

CLLC-FY21 Fall

FY21 Fall Application for Funding (New Applicants)

Center for Large Landscape Conservation

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Application Form

Guidelines & Applications Tips

GUIDELINES:

- Please direct questions or concerns to Jenny Muscat, Operations Manager, at Jenny@ResortTax.Org or 406-995-3234
- Please only provide the information requested within this application
 - Supplemental materials will not be accepted
- Blackmail or bribery of staff or board members is strictly prohibited and will result in disqualification
- Please proofread your application for grammar and validate your data prior to submission
- When applicable, group themed initiatives into larger project/program requests
 - You can apply for funds for up to 6 projects/programs
 - Please group all operational (payroll, training, maintenance, etc) costs into 1 project and individually list capital projects or programs
- Avoid organizational jargon and use layman's terms to minimize follow up questions
- You may SAVE the application at any time and return to it
- Final submission happens upon clicking 'SUBMIT'
- **The deadline for applications is Wednesday, September 30 @ 11:59 pm (MDT)**

Acknowledgement*

I have read and understand the instructions and guidelines for this application

DOCUMENT UPLOAD:

You may be required to upload the following documents in this application. We recommend saving these files in one location on your computer for easy upload.

- 990 Form
- Auditor's Report
- Operating Budget Current Fiscal Year
- Profit & Loss Budget vs Actual Previous Fiscal Year
- Balance Sheet Previous Fiscal Year

You will be asked to download the '3-Year Financial Forecast' and complete both worksheets, 'Itemized Expenses & Revenues' *AND* 'Reserves & Cash Flow,' save and upload in the Financial Information section below.

Use the links below to download your preferred format. (We suggest using EXCEL as formulas are set to populate totals and percentages for you.)

- EXCEL (3-Year Financial Forecast)
- WORD (3-Year Financial Forecast)
- PDF (3-Year Financial Forecast)

Organization/Background Information

INSTRUCTIONS:

Please complete the following section with information about your organization:

Request Title*

Please enter your "Organization Acronym"-FY21 Fall'. For example *BSRAD-FY21 Fall*

CLLC-FY21 Fall

Fees*

Does your organization charge any dues or fees? If yes, please explain in the next question.

No

Explain Fees

If applicable, please explain any fees or dues your organization charges and what portion of your total revenue this accounts for:

FTE Count*

Please list the number of full-time employees in your organization. If you have none, please enter 0:

15

PTE Count*

Please list the number of part-time employees in your organization. If you have none, please enter 0:

6

Volunteer Count*

Please list the number of volunteers in your organization. If you have none, please enter 0:

0

Future Personnel Growth*

Please explain any predicted 3-year growth to the numbers listed above (FTE, PTE, Volunteers). And explain if you anticipate requesting Resort Tax funds to support this growth:

Over the course of the next 1.5 years, we anticipate adding 1.5 FTE's to offer programming, executive, and fundraising support. At the same time, in FY21-22, we expect to reduce 2 staff hired this past year to complete a discrete, contract-based international project. The Center expects to maintain its current scale of about 20 FTEs, with some short-term hires based on project needs. We do not expect Resort Tax funds to support staff growth.

Organizational Partnerships

Please explain any other organizations you have partnered with and provide details for any ongoing strategic partnerships:

The Center for Large Landscape Conservation (the "Center") and Montana State University's Western Transportation Institute ("WTI-MSU") have collaborated for over 10 years to assess and develop cost-effective road crossing options for wildlife that improve safety. Project members have extensive experience working with communities and public agencies in the Northern Rockies to maintain ecological connectivity for wide-ranging species while, simultaneously, improving safety for road users.

Number of Projects/Programs*

How many projects/programs are you requesting Resort Tax funds for?

Applicants can apply for funds for up to 6 projects/programs. When applicable, please consider grouping themed initiatives into larger project/program requests.

1

For applicants with multiple projects please note that the application will expand and create an additional project/program information sections for each project you are requesting funding for based upon the number entered above. Please enter your projects in order of highest to lowest priority as you complete the application.

Funds Not Awarded*

How would your projects/programs be affected if Resort Tax funding were not awarded?

We have \$50,000 in matching funds to carry out a \$100,000 project, based on similar assessments in Teton County, Wyoming, and the Blackfeet Indian Reservation.

Regardless of Resort Tax funding, we will begin outreach to engage community members in the use of the ROADS (Roadkill Observation and Data System) app to record wildlife sightings and roadkill, in order to supplement the data available from public agency records. So doing will help interested citizens to solidify their understanding of local wildlife movement patterns and provide important insight, especially about smaller-bodied and rare species, that other data may lack.

However, we will not begin the data synthesis and spatial analysis process that allows for prioritization of prospective mitigation sites and cost-benefit analysis of possible alternatives until we have sufficient funding to provide confidence that we can deliver a robust Wildlife Crossings Assessment for successful planning. The stages of the assessment process are:

- a) Overlay vehicle crash, wildlife carcass, wildlife movement (GPS collar and aerial counts), and wildlife connectivity model data.
- b) Incorporate local knowledge gathered via ROaDs app data use, an interactive, online map, and public outreach.
- c) Visit field sites with community leaders and public agency representatives. Rank sites based on a matrix of safety risk, wildlife connectivity value, engineering feasibility, and landscape context.
- d) Carry out cost-benefit analysis.

Forecasted Request FY21*

In last year's application (FY20), what amount did you predict you would be requesting for this year (FY21)?

If you did not apply last year please enter 0.

Please reference question #5 "Total Cash Flow 3-Year Requirement" on last year's application to gather this data.

\$0.00

Total Funds Requested FY21 Fall*

Please enter the total amount of funds your organization is requesting for all projects/programs for this cycle (1/1/21-6/30/21):

Please ensure that all request amounts for all projects add up to this total, the form does not calculate a total for you.

\$15,000.00

Explain Variance

If applicable, please explain any differences in your current request vs the amount entered on last year's application:

N/A

Additional COVID-19 Funds*

Has your organization received any funding from any of the following programs? (Check all that apply)

Paycheck Protection Program (PPP)

COVID-19 Funds Explanation

Please explain how the additional funding received affects your FY21 Fall Resort Tax request:

Provide detail on:

- *What funding was received (sources and amounts)*
- *Amount your request to Resort Tax can be reduced (total ask and broken down by project) if applicable*

- When funds were received/expected to be received
- Any other important information regarding this additional funding

The Center received a SBA/PPP loan of \$225,100 in April 2020. The loan bridged a gap to help sustain our work, as some projects were prolonged due to COVID-19. The PPP loan forgiveness period ends on Sep 29, 2020.

These past funds do not overlap with our request for the new project described in our application, and have no effect on our request.

COVID-19*

What has the impact of COVID-19 been on your operation and how has this impact affected your Fall Resort Tax request?

As an organization with local, regional, national and international programs and partners, a significant impact of COVID-19 has been to shift our operations from in-person activities to virtual formats. COVID-19 significantly slowed our on-the-ground work with community partners, and has been especially limiting in our activities with tribal nations in Montana, which remain largely focused on health and safety. It also delayed a number of conferences and workshops, resulting in later timelines for multiple deliverables. For the most part, however, we have been able to pivot to continue our policy, science, research and networking activities through virtual platforms. We remain deeply-engaged with community, nonprofit, scientific and agency partners in Montana, the nation, and around the world.

As COVID-19 has added to uncertainty in nonprofit funding, we are actively working to diversify and bring on new funding sources, including through a major gift program. Further, we have continued to accept service contracts on a limited basis, provided they fit with our mission and support our programmatic goals. We have also developed contingency budgets for operations under decreased revenue scenarios, including indicators for cuts, should they be required. In order to offer security to employees, we are working actively to manage capacity so that program needs and staffing are in sync. We support employees to gain the skills new projects may require in order to build organizational capacity from within.

COVID-19 has enabled us to spend time on long-standing organizational priorities, including diversity, equity, and inclusion efforts among our staff and board. We have just brought on two new board members and continue to move forward on local, regional, national and global efforts. Further, we have hired part-time field staff, including a Blackfeet tribal member, to help with community-based projects where an on-the-ground presence is helpful. As our on-the-ground work is always guided by local individuals, we have been able to build upon existing partnerships in the COVID-19 era.

Our Fall Resort Tax request is for a new project; we have designed our activities with COVID-19 in mind, understanding we will have to use techniques we have put in practice with agency representatives and landowners in similar landscapes over the past several months to build relationships and perform outreach.

PAYMENT REQUEST SCHEDULE INSTRUCTIONS:

- State your estimated payment request schedule for your entire request for the FY21 Fall Cycle (1/1/21-6/30/21)

- For any month you are NOT requesting funds from Resort Tax please enter 0
-

Please note:

- The first-day funds can be requested for the Fall cycle is 1/15/21
 - o Funding will not be available until a contract has been signed, the Post Award Follow Up has been completed and an Award Orientation has been completed
- Enter your estimated schedule based on when you plan to request funds from Resort Tax

January Total Estimate Total Request*

Only for expenses incurred from 1/1-1/15/21 that you plan to request by 1/15/21.

\$0.00

February 2021 Estimate Total Request*

\$1,500.00

March 2021 Estimate Total Request*

\$1,500.00

April 2021 Estimate Total Request*

\$3,000.00

May 2021 Estimate Total Request*

\$3,000.00

June 2021 Estimate Total Request*

\$3,000.00

July 2021 Estimate Total Request*

You may request funds until 7/15/21, for the FY21 Fall cycle for any expenses incurred before 6/30/21.

\$3,000.00

FUTURE REQUESTS:

When projecting future requests, please ensure these numbers are as accurate as possible. While calculating these numbers keep the following in mind:

- Economic Growth
- Staffing Changes
- Changes in Community Needs

Future Funding Request FY22 Spring*

What is your forecasted Resort Tax request for the FY22 Spring cycle (7/1/21-12/31/21)?

\$25,000.00

Future Funding Request FY22 Fall*

What is your forecasted Resort Tax request for the FY22 Fall cycle (1/1/22-6/30/22)?

\$10,000.00

Future Funding Request FY23*

What is your forecasted Resort Tax request for FY23 (7/1/22-6/30/23)?

\$0.00

Future Funding Request FY24*

What is your forecasted Resort Tax request for FY24 (7/1/23-6/30/24)?

\$0.00

Mill Levy Authority*

Does your organization have mill levy authority?

No

Public Safety

Public Safety*

Does your organization provide a public service that responds to emergency calls?

No

Financial Information

FINANCIAL INFORMATION:

Please complete the following questions and upload all available documents for your organization; if a document is not available please explain why:

3-Year Financial Forecast*

Please download the '3-Year Financial Forecast' and complete both worksheets: 'Itemized Expenses & Revenues' AND 'Reserves & Cash Flow.' And save the completed workbook, and upload your '3-Year Financial Forecast.' Use the links below to download your preferred format. (We suggest using EXCEL as formulas are set to populate totals and percentages for you.)

- EXCEL (3-Year Financial Forecast)
- WORD (3-Year Financial Forecast)
- PDF (3-Year Financial Forecast)

CLLC_3-Year Financial Forecast (FY21)_annotated.xlsx

990 Form

Please upload a copy of your organization's most recently completed 990 form. If you are unable to provide a 990 form, briefly explain why:

CLLC_990_FY 18-19.pdf

Auditor's Report

Please upload a copy of your organization's most recently completed Auditor's Report. If you are unable to provide an Auditor's Report, briefly explain why:

CLLC_Auditors Report_FY 19-20.pdf

Operating Budget Current Fiscal Year

Please upload a copy of your organization's complete operating budget for your current fiscal year. If you are unable to provide this document, briefly explain why:

CLLC_FY 20-21_Operation Budget.pdf

Profit & Loss | Budget vs Actual Previous Fiscal Year

Please upload a copy of your organization's Profit and Loss, Budget vs. Actual from your previous completed fiscal year. If you are unable to provide this document, briefly explain why:

CLLC_FY 19-20_Forecast vs Actual Operation Budget.pdf

Balance Sheet Previous Fiscal Year

Please upload your organization's balance sheet from your previous completed fiscal year. If you are unable to provide your document, briefly explain why:

CLLC_Balance Sheet FY 19-20, as of June 30, 2020.pdf

Funding Sources*

Please explain your approach and sources for funding, including what part Resort Tax currently provides, among other funding sources. Additionally, describe your long-term plan to supplement Resort Tax Funds:

We derive funding from grants (48%), private donors (18%), government (5%), and universities/corporate partners (2%). Our 2019 revenue also included significant foundation support (27% of total) for a re-granting program we manage with the Network for Landscape Conservation, one of several networks we helped to found, with which we are active as a participant and fiscal sponsor.

This project represents our first Resort Tax request. As it is for a discrete, time-limited project, we will continue to rely upon other funds for our operations.

Strategic Plan/Long-Term Plan*

Does your organization have a strategic plan/long-term plan? If yes, please upload in the next question.

Yes

Strategic/Long-Term Plan Explanation

If your organization has a strategic/long-term plan, please upload **ONLY** the executive summary/overview:

I.E 3 year plan, 5-year plan, etc...

CLLC_Strategic Plan Summary_By Program_May 1 2019.pdf

Project/Program 1 Information

INSTRUCTIONS:

Please complete the following section pertaining to your organization's 1st priority project/program that you are requesting funds for. There will be subsequent sections to complete for organizations with multiple projects. Please enter your projects in order of highest to lowest priority as you complete the application.

Project/Program 1*

Please enter the name for your 1st priority project/program:

Developing Wildlife-Friendly Access to Big Sky for Residents and Visitors: Protecting Human Safety and Wildlife Corridors along US-191 for Generations to Come

Amount Requested | Project/Program 1*

State the amount you are requesting for project/program 1 for the Fall Cycle (1/1/21-6/30/21):

\$15,000.00

Percent of Total | Project/Program 1*

What percent of your total ask does this project/program represent?

Please enter percentages as numbers only, special characters will not be accepted. I.E. 50% should be entered as 50.

100

PAYMENT REQUEST SCHEDULE INSTRUCTIONS:

- Enter your estimated payment request schedule for project/program 1 ONLY for the FY21 Fall Cycle (1/1/21-6/30/21)
- For any month you are NOT requesting funds from Resort Tax please enter 0
- Please ensure your monthly request add up to the Amount Requested for this project/program
 - o The application does not add up the requests for you

Please note:

- The first-day funds can be requested for the fall cycle is 1/15/21
 - o Funding will not be available until a contract has been signed and the Post Award Follow Up has been completed
- Enter your estimated schedule based on when you plan to request funds from Resort Tax

January 2021 Est Project/Program 1*

Only for expenses incurred from 1/1-1/15/21 that you plan to request by 1/15/21.

\$0.00

February 2021 Est Project/Program 1*

\$1,500.00

March 2021 Est Project/Program 1*

\$1,500.00

April 2021 Est Project/Program 1*

\$3,000.00

May 2021 Est Project/Program 1*

\$3,000.00

June 2021 Est Project/Program 1*

\$3,000.00

July 2021 Est Project/Program 1*

You may request funds until 7/15/21, for the FY21 Fall cycle for any expenses incurred before 6/30/21.

