



2018 S.L. Gimbel
Foundation Fund
Grant Application

| | |
|--------------------|----------|
| Internal Use Only: | |
| Grant No: | 20190101 |

Organization / Agency Information

| | | |
|--|----------------------------|---|
| Organization/Agency Name: Friendship Shelter, Inc. | | |
| Physical Address: 1335 S. Coast Hwy, Laguna Beach CA 92651 | | |
| Mailing Address: PO Box 4252, Laguna Beach CA 92652 | | |
| CEO or Director: Dawn Price | | Title: Executive Director |
| Phone: (949) 494-6928 ext 229 | Fax: (949) 437-4324 | Email: dprice@friendshipshelter.org |
| Contact Person: Dawn Price | | Title: Executive Director |
| Phone: (949) 494-6928 ext 229 | Fax: (949) 437-4324 | Email: dprice@friendshipshelter.org |
| Web Site Address: www.friendshipshelter.org | | Tax ID: 33-0219404 |

Program / Grant Information

Interest Area: Animal Protection Education Environment Health Human Dignity

| | | | |
|---|--|--|--|
| Program/Project Name: Housing Focused Shelter Initiative | | | Amount of Grant Requested: \$25,000 |
| Total Organization Budget: | Per 990, Percentage of Program Service Expenses (Column B/ Column A x 100): | Per 990, Percentage of Management & General Expenses Only (Column C/ Column A x 100): | Per 990, Percentage of Management & General Expenses and Fundraising (Column C+D / Column A x 100): |
| \$4,238,517 | 90.1% | 7.6% | 9.9% |
| Purpose of Grant Request (one sentence): FSI's Housing Focused Shelter Initiative permanently ends homelessness by focusing all homeless shelter efforts on securing stable, sustainable housing for homeless clients. | | | |
| Program Start Date (Month and Year): 1/1/2019 | | Program End Date (Month and Year): 12/31/2019 | |
| Gimbel Grants Received: List Year(s) and Award Amount(s) 2009 - \$15,000; 2011 - \$20,000; 2013 - \$25,000; 2014 - \$25,000; 2015 - \$25,000 | | | |

Signatures

| | | |
|---|-------------------|--------------|
| Board President / Chair: (Print name and Title) | Signature: | Date: |
| M. Stephen Coontz, Board President | | 12/11/2018 |
| Executive Director/President: (Print name and Title) | Signature: | Date: |
| Dawn Price, Executive Director | | 12/11/2018 |

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Narrative

I. Organization Background

Friendship Shelter, Inc. (FSI) celebrates its 30th Anniversary this year. Founded by a group of concerned citizens in Laguna Beach, from the very beginning we focused on the most vulnerable among southern Orange County's homeless population. Throughout the ensuing years, our mission – to help homeless adults achieve self-sufficiency and become more productive members of our community – continues as FSI has evolved into a model for ending homelessness through housing solutions and an advocate for the homeless population.

We provide uniquely comprehensive, individualized assistance based on each client's circumstance, needs, and capacity in one of our three programs: residential shelter, emergency shelter and permanent supportive housing. Our vision is to end homelessness in southern Orange County, one person at a time. Our goal is to provide best practice, evidence-based programs that efficiently and effectively end homelessness.

Organizational Accomplishments:

FSI is especially proud of its growing permanent supportive housing (PSH) program, which began in 2014 with 18 units and has grown over the past three years to house and provide ongoing supportive services for 87 formerly homeless individuals today. The program retains between 94-97% of its tenants in housing year-to-year.

More than 50 of our PSH clients are housed via FSI's membership in Orange County's first collaborative PSH effort, led by Mercy House & including several other partners. The group successfully competed nationally for \$2.5 million to house OC's 100 most vulnerable homeless individuals. Initiated in August 2015, the 100th person was housed just 8 months later. The effort also launched and piloted OC's coordinated entry system, whereby homeless individuals are assessed and are placed in housing based on vulnerability. FSI's emergency shelter was an effective assessment site; 44 of the first 100 were housed from that location. This collaboration later grew through a second federal grant. Ongoing case review sessions led by FSI's PSH manager help staff from all participating organizations learn from the experience and knowledge of peers.

Our PSH program includes two innovative strategies: Henderson House Apartments, where transitional aged youth (18-25 yrs) with serious mental health challenges live with support, and Silver Lantern Apartments, a unique housing collaborative with Caritas Corporation that has enabled us to house 16 extremely vulnerable chronically homeless people with on-site 24/7 services.

Fueled by our passion for housing, in early 2018 FSI launched its Housing Focused Shelter Initiative, re-imagining its existing shelter programs to use national best-practice strategies that keep entry requirements low and focus all shelter activities on finding the best housing solution for each guest. In the first quarter using this new strategy, housing placements in our residential shelter rose 77%.

Program Activities:

Our flagship residential shelter (established 1988) is located on Coast Highway in Laguna Beach and serves 30 residents at a time, on average 100 annually, with 24-hour support and all meals provided.

The emergency shelter, operated in conjunction with the city of Laguna Beach since 2009, is the only one of its kind in Orange County. Here 45 homeless adults each night have a clean, safe place to sleep, three meals daily and access to showers and laundry machines.

All shelter clients must be unaccompanied adults who are literally homeless. Aside from basic expectations associated with living safely with other clients and staff, there are no additional requirements. FSI shelter programs operate as “low threshold” programs, available to all homeless adults without hard-to-meet program requirements. We operate in this way because we know many homeless services programs continue to hold significant entry requirements (e.g., long-term sobriety, employment, or compliance with mental health treatment). Vulnerable homeless people may not have the ability to meet these requirements, especially not initially, and for chronically homeless people with disabling conditions such requirements can become a barrier to the services they need most.

In housing focused shelter, there is one critical requirement: the willingness to work toward a housing solution. This differentiates a shelter program from a hostel – the shelter is a tool and process, not a destination. With this shared understanding, clients and staff work toward housing solutions. In each shelter, a housing coordinator works with clients to establish housing plans, and a service navigator helps clients put those plans in to action.

