



2017 S.L. Gimbel Foundation Fund Grant Application

Internal Use Only:	
Grant No:	20180160

2016 1st DOCKET RESUBMIT

GRANT # 1-D. 22864

Organization / Agency Information

Organization/Agency Name: Yellowstone Forever		
Physical Address: 222 East Main Street Suite #301		
Mailing Address: 222 East Main Street Suite #301 Bozeman MT 59715		
CEO or Director: Ms Heather White President & CEO		Title:
Phone: (406) 586-6303	Fax:	Email: hwhite@yellowstone.org
Contact Person: Justin Barth		Title: Foundations Relations Manager
Phone: (406) 586-6303	Fax:	Email: jbarth@yellowstone.org
Web Site Address: http://www.yellowstone.org		Tax ID: 47-5427975

Program / Grant Information

Interest Area: ☐ Animal Protection ☐ Education ☒ Environment ☐ Health ☐ Human Dignity

Program/Project Name: Yellowstone Trails Fund Initiative			Amount of Grant Requested: \$50,000 <i>12/14/18</i>
Total Organization Budget: \$28,155,655	Per 990, Percentage of Program Service Expenses (Column B / Column A x 100): 86% 81.70	Per 990, Percentage of Management & General Expenses Only (Column C / Column A x 100): 3% 6.70	Per 990, Percentage of Management & General Expenses and Fundraising (Column C+D / Column A x 100): 14% 19.70
Purpose of Grant Request (one sentence): The grant allows Yellowstone National Park to restore and repair ten of Yellowstone's most heavily used trails systems, improve park visitor safety and resource protection.			
Program Start Date (Month and Year): 3/1/2018		Program End Date (Month and Year): 2/28/2019	
Gimbel Grants Received: List Year(s) and Award Amount(s) \$100,000 - Dec, 2016			

Enhancement, Health, and Human Dignity. Please take a moment to review the grant application guidelines before continuing the process (use "Guidelines" link above). After you have read and understood the guidelines, please proceed with the grant application process. Should you have any questions, please check the "FAQs" link above or refer to "Application Procedures" on our website. If your questions are not answered via FAQs or Application Procedures, contact us using the "Contact Us" link above.

Organization Information

NOTE: If you have already started an online application and would like to resume, please [CLICK HERE](#) to login to your Applicant Account Page.

Organization/Agency Information

Organization/Agency Name

(If operating as a DBA, enter DBA name here)

Yellowstone Forever

Legal Name

If different from DBA/Organization/Agency Name

Tax ID

47-5427975

Tax Status

501(c)3

Organization Mailing Address

Street Address or P.O. Box (No residential addresses, please)

222 East Main Street Suite #301

City

Bozeman

State

MT

Zip Code

59715

Organization Physical Address

Street No. and Name, City, State, Zip (No residential addresses, please)

222 East Main Street Suite #301

Website Address

www.yellowstone.org

Organizational Leadership (Please list CEO, President, Board Chair, Executive Director)

Prefix

Ms

First Name

Heather

Last Name

White

Title

President & CEO

Work Phone

(xxx-xxx-xxxx)

406-586-6303

Extension**Cell Phone**

(xxx-xxx-xxxx)

Fax

(xxx-xxx-xxxx)

E-mail Address

hwhite@yellowstone.org

Program/Project Contact Person

Check this box if the Program/Project Contact Person is the same as the organization's primary contact listed above

Fields in this section will auto-fill.

No

Prefix

Mr.

First Name

Justin

Last Name

Barth

Title

Foundations Relations Manager

Work Phone

(xxx-xxx-xxxx)

406-586-6303

Extension

Office Fax

E-mail Address

jbarth@yellowstone.org

Organization/Agency Background

Organization Background

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

Yellowstone Forever is Yellowstone National Park's primary philanthropic and educational partner. Yellowstone Forever connects people to Yellowstone National Park through outstanding visitor experiences and educational programs and translates those experiences into lifelong support and philanthropic investment to conserve and enhance the park for the future.

Yellowstone Forever's roots stretch back to 1933 when the Yellowstone Association began as a research library. In 1976, the Yellowstone Association Institute was formed to offer educational programs in Yellowstone. As park needs continued to grow over the next two decades, the Yellowstone Association Board of Directors decided to found the Yellowstone Park Foundation to direct fundraising efforts to support major park needs. Since its inception in 1996, the Yellowstone Park Foundation has raised more than \$100 million and funded more than 325 important projects and initiatives in Yellowstone.

On October 2nd, 2016, the Yellowstone Association and the Yellowstone Park Foundation officially merged to form a new entity—Yellowstone Forever. The merger of these two well-established and successful organizations ensures the preservation of Yellowstone's unique ecosystem through dedicated educational and philanthropic engagement efforts for many years to come.

Length of Service (number of years)

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

84

Organizational Accomplishments

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

Yellowstone Forever will continue to specialize in funding "the margin of excellence" to bring added value and improvements to all aspects of the Yellowstone experience. Recent accomplishments include:

- Over 6,000 individuals engaged annually through in-depth educational experiences;
- More than 2,100 youth engaged in multi-day residential experiences in the park in 2017 alone;
- Over 50,000 people reached through outreach programs & events annually;
- 170,000+ hours of participant experiences provided in the park every year;
- Over 28,000 youth reached through distance learning programs annually;
- More than 80 teachers engaged in educator workshops every year;
- Nearly 100,000 visitors reached through the Yellowstone Art & Photography Center annually;

- A \$1M annual contribution from 2012-2016 in support of Yellowstone National Park's effort to restore Yellowstone cutthroat trout populations in the park through the Native Fish Conservation Program;
- A \$2.7M campaign to support a major rehabilitation of the Roosevelt Arch area in Gardiner, Montana, to solve traffic congestion, improve visitor safety, increase visitor services, and transform this historic park entrance;
- \$250,000 in annual support, since the reintroduction of wolves to Yellowstone in 1996, for critical monitoring activities and research on the impact of wolves on the Greater Yellowstone Ecosystem
- A \$1M landscape restoration of the historic Artist Point overlook; and
- Rehabilitation of more than 100 miles of trails through the \$2M Trails Fund Initiative, with a goal of restoring 100 percent of Yellowstone's most heavily used trails;
- A \$2.2M restoration and re-purposing of the Yellowstone Art and Photography Center, previously the Old Faithful Haynes Photo Shop.

Programs and Activities

What are some of your current key programs and activities? Describe the communities you serve. Include populations and geographic locations.

Every year, Yellowstone Forever supports 45 priority projects within Yellowstone National Park. These projects promote the protection of the park's natural resources as well as provide safety and enjoyment for all park visitors. Yellowstone Forever works closely with park leadership and staff to identify projects that are of the highest priority and also meet the goals laid out in Yellowstone Forever's strategic plan. Each project touches a unique aspect of the Yellowstone experience and falls into six strategic initiatives:

Wildlife, Wonders, and Wilderness
 Greenest Park
 Visitor Experience
 Tomorrow's Stewards
 Ranger Heritage
 Cultural Treasures

In addition to raising and granting financial support to the park, the Yellowstone Forever staff and volunteers provide educational programming, products, and services that help people enjoy, understand, and appreciate the wildlife, geology, and cultural history of the park. Annually, the Yellowstone Forever Institute team introduces over 100,000 visitors, 50,000 individuals, 30,000 youth, and 80 teachers to the park's natural wonders and provides over 170,000 hours of participant experiences in the park. Our retail team runs 12 educational park stores and offer a wide selection of trip planners, books, maps, and more items that help visitors plan a fun and educational visit to the park. Yellowstone Forever also offers an immersive volunteer program that further develops and engages new stewards for the park.

