

## A. Organization & Contact Information

**Case Id:** 10781

**Name:** Neighbors for Better Neighborhoods - 2020/21

**Address:** \*No Address Assigned

Completed by kholly@nbncommunity.org on 11/22/2019 12:29 PM

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### A. Organization & Contact Information

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The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

#### A.1. Organization Name

Neighbors for Better Neighborhoods

#### A.2. Project/Program

Community Capacity Building Initiative

#### A.3. FY 2020-21 Funding Request Amount

\$80,000.00

#### A.4. Agency's Total Operating Budget

\$844,435.00

#### A.5. Mailing Address

1650 Ivy Avenue Winston-Salem, NC 27105

#### A.6. Project/Program Location Address

1650 Ivy Avenue Winston-Salem, NC 27105

#### A.7. Organization Website

nbncommunity.org

#### A.8. Year 501(c)(3) status obtained

1998

#### A.9. Organization Fiscal Year

6/30/20

#### A.10. Federal Tax ID Number

31-1598244

#### A.11. Federal DUNS Number

022477684

#### EXECUTIVE DIRECTOR/MANAGER

##### A.12. Name, Title

Latoya Robinson

##### A.13. Email

executivedirector@nbncommunity.org

##### A.14. Phone

(336) 602-2519

#### CONTACT

##### A.15. Name, Title

Rev. Kenneth Holy

##### A.16. Email

kholly@nbncommunity.org

##### A.17. Phone

(336) 473-8859

#### BOARD CHAIR

##### A.18. Name

Alvin Atkinson

##### A.19. Term Expiration

06/30/2022

##### A.20. Email

executivedirector@nbncommunity.org

##### A.21. Phone

(336) 293-3727

## B. Project Overview

Completed by kholly@nbncommunity.org on 11/22/2019 1:06 PM

**Case Id:** 10781

**Name:** Neighbors for Better Neighborhoods - 2020/21

**Address:** \*No Address Assigned

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### B. Project Overview

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Please provide the following information

#### APPROACH (7 POINTS)

**B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?**

Neighbors for Better Neighborhoods (NBN) will build the capacity of neighborhood groups by using an “inside-out approach” or Asset Based Community Development (ABCD) as it creates associational life to improve the social determinants of health in each identified neighborhood. We will coach, mentor, engage and provide technical assistance to grassroots organizers in the following neighborhoods or communities: Salem Gardens Community, Skyline Village Community, Cole Road Community, Clevenland Avenue Area, The Grove Community in Ogburn Station, Bethabara/Bethania Community, Yarborough Road Community, Rolling Hills Community, Boston-Thurmond Community, North Hampton Community, the Colony Place Community, and New Hope Community.

We will leverage our Learning and Leadership program by connecting residents to support community projects as resources to their communities.

Our Learning and Leadership activities will allow resident leaders to work in the neighborhoods they live, and receive training through our “Neighbors in Action” (NIA) Leadership Development Program. NIA will offer opportunities in their neighborhoods for them and other residents to utilize their gifts, skills, and talents to care for each other and build community.

1. A variety of community development sessions are provided to include ABCD, Community Organizing, Racial Equity Training, Conflict Resolution, Establishing A Neighborhood Association and other topics of interest to residents.
2. NBN's Resident Organizer program is a one-year development program that contracts residents from their neighborhood to serve as resident organizers. It aids to build the capacity of a resident to contribute and lead revitalization efforts in their community. Our goal is to provide at least Twelve (12) learning opportunities through this Learning & Leadership capacity building activity.

Our Connecting Residents activities include Neighborhood Network / TimeBanking, Organizers' Circle, and Neighborhood Conversations.

1. NBN's Neighborhood Network is a place for residents to learn about each other's interest and passions, but also a place for neighbors to connect and collaborate to solve community issues together.
2. NBN's TimeBanks Network allows residents to exchange their skill and talents for time credits which can be exchanged throughout the network for services (one hour for an hour). The Timebank network builds relationships and trust in neighborhoods, social capital, and self-efficacy. NBN will host 10 TimeBank tutorials and enroll Timebank members in each neighborhood to create a paradigm shift to a mindset of reciprocity in each community.
3. NBN will host Organizers' Circles in 8-10 neighborhood spaces. Organizer's Circle will give community organizers an opportunity to share, test ideas and work on collective impact approaches that will improve their neighborhoods. It will also create an atmosphere where a neighborhood leader can connect to city initiatives.
4. Another critical connection point is NBN's Neighborhood Conversations. Residents can host “house-meeting” style gatherings throughout the year with fellow residents. Neighborhood Conversations are a way for residents to receive up to a \$150 small grant to host a meeting to connect with residents, track issues and concerns, and develop an association of the same interest to apply for a grassroots grant to start neighborhood projects.

## **B.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?**

NBN will utilize its resident organizers program and partner with residents who are ready to improve their neighborhood. We will select one Resident Organizer in each neighborhood. Resident Organizers will use their training, gifts, skills, talents, energy, and ideas to engage their neighbors. The Resident Organizer will utilize the Asset Based Community Development (ABCD) approach to engage neighborhood residents and stakeholders for purposes of neighborhood improvement. NBN will offer training, workshops, coaching, grants, community planning, and visioning assistance and development, testing, and sharing of best practices to support community engagement.

The Resident Organizer will be required to attend NBN monthly training and will have access to all of NBN's community resources. Resident Organizers will build their community team with their neighbors and focus on the group's primary interest as it relates to education, housing, youth engagement, workforce development, unemployment and underemployment, seniors, health and wellness or neighborhood environment. They will serve as a liaison directly connected to the decision making of their neighborhoods. We will work with each resident to increase their decision-making capacity by showing them sustainable approaches and strategies of community and economic development.

The resident organizer will be responsible for asset mapping with their teams, enrolling people in Timebanking, facilitating meetings and identifying projects for grassroots grant funding. These organizers will initiate resident engagement that will connect neighbors to resources that NBN manages including funded agencies of the City to improve the outcomes of each neighborhood. The following are inputs that we will facilitate through the resident organizers:

- Resident Organizers will assist in the facilitation of interest meetings, information sessions, connecting resident assistants to grassroots grant funding, and enrolling residents into Timebanking,
- Resident Organizers will connect groups in their neighborhoods to Neighborhood Conversation funding to assist in building the interest of residents for grassroots grants,
- Resident Organizers will assist in developing and strengthening neighborhood associations in their neighborhood and connect associations to the city's Community Business Development Department, Town hall meetings, and City and County appointed committees,
- Resident Organizers will build their awareness of the funded agencies and organizations to connect neighbors directly to their resources,
- Resident Organizers will use the following resources of Neighbors for Better Neighborhoods to benefit the community: Parent Connect, Timebanking, Grassroots Grants, Neighborhood Network, Organizer's Circle, and Neighbors in Action Leadership Training, as networking and service tools to build relationships and trust among their neighbors.

## **B.3. How many participants on average will be served at any one time? What is the maximum number that can be served at any one time? What is the unduplicated total number of participants to be served during the program year?**

Neighbors for Better Neighborhoods conducts various programs that build social capital, human capital, financial capital and environmental capital in communities. During its workshops, town hall meetings, working groups sessions, neighborhood planning sessions, community tours, meet and greets and tutorials there are different averages of participants served at one time. We will give an average for each community engagement apparatus:

- Pop-up events – 200 participants (weekly during Spring-Summer)
- Workshops - 40 participants (monthly)
- Interest Meetings – 25 participants (monthly)
- Neighborhood Network Nights – 60 participants (monthly)
- Town Hall meetings – 100 participants (monthly)

- Working Groups – 10 participants (bi-monthly)
- Neighborhood planning session – 50 participants (bi-annually)
- Community tours with residents - 25 participants (quarterly)
- Meet and greets – 125 participants (quarterly)
- Grassroots Leadership Luncheon – 200 participants (annually)

Neighbors for Better Neighborhoods capacity building work consist of system change work within the communities that it impacts. The daily activities of our organization focus on developing long-term relationships with residents and each relationship mature by using patience, transparency, and networking to build awareness of community concerns, cares, community programs, and partnerships. Our learning programs allow us to meet new participants and engage them in actively playing a role in their community. We anticipate a total of 8,500 of non duplicated participants served through our programs during the program year.

**NEED (7 POINTS)**

**B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.**

The Winston-Salem Metro area has seen a dramatic increase of our population living in poverty. 81% growth, from approximately 57,000 to 104,000 individuals, since 2000. Winston-Salem also ranks among the top ten #7 metro areas with the largest increase of people living in neighborhoods where poverty is highly concentrated.

Through our key partnership with residents, we are engaging residents in a number of ways to ensure that our investments align with the priorities of those who live in and experience their neighborhoods every day.

NBN primarily serves low-moderate wealth communities. These communities traditionally have been marginalized both economically and politically; this marginalization has prevented them from taking full advantage of long-term resources. The organization has the opportunity to work with a cross-section of individuals from various neighborhoods. Our primary demographic is African-American, Latino, and Caucasians, citizens. In 2010-2014, the estimated per capita income for residents of Forsyth County was \$26,670. In Forsyth County persons who are black or African American, Hispanic or Latino or a race categorized as other are more likely to live below the poverty level than residents who are white, Asian, or two or more races. On average, the per capita income of white residents is two times higher than Black or African American and three times higher than Hispanic or Latino residents.

NBN serves populations that generally fall into the financial categories listed below:

Household

Size Annual Income Monthly Income

1 20,036 1,670

2 26,955 2,247

3 33,874 2,823

4 40,793 3,400

On average, NBN serviced the following Zip Codes:27101, 27106, 27103, 27105, 27107

**B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.**

Although the city has a large philanthropic sector many programs and projects that are funded do not reach the communities that are in need of them. This is mainly a result of the community finding out about the programs after the fact and because of the lack of associational life within the communities. Another apparent challenge found in most of the neighborhood that is impoverished is that providers of services usually do "to" and "for" the community instead of creating a partnership environment where the citizens they serve can share in the dignity of being coproducers with those on the outside trying to solve the problems.

Winston-Salem and Forsyth County have made tremendous progress over the years, but many people who live here face increasingly complex and interconnected challenges – challenges that are more prevalent in some of our neighborhoods. These complex issues require comprehensive solutions.

In many instances, statistics show that young people’s futures are determined by the ZIP codes they grow up in, rather than their potential, no matter how hard they or their parents work.

The population that NBN serves need assistance in discovering their neighborhood’s capacities and assets. Currently, they see themselves as clients, people with special needs that can only be met by outsiders. They are consumers of services with little incentive to be producers. Consumers of services focus vast amounts of creativity and intelligence on the survival-motivated challenge of outwitting the “system” or on finding ways to bypass the system entirely (Institute for Policy and Research, Northwestern University, 1993).

This deficit model has had devastating consequences for residents and neighborhoods and deepens the cycle of dependence. The ABCD model which NBN uses taps into the wisdom of the community and in their own problem-solving capacity. The ABCD model discovers gifts, skills, and talents of residents and finds creative ways for neighbors to exchange their gifts.

It is important for this population to receive attention in the area of community development and become more involved in the outcomes of their future, instead of being trained to become depended by a system that does not involve them at the beginning of each decision making the process for their livelihood. With the effects of gentrification, an increase in gang violence, deteriorating neighborhoods, low school performances on the raise it is important to start working to use the inside-out approach in community development.

## **COLLABORATION (6 POINTS)**

### **B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?**

NBN's work is enhanced by the ability to collaborate effectively with other groups in the community. We work with groups in both formal and informal ways. A summary of those involvements are as follows:

Neighborhood Associations-attending neighborhood meeting supporting planned community events, advising relative to best practices as well as referrals to address other neighborhood concerns

Local Nonprofits-customized training experiences for their constituents, providing feedback relative to best practices and proposed community development ventures

Philanthropic Institutions-collaborate and provide feedback and best practices relative to strategic grassroots grant making in the community. This includes United Way and its 32 agencies.

The Salt Box - is a nonprofit collaborative office space and working site with local nonprofits to create connections and transformation in the city. The Saltbox partners with NBN, Love Out Loud, North Winston CDC, ComPass and city residents to envision and design caring, abundant, and sustainable communities. Love Out Loud (LOL) is a collective of Christ-centered churches, groups & individuals that partners with other local community organizations working together for the flourishing of the city.

NBN is a member of the following collaborative efforts:

City of WS Community Development  
Winston-Salem Police Department  
Department of Social Service  
Racial Equity Institute  
Winston Lake YMCA  
Kaleideum Museum  
G.I.D.E.  
Boston Thurmond Community Engagement Round table  
Forsyth Promise  
Family Services  
Habitat for H u m a n i t y  
Forsyth Futures  
Institute for Dismantling Racism  
Neighborhood Associations  
The Forsyth County Health Department  
WSSU Social Justice Department  
Democracy NC  
Second Harvest Bank/ Imagine Forsyth  
Poverty Thought Force Initiative  
Wake Forest University Office of Community and Civic Engagement  
Ardmore Baptist Church  
Cook Model Literacy Elementary School  
Wake Forest Law Clinic  
HandsOn Northwest NC  
WSFC Schools  
H.O.P.E.  
Head Start  
UNC-Chapel Hill  
Restorative Justice  
Faith Health  
Age-Friendly Forsyth  
Community Translational Science Institute (CTSI)  
Love Out Loud  
Housing Authority/Choice Neighborhoods  
Purpose Built Community  
East End Master Plan  
St Mark Baptist Church  
Morning Star Baptist Church  
United Metropolitan  
St. Paul United Methodist

Collaboration is the key to effective place-based initiatives. It brings together residents, institutions, organizations, and associations that create authentic visions, and strategies for addressing the shared concerns of the community. Collaboration contributes to sharing responsibility for neighborhood issues which is necessary in order to arrive at a successful resolution. Without collaboration, almost every effort is on a trajectory for failure. NBN's role as an

effective partner in the Civic Engagement cycle is to equip residents to better engage with local institutions in creating sustainable change for the community.

## C. Strategy and Performance

Completed by kholly@nbncommunity.org on 11/22/2019 3:19 PM

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### C. Strategy and Performance

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Please provide the following information

#### STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council. Indicate which of the City's strategic focus areas your program aligns with best (select one):

Livable Neighborhoods

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

#### PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.

NBN has a weekly meeting with staff to review work plans and goals expected for all of its programs. Each program has activities, objectives, outcomes, and impact that we are expecting to occur through our work in communities as we partner with residents. We are able to take corrective action and look at ways to improve the outcomes of what is happening throughout our programming. Whenever we are off target we continually ask the following question:

How much did we do?

How well did we do?

Is anyone better off?

Are we doing things right?

This allows us to reevaluate our efforts and continuously improve our processes. As we do our work we are always mindful of what the community is requesting and align our efforts to focus on a resident-led model. Once we reevaluate issues in the process that needs improving we start from that point to reach our goal.



**C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.**

NBN is a user of Outcome Tracker, a cloud-based client (citizen) management system. This tool allows us to collect the citizen’s information from point of contact to services to outcomes. The reporting tools will allow us to analyze the data, including citizen and program outcomes. It also allows us to communicate directly with citizens through a citizen self-service portal that allows them to submit inquiries, applications, surveys and more.

**Key Reports and Frequency:**

Teamwork project management software- weekly data is inputted by resident leaders and organizers

Google Form – weekly tracking of outcomes and impact; measures our community engagement and program performance.

Survey Monkey – evaluate program performance

Monthly Board Reports

Monthly and Quarterly Program Reports

**C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.**

*- Include at least three goals and performance measures.*

*- One of the performance measures must include the unduplicated number of participants served.*

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
Using an “inside out approach”, NBN will 10 Resident Leaders from identified neighborhoods or neighborhoods of interest to the City, giving them an opportunity to develop and demonstrate their leadership abilities and apply the knowledge and skills they learn in NIA and other learning opportunities.	The Resident Leader (RL) will utilize Asset Based Community Development (ABCD) approach to engage neighborhood residents and stakeholders for purposes of neighborhood improvement. NBN offers training, workshops, coaching, grants, community planning and visioning assistance and the development, testing, and sharing of best practices to support community engagement.	<ul style="list-style-type: none"> <li>• 20 Organizations engaged in partnerships</li> <li>• 4,000 people engage</li> <li>• 80 events/ Listening Sessions</li> <li>• 10 working Groups Sessions</li> <li>• 20 meetings held with decision makers</li> <li>• 10 websites and organizations (outside of our organization) that share our resources and information</li> <li>• 25 one-on-one coaching sessions</li> </ul>	<ul style="list-style-type: none"> <li>• 30% Increase in knowledge of Community Development in lower wealth communities</li> <li>• 10 more Community based-organizations</li> <li>• Experience in Project Management</li> <li>• Increase in Entrepreneurial Mindset</li> <li>• 45 residents have better awareness of options</li> <li>• 5 residents serve on resident councils</li> <li>• Self-Activation Process</li> </ul>	<ul style="list-style-type: none"> <li>• 65% Increase in knowledge of Community Development in lower wealth communities</li> <li>• 25 more Community based-organizations</li> <li>• Project Management</li> <li>• 20 % Increase in Entrepreneurial Mindset</li> <li>• Residents have better awareness of options</li> <li>• 100 Residents serve on resident councils</li> <li>• Self-Activation Process</li> </ul>

		<ul style="list-style-type: none"> <li>• 25 of grantees completing trainings</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in skills (ABCD; Fiduciary Responsibility; Budgeting; Project Management)</li> <li>• Engage in other NBN programs</li> <li>• 40% Increase in parent attendance at PTSA</li> <li>• 5% Increase in number of parents requested meeting with their student's teacher</li> <li>• 5 residents participation at Title One meeting</li> <li>• 5% Increase attendance at WS/FCS Board meetings</li> <li>• 10% Increase in self-determined neighborhood</li> <li>• Increase in inclusion and diversity in community groups</li> <li>• Increase in neighborhood involvement</li> <li>• 30% Increase in NIA training attendance</li> <li>• Mindset shift to Asset Based Community Development Strategy in neighborhoods</li> <li>• New neighborhood associations with results-based efforts</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in skills (ABCD; Fiduciary Responsibility; Budgeting; Project Management)</li> <li>• 400 Engage in other NBN programs to build better communities</li> <li>• Increase in parent attendance at PTSA</li> <li>• Increase in number of parents requested meeting with their student's teacher</li> <li>• 10 residents participation at Title One meeting</li> <li>• 20% Increase attendance at WS/FCS Board meetings</li> <li>• Increase in self-determined neighborhood</li> <li>• Increase in inclusion and diversity in community groups</li> <li>• 60% Increase in neighborhood involvement</li> <li>• 60% Increase in NIA training attendance</li> <li>• Mindset shift to Asset Based Community Development Strategy in neighborhoods</li> <li>• New neighborhood</li> </ul>
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			<ul style="list-style-type: none"> <li>• 10 Collaborations between associations and institutions</li> <li>• 10 Neighborhoods registered in Timebanks Network</li> <li>• 5 Neighborhoods creating a vision and work plans for collective impact</li> </ul>	associations with results-based efforts <ul style="list-style-type: none"> <li>• 25 Collaborations between associations and institutions</li> <li>• 23 Neighborhoods registered in Timebanks Network</li> <li>• 23 Neighborhoods creating a vision and work plans for collective impact</li> </ul>
NBN will provide at least fifteen (15) learning opportunities through its Learning & Leadership capacity building program.	A variety of community development workshops sessions to include Asset-Based Community Development, Community Organizing, Racial Equity Training, Conflict Resolution, Establishing A Neighborhood Association and other topics of interest to residents.	We have had a total of 38 learning opportunities.	15 learning opportunities. We have had 22 Learning opportunities	250 residents developing share language in community development and creating 9 working groups within twenty neighborhoods
NBN will host Forty (40) Organizers' Circles in 8-10 neighborhood spaces and will document discussion topics and connections made with community leaders and institutions throughout the city	The Organizers' Circle is a space for activists, advocates, and local stakeholders and organizers to align their work weekly. <ul style="list-style-type: none"> <li>• Canvassing</li> <li>• Community Organizing</li> <li>• Community Interest Meetings</li> </ul>	40 Organizers Circle meetings will be held and various topics documented.. We have had 26 Organizers Circle meeting.	40 Organizers Circles will be held in 8-10 neighborhoods. Various topics will be discussed and documented. A record of connections will be kept. So far we are at 60% of our goal.	40 Organizers Circles will be held in 10-15 neighborhoods. Various topics will be discussed and documented. A record of connections will be kept

	<ul style="list-style-type: none"> <li>• Door Knocking</li> </ul>			
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**C.6. FY 18-19 Program Accomplishments**

NBN has held leadership development sessions/opportunities and has facilitated the following discussion topics:  
 Objective 1: NBN will provide at least fifteen (15) learning opportunities during this grant cycle through its Learning & Leadership capacity building program.

- ? Landlord and Tenant Rights (OC)
- ? Slumlords and Property Tax Value (OC)
- ? Gentrification (OC)
- ? Boston Thurmond Community Initiatives (OC)
- ? Leadership 101 and Building Grassroots Teams (NIA)
- ? Conflict Resolution in the Community (NIA)
- ? Racial Equity Institute (Race, Class and Power)
- ? Community Engagement (NIA)
- ? Earth Wood Nature Outdoor School (OC)

**Highlights:**

Michael Banner has been attending Organizers Circle for over a year now and has it transformed his view of community engagement. The paradigm shift is that as he serves community he is now focused on identifying the overlooked solutions from within the community. He is now adding so much value to new leaders who see him as a grassroots role model. After attending several Neighbors in Action training. NBN offers he has mobilized some phenomenal members of his community. His objectives are to create equity in the community, bring his neighbors the resources and opportunities they need!

Parents from Cook Literacy Model School attend some of the NIA offerings and had a chance to meet some of the neighborhood leaders from Walnut Tree, NC. They were able to see how the Walnut Tree Neighborhood Association used Asset Based Community Development approach to build their capacity in Walnut Tree.

The workshops engaged with residents throughout the city. Our Racial Equity workshop had six of the nine school board members in attendance, the community asset mapping workshop attracted over twenty community and urban garden residents, and the Shared Economy had WFU students who were interested in learning more about Timebanking.

NBN has Boston-Thurmond resident leaders who are working with the Boston-Thurmond Neighborhood Association and with Boston-Thurmond Community initiatives. Neighbors for Better Neighborhoods uses an inside-out approach to build sustainable communities and increase the participation of residents leading in the decision-making processes that involves choices around the quality of life within the neighborhood. We have developed leaders within neighborhoods throughout Winston-Salem, through this objective we are able to step back and watch them demonstrate their leadership abilities and apply the knowledge and skills, they learn in NIA and other learning opportunities. NBN requested addition funding for this objective and did not receive the increase, however we have two Boston-Thurmond resident leaders who are working in the Boston-Thurmond Neighborhood Association and with Boston-Thurmond Community initiatives. Neighbors for Better Neighborhoods is investing in the outcomes that are being accomplished through Mary Ford and Diane Fitzhugh.

Both residents are working in their neighborhoods building relationships and engaging in conversations with consultants, stakeholders and neighbors. There are obstacles and challenges that they are working through as they build a coalition of residents who are willing to participate in a process is inclusion focused, relationship oriented, placed based, citizen-led and asset-based. NBN wa able to secure the community group a \$50,000 grant for capacity building to which the residents in the Boston Thurmond Community will manage.

### **C.7. FY 20-21 Key Objectives**

Provide coaching, technical assistance to resident organizers on how to develop a mission, vision for their neighborhood, leverage resources, and tools, asset based community, asset mapping, neighborhood conversations. Assign community organizers floating schedule to work with each resident organizer to assist them with building their community team of five neighbors

Train resident organizers team of neighbors so that they can build their team of neighbors who has the same interest of focus area to improve.

Develop working groups to allow them to develop goals, projects and work plans on how they would improve their neighborhoods

Enroll all members of each community team into Timebanking so that they can leverage the resources in the Timebank Network and coach the neighborhood on how to asset map so that the can leverage the resources in their neighborhood and build partnerships, collaborations and apply for neighborhood conversation funding. Though Racial Equity training increase the greater Winston-Salem community Stakeholder understand about using a racial equity lens and trauma informed approach when dealing with elimination of poverty.

## D. Organizational Capacity

Completed by kholly@nbncommunity.org on 11/22/2019 4:57 PM

Case Id: 10781

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Address: \*No Address Assigned

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### D. Organizational Capacity

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Please provide the following information

#### MISSION (5 POINTS)

**D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?**

NBN is a Winston-Salem based community capacity building and neighborhood support organization. We work with neighborhoods and community-based organizations to support leadership development and increase the possibility of a community to create sustainable and progressive change. NBN celebrates and utilizes the assets of individuals in a community by fostering an environment where community members work collaboratively to achieve a collective community vision. As NBN enters its 30 th year, its Board of Directors and staff are more dedicated than ever to fulfilling its mission to connect people, strengthen voices, and leverage resources with communities with a vision to create safe, just, and self-determined neighborhoods.

NBN works with neighborhood-based organizations located in low-to-moderate wealth communities providing technical assistance, community organizing assistance, leadership development training, small grant opportunities and community engagement strategies. These communities traditionally have been marginalized both economically and politically; this marginalization has prevented them from taking full advantage of municipal resources. The organization has the opportunity to work with a cross section of individuals from various neighborhoods. Our primary demographic is African-American, Latino, and Caucasians citizens.

#### FUNCTION (5 POINTS)

**D.2. How long has your organization been in operation?**

Neighbors for Better Neighborhoods has been in existence for 29 years, established in 1990

**D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?**

NBN benefits and serves the City of W-S and its citizenry by creating structures that help develop neighborhood organizations and build the capacity of neighborhood leaders to create a more engaged citizenry and a sustained community. One of the requirements in our grassroots grantmaking is that citizens will participate in a city council meeting and or attend the City University.

NBN's foundation was built on the principles of Asset Based Community Development (ABCD). ABCD has proven to be the most effective

approach for citizen participation. NBN has learned how to engage residents from a macro level to a micro level that deals

with policy, economic development and neighborhood issues. The methodology of Asset Based Community Development is sound. It is a complement to our mission in that it has at its core the development of citizens in a consistent and sustainable way of utilizing the assets of a community to inform and propel the work of neighborhood

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development. As a result of the City of Winston-Salem’s ongoing need for organized citizen participation in the development of city services, government participation, and community planning, NBN will continue to use the ABCD strengths based model for community planning and outreach with residents through vital neighborhood associations. This approach facilitates both civic engagement and neighborhood association growth while also supporting the specific leadership development needs of the citizen sector. One of the advantages of using this model and working with multiple neighborhood associations is the ability to offer space for peer to peer learning and establish best practices so that residents can learn from each other’s experiences.

**STRUCTURE (5 POINTS)**

**D.4. In the chart below, list key personnel involved in the proposed project/program.**

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
NBN Training Coordinator	Attend community meetings, Design process, provide or coordinate workshops, train. Provide Technical Assistance	40	15.00 %
Program Director	Manage program staff, evaluate outcomes, strategic planning, economic development, facilitate community discussions, attend community meetings, Design process, provide or coordinate workshops, train. Provide Technical Assistance	40	50.00 %
ABCD Coordinator	Attend Community meetings; Asset Map neighborhoods; Promote NIA leadership Development Training Series, Promote resident engagement by inviting and encouraging resident participation in community events. Attend community meetings. Ability to lead and manage a variety of public campaigns and neighborhood based organizing, and labor/community collaborations. Develop and maintain outreach and organizing plans, communication systems, databases and work plans. Help train organizers recruit leadership through door-to-door canvassing, house visits and house meetings. Plan and coordinate outreach and organizing meetings in order to build effective, ongoing organizations and to maintain the involvement of grassroots leaders. Develop, train, and supervise a team of seasoned Resident Organizers/Resident Leaders and campaign coordinators and help them grow professionally. Develop campaign strategy and work plans to achieve campaign goals. Build strong coalitional relationships among diverse groups of organizational stakeholders and neighborhood leaders. Coordinate new media and social media organizing including Facebook, Twitter, microsities, blogs and email outreach to enhance the on-the-ground work.	40	10.00 %

	<p>Organize participation in community meetings, public events and demonstrations, voter education and mobilization initiatives, and other forms of civic engagement.</p> <p>Develop organizing materials including talking points, marketing collateral, flyers, fact sheets, etc.</p> <p>Perform other duties as required to support the work of the organization as a whole.</p> <p>Facilitate Meetings as needed to provide opportunities for Resident Organizers/Resident Leaders to discuss internal operational issues, learn about the process, discuss current events impacting the community, and identify upcoming advocacy and organizing opportunities.</p> <p>Facilitate semi-annual Leadership Development Training Program with NBN Training Coordinator and the NBN Strengthening Neighborhoods Program Director, using NBN Strengthening Neighbors Program training curriculum.</p> <p>Host community listening sessions, outreach members and conduct issue-based research to refine program context and direction.</p> <p>Conduct regular outreach to build awareness and increase Resident/Community participation in the program, and new organizing initiatives.</p> <p>Identify and develop Resident Organizers/Resident Leaders through one-on-ones.</p> <p>Collaborate with Resident-Led staff to provide holistic support to all members.</p> <p>Actively participate in organizational planning with Resident-Led staff</p>		
Grassroots Grant Program Officer	<p>Facilitate interest meetings, staff grassroots grants committee,</p> <p>conduct intake for grassroots grant proposals, distribute grant funds, evaluate grant projects and processes, develop reports and provide technical assistance to grantees and prospective grantees.</p>	40	5.00 %
Finance Office	<p>Keep Financial records, internal audits, payroll, financial reports and fiscal sponsorship</p>	20	60.00 %

**D.5. List all executive staff and their compensation (other than per diem).**



Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Latoya Robinson	Executive Director	\$58,000.00	0.00 %
Kenneth Holly	Director of Development	\$49,000.00	0.00 %
Veronica Bitting	Program Director	\$51,000.00	50.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

1354\_NBN Organization Chart.pdf

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

**Describe the hiring process and how it is structured to provide the most diverse candidate pool.**

NBN is non-discriminatory in its hiring process. Recruitment is done through the Employment Security Service, social media, partner agencies and neighborhood associations and NBN networks. The staff is instrumental in ensuring that we hire individuals who understand the principles by which we operate (ABCD) and are included in defining the position, screening resumes and are part of the interviewing process. A clear and comprehensive job description is written with clear roles, responsibilities and qualifications. After a candidate is selected, references are then checked and an offer is made.

**Please enter the total number of Full-Time Positions and Employees you have in the table below**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1			2	
Professionals		1		2		
Technicians						
Office/Clerical						
Laborers/Service Workers						

**Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below**

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical	1					
Laborers/Service Workers						

**D.8.**

**Attach a list of all Board Members AND compensation (other than per diem) \*Required**

**D.9. Number of full Board meetings held during the last twelve months**

11

**D.10. Number of Board's Executive Committee meetings held during the last twelve months**

5

**ABILITY (5 POINTS)**

**D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."**

NBN employs several points of entry for existing and emerging groups to promote resident-led community development. NBN provides:

- a) A monthly Monday Night Interest Meeting which explains the programs and services of NBN, the need for community outreach, and effective methods for developing impactful development campaigns.
- b) Regular announcements of Community & Civic Engagement opportunities, NBN will utilize frequent social media outlets, listening conversation and community organizing for outreach.
- c) Neighborhood-based invitations to Neighbors in Action (NIA) leadership training for neighborhood associations and community groups. During this funding period, NBN will use a place-based strategy for NIA training, however, sessions are open to the public. The sessions will be held in neighborhoods where the impact can be made through collaboration and leveraging of other community resources (i.e. Boston-Thurmond Neighborhood, East Winston).
- d) Community Organizing & Technical Assistance: Community Organizing & Technical Assistance partner referrals, leadership or organizational inquiries. Initial organizational/project assessments are given to determine the depth of assistance needed. Once this is determined, the community organizer works with program assistant and lead community organizer to determine service provisions.
- e) Based on internal capacity, organizations/leaders enter into the service agreement with NBN. If internal capacity is full, organizations are added to the waitlist.
- f) NBN hires NIA graduates to help build the capacity of the neighborhoods by conducting asset mapping, community mobilization, and other community organizing tools.

**D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?**

Neighbors for Better Neighborhoods market through Constant Contacts, Facebook, through canvassing, and direct mailings to the areas that we serve. We are intentional with the impact that we make in each community as we conduct pop up cookout, post flyer, connect with neighborhood association within the neighborhoods. We also conduct asset maps of communities to ensure that we know what residents are interested in hearing about before just doing a general email blast on topics of discussion.

## E. Cost Effectiveness

Case Id: 10781

Name: Neighbors for Better Neighborhoods - 2020/21

Completed by kholly@nbncommunity.org on 11/22/2019 4:55 PM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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Please provide the following information

#### BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$454,414.00	\$467,414.57	\$490,000.00
Fundraising	\$90,000.00	\$80,000.00	\$100,000.00
Management and General	\$300,420.00	\$297,420.00	\$304,000.00
	<b>\$844,834.00</b>	<b>\$844,834.57</b>	<b>\$894,000.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$306,283.00	\$283,960.00	\$349,000.00
Employee Benefits	\$50,000.00	\$50,000.00	\$50,000.00
Facility Rent and Utilities	\$18,000.00	\$18,000.00	\$19,000.00
Training and Conference Registration	\$67,520.00	\$67,520.00	\$67,520.00
Membership and Dues	\$8,031.57	\$8,031.57	\$8,031.00
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$75,000.00	\$75,000.00	\$80,000.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$190,000.00	\$190,000.00	\$190,000.00
Other Operating Expenditures	\$130,000.00	\$150,000.00	\$130,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	<b>\$844,834.57</b>	<b>\$842,511.57</b>	<b>\$893,551.00</b>

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$40,050.00	\$40,050.00	\$80,000.00
Forsyth County	\$10,000.00	\$10,000.00	\$65,000.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$90,000.00	\$90,000.00	\$100,000.00
Memberships	\$0.00	\$0.00	\$0.00
Donations	\$0.00	\$0.00	\$0.00

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1 of 3

Foundation Grants	\$482,784.00	\$482,784.00	\$485,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$222,000.00	\$222,000.00	\$163,551.00
	<b>\$844,834.00</b>	<b>\$844,834.00</b>	<b>\$893,551.00</b>

Describe any amounts listed under "Other Operating Expenditures" or "Other Revenues." Provide details on any specific federal government revenue sources.

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2019	CDBG	\$40,050.00
2018	CDBG	\$40,050.00
2019		\$0.00

E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
	\$80,000.00	\$750,000.00	
	<b>\$80,000.00</b>	<b>\$750,000.00</b>	

E.4. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

NBN is requesting more funds for fiscal year 2018-2019 to implement an "inside-out" approach to community development. We have experienced over the past year the impact that grassroots organizers working and living in their neighborhoods can have.

We will hire 3 grassroots organizers that live in "hotspot" neighborhoods or neighborhood of interest to the City (i.e. Street Car Initiative) that will lead in organizing residents in neighborhood revitalization efforts that help sustain their neighborhoods.

#### SUSTAINABILITY (7 POINTS)

E.5. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

NBN's sustainability plan is to seek contracted fee for service opportunities. There is the probability of moving our location to one of the neighborhoods where we work with residents in 2018; locating our offices in the community may offer opportunities to broaden our funding base. We are also leasing a printer that allow us to offer a print shop and we will offer services to the community. A plan to print a directory of gifts, skills and talents of residents could offer an earned income revenue source.

#### BARRIERS (3 POINTS)

E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.

Barriers to this work would be lack of resident engagement. Lack of transportation to events/activities, child care is often the cause. We seek to find out what residents are interested in and align around their interests. NBN will

overcome this barrier by seeking ways to transport residents, provide child care and conduct listening conversation to find out what residents interests are. We have asked to be included on the list for the City's access or obsolete vehicles or vans.

**AVERAGE COST (5 POINTS)**

**E.7. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)**

Proposed funds from the City for this project:	80,000
Number proposed to be served for the year:	10,000
Average City funds per beneficiary:	8.125
Proposed funds from all sources:	695,314
Number proposed to be served for the year:	25000
Average total funds per beneficiary:	27.81

## F. Required Documents

Completed by sarahc@cityofws.org on 11/25/2019 3:30 PM

Case Id: 10781

Name: Neighbors for Better Neighborhoods - 2020/21

Address: \*No Address Assigned

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## F. Required Documents

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Please provide the following information

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### Documentation

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**Code of Conduct/Conflict of Interest Policy \*Required**

1195\_Conflict of Interest Policy.doc

**Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. \*Required**

1791\_NeighborsforBetterNeighborhoods990 6 30 2017.pdf

**Organization By-Laws \*Required**

BYLAWS\_NBN\_2013\_revised\_7-28-16.docx.pdf

**Articles of Incorporation \*Required**

1189\_Articles of Incorporation Page 1.jpg

**Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) \*Required**

1193\_NBN Employee Handbook FINAL - 3-21-16.docx

1198\_NBN Whistleblower Policy.doc

**IRS 501(c)3 Designation Letter \*Required**

1199\_NBN IRS Determination letter.pdf

**Audited financial statements or a third-party review** \*Required

Copy of NBN Audit Report 6 30 2018 (1).pdf

**North Carolina Secretary of State - Current and Active Status (<https://www.sosnc.gov/search/index/corp>)**

**\*Required**

1206\_Certificate of existence.pdf

**Other**

Updated NBN Organizational Chart 2019.pdf

FY 21 WSF Cont. Funding Review.docx

## G. Community Development Only

Completed by kholly@nbncommunity.org on 11/22/2019 5:02 PM

Case Id: 10781

Name: Neighbors for Better Neighborhoods - 2020/21

Address: \*No Address Assigned

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### G. Community Development Only

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\*\* Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

**1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.**

Ranges of Income	# to be served
0 to 30% of median	2
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

**2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants**

complete

**3. Explain how services will assist participants in reaching objectives of the proposed project/program. Describe the policies or procedures for follow-up after participants leave the proposed project/program.**

complete



## H. Construction/Rehab Only

Completed by kholly@nbncommunity.org on 11/22/2019 5:03 PM

Case Id: 10781

Name: Neighbors for Better Neighborhoods - 2020/21

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project. \*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

**1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.**

complete

**2. Provide a projected timeline for the proposed work.**

complete

**3. Describe how the project will be managed, including the contractor procurement process.**

complete

**4. Describe the target market, including any special populations to be served.**

complete

**5. Describe the services or program you plan to provide.**

complete

**6. Describe the property management plan.**

complete

**7. List the development team members.**

complete

**8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.**

complete

**9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.**

Project Name	Address	Type of Project	No. Units	Govmt Funding
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### Documentation

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Market study or other analysis to verify the need for the project.

\*\*No files uploaded

Printed By: Hope Ann Walsch on 1/24/2020

**Development costs that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.**

*\*\*No files uploaded*

**Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.**

*\*\*No files uploaded*

**Operating Budget**

*\*\*No files uploaded*

**Form 990**

*\*\*No files uploaded*

# I. Emergency Shelter Only

Completed by kholly@nbncommunity.org on 11/22/2019 5:03 PM

Case Id: 10781

Name: Neighbors for Better Neighborhoods - 2020/21

Address: \*No Address Assigned

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## I. Emergency Shelter Only

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\*\* Complete this section only if you are requesting funds for an Emergency Shelter project. \*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

### Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	<b>\$0.00</b>

### Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	<b>\$0.00</b>

## J. Rapid Rehousing and HMIS Only

Completed by kholly@nbncommunity.org on 11/22/2019 5:03 PM

Case Id: 10781

Name: Neighbors for Better Neighborhoods - 2020/21

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

---

\*\* Complete this section only if you are requesting funds for a Rapid Rehousing project.\*\*

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

#### Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

#### HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	<b>\$0.00</b>	<b>\$0.00</b>

## Submit

*Completed by kholly@nbncommunity.org on 11/22/2019 5:03 PM*

**Case Id:** 10781

**Name:** Neighbors for Better Neighborhoods - 2020/21

**Address:** \*No Address Assigned

---

## Submit

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**I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.**

Kenneth Holly

*Electronically signed by kholly@nbncommunity.org on 11/22/2019 5:03 PM*