



2021 S.L. Gimbel Foundation Fund Grant Application

Internal Use Only:
Grant _____

Organization / Agency Information

1) Organization/Agency Name: National Wildlife Federation / #SaveLACougars		
2) Physical Address: 11100 Wildlife Center Drive, Reston VA 20190		City/State/Zip
3) Mailing Address: Same as above		City/State/Zip
4) CEO or Director: Collin O'Mara, President & CEO		Title:
5) Phone: 202-797-6892	6) Fax:	7) Email: Collin@nwf.org
8) Contact Person: Beth Pratt, California Regional Executive Director & #SaveLACougars Leader		Title:
9) Phone: 209-620-6271	10) Fax:	11) Email: prattb@nwf.org
12) Web Site Address: www.savelacougars.org www.nwf.org		13) Tax ID: 53-0204616

Program / Grant Information

Interest Area: Animal Protection Education Environment Health Human Dignity

14) Program/Project Name: #SaveLACougars: Wildlife Crossing at Liberty Canyon		15) Amount of Grant Requested: \$2,000,000	
16) Total Organization Budget: \$141,793,000	17) Per 990, Percentage of Program Service Expenses (Column B / Column A x 100): 84.4%	18) Per 990, Percentage of Management & General Expenses Only (Column C / Column A x 100): 6.1%	19) Per 990, Percentage of Management & General Expenses and Fundraising (Column C+D / Column A x 100): 9.5%
20) Purpose of Grant Request (one sentence): To fund the construction of the wildlife crossing at Liberty Canyon over the 101 Freeway to prevent the extinction of a population of mountain lions and reconnect an ecosystem for all wildlife in the Santa Monica Mountains and the greater Los Angeles area.			
21) Program Start Date (Month and Year): Construction start estimate: Feb/March 2022		22) Program End Date (Month and Year): Construction end estimate: November 2024	
23) Gimbel Grants Received: List Year(s) and Award Amount(s) N/A			

Signatures

24) Board President / Chair: (Print name and Title) Kent Salazar, Board Chair	Signature:	Date:
25) Executive Director/President: (Print name and Title) Collin O'Mara, President and CEO	Signature:	Date:

2021 S.L. Gimbel Foundation Fund APPLICATION

Narrative

Please provide the following information by answering **ALL** questions (I to IV), **12 Font, One Inch Margins, Times New Roman**. Use the format below (I to IV). **Type the question**. Type your complete answers to the question directly below the question. Please be thorough, clear, specific, and concise.

1. Organization Background

A) What are the history, mission and purpose of your organization?

The National Wildlife Federation's mission is to unite all Americans to ensure wildlife thrive in a rapidly changing world. The organization is committed to uniting people around our shared love of nature and wildlife by creating a welcoming and inclusive community representative of all Americans. By respecting and valuing the diversity of connections to the natural world and wildlife, we have convened a powerful movement.

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

As one of the oldest and largest conservation groups in the country, the National Wildlife Federation, founded in 1936, has partnered with people and institutions to create tremendous benefits for habitat, wildlife and people for over 80 years.

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

- The National Wildlife Federation has been a critical partner in the creation of the largest wildlife crossing in the world—the wildlife crossing at Liberty Canyon in California—which will create safe passage for wildlife (such as isolated mountain lions) near the 101 Freeway and we have secured over \$72 million to date to fund the project. And on Capitol Hill, the Federation led efforts to include \$300 million in an infrastructure investment approved by Congress to improve wildlife crossings, reduce the number of wildlife- vehicle collisions and enhance habitat connectivity.
- By engaging large institutions, cities and universities, the National Wildlife Federation leveraged its conservation muscle to engage communities in saving the Monarch butterfly. More than 500 cities across North America have signed the Mayors' Monarch Pledge to create native habitat in public parks, city landscaping, roadsides and open spaces. In Texas alone, more than 100 mayors have stepped up, reflecting critical commitments in a key region for monarch butterfly survival.
- To help restore wild buffalo, which were nearly exterminated a century ago, the National Wildlife Federation's Tribal Partnerships program has been working in close partnership with tribal governments for two decades to bring buffalo home to tribal lands. This effort has restored more than 350 bison to those lands in recent years, ensuring tribal connections to bison for generations to come. Bringing bison back revitalizes landscapes, habitat and wildlife diversity while reestablishing Native Americans' cultural and historic connections to buffalo. To help realize a vision of restoring tens of thousands of bison on millions of acres of tribal lands, the National Wildlife Federation will continue pushing for legislation such as the bipartisan Indian Buffalo Management Act.

