

RESUBMIT
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**2018 S.L. Gimbel
Foundation Fund
Grant Application**

Internal Use Only:
Grant: 20180817

CURRENT E.I.D.: 22812
\$58,536.00

Organization / Agency Information

Organization/Agency Name: Conservancy for Cuyahoga Valley National Park		
Physical Address: 1403 W. Hines Hill Road		City/State/Zip: Peninsula, OH 44264
Mailing Address:		City/State/Zip:
CEO or Director: Deb Yandala		Title: CEO
Phone: 330-657-2909 x107	Fax:	Email: dyandala@forcvnp.org
Contact Person: Erin Miyoshi		Title: Development Manager
Phone: 330-657-2909 x136	Fax:	Email: emiyoshi@forcvnp.org
Web Site Address: www.conservancyforcvnp.org		Tax ID: 34-1917257

Program / Grant Information

Interest Area: Animal Protection Education Environment Health Human Dignity

Program/Project Name: Service Learning & Environmental Education in Cuyahoga Valley National Park	Amount of Grant Requested: \$60,000
Purpose of Grant Request (one sentence): To develop a service learning component for Cuyahoga Valley Environmental Education Center, providing students opportunities to contribute to environmental restoration in Cuyahoga Valley National Park.	

Signature

Executive Director/President: (Print Name and Title) Deborah S. Yandala CEO		Date: 9-10-18
Executive Director/President Signature: 		Date:

Internal Use Only:
Grant No: _____

Organization / Agency Information

Organization/Agency Name: Conservancy for Cuyahoga Valley National Park		
Physical Address: 1403 West Hines Hill Road, Peninsula, OH 44264		
Mailing Address: 1403 West Hines Hill Road, Peninsula OH 44264		
CEO or Director & Title: Ms Deb Yandala, Chief Executive Officer		
Phone: (330) 657-2796	Fax:	Email: dyandala@forcvnp.org
Contact Person & Title: Katie Wright, Director, Cuyahoga Valley Environmental Education Center		
Phone: (330) 657-2796	Fax:	Email: kwright@forcvnp.org
Web Site Address: http://www.conservancyforcvnp.org		Tax ID: 34-1917257

Program / Grant Information

Program Area: Education

Program/Project Name: Service Learning & Environmental Education in Cuyahoga Valley National Park			Amount of Grant Requested: \$50,000
Total Organization Budget: \$4,422,531	Per 990, Percentage of Program Service Expenses (Column B / Column A x 100): 75%	Per 990, Percentage of Management & General Expenses Only (Column C / Column A x 100): 10%	Per 990, Percentage of Management & General Expenses and Fundraising (Column C+D / Column A x 100): 25%
Purpose of Grant Request (one sentence): To develop a service learning component for Cuyahoga Valley Environmental Education Center, providing students opportunities to contribute to environmental restoration in Cuyahoga Valley National Park.			
Program Start Date (Month and Year): 10/1/2018		Program End Date (Month and Year): 8/31/2019.	
Gimbel Grants Received: List Year(s) and Award Amount(s) 2016: \$100,000 grant (Sustaining & Expanding Cuyahoga Valley National Park Trails)			

Celia Cudiamat

From: Erin Gay Miyoshi <emiyoshi@forcvnp.org>
Sent: Wednesday, September 26, 2018 12:17 PM
To: Celia Cudiamat
Cc: Katie Wright
Subject: Conservancy for CVNP - Updated Gimbel Foundation request
Attachments: Gimbel Project Budget 9-26-18.pdf; 2018 Gimbel signed coversheet.pdf

Dear Celia,

Thank you for the opportunity to add more descriptive information to our request to the S.L. Gimbel Foundation. Please find attached the coversheet and budget. Let me know if you would like to arrange a phone call to discuss any parts of the program that might need more clarification.

My best,
Erin

Organization Information

Organization/Agency Information
Organization/Agency Name (If operating as a DBA, enter DBA name here) Conservancy For Cuyahoga Valley National Park
Legal Name If different from DBA/Organization/Agency Name Conservancy For Cuyahoga Valley National Park
Tax ID 34-1917257
Tax Status 509(a)(1)
Organization Mailing Address Street Address or P.O. Box (No residential addresses, please) 1403 West Hines Hill Road
City Peninsula
State OH
Zip Code

Prefix

Ms

First Name

Katie

Last Name

Wright

Title

Director, Cuyahoga Valley Environmental Education Center

Work Phone

(xxx-xxx-xxxx)

(330) 657-2796

Extension

1109

Office Fax**E-mail Address**

kwright@forcvnp.org

Organization/Agency Background**Organization Background**

What is the history, mission, and purpose of your organization?

The Conservancy for Cuyahoga Valley National Park's mission is to engage public support for the park and provide services to enhance public use and enjoyment of the park. The Conservancy has served in a supporting role to Cuyahoga Valley National Park (CVNP) since beginning as a friends group in 1974. A merger between the friends group and the Cuyahoga Valley Environmental Education Center in 2002 created the next evolution of the organization, a 501(c)(3) nonprofit that has consistently grown to better fulfill its mission in support of the national park. A separate entity, CVNP is a 33,000-acre national park stretching 20 miles along the Cuyahoga River valley between Akron and Cleveland. It is consistently in the top 15 most visited national parks (2.4 million visits in 2016) and is operated by the National Park Service with its headquarters in Brecksville, Ohio.

