

COMMUNITY-BASED
ENERGY EFFICIENCY GRANT



**ENERGIZE DELAWARE
EMPOWERMENT GRANT**

Funded by the Exelon Merger for Delmarva Power Customers

GRANT PROGRAM APPLICATION
GUIDANCE DOCUMENT

ISSUE DATE: APRIL 1, 2020

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SAMPLE

SECTION I: FUNDING OPPORTUNITY DESCRIPTION

PROGRAM DESCRIPTION

PURPOSE

On June 2, 2015 and November 1, 2016, the Delaware Public Service Commission (PSC) adopted orders approving the merger of Delmarva Power & Light and Exelon Corporation (“Delmarva”) and the Amended Settlement Agreement (PSC Docket No. 14-193). Provisions resulting from the Amended Settlement Agreement (Settlement) allocated funds to a low-income customer energy efficiency program for Delmarva Power customers. On June 19, 2019, after a competitive proposal process, the Delaware Sustainable Energy Utility, Inc. (DBA Energize Delaware) was notified by Exelon that it was awarded the contract for the Delmarva Power & Light Low-Income funds as the grant manager. Energize Delaware is the one-stop shop for energy efficiency programs in the state and is proud to have the opportunity to administrate this important program. With direct guidance from the Delaware Energy Efficiency Advisory Committee and its Low-Income Working Group, Energize Delaware will manage and distribute all low-income settlement funds through a grant-making process that serves two distinct energy efficiency programs including a large-scale low-income energy efficiency grant program(s) as well as a small-scale community-based low-income energy efficiency grant program(s). To accomplish this goal the Energize Delaware Empower Program has been created to implement a competitive grant program.

These funds are being provided to support capable organizations in delivering energy efficiency programs to low-income ratepayers located in Delmarva’s Delaware service territory.

Applicant(s) receiving a grant award will accomplish one or more of the following in the Delmarva Power Service Area:

- Increase the energy efficiency of low-income Delaware households that contribute to statewide electric and gas savings.
- Engage with and inform low-income Delaware households about the benefits of efficiency and strategies available to them to achieve it.

Develop a comprehensive community-based approach to address energy efficiency issues in low-income housing by mobilizing public and private sector resources, including grassroots, community-based, non-profit, and faith-based organizations. Ensure to the greatest extent feasible that job training, employment, contracting, and other economic opportunities generated by this grant will be directed to low-income persons in Delmarva’s service area.

AUTHORITY

These Low-Income Energy Efficiency Program grant funds have been authorized by the Delaware Public Service Commission (PSC Docket No. 14-193). All grant applications will be coordinated by the Empowerment Program and reviewed by the Low-Income Energy Efficiency Settlement Grant Fund Review Committee (“Review Committee”) which includes representation from the Delaware Energy Efficiency Advisory Committee. Applicants should not contact directly members of the Review Committee to discuss applications, such communication may cause applications to be disqualified.

Section II: AWARD INFORMATION AND ELIGIBILITY

A. AVAILABLE FUNDS

The maximum award amount is \$100,000 and the minimum is \$5000 award amount.

B. NUMBER OF AWARDS

The Review Committee aims to award as many grants as feasible.

All grant proposals must be completed within in a maximum time of two years.

C. ELIGIBLE APPLICANTS AND BENEFICIARIES

Eligible applicants include Delaware-based for-profit companies with a valid State of Delaware business license, non-profit organizations, and local governments.

D. DELMARVA SERVICE TERRITORY REQUIREMENT

If your proposal is for residents of a specific neighborhood is you must provide maps that show it is located in Delmarva Service Area. The following is a link to the Delmarva Service Area maps. <http://arcg.is/C89WD>

If a proposal is to benefit individuals, families, or facilities; then evidence as a qualified Delmarva Power customer can be demonstrated by a Delmarva utility bill associated with the property.

E. ELIGIBLE BENEFICIARIES INCLUDE

- Qualified low-income individuals or households who live within Delmarva's Delaware Service Area.
- Individuals or households within Delmarva's Delaware Service Area who reside in a neighborhood where evidence shows that more than 50% of the residents are low income.
- Individuals or households within neighborhoods in one of the prescribed census blocks where census data shows that more than 50% of the residents are Low Income.

Low Income Households are those that are 60% or less of the state median household income or 200% of the Federal Poverty Guidelines, whichever is greater.

The below table is already calculated with the appropriate income level to use for 2020.

Household size	Income
1	\$26,613
2	\$38,725
3	\$47,836
4	\$56,948
5	\$66,060
6	\$75,171
7	\$78,020
8	\$86,860
9	\$95,700
10	\$104,540
11	\$113,380
12	\$122,220

Income data verification will depend on the type of application being made.

For proposals that will operate within a neighborhood that is not within one of the predetermined low income census blocks the applicant will have to provide the percentage of families in the Target Area(s) at or below 60 percent of the State area median income level (AMI), or at or below 200% of federal poverty guidelines as evidenced by survey data or census data available. Include the source and date of your data if the data are available from a publicly accessible online source, provide the specific URL(s), such as http://destatehousing.com/AffordableHousingResourceCenter/ot_resources.php.

If your proposal is for qualified individuals or families; describe how you will document that individuals or families are either at or below 60 % of the State Median Income, or below 200%

of the federal poverty guideline. Please use the income guideline table above. The following documents and procedures may be used to validate incomes.

Proof of eligibility:

- ✓ Photo ID for the applicant
- ✓ At least (1) or more utility bills
- ✓ Proof of income (pay stub or W2) or Proof of benefit (Social Security, SSI, TANF, GA, WIC, and/or food stamps award letter)

Automatic Qualifier	<u>OR</u>	Proof of Income
Client must provide a recent award letter from <u>(1)</u> of the following: Food Stamps WIC LIHEAP TANF/GA Medicaid WAP		Client must provide a recent copy of <u>each</u> applicable document: 2 pay stubs W2s Previous year’s tax return SSI/SS award letter Unemployment

F. PROPOSED ENERGY SOLUTION AND COMMUNITY PARTNERSHIP FOCUS

These funds are being provided to support already existing capable organizations in the delivery of energy efficiency programs and services to low-income rate payers in Delmarva power service territory.

The emphasis of this grant will help to eliminate or reduce the up-front cost of efficiency measures, minimize energy burdens on participants, and provide coordinated services around energy efficiency programs creating energy sufficiency, supporting financial accountability and security; furthermore, build on education and awareness around the importance of energy conservation in all of Delaware’s communities. The range of potential solutions, products and services that enable the objectives set forth in this community scale grant are going to be targeted new and unique program offerings and on already existing programs which can further penetrate low-income areas of state not currently being served by energy programs. The applying agencies will be asked to identify a community organization, area of focus, geography and the method of implementation for this proposed energy solution. The potential providers would have already shown that they have the ability to achieve results by

providing end-to-end services under one application process, emphasizing strong customer service, and prioritizing accurate measurement of savings, among other strategies.

The community scale grant requires that applications concentrate on energy efficiency as a primary focus but also looks at secondary and tertiary elements as well. Please review the areas below:

- **Energy efficiency**
 - Energy efficiency provides a pathway for low-income energy users to reduced energy cost and lower their carbon footprint through retrofits, equipment upgrades and behavioral changes. We also seek in this grant to use energy efficiency as a means to give users more control and stability over their energy bills.
- **Energy-related education and outreach**
 - For a variety of reasons, including language barriers, lack of internet access, and constraints on time, awareness of energy-related issues is typically lower among low-income compared to other segments. However, evidence suggests that low-income customers are eager to participate in exercising greater control of their energy usage, or in participating in existing energy efficiency programs when they are made aware of the programs' availability.
- **Any other solution or a hybrid approach**
 - We realize that categories of energy efficiency, and education/outreach do not necessarily capture every good idea that could serve our low-income customers. Respondents whose ideas do not fit neatly into any of the categories above may use this section to describe their solution.

SECTION III: APPLICATION AND SUBMISSION INFORMATION

A. CONTENT OF APPLICATION

All submitted applications should contain the sections listed below.

- Cover Letter
- Grant Title Page (fillable online located at empowergrantde.org)
- Proposal Narrative
- Budget
- Budget Narrative
- Attachments

B. COVER LETTER

A Cover Letter is required for this application. Requirements for the Cover Letter include:

- 2-page maximum

Include a cover letter on letterhead signed by the chief executive, or most senior program staff person responsible for the grant activity. The cover letter should include:

- Name of the organization and project (if applicable)
- Dollar amount requested
- Time period of the grant activity
- The purpose of the request
- Explain how your proposal fits with the Low-Income Energy Efficiency fund mission and priorities
- Contact person's name, title, daytime telephone number, and email address

C. PROPOSAL NARRATIVE

Requirements for the Narrative include:

- A maximum of 10 numbered pages. (This does not include the Budget, Budget Narrative and any Attachments)
- The Narrative must be typed on Letter sized paper, 8-1/2 x 11 inches
- The Narrative font must be 12-point (minimum) Times New Roman font
- The Narrative must be at least 1-inch margins on all sides

The proposal narrative provides an opportunity to describe your organization and what will be accomplished with the low-income energy efficiency funding. Consider limiting Organizational Background to two paragraphs and provide greater detail in Purpose of Request.

1. ORGANIZATIONAL BACKGROUND

- State your mission.
- Summarize your organization's history.
- Outline current programs and activities.
- If you work with a fiscal agent, or are an affiliate of another organization, describe the relationship.

- Describe the qualifications of your organization and staff.
- Describe experience delivering low-income energy efficiency programs.

2. STATEMENT OF NEED

- Describe the size and severity of the low-income proposed energy solution need.
- Describe why the specific program or model selected for addressing low-income energy programs is a good fit for the local community.
- Provide the location and demographic information for the population benefiting.
- How will you be validating the low-income status of the beneficiaries?

3. PURPOSE OF REQUEST

- Describe how things will be different if the project is successful and how you plan to get to that successful outcome.
- Identify the tasks you plan to complete that illustrate how the work will be accomplished. Be sure to include a description of the low-income energy efficiency tasks.
- Describe who will be served and how they will benefit, including age, race, ethnicity or other relevant characteristics.
- Name where the services are provided, including type of facilities or specific locations.
- For ongoing work, provide context about when activities will occur during the period of the grant, including frequency of activity and number of participants. For new projects, provide a timeline for implementation.
- Briefly describe who will get the work done – staff/volunteer descriptions. If specific expertise or credentials are needed, consider attaching staff biographies or resumes.
- Report your organization’s relationship to other low-income energy efficiency community efforts and how you are cooperating with other organizations or projects working in the field. If you have formal partnerships, describe the roles and responsibilities of any community partners with whom you are working.
- State the reasons your organization chose this approach to address the need. For new programs, describe how the program model was developed with supporting research or evidence of effectiveness of the model, if available. For ongoing activities describe your past success. Use an appendix, if necessary, for extra information such as detailed results of a program you are replicating.

4. ANTICIPATED RESULTS AND LEARNING

- For general operating support requests, describe how your organization will assess its overall success and effectiveness during the grant period.

- Include specific output and outcome measures that you plan to collect, and how those measures will be used to determine if the organization or program/project was successful.
- Identify the tools you will use to learn from or evaluate your program and organization (records, surveys, interviews, pre- and post-tests, community feedback, etc.)
- Explain how you will incorporate learning from evaluation to either improve your activities or inform the work of others.
- If this is an existing activity, describe current methods of evaluation and provide data on past performance, including numbers served and client outcomes in the past year (or the most recent period for which data is available).
- If an external evaluation will be conducted, detail who is conducting the evaluation and their scope of work.

5. STEWARDSHIP AND SUSTAINABILITY

- The Empowerment Program hopes to encourage new and innovative programs that are not already funded and available in the area where you propose to implement your program. Please describe how and why your proposed program will provide opportunities not already available and funded in your community. Indicate any specific plans for sharing lessons learned from your activities.
- Specify plans for funding the organization or project at the end of the grant period. List additional funding sources or strategies that are being developed.
- Beyond financing, suggest what will be the long-lasting outcomes or mechanisms by which the change is sustained.

6. KEY PROGRAM PARTNERS

Provide the information below related to partner entities, if any, that will receive Empowerment funds (Sub-Recipient Agreements-SRA) from your program and that will provide critical services and/or carry out critical activities for the proposed grant program (vs. commercial services and off-the-shelf suppliers):

- A letter of commitment or memo of understanding signed by a person of authority from the Partner Organization attesting to a commitment to move forward with the grant if selected and that all information included in the grant application is true. Please include the letter in the Appendix.
- A description of the partner's role for this program and why it is critical to the application

- List and describe partner entities (i.e. sub-grantee(s), sub-contractor(s) organization(s), sub-recipient(s) and consultant(s)) at all tiers that will provide critical non-duplicative services and activities;
- Detail each of these critical partner entities' qualifications and experience in initiating and implementing energy efficiency or housing projects;
- List the key personnel from each of these critical partner entities, their respective roles and responsibilities, their qualifications and experience, and the percentages of time committed for all key personnel identified. You may provide this information in your narrative or in resumes for each of the key personnel from these critical partner entities;
- Provide a description of how partner entities are in good legal standing and have all the business elements necessary (e.g. insurance, certifications, licenses, etc.) to conduct work in the State of Delaware and the local area where the work is proposed.

7. BONUS

Proposals that undertake activities that achieve benefits listed below are eligible to receive priority points in the rating of their application.

- Serve a majority of extreme low poverty population at 30% or below of AMI.
- Serve exclusively rental homes in Delmarva Service area
- Serve the primary goal of the EEAC by providing cost effective energy efficiency programs that may be supported by the utility after completion of the grant, if you are claiming this benefit then describe the exact energy efficiency measures. Individual cost-effective measure suggestions and the energy efficiency measures associated energy savings values can be found in Delaware's and the Mid-Atlantic Energy Efficiency Technical Reference Manual (TRM). The Delaware TRM may be found at: <https://neep.org/mid-atlantic-technical-reference-manual-trm-v9>

D. BUDGET

Included in this Guidance Document is a Budget Worksheet. All applications must complete the attached budget worksheet.

Funding Restrictions- You may not use grant funds for any of the following activities:

- Purchase of real estate property
- Demolition of housing units or detached buildings
- Replacement of existing community resources dedicated to an on-going project

E. BUDGET NARRATIVE

The Budget Narrative section allows applicants to describe how the grant will be in written detail. Requirements for the Budget Narrative include:

- No page limits
- The Budget Narrative must be typed on Letter sized paper, 8-1/2 x 11 inches
- The Budget Narrative font must be 12-point (minimum) Times New Roman font
- The Budget Narrative must be at least 1-inch margins on all sides

1. BUDGET NARRATIVE - ADMINISTRATIVE AND PROGRAM COSTS

Information about the applicant's proposed budget should be included in a budget narrative, which is separate from the application narrative. This section of the Guidance describes the information that should be addressed in the budget narrative. Organize your budget narrative, so this is a corresponding narrative for each line item in your proposed budget. Applications that do not follow this format will be considered incomplete.

You will be evaluated on the extent to which your narrative justifies the allocation of funds. In particular, your narrative should describe how you will keep costs managed.

Administrative costs must be reflected under the appropriate line items and a detailed cost element breakdown in the budget narrative must be provided. You must include any indirect costs, as well as those administrative costs that are in the direct cost category.

If sub-recipient organizations are proposed, please describe their role in detail and describe where in the budget worksheet their expenses are allocated.

2. ADMINISTRATIVE COSTS

Direct administrative costs are the reasonable, necessary, allocable, and otherwise allowable costs of general management, oversight, and coordination of the grant (i.e., program administration). Such costs include, but are not necessarily limited to, expenditures for:

- Salaries, wages, fringe benefits, and related costs of the recipient's staff or consultants\subcontractors engaged in program administration or that can be specifically

identified with the grant. In charging costs to this category, the recipient may either include the entire salary, wages, and related costs allocable to the program of each person whose primary program responsibilities involve program administration assignments, or the pro-rata share of the salary, wages, and related costs of each person whose job includes any program administration activities. The recipient may use only one of these methods during the grant period. Program administration includes, but is not limited to, the following types of activities:

- Providing local officials and citizens with information about the program, except for targeted outreach, affirmative marketing, education or outreach for energy efficiency programs;
- Preparing program budgets and schedules, and amendments thereto;
- Developing systems for assuring compliance with program requirements, or developing information systems to enhance the delivery, analysis, or conduct of energy efficiency activities;
- Developing interagency agreements and agreements with sub-recipients and contractors to carry out program activities;
- Monitoring program activities for progress and compliance with program requirements, except for on-site monitoring of energy efficiency measures;
- Preparing reports and other documents related to the program;
- Coordinating the resolution of audit and monitoring findings;
- Evaluating program results against stated objectives; and
- Travel costs incurred for official business in general program administration that can be specifically identified with the grant program;
- Transportation costs incurred for general program administration that can be specifically identified with the grant program;
- Equipment (over \$5,000), consumable supplies that are expected to be used within a year (ex: office supplies), and non-consumable supplies that are less than \$5,000 that are expected to last more than a year (ex: cell phones) and materials used for program administration that can be specifically identified with the grant program;
- Marketing costs and material
- Certification and licensing costs required for program administration responsibilities.

Indirect administrative (F&A) costs are by nature, administrative and represent the expenses of doing business that are not readily identified exclusively with a specific grant, contract, project function or activity, but are necessary for the general operation of the organization and the conduct of activities it performs. These types of costs are often referred to as “overhead costs.”

F. ATTACHMENTS

Additional materials may be included in your application package. These attachments should directly support the Narrative and should clearly reference the specific Narrative question it is supporting. There is no page limit for attachments.

Suggested attachments may include the following:

- Resumes or bios of key project staff
- A copy of the organization's or fiscal agency's current IRS determination letter (or the fiscal agent's) indicating 501(c) (3) tax-exempt status, or copy of business license and incorporation status.
- List of board members, roles and affiliations.
- If this request includes partner organizations, provide a copy of a Memorandum of Understanding or a description of the roles and responsibilities for each organization that is signed by all parties.
- Letters of support, recent media articles. Please use discretion in including additional attachments

G. KEY APPLICATION DATES, TIMES AND PROCESS

1. GRANT APPLICATION DUE DATE

There is no grant application due date. Applications will be accepted on a rolling basis.

All grant applications must be submitted electronically via the [Empowerment Online Grant Management System](#) and must respond to the items outlined in this Guidance document. Another way to get to this Online System is by visiting the "Grant Opportunities" page on the Empowerment Grant website. If any assistance is needed during the application process, email Kassandra Rodriguez, Assistant Grant Manager at Kassandra.Rodriguez@EmpowerGrantDE.org.

H. ANTICIPATED ANNOUNCEMENT AND AWARD DATES

The award date for grants will be approximately 60 days from the grant application due date.

I. AWARD NOTICES

Following the evaluation process the Grant Review Committee will make its recommendation(s) for approval, approval with conditional, or denial to Empowerment staff. Applications for approval without conditions will receive a written award notice. For proposal approved with conditions staff will review conditional changes with applicant, if acceptable applicant will receive an award notice in writing. Applicants will then execute a written contract offered by the Empowerment Staff. No applicant will acquire any legal or equitable rights or privileges until they have been notified the contract has been fully executed. Proposals denied by the Review Committee will receive a written notice that the grant was not awarded.

J. REPORTING/ GRANTEE PAYMENT

1. STATUS REPORTING AND OVERSIGHT

One of the primary goals in administering this grant is to keep accurate records regarding the actual value/usage of the funds. The selected grant applicant will be required to lead and/or participate in status meetings and a yearly status reports covering such items as progress of work being performed, milestones attained, resources expended, problems encountered and corrective action taken, until final system acceptance. Quality control data and reporting will be a part of this reporting. Arranged sight visits by Empowerment staff will be required as needed at regular intervals.

2. GRANT CONTACT

All requests, questions, or other communications about this Guidance shall be made in writing to the Grant Manager. Address all communications to the person listed below; communications made to other Grant Manager and EEAC members or personnel or attempting to ask questions by phone or in-person will not be allowed or recognized as valid and may disqualify the grant applicant. Grant applicants should rely only on written statements issued by the Guidance designated contact.

Grant Manager Contact Information

Jim Purcell

302-724-7033 Office Number

302-229-1585 Cell

Jim.purcell@empowergrantde.org

SECTION IV: APPLICATION REVIEW INFORMATION

A: REVIEW AND SELECTION PROCESS

Application Review – This section describes the application review and rating process and the review that will be used by the Empowerment Program Staff and the Review Committee to select qualified grant awardees. Applicants shall follow all instructions contained in this Guidance in order to be considered for an award.

The Empowerment Program Staff and the Review Committee reserves the right to:

- Select for grant award an application other than that with lowest costs;
- Reject any and all grant applications or portions of grant applications received in response to this Guidance or to make no award or issue a new Guidance;
- Accept applications in-part;
- Request modification to grant applications from any applicants during the grant process;
- Negotiate any aspect of the grant application with any grant applicant and negotiate with more than one grant applicant at the same time.

1. RATING

All grant applications shall be evaluated using the same criteria and scoring process. All applications will be first reviewed by the Empowerment Staff for completeness.

After reviewing the application and comments from the Empowerment Staff, the Review Committee shall review each proposal and assign a score for each pre-determined criterion listed in the section below. The grant review committee will also consider whether each grant application is clear, concise, and well-organized and has geographic diversity.

2. RATING CRITERIA OVERVIEW AND WEIGHTING

The following criteria shall be used by application evaluators to assess grant applications.

Rating Criteria	Weight
1: Capacity of applicant and organizational background	20
2: Statement of need	15
3: Purpose of request (work plan)	35
4: Budget	15
5: Anticipated results and learning	15
Total	100 pts.
6: Bonus	5

Grant applicants are encouraged to review the rating criteria and to provide a response that addresses each of the scored items. Evaluators can only make decisions about an applicant's capabilities based on the information provided in the application, so the responding applicant should be detailed in their grant application responses.

APPENDIX A: BUDGET WORKSHEET

The following is an image of the budget worksheet. An Excel template version will be provided separately and must be submitted as an excel spreadsheet and as a PDF file with the application. Please do note that only the white cell should be filled in. All other cells (in beige color) will self-populate.

Applicants who are selected for grants will be required to complete a detailed budget worksheet that will become a part of the applicant's scope of work.

Type Applicant Name Here												
Type Program Name Here												
Type Application Date Here												
Budget Category	Year 1			Year 2			Year 3			Total 3 year Program		
	Cost (\$)	Grant Share (\$)	Applicant Share (\$)	Cost (\$)	Grant Share (\$)	Applicant Share (\$)	Cost (\$)	Grant Share (\$)	Applicant Share (\$)	Cost (\$)	Grant Share (\$)	Applicant Share (\$)
ADMINISTRATION												
Personnel												
Employed Staff										\$ -	\$ -	\$ -
Employed Staff Fringe										\$ -	\$ -	\$ -
Contracted Staff										\$ -	\$ -	\$ -
Staff Related Transportation										\$ -	\$ -	\$ -
Total Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment (over \$5000)										\$ -	\$ -	\$ -
Indirect Costs										\$ -	\$ -	\$ -
Supply & Material												
Consumable										\$ -	\$ -	\$ -
Non-consumable										\$ -	\$ -	\$ -
Total Supply and Material	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Marketing and Outreach										\$ -	\$ -	\$ -
ADMINISTRATION TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PROGRAM COSTS												
Incentives										\$ -	\$ -	\$ -
Direct Install Measures										\$ -	\$ -	\$ -
Personnel (direct service)												
Employed Staff										\$ -	\$ -	\$ -
Employed Staff Fringe										\$ -	\$ -	\$ -
Contracted Staff										\$ -	\$ -	\$ -
Staff Related Transportation										\$ -	\$ -	\$ -
Total Personnel (direct service)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other -										\$ -	\$ -	\$ -
Other -										\$ -	\$ -	\$ -
PROGRAM COSTS TOTAL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 3 year cost	\$ -											
Total 3 year Grant Share	\$ -											
Total 3 year Applicant Share	\$ -											
Average Annual % leverage		#DIV/0!										
Average Yearly Cost	\$ -											
Average Personal Fringe %		#DIV/0!										
Average % Administration		#DIV/0!										
Average % Program Costs		#DIV/0!										
Average % Personnel (Admin)		#DIV/0!										
Average % Personnel (Direct)		#DIV/0!										
Average % Marketing		#DIV/0!										
Average % Material & Supply		#DIV/0!										