Community Leadership Project | Request for Proposals
August 31, 2012

We are pleased to invite proposals for a second phase of the Community Leadership Project, a funding partnership between the Packard, Irvine and Hewlett foundations that is building the capacity of community-based organizations serving low-income people and communities of color in three regions of California: the San Francisco Bay Area, Central Coast and San Joaquin Valley.

We are seeking 3 to 6 regionally-focused regranting intermediaries and 4 to 5 organizations that provide leadership development and technical assistance, to support approximately 60 small, community-based organizations to become more financially sustainable and operationally resilient over the next three years. We expect to award $8 million in grants in 2012 to these intermediary organizations. In addition, the foundations will consider up to $2 million in challenge grants as the initiative concludes in 2015. Community-based organizations will be able to apply for funding through the chosen intermediaries starting in early 2013. Details on that application process will be available on the CLP website once intermediaries’ regranting processes have been finalized.

Please note that proposals are due by 12:00 p.m. on Friday, September 28. This is an open request for proposals (RFP); you may forward this RFP to interested and qualified intermediary organizations.

Overview of the Community Leadership Project

The Packard, Irvine and Hewlett foundations created the Community Leadership Project in 2009, with an initial three-year investment of $10 million. Our goal was to build the capacity of small and midsize organizations serving low-income people and communities of color in three targeted regions of California. During these first three years, our approach has been to experiment, learn, and refine. We funded an array of models and approaches, ultimately working with 27 intermediaries to provide substantial levels of support to 100 small organizations and to offer different trainings, workshops and leadership development opportunities to an additional 300+ leaders and organizations. The mid-point evaluation shows that the initiative is making a difference for participating organizations in a variety of ways. Some organizations are pioneering new approaches to financial stability, others have a growing focus on strategic planning, and many others report strengthened leadership skills.

One of the distinctive features of the Community Leadership Project has been its focus on a diverse range of nonprofits, rather than confining eligibility to those organizations working within the foundations’ established program areas. This multi-disciplinary approach, involving organizations from many different nonprofit fields, has proven to be one of the surprising strengths of the project. Community grantees are building new networks and alliances, and developing important social capital. The project illuminates our foundations’ common values and approaches, ultimately supporting a healthier nonprofit sector by focusing resources on nonprofits that, by virtue of their small size, geographic location, or multi-disciplinary services, have received lower levels of foundation support.

We want to build on the successes from this first phase of work and continue to strengthen small community-based organizations that serve low-income people and communities of color.
Goal, intended outcomes, and strategy

With the help and reflection of our many committed partners and allies, we have learned a great deal about how to effectively reach, support, and strengthen small organizations working in under-resourced communities. These lessons have helped us articulate what we aim to achieve in the second phase of the Community Leadership Project.

Our goal and intended outcomes over the next three years are to increase the sustainability of a group of approximately 60 small, community-based organizations serving low-income people and communities of color in the San Francisco Bay Area, Central Coast, and San Joaquin Valley of California. We believe that a sustainable organization has three characteristics: resilient leadership, adaptive capacity, and financial stability.

Resilient leadership
- Board, staff and volunteers have a unified sense of purpose and well-developed management skills
- The organization’s leaders are connected to the community they are serving, and are also networked to peer organizations

Adaptive capacity
- The organization has clear strategic goals and a plan to achieve those goals
- The organization is able to adapt fluidly to unexpected changes, particularly in economic circumstances
- The organization reflects on and learns from its successes and challenges, using evaluation when possible, with the goal of continually improving performance

Financial stability
- The organization has a clear business model and the resources (or the potential to mobilize needed resources) to achieve its mission over time
- The organization has diverse sources of earned and contributed revenues
- The organization can attract new donors

We are interested to shift from the experimentation mode that has characterized our work to date into more clearly defined common outcomes. Accordingly, we have listened carefully to the feedback and advice of our current intermediaries and their community grantees about what is working well and what could be improved. This feedback has been instrumental in shaping the following strategies for our next phase of work.

First, we will continue working with intermediary organizations, but will select fewer intermediaries in order to reduce the complexity of the project and to provide community grantees with a more consistent set of supports. We intend to fund 3 to 6 regranting intermediaries, which will collectively reach approximately 60 community-based organizations.