Length of Service (number of years)

How long has the organization been providing programs and services to the community?

16

Organizational Accomplishments

What are some of your past organizational accomplishments in the last 3 years?

Program / Project Information

Interest Area

Education

Program or Project Name

Service Learning & Environmental Education in Cuyahoga Valley National Park

Amount of Grant Requested

Use whole dollars, do not use \$ sign, comma, or decimal

~~50000~~-**60,000** (We revised the grant budget in July to more accurately calculate teaching staff for the 5 week pilot and increased Gimbel request to cover the majority of this expense. When updating the online grant, we had some technical problems and the updated request amount did not get saved in the online form.)

Total Organization Annual Operating Budget

Use whole dollars, do not use \$ sign, comma, or decimal

4422531

Per 990, Percentage of Program Service Expenses

Column B divided by Column A, x 100 (Please enter no more than 2 digits, i.e., 7.9)

75

Per 990, Percentage of Management & General Expenses Only

Column C divided by Column A, x 100 (Please enter no more than 2 digits, i.e., 7.9)

10

Per 990, Percentage of Management & General Expenses and Fundraising

Column C + Column D, divided by Column A, x 100 (Please enter no more than 2 digits, i.e., 7.9)

25

Purpose of Grant Request

Please summarize the project (in 25 words or less).

To develop a service learning component for Cuyahoga Valley Environmental Education Center, providing students opportunities to contribute to environmental restoration in Cuyahoga Valley National Park.

Use of Grant Funds

How will you use the grant funds?

Support from the Gimbel Foundation Fund will be used for the development and implementation of a service learning component for "All the Rivers Run," the Cuyahoga Valley Environmental Education Center's flagship residential program serving students in 4th-8th grades. During the first-year of the program, students will participate in restoring woody habitat adjacent to Dickerson Run, a major tributary of the Cuyahoga River, and Dover Site where a hill had been sheared off to expand a for-profit ski area before being acquired by the park.

Grant funds will cover personnel time for development of new curriculum and evaluation tools for All the Rivers Run. The funding will support piloting the program with 500

outcomes of the restoration of these two sites would include improved quality and quantity of habitat for wildlife, fish, and plants, as well as decreased run-off and soil erosion into the Cuyahoga River. The Project will directly contribute to advancing Cuyahoga Valley National Park's strategic goal to have the Cuyahoga River delisted as a designated Area of Concern. The project also supports Cuyahoga Valley National Park's 2016 Strategic Action Plan and the park's 2013 Climate Action Plan, which specifically sets a goal of "restoring native vegetation to at least 10 acres of habitat each year."

SERVICE LEARNING

A grant from Gimbel Foundation Fund will support the development and implementation of a new service learning component as part of All the Rivers Run, which will be piloted in **the 2018-19 school year** with 500 students in **4th-8th Grade participating in programing for approximately 4 days / 3 nights (47 hours) with new curriculum that culminates in** planting two trees each **at reforestation sites in Cuyahoga Valley Nation Park. Evaluation will measure students' academic growth as well as a goal of increased sense of connection to the natural world. The majority of program activities will take place in the field setting in Cuyahoga Valley National Park.** Many of our school partners such as Akron Public Schools are moving to career-based learning models where every high school student will be required to enroll in a College & Career Academy their freshman year. To prepare students, greater emphasis is being placed on hands-on and field-based learning. By adapting the All the Rivers Run curriculum to include a capstone service project, students will have the real-world experience of being in the field while learning about native plants, erosion, storm water management, water quality, and animal habitat.

Project Description

Describe your project. How will this project enable this organization to better meet community needs? What is unique and innovative about this project?

The project will develop new curriculum for the All the Rivers Run program that will build to a capstone service-learning activity to reforest prioritized sites within Cuyahoga Valley National Park. The pilot will serve 500 students **in 4th-8th Grade from low-income communities in Northeast Ohio during the 2018-19 school year. Proposed Gimbel Foundation grant activities include curriculum creation (Oct 2018 – Jan 2019) and then piloting of the enhanced program during five weeks with approximately 100 students each week in the spring (March 2019 – June 2019).**

The academic curriculum of All the Rivers Run focuses on water quality, watershed health, and problem-solving around environmental issues **related to the Cuyahoga River, the major river in the cities of Akron and Cleveland where most of participating students live.** The program provides students with an unparalleled learning experience in science, nature study, environmental issues, and the arts. The curriculum includes hands-on, immersive STEM education opportunities and meets Common Core standards implemented by the state of Ohio in 2013. This project will enhance that curriculum to be more relevant to students and educators with hands-on environmental experiences.

Learning activities include:

- **Pre-visit Classroom Lesson: Education Center staff will visit students' classrooms to lead a lesson on the national park and what to expect during their upcoming stay**
- Watershed Exploration: Hiking on campus trails to discover plants & animals of the

on how you will collect relevant data and statistics that meet your objective and validate your expected outcomes in a quantifiable manner as you describe your evaluation process.

1. Project Goal

4th-8th Grade students from low-income communities in Northeast Ohio who participate in Cuyahoga Valley Environmental Education Center's All the Rivers Run service-learning program will become the next generation of environmental stewards. **The program will enhance academic learning in core subjects connected to watersheds while also fostering a deeper connection to the natural world.**

2. Project Objective

500 students **in 4th-8th Grade from low-income communities in Northeast Ohio** participating in pilot of new All the Rivers Run curriculum will develop deeper knowledge of watersheds and human impact through a service learning component focused on restoring habitat in prioritized areas within Cuyahoga Valley National Park.