Our PSH program, established in 2014, is home to 87 men and women who were chronically homeless before entry. The apartments are scattered throughout southern Orange County with dedicated sites in San Clemente (14 apartments) and Dana Point (16 apartments).

II. Project Information:

A) Statement of Need

Orange County is experiencing a homelessness and housing emergency, and that emergency is both expensive and unnecessary. A recent UCI/United Way cost study found that in a single year, Orange County's homeless response cost nearly \$300 million. Health care institutions accounted for about \$77 million of that cost. The same study found that leaving chronically homeless people on Orange County streets costs, on average, about \$101,000 in a variety of public services. These include emergency rooms, ambulance/fire response, police, jail and court costs. Housing that same individual costs slightly over half of the cost of doing nothing.

This crisis has been interpreted most recently as a shelter crisis. Fueled by a federal lawsuit, city governments have been challenged to create more homeless shelters in our community. Laguna Beach is the only South Orange County City that has established a City-run shelter, and it also welcomed FSI's residential shelter, located in the city for 30 years. The 75 beds at these two shelters are more beds per capita than are available in any other Orange County city. Creating new shelters is costly, time-consuming and politically challenging. Making current shelters operate more efficiently, however, has the effect of creating more shelter beds by moving people through shelter and into housing more rapidly.

This is the key: ensuring our shelters are housing homeless individuals as swiftly as possible. Over time, we've learned that shelter is a pivotal tool. When homeless individuals have a shelter bed available to them, they are freed from the impacts associated with basic survival – and as they engage with trained shelter staff, they are able to more reliably transition to housing with staff support. For example, in 2015 Orange County received funding to house its 100 most vulnerable individuals using, for the first time, a coordinated assessment strategy. In that effort, more than 40% of those housed county-wide came from FSI's shelters. We learned then that the simple fact of a stable shelter placement, coupled with on-site staff to assist, made the housing process more efficient and effective. Building on those lessons, our Housing Focused Shelter Initiative makes stable, safe and sustainable housing the primary objective.

B) Project Description

From our inception 30 years ago, FSI has been a values-driven organization that responds to community need.

Throughout that time, we have focused on learning, have remained open to new approaches, and have continuously transformed to improve outcomes and address emerging needs. Therefore, we are driven by a robust planning process and by ongoing evaluation of our strategic priorities as defined in a 3-year strategic plan.

Setting us apart is a focus on program effectiveness rather than on compelling clients to fit a preconceived idea of success. Like many homeless serving organizations, we spent decades providing services designed to help the client change so that they could be ready for housing. We had significant success, but once we began serving street-homeless individuals at our emergency shelter in 2009, we realized there was another, much more vulnerable population

that could not access our existing programs. We realized our carefully built system of care unintentionally created barriers to those who needed help the most.

For the first time in our history, we stopped asking how the client needed to change and started asking how our organization needed to change to help the most vulnerable individuals we were meeting. We visited successful programs in other communities. We attended regional and national conferences to learn which approaches worked for the populations we sought to help. We affirmed, within our planning process, both a goal of housing the most vulnerable and a willingness to examine current programs and try new strategies.

We did not abandon what we already knew. Our experience over 30 years, coupled with this research and training, demonstrated to us that homeless individuals – particularly those affected by a disabling condition such as a physical or behavioral health challenge – often lack the organizational skills and resilience to find housing on their own. Today, under the housing-focused initiative, FSI's shelters provide welcoming, client-centered care that recognizes that an increasingly vulnerable client needs individualized, one-on-one assistance from staff to successfully navigate complex housing and income systems. The linchpin of the program is an agreement with each client, from day one, on identifying an actionable housing plan. That client-generated plan becomes the focus of that individual's care.

Services are tailored to help the client execute on the housing plan and may include housing assessment, system advocacy & navigation, as well as the provision of shelter & food.

The result: We have aligned our shelter programs to focus on identifying, assessing, and placing each individual in the most appropriate housing solution as swiftly as possible. We work exclusively with single, unaccompanied homeless adults -- and we acknowledge a particular organizational expertise in working with people who have mental health &/or substance abuse challenges.

Adoption of this Housing Focused Shelter Initiative has been transformational, aligning programs across our organization. Staff express a greater sense of purpose & a feeling of organizational engagement. Most critically, we are successful. 97% of PSH clients remain stably housed and housing placements from shelter were up 77% in Q1 of 2018.

C) Project Goal, Objectives, Activities & Expected Outcomes

Project Goal:

Swiftly facilitate permanent housing for as many homeless individuals aged 18+ as possible, prioritizing the most vulnerable clients.

Project Objectives:

Facilitate 125 shelter clients in achieving safe, permanent housing.

Program Activities:

Our flagship residential shelter (established 1988) is located on Coast Highway in Laguna Beach and serves 30 residents at a time, on average 100 annually, with 24-hour support and all meals provided.

The emergency shelter, operated in conjunction with the city of Laguna Beach since 2009, is the only one of its kind in Orange County. Here 45 homeless adults each night have a clean, safe place to sleep, three meals daily and access to showers and laundry machines.

All shelter clients must be unaccompanied adults who are literally homeless. Aside from basic expectations associated with living safely with other clients and staff, there are no additional requirements. FSI shelter programs operate as “low threshold” programs, available to all homeless adults without hard-to-meet program requirements. We operate in this way because we know many homeless services programs continue to hold significant entry requirements (e.g., long-term sobriety, employment, or compliance with mental health treatment). Vulnerable homeless people may not have the ability to meet these requirements, especially not initially, and for chronically homeless people with disabling conditions such requirements can become a barrier to the services they need most.

In housing focused shelter, there is one critical requirement: the willingness to work toward a housing solution. This differentiates a shelter program from a hostel – the shelter is a tool and process, not a destination. With this shared understanding, clients and staff work toward housing solutions. In each shelter, a housing coordinator works with clients to establish housing plans, and a service navigator helps clients put those plans in to action.

