

A. Organization & Contact Information

Completed by adrian@wsmixxer.org on 11/20/2019 12:50 PM

Case Id: 10627

Name: Mixer - Community Development Coordinator -

Address: *No Address Assigned

A. Organization & Contact Information

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

A.1. Organization Name

Winston-Salem Mixer, Inc.

A.2. Project/Program

Community Development Coordinator

A.3. FY 2020-21 Funding Request Amount

\$36,000.00

A.4. Agency's Total Operating Budget

\$114,000.00

A.5. Mailing Address

1375 N. Martin Luther King Jr. Dr. Winston-Salem, NC
27101

A.6. Project/Program Location Address

1375 N. Martin Luther King Jr. Dr. Winston-Salem, NC
27101

A.7. Organization Website

www.wsmixxer.org

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

2014

A.9. Organization Fiscal Year

2019

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

J. Alan Shelton, Founding Executive Director

A.13. Email

alan@wsmixxer.org

A.14. Phone

(336) 250-0532

CONTACT

A.15. Name, Title

Adrian Smith, Program Director

A.16. Email

adrian@wsmixxer.org

A.17. Phone

(336) 692-4621

BOARD CHAIR

A.18. Name

Mark Shill

A.19. Term Expiration

01/01/2021

A.20. Email

mshill@thesolutions.com

A.21. Phone

(336) 577-8487

B. Project Overview

Completed by adrian@wsmixer.org on 11/20/2019 1:42 PM

Case Id: 10627

Name: Mixer - Community Development Coordinator -

Address: *No Address Assigned

B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

Nearly two years old, Winston-Salem Mixer, Inc. is a community makerspace that offers access to tools, machines, and knowledge to anyone who wants to build something. Our mission is to provide a safe, inclusive, and well-equipped space, and the tools necessary, to enable the people of Winston-Salem to invent, tinker, design, prototype, innovate, and create, limited only by their imagination. We envision a world where anybody can build anything. Mixer offers members access to \$250,000 worth of machines and tools for only \$50/month, with discounted rates for students and families.

Mixer is at an inflection point in its growth. It has grown to 160+ members, offers regular classes, and is building new programs like the STEAM Education Program currently in development. Our members view Mixer as a shared resource. It's a community asset that can be a place for kids to explore new career options, for adults to learn new skills or expand their skillset, for artists to create works that spur our imaginations, for entrepreneurs to prototype and build their products, and for all of these different types of makers to converge and cross-pollinate.

However, we aren't gaining traction with residents to our north and east. As Industry Hill, where Mixer is located, has emerged as a new neighborhood with entertainment, food, and services, we have seen renewed talks about gentrification. What effect will this new development have on these neighbors who have faced so many hurdles over the years? There is an understandable lack of trust in the new development.

We believe that Mixer can be a valuable asset for the neighborhoods surrounding us, specifically Boston Thurmond, but we don't have the resources to cultivate relationships with the community leaders that will drive trust and engagement. Community development takes time and requires partnerships between many parties. Through the support of The City of Winston-Salem, Mixer will hire a Community Engagement Fellow in partnership with The Kenan Institute for the Arts.

The Kenan Fellowship program provides competitive, paid Creative Catalyst Fellowships with Kenan Institute partner institutions. These fellowships are awarded each year to a diverse group of emerging artist leaders, entrepreneurs and innovators. Fellowships provide practical experience, and includes admission to the Creative Catalyst Certificate Program.

Mixer and The Kenan Institute have agreed to partner and place a fellow at the makerspace. The Kenan Institute will provide \$7,500 and free admission to the certificate program. We will match their funds for a 6 month fellowship, and with the support of The City of Winston-Salem, we can extend the fellowship to a year.

Specific Goals include:

1) Partner with Love out Loud and Neighbors for Better Neighborhoods, two organizations already doing excellent work

in Boston Thurmond.

2) The fellow will attend all neighborhoods association meetings as well as other community meetings where appropriate.

3) Host quarterly meetings for residents of Boston Thurmond to visit Mixer. These may be volunteer opportunities, information sessions, or simply a chance to meet and get to know each other.

4) Identify community leaders and learn how Mixer can support their work.

5) Support our other programs such as adult classes and our 6th - 12th grade STEAM Program.

