

A. Organization & Contact Information

Case Id: 11110
Name: Center for Creative Economy - Velocity
Address: *No Address Assigned

Completed by margaret@cctriad.com on 11/19/2020 11:50 PM

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

Center for Creative Economy

A.2. Project/Program

Velocity Creative Accelerator

A.3. FY 2021-22 Funding Request Amount

\$35,000.00

A.4. Agency's Total Operating Budget

\$285,000.00

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.cctriad.com

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

2011

A.9. Organization Fiscal Year

July 1 - June 30

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Margaret Collins, Founding Executive Director

A.13. Email

margaret@cctriad.com

A.14. Phone

(336) 580-1037

CONTACT

A.15. Name, Title

Margaret Collins, Founding Executive Director

A.16. Email

margaret@cctriad.com

A.17. Phone

(336) 580-1037

BOARD CHAIR

A.18. Name

Chris Jones

A.19. Term Expiration

12/01/2022

A.20. Email

cjones@fivepointscapital.com.

A.21. Phone

(336) 408-6739

B. Project Overview

Completed by margaret@ccetriad.com on 11/20/2020 10:27 AM

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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?

The Center for Creative Economy seeks funding from the City of Winston-Salem in 2021 for our sixth inaugural year of Velocity, CCE's signature business accelerator. From 2016-2018, CCE partnered with Creative Startups, based in Albuquerque, NM, to bring the Creative Startups program to NC. At the end of its three-year licensing agreement, CCE developed and launched its own program to better serve creative entrepreneurs in Winston-Salem, the Triad, and NC. With the help of Chris Mumford, Professor of Practice at Wake Forest University and UNC Chapel Hill's Kenan Flagler Business, CCE launched the Velocity Creative Accelerator in April of 2019. Mumford's guidance and expertise as a serial entrepreneur paved the way for CCE to establish a program designed specifically for creative entrepreneurs who are ready to scale their businesses. After hosting five creative business accelerators and having successfully launched the first Velocity cohort in September of 2019, CCE looks to expand our reach.

CCE helps entrepreneurs turn their creative ideas into growing businesses. We designed Velocity to provide entrepreneurs with an array of resources including mentoring, business skill development workshops, networking, and access to investors and financial resources. Velocity is for serious entrepreneurs and delivers in-person and online skill development with cohort participants and works with 30+ mentors to deliver customized advice from experienced industry professionals. Through a 9 week high impact curriculum, teams gain the knowledge and tools to better think, create, tell, and run their businesses. Our learning and action oriented objectives help participants flesh out their business models, hone in on customers, and prepare to launch. We also focus on forecasting financial expenses, marketing strategy, and creating a product market fit. CCE receives competitive applications from around the world each year, and we narrow the finalists through a rigorous judging process that involves over 15 industry leaders. Each year, CCE accepts 10 teams into the Velocity cohort, which are made up of 10 or more creative founders.

Historically, nearly half of all accelerator participants have been based in Winston-Salem, supporting CCE's commitment to growing our local economy. In addition, two participants chose to relocate their companies to Winston-Salem as a result of completing the accelerator. Kevin Clark, a 2018 cohort winner relocated his creative health tech startup, Point Motion, from Boston to Winston-Salem in the fall of 2019. And Preet Singh, 1st place winner from the 2019 cohort, relocated his photography automation technology startup, Live Furnish, from New Delhi, India to Winston-Salem in 2020. At the conclusion of the program each year, CCE awards \$50,000 in seed-stage investments, which is split between the top 3 winners.

Velocity was built for creative entrepreneurs. Our curriculum teaches participants to be street-smart and action-focused and provides participants the skills needed to mold their creative ideas into a business framework.

Funds from the City of Winston Salem will be put towards a portion of the operations for this project in 2021. Specific operational costs include personnel for project management, marketing, and the expenses for the startup participants

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and mentors. These include entrepreneurial books and materials, food, and accommodations.

