

" Green is the New Black" A Construction & GreenJobs Training/Hiring Program

RFP for Coronavirus State and Local Fiscal Recovery Funds

United Community Development of North Carolina

Ms. Dee Williams
85 Choctaw St., Lower Level
Asheville, NC 28801

derotheawilliams@att.net
O: 828-275-6217
M: 828-275-6217

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Application Form

Question Group

Buncombe County requests proposals for projects to help the community recover from and respond to COVID-19 and its negative economic impacts.

Buncombe County has been awarded \$50,733,290 in Coronavirus State and Local Fiscal Recovery Funds (Recovery Funding), as part of the American Rescue Plan Act. To date, Buncombe County has awarded projects totaling \$23,093,499, leaving a balance of \$27,639,791 available to award.

Visit <http://www.buncombecounty.org/recoveryfunding><http://www.buncombecounty.org/recoveryfunding><http://www.buncombecounty.org/recoveryfunding><http://www.buncombecounty.org/recoveryfunding><http://www.buncombecounty.org/recoveryfunding> for details.

This infusion of federal resources is intended to help turn the tide on the pandemic, address its economic fallout, and lay the foundation for a strong and equitable recovery.

Buncombe County is committed to investing these funds in projects that:

- Align to county strategic plan and community priorities
- Support equitable outcomes for most impacted populations
- Leverage and align with other governmental funding sources
- Make best use of this one-time infusion of resources
- Have a lasting impact

Proposals shall be submitted in accordance with the terms and conditions of this RFP and any addenda issued hereto.

[Click here for the full terms and conditions of the RFP](#)

Organization Type*

Nonprofit

Nonprofit documentation

If nonprofit, attach IRS Determination Letter or other proof of nonprofit status.

UCD 501 c3 Letter - 2018.pdf

Name of Project.*

"Green is the New Black" A Construction & GreenJobs Training/Hiring Program

New/Updated Proposal*

Is this a new project proposal or an updated version of a proposal submitted during the earlier (July 2021) Recovery Funding RFP?

New project proposal

Amount of Funds Requested*

\$200,000.00

Category*

Please select one:

- Affordable Housing
- Aging/Older Adults
- Business Support/Economic Development
- Environmental/Climate
- Homelessness
- K-12 Education
- Infrastructure and/or Broadband
- Mental Health/Substance Use
- NC Pre-K Expansion
- Workforce

Workforce

Brief Project Description*

Provide a short summary of your proposed project.

The program will continue and expand job training and employment in home repairs and weatherization to employment to low income people, particularly African-Americans.. It will include green infrastructure jobs, upscale the operations and impact of the organization. United Community Development and will expand its current fee for services subcontracts/ and grants in health/home safety repairs and weatherization to include green infrastructure maintenance and construction.

The proposed funds are to expand job training into green infrastructure to build/maintain green ways, plant street tree islands, install permeable pavers, green roofs and other services which reduce storm water runoff which has been exacerbated by climate change. The funds would allow UCD to competitively bid government contracts on green infrastructure bids. The profits would be used to train and employ other poor people. This would enable UCD to scale up its operations and to sustain its charitable work.

Project Plan*

Explain how the project will be structured and implemented, including timeframe.

The project will allow United Community Development of North Carolina (UCD) to expand its existing home/health&safety repair programs and job training for these programs. UCD currently provides simple, but essential life/health/safety repairs to 25 to 30 low income homes/year, particularly those of African-Americans who live in "legacy" neighborhoods in Asheville City and Arden. We provide weatherization as a subcontractor only up to a contract limit of \$20,000. As a Black-led organization which is located in the legacy neighborhood of Southside, we have been limited since most funding for essential repairs and weatherization has been provided to mostly white-led mainstream organizations. Most low income people, especially African-American homeowners are reluctant to trust these entities because of the legacy of Urban Renewal.

We will continue our fee for services contracts with Energy Savers Network for weatherization and with WNC Bridge Foundation for home repairs. UCD has a current waiting list of 39 homes for life health & safety repairs, alone.