Our PSH program, established in 2014, is home to 87 men and women who were chronically homeless before entry. The apartments are scattered throughout southern Orange County with dedicated sites in San Clemente (14 apartments) and Dana Point (16 apartments).

Expected Outcomes:

We anticipate the following outcomes annually:

- 1) 275 unduplicated individuals will receive shelter, meals, and assistance navigating housing, health, and income resources in FSI's two shelter programs (residential and emergency).
- 2) At least 245 shelter clients will develop an individualized housing plan with at least two housing options that are mutually agreed upon by client and staff.
- 3) 125 individuals will be successfully housed by year-end.

Evaluation:

Both shelter programs participate in the countywide database known as the Homeless Management Information System (HMIS) and FSI's part-time data and compliance staffer tracks client, program, and organizational progress in HMIS. In every case, performance is measured by the program's effectiveness in ending homelessness through housing and the length of time

individuals are in shelter prior to housing. We evaluate our progress by generating and analyzing weekly, monthly, and quarterly HMIS reports. **These HMIS reports will enable us to track FSI's provision of shelter to unduplicated individuals against the 275 anticipated as well as our role in facilitating permanent housing for at least 125 clients in 2019.**

Using FSI's internal client files, we will also track the number of shelter clients triaged/assessed for housing against the 245 we anticipate assisting in developing individualized housing plans.

Whether on track or behind on our timeline to house 125 clients, all variances will be thoroughly investigated and accounted for.

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.

1/1/2019-12/31/2019

The program is ongoing and activities are undertaken individually for each client. Thus, no overall program timeline of activities is utilized. Instead, in concert with the Recovery Model of Service Delivery, which our program uses, we provide services to each client beginning on that client's entry and ongoing until the client is stably housed.

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 will provide shelter to 275 individuals and will place 125 in permanent housing. The project will serve single homeless adults in South Orange County.

Breakdown of Age Groups Served:

- 6% 18-24
- 34% 25-44
- 53% 45-64
- 7% 65+

In housing our community's most vulnerable, we believe the project impacts all South OC residents as we work to end homelessness in our community.

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?

FSI is Orange County's leader in providing housing focused shelter, and we believe that our programs most fully use this approach. Recently FSI hosted OrgCode Consulting, which piloted the approach, to evaluate FSI programs and present the strategy to OC shelter

providers. About 70 providers attended the public session and we hope many of them will adopt the approach soon.

We've found that collaborating with the broader community maximizes impact. One of our strongest partnerships is with Orange County's Health Care Agency (HCA), which has contracted with FSI for more than a decade. Early in 2018, FSI was selected to pilot HCA's new Bridge Housing program, to temporarily shelter homeless HCA clients who have been granted housing vouchers but need help finding housing.

Since 2009, Mission Hospital has partnered with FSI by providing food to the emergency shelter. In 2016, the hospital engaged FSI to provide transitional care so that homeless, vulnerable hospital patients do not return to the streets after treatment.

The emergency shelter is a unique collaboration with the City and community of Laguna Beach. The City funds much of the day-to-day staffing and half of program management. Laguna Food Pantry provides staples and volunteers provide meals.

G) Use of Grant Funds

How will you use the grant funds?

Recent events illuminate the need for more shelter beds in Orange County. But building new shelters is time consuming, politically challenging and expensive. Another way to create more shelter beds is to increase the speed at which clients successfully complete a shelter stay and enter permanent housing. If it typically takes 6 months to identify, access and transition a client to housing, cutting that time in half will double the number of shelter opportunities available to homeless individuals without adding a single bed.

FSI's Housing Focused Shelter Initiative seeks to achieve that efficiency by focusing all shelter efforts on housing. In 2019 we aim to complete our transition of both FSI shelters to a housing focus model and successfully place at least 125 individuals in stable, permanent housing.

III. Project Future

A) Sustainability

Ongoing contracts with the City of Laguna Beach, the County of Orange Health Care Agency and Mission Hospital provide strong financial underpinnings for the program. We have been successful in attracting support from leading philanthropic foundations as well. A growing number of these grants are unrestricted, allowing FSI to flex funding where it is most needed year-to-year. Beyond this, FSI enjoys significant financial support from private donors, both through direct donations as well as through two successful fundraising events. Friendship Dinners – private dinners hosted by supporters in their homes – annually raise a collective \$100,000 in support of the organization. And, our annual gala has grown in its financial impact each year, most recently topping \$500,000 in proceeds.

FSI operates under a board-adopted risk-based financial reserve requirement. The policy identifies each major funding source and assigns a risk assessment factor to it. The policy then calculates an annual risk-based reserve that is needed to ensure ongoing organizational health.

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

A) Governance

FSI enjoys a strong, engaged board that develops strategic direction, ensures fiduciary compliance and empowers staff. The FSI board has used the past year to study and affirm its chosen form of governance. Ultimately they selected the Generative Mode of Governance, which leaves operational issues to staff and focuses board time and energy on big questions that guide the organization within the framework of its strategic plan. For example, when the issue of potential new shelter contracts in South OC emerged earlier this year, the board's discussion on the topic was focused using FSI's five strategic priorities. In doing so, the board was both freed and empowered to have a robust and thoughtful discussion that ultimately led FSI to reaffirm its commitment to the principles of housing-focused shelter and to accept or seek new contracts only if they could adopt housing-focused strategies. Current Board committees are Executive, Governance, Finance, Audit, Development, and Marketing.

B) Management

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

Executive Director Dawn Price has 35 years of experience in non-profit management. She holds an MA in Communications and a certificate in non-profit leadership from the Kellogg School at Northwestern University. She has been with Friendship Shelter for 10 years.

Director of Programs Rick Scott holds a psychology degree from Pepperdine University and has managed effective homeless service programs since 2008. Prior to that he was a coach and teacher working with high school students, including behaviorally challenged students.