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

CCE's community partners are crucial elements of Velocity's recruitment process. Over 20 Creative Ecosystem partners in Winston Salem publicize our application process through their social media channels and press releases. Additionally, Mountain Bizworks, Charlotte is Creative, and Creative Mornings help promote CCE's programming through their networks. CCE also utilizes F6S, a startup platform that connects 16,000 startup companies from around the world. Through F6S, we are able to directly recruit applicants globally. CCE holds multiple virtual information sessions throughout the application cycle, which are advertised through our social media channels. Because our curriculum is entirely virtual, Velocity participants can attend the program from anywhere in the world. COVID-19 did not impact Velocity, as CCE virtually welcomed cohort participants from France, Spain, and the United States.

The annual timeline for Velocity follows this structure:

March-April-May: Using social media, mass emails, and informational sessions, CCE markets the Velocity accelerator. Our Ecosystem partners and other state partners share the Velocity application with their networks.

April - June: The Velocity application opens and marketing continues.

Mid June: Our panel of judges (entrepreneurs from businesses around North Carolina) select the cohort.

August - September: Velocity begins with an in-person Kick-Off

Weekend in Winston Salem, NC for those able to attend. The program follows with 8 weeks of workshops and mentoring and concludes with Velocity Week, Investor Pitches, and Demo Night in Winston-Salem.

Our program is accessible to the busy entrepreneur. Velocity curriculum is delivered through Basecamp, an online portal where cohort members can access documents and submit assignments. Program facilitators host both virtual and in-person seminars and workshops two days a week during the nine weeks of Velocity. Mentors are also available to meet outside scheduled Velocity hours for additional one-on-one sessions. Zoom conferencing allows our participants to attend sessions remotely and work in real-time with mentors and other cohort members. The relationships members build through the nine week program serve them throughout their careers in entrepreneurship.

To conclude the nine week program, CCE hosts an in-person Velocity Week consisting of workshops, pitch practice, and mentoring sessions. The week-long programming culminates in a pitch competition, where each cohort member casts a Final Pitch to investors and a live audience during Demo Night. The pitch competition takes place at Winston Starts offices at 500 W. 5th St. Winston Starts is a startup incubator and one of CCE's key partners. In 2019, ten teams delivered 10-minute pitches to an audience of over fifty investors, mentors, and industry leaders from throughout NC, who then scored each pitch according to our rubric. In 2020, our audience was a hybrid event with both virtual and in person attendees.

The cohort members from Europe could not join us in person due to travel restrictions from the COVID-19 pandemic, but did join in via Zoom.

The three teams who score the highest during Demo Day are awarded equity-free, 0% interest loans. First place is awarded \$25K, second place is awarded \$15K, and third place is awarded \$10K.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings. If applicable and serving individual clients over a period of time.

Average Number of Participants Served at a Single Time

25

Maximum Number of Participants to Be Served at a Single Time

250

Unduplicated Total Number of Participants to Be Served During the Program Year

275

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.

CCE serves an extremely diverse community of creative entrepreneurs. To date, our programs have supported 64% female founded and 36% minority founded businesses. Our programs are enriched by the experiences of our mentors and board members. 33% of our mentors are female and 12% are minorities. We believe that our mentor network provides an extremely valuable resource to our program participants, given the multitude of experience the mentors bring to our entrepreneurial education programs. Our mentors have successfully built creative businesses and understand the barriers that exist for entrepreneurs in general and for women and minorities in particular.

Startups by their nature are at the beginning of their development, so CCE serves a low income and under-resourced community. Nearly all of our program participants are low to moderate income. CCE defines low-to-moderate income as annualized family income between 50% and 80% of the HUD area median income. We use a client intake questionnaire to validate income. They provide the financials for their company as part of the entrepreneurial training process to develop their small business. Since 2016 CCE has launched 40 creative startups in its accelerator, which have produced \$8.1 million in revenue and raised \$7.4 million in investment. These companies have created 177 jobs for low to moderate income individuals.

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.

The Center for Creative Economy (CCE) supports the launch and growth of creative businesses and entrepreneurs. There is a severe shortage of resources for creative enterprises to develop their business acumen. Millions of Americans find themselves at risk as a result of the current economic slowdown, and many of their jobs will disappear and not return. Artists and creatives are among the most severely affected workers as 62% have become fully unemployed and nationally are expected to lose \$50.6 billion in income in 2020. The need for retraining these at-risk individuals is high, and a significant number of them will be interested in starting new businesses. CCE is in a unique position to address this challenge. Velocity helps creative entrepreneurs overcome the obstacles and risks associated with a startup by providing a world-class entrepreneurship curriculum, access to mentors, and investors. Velocity establishes Winston-Salem as a major resource for creatives to not only make, design, and produce their creative products and services, but a place to engage with experts and learn how to develop a strong business using creative skills.