D) What are your key programs and activities?

The National Wildlife Federation’s strategic plan outlines our key areas of focus built upon sound science, clear priorities, and scalable solutions:

Protect, Restore, and Connect Wildlife Habitat: Active restoration and reconnection of fragmented and degraded habitat across protected lands, working lands, waterways, coasts, and communities.

Transform Wildlife Conservation: Advancing 21st century wildlife management, defending public trust resources, and confronting emerging stressors like climate change, invasive species, and wildlife diseases

Connect Americans with Wildlife: Inspiring the next generation of conservationists and mobilizing a diverse conservation army to broaden the stewardship ethic, conservation action, public and private investments, and support for policy changes necessary to save thousands of at-risk species in our time

E) Describe the communities you serve. Include populations, geographic locations served, and relevant statistics.

With over 6 million supporters nationwide, the National Wildlife Federation operates from offices across the country, including our headquarters in Reston, Virginia; a National Advocacy Center in Washington, D.C.; and seven regional centers. The Federation also works with 52 state and territory affiliates—autonomous, nonprofit organizations that take the lead in state and local conservation efforts and collaborate with the National Wildlife Federation to conduct grassroots activities on national issues.

2. Project Information:

A) Statement of Need

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

"Nature doesn't work without connection," said author Mary Ellen Hannibal, and the science is now clear that wildlife need large landscape connectivity in order to have a future. The Southern California freeway system—most critically the U.S. 101 transiting through the Santa Monica Mountains—acts as a significant barrier to genetic movement for mountain lions and all wildlife, a situation that will cause the eventual degradation and collapse of the region's cougar population due to inbreeding.

Two decades of study by the National Park Service in the Los Angeles area has shown roads and development are not only proving deadly for animals trying to cross, but have also created islands of habitat that can genetically isolate all wildlife—from bobcats to birds to lizards. The species most immediately at risk, the mountain lion, could vanish from the area within our lifetime. [One recent study](#) reaffirmed the importance of the project, noting that the Southern California mountain lion population is nearing an “extinction vortex.” In April of 2020, [the California Fish and Game Commission unanimously voted to advance the petition](#) by the Center for Biological Diversity and the Mountain Lion Foundation to declare this population of cougars as threatened under the state’s Endangered Species Act for final consideration. And in

September of 2020, the National Park Service [announced an alarming discovery](#) that further underscored the critical and urgent need for the wildlife crossing—the first physical abnormalities linked to an inbreeding depression in the area mountain lions. “This is something we hoped to never see,” said wildlife biologist Jeff Sikich. “We knew that genetic diversity was low here, but this is the first time we have actually seen physical evidence of it. This grave discovery underscores the need for measures to better support this population.”

B) Project Description

1. Describe your project. How does your project meet the community need?

2. What is unique and innovative about this project?

To solve this critical issue of a fragmented landscape threatening wildlife and biodiversity health in Southern California, the proposed wildlife crossing at Liberty Canyon, located in Agoura Hills, California within the boundaries of the Santa Monica Mountains National Recreation Area, will span ten lanes of pavement across the U.S. 101 Freeway, along with covering an adjacent road. This visionary structure will preserve biodiversity across the region by connecting an integral wildlife corridor, and most critically, help save a threatened local population of mountain lions from extinction. When complete, the crossing will be the largest in the world, the first of its kind in California, and will serve as a global model for urban wildlife conservation. The project also supports both the state of California, and the Federal government’s “30 by 30” conservation initiatives.

The project also advances long-standing regional and local efforts to establish habitat connectivity for wildlife across the 101 Freeway. The preservation of this key wildlife linkage spans over thirty years of protecting vital habitat by groups like the Santa Monica Mountains Conservancy. Hundreds of millions of dollars have been dedicated to acquiring and preserving open space in the Santa Monica Mountains over almost half a century, and the wildlife crossing provides a critical last step in the historical effort of preservation that will help re-establish connectivity and ensure the future ecological health of an entire region.