3. Project Activities

Development of new curriculum and evaluation for All the Rivers Run **that meets Ohio Learning Standards for 4th-8th Grade and builds to a service-learning project that concludes the program. Pilot the program with 500 Northeast Ohio students during five weeks (approximately 100 students each week) in Spring 2019. Students will participate in a pre-site visit classroom lesson at their schools and approximately 47 hours of programming over four days in Cuyahoga Valley National Park with the majority of activities held in the field. Lessons will be led by Field Instructors and National Park Service staff in groups of approximately 10 students per teacher.**

4. Expected Outcomes

500 students **in 4th-8th Grade from low-income Northeast Ohio** will demonstrate knowledge and awareness of human impact on the environment, water quality, and watershed health, as well as ways to be a good environmental steward.

5. Evaluation

Working with outside consultant Smile Minded Smartworks, funded through a separate grant, we will develop pre- and post-evaluation tools to measure students' academic understanding of program material (quantitative), as well as their sense of place and connection with the natural world (qualitative). In spring 2019, we will track the pilot program's impact on 500 students participating in the All the Rivers Run which includes a pre-site visit lesson and onsite four days (approximately 47 hours) of programming in Cuyahoga Valley National Park. Evaluation results will be review and summarized in July-Aug 2019 to inform continuation of the program and suggested curriculum changes in the following 2019-2020 school year.

***Below are some examples of how to list your Goals, Objectives, Activities, Expected Outcomes, and Evaluation: Objective, Outcome, and Evaluation should align and should be written in a linear format, using actual numbers and data that are quantifiable and verifiable.**

Service. This "Volunteers-in-Parks" program holds environmental stewardship at its center, with a mission to preserve, protect, and enhance the national park by building a community of park stewards. This project will be part of an ongoing commitment to habitat restoration in the national park. Over the past five years, volunteers have planted over 40,000 native trees, shrubs, and other plants (and counting) in CVNP, and they've cleared over 2,000 acres of invasive species. This project will strengthen the park's habitat restoration efforts, but will do so in a unique way by connecting to the educational programs and students at the Education Center, reaching a new audience and creating future environmental stewards.

Project Future

Project Future / Sustainability

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

Since 1994, the Cuyahoga Valley Environmental Education Center has been engaging local youth in year-round programs with the goal of building future environmental stewards. If awarded, grant funding from the S. L. Gimbel Foundation will provide seed money for program development and implementation in the first year of this new service learning component as part of the All the Rivers Run residency program. Funding will support initial curriculum development, evaluation, and other program elements (including trees for planting). The Conservancy will then seek support from other funders to continue the All the Rivers Run program with this new curriculum component.

Governance, Executive Leadership, and Management: Key Personnel / Staff Qualifications

Governance and Executive Leadership

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

The Conservancy's Board of Directors consists of 28 community members who focus their work on visioning, setting policy, and raising philanthropic support for the Conservancy and the park. The board meets four times per year in the park. Terms are three years in length and can be renewed once. The board makes decisions based on thoughtful discussion with staff and majority vote. The Conservancy also maintains the following committees, which include board members as well as other community members: Environmental Education Committee, Executive Committee, Finance Committee, Governance Committee, Human Resources Committee, Diversity, Equity, & Inclusion Committee, Marketing Committee, and TRAILS FOREVER Committee.

Management

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

Deb Yandala, Chief Executive Officer: Deb has been CEO of the Conservancy since its inception in 2002. She previously served as Executive Director of the Education Center. Deb serves as President of the National Park Service Friends Alliance, the network of nonprofit partners of over 100 national parks. She also is on the National Park Service Advisory Board's Education Committee and on the Board of Eastern National, the organization that operates retail and education programs in 140 national park units around the country.

2018 S.L. Gimbel Foundation APPLICATION

Organization Name:

Conservancy for Cuyahoga Valley National Park

V. Project Budget and Narrative (Do not delete these instructions on your completed form).

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.
- 4) Line Item Description should be no more than two lines; otherwise, it will get cut off. Additional descriptions should be included in the Budget Narrative.

Line Item Request	Line Item Description <i>(Maximum two lines)</i>	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel/TCF	Line Item Total of Project
Teaching Staff (10 total)	10 instructors x \$8.35/hr x 47 hours/week x 5 weeks = \$21,083.75		\$2,267	\$18,817	\$21,084
Curriculum/Evaluation Development	\$38.595/hr x 20 hours/week x 8 weeks = \$6,175.20			\$6,175	\$6,175
Program Management	\$18.803/hr x 20 hours/week x 8 weeks = \$3,008.48			\$3,008	\$3,008
Program Administration	\$38.822/hr x 20 hours/week x 8 weeks = \$6,211.52		\$6,212	0	\$6,212
Classroom Kits	20 classrooms x \$100 a kit = \$2,000			\$2,000	\$2,000
Bus Transportation	10 buses x \$400 = \$4,000			\$4,000	\$4,000
Student Scholarships	500 students x \$160 = \$80,000		\$80,000		\$80,000
Tree planting supplies	\$46,000 for trees (\$23 x 2000 trees) + \$3,000 for planting supplies		\$23,000	\$26,000	\$49,000
TOTALS:		\$	\$ 111,479	\$ 60,000	\$ 171,479

2018 S.L. Gimbel Foundation APPLICATION

Organization Name:

Conservancy for Cuyahoga Valley National Park

V. Project Budget and Narrative (Do not delete these instructions on your completed form).

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.
- 4) Line Item Description should be **no more than two lines**; otherwise, it will get cut off. Additional descriptions should be included in the Budget Narrative.

