall fix the day but it shall not be more than two weeks from the date fixed by these By-Laws.

Section 2. Monthly meetings of the Board of Trustees shall be held on a day established by the Board of Trustees during the first full week of the month, each and every month, except if such day be a legal holiday then and in that event, the Board of Trustees shall fix the day but it shall not be more than one week from the date fixed by these By-Laws.

Section 3. Special meetings of this Trust may be called by the President when he/she deems it for the best interest of the Trust. Notices of such meeting shall be mailed to

es at their addresses as they appear in the Trusteeship Roll Book at least
ur (24) hours, but not more than thirty (30) days before the scheduled date
ch special meeting. Such notice shall state the reasons that such special
as been called, the business to be transacted at such meeting and by whom

. At the request of thirty (30) percent of the membership of the Board of
the President shall cause a special meeting to be called but such request must
in writing at least twenty-four (24) hours before the requested scheduled date.

. No other business but that specified in the notice may be transacted at such
meeting without the unanimous consent of all present at such meeting.

i. Under emergency circumstances the Board of Trustees may conduct an
cy meeting at which action can be taken by means of conference call/speaker
ovided that all Trustees are notified of the items to be acted upon and that no
the Trust may be disposed of at such a meeting.

emergency meeting can only be conducted upon a two thirds majority vote of
d of Trustees.

ARTICLE V.

Voting

1. At all meetings, except for the election of officers and trustees, all votes may
ice; for the election of officers or trustees, ballots may be provided and when
re shall not appear any place on such ballot a mark or marking that might tend
te the person who cast such a ballot.

2. At any meeting, if a majority present so requires, any questions may be voted
the manner and style provided for election of officers and trustees.

3. At all votes by ballot, the President shall immediately, prior to the commen-
of balloting, appoint a committee of three who shall act as "Inspectors of
" and who shall at the conclusion of such balloting certify in writing to the
in the results and the certified copy shall be physically affixed in the minute
the minutes of that meeting.

4. No inspector of election shall be a candidate for office or shall be personally
ed in the question voted upon.

5. All votes cast will be only by the Trustees of the Trust.

Trustees consisting
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stees elected shall
ew Jersey:

osen at the annual
this Trust and the
ng of the Board of
ified into three (3)
ly. The first group
(2) years; and the
1) years thereafter.

Section 3. The Board of Trustees shall have the control and management of the affairs of this Trust. Such Board of Trustees shall only act in the name of the Trust when it shall be regularly convened by its President and after due notices to all the Trustees of such meeting.

Section 4. A quorum for any meeting of the Trustees shall be fifty percent (50%) of the voting members of the Trust present in person, or as provided in Article IV, Section 6. The voting members present at a duly called or held meeting, at which a quorum is present, may continue to do business until adjournment, notwithstanding the withdrawal of members to leave less than a quorum.

Section 5. If any meeting of members cannot be organized because a quorum has not attended, the voting members who are present, may, except as otherwise provided by law, adjourn the meeting to a time not less than forty-eight (48) hours from the time the original meeting was called, at which subsequent meeting the quorum requirement shall be thirty percent (30%) in person.

Section 6. Each Trustee shall have the right to cast one (1) vote on each question and never more than one (1) vote which vote may be cast in person, or as provided for under Article IV., Section 6 of these By-Laws.

Section 7. No member, trustee, or officer of this Trust shall be personally liable to its creditors for any indebtedness nor liability. Any and all creditors of the Trust shall look only to the assets of the corporation for payment.

Section 8. The Board of Trustees may make rules and regulations covering its meetings as it may at its discretion determine necessary.

Section 9. Vacancies in the Board of Trustees shall be filled by a vote of the majority of the remaining members of the Board of Trustees for the balance of the unexpired term.

Section 10. The President of the corporation by virtue of his/her office shall be Chairman of the Board of Trustees.

Section 11. A trustee may be removed when good and just cause exists for such removal. The Board of Trustees may entertain charges against any trustee. A trustee may be represented by counsel upon any removal hearing. The Board of Trustees shall adopt such rules as it may at its discretion consider necessary for the best interests of the Trust for this hearing.

ARTICLE VIII.

Officers

Section 1. All officers of the Trust shall be:

- President
- Vice President
- Secretary
- Treasurer

Section 2. All officers shall serve a term of one (1) year or until his/her successor is elected and qualified.

Section 3. The President shall preside at all meetings. He/She shall by virtue of his/her Office be Chairman of the Board of Trustees.

He/She shall present at each Annual Meeting of the Trust, an Annual Report of the work of the Trust.

He/She shall appoint all committees, temporary or permanent.

He/She shall see all books, reports and certificates as required by law are properly kept or filed.

He/She shall have such powers as may be reasonably construed as belonging to the chief executive of any organization.

Section 4. The Vice President shall, in the event of the absence or inability of the President to exercise his office, become Acting President of the Trust with all the rights, privileges and powers as if he/she had been the duly elected President.

Section 5. The Secretary shall be responsible for seeing that the minutes and records of the Trust are kept. It shall be his/her duty to file any certificate required by any statute, Federal or State.

He/She shall give and serve all notices to members of this Trust.

He/She shall be the official custodian of the records and seal of this Trust.

He/She shall present to the membership at any meetings any communication addressed to him/her as Secretary of the Trust.

He/She shall submit to the Board of Trustees any communications which shall be addressed to him/her as Secretary of the Trust.

He/She shall attend to all correspondence of the Trust and shall exercise all duties incident to the Office of Secretary.

Section 6. The Treasurer shall have the care and custody of all monies belonging to the Trust and shall be solely responsible for such monies or securities to the Trust. He/She shall safely keep all funds of the Trust and deposit them in the bank or banks that may be designated by the Board of Trustees as depositories.

Those funds shall be paid out only on checks of the Trust signed by the Treasurer and one (1) other Trust officer as designated by the Board of Trustees.

The Treasurer shall have such other powers and perform such other duties as may be prescribed from time to time by the Board of Trustees.

He/She must be one of the officers who shall sign checks or drafts of the Trust with one (1) other Trust officer. No special fund may be set aside that shall make it unnecessary for the Treasurer to sign the checks issued upon it.

He/She shall render at the monthly meetings of the Board of Trustees a written account of the finances of the Trust and such report shall be physically affixed to the minutes of the Board of Trustees of such meeting.

He/She shall exercise all duties incident to the office of Treasurer.

Section 7. Officers shall by virtue of their office be members of the Board of Trustees.

No trustee or officer of the Trust shall as such receive or become entitled to receive at any time any part of the net earnings or other net income of the Trust, nor shall any part of the net earnings of the Trust inure to the benefit of any person, except as reasonable compensation for services rendered and reimbursements for expenses incurred in conducting its affairs and carrying out the purposes of the Trust.

Section 8. A vacancy in any office because of death, resignation, removal, disqualification or otherwise, shall be filled by the Board of Trustees.

ARTICLE IX.

Salaries

Section 1. The Board of Trustees shall hire and fix the compensation of any and all employees which they in their discretion may determine to be necessary in the conduct of business of the corporation.

ARTICLE X.

Committees

Section 1. All committees of this corporation shall be appointed by the President and their term of office shall be for a period of one (1) year or less if sooner terminated by the action of the President.

ARTICLE XI.

Dues

Section 1. The dues of this corporation shall be established annually by the Board of Trustees and shall be payable on or before the 30th day of September each year.

ARTICLE XII.

Corporate Seal

Section 1. The Corporate Seal of the Trust shall have inscribed thereon the name of the Trust, the year of its creation, and the words "Corporate Seal of New Jersey, A Nonprofit Corporation".

ARTICLE XIII.

Lobbying

Section 1. The Trust may engage in limited lobbying for or against proposed legislation, but will not participate or intervene in any political campaign on behalf of any candidate for public office.

ARTICLE XIV.

Non-Discrimination

Section 1. All interest or title in real or personal property, or programs maintained by this Trust shall be freely available by all people without discrimination as to race, creed, color, religion, sex, handicap, or national origin.

ARTICLE XV.

Amendments

Section 1. These By-Laws may be altered, amended, repealed or added to by an affirmative vote of not less than a two thirds majority of the Board of Trustees of this Trust. Notice of any proposed amendment must be given in writing to the members of the Board of Trustees not less than thirty (30) days in advance of the trustees meeting at which the amendment is to be considered.

ARTICLE XVI

Mandatory Review of By-Laws

Section 1. These By-Laws shall be reviewed for adequacy annually.

ARTICLE XVII.

Miscellaneous

Section 1. The President or the Vice President and the Secretary or such other officers as the Board of Trustees may select for that purpose, are authorized to vote, represent and exercise on behalf of this Trust all rights incident to any and all voting securities of any other corporation or corporation standing in the name of this Trust. The authority granted in these By-Laws to the officers to vote or represent this Trust or corporations may be exercised either by the officers in person or by any person authorized so to do by proxy or power of attorney duly executed by the officers.

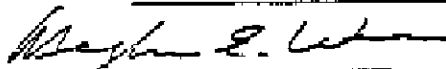
Section 2. The fiscal year of the Trust shall be calendar through September 30.

ARTICLE XVII.