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

A 2016 survey of Boston Thurmond residents reported the following:

76% of neighbors would like to lead and or participate in neighborhood action efforts

66% of individuals are not satisfied with social events and activities available in the community

44% of individuals do not feel connected to their neighbors

88% of respondents would be willing to share their gifts, skills, and talents.

In the "Qualitative Discussion" section, respondents mention that "Activities for Youth" and "Community Engagement Activities" would make the neighborhood a better place.

Mixer addresses all of these desires and statistics. By engaging with Boston Thurmond residents in a thoughtful and extended manner, the Community Engagement Fellow would bring in residents for neighborhood activities, to teach (and take) classes, and to build solutions to support neighborhood action efforts. Our makerspace is a great equalizer and connector of people. Many of our members have developed meaningful relationships with others that have vastly different socioeconomic status, education background, and life experience. Makers are, by default, problem solvers and tend to have a natural curiosity for how things work. These traits are central to why collaboration and teamwork are so easy to achieve in a makerspace like Mixer. We strongly believe that we can connect the participants in this program to people and resources that will help to level up an uneven playing field for them.

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

Boston Thurmond is home to an estimated 3,700 residents. We aim to reach every resident directly, through events, classes, and membership, or indirectly, through contributing to a more vibrant and cohesive neighborhood.

Community Events at Mixer:

ConnExpo - 12 events x 45 participants (15 from Boston Thurmond)

Neighborhood Meetings: 6 events x 30 participants

Classes - 150 classes x 4 to 10 participants

STEAM Classes - 250 participants

Fall Festival/Iron Pour - 500 attendees

We estimate that the number of unduplicated total participants we could serve directly would be 1,695.

NEED (7 POINTS)

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

Boston Thurmond is comprised of census tracts 3.01 and 3.02. The following data is pulled from a 2016 report by Forsyth

Futures(<https://www.forsythfutures.org/boston-thurmond-neighborhood-survey-key-findings-report/>) and a report compiled by Millicent Hennessey (<https://prezi.com/evd-yuyb9kdl/boston-thurman-neighborhood/>).

There are an estimated 1500 total occupied housing units in the community

An estimated 1,135 Children between 0-17 live in Boston Thurmond.

An estimated 654 households have one or more individuals 60 years or older.

49% identify as female, 51% identify as male.

88.9% of residents identify as black

7.2% have a bachelor's degree or higher

In tract 3.01, 41.2% of residents live below the poverty line. The median household income of \$15,558 is about one third of the median income in Forsyth County. The per capita income is only \$13,664.

In tract 3.02, 51.2% of residents live below the poverty line. The median household income of \$21,297 is about half of the median income in Forsyth County. The per capita income is only \$11,184.

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

A Harvard study found that children born into poverty in Forsyth have the worst rates of upward mobility of any county in the United States.

This blight of poverty in Forsyth county is anything but evenly distributed amongst its inhabitants. African Americans in Forsyth County are 200% more likely to live in poverty than the white population, while Hispanics are over 300% more likely to find themselves impoverished as compared to their white neighbors.

There is no single cause of this inequality between ethnic groups. The understood consensus is that it is a legacy of the profound racial discrimination of the recent past resulting in the comparative lack of skills in the minority workforce. Ethnic groups that were historically denied full access to institutions of learning and prevented from working the best jobs find themselves at a disadvantage in the modern economy.

Harvard scholar William Julius Wilson writes that "... the sharp decline in the relative demand for low skilled labor has had a more adverse effect on blacks than on whites because a substantially larger proportion of African Americans are unskilled. As urban economies have transformed from goods production to more of a digitized, information-focused, "virtual" workplace, black central-city residents with little or no education beyond high school see their access to employment increasingly restricted to low paying jobs in the service sector.

This high concentration of a disenfranchised, low-skill workforce in Winston-Salem has been a major contributing factor in the city's struggle with poverty.

Winston-Salem's economy has mounted a tremendous rebound in a pivot towards technology and modern innovation. The Wake Forest Innovation Quarter is the fastest growing urban research park in the United States. While this is a brilliant achievement for Winston-Salem, it has not proved beneficial to all of the city's residents. Poverty in Winston-Salem has steadily trended upward over the last decade while these new industries have flourished.

