



Image: Lane Lefort Photography



# FINANCE STRATEGY

## Current Program Funding, Ongoing Support, The Barataria-Terrebonne Estuary Foundation (BTEF), and Enhanced Finance Strategy

Implementing this revised CCMP will require funding through diverse resources and partners. This includes maintaining funding from current sources of support, developing new funding sources, and identifying new partners.

### **CURRENT PROGRAM FUNDING**

The NEPs, including BTNEP, seek funding to implement core water programs of the EPA. Through Section 320 of the CWA, Congress created the NEP's in order to restore and improve water quality in the "Estuaries of National Significance." As a result, BTNEP seeks to eliminate activities that threaten the estuary's water quality and public water supply, harm shellfish, fish and wildlife, and otherwise would have a negative impact on recreational activities for estuary residents and visitors.

BTNEP is one of 28 National Estuary Programs that receives base program funding from the EPA to implement its CCMP. While EPA funding is one of the primary sources of revenue for its work, BTNEP is required to match the EPA grant one to one. The primary source of matching funds comes from the State of Louisiana; however, many other sources of funding have been obtained by BTNEP. Each year BTNEP reports to EPA its leveraging activities related to cash investments by state, local, and private organizations as well as its in kind match.



*BTNEP Management Conference lunch sponsored by BTEF. Image: Lane Lefort Photography*

The initial host agency for BTNEP was the LDEQ, where BTNEP was located from 1990 – 2001. In 2001, a Louisiana Senate amendment to House Bill 1 (HB 1) directed LDEQ to transfer the fiscal agency for BTNEP to the LUMCON, effective July 1. All personnel, financial resources, and assets came under LUMCON's management at that time. In accordance with NEP guidance, the fiscal host agent of the program will provide the fiscal and administrative oversight of existing awards and potential awards provided by private, local, state, and federal grant funds. PI-2 Maintain Points of Contact for the State of Louisiana provides the details of how the BTPO interacts with the fiscal agent. The BTNEP MC also adopted operational procedures in 2000 that also identifies the relationships BTNEP and its host agency. Additional information on this can be found in P1- Management Conference. In this Action

Plan, the organizational structure, including the host agency, of the BTNEP MC could be modified, as it deems necessary.

The funding for implementation of the CCMP provides a framework for investing in the health of the Barataria-Terrebonne area. These investments can produce real value through improved environmental quality and enhancements in the region's economy and quality of life. Wise investment in the Barataria-Terrebonne area will ultimately provide more resilient and sustainable returns in property values, water quality, storm protection, recreation and tourism, and other goods and services.

## **ONGOING SUPPORT**

There are two types of costs associated with implementation of the CCMP. The first cost is



associated with maintaining the BTNEP staff. The second type of cost is the expense to implement the Action Plans identified in this CCMP. Members of the BTNEP MC and their organizations also help to fund projects that implement the CCMP. Anticipated costs have been allocated to each Action Plan. These estimated costs are meant to be estimates and are not intended to represent final budgetary allocations. Such final adjustments of cost will necessarily be done during the implementation of an action, when more detailed information about existing level of efforts, available funds, and other design criteria can be more accurately assessed. The accuracy of the anticipated cost estimates contained in the implementation strategies are limited. Regardless, the estimates provide some idea of the level of effort implied in the Action Plan.

The investments needed to support the BTNEP's estuarine research, protection, and restoration efforts do not come from a single program or government agency. Funding is needed across jurisdictions, including federal, state, and local governments in partnership with the private sector, including individuals, corporations, and foundations. Historically, BTNEP has attracted funding and support through strategic partnerships with numerous organizations, and BTNEP has repeatedly shown its ability to leverage the support provided by partners to implement high-value projects and programs. Maintaining and expanding these strategic partnerships will be critical to the ability of BTNEP to provide sustained support for the current budget and for additional growth over the next years.

Federal, state, and local government grants have historically constituted the majority of funding for BTNEP. As part of the NEP, BTNEP receives federal funds from the EPA under Section 320 of the Clean



*Louisiana State Capitol: <http://house.louisiana.gov/pubinfo/VirtualTour/Default.htm>*





*Donors, BTEF, and BTNEP team up to host the annual White Boot Gala fund raiser. Image: BTNEP*

Water Act. While these funds account for only a portion of the government revenue used to support program operation and CCMP implementation, these federal funds play a very important role in leveraging additional dollars from other governmental organizations.