Local, national, and international visitors of all ages and demographics come to Yellowstone National Park. 88% of park visitors are American, while 12% are international visitors. Of the international visitors, 27% were from Canada, 11% from the United Kingdom, 10% from France, and 10% from Germany. Ninety-six percent of land area of Yellowstone National Park is located within the state of Wyoming, and three percent in Montana.

Program/Project Information

Program / Project Information

Interest Area

Environmental

Program or Project Name

Yellowstone Trails Fund Initiative

Amount of Grant Requested

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

50000

Total Organization Annual Operating Budget

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

28155655

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)

86

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)

3

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)

14

Purpose of Grant Request

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

The grant allows Yellowstone National Park to restore and repair ten of Yellowstone's most heavily used trails systems, improve park visitor safety and resource protection.

Use of Grant Funds

How will you use the grant funds?

Grant funds will be used to hire youth corps positions and seasonal National Park Service trail crew positions that are not covered by the federal budget.

Project Start Date

Month and Year

3/1/2018

Project End Date

Month and Year

2/28/2019

Gimbel Grants Received

List previous years with award amounts, if applicable

\$100,000 - Dec, 2016

Statement of Need

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

Yellowstone National Park was established as the world's first national park in 1872. At the time, visitor services were limited and most park trails were underdeveloped footpaths. The origins of the Yellowstone trails system stem from human use and improvement of game trails which historically followed the path-of-least-resistance while traveling the most direct route between locations. This early lack of structural trail design, construction and maintenance has raised a variety of safety, resource and maintenance concerns as unchecked trail deterioration leads to intrusion on and damage of sensitive wetlands, stream crossings and fragile meadows.

Over the next 50 years, Yellowstone's 1000-mile trail system was built along these paths and old game trails with relatively little consideration paid to the impact of long-term use on surrounding resources. During the Great Depression of the 1930s and through the post-World War II boom of the 1950s and 1960s, this early lack of planning was followed by a period of major trail construction projects. Civilian Conservation Corps crews were hired to build formalized trail systems, intricate masonry retaining walls and steps, and beautiful native-timber bridges. Most of the trails and historic structures constructed during this time have been left largely untended since then and are now in much need of repair.

Twice in the twentieth century, the National Park Service committed to improving and expanding Yellowstone's trails, but the second of these efforts occurred half a century ago. Now, because of ever-increasing visitation to Yellowstone's scenic and historic areas, trail resources are showing significant wear. Since 2000, visitors to Yellowstone have increased from three to four million. Yet the average number of park staff remains stagnant at about 550. With increased visitation, the Park has seen an increase in the trampling of vegetation and thermal areas.

With over 1,000 miles of backcountry and front country trails, Yellowstone currently only employs an average of 25 seasonal trail workers each summer. Although the number of skilled employees working on trails today is far greater than in the recent past, more hands are needed to address the large backlog of trail work. With a \$750 million backlog, an inadequate base budget, and record number of visitors, it has become increasingly difficult for Yellowstone to fund important trail restoration projects without private support.

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 trail experience is the quintessential Yellowstone experience. To walk a trail is to see this great park face to face. Correction of identified bridging, tread, retention and drainage deficiencies will serve the visiting public by refurbishing these important trails, correcting safety issues, and improving enjoyment for hikers, and winter skiers drawn to the area. The improvement of identified deficiencies will also serve sensitive park resources with the mitigation of impacts to, and the rehabilitation of upland soils and lowland vegetation. Left unchecked, erosion and deterioration of assets will cause increased damage to treadway and natural resources. Bridges and retaining walls will become unsafe to the visiting public and future repairs will be less proactive and cost-effective.

To enhance visitor experience as well as protect natural resources, Yellowstone Forever established a \$2M Yellowstone Trails Fund Initiative. The Fund makes it possible to restore trail networks encompassing popular visitor destinations in the Old Faithful, Canyon, Mammoth Hot Springs, and Heart, Shoshone, and Yellowstone Lake areas. These recreational trails serve a wide variety of four-season functions and their restoration will improve the visitor experiences of overnight camping, day hiking, skiing and stock animal use.

The current allocation of funds from the Yellowstone Forever Trails Fund Initiative enable park staff to go beyond regular maintenance efforts and address the considerable backlog of major trail restoration work. Specifically, the Trails Fund Initiative supports seasonal hiring of additional National Park Service trails professionals and enables partnerships with youth conservation groups to bring youth trail laborers to Yellowstone. The funds from the S.L. Gimbel Foundation will be used for supporting youth staff and the construction and repair of critical trail structures including bridges, retaining walls and walking surfaces.

The unique and innovative nature of this project is its use of partnerships with youth corps to address the maintenance backlog while instilling stewardship principles in future generations. Youth crew will include members of the Yellowstone Youth Conservation Corps and Montana Conservation Corps. Yellowstone's Youth Conservation Corps (YCC) is a residential summer trails program for students ages 15-18. The goals of the YCC program are to accomplish needed conservation work on public lands; provide employment for young people from all social, economic, and ethnic backgrounds; and to develop an understanding and appreciation of our nation's natural, historical, and cultural heritage. Similarly, Montana Conservation Corps (MCC) inspires young people through hands-on conservation service to be leaders, stewards of the land, and engaged citizens who improve their communities.

Partnerships with youth corps will provide additional muscle power and, in turn, offer young people the opportunity to gain valuable work skills and experience with resource stewardship. The working youth will be engaged in learning the values of public service; natural resource and sustainability education; wilderness values; and life and work skills while repairing park trails and becoming the next stewards of the land.

Project Goal, Objectives, Activities, Expected Outcomes, and Evaluation: In fields below, state in the following order: **1. ONE Project Goal** that is a broad, aspirational statement of purpose for the project and **ONE Objective** that is a specific, measurable, verifiable, action-oriented, realistic, and time-specific statement intended to guide your organization's activities toward achieving the goal. **2. Specify the Project Activities** you will undertake to meet the objective and number of participants for each activity. **3. Expected Outcomes** are the individual, organizational, or community-level changes that can reasonably occur during the grant period as a result of the proposed activities or services. What are the key anticipated outcomes of the project and impact on participants? State in quantifiable and verifiable terms. **4. Evaluation** How will progress towards the objectives be tracked and outcomes measured? Provide specific information 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 and Objective

Goal: Engage 60 youth trail corps members in rehabilitating 10 miles of trails including Mount Washburn, North Rim, Bechler, Shoshone Lake, Lamar River, Sportsman Lake, Heart Lake, Mountain Creek, Wraith Falls, and the Slough Creek Wagon Road.

Objective: Engage 60 youth trail corps members to rehabilitate and repair over 10 miles of trail by October, 2018.

2. Project Activities

2018 trail work will continue on 2017 S.L. Gimbel funded trail projects including Mount Washburn, North Rim, and Bechler in addition to new projects at Shoshone Lake, Lamar River, Sportsman Lake, Heart Lake, Mountain Creek, Wraith Falls, and the Slough Creek Wagon Road.

3. Expected Outcomes

Outcome: We expect to engage 60 youth of diverse backgrounds in correcting long-term trails problems over 10 miles of trails in 2018, rehabilitating damaged structures and natural resources, and developing a trail experience that is safer and more enjoyable for Yellowstone National Park visitors.

4. Evaluation

Evaluation: The National Park Service staff will track the number of youth corps members and their progress in completing the trail projects. Staff will track how the project engaged 60 youth in rehabilitating 10 miles of trails, including:

- Turnpike structures repaired;
- Drainage, erosion, and control structures built;
- Miles of "social trails" eliminated;
- Masonry and retaining walls built;
- Tread work completed.

Trail Leaders will compare goals and objectives through weekly meetings to adjust goals and expectations as the season progresses. Adaptive management can involve moving crews between project sites and bringing in additional support if necessary. Trail leaders work collaboratively with all trail staff and measure benchmarks against actual results at the end of the season and submit formal

National Park Service reports on the work accomplished.