The wildlife crossing at Liberty Canyon is a public-private partnership of monumental scope, leveraging the capacity, expertise, and leadership of dozens of organizations and institutions from the public and private sectors. The five organizations who serve as the Liberty Wildlife Corridor Partners are: National Wildlife Federation (NWF), California Department of Transportation (Caltrans), Santa Monica Mountains Conservancy (SMMC) & Mountains Recreation and Conservation Authority, National Park Service (NPS), and the Resource Conservation District of the Santa Monica Mountains (RCDSMM). An Executive Team with representatives from SMMC, NWF, and Caltrans serve as the leadership for the partners. Representatives from Senator Henry Stern and Assemblymember Richard Bloom’s offices attend the partner meetings, along with retired Senator Fran Pavley. The project partners also added a world-renowned design team led by a landscape architectural practice, Living Habitats LLC, that collaborates with Caltrans and coordinates with a broad team of wildlife crossing experts in the planning and design development of the wildlife crossing.

The wildlife crossing at Liberty Canyon is a project for the next century, and the structure will endure for decades, providing a lasting benefit to wildlife for generations to come.

C) Project Goal, Objective, Activities and Expected Outcome

- 1. Note: Objective, Outcome and Evaluation must all be based on the SAME QUANTIFIABLE CRITERIA (for example, “number served, or acres improved”). This quantifiable criteria should refer to the grant amount you are requesting from the Gimbel Foundation only and not the total program.**

State ONE GOAL, ONE OBJECTIVE, ONE OUTCOME. USE NUMBERS AND DO NOT USE PERCENTAGES.

- 2. State ONE project goal. The Goal should be an aspirational statement, a broad statement of purpose for the project.**
- 3. State One Objective.** The Objective should be specific, measurable, verifiable, action-oriented, realistic, and time-specific statement intended to guide your organization’s activities toward achieving the goal. **Specify the activities** you will undertake to meet the objective and number of participants for each activity.
- 4. State One Outcome.** An outcome is the individual, organizational or community-level change that can reasonably occur during the grant period as a result of the proposed activities or services. What is the key anticipated outcome of the project and impact on participants? State in a quantifiable and verifiable term.
- 5. Evaluation:** How will progress towards the objective (per above) be tracked and outcome measured?
Provide specific information on how many individuals will be evaluated (should be the same number as in the objective), how you will collect relevant data and statistics that meet your objective and validate your expected outcome, in a quantifiable manner, as you describe your evaluation process.

BELOW IS AN EXAMPLE OF GOAL, OBJECTIVE, OUTCOME 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. Do not use percentages)

STATE THE GOAL, OBJECTIVES, AND 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 sufficient in 90 days.

OBJECTIVE: House up to **145 homeless youth** referred or who contact us within 24 hours.

ACTIVITIES:

1. For each of 145 youth identified, develop a case management file.
2. Create a 90 day sufficiency action plan for each of the 145 youth.
3. Input weekly progress reports for each of the 145 youth.

OUTCOME: We expect to **provide rapid rehousing to over 145 homeless youth** in 2020.

EVALUATION: Using Build Futures’ Salesforce data base 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 successes or lower numbers of youth in the program.

WRITE YOUR RESPONSES HERE AND Use the following format for your goal, objective, respective activities and expected outcome:

GOAL: Reconnect the Santa Monica Mountains regional ecosystem to open space north of the 101 Freeway to ensure a future for mountain lions and other area wildlife.

OBJECTIVE: Design and construct a wildlife crossing for mountain lions and other area wildlife that will prevent the genetic isolation of wildlife populations and allow for animals to freely travel to secure food, territory and mates.

ACTIVITIES:

1. Conduct research on genetic health and movement patterns of mountain lions and other area wildlife (COMPLETE AND ONGOING)
2. Prepare a feasibility study for a wildlife crossing and conduct site assessments (COMPLETE)
3. Prepare an environmental review for a wildlife crossing (COMPLETE)
4. Conduct final design and engineering for a wildlife crossing (COMPLETE FOR STAGE 1)
5. Construct a wildlife crossing to facilitate movement for area mountain lions and other area wildlife

OUTCOME: **Finish and open the wild life crossing by Fall of 2024.**

EVALUATION: The National Park Service, who has been conducting research on the area mountain lions and other wildlife for over 20 years, will be tracking wildlife movement, along with genetic health, before, during and after the crossing is built to assess the success of the project.

D) Timeline

Provide a timeline for implementing the project. The start date and end date should be the same dates on the cover page.

The program start date is: February/March 2022 (Construction phase)

The program end date is: November 2024 (Construction phase)

Include timeframes for specific activities, as appropriate.