Mixer is strongest when everyone in our community is represented. Our demographics skew wealthy, older, and white, even though we are located at a geographic nexus of neighborhoods with far greater demographic diversity. We'd like a broader member set because that will make the organization stronger, and we believe that Mixer's engagement with Boston Thurmond will make the neighborhood stronger, too.

Mixer supports entrepreneurs. We have members who use the tools and community expertise to support their business. For example, Tabitha Mitchell is a low-income member who receives a scholarship membership.. She built a light up sign for her wedding that reads, "LOVE." , after discovering the cost to rent one. She began renting the sign out for other weddings and, because it's in such high demand, is now making more signs, and has launched a new business and webpage.

Another example of inclusive entrepreneurship is Bloom Collective. A group of refugee women formed a non-profit business making textile home goods after graduating from the YMCA Rise program. They purchased memberships so they can use our industrial sewing machines to produce their products.

Boston Thurmond is the focus of city-wide attention and there are many groups invested in its success. By working with existing community groups and offering a unique asset that residents can access 7 days a week, Mixer aims to support the wellbeing of everyone in Boston Thurmond.

COLLABORATION (6 POINTS)

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

We are a highly collaborative organization with broad community support. We know that we cannot succeed without working closely with other organizations. You can view videos of panel discussions on our YouTube Channel which highlight our community partners. Specifically, we have worked with Hustle Winston-Salem, Bethesda Center, Habitat for Humanity, Neighbors for Better Neighborhoods, Kenan Arts Enterprise Lab, and Venture Cafe on community development.

We are currently working towards closer collaboration with organizations who are doing work in Boston Thurmond as we get closer to accepting a Kenan Institute for the Arts Fellow to lead our community development.

Our partnership with the Thomas S. Kenan Institute for the Arts is an exceedingly important component of our proposed project. Together, the Kenan Institute and Mixer will select an Arts Fellow for a 6-12 month fellowship. We will develop a comprehensive job description, list of key duties, and deliverables for the duration of their tenure. The Kenan Institute will also require regular reporting on KPIs around performance and operation of the Fellowship Program.

In January 2020, we will implement a training/membership scholarship program with the local chapter of the American Society for Quality (ASQ) that will offer 4 students, 2 from Parkland High School (Title I school) and the Winston-Salem Street School (private alternative school serving at-risk youth). The local ASQ chapter donated \$16k to be used to fund scholarships to provide memberships to these students. Each participant must be recommended by an instructor at their school, and has shown a significant interest in learning more about technology and craft that Mixer can support. Planned programming consists of learning of and implementing Quality Controls Protocols within the makerspace. Residual effects intended are teaching soft-skills necessary to communicate the value of a well organized and safe workspace. We will also pair these students with mentors to seek out project based learning opportunities. With the addition of the programming of this grant and STEAM programming that will commence in 2020, we will include these students in those programs as well.

C. Strategy and Performance

Completed by adrian@wsmixxer.org on 11/20/2019 3:15 PM

Case Id: 10627

Name: Mixxer - Community Development Coordinator -

Address: *No Address Assigned

C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

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

Economic Vitality and Diversity

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

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

PERFORMANCE (15 POINTS)

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

We will track progress using the following Key Performance Indicators:

Number of neighborhood meetings/events the Fellow attends.

Number of Boston Thurmond residents that visit Mixxer.

Number of Boston Thurmond residents who have taken a class at Mixxer.

Number of Boston Thurmond residents who start memberships at Mixxer.

Number of partnerships established or strengthened through the Fellow's work.

Number of Boston Thurmond residents starting entrepreneurial ventures.

Number of Boston Thurmond residents enrolling in STEAM-related higher education.

If we are not able to meet the goals in this proposal, we will adjust by focusing on the parts that work well. We run lean and adhere to Lean Startup Methodology: build,

measure, learn. We track KPIs monthly and continually adapt our plans to fit demand.

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

One of the tasks of the Kenan Fellow will be to track metrics using tools within the Google Suite of products in combination with online project management, and grant tracking tools. KPI's will be coordinated across all programs and delineations will be included within the tracking results.