Second, we envision that each community grantee will receive a regrant that includes multi-year general operating support of at least $60,000 over three years, and a budget for capacity-building, so that the organization can pursue its own priorities for organizational development. We expect that regranting intermediaries will continue to play the important roles of coach and mentor, helping community
grantees become more aware of organizational development needs, helping them prioritize areas for action, and keeping to a timeline for progress.

The last set of supports we intend to offer community grantees is a structured “menu” of pre-funded capacity-building opportunities. We anticipate making 4 to 5 grants to leadership development and technical assistance intermediaries to support programs to build the skills of nonprofit leaders in the areas of leadership, management (particularly financial management), strategic development, and adaptive capacity. We expect that all community grantees will access some of these pre-funded opportunities, and together with their regranting intermediary, they will be able to choose the sequence, intensity and types of supports they access. We imagine that most of the funded programs will take place in group or cohort settings, though some may include individual coaching elements. We also anticipate that, in most cases, our grants will support existing programs rather than creating new programs. The only exception would be if an experienced intermediary wanted to expand an existing program into regions of the state where the program is not currently offered. We expect that programs funded under this initiative will be open first and foremost to interested community grantees, and then offered to other nonprofits on a space-available basis.

This approach aims to balance a number of important tensions. It lets grantees lead the way and define their own priorities. It coordinates support among intermediaries and consultants, ensures that community grantees have access to top-notch resources, and taps field knowledge about what works.

Staff at the Packard, Irvine and Hewlett foundations will facilitate (or fund separately) robust communications efforts and gatherings for intermediaries and community grantees to develop stronger networks, learn from one another, and develop a sense of common purpose. We will also continue to fund an evaluation to inform and guide our efforts.

The following chart is an overview of how we envision these elements will work together:

<table>
<thead>
<tr>
<th><strong>Regranting intermediaries</strong> (no more than 2-3 per region)</th>
<th><strong>Leadership development and technical assistance</strong> (4-5 total)</th>
<th><strong>Funder-level coordination</strong></th>
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</thead>
<tbody>
<tr>
<td>Select community grantees based on a common definition of readiness</td>
<td>Opportunities are <strong>funded directly</strong> (i.e., free of cost to community grantees)</td>
<td>Robust <strong>communications and meetings</strong> with intermediaries and community grantees to support a sense of common purpose for capacity building, peer connections and social capital</td>
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<td>Provide each community grantee with <strong>multi-year general operating support</strong></td>
<td><strong>Grantees choose</strong> which opportunities to pursue, sequencing, and intensity of supports in consultation with intermediaries</td>
<td>Ongoing evaluation of CLP with findings shared regularly</td>
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<td>Provide <strong>capacity-building funds</strong> directly to the grantee, so that the organization can choose and pursue its own priority interests</td>
<td>Programs are <strong>open to all</strong> interested community grantees, and to other nonprofit leaders on a space-available basis.</td>
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<td>Play a <strong>mentor and coach</strong> role to help community grantees learn how to identify consultants, develop a capacity building plan for organizational development, etc.</td>
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Which organizations do we want to reach?

Through intermediaries, we want to support many of the same types of community-based organizations that we reached in the first phase of CLP. Specifically, phase two of CLP is intended to reach organizations that:

- Serve low-income people and communities of color
- Are working in a diverse array of fields and program areas
- Are located in the San Francisco Bay Area (San Francisco, San Mateo, Santa Clara, Contra Costa and Alameda counties), northern part of the Central Coast (Santa Cruz, Monterey and San Benito counties) or San Joaquin Valley (Sacramento, San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings and Tulare counties)
- Have achieved a certain level of operational stability but still have relatively small operating budgets (in general, we believe this is reflected in an annual budget of $50,000 to $500,000, with at least one paid staff position, with 501(c)(3) status or an established fiscal sponsor relationship, and with a functioning board of directors or advisory board)
- Are not part of our foundations’ core portfolios – in other words, we intend to reach organizations that do not already receive substantial support from one of our foundations

In a practical sense, this will likely include some community-based organizations that are new to the Community Leadership Project and some that might continue from the current set of community grantees, as decided by regranting intermediaries. As we did in phase one, we will rely on regranting intermediaries to select community grantees. However, a key difference is that we will ask intermediaries to work together, before selecting their community grantees, to develop a common definition of “readiness” for this type of capacity-building and then to work together to reach out to and select potential grantees.