Line Item Request	Line Item Description <i>(Maximum two lines)</i>	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel/TCF	Line Item Total of Project
Personnel: Teaching Staff	5 weeks x \$4,217 a week (10 instructors x \$8.35/hr x 47 hours)		\$2,260	\$18,825	\$21,085
Curriculum/Evaluation Development	\$38.595/hr x 160 hrs = \$6,175			\$6,175	\$6,175
Program Management / Admin	\$18.803/hr x 160hr = \$3,008.48 \$38.822 x 160hr = \$6,211.52		\$6,220	\$3,000	\$8,000 9220
Project Supplies	Gloves, shovels, dibbles for planting trees			\$3,000	\$3,000
Classroom Kits	20 classrooms x \$100 a kit = \$2,000			\$2,000	\$2,000
Bus Transportation	10 buses x \$400 = \$4,000			\$4,000	\$4,000
Student Scholarships	500 students x \$160 = \$80,000		\$80,000		\$80,000
Native trees	\$23/tree x (1,000 for students + 1,000 for community)		\$23,000	\$23,000	\$46,000
TOTALS:		\$	\$ 111,480	\$ 60,000	\$ 171,480

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

Support from the Gimbel Foundation will cover expenses directly related to curriculum development and the four week pilot of the new "All the Rivers Run" curriculum, which will be rewritten to lead up to a capstone service learning project.

Teaching staff: Field instructor staff will lead programming for "All the Rivers Run" during the four-week pilot. Weeks are 47 hours, including 7 hours of overtime.

Curriculum/evaluation development: Includes Curriculum Director's time to develop new curriculum for the Education Center's flagship residential program, as well as an evaluation tools to measure program impact.

Classroom kits: Includes educational items for students and educators to take back to their schools for continued learning about environmental issues and sustainability after the program is complete.

Scholarships for students to attend "All the Rivers Run": Covers additional program fees (including student meals, program supplies, workbook materials, and indirect expenses) for students from lower-income families to attend the program. Lower-income families are defined as those who meet federal guidelines for free- or reduced-cost school lunch. The Conservancy will seek additional foundation and corporate support to support scholarships.

Native Trees: Covers purchase of 2 trees per students. In addition, the Conservancy will secure additional foundation and corporate support for purchase of trees for volunteers participating in Day of Service events through the park's volunteer program, co-managed by the Conservancy and National Park Service.

2018 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
Foundation funders for "All the Rivers Run" scholarship students	\$68,150
Charles L. Pack Charitable Trust for native trees	\$10,000
DuPont for volunteer program (native tree portion of grant)	\$7,000
	\$
	\$
	\$
	\$
	\$

Pending

Name of Funder: Foundation, Corporation, Government	Amount	Decision Date
S. L. Gimbel Foundation	\$ 60,000	Fall 2018
Foundation funders for "All the Rivers Run"	\$ 20,330	Summer 2018
Lubrizol for volunteer program (native tree portion of grant)	\$ 6,000	
	\$	
	\$	
	\$	

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	\$ 1,268,082	25 %	Program Fees	\$ 1,696,299	34 %
Fundraising/Special Events	\$ 482,726	10 %	Interest Income	\$ 164,302	3 %
Corp/Foundation Grants	\$ 1,035,215	21 %	Other:	\$ 330,534	7 %
Government Grants	\$ -	- %	Other:	\$	%

Notes:

"Program Fees" (above) includes fee-based programs (Education Center, volunteer program, cultural arts, and other programs) AND fee-based visitor services (space rental, retail).

"Other" (above) is for National Park Service program support.

Financial Analysis

Agency Name: Conservancy for Cuyahoga Valley National Park
Most Current Fiscal Year (Dates): From 9/1/2016 To: 8/31/2017 (FY2017)

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
\$4,242,928	\$3,161,383	\$423,062	\$658,483

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%	74.5%	10%	15.5%

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 <u>Current</u> Total Budget used for Administration (FY2018)	Column C, Management & general expenses per 990 above (FY2017)	Differential
5.9%	10%	(4.1%)

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

N/A

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
\$3,565,940	\$1,347,300	\$170,796	28.77 : 1

Excess or Deficit for the Year:

Excess or (Deficit) Most recent fiscal year end: FY17	Excess or (Deficit) Prior fiscal year end: FY16
\$4,440,746 (includes \$3,577,895 raised for Boston Mill Visitor Center capital project)	\$87,895

Notes:

Operating surpluses in FY2017 and FY2016 are due to temporarily restricted funding received but not spent/released during this fiscal year, including for the Boston Mill Visitor Center capital project and program support.