Associate Director of Programs Analisa Andrus manages our residential shelter program and helps oversee programmatic approaches throughout the organization. Analisa has been with Friendship Shelter since 2007. She holds a Masters in Social Work from USC.

Program Manager Mia Ferriera manages our emergency shelter. She holds a Masters in Public Health as well as a Masters in Social Work. Mia has more than a decade of experience establishing and managing homeless programs in Hawaii, the San Francisco Bay Area as well as in Orange County. She has been with FSI for 5 years.

Lead Housing Coordinator Anne Joseph joined FSI in 2016. She holds a Masters in Clinical Psychology and a BA in Interdisciplinary Studies.

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V. Project Budget

| Line Item Description | Line Item Explanation | Support From Your Agency | Support From Other Funders | Requested Amount From Gimbel / TCF | Line Item Total of Project |
|-------------------------------|---|--------------------------|----------------------------|------------------------------------|----------------------------|
| | | | | | |
| Salaries/Benefits | <i>Director of Programs</i> - 8.12 hrs/week x \$45.65/hr x 52 weeks | 7,650 | 10,375 | 1,250 | 19,275 |
| | <i>Program & Case Mgmt</i> - 3.3 FTE's x \$27.08/hr x 40 hrs/week x 52 weeks | 15,300 | 168,077 | 2,500 | 185,877 |
| | <i>Housing Navigators</i> - 2.25 FTE's x \$17.00/hr x 40 hrs/week x 52 weeks | 15,300 | 61,760 | 2,500 | 79,560 |
| | <i>Resident Advocates</i> - 16.5 FTE's x \$16.43/hr x 40 hrs x 52 weeks | 22,950 | 537,177 | 3,750 | 563,877 |
| | Total Wages & Salaries | 61,200 | 777,389 | 10,000 | 848,589 |
| | Taxes & Benefits @ 21% | 12,968 | 167,277 | 2,100 | 182,345 |
| | Total Wages, Salaries and Benefits | 74,168 | 944,666 | 12,100 | 1,030,934 |
| Maintenance | Annual cost of facility maintenance | 20,000 | 2,583 | 2,000 | 24,583 |
| Food, Nutrition & Hygiene | Daily food for 77 shelter clients; vitamins and over-the-counter medicine; hygiene supplies | 5,000 | 32,802 | 3,150 | 40,952 |
| Program Support | \$32,000 in housing assistance (rental deposits, first/last month's rent, etc.); \$9,000 in psychiatrist services; client transportation assistance (daily van operation), operating expenses (cleaning and meal supplies, database software) | 45,000 | 55,484 | 4,000 | 104,484 |
| Staff Travel & Transportation | Staff Mileage @ \$0.50/mi. | 1,000 | 3,561 | 2,500 | 7,061 |
| Facilities Occupancy Costs | Property related expenses | 150,555 | 92,068 | - | 242,623 |
| Other Client Services | Daily client bus pass expense | 7,500 | 25,761 | 1,250 | 34,511 |
| TOTALS: | | 303,223 | 1,156,925 | 25,000 | 1,485,148 |

Budget Narrative:

| | |
|----------------------------|---|
| Salaries/Benefits | <p>Personnel:</p> <ul style="list-style-type: none"> - The DIRECTOR OF PROGRAMS oversees all program related activities of the agency. - Two PROGRAM MANAGERS (one per shelter) oversee the management and operation of the shelters. - HOUSING COORDINATORS (Case Managers) perform triage and assessment, help clients create individualized housing plans, and assist clients with accessing resources necessary to secure housing. |
| Maintenance | Annual cost of facility maintenance at Coast Highway Residential Shelter (\$18,583) and ASL Emergency Shelter (\$6,000) locations |
| Food, Nutrition & Hygiene | Daily food for 32 residential and 45 emergency shelter clients; vitamins and over-the-counter medicine; hygiene supplies |
| Program Support | \$32,000 of client housing assistance (apartment rental deposits, first/last month rental assistance, furniture, basic appliances) to expedite individuals moving into housing; \$9,000 in psychiatrist services; ASL Emergency Shelter transportation (van operation, including fuel and maintenance); cleaning supplies, meal service supplies (paper plates, napkins, utensils, food storage, etc.), and other consumables; HMIS database software. |
| Travel & Transportation | Staff Mileage @ \$0.50/mi. incurred by housing and maintenance staff members |
| Facilities Occupancy Costs | Land Lease, Utilities, Insurance, & Property taxes associated with 32-client Laguna Beach Residential Shelter and 45-client Emergency Shelter programs |
| Other Client Services | Daily Residential Shelter and ASL Emergency Shelter client bus pass expense. Daily bus passes for 21 clients/day @ \$4.50/pass. |

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

Secured/Awarded

| Name of Funder: Foundation, Corporation, Government | Amount |
|--|--------------------------|
| Orange County Health Care Agency Contracts: Government | \$ 321,078 drawn monthly |
| City of Laguna Beach Emergency Shelter Contract: Government | \$ 310,990 drawn monthly |
| St. Joseph Health System - Mental Health Contract: Corporation | \$ 216,000 |
| State of California Emergency Solutions Grant: Government | \$ 150,000 |
| Sisters of St. Joseph Healthcare Foundation: Foundation | \$ 50,000 |
| Marisla Foundation: Foundation | \$ 25,000 |
| St. Joseph Health Community Partnership Fund: Foundation | \$ 25,000 |
| Home(ful) Foundation: Foundation | \$ 10,000 |
| Wells Fargo Foundation: Foundation | \$ 10,000 |
| Orange County United Way - Women's Philanthropy Fund: Foundation | \$ 5,000 |
| Stater Bros. Charities: Foundation | \$ 3,000 |

Pending

| Name of Funder: Foundation, Corporation, Government | Amount | Decision Date |
|---|-----------|---------------|
| Hoag Hospital Community Benefit: Corporation | \$ 25,000 | Dec. 2018 |
| | \$ | |
| | \$ | |
| | \$ | |

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 | \$ 557,990 | 13.4 | % | Program Fees | \$ 343,620 | 8.3 | % |
| Fundraising/Special Events | \$ 557,730 | 13.4 | % | Interest Income | \$ - | 0.0 | % |
| Corp/Foundation Grants | \$ 627,220 | 15.1 | % | Other: Primarily Debt Forgiveness | \$ 6,860 | 0.2 | % |
| Government Grants | \$ 2,066,360 | 49.7 | % | Other: | | | % |

Notes:

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VII. Financial Analysis

Agency Name: Friendship Shelter, Inc.