The time frame for all Caltrans phases of project are detailed below:

Phase 1: Caltrans Feasibility Study- Funded & Completed in 2015.

Phase 2: Caltrans Environmental Assessment- Funded & Completed in 2018.

Phase 3: Caltrans Final Design & Engineering- Funded and completed for stage 1.

Phase 4: Caltrans Construction-Construction is estimated to begin in February/March 2022.

E) Target Population

1. Who will this grant serve?

This grant will serve the wildlife of the greater Santa Monica Mountains regional ecosystem, as well as wildlife in adjacent areas, by advancing biodiversity resiliency and ecological health.

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

Re-connecting the entire region is of significant ecological importance. Located adjacent to the city of Los Angeles, the second largest city in the United States, the Santa Monica Mountains is one of the largest and most significant examples of Mediterranean-type ecosystems in the world. Located in one of just 36 'biodiversity hotspots' worldwide—and the only one of two in the continental United States—the mountains are home to over 1,000 plant species in 26 distinct natural communities, from freshwater aquatic habitats and two of the last salt marshes on the Pacific Coast, to oak woodlands, valley oak savannas, coastal sage, and chaparral. Numerous mammals are found in the Santa Monica Mountains, including bobcats, coyotes, and mountain lions, along with nearly 400 species of birds, and 35 species of reptiles and amphibians. The Santa Monica Mountains are also home to more than 50 threatened or endangered plants and animals –among the highest concentrations of such rare species in the United States.

F) Projects in the Community

1. How does this program relate to other existing programs in the community?

Decades of local, regional and statewide scientific study, research projects, and planning efforts have informed the need for this wildlife crossing. The wildlife crossing at Liberty Canyon will reconnect the region from the Santa Monica Mountains to the Sierra Madre Range, one of the few coastal-to-inland connections remaining in southern California. South Coast Wildlands' innovative 2008 whitepaper and the California Department of Fish & Wildlife's 2010 California Essential Habitat Connectivity Project, among other sources, have identified the need to preserve and enhance this critical linkage, "as one of the highest priority linkages to conserve in order to sustain ecological and evolutionary processes" in California's South Coast Ecoregion, due to existing land use pressures and climate change. As such, this linkage is now recognized in several county and city general plans.

The project is also compatible with tribal historic preservation goals, which seek to protect and enhance disappearing/non-renewable natural landscapes within their ancestral lands. In addition, the mountain lion is considered sacred in Chumash cosmology. Providing a safe and sustainable wildlife passage to reduce mountain lion mortality rates along with the restoration of native vegetation is of significance to the tribes and is complimentary to their efforts in cultural sustainability (i.e., preservation of their tribal heritage).

2. Who are your community partners (if any)?

The strength of the wildlife crossing project from its earliest stages has been a dedicated coalition built with a wide variety of public, private and non-profit resources, agencies, and supporters. The Liberty Wildlife Corridor Partnership is at the core of this effort, and is represented by: California Department of Transportation, National Park Service, Santa Monica Mountains Conservancy/Mountains Recreation and Conservation Authority, National Wildlife Federation, and the Resource Conservation District of the Santa Monica Mountains.

In addition, ongoing active support and participation from the early stages of the project came from elected officials such as California State Senator Fran Pavley, (retired), California Assemblymember Richard Bloom, California State Senator Henry Stern, LA County Supervisor Sheila Kuehl, Ventura County Supervisor Linda Parks, and U.S. Congressman Ted Lieu. The crossing site south of the freeway is located in the City of Agoura Hills, another key partner who passed a resolution supporting the project. Surrounding cities such as Malibu, Calabasas, and Thousand Oaks have also passed similar declarations, and the Southern California Association of Governments, the nation's largest metropolitan planning organization, representing six counties, 191 cities and more than 18 million residents, also passed a resolution in favor of the project.

The public support for this wildlife crossing has proven unprecedented. A total of 8,859 comments were received in response to the draft Environmental Document, with only 15 opposed. Support for this wildlife crossing also extends around the world—people around the country and across the globe have made donations to the project and taken action to urge for its completion. International media outlets such as [AP News](#), [BBC World News](#), [Wall Street Journal](#), [NPR](#), [Marketplace](#), [The Guardian](#), [National Geographic](#), [The New Yorker](#), [CBS This Morning](#), [Los Angeles Times](#) and many more have featured the story of the crossing—the project has received over a billion media impressions globally.