Roles and responsibilities

Following are the major roles and responsibilities that we envision for intermediaries and community grantees in phase two:

**Regranting intermediary organizations will be asked to:**

- Work together with other regranting intermediaries to develop a common definition of “readiness” that will be used to select community grantees.
- Collaborate with others on a joint selection process, with each intermediary taking the lead in a different area of the outreach and selection process.
- Provide a minimum regrant to each community grantee of $60,000 over three years in general operating support, with an additional $20,000 over three years in capacity-building funds that the grantee will manage with support and guidance from the intermediary. We have set these minimum amounts because we want there to be some level of consistency in what community grantees receive from different intermediaries, and we will consider higher amounts based on the intermediary’s analysis.
- Serve as a coach and mentor to community grantees, helping them become more aware of organizational development needs, helping them prioritize areas for action, and keeping to a timeline for progress.
• Link community grantees to leadership development and technical assistance activities, helping them choose which opportunities to pursue, how to best sequence supports, and decide what intensity of supports to utilize. This may include consulting with other CLP intermediaries to better understand their program offerings.

All intermediary organizations will be asked to:
• Share information and emerging lessons with other intermediaries and funders.
• Coordinate program offerings and community grantee gatherings, as appropriate and feasible.
• Participate in periodic learning and networking activities, including attending a group convening of CLP intermediaries and funder staff six times (twice each year and likely in the Bay Area).
• Provide travel reimbursements to community grantees so that they may join a group convening at least three times (once each year and likely in the Bay Area).
• Participate in the evaluation, which will likely include an organizational assessment for community grantees, sharing grantee evaluation data, and providing supports for data collection.

Community grantees will be asked to:
• Complete a common organizational assessment at the beginning of CLP and at several points throughout the initiative.
• Attend a group convening at least three times (once each year and likely in the Bay Area).
• Participate in the evaluation.

Grant sizes and term
We plan to award $8 million to intermediaries through a competitive application process, and grants will be for three years, from December 2012 through December 2015. While we have not set firm budget allocations, we anticipate that the majority of funding will be awarded to regranting intermediaries, given the sizeable investment we want to make in each community-based organization. Our estimates are that approximately $6 million will be allocated for regranting intermediaries and $2 million for leadership development and technical assistance providers.

Given the number of community grantees we want to reach, and the minimum package of supports we would like community grantees to receive, we anticipate that most grants to regranting intermediaries will be approximately $1 million over three years. We would consider collaborative proposals that request up to $2 million through joint applications by more than one intermediary, or for applications serving more than one geographic region. Grants to leadership development and technical assistance providers will likely range from $350,000 to $500,000 over three years, depending on the number of organizations, leaders, and geographic regions served, and the types of services provided.

Forming your grant budget
As you prepare your grant budget, please categorize items in this way:
Direct project expenses: These are expenses directly related to delivering the project.

- For regranting intermediaries, this includes the cost of regrants and capacity building grants that are provided to community grantees. It includes costs to run the selection process, coach grantees on how to manage their capacity-building grants, link grantees to leadership development and technical assistance activities, and network with other CLP grantees. As you plan for direct project expenses, please be sure to include the travel cost for community grantees to join a group convening at least three times (once each year and likely in the Bay Area).
- For leadership development and technical assistance providers, this includes the cost to provide programs to community grantees (and to other nonprofits if space is not fully taken by community grantees).
- For both types of intermediaries, direct project expenses include the cost for intermediary staff to attend a group convening approximately six times (twice each year and likely in the Bay Area), to participate in periodic learning activities, and to participate in the evaluation, which may include an organizational assessment for community grantees, sharing grantee evaluation data, and providing supports for data collection.

Indirect or overhead expenses: These are the shared costs, across all of your organization’s programs and activities, to operate your organization. Usually, these are costs that are not directly attributable to one program, but rather, help the organization function well. It is important to the funders that our grants cover the full cost for CLP activities. Please keep in mind that we consider project staffing to be a direct project expense.

