

Proposal for RFP #12064
Community Development Division
Building Human Capital: Early Childhood Funding

1. Applicant

- a. Organization Name: Animal Crackers, Inc.
- b. Contact Person: Christie Howell-Yrios/Executive Director
- c. Address: 6402 Hammersley Road Madison, WI 53711
- d. Telephone Number: 608-277-9990
- e. Email Address: yrios@charter.net
- f. Federal EIN: 39-1639970
- g. Legal Status: Non-profit 501 (c)(3)
- h. Yes, we will present for 3-5 minutes at the September 14, 2023 2:30 PM Early Childhood Care and Education Committee Meeting held in room 215 of the Madison Municipal Building, 215 Martin Luther King, Jr. Blvd., Madison, WI.

2. Required Proposal Narrative

Organizational Capacity

1. Organization Description: Animal Crackers, Inc. was established in February 1987 by a small group of inspired families who desired to create a group childcare and preschool program whose mission was to provide all children, regardless of their socioeconomic situations, with a loving and caring early childhood program where they could learn and grow through meaningful and purposeful play. Animal Crackers, Inc. is committed to fostering a diverse, equitable, inclusive, and accessible environment for students, staff, and stakeholders. Animal Crackers, Inc. is a private, non-profit, non-sectarian family-centered childcare, preschool, 4K and afterschool program. Animal Crackers, Inc. is licensed through the state of Wisconsin for 85 children between the ages of 6 weeks to 13 years of age. Animal Crackers, Inc. has been City Accredited through the Office of Community Services since 1989 and was awarded 5 STARS through YoungStar in 2011. Animal Crackers, Inc. has also partnered with the Madison Metropolitan School District since 2011 to provide a Model II 4K program for 4-year-olds. Animal Crackers, Inc. will continue to partner with the Madison Metropolitan School District as a Model III 4K program for the school year 2023-2024. Animal Crackers, Inc. is currently overseen by a volunteer Parent Board of Directors who work in collaboration with agency staff and the Office of Community Services Child Care Specialists in an ongoing effort to continue providing the highest quality care and education for all children and their families. In 1992 Animal Crackers, Inc. relocated from the Nakoma Road area to the southwest side of Madison in the Hammersley Road Neighborhood. Currently, over 90 % of our families reside in the Hammersley Road, Jacob's Way, Elver Park, Waterleaf Apartments on Schroeder Road, Balsam Road, Raymond Road, Parkridge, Meadowood, and Greentree Neighborhoods. Operating a childcare program in a low-income neighborhood presents many obstacles and barriers such as high mobility of families, homelessness, poverty, crime, unemployment, and the disenfranchisement of many neighborhood residents. However, operating a childcare in a low-income neighborhood also provides many opportunities for our agency such as serving a diverse population of families, engaging in ongoing community efforts, and support building strategic partnerships with service agencies while addressing and overcoming barriers affecting children and their families.

Animal Crackers, Inc. has been successfully serving and stabilizing a high population of low-income children that ranged between 60-85% since 2000 and has been at an average of 80% since 2011. Animal Crackers, Inc. is dedicated to supporting all children and their families through equitable access to high-quality childcare, preschool, 4K, afterschool and summer camp programs.

2. **Organizational Experience:** Over the 36 years Animal Crackers, Inc. has been in operation, the core mission has been to provide equitable access to a high-quality childcare, preschool, afterschool, and summer camp programming for all children and their families regardless of their socioeconomic situations. Animal Crackers, Inc.'s agency staff have worked tirelessly to establish and nurture relationships based on mutual respect with the families we service, provide a curriculum that is both research-based and culturally competent for programming, support children and families who are experiencing trauma, provide a consistent, respectful approach to behavior guidance, and maintain open-ended cross-cultural communicative approaches while striving to overcome barriers facing families by working strategically in collaboration with local community resources. Through these approaches, we can reach out to families who may require varying levels of support in order to stabilize their children's childcare/preschool. There are many obstacles and barriers that present themselves to low-income families, the most challenging being transportation and finance. Animal Crackers, Inc. is located on the Madison Metro Bus line which is essential for families traveling within and outside our neighborhood. We also work with the local cab services and have assisted in arranging transportation for our homeless 4K children through the Madison Metropolitan School District's Transition Education Program. We have also worked with Badger Bus Services and the YMCA ride shares to provide transportation to eligible families. For families facing financial difficulties, we provide scholarship money in the form of stabilization funds which are awarded through the Office of Community Services. We have also used all our Youngstar award money and a percentage of the CCC Child Care Counts Grant Fund A to support families needing tuition assistance. We use these funds to support families during transitions from programming, loss of employment, and ever-changing parent shares (co-pays) that can change from month to month. We support families by creating payment plans that work with their employer's payment schedules. We have never disenrolled a family solely due to financial hardship. Animal Crackers, Inc. works with a volunteer Parent Board of Directors who work alongside agency staff to operate a fiscally responsible program that

meets and exceeds the standards set forth by the State of Wisconsin Licensing Standards and the Office of Community Services Accreditive Standards. The Parent Board provides strategic planning and policy oversight that directly supports the mission, practices, approaches, and procedures needed to operate an agency that can support and serve a diverse population of children while creating strong referral pathways for any multidisciplinary needs that may arise. The average Board member has served 14+ years, with the longest active member serving 24 years. Animal Crackers, Inc. supports agency staff by providing ongoing and relevant educational trainings such as trauma-informed care, conscious discipline, curriculum development, social and emotional competence pyramid trainings, Wisconsin Model Early Learning Standards, leadership trainings, and advanced security and risk management protocol. Animal Crackers, Inc. also supports TEACH Scholarships, continuing education funds, tuition discounts for children of agency staff, holiday pay, benefits stipend, and paid time-off benefits while paying staff a livable wage. Since 2011, Animal Crackers, Inc. has stabilized its core agency staff and experienced only an average of two Teacher turnovers a year, with many of those Teachers returning to the agency. This stabilizing effect on the agency staff has directly benefited the programming for children and their families. As reflected in our past years of CDD Service Reports, our agency has exceeded our outcome goals every year which was to stabilize the enrollment of our children for 9 or more months while supporting them to meet appropriate developmental levels of growth. Since 2011 Animal Crackers, Inc. has served an average of 83% low-income children from the Madison Area. Animal Crackers, Inc. also serves Hammersley Road, Jacob's Way, Elver Park, Waterleaf Apartments on Schroeder Road, Balsam Road, Raymond Road, Parkridge, Meadowood and Greentree Neighborhoods. Per our 2022 CDD Demographic Report, our DPI Federal Food Racial Data Sheet, and our DPI Household Size-Income Statements from families indicated that we served a total of 126 children, of which 76% identified as low income with 59% identifying as Black/African American, 1% identifying as Asian, 18% identifying as Multi-Race, 16% identifying as White/Caucasian, and 6% identifying as Hispanic or Latino.

3. Staff: Animal Crackers, Inc. is an equal opportunity employer and supports an inclusive and diverse workplace. Animal Crackers, Inc. has worked over the past 14 years to diversify the agency staff to reflect the families we serve. In 2022 we had 16 agency staff members comprised of 13 Teachers, 1 food Programmer, 1 Executive Director, and 1 Assistant

Director. During 2022 the agency, staff self-identified as 56% African American, 13% as Multi-race, 6% as Hispanic and 25% as Caucasian. 75% of our agency staff also reside within our service neighborhoods. Animal Crackers, Inc. seeks to recruit agency staff that come from a variety of diverse backgrounds, all of which enriches our program's understanding of diversity and enhances our cultural awareness. All our Lead classroom Teachers currently have or are working towards the following degrees: a Bachelor's Degree/ Associate Degree in Early Childhood and/or an Infant/Toddler or Preschool Credential. All Lead Staff have 3 to 5 years of experience in early education. All assistant Teachers have 1 to 3 years of experience and are also working towards the Infant/Toddler and/or Preschool Credentials. The Assistant Director has 22 years of experience and has completed credentials in Infant/Toddler, Preschool, and Program Development. The Executive Director has 32 years of experience in the field of early education, holds a Bachelor's of Arts in Philosophy, a Bachelor's of Letters and Science in Political Science, 26 credits in UNOS/School of Education, 21 credits in the Marquette School of Business, 24 credits in a Master's of Legal Studies Degree, and holds a DPI Teaching License, credentials in Administration, Infant/Toddler, Program Development, Preschool, and completed an apprenticeship credential in Child Care Development. All agency staff have ongoing training in the following areas of; Creative Curriculum development, ASQ screening, trauma informed care, conscious discipline, safety and security protocols, the Wisconsin Model Early Learning Standards, homelessness and high mobility, anti-biased curriculum, policy development, and strategic planning. Animal Crackers, Inc. also created leadership positions for Teachers to grow into. We created a Mentor Teacher, a Coaching Teacher, and an Events Coordinator position. We also created a Safety/Security Monitor position, an Infant/Toddler Coordinator position, a Preschool Coordinator position, and an ASQ Coordinator position. All these positions come with job descriptions, an adjustment in pay, and additional opportunities for training and advancement. By creating more opportunities for growth and development, Animal Crackers, Inc. has committed to providing a workplace where agency staff can grow as professionals.