\$3,000.00

Category | Project/Program 1*

Please select the category that best pertains to this project/program:

Infrastructure

Category (Other) | Project/Program 1

If you selected "other" in the previous question, please explain the nature of your project/program:

Our Big Sky Strategies | Project/Program 1*

Please select which strategies outlined in the Our Big Sky Community Vision and Strategy this project/program is working to achieve. Select all that apply:

- Improve and maintain infrastructure
- Embrace Big Sky's DNA as a destination, born out of a visitor economy
- Preserve & enhance public access to public lands & waterways
- Protect wildlife habitat & natural resources
- Work to become a sustainable & resilient community

Strategy Explanation | Project/Program 1*

Briefly explain how your project/program is meeting the needs of the strategies selected in the previous question:

Wildlife-based recreation is part of Big Sky's recreation-based economy, and Montana's iconic species are part of the community's character "rooted in its relationship to the surrounding national forest." Big Sky's development boom and growing summer and winter visitation underscore the need for infrastructure that not only provides for visitor, commuter, and residential safety, but also protects intact habitat.

We propose a strategy to achieve wildlife-friendly access to Big Sky for the benefit of people and wildlife long-term. By integrating safe passage for terrestrial and aquatic species into anticipated changes to US-191, wildlife-vehicle collisions (WVCs) can be vastly reduced. Movement between summer and winter ranges, fidelity to long-established migration routes, and high wildlife densities make US-191's surroundings critical for many species. Well-designed mitigation options can nearly eliminate WVCs while improving the resiliency of infrastructure to climate events.

Other Community Needs | Project/Program 1

If applicable, please explain any community needs or priorities that this project/program is assisting with that are not outlined in the Our Big Sky Plan:

Our project integrates priority strategies for the well-being of people and wildlife. Properly-designed terrestrial and aquatic wildlife crossings (which can be specially-adapted culverts, bridges, underpasses or overpasses) can maintain and even reweave habitats while making highways safer for people and wildlife; done right, specialized crossings reduce wildlife-vehicle collisions by 85% or more and support the coexistence of human and natural communities long-term.

Community Target Segment | Project/Program 1*

Identify the community target segment(s) that applies to this project/program. Please select all that apply. You can provide more explanation if needed in the next question:

- Businesses
- Outdoor Recreationalist
- Part-Time Residents
- Tourist/Visitor
- Year-Round Residents

More Detail Community Segment | Project/Program 1

If applicable, please provide more detail on your community target segment:

Our project serves residents, tourists and commuters and helps maintain historic wildlife corridors. Our goal is to improve safety for people and wildlife and protect habitat integrity along US-191 and the first 1.5 miles of Lone Mountain Trail.

Schedule | Project/Program 1*

What is the schedule of this project/program? Select all that apply:

- One Time

Schedule Explanation | Project/Program 1

If applicable, please provide more detail on the schedule of this program/project:

Our effort is an 18-month project that will result in a scientifically-robust Wildlife Crossings Assessment to inform and enable decision-making by local communities and the responsible agencies to achieve safer travel for people and wildlife alike.

Additional Operating Costs | Project/Program 1*

Will the outcome of this project result in a need for additional operating and maintenance costs? If yes, please explain in the next question.

No

Additional Operating Costs Explanation | Project/Program 1

If applicable, please provide more detail on how you plan to fund the additional operating and maintenance costs:

Goals | Project/Program 1*

What are the goals of this project/program and how will they be measured?

Our goal is to develop a state-of-the-art Wildlife Crossings Assessment for terrestrial and aquatic species along US-191 from the mouth of Gallatin Canyon to West Yellowstone, and the first 1.5 miles of Lone Mountain Trail, to:

- a) Lay the groundwork for implementation of best management practices to protect wildlife and human safety in the face of unprecedented regional traffic growth.
- b) Provide residents and officials of communities along US-191 with essential tools to guide decision-making.
- c) Enable public agencies to prioritize win-win design in future road redevelopment.

We will use metrics to evaluate:

- Public outreach and local knowledge shared
- Public agency working group activity
- Data compilation, synthesis and analysis.

Shared Goals & Collaboration | Project/Program 1*

Are you collaborating with any other organizations or partners on this project/program? If yes, please explain in the next question.

Yes

Shared Goals & Collaboration Explanation | Project/Program 1

If applicable, please explain any collaboration on this project/program with other organizations or partners and your shared goals:

Specialists of the Center and WTI-MSU will prepare the Assessment collaboratively, combining local knowledge and agency data, as we have in Teton County, WY, and other areas. We will work closely with Montana Department of Transportation (MDT) and Montana Fish, Wildlife and Parks (FWP), who will provide critical data and insight, as follow up to the MDT US-191 study. On their own, the agencies do not have the capacity to carry out the Assessment, a key tool to plan for wildlife crossings.

Community Outreach | Project/Program 1*

Please explain any community outreach that has led to the development of this project/program:

We have discussed issues identified in a 2007 preliminary study of US-191 with representatives of MDT and FWP for 3 years, in response to documented increases in tourist, resident and commuter traffic. Now, we are following upon the “evaluation of wildlife needs” and “feasibility” needs described in the recent MDT US-191 study. Given COVID-19, we have limited our outreach to initial conversations with select individuals and organizations.

In addition, we have worked to foster collaborative approaches among agency, nonprofit and community partners to address wildlife-vehicle conflict through ongoing activities with the Montana Statewide Steering Committee on Wildlife and Transportation and Montanans for Safe Wildlife Passage.

Start Date | Project/Program 1*

01/15/2021

Completion Date | Project/Program 1*

06/30/2022

Additional Funding Sources | Project/Program 1*

Does your budget include any additional funding sources for this project/program, including any matches, assistance, or support you have received? If yes, please explain in the next question.

Yes

Additional Funding Sources Explanation | Project/Program 1

If applicable, please explain any additional funding sources for this project/program, including any matches, assistance, or support you have received:

For the 18-month assessment project, we have two additional sources of support:

MSU-WTI Small Rural Urban and Tribal Center on Mobility: \$25,000

Volgenau Foundation: \$25,000

Highway projects in Montana are paid for by federal (87%) and state (13%) funds, and scheduled at least 5 years in advance of construction. As state nominating processes are influenced by local support, partnerships with local entities and privately-raised funds are able to have an impact on outcomes.

Fees & Revenue | Project/Program 1*

Are there any other fees or revenue associated with this project/program? If yes, please explain in the next question.

No

Fees & Revenue Explanation | Project/Program 1

If applicable, please explain any other fees or revenue associated with this project/program:

Project/Program 1 Additional Information*

What additional information would you like to share with the Board regarding this project/program?

In addition to severing intact landscapes and serving as one of the greatest threats to habit connectivity, roads pose a direct risk. State Farm insurance ranks Montana second in the U.S. for wildlife-vehicle collisions. Historically, Montana's iconic species moved freely to and from Yellowstone National Park and habitat in the 1.8 million-acre Gallatin National Forest. Without proactive measures, higher traffic volumes, associated road noise, and edge effects reduce habitat integrity, while, simultaneously, tourists, residents, and workers are faced with greater collision risk.

As we have recently carried out a connectivity analysis of the Custer Gallatin National Forest, we are ready to help Big Sky achieve its vision of "a community actively working to grow, while...preserv[ing] its natural ecosystem." Used in Europe since the 1950's, the science and practice of wildlife crossings are now established, and they have become regular features in Wyoming, Arizona, and Nevada.

Community Messaging 1*

Please provide a brief (1-2 sentence) description of this project/program for community messaging purposes:

We will develop a state-of-the-art Wildlife Crossings Assessment along US-191 from Gallatin Canyon to West Yellowstone, and the first 1.5 miles of Lone Mountain Trail, to lay the groundwork for best management practices to protect wildlife and human safety in the face of regional traffic growth.

Application Verification & Summary

VERIFY COMPLETION:

Please ensure that your application is complete, all calculations are accurate, and it has been proofread before submitting for Board review. Once you select Submit you will no longer be able to edit your application.

Completion*

Incomplete applications may not be considered for funding. It is the applicant's responsibility to provide all the information requested in the proper format by the application deadline.

I certify this application is complete and accurate

Date Submitted*

09/30/2020

Once you click 'SUBMIT', do not refresh the page. It may take a few moments to process the information and submit the application.

File Attachment Summary

Applicant File Uploads

- CLLC_3-Year Financial Forecast (FY21)_annotated.xlsx
- CLLC_990_FY 18-19.pdf
- CLLC_Auditors Report_FY 19-20.pdf
- CLLC_FY 20-21_Operation Budget.pdf
- CLLC_FY 19-20_Forecast vs Actual Operation Budget.pdf
- CLLC_Balance Sheet FY 19-20, as of June 30, 2020.pdf
- CLLC_Strategic Plan Summary_By Program_May 1 2019.pdf

*** Please be sure to complete both the
"Itemized Expenses & Revenues" AND "Reserves & Cash Flow" Worksheets.**

GLOSSARY OF TERMS

- **Full Time Equivalent (FTE):** A unit that indicates the workload of an *employed* person to makes workloads comparable across various contexts. Please use a 40-hour week as full time. For example, if your organization employs one person at 20 hours per week and hires an accountant for 10 hours per week the FTE is $\frac{3}{4}$. Likewise, if your organization employs two people at 40 hours per week each, hires a grant writer at 10 hours per week and a fundraiser at 10 hours per week the FTE is $2\frac{1}{2}$.
- **In-Kind:** Goods, services and transactions not involving money. For example, goods or services are exchanged for other goods or services with no monetary change. Another example, charitable giving in which, instead of giving money to buy goods and services, the goods and services themselves are given. Employee benefits such as a company car or gym membership would also be considered in-kind.
- **On Hand Restricted:** A reserve of money that can only be used for specific purposes and the purpose cannot be changed by the organization's board or director. For example, on hand restricted applies to contributions in which, donors indicated that the contributions must be used in a manner the donor has chosen.
- **On Hand Unrestricted:** A reserve of money given by a donor in which, the organization is free to use as they see fit. For example, when given a donation of unrestricted funds, the organization might allocate their use toward helping offset operating costs such as rent, labor costs and utility bills.
- **Capital Reserves Goal:** The ideal end result for a reserve of money that will specifically be used for capital investment projects or any other large and anticipated expense(s) that will be incurred in the future.

*** Please be sure to complete both the "Itemized Expenses & Revenues" AND "Reserves & Cash Flow" Worksheets.**

ITEMIZED EXPENSES AND REVENUES				Please enter the dates of your Organization's Current Fiscal Year below:			
(Include all organization projects and programs, not only those requesting resort tax funding)				July 1, 2020-June 30, 2021			

		Previous Fiscal Year (Budgeted)	Previous Fiscal Year (Actual)	Current Fiscal Year (Budgeted)	Next Fiscal Year Anticipated	% Change From Previous Fiscal Year -This is of budgeted amounts, not actual	% of Total Revenue (Current Fiscal Year)		
Revenue	Resort Tax	\$ -	\$ -	\$ 15,000.00	\$ 35,000.00	#DIV/0!	1%		
	Other Public Grants	\$ 263,929.00	\$ 200,381.00	\$ 603,685.00	\$ 180,000.00	129%	22%		
	Private Donations (not including In-Kind)	\$ 1,326,109.00	\$ 1,944,780.00	\$ 1,500,524.00	\$ 1,836,435.00	13%	55%		
	Fundraising Events (Net Amount)	\$ -	\$ -	\$ -	\$ -	#DIV/0!	0%		
	Dues & Fees	\$ 40,000.00	\$ 39,605.00	\$ 26,000.00	\$ 45,000.00	-35%	1%		
	Other*	\$ 32,000.00	\$ 103,426.00	\$ 602,000.00	\$ 120,000.00	1781%	22%		
	Total	\$ 1,662,038.00	\$ 2,288,192.00	\$ 2,747,209.00	\$ 2,216,435.00	40%	100%	Should total 100%	
Expenses	Administration	Payroll	\$ 373,523.00	\$ 329,698.00	\$ 412,440.00	\$ 437,000.00	10%	17%	
		Fundraising	\$ 43,125.00	\$ 34,543.00	\$ 28,000.00	\$ 40,000.00	-35%	1%	
		Marketing	\$ 10,000.00	\$ 9,292.00	\$ 6,000.00	\$ 10,000.00	-40%	0%	
	Operations/ Programming	Payroll	\$ 980,605.00	\$ 1,049,233.67	\$ 1,250,648.00	\$ 1,309,681.00	28%	50%	
		Other	\$ 1,037,908.00	\$ 844,041.33	\$ 783,000.00	\$ 871,309.00	-25%	32%	
	Other**						#DIV/0!	0%	
	Total		\$ 2,445,161.00	\$ 2,266,808.00	\$ 2,480,088.00	\$ 2,667,990.00	1%	100%	Should total 100%
Capital Expenditures	Total						#DIV/0!	N/A	
Income	Net Income		\$ (783,123.00)	\$ 21,384.00	\$ 267,121.00	\$ (451,555.00)	393%	N/A	

*** Revenue Other:** Includes reimbursements, interest income and contract for services. Current fiscal yr has large contract for services at over \$500k.

****Expenses Other:**

*****Explain Variances:** When budgeting in FY 19-20, the Center predicted a fairly large deficit budget due to having multi-year grants in hand. In particular, the Cataylst Fund (a regranting program of the Network for Landscape Conservation, for which we serve as fiscal sponsor) is a \$1.9 million project for which the Center holds revenue that will be expended over 5 years. We also received unbudgeted income, including a large grant for Forest Restoration on the Fort Belknap Indian Reservation and a World Wildlife Fund project. Further, we had lower expenses than anticipated, allowing us to retain a positive balance for the fiscal year. Reduced expenses were the result of a grant that had originally included a \$200,000 set-aside for wildlife crossings implementation. Given COVID-19, the grantor expanded the allocation of these funds, allowing the Center to retain 70% for other purposes. Next fiscal year (FY 21-22), the Center expects to realize a deficit budget due to the regranting program and other, multi-year grants.

*** Please be sure to complete both the
"Itemized Expenses & Revenues" AND "Reserves & Cash Flow" Worksheets.**

3-YEAR CASH FLOW

(Include all organization projects and programs, not only those requesting resort tax funding)

	Current <i>July 1, 2020 - June 30, 2021</i>	Year 2 <i>July 1, 2021 - June 30, 2022</i>	Year 3 <i>July 1, 2022 - June 30, 2023</i>	TOTAL
Payroll	\$ 1,663,088.00	\$ 1,746,242.00	\$ 1,750,000.00	\$ 5,159,330.00
Total # of FTE Personnel	21	22	20	N/A
Operations/Programming	\$ 1,037,048.00	\$ 921,748.00	\$ 950,000.00	\$ 2,908,796.00
Capital Expenditures	\$ -	\$ -	\$ -	\$ -
Total	\$ 2,700,136.00	\$ 2,667,990.00	\$ 2,700,000.00	\$ 8,068,126.00

RESERVES: Capital, Programming, and/or Operating

On Hand Restricted**	\$ 1,932,985.00
On Hand Unrestricted**	\$ 1,106,096.00
Goal (if currently no reserves)	

**Purpose of Restricted and Unrestricted Capital Reserves: No reserves are held for capital expenditures. Restricted reserves will be expensed to complete program deliverables. Unrestricted reserves will be spent for operational support systems and staff, fundraising, innovation, etc., as well as reserved for long-term sustainability.