We currently use Wild Apricot as our Point of Sale system. It tracks all revenue from classes, memberships, and donations. We run monthly reports to track changes and trends on a number of financial metrics and total membership. However, it is clunky software that requires a lot of manual input. The reports it generates are not customizable and we end up spending a lot of time manipulating data. We are currently completing a market analysis to determine the best software that can better serve our needs.

You can find our most recent monthly report attached to this application. We will add specific metrics based on the goals outlined in the previous question.

We also have a check-in system next to the front door so that we can track every person who enters the building. We have information on what parts of the shop they are using and for how long. We are planning to sort guests into segments for marketing, and grant tracking purposes.

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

- Include at least three goals and performance measures.

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

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
Create or strengthen relationships with all groups working in Boston Thurmond.	Meet with Executive Directors or staff of each organization to learn how we can collaborate.		Continued to build relationship with Habitat for Humanity. Established relationship with Bethesda Center, Neighbors for Better Neighborhoods, and Love Out Loud.	Develop a relationship with the Boston Thurmond Neighborhood Association and neighborhood leaders.
Serve 1,695 unduplicated participants.	ConnExxpo - 12 events x 45 participants (15 from Boston Thurmond) Neighborhood Meetings: 6 events x 30 participants	ConnExxpo - 10 events	ConnExxpo - 11 events x 30 participants. Classes - 25 x 4-10 participants.	Total of 1,695 participants in events or community meetings.

	Classes - 150 classes x 4 to 10 participants STEAM Classes - 250 participants Fall Festival/Iron Pour - 500 attendees		Iron Pour - 200 participants.	
Support entrepreneurial ventures of Boston Thurmond residents.	Provide mentoring, help with business modeling, product prototyping, and connections to the Entrepreneurial Ecosystem.	Did not track.	Did not track.	Our goal is 5 entrepreneurs.

C.6. FY 18-19 Program Accomplishments

Organized the first annual Industry Hill Block Party, including creating video content to promote the vitality of Industry Hill and the 2019 Block Party, and published video of two panel discussions held at MIXXER during the event; one: The Future of Industry Hill, and the second: The Winston-Salem Entrepreneurial Ecosystem.. These were funded by an NC Idea Engage Grant.

Organized the first public Iron Pour in Winston-Salem’s history.

Connected 6 entrepreneurs to makers in the Mixxer community to create prototypes or create designs as part of their R&D process.

Hired an amazing Community Events Manager and began offering regular classes, bringing in \$3800 in first 90 days

Increased revenue from memberships by +27%

C.7. FY 20-21 Key Objectives

Grow membership to 200.

Establish the Mixxer STEAM Education Program

Establish and strengthen relationships with all organizations working in Boston Thurmond.

Strengthen connections between MIXXER and the local Entrepreneurial Ecosystem.

Create robust systems (safety, member onboarding, training).

Raise \$150,000

Hire a new Executive Director, STEAM Program Manager, and Kenan Fellow

Strengthen our Intern Program to include students from Winston-Salem State University, Salem College, Forsyth Tech, and Wake Forest University, and provide robust experiences for these interns while creating a more exciting and engaging experience for our members and guests.

D. Organizational Capacity

Completed by adrian@wsmixer.org on 11/20/2019 6:58 PM

Case Id: 10627

Name: Mixer - Community Development Coordinator -

Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)

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

Our mission is to provide a safe, inclusive, and well-equipped space, and the tools necessary, to enable the people of Winston-Salem to invent, tinker, design, prototype, innovate, and create, limited only by their imagination. Our vision is a world where anyone can make anything.

MIXXER was founded in 2014 but did not open a public makerspace until January of 2018. The time between inception and opening was a time of strategic planning and developing relationships throughout the community to determine the best way to meet the needs of makers. It has always been our top priority to be an inclusive community that meets the needs of the broadest swath of people in our community; which is vital for the economy of scale required to attain self-sustainability, but also necessary to maintain a culture of collaboration. Creating a space that appears to be exclusive and only for certain people in our community would spell certain death at this point in our history, when makerspaces are still not understood by a significant portion of the population.

MIXXER offers seven day per week access to the resources makers in our community need to pursue their interests, whether they are for business or pleasure. In addition to that access and all of the tangible and intangible benefits afforded through it, Mixer also holds public events designed to connect makers from disparate fields of study and seek out the points of connection between them. Our ConnExpo event series is designed to introduce various maker enthusiasts to the public through a rapid-fire show-and-tell leading to an extended one-on-one session. ConnExpo happens once per month and each one has a theme focused on topics that are important to makers and that Mixer can support.

