



# 2015 S.L. Gimbel Foundation Fund Grant Application

Internal Use Only:
Grant : <u>20150822</u>

## Organization / Agency Information


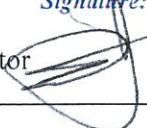
<i>Organization/Agency Name:</i> ANIMAL SHELTER OF THE WOOD RIVER VALLEY		
<i>Physical Address:</i> 100 CROY CREEK ROAD		<i>City/State/Zip:</i> HAILEY, ID 83333
<i>Mailing Address:</i> PO BOX 1496		<i>City/State/Zip:</i> HAILEY, ID 83333
<i>CEO or Director:</i> JO-ANNE DIXON, DVM		<i>Title:</i> EXECUTIVE DIRECTOR/MEDICAL DIRECTOR
<i>Phone:</i> (208) 788-4351	<i>Fax:</i> (208) 788-3601	<i>Email:</i> jdixon@animalshelterwrv.org
<i>Contact Person:</i> BROOKE BONNER		<i>Title:</i> DIRECTOR OF DEVELOPMENT & COMMUNICATIONS
<i>Phone:</i> (208) 788-4351	<i>Fax:</i> (208) 788-3601	<i>Email:</i> brooke@animalshelterwrv.org
<i>Web Site Address:</i> www.animalshelterwrv.org		<i>Tax ID:</i> 82-0351171

## Program / Grant Information

**Interest Area:**  Animal Protection  Education  Environment  Health  Human Dignity

<i>Program/Project Name:</i> PETS FOR LIFE			<i>Amount of Grant Requested:</i> \$25,000
<i>Total Organization Budget:</i> \$1,519,167 (2015)	<i>Per 990, Percentage of Program Service Expenses (Column B/ Column A x 100):</i> 82%	<i>Per 990, Percentage of Management &amp; General Expenses Only (Column C/ Column A x 100):</i> 9%	<i>Per 990, Percentage of Management &amp; General Expenses and Fundraising (Column C+D/ Column A x 100):</i> 18%
<i>Purpose of Grant Request (one sentence):</i> The Pets for Life program brings vital animal welfare and spay/neuter services to rural and underserved areas with little or no access to services, while empowering these communities to become their own advocates for animal welfare.			
<i>Gimbel Grants Received: List Year(s) and Award Amount(s)</i>  N/A			

## Signatures

<i>Board President / Chair: (Print name and Title)</i> Priscilla Pittiglio, President	<i>Signature:</i> 	<i>Date:</i> 8-25-15
<i>Executive Director/President: (Print name and Title)</i> Jo-Anne Dixon, DVM, Executive Director/Medical Director	<i>Signature:</i> 	<i>Date:</i> 8/25/15

## 2015 S.L. Gimbel Foundation Fund – Application Narrative

### I. Organization Background; Target Population:

The Animal Shelter of the Wood River Valley (ASWRV) is on a mission to improve the quality of life in our community by connecting animals and people. We promote companion animal welfare by providing temporary shelter for homeless animals, adopting them to qualified homes and reducing animal abuse, neglect and overpopulation through community education and spay/neuter services. The organization was founded in 1972 and the shelter built in 1982. In 1999, we became the first no-kill shelter in the state of Idaho, and provide services to more than 1,500 animals and their families per year.

One of the keys to maintaining our no-kill practices without compromising humane animal housing is to address pet over-population at its source. In 2006 we opened our first no-cost community spay/neuter program, making spay/neuter services available to the animals of any Blaine County resident for no charge. Combined with a strong community education program and other community animal welfare support services, we have been able to spay/neuter over 5,000 animals and successfully stabilize the animal population in our immediate area.

Comprehensive community outreach and marketing efforts have helped us reduce the average length of stay at our shelter by 30% since 2009. Our adoption and spay/neuter numbers for 2014 were the highest in the history of the organization, up 18% from 2013. And the first half of 2015 has already seen our three highest adoption months in history.