Most Current Fiscal Year (Dates): From January 1, 2017 To: December 31, 2017

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 |
|-----------------------|---------------------------------|--------------------------------------|-----------------------------|
| \$ 3,931,600 | \$ 3,544,220 | \$ 300,240 | \$ 87,140 |

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 |
|-----------------------|---------------------------------|--------------------------------------|-----------------------------|
| \$ 3,931,600 | Columns B / A x 100 | Columns C / A x 100 | Columns D / A x 100 |
| Must equal 100% | 90.1 % | 7.6 % | 2.2 % |

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 | Column C, Management & general expenses per 990 above | Differential |
|--|---|--------------|
| 8.2 % | 7.6 % | 0.6 % |

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

We anticipate our 2018 administration percentage to be similar to (<1% different) our 2017 performance as reported on our 2017 990.

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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 |
|-------------|-------------------------------|-----------------------------|----------------------|
| \$ 757,890 | \$ 147,330 | 437,660 | 2.07 |

Excess or Deficit for the Year:

| Excess or (Deficit) Most recent fiscal year end | Excess or (Deficit) Prior fiscal year end |
|--|--|
| \$ 146,470 | \$ 82,880 |

Notes:

Friendship Shelter, Inc. excess of revenues over expenditures has allowed the organization to invest in necessary capital expenditures and build cash reserves required for the continued growth of the organization.

Friendship Shelter 2018 Budget Comparison

| | <u>2017 Actual</u> | <u>2018 Budget</u> | <u>Incr / (Decr) over 2017</u> |
|--|--------------------|--------------------|------------------------------------|
| Ordinary Income/Expense | | | |
| Grant, Donation and Government funding | 3,202,944 | 3,096,162 | (106,782) |
| Event, Contract and Rental Income | <u>1,198,918</u> | <u>1,279,551</u> | <u>80,633</u> |
| Total Income | <u>4,401,862</u> | <u>4,375,713</u> | <u>(26,149)</u> |
| Expense | | | |
| 7200 · WAGES, TAXES & BENEFITS | 1,897,203 | 2,077,332 | 180,129 |
| 7600 · PROGRAM EXP | 139,817 | 150,240 | 10,423 |
| 8100 · NON-PERSONNEL EXP | 479,319 | 249,093 | (230,226) |
| 8200 · OCCUPANCY EXP | 1,427,032 | 1,576,786 | 149,754 |
| 8300 · TRAVEL & MEETING EXP | 86,280 | 41,363 | (44,917) |
| 8450 · DEPRECIATION EXP | 160,537 | 212,552 | 52,015 |
| 8500 · MISCELLANEOUS EXP | <u>62,480</u> | <u>53,893</u> | <u>(8,587)</u> |
| Total Expense | <u>4,252,668</u> | <u>4,361,259</u> | <u>108,591</u> |
| Net Income | <u>149,194</u> | <u>14,454</u> | <u>(134,740)</u> |

FRIENDSHIP SHELTER, INC.
2018 Budget
 January through December 2018

| | <u>Jan - Dec 18</u> |
|---|---------------------|
| Ordinary Income/Expense | |
| Income | |
| 4 · CONTRIBUTED SUPPORT | |
| 4010 · INDIVIDUALS | 392,887.00 |
| 4020 · CORPORATIONS | 8,000.00 |
| 4030 · OTHER ORGANIZATIONS | |
| 4031 · Churches | <u>6,000.00</u> |
| Total 4030 · OTHER ORGANIZATIONS | 6,000.00 |
| 4230 · FOUNDATION GRANTS | 494,820.00 |
| 4240 · CORPORATE GRANTS | 7,500.00 |
| 4510 · AGENCY (GOVERNMENT) GRANTS | |
| 4520 - HUD - BP1 11-PSH Apts | 278,928.00 |
| 4516 · HUD - 12 PSH Apartments | 524,202.96 |
| 4517 · HUD - BP I 39 PSH Apts | 987,480.00 |
| 4519 · MHSA COSR | <u>83,424.00</u> |
| Total 4510 · AGENCY (GOVERNMENT) GRANTS | 1,874,034.96 |
| 4540 · LOCAL GOVERNMENT GRANTS | |
| 4541 · City of Laguna Beach | <u>312,920.00</u> |
| Total 4540 · LOCAL GOVERNMENT GRANTS | <u>312,920.00</u> |
| Total 4 · CONTRIBUTED SUPPORT | 3,096,161.96 |
| 5 · Earned Revenues | |
| 5010 · GOVERNMENT CONTRACTS | |
| 5011 · OCMH | <u>43,200.00</u> |
| Total 5010 · GOVERNMENT CONTRACTS | 43,200.00 |
| 5111 · SJ Mental Health | 216,000.00 |
| 5180 · HH MHSA tenant rents | 41,832.00 |
| 5181 · Perm Supportive Housing Rent | 127,800.00 |
| 5185 · LAUNDRY MACHINES | 360.00 |
| 5800 · EVENTS | |
| 5810 · Event - Individuals | <u>660,000.00</u> |
| Total 5800 · EVENTS | <u>660,000.00</u> |
| Total 5 · Earned Revenues | <u>1,089,192.00</u> |
| Total Income | <u>4,185,353.96</u> |
| Gross Profit | 4,185,353.96 |