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

- ▶ Do not enter social security numbers on this form as it may be made public.
▶ Go to www.irs.gov/Form990 for instructions and the latest information.

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

A For the 2018 calendar year, or tax year beginning 7/01, 2018, and ending 6/30, 2019															
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:70%; vertical-align: top;"> C CLIMATE CONSERVATION DBA CENTER FOR LARGE LANDSCAPE CONSERVATION PO BOX 1587 BOZEMAN, MT 59771 </td> <td style="width:30%; vertical-align: top;"> D Employer identification number 27-1226829 E Telephone number (406) 586-8082 G Gross receipts \$ 4,383,615. </td> </tr> <tr> <td colspan="2"> F Name and address of principal officer: DR. GARY TABOR SAME AS C ABOVE </td> </tr> <tr> <td colspan="2"> H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) </td> </tr> <tr> <td colspan="2"> I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 </td> </tr> <tr> <td colspan="2"> J Website: WWW.LARGE LANDSCAPES.ORG </td> </tr> <tr> <td colspan="2"> K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶ </td> </tr> <tr> <td colspan="2"> L Year of formation: 2007 M State of legal domicile: MT </td> </tr> </table>	C CLIMATE CONSERVATION DBA CENTER FOR LARGE LANDSCAPE CONSERVATION PO BOX 1587 BOZEMAN, MT 59771	D Employer identification number 27-1226829 E Telephone number (406) 586-8082 G Gross receipts \$ 4,383,615.	F Name and address of principal officer: DR. GARY TABOR SAME AS C ABOVE		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)		I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		J Website: WWW.LARGE LANDSCAPES.ORG		K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		L Year of formation: 2007 M State of legal domicile: MT	
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K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶															
L Year of formation: 2007 M State of legal domicile: MT															

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: THE CENTER AIMS TO CONSERVE LIFE ON EARTH BY CONNECTING OUR FRAGMENTED NATURAL WORLD. WE BRING SCIENCE, POLICY, AND PROVEN SOLUTIONS DIRECTLY TO COMMUNITIES WORKING TO RESTORE THE INTEGRITY AND NATURAL CONNECTIVITY OF THE LANDSCAPES IN WHICH THEY LIVE.			
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.			
	3	Number of voting members of the governing body (Part VI, line 1a).....	3	9	
	4	Number of independent voting members of the governing body (Part VI, line 1b).....	4	9	
	5	Total number of individuals employed in calendar year 2018 (Part V, line 2a).....	5	14	
	6	Total number of volunteers (estimate if necessary).....	6	0	
	Revenue	7a	Total unrelated business revenue from Part VIII, column (C), line 12.....	7a	0.
b		Net unrelated business taxable income from Form 990-T, line 38.....	7b	0.	
8		Contributions and grants (Part VIII, line 1h).....	1,642,001.	4,366,871.	
9		Program service revenue (Part VIII, line 2g).....	67,657.		
10		Investment income (Part VIII, column (A), lines 3, 4, and 7d).....		2,964.	
11		Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e).....	6,639.	13,780.	
12		Total revenue — add lines 8 through 11 (must equal Part VIII, column (A), line 12).....	1,716,297.	4,383,615.	
Expenses		13	Grants and similar amounts paid (Part IX, column (A), lines 1-3).....	143,024.	165,099.
		14	Benefits paid to or for members (Part IX, column (A), line 4).....		
		15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10).....	643,520.	1,034,366.
	16a	Professional fundraising fees (Part IX, column (A), line 11e).....			
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ 368,161.			
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e).....	495,535.	672,569.	
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25).....	1,282,079.	1,872,034.	
Net Assets or Fund Balances	19	Revenue less expenses. Subtract line 18 from line 12.....	434,218.	2,511,581.	
	20	Total assets (Part X, line 16).....	993,023.	3,548,363.	
	21	Total liabilities (Part X, line 26).....	67,772.	110,870.	
	22	Net assets or fund balances. Subtract line 21 from line 20.....	925,251.	3,437,493.	

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date			
	DR. GARY TABOR	EXECUTIVE DIR.			
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	MORGAN SCARR	MORGAN SCARR			P00747394
	Firm's name	Firm's EIN			
	AMATICS CPA GROUP	46-3057681			
	Firm's address	Phone no.			
	45 DISCOVERY DRIVE	406-404-1925			
	BOZEMAN, MT 59718				

May the IRS discuss this return with the preparer shown above? (see instructions)..... ☒ Yes ☐ No

BAA For Paperwork Reduction Act Notice, see the separate instructions.

TEEA0101L 08/20/18

Form 990 (2018)

Part III Statement of Program Service AccomplishmentsCheck if Schedule O contains a response or note to any line in this Part III. ☒ **X****1** Briefly describe the organization's mission:

THE CENTER FOR LARGE LANDSCAPE CONSERVATION CONNECTS AND ACTIVATES PEOPLE AND COMMUNITIES TO PROTECT THE HEALTH AND CLIMATE INTEGRITY OF THE PLANET THROUGH LARGE-SCALE CONSERVATION MEASURES. SEE SCHEDULE O.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code:) (Expenses \$ 336,686. including grants of \$) (Revenue \$)

NATIONAL WILDLIFE CORRIDORS & CROSSINGS

FROM CLIMATE ADAPTATION TO WILDLIFE MIGRATION, CONNECTIVITY CONSERVATION IS THE MOST EFFECTIVE STRATEGY TO CONSERVE NATURE AT LARGE SCALE IN MUCH OF THE FRAGMENTED TEMPERATE AND TROPICAL REGIONS OF THE WORLD. WHILE CORRIDOR SCIENCE IS DECADES OLD, ITS IMPLEMENTATION HAS BEEN SLOW AND LACKED CONSISTENCY. POLICY EFFORTS TO IDENTIFY, PRIORITIZE AND PROTECT ECOLOGICAL CONNECTIVITY AND WILDLIFE CORRIDORS REMAIN IN THE EARLY STAGES. THROUGH THE PAST YEAR, THE CENTER HAS MADE GREAT STRIDES IN THIS ARENA, WITH DRAFT LANGUAGE AND CONCEPTS FOR WHICH WE HAVE ADVOCATED, BEING INCLUDED IN BOTH FEDERAL AND STATE BILLS. FURTHER, WE HAVE SUCCEEDED IN GROWING TRACTION FOR IMPLEMENTATION OF CONNECTIVITY PRACTICES ON THE GROUND. SEE SCHEDULE O FOR MORE.

4b (Code:) (Expenses \$ 295,700. including grants of \$) (Revenue \$)

ADVANCING SCIENCE

OUR DECISION-SUPPORT SCIENCE IS A BACKBONE OF OUR WORK. IT REQUIRES SYNTHESIZING INFORMATION ACROSS MANY DISCIPLINES OF KNOWLEDGE AND TRANSLATING IT SO THAT POLICY MAKERS AND COMMUNITY LEADERS CAN UNDERSTAND IT THE CONTEXT OF THEIR WORK AND ENVIRONMENT. WE USE SPATIAL MODELS AND MAPS TO HELP PLANNERS IDENTIFY WHERE AND HOW ANIMAL AND PLANT POPULATIONS MOVE ACROSS THE LANDSCAPE, AND HOW PEOPLE'S PRIORITIES AND ACTIONS HELP OR HINDER THAT MOVEMENT. WE APPLY THIS KNOWLEDGE TO DEFEND VITAL LINKS AND SAFE PASSAGE BETWEEN LANDSCAPES, AND TO IDENTIFY PLACES TO PROTECT, RESTORE, AND BUILD. SEE SCHEDULE O FOR MORE.

4c (Code:) (Expenses \$ 279,014. including grants of \$) (Revenue \$)

COMMUNITY PLANNING

WE BELIEVE IN COMMUNITY-POWERED CONSERVATION BECAUSE NO ONE KNOWS AND CARES ABOUT A PLACE LIKE THE PEOPLE WHO LIVE THERE. FROM SOUTH ASIA TO EASTERN EUROPE TO THE TRIBAL NATIONS OF NORTH AMERICA, WE WORK WITH COMMUNITIES TO ACHIEVE THE RESULTS THEY HAVE SET FOR THEMSELVES IN A COLLABORATIVE AND CULTURALLY-INFORMED WAY. THIS CAN INCLUDE IMPACT ASSESSMENTS, CLIMATE ADAPTATION PLANS, RESILIENCY AND LAND USE RECOMMENDATIONS, AND SUPPORT WITH COMMUNITY OUTREACH AND ENGAGEMENT. WE CONNECT PEOPLE WHO CONNECT LANDSCAPES SO THAT WILDLIFE, NATURAL SYSTEMS AND HUMAN SOCIETIES CAN THRIVE. SEE SCHEDULE O FOR MORE.

4d Other program services (Describe in Schedule O.) SEE SCHEDULE O

(Expenses \$ 468,807. including grants of \$) (Revenue \$)

4e Total program service expenses 1,380,207.

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If 'Yes,' complete Schedule A</i>	1 X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> (see instructions)?	2 X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If 'Yes,' complete Schedule C, Part I</i>	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If 'Yes,' complete Schedule C, Part II</i>	4	X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If 'Yes,' complete Schedule C, Part III</i>	5	X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If 'Yes,' complete Schedule D, Part I</i>	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If 'Yes,' complete Schedule D, Part II</i>	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If 'Yes,' complete Schedule D, Part III</i>	8	X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If 'Yes,' complete Schedule D, Part IV</i>	9	X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If 'Yes,' complete Schedule D, Part V</i>	10	X
11 If the organization's answer to any of the following questions is 'Yes', then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If 'Yes,' complete Schedule D, Part VI</i>	11a X	
b Did the organization report an amount for investments — other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If 'Yes,' complete Schedule D, Part VII</i>	11b	X
c Did the organization report an amount for investments — program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If 'Yes,' complete Schedule D, Part VIII</i>	11c	X
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If 'Yes,' complete Schedule D, Part IX</i>	11d	X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If 'Yes,' complete Schedule D, Part X</i>	11e	X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If 'Yes,' complete Schedule D, Part X</i>	11f	X
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If 'Yes,' complete Schedule D, Parts XI and XII</i>	12a X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If 'Yes,' and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI and XII is optional.</i>	12b	X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If 'Yes,' complete Schedule E</i>	13	X
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If 'Yes,' complete Schedule F, Parts I and IV</i>	14b	X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If 'Yes,' complete Schedule F, Parts II and IV</i>	15	X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If 'Yes,' complete Schedule F, Parts III and IV</i>	16	X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If 'Yes,' complete Schedule G, Part I</i> (see instructions)	17	X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If 'Yes,' complete Schedule G, Part II</i>	18	X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If 'Yes,' complete Schedule G, Part III</i>	19	X
20a Did the organization operate one or more hospital facilities? <i>If 'Yes,' complete Schedule H</i>	20a	X
b If 'Yes' to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If 'Yes,' complete Schedule I, Parts I and II</i>	21 X	

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If 'Yes,' complete Schedule I, Parts I and III.</i>	22	X
23 Did the organization answer 'Yes' to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If 'Yes,' complete Schedule J.</i>	23	X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If 'Yes,' answer lines 24b through 24d and complete Schedule K. If 'No,' go to line 25a.</i>	24a	X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	
d Did the organization act as an 'on behalf of' issuer for bonds outstanding at any time during the year?	24d	
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If 'Yes,' complete Schedule L, Part I.</i>	25a	X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If 'Yes,' complete Schedule L, Part I.</i>	25b	X
26 Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If 'Yes,' complete Schedule L, Part II.</i>	26	X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If 'Yes,' complete Schedule L, Part III.</i>	27	X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? <i>If 'Yes,' complete Schedule L, Part IV.</i>	28a	X
b A family member of a current or former officer, director, trustee, or key employee? <i>If 'Yes,' complete Schedule L, Part IV.</i>	28b	X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If 'Yes,' complete Schedule L, Part IV.</i>	28c	X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If 'Yes,' complete Schedule M.</i>	29	X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If 'Yes,' complete Schedule M.</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If 'Yes,' complete Schedule N, Part I.</i>	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If 'Yes,' complete Schedule N, Part II.</i>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If 'Yes,' complete Schedule R, Part I.</i>	33	X
34 Was the organization related to any tax-exempt or taxable entity? <i>If 'Yes,' complete Schedule R, Part II, III, or IV, and Part V, line 1.</i>	34	X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a	X
b If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If 'Yes,' complete Schedule R, Part V, line 2.</i>	35b	
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If 'Yes,' complete Schedule R, Part V, line 2.</i>	36	X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If 'Yes,' complete Schedule R, Part VI.</i>	37	X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O.	38	X

Part V Statements Regarding Other IRS Filings and Tax ComplianceCheck if Schedule O contains a response or note to any line in this Part V. ☐

	Yes	No
1 a Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.	1 a	20
b Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.	1 b	0
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1 c	X

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

	Yes	No
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return. 2a 14		
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? 2b	X	
Note. If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)		
3a Did the organization have unrelated business gross income of \$1,000 or more during the year? 3a		X
b If 'Yes,' has it filed a Form 990-T for this year? If 'No' to line 3b, provide an explanation in Schedule O. 3b		
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? 4a		X
b If 'Yes,' enter the name of the foreign country: ▶ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? 5a		X
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? 5b		X
c If 'Yes,' to line 5a or 5b, did the organization file Form 8886-T? 5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? 6a		X
b If 'Yes,' did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? 6b		
7 Organizations that may receive deductible contributions under section 170(c).		
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? 7a		X
b If 'Yes,' did the organization notify the donor of the value of the goods or services provided? 7b		
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? 7c		X
d If 'Yes,' indicate the number of Forms 8282 filed during the year 7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? 7e		X
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? 7f		X
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? 7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? 7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? 8		
9 Sponsoring organizations maintaining donor advised funds.		
a Did the sponsoring organization make any taxable distributions under section 4966? 9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? 9b		
10 Section 501(c)(7) organizations. Enter:		
a Initiation fees and capital contributions included on Part VIII, line 12 10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b		
11 Section 501(c)(12) organizations. Enter:		
a Gross income from members or shareholders 11a		
b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) 11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041? 12a		
b If 'Yes,' enter the amount of tax-exempt interest received or accrued during the year. 12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.		
a Is the organization licensed to issue qualified health plans in more than one state? 13a		
Note. See the instructions for additional information the organization must report on Schedule O.		
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans. 13b		
c Enter the amount of reserves on hand 13c		
14a Did the organization receive any payments for indoor tanning services during the tax year? 14a		X
b If 'Yes,' has it filed a Form 720 to report these payments? If 'No,' provide an explanation in Schedule O. 14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? 15		X
If 'Yes,' see instructions and file Form 4720, Schedule N.		
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? 16		X
If 'Yes,' complete Form 4720, Schedule O.		