4. Organization Relationships: Over the years, Animal Crackers, Inc. has strived to build and maintain strong relationships with as many service agencies as possible, the overarching goal being to develop seamless pipelines and access points for our children and their families. We have created a large and diverse network of strategic partnerships with

agencies that provide direct support for families experiencing homelessness, unemployment, relationship concerns, food insecurity, access to high quality childcare, health concerns, and legal issues. We work directly with the Madison School District, Orchard Ridge Elementary, the YWCA, the Theresa Terrace and Meadowood Neighborhood Centers, Wisconsin Shares, and the childcare assistance program through the Office of Community Development, Joining Forces for Families, all neighboring food pantries, the Tenant Resource Center, the Dane County Housing Authority, Commonwealth, The Rainbow Project, Journey Mental Health, The United Way, Coordinated Entry, the Transition Education Program (MMSD), Child Find, Birth to 3, The Beacon, the Salvation Army, the Road Home, W-2, DAIS, Partnership Inc., the Waisman Center, Forward Service Coordination, Legal Action, the Urban League, 4-C's, Urban Triage, the Epic Foundation's Roots and Wings Program, several local churches that provide direct support to families, Goodwill, RSVP, the library system, the Landlord Association, Wisconsin Early Autism Project, and First Readers. We began developing these relationships to better service our current and future families, with the intent to assist in removing as many barriers as possible. We developed reciprocal relationships with the people in these organizations to advocate for children and their families while providing education about our mission at Animal Crackers, Inc. We also feel that our ongoing relationships with the community act to shed light on the marginalized and disenfranchised population we serve as well as develop a scaffold for addressing as many issues as possible in a timely manner. By creating direct links with agencies, we can mitigate the access points needed to address the more serious problems facing all families, but especially families living in and working to overcome poverty. Animal Crackers, Inc.'s most recent collaboration is with the Transition Education Program through the Madison Public Schools. This partnership was created to address the high population of homeless families that we were serving in our 4K program. Through this partnership, we were also able to create relationships with Commonwealth, 2 large neighborhood apartment complexes, Legal Action, The Beacon, and the Road Home. All of which have played instrumental parts in finding our families sustainable housing opportunities. We are currently developing a needs assessment to use with families during their initial enrollment process that will provide a more systematic way to identify any pending issues facing families.

5. Impact of our program: The core of our Animal Crackers, Inc. mission has been to provide all children and their families, regardless of their socioeconomic situations, equitable access to our program. We are considered a cornerstone in the Hammersley Road Neighborhood and are known for our ability to work with most children and their families. We will continue this by doing the following:

A. Maintaining strategic relationships with service agencies that support families in transition

B. Prioritizing enrollment from the following;

- Children receiving tuition assistance
- Children experiencing homelessness
- Children participating in the MMSD TEP Program
- Children referred to our program
- Children in foster care
- Children in kinship care
- Children in protective care

We will continually work with our City Specialist and network with a variety of educational specialists to continue providing high quality and adaptable programming to children with a wide variety of emotional and developmental situations. Animal Crackers, Inc. has agency staff serve on organizations and boards that directly advocate for the rights of children and their families while we work in the community to continue educating the public on issues surrounding social justice and racial inequality. Currently, agency staff are serving on the TEP Coalition, ELL/Dual Language Dept in MMSD, The National League of Cities, The Early Learning Collaborative Network through the Madison Public Schools, The Hammersley NRT, and the community coalition housed within Milele Chikasa Anana Elementary School.

Animal Crackers, Inc. worked directly with Milele Chikasa Anana Elementary School to start an onsite food pantry within the school that supports the families in the community. Animal Crackers, Inc. has also partnered with Milele Chikasa Anana Elementary School on their Open School House program. This is another example of our commitment to partnerships that support our children and our community. We have created a diverse agency staff that are directly reflective of the families we serve and who are able to cross-culturally communicate with families while building strong relationships. We accept all forms of tuition payment, waive certain fees for families using tuition assistance programs, and can work directly with families needing to create payment plans that reflect their payroll schedules. We also provide scholarships to families facing financial hardships. We work with

families that use cab services and we are located near a Madison Metro Bus Stop. We offer flexible enrollment opportunities and part-time spots. We added an additional 6 spots to our school-age summer camp to accommodate more school-age children during the summer. We have also worked directly with the school to support children who may be referred to summer school by making sure they have care during the month of August. Animal Crackers, Inc. continues to utilize culturally responsive teaching approaches, practice mindfulness and reflection, and work diligently to build measurable efficacy through ongoing professional development of our staff. We pride ourselves on our family-centered programming and collaborative approaches through strategic partnerships. It is these partnerships that provide direct support in our efforts to empower all the children and families we serve.

Proposed Programs/Services:

1. Methods of programming and services:
 - a. Direct provision of care and education for children ages birth to 5 years of age.
2. Specific programming and services
 - a. Animal Crackers, Inc. is a City Accredited and a 5 STAR group early education and care program located in the Hammersley Road Neighborhood. We are one of two accredited programs in our surrounding area. Animal Crackers, Inc. provides full-time and part-time childcare and preschool for children birth to 13 years of age. Animal Crackers, Inc. provides a high-quality early care and education program for all children and work to support children and their families who face housing and food insecurity, trauma, poverty, and employment issues. We work to stabilize the care of children so families can focus on stabilizing the other areas of their lives. Animal Crackers, Inc. is considered a cornerstone in the Hammersley Road Neighborhood, and we are known for our ability to work with all children. We have 16 spots for infant and toddler children. We work with our City Specialist and network with a variety of specialists to continue providing high quality and adaptable programming to children with a wide variety of emotional and developmental situations. We provide trauma-informed care approaches within our curriculum, while using the conscious discipline approach to work with challenging behaviors. We can adapt curriculum components while using carefully scaffolded

approaches to meet the children's developmental levels. Animal Crackers, Inc.'s agency staff has direct access to a variety of ongoing training opportunities that are all paid for by Animal Crackers, Inc. Animal Crackers, Inc. pays for all educational time and supports all staff participating in the TEACH Program. We have one native Spanish speaking Teacher that is integral in supporting our dual language learners and their families.

- b. Animal Crackers, Inc., following the City of Madison Accreditive Standards, uses the 6th Gold Edition Creative Curriculum for program planning, a variety of formal and informal observational tools track developmental growth, focus portfolios for archival and tracking purposes, the Developmental Continuum for ongoing assessment and yearly evaluations, and utilized the Madison Public Schools for growth and development as it pertains to 4K. Animal Crackers, Inc. is licensed for 85 children (6 weeks to 13 years of age) with an average enrollment of 74 children (up to 103 unduplicated children per calendar year). Our goal is to continue providing accredited high-quality care and education, as well as research-based, culturally relevant education that ensures appropriate developmental growth for children while stabilizing enrollment. We are also focused on utilizing the three tiers of the Social Emotional Pyramid Model to support and promote children's healthy emotional and social development.
3. Location of services: Programming and services will be provided on location at Animal Crackers, Inc. Animal Crackers, Inc. will continue serving all families regardless of their socioeconomic status to children 6 weeks to 13 years of age. We are currently serving 71 children, 92% who identified as low income. Animal Crackers, Inc. will continue serving families that reside on Hammersley Road, Jacob's Way, Elver Park, Willow Street Apartments on Schroeder Road, Balsam Road, Raymond Road, Parkridge, Meadowood and Greentree Neighborhoods.
4. Animal Crackers, Inc. will continue following our mission while serving all children regardless of their individual circumstances. Animal Crackers, Inc. will continue supporting a diverse workplace who serve a diverse population of children and families, while working with our City of Madison Specialist and Parent Board to continue providing high quality and adaptable programming to children with a wide variety of emotional and developmental situations. We will continue networking with support agencies to recruit children and

families facing barriers such as but not limited to homelessness, unemployment, transportation and expulsion from other childcare programs.

5. Our timeline is on a continuum as we have already implemented our services for children 6 weeks to 13 years of age. Animal Crackers, Inc. is open year-round, Monday-Friday from 7:30AM-5:30PM. We will continue the ongoing assessment of our program using our annual family surveys, the quarterly service reports to the city, our yearly City of Madison accreditations, and ongoing ITERS, ECCERS, and PAS (Program Administration Scale).

Measurement of Success

1. System Level Indicators: Animal Crackers, Inc. has a commitment to ongoing and increased collaboration between early childhood service providers seeking to serve families with high barriers to success. We will accomplish this by continuing to work with the City of Madison through their Pathways To Quality. We are committed to offering assistance in any of the following areas as other Early Care and Education Programs strive to increase their program's access to quality care and education for children and their families facing financial constraints.
 - A. Provide direct, hands-on support for providers seeking to serve families with barriers to success
 - B. Continue ongoing partnerships and collaborations with direct service agencies
 - C. Develop new collaborations with programs/agencies that seek to expand equitable access to high quality care and education to all children and families and/or provide professional training and support services to staff working with underserved and marginalized populations
 - D. Providing the following in a variety of ways as needed:
 - Brainstorming innovative ideas
 - Sharing budgeting and financial strategies
 - Sharing of systems that have worked for our agency
 - Sharing any knowledge our agency staff currently has to provide ideas and strategies when working with families facing barriers to success
 - Assist with policy development
 - Providing trauma-informed care strategies
 - Assisting in meeting standards
 - Creating environments that support and enhance staff retention
 - Creating and nurturing family partnerships

- Addressing the risk and security concerns involved in operating a childcare program
 - Sharing strategies for the reduction of expulsion/elimination in early care programs
2. Population Level Indicators: Animal Crackers, Inc. will continue serving infants and toddlers, providing care to all children regardless of their current and future barriers to success, continue offering flexible schedules to families, providing direct access to other services agencies that can assist in breaking down many barriers facing low income families while working to continue providing a family-centered environment where families are respected as children’s first and most important Teachers. We will continue documenting racial/ethnic data on our agency staff through our Affirmative Action Reports and our DPI data reports. Animal Crackers Inc. will continue serving children on Hammersley Road, Jacob’s Way, Elver Park, Willow Street Apartments on Schroeder Road, Balsam Road, Raymond Road, Parkridge, Meadowood and Greentree area neighborhoods. This will be tracked on our demographic intake forms for enrollment. Animal Crackers, Inc. will also continue to work directly with our City Specialist on any situation where a behavioral or a developmental plan needs to be implemented. Animal Crackers, Inc. will continue to be accredited through the City of Madison and participate in the yearly re-accreditation process. Animal Crackers, Inc. will continue to recruit and train a diverse population of staff that directly reflect the children and families we strive to serve.
3. Success Assessments and Evaluations:
 Animal Cracker’s Inc., following City of Madison Accreditive Standards, utilizes the 6th Gold Edition Creative Curriculum for program planning and assessments, a variety of formal and informal observational tools to track developmental growth, utilizes focus portfolios for archival and tracking purposes, uses the Developmental Continuum for ongoing assessment and yearly evaluations, and utilizes the Madison Public School’s assessments and evaluations for growth and development as it pertains to the children enrolled in the 4K Program. For assessing and evaluation we will do the following:
1. Weekly
 - a. Record anecdotal observations/developmental checklists/photographs
 - b. Maintain individual focus portfolio collections of artifacts that represent developmental milestones
 2. Quarterly Reports (School Year)

- a. Based on Developmental benchmarks for children enrolled in MMSD 4K Five Learning Domains
3. Every 4 months (January, May, and September)
 - a. 6th Edition Creative Curriculum Developmental Continuum assessment of all children
4. Bi-Yearly (April and September)
 - a. Family Conference Reports
5. Annually (depends on date of enrollment)
 - a. Child Assessment Portfolio Summary
 - b. Report Cards for 4K children
 - c. Language and Literacy Assessments for 4K

For reporting purposes, we will do the following:

1. Code the children individually and report their development 3 times a year in our quarterly service reports
2. Code classrooms and base percentages on development using the Developmental Continuum.
 - a. For example: Our 3-year-old classroom has 10 children
 - i. 45% are performing at Level 2 for Objective 23, and 55% are performing below Level 2 for Objective 23
3. Code the children individually and report the levels they started at and where they are at the end of the calendar year

Early Childhood Funding RFP Total Budget

Name of Agency: Animal Crackers, Inc.
Name of Proposal: Proposal for RFP 12064

Instructions

Complete the table below by filling in the yellow cells. Formulas within this spreadsheet will autofill into the white Total Revenue cells.

