

A. Organization & Contact Information

Case Id: 10711
Name: Venture Cafe Winston-Salem - 2020 - 2020/21
Address: *No Address Assigned

Completed by maryglen@venturecafewinstonsalem.org on 11/22/2019 10:02 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

Venture Cafe Winston-Salem

A.2. Project/Program

Venture Cafe

A.3. FY 2020-21 Funding Request Amount

\$75,000.00

A.4. Agency's Total Operating Budget

\$612,000.00

A.5. Mailing Address

486 Patterson Avenue Suite 271 Winston-Salem, NC 27101

A.6. Project/Program Location Address

Bailey Power Plant, Turbine Hall 486 Patterson Avenue
Winston-Salem, NC 27101

A.7. Organization Website

venturecafewinstonsalem.org

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

2017

A.9. Organization Fiscal Year

Calendar (Jan. 1 - Dec. 31)

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Karen Barnes

A.13. Email

karen@venturecafewinstonsalem.org

A.14. Phone

(865) 360-1341

CONTACT

A.15. Name, Title

Mary Glen Hatcher, Project Coordinator

A.16. Email

maryglen@venturecafewinstonsalem.org

A.17. Phone

(336) 831-4038

BOARD CHAIR

A.18. Name

L. David Mounts

A.19. Term Expiration

01/01/2022

A.20. Email

david.mounts@inmar.com

A.21. Phone

(336) 770-3530

B. Project Overview

Completed by maryglen@venturecafewinstonsalem.org on
11/22/2019 3:59 PM

Case Id: 10711

Name: Venture Cafe Winston-Salem - 2020 - 2020/21

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?

City funds will be used to support ongoing operations at both Venture Cafe and the ACCESS Center including programming, marketing and support resources. We are asking for \$35,000 in support for the ACCESS Center and \$40,000 in support of Venture Cafe. About \$34,000 will be directly supporting management and oversight functions, \$26,000 to general operating funds, and \$15,000 to purchase a seat license to a digital platform to support our work at the ACCESS Center.

Venture Cafe Winston Salem is part of the Venture Cafe Global network with eleven current sites and a goal of 25 sites by 2025. As a non-profit organization, we exist to serve entrepreneurs and innovators to connect them with one another and with the resources they need to start, build, scale and grow their businesses. Venture Café Winston-Salem helps enhance and accelerate the growth of innovation and entrepreneurship in our city through our slate of high-impact programming and events and by creating intentional spaces for individuals and organizations to gather, connect, and build relationships. We deliver on this mission through our weekly Thursday Gatherings, held nearly 50 weeks a year. Thursday Gatherings feature free educational programming from local experts, startup founders and investors to build entrepreneurial mindset, greater comfort with taking risks and a desire for self-learning.

In June 2019, we opened the ACCESS Center for Equity + Success, the state's only independent minority and women owned business enterprise center. ACCESS serves existing MWBE's - specifically contractors and service providers - through coaching, certification training, contract matching with public and private organizations including the City of Winston Salem, and access to loans through our partner Piedmont Business Capital. Our goal is to create new jobs and help grow MWBEs as a means to increase economic mobility opportunities.

We are asking for \$15,000 to purchase a seat license to ConnXus, the leading national platform connecting companies and MWBE contractors. Delivering the best service to both our corporate partners, creating an opportunity for MWBEs while helping these small businesses define who they are, and demonstrate their capacity to perform is paramount to our success. We are currently identifying public and private organizations with goals of deploying a percentage of their annual spend with minority and women-owned businesses. These companies for ACCESS we have dubbed "pacesetting partners." ConnXus is a global supplier diversity enterprise software with over 22 million diverse suppliers available for search via their closed network database. We will be able to capture the various suppliers, developers, and service providers in Winston-Salem, track their performance with our pacesetting partners, and offer more in-depth access to contractual opportunities through this cloud-based interface. The platform also provides ACCESS an opportunity to implement customized reach into the market of diverse suppliers for our pacesetting partners for an annual fee aiding the program we have piloted with the grant from the Wexford Science and Technology Foundation to a path of self-sufficiency.

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

Participation in all our programming is free. There are no barriers to entry - no pre-registration, no criteria, no cost for parking, no membership fees. Our community members use our services through attending Thursday Gatherings, interacting on our LinkedIn group and other social media channels, through direct consultation with our staff, and through connections with other resources and entrepreneurial support organizations. As one entrepreneur recently said, "Venture Cafe is the connective tissue that holds the ecosystem together." In the future, we may consider monetizing certain services offered through the ACCESS Center.

We also offer paid innovation services for corporate partners from startup matching in Venture Cafe locations around the world to support for internal corporate initiatives. No other area organization offers this suite of services, and we are able to connect local businesses with global investors, inventors and innovators through our network.

Those who attend derive considerable benefit from our programming. They get connected with new employees, clients, bosses, board members, investors, coders and developers, marketers, builders and makers, financial consultants, lawyers, bankers, customers, and other entrepreneurs. They're also learning the skills and mindset they'll need to translate their idea into an enterprise or their side hustle into a full-time job or to grow from 5 employees to 10. We know examples of all these outcomes, and more impact stories happen every single week. From grade school and university students to experienced leaders, there are multiple learning opportunities and connection points every week. Our community ranks our programming Very Good to Excellent on a consistent basis.

Those who engage with the ACCESS Center receive a free initial assessment to determine next steps which may include identifying relevant certifications, coaching or referrals to other organizations, contract matching and loan applications. In addition the ACCESS Center offers specialized programming designed to grow existing businesses like HR issues, budget planning, operations training, insurance compliance and other topics that aren't covered elsewhere in the City. We're also working with large companies to learn about their supplier diversity policies and pain points - ultimately we will have a 360 degree view of the marketplace and facilitate connections that result in new contracts.

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?

Since our programming started in May 2017 with 400+ innovators and entrepreneurs, we've served nearly 5500 unique individuals through our Thursday Gatherings. These folks hail from across the state with a high concentration in the Triad area. We've logged more than 17,500 visits, 900+ presenters and 625+ programs.

Each week, we host an average of 150 at Thursday Gatherings. Theme nights can tip the scales at 200+ and we feature at least one theme night a month including BioConnects, Pitch Please competition, special speakers, women entrepreneurs, inclusive economy, college night and others.

We have plenty of room for growth. We can host 300+ people in our current space in Turbine Hall at Bailey Power Plant, and we can expand our programming beyond 5pm-8pm on Thursdays. In 2020, we're planning to offer more applied learning opportunities bringing needed hard and soft skills to the area. The funds from this grant will help us reach and serve additional people and expand our capacity to create and execute programming.

The ACCESS Center is housed in Bailey Power Plant's Innovation Suites. We have room for at least two additional staff people and have already hosted 100+ people at our Grand Opening in June 2019. While we offer group programming, the Center is designed for more individual, one on one experiences. To date, we have engaged with more than 200

individuals and have underwritten more than \$200,000 in loans. As a new entity, ACCESS Center is still educating the public and refining our message, but we're already seeing significant traction and adoption. Our goal is to serve 100 businesses in our first year of operations, and we are on track to exceed that goal.

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.

Venture Cafe Winston Salem is open to anyone interested in ideas, any form of innovation and a willingness to invest in our community with their time, talent and resources. We attract students to CEOs, artists and scientists, and a wide swath of other innovators.

Venture Cafe Winston Salem has the second-most diverse participants in the Venture Cafe Global Network behind only Miami, Florida. This diversity is based on five demographic characteristics measured by Venture Cafe: age, ethnicity, gender pronoun, role in innovation community, and stage of business. The largest portion, around 60 percent, are between the ages of 31 and 60. About 60 percent of attendees identify as Caucasian/White, 28 percent as African American/Black, and 5 percent as Hispanic or Latino. Participants are about equal along gender lines with 53% male and 46% female. When asked their role in the innovation community, startup employees or founders made up the largest portion at 33%, service providers are second with 22%, and students make up the third-largest portion at 12%. When asked the stage of their business, 21% are in the growth stage, 15% are seed, and 15% are in the concept stage, and 7% are funded. These numbers are consistent with 2018.

We do not track the economic characteristics of our community because we believe good ideas and smart businesses can be and are started by anyone with a good idea. Anecdotally, we have members of the community who range from currently homeless to the top 1 percent.

The ACCESS Center exclusively serves women and minority businesses, therefore 100 percent of our demographic falls into those two categories. Most companies we're serving at the ACCESS Center are young, between three and five years old, and are in the construction and service industries. They range from painters to IT specialists, landscapers to web designers.

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.

Winston Salem is still transitioning from a traditional manufacturing economy to a knowledge and creative economy that requires a different mindset and new skills. The economic pillars we relied on to fuel growth here are not the pillars we can build on for the future - these companies have shed jobs, been sold, offshored operations, moved and simply disappeared. To create a thriving and equitable economy here, we must diversify our economy and encourage new homegrown solutions. We must start new businesses, both small and scalable, that will create jobs and economic mobility. We must teach the tenets of the entrepreneurial mindset in a community that historically relied on large corporations to provide lifetime jobs. We must communicate and encourage risk-taking and comfort with uncertainty as we move through this transformation. We must inculcate a lifelong love of learning to keep skills current and sharp, to generate a workforce prepared for the jobs of the future. We must create connections between startups with high growth potential and companies here to provide paid pilot opportunities. We must focus some attention and resources on entrepreneurship as an economic development strategy rather than only hunting for large companies. We must tell the stories of our new regional cooperation and successes than tend to get overshadowed by the Research Triangle Park and Charlotte. There is a lot of work to do.

Here in Winston Salem, our 2478th ranking among 2480 counties for economic mobility is one that must be addressed

from multiple angles. We propose to address it through entrepreneurship and innovation. The economic importance of small business and startups is the backbone of our state's commerce:

- We have 883,107 small to mid-sized businesses
- Of these, only 163,606 have employees other than the owner and immediate family members
- Small businesses account for 97.9% of all businesses in the state and employ 1.6 million people
- They contribute roughly 45% of total business employment and nearly half of the gross state product

"According to the Employment & Wage profile of North Carolina industries, the average establishment size in North Carolina is just under 16 employees. This means that for employment to grow in North Carolina the number of small businesses must steadily increase in numbers and size. To help this process, we must not only increase the quality of our infrastructure and human capital, but we must encourage and develop our entrepreneurs, as these individuals will be the ones that provide the foundation for business growth and development."

(Source: <http://www.sbtcd.org/pdf/ssb.pdf> - SBTDC 2015 State of Small Business and Entrepreneurship)

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 collaborate across geography, industry, socio-economic status, and every demographic characteristic. We are silo-busters, and that's why we regularly partner with other public and private organizations to achieve our shared goals. We have ongoing programming partnerships with Love Out Loud, Forsyth Technical Community College's Small Business Center, Flywheel, Launch Greensboro, HQ Greensboro, The Urban League, Piedmont Business Capital, Latinas Finas de las Carolinas, Tech Talent South, BLKTCH Charlotte, NC IDEA, Winston Salem Chamber, Winston Starts, and others.

A specific example is our partnership with Piedmont Business Capital, a certified development financing institution (CDFI) and our partner in the ACCESS Center. By working together, we created a stronger and longer continuum of support for existing minority and women owned businesses. Each brings unique resources to the partnership in order to maximize community benefit.

Another example is our partnership with New Ventures Demo Day and Velocity Demo Day. We used our programming expertise and community reach to expand both of these local accelerators' Demo Days, allowing them to spend more time with the startup companies and more investors and community members to see these new companies. Both events were well attended, with more than 300 people at New Ventures and more than 200 at Velocity, an increase over their previous years.

A final example demonstrates how we leverage the Venture Cafe Global network. In October 2019, Venture Cafe WS lead a delegation of 7 women and minority startup founders to Venture Cafe Miami's Capital Days event, informally connecting investors and companies. Every one of the WS delegation's founders had breakthrough moments, built ongoing relationships, and met potential funders and clients, and perhaps most importantly, experienced a more mature entrepreneurial ecosystem.

By working together, we ensure that value to the ecosystem is maximized. We don't have the luxury of larger cities like Raleigh with 30+ co-working spaces. We must use every single penny to create value through services, tools, space and advice. We have no room for redundancy - and a regional leadership group meets every three weeks to ensure we're all offering unique and valuable programming that creates new learning and connection opportunities.

C. Strategy and Performance

Completed by maryglen@venturecafewinstonsalem.org on
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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.

Thursday Gatherings are evaluated numerically after every occurrence based on three criteria: the total number of people that attended, how many of those have come before (and if so, how many times), and if there is overall growth from last year's numbers. These evaluations are assessed through an online data visualization software called Tableau.

In addition, we survey our community twice a year to determine their satisfaction with our programming. In 2019, our community ranked our programs as Very Good to Excellent using the Net Promoter Score scale. That puts us in the top 10 percent of all organizations globally.

So far, we have never missed our goals to deliver programming that our community deems valuable. If we were to

miss those goals, we would step back, dive into interviews and research to determine where we fell flat and what the community needs are, and re-create topics to fit the new criteria.

The ACCESS Center also tracks client engagements using an intake form. We collect basic company information, type of service they engage with and other information. This is reviewed every 90 days. So far, we are on track with our goals. It's too early to measure satisfaction, but we will implement a similar NPS metric once the Center is more established.

Each year, we publish an Impact Report showing our reach and impact. This is available on our web site and is heavily promoted through social media for transparency and community accountability.

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.

Upon entering Thursday Gatherings, we ask each individual to sign in and/or sign up on tablets using a software system. After signing in, a name card is printed for the individual with the number of times they have come to Thursday Gatherings in parentheses. When signing up for the first time, they are asked to input their demographic information, including their preferred gender pronoun, ethnicity, age, role in innovation community, and stage of their business. This information is then captured in Tableau, a data visualization software, that helps us track and trend our attendance and demographic data. This is real time information so we can make decisions based on the latest data. We receive a weekly attendance report after each Thursday Gathering.

Programs are also formally evaluated by the community twice a year using Survey Monkey. We use the Net Promoter Score criteria in the Spring and Fall of each year to ensure we're hitting the Very Good or better categories. In 2019, we have achieved our program satisfaction goals. In addition, we gather qualitative data through conversations with the community about what topics they want to hear about, what speakers did well or didn't, and how they would like to interact with our organization.

The ACCESS Center is still new and we review our performance once a month, monitoring number of client engagements, audience, marketing impact and reach, number of clients receiving each type of service we offer, number of clients in underwriting, and amount of money loaned through Piedmont Business Capital. Right now, we track this in an Excel spreadsheet but will likely make the transition to Tableau in 2020 as we have more traffic. We also track demographic information on both individuals and their businesses. If we receive City funding, we will also use ConnXus to track and improve performance.

Again, both Venture Cafe and the ACCESS Center's impact is reported each year in a publicly available and widely promoted annual report highlighting our work.

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
Seek to expand the	We feature a broad	In 2019 we delivered	In 2020, we will	We expect to reach

<p>definition of innovation beyond technology to encompass social and civic innovation</p>	<p>array of topics and themes during the year including BioConnects Night, Inclusive Economy, College Night and more.</p>	<p>more than 270 programs focused on entrepreneurship and all forms of innovation.</p>	<p>deliver an estimated 300+ Thursday Gathering programs and we hope to offer new options including applied learning models.</p>	<p>2000+ new community members in 2020 for a total reach of close to 10,000 unique individuals</p>
<p>Throw open the doors to the innovation and entrepreneurship conversation to those whose voices haven't traditionally been represented, particularly women and people of color.</p>	<p>Venture Cafe partners with Piedmont Business Capital to provide access to certification training, financing and contract pairing for MWBE companies; we regularly feature diverse speakers and offer theme nights recognizing women and people of color for their innovation and entrepreneurial successes.</p>	<p>In 2019, our community reflected the larger WS demographics: Venture Cafe Winston Salem has the second-most diverse participants in the Venture Cafe Global Network behind only Miami, Florida. The largest portion of our community, around 60 percent, are between the ages of 31 and 60. About 60 percent of attendees identify as Caucasian/White, 28 percent as African American/Black, and 5 percent as Hispanic or Latino. Participants are about equal along gender lines with 53% male and 46% female.</p>	<p>Our demographics show consistency year over year with no significant differences. 100% of all clients served through the ACCESS Center are women and minorities.</p>	<p>We anticipate working directly with 200+ women and people of color through ACCESS, our partnership with Piedmont Business Capital in 2020.</p>
<p>Connect communities of innovation with each other through the Venture Café Global Network.</p>	<p>We regularly connect entrepreneurs to other Venture Cafe locations around the world.</p>	<p>In 2019, we connected several local entrepreneurs with investors and resources in Boston, Miami and St. Louis Venture Cafes. Specifically, we took seven women and minority founders to</p>	<p>We will take a larger cohort to Venture Cafe Miami in 2020 for the Capital Days event; we will explore visiting other sites as well; global programming will include topics supporting the</p>	<p>+2000 people for a total of nearly 10,000 community members</p>

		Venture Cafe Miami's Capital Days.	United Nations Sustainable Development goals.	
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C.6. FY 18-19 Program Accomplishments

In May 2017, Venture Cafe Winston Salem opened its doors with more than 400 local entrepreneurs and innovators in attendance. Since then, we have delivered more than 50,000 programming hours through our Thursday Gatherings.

This year Venture Cafe has reached a milestone of nearly 5500 unique visitors coming to Thursday Gatherings and over 17,500 unique visits. This is an increase of nearly 2000 people over 2018. Attendance at Thursday Gatherings is between 125 and 150 people regularly, with attendees hailing from across the state with a high concentration in the Triad area. Venture Cafe has logged over 900 presenters and 600 programs, with at least one night a month devoted to a theme such as BioConnects, Pitch, Please competition, and college night among others. Venture Cafe has featured high-level innovators and leaders in the community to present, including Tony Atala and John Allison, with attendance at those events consistently higher at 200+ people.

We launched the ACCESS Center for Equity + Success, the state's only independent resource center for existing MWBEs. More than 200 people attended the grand opening and we have directly engaged with another 200 business owners, community organizations, companies with supplier diversity initiatives, and city/county officials. Through our partner Piedmont Business Capital, we are building a \$500,000 capital stack to lend to Forsyth County/City of Winston Salem businesses, and have already loaned more than \$200,000.

We partnered with both New Venture and Velocity accelerators on their Demo Day events, producing high-impact programming and increasing attendance. This year, more than 30 regional investors, 40 startups and 300 supporters attended the New Ventures event, making it one of the most successful ever.

In October, we took a delegation of 7 local startup founders, all women and/or minorities, to Venture Cafe Miami's Capital Days event, creating connections and investment opportunities. Based on this year's positive experience, we plan to take a larger delegation next year.

We recently announced the creation of a new economic development grants program, called the Venture Winston grants, designed to bring the next 100 startups to our city in the next five years. We identified five future-focused business sectors that leverage existing assets in our area, and a successful model called the Arch Grants in St. Louis that we're replicating. This public-private partnership is the first of its kind in the state, and will recruit 20 startups a year, for the next five years, through a global startup competition. We will give preference to startups in the five focus areas, creating density and clusters that are proven to accelerate innovation. Unlike traditional economic development, this new model will reliably attract desirable businesses here in significant numbers. We have a great story to tell, and now with the Venture Winston Grants, we have a way to amplify that story and attract new companies, jobs, investment and talent.

We've been pivotal in the selection of Winston Salem as the national launch point for a new national movement called Builders + Backers, funded by WalMart. This six-year initiative will capture, fund and distribute the stories of promising practices and make Winston Salem a national demonstration site. The eyes of the nation will be upon us as we become a living lab for innovative programs and projects.

C.7. FY 20-21 Key Objectives

For Venture Cafe, our main objective remains to serve entrepreneurs and innovators in our local community by

connecting them with one another and with the resources they need to start, build, scale, and grow their businesses.

1. Grow weekly attendance to an average of 175 per week.
2. Continue to have programming ranked Very Good or better in Net Promoter Score.
3. Introduce more applied learning programming as part of our Thursday Gathering.
4. Leverage the Venture Cafe Global network and sites more - including shared programming and delegation visits.

For the ACCESS Center, we seek to:

Serve 200 clients through coaching, certification training, contract matching and access to operating capital in its first year of operation.

For the Venture Winston Grants, our goals are to:

Hire two staff members to run the global startup competition - a director and manager

Create marketing materials and processes

Launch the first global startup competition and select 20 winners.

It's going to be a busy year!

D. Organizational Capacity

Completed by maryglen@venturecafewinstonsalem.org on
11/22/2019 12:15 PM

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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?

The mission of Venture Cafe is to connect entrepreneurs and innovators to make things happen. Venture Café Winston-Salem helps enhance and accelerate the growth of innovation and entrepreneurship in our city through high-impact programming and events and by creating intentional spaces for individuals and organizations to gather, connect, and build relationships.

Our vision statement, crafted in January 2019 is: We envision a thriving community with a strong talent pipeline, significant venture capital stack, and the most successful minority and women's entrepreneurial community in the SE United States.

Our major services are:

1. Align, Amplify, and Accelerate Local Entrepreneurial Ecosystem
 - a. Collaborate with entrepreneurial ecosystem leaders to identify ecosystem gaps and offer potential solutions
 - b. Contribute to community culture change around risk-taking and entrepreneurial mindset
 - c. Raise profile of Winston-Salem and Forsyth County as a start-up hub
 - d. Identify opportunities to increase venture capital investment to local start-ups and recruit new startups to the area.
2. Create Entrepreneurial Opportunities for existing MWBE Businesses
 - a. Access Center: Provide counseling, certification training, contract matching, and access to capital to existing MWBE businesses
 - b. Soy Emprendador: Participate in pilot program with Hispanic youth to learn growth mindset and encourage entrepreneurship
3. Create High Quality Free Educational Programming for Entrepreneurs
 - a. Plan and execute events to create greater awareness of and partnerships between existing start-up businesses
4. Partner in Local and Regional Planning and Economic Development Activities
 - a. Advocate for start-ups as an economic development priority
 - b. Meet & coordinate with City, County and EDSPs to develop an economic development strategy and identify target sectors and companies
 - c. Serve in partnership with City/County and other Entrepreneurial Support Organizations as a liaison to start-up businesses

- d. Attend gatherings of local and regional economic development professionals and organizations to assist in planning economic development initiatives and activities.
 - e. Communicate start-up trends and needs
5. Assist with Special ED Projects
- a. Assist the City/County and EDSPs with initiatives to strengthen Smith Reynolds airport as an economic driver for the region, including in business development

Our funding request goes right to the heart of our mission, addressing all five of our key services. We are asking for continued support for programming, operations, marketing and resources to achieve our bold vision.

FUNCTION (5 POINTS)

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

Since January 2017

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

We work closely with city government on economic development and MWBE opportunities, advising on potential incentive policies to benefit startups, recommending strategies and marketing tactics, meeting regularly with officials, participating in recruiting meetings, extending the reach of the Office of Advancement and Inclusion, and serving as an ambassador. We have extended invitations to multiple City Council members to discuss their MWBE and economic development priorities as part of our digital content execution.

We benefit the citizens of Winston Salem through our work to remake our economy, to create a more entrepreneurial culture, to help create companies and jobs, to move the needle on economic mobility through opportunity, and perhaps most importantly, to be a place where difficult conversations can be held respectfully - recognizing that all voices are important and all voices are welcome.

Our impact on the city is growing as we earn more and more of a leadership role and launch more immediate economic development projects like the ACCESS Center and the Venture Winston Grants. Attracting the next 100 startups to our city in the next five years will be transformative and will spread our city’s brand around the globe. We will create innovation clusters in future-focused sectors, priming us for growth and positioning us as a true innovation destination.

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	Economic development strategies and collaboration; Leadership of ACCESS Center	40	9.00 %
Program Director	Curate programming for weekly Thursday Gatherings; identify additional programming opportunities	40	20.00 %
Program Coordinator	Coordinate day to day programming activities; event management and support for Program Director	40	20.00 %
ACCESS Center Community Manager	Outreach and education; programming including coaching, certification training, contract matching and connection to loans	40	20.00 %
Special Project	Digital marketing, project management, fundraising	40	20.00 %

Coordinator	support		
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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
Karen Barnes	Executive Director	\$113,000.00	9.00 %
Susan Morris	Program Director	\$62,000.00	20.00 %
Heather Philon	Program Coordinator	\$35,000.00	20.00 %
Mary Glen Hatcher	Special Project Coordinator	\$28,000.00	20.00 %
Hasani Mitchell	ACCESS Center Community Manager	\$43,000.00	20.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

VCWS Basic Org Chart.jpeg

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.

This year, we hired three new team members - Program Coordinator, Special Projects Coordinator and Community Manager. For both the Program Coordinator and Community Manager roles, we posted job descriptions on LinkedIn and Hiring Steps, both online job posting platforms, as well as advertised the positions through our social media networks across the Triad. These produced a diverse candidate pool in terms of gender, age, ethnicity and socio-economic status.

We hired a consultant to narrow the field of candidates using screening questions, the DISC assessment, and a video. Group interviews were conducted by the consultant and our team members. The finalists were a Gen Z Caucasian female and a Millennial African American male.

We hired our summer intern for the Special Project Coordinator role, a Gen Z Caucasian female, after she proved her worth and we recognized the need for the role.

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

D.8.

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

VENTURE CAFE BOARD OF DIRECTORS (2019).docx

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

6

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

4

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."

The good news is that both Thursday Gatherings and the ACCESS Center are already operational and running smoothly. This proposal is to expand our programming, marketing and support services. City funding will help us research and identify potential curriculum, speakers, and applied learning opportunities to deepen our impact and provide high-quality, free education for “wantrepreneurs” and entrepreneurs. We will do this by leveraging the Venture Cafe Global network for best practices, online research, attending conferences and reading professional publications. We’d like to bring more out of town speakers to Venture Cafe as we’ve noticed that our startups are lagging in sophistication levels seen in more mature ecosystems. We can tap our American Venture Cafe sites for recommendations.

When it comes to marketing, our newly hired Special Projects Coordinator is bringing her mass communications expertise to the team. We’ve also identified a local videographer, podcast producer and web designer who are helping us create compelling digital content. Next year, we sorely need to update our web site to reflect our extended services and expanded global network. All our marketing work will be performed locally by as many MWBE partners as possible.

We’re also looking to purchase a seat license to a nationally recognized MWBE database that will help us match qualified MWBEs with contract opportunities. Beyond additional loan money, purchasing ConnXus is the single biggest opportunity for the ACCESS Center to start making a bigger impact in our community.

Key contingencies include cost and availability. Based on early research, we see several free and affordable curriculum options, so we feel confident we can find high quality content at no to low cost. We are negotiating a non-profit discount for ConnXus, and the subscription will only be possible with a city funding.

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?

Our stated policies, procedures and credo specifically ensure fair and equal access to our programs. That's in our DNA. That's who we are. Our events are free and widely advertised. We don't use demographics to target our digital ads - instead we use psychographics and geography. We've intentionally built a culture and reputation for being a safe and welcoming place regardless of any metric. In our community we have kids and senior citizens; justice involved individuals; veterans; physically challenged individuals; homeless persons; multiple nationalities; all economic statuses. In short, we have and we welcome everyone. We are the most diverse weekly entrepreneurial gathering in the city by design, and the second most diverse Venture Cafe site in the world despite being the smallest. We believe innovation is a process to improve the human condition - not just for a few, but for everyone.

E. Cost Effectiveness

Case Id: 10711

Name: Venture Cafe Winston-Salem - 2020 - 2020/21

Completed by maryglen@venturecafewinstonsalem.org on
11/22/2019 3:56 PM

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	\$95,000.00	\$85,000.00	\$95,000.00
Fundraising	\$25,000.00	\$25,000.00	\$15,000.00
Management and General	\$499,000.00	\$499,000.00	\$1,058,000.00
	\$619,000.00	\$609,000.00	\$1,168,000.00

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$313,000.00	\$313,000.00	\$406,000.00
Employee Benefits	\$53,570.00	\$53,570.00	\$120,000.00
Facility Rent and Utilities	\$0.00	\$0.00	\$0.00
Training and Conference Registration	\$1,000.00	\$900.00	\$1,000.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$13,000.00	\$9,000.00	\$90,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$25,000.00	\$25,000.00	\$25,000.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$65,000.00	\$73,000.00	\$44,000.00
Other Operating Expenditures	\$149,000.00	\$145,000.00	\$482,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	\$619,570.00	\$619,470.00	\$1,168,000.00

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$20,000.00	\$20,000.00	\$75,000.00
Forsyth County	\$21,000.00	\$21,000.00	\$75,000.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$209,000.00	\$195,000.00	\$210,000.00
Foundation Grants	\$400,000.00	\$400,000.00	\$808,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
	\$650,000.00	\$636,000.00	\$1,168,000.00

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

Includes marketing, annual license fee to Venture Cafe Global, technology upgrades and purchases, office furniture, utilities.

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	City Council	\$20,000.00

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
Management and Oversight Functions (Venture Cafe & ACCESS Center)	\$34,000.00	\$0.00	
General Operating Funds (Venture Cafe & ACCESS Center)	\$26,000.00	\$0.00	
ConnXus (Digital Licensing Platform, ACCESS Center)	\$15,000.00	\$0.00	
	\$75,000.00	\$0.00	

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.

This year's request is different - this year we are also requesting support for the ACCESS Center for Equity + Success' operations and programming. This new initiative just launched in June 2019 and needs supplemental funding from the seed money we received from the initial grant.

If we are not fully funded, our impact will be slower and smaller. We're a scrappy organization, making the most of every opportunity and dollar. But there are times, like now, when money can speed up growth and reach. Venture Cafe is not financially self-sufficient and we're being asked to play a larger and more visible role in our city's economic development. We simply will have to limit our activities to our core functions like Thursday Gathering without operational support for our other initiatives. In a time when we're being asked to do more, we're proving our worth, and we're creating real results for the city, now is not the time to be short on funds.

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.

Currently, Venture Cafe has planned funding from a variety of sources. The largest contributions come from DataMax Foundation and L. David Mounts Foundation. Other funding sources include: American Communities Trust, Wake Forest Innovation Quarter, BB&T, Wells Fargo, NC Biotechnology Center, Wake Forest Health Ventures, WS Foundation, HQ Greensboro, Inmar, Wexford Science and Technology, The Millennium Fund, Cook Medical, Womble Bond Dickinson, AT&T, City of Winston Salem and Forsyth County. We are currently in discussions with other local organizations about long term support for operations and programming. Typically, Venture Cafe starts to hit its fundraising stride in Year Three, which is what we'll start in 2020 so we anticipate a more robust fundraising effort and success.

In addition, we plan to seek grant support from Z. Smith Reynolds Foundation, Winston Salem Foundation, Golden Leaf Foundation, corporate partners and others to bring our budget levels up to where they need to be. We continue to seek potential sources of grant funding both locally and nationally.

BARRIERS (3 POINTS)

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

This year we are also requesting support for the ACCESS Center for Equity + Success' operations and programming. This new initiative just launched in June 2019 and needs supplemental funding from the seed money we received from the initial grant. The biggest barrier to project implementation is a ticking clock. The original grant that funded the opening of the center - \$200,00 over two years - means that we have to start from \$0 in January 2021 with fundraising. In 2020, we must have a dual strategy to both deliver impact as well as raise money to ensure the Center's survival. This is a lot of pressure, and we'd rather spend our time working to grow existing MWBEs instead of chasing dollars. We're working with a professional fundraising consultant to launch a major gifts campaign in Q1 2020 to start the process. Additionally, we're aggressively seeking public and private funding for the ACCESS Center.

Now that our Venture Cafe programming team is fully staffed, there really are no barriers to implementation - we have the systems, community and reputation in place to succeed. Now we need to focus on growing the community, delivering more applied learning content even when it's a paid model, and bringing in more outside speakers and experts to provide reality checks.

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:	\$75,000.00
Number proposed to be served for the year:	8000
Average City funds per beneficiary:	\$9.38
Proposed funds from all sources:	\$1,168,000.00
Number proposed to be served for the year:	10,000
Average total funds per beneficiary:	\$116.80

F. Required Documents

Completed by maryglen@venturecafewinstonsalem.org on 11/22/2019 12:25 PM

Case Id: 10711

Name: Venture Cafe Winston-Salem - 2020 - 2020/21

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

VCWS Bylaws:Conflict of Interest.pdf

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

Venture Cafe 2018 990.pdf

Organization By-Laws *Required

VCWS Bylaws:Conflict of Interest.pdf

Articles of Incorporation *Required

VCWS Articles of Incorporation.pdf

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

1392_Guidelines for Appropriate Conduct.docx

1396_Equal Employment Opportunity Policy (EEO) (1).docx

1397_Anti-Harassment Policy.docx

IRS 501(c)3 Designation Letter *Required

Venture Cafe Winston-Salem - Letter from IRS re Tax-Exempt Status.pdf

Audited financial statements or a third-party review *Required

VCWS Audited Financials (2019).docx

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

***Required**

Current:Active Status VCWS.png

Other

***No files uploaded*

G. Community Development Only

Completed by maryglen@venturecafewinstonsalem.org on
11/22/2019 9:10 AM

Case Id: 10711

Name: Venture Cafe Winston-Salem - 2020 - 2020/21

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	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.

H. Construction/Rehab Only

Completed by maryglen@venturecafewinstonsalem.org on 11/22/2019 9:10 AM

Case Id: 10711

Name: Venture Cafe Winston-Salem - 2020 - 2020/21

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
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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 maryglen@venturecafewinstonsalem.org on 11/22/2019 9:10 AM

Case Id: 10711

Name: Venture Cafe Winston-Salem - 2020 - 2020/21

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 maryglen@venturecafewinstonsalem.org on 11/22/2019 9:10 AM

Case Id: 10711

Name: Venture Cafe Winston-Salem - 2020 - 2020/21

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 maryglen@venturecafewinstonsalem.org on 11/22/2019 4:05 PM

Case Id: 10711

Name: Venture Cafe Winston-Salem - 2020 - 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.

Karen Barnes

Electronically signed by maryglen@venturecafewinstonsalem.org on 11/22/2019 4:05 PM