Creative industries contribute over \$804 billion to the U.S. economy, and 4.3% of the U.S. GDP is attributed to the creative economy. Though more and more artists are beginning to launch their own firms, creative education programs lack business skills needed to grow a thriving business. A report from the Center for an Urban Future found that 88% of design schools surveyed said entrepreneurship training was not adequately covered in the curriculum. Furthermore, a 2015 report from the Rockefeller Foundation studied all existing business accelerators in the U.S. and determined that sector-specific programs were the most effective. Programs that focus on a particular industry, i.e. creative enterprises, are more successful than those seeking to help all industries. While most accelerators focus on tech, financial, or energy companies, Velocity was built with creative entrepreneurs in mind. Our programs bring together creative industry leaders, innovators, and investors onto our mentor team to encourage and lead each startup in the cohort to their full potential. Additionally, our investment in the creative sector has helped grow our local, regional, and state economies by supporting new businesses and creating new jobs.

Our impact with women and minority founders is particularly relevant given the recent study published by the Brookings Institute. Their data shows that Women and Minority owned businesses (MWBE's) are critical to economic growth, and following the 2008 recession, they were key to economic recovery. "Although women and minorities were more likely to close during the Great Recession, they helped stabilize the economy during the recovery period. Nationally, women and minority founders added 1.8 million jobs during the recovery." This shows the pent up demand in this demographic to start companies. During the same period, the women and minorities were able to seize the opportunities and execute. CCE works successfully with these critical founders. And we are expanding our programs to address gender and racial inequities and those affected by COVID pandemic.

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?

CCE believes strongly in the power of collaboration and has established many partners over our ten years of establishment. We are a partner of the Winston Salem Entrepreneurial Ecosystem, which contains over twenty companies dedicated to expanding entrepreneurship in the Triad. Our Ecosystem partners aid us in marketing for our Velocity accelerator.

Additionally, entrepreneurial partners across the state aid CCE in marketing for our Velocity creative accelerator. These companies include Mountain Bizworks, an Asheville non-profit supporting small businesses; Charlotte Is Creative, a business that develops programs and initiatives to foster creativity in Charlotte; and Creative Mornings, a free monthly breakfast lecture series designed for creative communities that has three locations around North Carolina.

Winston Starts, a startup incubator located at 500 W. 5th St has provided CCE with event space for our Final Pitch competition during Velocity week. The organization also sponsors the Explore Award which grants a motivated Velocity participant with an 8-week trial of Winston Starts' startup incubator.

Salem College's Center for Women and Entrepreneurs in Business, located on the third floor 500 W. 5th Street, provided the home base for Velocity. CCE's staff, mentors and cohort had access to the floor's conference rooms, kitchens, and meeting spaces for Velocity's Kick Off Weekend, bi-weekly sessions, mentoring, and Velocity Week.

CCE has developed a strong partnership with Wake Forest Innovation Quarter over many years. WFIQ contributes financially to CCE and hosts Velocity's Demo Night event at Biotech Place as part of its sponsorship. The WFIQ marketing team cross-promotes CCE's events, assists with social media, and contributes marketing dollars.

In 2018, CCE was awarded the NC IDEA Ecosystem Grant, developing a strong partnership with NC IDEA. The grant not only provided funding but allowed CCE to develop important connections throughout the state through NC IDEA's statewide entrepreneurial network. CCE has re-applied for the 2020 Ecosystem grant.

Kenan Flagler Business School and the Kenan Institute of Private Enterprise at UNC Chapel Hill are two of CCE's key partners. Chris Mumford, professor of practice specializing in Entrepreneurship, served as Velocity's lead facilitator and curriculum developer. The Velocity cohort is also eligible to apply for the Startup Consulting program at Kenan Flagler.