Capacity-building expenses: On a case-by-case basis, we will consider limited investments to help intermediary organizations build their own capacity to serve community grantees.

As a rule of thumb, we expect that total administrative and capacity-building expenses should not exceed 30 percent of the budget for regranting intermediaries, and 20 percent for leadership development and technical assistance intermediaries. As with all aspects of this project, we welcome feedback and strive to find an appropriate balance between offering robust supports to community grantees, supporting our intermediary partners, and being as economical as possible.

Concluding the Community Leadership Project

We are planning to conclude the Community Leadership Project at the end of 2015. Our intention is that this time-limited investment will leave participating organizations stronger, more sustainable, and more resilient. As we think ahead to a responsible conclusion of the initiative, we plan to:

- Focus on sustainability throughout these next three years
- Shape the technical assistance offerings to help community grantees define what sustainability means to them and help them move toward it
- Consider, in late 2015/early 2016, providing the highest performing grantees with challenge grants up to $2 million to provide them with a gradual exit from funding.
Submitting a proposal

This is an open Request for Proposals. All intermediary organizations which are currently part of the Community Leadership Project are eligible to apply, as well as intermediaries who are not part of phase one. However, only regranting intermediaries or leadership and technical assistance intermediary organizations should apply at this time.

*It is expected that community-based organization will be able to apply for funding through the chosen intermediaries starting in early 2013. Details on that application process will available on the CLP website once intermediaries have confirmed their regranting processes.*

If your organization is interested to submit a proposal, we would offer the following advice:

- **Current intermediaries:** Please consider the new program design, which has been significantly revised from our current efforts. How do these changes align with your organization’s competencies and direction? Please consider our heightened expectations for collaboration and joint work with other intermediaries.

- **New intermediaries:** Please consider how quickly you can gain experience that others have developed through phase one. How could your organization add depth and expertise to the project, and how could your organization make instrumental contributions to the intended outcomes?

- **Joint applications:** We are pleased to consider joint applications where it makes sense for the applying intermediaries. For example, two or more intermediaries may wish to apply together to fully serve one large geographic region. Or, a leadership development provider and a technical assistance provider may wish to apply together to offer a full complement of technical assistance programs in a region of the state that is difficult to serve because it is more geographically isolated. Please keep in mind that the collaboration between two or more intermediaries should be logical, organic, and build on one another’s strengths.

Selection criteria

Following are the criteria that will guide our choices about which intermediaries to recommend for funding:

- Cultural competence: How well is the intermediary able to tailor its program approach and offerings to reflect the operating context of the organizations and leaders we want to reach?
- Proven expertise and track record: What has been the intermediary’s track record with CLP and/or with similar organizations? What is their level of expertise, and where are their growing edges?
- Strong operational capacity: What is the intermediary’s ability to deliver the proposed program?
- Attitude of partnership and a desire to learn and improve as the program unfolds
- Strong rationale for the program details being proposed (such as number of regrants, amount of operating support, choices in how to deliver organizational development)
- Innovation, imagination, and vision of the proposed efforts
- Perceived impact of the proposed efforts
Grants administration
The three foundations plan to award 7 to 11 grants through this RFP: 3 to 6 grants to regranting intermediaries, and 4 to 5 grants to leadership and technical assistance intermediaries. Each grantee will receive its CLP grant from one of the sponsoring foundations. All CLP grantees will have common application and reporting guidelines and deadlines, and all will receive their payments at approximately the same times, even though they will be grantees of a single foundation.

Application deadlines

<table>
<thead>
<tr>
<th>Request for proposals</th>
<th>August 31, 2012</th>
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<tbody>
<tr>
<td>Informational conference call (optional)</td>
<td>September 7, 2012 10:00 a.m.</td>
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<tr>
<td>Signal intent to apply</td>
<td>September 19, 2012</td>
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<tr>
<td>Submit proposal</td>
<td>September 28, 2012</td>
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<tr>
<td>Revise proposal, if needed</td>
<td>October 12, 2012</td>
</tr>
<tr>
<td>Grant awards</td>
<td>December 10, 2012</td>
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How to submit your proposal
If you plan to submit a proposal, please send us an email no later than September 19, 2012 to let us know to expect your proposal. Then, when you have completed your proposal, please email it to us before 5:00 p.m. on September 28, 2012, with each proposal document as requested in the guidelines as a separate attachment in your email. You may send these documents in a zip file, but please do not PDF and send the entire package as a single attachment. Please email your proposal documents to:

   Linda Clayton, Program Associate
   Hewlett Foundation
   LClayton@hewlett.org

Questions?
If you have questions, please plan to join us on the optional informational conference call on September 7th at 10:00 a.m. To reserve a space on the call and receive dial-in information, please email Linda at LClayton@hewlett.org.