FRIENDSHIP SHELTER, INC.
2018 Budget
 January through December 2018

| | <u>Jan - Dec 18</u> |
|--|---------------------|
| Expense | |
| 6560 · PAYROLL EXP | |
| 6562 · Gross Wages | 1,702,074.00 |
| 6563 · Payroll Expense | 1,259.00 |
| Total 6560 · PAYROLL EXP | <u>1,703,333.00</u> |
| 6570 · PAYROLL TAXES | |
| 6571 · SUI | 9,291.24 |
| 6572 · FICA | 105,518.88 |
| 6573 · Medicare | 24,687.60 |
| Total 6570 · PAYROLL TAXES | <u>139,497.72</u> |
| 7200 · EMPLOYEE EXP | |
| 7240 · Medical Insurance | 100,617.84 |
| 7250 · Workers Comp Insurance | 98,065.32 |
| Total 7200 · EMPLOYEE EXP | <u>198,683.16</u> |
| 7500 · OTHER PERSONNEL EXP | |
| 7520 · Accounting Fees | 25,000.00 |
| 7540 · Professional Fees | 6,276.00 |
| Total 7500 · OTHER PERSONNEL EXP | <u>31,276.00</u> |
| 7600 · PROGRAM EXP | |
| 7650 · Program Support | |
| 7652 · HMIS & Materials | 610.00 |
| 7653 · Copays & ID | 480.00 |
| 7654 · Intern Supervision | 2,250.00 |
| 7655 · Summer Case Management | 0.00 |
| 7656 · Outreach Expense | 0.00 |
| 7666 · Psychiatrist | 18,000.00 |
| 7667 · Grant Assistance | 12,000.00 |
| Total 7650 · Program Support | <u>33,340.00</u> |
| 7660 · ASL Support | |
| 7661 · ASL Setup | 1,480.00 |
| 7662 · ASL Van | 7,200.00 |
| 7663 · ASL Consumables | 26,400.00 |
| Total 7660 · ASL Support | <u>35,080.00</u> |
| 7670 · Client Services | 33,720.00 |
| 7675 · Drug & Alcohol Testing | 1,000.00 |
| 7680 · Food | 18,600.00 |
| 7690 · House Supplies | 13,500.00 |
| Total 7600 · PROGRAM EXP | <u>135,240.00</u> |

FRIENDSHIP SHELTER, INC.
2018 Budget
 January through December 2018

| | <u>Jan - Dec 18</u> |
|--|---------------------------|
| 8100 · NON-PERSONNEL EXP | |
| 8105 · Fundraising Expense | |
| 8106 · Printing & Postage | 8,810.00 |
| 8107 · Venue | 108,000.00 |
| 8108 · Auction | 3,990.00 |
| 8109 · Other | 41,800.00 |
| Total 8105 · Fundraising Expense | <u>162,600.00</u> |
| 8110 · Supplies | 16,800.00 |
| 8130 · Telephone | 15,132.00 |
| 8140 · Postage & Mailing | 7,320.00 |
| 8160 · Equipment Rental & Lease | 5,748.00 |
| 8170 · Printing | 5,777.00 |
| 8175 · Marketing | 4,440.00 |
| Total 8100 · NON-PERSONNEL EXP | <u>217,817.00</u> |
| 8200 · OCCUPANCY EXP | |
| 8210 · Land Lease | 74,004.00 |
| 8215 · Apartment Rent | 1,200,096.60 |
| 8220 · Utilities | 118,264.00 |
| 8230 · Property Taxes | 17,166.00 |
| 8240 · Fire Security | 2,572.00 |
| 8245 · Pest Control | 4,800.00 |
| 8250 · HH Mortgage Interest | 53,143.20 |
| 8251 · MHSA Service Fees | 7,442.00 |
| 8260 · House Equipment | 10,000.00 |
| 8265 · Office Equipment | 600.00 |
| 8290 · Repairs & Maintenance | 45,648.00 |
| Total 8200 · OCCUPANCY EXP | <u>1,533,735.80</u> |
| 8300 · TRAVEL & MEETING EXP | |
| 8310 · Travel | 30,518.04 |
| 8320 · Directors & Staff | 9,519.00 |
| Total 8300 · TRAVEL & MEETING EXP | <u>40,037.04</u> |
| 8450 · DEPRECIATION EXP | 185,004.00 |
| 8500 · MISCELLANEOUS EXP | |
| 8520 · Insurance | 33,000.00 |
| 8530 · Memberships & Subscriptions | 5,988.00 |
| 8540 · Staff Development | 375.00 |
| 8570 · Administrative | 3,300.00 |
| 8590 · Merchant Card Services | 9,730.00 |
| 8595 · Bank Charges | 1,500.00 |
| Total 8500 · MISCELLANEOUS EXP | <u>53,893.00</u> |
| Total Expense | <u>4,238,516.72</u> |
| Net Ordinary Income | <u>(53,162.76)</u> |
| Net Income | <u><u>(53,162.76)</u></u> |

#100

COMPLETE

Collector: Gimbel Foundat...nd Evaluation (Web Link)
Started: Friday, August 12, 2016 5:16:08 PM
Last Modified: Friday, August 12, 2016 5:48:05 PM
Time Spent: 00:31:57
IP Address: 107.204.222.36

Page 1

Q1 Name of your organization.

Friendship Shelter

Q2 Grant #

20150523

Q3 Grant Period

August 1, 2015 - July 31, 2016

Q4 Location of your organization

| | |
|-------|--------------|
| City | Laguna Beach |
| State | CA |

Q5 Name and Title of person completing evaluation.

Dawn Price, Executive Director

Q6 Phone Number:

9494946928

Q7 Email address.

dprice@friendshipshelter.org

Page 2: Key Outcomes and Results

Q8 Total number of clients served through this grant funding:

643 (most clients are seen for a single night)

Q9 Describe the project's key outcomes and results based on the goals and objectives. Use the following format: State the Goal: State Objective 1: Describe the Activities, Results and Outcomes for Objective 1: State Objective 2 (if applicable): Describe the Activities, Results and Outcomes for Objective 2: State Objective 3 (if applicable): Describe the Activities, Results and Outcomes for Objective 3:

Objective I: Provide emergency shelter & supportive services nightly.

Status: Achieved. The ASL emergency shelter at the Friendship Shelter Residential Shelter (Self Sufficiency Program) operated 365 nights a year, provides bedding, three meals daily, access to hygiene services, laundry and case management.

Objective II: Help clients resolve or ameliorate mental and physical health problems to make it possible for them to live more self-sufficient lives.

Status: Achieved and ongoing. Each client had access to health & psychiatric assessments, referrals for treatment, assistance with co-pays, monitoring of medications, and therapeutic counseling.

Objective III: Ensure that all clients are able to resolve legal and financial challenges and personal issues that limit their capacity for self-sufficiency.

Status: Achieved and ongoing. We provided on-site legal and financial counseling to resolve credit issues and judicial histories, a substance abuse recovery support program, and life-skills workshops, including but not limited to anger management, relationship skills and parenting.

The ultimate goal of the project is to end the homelessness of the clients we see. During the period, 68 people were assessed for permanent supportive housing, including administration of the Vulnerability Index assessment tool and documentation of their disability by a licensed clinician. 60 of these have been placed in permanent housing and an additional 8 are on the county's list to receive housing.

Q10 Please describe any challenges/obstacles the organization encountered (if any) in attaining goals & objectives.

In addition to the ongoing challenges of providing safe, compassionate and effective shelter programs for our homeless clients, sourcing apartments for housing is a major hurdle. Southern Orange County's housing costs are prohibitively high and do not match with government reimbursement rates based on HUD's "fair market rent (FMR)." For example, the FMR for a one-bedroom apartment in Orange County is just over \$1300. Most of the apartments we are able to find are in the \$1425-\$1450 range.

Q11 How did you overcome and/or address the challenges and obstacles?

We raise private funds to make up the difference as a short-term solution. Longer term, we are working with a like-minded non-profit housing provider to identify, and purchase apartment buildings that will be owned by the housing provider and leased to Friendship Shelter.

Q12 Describe any unintended positive outcomes as a result of the efforts supported by this grant.

Friendship Shelter is emerging as a leader as a result of our focus on permanent housing solutions, and our move toward focusing all shelter activities toward housing outcomes. We were among a handful of organizations identified to pilot Orange County's coordinated entry (CE) program that evaluates and documents individual client eligibility for housing. We are part of a small group of organizations working in collaboration to attract and use HUD funding to create additional housing units. This leadership role has fueled our appetite for learning and for strategic planning, which emerged as additional organizational goals in the past year.

Q13 Briefly describe the impact this grant has had on the organization and community served.

This grant helped us focus our shelter program activities toward permanent housing. It came at exactly the right time, as an influx of permanent supportive housing dollars to Orange County necessitated the implementation of a coordinated entry program to assess and document client eligibility for that housing. Because Friendship Shelter had previously aligned its programs to focus on housing, it was positioned well to emerge as a leader in the County's move in that direction.

Page 3: Budget

Q14 Please provide a budget expenditure report of the approved line items. Include a brief narrative on how the funds were used to fulfill grant objectives.

S.L. Gimbel funds were used exclusively for staff positions within our shelter programs. They funded program managers, who became our staff leaders in realigning our shelter programs toward housing. The funds also supported case management (called program counseling at Friendship Shelter) and front-line staff positions who implemented the realigned programs.

Page 4: Success Stories

Q15 Please relate a success story:

Kathleen is 32 and has learning disabilities and autism spectrum disorder. Kathleen came to our residential shelter after living with her mother in a car for several years. Her mother went in to a nursing home and passed away while Kathleen was at the shelter. The support of our shelter staff helped Kathleen in the difficult time and worked on long-term solutions. When our staff took Kathleen to an apartment to help her consider it, Kathleen noticed a help wanted sign across the street at a fast food restaurant. Our staff member took her across the street so she could get an application. Kathleen recently celebrated her one year anniversary as an employee of that restaurant. Kathleen, who had never lived outside her mother's watchful eye or held any kind of employment, couldn't be doing any better. Moving forward Kathleen would like to go back to school to become a librarian and looks to get her driver's license.

Q16 Please relate a success story here:

Michael is 42 and has a history of schizophrenia. He spent much of his adult life bouncing between different relative's homes. Between these stints Michael would find himself living on the street. His sister assisted Michael in finding our residential shelter. As a new client in the shelter, Michael was withdrawn due to many heavy medications to combat hallucinations and delusions. With the help of FSI psychiatrists, and a referral to county mental health services, Michael was able to be himself again and learn to cope with his mental health symptoms in a supportive environment. When Michael moved into PSH, he had never had an apartment before. With supportive services and community resources, Michael has been able to thrive. During his time in PSH Michael has qualified for disability income and is consistently attending his mental health appointments. He purchased a car, which has only further assisted in his journey toward recovery and independence.

S.L. Gimbel Foundation Fund

Q17 Please relate a success story here:

Sarah, a 57-year-old female, successfully graduated from Friendship Shelter's Self-Sufficiency Program in November 2015. Previously a successful medical professional, Sarah lost her career and her home due to a long battle with pain pill addiction. After a year of sobriety, Sarah again lost her job and could no longer afford her sober living housing. She came back to Friendship Shelter homeless and unemployed, but quickly gained employment as a cashier at Taco Bell. Despite the drastic change in employment from her previous medical career, Sarah persistently demonstrated a humble willingness to do whatever it takes. After saving a small amount of money, Sarah was able to move to a local room for rent. Since moving on from the shelter, Sarah has gained a better paying job with more hours at Gelson's Market. She now has two years of sobriety and stops by regularly to express her gratitude and share her continued success.