***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.

STATE ONE GOAL, ONE OBJECTIVE, ONE OUTCOME:

- **GOAL:** House all homeless youth ages 18-24 in Mariposa County who are physically, mentally, and legally able to work within 24 hours and help them become self-sufficient in 90 days.
- **OBJECTIVE:** House up to 145 homeless youth referred or who contact us within 24 hours.
- **OUTCOME:** We expect to provide rapid rehousing to over 45 homeless youth in 2017. **EVALUATION:** Using Build Futures' Salesforce database client management and tracking system, generate reports on the number of clients served and housed. Track our role in housing 145 youth. Account for additional success or lower numbers of youth in the program.

Target Population

Who will this grant serve? How many people will be impacted? Provide a breakdown: Number of children, youth, adults, seniors, animals.

Yellowstone's Youth Conservation Corps members who will work on the trails are students ages 15-18. In addition, approximately 800,000 visitors will be impacted by the project each year. Of those visitors, 12% are children 10 and younger; 19% are 11-25 years old; 23% are 26-45 years old; 34% are 46-65 years old; and 10% are 66 or older. 88% are American visitors, while 12% are international visitors representing over 30 countries. 55% of those visiting Yellowstone are first-time visitors.

Project Timeline

Provide a timeline for implementing the project. Include timeframes for specific activities, as appropriate.

The project will take place between April-October, 2018, with this approximate timeline:

May 01 – June 15, **2018** – Youth crew training provided by Yellowstone National Park staff

June 16 – October 15, **2018** – Maintenance and work on trail systems

October 15 – November 30, **2018** – Wrap-up and reporting

Goals and expectations must occasionally be adjusted in Yellowstone as weather, fire, and staffing issues can cause delays.

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?

The project is unduplicated within the Yellowstone National Park. The Yellowstone Backcountry Trail Program serves 950 miles of backcountry and 50 front country trails with a crew that includes about 25 staff within four National Park Service crews comprised of: crew leaders, maintenance workers, laborers, packers, and packer helpers. To augment the shortage of staff, a significant amount of this project's work will be accomplished by volunteers, youth groups and partnerships, including Continental Divide Trails Association (CDTA) and National Public Lands Day volunteers. National Park Service crews and their cooperative and volunteer partner groups will rotate throughout the trails system to accomplish this targeted deferred maintenance work.

Seven National Park Service staff, six MCC crew members, and several YCC crew members will work on this project. Park staff develop age-appropriate work projects for YCC and MCC youth crews and provide students with environmental education lessons. In addition to receiving valuable work skills and technical training while engaged in the projects, the youth will be educated in critical safety, reclamation, and resource protection values while engaged in outdoor activities within one of the nation's premiere and treasured symbols.

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.

Yellowstone Forever has secured \$237,409 from NPS and private funders to support this phase of the project. We hope to receive a grant of \$50,000 from S.L. Gimbel Foundation. We expect to receive an additional \$20,000 in grants from REI and Wheeler Foundation. If these funds are not secured, Yellowstone Forever will cover \$20,000 from unrestricted revenues to fully fund the program.

Secured Funding:

National Park Service - \$84,913

Coca-Cola - \$50,000

ConocoPhillips - \$50,000

Towering Pines Foundation - \$15,000

John C. Kish Foundation - \$15,000

Longhill Charitable Foundation - \$10,000

Individual Donors - \$11,846

Park Projects, Inc. - \$650

Yellowstone Forever has a proven track record of providing stable and consistent funds for Yellowstone National Park's priority projects. Through a robust stream of corporate partnerships, private partnerships, and unrestricted gifts made to the annual fund, Yellowstone Forever is able to swiftly respond to the funding needs in Yellowstone. From 2006-2016, the Yellowstone Park Foundation provided over \$200,000 annually to support the rehabilitation of heavily used trails in Yellowstone. As visitation in Yellowstone continues to increase in future years, Yellowstone Forever recognizes that the maintenance of trail systems in the park is paramount in providing a quality visitor experience and a high degree of visitor safety. For these reasons, the trails initiative will remain a cornerstone of Yellowstone Forever's fundraising platform for many years to come. Through a combination of securing in-kind contributions, ongoing funding partnerships with corporations and other organizations, and maintaining low staffing costs through youth partnerships, the Yellowstone Trails Fund Initiative is able to accomplish a sizeable amount of work at a reasonable cost.

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 Yellowstone Forever Board of Directors is consisted of 18 volunteer leaders from across the country. The board supports the works of Yellowstone Forever and provides mission-based leadership and strategic governance. While day-to-day operations are led by Yellowstone Forever's President and CEO and staff, the board-staff relationship is one of mutual support. All Board members contribute a personally significant gift to Yellowstone Forever annually, participate in organizational events, and actively serve on a board committee. Board committees include: Executive, Finance and Audit, Governance, Yellowstone Grants, Campaign Steering, Individual Philanthropy, Donor Stewardship, Strategic Planning, Young Professionals, and Corporate Partners. The Board of Directors meets three times annually in Yellowstone National Park to help guide the strategic direction, fiscal responsibility, and leadership of Yellowstone Forever. The board committees gather during meetings in Yellowstone and also during periodic teleconference meetings throughout the year to ensure that Yellowstone Forever is upholding its mission. The Yellowstone Forever National Advisory Council consists of 55 volunteer leaders who act as national, regional, and local ambassadors for Yellowstone National Park. The members cannot vote or serve on any Governance Committee but can participate in Yellowstone Forever's fundraising and development work.

Management

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

Chris Glenn, Yellowstone's Trails Supervisor, will oversee the project. He managed several large trail restoration projects, including work crews, logistics, and budgets, during the last 16 years in this role. He has a Bachelor's in Geology from Sacramento State University. The Yellowstone Trails Program has

the experience and fortitude to carry out the challenges that come with simultaneous and diverse high-profile and iconic trails projects. The Trails Supervisor, Cooperative Group and Logistic Coordinators have combined experience of 74 years in project management and supervision, as well as knowledge about trails. The Crew Leaders, and Maintenance Workers, and Laborers are well-versed in trail work and share their skills and enthusiasm with the partnering youth groups they supervise. Integrating this knowledge with the Specialists of the Yellowstone, Resource Management, and Youth Service Operations, a professional and efficient operation will be conducted on this project to the benefit of the natural assets and visitors of Yellowstone National Park.

Attachments

Attachments

REQUIRED .PDF ATTACHMENTS: The maximum size for all attachments combined is 25 MB. Please note that files with certain extensions such as ".exe", ".com", ".vbs", or ".bat" cannot be uploaded. You must **1. BROWSE FILES** on your computer, **2. SELECT FILES**, then **3. CLICK UPLOAD** to attach files. ***IMPORTANT:** For each set of required documents below, please scan all pages of each set into one .pdf, as only a single document upload is permitted for each item being requested.

1. Project Budget and Budget Narrative

Please provide a detailed line-item budget for your **entire** project. Download the **V. Project Budget and Narrative Worksheet**, complete, and **Upload**. SEE **SAMPLE Budget & Narratives Worksheet**,

2. Sources of Funding

Please list your current sources of funding and amounts. Download the **VI. Sources of Funding Worksheet**, complete, and **Upload**.

3. Financial Analysis

Please provide all information requested for your **entire organization**. Included any notes that may explain any extraordinary circumstances. Download the **VII. Financial Analysis Worksheet**, complete, and **Upload**.

4. Current Year Operating Budget

Please provide a copy of your current year's operating budget

5. Budget Comparison

Download the **SAMPLE Budget Comparison Worksheet**, complete, and **Upload**.