You may also directly contact one of the three program staff for the Community Leadership Project:

Kathy Reich  
Director of Organizational Effectiveness Grantmaking  
Packard Foundation  
kreich@packard.org

John E. McGuirk  
Program Director, Performing Arts  
Hewlett Foundation  
jmcguirk@hewlett.org

Anne Vally  
Senior Program Officer for Special Initiatives  
Irvine Foundation  
avally@irvine.org
## Community Leadership Project | **Snapshot Comparison of Phases 1 and 2**

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<tr>
<td><strong>Budget</strong></td>
<td>$10 million  100% granted in 2010</td>
<td>$8 million to be granted in 2012  Will consider challenge grants up to $2 million in late 2015/early 2016</td>
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<tr>
<td><strong>Goal</strong></td>
<td>Strengthen organizations and leaders serving low-income people and communities of color</td>
<td>Increase the <strong>sustainability</strong> of small organizations serving low-income people and communities of color</td>
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</tbody>
</table>
| **Strategy**                 | Experiment and learn:  
• Regranting to 100 orgs  
• Technical assistance to 300 orgs  
• Leadership development to 500 individuals | Integrated support for ~60 orgs, with each receiving:  
• General operating support  
• Self-directed capacity-building  
• Structured menu of leadership development and technical assistance |
| **Target population**        | Organizations serving low income people and communities of color in:  
• Bay Area  
• Central Coast  
• San Joaquin Valley  
Open to nonprofit organizations working in any field  
Annual budget of $25,000 to $2,000,000 | Same focus, with these adjustments:  
Small organizations that have achieved a certain level of operational stability but still have *relatively small operating budgets, preferably $50,000-$500,000* |
| **Exit**                     | CLP Phase 1 ends December 2012                                                               | CLP Phase 2 ends December 2015                                                             |
| **Number of grantees**       | 27 intermediaries reaching:  
• 100 orgs (high touch support)  
• 500 orgs (lower touch support) | 7 to 11 intermediaries reaching approximately 60 community grantees with high-touch and integrated support |
| **Evaluation and communications** | Additional commitment of ~$500,000/3 years                                                 | Will continue to be funded separately, likely at same level                                 |
| **Project duration**         | 3 years (2009 to 2012)                                                                      | 3 years (2012 to 2015)                                                                      |
Please submit your proposal in electronic form, with four distinct email attachments:

1. **Statement of goal, objectives, and outcomes** (*no more than 1 page*)
   This one-page statement gives an overview of your organization and the intended goal of this grant, objectives, and outcomes of the proposed activities. Please see Appendix A on page 12 for guidance on how to construct this one-page overview.

2. **Proposal narrative** (*no more than 10 pages*)
   The following is a suggested outline for the narrative portion of your proposal. Feel free to write in whatever style is most comfortable and efficient for you (e.g., prose, bullets, etc.). You don’t need to adhere rigidly to the following categories; rather, we’re providing these suggestions to give you an overview of the type of information we generally find most useful. We anticipate that your proposal will be 7 to 10 pages in length, however, clear and concise content, not length, is most important.

   **Organizational strengths and challenges**
   - What are your organization’s competencies as an intermediary? Where are your growing edges?
   - What unique perspectives will your organization and/or staff bring to the project, and how will your participation enhance the Community Leadership Project as a whole?
   - How does your organization and key staff define cultural competence? What are your assets in this area, and where do you feel challenged as an organization?

