Program Overview

City of Winston-Salem
ARPA Transformational Non-Profits Application

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. Click here to view the scoring matrix. Scored applications will be reviewed by the City’s Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.
Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (https://www.cityofws.org/2809/Performance-Measures-Video) for general information on performance measures.

Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City’s YouTube page. The link for that meeting will be posted the morning of the meeting to the website: www.cityofws.org/clfrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.
A. Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name
Flywheel Foundation

A.2. Mailing Address
500 W 5th Street, Suite 800 Winston-Salem, NC 27101

A.3. Organization Website
www.flywheelcoworking.com

A.4. Year 501 (c)(3) Status Obtained
2,015

A.5. Organization/Agency Fiscal Year
2,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?
Yes

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name
Jill

A10. Last Name
Atherton

A11. Title
Executive Director

A12. E-mail
jill@flywheelcoworking.com

A13. Phone Number
(336) 287-2554

BOARD CHAIR

A14. First Name
Fletcher

A15. Last Name
Steele

A16. E-Mail
wfsteele@pinehallbrick.com

A17. Phone Number
(336) 817-7768

A18. Term Expiration Date
12/31/2022
Please provide the following information.

PROJECT INFORMATION
B.1. Project/Program Title
Retail Lab Winston

B.2. Project Location/Address
500 W. 5th Street, Suite 800 Winston-Salem, NC 27101

PROJECT CONTACT/MANAGER
B3. First Name
Jill

B4. Last Name
Atherton

B5. Title
Executive Director

B6. E-Mail
jill@flywheelcoworking.com

B7. Phone Number
(336) 287-2554
C. General Project Narrative

Please provide the following information.

C.1. Provide description of project and how funds will be used

We are requesting $75,000 to fund the launch of Retail Lab and Spark Grant programs in Winston-Salem.

We launched the successful Spark Grants program in Cabarrus County in spring 2021, funded by a Truist Bank sponsorship. Over 21 companies applied and will continue to benefit from the Cabarrus Center resources, coaching and curriculum. The Flywheel Foundation awarded $25,000 in grants to 5 companies. 14 of the 21 companies went through our Lean Startup Practices course on www.flywheel.courses, our Learning Management System, and developed their business ideas. In the course, entrepreneurs create a Lean Business Model Canvas, financial projections for their first 3 years of operations, and a compelling pitch. Participants can then pitch to a group of judges, which in Cabarrus County is comprised of the Entrepreneurial Council.

The applicants and participants in our initial Spark and Retail Lab programs were predominantly BIPOC and female entrepreneurs. The Retail Lab recently launched at the Cabarrus Center. We have partnered with the Rowan/Cabarrus Community College Small Business Center to develop curriculum for a 6-week boot camp, and participants will have an opportunity to receive grant funding for operations and reduced rent for retail pop-up space. The Retail Lab program consists of an application-based, 6 week immersive boot camp, followed by an opportunity for new retailers to test their concept in a pop up retail space for 6 months. The Retail Lab Boot Camp is offered in person and virtually through the Flywheel learning management system (LMS). In-person participation is preferred, supplemented with the online LMS component for assignments and additional materials. Curriculum topics include: Business Basics, Strategy, Branding and Marketing, E-commerce, Point-of-Sale and Inventory, and Real Estate/Licensing. Grants will be provided to multiple small retail focused businesses - for a total of $25,000 per year.

Flywheel Foundation would like to replicate these programs in Winston-Salem. We are working with the Downtown Winston-Salem Partnership and the Forsyth Tech Small Business Center to bring diverse entrepreneurs to future programming. We anticipate offering these courses twice a year, and that 15 entrepreneurs will enroll in each class, totaling 60 entrepreneurs per year. We will award grants to the top 20 companies in each class, based on voting by a selection committee. That means that 20 entrepreneurs each year will have seed capital to start new businesses.

Half of the funding for this program will be matched by corporate sponsors.