3. Who else in the community is providing this service or has a similar project?

The project is the first of its kind in the community.

4. How are you utilizing volunteers?

The involvement of volunteers plays an important role in the National Wildlife Federation's work and is essential to expanding the impact of our initiatives and programs. The #SaveLACougars campaign provides many opportunities for citizen/community science activities, volunteer leadership, and mentorship through our community outreach efforts in Los Angeles schools, school and community wildlife habitat program, and through Urban Wildlife Week and P-22 Day.

G) Use of Grant Funds

How will you use the grant funds? This answer should align with the specific activities previously outlined in C) Project Goal, Objectives, Activities and Expected Outcomes

Funds from this grant will be used for Phase 4: Construction of the wildlife crossing

III. Project Future

A) Sustainability

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

The long-term monitoring, management and maintenance activities of the wildlife crossing at Liberty Canyon will be jointly managed by the Liberty Wildlife Corridor Partners as appropriate for their respective roles:

- The maintenance and management of the structure will be managed by Caltrans, while the landscape on the structure will be overseen by the Mountains Recreation and

Conservation Authority as per an already completed and signed MOU. Both agencies, as part of their established project management process, will establish the appropriate long-term maintenance and management plans required by their agencies once the construction plans are completed.

- The National Park Service will continue their long-term research at the site and surrounding areas as per existing cooperative and research agreements with the MRCA.
- An agreement between MRCA and Caltrans for long term maintenance and operations is in place and available upon request. Caltrans holds the rights to build the wildlife crossing and will be managing the structure, while MRCA the landscape on top of the structure.
- There is also a cooperative agreement between the National Park Service and MRCA for research purposes available upon request
- The National Wildlife Federation has committed to fundraising for million-dollar endowments for the NPS research and the MRCA landscape maintenance and habitat stewardship.

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

A) Governance

1. Describe your board of directors and the role it plays in the organization.

The National Wildlife Federation’s governing documents and the laws of the District of Columbia, under which we are incorporated, vest oversight of Federation affairs in its Board of Directors. The Board also has the responsibility of hiring and overseeing the performance of the president, who in turn hires and supervises staff. These two roles – oversight of general Federation affairs and performance review of the CEO specifically – distinguish members of the Board from other volunteers and Federation staff. More than 50 percent of the Board are elected by the Federation’s 52 independent state and regional affiliates; the remaining seventeen are at-large directors.

2. What committees exist within your board of directors?

National Wildlife Federation Board Committees (updated August 7, 2021) include:

- Audit Committee
- Governance Committee
- Alumni Circle Subcommittee
- Conservation Program Planning Committee
- Credentials & Affiliate Standards Committee
- Partnerships and Coalitions Committee
- Development Committee
- Finance Committee
- Diversity, Equity, Inclusion and Justice Committee
- Investment Committee
- Innovation
- Annual Meeting Design
- Executive Committee

3. How does the board of directors make decisions?

Decisions made by the board are voted on at the board meetings. Occasionally there might be an urgent issue that the board is asked to vote on via email which requires unanimous approval.

B) Management

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

Liberty Wildlife Crossing Executive Team

Beth Pratt: Beth is the California Regional Executive Director, and the leader of the #SaveLACougars campaign. Pratt possesses over thirty years of experience in environmental leadership roles and has worked in two of the country's largest national parks: Yosemite and Yellowstone. She graduated from the University of Massachusetts at Boston with bachelor's degrees in management and biological anthropology, and a minor in marketing. She also obtained a Master's of Business Administration from Regis University in Denver, and earned the U.S. Green Building Council's LEED AP credential.

David Szymanski: David serves as the Superintendent for the Santa Monica Mountains Recreation Area, an urban national park encompassing 154,000 acres of mountains and coastline in Ventura and Los Angeles counties. About 35 million visitors a year use the network of local, state and federal parks interwoven with private lands and communities. superintendent for the Santa Monica Mountains National Recreation Area. Szymanski has worked with parks throughout the country as well as in Madagascar and studied engineering at University of Michigan.