   **Reflections on phase one of CLP**
   What lessons did you learn from phase one and how are these shaping your proposed plans? (*If your organization is new to CLP, we suggest that you read the evaluation reports to inform your proposed approach. It will be important for you to articulate what you see as the key lessons and how those will influence your approach.*)

   **Proposed program design**
   Please describe your proposed program. You may want to comment on such things as:
   - How many organizations you will reach, and how you will serve them
   - What you believe can be reasonably accomplished by the end of 2015
   - How you will select grantees
   - What supports grantees will receive and why these are critical to helping them become more sustainable?

   **Challenges**
   For current intermediaries, where has it been more difficult to make progress, and why? We understand the natural desire to present accomplishments, however we will greatly appreciate your analysis and reflection upon challenges and difficulties. (*If you are new to the project, please assess where you might encounter challenges. What is your assessment of risk? How might your institution be impacted, both positively and negatively? What can your organization and the funders do to mitigate the risks?*)
3. **Budget**
   
   Your requested budget should tightly align with the activities you describe in the proposal narrative. The budget should be an appropriate projection of the expenses determined necessary to carry out the planned activities. Please follow the sample format in Appendix B, and feel free to include any narrative detail that might be appropriate to illustrate how the grant funds would be used.

4. **Supporting Documents**
   
   - IRS letter of determination
   - List of the organization’s current board of directors, including each member’s name, profession, and office held on the board, if any
   - List of executive staff (such as CEO, CFO, etc.)
   - Total operating budget (revenues and expenses) for your organization’s current fiscal year.
   - Copies of audited financial statements, including notes and management letter(s), for the last two fiscal year(s). If audited financial statements are not yet complete for the most recently completed fiscal year, you may submit unaudited statements for that year.
Appendix A | Statement of goal, objectives, and outcomes

The statement of goal, objectives, and outcomes should be no more than one page. Please use this outline:

Organization
A brief statement of your organization’s mission, history, and population served.

Goal
Because the goal for this initiative is a common one, please use the following language:

To increase the sustainability of a group of small, community-based organizations serving low-income people and communities of color.

Objectives
Objectives are the specific, measurable, and time-limited activities that will guide your organization toward achieving the goals. To help write objectives, consider this question: “What steps will you take to achieve the goal and in what timeframe?”

Examples:
1. Select a group of 8 organizations that have the potential to leapfrog in growth and/or organizational stability, and provide them with multi-year core operating support and grant funds for capacity-building projects
2. Serve as a coach and mentor to help organizations define, prioritize and pursue highly relevant capacity-building projects
3. Convene the group twice each year so that organizations can learn from one another and build a network of peer support
4. Create and administer a fund for supplemental capacity-building projects, so that organizations might be able to access mini-grants for targeted projects, as needs arise over the course of the main grant
5. Organize peer learning sessions that help community grantees think creatively about their business models, revenue streams, and new ways of attracting donors and revenue.

Expected Outcomes
Expected outcomes are the individual, organizational or community-level changes that can reasonably occur during the grant period as a result of the proposed activities. The expected outcomes may relate to a new level of functioning of an organization, new or expanded resources devoted to addressing the goal, or specific changes in the knowledge, attitudes and behaviors among program participants. Together, the grant objectives and expected outcomes serve to create mutual expectations and understanding between our organizations about what is expected to happen as a result of this grant.

Examples:
- Participating organizations will have greater financial awareness for better planning and decision-making, and greater ability to manage the interplay between financial risk, revenue reliability and fixed costs
- The board and staff of participating organizations will have a unified sense of purpose, and well-developed management skills
- Participating organizations will have clear strategic goals, a plan to achieve those goals, and growing ability to adapt more fluidly to unexpected changes.
- Participating organizations will have diversified their revenue sources, including earned and contributed revenues
Appendix B | Grant budget

Please use the following format for your proposed grant budget, and include descriptive titles for your expense categories so that we may understand what each line item will fund. You may include budget notes if you would like to offer a narrative explanation of any category.

<table>
<thead>
<tr>
<th>Expense category</th>
<th>Year 1 (Dec 2012 to Dec 2013)</th>
<th>Year 2 (Dec 2013 to Dec 2014)</th>
<th>Year 3 (Dec 2014 to Dec 2015)</th>
<th>Total amount requested</th>
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Total $xxxxxx $xxxxxx $xxxxxx $xxxxxx

Budget notes: