



AURORA FINANCIAL EMPOWERMENT CENTER NON-PROFIT PROVIDER

Request for Proposals 24-102

Proposal Submitted from:

**The
Neighbor
Project**™

The Neighbor Project

32 S Broadway, Aurora, IL 60505

Rick Guzman, Executive Director

rick@neighborproject.us – 630-906-9400 (ext. 120)

October 23, 2024

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Letter of Transmittal

City of Aurora
Purchasing Division
44 E. Downer Place
Aurora, IL 60507

To Whom It May Concern:

The Neighbor Project (TNP) is pleased to submit this proposal to continue as Aurora's non-profit provider for the Aurora Financial Empowerment Center (AFEC). Our organization has worked closely & collaboratively with a variety of City staff to successfully manage the AFEC since its inception, offering free one-on-one financial counseling to low- & moderate-income Aurora residents. Our long history and dedication to the Aurora community has allowed us to help nearly 3,000 clients to date. And our commitment to financial empowerment & asset-building—the core of what we do—has helped us deliver an impressive return on investment. Over 4+ years with an annual contract cost of under \$300,000, TNP/FEC Counselors have increased cumulative, community wealth by nearly 4x's that sum as measured by just two of the FECBOT-tracked outcomes. In other words, over \$4 million of measurable gains in client wealth/net-worth have documented (\$1M+ in savings + \$3M+ in debt-reduction)—to say nothing of the substantial community benefits from other outcomes and additional net-worth gains from the dozens of FEC clients who've purchased homes in Aurora.

We have leveraged our position in the community and long-standing partnership with City and numerous local institutions to enhance the effectiveness of the AFEC. Our certified financial counselors, along with our experience in operating a HUD-approved housing counseling agency for 25+ years, position us uniquely to continue delivering on the City's mission of financial empowerment for its residents. We are excited to build on the strong foundation we have laid with the City, apply lessons learned, and continue offering these essential services.

You will find a separate version of this Transmittal Letter that includes pricing information enclosed with our detailed budget in a separate, sealed envelope as instructed.

We look forward to discussing this proposal further. Thank you for your consideration.

Sincerely,



Rick Guzman,
Executive Director

Organizational Capacity

The Neighbor Project (TNP) is a nonprofit HUD-Certified Housing Counseling Agency with a mission to empower working families to revitalize their neighborhoods through savings, education, and homeownership. TNP provides a wide range of services designed to help low-to moderate-income families reduce debt, build credit, save, and ultimately buy their first homes. Our services also extend to foreclosure prevention, affordable housing development, and financial empowerment programs (See Appx. B: Abridged Ann. Rpt.).

Over the last three years, TNP has secured more than \$5.35 million in state, local, and federal grants, and more than \$3 million in private donations. We are experienced in reporting to various government agencies, including HUD, the IL Housing Development Authority (IHDA) and of course the City of Aurora for whom we have administered one or more grants annually for over 15 consecutive years going back to our pre-merger days as “Joseph Corporation.” TNP’s financial management and reporting capacity have consistently demonstrated our ability to manage and implement large-scale projects effectively—as well as to reliably leverage & bring significant additional assets to the table.

Notably, TNP has leveraged its own existing grant relationship with partners to write and receive over \$200,000 in grant funding since the inception of the AFEC from partners such as FNBO, Fifth Third, First Midwest/Old National Banks and NeighborWorks America.

TNP uses Salesforce as its data tracking system, a platform we have relied on for the past four years to manage client outcomes and program performance. This robust system allows for seamless tracking of client data, financial counseling outcomes, and reporting to our funders. Combined with having several staff who are well-versed in CFE’s/AFEC’s Salesforce-based “FECBOT” system, TNP has a management team uniquely positioned to oversee and contribute to program operations in very direct, engaged & experienced ways.

In recent years, TNP has expanded its services and capacity as an organization in some truly significant ways that will open up more opportunities to aid with the long-term financial sustainability of the AFEC. We are now engaged in new affordable housing and Permanent Supportive Housing development in partnership with Hesed House and AID, supported by financial backing from HUD and Congressman Bill Foster. Additionally, TNP was one of only two organizations suburban-based non-profits in the state to successfully compete for MacKenzie Scott’s first ever, nationwide open call for non-profit innovations—and likewise were one of only two non-profits selected by the state (IHDA) to participate in their inaugural “Next Gen” affordable housing developers’ program. Finally, thanks in part to a new \$300,000 grant from the Kane Co. Office of Reinvestment, we are also launching a new Rental Counseling service to address the growing needs of renters in our community.

Finally, TNP has a tremendous track-record of hiring talented, dedicated, diverse, multi-lingual & representative staff as our organization has nearly tripled in size since our 2018 merger. During this time, TNP has had 0% turnover rate for its employees outside of the FEC, which we credit to (a) a strong, missional work-culture; (b) a practice of promoting from within; and (c) flexible/hybrid, remote work options and a post-2020 effort to increase our living-wage entry-level floor. While there has been some FEC staff turnover, two of the three original hires are still with TNP and involved in the oversight and administration of the AFEC so some of this is due to our practice of hiring from within and some is also due to changing staffing levels that have come with varying grant-funding levels for the AFEC.

Financial Capacity

The Neighbor Project (TNP) has a demonstrated track record of financial stability, having managed over **\$5.35 million** in local, state & federal government grants in just the last 3 years (*not* including an additional **\$3 million** joint grant to TNP, AID & Hesed House from HUD awarded via Congressman Foster or an additional **\$12+ million** in grant awarded from IHDA in April, 2024). We maintain stringent financial reporting practices and can provide a full, unqualified Audit and Single Audit upon request. Requested financial information including our most recent audited Financial Statements & IRS Form 990 is in Appx. C.

Local Government Grants mid-2021 – to present:

1. **\$300,000:** “Housing Stability Services Program” - Kane Co. Office of Reinvestment (Agreement #2003-09 for 9/1/24 - 9/30/25), Josh Beck: BeckJosh@KaneCountyIL.gov
2. **\$635,000:** CDBG 2024-10; 2023-02; 2021-02 (3 years) for “Safety First” (Chris Ragona)
3. **\$292,197:** HOME 2020-03 (Chris Ragona)
4. **\$928,322.50 (not to exceed total for 1/1/22 - 12/31/24),** Aurora Financial Emp. Ctr., (Viviana Ramirez)
5. **\$30,000:** Home Repair Assistance (supplemental funding) from Aurora Township (Bill Catching)

State Government Grants mid-2021 – to present:

6. **\$360,000:** IHDA Fund. Agrmt.# 51698, Single Family Rehab Program (TFSFR3info@ihda.org)
7. **\$900,000:** IHDA Fund. Agrmt.# 52388, Home Repair Assistance Program (HRAP), HRAPinfo@ihda.org
8. **\$125,000:** IHDA Fund. Agrmt.# 52074, Hsg. Stability Svs./Homeowners Asst. Fund HAInfo@ihda.org
9. **\$130,000:** IHDA Fund. Agrmt.# 52128, Illinois Rental Protection Program 2.0 ILRPPinfo@ihda.org
10. **\$84,000:** IHDA Fund. Agrmt.# 51926, Illinois Rental Protection Program 1.0 ILRPPinfo@ihda.org
11. **\$140,000:** IHDA PID# 52518, Court-Based Rental Assistance Program CBRAPgmt@ihda.org
12. **\$199,000:** IHDA Fund. Agrmt.# 52265, Housing Counseling Resource Prog. housingresource@ihda.org
13. **\$40,300:** IHDA HSCP Program funded via Public Law 117-12 (HSCPinfo@ihda.org)
14. **\$250,000** (up to) as a 0% pre-development loan (recapturable/forgivable) "Next Gen" LIHTC developers program, Vanessa Hill, vanhill@ihda.org

Federal Government Grants mid-2021 – to present:

15. **\$915,632:** last 3 years of federal funding allocations via NeighborWorks America from Public Law 117-103, Public Law 117-328 and Public Law 118-42. (Darlene Turner, Relationship Mgr., dturner@nw.org)
16. **\$160,971.15:** last 3 yrs. funding for U.S. Dept. of Housing & Urban Dev. (HUD) for “Housing Counseling Grant Program,” via HUD Intermediary, Mon Valley Initiative, Dhodge@monvalleyinitiative.com

As demonstrated in TNP’s “Client Journey Map” provided along with our Org. Chart at the end of this proposal (Appx. F), the AFEC already fits seamlessly within TNP’s larger anti-poverty and empowerment strategy – including a demonstrated track record of moving AFEC clients beyond strengthened financial building blocks and into opportunities for significant asset & generational wealth building through achieving homeownership or other financial goals identified by clients. As mentioned in the previous section on Organizational Capacity, TNP has demonstrated a notable ability to bring its existing funders to the table to provide support for the AFEC. Per the budget provided, TNP will continue to raise funds to support its in-kind contributions to the AFEC as well as directly to the Community Foundation’s (CFFRV’s) fund supporting the AFEC contract. TNP will leverage its relationship with the bank funders listed in the previous section as well as its relationships and/or long, successful history in receiving funding from local foundation funders such as Dunham, CFFRV, FVUW, AWEF, and more. Finally, TNP is committed to developing new, recurring sources of sustaining revenue through partnerships with affordable housing, community colleges, private universities, FQHC’s/hospitals and other key institutions.

Relevant Experience

The Neighbor Project (TNP) has a long history of delivering impactful financial counseling and asset-building services to low-income families in Aurora and the greater Aurora Area. Moreover, from the time the City of Aurora established its “Neighborhood Revitalization Strategy Area” (NRSA) in 1999 both of our predecessor organizations (Joseph Corp. & Emmanuel House) have prioritized these low-income neighborhoods/census-tracts along with the City. 25 of the 27 scattered-site affordable housing units we own/operate are located within the NRSA and in 2020, TNP added the City’s NRSA into our bylaws as our highest priority, geographic focus area. Our organization has played a pivotal role in partnership with the City in empowering individuals and families to take control of their financial futures and become primary drivers of neighborhood revitalization. Through our operation of the Aurora Financial Empowerment Center and multiple other city, state and federally funded initiatives, we have gained valuable experience in implementing comprehensive financial empowerment strategies that yield tangible results.

Our use of Salesforce and ongoing training in data analysis have significantly strengthened our strategic planning. These efforts have enabled us to expand key outcomes to include improving client retention rates, increasing the percentage of leads that convert into clients, and streamlining program processes to make services more accessible to participants. Additionally, our enhanced data-driven approach has allowed us to strengthen our financial coaching practices, ensuring that clients receive more effective and tailored support throughout their engagement with our services. And on a human resource level, TNP has consistently attracted a culturally/community representative, multi-lingual staff.

As a result, in 2023, we saw a total increase in FEC client net worth of \$1,117,868, with \$195,117 saved by participants and \$922,751 in non-mortgage debt reduced—an “ROI” on our contract of over 300% as measured by those two metrics alone. Separately, our homeownership efforts led to 48 new homeowners, each receiving between \$10-20,000 in down-payment assistance, making homeownership more accessible to lower-income families. Additionally, we prevented 258 foreclosures, with \$424,715 allocated for foreclosure prevention, and awarded \$850,000 for essential home repairs, further stabilizing households in need. Notably, 83% of our clients are below 80% of the Area Median Income (AMI), underscoring our focus on supporting underserved/economically vulnerable populations.

Client outreach remains a core component of TNP’s strategy. Our approach includes hosting monthly microevents that draw an average of 50 attendees each, providing an informal and community-driven environment where residents can learn more about our services, including the FEC. These events are just part of a broader outreach strategy that includes consistent community presence at resource fairs & community events and a social media strategy including just recording a large library of “micro-content” videos about the FEC and its services—with a plan to begin to deploy them into 2025 & beyond.

The Neighbor Project is as connected & collaborative of an organization as any in Aurora with 8 of Aurora’s 10 Ward aldermen financially supporting us this past year and with extensive civic, social, business & institutional partnerships. Indeed TNP was formed out of a long-time, highly successful collaboration and our current collaboration(s) with AID & Hesed House go far beyond typical “partnerships.” For references contact:

- Joe Jackson, Executive Director of Hesed House at 630-897-2156 ext. 564
- Lore Baker, Pres/CEO of AID (Assoc. for Individual Development) at 630-966-4001

Proposed Approach

The Neighbor Project is committed to delivering high-quality financial counseling services through the Aurora Financial Empowerment Center (FEC), supported by a strong staffing structure and clear outcome-driven goals.

Staffing

The FEC will be managed by a new hire, (*preference to promote from current FEC employees*). If a new manager is not hired by January 6th, TNP's Chief Equity & Operating Officer will act as interim FEC Manager until the position is filled. The staffing structure will include:

- **The equivalent of 2 FTE FEC Counselors.**
 - 1 Full-Time Counselor
 - 0.5 Full-Time Counselor
 - 0.5 Full-Time Counselor
- **0.5 Full-Time Admin Assistant.**
- **Stipend Outreach Coordinator:** A new hire starting as early as January 6th, responsible for attending up to 24 events per year, with activities and event schedules determined by the FEC Manager and FEC Program Manager.

Key Performance Indicators (KPIs) for 2025

TNP will focus on achieving the following measurable outcomes:

- **55% Client Retention Rate:** Defined as a client attending 2 or more sessions.
- **Outcomes for Every Client:** Each client will achieve a minimum of one outcome, including savings, debt reduction, credit score increase by 35 points, establishing a credit score, or accessing affordable banking services.
- **Milestones for Every Client:** Each client will also achieve at least one milestone, such as accessing public services, removal of errors in credit reports, applying to public benefits, establishing child savings accounts, receiving housing counseling, or other milestones tracked in FECBOT.

Billable Activities

TNP will ensure transparency and accountability by billing the following activities to the City:

- **FEC Manager:** The full annual salary will be billed, covering all activities outlined in the RFP, creating a quarterly newsletter, and managing partnerships established by the FEC Program Manager, along with 75 hours of training, including onboarding and FEC-specific training.
- **Counselors:** Out of a possible 3,900 total billable hours, a maximum 2,340 hours will be billed to the City of Aurora, with TNP covering the remaining 1,560 hours. Billable activities include:
 - **Case Management:** In-person sessions, client research, data intake, and updating service plans.
 - **Workshops:** Preparation and presentation of financial education workshops
 - **Trainings:** 150 total hours of training, including HUD certification, CFE trainings, how to open accounts for qualifying families in the Aurora Children's

Savings Accounts program, completing applications for Medicaid, TANF, and SNAP, and other City-approved trainings.

- **Check-ins & Team Meetings:** FEC-specific team check-ins and regular coordination meetings.
- **Events:** Participation in events as needed & as approved by the City of Aurora.
- **Admin Assistant:** The full salary of the 0.5 FTE Admin Assistant will be billed to the City of Aurora. Billable activities include tasks outlined in the RFP, 30 hours of training, and participation in events, as needed and as approved by the City of Aurora.
- **Outreach Coordinator:** The entire stipend for the Outreach Coordinator will be billed to the City of Aurora. The coordinator's activities include planning, prepping for and attending local events, as well as required onboarding and training sessions.

Client Experience

The Aurora FEC provides a tailored and supportive experience for all clients, whether they attend one-on-one counseling or financial workshops, or both.

- **Intake Process:** Before the first session, the intake process ensures that clients are well-prepared for their financial counseling journey. During intake, clients schedule their first session and receive the necessary client service agreement forms. They are also asked if they would like assistance in completing applications for public benefits, including Medicaid, TANF, or SNAP, as well as informing them about the Aurora's Children's Savings Account Program, ensuring that the full range of support is available to them. Intake staff guide clients through this process, ensuring a smooth transition into their first counseling session.
- **Counseling Sessions:** One-on-one financial counseling helps clients manage debt, build credit, increase savings, and access safe banking services. Sessions are conducted either in-person or remotely, based on the client's needs.

The first session sets the foundation for personalized counseling. Clients are warmly welcomed and introduced to FEC services, which are free, confidential, and client-focused. The counselor explains that FEC is a resource for multiple sessions, supporting long-term financial goals rather than offering one-time assistance.

During the session, the counselor gathers information and sets expectations. They emphasize that ongoing effort is required to achieve financial outcomes, encouraging clients to return for additional sessions. This session includes:

- Completion of consent forms, such as the Client Services Agreement and Credit Report Pull Authorization (if applicable).
- Collection of essential information, including contact details, demographics, and referral sources.
- A Financial Health Assessment (FHA) to understand the client's financial situation, including income, expenses, savings, debt, and financial goals.

The session then transitions into a detailed financial review, including:

- Completion of the FEC Money Tracker to record income, expenses, and savings.
- Review of the client's credit report (if authorized).
- Identification of any additional debts not listed on the credit report.

Based on the financial review, the client & counselor collaboratively create a Service Plan, which includes:

- Relevant counseling activities such as credit repair, debt management, budgeting, applying to public benefit programs, or creating a children's savings account.
- Next steps and strategies to improve the client's financial health.
- Referrals to community resources or partner organizations, if needed, via the IRIS referral system.

At the end of the session, the counselor schedules the client's next appointment and provides a session summary with key takeaways and next steps. After the session, the counselor logs time spent and adds notes to the client's FECBOT file to track progress.

Counselors support clients in achieving outcomes, milestones, and goals through structured guidance. Each client's Service Plan outlines focus areas, including banking, credit, debt, and savings. Counselors provide individualized coaching and empower clients to set and achieve specific financial milestones, such as reducing debt or improving credit scores. Progress is tracked through FECBOT, and clients are encouraged to return for additional sessions where strategies are refined and new milestones are added.

- **Financial Workshops:** TNP offers regular financial education workshops that are open to both current FEC clients and community members who may not be enrolled in one-on-one counseling sessions. These workshops cover topics like budgeting, debt reduction, credit building, and savings strategies.

For clients already receiving one-on-one counseling, workshops serve as an additional resource to reinforce their financial education and offer new insights into managing their finances. Some clients may attend multiple workshops alongside their individual counseling sessions, enhancing their learning and skill-building.

For those who attend workshops but are not currently enrolled in one-on-one counseling, the workshops serve as an entry point into the FEC's broader suite of services. While these individuals may not receive personalized financial counseling, the workshops provide valuable knowledge that can improve their financial situation. If they choose to pursue one-on-one counseling later, the workshop experience will have laid a strong foundation for their future sessions. TNP is dedicated to offering flexibility and multiple engagement pathways for clients, allowing them to choose the combination of workshops and individual sessions that best meets their needs.

Data Collection and Reporting

All client data at the Aurora Financial Empowerment Center (FEC) will be collected and managed through Salesforce's FEC-specific system, **FECBOT**. This system allows for comprehensive tracking of client outcomes, demographics, session notes, service plans, and other vital data points. The Neighbor Project (TNP) will utilize FECBOT to provide the City of Aurora with all required reports, including weekly, monthly, quarterly, and annual reports.

The FEC counselors at TNP are experienced in using Salesforce for case management. Any additional training around FECBOT will focus on enhancing counselors' knowledge and skills to further streamline data collection, reporting, and analysis. This ensures that data is

accurate, up-to-date, and easily accessible for ongoing program evaluation and improvement. By leveraging FECBOT, TNP will ensure seamless reporting and analysis, providing the City with transparent and comprehensive insights into the outcomes and impacts of the FEC's services.

Organizational Communications and Outreach Opportunities

The Neighbor Project will leverage several existing communication channels and outreach opportunities to promote the Aurora Financial Empowerment Center (AFEC) and ensure its services reach the broader community.

- **Website and Social Media:** TNP will continue to promote the AFEC through its dedicated TNP's webpage and social media platforms, including Facebook, Instagram, and LinkedIn. These channels have a combined audience of over 3,000 followers, allowing for broad dissemination of AFEC-related content, including workshops, success stories, and financial empowerment resources.
- **Community Partners:** TNP has strong partnerships with local organizations such as Hesed House, AID, Fox Valley United Way, and financial institutions like FNBO, Huntington, and Old National. These partners will help promote AFEC services to their clients through referrals, joint events, and informational sessions, expanding the reach of AFEC's programs.
- **Microevents:** TNP hosts monthly microevents, each attracting an average of 50 attendees from the community. These events serve as an excellent platform to introduce community members to AFEC services, distribute informational materials, and encourage participants to sign up for one-on-one counseling or workshops.
- **Workshops and Community Presentations:** TNP regularly conducts homeownership education workshops throughout the community. AFEC can be featured in these presentations, with counselors highlighting the free services available to individuals and families.

Appendices

Appendix A: IRS 501(c)(3) Status Letter

Appendix B: 2023 Annual Report of The Neighbor Project (Abridged Version)

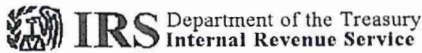
Appendix C: Audited Financial Statements (3 years) & 2023 Form 990 (without exhibits)

(NOTE: Appendix C is lengthy & therefore included at the very end)

Appendix D: Bios & Resumes of Key Management Staff

Appendix E: Proposed Program Budget and pricing
(attached in separate sealed envelope per instructions)

Appendix F: Org Chart 2024 & Client Journey Map



APPENDIX A

OGDEN UT 84201-0046

In reply refer to: 0424675033
Dec. 24, 2019 LTR 252C 0
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00004416
BODC: TE

THE NEIGHBOR PROJECT
32 S BROADWAY
AURORA IL 60505-3308

021547

Taxpayer Identification Number: 36-3753248

Dear Taxpayer:

Thank you for your Form 990.

We have changed the name on your account as requested. The number shown above is valid for use on all tax documents.

If you need forms, schedules, or publications, you may get them by visiting the IRS website at www.irs.gov or by calling toll-free at 1-800-TAX-FORM (1-800-829-3676).

If you have any questions, please call us toll free at 1-877-829-5500.

If you prefer, you may write to us at the address shown at the top of the first page of this letter.

Whenever you write, please include this letter and, in the spaces below, give us your telephone number with the hours we can reach you. Also, you may want to keep a copy of this letter for your records.

Telephone Number () _____ Hours _____

Sincerely yours,

Sheri L. Steed
Entity Department Manager

Enclosure(s):
Copy of this letter

INTERNAL REVENUE SERVICE
DISTRICT DIRECTOR
1100 COMMERCE STREET
DALLAS, TX 75242

DEPARTMENT OF THE TREASURY

Date: JAN 24 1996

Employer Identification Number:
36-3753248
Case Number:
366018015
Contact Person:
MARY E. RILEY
Contact Telephone Number:
(414) 798-8587
Addendum Applies:
No

JOSEPH CORPORATION OF ILLINOIS INC
P O BOX 525
AURORA, IL 60507-0525

Dear Applicant:

Based on the information you recently submitted, we have classified your organization as one that is not a private foundation within the meaning of section 509(a) of the Internal Revenue Code because you are described in section 509(a)(2).

Your exempt status under section 501(a) of the Internal Revenue Code as an organization described in 501(c)(3) is still in effect.

This classification is based on the assumption that your operations will continue as you have stated. If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status.

This supersedes our letter dated October 15, 1995.

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(2) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the part of the organization that resulted in your loss of such status, or if he or she acquired knowledge that the Internal Revenue Service had given notice that you would no longer be classified as a section 509(a)(2) organization.

If we have indicated in the heading of this letter that an addendum applies, the addendum enclosed is an integral part of this letter.

Because this letter could help resolve any questions about your private foundation status, you should keep it in your permanent records.

If you have any questions, please contact the person whose name and telephone number are shown above.

Sincerely yours,



Bobby E. Scott
District Director

Letter 1078 (DO/CG)

APPENDIX B

THE NEIGHBOR PROJECT ANNUAL REPORT 2023 - **ABRIDGED**

Welcome

We've accomplished a lot since the merger that created The Neighbor Project in 2018. Instead of resting on our laurels or touting our accomplishments, we are focusing on larger challenges, specifically the crisis of affordable housing.

In 2023, we pitched our innovative affordable housing model, which includes a dedicated pathway to homeownership, for a \$1 million grant from philanthropist MacKenzie Scott's foundation. In the fall of 2023, we were notified that we were a top 10% finalist out of thousands of nationwide applications. This past spring, we received exciting news: The Neighbor Project was selected as one of just twenty organizations in Illinois to receive an award. Moreover, we received a \$2 million unrestricted grant to scale our innovation, not just the \$1 million we initially sought.

The funding supports our proposal to grow our affordable housing and homeownership model and leverage all our housing and financial counseling programs. Funders were particularly interested in our focus on addressing the root issues of the affordable housing crisis, including long-standing barriers that prevent low and moderate-income households from creating generational wealth.

In future Annual Reports, The Neighbor Project will include a section on how this significant investment has been leveraged to grow and scale our mission exponentially. In the meantime, these funds will be used to launch our affordable housing and real estate development initiatives. We will need you—our partners and supporters—more than ever to capitalize on this historic opportunity.

Thank you for partnering with us and supporting us to this point. We look forward to greater things to come as we embrace what's possible when we all work together to recognize the value and potential each of our neighbors has in strengthening and stabilizing our communities.



Rick Guzman
Executive Director



Our Impact



1,000+

Total Clients Served



48

New Homeowners



\$850,000

Awarded for Essential
Home Repairs



\$10k-\$20k

Average Down Payment
Assistance per person.



\$424,715

Awarded in
Foreclosure Prevention



258

Clients Avoided
Foreclosure



\$1,117,868

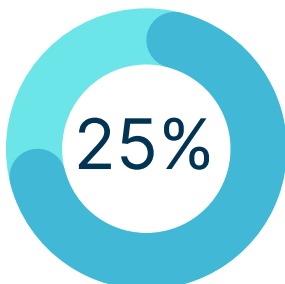
Total Increased Networth

\$922,751

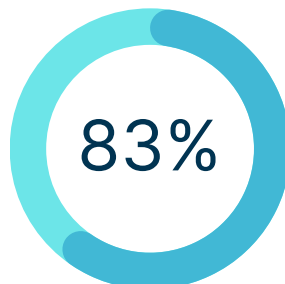
Total Non-Mortgage
Debt Reduced

\$195,117

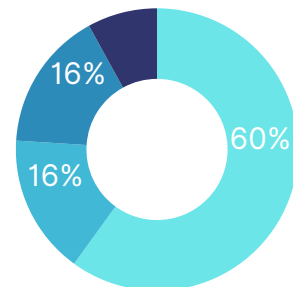
Total Increased
Savings



75% of client
identified as female



83% of clients are Below
80% of AMI (meet HUD
definition of "low
income")



60% Hispanic
16% Black/African-American
16% White
8% Other

2023 By The Numbers

The 2023 Annual Report for The Neighbor Project highlights its impactful contributions toward financial empowerment and homeownership. Over the year, the organization reported a significant increase in the net worth of its clients, totaling \$1,117,868, and served 48 new homeowners who received between \$10,000 and \$20,000 each in down payment assistance. This financial aid is crucial for making homeownership accessible to lower-income families.

Additionally, clients managed to save a total of \$195,117, while reducing their non-mortgage debt by \$922,751. The Neighbor Project also played a critical role in housing stability, preventing 258 foreclosures with \$424,715 allocated towards these efforts and awarding \$850,000 for essential home repairs.

The demographic data from the report shows a diverse client base, with 75% identifying as female and a significant representation from Hispanic (60%), Black/African-American (16%), and White (16%) communities. Impressively, 83% of clients were below 80% of the Area Median Income, reflecting the organization's focus on supporting underprivileged sectors.

Through these efforts, The Neighbor Project has not only enhanced the financial stability of many but also fortified the foundations of community revitalization in Aurora, IL. These achievements underscore the organization's commitment to empowering individuals and families, paving the way for a more prosperous community.



Summary

In our 2023 Annual Report, we are proud to spotlight how the invaluable support that you provide drove the strategic evolution and significant achievements of The Neighbor Project. This past year marked a pivotal shift in our approach, moving from individual-focused initiatives to embracing a broader community impact model. Our commitment to magnifying our influence led us to engage in Community Impact Measurement (CIM), a critical step that underscores our dedication to making a substantial and enduring difference in the communities we serve.

Throughout the year, we concentrated on refining and scaling our procedures, ensuring that our growth aligns seamlessly with our mission to foster sustainable transformation. By strengthening our organization's core capabilities and forging strategic partnerships, we've set the groundwork for a ripple effect of positive change that transcends individual assistance and permeates the entire community.

Our resolve to align our efforts with the community's needs and aspirations is more than a strategic choice—it's a reflection of our belief in the power of collective action to uplift and empower. Our programs work because our talented staff believe in the abilities of their clients and help push them to get results. These “clients” are ultimately our neighbors—and partners—in our mutual goal of creating healthy, strong and stable neighborhoods for the benefit of all.



APPENDIX D – KEY STAFF BIOS & RESUMES

Rick Guzman is the Executive Director of The Neighbor Project, formed through the 2018 merger of Joseph Corporation and Emmanuel House, which he co-founded—and was recognized in 2016 as one of the “*100 most innovative non-profit or social enterprise programs in the world*,” (Classy Awards, sponsored by Guidestar & Stanford’s Social Innovation Review). Guzman has received several regional/national awards for his non-profit and government work—including as Policy Advisor to the Illinois Governor and as Deputy Chief of Staff to two Aurora Mayors. Guzman is an attorney and serves on the boards of six regional non-profits and institutions.

David O. Blancas is the Chief of Equity & Operations of The Neighbor Project. With over a decade of experience in management and executive coaching, David monitors and evaluates operational performance and makes recommendations for improvement. His extensive knowledge with Salesforce and User Interface has led to improved operational efficiency. As a Surge Institute Alum, David approaches every facet of his work with a lens of Diversity, Equity, and Inclusion. During his tenure at The Neighbor Project, David championed DEI trainings, played a key role in addressing hiring and compensation practices, and monitors DEI-related metrics & progress.

Valeria Loera is the Manager of The Neighbor Project’s public/private partnership which operates the Aurora Financial Empowerment Center. She is a Mexican lawyer who moved to this country several years ago. Her experience as an immigrant inspired her drive to help the community—especially people looking to improve their credit to build generational wealth through homeownership. Valeria was promoted to her position after building key partnerships and serving as a Senior Financial counselor. She continues to maintain a small caseload of one-on-one financial counseling clients while spending the majority of her time mentoring/training and supervising the other financial counselors.

RESUMES INCLUDED ON THE FOLLOWING PAGES:

RICHARD E. GUZMAN, ATTY.

435 W Downer Pl. ~ Aurora, IL 60506 ~ (630) 508-1849

rick@neighborproject.us

EDUCATION

HARVARD KENNEDY SCHOOL OF GOVERNMENT NEIGHBORWORKS ACHIEVING EXCELLENCE PROGRAM	CERTIFICATE OF COMPLETION <i>Feb., 2023 – Mar., 2024</i>
NORTHERN ILLINOIS UNIVERSITY COLLEGE OF LAW	JURIS DOCTOR – MAY, 2009 <i>Magna Cum Laude</i>
NORTH CENTRAL COLLEGE Major: Sociology with Public Policy Concentration	B.A. – JUNE 1999 <i>Suma Cum Laude</i>

WORK EXPERIENCE

EXECUTIVE DIRECTOR - <i>The Neighbor Project</i> Manage and grow newly-merged, grass-roots community development non-profit and HUD-approved Housing Counseling Agency dedicated to helping low to moderate income families reduce debt, build credit, save and ultimately buy their first homes. Re-establish/re-invent the organization's housing development and additionally launch Illinois' first-ever "Financial Empowerment Center" in direct partnership with the City of Aurora.	APR. 2018 – PRESENT
MANAGER, NEIGHBORHOOD REDEVELOPMENT DIVISION - <i>City of Aurora</i> Manage the City of Aurora's Neighborhood Redevelopment office and annual allocation of over \$2 million from the HUD and use those funds to leverage nearly \$70 million of outside (tax-credit assisted) investment.	APR. 2017 – APR. 2018
DEPUTY CHIEF OF STAFF- <i>Mayor's Office, City of Aurora</i> Assist in all matters of running the municipal functions for the City of Aurora with a special focus on housing, economic/community development & neighborhood planning. Additionally, serve as the Aurora's primary liaison to the non-profit and faith-based organizations and staff/lead numerous City boards, task forces & commissions.	SEPT. 2011 – APR. 2017
INSTRUCTOR - <i>NIU College of Education: Dept. of Leadership, Ed. Psychology & Fndns.</i> Part-time Instructor giving feedback & legal citation instruction to Ed.D candidates working on their dissertations.	OCT. 2011 - MAY 2015
DIRECTOR OF COMMUNITY DEVELOPMENT - <i>Community 4:12</i> Develop programs/partnerships targeting root causes of poverty w/ churches, government, businesses & NFP's	OCT. 2008 - SEPT. 2011
POLICY & RESEARCH CONSULTANT <i>TASC, Inc. (Treatment Alternatives for Safe Communities)</i> Policy consultant (during law school) on prisoner reentry, substance abuse treatment & job creation issues.	DEC. 2006 - OCT. 2008 <i>Chicago, Illinois</i>
DIRECTOR, OFFICE OF REENTRY MANAGEMENT - <i>IL Dept. of Corrections (IDOC)</i> Gubernatorial appointee overseeing all non-law enforcement reentry services for Illinois' nearly 40,000 adult and juvenile parolees through management of IDOC's six regional Placement Resource Unit offices and 50+ staff (from Jan. '03 to Oct. '04 duties included directing a \$2M federally funded prisoner reentry program).	JAN. 2003 - SEPT. 2006
POLICY ADVISOR TO THE GOVERNOR - <i>Governor's Office, State of Illinois</i> Staffed the Governor's Commission on Capital Punishment and assisted with recommendations regarding the future of the Death Penalty in Illinois following the Governor's moratorium on executions. Additionally, worked on issues of criminal justice, civil rights, homeland security, law enforcement, parole, and public safety by writing briefings and making recommendations to the Governor on legislation passed by the Illinois General Assembly. Work also included making appearances at public events on behalf of the Governor including TV and radio interviews. (First year in Governor's Office was as a "Dunn Fellow," a State of IL, year-long fellowship program)	AUG. 1999 – JAN. 2003

RESIDENCIES

RESIDENT – ICEP (COSTA RICAN INST. OF POLITICAL STUDIES) SEPT. 1997 – NOV. 1997 (*San Jose, Costa Rica*): Working in the political headquarters of Miguel Angel Rodriguez, President of Costa Rica (1998-2002). Assisting with political & economic reports and helping at seminars with the President & other policy makers.

LAND USE & CITY PLANNING INTERN – CITY OF NAPERVILLE (SEPT. 1998 - DEC. 1998): Aid to senior planner in Dept. of Community Development.

RESEARCH ASSISTANT – LAW FIRM OF DOMMERMUTH, BRESTAL, COBINE & WEST, LTD. (JUN., 1997 - MAR. 1999): Drafting legal briefs/researching policy issues, analyzing and investigating figures and statistics to further cases and assemble reports and exhibits for presentations to Naperville Plan Commission and City Council.

ELECTED POSITIONS

TRUSTEE, **WAUBONSEE COMMUNITY COLLEGE** – Elected to a 6-year term on April 3, 2019 (2019 – 2025)

COMMUNITY SERVICE/INVOLVEMENT

Co-founder & Chair of the Board of **Emmanuel House** a 501(c)(3) organization (2002 – 2017);
Board of Directors, member, **Joseph Corporation** (2009 – 2017);
Advisory Board Member/Vice-Chair, **Family Focus Aurora** (2007 – Present);
Board of Directors, officer, **Community Foundation of the Fox River Valley** (2013 – 2022);
Board of Directors, member, **Hesed House** (2013 – 2016 and 2020 - present);
Board of Directors, **Chicago Community Loan Fund (CCLF)** (2021 – present);
Board of Directors, **Center for Neighborhood Technology (CNT)** (beginning later 2022)
Co-Chair, **Social & Racial Justice Committee of New England Congregational Church** (2021 – present)
Chairperson, **World Relief DuPage/Aurora** Advisory Board (April, 2003 – ‘06);
Official Board Member & Bilingual Service Music Dir., **First Free Methodist Church of Aurora** (1993 - 2002)

PROFESSIONAL AWARDS

EMERGING LEADER OF THE YEAR – MARCH, 2023: National NeighborWorks Association (Washington D.C.)

YOUNG ALUMNUS OF THE YEAR – SEPTEMBER, 2019: Northern Illinois University College of Law

FANNIE LOU HAMER AWARD FOR GRASS ROOTS COMMUNITY DEVELOPMENT – OCTOBER, 2016: Chicago Community Loan Fund;

CLASSY AWARD FINALIST (Emmanuel House named one of the 100 most innovative Non-Profits in the World) – APRIL, 2016: CLASSY, THE STANFORD SOCIAL INNOVATION REVIEW & THE UNITED NATIONS FOUNDATION.

ALUMNI LEADERSHIP AWARD – 2012: NORTH CENTRAL COLLEGE

THURGOOD MARSHALL AWARD FOR HUMAN RIGHTS – MAY 2009: NIU COLLEGE OF LAW.

“LEARNERS TO LEADERS” 2009 ANN. ALUMNI OF THE YEAR – JUNE 2009: NAPERVILLE NORTH HIGH SCHOOL

PUBLICATIONS

“AN ARGUMENT FOR A RETURN TO PLESSY V. FERGUSON:” [PUTTING THE ‘EQUAL’ IN ALREADY RACIALLY ‘SEPARATE’ SCHOOLS], BY RICK GUZMAN. NORTHERN ILLINOIS UNIV. LAW REVIEW, VOL. 29, NO. 1, FALL 2008.

“ALTERNATIVE DISPUTE RESOLUTION AND THE UNAUTHORIZED PRACTICE OF LAW,” BY RICK GUZMAN. *IN THE ALTERNATIVE*, ILLINOIS STATE BAR ASSOCIATION. JUNE 1999 VOL. 5, NO. 4.

WORK CITED IN THE FOLLOWING PUBLICATIONS:

“FINAL REPORT OF THE GOVERNOR’S COMMISSION ON CAPITAL PUNISHMENT” (APRIL, 2002); AND **BUSINESS DISPUTE RESOLUTION**, BY TOM CAVENAGH. (WEST PUBL. COMPANY, 2000)

DAVID O. BLANCAS

Aurora, IL | 630.776.7313 | dblancas01@gmail.com

PROFESSIONAL PROFILE

Dynamic and systematic leader focused on strengthening communities through personal and professional development. Equipped with the tools and skills required to coach and empower others in building and advancing their goals. Adept at establishing positive working environments and effectively communicating with all stakeholders. Strong problem solving, project management and organizational skills coupled with advanced knowledge of program leadership.

AREAS OF EXCELLENCE:

Coaching & Developing Others	Motivating Others to Achieve Outcomes	Building Relationships & Networks
Setting Vision & Direction	Strategic Planning	Data Analysis
Commitment to DEI Work	Learning & Continuously Improving	Bilingual: Spanish & English

EDUCATION & CERTIFICATIONS

NATIONAL-LOUIS UNIVERSITY, Chicago, IL
Master of Education, Urban Education, 2014

AURORA UNIVERSITY, Aurora, IL
Bachelor of Science, Mathematics and Secondary Education, 2009
Illinois Secondary Education Certificate in Mathematics

PROFESSIONAL EXPERIENCE

THE NEIGHBOR PROJECT, Aurora, IL
Chief of Equity & Operations

06/2022 – Present

Championed and drove initiatives to promote diversity, equity, and inclusion within the organization. This included creating and implementing strategies, policies, and programs to ensure fairness, equal opportunity, and representation at all levels. Also, oversaw and optimized the organization's day-to-day operations to ensure efficiency, effectiveness, and alignment with the organization's goals and strategies. This involved managing various operational functions, processes, and resources to support the organization's mission.

- Assessing and addressing disparities in hiring, promotion, and compensation practices
- Monitoring and reporting on equity-related metrics and progress
- Collaborating with stakeholders to develop and implement equity-focused initiatives
- Developing and implementing operational policies, procedures, and guidelines
- Managing budgeting, financial planning, and resource allocation
- Supervising administrative and support staff
- Implementing systems and technologies to improve operational efficiency
- Monitoring and evaluating operational performance and making recommendations for improvement

AURORA FINANCIAL EMPOWERMENT CENTER, Aurora, IL
Program Manager

02/2020 – 05/2022

Supervised a team of financial counselors to financially empower households from the community while building and maintaining partnerships with organizations.

- Counselors exceeded yearly outcome goal by 200%
- The client retention rate was 61%, 8 percentage points higher than the national average
- Created customized salesforce reports to inform our team's strategic plan, which led to our team exceeding all goals.

- Maintain constant communication with 17 partner organizations. This included creating and sharing customized data reports to highlight impact of the partnership
- Created customized quarterly reports to distribute to funders and potential new funders

IAMENDU LLC, Aurora, IL

04/2020 – Present

Founder, Executive Coach

Provided Executive Coaching and Strategic planning for numerous organizations to enhance leadership effectiveness.

- 98% of clients reported an increase in confidence
- 100% of clients reported an increase in communication skills & decision making skills
- 92% of clients reported an increase in work-life balance
- 78% of clients reported an increase in job satisfaction

[ONEGOAL](#), Chicago, IL

07/2017 – 01/2020

Director of Teacher Support, Year 2

Coached and empowered a portfolio of Program Directors in guiding their students and families through the post-secondary landscape.

- Advised and mentored 300+ students and their families in college planning
 - Plans included creating a financial access component to ensure college was and remained affordable for families
- Designed and implemented the inaugural Black & Latinx Male Summit
- Collaborated with colleagues to create, implement, and improve professional development for Program Directors and students. A donor was moved by the experience, which led to a donation of about \$1 million dollars.
- Designed, developed, and implemented the [Bi-Weekly Y2 Newsletter](#) using Constant Contact
- As Salesforce Administrator, created several data reports to better inform strategic decisions

CHICAGO ACADEMY HIGH SCHOOL, Chicago, IL

07/2013 – 06/2017

Math and Computer Science Teacher

Helped students develop critical-thinking abilities by gaining an understanding of financial literacy, mathematics, and computer science

- Developed and piloted a self-paced and blended-learning geometry curriculum using the Google Suite
 - [Sample Unit Plan](#)
 - [Student Pacing Calendar](#)
- Researched, developed, and implemented a robust Financial Literacy Curriculum for the entire senior class
- Researched, developed, and implemented the inaugural Computer Science Web Design Curriculum
- Researched, developed, and implemented the inaugural AP Computer Science Class for 30 sophomores
 - 99% of the class were students of color
 - 66% of the class identified as female
- Presented to and trained teachers across the district on best practices for collaboration, integrating technology, and culturally relevant pedagogy, and family communication & involvement

FAMILY FOCUS, Aurora, IL

11/2009 – 06/2013

Youth Development Program Manager

Served as an integral and vital manager for the Youth Development Program.

- Coached and Developed 3 direct reports every year
- 56% increase in student retention during first year
 - Maintained highest retention numbers every during my tenure
- 25% increase in student enrollment during first year
- Developed and implemented social media strategy for the marketing team

VALERIA LOERA

Plainfield, IL | 630.995.1252 | valelc@hotmail.com

JOB TARGET

Experienced financial counselor and program manager with over 8 years of expertise in personal finance, credit advisory, and real estate law. Proven leader in empowering individuals through financial literacy, debt reduction, and credit improvement. Strong background in managing teams, developing strategic partnerships, and fostering community outreach initiatives. Bilingual in English and Spanish, with a track record of delivering exceptional client outcomes and building trust within diverse communities.

CORE COMPETENCIES

- | | | |
|-----------------------------------|-------------------------------|---------------------------|
| • Financial Counseling & Advisory | • Program Management | • Credit Analysis |
| • Client Relationship Management | • Team Training & Development | • Community Outreach |
| • Data Management | • Real Estate & Corporate Law | • Bilingual Communication |
-

PROFESSIONAL EXPERIENCE

Aurora Financial Empowerment Center (The Neighbor Project) – Aurora, IL 2020 – Present
Program Manager/Senior Financial Counselor (09/2022 – Present)

- Supervise and train financial counselors, ensuring accurate data management and client progress tracking.
- Manage new hire onboarding, professional development, and ensure compliance with program protocols.
- Conduct financial counseling sessions to empower clients with tools for financial independence, debt reduction, and credit improvement.
- Build partnerships with local organizations, delivering workshops, and representing the FEC at community events.
- Achieved measurable client financial success, recognized for community impact and program expansion.

Senior Financial Counselor (07/2022 – 09/2022)

- Provided personalized financial guidance, improving client credit and financial stability.
- Conducted outreach workshops, trained new counselors, and developed community resource networks.
- Maintained certification from the National Association of Certified Credit Counselors (NACCC).

Financial Counselor (02/2020 – 07/2022)

- Delivered financial counseling and advisory services to clients with poor credit histories.
- Helped clients reduce debt, build credit, and reach homeownership goals.
- Recognized for exceeding performance expectations and significantly contributing to program goals.

Country Financial – Naperville, IL 2019 – 2020
Financial Assistant

- Supported corporate insurance agent in client advisory, focusing on accurate financial product recommendations.

Credit Rx – Plainfield/Aurora, IL 2018 – 2019
Credit Consultant

- Conducted credit analysis and developed tailored plans for credit improvement and new credit establishment.
- Facilitated credit workshops and networking events to build partnerships and grow business.

ADDITIONAL EXPERIENCE

Corporate Lawyer, Arie & Duran Associates, Mexico City, Mexico

EDUCATION

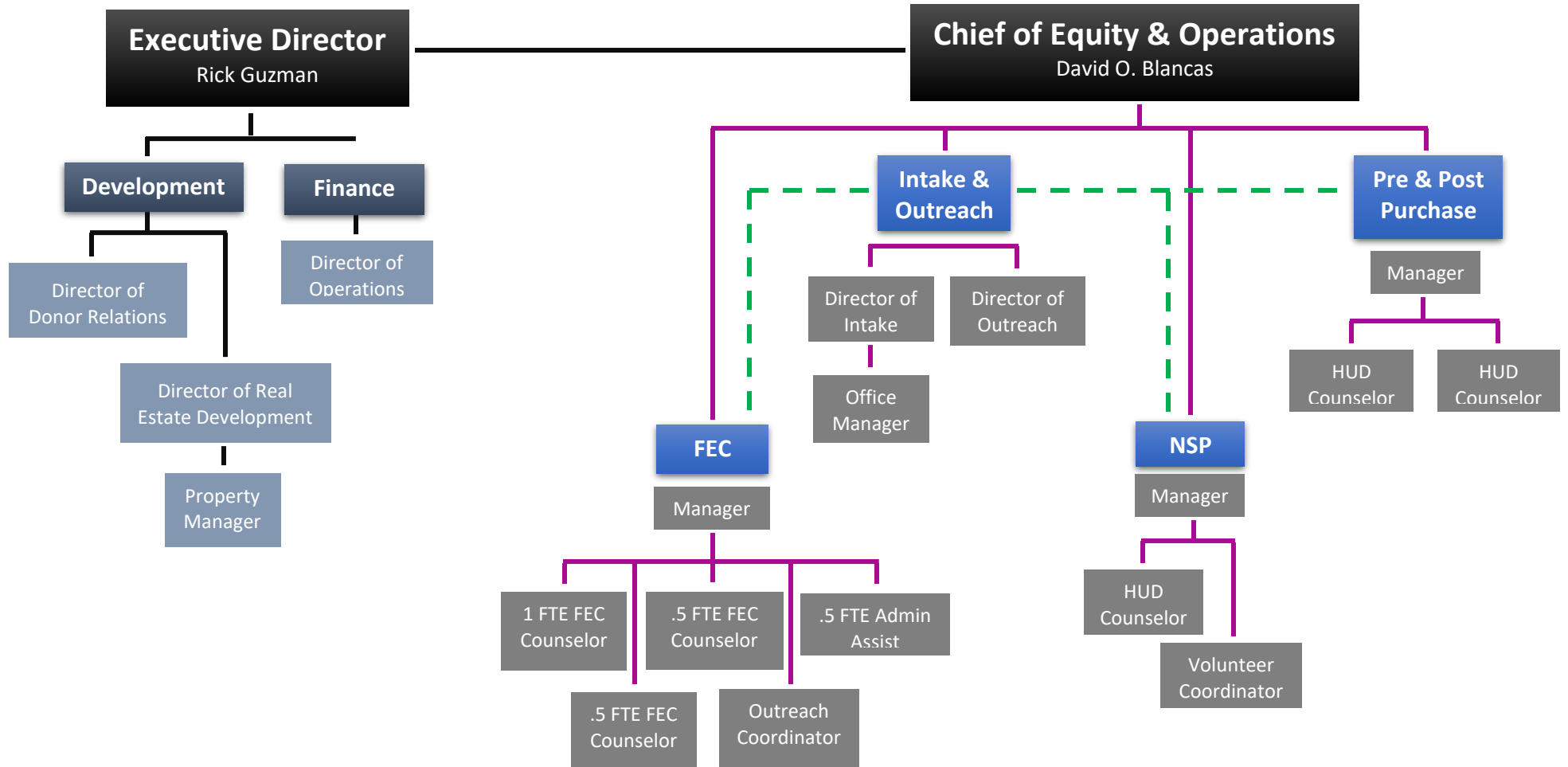
Bachelor of Science – Law
Universidad LaSalle – Mexico City, Mexico

CERTIFICATIONS

Certified Financial Counselor, NACCC	2020 - Present
Credit Analyst Certification	2018

The Neighbor Project

Org Chart 2024



TNP's Pathways to Homeownership

I need to improve my finances before buying a house!



I'm looking to rent for the next 2 yrs while I save for a downpayment



I am ready to buy a house within the next 6 months



The Neighbor Project

HOME REPAIRS, REFINANCE, & FORECLOSURE PREVENTION

It is also important to maintain & keep your home. We also offer Post-Purchase Education AND resources for home repairs, refinancing, and foreclosure prevention.

APPENDIX C

Form **990**

OMB No. 1545-0047

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2023Department of the Treasury
Internal Revenue ServiceDo not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.**Open to Public Inspection**

A For the 2023 calendar year, or tax year beginning , 2023 , and ending , 20															
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:70%; vertical-align: top;"> C THE NEIGHBOR PROJECT 32 SOUTH BROADWAY AURORA, IL 60505 </td> <td style="width:30%; vertical-align: top;"> D Employer identification number 36-3753248 E Telephone number 630-906-9400 G Gross receipts \$ <u>2,275,429.</u> </td> </tr> <tr> <td colspan="2"> F Name and address of principal officer: <u>RICHARD GUZMAN</u> SAME AS C ABOVE </td> </tr> <tr> <td colspan="2"> H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions. </td> </tr> <tr> <td colspan="2"> I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 </td> </tr> <tr> <td colspan="2"> J Website: <u>WWW.NEIGHBORPROJECT.US</u> </td> </tr> <tr> <td colspan="2"> K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other </td> </tr> <tr> <td colspan="2"> L Year of formation: <u>1991 M State of legal domicile: <u>IL</u> </u></td> </tr> </table>	C THE NEIGHBOR PROJECT 32 SOUTH BROADWAY AURORA, IL 60505	D Employer identification number 36-3753248 E Telephone number 630-906-9400 G Gross receipts \$ <u>2,275,429.</u>	F Name and address of principal officer: <u>RICHARD GUZMAN</u> SAME AS C ABOVE		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. See instructions.		I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		J Website: <u>WWW.NEIGHBORPROJECT.US</u>		K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other		L Year of formation: <u>1991 M State of legal domicile: <u>IL</u> </u>	
C THE NEIGHBOR PROJECT 32 SOUTH BROADWAY AURORA, IL 60505	D Employer identification number 36-3753248 E Telephone number 630-906-9400 G Gross receipts \$ <u>2,275,429.</u>														
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J Website: <u>WWW.NEIGHBORPROJECT.US</u>															
K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other															
L Year of formation: <u>1991 M State of legal domicile: <u>IL</u> </u>															

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: <u>ACTIVATING THE POTENTIAL OF WORKING FAMILIES TO REVITALIZE THEIR NEIGHBORHOODS THROUGH HOMEOWNERSHIP, EDUCATION AND SAVINGS PROGRAMS.</u>			
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.			
	3	Number of voting members of the governing body (Part VI, line 1a)	3	14	
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	14	
	5	Total number of individuals employed in calendar year 2023 (Part V, line 2a)	5	20	
	6	Total number of volunteers (estimate if necessary)	6	100	
	Revenue	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b		Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.	
8		Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year	
9		Program service revenue (Part VIII, line 2g)	1,634,753.	1,449,588.	
10		Investment income (Part VIII, column (A), lines 3, 4, and 7d)	289,623.	335,662.	
11		Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	36.	23.	
12		Total revenue — add lines 8 through 11 (must equal Part VIII, column (A), line 12)	140,581.	471,815.	
			2,064,993.	2,257,088.	
Expenses		13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)		
		14	Benefits paid to or for members (Part IX, column (A), line 4)		
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	1,012,964.	1,178,993.	
	16a	Professional fundraising fees (Part IX, column (A), line 11e)			
	b	Total fundraising expenses (Part IX, column (D), line 25) <u>102,833.</u>			
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	841,455.	1,005,943.	
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	1,854,419.	2,184,936.	
Net Assets or Fund Balances	19	Revenue less expenses. Subtract line 18 from line 12	210,574.	72,152.	
	20	Total assets (Part X, line 16)	Beginning of Current Year	End of Year	
	21	Total liabilities (Part X, line 26)	2,691,907.	2,584,991.	
	22	Net assets or fund balances. Subtract line 21 from line 20	1,675,626.	1,597,058.	
			1,016,281.	987,933.	

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Submitted Electronically					
	Signature of officer <u>RICK GUZMAN</u>	Date <u>EXECUTIVE DIR.</u>				
Paid Preparer Use Only	Print/Type preparer's name <u>PAUL H. WIELAND</u>	Preparer's signature <u>PAUL H. WIELAND</u>	Date	Check <input type="checkbox"/> if self-employed	PTIN <u>P00326532</u>	
	Firm's name <u>WIELAND WALLACE INC</u>	Firm's EIN <u>36-4025026</u>		Phone no. <u>(630) 406-4490</u>		
	Firm's address <u>232 S. BATAVIA AVENUE</u> <u>BATAVIA, IL 60510</u>					
	May the IRS discuss this return with the preparer shown above? See instructions. <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No					

BAA For Paperwork Reduction Act Notice, see the separate instructions.

TEEA0101L 08/23/23

Form **990** (2023)

THE NEIGHBOR PROJECT
STATEMENTS OF FINANCIAL POSITION

ASSETS

	<u>December 31,</u>	
	<u>2023</u>	<u>2022</u>
		(As restated)
<u>CURRENT ASSETS</u>		
Unrestricted Cash	\$ 213,405	\$ 67,154
Restricted Cash	89,088	277,812
Notes Receivable	30,330	30,330
Promise to Give	4,364	—
Prepaid Expenses	17,220	9,408
	<u>354,407</u>	<u>384,704</u>
<u>TOTAL CURRENT ASSETS</u>		
	354,407	384,704
<u>RESTRICTED DEPOSITS AND FUNDED RESERVES</u>		
Real Estate and Interest Reserves	68,314	105,231
	<u>68,314</u>	<u>105,231</u>
<u>TOTAL RESTRICTED DEPOSITS AND FUNDED RESERVES</u>		
	68,314	105,231
<u>PROPERTY AND EQUIPMENT</u>		
Land and Improvements	377,540	507,540
Buildings and Improvements	1,682,030	1,606,530
Equipment, Furniture and Fixtures	218,735	205,686
Vehicle	22,000	—
	<u>2,300,305</u>	<u>2,319,756</u>
Accumulated Depreciation	(338,090)	(286,951)
	<u>1,962,215</u>	<u>2,032,805</u>
<u>NET PROPERTY AND EQUIPMENT</u>		
	1,962,215	2,032,805
<u>OTHER LONG TERM ASSETS</u>		
Beneficial Interest in Assets Held at the Community Foundation	64,990	20,000
ROU Assets - Net	135,065	149,167
	<u>135,065</u>	<u>149,167</u>
	<u>2,584,991</u>	<u>2,691,907</u>
<u>TOTAL ASSETS</u>	\$ 2,584,991	\$ 2,691,907

THE NEIGHBOR PROJECT
STATEMENTS OF FINANCIAL POSITION (Continued)

LIABILITIES AND NET ASSETS

	<u>December 31,</u>	
	<u>2023</u>	<u>2022</u>
		(As restated)
<u>LIABILITIES</u>		
Mortgages Payable	\$ 1,414,385	\$ 1,375,888
Unamortized Financing Costs	(47,504)	(24,456)
Mortgages Payable, Net	<u>1,366,881</u>	1,351,432
Deferred Revenue	—	100,500
Notes Payable	—	80,310
Accounts Payable - Trade	19,179	22,371
Security Deposits Payable	1,250	1,250
Accrued Expenses	10,065	13,647
Accrued Interest Payable	2,118	2,226
Accrued Real Estate Tax Expense	62,500	55,223
Lease Liability	<u>135,065</u>	<u>149,167</u>
<u>TOTAL LIABILITIES</u>	<u>1,597,058</u>	1,776,126
<u>NET ASSETS</u>		
Net Assets Without Donor Restrictions	<u>987,933</u>	<u>915,781</u>
<u>TOTAL NET ASSETS</u>	<u>987,933</u>	915,781
<u>TOTAL LIABILITIES AND NET ASSETS</u>	<u>\$ 2,584,991</u>	<u>\$ 2,691,907</u>

THE NEIGHBOR PROJECT
STATEMENTS OF ACTIVITIES

	Year Ended December 31, 2023			Year Ended December 31, 2022		
				(As restated)		
	Without Donor Restrictions	With Donor Restrictions	2023 Total	Without Donor Restrictions	With Donor Restrictions	2022 Total
<u>PUBLIC SUPPORT AND REVENUES</u>						
Contributions and Grants	\$ 1,449,588	\$ —	\$ 1,449,588	\$ 1,409,753	\$ —	\$ 1,409,753
Events - Net	111,669	—	111,669	141,023	—	141,023
Interest Income	23	—	23	36	—	36
Net Rental Income	335,662	—	335,662	289,623	—	289,623
In-kind Revenue	—	—	—	200,000	—	200,000
Net Unrealized Gain on Sale of Investments	360,146	—	360,146			
<u>TOTAL PUBLIC SUPPORT AND REVENUES</u>	2,257,088	—	2,257,088	2,040,435	—	2,040,435
<u>EXPENSES</u>						
Program Services						
Housing and Counseling	800,955	—	800,955	726,664	—	726,664
Property Development and Management	999,750	—	999,750	830,996	—	830,996
Lending Program	51,684	—	51,684	43,429	—	43,429
Support Services						
Management and General	229,714	—	229,714	172,473	—	172,473
Fund Raising	102,833	—	102,833	81,299	—	81,299
<u>TOTAL EXPENSES</u>	2,184,936	—	2,184,936	1,854,861	—	1,854,861
<u>INCREASE (DECREASE) IN NET ASSETS</u>	72,152	—	72,152	185,574	—	185,574
<u>NET ASSETS, BEGINNING</u>	915,781	—	915,781	730,207	—	730,207
<u>NET ASSETS, ENDING</u>	\$ 987,933	\$ —	\$ 987,933	\$ 915,781	\$ —	\$ 915,781

THE NEIGHBOR PROJECT
STATEMENTS OF FUNCTIONAL EXPENSES

Year Ended December 31, 2023

	Program Services			TOTAL PROGRAM SERVICES	Support Services		2023 Total
	Housing and Financial Counseling	Property Development/ Management	Commercial Property Management		Management and General	Fund Raising	
Accounting and Auditing	\$ 7,947	\$ 4,357	\$ 512	\$ 12,816	\$ 3,205	\$ —	\$ 16,021
Bad Debt Expense	—	14,898	—	14,898	—	—	14,898
Depreciation	25,570	10,228	5,114	40,912	6,137	4,090	51,139
Development Expenses	5,200	10,900	670	16,770	2,515	1,677	20,962
Dues and Subscriptions	1,811	418	84	2,313	472	—	2,785
Employee Benefits	75,425	45,255	4,525	125,205	22,627	3,017	150,849
Fund Raising	—	—	—	—	—	5,305	5,305
Insurance	17,113	9,241	1,027	27,381	4,450	2,396	34,227
Interest	33,502	18,091	2,010	53,603	8,711	4,690	67,004
Lease Cost	8,213	4,435	493	13,141	2,135	1,150	16,426
Legal	—	—	—	—	2,500	—	2,500
Marketing and Advertising	14,002	7,561	840	22,403	5,600	—	28,003
Meetings	31,105	16,796	1,866	49,767	12,442	—	62,209
Miscellaneous	11,714	6,326	703	18,743	3,045	1,640	23,428
Office	15,772	8,517	946	25,235	4,100	2,208	31,543
Payroll Taxes	38,215	20,636	2,293	61,144	9,935	5,350	76,429
Postage and Delivery	1,043	563	63	1,669	271	146	2,086
Real Estate Taxes	—	62,500	—	62,500	—	—	62,500
Rent	6,478	136	68	6,682	68	68	6,818
Repairs and Maintenance	1,930	1,042	116	3,088	502	270	3,860
Safety First Program	—	484,656	—	484,656	—	—	484,656
Salaries	475,858	256,963	28,551	761,372	123,723	66,620	951,715
Technology	22,138	11,955	1,328	35,421	5,756	3,098	44,275
Telephone	7,919	4,276	475	12,670	2,059	1,108	15,837
Travel	—	—	—	—	514	—	514
Utilities	—	—	—	—	8,947	—	8,947
TOTAL EXPENSES	\$ 800,955	\$ 999,750	\$ 51,684	1,852,389	\$ 229,714	\$ 102,833	\$ 2,184,936

(Continued)

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THE NEIGHBOR PROJECT
STATEMENTS OF FUNCTIONAL EXPENSES (Continued)

	Year Ended December 31, 2022						
	(As restated)						
	Program Services			TOTAL PROGRAM SERVICES	Support Services		2022 Total
	Housing and Financial Counseling	Property Development/ Management	Commercial Property Management		Management and General	Fund Raising	
Accounting and Auditing	\$ 7,366	\$ 4,039	\$ 475	\$ 11,880	\$ 2,970	\$ —	\$ 14,850
Depreciation	15,301	6,170	3,207	24,678	3,702	2,468	30,848
Development Expenses	2,865	6,007	369	9,241	1,386	924	11,551
Dues and Subscriptions	928	213	48	1,189	244	—	1,433
Employee Benefits	44,016	26,409	2,934	73,359	13,258	1,768	88,385
Fund Raising	—	—	—	—	—	442	442
Insurance	7,468	4,095	482	12,045	1,957	1,054	15,056
Interest	13,730	7,530	887	22,147	3,598	1,938	27,683
Lease Cost	1,358	744	88	2,190	356	192	2,738
Marketing and Advertising	9,457	5,186	610	15,253	3,813	—	19,066
Meetings	13,105	7,187	845	21,137	5,284	—	26,421
Miscellaneous	9,502	5,210	613	15,325	2,490	1,341	19,156
Office	4,615	2,530	298	7,443	1,210	651	9,304
Payroll Taxes	36,113	19,804	2,330	58,247	9,465	5,097	72,809
Postage and Delivery	840	461	54	1,355	220	119	1,694
Real Estate Taxes	41,082	—	—	41,082	—	—	41,082
Rent	60,706	1,252	626	62,584	639	638	63,861
Repairs and Maintenance	11,244	6,166	726	18,136	2,947	1,587	22,670
Safety First Program	—	482,883	—	482,883	—	—	482,883
Salaries	422,478	231,681	27,257	681,416	110,730	59,624	851,770
Technology	16,172	8,868	1,043	26,083	4,239	2,282	32,604
Telephone	8,318	4,561	537	13,416	2,180	1,174	16,770
Travel	—	—	—	—	96	—	96
Utilities	—	—	—	—	1,689	—	1,689
TOTAL EXPENSES	\$ 726,664	\$ 830,996	\$ 43,429	1,601,089	\$ 172,473	\$ 81,299	\$ 1,854,861

THE NEIGHBOR PROJECT
STATEMENTS OF CASH FLOWS

	Year Ended December 31,	
	2023	2022
		(As restated)
<u>CASH FLOW FROM OPERATING ACTIVITIES:</u>		
Increase in Net Assets	\$ 72,152	\$ 185,574
Adjustments to Reconcile Change in Net Assets to Net Cash Provided By (Used In) Operating Activities:		
Depreciation	51,139	30,848
Amortization	8,520	137
Net Unrealized (Gain) Loss	(360,146)	—
Decrease (Increase) in Operating Assets:		
Unconditional Promises to Give	(4,364)	10,000
Grants Receivable	—	5,263
Prepaid Expenses	(7,812)	(6,820)
Increase (Decrease) in Operating Liabilities:		
Accounts Payable - Trade	(3,192)	18,597
Security Deposits Payable	—	(1,050)
Accrued Expenses	(3,582)	2,338
Accrued Interest Payable	(108)	(102)
Accrued Real Estate Tax Expense	7,277	32,152
Deferred Revenue	(100,500)	25,000
<u>NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES</u>	(340,616)	301,937
<u>CASH FLOWS FROM INVESTING ACTIVITIES:</u>		
Payments for Building and Equipment	(110,549)	(857,000)
Net Cash Proceeds From Real Property Sales	490,146	—
Payments to The Community Foundation Fund	(44,990)	—
<u>NET CASH USED IN INVESTING ACTIVITIES</u>	334,607	(857,000)
<u>CASH FLOWS FROM FINANCING ACTIVITIES:</u>		
Financing Costs Paid	(31,568)	(24,593)
Net Increases (Decreases) in Notes and Mortgages Payable	(41,813)	613,366
<u>NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES</u>	(73,381)	588,773
<u>NET INCREASE (DECREASE) IN CASH</u>	(79,390)	33,710
<u>CASH AT BEGINNING OF YEAR</u>	450,197	416,487
<u>CASH AT END OF YEAR</u>	\$ 370,807	\$ 450,197
Supplemental Disclosure of Cash Flow Information—		
Cash Paid for Interest	\$ 58,484	\$ 27,683

THE NEIGHBOR PROJECT
STATEMENTS OF FINANCIAL POSITION

<u>ASSETS</u>		<u>Year Ended December 31,</u>	
		<u>2022</u>	<u>2021</u>
<u>CURRENT ASSETS</u>			
Unrestricted Cash	\$	167,154	\$ 103,473
Restricted Cash		177,812	313,014
Grants Receivable		—	5,263
Notes Receivable		30,330	30,330
Promise to Give		—	10,000
Prepaid Expenses		9,408	2,588
<u>TOTAL CURRENT ASSETS</u>		384,704	464,668
<u>RESTRICTED DEPOSITS AND FUNDED RESERVES</u>			
Real Estate and Interest Reserves		105,231	—
<u>TOTAL RESTRICTED DEPOSITS AND FUNDED RESERVES</u>		105,231	—
<u>PROPERTY AND EQUIPMENT</u>			
Land and Improvements		507,540	336,140
Buildings and Improvements		1,606,530	920,930
Equipment, Furniture and Fixtures		205,686	205,686
		2,319,756	1,462,756
Accumulated Depreciation		(286,951)	(256,103)
<u>NET PROPERTY AND EQUIPMENT</u>		2,032,805	1,206,653
<u>OTHER LONG TERM ASSETS</u>			
Beneficial Interest in Assets Held at the Community Foundation		20,000	20,000
ROU Assets - Net		149,167	—
<u>TOTAL ASSETS</u>	\$	<u>2,691,907</u>	\$ <u>1,691,321</u>

THE NEIGHBOR PROJECT
STATEMENTS OF FINANCIAL POSITION (Continued)

LIABILITIES AND NET ASSETS

	Year Ended December 31,	
	2022	2021
<u>LIABILITIES</u>		
Mortgages Payable	\$ 1,375,888	\$ 724,647
Unamortized Financing Costs	(24,456)	—
Mortgages Payable, Net	1,351,432	724,647
Notes Payable	80,310	118,185
Accounts Payable - Trade	22,371	3,774
Security Deposits Payable	1,250	2,300
Accrued Expenses	13,647	11,309
Accrued Interest Payable	2,226	2,328
Accrued Real Estate Tax Expense	55,223	23,071
Lease Liability	149,167	—
<u>TOTAL LIABILITIES</u>	1,675,626	1,610,261
<u>NET ASSETS</u>		
Net Assets Without Donor Restrictions	1,016,281	805,707
<u>TOTAL NET ASSETS</u>	1,016,281	805,707
<u>TOTAL LIABILITIES AND NET ASSETS</u>	\$ 2,691,907	\$ 2,415,968

THE NEIGHBOR PROJECT
STATEMENTS OF ACTIVITIES

	Year Ended December 31, 2022			Year Ended December 31, 2021		
	Without Donor Restrictions	With Donor Restrictions	2022 Total	Without Donor Restrictions	With Donor Restrictions	2021 Total
<u>PUBLIC SUPPORT AND REVENUES</u>						
Contributions and Grants	\$ 1,434,753	\$ —	\$ 1,434,753	\$ 1,067,870	\$ —	\$ 1,067,870
Events - Net	141,023	—	141,023	128,108	—	128,108
Interest Income	36	—	36	32	—	32
Net Rental Income	289,623	—	289,623	277,865	—	277,865
In-kind Revenue	200,000	—	200,000	—	—	—
<u>TOTAL PUBLIC SUPPORT AND REVENUES</u>	2,065,435	—	2,065,435	1,473,875	—	1,473,875
<u>EXPENSES</u>						
Program Services						
Housing and Counseling	726,664	—	726,664	628,915	—	628,915
Property Development and Management	830,996	—	830,996	675,423	—	675,423
Lending Program	43,429	—	43,429	34,168	—	34,168
Support Services						
Management and General	172,473	—	172,473	149,784	—	149,784
Fund Raising	81,299	—	81,299	69,692	—	69,692
<u>TOTAL EXPENSES</u>	1,854,861	—	1,854,861	1,557,982	—	1,557,982
<u>INCREASE (DECREASE) IN NET ASSETS</u>	210,574	—	210,574	(84,107)	—	(84,107)
<u>NET ASSETS, BEGINNING</u>	805,707	—	805,707	889,814	—	889,814
<u>NET ASSETS, ENDING</u>	\$ 1,016,281	\$ —	\$ 1,016,281	\$ 805,707	\$ —	\$ 805,707

THE NEIGHBOR PROJECT
STATEMENTS OF FUNCTIONAL EXPENSES

YEAR ENDED DECEMBER 31, 2022

	Program Services			TOTAL PROGRAM SERVICES	Support Services		2022 Total
	Housing and Financial Counseling	Property Development/ Management	Commercial Property Management		Management and General	Fund Raising	
Accounting and Auditing	\$ 7,366	\$ 4,039	\$ 475	\$ 11,880	\$ 2,970	\$ —	\$ 14,850
Depreciation	15,301	6,170	3,207	24,678	3,702	2,468	30,848
Development Expenses	2,865	6,007	369	9,241	1,386	924	11,551
Dues and Subscriptions	928	213	48	1,189	244	—	1,433
Employee Benefits	44,016	26,409	2,934	73,359	13,258	1,768	88,385
Fund Raising	—	—	—	—	—	442	442
Insurance	7,468	4,095	482	12,045	1,957	1,054	15,056
Interest	13,730	7,530	887	22,147	3,598	1,938	27,683
Lease Cost	1,358	744	88	2,190	356	192	2,738
Marketing and Advertising	9,457	5,186	610	15,253	3,813	—	19,066
Meetings	13,105	7,187	845	21,137	5,284	—	26,421
Miscellaneous	9,502	5,210	613	15,325	2,490	1,341	19,156
Office	4,615	2,530	298	7,443	1,210	651	9,304
Payroll Taxes	36,113	19,804	2,330	58,247	9,465	5,097	72,809
Postage and Delivery	840	461	54	1,355	220	119	1,694
Real Estate Taxes	41,082	—	—	41,082	—	—	41,082
Rent	60,706	1,252	626	62,584	639	638	63,861
Repairs and Maintenance	11,244	6,166	726	18,136	2,947	1,587	22,670
Safety First Program	—	482,883	—	482,883	—	—	482,883
Salaries	422,478	231,681	27,257	681,416	110,730	59,624	851,770
Technology	16,172	8,868	1,043	26,083	4,239	2,282	32,604
Telephone	8,318	4,561	537	13,416	2,180	1,174	16,770
Travel	—	—	—	—	96	—	96
Utilities	—	—	—	—	1,689	—	1,689
TOTAL EXPENSES	\$ 726,664	\$ 830,996	\$ 43,429	\$ 1,601,089	\$ 172,473	\$ 81,299	\$ 1,854,861

THE NEIGHBOR PROJECT
STATEMENTS OF FUNCTIONAL EXPENSES (Continued)

YEAR ENDED DECEMBER 31, 2021

	Program Services			TOTAL PROGRAM SERVICES	Support Services		2021 Total
	Housing and Financial Counseling	Property Development/ Management	Commercial Property Management		Management and General	Fund Raising	
Accounting and Auditing	\$ 3,954	\$ 2,136	\$ 237	\$ 6,327	\$ 1,582	\$ —	\$ 7,909
Depreciation	11,606	4,642	2,321	18,569	2,785	1,857	23,211
Development Expenses	2,320	4,826	278	7,424	1,206	650	9,280
Dues and Subscriptions	130	30	6	166	34	—	200
Employee Benefits	47,855	28,713	2,871	79,439	14,356	1,914	95,709
Fund Raising	—	—	—	—	—	1,097	1,097
Insurance	5,729	3,094	344	9,167	1,490	802	11,459
Interest	16,761	9,051	1,006	26,818	4,358	2,347	33,523
Marketing and Advertising	12,288	6,636	737	19,661	4,915	—	24,576
Meetings	3,564	1,924	214	5,702	1,426	—	7,128
Miscellaneous	9,684	5,230	581	15,495	2,518	1,356	19,369
Office	5,891	3,181	353	9,425	1,531	825	11,781
Outside Consultants	786	524	—	1,310	1,311	—	2,621
Payroll Taxes	33,512	18,097	2,011	53,620	8,713	4,692	67,025
Postage and Delivery	729	393	44	1,166	189	102	1,457
Real Estate Taxes	18,274	—	—	18,274	—	—	18,274
Rent	73,193	1,858	206	75,257	895	482	76,634
Repairs and Maintenance	393	212	24	629	102	55	786
Safety First Program	—	378,464	—	378,464	—	—	378,464
Salaries	363,018	196,029	21,781	580,828	94,385	50,822	726,035
Technology	13,546	7,315	812	21,673	3,522	1,896	27,091
Telephone	5,682	3,068	342	9,092	1,477	795	11,364
Utilities	—	—	—	—	2,989	—	2,989
TOTAL EXPENSES	\$ 628,915	\$ 675,423	\$ 34,168	1,338,506	\$ 149,784	\$ 69,692	\$ 1,557,982

THE NEIGHBOR PROJECT
STATEMENTS OF CASH FLOWS

	Year Ended December 31,	
	2022	2021
<u>CASH FLOW FROM OPERATING ACTIVITIES:</u>		
Increase (Decrease) in Net Assets	\$ 210,574	\$ (84,107)
Adjustments to Reconcile Change in Net Assets to Net Cash Provided By (Used In) Operating Activities:		
Depreciation	30,848	23,211
Amortization	137	—
Decrease (Increase) in Operating Assets:		
Unconditional Promises to Give	10,000	(10,000)
Grants Receivable	5,263	23,756
Prepaid Expenses	(6,820)	261
Increase (Decrease) in Operating Liabilities:		
Accounts Payable - Trade	18,597	998
Security Deposits Payable	(1,050)	2,300
Accrued Expenses	2,338	1,048
Accrued Interest Payable	(102)	(96)
Accrued Real Estate Tax Expense	32,152	2,951
<u>NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES</u>	301,937	(39,678)
<u>CASH FLOWS FROM INVESTING ACTIVITIES:</u>		
Payments for Buildings and Improvements	(857,000)	(269,800)
<u>NET CASH USED IN INVESTING ACTIVITIES</u>	(857,000)	(269,800)
<u>CASH FLOWS FROM FINANCING ACTIVITIES:</u>		
Financing Costs Paid	(24,593)	—
Net Increases in Notes and Mortgages Payable	613,366	211,756
<u>NET CASH PROVIDED BY FINANCING ACTIVITIES</u>	588,773	211,756
<u>NET INCREASE (DECREASE) IN CASH</u>	33,710	(97,722)
<u>CASH AT BEGINNING OF YEAR</u>	416,487	514,209
<u>CASH AT END OF YEAR</u>	\$ 450,197	\$ 416,487
Supplemental Disclosure of Cash Flow Information—		
Cash Paid for Interest	\$ 27,683	\$ 33,523