

Internal Use Only:
Grant _____

Organization / Agency Information



Organization/Agency Name: Best Friends Animal Society		
Physical Address: 5001 Angel Canyon Road		City/State/Zip: Kanab, UT 84741
Mailing Address: Same as above		City/State/Zip:
CEO or Director: Gregory Castle		Title: Chief Executive Officer
Phone: 435.644.2001	Fax: 435.644.2078	Email: gregory@bestfriends.org
Contact Person: Abby Ouimet		Title: Development Officer, Foundation Relations
Phone: 253.509.3770	Fax: 435.644.2078	Email: abbyo@bestfriends.org
Web Site Address: www.bestfriends.org		Tax ID: 23-7147797

Program / Grant Information

Interest Area: Animal Protection Education Environment Health Human Dignity

Program/Project Name: No-Kill Los Angeles (NKLA)			Amount of Grant Requested: \$25,000
Total Organization Budget: \$96,257,561	Per 990, Percentage of Program Service Expenses (Column B/ Column A x 100): 74%	Per 990, Percentage of Management & General Expenses Only (Column C/ Column A x 100): 8%	Per 990, Percentage of Management & General Expenses and Fundraising (Column C+D/ Column A x 100): 26%
Purpose of Grant Request (one sentence): NKLA (No-Kill Los Angeles) is an initiative led by Best Friends Animal Society that brings together passionate individuals, city shelters and an entire coalition of animal welfare organizations to end the killing of dogs and cats in shelters throughout Los Angeles by the year 2017.			
Program Start Date (Month and Year): October 1, 2016		Program End Date (Month and Year): September 30, 2016	
Gimbel Grants Received: List Year(s) and Award Amount(s) 2011 - \$10,000 2014 - \$25,000 2015 - \$25,000			

Signatures

Board President / Chair: (Print name and Title) Francis Battista, Chair, Board of Directors	Signature: 	Date: 9/14/2016
Executive Director/President: (Print name and Title) Gregory Castle, Chief Executive Officer	Signature: 	Date:

2016 S.L. Gimbel Foundation Fund APPLICATION Narrative

Please provide the following information by answering **ALL** questions (I to IV) in **five (5) typed pages maximum, 12 Font, One Inch Margins**. Use the format below (I to IV). Type the questions. Type your answer to the questions accordingly. Please be thorough, clear, specific, and concise.

I. Organization Background

A) What are the history, mission and/or purpose of your organization? How long has the organization been providing programs and services to the community?

In the early 1980s, a group of 32 people bought several thousand acres of land in Southern Utah – a place called Angel Canyon – and started rescuing cats and dogs from local shelters. They were inspired by the magnetism of the red rock cliffs and Virgin River Valley, a sacred place where life is and has always been honored, a place to provide healing and refuge. This group of friends made a leap of faith to realize a vision that they had long shared – to create a sanctuary for abandoned and abused animals. Little did they know their endeavor would catapult them to the forefront of a movement to end the killing homeless pets in shelters.

Today, Best Friends Animal Society (BFAS) operates the nation's largest no-kill animal sanctuary where on any given day, about 1,600 animals call the sanctuary a home-between homes. Since our founding in 1984, our programs have expanded regionally and nationally, but our mission and vision have stayed the same: to create a world with No More Homeless Pets and a better world through kindness to animals.

B) What are some of your past organizational accomplishments (last three years)?

BFAS is working hard to Save Them All®. In the past year we have made tremendous strides toward creating a no-kill nation. Specifically in 2015, nearly 133,000 pets were spayed/neutered through Best Friends' clinics and programs; more than 76,000 animals found forever homes through our adoption centers, events and promotions; and 22,258 volunteers lended helping hands to programs and events across the country. Together with our more than 1,500 Network Partners representing all 50 states and supporters like the S.L. Gimbel Foundation, we helped more than 207,000 animals in need last year.

C) What are your key programs and activities? Describe the communities you serve. Include populations, geographic locations served, and relevant statistics.

The heart of our work beats at our Sanctuary in southern Utah. But since the early 90s, our work has branched out from the Sanctuary. We operate adoption centers and spay/neuter programs in Los Angeles, Salt Lake City and soon-to-be New York City and Atlanta for pets pulled from public shelters. Our No More Homeless Pets (NMHP) Network assists more than 1,500 partner groups nationwide who are saving lives in their own communities through adoption events, fundraisers, a national conference and other free resources. We also operate Trap Neuter Return (TNR) programs for free-roaming cats (no clear ownership) in eight cities across the country to keep them out of shelters, and lead national initiatives to shut down puppy mills and stop the breed discrimination that lands friendly pets in shelters. In addition, we have a number of people-focused programs, including an internship program, low-cost/free spay/neuter surgeries for low-income families, youth summer camp, wildlife education program and service dog program assisting veterans and children with disabilities.

II. Project Information:

A) Statement of Need

1. Specify the community need you want to address and are seeking funds for.

Can you imagine an America where no pet is killed in a shelter simply for being unwanted? We can. In the nation's second largest city, Best Friends' NKLA (No-Kill Los Angeles) initiative is saving the lives of dogs and cats in record numbers. Poised to serve as a model for how the entire nation can become no-kill, NKLA is demonstrating that such success is possible anywhere. Our goal is to turn L.A. into a no-kill city by 2017. We are in the home stretch of this historic initiative, but we need the continued support of the S.L. Gimbel Foundation to help us cross the no-kill finish line.

Since the launch of NKLA in 2012, the number of pets killed in L.A. city shelters has decreased by 66%. This means that an additional 12,000 wet noses and wagging tails are sitting on a couch in a home (if they're allowed on the furniture). Yet despite the tremendous progress of Best Friends and our partners, healthy and adoptable animals are still dying in Los Angeles city shelters. Last year, approximately 45,900 pets entered shelters in Los Angeles and 10,700 did not make it out of the shelter system alive. L.A. is on the precipice of being one of the safest communities for cats and dogs. Now is the time to invest additional resources in achieving the no-kill threshold: a 90% save rate, and a \$25,000 grant from the S.L. Gimbel Foundation will be instrumental in achieving this historic milestone.

B) Project Description

1. Describe your project. How does your project meet the community need? What is unique and innovative about this project?