We will initiate "Train the Trainer" certification training in Green Infrastructure in August 2022 using the "Roots of Success" curriculum. UCD will send its Construction Estimator/Project Manager for a refresher Estimating class at N.C. State in August 2022, and also renewal of her certification as a LEED Green Associate with the U.S. Green Building Council. The Carpentry/Weatherization Instructor will also take a recertification class in instruction certification from the Building Performance Institute to on in September 2022.

Beginning in August, Our Project Manager/Estimator will begin bidding on green infrastructure contracts for UCD and its Trainees from local, state, and the federal governments, respectively..

During September - November 2022, and for 8 weeks thereafter, the first five (5) trainees will be recruited and trained. There will be two (2) trainees recruited in carpentry/weatherization and three (3) in green infrastructure. We already have two trained tech's in carpentry/weatherization. These green infrastructure classes will require 10 modules of 5 hours each, and will offer each trainee a certification in Green Infrastructure by December 2022. The strategy will be to use "race-conscious" procurement/contracting programs with governments which have been legally formed by disparity studies which have goals for MBE participation.

The Trainees will be deployed in on the job training sites in the field on UCD green infrastructure, weatherization, and home repair crews on commercial industrial contracts on which we have executed contracts in November 2022..

Unlike past job training programs which train many people who have had little school and job success, UCD will provide orientation, placement, and a career path for all our Trainees using the evidenced based curriculum of the "Roots of Success." We will hire them on our crews!

Statement of Need*

Describe the need that this project will address. Include data to demonstrate the need, and cite the source of the data.

In Buncombe County, the entire economic picture for minority families compares poorly with that of whites. The Census Bureau's 2011-15 five-year estimates showed that black households represented 44% of those making under \$20,000 per year and only 19% of those making over \$50,000 per year. White

households, on the other hand, are almost precisely the opposite: 19% of those making under \$20,000 per year and 47% of those making over \$50,000 per year are white.

Monthly earnings reflect those grim facts. Unadjusted for inflation, average monthly earnings for Buncombe County's black residents were \$2,324 and \$3,459 for whites—a 48% differential.

A social enterprise such as the ones in construction and green infrastructure which UCD specializes in will represent a "quantum leap" in the revenues which many Black-led non-profits and for-profit entities derive from revenue sources. Black owned businesses yield about \$40,000 in gross income compared to an average yearly gross income of \$400,000 for white owned businesses. Generally, with such low revenues these "cut and dried" Black owned businesses/non-profits are and operate as "mom and pop" establishments which can offer few viable employment opportunities or living wage jobs to others in the community..UCD can change the entire template for these entities with focusing on high growth, high paying green jobs.

The key to sustainability for UCD and other Black-led non-profits is "fee for services" contracts. We already have two in which we provide Weatherization and small home repairs. We will expand to the lucrative and high growth field of green infrastructure and erosion control to use the in-house skills of professional construction management/estimating by our Project Manager and Management of our Crews by our Carpentry/Weatherization and Green Infrastructure Superintendents, respectively, to secure contracts and to garner revenue. The profits from them will be used to sustain our mission and work.

[Link to COVID-19*](#)

Identify a health or economic harm resulting from or exacerbated by the public health emergency, describe the nature and extent of that harm, and explain how the use of this funding would address such harm.

"The Social Determinants of Health", according to the Jvion CORE is a secure and scalable prescriptive clinical-AI intelligence repository that aggregates structured and unstructured data. The CORE augments customer information with clinical, socioeconomic and experiential data from 30 million individuals and applies sophisticated algorithms to find correlations and inferences by identifying individuals who are on a path to preventable harm and presents personalized recommendations to change their risk factors to improve outcomes, quality and the cost of care. According to the Centers for Disease Control, 80% of any health outcome is determined by the Social Determinants of Health (SDoH). The factors like economics, housing, education, transportation, criminal justice, etc are the SDoH are all non-clinical, external stressors. Socially vulnerable populations are especially at-risk due to factors such as socio-economic status, household/housing status, minority status, educational achievement, etc.

Reducing social vulnerability can decrease both human suffering and unnecessary healthcare costs.

These funds would help a cognizant and capable Black-led non-profit to effectuate job training and hiring programs where predominantly Black people could benefit - few programs in Asheville/Buncombe County have sufficiently addressed the economic needs of African-Americans in Asheville/Buncombe County because most programs are operated by organizations which have no competence or track record in Black economic development nor do they have the keen business acumen to make themselves sustainable with resources other than grants and donations.

UCD has used the lessons of the pandemic, along with the survival skills wrought from the economic exclusion of the Black community to develop our business plan into a "fee for services" model using the keen construction business and professional skills of our Project Manager and Instructor/Superintendent, respectively.

Population Served*

Define the population to be served by this project, including volume and demographic characteristics of those served.

The targeted population to be served is low income people particularly African-Americans in Asheville and Buncombe County. According to the 2020 Census update, Blacks comprised 6.3% of the population of Buncombe County. According to the 2021 Census, the Black population of the City of Asheville, where most Blacks are concentrated in Buncombe County, constitute 11.1% of the population. According to the Census Bureau's 2011-15 five year estimates, Black households represented 44% of those making under \$20,000 per year and only 19% of those making over \$50,000 per year. White households are almost precisely the opposite with 19% making under \$20,000 and 47% of those making over \$50,000 per year are white. Monthly earnings for Blacks in Buncombe County unadjusted for inflation for Buncombe County's Blacks were \$2,324 and \$3,459 for whites - a 48% differential. In Buncombe County, Blacks 16 or older make up 5.6% of the population, yet, made up 28% of the jail population in Buncombe County according to 2015 jail data.

African-Americans constitute 6.3% of the population Buncombe County, according to American Community Survey Estimates over a 5 year period from 2011-2014 for a total of 15,902 individuals.

These would be the targeted groups which we would serve. They are Black residents of Buncombe County who are the poorest and most economically excluded group in the County. United Community Development of North Carolina (UCD), would, for the first time, in tangible, direct ways, bring economic opportunities with jobs that have a future in the green economy.

Results*

Describe the proposed impact of the project. List at least 3 performance measures that will be tracked and reported. If possible, include baselines and goals for each performance measure.

Performance metrics include: (1) the number of Trainees who garner certifications (all portable) - Green Infrastructure certifications, OSHA, number of class modules completed, etc. (2) The number of Trainees trained by United Community Development of North Carolina on its crews - a minimum of five (5). (3) the dollar volume of contracts and "fee for services" contracts which are won and executed by United Community Development of North Carolina. (4) The number of hired participants - new - at least three (3) the number of months employed by the organization 12 months after completing training.

Another metric would be to pay these trainees and all members of our Crew(s) a living wage of \$17.00/hr after training.

Another subsidiary goal is to change the algorithms and the culture under which non-profit organizations operate. It is clear that donations cannot be relied upon to successfully grow a successful non-profit which caters to the need of the poorest and most economically excluded people in our community, while concurrently achieving tangible results which bring change. Much of the existing systems are operating with the concept that mere tokens, like "gift cards" are incentives to participation by poor people. UCD aims to disrupt the practices of "hoping some outside entity will hire them, after training," since previous job training programs, particularly those which targeted African-Americans were shut down, due to a lack of results. The actual cause of the ineffective performance of these programs was the lack of business acumen and professional construction management and bidding skills. Reliance cannot be placed on "the hope" that an entity without the professional, and social/cultural competence will hire and retain people who have been

historically excluded. The Trainees must not only be taught construction skills, but they also must be inculcated with the values and norms of society and business (soft skills.) skills. ..

Evaluation*

Describe the data collection, analysis, and quality assurance measures you will use to assure ongoing, effective tracking of contract requirements and outcomes.

A database will be created which tracks each Trainee - hours attended, certifications, hours worked- both stipends for training hours/wags after hiring by United Community Development of North Carolina (UCD) and the length of each Trainee/Employee's tenure with the organization..

United Community Development of North Carolina (UCD) will also keep a database of all projects it bids on, and copies with the dollar amount of al executed contracts. The reports will be generated monthly for Trainees/Employees, based on time sheet data. The bids/contracts data will also be reported monthly.

UCD will interface with County auditors at least quarterly so that they may gather this data for internal reporting and for reporting to the federal government.

Internally, as far as quality assurance, the Project Manager will also monitor each Trainees portfolio .Each portfolio will have an Individualized Training and Developmental Plan. Each Crew Leader/Instructor - one in Carpentry/Weatherization and the other in Green Infrastructure will log Trainees' folder daily, along with the attendance/work time sheet logs of the Instructors which should match their interface with Trainees.. Each week the Project Manager will meet with both,review each Trainee's file folder, and the time sheets/logs of the respective instructors. The progress or the lack,, thereof, will be logged in each Trainees folder, along with copies of Modules covered, skill sets achieved, and certifications..

Once the classroom instruction/certifications have been attained, and the Trainees are hired by UCD on its crews, the Project Manager will meet each Crew Leader/Instructor in the field at least three(3) times per week to gather input from the customer(s) and the Crew Leaders about performance of our crews on the job, addressing each crew member's progress, work/contract issues, critical paths, margins and overall performance of executed contracts, as well as a review of on site logs.

Equity Impact*

How will this effort help build toward a just, equitable, and sustainable COVID-19 recovery? How are the root causes and/or disproportionate impacts of inequities addressed?

This effort will generate direly needed economic development and higher and wage/living wage jobs which are targeted to the African-American community for the first time in the history of Asheville and Buncombe County. The methodology which United Community Development of North Carolina (UCD) will use is fees for services and competitively bid contracts which will enhance the sustainability of this program and this Black-led nonprofit beyond this COVID 19 funding, It is a model of social enterprise which will become a template for any non-profit which seeks to become sustainable into the future.

According to the Brookings Institution, in the article, " The Way Back: Assessing Economic RecoveryAmong Black Americans During COVID 19", Black Ameicans who are from economically disadvantaged communities have been particularly hard hit by the pandemic's public health and economic consequences because the Black community lacked sufficient income and wealth to buffer both the job loss crisis and the economic crisis which has resulted from COVID 19."

In Asheville and Buncombe County, many of these communities live in dense environments in both working and living which put them at risk to greater exposure from COVID 19. Many worked in " front line" essential occupations and are essentially disconnected from the nation's private and public healthcare systems.

The root causes stem directly from the lack of economic opportunity and the opportunity to train for and to be employed in living wage jobs with " portals of opportunity" for economic advancement, rather than " front line, low wage, essential jobs."

Project Partners*

Identify any subcontractors you intend to use for the proposed scope of work. For each subcontractor listed, indicate:

- 1.) What products and/or services are to be supplied by that subcontractor and;
- 2.) What percentage of the overall scope of work that subcontractor will perform.

Also, list non-funded key partners critical to project.

Eagles' Wings Community Development Corporation will provide UCD and trainees on the job experience building affordable housing on former Urban Renewal lots. Our firm will be hired to perform carpentry under the auspices of the Construction Manager for the Project and UCD will get paid a fee for services..Eagles' Wings Community Development Corporation is an economic development coalition of more than 70 predominantly African-American churches. They will provide UCD with Trainee references and good will throughout the Black community.

Another partner is WNC Bridge Foundation which will provide a capacity-building grant so that we may hire a website designer to market our training/hiring program and our social enterprise model for sustainability.

Dogwood Health Trust will also provide funding for operations and provide UCD with Leverage funds to hire a grant writer to access a \$1,000,000 in a YouthBuild Grant from the U.S. Department of Labor.

The City of Asheville's Office of Purchase and Contracting will provide us a chance to competitively bid on " race-conscious" contracts, particularly in Green Infrastructure for green ways. . These race-conscious contracts will be substantiated with an updated Disparity Study.

Several other partners include: The Social Determinants of Health of African-Americans in Asheville-The Real Asheville Black Data Initiative, Asheville-Black Lives Matter, Inc., and The Historic Worldwide Missionary Tabernacle Church Capital Fund.

Capacity*

Describe the background, experience, and capabilities of your organization or department as it relates to capacity for delivering the proposed project and managing federal funds.

United Community Development of North Carolina has operated its " fee for services" home repair and Weatherization Program for over two years, despite being in existence for only four years. As a Black-led non-profit, this is unheard of in Western North Carolina. We learned from the efforts of several other failed

non-profits which attempted to job train low income and African American youth in " what not to do." in order to succeed.

UCD built its model on providing commercially useful services, coupled with installing Managers who were not only highly competent non-profit Executives and Operators but also highly skilled Construction Instructors and adept communicators, managers, and estimators to lead these Crews and to get jobs for them in carpentry/home repair, Weatherization, and Green Infrastructure.

Thomas " Brad" Wynn is our Carpentry/Weatherization Instructor. He has over 30 years of education and experience in the construction trades. He is a Building Performance Institute (BPI) certified Instructor and a former instructor with the former Green Opportunities. He is an ordained minister who cares deeply about young people and they know that he does. He is an excellent Black male role model for entrepreneurship and te skilled trades.

Dee Williams is the among the most skilled economic development professionals in Western North Carolina. She has earned degrees in Accounting, Business Administration, and Political Economics, respectively. She holds certifications as a LEED -GA, in Advanced Manufacturing, Logistics, and she is licensed as a Real Estate Broker in North Carolina. She is also a trained Construction Estimator and received training from the N.C. DOT. She has experience developed by owning an award winning heavy highway construction company for over 10 years, and she is also a trained cement mason. She also bid the selective demolition of he Grove Arcade and managed funds payroll which which were city/federally funded. .

Budget*

Provide a detailed project budget including all proposed project revenues and expenditures, including explanations and methodology. For all revenue sources, list the funder and denote whether funds are confirmed or pending. For project expenses, denote all capital vs. operating costs, and reflect which specific expenses are proposed to be funded with one-time Buncombe County Recovery Funds.

Download a copy of the budget form [HERE](#). Complete the form, and upload it using the button below.

ARPA - UCD Recovery-Funds-budget proposal.xlsx

Special Considerations*

Provide any other information that might assist the County in its selection.

UCD logo 2018.jpg

United Community Development of North Carolina will change the template for successful nonprofits in Western North Carolina by establishing a construction social enterprise which will provide revenues which it will use to further its mission and charitable work.

UCD is not led by persons who are just " nonprofit" bureaucrats. Our Executives are not only skilled Administrators, but capable fundraisers, entrepreneurs and trained construction professionals.

The best part of all, is that a Black woman leads the organization with this " battery" of varied skills. Our model is unmatched by any other non-profit in Buncombe County.

We are ready for this opportunity to serve and to help to bring lasting change to our community! .

File Attachment Summary

Applicant File Uploads

- UCD 501 c3 Letter - 2018.pdf
- ARPA - UCD Recovery-Funds-budget proposal.xlsx
- UCD logo 2018.jpg

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **MAR 15 2018**

UNITED COMMUNITY DEVELOPMENT OF
NORTH CAROLINA
C/O DEE WILLIAMS
42 WATER ST
ASHEVILLE, NC 28801

Employer Identification Number:
47-2355318
DLN:
17053002342028
Contact Person:
JACOB A MCDONALD ID# 31649
Contact Telephone Number:
(877) 829-5500

Accounting Period Ending:
December 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
May 15, 2017
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

Based on the information you submitted in your application, we approved your request for reinstatement under Revenue Procedure 2014-11. Your effective date of exemption, as listed at the top of this letter, is retroactive to your date of revocation.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt

UNITED COMMUNITY DEVELOPMENT OF

organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,

Stephen A. Martin

Director, Exempt Organizations
Rulings and Agreements

Coronavirus State and Local Fiscal Recovery Funds Proposed Project Budget

Organization Name:	United Community Development of North Carolina
Project Name:	" Green is the New Black" - A Construction & Green Infrastructure Jobs Training/Hiring Program
Amount Requested:	200,000

Proposed Project Revenue Funder	Amount	Confirmed or Pending?	Notes
Proposed Buncombe COVID Recovery Funds	\$238,000	pending	
City of Asheville - ARPA Funds	\$140,000	pending	
Dogwood Health Trust	\$115,000	pending	
WNC Bridge Foundation (formerly Care Partners)- Home repairs - elderly -grant	\$46,000	Received -confirmed.	
Fees for Services -(subcontract) Weatherization - Energy Savers Network	\$20,000	executed - performing	
Public Donations	\$16,157	pending	
Green Infrastructure - Social Enterprise - contracts	\$30,000	pending	
WNC Bridge Foundation - Impact Grant for Tech/Book Keeping/Capacity Bldg.	\$ 55,000.00	pending	
Bank of America- Foundation	\$ 55,000.00	pending	
Wells Fargo Foundation	\$ 50,000.00	pending	
List other sources here			
List other sources here			
List other sources here			
List other sources here			
List other sources here			
Total	\$ 765,157.00		

Proposed Project Expenses	Proposed Recovery Funds	Other Funds	Total	Capital or Operating Expense?	Notes
1 Crew Leader/Instructor - Weatherx and Carpentry	\$ 13,000.00	\$ 28,568.00	\$ 41,568.00	Operating	
1 Crew Leader/Instructor - Green Infrastructure	\$ 13,000.00	\$ 28,568.00	\$ 41,568.00	Operating	
2 Carpenters/Weatherx Tech	\$ 13,000.00	\$ 57,666.00	\$ 70,666.00	Operating	\$17/hr.x40hrs.x4.33wksx12 mos
5 Green Infrastructure -Trainee Stipends	\$ 13,000.00	\$ 3,000.00	\$ 16,000.00	Operating	\$10/hr.x40hrs.x8wks.x5 Trainees
3 Green Infrastructure Tech's.	\$ 29,900.00	\$ 76,099.00	\$ 105,999.00	Operating	\$17/hr.x40hrs.x4.33wksx12 mos
P/R Burden without Stipends	\$ 13,000.00	\$ 44,156.00	\$ 57,156.00	Operating	
Proj. Manager's Fee	\$10,000	\$ 30,000.00	\$ 40,000.00	Operating	
Executive Assist.	\$ 4,000.00	\$ 31,000.00	\$ 35,000.00	Operating	
Book Keeping/Payroll Exp.	\$20,000	\$ 5,000.00	\$ 25,000.00	Operating	
Occupancy	\$ 3,000.00	\$ 7,000.00	\$ 10,000.00	Operating	
9,000	\$ 2,000.00	\$ 7,600.00	\$ 9,600.00	Operating	
Mem/Subscriptions	\$ 600.00	\$ 2,400.00	\$ 3,000.00	Operating	
Tools/Equipment	\$ 3,000.00	\$ 5,000.00	\$ 8,000.00	Capital	
Repair & Maint.	\$ 2,000.00	\$ 8,000.00	\$ 10,000.00	Operating	
Gas/Transportation	\$ 4,000.00	\$ 8,000.00	\$ 12,000.00	Operating	
Insurance	\$ 7,000.00	\$ 5,600.00	\$ 12,600.00	Operating	
Training/Certifications - Staff &Trainees	\$ 2,500.00	\$ 7,500.00	\$ 10,000.00	Operating	
Materials& Supplies - Training & Work	\$ 8,000.00	\$ 10,000.00	\$ 18,000.00	Operating	
Pick Up Truck-	\$ 30,000.00		\$ 30,000.00	Capital	Used dually pick up truck - 7 yr. useful life- transp. Crew/tools
Dump Trailer-Used	\$ 9,000.00		\$ 9,000.00	Capital	Used dump trailer - transport dirt, mulch, - 7 yr. - useful life
List expenses here			\$ -		
List expenses here			\$ -		
List expenses here			\$ -		
List expenses here			\$ -		
List expenses here	\$ 200,000.00		\$ 200,000.00		
Total			\$ 765,157.00		



VISIT www.UCDNC.org