Part VI Governance, Management, and Disclosure For each 'Yes' response to lines 2 through 7b below, and for a 'No' response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.Check if Schedule O contains a response or note to any line in this Part VI ☒**Section A. Governing Body and Management**

	Yes	No
1 a Enter the number of voting members of the governing body at the end of the tax year. 1 a 9		
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
b Enter the number of voting members included in line 1a, above, who are independent. 1 b 9		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? 2		X
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person? 3		X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? 4		X
5 Did the organization become aware during the year of a significant diversion of the organization's assets? 5		X
6 Did the organization have members or stockholders? 6		X
7 a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? 7 a		X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? 7 b		X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body? 8 a	X	
b Each committee with authority to act on behalf of the governing body? 8 b	X	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If 'Yes,' provide the names and addresses in Schedule O. 9		X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10 a Did the organization have local chapters, branches, or affiliates? 10 a		X
b If 'Yes,' did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? 10 b		
11 a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? 11 a	X	
b Describe in Schedule O the process, if any, used by the organization to review this Form 990. SEE SCHEDULE O		
12 a Did the organization have a written conflict of interest policy? If 'No,' go to line 13. 12 a	X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? 12 b	X	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If 'Yes,' describe in Schedule O how this was done. SEE SCHEDULE O	X	
13 Did the organization have a written whistleblower policy? 13	X	
14 Did the organization have a written document retention and destruction policy? 14	X	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official. SEE SCHEDULE O	X	
b Other officers or key employees of the organization. 15 b	X	
If 'Yes' to line 15a or 15b, describe the process in Schedule O (see instructions).		
16 a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? 16 a		X
b If 'Yes,' did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? 16 b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed ► NONE

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☒ Own website ☒ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

19 Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year. SEE SCHEDULE O

20 State the name, address, and telephone number of the person who possesses the organization's books and records ►

KATIE PIDGEON 303 W MENDENHALL SUITE 4 BOZEMAN MT 59715 (406) 586-8082

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII. ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1 a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of 'key employee.'
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) JASON KIBBEY TREASURER	2 0	X		X				0.	0.	0.
(2) THOMAS MCHENRY DIRECTOR	1 0	X						0.	0.	0.
(3) MARTIN KAPLAN SECRETARY	2 0	X		X				0.	0.	0.
(4) VICTORIA MARS VICE CHAIRMAN	2 0	X		X				0.	0.	0.
(5) MICHAEL HANKIN DIRECTOR	1 0	X						0.	0.	0.
(6) ROBERT KIEVAL CHAIRMAN	2 0	X		X				0.	0.	0.
(7) RICK WEYERHAEUSER DIRECTOR	1 0	X						0.	0.	0.
(8) CYNTHIA MCVAY DIRECTOR	1 0	X						0.	0.	0.
(9) VICKY COLLINS DIRECTOR	1 0	X						0.	0.	0.
(10) DR. GARY TABOR PRESIDENT	40 0			X				142,018.	0.	7,101.
(11)										
(12)										
(13)										
(14)										

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15) _____	_____									
(16) _____	_____									
(17) _____	_____									
(18) _____	_____									
(19) _____	_____									
(20) _____	_____									
(21) _____	_____									
(22) _____	_____									
(23) _____	_____									
(24) _____	_____									
(25) _____	_____									

1 b Sub-total 142,018. 0. 7,101.

c Total from continuation sheets to Part VII, Section A 0. 0. 0.

d Total (add lines 1b and 1c) 142,018. 0. 7,101.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization ► 1

3 Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? *If 'Yes,' complete Schedule J for such individual.*

	Yes	No
3		X
4		X
5		X

4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? *If 'Yes,' complete Schedule J for such individual.*

5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If 'Yes,' complete Schedule J for such person.*

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization ► 0

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII. ☐

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1 a				
	b Membership dues	1 b				
	c Fundraising events	1 c				
	d Related organizations	1 d				
	e Government grants (contributions)	1 e 161,719.				
	f All other contributions, gifts, grants, and similar amounts not included above ...	1 f 4,205,152.				
	g Noncash contributions included in lines 1a-1f: \$	637,471.				
	h Total. Add lines 1a-1f		4,366,871.			
Program Service Revenue	Business Code					
	2 a -----					
	b -----					
	c -----					
	d -----					
	e -----					
	f All other program service revenue ...					
	g Total. Add lines 2a-2f					
Other Revenue	3 Investment income (including dividends, interest and other similar amounts)		2,964.			2,964.
	4 Income from investment of tax-exempt bond proceeds ..					
	5 Royalties					
	6 a Gross rents	(i) Real (ii) Personal				
	b Less: rental expenses					
	c Rental income or (loss) ...					
	d Net rental income or (loss)					
	7 a Gross amount from sales of assets other than inventory	(i) Securities (ii) Other				
	b Less: cost or other basis and sales expenses					
	c Gain or (loss)					
	d Net gain or (loss)					
	8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	a				
	b Less: direct expenses	b				
	c Net income or (loss) from fundraising events					
	9 a Gross income from gaming activities. See Part IV, line 19	a				
	b Less: direct expenses	b				
	c Net income or (loss) from gaming activities					
	10 a Gross sales of inventory, less returns and allowances	a				
	b Less: cost of goods sold	b				
	c Net income or (loss) from sales of inventory					
Miscellaneous Revenue		Business Code				
11 a OTHER REVENUE -----		13,780.			13,780.	
b -----						
c -----						
d All other revenue						
e Total. Add lines 11a-11d		13,780.				
12 Total revenue. See instructions		4,383,615.	0.	0.	16,744.	

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.	165,099.	165,099.		
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.	142,018.	113,141.	25,031.	3,846.
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).	0.	0.	0.	0.
7 Other salaries and wages.	743,876.	544,659.	58,454.	140,763.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).				
9 Other employee benefits.	76,365.	54,169.	6,302.	15,894.
10 Payroll taxes.	72,107.	55,101.	6,590.	10,416.
11 Fees for services (non-employees):				
a Management.				
b Legal.				
c Accounting.				
d Lobbying.				
e Professional fundraising services. See Part IV, line 17.				
f Investment management fees.				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O, SCH O.)	252,768.	220,732.	8,492.	23,544.
12 Advertising and promotion.	136,989.	11,629.	3,110.	122,250.
13 Office expenses.	61,053.	51,618.	2,251.	7,184.
14 Information technology.				
15 Royalties.				
16 Occupancy.	32,152.	3,950.		28,202.
17 Travel.	128,476.	117,005.	11,471.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19 Conferences, conventions, and meetings.				
20 Interest.				
21 Payments to affiliates.				
22 Depreciation, depletion, and amortization.	4,048.	4,048.		
23 Insurance.	7,089.	2,372.		4,717.
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 MEETINGS	24,226.	17,627.	958.	5,641.
b DUES/SUBSCRIPTIONS/REGISTR	23,853.	17,425.	1,003.	5,425.
c POSTAGE AND SHIPPING	1,915.	1,632.	4.	279.
d				
e All other expenses.				
25 Total functional expenses. Add lines 1 through 24e.	1,872,034.	1,380,207.	123,666.	368,161.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X. ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash — non-interest-bearing.....	522,937.	1	147,007.
	2 Savings and temporary cash investments.....	200,421.	2	2,420,233.
	3 Pledges and grants receivable, net.....	269,665.	3	950,054.
	4 Accounts receivable, net.....		4	1,361.
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L.....		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L.....		6	
	7 Notes and loans receivable, net.....		7	
	8 Inventories for sale or use.....		8	
	9 Prepaid expenses and deferred charges.....		9	79.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D.....	10a 33,677.		
	b Less: accumulated depreciation.....	10b 4,048.	10c	29,629.
	11 Investments — publicly traded securities.....		11	
	12 Investments — other securities. See Part IV, line 11.....		12	
	13 Investments — program-related. See Part IV, line 11.....		13	
	14 Intangible assets.....		14	
	15 Other assets. See Part IV, line 11.....		15	
16 Total assets. Add lines 1 through 15 (must equal line 34).....	993,023.	16	3,548,363.	
Liabilities	17 Accounts payable and accrued expenses.....	67,772.	17	110,870.
	18 Grants payable.....		18	
	19 Deferred revenue.....		19	
	20 Tax-exempt bond liabilities.....		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D.....		21	
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L.....		22	
	23 Secured mortgages and notes payable to unrelated third parties.....		23	
	24 Unsecured notes and loans payable to unrelated third parties.....		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D.....		25	
	26 Total liabilities. Add lines 17 through 25.....	67,772.	26	110,870.
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets.....	358,331.	27	916,403.
	28 Temporarily restricted net assets.....	566,920.	28	2,521,090.
	29 Permanently restricted net assets.....		29	
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds.....		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund.....		31	
	32 Retained earnings, endowment, accumulated income, or other funds.....		32	
	33 Total net assets or fund balances.....	925,251.	33	3,437,493.
	34 Total liabilities and net assets/fund balances.....	993,023.	34	3,548,363.

Part XI Reconciliation of Net AssetsCheck if Schedule O contains a response or note to any line in this Part XI ☐

1	Total revenue (must equal Part VIII, column (A), line 12)	1	4,383,615.
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,872,034.
3	Revenue less expenses. Subtract line 2 from line 1	3	2,511,581.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	925,251.
5	Net unrealized gains (losses) on investments	5	661.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	3,437,493.

Part XII Financial Statements and ReportingCheck if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____		
If the organization changed its method of accounting from a prior year or checked 'Other,' explain in Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant?		X
If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:		
<input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		
b Were the organization's financial statements audited by an independent accountant?	X	
If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:		
<input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		
c If 'Yes' to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	X	
If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		X
b If 'Yes,' did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.		

BAA

TEEA0112L 08/03/18

Form 990 (2018)

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

▶ Attach to Form 990 or Form 990-EZ.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2018

**Open to Public
Inspection**

Name of the organization

CLIMATE CONSERVATION DBA
CENTER FOR LARGE LANDSCAPE CONSERVATION

Employer identification number

27-1226829

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i)**.
- 2 ☐ A school described in **section 170(b)(1)(A)(ii)**. (Attach Schedule E (Form 990 or 990-EZ).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii)**.
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state: _____
- 5 ☐ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv)**. (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v)**.
- 7 ☒ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi)**. (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- 10 ☐ An organization that normally receives: (1) more than 33-1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33-1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2)**. (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4)**.
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2)**. See **section 509(a)(3)**. Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations: _____
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any 'unusual grants'.)	763,883.	811,658.	1,073,207.	1,642,001.	4,366,871.	8,657,620.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf.						0.
3 The value of services or facilities furnished by a governmental unit to the organization without charge						0.
4 Total. Add lines 1 through 3.	763,883.	811,658.	1,073,207.	1,642,001.	4,366,871.	8,657,620.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						3,276,615.
6 Public support. Subtract line 5 from line 4.						5,381,005.

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
7 Amounts from line 4.	763,883.	811,658.	1,073,207.	1,642,001.	4,366,871.	8,657,620.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources.	3,251.	236.	176.	31.	2,964.	6,658.
9 Net income from unrelated business activities, whether or not the business is regularly carried on.						0.
10 Other income. Do not include gain or loss from the sale of capital assets. (Explain in Part VI.) SEE PART VI	7,850.	13,826.	16,619.	6,608.	13,780.	58,683.
11 Total support. Add lines 7 through 10.						8,722,961.
12 Gross receipts from related activities, etc. (see instructions)					12	65,657.
13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here ▶ <input type="checkbox"/>						

Section C. Computation of Public Support Percentage

14 Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f))	14	61.69 %
15 Public support percentage from 2017 Schedule A, Part II, line 14.	15	77.08 %
16a 33-1/3% support test—2018. If the organization did not check the box on line 13, and line 14 is 33-1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization. ▶ <input checked="" type="checkbox"/>		
b 33-1/3% support test—2017. If the organization did not check a box on line 13 or 16a, and line 15 is 33-1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization. ▶ <input type="checkbox"/>		
17a 10%-facts-and-circumstances test—2018. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the 'facts-and-circumstances' test, check this box and stop here. Explain in Part VI how the organization meets the 'facts-and-circumstances' test. The organization qualifies as a publicly supported organization. ▶ <input type="checkbox"/>		
b 10%-facts-and-circumstances test—2017. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the 'facts-and-circumstances' test, check this box and stop here. Explain in Part VI how the organization meets the 'facts-and-circumstances' test. The organization qualifies as a publicly supported organization. ▶ <input type="checkbox"/>		
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions. ▶ <input type="checkbox"/>		

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any 'unusual grants.')						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose.						
3 Gross receipts from activities that are not an unrelated trade or business under section 513.						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf.						
5 The value of services or facilities furnished by a governmental unit to the organization without charge.						
6 Total. Add lines 1 through 5.						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons.						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year.						
c Add lines 7a and 7b.						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
9 Amounts from line 6.						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources.						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
c Add lines 10a and 10b.						
11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on.						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**. ▶ ☐**Section C. Computation of Public Support Percentage**

15 Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f)).	15	%
16 Public support percentage from 2017 Schedule A, Part III, line 15.	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2018 (line 10c, column (f), divided by line 13, column (f)).	17	%
18 Investment income percentage from 2017 Schedule A, Part III, line 17.	18	%

19a 33-1/3% support tests—2018. If the organization did not check the box on line 14, and line 15 is more than 33-1/3%, and line 17 is not more than 33-1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization. ▶ ☐**b 33-1/3% support tests—2017.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33-1/3%, and line 18 is not more than 33-1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization. ▶ ☐**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions. ▶ ☐

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If 'No,' describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If 'Yes,' explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If 'Yes,' answer (b) and (c) below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If 'Yes,' describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If 'Yes,' explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ('foreign supported organization')? <i>If 'Yes' and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If 'Yes,' describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If 'Yes,' explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If 'Yes,' answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If 'Yes,' provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If 'Yes,' complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If 'Yes,' complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If 'Yes,' provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If 'Yes,' provide detail in Part VI.</i>		
c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If 'Yes,' provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If 'Yes,' answer 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?	11a	
b A family member of a person described in (a) above?	11b	
c A 35% controlled entity of a person described in (a) or (b) above? If 'Yes' to a, b, or c, provide detail in Part VI .	11c	

Section B. Type I Supporting Organizations

	Yes	No
1 Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If 'No,' describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.	1	
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If 'Yes,' explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.	2	

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If 'No,' describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).	1	

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	1	
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If 'No,' explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).	2	
3 By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If 'Yes,' describe in Part VI the role the organization's supported organizations played in this regard.	3	

Section E. Type III Functionally Integrated Supporting Organizations

1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
a <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.			
b <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.			
c <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).			
2 Activities Test. Answer (a) and (b) below.		Yes	No
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If 'Yes,' then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.	2a		
b Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If 'Yes,' explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.	2b		
3 Parent of Supported Organizations. Answer (a) and (b) below.			
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in Part VI .	3a		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If 'Yes,' describe in Part VI the role played by the organization in this regard.	3b		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A – Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B – Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C – Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

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Schedule A (Form 990 or 990-EZ) 2018

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D – Distributions	Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	
4 Amounts paid to acquire exempt-use assets	
5 Qualified set-aside amounts (prior IRS approval required)	
6 Other distributions (describe in Part VI). See instructions.	
7 Total annual distributions. Add lines 1 through 6.	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	
9 Distributable amount for 2018 from Section C, line 6	
10 Line 8 amount divided by line 9 amount	

Section E – Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2018	(iii) Distributable Amount for 2018
1 Distributable amount for 2018 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2018 (reasonable cause required – explain in Part VI). See instructions.			
3 Excess distributions carryover, if any, to 2018			
a From 2013			
b From 2014			
c From 2015			
d From 2016			
e From 2017			
f Total of lines 3a through e			
g Applied to underdistributions of prior years			
h Applied to 2018 distributable amount			
i Carryover from 2013 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4 Distributions for 2018 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2018 distributable amount			
c Remainder. Subtract lines 4a and 4b from 4.			
5 Remaining underdistributions for years prior to 2018, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.			
6 Remaining underdistributions for 2018. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.			
7 Excess distributions carryover to 2019. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2014			
b Excess from 2015			
c Excess from 2016			
d Excess from 2017			
e Excess from 2018			

BAA

Schedule A (Form 990 or 990-EZ) 2018

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.
(See instructions.)

PART II, LINE 10 - OTHER INCOME

NATURE AND SOURCE	2018	2017	2016	2015	2014
OTHER INCOME	\$ 13,780.	\$ 6,608.	\$ 16,619.	\$ 13,826.	\$ 7,850.
TOTAL	<u>\$ 13,780.</u>	<u>\$ 6,608.</u>	<u>\$ 16,619.</u>	<u>\$ 13,826.</u>	<u>\$ 7,850.</u>

**SCHEDULE D
(Form 990)**Department of the Treasury
Internal Revenue Service**Supplemental Financial Statements**

- **Complete if the organization answered 'Yes' on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**
► **Attach to Form 990.**
► **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

2018**Open to Public
Inspection**

Name of the organization

CLIMATE CONSERVATION DBA
CENTER FOR LARGE LANDSCAPE CONSERVATION

Employer identification number

27-1226829

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Part II Conservation Easements.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

<input type="checkbox"/> Preservation of land for public use (e.g., recreation or education)	<input type="checkbox"/> Preservation of a historically important land area
<input type="checkbox"/> Protection of natural habitat	<input type="checkbox"/> Preservation of a certified historic structure
<input type="checkbox"/> Preservation of open space	

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2 a
b Total acreage restricted by conservation easements	2 b
c Number of conservation easements on a certified historic structure included in (a)	2 c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register.	2 d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ►

4 Number of states where property subject to conservation easement is located ►

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds?

☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ►

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ► \$

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?

☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 8.

1 a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1. ► \$

(ii) Assets included in Form 990, Part X. ► \$

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1. ► \$

b Assets included in Form 990, Part X. ► \$

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

a ☐ Public exhibition

d ☐ Loan or exchange programs

b ☐ Scholarly research

e ☐ Other _____

c ☐ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements. Complete if the organization answered 'Yes' on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1 a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If 'Yes,' explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance.....	1 c
d Additions during the year.....	1 d
e Distributions during the year.....	1 e
f Ending balance.....	1 f

2 a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If 'Yes,' explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII. ☐

Part V Endowment Funds. Complete if the organization answered 'Yes' on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1 a Beginning of year balance.....					
b Contributions.....					
c Net investment earnings, gains, and losses.....					
d Grants or scholarships.....					
e Other expenditures for facilities and programs.....					
f Administrative expenses.....					
g End of year balance.....					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

a Board designated or quasi-endowment ▶ _____ %

b Permanent endowment ▶ _____ %

c Temporarily restricted endowment ▶ _____ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3 a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

(i) unrelated organizations..... **3a(i)** ☐ Yes ☐ No

(ii) related organizations..... **3a(ii)** ☐ Yes ☐ No

b If 'Yes' on line 3a(ii), are the related organizations listed as required on Schedule R? **3b** ☐ Yes ☐ No

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1 a Land.....				
b Buildings.....				
c Leasehold improvements.....				
d Equipment.....		33,677.	4,048.	29,629.
e Other.....				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				29,629.

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Schedule D (Form 990) 2018

Part VII Investments – Other Securities.

N/A

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely-held equity interests		
(3) Other		
(A) -----		
(B) -----		
(C) -----		
(D) -----		
(E) -----		
(F) -----		
(G) -----		
(H) -----		
(I) -----		
Total. (Column (b) must equal Form 990, Part X, column (B) line 12.)		

Part VIII Investments – Program Related.

N/A

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		
Total. (Column (b) must equal Form 990, Part X, column (B) line 13.)		

Part IX Other Assets.

N/A

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
Total. (Column (b) must equal Form 990, Part X, column (B) line 15.)	

Part X Other Liabilities.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

(a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
(10)	
(11)	
Total. (Column (b) must equal Form 990, Part X, column (B) line 25.)	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII. ☐

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	4,384,276.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	661.
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	661.
3	Subtract line 2e from line 1	3	4,383,615.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	4,383,615.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	1,872,034.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	
3	Subtract line 2e from line 1	3	1,872,034.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	1,872,034.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

SCHEDULE I
(Form 990)Department of the Treasury
Internal Revenue Service**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**Complete if the organization answered 'Yes' on Form 990, Part IV, line 21 or 22.
▶ Attach to Form 990.▶ Go to www.irs.gov/Form990 for the latest information

OMB No. 1545-0047

2018**Open to Public
Inspection**

Name of the organization

CLIMATE CONSERVATION DBA
CENTER FOR LARGE LANDSCAPE CONSERVATION

Employer identification number

27-1226829

Part I General Information on Grants and Assistance

- 1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☐ Yes ☒ No
- 2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered 'Yes' on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
(1) WESTERN TRANSPORT INST/MSU PO BOX 174250 BOZEMAN, MT 59717			63,631.	0.	CASH		TRAVEL
(2) BLACKFEET FISH AND WILDLIFE PO BOX 850 BROWNING, MT 59417			10,000.	0.	CASH		KSIK STASKII PROJECT
(3) BLACKFEET COMMUNITY COLLEGE 504 SE BOUNDARY ST BROWNING, MT 59417			8,500.	0.	CASH		BUILDING COMMUNITIES
(4) BOWLING GREEN STATE UNIVERSIT BOWLING GREEN BOWLING GREEN, OH 43403			17,384.	0.	CASH		ADVANCING SCIENCE
(5) NATIONAL FOREST FOUNDATION 27 FORT MISSOULA RD MISSOULA, MT 59804			10,000.	0.	CASH		BUILDING NETWORKS
(6) RAYA 312 W 36TH ST NEW YORK, NY 10018			13,725.	0.	CASH		BUILDING COMMUNITIES
(7) UNIVERSITY OF TEXAS AUSTIN UNIVERSITY OF TEXAS AUSITN AUSTIN, TX 78712			36,659.	0.	CASH		ADVANCING SCIENCE
(8) UC BERKELEY UC BERKELEY BERKELEY, CA 94720			5,200.	0.	CASH		INTERNATIONAL CONNECTIVITY

- 2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table. ▶ 1
- 3 Enter total number of other organizations listed in the line 1 table. ▶ 7

Part III **Grants and Other Assistance to Domestic Individuals.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
1					
2					
3					
4					
5					
6					
7					

Part IV **Supplemental Information.** Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

**SCHEDULE M
(Form 990)**

Department of the Treasury
Internal Revenue Service

Noncash Contributions

- ▶ **Complete if the organizations answered 'Yes' on Form 990, Part IV, lines 29 or 30.**
- ▶ **Attach to Form 990.**
- ▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No. 1545-0047

2018

**Open to Public
Inspection**

Name of the organization

CLIMATE CONSERVATION DBA
CENTER FOR LARGE LANDSCAPE CONSERVATION

Employer identification number

27-1226829

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art — Works of art.....				
2 Art — Historical treasures.....				
3 Art — Fractional interests.....				
4 Books and publications.....				
5 Clothing and household goods.....				
6 Cars and other vehicles.....				
7 Boats and planes.....				
8 Intellectual property.....				
9 Securities — Publicly traded.....	X	5	637,471.	FMV
10 Securities — Closely held stock.....				
11 Securities — Partnership, LLC, or trust interests.....				
12 Securities — Miscellaneous.....				
13 Qualified conservation contribution — Historic structures.....				
14 Qualified conservation contribution — Other.....				
15 Real estate — Residential.....				
16 Real estate — Commercial.....				
17 Real estate — Other.....				
18 Collectibles.....				
19 Food inventory.....				
20 Drugs and medical supplies.....				
21 Taxidermy.....				
22 Historical artifacts.....				
23 Scientific specimens.....				
24 Archeological artifacts.....				
25 Other ▶ (.....).....				
26 Other ▶ (.....).....				
27 Other ▶ (.....).....				
28 Other ▶ (.....).....				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement.....

29

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?.....

b If 'Yes,' describe the arrangement in Part II.

31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?.....

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?.....

b If 'Yes,' describe in Part II.

33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.

	Yes	No
30a		X
31		X
32a		X
33		

BAA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule M (Form 990) 2018

Part II **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

SCHEDULE O
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.
▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2018

**Open to Public
Inspection**

Name of the organization

CLIMATE CONSERVATION DBA
CENTER FOR LARGE LANDSCAPE CONSERVATION

Employer identification number

27-1226829

ORGANIZATION MISSION

THE CENTER DEVELOPS STRATEGIES THAT AMPLIFY COMMUNITY AND GOVERNMENTAL CONSERVATION EFFORTS THROUGH TACTICAL SUPPORT IN SCIENCE, POLICY, COMMUNITY NETWORKING, AND CLIMATE CHANGE RESILIENCY PLANNING. OUR WORK DEFINES AND ADVANCES BEST PRACTICES IN THE AREA OF LANDSCAPE CONNECTIVITY IN THE U. S. AND AROUND THE WORLD. WE ENGAGE PRIMARILY IN FOUR WAYS. FIRST, WE SUPPORT COMMUNITY-BASED PLANNING TO RESTORE, PROTECT, AND MANAGE LARGE LANDSCAPES. WE WORK WITH COMMUNITIES TO PLAN FOR AND RESTORE THE INTEGRITY AND NATURAL CONNECTIVITY OF THE LANDSCAPES WITHIN WHICH THEY LIVE AND WORK. SECOND, WE DEVELOP AND APPLY SCIENCE TO RECONNECT FRAGMENTED LANDSCAPES AND PROVIDE SAFE PASSAGE FOR WILDLIFE AND PEOPLE. THIRD, THE CENTER CONNECTS PROFESSIONALS AND DECISION MAKERS TO SHARE INFORMATION AND RESOURCES WORLDWIDE. WE SERVE AS A HUB FOR INFORMATION, TOOLS, NEWS, AND BEST PRACTICES. THE CENTER IS DIRECTLY NETWORKED WITH OVER 28,000 CONSERVATION PROFESSIONALS AND ORGANIZATIONS AROUND THE GLOBE. AND FINALLY, WE INFORM NEW POLICY AND LAW TO SUPPORT AND ACCELERATE LARGE LANDSCAPE CONSERVATION LOCALLY, NATIONALLY, AND GLOBALLY. WE ARE DEVELOPING INTERNATIONAL STANDARDS FOR CORRIDORS AND CONNECTIVITY AREAS, WHICH IS KEY TO SUPPORT A SYSTEMS APPROACH TO PROTECTING, RESTORING, AND MANAGING LARGE LANDSCAPES.

RE-GRANTING PROGRAM

IN 2019, CLLC'S PROJECT, NETWORK FOR LANDSCAPE CONSERVATION, RECEIVED \$1,900,000 FOR A NEW REGRANTING PROGRAM, THE LANDSCAPE CONSERVATION CATALYST FUND. OF THIS FUNDING, \$1,300,000 WILL BE DIRECTLY DISTRIBUTED OVER THE NEXT 5 YEARS TO CONSERVATION COLLABORATIVES, THROUGH CAPACITY-BUILDING GRANTS AND PEER LEARNING, AIMING TO INCREASE COOPERATIVE LARGE LANDSCAPE CONSERVATION EFFORTS THROUGHOUT THE UNITED STATES. IN ADDITION, CLLC WILL BE REGRANTING OVER \$100,000 FROM AN INNOVATIVE ROAD ECOLOGY GRANT TO SUPPORT ON-THE-GROUND ACTIVITIES AIMED TO ADVANCE MITIGATION

Name of the organization	CLIMATE CONSERVATION DBA CENTER FOR LARGE LANDSCAPE CONSERVATION	Employer identification number	27-1226829
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PROJECTS DESIGNED TO REDUCE WILDLIFE-VEHICLE COLLISIONS ACROSS THE COUNTRY.

PART III PROGRAM SERVICE ACCOMPLISHMENTS 4A

PROGRAM #1 NATIONAL WILDLIFE CORRIDORS & CROSSINGS

TOGETHER WITH PARTNERS, THE CENTER HAS BEEN ABLE TO LAY THE GROUNDWORK FOR SUCCESSFUL STATE WILDLIFE CORRIDORS LEGISLATION IN 2019. OUR FOCUS HAS BEEN ON PROVIDING DRAFT POLICIES FOR ADAPTATION BY INTERESTED STATES AND LEGISLATORS ACROSS THE COUNTRY. BILLS WERE INTRODUCED DURING THE MOST RECENT LEGISLATIVE SESSIONS IN TWELVE STATES: ARIZONA, COLORADO, MASSACHUSETTS, MISSISSIPPI, MONTANA, NEVADA, NEW HAMPSHIRE, NEW MEXICO, OREGON, PENNSYLVANIA AND WASHINGTON AND VIRGINIA. IMPRESSIVELY, IN THREE OF THESE STATES, NEW HAMPSHIRE, NEW MEXICO AND OREGON, BILLS PASSED THAT RECOGNIZE THE IMPORTANCE OF CORRIDORS AND DIRECT ACTION TO SAFEGUARD THEM. NOW, OUR TASK IS TO LEVERAGE THIS MOMENTUM IN ORDER TO SUPPORT AND EXPAND THESE EFFORTS WHILE INTEREST IS BUILDING. AS PART OF THIS EFFORT, WE PUBLISHED, WILDLIFE CONNECTIVITY: OPPORTUNITIES FOR STATE LEGISLATION, A TOOLBOX OF POTENTIAL PROVISIONS IN THE AREAS OF PLANNING, DATA GATHERING, CONSERVATION PRACTICE, PLANNING AND FUNDING BASED ON CASE STUDIES ACROSS THE COUNTRY FOR USE STATE LEGISLATORS.

AS A MEMBER OF THE MONTANANS FOR SAFE WILDLIFE PASSAGE (MSWP) COALITION, THE CENTER CO-HOSTED AND PLANNED A STATE-WIDE SUMMIT, TRANSPORTATION AND WILDLIFE IN MONTANA, IN PARTNERSHIP WITH MONTANA DEPARTMENT OF TRANSPORTATION, MONTANA FISH, WILDLIFE, AND PARKS, AND OTHER INTERESTED GROUPS IN LATE 2018. ATTENDED BY 150 PEOPLE, THE SUMMIT INCREASED UNDERSTANDING OF THE IMPORTANCE OF REDUCTION OF WILDLIFE-VEHICLE COLLISIONS AND OPPORTUNITIES TO IMPROVE CONNECTIVITY ACROSS MONTANA'S ROADS. THE CENTER CONTINUES TO PROVIDE LEADERSHIP TO THE IMPLEMENTATION COMMITTEE NOW WORKING TO PRIORITIZE WILDLIFE CROSSING OPPORTUNITIES IN MONTANA.