Funding from EPA and the State of Louisiana has been received annually since the inception of the program. BTNEP has also received support from several corporate sponsors. BTNEP applies for a number of grants each year to support specific projects, such as marsh restoration, invasive species management, shorebird research, and education programs. Many of these grant opportunities are also associated with government funding sources. BTNEP also received funds from various foundations (Table 6-1).

### **THE BARATARIA-TERREBONNE ESTUARY FOUNDATION (BTEF) - CURRENT and FUTURE SUPPORT**

The mission of the BTEF is to involve a representation of a broad base of people to support BTNEP. This includes supporting the mission of stewardship of



<https://www.supportbtnep.org/>



**Table 6-1 List of BTNEP Annual Estimates for Major Funding Sources**

<b>Government</b>	
<b>EPA</b>	<b>about \$600,000</b>
<b>State of Louisiana</b>	<b>about \$600,000 (state funding and in-kind)</b>
<b>Federal Grants</b>	<b>\$100,000* (includes in-kind)</b>
<b>State Grants</b>	<b>\$100,000* (includes in-kind)</b>
<b>Foundations</b>	
<b>BTEF</b>	<b>\$20,000* (includes in-kind)</b>
<b>Regional</b>	<b>\$50,000* (includes in-kind)</b>
<b>Community/Family</b>	<b>Partnership projects * (Includes in-kind)</b>
<b>Corporations</b>	
<b>Corporate Grants</b>	<b>\$50,000* (includes in-kind)</b>
<b>Donations/Sponsorships</b>	<b>\$\$50,000* (includes in-kind)</b>
<b>Other</b>	
<b>Court Penalties</b>	<b>\$100,000* (includes in-kind)</b>
<b>General Donations</b>	<b>\$25,000* (includes in-kind)</b>

*\* Indicates that these are estimated revenue streams that vary from year to year.*



the cultural, economic, and ecological resources of the BTB. Formed in 1995, the Foundation is also the fundraising organization for the benefit of BTNEP.

The BTEF is a separately incorporated 501(c)3 organization responsible for identifying and nurturing relationships with potential donors and other friends of BTNEP; soliciting cash, securities, and other private resources for the support of BTNEP; and acknowledging and stewarding such gifts in accordance with donor intent and its fiduciary responsibilities.

The BTEF has played a key role in helping BTNEP with facilities and personnel matters as well as providing a fund raising vehicle for the organization. The BTEF renders invaluable support for BTNEP to achieve programmatic goals including but not limited to education, research, public service, and staff needs.

Major gifts from individual donors have not been a significant source of funds for BTEF and present an area for great potential growth. A personalized process of cultivation, solicitation, and recognition will need to be developed in order to build this



*Funds are needed to support valuable estuarine research, protection, and restoration efforts. Image: Lane Lefort Photography*



revenue category. As a part of the individual donor program, there needs to be a focus on identifying opportunities for BTNEP to acquire donor-advised funds, which represent the fastest growing technique in personal philanthropy.

## External Foundations

In recent years, BTEF on behalf of BTNEP has received contributions from several local, regional, and national foundations, but these funds still only represent a small percentage of the overall annual revenue.

External foundations provide BTNEP an opportunity to seek support for specific projects/programs and, when possible, general operations support.

Opportunities exist to identify additional foundations whose funding priorities align with the mission and vision of the BTNEP (Table 6-2).

## Corporations

Corporate donations and grants also present an opportunity for future funding growth. BTEF on behalf of BTNEP has historically received support from several corporate sponsors, but the number of contributors and the amount contributed has remained relatively constant over the last several years. There is an opportunity to identify additional corporate partners that would be willing to invest in the mission of BTNEP.

BTEF must carefully cultivate relationships with donors who make their gifts via donor-advised funds. BTEF should also explore the possibility of forming collaborative programs and alliances with other entities with a similar mission, so as to present a more appealing option for donor-advised funding. BTEF must also work to put the proper systems and procedures in place to allow for planned gifts from individuals. A planned gift is any major gift, made in lifetime or at death as part of a donor's overall financial and/or estate planning. Whether a donor uses cash, appreciated securities/stock, real

estate, partnership interests, personal property, life insurance, a retirement plan, etc., the benefits of funding a planned gift can make this type of charitable giving very attractive to both donors and non-profits. Establishing a planned giving program will provide significant revenue opportunities to the BTEF as it develops relationships with donors and supporters. Estate gifts will come to the BTEF when donors have confidence that their estate contribution will provide long-term conservation benefits to the community. That confidence will come through years of relationship building that will be important components of the major donor programs.