Robert Rock: Robert is a landscape architect currently practicing as a Principal at Living Habitats, a landscape architecture and design firm based in Chicago. His work has focused on the artful integration of infrastructure within the landscape fabric. Robert previously practiced at Michael Van Valkenburgh Associates for fifteen years, where he co-led the winning entry in the 2010 ARC International Wildlife Crossing Infrastructure Design Competition. For the wildlife crossing project, Robert leads a world-renowned design team that collaborates with Caltrans and coordinates with a broad team of wildlife crossing experts in the planning and design development of the wildlife crossing.

Sheik Moinuddin: Functioning as Caltrans Program and Project Manager, Sheik manages the project to make sure it is built within scope, time and budget. Currently pursuing Ph.D. in Environmental Engineering at UCLA, Sheik possesses an M.S. in Environmental Engineering, from Cal State Long Beach, and a B.S. in Civil Engineering from the University of Louisiana, Lafayette. Sheik has over 27 years of experience working for Caltrans. He started his career as a Design Engineer, and later worked in Operations and Construction. Now working as a project Engineer, he currently manages a large-scale projects like the Union Station (Link US), a \$2.7 billion project, and several projects involving bridges.

Rorie Skei: Rorie serves as Chief Deputy Director of the Santa Monica Mountains Conservancy, and oversees acquisition, park development, and watershed planning staff; partnerships with local, state, and federal governments; and resource protection of the 75,000 acres of parkland that have been preserved for the public to date. She also serves ex officio as the Chief Deputy Executive Officer of the Mountains Recreation and Conservation Authority (MRCA), a joint powers agency; and is Deputy Executive Officer for seven other joint powers

authorities in which the Conservancy is a member. She is a sworn park ranger with MRCA. Since 1981, she has been the appointed public member and is the current chairperson of the Conejo Open Space Conservation Agency, a joint powers agency between the City of Thousand Oaks and the Conejo Recreation and Park District.

Barbara Marquez: As the Deputy District Director for sustainability, Barbara provides executive support for project sustainability elements. Barbara holds a B.S. in Biology from the University of Illinois Urbana-Champaign, and an M.S. in Urban & Regional Planning from Cal Poly Pomona. Barbara has extensive experience in project sustainability having worked in this area for Caltrans District 7 & 12 for over eight years. She has specific experience with wildlife corridors ensuring environmental document and biological permitting compliance. Barbara has presented and co-authored articles on wildlife connectivity related to impacts from Caltrans freeways.

2. **What is the CEO/Executive Director's salary?** The President and CEO of the National Wildlife Federation's salary is \$305,703.

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

A) **Budget Table:** Provide a detailed line-item budget for your entire program by completing the table below. Note that if funded, this is the budget that you will have to refer to in the Evaluation (Final) Report.

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) The Gimbel Foundation **does not fund indirect costs.**

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel	Line Item Total of Project
Phase 1: Caltrans Feasibility Study/Project Study Report	Funded & Completed in 2015. Funded by grant from MRCA/Santa Monica Mountains Conservancy		\$250,000	\$0	\$250,000
Phase 2: Caltrans Environmental Assessment	Funded & Completed in 2018. Grant from California State Coastal Conservancy		\$1,200,000	\$0	\$1,200,000
Phase 3: Caltrans Final Design & Engineering	Funded and in process. Blueprints and bid solicitation to be released in December 2021		\$8,750,000	\$0	\$8,750,000
Phase 4: Caltrans Construction	Final construction costs will be released with the completion of phase 3. In working with Caltrans on this, we		\$63,000,000	\$2,000,000	\$65,000,000

	estimate at this time construction costs will be \$65 million.				
<i>Please note all funds in “Support from Other Funders” for the project have been secured by the National Wildlife Federation’s #SaveLACougars campaign. The budget includes direct Caltrans project costs only.</i>					
TOTALS:			\$73,200,000	\$2,000,000	\$75,200,000

B) Narrative: The budget narrative is the justification of “how” and/or “why” a line item helps to meet the program deliverables. Provide a description for each line item. Each line item must have a narrative. Explain how the line item relates to the program. If you are requesting funds to pay for staff, list the specific duties of each position. See attached SAMPLE Program Budget and Budget Narrative

The four Caltrans project phases of wildlife crossing at Liberty Canyon are as follows:

Phase 1: The Project Study Report provides an assessment of the feasibility of the project, and outlines alternatives to consider based on the project goal. This phase was completed in May 2015 and funded by a \$250,000 grant from the Mountains Recreation Conservation Authority.