THE CENTER HAS ALSO MADE GREAT PROGRESS WITH LOCAL GOVERNMENTS CONCERNING WILDLIFE

Name of the organization	CLIMATE CONSERVATION DBA CENTER FOR LARGE LANDSCAPE CONSERVATION	Employer identification number 27-1226829
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CROSSINGS. AFTER 6 YEARS OF WORK BY THE CENTER AND PARTNERS, TETON COUNTY UNANIMOUSLY APPROVED A WILDLIFE CROSSINGS PLAN THAT SHOWS WHERE CROSSING STRUCTURES CAN BE PLACED TO IMPROVE MOTORIST AND WILDLIFE SAFETY. THE TETON COUNTY PLAN IS THE FIRST COUNTY-WIDE PLAN IN THE NATION TO REDUCE WILDLIFE-VEHICLE COLLISIONS AND PROTECT HABITAT CONNECTIVITY. MOREOVER, THE COUNTY ALLOCATED FUNDS IN ITS NEW FISCAL YEAR TO PAY FOR PRELIMINARY PLANNING, ENGINEERING, COST ESTIMATE AND DESIGN OF CROSSINGS.

PART III PROGRAM SERVICE ACCOMPLISHMENTS 4B

PROGRAM #2 ADVANCING SCIENCE

THE CENTER FOR LARGE LANDSCAPE CONSERVATION IS CURRENTLY ENGAGED IN A GLOBAL ANALYSIS OF CONSERVATION CORRIDOR EFFICACY. THIS PROJECT USES EMPIRICAL EVIDENCE FROM "REAL" LANDSCAPES (AS OPPOSED TO EXPERIMENTAL SYSTEMS OR THEORETICAL MODELS) TO IDENTIFY CHARACTERISTICS OF CORRIDORS THAT SUCCESSFULLY FACILITATE ANIMAL MOVEMENT BETWEEN HABITAT PATCHES. THE RESULTS OF THIS RESEARCH WILL HELP LAND USE PLANNERS AND CONSERVATIONISTS RECOGNIZE AND PROMOTE MORE EFFECTIVE CORRIDORS USING THE LESSONS LEARNED FROM STUDYING REAL-WORLD CORRIDORS.

THE CENTER AND PARTNERS HAVE BEEN WORKING TOGETHER TO DEVELOP AN APPROACH FOR CONSIDERING ECOLOGICAL CONNECTIVITY AS A KEY ELEMENT IN FOREST PLAN REVISIONS. USING CUSTER GALLATIN NATIONAL FOREST (CGNF) IN MONTANA AS A CASE STUDY, OUR SPATIAL ECOLOGISTS CREATED CONNECTIVITY MODELS FOR A SET OF GENERIC SPECIES THAT COLLECTIVELY REPRESENT THE LARGE VARIETY OF WILDLIFE SPECIES FOUND IN THE FOREST. WE USED THE OUTPUTS OF THESE CONNECTIVITY MODELS TO IDENTIFY IMPORTANT CORRIDORS THAT LINK AREAS OF CORE HABITAT WITHIN AND SURROUNDING CGNF. THE RESULTS OF THE ANALYSIS HAVE BEEN USED TO INFORM MANAGEMENT STANDARDS AND GUIDELINES FOR CONNECTIVITY IN FOREST PLAN REVISION DOCUMENTS, SUCH AS THE DESIGNATION OF KEY LINKAGE AREAS FOR CONNECTIVITY. WE ARE NOW UNDER CONTRACT WITH OTHER NATIONAL FOREST PLANNERS TO

Name of the organization	CLIMATE CONSERVATION DBA CENTER FOR LARGE LANDSCAPE CONSERVATION	Employer identification number 27-1226829
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REPEAT THE PROCESS THROUGHOUT THE GREATER YELLOWSTONE AREA.

OUR SCIENTIFIC RESEARCH AND PLANNING ALSO SPANS TO OUR INDIGENOUS PARTNERS. IN PREPARATION FOR THE BLACKFEET INTEGRATED LAND USE MANAGEMENT PLAN, THE CENTER IS PROVIDING BACKGROUND PLANNING SUPPORT FOR THE BLACKFEET TRIBAL BUSINESS COUNCIL BY ANALYZING AND SYNTHESIZING EXISTING AND HISTORICAL PLANS TO IDENTIFY COMMON AND EMERGING LAND USE MANAGEMENT PRIORITIES, AND TO IDENTIFY ANY MAPPING AND VISUALIZATION REQUIREMENTS. THE FOCUS OF THIS WORK IS A COMPREHENSIVE AND SYSTEMATIC REVIEW OF PAST PLANNING EFFORTS (OVER THE PAST 20+ YEARS), TO IDENTIFY COMMON PRIORITIES AND GOALS OVER TIME AND OVERLAPPING ACTIONS TO MEET THOSE GOALS. THE ANALYSIS WILL BE CONDUCTED WITH A FOCUS ON BOTH SIMILARITIES AND DIFFERENCES, AS WELL AS GAPS IN PLANNING OR ACTIONS, IN ORDER TO DEVELOP A FRAMEWORK FOR THE BLACKFEET INTEGRATED LAND USE MANAGEMENT PLANS.

PART III PROGRAM SERVICE ACCOMPLISHMENTS 4C

PROGRAM #3 COMMUNITY PLANNING

THE CENTER CONTINUES TO SUPPORT COMMUNITIES ON THEIR PATH TO BUILD RESILIENCE TO CHANGE IN THE CLIMATE AND DEVELOPMENT IMPACTS. OUR APPROACH INTEGRATES SCIENCE WITH THE CULTURAL AND TRADITIONAL VALUES OF DIVERSE COMMUNITIES, INFLUENCING POLICY WHERE APPROPRIATE AND ENGAGING YOUTH WHENEVER POSSIBLE. WE ARE HONORED TO PARTNER WITH TRIBAL NATIONS WHENEVER INVITED, AND ENDEAVOR TO SUPPORT INDIGENOUS COMMUNITIES AND TRIBAL NATURAL RESOURCE MANAGERS IN ACCOMPLISHING THEIR CONSERVATION GOALS AND PRIORITIES. THE MAJORITY OF THIS WORK HAS BEEN FOCUSED WITH INDIGENOUS COMMUNITIES IN THE NORTHERN ROCKIES, ESPECIALLY THE BLACKFEET NATION AND CONFEDERATED SALISH AND KOOTENAI TRIBES (CSKT). MORE RECENTLY, WE HAVE ADDED WORK WITH THE FORT BELKNAP INDIAN COMMUNITY TO HELP TO DEVELOP AND IMPLEMENT A CLIMATE ADAPTATION PLAN.

AFTER SUPPORTING THE BLACKFEET ENVIRONMENT OFFICE TO PRODUCE THE BLACKFEET CLIMATE

Name of the organization	CLIMATE CONSERVATION DBA CENTER FOR LARGE LANDSCAPE CONSERVATION	Employer identification number 27-1226829
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CHANGE ADAPTATION PLAN, THERE WAS GREAT ENTHUSIASM TO IMPLEMENT PROJECTS IN THE PLAN. FROM THIS, ONE OF OUR STANDOUT LOCAL PROJECTS, THE KSIK STAKII, OR "BEAVER" PROJECT WAS BORN. DESIGNED AS A CLIMATE CHANGE ADAPTATION INITIATIVE TO COMBAT INCREASED DROUGHT, IT AIMS TO INCREASE NATURAL WATER STORAGE IN THE BLACKFEET NATION BY PROTECTING BEAVER AND RESTORING WETLANDS. THE KSIK STAKII PROJECT FOCUSES ON PROVIDING FIELD-BASED EDUCATIONAL EXPERIENCES FOR BLACKFEET YOUTH AND WORKSHOPS FOR BLACKFEET NATURAL RESOURCE MANAGERS, PRODUCERS, AND COMMUNITY MEMBERS. THE CENTER'S PILOT PROJECT HAS COMPLETED TWO SUCCESSFUL FIELD SEASONS AND IS NOW BEING TRANSITIONED TO AN INTERNAL BLACKFEET LEAD PROGRAM, TO BE CONTINUED FOR THE FORESEEABLE FUTURE.

ALSO, IN REGARDS TO OUR COMMUNITY PLANNING PROGRAM, THE CENTER IS PROMOTING THE CONCEPT OF HOLISTIC HEALTH BY PROVIDING FAITH LEADERS, HEALTH CARE PROFESSIONALS AND OTHER COMMUNITY HEALTH ADVOCATES WITH WAYS TO TALK TO THEIR COMMUNITIES ABOUT CLIMATE CHANGE, AND ENSURE FUTURE GENERATIONS HAVE CLEAN AIR, WATER, AND WHOLESOME FOOD. AT THE END OF 2018, WE PRODUCED HEALTHY LANDSCAPES, HEALTHY PEOPLE: A GUIDEBOOK FOR MONTANA COMMUNITIES PREPARING FOR A CHANGING CLIMATE. THE GUIDEBOOK DEMONSTRATES THE INTERCONNECTIONS BETWEEN HEALTHY ECOSYSTEMS AND HUMAN HEALTH AND HAS BEEN PRESENTED AT VARIOUS CONFERENCES AND SYMPOSIUMS, INCLUDING "FAITH, SCIENCE AND CLIMATE ACTION," COORDINATED BY THE MONTANA FAITH AND ENVIRONMENT COALITION. AFTER SHARING THE GUIDEBOOK AT A HEALTH CONFERENCE IN WISCONSIN, PROPONENTS ARE NOW PROMOTING THE PRODUCTION OF SIMILAR GUIDES FOR EVERY STATE.

FORM 990, PART III, LINE 4D - OTHER PROGRAM SERVICES DESCRIPTION

PROGRAM #4 BUILDING NETWORKS

THE CENTER CONTINUES ON THE LEADERSHIP TEAM FOR THE NETWORK FOR LANDSCAPE CONSERVATION (NLC) AND SERVES AS ITS HOST AND FISCAL SPONSOR. NLC CONNECTS PEOPLE TO IDEAS, INNOVATIONS, AND EACH OTHER, IN ORDER TO BUILD A COMMUNITY OF PRACTICE FOR

Name of the organization	CLIMATE CONSERVATION DBA CENTER FOR LARGE LANDSCAPE CONSERVATION	Employer identification number 27-1226829
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FORM 990, PART III, LINE 4D - OTHER PROGRAM SERVICES DESCRIPTION

THE FIELD OF LANDSCAPE CONSERVATION IN THE U.S AND CANADA. TODAY, THIS BROAD-BASED NETWORK INCLUDES MORE THAN 150 ORGANIZATIONAL PARTNERS AND 2,700 PRACTITIONERS AND SERVES AS AN UMBRELLA NETWORK TO ADVANCE THE FIELD OF LANDSCAPE CONSERVATION.

EARLY THIS YEAR, THE CENTER AND NLC LAUNCHED A LANDSCAPE CONSERVATION CATALYST FUND TO ACCELERATE PLACE-BASED, LANDSCAPE CONSERVATION IN THE UNITED STATES. OVER A THREE-YEAR PERIOD, THE FUND WILL REACH 24 OR MORE COLLABORATIVE CONSERVATION PARTNERSHIPS ACROSS THE UNITED STATES WITH \$1,000,000 IN DIRECT GRANT FUNDING FOR "BACKBONE" SUPPORT AND ASSOCIATED STEPPING-STONE ACTIVITIES, AS WELL AS ADDITIONAL SUPPORT FOR CONVENING, MENTORING, AND EDUCATION. THERE WAS TREMENDOUS RESPONSE IN OUR FIRST YEAR WITH OVER 250 PRE-PROPOSALS SUBMITTED AND A CLEAR NEED FOR CAPACITY SUPPORT FOR LANDSCAPE COLLABORATIVES. THE FIRST ROUND OF GRANTEEES WILL BE CHOSEN EARLY IN FY 19-20.

PROGRAM #5 INTERNATIONAL CONNECTIVITY CONSERVATION

THE CENTER CONTINUES TO EXCEL IN EFFORTS TO BUILD A GLOBAL COMMUNITY OF PRACTICE IN REGARDS TO CONNECTIVITY AND MAINTAINS OUR LEADERSHIP IN THIS REALM AS CHAIR OF THE IUCN CONNECTIVITY CONSERVATION SPECIALIST GROUP (CCSG) SINCE 2016. NOW IN ITS 3RD YEAR, CCSG REPRESENTS 860 MEMBERS, 450 INSTITUTIONS, AND OVER 80 COUNTRIES. OVER THE PAST YEAR, WE HAVE VASTLY INCREASED COORDINATION AMONG THESE PARTICIPANTS IN ORDER TO MEET THE GROWING DEMAND FOR CONNECTIVITY SOLUTIONS IN AREAS AROUND THE WORLD. THE CENTER, ALONG WITH OUR PARTNERS, IS TACKLING THE COMPLEX CHALLENGE OF WORKING TO ACHIEVE GLOBAL CONSENSUS ON APPROACHING CONNECTIVITY CONSERVATION IN A CONSISTENT MANNER, WITH FORMAL AND TRANSPARENT RULES AS A GUIDE. THE CCSG HAS A MANDATE TO FACILITATE THE RECOGNITION, ESTABLISHMENT, SPATIAL DELINEATION AND EFFECTIVE MANAGEMENT OF CONNECTIVITY CONSERVATION AREAS GLOBALLY AND TO PREPARE EXPERT IUCN

Name of the organization	CLIMATE CONSERVATION DBA CENTER FOR LARGE LANDSCAPE CONSERVATION	Employer identification number 27-1226829
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FORM 990, PART III, LINE 4D - OTHER PROGRAM SERVICES DESCRIPTION

GUIDANCE ON ALL ASPECTS OF CONNECTIVITY CONSERVATION. THIS NEW CONSERVATION DESIGNATION WILL BE KNOWN AS AREAS OF CONNECTIVITY CONSERVATION (ACCS). WE ARE DEVELOPING MECHANISMS TO PROTECT LINKAGE AREAS THAT MAINTAIN ECOLOGICAL CONNECTIVITY AROUND THE WORLD. OUR INTENTION IS TO DELIVER COMPREHENSIVE CONNECTIVITY SOLUTIONS IN 2020 AT THE CONVENTION ON BIOLOGICAL DIVERSITY.

SPECIAL PROJECTS

FORM 990, PART VI, LINE 11B - FORM 990 REVIEW PROCESS

FORM 990 IS REVIEWED BY THE BOARD OF DIRECTORS PRIOR TO FILING

FORM 990, PART VI, LINE 12C - EXPLANATION OF MONITORING AND ENFORCEMENT OF CONFLICTS

EACH YEAR, ALL DIRECTORS AND OFFICERS ARE REQUIRED TO READ, SIGN AND ADHERE TO THE CONFLICT OF INTEREST POLICY. THE POLICY DETERMINES IF A CONFLICT EXISTS, PROCEDURES FOR ADDRESSING A CONFLICT, CONFLICTS THAT MAY EXIST IN COMPENSATION MATTERS, HOW VIOLATIONS WILL BE ADDRESSED AND HOW TO RECORD PROCEEDINGS.

FORM 990, PART VI, LINE 15A - COMPENSATION REVIEW & APPROVAL PROCESS - CEO & TOP MANAGEMENT

THE EXECUTIVE DIRECTOR'S COMPENSATION IS DETERMINED BY A PROCESS WHICH INCLUDES A YEARLY PERFORMANCE REVIEW, A REVIEW OF OTHER EXECUTIVE DIRECTOR'S COMPENSATION, COMPARABILITY DATA AND CONTEMPORANEOUS SUBSTANTIATION OF THE DELIBERATION AND DECISION.