**Conservancy For Cuyahoga Valley National Park
Fiscal Year 2018 Annual Budget**

	FY 2018 Annual Budget
EEC Program Fees	
Resident	503,150
Summer Camps	56,375
Day/Jr. Ranger/Special	142,975
Scholarship Credits	(241,957)
Conferences	135,215
Subtotal EEC	595,758
Community Outreach Program Fees	
ExSpaces	427,020
Stanford	135,955
Food Program Fees	61,027
CA + Vol + Photo + Park	116,660
Merchandise Sales	514,342
Subtotal Community Outreach	1,253,004
Total Program Fees	1,848,762
Unrestricted Contributions, Grants, & Other	
Memberships/Individual Giving	879,150
ParkShares	24,725
General Operating Contributions	131,220
Interest & Other Income	10,300
Total Unrestricted Support	1,045,395
Restricted Contributions, Grants, & Other	
EEC Programs	
NPS Subsidies	109,000
Scholarships	183,850
Education & Summer Programs	306,250
Community Outreach	
Food Services (Includes NPS)	3,500
Park Programs	20,000
Volunteer Programs (Includes NPS)	115,000
Cultural Arts & Other Prog (Includes NPS)	47,500
Development	
Program & Project Support	114,479
Capital Projects (Trails + Visitor Center)	2,974,500
Special Events - Restricted (Clam + Topo)	392,500
Endowment Contributions	370,800
Endowment Gains/Losses	63,700
Total Restricted Support	4,435,125
Total Funds Placed into Restriction	(4,435,125)
Restricted Funds Released:	
EEC Programs	
NPS Subsidies	109,000
Scholarships	241,957
Education & Summer Programs	430,913
Community Outreach	
Food Services	3,500
Park Programs	20,000
Volunteer Programs	115,000
Cultural Arts & Other Programs	47,500
Development	
Program & Project Support	114,479
Capital Projects (Trails + Visitor Center)	4,435,246
Special Events - Restricted (Clam+Topo)	392,500
Endowment Distributions	53,525
Total Restricted Funds Released	5,963,620
Total Revenue & Support	8,857,777
Less CAPITAL Revenue	4,435,246
Total OPERATING Revenue & Support	4,422,531
Salaries, Payroll Taxes, Benefits	
Salaries & Wages	2,021,206
Payroll Taxes & Benefits	494,928
2,516,134	
Program Supplies & Services	
Merchandise Cost of Sales/Labor Recovery	251,730
Food & Kitchen Supplies	126,611
Program Supplies & Services	371,328
Facility Supplies & Services	77,107
Outside Contractor Services	308,875
Capital Project Supplies & Services (Trails + Visitor Center)	4,435,246
Subtotal Prog Sup & Serv	5,570,897
Less CAPITAL Expense	4,435,246
OPERATING Program Supplies & Services	1,135,651
Administrative & Marketing	
Marketing	113,980
Liability Insurance	36,864
Office Supplies & Equip Support	127,267
Depreciation	46,308
Fees, Dues & Subscriptions	120,220
Staff-Related Expenses	115,507
Utilities, Communications & Postage	104,870
Facility Leases	43,180
Donations/Grants	53,250
Other Expenses	9,300
770,746	
Total Expenses	8,857,777
Less CAPITAL Expense	4,435,246
Total OPERATING Expenses	4,422,531
Net OPERATING Gain (Loss) - Program Activity	(0)
CAPITAL Total Revenue & Support	\$ 4,435,246
CAPITAL Total Expenses	4,435,246
CAPITAL Net Gain (Loss) - Program Activity	\$ -
OPERATING Total Revenue & Support	\$ 4,422,531
OPERATING Total Expenses	4,422,531
OPERATING Net Gain (Loss) - Program Activity	\$ (0)

CONSERVANCY

for CUYAHOGA VALLEY NATIONAL PARK

Budget Comparison

	FY2017 Actuals	FY2018 Budget
Program Fees (Ed. Center, Community Outreach)	\$1,675,251	\$1,848,762
Unrestricted Contributions, Grants, & Other:		
Memberships/Individual Giving/ParkShares	\$831,575	\$903,875
General Operating Contributions	\$129,394	\$131,220
Interest and Other Income	\$34,768	\$10,300
Total Restricted Support (Ed. Center, Community Outreach, Development)	\$6,569,064	\$4,435,125
Total Funds Placed into Restriction (Ed. Center, Community Outreach, Development)	(\$6,569,064)	(\$4,435,125)
Total Temporary Restricted Funds	\$4,456,440	\$0
Total Restricted Funds Released	\$2,112,625	\$5,963,620
Total Revenue & Support	\$9,240,053	\$8,857,777
Less CAPITAL Revenue	(\$4,397,905)	(\$4,435,246)
Total OPERATING Revenue & Support	\$4,842,148	\$4,422,531
Salaries & Wages	\$1,933,966	\$2,021,206
Payroll Taxes & Benefits	\$441,397	\$494,928
Program Supplies & Services:		
Merchandise Cost of Sales/Labor Recovery	\$271,258	\$255,285
Food & Kitchen Supplies	\$115,445	\$126,611
Program Supplies & Services	\$367,006	\$367,773
Facility Supplies & Services	\$87,547	\$77,107
Outside Contractor Services	\$194,166	\$205,375
Capital Project Supplies & Service	\$718,374	\$4,435,246
Transportation Services	\$45,084	\$103,500
Administrative & Marketing:		
Marketing	\$82,373	\$113,980
Liability Insurance	\$35,042	\$36,864
Office Supplies & Equipment Support	\$104,792	\$127,267
Depreciation	\$43,247	\$46,308
Fees, Dues & Subscriptions	\$107,335	\$120,220
Staff-Related Expenses	\$67,150	\$115,507
Utilities, Communications & Postage	\$88,344	\$104,870
Facility Leases	\$42,158	\$43,180
Donations & Grants	\$50,925	\$53,250
Other Expenses	\$3,698	\$9,300
Total Expenses	\$4,799,307	\$8,857,777
Less CAPITAL Expense	(\$718,374)	(\$4,435,246)
Total OPERATING Expenses	\$4,080,933	\$4,422,531
Net Gain (Revenue Less Expense)	\$4,440,746	\$0
Net OPERATING Gain (OPERATING Revenue Less OPERATING Expenses)	\$761,215	\$0