Idaho is a rural state with less than 2 million residents. Many communities have access to few or no companion animal services, making the state one of the lowest ranked for animal welfare in the nation. Just a few years ago, some of the communities neighboring Blaine County had the highest rates for euthanasia of adoptable animals in the state.

However, the success of our outreach efforts and the no-cost community spay/neuter program has resulted in a 43% decline in the number of local stray animals impounded in our community since 2006. As a result, in 2012 we started acting as a “relief valve” for kill shelters by accepting animals from them when they are facing the prospect of euthanizing adoptable pets because of overcrowding. Last year, 50% of the animals at our shelter came from other shelters, saving hundreds of pets that would otherwise have been euthanized. Since we began working with a network of regional shelters, there has been a dramatic decline in the euthanasia rates at these shelters, with one seeing a more than 60% reduction in just 2 years!

### II. Project Information:

#### A) Statement of Need

The ASWRV has garnered accolades both locally and from national organizations because of our innovative and ever-improving approach to animal sheltering and community building. A grant from the Humane Society of the United States allowed us to become their *first partner in the nation* in a rural community to start a Pets for Life program. The program provides outreach and services to underserved communities and those living in poverty who lack any real access to animal welfare services.

## 2015 S.L. Gimbel Foundation Fund – Application Narrative

Our initial Pets for Life efforts are focused on the agricultural community of Fairfield (population 384) and in underserved pockets in Blaine County (pop 21,329). Initial numbers are showing that 75% of the animals we're reaching are not spayed or neutered, compared with a national average of almost the reverse: 83% of owned animals in the U.S. are altered.

### **B) Project Goal, Objectives and Methodology**

Our goal is to build the Pets for Life program into a sustainable, scalable, and replicable program that we can expand to reach multiple additional rural communities in our region that currently have limited or no access to animal welfare services. We will continue to leverage our relationship with HSUS to gain knowledge and other resources on best practices for outreach programs like this, while utilizing our local knowledge to tailor the program for rural areas.

**Objective 1:** Identify and make animal welfare services available to underserved and at-risk populations within our community.

#### *Activities:*

1. Conduct a minimum of 3 community outreach events in Blaine County annually, specifically targeting underserved communities.
2. Ensure access for Spanish-speaking families by producing marketing materials in both English and Spanish, and providing Spanish-speaking staff or volunteers at each event.
3. Collaborate with other local organizations that work with underserved populations, including The Hunger Coalition, The Advocates, The Senior Connection, and St. Luke's Center for Community Health, to identify and help these families and their pets.

#### *Measures:*

1. Achieve an 80% spay/neuter conversion rate with these clients (i.e. 80% of the clients who receive spay/neuter vouchers complete the surgeries for their pets).
2. By the end of 2016, see a 30% decline in the number of unaltered pets among Pets for Life clients.

**Objective 2:** Provide outreach to regional communities who have no formal animal welfare or veterinary services available with the goal of empowering them to advocate and take ownership of animal welfare in their region.

#### *Activities:*

1. Visit a regional rural community identified through the program at least weekly.
2. Provide spay/neuter services, vaccinations, and lost/found materials to animals identified in need in these communities; provide animal transport to vet services, as needed.
3. Identify and build relationships with those in the community most interested in and most able to help build internal animal welfare resources in the community over time.

#### *Measures:*

1. Spay/neuter an average of 25 animals per month in these communities (for a total of 175 in 2015 and 300 in 2016).
2. Provide services, as needed, to an average of 50 animals per month (including spay/neuter, vaccination, pet food bank assistance, collars & ID tags, etc.)

*Timeline:* The project kicked off in May 2015 for the pilot year and we aim to expand to additional communities by January 2016.

## 2015 S.L. Gimbel Foundation Fund – Application Narrative

*Target Population:* The entire population spectrum of each rural community identified, from young families to seniors, and their pets, based on a community needs assessment. All services are provided free of charge to clients, including: spay/neuter, vaccination, pet food assistance, collars, ID tags, microchips, and other basic veterinary services, as needed. We anticipate working with an average of 20-25 households per month.

*Relationship to Other Services:* The primary reason for the Pets for Life program is precisely because there are no other services in the areas we're targeting. In addition to bringing services to these communities, we are working to help them build more internal resources for long-term solutions they can create themselves.

**C) Outcomes & Evaluation:** Please see the measures listed under each objective above for the specific outcomes we're aiming for. Evaluation occurs on an ongoing basis with monthly statistics captured and analyzed to ensure sufficient impact for the investment in the program.

In addition to the direct numbers of services and measured increase in altered pets in these communities, we will also be conducting client surveys to measure their increase in knowledge about pet care and health, their access to services, and satisfaction with the program. This will be reported and analyzed annually.

**D) Use of Grant Funds:** We are seeking additional funding to help bolster and grow the program to meet the scale of need identified among our rural neighbors, reach additional communities already identified that need assistance, and reduce barriers to access. Of primary importance is utilizing funds to pick up and transport rural companion animals to receive spay/neuter and vaccination services, and to pay partner veterinarians who are offering special rates for Pets for Life animals.

### III. Project Future

The grant relationship with HSUS is tentatively set for three years. We will continue to seek additional funding from other sources to bridge the difference between their seed funds and actual program expenses. These funds will be sought from both granting organizations and individual donors. ASWRV is fully committed to the future of this program and will support any shortfalls through the proven strength of our regular fundraising efforts and savings.

### IV. Governance & Leadership

A) The board of directors is a traditional governance and fundraising board, involved in the high-level strategic direction of the organization. The board has an Executive/Governance Committee, Finance Committee, and Board Development Committee. The board meets 10 times per year to discuss and vote on issues, informed by regular reports and recommendations from staff.

B) Jo-Anne Dixon, DVM, serves as the Executive Director/Medical Director and primary veterinarian for the organization. She has led the organization since 2007, during which time the ASWRV has seen unprecedented growth, reputation, and budget and fundraising strength. Nadia Novik, LVT, manages the Pets for Life Program. She is a Certified Veterinary Technician with experience from the Cornell University College of Veterinary Medicine's Shelter Medicine Program, as Shelter Manager at the SPCA of Tompkins County, and with ASWRV since 2009.

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### V. Project Budget

Provide a detailed line-item budget for your project by completing the table below.

**A breakdown of specific line item requests and attendant costs should include:**

- 1) Line item requests for materials, supplies, equipment and others:
  - a. Identify and list the type of materials, supplies, equipment, etc.
  - b. Specify the unit cost, number of units, and total cost
  - c. Use a formula/equation as applicable. (i.e. 40 books @ \$100 each = \$4000)
- 2) Line item requests for staff, compensation, benefits:
  - a. Identify the position; for each position request, specify the hourly rate and the number of hours (i.e. \$20/hr x 20 hours/week x 20 weeks = \$8,000)
  - b. For benefits, provide the formula and calculation (i.e. \$8,000 x 25% = \$2,000)

Line Item Description	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From TCF	Line Item Total of Project
<b>2016 Expenses</b>					
Lead Staff	20 hrs/wk * \$24.74/hr		\$19,230	\$6,500	\$25,730
Assistant Staff	20 hrs/wk * \$14/hr		\$11,560	\$3,000	\$14,560
Medical Director /ASWRV Vet	8 hrs/wk * \$30/hr		\$9,480	\$3,000	\$12,480
Vet Tech	10 hrs/wk * \$24.74/hr		\$9,864.80	\$3,000	\$12,864.80
Marketing & Volunteer Coord.	10 hrs/mo * \$19.17/hr	\$2,300			\$2,300
Benefits & taxes	Salary expense * 18%	\$1,723.06	\$10,505.20		\$12,228.26
Outside Vet Svcs	150 animals @ average of \$175 ea		\$19,750	\$6,500	\$26,250
Advertising & Printing	Flyers, radio, newspaper ads	\$1,100			\$1,100
Laptop			\$1,200		\$1,200
Vehicle Maintenance			\$2,400		\$2,400
Training & Travel			\$5,000		\$5,000
In-house vet svcs & supplies	150 animals @ average of \$75/ea		\$8,250	\$3,000	\$11,250
Outreach Vehicle Mileage	500 mi/mo average @ \$.25/mi		\$2,760		\$2,760
Pet Food Assistance	5 bags/month @ \$20/bag	\$1,920			\$1,920
<b>TOTALS:</b>		\$7,043.06	\$100,000	\$25,000	\$132,043.06

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**VI. Sources of Funding:** Please list your current sources of funding and amounts.

### *Secured/Awarded*

Name of Funder: Foundation, Corporation, Government	Amount
Humane Society of the United States	\$100,000

### *Pending*

Name of Funder: Foundation, Corporation, Government	Amount	Decision Date

**Diversity of Funding Sources:** A financially healthy organization should have a diverse mix of funding sources. Complete those categories that apply to your organization using figures from your most recent fiscal year.

Funding Source	Amount	% of Total Revenue	Funding Source	Amount	% of Total Revenue
Contributions	\$745,440	37%	Program Fees	\$124,910	6%
Fundraising/Special Events	\$94,942	5%	Interest Income	\$37,322	2%
Corp/Foundation Grants	\$588,034	29%	Thrift Store	\$273,069	14%
Government Grants	\$0	-	Cont. Goods	\$156,819	7%

**Notes:** These numbers are from our 2014 audited financials. The last field is “contributed goods & services”, which we need to report for the audit and 990; however, it may skew the picture a bit as this is the retail value of in kind donations as opposed to actual cash income.

## 2015 S.L. Gimbel Foundation APPLICATION

### VII. Financial Analysis

**Agency Name:** ANIMAL SHELTER OF THE WOOD RIVER VALLEY

**Most Current Fiscal Year (Dates):** From JAN 1, 2014 To: DEC 31, 2014

This section presents an overview of an applicant organization's financial health and will be reviewed along with the grant proposal. Provide all the information requested on your **entire organization**. Include any notes that may explain any extraordinary circumstances. Information should be taken from your most recent 990 and audit. **Double check your figures!**

#### Form 990, Part IX: Statement of Functional Expenses

**1) Transfer the totals for each of the columns, Line 25- Total functional expenses (page 10)**

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
\$1,549,749	\$1,272,253	\$122,126	\$155,370

**2) Calculate the percentages of Columns B, C, and D, over A (per totals above)**

- Program services (B) – A general rule is that at least 75% of total expenses should be used to support programs
- Management & general administration (C) – A general rule is that no more than 15% of total expenses should be used for management & general expenses
- Fundraising (D) – A general rule is that no more than 10% of total expenses should be used for fundraising

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
	Columns B / A x 100	Columns C / A x 100	Columns D / A x 100
Must equal 100%	82%	8%	10%

**3) Calculate the difference between your CURRENT year budget for management & general expenses and your previous management & general expenses per your 990 (Column C)**

Percentage of Organization's Current Total Budget used for Administration	Column C, Management & general expenses per 990 above	Differential
9%	8%	1%

If the differential is above (+) or below (-) 10%, provide an explanation:

## 2015 S.L. Gimbel Foundation APPLICATION

**Quick Ratio:** Measures the level of liquidity and measures only current assets that can be quickly turned to cash. A generally standard Quick Ratio equals 1 or more.

<b>Cash</b>	<b>+ Accounts Receivables</b>	<b>/Current Liabilities</b>	<b>= Quick Ratio</b>
\$3,103,458	\$1,570	\$103,750	30

**Excess or Deficit for the Year:**

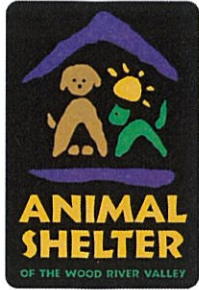
<b>Excess or (Deficit) Most recent fiscal year end</b>	<b>Excess or (Deficit) Prior fiscal year end</b>
\$763,829	\$341,493

**Notes:** For the last several years, we have been preparing to launch a capital campaign for a new facility, therefore have been focusing fundraising efforts on building a strong surplus to put into savings to ensure the success of this campaign. We are currently in the silent, major gifts phase of soliciting our leadership pledges.

**VIII. Application submission check list:**

	<b><u>Submit FOUR (4) Copies: 1 ORIGINAL (WITH ORIGINAL SIGNATURES) and 3 copies, collated and stapled together of the following:</u></b>		<b><u>Submit ONE (1) Copy:</u></b>
	Completed Grant Application Form (cover sheet, narrative (3 pages maximum), budget and sources of funding, financial analysis page		A copy of your current 501(c)(3) letter from the IRS
	A list of your Board members and their affiliations		A copy of your most recent year-end financial statements (audited if available; double-sided)
	Your current operating budget and the previous year's actual expenses		A copy of your most recent 990 ( double-sided)
	Part IX only of the 990 form, Statement of Functional Expenses (one page). If you completed a 990-EZ, fill out the attached Part IX, Functional Expenses of the 990 form using figures from your 990-EZ		
	For past grantees, a copy of your most recent final report.		





Animal Shelter of the Wood River Valley  
Board of Directors, as of August 2015

Priscilla Pittiglio, President – Retired (former interior designer & teacher)

Kathy Guinn, Secretary – Retired, US Bank

Jinny Olsen, Treasurer – Accountant, Controller for Geneva Equities

Bobbi Hunt – Retired Attorney

Joseph Begovich, Youth Board Member (non-voting)

Renee Faltings – Investment Advisor, Clear Rock Capital

Deida Runswick – Volunteer & Donor

## Animal Shelter of the Wood River Valley, Inc.

### Operating Budget 2015

January - December 2015

### Operating P&L 2014

January - December 2014

(These financials do not include capital campaign income or expenses, so will therefore be different from the totals in our 990.)

	Total	Total Actual
Income		
4000 Revenue from Direct Contributions	457,000.00	399,707
4200 Revenue from Non-Government Grants	27,150.00	36,650
5000 Revenue from Government Agencies	48,000.00	48,000
5100 Rev from Program Related Sales & Fees	69,000.00	68,042
5300 Revenue from Investments	25,325.00	40,914
5400 Revenue from Other Sources	344,400.00	304,455
5800 Special Events	429,200.00	534,410
<b>Total Income</b>	<b>1,400,075.00</b>	<b>1,432,179</b>
Cost of Goods Sold		
5850 Special events - direct costs	80,000.00	96,512
<b>Total Cost of Goods Sold</b>	<b>80,000.00</b>	<b>96,512</b>
<b>Gross Profit</b>	<b>1,320,075.00</b>	<b>1,335,667</b>
Expenses		
7200 Salaries & Related Expenses	1,036,843.00	930,938
7500 Contract Services Expenses	46,060.00	55,048
7600 Media, Marketing & Communications	79,700.00	64,814
8100 Nonpersonnel expenses	47,259.00	48,462
8200 Facility & equipment expenses	93,179.00	88,106
8300 Travel & Meeting expense	17,860.00	14,132
8400 Other client specific expenses	61,500.00	63,278
8500 Other expenses	70,107.00	75,809
<b>Total Expenses</b>	<b>1,452,508.00</b>	<b>1,340,588</b>
<b>Net Operating Income</b>	<b>-132,433.00</b>	<b>-4,921</b>
Transfer from Investments/Savings	<b>132,433.00</b>	
<b>Net Income</b>	<b>0.00</b>	<b>358,704</b>
		<b>344,847</b>
		<b>13,857</b>
		<b>8,936</b>

\*In light of the capital campaign, the board created a conservative 2015 budget to be prepared for the possibility that some operating income might be shifted to the campaign. However, in normal years, we do not budget for expenses to be higher than income. Because the campaign has been on the horizon for several years, we've been able to build a sufficient surplus to draw against to ensure our programs and services can continue at the same level for the duration of the campaign.

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	781,021	643,657	58,187	79,177
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	85,663	85,386	277	
10 Payroll taxes	68,578	55,045	6,836	6,697
11 Fees for services (non-employees):				
a Management				
b Legal	7,881	6,228	431	1,222
c Accounting	38,028	31,183	3,537	3,308
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	17,992		17,992	
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	21,294	8,383	5,014	7,897
12 Advertising and promotion	54,713	50,254		4,459
13 Office expenses	78,488	54,204	850	23,434
14 Information technology	17,532	12,970	2,650	1,912
15 Royalties				
16 Occupancy	109,665	96,732	6,205	6,728
17 Travel	15,040	11,413	1,752	1,875
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	17,119	11,992	3,439	1,688
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	48,678	37,138	8,812	2,728
23 Insurance	11,996	9,254	2,679	63
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a COGS	87,104	85,689		1,415
b Animal and vet expenses	63,278	63,278		
c Credit card processing fee	22,519	6,488	3,264	12,767
d Property Taxes	2,920	2,920		
e All other expenses	240	39	201	
25 Total functional expenses. Add lines 1 through 24e	1,549,749	1,272,253	122,126	155,370
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Internal Revenue Service  
Planning & Special Coordination Staff  
EP/EO Division - 5127  
P.O. Box 2350  
Los Angeles, CA 90053-2350

EP/EO Disclosure Desk  
P.O. Box 2350 Los Angeles, CA 90053

ANIMAL SHELTER OF WOOD RIVER  
VALLEY  
P O BOX 1496  
HAILEY, ID 83340

Person to Contact:  
Felicia C. Mirafior  
Telephone Number:  
(213)894-4292  
Refer Reply to:  
89-1430  
Date:  
Jul 12, 1989

RE: 82-0351171  
ANIMAL SHELTER OF WOOD RIVER  
VALLEY

Gentlemen:

This is in response to your request for a determination letter of the above-named organization.

A review of our records indicates that the above-named organization was recognized to be exempt from Federal income tax in September 1979, as an organization described in Internal Revenue Code section 501(c)(3). It is further classified as an organization that is not a private foundation as defined in section 509(a) of the code, because it is an organization described in section 509(A)(2).

We are not however, able to provide you with a copy of the exemption letter at this time. The determination letter issued on September 1979 continues to be in effect.

If you are in need of further assistance, please feel free to contact me at the above address.

We appreciate your cooperation in this regard.

Sincerely,

*Felicia C. Mirafior*  
Disclosure Assistant

2/8/16  
\*ANNEB  
SIGNED/  
LETTERHEAD  
copy.  
AV

October 29, 2015

Jo-Anne Dixon  
Executive Director/ Medical Director  
Animal Shelter of the Wood River Valley  
100 Croy Creek Road  
Hailey, ID 83333

Dear Ms. Dixon:

Congratulations! A grant has been approved for **Animal Shelter of the Wood River Valley** in the amount of **\$25,000** from the S.L. Gimbel Foundation. The **performance period for this grant is November 15, 2015 to October 16, 2016**. Additional funding beyond the performance period is not guaranteed. It is highly recommended that alternative funding sources be sought accordingly. The grant is to support the following as specified in your proposal:

***Pets for Life Program: Will provide animal welfare and spay/neuter services to rural and underserved areas with little or no access to services.***

This grant is subject to the terms outlined in the enclosed Grant Agreement. After you have reviewed the terms and conditions of the Grant Agreement, please sign and date the enclosed copy and return the original copy to The Community Foundation within the next two weeks. Please retain a copy of the signed agreement for your records. Funds will be released upon receipt of the signed Grant Agreement.

A condition of this grant is that you agree to submit the Grant Evaluation Form which includes a narrative report and fiscal report. The **Grant Evaluation is due by October 31, 2016** and a copy will be available online.

We wish you great success and look forward to working with you during the grant performance period.

If you have any questions, please call me at 951-241-7777 ext. 114 or email me at [ccudiamat@thecommunityfoundation.net](mailto:ccudiamat@thecommunityfoundation.net).

Sincerely,

Celia Cudiamat  
Executive Vice President of Programs