FORM 990, PART VI, LINE 19 - OTHER ORGANIZATION DOCUMENTS PUBLICLY AVAILABLE

THE ORGANIZATION HAS MADE ITS GOVERNING DOCUMENTS, POLICIES, AND FINANCIAL STATEMENTS AVAILABLE ON GUIDESTAR'S WEBSITE

Name of the organization **CLIMATE CONSERVATION DBA
CENTER FOR LARGE LANDSCAPE CONSERVATION**

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**FORM 990, PART IX, LINE 11G
OTHER FEES FOR SERVICES**

	(A) TOTAL	(B) PROGRAM SERVICES	(C) MANAGEMENT & GENERAL	(D) FUND- RAISING
CONSULTANTS	227,528.	217,856.	8,492.	1,180.
PROFESSIONAL FEES	25,240.	2,876.		22,364.
TOTAL	<u>\$ 252,768.</u>	<u>\$ 220,732.</u>	<u>\$ 8,492.</u>	<u>\$ 23,544.</u>

INDEPENDENT AUDITORS' REPORT

To the Board of Directors
Climate Conservation dba Center for Large Landscape Conservation
Bozeman, MT

We have audited the accompanying financial statements of Climate Conservation dba Center for Large Landscape Conservation (a nonprofit organization), which comprise the statements of financial position as of June 30, 2020 and 2019, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Center for Large Landscape Conservation, as of June 30, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Amatics CPA Group
Bozeman, Montana
October 2, 2020



Operation Budget

Fiscal Year July 1, 2020 - June 30, 2021

Revenue	FY 20-21 Forecast
Foundations-Restricted	800,199
Foundations-Unrestricted	157,825
Government Grants	499,985
Contract for Services	580,000
Corporations	12,000
Tribal Government Grants	15,000
Universities & Partners	83,700
Income for Crown Roundtable (FS)	15,000
Income for ARC (FS)	161,500
Income for NLC (FS)	35,000
Income for Catalyst Fund Program (FS)	10,000
Individuals & Board Support	365,000
Other Income	12,000
Total Fiscal Year Revenue	2,747,209
Rollover Net Assets from FY 19-20	3,458,878
Total Revenue	6,206,087

Expenses	FY 20-21 Forecast
Staffing	1,663,088
PPP Loan Forgiveness	(216,000)
Consultants	150,000
CLLC Pass Through Grants	105,000
Special Projects- Infrastructure, etc.	30,000
NLC Catalyst Fund Pass Through	334,000
Office Expenses & Printing	85,000
Lease	35,000
Dues, Fees & Conferences	26,000
Accounting & Professional Fees	43,000
Communications & Productions	35,000
Travel and Meeting Meals	190,000
Total Fiscal Year Expense	2,480,088

Net Assets	FY 20-21 Forecast
Fiscal Year Net Assets	267,121
Total Net Assets	3,725,999
<i>Less Time Restricted-Funding for Future Fiscal Years</i>	<i>-1,300,000</i>
Liquid Net Assets	2,425,999

Notes:

Fiscal Sponsor income and expenses are included
 Demonstrating Accrual Accounting
 Representing 70% Funder List for Revenue
 Board Approved on June 22, 2020



**Forecast vs Actual Operation Budget
Fiscal Year July 1, 2019 - June 30, 2020**

Revenue	Approved FY Forecast Budget	Actual FY Budget	Actual as % of Forecast
Foundations-Restricted	647,500	970,859	150%
Foundations-Unrestricted	53,800	103,332	192%
Government Grants	163,929	60,148	37%
Corporations	14,000	9,350	67%
Tribal Government Grants	65,000	49,372	76%
Universities & Partners	41,309	77,362	187%
Contract for Services	-	68,163	-
Restrict for Crown Roundtable (FS)	40,000	53,305	133%
Restrict for ARC (FS)	150,000	191,625	128%
Restrict for NLC (FS)	114,500	152,910	134%
Restrict for Catalyst Fund Program (FS)	0	11,825	100%
Individuals & Board Support	340,000	517,002	152%
Other Income	32,000	22,940	72%
Total Fiscal Year 19-20 Revenue	1,662,038	2,288,192	138%
Rollover Net Assets from FY 18-19	3,437,493	3,437,493	
Total	5,099,531	5,725,685	112%

Expenses	Approved FY Forecast Budget	Actual FY Budget	Actual as % of Forecast
Staffing	1,354,128	1,378,932	102%
Consultants	182,522	169,777	93%
CLLC Pass Through Grants	122,211	160,443	131%
Special Projects- Infrastructure, etc.	97,000	29,763	31%
NLC Catalyst Fund Pass Through	334,000	190,588	57%
Office Expenses (Supplies, Equipment, Printing, etc)	57,300	71,880	125%
Lease Expenses	30,000	30,015	100%
Dues, Fees & Conferences	12,500	20,198	162%
Accounting & Professional Fees	49,500	34,049	69%
Communications & Productions	16,800	28,230	168%
Travel & Meetings	189,200	146,988	78%
Depreciation		5,946	
Total Fiscal Year 19-20 Expense	2,445,161	2,266,808	93%

Net Assets	Approved FY Forecast Budget	Actual FY Budget	Actual as % of Forecast
Fiscal Year 19-20 Net Assets	-783,123	21,385	-3%
Total Net Assets	2,654,370	3,458,878	130%
<i>Less time-restricted funding for future Fiscal Years</i>	<i>1,463,626</i>	<i>1,250,700</i>	
Liquid Net Assets	1,190,744	2,208,178	185%

Notes:

Fiscal Sponsor income and expenses are included
 Demonstrating Accrual Accounting
 Board Approved Forecast 5/3/2019
 Final Financials are in Audited draft form



Balance Sheet

As of June 30, 2020

Assests	As of June 30, 2020
Current Assets	
Cash and Cash Equivalents	1,196,867
Certificate of Deposits	2,571,253
Grants Receivable	23,084
Prepaid Expenses	3,001
Total Current Assets	3,794,205
Fixed Assets	23,683
Total Assets	3,817,888
Liabilities & Net Assets	
Current Liabilities	
Accounts Payable	28,032
Credit Cards	1,486
Payroll	104,394
Total Current Liabilities	133,912
Long Term Liabilities	
PPP Loan	225,100
Total Liabilities	359,012
Net Assets	
Net Assets w/o Restrictions	1,042,823
Net Assets with Restictions	2,416,053
Total Net Assets	3,458,876
Total Liabilities & Net Assests	3,817,888



SUMMARY OF STRATEGIC PLANNING

By Program

VISION: Conserving life on earth by connecting our fragmented natural world.

MISSION: Connect and activate people and communities to protect the health and climate integrity of the planet by conserving landscapes and ecosystems that maintain climate and support life.

PROGRAM STRATEGIC PLANS

Following are 5 strategic sub-plans for the five main program areas the Center works in. Although these programs have different goals and objectives, they overlap in many ways, share staff, work together to leverage impacts and expand influence. All programs serve to fulfill our vision and mission:

1. Corridors and Crossings – North America
2. International Connectivity
3. Community Resilience Program
4. Science Program
5. Conservation Networks (sponsored projects that are governed by team or committee)

1) Corridors and Crossings – North America

Vision

A system of federal, state, and private land corridors link protected areas and other high-quality habitat into a series of ecological networks across the United States. As human populations grow and fragment the landscape and the changing climate forces wildlife to move and shift ranges, it is more important than ever to create corridors for wildlife to move between protected areas, and to construct wildlife crossings where needed to bridge roads and railways that act as barriers to movement within those corridors. Despite knowing that we need to conserve wildlife corridors and build crossing structures, the challenges we face in doing so span geographic, jurisdictional and political boundaries. It is impossible for a single organization to tackle this problem alone. Rather, the solution calls for a systematic, inclusive approach that links multiple agencies, conservation organizations and communities.

To achieve this vision, we work collaboratively with partners to evaluate and prioritize opportunities most likely to position us to meet the following long-term goals:

1. **ESTABLISH NEW POLICY** - Develop and advance a policy framework to incentivize public decision-makers to undertake activities aimed at systematically reducing wildlife- vehicle collisions while improving habitat connections.
2. **BUILD A CONSTITUENCY OF PRACTITIONERS** - Develop and expand a community of practitioners to champion the construction of the next generation of wildlife crossings and the protection of key landscape corridors across the U.S.
3. **PROMOTE INNOVATION** - Foster, create and disseminate the next generation of innovative wildlife crossing designs and inspire decision-makers to increase protection of ecological connectivity in their projects and plans.
4. **SECURE NEW FUNDING STREAMS** - Promote sustainable funding streams and the use of public-private partnerships to leverage resources to pay for wildlife mitigation and the protection of wildlife movement.

5-year Goals

- **New state, federal and tribal policies** increase attention to, and efforts for, the identification and protection of wildlife corridors and ecological connectivity across the United States.
- **Innovative wildlife crossings** being built in multiple locations across the U.S.
- **Dedicated federal and/or private funding** streams secured to pay for a highway mitigation program for wildlife.
- **Federal administrative direction** is given to all federal wildlife and land management agencies to include considerations for wildlife corridors in their management plans, programs, and projects in the Department of Agriculture, Defense, Commerce, and Transportation.

3-year Goal

- Decision-makers **evaluate the need for wildlife mitigation early** during transportation planning and projects.
- Five pilot states enact **wildlife corridors legislation or new administrative policies** for ecological connectivity.

- A **bipartisan National Wildlife Corridors Act** is introduced, has hearings, and passes out of committee so it can be included in any future omnibus lands legislation.
- **New provisions for wildlife corridors conservation** will be included in at least one major federal bill, e.g., Farm Bill, Infrastructure, Transportation, or Interior Appropriations.
- Deployment is assured for **1-3 new wildlife crossings** that employ at least one innovative structural, procedural process or funding element.
- There is at least **one new federal and/or private sector funding mechanism** adopted by a state or federal agency dedicated to procuring new wildlife mitigation measures.
- The **Blackfeet Animal-Vehicle Collision Reduction Master Plan is replicated** on at least one other tribal reservation.

Strategies

1. **Coordinate and educate** communities, partners and funders on wildlife corridors and crossings
2. **Disseminate technical information and promote** crossings as proven solutions to agency decision-makers, engineers and biologists
3. **Develop and promote** conceptual designs and new applications for known technologies to increase stakeholder confidence and boost likely uptake and adoption of new materials and design approaches for wildlife mitigation/crossings
4. **Partner to develop and adopt strategies and criteria** for land trusts to identify and secure land adjacent to priority crossing sites
5. **Engage with local decision-makers and conservation partners** to secure deployment of multiple new **wildlife crossings measures**
6. Work with partners to **develop and advance wildlife-friendly corridor and crossing legislation**
7. **Shape protection of ecological corridors during ongoing public land management plans** including Bureau of Land Management plans and the first generation of U.S. Forest Service land management plan revisions under its 2012 Planning Rule, which requires the agency to evaluate, and conserve ecological connectivity
8. **Complete with the Blackfeet Nation** the first ever reservation-wide animal-vehicle collision and habitat connectivity assessment, compile lessons learned, and share with other tribes
9. **Create a framework** for exporting road ecology tools and practices to local groups and communities to help them act as on-the-ground advocates with the goal of helping ensure that such practices become standard operating procedures for state and local transportation and wildlife agencies

Tactics

1. **Local coalitions**
 - Provide capacity and leadership to Montanans for Safe Wildlife Passage as they seek to capitalize on the momentum arising from the 2018 *Montana Wildlife & Transportation Summit*.
 - Assist other state-based and national coalitions as opportunities arise.
 - Work with partners to spearhead outreach/funding campaigns for 3 or more wildlife mitigation/crossing projects.
2. **Agency Outreach**

- Reach new and engage existing stakeholders at 3 or more priority conferences attended by natural resource and/or transportation professionals.
- Provide technical assistance on corridor habitat analysis (identification) or innovative mitigation measures for highway crossings.

3. Innovative Design

- Host 1 or more workshops for high-priority wildlife crossing projects with the goal of engaging an interdisciplinary group of stakeholders in considering inclusion of innovative components in the final design.
- Develop a framework for securing agreements with relevant partners to conduct “proof of concept” tests of new applications, *e.g.*, smart phone carcass data collection applications, animal-detection systems, or known technologies, such as fiber-reinforced polymer or green roof technologies, repurposed for crossings.

4. Coordinating with Land Trusts

- Conduct a literature review, electronic survey, and/or expert interviews of Network for Landscape Conservation and land trust members to assess whether/how land trusts consider the proximity of known migration corridors or planned/future mitigation projects/crossings to prioritize a potential investment parcel.
- Include case studies of exemplary land trust projects involving corridors and crossings.

5. On-the-ground projects

- Lay the groundwork necessary to secure deployment of additional wildlife crossings on an annual basis, develop an investment portfolio outlining potential on-the-ground projects including resources available, potential partners, leveraging opportunities, timing, etc.

6. Federal and state legislation and policy

- Support re-introduction of a national wildlife corridors act and build support for the act among sporting groups, the outdoor industry and others.
- Seek inclusion and build support for wildlife-related mitigation and funding provisions in national infrastructure and/or transportation legislation.
- Engage with the Western Association of Fish and Wildlife Agencies (WAFWA) to develop strategies for stakeholders to use the best available state wildlife corridor information for planning and projects.
- Aid in implementing Department of Interior’s Secretarial Order Number 3362 on ungulate migrations within the 11 western states covered by the order.
- Increase financial support for CLLC and its conservation partners to work with local NGOs and communities to advance state wildlife corridor legislation using our state legislative “tool box”.

7. Public lands

- Continue to directly engage with, and advance the protection of ecological connectivity in 12 Forest Plan revisions currently in process, including 5 in MT (Custer-Gallatin, Helena-Lewis-Clark), 2 in ID (Salmon-Challis), 2 in NM (Carson, Santa Fe), 2 in WY (Bridger-Teton), 1 in UT/WY (Ashley)
- Continue to provide support to other groups in advancing 8 Forest Plan revisions currently in process, including 4 in AZ (Tonto, Coconino, Kaibab, Prescott), 2 in NM (Cibola, Gila), 2 in AZ/NM (Apache-Sitgreaves)

8. Tribal lands

- Work with the Blackfeet nation to complete the first ever reservation-wide animal-vehicle assessment and mitigation plan.

- Engage with 1-2 additional tribes in 2019 to gauge the importance of animal-vehicle collisions in tribal transportation safety and assess interest in similar solutions.

9. National Transport Working Group

- Expand current networks into a more formal working group of practitioners working to raise awareness and provide support for road ecology and policy, and how it fits into the larger connectivity puzzle.
- Outline and develop a series of case studies and/or “how to” reports on topics of interest, *e.g.*, private-public partnerships; federal, state and private funding opportunities; and best practices for establishing safe passage coalitions.

2. International Connectivity (CCSG & TWG)

Vision

Be the global hub, center of excellence, and information clearinghouse for eminent and highly active practitioners of large landscape conservation with a focus on maintaining habitat corridors by avoiding and/or reducing the impacts of linear infrastructure, such as roads and railways in ecological networks.