Mixer leads the planning and implementation of the Industry Hill Block Party and the Fall Festival (to be branded and named in 2020) including an Iron Pour. These events are designed to bring all of the tenets of Industry Hill together to work together to deliver on our individual commitments to creating a vibrant and inclusive neighborhood. These events include space for musicians, artists, nonprofits, food vendors, and more.

Mixer hosts meet up events designed to connect makers interested in very specific topics to socialize, share best practices, and collaborate on projects of interest to them.

MIXXER offers workshops and learning opportunities in a wide variety of topics and technologies to give people the option of a guided maker experience.

Mixer offers robust Intern opportunities for students to engage with members to improve member experience and learn new maker skills in the process.

All of these programs, and proposed programs, are designed to build: membership, the collective knowledge of our maker community, and increase the economic vitality of our organization. The diverse social connections are the mortar that makes all of this possible, which is the most important way the programs we are developing advances the mission of Mixer.

FUNCTION (5 POINTS)

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

Winston-Salem Mixer, Inc. officially incorporated as a nonprofit October 27, 2014 and opened its doors January 1st, 2018.

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

Mixer is the only operational community makerspace of its kind in Winston-Salem. We offer access to tools and equipment, along with the pooled expertise and knowledge of our 160 member base. We also offer a unique space that is designed to encourage creativity and innovation, and we offer all of this to anyone within walking/driving distance of Mixer.

Mixer offers a path to entrepreneurship by empowering its members and anyone who drops in to explore their interests, prototype new products, and eventually build companies. In only two years we have worked with 17 entrepreneurs who have taken the first steps towards achieving their ambitious goals. Entrepreneurship can be risky and without a network of support, founders can easily fail.

Mixer is an integral part of Winston-Salem’s Entrepreneurial Ecosystem. In fact, it is the only Ecosystem Partner that offers support in design, prototyping, and small-scale manufacturing. We have a clear role in our ecosystem and work closely with each other organization, particularly Hustle WS, Flywheel Coworking, Winston Starts, Center for Creative Economy, and Venture Cafe, to actively support Winston-Salem’s entrepreneurs.

However, there are many of our neighbors for whom entrepreneurship has not historically been a path forward. Our neighbors in Boston Thurmond, after decades being passed over, not sharing in economic developments that their neighbors to their south and west enjoy, often don’t think these support organizations, like Mixer, are there to support them. Mixer offers access to new ideas and a new way to learn and engage in self improvement and advancement. Mixer has been designed from the start to be a space for every member of our community.

Mixer lowers the barrier to entry to entrepreneurship and specialized education. Members can start a company, make something cool, and turn a profit without making the substantial capital expenditure of purchasing their own equipment. While being a part of a supportive community of makers.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Community Outreach Coordinator	Attend all meetings with neighborhood groups. Organize quarterly meetings for Boston Thurmond residents to come to Mixer. Organize Iron Pour Help grow membership Track progress through KPIs	40	75.00 %

Executive Directo	Manage Community Outreach Coordinator, support activities.	50	0.00 %
-------------------	--	----	--------

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Alan Shelton	Founding Executive Director	\$42,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

Mixer Org Chart.pdf

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

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

We post jobs in as many places as possible and share them with community partners, specifically those doing work in diversity and inclusion like Hustle WS, Access Center, and the Black Chamber of Commerce. We also post to other community partners that have job boards like Center for Creative Economy (who also posts to Indeed.com), Venture Cafe, and Winston-Salem Chamber of Commerce.

We try to get as many qualified applicants as possible and purposefully try to connect with diverse candidates. Once we close the applications, we will complete an initial round of review to decide who to interview. We will interview about 10 candidates, then select our top candidates to review with the Kenan Institute before submitting our employment offer to the chosen candidate.

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

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

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

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

Laborers/Service Workers						

D.8.

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

Board of Directors.pdf

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

12

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

6

ABILITY (5 POINTS)

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

Late June 2020 we will post a job description for our Community Outreach Coordinator to many job boards, both locally and across the region. It's important for us to cast a wide net so we can attract a large group of diverse, qualified candidates.

After accepting applications and completing first round interviews, we will work with the Kenan Institute for the Arts during the first half of July 2020 to do final interviews and select the Coordinator.

The first month after hiring the new position will be focused on training and planning the following year. The Coordinator will create a year-long calendar of events, both in the Boston Thurmond neighborhood, and new events that Mixer will organize and host.

The following 11 months will consist of the Mixer staff executing on our plans for community development. We will continue measuring Key Performance Indicators monthly in order to track our progress towards reaching the goals outlined in this proposal.

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

We are committed to equitable access. In fact, that's why we are creating this position at Mixer. We understand that Boston Thurmond won't accept Mixer as part of their community overnight, and it will take work and empathy.

We also understand that some makerspaces have not often done the hard work of community development and inclusion. Part of our strategy is to make Mixer reflect the community we wish to attract. That means being very intentional about our hiring practices. We post jobs in many platforms in order to receive a large number of diverse, qualified candidates.

We have been successful with this in our most recent hiring process. This summer, with the support of the Winston-Salem Foundation, we hired Mixer's first full time staff member, besides the Founding Executive Director. After receiving XX applications, we interviewed 12 candidates. We were impressed with the quality of applicants and at a

loss for who to choose until Elaine Lamson came in for the final interview. She wowed us with her passion, professional and confident manner, and her sales ability. She also happens to be hispanic, and can help more people feel comfortable in Mixxer.

E. Cost Effectiveness

Case Id: 10627

Name: Mixxer - Community Development Coordinator -

Address: *No Address Assigned

Completed by adrian@wsmixxer.org on 11/21/2019 10:58 AM

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

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

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$72,092.28	\$74,517.39	\$99,908.66
Fundraising	\$0.00	\$0.00	\$10,000.00
Management and General	\$58,506.70	\$58,506.70	\$125,157.75
	\$130,598.98	\$133,024.09	\$235,066.41

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$58,506.70	\$58,506.70	\$125,157.75
Employee Benefits	\$0.00	\$0.00	\$0.00
Facility Rent and Utilities	\$44,444.28	\$44,444.28	\$53,815.66
Training and Conference Registration	\$0.00	\$125.00	\$5,000.00
Membership and Dues	\$148.00	\$148.00	\$148.00
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$10,000.00
Goods Purchased for Resale	\$2,500.00	\$2,401.80	\$7,945.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$25,000.00	\$27,398.31	\$33,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	\$130,598.98	\$133,024.09	\$235,066.41

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$0.00	\$0.00	\$20,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$36,000.00
Admissions/Program Revenues/Sales	\$3,050.00	\$5,416.00	\$18,680.00
Memberships	\$45,000.00	\$51,737.00	\$65,000.00

Donations	\$6,825.00	\$6,825.00	\$7,637.00
Foundation Grants	\$0.00	\$25,750.00	\$94,000.00
Interest and Investment Income	\$0.00	\$43.94	\$75.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
	\$54,875.00	\$89,771.94	\$241,392.00

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

Other revenues includes scratch blocks for the Iron Pour and class donations.

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

Year	Funding Source	Funding Amount
2019	N/A	\$0.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Community Development	\$36,000.00	\$7,500.00	Kenan Institute for the Arts
	\$36,000.00	\$7,500.00	

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

We did not make a request last year.

SUSTAINABILITY (7 POINTS)

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

Because this program does not immediately translate into earned revenue, Mixer's Community Outreach Coordinator position will continue to be grant funded until the organization as a whole can reach financial sustainability and self-fund the position.

Our recently launched workshops/classes program, led by Elaine Lamson, will be self sustaining through earned revenue within 2 years. Another program we are currently building, a STEAM Education Program, will also be self-sustaining through earned revenue after the first two years. While we forecast our community development efforts will lead to some new membership, the goal isn't only creating revenue. We are focused on developing relationships, creating trust, and being an asset that our neighbors know is there for them.

We plan to show our effectiveness in FY2020/21, in our partnership with The Kenan Institute for the Arts, then go after additional funding through the Z Smith Reynolds Community Progress Fund, The City of Winston-Salem, and others, to continue the work in years 2, and 3. Once we have reached financial stability (we forecast this will occur at membership level of ~400), we will be able to cover the costs independently.

BARRIERS (3 POINTS)

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

Earning trust will be a major hurdle. We must follow to lead, and by that we mean that we must listen, and to from neighborhood leaders and the other organizations already doing work in Boston Thurmond. We don't have the answers, simply a strong desire to support the neighborhood.

Paying for membership. Once residents are aware of and interested in joining Mixer, how will they pay for membership? Most of them are in the lowest income bracket in Winston-Salem. We have some money from other sources we can offer scholarship with, but this will be an ongoing barrier.

AVERAGE COST (5 POINTS)

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

Proposed funds from the City for this project:	\$36,000
Number proposed to be served for the year:	1,695
Average City funds per beneficiary:	\$21.24
Proposed funds from all sources:	\$43,500
Number proposed to be served for the year:	1,695
Average total funds per beneficiary:	\$25.66

F. Required Documents

Completed by adrian@wsmixxer.org on 11/20/2019 7:23 PM

Case Id: 10627

Name: Mixxer - Community Development Coordinator -

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation



Code of Conduct/Conflict of Interest Policy *Required

Conflict_Of_Interest_Policy.pdf



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

2018 Form 990 and Schedules.pdf



Organization By-Laws *Required

BYLAWS.pdf



Articles of Incorporation *Required

Winston-Salem Mixxer, Inc. - (filed) Articles of Incorporation.pdf



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

Employee_Handbook.docx



IRS 501(c)3 Designation Letter *Required

501c3_AcceptanceLetter.pdf

Audited financial statements or a third-party review *Required

3rd Party Review.pdf

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

***Required**

Secretary of State Current and Active.PNG

Other

Letter of Support - Kenan Institute.pdf

G. Community Development Only

Completed by adrian@wsmixer.org on 11/21/2019 11:01 AM

Case Id: 10627

Name: Mixer - Community Development Coordinator -

Address: *No Address Assigned

G. Community Development Only

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

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

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

Ranges of Income	# to be served
0 to 30% of median	2,000
31% to 50% of median	1,500
51% to 80% of median	200
Greater than 80% of median	0

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

This program is specifically for residents of Boston Thurmond, bounded by census tracts 3.01 and 3.02. Every resident is eligible. There are no eligibility requirement, apart from being a resident.

We will host 4 quarterly meetings to bring residents of Boston Thurmond into our space in order to learn from them how we can best collaborate, and to build community.

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

We aim to help alleviate poverty by teaching skills - hard skills such as woodworking, 3D Printing, etc, and soft skills like communication. We also encourage entrepreneurship by assisting members with design, prototyping, and material selection. We are an active member of the entrepreneurial ecosystem and actively support our entrepreneurs by connecting them to other organizations like Forsyth Tech Community College

H. Construction/Rehab Only

Completed by adrian@wsmixxer.org on 11/21/2019 11:01 AM

Case Id: 10627

Name: Mixxer - Community Development Coordinator -

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.
2. Provide a projected timeline for the proposed work.
3. Describe how the project will be managed, including the contractor procurement process.
4. Describe the target market, including any special populations to be served.
5. Describe the services or program you plan to provide.
6. Describe the property management plan.
7. List the development team members.
8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.
9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govmt Funding
--------------	---------	-----------------	-----------	---------------

Documentation

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

***No files uploaded*

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

***No files uploaded*

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

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Completed by adrian@wsmixer.org on 11/21/2019 11:01 AM

Case Id: 10627

Name: Mixxer - Community Development Coordinator -

Address: *No Address Assigned

I. Emergency Shelter Only

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

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

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

Emergency Shelter: Essential Services

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

Emergency Shelter: Operating Costs

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

J. Rapid Rehousing and HMIS Only

Completed by adrian@wsmixer.org on 11/21/2019 11:01 AM

Case Id: 10627

Name: Mixxer - Community Development Coordinator -

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

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

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

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

Rapid Rehousing Financial Assistance

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

Rapid Rehousing Services

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

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

Submit

Completed by adrian@wsmixer.org on 11/21/2019 11:01 AM

Case Id: 10627

Name: Mixer - Community Development Coordinator -

Address: *No Address Assigned

Submit

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

Adrian Smith

Electronically signed by adrian@wsmixer.org on 11/21/2019 11:01 AM