In order to guard against even the appearance of impropriety in their activities, the BTEF and BTNEP have documentation that clearly defines their relationship and respective responsibilities and authority. The BTEF continues to help BTNEP with its financial goals.

## Developing New Funding Sources with Key Activities and Priorities

The following activities and priorities will be used to pursue new funding sources for BTNEP.

- Sustain and increase funding through the National Estuary Program, including funds from EPA and the State of Louisiana match. An important element of this strategy is continued outreach to federal and state legislators about BTNEP's work, results, and needs.
- Sustain, increase, and diversify funding from major federal, state, gulf coast, and foundation sources to support the projects and programs that implement the CCMP. BTNEP and BTEF have secured support from private foundations, companies, granting agencies, and individuals. BTNEP has tried to increase awareness about our program through a variety of means including:
  - ♦ maintaining active social media sites,
  - ♦ preparing public friendly fact sheets about projects,

- ♦ producing an annual BTNEP report,
  - ♦ hosting volunteer events for various group and
  - ♦ encouraging office and farm visits as well as field visits of policy makers and lead donors.
- Lead or participate in collaborative efforts to develop new and increased funding sources.

## ADDITIONAL FUNDING STRATEGY

Historical support from federal, state, and local sources for BTNEP has led to the implementation of actions and projects that have resulted in ecosystem improvements and a more aware and engaged public. However, many of the priority issues identified 20 years ago remain and several new related issues

have arisen. Ongoing investment in the Barataria-Terrebonne area and the upstream watershed is essential to capitalize on yesterday's successes, sustain today's momentum, and lay the groundwork for a healthy future ecosystem. While some of the proposed actions in the CCMP could be accomplished through ongoing support of existing funding sources, the implementation of a broader suite of actions will require BTNEP to leverage both funding and partnerships.

As the BTNEP continues to evolve, it is critical for the organization to increase the diversity of its funding sources in order to support the current budget and account for additional growth over the coming years. BTNEP must build its capacity to address the areas of greatest potential fundraising



*Beach cleanup, maintenance, and monitoring is funded through a number of sources. Image: Lane Lefort Photography*



## PROPOSED ACTIONS TO GARNER RESOURCES

*BTNEP will use the following strategies to maintain its current resources and secure additional funding to implement the CCMP.*

### Ongoing

- Maintain budgets that properly support BTNEP's needs.
- Secure federal funding streams related to water quality improvements.
- Secure federal funding streams related to habitat restoration.
- Maintain emergency funding for possible storm related events.
- Encourage partnerships with other federal and state agencies and related entities.
- Advance public/private partnerships through BTEF that implement the CCMP.
- Maintain the work with BTEF for support of ongoing research projects.
- Increase the use of social media tools to recruit funds for BTNEP.

### Short Term (0-1 year)

- Promote the use of EPA State Revolving Loan Funds for large water projects in the estuary.
- Secure EPA GOMP grants for water quality improvements.
- Secure LDEQ 319 water quality grant opportunities.

### Medium Term (1-3 years)

- Increase knowledge of finance opportunities.
- Leverage appropriate finance streams.

### Long Term (3+ years)

- Increase knowledge of finance opportunities.
- Leverage appropriate finance streams.

growth described above. The continued growth of BTNEP will depend on having the people with the necessary skills, connections, and demographics and implementing the proper cultivation strategies. This will require the active involvement and development of the BTNEP staff, members of the BTEF Board of Directors, existing partners, and volunteers. Below is a list of potential funding sources being considered as potential options for BTNEP's future fund development strategies (Table 6-2).

## GOVERNMENT GRANTS & CONTRACTS

Government grants and contracts are currently a large source of funding for the BTNEP, and they will

continue to be important moving forward. BTNEP will continue to work with EPA and the State to ensure that funding for base operations continues. Grant proposals for specific projects/programs will also continue to be an important strategy moving forward and proposals will be directed both at the programmatic activities that are core to the mission of the organization, as well as organizational development activities that ensure growth and capacity-building of the BTNEP (Table 6-2).



*Donors often volunteer with BTNEP. Image: BTNEP*



# BTNEP Financial Strategy

**BTNEP** works with  
**state & federal**  
**agencies**  
on  
**partnership projects**  
that bring  
**additional funding**  
to the program.



**EPA**  
allows for  
**matching funds**  
from state of  
**Louisiana**

Currently, **BTNEP** uses  
**federal funding**  
source as the  
**primary source of income**  
for its work.



**BARATARIA-  
TERREBONNE  
ESTUARY  
FOUNDATION**

**BTEF**  
continues to help  
**BTNEP**  
with its  
**financial goals.**