Phase 2: Project Approval and Environmental Document (PA/ED) was completed in April 2018 and the \$1.2 million cost was funded by the California State Coastal Conservancy. Results from this phase include the selection of a Preferred Design Alternative and a Negative Declaration/Finding of No Significant Impact (ND/FONSI). Caltrans findings from the PA/ED phase underwent public review.

Phase 3: The projected just completed for stage 1 of the Plans, Specifications and Estimates Phase (PS&E), the final design and engineering for the project, which produces the final blueprints. Cost of \$8.7 million was funded by numerous donors. The project is now ready to go out to bid.

Phase 4: Construction is anticipated to begin in February/March of 2022. Once the bid is finalized, we will provide the funder with a detailed breakdown of all costs including staffing, materials, supplies and construction

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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
Wallis Annenberg & the Annenberg Foundation	\$25,000,000
California Wildlife Conservation Board	\$25,000,000
State of California AB128	\$7,000,000
Santa Monica Mountains Conservancy	\$3,000,000
California State Coastal Conservancy	\$2,200,000
Other gifts from multiple individuals, foundations, and organizations	\$6,800,000

Pending

Name of Funder: Foundation, Corporation, Government	Amount	Decision Date
Congressman Lieu appropriations request to the House Transportation and Infrastructure Committee	\$3-5 million	Dec 2021/Jan 2022
Corporate gift in process	\$1 million	Dec 2021
Other pending requests for gifts from multiple individuals, foundations, and organizations	\$3 million	Dec 2021

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
Individual Contributions	\$40,209,000	43.43%	Other	\$10,709,000	11.57%
Publications	\$14,001,000	15.12%	Royalties	\$899,000	0.97%
Corp/Foundation Grants	\$11,669,000	14.99%	Investment Income	\$2,305,000	2.49%
Government Grants	\$1,720,000	1.86%	Education Materials	\$8,858,000	9.57%

Notes:

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VII. Financial Analysis

Agency Name: National Wildlife Federation

Most Current Fiscal Year (Dates): From 09/01/2020 To: 08/31/2021

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
\$91,150,244	\$76,691,102	\$5,649,957	\$8,809,185

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%	84.14%	6.20%	9.66%

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
5.91%	6.20%	-0.29%

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

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
\$2,800,000	\$14,286,000	\$16,385,000	1.04

Excess or Deficit for the Year:

Excess or (Deficit) Most recent fiscal year end	Excess or (Deficit) Prior fiscal year end
-\$8,681,302	\$4,628,893

Notes:

VIII. EMAIL TWO PDF files to Gimbel@iegives.org

A. One PDF file of the following, #1 to #5

B. Second PDF file of the following, #6 & #7

#1	Completed Grant Application Form (cover sheet, narrative), budget page and budget narrative (see sample) and sources of funding, financial analysis page	#6	A copy of your most recent year-end financial statements (audited if available)
#2	Your current operating budget and the previous year's actual expenses (see sample Budget Comparison)	#7	A copy of your most recent 990. Please make sure that the Form 990 you submit is no more than two (2) years old.
#3	Part IX only of the 990 form, Statement of Functional Expenses (one page). Please make sure that the Form 990 you submit is no more than two (2) years old.		
#4	For past grantees, a copy of your most recent final report.		
#5	A copy of your current 501(c)(3) letter from the IRS		

**National Wildlife Federation
Budget Comparison**

	Actuals Most Recently Completed Year	Budget Projections Current Year	Variance
	2021	2022	
Income			
Individual Contributions	44,791,628.00	42,662,000.00	2,129,628.00
Corporate Contributions	3,788,315.00	2,085,000.00	1,703,315.00
Foundation Grants	25,878,845.00	30,148,000.00	(4,269,155.00)
Government Contributions	3,323,951.00	7,994,000.00	(4,670,049.00)
Other Earned Income	36,167,630.00	57,544,000.00	(21,376,370.00)
Other Unearned Income			-
Interest & Dividend Income	25,524,015.00	1,584,000.00	23,940,015.00
Total Income	139,474,384.00	142,017,000.00	(2,542,616.00)
Expenditures			
Personnel			
Salary CEO/Executive Director			-
Staff Salary (total)	38,085,104.00	45,740,000.00	(7,654,896.00)
Payroll Taxes			-
Insurance - Workers' Comp			-
Insurance - Health			-
Payroll Services			-
Retirement			-
Total Personnel	38,085,104.00	45,740,000.00	(7,654,896.00)
General Program/Administrative			
Bank/Investment Fee			-
Publications			-
Conferences & Meetings	535,825.00	3,433,000.00	(2,897,175.00)
Mileage			-
Audit & Accounting			-
Program Consultants	20,550,813.00	17,160,000.00	3,390,813.00
Insurance Expense	828,293.00	842,000.00	(13,707.00)
Telephone Expense - Land Lines	631,247.00	682,000.00	(50,753.00)
DSL & Internet			-
Website			-
Office Supplies			-
Postage & Delivery	11,923,111.00	16,055,000.00	(4,131,889.00)
Printing & Copying	9,458,980.00	10,588,000.00	(1,129,020.00)
Miscellaneous	19,142,672.00	47,293,000.00	(28,150,328.00)
Total General Program/Administrative	63,070,941.00	96,053,000.00	(32,982,059.00)
Total Expenditures	101,156,045.00	141,793,000.00	(40,636,955.00)
Revenue Less Expense	38,318,339.00	224,000.00	38,094,339.00