CONSERVANCY FOR CUYAHOGA VALLEY

Form 990 (2016)

NATIONAL PARK

34-1917257 Page 10

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	733,358.	733,358.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	180,477.	180,477.		
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	234,599.	199,409.	17,595.	17,595.
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	1,475,650.	944,520.	118,088.	413,042.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	79,355.	55,420.	7,819.	16,116.
9 Other employee benefits	191,262.	133,574.	18,845.	38,843.
10 Payroll taxes	166,409.	116,216.	16,397.	33,796.
11 Fees for services (non-employees):				
a Management				
b Legal				
c Accounting	9,908.		9,908.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17	31,075.			31,075.
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)				
12 Advertising and promotion	82,373.	25,595.	20,701.	36,077.
13 Office expenses	104,792.	18,289.	85,111.	1,392.
14 Information technology				
15 Royalties				
16 Occupancy	42,158.	42,158.		
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	43,247.	42,479.	768.	
23 Insurance	35,042.	26,281.	8,761.	
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 CONTRACTORS FEES AND SE	166,157.	165,322.		835.
b PROGRAM SUPPLIES	148,650.	122,719.	638.	25,293.
c FOOD SERVICES	126,730.	120,241.	2,315.	4,174.
d DUES AND SUBSCRIPTIONS	97,427.	30,305.	57,955.	9,167.
e All other expenses	294,259.	205,020.	58,161.	31,078.
25 Total functional expenses. Add lines 1 through 24e	4,242,928.	3,161,383.	423,062.	658,483.
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 if following SOP 98-2 (ASC 958-720)

CONSERVANCY

for CUYAHOGA VALLEY NATIONAL PARK

KEY STAFF MEMBERS

Deb Yandala, Chief Executive Officer (330-657-2909, ext. 107; dyandala@forcvnp.org)
John P. Debo, Jr., Chief Development Officer (330-657-2909, ext. 122; jdebo@forcvnp.org)
Janice Matteucci, Chief Operating Officer (330-657-2909, ext. 108; jmatteucci@forcvnp.org)
Katie Wright, Director, Cuyahoga Valley Environmental Education Center
(330-657-2796, ext. 1109; kwright@forcvnp.org)

BOARD OF DIRECTORS (FY18)

Dione Alexander, Senior Vice President of Lending, Village Capital Corporation
Joe Blanda, M.D., Orthopedic Surgeon, Bland Orthopedics
Ron Bower, President, Brickpath Group, Inc.
Christopher Buehler, Director of Marketing, E&H Hardware Group, LLC
Michael Byun, Executive Director, Asian Services in Action, Inc.
Pamela A. Carson, Community Volunteer
Deborah Cook, Judge, U.S. Court of Appeals, 6th Circuit
Tina Darcy, Board Vice-Chair, Partner, Howard & O'Brien Associates
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Matthew Heinle, Co-Managing Partner, Brennan, Manna & Diamond
Emily Holiday, Senior Vice President of Human Resources, Forest City Realty Trust, Inc.
Jane Howington, City Manager, City of Hudson
Sue Klein, Community Volunteer
Kathy Leavenworth, Community Volunteer
Phil LiBassi, FAIA FACHA NCARB, Principal, Westlake Reed Leskosky
Gary Lobaza, President, Wheeled Products Division, MTD Products
Jeremy M. Long, CPA, MBA, Senior Manager, Skoda Minotti
Shawn Lyden, Executive Vice President, Akron Children's Hospital
Stephen Metzler, Retired, VP of Operations, FirstLine Transp. Security, Inc.
Michael Miller, Vice President, Music Box Supper Club; CEO Peer Groups Leader, The
Entrepreneurs EDGE
James Nash, Board Chair, Managing Partner, Marcus Thomas LLC
Ellen Perduyn, Executive Director, Corporate Foundation Relations, The University of Akron
Foundation
Dr. Elizabeth Piatt, Assistant Professor and Chair, Dept. of Sociology, Hiram College
Brett W. Reynolds, Vice President, FE Products, FirstEnergy Corporation
Irving B. Sugerman, Partner, Brouse McDowell LPA
Rick Taylor, Corporate Vice President EHS, Parker Hannifin Corporation
Teleangé Thomas, Program Director, Health, Sisters of Charity Foundation

S.L. Gimbel Final Evaluation Report Questions

Questions 1-15 are required and must be completed

1. **Organization name:** Conservancy for Cuyahoga Valley National Park
2. **Grant #:** 20160818
3. **Grant Period:** 12/1/2016 – 11/30/2017
4. **Location of Services:** Cuyahoga and Summit Counties, Ohio
5. **Name & Title of person completing evaluation:** Emily Heninger, Grants & Communications Manager
6. **Phone Number:** (330) 657-2909 ext. 136
7. **Email address:** eheninger@forcvnp.org
8. **Total number of clients served through this grant funding:** 5,400 (estimated)
9. **Describe the project's key outcomes and results based on the goals and objectives.**

Project Goal: Introduce more visitors to Cuyahoga Valley National Park (CVNP) by restoring and expanding key trails and thus increasing diverse recreational opportunities for Cleveland and Akron residents, as well as out-of-state visitors.