Proposals for a Single Program/Service: If you are proposing one program, for example, direct child care programming at a single location, you will only need to fill in columns B and C.

Proposals for Multiple Programs/Services: If you are proposing to include multiple methods of services or programs, for example, on-site child care programming and separately provide consultation services for other programs, two proposals (each with a separate budget) should be submitted separately. If you are proposing to do the same service at multiple locations, for example, child care at two different locations, one proposal and budget may be submitted. In this case, use columns C, D and E below to delineate the budget for each program within your proposal. You may insert more columns, if needed.

Please contact Monty Marsh (mmarsh@cityofmadison.com) for any questions about clarifications regarding joint or singular proposals.

Revenue Source	Agency 2024 Total	Program A	Program B	Program C
Dane County	\$ -	\$ -	\$ -	\$ -
United Way of Dane County	\$ -	\$ -	\$ -	\$ -
City of Madison-This program	\$ 40,000.00	\$ 40,000.00	\$ -	\$ -
City of Madison-Other Funding	\$ -	\$ -	\$ -	\$ -
Other Government*	\$ 765,168.00	\$ -	\$ -	\$ -
Fundraising/Donations**	\$ -	\$ -	\$ -	\$ -
User Fee	\$ 175,541.00	\$ -	\$ -	\$ -
Total Revenue	980709	40000	0	0

*Other Government: includes all federal and state funds, as well as funds from other counties (outside Dane County), other cities, villages or townships

**Fundraising: includes funds received from foundations, corporations, churches and individuals, as well as those raised from fundraising events

Early Childhood Funding RFP Program Budget Breakout

Name of Agency:

Instructions

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Account Category	Agency 2024	Program A Budget	Program B Budget	Program C Budget	Total City Request
A. Personnel					
Salary	\$ 687,181.00	\$ -	\$ -	\$ -	\$ -
Taxes/Benefits	\$ 91,512.00	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 778,693.00	\$ -	\$ -	\$ -	\$ -
B. Other Operating					
Insurance	\$ 16,500.00	\$ 5,000.00	\$ -	\$ -	\$ 5,000.00
Professional Fees/Audit	\$ 17,834.00	\$ -	\$ -	\$ -	\$ -
Postage/Office & Program	\$ 15,580.00	\$ 7,000.00	\$ -	\$ -	\$ 7,000.00
Supplies/Printing/Photocopy	\$ 9,700.00	\$ 5,000.00	\$ -	\$ -	\$ 5,000.00
Equipment/Furnishings/Depr.	\$ 3,600.00	\$ -	\$ -	\$ -	\$ -
Telecommunications	\$ 800.00	\$ -	\$ -	\$ -	\$ -
Training/Conferences	\$ 14,850.00	\$ 8,000.00	\$ -	\$ -	\$ 8,000.00
Food/Household Supplies	\$ 38,700.00	\$ -	\$ -	\$ -	\$ -
Travel	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -
Vehicle Costs/Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Other*	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 120,564.00	\$ 25,000.00	\$ -	\$ -	\$ 25,000.00
B. Space					
Rent/Utilities/Maintenance	\$ 65,406.00	\$ 15,000.00	\$ -	\$ -	\$ 15,000.00
Mortgage Principal/Interest	\$ 5,246.00	\$ -	\$ -	\$ -	\$ -
Depreciation/Taxes	\$ 10,800.00	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 81,452.00	\$ 15,000.00	\$ -	\$ -	\$ 15,000.00
D. Special Costs					
Assistance to Individuals	\$ -	\$ -	\$ -	\$ -	\$ -
Payment to Affiliate Orgs.	\$ -	\$ -	\$ -	\$ -	\$ -
Sercie/Program Subcontrs.	\$ -	\$ -	\$ -	\$ -	\$ -
Other*	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 980,709.00	\$ 40,000.00	\$ -	\$ -	\$ 40,000.00

*If costs are included in Other rows, please provide an explanation of those costs below:

Other Operating:

Other Special Costs:

