A. Organization & Contact Information

Completed by adrian@flywheelcoworking.com on 11/22/2019 11:44 AM

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
Flywheel Foundation

A.2. Project/Program
Startup Funding

A.3. FY 2020-21 Funding Request Amount
$5,000.00

A.4. Agency's Total Operating Budget
$65,000.00

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

A.6. Project/Program Location Address
500 W. 5th St. Suite 800 Winston-Salem, NC 27101

A.7. Organization Website
www.flywheelcoworking.com

A.8. Year 501(c)(3) status obtained
2015

A.9. Organization Fiscal Year
January 1 to December 31

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER
A.12. Name, Title
Peter Marsh, Executive Director

A.13. Email
peter@flywheelcoworking.com

A.14. Phone
(336) 918-3195

CONTACT
A.15. Name, Title
Adrian Smith, Program Director

A.16. Email
adrian@flywheelcoworking.com

A.17. Phone
(336) 692-4621

BOARD CHAIR
A.18. Name
Brad Bennett

A.19. Term Expiration
11/01/2021

A.20. Email
bbennett@wildfiremarketing.com

A.21. Phone
(336) 671-0845

B. Project Overview

Completed by adrian@flywheelcoworking.com on 11/22/2019 1:56 PM

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?

The Flywheel Foundation has been in operation since 2015, primarily to support Flywheel Coworking by developing and executing on high quality entrepreneurship programming. These programs include:

Triad Startup Demo Day
Startup Grind
IdeaTAP
Tech Slam N Eggs
Startup Classes

Flywheel Coworking is undergoing rapid growth. There are currently two locations: one in Winston-Salem and one in Davidson, in collaboration with Davidson College. Next year, Flywheel Coworking will open 3 new locations in Greenville, Charlotte, and Salisbury.

This is an opportunity to expand the mission of Flywheel Foundation beyond putting on high quality programming into research, education, and investing. We plan to raise $100,000 in sponsorships in 2020 and to raise $50,000 in grants in order to establish a staff and develop new research programs. We plan to establish baseline KPIs in the communities that Flywheel Coworking expands to, beginning with Winston-Salem, and track those KPIs over time to determine how effective the suite of programming and our investment programs are in stimulating local economies.

The Flywheel Foundation will help to further cement Winston-Salem as a premiere location to start a business, whether it's a startup or a main street business. The Flywheel Foundation enables an active coworking innovation model — and that's important. Our model helps college and university entrepreneurship programs engage with our collocated companies and programs. So, we are not only bringing innovation infrastructure to our members but also new value to the communities we serve.

At Flywheel, we're passionate about building purpose-driven community among our members. Our coworking culture helps our members develop personally and professionally. We are actively involved —not only providing the affordable, flexible space and amenities, but more importantly helping members accelerate their success through curated social and professional development events.

That's our purpose — to make a difference for the entrepreneurs we serve, to help them succeed, and to create an environment where new ideas flourish, get market traction, find customers and become new projects and businesses.

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

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from participation?

We host Startup Grind, consisting of the Evolve Workshop series, Fireside Chats, and Tech Slams. The Evolve Workshop series offers deep dives for growth-stage companies, featuring nationally recognized keynotes. Starting in 2020, these will be held twice a year in each location. The workshops will deliver expertise not often available in our market, improving our region's competitive positioning. Tech Slam is a popular event series also held quarterly and focused on the software and product

development audience. Invited companies "lift the hood" on their technology stacks and share solutions and hurdles with their development colleagues. Fireside Chats welcome amazing speakers who shares their stories with our community and tell

us what worked, what didn't, and what they'll do differently next time. It's an amazing opportunity to learn from the best, network with other members of the startup community, and improve your chances of entrepreneurial success. We have an average of 25 attendees per event, with 10 events per location per year.

Techstars Startup Weekend, averaging 50 participants per event (one per year per location). Techstars Startup Weekend is an intense 54-hour immersion in startup methods and is the best way to meet potential collaborators, mentors, investors and leaders in the startup ecosystem. It's an experiential model that takes you out of books and into the real world with the experts you need to know. This event primes the ideation and entrepreneurship pump in the ecosystems served by the Flywheel Foundation. It attracts new entrepreneurs, immerses them in lean startup methods, and can even produce new companies that

move into commercialization. Local companies formed at past Startup Weekends include Early Groove, Rent Assured and Gift'd. Now in its 11th year in the Triad, the crash course is led by the global experts at Techstars. These business builders

have a passion for sharing what they have gained from both their successes and failures so that you can model what works and avoid what doesn't on your road to a scalable business.

Startup Curriculum - 6 modules, both in person and online. Flywheel's entrepreneurship curriculum is offered through an online learning management system (https://flywheel.courses/) which can be taken self-directed or through in-person classes. Content is based on courseware from Stanford, MIT and a variety of online, print and video lecture resources that have proven to be of value to our startups over the years. Certificates are provided at the end of the class for students that complete the curriculum. We continually add and improve the content and adjust the online learning management system. The online

self-directed curriculum is offered 24/7/365. The in-person course cycle begins in September to coincide with the academic year and runs year-round in 4-6 week modules.

IdeaTAP is a bi-monthly event we host in collaboration with Venture Cafe, attracting 30 attendees per event. Pitch events are one of the most popular ways to convene startup communities, offer practice sessions for idea-, early- and growth-stage company founders, and help startups in the audience learn by example and feedback. These events are fundamentally important for creating a registry of the region's emerging startups, building our mail list, and creating network connections for members.

We also host Indeavor lunch monthly, attracting about 30 attendees.

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?
Yearly, we attract around 1000 unduplicated participants to our programs at each of our locations. As we expand our mission to include research, we will have many more stakeholders and collect data on a far greater number of people, though they won't be direct participants in our programs, necessarily.

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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.

Gender:
60% Male
40% Female

Job Profile:
50% Startup Businesses
20% Solopreneurs
20% Investors
10% General Community

Age:
20% 18-24
50% 25-34
10% 35-43
20% 44+

Industry:
30% Web Development
20% Enterprise Software
20% SaaS
10% Mobile
5% AR/VR
5% IoT
5% AI/Blockchain
5% Regional Industries

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.

According to Babson College, "A thriving economy can substantially alter a city's image, making it a more attractive place to work and to live. Businesses move their headquarters there, or open a branch in the region. This attracts executives who want to work for these companies. It's a ripple effect that makes local entrepreneurial growth the gift that keeps on giving. Said Isenberg, "There is not one greatest impact these programs create; that's what makes it so self-sustaining and a true ecosystem: it is self-organizing."

We use Brad Feld's, "Startup Communities" as a playbook for economic development and the creation of our Entrepreneurial Ecosystem. The following is a summary of that book as written by Sheldon Nesdale:

What Are The Benefits of a Startup Concentration In An Area?
Companies co-located in an area benefit from "external economies of scale". Emerging companies need certain common inputs – for example, infrastructure, specialised legal and accounting services, suppliers, labour pools with a specialised knowledge base – that reside outside the company
Companies in a common geographic area share the fixed costs of these resources external to the company. As more and more startups in an area share the costs of specialised inputs, the average cost per startup drops for the specialised

inputs.

Network effects operate in systems where the addition of a member to a network enhances value for existing the users. Eg The Internet, Facebook, Twitter and email are examples. These services have value with just 100 users, but with 100 million they are more useful

The Boulder Thesis:

Entrepreneurs must lead the startup community

The leaders must have a long-term commitment

The startup community must be inclusive of anyone who wants to participate in it

The startup community must have continual activities that engage the entire entrepreneurial stack

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 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.

In addition, we host and support programming of member non-profits aligned with our mission through donations and fiscal sponsorship. Examples include the Center for Creative Economy and their Velocity Accelerator, and Hustle —a non-profit focused on supporting minority- and woman-owned businesses.

We are a leading partner in the Forsyth County Entreprneurial Ecosystem and founding member of the Triad Entrepreneurial Consortium. Through the consortium, we are working with Greensboro College to begin data collection on our broader ecosystem. We plan to expand that work by applying vigorous data analytics and expanding data collection.

Our collaborative partners include:

Programmatic:

Venture Café

Winston Starts

Small Business Centers

Groundworks Labs

Launch Lab

Swerve

Hustle

Seed the South

Accelerators/Incubators:

Winston Starts

QC Fintech

Mito Station

Velocity

New Ventures

Nussbaum Center

Investment:
New Ventures LLC
NC IDEA Foundation
Idea Fund Partners
Venture South
NC Angel Networks
Seed the South

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C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

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

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 operate as a startup, relying on tracking KPIs regularly to determine viability of our programs. We have been running programming for 5 years, and regularly tweak them to deliver the best quality programming possible. There are many factors affecting the success of our programs, including economic conditions and other programming offered in the ecosystem, which has been steadily increasing in the last 3 years.

We track the following KPIs for our programs, and below we have reported our numbers to date.
Revenue. This isn't our primary focus, but earned revenue helps produce better programs. $25,000
# of participants/attendees: 3,450
# of companies started through New Ventures: 18
Startups Coached: 62

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Amount of financing secured by related companies: $18.5mm
Students Enrolled in Curriculum: 64
Jobs created: 235
Core Innovation Space Membership: 302

We are in a constant cycle of Build, Measure, Learn. We regularly survey event participants and members to determine if our programs are delivering the value they're looking for. We apply lean startup methodology to our own foundation in order to be able to quickly respond to changing markets.

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.
We have internal reporting that includes the metrics listed in C.3. We have sign-in software to track event participants and we survey the companies we coach to track information regarding number of employees, funding, and other growth metrics.

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
Raise $100,000 in sponsorships.	Our Director of Development, Brad Bennett, is in charge of sponsorships. We recently developed a comprehensive sponrship packet so corporate sponsors can support all of our programs instead of one-off events and programs. Brad Bennett will use this to attract sponsors.	25000	40000	100000
Receive $50,000 in grant funding.	Adrian Smith, Program Director, will identify and apply for at least $50,000 in grant funding from organizations such as NC IDEA, Kaufman Foundation, and	0	0	50000

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	Appalachian Regional Council.			
Increase event attendance 20%	Better marketing, comprehensive plan to collaborate with universities.	Average of 20 attendees per event.	Average of 25 attendees per event.	Average of 30 attendees per event.

C.6. FY 18-19 Program Accomplishments

Established programming at Flywheel Coworking in Davidson.

Created the 2020 plan for Startup Grind.

Planned and executed Triad Startup Demo Day, the 2nd largest entrepreneurship focused event in North Carolina.

Demo Day featured 45 startups from the triad and across the state, 30+ investors, 500 attendees, and speakers from LA, Washington DC, Atlanta, and Boston.

Created a Learning Management System (LMS) for our Startup Curriculum, allowing us to deliver curriculum online to anyone. Participants have access to the system for life and can review newly added materials at will.

Hired a part time Program Director.

C.7. FY 20-21 Key Objectives

We will expand our programming to at least 2 new locations, and hopefully 3.

Establish relationships with the universities, service providers, and entrepreneurial ecosystem partners in the new locations.

Increase our attendance by 20% in our current markets.

Establish base line data in current and new markets.

Increase sponsorship funding.

Increase grant funding.

Establish funding and tech pipeline with Boulder/Denver Colorado area and Washington D.C. area.

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D. Organizational Capacity

Completed by adrian@flywheelcoworking.com on 11/22/2019 1:21 PM

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?

The Flywheel Foundation's mission is to support entrepreneurship through research, ecosystem development, education, and investment.

The Flywheel Foundation is dedicated to promoting a healthy entrepreneurship ecosystem through education, research, events, innovation challenges and business accelerators. We accelerate home-grown economic development with diverse pathways for inception-stage startups, micropreneurs, students and alumni working in supportive innovation communities.

In just five years of operation we have supported sixty-two companies, and more than 50% have received growth financing, are rapidly hiring new employees, and are entering the commercial real estate market. The Flywheel Foundation administers the annual New Ventures startup challenge and accelerator program in the summer, as well as the year-round Open Runway Accelerator.

Through these programs, the Foundation has stimulated a pipeline flow of early-stage teams and companies numbering over 300 annually, and supports the creation, launch and nurturing of more than 35 companies per year. Our overall audience reach, membership and services have grown dramatically as we refine our service offerings and expand our geographic reach.

The Flywheel Foundation provides administrative and marketing services for the annual Triad Startup Demo Day event, a regional celebration of startup companies. To create a high-quality event, we invite 45+ companies from the Triad and beyond to exhibit on the Demo Floor and 30+ investors from the Southeast. We partnered with Venture Café to develop programming, featuring 11 world-class speakers, leaders and entrepreneurs in 2019. Triad Startup Demo Day is an opportunity to educate entrepreneurs, investors and the general public about the innovation happening here.

Demo Day is also the graduation of the New Ventures Accelerator cohort. New Ventures is an application-based program that invests an average of $50,000 in inception-stage startups that are pre-revenue. While the program intentionally seeks out in-state startups, it also invests throughout the Southeast and beyond. New Ventures primarily invests in software applications (SaaS, B2B, and B2C) and device startups that intersect with Triad regional market verticals.

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Since 2016, New Ventures portfolio companies have raised over $10,000,000 in additional capital from regional seed funds and investors. Growth-stage startup companies that originated and were funded through New Ventures include Petrics, Ampogee, LeadingRole, One Donation, Orbital RX and Fluree. This year's cohort includes Hay Trabajo, ReFul, LivWell Nutrition and Gift'd.

The annual business challenge, accelerator program and Demo Day are made possible by Flywheel New Venture LLC, which is a membership-based investment organization of local entrepreneurs in the Triad Region of North Carolina. All members are active investors who select the competition winners and make subsequent investments. Al investment decisions are made by majority vote and rely heavily on milestone achievement by the selected teams during and after the accelerator session.

We have been able to do all of this without a lot of focus on fundraising. With the help of this $5,000 startup funding from the city, we will be able to establish a board of directors and hire a non-profit strategy consultant to help us increase our impact in future years.

FUNCTION (5 POINTS)
D.2. How long has your organization been in operation?
4 Years

D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?
We are focused on economic development. We have had significant impact already by helping launch 18 companies and by mentoring many others. We lead the highest quality programming and curriculum available to entrepreneurs in Winston-Salem.

The Flywheel Foundation's mission is executed through a network of purpose-driven innovation communities in the Southeast. We provide the affordable place and community infrastructure where startups and entrepreneurs flourish.

Flywheel designs and operates coworking innovation space in partnership with premier educational institutions and local community partners. We currently operate locations in Winston-Salem in the Wake Forest Innovation Quarter, and in Davidson, NC, in partnership with Davidson College.

Our network will continue to grow throughout North Carolina, South Carolina and Virginia in markets that have the right
ingredients and community support for early-stage entrepreneurs.

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
Executive Director	Establish mission and culture of the organization. Responsible for the execution of all programs.	10	0.00 %
Director of Development	Responsible for raising money through corporate sponsorships	5	0.00 %
Program Director	Runs all programs.	40	0.00 %

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

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Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Peter Marsh	Executive Director	$0.00	0.00 %
Brad Bennett	Director of Development	$0.00	0.00 %

D.6. Attach an organizational chart

☑ **Organizational Chart *Required**

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 job descriptions on Indeed and in a variety of local sources, casting a wide net to attract a large pool of diverse candidates. We hire based on quality of the applicant, though we highly value diversity in age, gender, race, and socio-economic status. Because innovation depends on creative, diverse thinking, our programs are best when we have a diverse group in the room.

Currently the foundation employees don't reflect the diversity of the sister organization, Flywheel Coworking. At Flywheel Coworking, the demographics are much more diverse.

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						
Professionals	1					
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	2					
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers						

D.8.

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

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D.9. Number of full Board meetings held during the last twelve months
0

D.10. Number of Board's Executive Committee meetings held during the last twelve months
0

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."
We plan to search for a board of director during Q12020. Once we have a board, the board will set strategy and timeline. Our goal for the first board meeting is April 2020.

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 have no barriers to entry. Anyone who shows up can attend our events - most are free. We recently hosted a Techstars Startup Weekend with an extremely diverse group of participants. We had possibly the oldest Startup Weekend participant in Techstars history at 83 years old. We usually have diversity in age, income, gender, and sexual orientation.

In order for our ecosystem to thrive, we must be welcoming to everyone. As mentioned earlier, innovation thrives on diverse ideas. To attract those with diverse backgrounds and experiences, we must establish a welcoming culture where people feel included.

E. Cost Effectiveness

Case Id: 10631
Name: Flywheel Foundation - 2020/21
Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)
E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	$35,000.00	$35,000.00	$70,000.00
Fundraising	$0.00	$0.00	$10,000.00
Management and General	$30,000.00	$30,000.00	$45,000.00
	$65,000.00	**$65,000.00**	**$125,000.00**

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	$0.00	$0.00	$60,000.00
Employee Benefits	$0.00	$0.00	$5,000.00
Facility Rent and Utilities	$0.00	$0.00	$6,000.00
Training and Conference Registration	$0.00	$0.00	$2,500.00
Membership and Dues	$0.00	$0.00	$0.00
Travel and Transportation	$0.00	$0.00	$500.00
Grants to Individuals and Organizations	$0.00	$0.00	$2,500.00
Contracted Fundraising Services	$0.00	$0.00	$10,000.00
Goods Purchased for Resale	$0.00	$0.00	$0.00
Other Contracted Services	$0.00	$0.00	$0.00
Other Operating Expenditures	$65,000.00	$65,000.00	$58,500.00
Capital Outlay	$0.00	$0.00	$0.00
	$65,000.00	**$65,000.00**	**$145,000.00**

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	$5,000.00
Forsyth County	$0.00	$0.00	$0.00
State of North Carolina	$0.00	$0.00	$0.00
Federal Government	$0.00	$0.00	$0.00
Admissions/Program Revenues/Sales	$25,000.00	$25,000.00	$40,000.00

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Memberships	$0.00	$0.00	$0.00
Donations	$10,000.00	$10,000.00	$0.00
Foundation Grants	$0.00	$0.00	$50,000.00
Interest and Investment Income	$0.00	$0.00	$0.00
Parent Organization	$0.00	$0.00	$0.00
Other	$30,000.00	$30,000.00	$100,000.00
	$65,000.00	**$65,000.00**	**$195,000.00**

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

Other Operating Expenditures includes the value of In-Kind donations of time and expertise by our network of mentors and coaches.

Other Revenues includes In-kind donations to match the above, along with sponsorships.

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
	$5,000.00	$100,000.00	Sponsorships
	$5,000.00	**$100,000.00**	

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 are a new applicant.

If we are not funded in the full amount, we would have to look for more funding sources in order to help with board development and training.

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.

Our program will be sustained by corporate sponsorships, grants, and earned revenue. These have all been explained in other sections, but generally the ratio is as follows:

Corporate Sponsorships: $100K
Grants: $50K
Earned Revenue: $25K

BARRIERS (3 POINTS)

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

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Barriers include not being able to find a strong board of directors. However, we have a very strong network of business leaders who are interested in the economic vitality of Winston-Salem, so we will continue to pursue this until we find the right board.

Another barrier to project implementation is having enough time/resources to full develop the foundation in the time we'd like. It's an excited time to work in entrepreneurship, and there are many opportunities. That's why developing a comprehensive strategy at the board level is so important. That will allow us to stay focused on the things the board decides are key focus areas, and ignore opportunities that don't align with our mission.

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:	5000
Number proposed to be served for the year:	3000
Average City funds per beneficiary:	5
Proposed funds from all sources:	180000
Number proposed to be served for the year:	3000
Average total funds per beneficiary:	60

F. Required Documents

Completed by adrian@flywheelcoworking.com on 11/22/2019 2:00 PM

F. Required Documents

Please provide the following information

Documentation

☑ **Code of Conduct/Conflict of Interest Policy *Required**

Code of Conduct.pdf

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

Form 990.pdf

☑ **Organization By-Laws *Required**

By Laws.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**

Organization Policies.pdf

☑ **IRS 501(c)3 Designation Letter *Required**

IRS Approval 12-15-15.pdf

☑ **Audited financial statements or a third-party review** *Required

Audited Financial Statements.pdf

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

SOS Current-Active Status.PNG

☑ **Other**

Flywheel Foundation 2019 Impacts.pdf

G. Community Development Only

Completed by adrian@flywheelcoworking.com on 11/22/2019 2:01 PM

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	0
31% to 50% of median	0
51% to 80% of median	0
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

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.

Neighborly Software

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

Neighborly Software

I. Emergency Shelter Only

Completed by adrian@flywheelcoworking.com on 11/22/2019 2:03 PM

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

Actvity	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

Neighborly Software

J. Rapid Rehousing and HMIS Only

Completed by adrian@flywheelcoworking.com on 11/22/2019 2:03 PM

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**

Neighborly Software

Submit

Case Id: 10631

Name: Flywheel Foundation - 2020/21

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@flywheelcoworking.com on 11/22/2019 2:03 PM