

A. Organization & Contact Information

Case Id: 11178
Name: WSF - Neighbors for Better Neighborhoods -
Address: *No Address Assigned

Completed by kholly@nbncommunity.org on 11/18/2020 2:21 PM

A. Organization & Contact Information

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 (NBN)

A.2. Project/Program

Neighborhood Leadership Capacity Building

A.3. FY 2021-22 Funding Request Amount

\$65,000.00

A.4. Agency's Total Operating Budget

\$680,000.00

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

Neighbors for Better Neighborhoods (NBN)

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

June 1998

A.9. Organization Fiscal Year

July 1, 2021 - June 30, 2022

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Latoya Robinson

A.13. Email

lrobinson@nbncommunity.org

A.14. Phone

(336) 602-2519

CONTACT

A.15. Name, Title

Kenneth Holly

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

alvin.atkinson@gmail.com

A.21. Phone

(336) 293-3727

Printed By: Rene Williams on 12/12/2020

B. Project Overview

Completed by kholly@nbncommunity.org on 11/20/2020 4:23 PM

Case Id: 11178

Name: WSF - Neighbors for Better Neighborhoods -

Address: *No Address Assigned

B. Project Overview

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 Leaders 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. Our focus areas are 1.) Economic Mobility, 2. Equitable Development, and 3. Civic Engagement.

We will coach, mentor, engage and provide technical assistance to grassroots neighborhood leaders in the following neighborhoods or communities: Salem Gardens Community, Skyline Village Community, Cole Road Community, Cleveland Avenue Area, the Grove Community in Ogburn Station, Bethabara/Bethania Community, Yarborough Road Community, Rolling Hills Community, and the Colony Place Community. We will leverage our technical assistance, learning & leadership development, and grassroots grants initiatives to connect people, strengthen voices, and leverage resources.

Our Learning and Leadership activities will allow contracted resident leaders to earn \$15.65 hourly to work ten (10) hours a week in the neighborhoods they live, and receive training through our "Neighbors in Action" (NIA) Leadership Development Program. NIA will allow resident leaders and other residents to utilize their gifts, skills, and talents to care for and coach each other members of their neighborhoods.

1. NBN's Resident Leader program is a one-year development program that contracts residents from their neighborhood to serve as Resident leaders. It aids in building 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.
2. Some of the crucial approaches and skills that we will develop include, but are not limited to: asset-based community development, community engagement, organizational development, planning and facilitating productive meetings, identifying collective priorities and goals, developing and implementing community action plans, evaluating community programs, budgeting, and financial accountability, and grant writing.
3. NBN will host Organizers' Circles that are focused on initiatives within the City of Winston-Salem. Organizer's Circle will allow community organizers to share, test ideas, and work on collective impact approaches to improve their neighborhoods and communities around our City. 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.

With NBN staff's support, Resident Leaders will engage neighbors in a holistic community organizing process, including relationship-building, issue selection, issue research, taking action (e.g., projects, programs, and policy advocacy efforts), reflection, and evaluation. Neighborhood leaders will work with existing neighborhood associations, or, if no association exists, work with their neighbors to form one.

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

Resident leaders will earn \$15.65 hourly to work ten (10) hours a week in the neighborhoods they live, and receive training through our "Neighbors in Action" (NIA) Leadership Development Program. NBN will offer training, workshops, coaching, grants, community planning, and visioning assistance and development, testing, and sharing of best practices to support community engagement. Resident Leaders will follow grassroots outcomes, objectives strategies that will increase civic participation, equitable development, and economic mobility.

The following are some of the objectives and task they will perform to ensure beneficial outcomes from participation:

1. Plan, publicize, facilitate, and document interest meetings/information sessions, listening sessions, and working groups as needed.
2. Conduct asset mapping to identify individual skills and talents, associations, institutions, businesses, and physical resources (e.g., land, buildings) that may contribute to community development.
3. Resident Leaders will work with their teams to compile and share the results with neighbors in accessible formats (digital and printed). They will ensure that residents use asset maps to leverage community efforts and meet individual needs (e.g., childcare, home repair, and other assets within their neighborhoods).
4. Develop clear goals, action plans, and results in frameworks (outcome and impact charts) to monitor and demonstrate short- and long-term effects of their work.
5. Connect groups in their neighborhoods to NBN training and resources, including resident-led Grassroots Grants, to implement results-focused community projects.
6. Connect neighborhood associations and residents to local (City) government (i.e., agencies, meetings, and committees) and other organizations that can support resident-led projects.

NBN will utilize its resident leaders initiative and partner with residents who are ready to improve their neighborhood. We will select one Resident Leader in three of the most challenging areas depending on funding. Resident Leaders will use their training, gifts, skills, talents, energy, and ideas to engage their neighbors. Communities will have a more robust network that supports them in their efforts to advocate for their neighborhood's needs.

Resident Leaders focus will:

1. Strengthen or form a neighborhood association, ensuring that the community leadership team has at least five committed residents and adequate support for committees and working groups as needed.
2. Build relationships with neighbors and encourage participation in community efforts through canvassing, one-on-one meetings to learn about residents' interests and skills, community meetings and events, and other forms of communication (e.g., newsletters, email, flyers, NBN Engage, and other forms of publications.).
3. Build the leadership capacities of neighborhood residents through individual and group training and coaching, sharing resources, and connecting residents with NBN and other organizations' training opportunities.
4. Plan, publicize, facilitate, and document monthly community meetings to identify priority needs and opportunities and develop, implement, and evaluate action plans. Resident Leaders will create minutes and share with neighbors, community leaders, and NBN.

Through this project, residents will make significant progress toward their neighborhoods' vision due to strong leadership.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings. If applicable and serving individual clients over a period of time.

Average Number of Participants Served at a Single Time

40

Maximum Number of Participants to Be Served at a Single Time

200

Unduplicated Total Number of Participants to Be Served During the Program Year

25,000

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 in 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 Caucasian, 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 Americans 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 needs 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 the 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 dependent by a system that does not involve them at the beginning of each decision making process for their livelihood. With the effects of gentrification, an increase in gang violence, deteriorating neighborhoods, low school performances on the rise 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?

Neighbors for Better Neighborhoods partnership and networks are based on resident-led engagement and strong collaborations with agencies and organizations. Through our work, we are able to assist residents with knowing how they can influence the process of bringing services and investments into their neighborhoods. Residents have a sense of ownership of their neighborhoods and feel empowered to advocate for what they want in their neighborhoods and protect their neighborhoods from decay.

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 meetings 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 grantmaking in the community. This includes the United Way of Forsyth County 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 Neighborhood Association, 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 to flourish the city.

NBN is a member of the following collaborative efforts:

City of WS Community Development
Winston-Salem Police Department
The Partnership for Prosperity
Asset Building Coalition - WS
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
Neighborhood Associations
The Forsyth County Health Department
WSSU Social Justice Department
Democracy NC
Second Harvest Bank NWNC
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
St. Paul United Methodist

Collaboration is the key to NBN's effective place-based initiatives. It brings together residents, institutions, organizations, and associations that create authentic visions and strategies for addressing the community's shared concerns. Collaboration contributes to sharing responsibility for neighborhood issues, which is necessary 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.

IDIS Setup

No data saved

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IDIS Setup

Please provide the following information

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE

C. Strategy and Performance

Completed by kholly@nbncommunity.org on 11/19/2020 9:12 PM

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C. Strategy and Performance

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 the stated program goals provided in C.5. are not achieved.

Required Reporting and Documentation:

Resident Leaders will complete an online, bi-weekly timesheet/report detailing time allocation, activities, contacts, and short-term outcomes, as well as supporting documentation (e.g., meeting minutes). Timesheets and supporting documentation are due in Google Drive on the 10th and 25th of each month by 9 am.

Complete an online, monthly Neighborhood Update Form outlining monthly goals (for organization-building and community well-being), organizing outcomes, challenges (optional), and resources to share with other RLs (optional). These are due by 9 am on the Thursday before each Neighborhood Update meeting (2nd Monday of each month).

Resident Leaders prepare planning and evaluation documents for community programs, projects, and policy advocacy

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(e.g., asset maps, action plans, leadership plans, results frameworks, and others) on a timeline basis to community members.

Professional Development, Networking, and record-keeping:

Resident Leaders will attend twice-monthly Resident Leader meetings (currently the 2nd & 4th Mondays of each month from 11 am-1 pm; subject to change)

RLs attend additional Resident Leaders training (e.g., orientation to Google Drive and system of reporting time and work accomplishments).

RLs attend other NBN training and bring additional neighborhood leaders to participate. Resident Leaders must meet minimum NBN and community participation standards and reporting requirements for their contracts to remain valid.

While NBN staff works with Resident Leaders to accommodate extenuating circumstances (e.g., health concerns, family emergencies, etc.), NBN will consider a Resident Leader reporting omissions as voluntary resignation:

NBN will not allow Resident leaders absence from two (2) consecutive Resident Leader monthly meetings or three (3) meetings per year.

Failure to meet with neighborhood association/community group or other significant resident-led efforts for two (2) consecutive months.

NBN will not allow a Resident Leader's failure to complete two (2) consecutive written accounts of time and work or three (3) reports per year. A valid account should include key outputs/outcomes of work (e.g., decisions made, results accomplished) and the number of people engaged, not merely hours worked or meetings attended.

Failure to complete two (2) significant planning and evaluation documents within timeframes previously agreed to with the NBN Coordinator. NBN will do its best to meet RLs' needs while upholding our responsibilities to the broader community in administering the Resident Leader initiative.

NBN also conducts bi-weekly meetings with staff to review work plans and goals expected for its impact. Each initiative has activities, objectives, outcomes, and effects that we expect to occur through our work in communities as we partner with residents. We can take corrective action and look at ways to improve the outcomes of what is happening throughout our engagement.

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 the right way?

This method 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 that need improvement, we restart to reach the outcomes for impact.

C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency

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that will be used to capture project/program performance.

NBN is a user of Bang the Table, a cloud-based (citizen) engagement management system. This platform allows us to collect the citizen's information from contact to engagement to outcomes. The reporting and feedback tools will allow us to analyze the data, including citizen and engagement outcomes. It also allows us to communicate directly with citizens through a citizen self-service portal to submit inquiries, applications, surveys, guestbook, mapping, and more.

Key Reports and Frequency:

Bang the Table Engagement HQ – bi-weekly tracking outcomes and impact; measures our community engagement and program performance.

Monthly Board Reports

Monthly and Quarterly Progress Reports

NBN will help create a healthier and more trusting community through meaningful engagement by using Bang the Table Engagement HQ. This platform offers a complete range of engagement tools, making it easy to connect people, strengthen voices, and leverage resources via NBN's digital platform.

The platform has a multiple feedback tool that engages participants while unique information-sharing tools support efforts to inform and educate.

Below is a list of the feedback gathering tools and their functions:

Forums: (a safe and interactive space for the community to discuss and debate pertinent issues.)

Ideas: (these virtual post-it notes are a way for the community to share what inspires them.)

Places: (gather feedback and photos directly on a map with a simple pin drop. Geospatial maps offer participants a fun way to engage and see their contribution.)

Stories: (help the community better understand, empathize, and relate to others and the project.)

Guestbook: (simple, streamlined, and moderated space for the community to upload comments.)

Q&A: (receive questions in a managed space that accommodates public and private responses.)

Quick Poll: (ask a single question and get immediate insight with this swift, targeted tool.)

Surveys: (encourage the community to voice their opinions using various question types and rich media in a convenient and guided way.)

This platform will allow NBN to invite, inform, conceptualize, and connect. It also offers a range of information tools that help support engagement objectives. These tools highlight the critical content and information resources, making it easier for the audience to navigate the site and self-educate themselves.

This engagement platform makes it easy for NBN to get better insights, improve communications, and make better decisions with enhanced analytics and sentiment analysis. It provides functions that run reports to monitor the progress and results of citywide initiatives.

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.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
<p>Using an “inside out approach”, NBN will contract 3 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 to improve the outcomes in their Neighborhoods.</p>	<p>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.</p>	<ul style="list-style-type: none"> • 30% Increase in knowledge of Community Development in lower wealth communities • 10 more Community based-organizations • Experience in Project Management • Increase in Entrepreneurial Mindset • 45 residents have better awareness of options • 5 residents serve on resident councils • Self-Activation Process • Increase in skills (ABCD; Fiduciary Responsibility; Budgeting; Project Management) • Engage in other NBN programs • 40% Increase in parent attendance at PTSA • 5% Increase in number of parents 	<ul style="list-style-type: none"> • 45% Increase in knowledge of Community Development in lower wealth communities • 18 more Community based-organizations • Project Management • 15 % Increase in Entrepreneurial Mindset • Residents have better awareness of options • 65 Residents serve on resident councils • 400 Engage in other NBN programs to build better communities • 10 residents participation at Title One meeting • 40 % Increase attendance at WS/FCS Board meetings • 20% Increase in self-determined neighborhood 	<ul style="list-style-type: none"> • 20% Increase in knowledge of Community Development in lower wealth communities • 3 more Community based-organizations • 10% Increase in Economic Mobility • 3 Neighborhood resident councils • Increase in skills (ABCD; Fiduciary Responsibility; Budgeting; Project Management) • 400 Engage in other NBN programs to build better communities • Increase in resident civic participation in target neighborhoods • 40% increase in number of parents requested meeting with their student’s teacher

		<p>requested meeting with their student's teacher</p> <ul style="list-style-type: none"> • 5 residents participation at Title One meeting • 5% Increase attendance at WS/FCS Board meetings • 10% Increase in self-determined neighborhood • Increase in inclusion and diversity in community groups • Increase in neighborhood involvement • 30% Increase in NIA training attendance • Mindset shift to Asset Based Community Development Strategy in neighborhoods • New neighborhood associations with results-based efforts • 10 Collaborations between associations and institutions • 10 Neighborhoods registered in Timebanks Network • 5 Neighborhoods creating a vision and work plans for collective impact 	<ul style="list-style-type: none"> • 10% Increase in inclusion and diversity in community groups • 40 % Increase in neighborhood involvement • 60 % Increase in NIA training attendance • 18 new neighborhood associations with results-based efforts • 20 Collaborations between associations and institutions • 10 Neighborhoods registered in Timebanks Network • 15 Neighborhoods creating a vision and work plans for collective impact 	<ul style="list-style-type: none"> • 3 residents participation at Title One meeting • 40 % Increase attendance at WS/FCS Board meetings • 20% Increase in self-determined neighborhood residents • Increase in inclusion and diversity in community groups • 10% Increase in neighborhood involvement • 10 % Increase in NIA training attendance • 3 new neighborhood associations with results-based efforts • 3 Collaborations between associations and institutions • 3 Neighborhoods registered in Timebanks Network • 3 Neighborhoods creating a vision and work plans for collective impact
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	9,456	13,893
FY 20-21 Current Year Projected Results	12,000	16,000
FY 21-22 Next Year Anticipated Results	25,000	54,000

C.6. FY 19-20 Program Accomplishments

NBN has held leadership development sessions/opportunities and has facilitated the following:

Provide learning, technical assistance, neighborhood leadership development, and grantmaking opportunities during this grant cycle through its community capacity building initiatives. Here are some of the highlights from 2019 -2020:

Neighborhood Organizing Outcomes

Adrian Perry, Monticello Park

Organizational Progress & Outcomes:

Re-engaged and enlisted three residents as Monticello Park Neighborhood Association (MPNA) board members. Compiled a community directory. Established EIN for MPNA and opened a bank account to manage the NBN COVID-19 grant.

Community Progress & Outcomes:

Ninety-six (96) residents received masks and information on the prevention of COVID-19. Four (4) residents expressed interest in computer classes through Winston NETT when these can resume in Fall 2020.

AnAkha Anet, East Winston

Organizational Progress & Outcomes:

Fourteen (14) residents are currently participating in weekly Neighborhood Association meetings. Completed two action plans (community clean-up and establishment of a teaching garden). Established 501(c)3 for Island Culturez, an organization dedicated to building community wealth through local food system jobs.

Community Progress & Outcomes:

Two hundred eighty-eight (288) residents received masks and information on the prevention of COVID-19. Completed site assessments and designs for two new urban gardens.

Chenita Johnson, North Winston

Onboarded as a Resident leader in June 2020

Diane Fitzhugh, Boston-Thurmond

Organizational Progress & Outcomes:

Ten people participate in a new Education Planning Team (EPT), defining a mission and vision statements and planning community listening conversations for July 2020.

Community Progress & Outcomes:

Over 200 residents received masks, information on COVID-19 prevention and care, and information on census participation through an outreach event by Boston-Thurmond United and Novant Health.

At the suggestion of NBN's ABCD Coordinator, the EPT requested data from a Fall 2019 pre-K survey conducted by Forsyth Futures to inform plans for early childhood education in Boston-Thurmond.

The EPT also secured meetings with area principals and the School Board Chair.
Initiated planning for a potential Farmer's Market at Cherry Hill Senior Apartments.

Joy Williams, Old Carver

Organizational Progress & Outcomes:

Engaged and trained five volunteers to assist with food pick-up and distribution, food delivery to seniors, and community garden maintenance, created job descriptions/ instructions for volunteer roles.

Improved communications for weekly food & resource distribution through a new website (52 views), email list, and texts.

Community Progress & Outcomes:

Twenty-three households accessed food support and other resources through a weekly distribution, including fresh fruits and vegetables for chronic disease management, masks, and community resources information.

The neighborhood food distribution project utilizes excess produce received by the Crisis Control Ministry from local grocery stores. The initiative served the neighborhood through a partnership with the NAACP.

One household began vegetable gardening.

Five additional participants engaged with the Elder Pal program to connect youth & seniors through letter-writing during the COVID-19 pandemic.

21 churches & community groups viewed COVID-19 safety protocols for providing essential services.

C.7. FY 21-22 Key Objectives

Neighbors for Better Neighborhoods work with residents and families to become more engaged in their neighborhoods, which drives the initiatives that impact those neighborhoods. We will build trusting relationships between residents and institutions that are serving or have the desire to assist those neighborhoods, emphasizing "doing with" rather than "doing for." NBN's strategic focus areas to accomplish our objectives are: 1.) Economic Mobility, 2. Equitable Development, and 3. Civic Engagement.

Below is a list of objectives that we hope to accomplish in FY 2021 - 2022.

- 1). Contract with three (3) resident leaders to work in their neighborhoods and contiguous neighborhoods as part of an overall plan for citizen engagement, neighborhood housing revitalization, and to implement local justice reform initiatives. Their goals will focus on improving the Social Determinants of Health in their neighborhoods.
- 2). Provide technical assistance support to Partnership for Property and the City of Winston Salem by connecting NBN's resident leaders to the Housing Condition Assessment for ongoing community development efforts.
- 3). Strengthen or establish neighborhood associations, create neighborhood safety committees that will partner with the Winston-Salem Police Department to expand community policing, and reduce illegal activities.

4). Identify and develop an implementation strategy for three resident-led activities within target neighborhoods that focus on affordable housing, redevelopment of deteriorating properties, or vacant lots.

5). Collaborate with Partnership for Prosperity to provide technical assistance with resident engagement to create action and implement anti-poverty initiatives.

6). Develop and launch a virtual engagement platform where community initiatives can collaborate and support citywide initiatives.

7). NBN will contract Latinx Resident Leaders to work 10 hours a week to facilitate change, deepen racial equity, establish networks, build vital collaborations, and leverage resources to strategically develop equitable futures for Latinx residents. This objective is a collaboration with Latino Community Services and the Hispanic League of Winston-Salem.

8). NBN will contract Youth Resident Leaders (16 years - 21 years old) using a grassroots and place-based approach. Youth Resident Leaders will work in their neighborhood to stimulate youth engagement and create a base of growing support for youth who are not working or in school. The objective is to increase the percentage who move into living-wage jobs, specifically within their neighborhoods. The Resident leader will use virtual engagement efforts to focus on citywide outreach.

NBN will connect Resident Leaders to the resources they need to become self-determined producers of sustainable community development. NBN's involvement with any initiative or collaboration in our city focuses on bringing residents to the places where discussions and decisions are being made or processed for implementation to assist them with their readiness to engage in the decision making process.

D. Organizational Capacity

Completed by kholly@nbncommunity.org on 11/20/2020 12:34 PM

Case Id: 11178

Name: WSF - Neighbors for Better Neighborhoods -

Address: *No Address Assigned

D. Organizational Capacity

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?

Neighbors for Better Neighborhoods (NBN) is a Winston-Salem based community capacity building and neighborhood support organization. It works with neighborhoods and community-based organizations to support leadership development and increase the possibility of a community to create sustainable and progressive change. NBN's streamlined focus areas are: 1.) Economic Mobility, 2. Equitable Development, and 3. Civic Engagement.

NBN celebrates and utilizes individuals' assets in their community by fostering an environment where community members work collaboratively to achieve a collective community vision. As NBN enters its 30th 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 workshops, grassroots grant opportunities, and community engagement strategies.

NBN's service demographics are both economically and politically marginalized; this marginalization has prevented them from taking full advantage of municipal resources. NBN has the opportunity to work with a cross-section of individuals from various neighborhoods and communities.

Neighbors for Better Neighborhoods' efforts are on human resources, the importance of reclaimed neighborhood assets, and the development of healthy neighborhood leadership while acknowledging that both physical and human assets contribute to the entire community's vitality.

NBN's involvement with any initiative or collaboration in our city focuses on bringing residents to the places where discussions and decisions are being made or processed for implementation to assist them with their readiness to engage in the decision making process.

Neighbors for Better Neighborhoods uses a resident-led and community-centered approach to sustain its work and to build networks. The following are activities that allow us to scale our impact in assisting with livable, safe, and economically diverse communities.

1) Identify, develop and empower community leaders

When introducing a transformational change to a community, it's imperative to identify collaborative and innovative leaders. We can strengthen their power by giving them a voice in the program's direction, and their feedback and

Printed By: Rene Williams on 12/12/2020

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action are essential for neighborhoods when they faced barriers or setbacks.

2) Build trustworthy relationships

Community organizations vary in size, offerings, funding, and structure, and it's vital to ensure that each individual and each organization feel as if they are part of a united team. Trust is a crucial ingredient for progress, perseverance, the sustainability of these relationships, and ultimately, the network.

3) Listen to the frontline residents

These are the neighborhood associations, faith-based groups, social workers, nurses, community health workers, police, and care teams. By developing community leaders, building networks based on trust, and iterating consistently, we help communities build an end-to-end solution that best fits their place-based needs.

Fully funding this proposed project will help advance NBN's mission through resident-led participation and community-centered collective impact.

FUNCTION (5 POINTS)

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

Neighbors for Better Neighborhoods has been in existence for 30 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 neighborhood leaders' capacity to create a more engaged citizenry and a sustained community. NBN's Resident Leaders and grassroots grantmaking initiative requires that residents participate in a city council meeting, serve on committees, participate on organization boards, or attend the Winston-Salem City's University.

NBN's foundation uses the principles of Asset-Based Community Development (ABCD). ABCD has proven to be the most effective approach for citizen participation, mobilization, economic mobility, and sustainable community development. NBN engages residents from a macro level to a micro level to deal with policies, economic development, and neighborhood issues. The methodology of Asset Based Community Development and our boots on the ground method is sound.

NBN's mission has at its core the development of citizens consistently and sustainably by utilizing a community's assets to inform and propel neighborhood development. As a result of the City of Winston-Salem's ongoing need for organized citizen participation in city services development, housing assessments, government participation, and community planning, NBN has aligned its efforts to make the most significant impact through resident-led engagement.

Neighbors for Better Neighborhoods facilitate civic participation and neighborhood association growth while also supporting the citizen sector's specific leadership development needs. The advantage of using NBN's model of 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.

Neighbors for Better Neighborhoods benefit and serve the City of Winston-Salem and its citizens by being a vehicle for systemic change that allows for partnerships and collaborations to produce sustainable results. Neighbors for Better Neighborhoods have developed a Winston-Salem culture of inclusion that uses a strengths-based model for community planning and outreach with residents. It has benefited residents in low to moderate wealth

neighborhoods by providing paid contracted neighborhood development jobs to improve the social determinants of health in marginalized communities.

The mantra of this effort signified that "there are no throw-away people...everyone is an asset in community building." Sustainable outcomes achieved using a place-based approach to deliver the most significant impact and produce self-determined residents. NBN is developing neighborhood values where residents will take ownership of their financial stability and economic mobility while working with Municipalities, Foundations, and Non-profit Institutions.

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
Resident Leader/East Winston-Salem	<p>Strengthen or form neighborhood associations</p> <p>Conduct housing assessments with neighbors.</p> <p>Plan, publicize, facilitate, and document monthly community meetings directed toward Identifying priority needs and opportunities and developing, implementing, and evaluate action plans.</p> <p>Conduct asset mapping to identify individual skills and talents, associations, institutions, businesses, and physical resources (e.g., land, buildings) that may contribute to community development.</p> <p>Plan, publicize, facilitate, and document interest meetings/information sessions, listening sessions, and working groups.</p> <p>Build relationships with neighbors, and encourage community participation by forming neighborhood action committees and organized working groups.</p> <p>Collaborate with resident leaders, organizations, institutions, agencies, and businesses to improve the social determinants of health in the neighborhood.</p>	10	100.00 %
Resident Leader/Southeast Winston-Salem	<p>Strengthen or form neighborhood associations</p> <p>Conduct housing assessments with neighbors.</p> <p>Plan, publicize, facilitate, and document monthly community meetings directed toward Identifying priority needs and opportunities and</p>	10	100.00 %

	<p>developing, implementing, and evaluate action plans.</p> <p>Conduct asset mapping to identify individual skills and talents, associations, institutions, businesses, and physical resources (e.g., land, buildings) that may contribute to community development.</p> <p>Plan, publicize, facilitate, and document interest meetings/information sessions, listening sessions, and working groups.</p> <p>Build relationships with neighbors, and encourage community participation by forming neighborhood action committees and organized working groups.</p> <p>Collaborate with resident leaders, organizations, institutions, agencies, and businesses to improve the social determinants of health in the neighborhood.</p>		
Resident Leader/Northeast Winston-Salem	<p>Strengthen or form neighborhood associations</p> <p>Conduct housing assessments with neighbors.</p> <p>Plan, publicize, facilitate, and document monthly community meetings directed toward Identifying priority needs and opportunities and developing, implementing, and evaluate action plans.</p> <p>Conduct asset mapping to identify individual skills and talents, associations, institutions, businesses, and physical resources (e.g., land, buildings) that may contribute to community development.</p> <p>Plan, publicize, facilitate, and document interest meetings/information sessions, listening sessions, and working groups.</p> <p>Build relationships with neighbors, and encourage community participation by forming neighborhood action committees and organized working groups.</p> <p>Collaborate with resident leaders, organizations, institutions, agencies, and businesses to improve the social determinants of health in the neighborhood.</p>	10	100.00 %
Equitable Economic Development	<p>Assume full management responsibility for all Equitable Economic Development activities, including</p>	40	75.00 %

Director	<p>neighborhood vitality and efforts to expand the local economy; plan, organize, direct, and coordinate entrepreneurial/economic development activities with neighborhood associations and community groups.</p> <p>2. Manage the development and implementation of equitable economic development goals, objectives, and priorities for each target neighborhood area; provide technical assistance; recommend and administer policies and procedures.</p> <p>3. Establish, within neighborhoods/communities, appropriate grant funding, and resident leader coverage; monitor and evaluate the efficiency and effectiveness of grassroots grants and resident leaders outcomes and impact; allocate resources accordingly.</p> <p>4. Assess and monitor workload, administrative and support systems, and internal reporting relationships; identify opportunities for improvement; direct and implement changes.</p> <p>5. Plan, direct, coordinate, and implement, through grassroots grants and resident leaders, the Equitable Economic Development work plan; meet with community members to identify and resolve problems dealing with economic barriers.</p> <p>6. Select, coach, motivate, and evaluate resident leaders; provide or coordinate community economic/entrepreneurial planning sessions; work with residents to improve economic mobility in neighborhoods. Assist with developing resident-led plans to redevelop deteriorating housing and vacant lots with neighborhood associations.</p>		
Training and Technical Assistance Coordinator	<p>Draw upon best practices in ABCD principles, capacity building, and strengthening communities learning theory, works with internal and external subject matter experts and trainers to ensure training maximizes value for participants.</p> <p>Trains, advises, and supports NBN staff and residents on developing and delivering practical training; assists NBN staff and residents with the development of engaging training and e-learning materials.</p>	40	33.00 %

	<p>Coordinates the execution of the training.</p> <p>Determines training date, time, and location.</p> <p>Coordinates training facilities or online training delivery platforms.</p> <p>Develops and manages training registration processes.</p> <p>Markets training and technical assistance opportunities to NBN Grassroots grants grantees, Residents Leaders, institution, and all NBN Strengthening Neighborhoods Training participants.</p> <p>Creates informational materials, including training descriptions, course catalogs, training calendars, and email and newsletter notices to the community</p>			
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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	\$65,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Updated NBN Organizational Chart Samples.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.

A hiring committee is instrumental in ensuring that we hire individuals who understand the principles we operate (ABCD) and are included in defining the position, screening resumes, and interviewing. A comprehensive job description with clear roles, responsibilities, and qualifications specifies the need for organization.

Once the hiring committee completes the interview process with the candidates, the committee uses an interview matrix to determine the best candidate. The best candidate then is selected, and references are verified. After a call to the candidate is completed, and the offer letter is sent by email. Committee will send out a message to all who participated in the interview to inform and thank them for their time.

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	0	1	0	0	2	0
Professionals	0	0	0	1	1	0
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time						

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	1	0	0	0	0	0
Professionals	0	2	0	0	7	0
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp						

D.8.

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

board of directors directory fy 2019 - 2020 (1).pdf

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 policies, procedures, approaches, methods, and activities ensure fair and equal access to all who seek to participate in our programs' benefits. Neighbors for Better Neighborhoods have standard operating procedures and practices guided by Asset Based Community Development principles. These principles are citizen-led, relationship-oriented, place-based, asset-based, and inclusion focused. As NBN work to fulfill its mission of connecting people, strengthening voices, and leveraging resources, NBN's culture thrives in the mindset of knowing that everyone's valuable in the process of change.

NBN's understands the importance of meeting citizens where they are in life difficulties and circumstances; this is why we use a strength-based approach in organizing, engagement, leadership development, and community development.

Our vision of change has its anchor in a belief in people, organizations, and the power of partnerships to create safe, just, and self-determine neighborhoods. We believe that comprehensive resident-led engagement must directly influence the institutions, agencies, stakeholders, and leaders that have a significant role in moving people and places out of poverty. NBN's knows more people need to have access, control, and build assets essential for economic mobility and stability. We are intentional about ensuring fair and equal access as we reduce poverty through resident-led engagement.

E. Cost Effectiveness

Case Id: 11178

Name: WSF - Neighbors for Better Neighborhoods -

Completed by kholly@nbncommunity.org on 11/20/2020 3:26 PM

Address: *No Address Assigned

E. Cost Effectiveness

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 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$490,000.00	\$307,950.00	\$350,000.00
Fundraising	\$100,000.00	\$25,000.00	\$25,000.00
Management and General	\$304,000.00	\$383,567.00	\$383,567.00
Total Expenditures by Program	\$894,000.00	\$716,517.00	\$758,567.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$349,000.00	\$343,000.00	\$350,000.00
Employee Benefits	\$50,000.00	\$40,567.00	\$44,000.00
Facility Rent and Utilities	\$19,000.00	\$19,000.00	\$19,000.00
Training and Conference Registration	\$67,520.00	\$37,000.00	\$40,000.00
Membership and Dues	\$8,031.00	\$8,031.00	\$9,000.00
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$80,000.00	\$75,000.00	\$75,000.00
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	\$136,800.00	\$175,000.00
Other Operating Expenditures	\$130,000.00	\$57,319.00	\$46,567.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$893,551.00	\$716,717.00	\$758,567.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$80,000.00	\$40,050.00	\$80,000.00
Forsyth County	\$65,000.00	\$1,800.00	\$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	\$100,000.00	\$35,000.00	\$60,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$0.00	\$73,667.00	\$75,000.00
Foundation Grants	\$485,000.00	\$367,000.00	\$278,567.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$163,551.00	\$200,000.00	\$200,000.00
Total Revenues by Category	\$893,551.00	\$717,517.00	\$758,567.00

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

Other Contracted Services:

18 contracted Resident leaders \$136,800

Other Operating Expenses:

Supplies - \$15,000

information sessions - \$5,000

Equipment Purchased \$6,000 - Chromebooks for Resident leaders

Printing \$2,500

Website \$1,500

Meals /Snacks \$2,000

Marketing \$4,000

Insurance & Bonding \$3,100

Audit \$7,100

Building repair and Maintenance \$11,219

Other Revenue:

Contracts for Place-Based and Resident-led Initiatives - \$200,000

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
2017	CDBG	\$40,050.00
2018	CDBG	\$40,050.00
2019	CDBG	\$40,050.00
2020	CDBG	\$40,050.00

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
24 Contract Resident Leaders in marginalized neighborhoods	\$35,000.00	\$160,800.00	KBR and UWFC
Training and Technical Assistance	\$10,000.00	\$26,500.00	UWFC and Truist

Coordinator to assist with leadership development of 20 resident leaders and their neighborhood teams.			
Equitable Economic Development Director	\$35,000.00	\$15,000.00	Truist
	\$80,000.00	\$202,300.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

NBN will use City's fund to pay 100% of the annual part-time wages of three contracted Resident Leaders who will work in challenging neighborhoods to perform the following activities:

1. Strengthen or form neighborhood associations
2. Conduct housing assessments with neighbors.
3. Plan, publicize, facilitate, and document monthly community meetings directed toward Identifying priority needs and opportunities and developing, implementing, and evaluate action plans.
4. Conduct asset mapping to identify individual skills and talents, associations, institutions, businesses, and physical resources (e.g., land, buildings) that may contribute to community development.
5. Plan, publicize, facilitate, and document interest meetings/information sessions, listening sessions, and working groups.
6. Build relationships with neighbors, and encourage community participation by forming neighborhood action committees and organized working groups.
7. Collaborate with resident leaders, organizations, institutions, agencies, and businesses to improve the neighborhood's social determinants of health.

NBN will use City's fund to pay 1/3 of the annual wage for the NBN Training and Technical Assistance Coordinator, who will provide leadership development workshops to Resident Leaders' in economically vulnerable neighborhoods and will accomplish the following:

1. Draw upon best practices in ABCD principles, capacity building, and strengthening communities learning theory, work with internal and external subject matter experts and trainers to ensure training maximizes value for participants.
2. Trains, advises, and supports NBN staff and residents on developing and delivering practical training; assists NBN staff and residents with the development of engaging training and e-learning materials.
3. Coordinates the execution of the training.
4. Determines training date, time, and location.
5. Coordinates training facilities or online training delivery platforms.
6. Develops and manages training registration processes.
7. Markets training and technical assistance opportunities to NBN Grassroots grants grantees, Residents Leaders, institutions, and all NBN Strengthening Neighborhoods Training participants.
8. Creates informational materials, including training descriptions, course catalogs, training calendars, and email and

newsletter notices to the community.

NBN will use City's fund to pay 3/4 of the annual wage for an Equitable Economic Development Director who will improve economic mobility with Resident Leaders' assistance in economically vulnerable neighborhoods to accomplish the following:

1. This staff member will assume full management responsibility for all Equitable Economic Development activities, including neighborhood vitality and efforts to expand the local economy; plan, organize, direct, and coordinate entrepreneurial/economic development activities with neighborhood associations and community groups.
2. Manage the development and implementation of equitable economic development goals, objectives, and priorities for each target neighborhood area; provide technical assistance; recommend and administer policies and procedures.
3. Establish, within neighborhoods/communities, appropriate grant funding, and resident leader coverage; monitor and evaluate the efficiency and effectiveness of grassroots grants and resident leaders outcomes and impact; allocate resources accordingly.
4. Assess and monitor workload, administrative and support systems, and internal reporting relationships; identify opportunities for improvement; direct and implement changes.
5. Plan, direct, coordinate, and implement, through grassroots grants and Resident leaders, the Equitable Economic Development work plan; meet with community members to identify and resolve problems dealing with economic barriers.
6. Select, coach, motivate, and evaluate resident leaders; provide or coordinate community economic/entrepreneurial planning sessions; work with residents to improve economic mobility in neighborhoods. Assist with developing resident-led plans to redevelop deteriorating housing and vacant lots with neighborhood associations.

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

Truist - will assist will financial management and budgeting workshops

WinstonNet - Computer lab and marketable skill classes

Wake forest Law Clinic - Land Lord and Tenant rights, expungements, and setting up a 501c3 for association who who like to seek fund opportunities.

Wake Forest Communications School - assist with public speaking and how to conduct public meetings.

Winston Salem State University CSEM- Economic Mobility

E.6. 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 the fiscal year 2020-2021 to implement an "inside-out" approach to community development. Over the past year, we have experienced the impact that grassroots leaders working and living in their neighborhoods can have on the Social Determinants of Health.

We want to contract three grassroots resident leaders that live in "hotspot" neighborhoods or areas of interest to the City of Winston-Salem (i.e., housing assessment areas). Also, we need an increase in funding to assist with the housing stock assessment.

It cost Neighbors for Better Neighborhoods an average of \$20,000 a neighborhood to contract, coach, provide technology hardware and pay liveable part-time wages to a Resident Leader to organizing residents in neighborhood revitalization efforts that help sustain their communities.

Over the last year, we have noticed an increase in capacity building needs in four neighborhoods throughout Winston-Salem. If we can receive the complete \$80,000 in funding, here are some of the outcomes that will occur:

1. Community leaders start neighborhood associations and mobilize their neighborhoods;
2. Neighborhood organizations, associations, and groups will start to conduct effective meetings;
3. Community organizations will help residents participate in public life (voting, getting involved in their child's school, or mobilizing neighbors to improve community condition);
4. Residents will start meeting with police and city councilmembers to collaborate with community building.
5. Neighborhood groups will address disparities through a racial equity lens (residents will attend sessions on race, class, and power).
6. Residents will become aware of their gifts, skills, and talents and exchange them with each other.

We aim to maximize the contributions by providing low-wealth communities opportunities to learn and engage in economic development as Resident Leaders. Investing directly in people requires an honest examination of policies and practices to determine who is excluded or disadvantaged to give them the tool to redesign the systems. It demands resources and solutions tailored to specific needs and funding to eliminate barriers that limit a neighborhood's opportunity for equitable development and collective potential. This project is a by the people, for the people initiative that is worth the investment.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

NBN is continuously working on ways to increase its sustainability. Here are some of the ways that we are rising in sustainability:

1. We have reviewed our values, performed community resource mapping,
2. strengthened our VMOSA (Vision, Mission, Objectives, Strategies, and Action Plans),
3. improved our organizational alignment by hiring employees, selecting volunteers, and board members who share the same mission, vision, and goals,
4. we are focusing on donor retention,
5. and increased our web presence.

As early as 2022-2023, there are several opportunities for contingency revenue streams that will advance the mission and vision of Neighbors for Better Neighborhoods. The revenue sources will serve as a buffer between grants, donations, and contract revenue. The new funding streams allow the organization to increase its sustainability with other viable avenues of bringing in income within the parameters of 501c3 guidelines. The following sources are fees for services to receive revenue from institutions, organizations, businesses, and associations in 2022, supporting over 25 -35% of our budget.

1. Resident Leader Initiative

2. Virtual Online Engagement Platform
2. NIA Workshops
4. Fiscal Sponsorships
5. NBN Membership/w Benefits
6. Technical Assistance/Consultancy

We are currently in the beginning stages of completing a nonprofit sustainability business plan as we test to see which sources are viable and adaptable. NBN has established strong partnerships with other agencies and institutions that work in the community that aligns with its mission, vision, and values.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

Many nonprofits faced new challenges during the COVID-19 pandemic closures and cancellations in the weeks and months ahead. Nonprofits that hold large conferences, conduct in-person fundraising events, or provide training sessions may need to assess their options. Those who provide services to populations who are most at risk of acquiring the virus may face unique challenges in serving their communities.

At NBN, we will continue to build community through Resident Leaders working in their neighborhoods, virtual and digital-based engagement, and small group settings. We will use a relationship-oriented and a trauma-informed approach that uses inclusive and intentional engagement experiences during social distancing.

Our staff has quickly determined ways to shift to online methods using Zoom, Google Meet, Facebook, Youtube, Whatup App, and Google Chat to communicate and host community members' conversations. These methods will continue to equip our essential neighborhood partners with the technical skills to connect, strengthen, and leverage resources from within their neighborhood.

NBN will increase its presence on social media and our new virtual engagement platform to accomplish its mission and impacting communities where individuals are economically vulnerable. Our programs and services are adaptive, so resident-led programming continues by several innovative and collaborative approaches until we can utilize them in person again, as well as integrate these virtual engagement efforts as things get back to normal.

NBN's program delivery will focus on continuing grassroots resident-led civic/community engagement remotely and in-person during social distancing. NBN is implementing innovative ways for residents, partners, agencies, elected officials, and stakeholders to connect to plan, inform, and discuss solutions through our virtual platform.

E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.

NBN is continuously eliminating institutional barriers by improving our organizational alignment by providing benefits, hiring employees, select volunteers, and board members who share the same mission, vision, and goals as architects of change. We have a team of committed community and economic development professionals. We are continuously onboarding Resident Leaders throughout the year to facilitate systems change in their neighborhoods. ThisThe hiring and onboarding is a structured process (see sample RL Handbook) that adapts to barriers.

There are certain things that only residents, working together and equipped with the right tools and resources, can improve in their communities. NBN partners with residents from all walks of life to make a difference right now, right where they are. We recognize that poverty is complicated and multi-faceted. We believe in the need for significant

changes in the systems and structures—laws, behaviors, attitudes, policies, and institutions—that make a difference to people and their communities. To overcome challenging barriers, people often need concrete assistance, like access to technical assistance, grassroots grant funding, or leadership development workshops, which results in building resident-led power and supports residents in achieving their full potential.

As a community support organization whose mission is to connect people, strengthen voices, and leverage resources, we use this framework in everything we do. Our vision of safe, just, and self-determined neighborhoods steers our effort to impact poverty. We keep this mission and vision at the core of all the work we do by keeping residents in the center of any work we do.

NBN equips Resident Leaders as they develop into producers of sustainable community development. We use a tested asset-based community development framework to bring residents to the table to voice decisions that impact their communities. NBN will overcome barriers by working through them with our neighborhood Resident Leaders.

AVERAGE COST (5 POINTS)

E.10. 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:	25,000
Average City funds per beneficiary:	\$3.20
Proposed funds from all sources:	\$758,567
Number proposed to be served for the year:	54,000
Average total funds per beneficiary:	\$1404

F. Required Documents

Completed by kholly@nbncommunity.org on 11/20/2020 4:05 PM

Case Id: 11178

Name: WSF - Neighbors for Better Neighborhoods -

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

1195_Conflict of Interest Policy.doc

NBN Records_Retention.doc

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

NBN_311598244_201906_990_NBN.pdf

Organization By-Laws *Required

1187_BYLAWS NBN 2013 revised 7-28-16.docx

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

IRS 501(c)3 Designation Letter *Required

NBN 501c3 Status .pdf

Audited financial statements or a third-party review *Required

NBN audit report 6 30 2019 (2).pdf

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

***Required**

1206_Certificate of existence (1).pdf

Other

1198_NBN Whistleblower Policy.doc

NBN engagement Plan (2) (1).pdf

Sample 2021 Resident Leader Contract.docx.pdf

Sample RL Handbook Curriculum with Onboarding list.pdf

G. Income Based Projects/Services Only

Case Id: 11178

Name: WSF - Neighbors for Better Neighborhoods -

Address: *No Address Assigned

Completed by kholly@nbncommunity.org on 11/20/2020 4:07 PM

G. Income Based Projects/Services Only

** 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."

G.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.

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

G.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

H. Construction/Rehab Only

Completed by kholly@nbncommunity.org on 11/20/2020 4:07 PM

Case Id: 11178

Name: WSF - Neighbors for Better Neighborhoods -

Address: *No Address Assigned

H. Construction/Rehab Only

** 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."

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

complete

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

complete

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

complete

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

complete

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

complete

H.6. Describe the property management plan.

complete

H.7. List the development team members.

complete

H.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

H.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

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

***No files uploaded*

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 11/20/2020 4:08 PM

Case Id: 11178

Name: WSF - Neighbors for Better Neighborhoods -

Address: *No Address Assigned

I. Emergency Shelter Only

** 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
	\$0.00

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
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by kholly@nbncommunity.org on 11/20/2020 4:08 PM

Case Id: 11178

Name: WSF - Neighbors for Better Neighborhoods -

Address: *No Address Assigned

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
	\$0.00	\$0.00

Submit

Completed by kholly@nbncommunity.org on 11/20/2020 4:24 PM

Case Id: 11178

Name: WSF - Neighbors for Better Neighborhoods -

Address: *No Address Assigned

Submit

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 11/20/2020 4:24 PM