6. Part IX only of the 990 form

Statement of Functional Expenses (one page). If you completed a 990-EZ, Download the **Part IX Functional Expenses sample** of the 990 form using figures from your 990 EZ, complete, and **Upload**.

7. Financial Statements

Please provide a copy of your most recent year-end financial statements (audited, if possible)

8. Most Recent 990

Please provide a copy of your most recent 990 form

9. Tax Exemption Letter

Please provide an electronic copy of your IRS 501 (c) (3) determination letter.

10. Board of Directors List

Please provide a list of your current Board of Directors, including their name, position on the board, and professional affiliation(s).

11. Evaluation & Expenditure Report

For past grantees, provide a copy of your most recent final evaluation report, including your most recent expenditure report.

2018 S.L. Gimbel Foundation APPLICATION

Organization Name:

Yellowstone Forever

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 (Maximum two lines)	Support From Your Agency	Support From Other Fundors	Requested Amount From Gimbel/TCF	Line Item Total of Project
4 NPS Trail Maintenance Workers Salaries	\$12.12/hr x 40hr/wk x 30 wks x 4 staff = \$58,176	\$20,000	\$38,176		\$58,176
4 NPS Trail Maintenance Workers Benefits	\$58,176 x 8.28% = \$4,819		\$4,819		\$4,819
3 NPS Trail Crewleaders Salaries	\$15.09/hr x 40 hr/wk x 30 wks x 3 staff = \$54,353		\$54,353		\$54,353
3 NPS Trails Crewleaders Benefits	\$54,353 x 8.28% = \$4,484		\$4,484		\$4,484
4 NPS Trail Maintenance Laborers Salaries	\$9.61/hr x 40hr/wk x 30 wks x 4 staff = \$46,129		\$21,129	\$25,000	\$46,129
4 NPS Trail Maintenance Laborers Benefits	\$46,129 x 8.28% = \$3,820		\$3,820		\$3,820
5 Field Crew Members Salaries	\$256/week x 36 weeks x 5 staff = \$46,080		\$21,080	\$25,000	\$46,080
5 Field Crew Members Benefits	\$46,080 x 8.28% = \$3,818		\$3,818		\$3,818
1 Trails Supervisor Salary	\$30/hr x 40/hr x 18 wks x 1 staff =\$21,600		\$21,600		\$21,600

1 Trails Supervisor Benefits	\$21,600 x 35.2% benefit rate = \$7,602		\$7,602		\$7,602
Crew Lodging and Food	Meals @ \$10/day x 5 days/wk x 30 wks x 6 youth + 13 NPS staff		\$28,500		\$28,500
(1) Animal Packer Salary	\$15.82/hr x 40/hr x 30 wks x 1 staff = \$18,985		\$18,985		\$18,985
(1) Animal Packer Benefits	\$18,984 x 8.28% benefit rate = \$1,572		\$1,572		\$1,572
Vehicle Fuel	Weekly fuel @ \$95/vehicle x 2 vehicles x 30 wks		\$5,700		\$5,700
Project Materials	Bridge Planking, dimensional lumber, steel I-beams		\$4,176		\$4,176
TOTALS:		\$20,000	\$239,814	\$50,000	\$309,814

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

1. 4 Trail Maintenance Workers Salaries:

Conducts technical trail work skills scoped to complexity of position; leads subordinate crewmembers and Cooperative Group crewmember in Leaders absence.

2. 4 Trail Maintenance Workers Benefits:

Benefits for Four Maintenance Workers at 8.28% benefit rate.

3. 3 NPS Trail Crewleaders Salaries:

Leadership of a 5-6 person trail crew undertaking trail reconstruction and resource restoration work. Instructs subordinates in technical work skills: minimum impact camping, bridge building, trail rerouting, drainage and erosion control, soil excavation and native vegetation replanting.

4. 3 NPS Trail Crewleaders Benefits:

Benefits for three NPS Trail CrewLeaders at 8.28%.

5. 4 Trail Maintenance Laborers Salaries:

Conducts trail work tasks in scope to complexity of position, trail excavation, drainage, and erosion control, resource rehabilitation.

6. 4 Trail Maintenance Laborers Benefits:

Benefits for four Trail Maintenance Laborers at 8.28%.

7. 5 Field Crew Members Salaries:

Montana Conservation Corps and Youth Conservation Corps Field Crew Members providing youth personnel resources and partnering support on trail reconstruction and resource restoration projects.

8. 5 Field Crew Members Benefits:

Benefits for five Montana Conservation Corps and Youth Conservation Corps Field Crew Members at 8.28%.

9. 1 Trails Supervisor:

Administrative and leadership duties shaping and supporting NPS crew projects, transport, and supply.

10. Benefits for Trails Supervisor:

Benefits for one Trails Supervisor at 35.25%.

11. Crew Lodging and Food:

All meal and lodging expenses are covered for program participants during course operation hours.

12. Trail Animal Packer:

Care and operation of pack stock for transport of crew tools, materials and supplies to and from backcountry camps and worksites.

13. Vehicle Fuel:

Fuel required for vehicle transport from camps and lodging facilities to work sites.

14. Project Materials:

Purchase of necessary construction materials to complete trail and resource restoration projects.

2017 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
Coca-Cola (Corporation)	\$50,000
ConocoPhillips (Corporation)	\$50,000
Towering Pines Foundation (Foundation)	\$15,000
Longhill Charitable Foundation (Foundation)	\$10,000
Individual Donors	\$5,510
Parks Project, Inc. (Corporation)	\$650

Pending

Name of Funder: Foundation, Corporation, Government	Amount	Decision Date
The Community Foundation (S.L. Gimbel) (Foundation)	\$50,000	
The Tow Foundation (Foundation)	\$5,000	January 2018
Bydale Foundation	\$5,000	December 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	\$ 7,878,559	42%	Program Fees	\$ 6,807,754	36%
Fundraising/Special Events	\$ NA		Interest Income	\$ 407,417	2%
Corp/Foundation Grants	\$ 3,710,207	20%	Other: Unearned income	\$ 46,502	0.02%
Government Grants	\$ 9,241	0.005%	Other:	\$	

Notes:

2017 S.L. Gimbel Foundation APPLICATION

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

Cash	+ Accounts Receivables	/Current Liabilities	= Quick Ratio
\$ 6,988,454	\$ 110,280	1,651,027	4.3

Excess or Deficit for the Year:

Excess or (Deficit) Most recent fiscal year end	Excess or (Deficit) Prior fiscal year end
\$ -185,432	\$ N/A

Notes:

The Fiscal Year most recently completed by Yellowstone Forever includes the merger of both the Yellowstone Association and Yellowstone Park Foundation into Yellowstone Forever. Our Audited Financial Statements are for the period of March 1, 2016 to February 28, 2017 and are covered through the combined 990 filings of all three entities.

While we had a deficit of \$185,432 for FY2017, and we budgeted a deficit of \$250,000 for FY2018 (current year), we are on pace to have a balanced budget for FY2019 which starts March 1, 2018. Through the merger, Yellowstone Forever has had strong operating reserves and felt it could absorb two years of deficits to build the foundation for the new organization.

2017 S.L. Gimbel Foundation APPLICATION

VII. Financial Analysis

Agency Name: Yellowstone Forever

Most Current Fiscal Year (Dates): From March 1, 2016 To: February 28, 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
\$5,684,617	\$4,589,503	\$354,221	\$740,893

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%	80.74%	6.23%	13.03%

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
1.50%	6.23%	4.73%

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

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 B 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 ...	2,030,737.	2,030,737.		
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	152,366.	114,274.	15,237.	22,855.
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	1,815,613.	1,336,080.	193,987.	285,546.
8 Pension plan accruals and contributions (Include section 401(k) and 403(b) employer contributions)	14,139.	10,420.	1,503.	2,216.
9 Other employee benefits	42,187.	31,092.	4,485.	6,610.
10 Payroll taxes	16,674.	12,289.	1,772.	2,613.
11 Fees for services (non-employees):				
a Management				
b Legal	16,770.	8,098.	6,735.	1,937.
c Accounting	112,833.	38,551.	57,692.	16,590.
d Lobbying				
e Professional fundraising services. See Part IV, line 17	104,794.			104,794.
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.)	64,190.	47,742.	3,831.	12,617.
12 Advertising and promotion	195,282.	3,448.	14,597.	177,237.
13 Office expenses	88,150.	53,950.	13,253.	20,947.
14 Information technology	141,373.	112,220.	5,346.	23,807.
15 Royalties	1,355.	1,355.		
16 Occupancy	173,493.	151,853.	6,818.	14,822.
17 Travel	74,853.	52,770.	5,079.	17,004.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	66,991.	38,463.	16,395.	12,133.
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	206,809.	192,688.	1,010.	13,111.
23 Insurance	45,552.	39,226.	4,493.	1,833.
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 PARK STORE MERCHANDISE	101,627.	101,627.		
b VOLUNTEER PROGRAMMING	91,064.	91,064.		
c VISITOR ENGAGEMENT	79,095.	79,095.		
d EMPLOYEE DEVELOPMENT	48,670.	42,461.	1,988.	4,221.
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	5,684,617.	4,589,503.	354,221.	740,893.
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)

FY 2018 BUDGET

	March	April	May	June	July	August	September	October	November	December	January	February	TOTAL
INCOME													
Retail Sales	57,365	107,805	477,354	996,485	1,139,380	991,045	784,075	377,700	31,220	76,335	67,720	69,885	5,176,370
Less: Cost of Goods Sold	35,395	62,180	218,275	433,085	489,790	433,200	335,840	159,805	13,253	30,290	31,050	31,105	2,273,310
Gross Sales	21,970	45,625	259,080	563,400	649,590	557,845	448,235	217,895	17,965	46,045	36,670	38,780	2,903,060
Forest Service Retail Sales	-	-	3,125	21,435	29,395	23,000	14,270	-	-	-	-	-	91,225
Less: Cost of Goods Sold	-	-	1,470	9,870	13,515	10,555	6,540	-	-	-	-	-	41,850
Gross Forest Service Sales	-	-	1,655	11,565	15,880	12,445	7,730	-	-	-	-	-	49,275
Philanthropy Revenue	405,190	429,795	547,445	696,605	740,280	710,415	1,003,020	382,040	428,760	1,775,395	287,280	388,595	7,794,820
Institute Revenue	65,275	19,280	185,525	285,760	358,560	258,750	217,670	26,280	37,410	61,025	128,205	130,075	1,773,815
Volunteer Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Facilities Revenue	3,570	3,250	6,740	12,875	9,955	9,075	9,270	3,765	5,340	2,150	5,975	4,195	75,660
Investment Income	22,000	4,000	4,000	22,000	4,000	4,000	22,000	4,000	4,000	22,000	4,000	4,000	120,000
TOTAL REVENUE	518,005	501,950	1,003,945	1,592,205	1,778,265	1,552,530	1,707,925	633,980	493,475	1,906,615	462,090	565,645	12,716,630
RELEASES FROM RESTRICTION	3,485,325	6,700	11,655	196,850	80,910	53,230	6,570	10,470	2,900	390	-	3,121,130	6,976,130
Retail Expenses	91,790	99,360	136,785	228,880	172,655	172,825	168,305	129,785	87,515	109,365	79,670	154,185	1,581,120
Institute Expenses	68,595	80,315	90,500	146,645	188,000	147,560	103,330	94,565	73,665	90,235	83,820	107,445	1,274,675
Member and Donor Engagement	68,150	82,995	143,515	125,905	95,485	183,980	142,815	78,995	194,255	73,905	82,225	83,550	1,355,775
Contact Center Expenses	11,145	12,140	13,825	20,510	14,390	14,390	14,390	13,830	12,145	17,125	12,140	14,280	170,310
Retail Forest Service Expenses	595	630	1,505	5,825	4,185	4,135	3,960	1,160	630	800	630	780	24,835
Admin Expenses	108,600	118,045	117,245	245,465	117,245	117,245	118,045	144,745	117,245	154,455	117,245	292,665	1,778,445
IT Expenses	48,845	51,795	51,800	65,975	51,550	51,545	54,750	51,545	51,550	65,975	31,550	57,075	663,955
Web Expenses	25,750	25,695	27,585	23,780	27,045	27,995	26,235	25,280	26,295	30,670	27,290	26,125	321,945
Marketing	111,515	103,050	109,075	99,765	72,065	77,920	66,065	70,420	76,515	84,880	65,970	85,605	1,022,835
HR Expenses	65,120	47,960	44,325	51,880	40,555	39,130	46,660	45,605	38,325	46,465	43,545	56,235	565,805
Facilities Expenses	38,295	44,165	51,655	45,625	47,640	37,500	39,480	35,845	41,100	52,840	43,985	46,190	524,280
Vehicles Expenses	11,795	15,460	15,950	20,800	20,455	21,145	20,170	17,750	16,685	11,800	8,730	9,305	190,025
Aid to NPS	3,496,715	14,910	71,820	62,190	69,905	59,375	48,520	23,400	11,350	18,095	14,235	3,115,670	7,006,185
Visitor and Community Engagement	16,540	7,660	14,565	15,290	11,995	11,350	330,410	7,665	13,510	10,785	8,660	54,855	503,285
Philanthropy Expenses	154,955	161,170	176,145	244,240	193,760	188,300	185,580	162,885	155,805	217,465	163,825	175,590	2,179,720
Volunteer Program Expenses	21,115	5,030	5,035	44,560	5,035	5,030	19,550	5,030	5,835	20,035	5,030	5,935	147,220
TOTAL EXPENSES	4,339,520	870,580	1,071,330	1,449,325	1,131,965	1,159,425	1,308,265	908,515	922,425	1,014,895	808,550	4,235,650	19,300,415
NET INCOME	(316,190)	(361,930)	(55,730)	339,730	727,210	446,335	326,230	(264,065)	(426,050)	892,110	(346,460)	(548,875)	392,345
Depreciation	52,000	52,000	52,000	53,000	53,000	53,000	54,000	54,000	54,000	55,000	55,000	55,000	642,000
TOTAL UNRESTRICTED FUNDS NET IT	(388,190)	(413,930)	(107,730)	286,730	674,210	393,335	272,230	(318,065)	(480,050)	837,110	(401,460)	(503,875)	(245,655)
Restricted Donations	-	-	-	-	-	-	-	-	-	-	-	13,123,775	13,123,775
TOTAL GROSS REVENUE	553,400	564,130	1,223,690	2,035,160	2,281,570	1,996,285	2,050,305	793,785	506,730	1,936,905	493,180	13,720,525	28,155,665

**YELLOWSTONE FOREVER
BUDGET COMPARISON**

	FY2017 Actual	FY2018 Budget	Variance
INCOME			
Individual Contributions	7,878,559	8,980,000	1,101,441
Corporate Contributions	2,471,245	1,945,940	(525,305)
Foundation Grants	1,238,962	1,448,350	209,388
Government Contributions	9,241	3,168	(6,073)
Other Earned Income	6,807,754	6,701,410	(106,344)
Other Unearned Income	46,502	95,320	48,818
Interest and Dividend Income	407,417	287,000	(120,417)
TOTAL INCOME	18,859,680	19,461,188	601,508
EXPENDITURES			
NPS Support	9,052,443	9,770,000	717,557
USFS Support	25,421	25,700	279
Educational Product Sales - NPS	2,467,751	2,462,000	(5,751)
Educational Program Delivery	1,995,627	2,106,000	110,373
Volunteer Programming	192,468	186,000	(6,468)
Supporter Education	1,075,401	840,000	(235,401)
Visitor and Community Engagement	204,420	231,000	26,580
Philanthropy	1,654,692	2,380,000	725,308
Finance & Administration	434,090	450,000	15,910
TOTAL EXPENDITURES	17,102,313	18,450,700	1,348,387



YELLOWSTONE FOREVER

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1. Name of your organization.

Yellowstone Forever

2. Grant #

201608225

3. Grant Period

12/1/2016 - 11/30/2017

4. Location of your organization

City - Bozeman

State - Montana

5. Name and Title of person completing evaluation.

Justin Barth

6. Phone Number:

4065866303

7. Email address.

jbarth@yellowstone.org

8. Total number of clients served through this grant funding:

Approximately 1,416,665. Visitor use surveys suggest that roughly 33% of Yellowstone's 4,250,000 annual visitors were served by at least one of the trail areas impacted by the grant.

9. Describe the project's key outcomes and results based on the goals and objectives. Using the following format:

As part of the Yellowstone National Park Trails Fund Initiative, the funds from the S.L. Gimbel Foundation were used specifically for the maintenance and restoration of Bechler, North Rim, and Dunraven/Mount Washburn Trail Networks. The funds were used for supporting youth staff and the construction and repair of critical trail structures including bridges, retaining walls and walking surfaces.

Goal: To restore and repair Yellowstone's most heavily used network of trails bringing them to a standard of safety and resource protection that is maintainable while inspiring youth as tomorrow's stewards of the land.

Objective 1: Engage youth groups in rehabilitating and repairing over ten miles of trails in the Bechler, North Rim, and Mount Washburn/Dunraven Trail Networks by October, 2018.

Describe the activities, results, and outcomes for objective 1:

During the grant period, 62 youth ages 15-18 participated in one of two month-long Youth Conservation Corps residential summer trails programs. Out of 62 youth, 56 were new enrollees and 6 were Youth Leaders who were selected by peers and staff from last summer. The youth, representing 25 states, completed work that would have most likely remained unfinished due to lack of park staffing.

The refurbishment of the North Rim Trail continued between the Brink of the Upper Falls and the Brink of the Lower Falls. National Park Service and Montana Conservation Corps trail crew staff spent eight weeks transporting, cutting, shaping and laying 400 square feet of multi-tiered drystone retaining wall, repairing and installing protective long barricade fencing and cribbing to mitigate sloughing and tread loss, delineate corridor parameters, and improving eroded tread surfaces and water diversion systems to mitigate erosive forces. The construction work was capped-off with obliteration, aeration and revegetation work conducted to mitigate natural and human-caused impacts to adjoining soils and vegetation surrounding the worksite. Thus far over 25,000 pounds of masonry and 500 linear feet of log materials have been transported by helicopter, truck, and powered barrow overhead cable rigging for the construction activities on the North Rim portion of the project.

The crew restored the Mount Washburn/Dunraven and Bechler Trail Networks including: constructing rock retaining walls, removing and replacing bridges, retention, erosion control and water diversion systems, and rehabilitating and restoring damaged native resources. During the 2017 field season, over 22 miles of park trail were cleared, brushed, and delineated of braiding and socially-caused impacts, and 120+ retention, erosion control, and drainage structures have been placed to support the newly dug traffic surfaces on the import and iconic park trails. In addition, .5 miles of reroutes have been cleared and dug to establish properly-aligned and maintainable trail segments, and .25 miles of socially- impacted and denuded areas have been rehabilitated.

The youth crewmembers received intensive life and work skill trainings within the project as they learn technical rigging and masonry construction techniques, drainage and erosion control and rehabilitation and restoration of native resources, and park science, resources, social issues and natural resource stewardship.

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

As is common with seasonal work, weather posed some challenges in 2017. Spring brought many late thaws, intermittent driving and hiking hazards. As the summer ended, winter weather unexpectedly returned a month early and brought major changes to the Mount Washburn project.

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

The staff and crews barricaded and secured the area around a sloughing masonry wall adjacent to the Washburn overlook at the onset of the weather, while keeping safety and resource protection at the forefront as the project made the successful adjustments where needed. The crews travelled to the Old Faithful trail network, where the ground and driving conditions were more welcoming and conducted much needed-deferred trail corridor brushing, clearing and thread reconstruction while awaiting the thawing of the other worksites.

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

Through the collaborative crew work, the youth crewmembers receive intensive life and work skill trainings within the project as they learn technical rigging and masonry construction techniques, drainage and erosion control and rehabilitation and restoration of native resources and park sciences, social issues and natural resource stewardship. After the conclusion of the summer sessions, some parents of the youth crewmembers have called the crew leaders and remarked about their child completing chores without being asked or wanting to sleep outside every night to look at the stars. Through their experience, the youth grow to understand and appreciate Yellowstone's natural, historical and cultural heritage and are inspired to become lifelong stewards of the park.

13. Briefly describe the impact this grant

The S.L. Gimbel Foundation grant funded targeted work to address the deficiencies and deterioration, visitor and employee safety, and impacts to natural resources of three iconic trails in the Yellowstone National Park: Bechler, North Rim, and Dunraven/Mount Washburn Trail Networks. In 2017, the grant supported 62 youth crewmembers as they worked alongside National Park Service staff to restore the trails as well as learn about resource protection. The work made possible by the grant included clearing, brushing, and delineation of braiding and socially-caused impacts on over 22 miles of park trail; building 120+ retention, erosion control,

and drainage structures; clearing ½ mile of “social paths” and digging properly-aligning and maintainable trail segments; and rehabilitating ¼ mile of “social paths” and restoring compromised natural resources on the trail networks.

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

All S.L. Gimbel grant funds were expended as described in the grant proposal. A description of how grant funds were spent is described below.

(4) Lead Trail Crew Members and Skilled Trail Workers - \$32,764: Each of the (4) lead trail crew workers hired through this grant provided valuable leadership for a trail crew of 6 youth. Each leader hired provided trainings in technical trail skills while also managing youth group dynamics in both the frontcountry and backcountry settings. Grant funds used to hire NPS staff were especially valuable as these funds enabled federal dollars to be reallocated to fund additional ranger positions in Yellowstone to help control the impact of over 4 million visitors.

(6) Montana Conservation Corps and Youth Conservation Corps Youth Field Crew Members - \$58,595: Through the S.L. Gimbel grant, 6 youth crew members were hired for the summer season to carry-out trail projects at a stipend rate of roughly \$10,000 for the summer season.

Youth Lodging and Food Costs - \$8,640: This portion of the S.L. Gimbel funds was used to cover costs associated with room and board for youth trail crew members. YCC and MCC crew members receive lodging and meals free of charge during the field season as wages are only a stipend amount.

15. Please relate a success story.

The Yellowstone youth trails program provided a remarkable opportunity for a diverse group of 62 youth to experience the world’s first national park. While providing a valuable work force to the park, participants also learn to live in a close-knit, intentional community. For many, it may be their first time to sleep in a tent, summit a peak, live in bear country, or see the Milky Way. The YCC program can be a transformative and life changing experience. At the end of the field season, program participants were provided with an opportunity to comment on their experience in Yellowstone. Their thoughts are shared below:

“I have learned...

...how to be part of a team.”

...I barely liked going out the door before YCC, now I can't wait to go outside and enjoy it."

...to be more aware of how my actions impact the environment."

...how to follow and how to be a better leader."

"YCC made me feel...

...hopeful about my future."

...like a part of something bigger."

...like a part of a family and like I can do more than I originally thought."

...like I belong to something and I am valuable."

...for the first time physically, mentally, and emotionally safe."

...like a missing piece was restored, or gained."

...like a new whole better person."

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

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

As the official nonprofit philanthropic partner of Yellowstone National Park, Yellowstone Forever raises funding from private sources to support approximately 45 priority projects within Yellowstone National Park every year. These programs promote the protection of the park's natural resources as well as provide safety and enjoyment for all park visitors. YF works closely with park leadership and staff to identify projects that are of the highest priority in Yellowstone and also meet the goals laid out in Yellowstone Forever's strategic plan. Each project touches a unique aspect of the Yellowstone experience and falls into six strategic initiatives including:

Wildlife, Wonders and Wilderness – Critical research relating to the wildlife and ecosystems of Yellowstone, such as wolves, grizzly bears, cougars, Yellowstone cutthroat trout, and education to preserve Yellowstone.

Greenest Park - Projects that reduce Yellowstone's environmental impacts, increase operational efficiency, and better preserve resources. Examples include the Old Faithful Visitor Education Center, Lamar Buffalo Ranch sustainability and renovation, and the creation of a new Yellowstone Youth Campus.

Visitor Experience - Projects and expanded opportunities that enhance visitors' experiences, including recreation, safety, accessibility, and educational opportunities such as the Grand Canyon of the Yellowstone trail system upgrades.

Tomorrow's Stewards - Support for and delivery of expanded youth programs to enhance the park's youth education programs and promote the understanding, appreciation, and stewardship of YNP among the next generation.

Ranger Heritage - Projects that promote the effectiveness and safety of rangers and preserve the rich history and tradition of the YNP ranger.

Cultural Treasures - Projects that preserve, research, or share information about Yellowstone's human history and cultural resources.

In addition to raising and granting financial support to the park, the Yellowstone Forever staff and volunteers provide educational programming, products, and services that help people enjoy, understand, and appreciate the wildlife, geology, and cultural history of the park. The Yellowstone Forever Institute team introduces over 6,000 students to the park's natural wonders each year. Programs range from one day to three weeks in length, and highlight the park's amazing wildlife, geothermal areas, rich history, and wilderness. Our retail team runs nine official educational park stores and offer a wide selection of trip planners, books, maps, and more items that help visitors plan a fun and educational visit to the park. Yellowstone Forever also offers an immersive volunteer program that further develops and engages new stewards for the park.

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

The 2016 Yellowstone National Park Visitor Use Study informed the demographic reporting shared below:

White – 90%

Asian – 6%

American Indian or Alaska Native – 2%

Black or African American – 1%

Native Hawaiian or other Pacific Islander – 2%

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

Age 65 or older – 15%

Age 55-64 – 16%

Age 33-54 – 31%

Age 20-34 – 12%

Age 20 or younger – 26%

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

Yellowstone National Park does not record data regarding visitors with disabilities, but each trail received upgrades to benefit trail users with disabilities. Portions of the North Rim trail received substantial ADA compliance upgrades to provide disabled trail users with stunning views of the Grand Canyon of the Yellowstone.

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

Household income less than \$24,999 – 13%

Household income between \$25,000 and \$34,999 – 11%

Household income between \$35,000 and \$49,999 – 20%

Household income between \$50,000 and \$74,999 – 15%

Household income between \$75,000 and \$99,999 – 20%

Household income between \$100,000 and \$149,999 – 10%

Household income between \$150,000 and \$199,999 – 7%

Household income more than \$200,000 – 4%

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

50% of clients served by the grant are women and 50% of visitors are men.

2017 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
Coca-Cola (Corporation)	\$50,000
ConocoPhillips (Corporation)	\$50,000
Towering Pines Foundation (Foundation)	\$15,000
Longhill Charitable Foundation (Foundation)	\$10,000
Individual Donors	\$5,510
Parks Project, Inc. (Corporation)	\$650

Pending

Name of Funder: Foundation, Corporation, Government	Amount	Decision Date
The Community Foundation (S.L. Gimbel) (Foundation)	\$50,000	
The Tow Foundation (Foundation)	\$5,000	January 2018
Bydale Foundation	\$5,000	December 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	\$ 7,878,559	42%	Program Fees	\$ 6,807,754	36%
Fundraising/Special Events	\$ NA		Interest Income	\$ 407,417	2%
Corp/Foundation Grants	\$ 3,710,207	20%	Other: Unearned income	\$ 46,502	0.02%
Government Grants	\$ 9,241	0.005%	Other:	\$	

Notes:

2017 S.L. Gimbel Foundation APPLICATION

VII. Financial Analysis

Agency Name: Yellowstone Forever

Most Current Fiscal Year (Dates): From March 1, 2016 To: February 28, 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
\$5,684,617	\$4,589,503	\$354,221	\$740,893

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%	80.74%	6.23%	13.03%

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

Percentage of Organization's Current Total Budget used for Administration	Column C, Management & general expenses per 990 above	Differential
1.50%	6.23%	4.73%

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

FY 2018 BUDGET

	March	April	May	June	July	August	September	October	November	December	January	February	TOTAL
INCOME													
Retail Sales	57,365	107,805	477,355	996,485	1,139,380	991,045	784,075	377,700	31,220	76,335	67,720	69,885	5,176,370
Less: Cost of Goods Sold	35,395	62,180	218,275	433,085	489,790	433,420	335,840	159,805	13,255	30,290	31,090	31,105	2,273,310
Gross Sales	21,970	45,625	259,080	563,400	649,590	557,645	448,235	217,895	17,965	46,045	36,630	38,780	2,903,060
Forest Service Retail Sales	-	-	3,125	21,435	29,395	23,000	14,270	-	-	-	-	-	91,225
Less: Cost of Goods Sold	-	-	1,470	9,870	13,515	10,555	6,540	-	-	-	-	-	41,950
Gross Forest Service Sales	-	-	1,655	11,565	15,880	12,445	7,730	-	-	-	-	-	49,275
Philanthropy Revenue	405,190	429,795	547,445	696,605	740,280	710,415	1,003,020	382,040	428,760	1,775,395	287,280	388,595	7,794,820
Institute Revenue	65,275	19,280	185,525	285,760	358,560	258,750	217,670	26,780	37,410	61,025	128,205	130,075	1,773,815
Volunteer Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
Facilities Revenue	3,570	3,250	6,240	12,875	9,955	9,078	9,270	3,765	5,340	2,150	5,975	4,195	75,660
Investment Income	22,000	4,000	4,000	22,000	4,000	4,000	22,000	4,000	4,000	22,000	4,000	4,000	120,000
TOTAL REVENUE	518,005	501,950	1,003,945	1,592,205	1,778,265	1,552,830	1,707,925	633,980	493,475	1,906,615	462,090	565,645	12,716,630
RELEASES FROM RESTRICTION	3,485,325	6,700	11,655	196,850	80,910	53,230	6,570	10,470	2,900	390	-	1,121,130	6,976,130
Retail Expenses	91,790	99,360	136,785	228,880	172,655	172,825	168,305	129,785	87,515	109,365	79,670	104,185	1,581,120
Institute Expenses	68,595	80,315	90,500	146,645	188,000	147,560	103,330	94,565	73,665	90,235	83,820	107,445	1,274,675
Member and Donor Engagement	68,150	82,995	143,515	125,905	95,485	183,980	142,815	78,995	194,255	75,905	82,225	63,550	1,355,775
Contact Center Expenses	11,145	12,140	13,625	20,510	14,390	14,390	14,390	13,830	12,145	17,125	12,140	14,280	170,310
Retail Forest Service Expenses	595	630	1,505	5,825	4,185	4,135	3,960	1,160	630	800	630	780	24,835
Admin Expenses	108,600	118,045	117,245	245,465	117,245	117,245	118,045	144,745	117,245	184,455	117,245	292,665	1,778,445
IT Expenses	48,845	51,795	51,800	65,975	51,550	51,545	54,750	51,545	51,550	65,975	51,550	57,075	653,955
Web Expenses	25,750	25,895	27,585	25,780	27,045	27,995	26,235	25,280	26,295	30,670	27,290	26,125	321,945
Marketing	111,515	103,050	109,075	99,755	72,065	77,920	66,065	70,420	76,515	84,880	65,970	85,605	1,022,835
HR Expenses	65,120	47,960	44,325	51,880	40,555	39,130	46,660	45,605	38,325	46,465	43,545	56,235	565,805
Facilities Expenses	38,295	44,165	51,655	45,625	47,640	37,500	39,480	35,845	41,100	52,840	43,985	46,150	524,280
Vehicles Expenses	11,795	15,460	15,950	20,800	20,455	21,145	20,170	17,760	16,685	11,800	8,730	9,305	190,025
Aid to NPS	3,496,715	14,910	71,820	62,190	69,905	59,375	48,520	23,400	11,350	18,095	14,235	1,115,670	7,006,185
Visitor and Community Engagement	16,540	7,660	14,565	15,290	11,995	11,350	330,410	7,665	13,510	10,785	8,660	54,855	503,285
Philanthropy Expenses	154,955	161,170	176,145	244,240	193,760	188,300	185,580	162,885	155,805	217,465	163,825	175,590	2,179,720
Volunteer Program Expenses	21,115	5,030	5,035	44,560	5,035	5,030	19,550	5,030	5,835	20,035	5,030	5,935	147,220
TOTAL EXPENSES	4,339,520	870,580	1,071,330	1,449,325	1,131,965	1,159,425	1,388,265	908,515	922,425	1,014,895	808,550	4,235,650	19,300,415
NET INCOME	(336,190)	(361,930)	(55,730)	339,730	727,210	446,335	326,230	(264,065)	(426,050)	892,110	(346,460)	(548,875)	392,345
Depreciation	52,000	52,000	52,000	53,000	53,000	53,000	54,000	54,000	54,000	55,000	55,000	55,000	642,000
TOTAL UNRESTRICTED FUNDS NET II	(388,190)	(413,930)	(107,730)	286,730	674,210	393,335	272,230	(318,065)	(480,050)	837,110	(401,460)	(603,875)	(249,655)
Restricted Donations	-	-	-	-	-	-	-	-	-	-	-	13,123,775	13,123,775
TOTAL GROSS REVENUE	553,400	564,130	1,223,690	2,035,160	2,281,570	1,996,285	2,050,305	793,785	506,730	1,936,905	493,180	13,720,525	28,155,665

1. Name of your organization.

Yellowstone Forever

2. Grant #

201608225

3. Grant Period

12/1/2016 - 11/30/2017

4. Location of your organization

City - Bozeman

State - Montana

5. Name and Title of person completing evaluation.

Justin Barth

6. Phone Number:

4065866303

7. Email address.

jbarth@yellowstone.org

8. Total number of clients served through this grant funding:

Approximately 1,416,665. Visitor use surveys suggest that roughly 33% of Yellowstone's 4,250,000 annual visitors were served by at least one of the trail areas impacted by the grant.

9. Describe the project's key outcomes and results based on the goals and objectives. Using the following format:

The youth crewmembers received intensive life and work skill trainings within the project as they learn technical rigging and masonry construction techniques, drainage and erosion control and rehabilitation and restoration of native resources, and park science, resources, social issues and natural resource stewardship.

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

As is common with seasonal work, weather posed some challenges in 2017. Spring brought many late thaws, intermittent driving and hiking hazards. As the summer ended, winter weather unexpectedly returned a month early and brought major changes to the Mount Washburn project.

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

The staff and crews barricaded and secured the area around a sloughing masonry wall adjacent to the Washburn overlook at the onset of the weather, while keeping safety and resource protection at the forefront as the project made the successful adjustments where needed. The crews travelled to the Old Faithful trail network, where the ground and driving conditions were more welcoming and conducted much needed-deferred trail corridor brushing, clearing and thread reconstruction while awaiting the thawing of the other worksites.

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

Through the collaborative crew work, the youth crewmembers receive intensive life and work skill trainings within the project as they learn technical rigging and masonry construction techniques, drainage and erosion control and rehabilitation and restoration of native resources and park sciences, social issues and natural resource stewardship. After the conclusion of the summer sessions, some parents of the youth crewmembers have called the crew leaders and remarked about their child completing chores without being asked or wanting to sleep outside every night to look at the stars. Through their experience, the youth grow to understand and appreciate Yellowstone's natural, historical and cultural heritage and are inspired to become lifelong stewards of the park.

13. Briefly describe the impact this grant

The S.L. Gimbel Foundation grant funded targeted work to address the deficiencies and deterioration, visitor and employee safety, and impacts to natural resources of three iconic trails in the Yellowstone National Park: Bechler, North Rim, and Dunraven/Mount Washburn Trail Networks. In 2017, the grant supported 62 youth crewmembers as they worked alongside National Park Service staff to restore the trails as well as learn about resource protection. The work made possible by the grant included clearing, brushing, and delineation of braiding and socially-caused impacts on over 22 miles of park trail; building 120+ retention, erosion control,

...I barely liked going out the door before YCC, now I can't wait to go outside and enjoy it."
...to be more aware of how my actions impact the environment."
...how to follow and how to be a better leader."

"YCC made me feel...

...hopeful about my future."
...like a part of something bigger."
...like a part of a family and like I can do more than I originally thought."
...like I belong to something and I am valuable."
...for the first time physically, mentally, and emotionally safe."
...like a missing piece was restored, or gained."
...like a new whole better person."

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

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

50% of clients served by the grant are women and 50% of visitors are men.

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: JAN 28 2016

NEW YELLOWSTONE
222 E MAIN ST STE 301
BOZEMAN, MT 59715

Employer Identification Number:
47-5427975
DLN:
17053334312005
Contact Person:
CARLY D YOUNG ID# 31494
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
February 28
Public Charity Status:
170(b)(1)(A)(vi)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
October 27, 2015
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

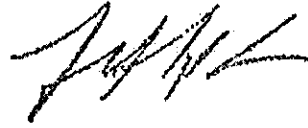
If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Letter 947

NEW YELLOWSTONE

Sincerely,

A handwritten signature in dark ink, appearing to read 'Jeffrey I. Cooper', with a stylized, sweeping flourish at the end.

Jeffrey I. Cooper
Director, Exempt Organizations
Rulings and Agreements

SECRETARY OF STATE
Linda McCulloch -- State of Montana



Montana State Capitol
PO Box 202801
Helena, MT 59620-2801

HOLLAND & HART
MICHAEL A MONSON
PO BOX 639
BILLINGS MT 59103-0639

CERTIFICATE OF FILING

I, LINDA McCULLOCH, Secretary of State of the State of Montana, do hereby certify that

OLD NAME: NEW YELLOWSTONE
NEW NAME: YELLOWSTONE FOREVER

filed its ARTICLES OF AMENDMENT in this office and has fulfilled the applicable requirements set forth in law. By virtue of the authority vested in the office, I hereby issue this certificate evidencing filing effective on the date shown below. I wish you the best of luck with all your future endeavors as part of the Montana business community.

Certified File Number: D268016 - 1808985

Dated: June 29, 2016

Effective Date: June 29, 2016

A handwritten signature in cursive script that reads "Linda McCulloch".

Linda McCulloch
Secretary of State



* 0 2 6 8 0 1 6 *



* 1 8 0 8 9 8 5 *