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 X

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 ...	4,831,990.	4,831,990.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	356,362.	356,362.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	490,971.	490,971.		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	2,303,282.	1,123,279.	876,505.	303,498.
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	26,400,008.	23,413,108.	1,925,753.	1,061,147.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	4,058,675.	3,526,213.	344,200.	188,262.
9 Other employee benefits	2,860,115.	2,508,266.	219,829.	132,020.
10 Payroll taxes	2,208,237.	1,895,109.	208,678.	104,450.
11 Fees for services (nonemployees):				
a Management				
b Legal	185,416.	164,268.	6,785.	14,363.
c Accounting	142,177.	126,709.	4,862.	10,606.
d Lobbying	470,859.	470,859.		
e Professional fundraising services. See Part IV, line 17	450,807.			450,807.
f Investment management fees	312,990.	261,910.	18,466.	32,614.
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch. O.)	13,868,231.	12,516,753.	470,884.	880,594.
12 Advertising and promotion	937,341.	784,367.	55,303.	97,671.
13 Office expenses	13,979,486.	10,384,326.	715,287.	2,879,873.
14 Information technology	2,447,562.	2,048,120.	144,406.	255,036.
15 Royalties	544,382.	390,268.	22,047.	132,067.
16 Occupancy	402,573.	322,220.	69,807.	10,546.
17 Travel	1,272,777.	1,170,768.	59,661.	42,348.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
19 Conferences, conventions, and meetings	1,048,081.	903,041.	52,435.	92,605.
20 Interest	435,877.	364,742.	25,717.	45,418.
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	1,697,867.	1,358,973.	294,410.	44,484.
23 Insurance	301,977.	252,694.	17,817.	31,466.
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a MAJOR PROGRAM MATERIALS	6,711,589.	5,161,337.		1,550,252.
b LIST RENTAL SERVICES	1,190,366.	853,373.	48,210.	288,783.
c OTHER EXPENSES	774,115.	646,312.	50,386.	77,417.
d TEXT/EDITORIAL	326,866.	261,052.	12,272.	53,542.
e All other expenses	139,265.	103,712.	6,237.	29,316.
25 Total functional expenses. Add lines 1 through 24e	91,150,244.	76,691,102.	5,649,957.	8,809,185.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input checked="" type="checkbox"/> X if following SOP 98-2 (ASC 958-720)	15,573,294.	6,935,125.	1,169,505.	7,468,664.

CINCINNATI OH 45999-0038

In reply refer to: 0248188043
Mar. 21, 2019 LTR 4168C 0
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NATIONAL WILDLIFE FEDERATION
% KAREN WAGNER
11100 WILDLIFE CENTER DR
RESTON VA 20190



027747

Employer ID number: 53-0204616
Form 990 required: Yes

Dear Taxpayer:

We're responding to your request dated Mar. 12, 2019, about your tax-exempt status.

We issued you a determination letter in June 1943, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990-EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at www.irs.gov/forms-pubs or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m.,

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Mar. 21, 2019 LTR 4168C 0
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NATIONAL WILDLIFE FEDERATION
% KAREN WAGNER
11100 WILDLIFE CENTER DR
RESTON VA 20190

local time, Monday through Friday (Alaska and Hawaii follow Pacific time).

Thank you for your cooperation.

Sincerely yours,



Kim A. Billups, Operations Manager
Accounts Management Operations 1

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