With support from generous partners, CCE grants awards to some of our most promising cohort members. In 2020, Kilpatrick Townsend, LLP awarded pro bono legal services, Royalty Marketing presented a marketing and social media award, ActionCOACH offered a business coaching package, and Sightsource provided a one-day technology consultation.

CCE is grateful for the support of each of its partners and sponsors that make Velocity a thriving and successful program!

IDIS Setup

No data saved

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IDIS Setup

Please provide the following information

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE

C. Strategy and Performance

Completed by margaret@ccetriad.com on 11/20/2020 10:27 AM

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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 the stated program goals provided in C.5. are not achieved.

CCE has many procedures in place to track and evaluate our cohort before, during, and after our program. Before Velocity participants begin their programs, all must complete an entrance survey that collects data points on the current state of their company and their business knowledge. The same surveys are also sent two weeks after the completion of each program and once annually thereafter. These surveys allow CCE to track the number of businesses launched and remain thriving each year. We also record the revenue earned, jobs created, and investment raised by our entrepreneurial cohorts. In addition, we track the demographic data and the founders' gains in knowledge, business skills, and confidence in building teams after participating in the CCE programs.

CCE has a passion for inclusivity in entrepreneurship, as reflected in our 2020 Velocity cohort which was comprised of 50% women and 50% people of color. The 2020 program was completed on October 2, and a follow-up survey was sent two weeks after the end of the program.

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In the history of Velocity, we have never failed to meet our program goals. In fact each year our goals have increased from 50-100%! Velocity provides a solid base foundation for success through developing business skills which launch startups, grow companies, and develop jobs in our community. CCE works closely with the startups from Velocity to keep them on track for success. Velocity Week is not the end of the cohort’s relationship with CCE. We encourage participants to continue to reach out to the staff and our team of mentors for support. Velocity’s comprehensive curriculum coupled with CCE’s strong communication network attributes to our program’s successes.

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.

CCE utilizes various organizational platforms to track our participant and program data and ensure information is easily accessible by our staff and cohort. Using the startup platform F6S, we track applications to our accelerator and recruit startups from around the world. Basecamp serves as our home base for participant assignments, communication, and project management. The online portal enables mentors, staff, and participants to interact in a meaningful, real-time way. CCE staff utilize Asana task-management software to track completed projects and assignments. CCE utilizes the Google Suite for administrative tasks and organizational operations. Velocity’s required entrance and exit surveys mentioned in section C.3. are distributed through Google Forms. Program data from these surveys are compiled in our annual Impact Report. CCE is in the process of collecting data from our 2020 programs.

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.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
Attract talented and diverse applicants to apply for Velocity	Partner with new organizations to target creative and diverse entrepreneurs in Winston Salem, North Carolina, the southeast, and beyond. Utilize F6S software to identify start-ups	42 applicants from Winston-Salem, as well as NC and the Southeast	40 startups from 11 U.S. states and 11 countries globally applied to participate in this year’s accelerator, three months after the COVID-19 pandemic struck.	50 applicants from around the world apply to Velocity; increased applications from female entrepreneurs and entrepreneurs of color
Choose innovative companies to participate	Applicants chosen by independent panel of judges	15 independent judges choose teams	15 independent judges choose teams	15 independent judges choose teams
Further develop partnerships,	Explore new tools to improve connectivity	35+ mentors were engaged with the	40+ mentors including board	45 mentors to participate in