Page 5: Organizational Information

Q18 Which category best describes the organization. Shelter
Please choose only one.

Q19 What is the organization's primary program area of interest? Homeless

Q20 Percentage of clients served through grant in each ethnic group category. Total must equal 100%

| | |
|------------------------|----|
| African American | 7 |
| Asian/Pacific Islander | 4 |
| Caucasian | 81 |
| Native American | 2 |
| Hispanic Latino | 5 |
| All Ethnicities | 0 |
| Other | 0 |
| Unknown | 1 |

Q21 Approximate percentage of clients served from grant funds in each age category.

| | |
|----------------------------------|----|
| Children Birth-05 years of age | 0 |
| Children ages 06-12 years of age | 0 |
| Youth ages 13-18 | 0 |
| Young Adults (18-24) | 8 |
| Adults | 91 |
| Senior Citizens | 1 |

Q22 Approximate percentage of clients served with disabilities from grant funds.

| | |
|-------------------------------------|----|
| No clients served with disabilities | 0 |
| Physically Disabled | 30 |
| Blind & Vision Impaired | 1 |
| Deaf & Hearing Impaired | 0 |
| Mentally/Emotionally Disabled | 70 |
| Learning Disabled | 10 |
| Speech Impaired | 0 |
| Other Disability | 30 |

S.L. Gimbel Foundation Fund

| | | |
|---|------------------------|------------|
| Q23 Approximate percentage of clients served in each economic group. | At/Below Poverty Level | 100 |
| | Homeless/Indigent | 100 |
| | Migrant Worker | 0 |
| | Working Poor | 30 |
| | Other | 0 |

| | | |
|---|------------------------|------------|
| Q24 Approximate percentage of clients served from grant funds in each population category. | Single Adults | 100 |
| | Families | 0 |
| | Single Parent Families | 0 |
| | Disabled | 80 |
| | Ethnic Minority | 19 |
| | LGBTG | 10 |
| | Abused Women/Children | 10 |
| | Homeless/Indigent | 100 |
| | Immigrants | 5 |
| | Military | 0 |
| | Parolees | 15 |
| | Students | 5 |
| | Elderly | 1 |
| Children/Youth (those not included in Family) | 0 | |

FRIENDSHIP SHELTER, INC.

S.L. Gimbel Grant Funds - Pathways to Self Sufficiency Program 8/1/15 - 7/31/16

Grant Evaluation

| Line Item Description | Line Item Budget Explanation | Projected Budget | Actual Expenses for 12 months ended 7/31/16 | S.L. Gimbel Foundation Grant |
|--|---|-------------------------|--|-------------------------------------|
| Salaries/Benefits | 13.5 FTE Project Staff | 257,052 | 328,013 | 25,000 |
| Case Management | Intern Supervision \$10,000 for 9 mos. Summer inter Stipends \$2,800 for 3 mos., Case Mgmt Software expense \$775/yr | 13,575 | 10,496 | |
| Rental and Utility Assistance | To assist Clients to move into housing | 3,000 | 5,314 | |
| Food and Nutritional Supplements | Supplies for 3 meals per day (supplemented by donations) | 20,400 | 17,163 | |
| Hygiene | Personal and cleaning supplies, based on experience | 10,200 | 11,157 | |
| Client Transportation | Bus passes \$1,725.00 x 12 mos. | 20,700 | 22,140 | |
| Client Medical Co-Pays & ID | \$2,400 for medical co- pays, & ID's (birth certificates, DMV, etc.) | 2,400 | 972 | |
| Drug Testing | \$4,800 / yr | 4,800 | 3,081 | |
| Psychiatric Services | Approx 3 hrs per wk @ \$80/hr, | 12,000 | 14,380 | |
| Land Lease, Utilities & Property Taxes | Lease \$72,000/year, Utilities \$21,501, and Taxes \$13,314 | 106,815 | 104,481 | |
| Maintenance | Upkeep and repairs to Shelter | 38,540 | 39,141 | |
| TOTALS: | | 489,482 | 556,339 | 25,000 |

Part IX Statement of Functional Expenses

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

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

| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|---|-----------------------|---------------------------------|--|-----------------------------|
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ... | | | | |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22 | | | | |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 | | | | |
| 4 Benefits paid to or for members | | | | |
| 5 Compensation of current officers, directors, trustees, and key employees | 124,476. | 87,133. | 37,343. | |
| 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 | 1,685,684. | 1,440,067. | 159,137. | 86,480. |
| 8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) | | | | |
| 9 Other employee benefits | | | | |
| 10 Payroll taxes | | | | |
| 11 Fees for services (non-employees): | | | | |
| a Management | | | | |
| b Legal | | | | |
| c Accounting | 28,770. | | 28,770. | |
| d Lobbying | | | | |
| e Professional fundraising services. See Part IV, line 17 | | | | |
| 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 | | | | |
| 13 Office expenses | 37,790. | 7,560. | 30,230. | |
| 14 Information technology | | | | |
| 15 Royalties | | | | |
| 16 Occupancy | 1,241,270. | 1,226,820. | 14,450. | |
| 17 Travel | 86,280. | 86,280. | | |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials | | | | |
| 19 Conferences, conventions, and meetings | | | | |
| 20 Interest | 53,140. | 53,140. | | |
| 21 Payments to affiliates | | | | |
| 22 Depreciation, depletion, and amortization | 160,540. | 157,330. | 3,210. | |
| 23 Insurance | 123,230. | 120,670. | 1,900. | 660. |
| 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 CLIENT SERVICES | 127,420. | 127,420. | | |
| b REPAIRS & MAINTENANCE | 108,570. | 108,570. | | |
| c DONATED MATERIALS | 63,380. | 63,380. | | |
| d | | | | |
| e All other expenses | 91,050. | 65,850. | 25,200. | |
| 25 Total functional expenses. Add lines 1 through 24e | 3,931,600. | 3,544,220. | 300,240. | 87,140. |
| 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)