Project Objectives: Implement a two-pronged project to restore and expand trails in CVNP, specifically by 1) hiring a 2017 youth work crew to assess and restore existing trails with Sustainable Trail Design methods/management practices; and 2) completing the 6.5-mile Phase 2 of the East Rim mountain biking trail in 2017. Market and publicize these projects to the public through media channels that include the Conservancy's website and social media pages.

To achieve our stated objectives, grant funds from the S. L. Gimbel Foundation Fund supported the following activities during the grant period (12/1/2016 – 11/30/2017):

- An American Conservation Experience (ACE) youth work crew was hired for nine weeks to provide support for trail projects in Cuyahoga Valley National Park from 9/18/2017 through 11/17/2017. The trail included five individuals (one crew leader and four corps members) between 18 and 25 years old. The crew arrived with all tools, vehicles, and supplies, as needed, and was housed at Camp Manatoc, a Boy Scout camp located within the park. As part of their work, the crew assisted with the construction, maintenance, and sustainability assessment of all sections of the East Rim trail system, including installation of rock armor drains, trail grading, tread finishing, removal of fallen trees, existing trail evaluation, and enhancement of creek crossings. The careful construction and maintenance of this trail system, with emphasis on long-

term sustainability, will ensure its longevity for diverse uses, including mountain biking, hiking, and running.

- The essential features of the 6.5-mile Phase 2 section of the East Rim mountain biking trail were completed, with finishing features planned for completion in the spring of 2018. The outer loop of the Phase 2 trail was “soft opened” in the late fall of 2017, and a grand opening for the entire trail system is planned for May 2018, including a ribbon cutting, inaugural trail ride, and evening celebratory event. The Phase 2 trail section was completed with contracted design and construction support from Spectrum Trail Design and features 6.5 miles of single-track, off-road bike trails north of the Ohio Turnpike, with access from the Metro Parks Bike and Hike Trail. The outer loop of the trail measures 4.7 miles and is tentatively called “Lamp Loop,” while the inner connecting line (approx. two miles) is tentatively called “Edson Run.” There are additional plans for a boardwalk and some areas with “stone armor” to drain water on this section of the trail, for construction in spring 2018.
- To date, a total of 380 volunteers have contributed 5,240 hours in support of the East Rim trail project. Volunteers from the Cleveland Area Mountain Biking Association (CAMBA), a local chapter of the International Mountain Biking Association, have supported the trail with regular construction volunteer work, as well as ongoing monitoring and light trail maintenance on the open sections of the East Rim trail system. CAMBA volunteers are responsible for monitoring daily conditions on the trail and posting updates to the trail’s Twitter account (@cvnprmtb) to let visitors know whether the trail is open each day. In addition, a Day of Service event was held on October 28, 2017 for Make a Difference Day, where 20 community volunteers supported the project by laying additional tread materials using sustainable trail building techniques.
- CVNP trail projects were consistently promoted via the Conservancy’s marketing channels, including the following: 1) Regular updates on the Conservancy’s website on a page specific to the East Rim Trail, for CVNP.org/EastRim; 2) a breaking-news email announcing the Gimbel Foundation Fund’s grant to all Conservancy email subscribers (over 20,000 email addresses) in December 2016; 3) a blog post on the Conservancy’s Field Notes blog in March 2017, for CVNP.org/east-rim-mountain-bike-trail-update; and 4) an article in the Conservancy’s Fall 2017 magazine outlining the role of trail crew interns in the park and their role in sustaining CVNP trails. Copies of these materials will be emailed to The Community Foundation.

This project supports the following long-term outcomes for Cuyahoga Valley National Park and the Cleveland-Akron area:

- The new and improved trails will bolster recreational opportunities and increase quality of life for residents of Cleveland and Akron, as well as increase tourism to the national park for out-of-state visitors.
- The completed East Rim trail system is expected to attract approximately 5,000 additional visitors to the national park each year. Visitors will be able to complete long-distance trail journeys on bike trails throughout the area, including the East Rim Trail.
- Cleveland and Akron will be recognized as cities on the doorstep of a national park with excellent recreational trails.

- The number of CVNP volunteers will increase through increased awareness of CVNP volunteer opportunities, including trail monitoring and maintenance.

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

As Cuyahoga Valley National Park continues to improve its trail system and introduce new trails, it faces challenges related to trailhead parking and access to visitor facilities such as restrooms. For example, parking at the East Rim trailhead along the Metro Parks Bike and Hike Trail is limited and frequently fills up on weekends and other popular days.

Additionally, as a mid-size nonprofit that has attained steady growth since formal establishment in 2002 (with a current operating budget of \$4.4 million and 76 employees), the Conservancy must always balance operating expenses and staff capacity with larger-scale projects, such as the East Rim trail system. The organization has seen steady growth in revenue from individual donations and grants and has successful earned-income programs that support operating costs. Cash reserves that would improve capacity for larger projects are a long-term goal.

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

To address challenges related to parking and visitor services at trailheads, the park is currently investigating opportunities and funding for expanded trailhead parking and restroom facilities that would alleviate congestion and ensure we meet visitors' needs.