Long-term Goal

Connectivity Conservation Specialist Group (CCSG): In 15 years, Areas of Connectivity Conservation (ACCs) are established as a new type of conservation designation for terrestrial, marine, and freshwater ecosystems. A community of connectivity practice is empowered to drive establishment and effective management of ACCs as an enhanced approach to biodiversity conservation on a global scale.

Transport Working Group (TWG): A special focus of The Center will be to promote best practices in road ecology by minimizing and mitigating the threats of linear transportation infrastructure to connectivity and species mortality, especially in biodiversity rich areas in the developing regions of Africa, Asia, and Latin America.

**** Please note that we are developing a larger International Connectivity Program that expands beyond the CCSG and TWG and we are in the process of clarifying goals and objectives.**

1-3 Year Short-Term Goals

CCSG

- **Lead the Connectivity Conservation Specialist Group** community in the creation and application of Areas of Connectivity Conservation to enhance biodiversity conservation to realize IUCN’s objectives, the Convention on Biological Diversity’s post-2020 global biodiversity framework, and the UN Sustainable Development Goals.
- **Publication of a comprehensive set of technical guidance documents on best practices** – building on the experience of national, regional, and global networks - in large landscape and connectivity conservation, and the identification, establishment, and management of Areas of Connectivity Conservation.

- **Connectivity resolution adopted by the IUCN World Conservation Congress** (2020 in Marseille) acknowledging the use of the IUCN protected area definition as the basis for defining and reporting Areas of Connectivity Conservation as a protected area category
- The 15th Conference of the Parties to the Convention on Biological Diversity (2020 in China) explicitly **includes Areas of Connectivity Conservation in its post-2020 global biodiversity framework** with targets, adopts a definition, acknowledges guiding principles for the identification and management of Areas of Connectivity Conservation, and encourages Parties, other Governments. Relevant organizations, and indigenous peoples and local communities apply the scientific and technical guidance as appropriate.

TWG

- **Develop and lead the Transport Working Group** under the Connectivity Conservation Specialist Group to engage experts from across the globe to address the adverse impacts of transport infrastructure on large landscapes and seascapes;
- Develop and lead the infrastructure-related sections of the **“Guidance for the Conservation of Ecological Corridors”** as part of the IUCN-WCPA’s Best Practice Protected Area Guidelines Series;
- Lead and guide the Asian Elephant Transport Working Group (AsETWG) in collaboration with the IUCN’s Asian Elephant Specialist Group of its Species Survival Commission. Deliver practical, flexible, and science-based solutions to avoid and mitigate threats posed by linear transportation infrastructure to elephants and their corridors across all 13 range states;
- Lead the Latin American and Caribbean Transport Working Group (LACTWG) to unify practitioners in Latin America and the Caribbean to share information and apply best-practices for mitigating the impacts of linear transportation infrastructure on ecological connectivity.
- Develop a package of training and education short courses for initial deployment in Africa and Latin America to increase scientific and technical understanding among key stakeholders for how to best reduce the impacts of linear transportation on ecological connectivity.
- Create and implement a strategy to engage the funders of infrastructure in developing countries - the multilateral development banks (MDBs). Engage a group of financial and ecological experts to influence MDBs to increase adoption of more sustainable infrastructure principles and practices, specifically focused on maintaining wildlife and ecological connectivity.
- Develop an “International Coalition for Sustainable Linear Infrastructure” to focus global resources that promote multi-sectoral cooperation, innovative science-based solutions, and proactive policies and legal frameworks that mainstream biodiversity considerations into linear transportation infrastructure development.

Strategies

CCSG

1. Engage scientific and practical experts, IUCN constituencies (including Members, National and Regional Committees, Commissions, Global Programmes, and Regional Offices), Governments, Major Groups, and Stakeholders to further interdisciplinary understanding and cross-sectoral action for connectivity and large landscape conservation.

2. Organize and participate in events from local to international level to demonstrate and share expertise, and provide guidance for the future of connectivity conservation.
3. Strengthen existing, and build new partnerships, to develop project proposals, secure funding opportunities, and produce stand-alone and joint products.
4. Serve as a focal point for CLLC programs to identify and activate synergies to integrate International to local/local to international perspectives on connectivity conservation across other CLLC programs.

TWG

1. Engage and mobilize road, railway, and canal planners, ecologists, engineers, academics, financial institutions, and other interested parties to further proactive solutions that reduce the risks to wildlife and ecological connectivity posed by linear infrastructure development.
2. Organize and participate in local to international events (i.e. symposia, fora, conferences) that raise awareness of the growing threats that linear infrastructure development pose to the environment. Promote avoidance as the first option and encourage the deployment of effective mitigation measures. Deliver guidance for best-practices that can be applied around the world.
3. Strengthen existing, and build new partnerships, to cooperatively develop project proposals, secure funding opportunities, and produce stand-alone and joint products to apply best-practices; and
4. Provide CLLC's expertise to foundations, organizations, and projects that champion avoidance and/or effective mitigation of the impacts of linear transportation infrastructure development on wildlife and ecological connectivity.

Tactics

CCSG

1. Coordinate the CCSG membership to exchange ideas through E-mail, Basecamp, etc., maintain a high-level of website development and contributions, and deliver focused and powerful messages at key scientific and policy meetings worldwide.
2. Disseminate information and expertise through multiple channels of academic publishing (journals, edited books, monographs), grey literature (research, reports, guides, newsletters, bulletins, fact sheets, summaries), and multimedia (presentations, videos, webinars, virtual conferences, etc.).
3. Convene consultations and conferences, including ongoing meetings for the development of technical guidance documents on best practices, a marine connectivity conservation summit, and a North American large landscape conference.
4. Increase dialogue through peer-to-peer learning opportunities, and contribute to capacity-building by developing a suite of workshops and trainings to introduce concepts, tools, and applications for achieving connectivity and large landscape conservation.

TWG

1. Coordinate the Transport Working Group, Asian Elephant Transport Working Group, Latin America and Caribbean Transport Working Group, the International Coalition for Sustainable Linear Infrastructure, and other networks to exchange ideas and information through E-mail, Basecamp, etc. Maintain a high-level of website development and contributions, and deliver focused and powerful messages through/at key thematic, scientific, and policy processes/meetings worldwide;
2. Gather, collate, and produce a collection of resources, case studies, and analyses on transport ecology. Disseminate this information and expertise - through multiple channels, including policy papers, scientific reports, media, and academic publications;
3. Coordinate with other CLLC programs identify and activate synergies to integrate their work and expertise across this program;
4. Increase information exchange through peer-to-peer learning opportunities, and contribute to capacity-building by conducting technical and policy workshops at key meetings and in key countries, particularly those with urgent needs and a higher likelihood of using the information immediately;
5. Elevate the understanding of best practices and techniques to reduce the impact of linear transportation on biodiversity. Key audiences include the IUCN, transport and wildlife agencies, and multilateral development banks and other financial institutions.

3) Community Resilience Program

(Communities, Tribes and Private Lands)

Vision

Support communities on their path to build resilience to changes in the climate and development impacts while strengthening plans for restoring and protecting the natural world of which people are a part.

Commitment to Environmental Equity

The consequences of a changing climate are not equally distributed across the globe. At the Center for Large Landscape Conservation, our community resilience program operates under an environmental equity lens: merging the scientific method with traditional ecological knowledge to create successful, robust, and culturally competent adaptation plans. This work is accomplished through collaborative relationships built by establishing and maintaining trust and respect over time. Our approach is rooted in the following tenets:

- Facilitating climate preparedness planning and action that is rooted in the scientific method and other ways of knowing such as Indigenous knowledge
- Communicating climate science in an approachable way, with communications and outreach informed by psychology and social science to infuse hope and spark motivation in the midst of daunting challenges
- Building and maintaining partnerships built on trust, transparency, and respect

- Fostering face-to-face participation, collaboration, and shared learning across communities, disciplines, and departments
- Recognizing every individual has unique knowledge and deserves to be included and valued in the planning process
- Mentoring early career conservationists and resilience planners to prepare them for leadership roles in a rapidly changing world

Long Term Goals

- Create healthy and robust long-term collaborations with diverse partner groups working towards shared conservation goals
- Build a reputation as an exemplary partner to tribal communities and other populations who are vulnerable to the impacts of a changing climate and increasing development
- Make identifiable progress towards environmental equity by supporting and uplifting marginalized communities in their efforts to protect land, biodiversity, and people
- Protect landscape integrity to protect human health
- Connect groups working on building environmental resilience across landscapes to build regional and large-scale resilience and conservation efforts

1-3 Year Short Term Goals

- Identify 2 new communities that are ready and willing to understand and adopt sound large landscape management and planning
- Work with 3 departments and help them develop climate adaptation planning and planning for connectivity and healthy landscapes
- Implement conservation projects that have been prioritized in land and climate planning
- Present and promote large landscape health and community health through public forums and meetings, media and printed materials
- Provide guidance on equitable grant-making and conservation program development

Strategies

Cross-cultural collaboration, particularly with Indigenous communities in the United States and Canada requires recognition of past and present injustices rooted in settler colonialism and state directed violence and oppression. The conservation movement emerged at a time of intense prejudice against Indigenous peoples, and many early conservation policies came at the expense of Indigenous people's rights and continue to cause harm and resentment to this day. Honest collaboration with Indigenous communities requires recognition of this history, and the centering of traditional knowledge and Indigenous rights. As a result, systems of collaboration must be tailored to the partners and goals at hand: what works with one community may be inappropriate for another, and ongoing collaborations must be regularly evaluated and adapted. There are no perfect approaches, only respectful and functional ones. Only through acknowledging the past and working within its constraints, can we truly work together towards a better future.

1. Build relationships necessary to engage and educate resource managers, students and general community members

2. Develop climate adaptation plans and facilitate other planning processes and work to integrate plans into implementation
3. Connect to partners that work in similar areas and issues to leverage action and maximize collective impact
4. Ensure CLLC's work adds value to partner work and that our skills and expertise are "at the table"
5. Develop new partnerships where appropriate and sustain good relationships with established partners, while promoting partners' skills and expertise in addition to our own
6. Work to integrate and translate science for stakeholders and provide policy advice where required
7. Understand the needs of communities and foster good decision making that leads to healthy landscapes
8. Ensure vertical integration of our work, from high level science and policy to on the ground impact
9. Advocate for policies, plans, and projects that support the goals and mission of CLLC

Tactics

1. Work with Blackfoot Tribal Chairman and tribal planners to synthesize existing plans to assist in preparation for Comprehensive Land Use Planning
2. Support Tribal Council to move toward desired outcomes of land preservation development of a nature-based economy
3. Integrate and continue to develop Blackfoot climate planning efforts with other land management departments
4. Work with Fort Belknap to develop a Climate Adaptation Plan and help inform the Belknap community about implementation of the plan
5. Support the Confederated Salish and Kootenai Tribes to update their climate adaptation plan and foster collaboration between tribal programs and departments
6. Coordinate and participate with network leadership teams such as the Roundtable on the Crown of the Continent, the Crown Managers Partnership and the Network for Landscape Conservation
7. Work with the Roundtable to ensure they are leaders in collaborative large landscape conservation and help the Roundtable build good relationships with tribes and First Nations
8. Communicate trends and best science, promote action and provide guidance
9. Work with communities to understand connectivity on the landscape and help communities live with wildlife on private lands
10. Track key large landscape issues and educate partners and stakeholders in the areas we work
11. Provide expert guidance to conservation organizations and funders on how to promote equitable conservation practices

4) Science Program

(Spatial Ecology and Social Science)

Vision

Effective, evidence-based conservation is applied to large landscape through the development, application, and interpretation of innovative ecological and social science.

Long-Term Goals

- Build durable partnerships with federal, state, and tribal agency staff to improve relevance and use of science program outputs
- Establish and expand a compendium of scientific and evidence-based resources that evaluate and quantify empirical support for the ecological and social impacts of landscape connectivity
- Use these scientific resources to design and promote effective strategies for increasing implementation of connectivity conservation practices

1-3 Year Short-Term Goals

- Conduct cutting-edge research on the impacts of landscape connectivity for ecosystems and human systems
- Develop methodologies and tools for prioritizing geographic areas in which to pursue connectivity conservation and identifying scenarios in which connectivity conservation aligns with other conservation objectives
- Translate scientific findings into policy-relevant or action-oriented outputs that can be shared with and used by CLLC partners

Strategies

1. Produce analyses and decision support tools that allow incorporation of the best available ecological and social science into conservation planning
2. Facilitate access to and interpretation of conservation data and scientific methods to support efforts and projects of other CLLC programs
3. Consider scientific knowns and unknown when initiating new projects across CLLC programs and identify strategic gaps in knowledge that can be addressed by Science Program staff

Tactics

1. Increase the profile of CLLC Science through peer-reviewed publications and collaborations with agency, university, and NGO scientists
2. Work directly with federal and state agency staff to design and conduct ecological connectivity analyses, provide actionable data products, and understand social factors influencing perception and implementation of conservation actions
3. Improve computing resources to ensure that new and diverse methodological approaches can be applied when appropriate to scientific questions
4. Develop new projects in conjunction with other CLLC program staff to identify science needs and design appropriate scientific methods and outputs to support project goals
5. Work with existing and new partners to identify emerging issues, landscapes, and topics relevant to landscape connectivity and connectivity conservation that require further study (e.g., grizzlies moving east from the Rocky Mountain Front)

5) Conservation Networks

(Fiscally sponsored projects: The Network Landscape Conservation, The Roundtable on the Crown of the Continent, Animal Road Crossings (ARC))

Vision

In 15 years, be the global hub, center of excellence, and information clearinghouse for eminent and highly active networks of large landscape and connectivity conservation. Advance policy and practice through the Network for Landscape Conservation, The Roundtable on the Crown of the Continent and Animal Road Crossings.

Long-Term Goal

Areas of Connectivity Conservation (ACCs) are established as a new type of conservation designation for terrestrial, marine, and freshwater ecosystems. A community of connectivity practice is empowered to drive understanding, establishment, and effective management of ACCs as an enhanced approach to biodiversity conservation on a global scale.

1-3 Year Short Term Goals

1. Galvanize the **Network for Landscape Conservation** to **advance participatory large-scale conservation** among the over 100 large landscape efforts underway across North America by helping form a collaborative work plan, identifying opportunities for coordinated policy advocacy, and developing communication materials tailored to inform policy-makers and the general public.
2. Participate in and sponsor the **Roundtable on the Crown of the Continent** to promote landscape conservation across the 22-million-acre Crown geography.
3. Lead the **Animal Road Crossing** Solutions (ARC) collaboration among interdisciplinary partners that are essential to reconnecting landscapes for the safe passage of humans and wildlife. Reconnecting landscapes is a challenge that cuts across sectors, jurisdictions, and fields professional of professional practice. ARC brings partners together to collaboratively advance solutions for safe passage. Our partners span the public, non-profit, private, and academic sectors and include experts in conservation, wildlife biology, landscape architecture, planning, and engineering.

Strategies

- 1 Participate on leadership teams and facilitate where appropriate to move these networked initiatives forward
- 2 Convene consultations and conferences, including ongoing meetings on best practices.
- 3 Increase dialogue through peer-to-peer learning opportunities, and contribute to capacity-building by developing a suite of workshops and trainings to introduce concepts, tools, and applications for achieving connectivity and large landscape conservation.