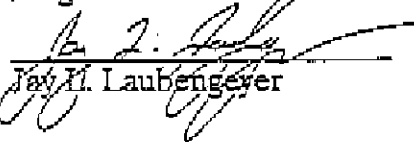
Dissolution

The existence of the Trust shall be perpetual; provided, however, that in the event of the dissolution of the Trust, the Trustees shall pay all assets after the payment of all liabilities to such other organizations as may be organized and operated for the same purposes, which organization shall be organized and operated exclusively for environmental conservation and shall at the time qualify for exemption under Section 501 (c) (3) of the Internal Revenue Code of 1954.

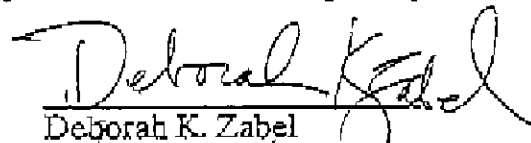
The foregoing By-Laws of the South Jersey Land Trust, were adopted by the Board of Trustees on JANUARY 14, 1991.



Meghan E. Wren



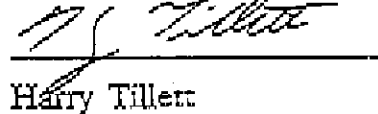
Jay M. Laubengeyer



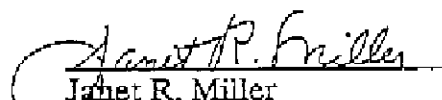
Deborah K. Zabel



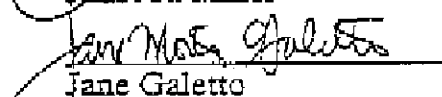
Bonnie Hammerstedt



Harry Tillert



Janet R. Miller



Jane Galetto



SJLT News

Volume II Number 3

Summer 1995

Protection For Nacote Creek

The South Jersey Land Trust has completed the permanent protection of 290 acres along Nacote Creek in the city of Port Republic. The property was purchased by SJLT with funding from the Green Acres Program. The preserve has been donated to the city for permanent use as public open space and for the protection of the creek system.

The Diversity Of Life

By Bonnie G. Hammerstedt, President SJLT

Our environment, as we know and call America, did not suddenly come into existence when the first explorers reached these shores 500 years ago. The first settlers, the Native Americans were already here. Those who followed borrowed a great deal from the already accomplished life styles of these inhabitants.

Unfortunately, we seldom give Native Americans the credit they are due. Local farmers can trace farming practices and varieties of foods consumed today back to the Native Americans. They cultivated the potato, the tomato, green, yellow, and white squashes, and corn. Were it not for the Indians (a name misused by the first settlers), the Pilgrims would not have survived the cold winters, shortage of fresh vegetables and fruit and the implements to build structures to protect themselves. Early settlers also adapted medical practices which had been perfected by the Native Americans.

But most of all, Native American culture provides a model for the stewardship of our earth's resources. The diversity of life depends upon a healthy environment. Similarly, our society depends upon a certain type of social diversity. Today our American culture is still being enriched by the contribu-

Known as the French Estate, the property in Atlantic County was once a large working farm, and has been targeted several times over the years for development. Port Republic, a small village composed of mostly historic houses, was concerned for the potential that development of the property had to change the character of the community.

"We have been concerned about it for 20 years, since it was the largest tract of single-owner land in town. We're thrilled to know that it will be permanently preserved, and we no longer have to worry about a big development coming and knocking down all the trees. It would have changed the whole character of the community!", said Jim Schroeder, president of the Port Republic City Council.

The South Jersey Land Trust obtained a grant of \$225,000 from the state Green Acres Program to acquire the tract from Nacote Associates, in a 50 percent bargain sale. The Land Trust then donated the land to the city, restricted by a conservation easement. SJLT trustee Dirk Van Nest managed the entire project - from the initial landowner contact through transfer of the property to the city.

The land contains a variety of Pinelands plant communities, such as Atlantic white cedar swamp, red maple and pitch pine lowlands, upland oak forest and successional forest composed of red cedar, with some brackish tidal marsh. This natural landscape not only helps protect the water quality of Nacote Creek, but also plays a very important role in the immediate region. The preserve helps to define the village's "sense of place" while complimenting the regional complex of natural lands that includes the nearby Forsythe Wildlife Refuge.

Clay Sutton, SJLT trustee, worked with staff from the New Jersey Conservation Foundation to develop an easement monitoring and management plan to guide the land trust and the city in protecting the property.

Bonnie Hammerstedt, SJLT president noted that "the South Jersey Land Trust is dedicated to the preservation of the most important natural, historic and cultural resources in southern New Jersey. We are pleased to be able to accomplish the protection of such an environmentally important area while working closely with the local community."