NKLA is an initiative led by Best Friends Animal Society that brings together passionate individuals, city shelters and an entire coalition of 113 (and counting!) animal welfare organizations to end the killing of dogs and cats in shelters throughout Los Angeles. This city-wide movement was recently featured in the PBS' award-winning series Visionaries. The link to the documentary can be found here: bestfriends.org/visionaries.

Funded and led by Best Friends, NKLA is a comprehensive campaign, spurred by the creation of our groundbreaking public-private partnership with the city of Los Angeles, to end the killing in L.A. shelters. Best Friends has always firmly believed that collaboration with local animal shelters and pet rescue organizations—the people who know their community best—is the key to ending the killing of adoptable animals. While coalitions and alliances are nothing new, NKLA has facilitated extraordinary results and achieved unprecedented collaboration between groups who would normally view each other as competitors by uniting everyone around one single goal: Save Them All.

As a leader in the no-kill movement, our approach is to implement our own direct life-saving programs, and at the same time, provide expertise and guidance, grants, adoption subsidies, and marketing and community outreach support to coalition partners. Our staffing grants help increase partners' life-saving capacity so they can have a greater impact. Spay/neuter grants allow partners to perform thousands of surgeries annually in designated, low-income zip codes. We also provide adoption subsidies, which give NKLA Coalition partners an effective incentive to rescue animals from LAAS and adopt them out. We use our national, signature Best Friends events, like Strut Your Mutt, to spread awareness and generate funds at the local level for our animal rescue partners.

The Best Friends–operated NKLA Pet Adoption Center provides additional direct support to our coalition partners. The appealing space, which brings a physical community presence to the initiative, engages the public and revolutionizes the adoption experience for visitors and animals. At the center, 50% of the animals available for adoption are from coalition partners. This is especially important for the groups who are completely foster-based – they may not have their own physical location to showcase animals available for adoption.

C) Project Goal, Objectives, Activities and Expected Outcomes

1. State **ONE** project goal. The **Goal** should be an aspirational statement, a broad statement of purpose for the project.
2. State at least **One, up to Three objectives**. **You do not have to state three (3) objectives**. Objectives should be specific, measurable, verifiable, action-oriented, realistic, and time-specific statements intended to guide your organization's activities toward achieving the goal.

Specify the activities you will undertake to meet each objective and number of participants for each activity.

Expected outcomes are the individual, organizational or community-level changes that can reasonably occur during the grant period as a result of the proposed activities or services. What are the key anticipated outcomes of the project and impact on participants?

Use the following format for your objectives, respective activities and expected outcomes:

Goal: Step by critical step, we believe that together, we will end the killing of healthy and treatable pets in Los Angeles shelters. With the help of our supporters, like you, Best Friends' NKLA initiative is creating the change that will one day serve as the blueprint for the rest of the nation.

Objective I: Decrease Noses In to shelters by 6,200

Activities: Decreasing Noses In to Los Angeles Animal Services (LAAS) shelters means reducing the number of animals that wind up in shelters through preventative programs such as spay/neuter and adoption support. Best Friends will provide spay/neuter surgeries for owned animals of low-income residents at our Mission Hills clinic. Additionally, our behavior department will focus on providing post-adoption support of center adoptions, training classes for post-adoption pets and parents and re-homing resources for LA residents.

Expected Outcomes: Through these activities, we expect to drive down the number of pets entering LAAS shelters. In L.A., there are 10 zip codes that account for the highest intake of animals to municipal shelters. Research shows that most unfixed pets live in lower income areas with people who often lack access to affordable spay/neuter or information about the benefits of spay/neuter. In fact, if five in every 1,000 spay/neuter surgeries were targeted to low-income populations, shelters would have one-third fewer animals entering. Increasing the number of low-income households that have their pets spayed or neutered is vital to achieving our goal of ending the killing in Los Angeles city shelters. Fewer pets entering shelters means that pets already in shelters have more time to find loving forever homes. Key impacts are more lives saved and reduced stress and burden on shelter staff for number of animals to care for and/or euthanize.

Objective II: Increase Noses Out of shelters by 6,603

Activities: Increasing Noses Out of shelters means increasing lives saved through programming including adoptions and transfers. Best Friends takes dogs and cats from LAAS and places them in homes through our two L.A. Adoption Centers as well as through mobile adoption events that are hosted in the community over 40 weeks a year. In addition, we host a Super Adoption event where dozens of groups participate and hundreds of animals find homes in a single weekend. Also, Best Friends performs animal transports periodically to other no-kill groups out of state as well as to our Sanctuary. The transports are predominantly of small dogs as well as some cats and kittens. We only look to do transports as a strategy during peak times when LAAS is overcrowded and we can find transport partners who can facilitate adoptions.

Expected Outcomes: Increasing the number of adoptions and transfers from LAAS shelters obviously results in more lives saved. However, one in-direct benefit is the shift in perception of the general public about what it means to adopt an animal, an understanding of the adoption process and the goals of the larger no-kill movement. Approximately 43% of Americans believe

animals are completely safe when they are taken to a shelter. We believe we can ultimately save more pets by shifting perceptions about what it means to adopt from a shelter. And, if just one out of every 244 L.A. residents adopted one pet from the shelter, it would result in an additional 20,000 lives saved.

Objective III: Reduce Shelter Deaths by 3,358

Activities: Reducing Shelter Deaths means literally reducing euthanasia through improved programming and practices with us and our partners. Best Friends operates a kitten nursery as newborn kittens are one of the most vulnerable pet populations in shelters. Newborn kittens are highly susceptible to illness and need round-the-clock feeding and care, which is too much work logistically for most shelters. Also, Best Friends behavior department works to improve results in cat and dog adoptions by providing relevant information to help place cats and dogs into new homes. We have refined this work specifically to help increase adoptions for large dogs and pit bull terrier type dogs, which are most in danger at LAAS, through programs like seven-day-a-week playgroups and training sessions called C.L.A.S.S. (Canine Life and Social Skills).

Expected Outcomes: These programs are a part of Best Friends' pioneering solutions for the work that is most challenging to the animal welfare community and the lives that are usually the most difficult to save. Key impacts from this objective are more lives saved and shared knowledge with our partners. It is our hope that these practices are replicable for other organizations in L.A. and beyond.

D) Timeline

Provide a timeline for implementing the project. State the start date and ending date of the project, include timeframes for specific activities, as appropriate.