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

We've discovered that a new model for volunteer engagement has worked well for trail projects—namely, focusing on smaller, more frequent volunteer work days. This type of volunteer work allows volunteers to apply skills that they've developed on a more regular basis and helps work progress more efficiently and sustainably. The National Park Service has found they can manage an expanded trail system by engaging volunteer support in this way, which will prove useful for future trail projects. The national park is continuously seeing increased visitation and use on all its resources, including park trails, so strategies such as relying on volunteers for certain projects will prove essential as the park moves into the future.

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

The construction and opening of the East Rim trail system, including the 6.5-mile "Phase 2" section, has introduced a new recreational opportunity for visitors in the northeast Ohio and throughout the region. Nationally, the Outdoor Industry Foundation reports a steady increase in mountain biking as an outdoor activity over the past ten years, with 8.62 million adults participating in 2016 (up from 6.89 million in 2007, according to the Outdoor Participation Report, 2017, [outdoorindustry.org/participation/outdoor-foundation-research/reports](https://www.outdoorindustry.org/participation/outdoor-foundation-research/reports)). Mountain biking has previously been under-represented by trails in northeast Ohio, but with the opening of a world-class mountain biking system on the East Rim Trail,

CVNP can attract new audiences to the area and increase quality of life for residents. The trail's connection to a growing system of cycling and mountain biking trails in the area only increases its value as a recreational resource and northeast Ohio's potential as a destination for biking enthusiasts.

Public reception to the new trails has been very positive. Since the original opening of the East Rim Trail in the spring of 2016, the park estimates that an estimated 5,000+ visitors have used the new trail. With the opening of Phase 2 and expansion of the trail system, we expect visitation to continue to rise. According to the park's Visitor Use survey conducted in 2015, 20% of total visitors to the park come from out-of-state—up from 10% in 2005. We also anticipate this number to increase, with the addition of new trail systems and recreational opportunities in the park.

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

The S.L. Gimbel Foundation Fund's \$100,000 grant covered the following expenses:

- 1) \$42,900: American Conservation Experience (ACE) youth work crew from 9/18/2017 – 11/17/2017 (\$24/hour x 1,600 billable crew hours over nine weeks = \$38,400, plus \$4,500 in housing costs = \$42,900)
- 2) \$53,100: Spectrum Trail Design contractor fees (\$51,000 in initial cutting/grading and finishing design/construction of Phase 2 on the East Rim trail system + \$2,100 in housing costs = \$53,100); and
- 3) \$4,000: Conservancy staff time for project management and marketing

In-kind support was received in the form of volunteer work to provide construction and maintenance on park trails. If specific expense documentation (i.e., invoices, receipts) is required, please don't hesitate to reach out to Emily Heninger, Grants & Communications Manager, at eheninger@forcvnp.org.

15. Please relate a success story.

The quality of the design and construction of the East Rim Trail has played a significant role in achieving project success. The park has worked with Alex Stewart of Spectrum Trail Design for on-the-ground design and layout of the trail during the construction process. The resulting trails are challenging to the intermediate rider, with banking turns, rock features (called "gargoyles" in mountain biking terminology), and boulder courses. The trail design makes use of the topography and landscapes of the site. Small slopes opposite the trail's overall grade, or "reverse grade dips," remove water from the trail and help bikers to reduce speed when necessary. The construction crew also used boulders and fallen logs to create additional checks, or "chokes," that control speed, guide the rider, and regulate the flow of traffic on the trail. Combined, these elements create a superior trail-riding experience.

The East Rim Trail will eventually connect to other mountain bike trails via regional trails, positioning northeast Ohio as a recreational destination for trail enthusiasts seeking a variety of long-distance, multi-day excursions. Future maintenance for the trail is ensured through the TRAILS FOREVER initiative,

a partnership of the National Park Service, the Conservancy, and park volunteers. In particular, the Conservancy's TRAILS FOREVER Legacy Fund will help fund the future preservation, sustainability, and upkeep of the East Rim Trail and other trails in CVNP.

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: Environmental

19. What is the organization's primary program area of interest? Environment/Environmental

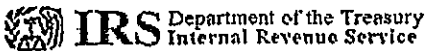
20. Approximate percentage of clients served through grant in each ethnic group category. Total must equal 100%: N/A – The Conservancy does not track visitor demographic information.

21. Approximate percentage of clients served from grant funds in each age category: N/A – The Conservancy does not track visitor demographic information.

22. Approximate percentage of clients served with disabilities from grant funds: N/A – The Conservancy does not track visitor demographic information.

23. Approximate percentage of clients served in each economic group. N/A – The Conservancy does not track visitor demographic information.

24. Approximate percentage of clients served from grant funds in each population category. N/A – The Conservancy does not track visitor demographic information.



P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248421964
July 19, 2011 LTR 4168C E0
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CONSERVANCY FOR CUYAHOGA VALLEY
NATIONAL PARK
% DEBORAH YANDALA
1403 W HINES HILL RD
PENINSULA OH 44264-9646

Employer Identification Number: 34-1917257
Person to Contact: MS. MITCHELL
Toll Free Telephone Number: 1-877-829-5500

Dear TAXPAYER:

This is in response to your July 08, 2011, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in MAY 2000.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

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July 19, 2011 LTR 4168C E0
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CONSERVANCY FOR CUYAHOGA VALLEY
NATIONAL PARK
% DEBORAH YANDALA
1403 W HINES HILL RD
PENINSULA OH 44264-9646

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,



S. A. Martin, Operations Manager
Accounts Management Operations