The Nacote Creek project is the most recent effort of the South Jersey Land Trust to preserve our local natural heritage.

Continued On Page 2

Diversity (from page 1)

dians the Native Americans and by the other major distinct ethnic groups: Africans, Hispanics, Asians, and Europeans. The present social, cultural and environmental tapestry of life is the result, bringing us to new celebrations of success.

During this past year, the South Jersey Land Trust has successfully completed a project which will ensure the permanent protection of 290 acres along Nacote Creek in Port Republic, Atlantic County. SJLT seeks to find levels of assistance that will enhance the quality of life of our residents, and at the same time address the fiscal constraints of our communities. Open space adds to the diversity of our social fabric as well as to the natural diversity of our environment. SJLT is not only protecting natural areas but is also protecting our quality of life in southern New Jersey. Open space protection combined with sustainable societies truly represents the diversity of life.

Spot Light On SJLT Trustees

The board of trustees of the South Jersey Land Trust is comprised of a group of dedicated volunteers accomplished in a variety of professions and pursuits. The following describes a few of the most recent items of "trustee news".

SJLT Trustee Jay Mounier was selected by Governor Whittman as a member of the Pinelands Commission. Charged with the protection and development of the huge pinelands region of New Jersey, membership on the Commission brings a high level of responsibility.

Jay Mounier operates his own firm in southern New Jersey and was formerly a senior engineer at petrochemical facilities in North and South America. He is chairman of the Franklin Township Environmental Commission, and a member of the Franklin Township Planning Board, a trustee in the South Jersey Astronomy Club and a Director of the Coastal Fur Takers of New Jersey. Jay's

background allows him to fully understand the interdependence of our use of natural resources and the need to conserve them.

Trustee Mark Wooden, J.D. has recently been elected to the position of Treasurer of the SJLT board. Mark is an Environmental Claims consultant for ITT Hartford in Marlton, N.J. He received his law degree from Temple University and his B.S. from Trenton State College where his minor area of study was environmental science. Mark has worked at the Whitesbog Environmental Center in Browns Mills, N.J. where he taught various courses to school children and adults who visited the center. Mark resides in the Pinelands region of the Great Egg Harbor River with his wife Cindy and son Michael.

Welcome to new Trustee Theresa Lantom! Theresa is a project manager for the Pinelands Preservation Alliance where she has been working since 1990. Theresa is also the Chairperson of the Manchester Township Environmental Commission, the Ocean County Trustee for ANJEC, a Public Member of the Lakehurst Naval Base Superfund Cleanup Committee and a Board member of the Forked River Coalition.

SJLT News is the quarterly newsletter of the South Jersey Land Trust (SJLT). SJLT is a federally recognized (Internal Revenue Tax Code 501(c)(3)) nonprofit organization dedicated to preserving the most important natural, historic and cultural resources of southern New Jersey. SJLT News is produced with volunteer efforts of the SJLT Board Of Trustees.

Become A Member Of The South Jersey Land Trust**Annual Membership Categories**

Student	\$10.00
Individual/Family	\$25.00
Professional	\$50.00
Sponsor	\$100.00
Patron	\$500.00

☐ Yes, I would like to become a member of SJLT. Enclosed is my membership contribution of \$ _____

Name _____

Address _____

Please make checks payable to: South Jersey Land Trust and mail to: South Jersey Land Trust, C/O Janet Eisenbauer, Sec., 229 Lake Ave. Pitman, N.J. 08071

SOUTH JERSEY LAND TRUST OFFICERS AND TRUSTEES

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(Director of Development Villa Rosella)

President, SJLT

Harry Tillet
(Atlantic County Park System)

Vice President, SJLT

Janet Eisenhower
(Open Space Coordinator Gloucester Co.)

Secretary, SJLT

Mark Wooden, Esq.
(ITT Hartford, Environmental Div.)

Treasurer, SJLT

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(Save Our Lands)

Steve Bushinsky, Esq.
(Callaghan and Thompson, P.A.)

Steve Eisenhower
(Recycled Wood Products)

Jane Morton Galetto
(Citizens United for the Preservation of the Maurice River)

Viv Hawkins
(The Nature Conservancy)

Jay Laubengeyer, P.P.
(The Nature Conservancy)

Theresa Lettman
(Pinelands Preservation Alliance)

Jay Mounier
(Pinelands Commission)

Rick Parenteau
(Resource, Conservation and Development Council)

Ken Pickett
(Director Cumberland Co. 4H, Retired)

Robert Reid, P.P.
(Pennoni Associates)

Clay Sutton
(The Nature Conservancy, Naturalist)

Dirk W. Van Nest
(New Jersey Conservation Foundation)

Meghan Wren
(Delaware Bay Schooner Project Executive Director)