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

Applicants will apply online through the Flywheel Foundation portal. All businesses that apply will receive direct assistance and referral to community organizations supporting small businesses. As an active member of the Forsyth County Entrepreneurial Ecosystem, we have significant resources to assist entrepreneurs, from idea to launch.
C.3 Total estimated number of unique participants to be served annually
60

C.4. Will program beneficiaries be only residents of Winston-Salem?
Yes

TOTAL FUNDING REQUEST
C.5. Total Operating Funding Request
$75,000.00

C.6. Total Capital Funding Request
$0.00

SPENDING TIMEFRAME
C.7 Capital Spending Timeframe
Na

C.8 Operating Spending Timeframe
Fall of 2022 through Spring 2025
D. Project Budget Categories

Please provide the following information.

Use templates below to input the total Project Budget (only requested expenses and estimated revenues related to the program or project for which you are requesting funding) by clicking Add Column. Please include all funding from the City and other sources.

<table>
<thead>
<tr>
<th>Operating Costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants for Businesses</td>
<td>$150,000.00</td>
</tr>
<tr>
<td>Program Manager</td>
<td>$60,000.00</td>
</tr>
<tr>
<td>Marketing Expenses</td>
<td>$7,500.00</td>
</tr>
<tr>
<td>Instructor Fees</td>
<td>$7,500.00</td>
</tr>
<tr>
<td>Pop-Up Space</td>
<td>$25,000.00</td>
</tr>
<tr>
<td></td>
<td>$250,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital Costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>$0.00</td>
</tr>
</tbody>
</table>

PROJECT/PROGRAM REVENUE CATEGORIES
Please fill out the revenue estimate table. Note: operating revenues and expenses must be balanced (be equal).

<table>
<thead>
<tr>
<th>Operating</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Grants</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>Corporate Sponsorships</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>Foundation Grants</td>
<td>$100,000.00</td>
</tr>
<tr>
<td></td>
<td>$250,000.00</td>
</tr>
</tbody>
</table>

Please list below all known/expected individual grants and contributions totaling 10% or more of the project's budget.
Note: capital revenues and expenditures must be balanced (be equal)

<table>
<thead>
<tr>
<th>Capital</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td>$0.00</td>
</tr>
</tbody>
</table>
E. Demographic and Geographic Distribution

Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?
Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? Click here to view the QCT mapping tool
40.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

☐ 25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income
☐ The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.
F. Alignment to Strategic Plan

Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. Click here to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

Tier 1:
- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

Tier 2:
- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

Tier 3:
- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

F.1. Please select the primary priority from the list above addressed by your project/program. 
Tier 1

F.2. Please select the secondary priority from the list above addressed by your project/program. 
Tier 1

F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you
This project focuses on job creation and workforce development by helping diverse individuals create and launch viable businesses in Winston-Salem. We will offer ongoing support through the Flywheel Foundation and the Entrepreneurial Ecosystem. The Flywheel Foundation promotes a healthy and diverse entrepreneurship ecosystem through events, accessible courses and investment. We accelerate home-grown economic development with diverse pathways for inception-stage and growth-stage startups by partnering with an expanding network of non-profits, economic development organizations, corporations and investors. We are committed to working with organizations who put entrepreneurs first, knowing that a resilient and inclusive economy benefits all. In just seven years of operation we have supported hundreds of founders as they work towards identifying problems in the market and creating unique, valuable solutions. Our network of mentors works hard to share their own experiences starting companies while helping founders become better at what they do -- changing the world around them.
G. Collaboration

Please provide the following information.

Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.

G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?
3+

G.2. Please provide the names of the organizations and the roles they will serve in the project/program?
We recognize that a healthy startup ecosystem has multiple program partners who serve specific groups and provide mentorship and capital access. We collaborate to eliminate gaps, reduce risk and optimize chances for success with a continuum of developmental resources and funding from inception to growth stage.

We are a leading partner in the Forsyth County Entrepreneurial Ecosystem and founding member of the Triad Entrepreneurial Consortium.

Our collaborative partners include:
Downtown Winston-Salem Partnership
Forsyth Tech Small Business Center
H. Administration/Reporting

Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City’s framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization’s/project’s development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City’s evaluation of organization and project risk.

H.1. Please clearly define the workload and outcome measures that are associated with your project/program

| Workload                                                                 | The Flywheel Foundation is a 501c3 charitable non-profit that promotes healthy entrepreneurship ecosystems through events, accessible courses, and investment. We accelerate home-grown economic development with diverse pathways for inception-stage, early-stage and growth-stage startups by partnering with an expanding network of non-profits, economic development organizations, corporations, and investors. We are committed to working with organizations who put entrepreneurs first, knowing that a resilient and inclusive economy benefits all.
|                                                                         |
| Effectiveness/Outcome                                                   | We will gauge project metrics in the short term by: 1) number of participants taking each course, 2) number of participants completing each course, 3) number of participants who pitch for grant funds, 4) amount of grant funding disbursed, 5) number of new businesses created, 6) number of minority applicants, 7) percentage of participants from low-income census tracts, 8) percentage of women participants.

H.2. Does the project/program use evidence-based interventions?
Yes

Please provide a link to (or attach a copy of) the evaluation of the program model
https://cabarruscenter.com/retail-lab/
H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the Risk Matrix.
I. Capacity

Please provide the following information.

An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.
Mission: To support entrepreneurship through research, ecosystem development, education and investment.
Vision: We envision a world where entrepreneurship is accessible to anyone and the resources needed are readily available.

I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.
Flywheel Foundation has staff and a volunteer board that lead programming.

We are requesting funding to replicate the Spark Grants and Retail Lab programs we have developed in Cabarrus County. We will partner with Forsyth Tech Small Business Center to create Forsyth County specific curriculum for the Retail Lab.

The Spark Grants program will be offered twice per year to up to 15 entrepreneurs in each class. The participants will take our Lean Startup Practices course that we offer on www.flywheel.courses, our learning management system. This course has already been completed by 74 entrepreneurs. During the course, Spark Grants participants will learn the lean startup methodology, foundational entrepreneurship principles. They will create a Lean Business Canvas, financial projections for their first 3 years, and a pitch presentation. At the end of the program, they will pitch to a panel of judges from the Entrepreneurial Ecosystem for a chance to receive a $5,000 grant. 5 participants will be awarded grants, for a total of $25,000 per course. Flywheel Foundation and other Entrepreneurial Ecosystem partners will continue to work with all participants, regardless of whether or not they receive a grant.

The Retail Lab Boot Camp follows a similar model as the Spark Grants program, but will feature retail-specific curriculum designed in partnership with Forsyth Tech Small Business Center. The Retail Lab will also be offered twice per year. $25,000 in grant funding will be awarded each course.

I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome
We are experienced offering courses and grant programs. Our plan to successfully execute the grant programs are as
1) Create a new landing page and course module on www.flywheel.courses. We use program-specific course modules so we can deliver unique content as needed.
2) Work together with Forsyth Tech Small Business Center to develop Winston-Salem specific content for the Retail Lab.
3) Select dates for the Spark Grants and Retail Lab programs.
4) Send a press release to all local marketing channels.
5) Accept applications from potential participants.
6) Select cohort.
7) Begin 6-week course.
8) Host pitch event either virtually or in person, depending on the pandemic.
9) Award grants to pitch winners.
10) Market the winners and the dates for the next round of Spark Grants and Retail Lab.

Barriers include making sure that we reach as many divers entrepreneurs and potential entrepreneurs as possible from across Winston-Salem.

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.

We have developed a series of evaluations and surveys that are required for program participants that collect information related to their business, including number of hires, investments received, revenue generated as well as issues and challenges faced.
J. Impact/Community Need

Please provide the following information.

Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be.

J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.

The Flywheel Foundation has seen a significant increase in demand for its services and programs since the beginning of the pandemic. We are looking for a way to impact those interested in starting and growing a business. According to data from the North Carolina Secretary of State’s business registration division, more new business creation filings occurred in 2021 than in any other prior year on record: 178,300.

The total number of new businesses formed in 2021 far outpaced the prior record, set in 2020. That year, 127,000 new businesses were formed.

J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.

The following short term goals are identified and match with the increase in interest in starting businesses. We want to help Winston-Salem business owners launch and grow their businesses, with support and confidence.

Our specific goals are to:
1) Increase the number of participants taking business courses
2) Develop more minority owned businesses
3) Increase the pool of qualified participants who pitch for grant funds
4) Grow and nurture new businesses
5) Include more business owners from low-income census tracts
6) Generate additional women owned businesses

J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.

Long term (more than one year):
1) Increase the number of businesses in operation one year after program completion.
2) Track the number of new hires one year after completing a course.
3) Track the rate of increase in applicants from women and people of color.
4) Increase amount of corporate sponsorship to support the program.

J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.
The impacts will be measured by intake surveys and questionnaires as well as by a post program survey. Additionally, there will be surveys and feedback forms required throughout the program. Survey results will be compiled anonymously into a program performance document that will also be updated at the end of year 1, 2 and 3.
K. Funding Stability

Please provide the following information.

Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).

K.1. Have your organization's operating revenues covered operating expenses the last three years?
Yes

K.2. Approximately what percentage of your organization’s total budget is covered by competitive grants that you must re-apply for?
30.00 %

K.3. What percentage of your project/program’s budget is covered by City ARPA funds as part of this request?
30.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.
Flywheel Foundation is in the early stages of a comprehensive campaign aimed at fundraising to support Retail Lab Winston-Salem for the next three years. We have submitted several grant proposals, with more to come. Additionally, we are developing materials needed to solicit sponsorships from corporate donors. We have a strong track record of fund raising and feel confident in our ability to support this program for the next three years at a minimum.

K.5. Please attach commitment letters from other organizations showing financial support for the project/program.

☑ Commitment Letters
Letter of Support - DWSP.pdf
L. Representation

Please provide the following information.

Representation deals with how diverse an organization's leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels.

L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.

<table>
<thead>
<tr>
<th>Name</th>
<th>Race</th>
<th>Ethnicity</th>
<th>Gender Identification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fletcher Steele</td>
<td>White</td>
<td></td>
<td>Male</td>
</tr>
<tr>
<td>Bobbie Shrivastav</td>
<td>Asian</td>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Peter Marsh</td>
<td>White</td>
<td></td>
<td>Male</td>
</tr>
<tr>
<td>Stephen Edwards</td>
<td>White</td>
<td></td>
<td>Male</td>
</tr>
<tr>
<td>Trinity Manning</td>
<td>Black</td>
<td></td>
<td>Male</td>
</tr>
<tr>
<td>Page Castrodale</td>
<td>White</td>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Iris Fagundo Cole</td>
<td>White</td>
<td>Hispanic</td>
<td>Female</td>
</tr>
<tr>
<td>Rick Leander</td>
<td>White</td>
<td></td>
<td>Male</td>
</tr>
<tr>
<td>Larry Barron</td>
<td>Black</td>
<td></td>
<td>Male</td>
</tr>
<tr>
<td>Will Joyner</td>
<td>White</td>
<td></td>
<td>Male</td>
</tr>
<tr>
<td>Laura Lee</td>
<td>White</td>
<td></td>
<td>Female</td>
</tr>
<tr>
<td>Brad Bennett</td>
<td>White</td>
<td></td>
<td>Male</td>
</tr>
</tbody>
</table>
M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, Click Here

Documentation

- Code of Conduct/Conflict of Interest Policy *Required
  Conflict of Interest and Compensation Policy.DOCX

- Copy of the agency’s latest 990 Form as submitted to the Internal Revenue Service *Required
  2020 990.pdf

- Organization By-Laws *Required
  Flywheel Foundation Bylaws.pdf

- Articles of Incorporation *Required
  Flywheel Foundation - Articles of Incorporation as filed 4-13-15.pdf

- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required
  Civil Rights. Non-Discrimination Policy.docx
  Cost Principles (Allowable Cost) Policy.docx
  Document Retention and Destruction Policy.docx
  Procurement Policy.docx
  Property Management Policy.docx

Case Id: 15152
Name: Atherton, Jill - 2022
Address: *No Address Assigned
IRS 501(c)3 Designation Letter *Required

Most recent audited financial statements or a third-party review *Required
Audit Letter.pdf

North Carolina Secretary of State - Current and Active Status *Required
Certificate (1).pdf
Please provide the following information.

☑️ I certify that all information entered into this application is true.

Jill Atherton

*Electronically signed by jill@flywheelcoworking.com on 5/2/2022 11:45 AM*

05/02/2022