NKLA is an ongoing initiative and our next Fiscal Year runs from October 1, 2016 to September 30, 2017. We expect to transform L.A. into a truly no-kill community by December 31, 2017. All of the above mentioned activities occur throughout the year, except for the Super Adoption event, which takes place in the Spring of 2017, date still TBD.

E) Target Population

Who will this grant serve? How many people will be impacted? Provide a breakdown: Number of Children, Youth, Adults, Seniors, Animals.

This grant has the potential to impact more than 16,000 animals in the greater Los Angeles area. In addition, thousands of families with low incomes will take advantage of our low-cost or free spay/neuter surgeries for their pets. And thousands of families will know the benefits and joy of pet ownership through our robust adoption program.

F) Projects in the Community

How does this project relate to other existing projects in the community? Who else in the community is providing this service or has a similar project? Who are your community partners (if any)? How are you utilizing volunteers?

Best Friends has always believed that collaboration is a necessary part of any solution to end pet homelessness and so it is a cornerstone of our work. Currently, there are no other coalitions carrying out similar work in the greater L.A. area, but NKLA is dependent upon the buy-in and participation from our 113 partners. Some of our partners also provide low-cost or free spay/neuter surgeries, though we focus on different zip codes so as to not duplicate services. Other partners have integrated kitten nurseries and pledged to care for more newborn kittens since they represented 43% of animals that were euthanized in shelters last year. Together, we are making great strides for L.A.'s animals in need. And all of this work is reliant on hundreds of volunteers who spend their time walking dogs, fostering kittens and working at special events.

F) Evaluation

How will progress towards the objectives be tracked and outcomes measured?

NKLA obtains our statistics through Best Friends database (PetPoint) and feedback and reporting from our coalition partners. NKLA is driven by data based upon the demographics of 130 zip codes in the city. With our Noses In, Noses Out and Reducing Shelter Deaths strategies in mind, all of our efforts are directed to where they will have the highest impact. In 2012, more than 54,000 animals entered L.A. shelters and more than 18,700 died. As mentioned earlier, in 2015, 45,900 pets entered L.A. shelters and 10,700 died. Hopefully, you can see that Best Friends and our coalition partners have made incredible progress in a short amount of time, but there is still much work to be done, and the NKLA initiative is under constant evaluation and evolution to ensure we stay on track to make L.A. no-kill by 2017. This is why we need the continued support of the S.L. Gimbel Foundation now more than ever.

G) Use of Grant Funds

How will you use the grant funds?

A generous \$25,000 grant from the S.L. Gimbel Foundation will be used to underwrite spay/neuter surgeries, adoption subsidies and intervention programs (those that keep animals out of shelters).

III. Project Future

A) Sustainability

Explain how you will support this project after the grant performance period. Include plans for fundraising or increasing financial support designated for the project.

The NKLA initiative is a key program for Best Friends and it has laid the foundation for similar initiatives in Utah, New York, Atlanta and nationally. It is currently supported by eight Foundations, two of which have been loyal supporters of the program. The remaining funds needed to operate NKLA are provided through our general fund and to augment this, BFAS seeks to partner with new foundations each year to sustain and grow the program.

IV. Governance, Executive Leadership and Key Personnel/Staff Qualifications

A) Governance

Describe your board of directors and the role it plays in the organization. What committees exist within your board of directors? How does the board of directors make decisions?

There are eight board members from a diverse background, who focus on the integrity and assurance of organization performance. The Board establishes guardrails for the organization and its officers to ensure the best talent is hired for the upper level positions. The Board is also working to build internal leadership within the organization and to implement a succession plan from a Founder-led Board and organization to a non-Founder-led Board and organization. There are six standing committees: Executive, Finance, Audit, Development, Governance and Nominating, and Founder's Committees. There are two ad hoc committees: animal issues policy and succession. Decisions are made by majority vote, but the Board works for consensus. Any member can place an item for discussion on the agenda and any member can call for a vote. Emergency decisions between meetings can be made by the Executive Committee.

B) Management

Describe the qualifications of key personnel/staff responsible for the project.

Marc Peralta is the executive director for Best Friends—Los Angeles. He leads NKLA, as well as operations for our pet adoption centers and spay/neuter clinic. Previously, Marc served in leadership roles for the Pennsylvania SPCA, Nevada Humane Society and the Humane Society of the Pikes Peak Region. He lives in L.A. with his wife Kristen and their pack of Pugs.

2016 S.L. Gimbel Foundation APPLICATION

V. Project Budget and Narrative

A) **Budget Table:** Provide a detailed line-item budget for your **entire** project by completing the table below. Requested line items should be limited to Ten (10) line items. The less the better.

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: **Do not use FTE percentages.**
 - 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)
- 3) Line items on Salaries/Personnel included in budget (contribution or in-kind) but NOT requested from the Gimbel Foundation must be broken down per number 2) above: Provide rate of pay per hour and number of hours.

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel/TCF	Line Item Total of Project
Personnel	7 full-time staff salaries	\$223,282	-	-	\$223,282
Administrative Costs	Office supplies, printing, postage, uniforms, etc.	\$24,116	-	-	\$24,116
Adoptions	Special events, mobile events, adoption subsidies (\$100 / adoption / 3,118 adoptions)	\$417,336	\$34,500	\$12,500	\$464,336
Spay/Neuter	Cost of surgery for 6,200 animals (approximately \$75 / surgery)	\$477,000	\$10,500	\$12,500	\$500,000
Capacity Building/Partner Support	Staffing grants and infrastructure support to nine key partners	\$844,000	-	-	\$844,000
Travel/Community Outreach	Local auto and meal reimbursement for staff while in the field working with animals, shelters or partners		-	-	\$11,275
TOTALS:		\$1,997,009	\$45,000	\$25,000	\$2,067,009

B) **Narrative:** The budget narrative is the justification of “how” and/or “why” a line item helps to meet the project deliverables. Provide a description for each line item request as necessary. Explain how the line item relates to the project. If you are requesting funds to pay for staff, list

the specific duties of each position. See attached SAMPLE Project Budget and Budget Narrative

Unlike other charitable causes, we are not hampered by a lack of a cure or technology. We hold the solutions to the problem of pet homelessness and you can help. Nearly 85% of the public continues to vastly underestimate the number of pets who are killed annually in the United States and though 66% of people say they are highly likely to adopt their next pet, only 1/3 actually do. More education and awareness is needed around the plight of homeless animals and what people can do to help. Additionally, the myths and stigmas surrounding shelter pets and shelters need to be spotlighted and transformed. We truly believe that one day we can end the killing of animals in shelters and are deeply committed to creating more humane and compassionate communities, but we need the continued support of the S.L. Gimbel Foundation to get there. Your investment of \$25,000 in NKLA helps ensure that every animal in L.A. is guaranteed a chance at a loving forever home and push the City of Angels to reach the no-kill threshold.

Adoptions – Includes Super Adoption event(s), two times per year @ \$75,000 each. Also includes mobile adoption events (typically 6-12 throughout the year for \$17,000) and adoption subsidies to partners to encourage participating in adoption promos (waived or reduced fee) for \$297,000. Your support of this line item ensures that we are able to progressively save animals through adoption, change public perception of adopting animals and help dozens of coalition partners with increased life-saving.

Spay/Neuter – Includes a goal of 4,200 spay/neuter surgeries for owned pets in low-income households in targeted zip codes and 2,000 surgeries for animals from LAAS to prepare them to go home. There are not many low-cost spay/neuter clinics in Los Angeles. The average cost to BF is \$75/surgery (we try to not charge clients or ask at most for \$35), whereas a private veterinarian is usually between \$200-400. Our clinic and voucher programs are in high demand. The clinic books two months in advance and each year we have run out of allocated funds for the voucher program prior to the Fiscal Year's end. Your support of this critical program will help prevent overcrowding in shelters by preventing thousands of unwanted litters.

2016 S.L. Gimbel Foundation APPLICATION

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

Secured/Awarded

Name of Funder: Foundation, Corporation, Government	Amount
Roth Family Foundation	\$3,000
Bissell Pet Foundation	\$5,000
Diane Warren Foundation	\$10,000
The Rosenthal Family Foundation	\$2,500
Cynthia Ann Dunn Charitable Trust	\$5,000
Ethel Frends Charitable Foundation	\$4,500
Anonymous	\$5,000
California Community Foundation (Sean Cocchia Fund)	\$10,000

Pending

Name of Funder: Foundation, Corporation, Government	Amount	Decision Date
Joseph K. & Inez Eichenbaum Foundation	\$10,000	EOY
Ernest Lieblich Foundation	\$75,000	Fall
Frank M. & Gertrude R. Doyle Foundation	\$50,000	November
Leuthold Family Foundation	\$10,000	EOY
Diane Warren Foundation	\$25,000	EOY
Anonymous	\$7,800	Fall

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	\$76,560,821	71%	Program Fees	\$1,778,643	1%
Fundraising/Special Events	\$1,283,021	1%	Interest Income	\$1,112,689	1%
Corp/Foundation Grants	\$3,800,988	4%	In-Kind:	\$23,777,345	22%
Government Grants	\$		Other:	\$	

Notes:

2016 S.L. Gimbel Foundation APPLICATION

VII. Financial Analysis

Agency Name: Best Friends Animal Society

Most Current Fiscal Year (Dates): From October 1, 2014 To: September 30, 2015

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
\$77,444,541	\$57,325,369	\$6,506,871	\$13,612,301

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%	74%	8%	18%

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
10%	8%	2%

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

2016 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.

Cash	+ Accounts Receivables	/Current Liabilities	= Quick Ratio
\$4,509,521	\$17,032,099	14,915,529	1.44

Excess or Deficit for the Year:

Excess or (Deficit) Most recent fiscal year end	Excess or (Deficit) Prior fiscal year end
\$14,061,905	\$4,033,131

Notes: A Note about the 2014 and 2015 Audited Financials

A quick glance at Best Friends' audited financials for fiscal years 2015 and 2014 shows a significant increase in revenue and expenses. The information below is intended to help contextualize these increases within strategic decisions made by Best Friends' leadership, organizational growth, and factors we cannot control.

Fiscal Year	Total Revenue	Total Expenses	# of Animals Helped
2014 1/1/14 - 9/30/14	\$56m	\$52m	136,442
2015 10/1/14 - 9/30/15	\$91m	\$77m	207,013

Fiscal Year Changes

The primary explanation for the increase in revenue and expenses in 2015 compared to 2014 is the fact that 2014 was a short fiscal year. The Best Friends Board of Directors decided to transition the organization from a calendar-based fiscal year to one that starts 10/1. Since the fourth quarter of every year is traditionally a time of higher levels of giving to all nonprofit organizations, this simple shift in our annual accounting timeline has allowed our CEO and senior leadership team to make more accurate and informed budgeting decisions based on real numbers rather than projections for that critical three-month period of October 1 through December 31.

Increased Lifesaving

Also, generally speaking, the growth in YOY expenses and revenue is because Best Friends is a rapidly growing organization: every year we open new facilities and start new programs to save more lives and transform more communities. This necessitates a larger budget, more personnel to run the programs, and a hard working Development division to raise the funds. And with this budget growth, our impact also grows; the number of animals we are able to help through spay/neuter, adoption, and education programs across the country increases, relative to the budget, every year.

Unpredictability of Planned Gifts

Finally, new programming necessitates more revenue, and the organization as a whole aimed to raise more funds than ever before in 2015. However, the main reason we booked more revenue compared to our actual expenses are because of accounting rules and the unpredictability of planned estate gifts.

Best Friends is fortunate to have very generous donors, many of whom have designated all or a portion of their estate to Best Friends. When they pass away, we receive the estate gifts and must book estate gifts when we are notified of the gift and we have enough information to book a value based on documentation received from the trustee(s) or executor(s). Several large estate gifts were booked in FY15 based on their value but we have not actually received the gifts yet. Also, in FY15, Best Friends was named as beneficiaries of two perpetual trusts. GAAP and FASB rules require us to book the total amount of those gift but the payments are made in future annual distributions—either into perpetuity or for a term of years.

VIII. Application submission check list:

<u>Submit FOUR (4) Copies: 1 ORIGINAL (WITH ORIGINAL SIGNATURES) and 3 copies, collated and stapled together of the following:</u>	<u>Submit ONE (1) Copy:</u>
Completed Grant Application Form (cover sheet, narrative), budget page and budget narrative (see sample) 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 (see sample Budget Comparison)	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.	



**Best
Friends
Animal
Society**

SAVE THEM ALL™

Board List

First	Last	Title	Affiliation
Francis	Battista	Chair	Best Friends Co-Founder
Anne	Mejia	Secretary	Best Friends Co-Founder
Lynn	Flanders	Treasurer	Assistant General Manager, Cobb-Marietta Coliseum & Exhibit Hall Authority
Cyrus	Mejia	Board Member	Best Friends Co-Founder
Abby	Jones	Board Member	In-house securities counsel for a Denver, Colorado-based corporation
Kraig	Butrum	Board Member	Non-profit management consultant
Gregory	Castle	Board Member	Best Friends Co-Founder
Molly	Koch	Board Member	Private practice therapist

**Best Friends Animal Society
Statement of Activity**

	FY 2015	FY 2016 (Estimate)	Variance	
Revenue				
Individual Contributions	75,433,059	66,617,934	(8,815,125)	2015 contained 7.4M in Permanently Restricted Donations
Corporate	2,640,667	4,202,392	1,561,725	
Foundations - Grants	2,171,296	2,725,783	554,487	
In-Kind	23,575,595	15,687,261	(7,888,334)	
Investment Inc/(Loss)	1,116,027	956,413	(159,614)	
Investment Unrealized Inc/(Loss)	(2,412,931)	2,217,622	4,630,553	
Other Inc/(Loss)	3,950,839	4,366,986	416,147	
Total Revenue	106,474,552	96,774,391	(9,700,161)	
Expenses				
Salaries and Wages	28,378,633	32,178,773	3,800,140	
Overtime	328,499	273,697	(54,802)	
Payroll Taxes	2,283,296	2,562,647	279,351	
Employee Benefits	5,025,094	5,672,759	647,665	
Employee Expenses	518,803	472,586	(46,217)	
Travel	1,388,435	1,261,980	(126,455)	
Animal Food	1,837,281	1,795,141	(42,140)	
Animal Medical Care	1,353,607	1,465,376	111,769	
Animal Other	940,807	773,508	(167,299)	
Veterinary Care - External	2,888,370	2,580,879	(307,491)	
Advertising	22,148,715	16,176,213	(5,972,502)	Reduction of In Kind Advertising
Outside Services	4,428,309	4,837,926	409,617	
Lobbying	167,460	166,175	(1,285)	
Information Technology	992,012	1,242,269	250,257	
Donations and Gifts	6,445,135	5,115,966	(1,329,169)	Reduction of In Kind Donations
Event Expense	1,908,672	1,841,082	(67,590)	
Promotional Expenses	712,488	499,040	(213,448)	
Postage and Shipping	3,090,397	3,047,491	(42,906)	
Printing, Copying, and Publication	4,131,438	5,003,222	871,784	
Rent	718,037	1,291,710	573,673	
Supplies	733,043	863,006	129,963	
Bank / Brokeage Fees	781,270	962,280	181,010	
Vehicle Expense	538,039	522,001	(16,038)	
Facilities Maintenance	631,165	745,315	114,150	
Insurance	143,944	183,985	40,041	
Telephone	247,435	261,132	13,697	
Utilities	522,794	578,278	55,484	
Taxes and Licenses	319,789	339,577	19,788	
Miscellaneous	637,569	463,258	(174,311)	
Depreciation and amortization	1,736,052	1,956,754	220,702	
Total Expenses	95,976,588	95,134,026	(842,562)	
Net Change in Assets	10,497,964	1,640,365	(8,857,599)	

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	6,086,735.	6,086,735.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	299,320.	299,320.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	51,949.	51,949.		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	1,187,213.	600,552.	413,318.	173,343.
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	27,475,678.	21,601,967.	2,308,271.	3,565,440.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	893,741.	660,770.	93,387.	139,584.
9 Other employee benefits	4,663,670.	3,141,911.	1,108,043.	413,716.
10 Payroll taxes	2,278,830.	1,782,633.	209,926.	286,271.
11 Fees for services (non-employees):				
a Management				
b Legal	329,223.	113,465.	159,908.	55,850.
c Accounting	112,215.		111,215.	1,000.
d Lobbying	167,460.	157,460.	10,000.	
e Professional fundraising services. See Part IV, line 17	479,218.			479,218.
f Investment management fees	203,506.		63,469.	140,037.
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	3,506,753.	2,089,697.	474,412.	942,644.
12 Advertising and promotion	4,660,366.	3,945,141.	126,285.	588,940.
13 Office expenses	8,541,317.	2,219,193.	432,552.	5,889,572.
14 Information technology	739,488.	70,957.	484,152.	184,379.
15 Royalties				
16 Occupancy	1,812,838.	1,718,410.	86,680.	7,748.
17 Travel	1,823,855.	1,336,438.	110,072.	377,345.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	1,909,172.	1,812,461.	447.	96,264.
20 Interest	21,858.	10,696.	11,084.	78.
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	1,736,052.	1,699,968.	18,579.	17,505.
23 Insurance	248,581.	117,989.	130,592.	
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 ANIMAL CARE SUPPLIES	7,339,560.	7,177,185.	64,850.	97,525.
b MISCELLANEOUS	331,126.	218,190.	75,464.	37,472.
c VOLUNTEER APPRECIATION	285,321.	200,868.	7,472.	76,981.
d ANGELS REST/CAFETERIA C	170,028.	168,642.	247.	1,139.
e All other expenses	89,468.	42,772.	6,446.	40,250.
25 Total functional expenses. Add lines 1 through 24e	77,444,541.	57,325,369.	6,506,871.	13,612,301.
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)				

Support from the S.L. Gimbel Foundation specifically impacted 216 of the 482 shelter dogs who were transformed into service dogs in 2015. Ninety-four of those dogs now assist veterans with PTSD and 41 help children with autism. The remaining dogs serve in a variety of assistance and service roles for people with mobility issues, anxiety disorders and other special needs, including emotional support and detection. Follow-up services are provided to the families and dogs to ensure a smooth transition into home life, including supplies (harnesses, leashes) and training classes (either group or one-on-one).

Objective 3: Recruit new volunteers who will work to deepen partnerships with existing career dog organizations that will train and place career dogs according to the CWC model.

Program Results: 7

S.L. Gimbel Foundation Grant Direct Impact: 1.5

Ms. Woodard travelled all over the country to work with organizations on selecting, training and placing career dogs with individuals who will benefit from their service. She works with a number of individuals and organizations, encompassing therapy dog programs, municipal shelters, private rescues, animal control divisions, individual trainers and prison rehabilitation programs. She also spoke at two national conferences, including the Working Dog Conference in Pennsylvania and the Best Friends National Conference. She also held a special workshop in Phoenix, AZ, for our No More Homeless Pets Network Partners, where dozens of local animal rescue groups came to learn about selecting shelter dogs for service. Ms. Woodard had hoped to increase her volunteer task force to 10 volunteers, but it can be a challenge for volunteers to consistently focus on all areas of the program (including day-to-day work like administrative tasks and correspondence) vs. just the “fun” parts of visit shelters to assess and train dogs. However, she will continue to evaluate potential trainers to elevate to a national volunteer mentor/trainer role.

10. Please describe any challenges/obstacles the organization encountered (if any) in attaining stated goals & objectives.

It is a challenge for Ms. Woodard to be the only staff person overseeing a program that has grown leaps and bounds over the years. She solely manages hundreds of relationships with trainers and organizations carrying out the CWC model. As the sole program director and with hundreds of existing partner groups and trainers already in place, Ms. Woodard feels it most strategic to narrow her focus on deepening existing relationships with current affiliates, rather than adding on new partners en masse each year. It can be a lengthy process to add new partner groups or trainers because the behavior and training field is a complex one, with varying degrees of methods and beliefs and CWC follows a “positive reinforcement” behavior modification and training plan. And so to that effect, Ms. Woodard feels it best to concentrate her efforts on current and new partners that will sustain the CWC model in their communities as well as personally training and placing more dogs herself.

11. How did the organization overcome and/or address the challenges and obstacles?

Ms. Woodard is still focusing on training other trainers to seek out and deepen relationships with current and potential partner groups and trainers to ensure sustainability of the CWC program across the country. In 2015, she elevated seven trainers to be volunteer leaders. As mentioned above, it can be an extensive process to add new partner groups or trainers and takes time to build those relationships. Also, in the future Ms. Woodard and her volunteer team intend to focus more on individual trainers or trainers at shelters that are willing to volunteer their time to implement CWC (as is the case with many partner groups already) so as partner groups don't feel overwhelmed by taking on another program. Also, Ms. Woodard is exploring an internship program where

interested trainers can come to the Sanctuary for an extended period of time (3-4 weeks) to learn from Ms. Woodard's methodologies and take them home. This pro-longed time with Ms. Woodard will demonstrate a deep commitment to CWC and hopefully make the program management run even more smoothly.

12. Describe any unintended positive outcomes as a result of the efforts supported by this grant.

One positive outcome that has manifested because of the CWC program is a culture shift of the service dog industry. It is becoming more common place for trainers and the general public not to devalue the potential of a shelter dog to become a service dog. Best Friends, and other organizations with similar programs, hope to fundamentally change the career dog field by providing a compassionate, less time-consuming and more cost-effective alternative to the traditional model. People's lives will be enriched and dogs previously without any future will be saved. Also, a number of government agencies are beginning to see the value of emotional support dogs. These dogs may or may not be trained as therapy dogs, but are trained to support people through emotional crises or stressful situations to reduce anxiety and provide a sense of strength, comfort and acceptance. We have recently seen this employed with children in a courtroom setting and with those affected by the mass shooting in Orlando, FL. **We are thankful to the S.L. Gimbel Foundation for seeing the value in that work and partnering with us on that endeavor.**

13. Briefly describe the impact this grant has had on the organization and community served.

The human-animal bond is a mutually beneficial and dynamic relationship between people and animals that is influenced by behaviors essential to the health and well-being of both. This includes, but is not limited to, emotional, psychological and physical interactions of people, animals and the environment. **Through the support of the S.L. Gimbel Foundation, those who are most in need of such a relationship are no longer being left out or overlooked.** CWC is impactful because it is not cost prohibitive and it blends human services and animal welfare. CWC is breaking down barriers for those who need service animals and shattering stereotypes of the "ideal" service dog candidate. It has also impacted ours and other's definitions of career dogs, meaning that yes, we officially train dogs to be service or therapy dogs, but acknowledge that they can serve a variety of roles, including search and rescue, detection and emotional support. **CWC is a true showcase of the human-animal bond and we are so grateful to the S.L. Gimbel Foundation for helping us make that a reality for hundreds of veterans, adults and children in need.**

14. Please provide a narrative on how the funds were used to fulfill grant objectives. Support documents (receipts, expense reports or marketing materials) can be emailed to grant-info@thecommunityfoundation.net or faxed to 951-684-1911 or mailed to The Community Foundation, 3700 Sixth St. Suite 200, Riverside, CA 92501

Generous funds from the S.L. Gimbel Foundation were used in a variety of directed ways, to best support the Canines with Careers program. Grant monies covered a portion of training and transport supplies, such as crates, harnesses, collars toys and other training materials. It also funded part of the CWC Project Director's salary and a portion of her travel costs as she traveled around the country working with stakeholders to train rescue dogs for careers of service. With the overage on the grant report, \$235.25 was moved from our general fund to cover the expenses. Please see attached detailed accounting log.

15. Please relate a success story.

Please see attached selection of vignettes from our 2015 CWC program.

Questions 16-24 are optional questions and relate to demographic information on clients served. This helps us provide a broader picture of your organization and populations being served.

(Q16-17 optional space to relate additional success stories)

18. Which category best describes the organization. Please choose only one.

Animal Protection

19. What is the organization's primary program area of interest? Best Friends is the only national animal welfare organization exclusively dedicated to ending the killing of cats and dogs in America's shelters. Our vision is a better world through kindness to animals.

20. Approximate percentage of clients served through grant in each ethnic group category. Total must equal 100%. Unknown

21. Approximate percentage of clients served from grant funds in each age category.

Youth – 14%

Adult – 36%

Senior – 50%

22. Approximate percentage of clients served with disabilities from grant funds. 100%

23. Approximate percentage of clients served in each economic group. Unknown

24. Approximate percentage of clients served from grant funds in each population category. Unknown



**Best
Friends
Animal
Society**

SAVE THEM ALL[®]

Canines with Careers: Happy Endings



Canines with Careers program director, Sherry Woodard, works with Butch. He now helps a child with autism.



Cinnamon's person is a veteran with PTSD.



Daisy helps a boy with special needs. She even goes to school with him!



Banjo is helping his person with anxiety and depression.



Muffin helps her person with mobility.



This is the first time Cuddles met her new family, which includes a child with autism.

Best Friends Animal Society
5001 Angel Canyon Road
Kanab, UT 84741
bestfriends.org

Best Friends Animal Society – Los Angeles
15321 Brand Blvd.
Mission Hills, CA 91345
bestfriendsla.org

Best Friends Animal Society –
New York
bestfriendsny.org

Best Friends Animal Society – Utah
2005 South 1100 East
Salt Lake City, UT 84106
bestfriendsutah.org

Celia Cudiamat

From: Celia Cudiamat
Sent: Wednesday, December 14, 2016 10:21 AM
To: Gregory Castle; 'Best Friends Animal Society'; Abby Ouimet (abbyo@bestfriends.org)
Subject: Grant Agreement
Attachments: Best Friends Animal Society Grant Agreement 20160815.pdf

December 14, 2016

Gregory Castle
Chief Executive Director
Best Friends Animal Society
5001 Angel Canyon Road
Kanab, UT 84741

Dear Mr. Castle:

Congratulations! A grant has been approved for Best Friends Animal Society in the amount of \$25,000 from the S.L. Gimbel Foundation. The performance period for this grant is December 1, 2016 to November 30, 2017. Additional funding beyond the performance period is not guaranteed. It is highly recommended that alternative funding sources be sought and applied for.

The purpose of the grant is to support the following as specified in your proposal:

Support the NKLA initiative of bringing together passionate individuals, city shelters and an entire coalition of animal welfare organizations to end the killing of dogs and cats in shelters throughout Los Angeles.

Please note the following conditions: All future requests (if eligible) must be written in this manner.

from the Reviewers: " Outcomes and evaluations should deal with the same quantities measured in the outcomes and evaluations to deal with the same quantities as described in the original proposal. Follow-up on this grant includes success or failure of meeting those numbers. All future requests (if eligible) must be written in this manner."

This grant is subject to the terms and conditions of the Grant Agreement. Please sign and date the agreement and **EMAIL to me with original signature ASAP, no later than December 15, 2016** immediately upon receipt of the signed Grant Agreement.

included in the enclosed Grant Agreement. After you have reviewed the terms and conditions, please sign and date the agreement and **EMAIL to me with original signature ASAP, no later than December 15, 2016** immediately upon receipt of the signed Grant Agreement. Funds will be released upon receipt of the signed Grant Agreement.

A condition of this grant is that you submit the Grant Evaluation Form which includes a narrative report and fiscal report. The Grant Evaluation Form is due by December 15, 2017 and a copy will be available online.

you are required to submit the Grant Evaluation Form which includes a narrative report and fiscal report. The Grant Evaluation Form is due by December 15, 2017 and a copy will be available online.

We wish you great success and if you have any questions, please call me at 951-777-1114, ext. 114, or email me at ccudiamat@thecommunityfoundation.net.

I look forward to working with you during the grant performance period. If you have any questions, please call me at 951-777-1114, ext. 114, or email me at ccudiamat@thecommunityfoundation.net.

Sincerely,

Celia Cudiamat | Executive Director
The Community Foundation
Celebrating 75 years of Philanthropy

President of Programs
Community Foundation of San Bernardino Counties

Corporate Office: 3700 Sixth Street, Suite 100
Office: 951.241.7777 x 114 | www.communityfoundation.net

1001 Riverside, CA 92501
951.777.1111



The Community Foundation

Strengthening Inland Southern California through Philanthropy

3700 Sixth Street, Suite 200

Riverside, CA 92501

P: 951-684-4194

F: 951-684-1911

www.thecommunityfoundation.net

S. L. Gimbel Foundation Fund Grant Agreement

Organization: Best Friends Animal Society
Grant Amount: \$25,000 Grant Number: 20160815
Grant Period: 12/1/2016 – 11/30/2017
Purpose: Support the No-Kill Los Angeles initiative to end the killing of dogs and cats in shelters.

1. Use of Grant Funds

Grant funds must be expended within the grant period, for the purpose and objectives described in your grant proposal. Grant funds may not be expended for any other purpose without prior written approval by The Community Foundation. If there are significant difficulties in making use of the funds as specified in your proposal, or if the grant funds cannot be spent within the grant period, notify us in writing promptly.

Formal requests for extensions or variances must be submitted to the Foundation's Board of Directors for approval a minimum of 60 days before the end of the grant period.

Requests for variances or extensions are reviewed on a case-by-case basis and approved by the Board of Directors. If a request is denied, unused funds must be immediately refunded to the Foundation.

Grant funds will not be expended for any political or lobbying activity or for any purpose other than one specified in section 170(c)(2)(b) of the Code.

2. Payment of Grant Funds

The grant funds will be paid in full by the Foundation upon receipt of the signed Grant Agreement. Challenge grant funds will be paid in full upon receipt of the signed Grant Agreement and upon receipt of documentation providing evidence that condition(s) of the challenge grant has/have been met.

3. Certification and Maintenance of Exempt Organization Status

This grant is specifically conditioned upon Grantee's status as an eligible grantee of The Community Foundation. The Foundation has obtained a copy of the Grantee's IRS determination letter. Grantee confirms that it has not had any change in its legal or tax-exempt status, and shall notify the Foundation immediately of any such change.

4. Final Report and Records

The Grantee will submit the Grant Evaluation report per the deadline set forth in the award letter. This report includes a narrative on outcomes based on goals and objectives set forth in the grant proposal and an expenditure report documenting use of grant funds. If equipment was purchased, copies of receipts need to be included.

5. Grantee's Financial Responsibilities

Grantee will keep records of receipts and expenditures of grant funds and other supporting documentation related to the grant at least four (4) years after completion of the grant and will make such records of receipts, expenditures and supporting documentation available to the Foundation upon request, for the purpose of conducting financial audits, making verifications, and investigations as deemed necessary concerning the grant.

6. Publicity

The Community Foundation appreciates publicity for the grant in all relevant published materials, such as brochures, newsletters and annual reports. The credit line of "Made possible in part by a grant from **The Community Foundation, Strengthening Inland Southern California through Philanthropy**" is suggested. The Grantee will allow the Foundation to review and approve the content of any proposed publicity concerning the grant prior to its release, upon request. When your donors are listed in printed materials, include the Foundation in the appropriate contribution size category. Sending a brief press release to your local paper is appreciated. Please email Charee Gillens, our Marketing & Communications Officer, at cgillens@thecommunityfoundation.net with copies of any printed or publicity materials that highlight the grant. When publishing our name, please note the "The" at the beginning of our name is a legal part of our name. It should always be used and capitalized. Attaching a logo is also appreciated. Our logo can be downloaded on our website at www.thecommunityfoundation.net.

Grantee agrees to allow the Foundation to include information about this grant in the Foundation's periodic public report, newsletter, news releases, social media postings, and on the Foundation's website. This includes the amount and purpose of the grant, any photographs you have provided, your logo or trademark, and other information and materials about your organization and its activities.

7. Indemnification

In the event that a claim of any kind is asserted against the Grantee or the Foundation related to or arising from the project funded by the Grant and a proceeding is brought against the Foundation by reason of such claim, the Grantee, upon written notice from the Foundation, shall, at the Grantee's expense, resist or defend such action or proceeding, at no cost to the Foundation, by counsel approved by the Foundation in writing.

Grantee hereby agrees, to the fullest extent permitted by law, to defend, indemnify, and hold harmless the Foundation, its offices, directors, employees, and agents, from and against any and all claims, liabilities, losses, and expenses (including reasonable attorneys' fees) directly, indirectly, wholly, or partially arising from or in connection with any act or omission by Grantee, its employees, or agents in applying for or accepting the Grant, in expending or applying the Grant funds or in carrying out any project or program supported by the Grant, except to the extent that such claims, liabilities, losses, and expenses arise from or in connection with any bad faith act or omission by the Foundation, its officers, directors, employees, or agent.

8. Termination

The Community Foundation may terminate this agreement, modify or withhold payments under this grant award, require a total or partial refund of any grant funds, or all at any time, if, in the Community Foundation's judgment: a) The Community Foundation is not satisfied with the quality of the Grantee's progress toward achieving the project goals and objectives; b) the Grantee dissolves or fails to operate; c) the Grantee fails to comply with the terms and conditions of this agreement; d) the Grantee fails to comply with the requirements of any law or regulation applicable to you, the Foundation, or this grant.

9. Limitation of Support

This Agreement contains the entire agreement between the parties with respect to the Grant and supersedes any previous oral or written understandings or agreements.

I have read and agree to the terms and conditions of the Grant Agreement.

Valerie S. Dorian
Signature

12/16/16
Date

VALERIE S. DORIAN
Printed Name

Sr. Director, Development
Title

Grant Number: 20160815
Organization: Best Friends Animal Society

dd
12/20/16

722



The
Community
Foundation

Strengthening Inland Southern California through Philanthropy

BOARD OF DIRECTORS December 16, 2016

Philip Savage IV
Chair of the Board

Sean Varner
Vice Chair of the Board

Pat Spafford, CPA
Chief Financial Officer

Sergio Bohon
Secretary of the Board

Dr. Paulette Brown-Hinds

Rabbi Hillel Cohn

James Cuevas
Immediate Past Board Chair

Paul Granillo

Stanley Grube

Kirk Harns

Dr. Fred Jandt

Andrew Jaramillo

Dr. Albert Karnig

D. Matthew Pim

Teresa Rhyne

Kathleen Sawa

Dr. Henry Shannon

Tamara Sipos

Beverly Stephenson

Randall Tagami

Diane Valenzuela

Dr. Jonathan Lorenzo Yorba
President and CEO

Gregory Castle
Chief Executive Director
Best Friends Animal Society
5001 Angel Canyon Road
Kanab, UT 84741

Dear Mr. Castle:

The Community Foundation is pleased to enclose a grant check for \$25,000 from the S. L. Gimbel Foundation, a component fund at The Community Foundation. By cashing the grant check, you are agreeing to the conditions stated under the *Terms of Grant* which you have signed and returned.

The completed Grant Evaluation form is due by December 15, 2017 and will be available online on The Community Foundations website under Grants/Forms. Please note that any grant variances or extensions must be requested in writing and in advance. Any remaining grant funds must be returned to The Community Foundation at the end of the grant period.

We greatly appreciate any help you can give us in publicizing the grant. Please use the following credit in any grant announcements or materials funded by the grant: "The (name of project/program) is supported by a grant from The S. L. Gimbel Foundation." You may send copies of articles printed in local papers, stories in your agency newsletter, annual report, press releases, and other publications for our files.

Please feel free to me at 951-241-7777, ext. 114, if you have any questions.

Sincerely,



Celia Cudiamat
Executive Vice President of Programs

20160815

41771

GIMB5



Confirmed in Compliance
with National Standards for
U.S. Community Foundations

3700 Sixth Street, Suite 200 ~ Riverside, California 92501
P: 951.241.7777 ~ F: 951.684.1911 ~ www.thecommunityfoundation.net



Strengthening Inland Southern California through Philanthropy
 3700 SIXTH STREET, SUITE 200
 RIVERSIDE, CA 92501
 951-241-7777 / FAX 951-684-1911



® E2Star™ Check Fraud
 Protection for Business

PAY * Twenty-Five Thousand and no/100 *

TO THE
 ORDER OF

DATE

12/15/2016

AMOUNT

\$****25,000.00

Best Friends Animal Society
 5001 Angel Canyon Rd.
 Kanab, UT 84741



Jonathan Lorenz Yoder
 AUTHORIZED SIGNATURE

⑈041771⑈ ⑆122234149⑆ 244124437⑈

The Community Foundation

41771

17963 Best Friends Animal Society 12/15/2016 041771

20160815 12/13/2016 Support the No-Kill Los Angeles initiative to end the 25,000.00
 GIMB S.L. Gimbel Foundation Advised Fund 25,000.00

CHECK TOTAL: \$****25,000.00

The Community Foundation

41771

17963 Best Friends Animal Society 12/15/2016 041771

20160815 12/13/2016 Support the No-Kill Los Angeles initiative to end the 25,000.00
 GIMB S.L. Gimbel Foundation Advised Fund 25,000.00

CHECK TOTAL: \$****25,000.00

Security features. Details on back.