mentors, guest faculty, and investors to participate in Velocity	virtually; intentionally recruit diverse mentors by establishing partnerships with organizations focused on minority and women entrepreneurs	startups, including guest faculty and investors. Mentors were organized into general and functional roles for increased effectiveness.	members, local entrepreneurs, investors, and graduates provided guidance to the startups. Organization and delegation of tasks proven effective.	Velocity 2021; increase diversity of mentor network to ensure representation of diverse perspectives and backgrounds
Procure funding through grants and donations	Hire Community Engagement Manager; increase grant applications	\$262,600 secured from public and private sources	Secured \$275,000 in funding from public and private sources in midst of a pandemic	Secure \$285,000 in funding from public and private sources through
Implement online curriculum	Utilize feedback and evaluation surveys to make changes as necessary to improve the virtual experience.	New 9 week Velocity Curriculum delivered online through Basecamp and through sessions with lead facilitator, Chris Mumford.	Successful online implementation of the program during COVID-19, including integration of Zoom and Basecamp.	Enhance curriculum to focus on areas of cohort's greatest needs, including financials and business model. Adapt Velocity curriculum to serve remote participants in different time zones
Host Velocity Week in Winston Salem	Grow reach and work to build live audience for 2021 final pitches (either virtual or in person)	Velocity Week held Sept. 22-27, 2019 at 500 W. 5th St, on the 3rd floor through Salem College's CWEB office. Workshops presented each day. Mentors worked one on one with startups as well as in collaborative groups. Participants pitched for up to \$25,000 in seed funds.	Velocity Week held September 27 through October 2, 2020 at 500 W. Fifth Street and the Courtyard Marriott Hotel on 4th Street in Downtown Winston Salem. Mentors led workshops and participated in one-on-one sessions. Three start-ups split a pool of \$50,000 in seed-stage investment.	Host a high-quality, impactful Velocity Week in 2021 that incorporates both in-person and online components. Present workshops and coordinate mentoring sessions to prepare participants for Final Pitches. Participants pitch for up to \$50,000 in seed funds.
Establish best practices for hybrid (in-person and online) delivery of Demo Day	Consult with experts in virtual conferencing to evaluate a hybrid delivery of Demo Day	n/a in 2019	Held Demo Day in a hybrid format due to the COVID-19 pandemic	Successful delivery of hybrid Demo Day including seamless integration of virtual conferencing platforms into an in-

				person live event
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	525	575
FY 20-21 Current Year Projected Results	550	600
FY 21-22 Next Year Anticipated Results	575	625

C.6. FY 19-20 Program Accomplishments

Velocity 2020 was extremely successful despite the COVID-19 pandemic and our pivot to a hybrid delivery for Demo Day. 40 startups from 11 U.S. states and 11 countries globally applied to participate in this year’s accelerator. Of the 10 startups chosen for the program, 50% are run by women entrepreneurs and 50% are founded by people of color. 4 companies were locally based in Winston-Salem. Over 80 additional companies checked out the application and started the process.

15 independent judges assessed the applicant pool and selected our Velocity cohort. Additionally subject matter experts advised CCE on the validity of the applicants, the problem, solution, and market they were approaching. We also enlisted Velocity alumni and new mentors into the process this year.

The Velocity 2020 accelerator had over 40 mentors, including board members, local entrepreneurs, investors, and graduates of the Velocity accelerator.

In the 2019-2020 fiscal year, CCE secured \$262,600 in funding from public and private sources. The fact that we came that close to our goal was remarkable in the midst of a pandemic!

Though Velocity accelerator has always had an online component, the COVID-19 pandemic pivoted many of Velocity’s activities to both hybrid and fully virtual formats. We had a great variety of guest facilitators that led workshops in customer discovery, business model development, financial management, market strategy, and messaging and marketing. Our facilitators were welcomed through Zoom webinars as well as one-on-one mentoring sessions that translated well to a virtual format. A new component this year was the ability for each mentor to leave notes within the participants team folder regarding their conversations. This provided for an incredibly rich experience for the cohort. Also in 2020, CCE intentionally focused the curriculum on customer discovery, business model development and financial forecasting. This resulted in great improvements in the cohorts ability to communicate their business models succinctly during the Final Pitches to investors and mentors.

Velocity Week 2020 was a huge success. 9 cohort teams joined CCE in Winston Salem for in-person activities. 3 participants were not able to travel due of COVID-19 and participated virtually. CCE hosted content sessions each day, and coordinated both in person and virtual mentor sessions. Programs were held at CCE’s offices at 500 W. Fifth Street and the out of town participants stayed at the Courtyard by Marriott Hotel on 4th St. in downtown Winston Salem. The week culminated in two pitch events on October 1 which were streamed virtually from NY to DC to NC and globally to France and Spain! The cohort gave 10 minute pitches to investors and mentors as part of the Final Pitch event, and each team was scored according to our rubric. In the afternoon, CCE hosted a public Demo Day where Mayor Allen Joines welcomed the attendees and provided an update on CCE’s success to date. Each team gave a 2

minute pitch and the winners of the investments were announced. Three start-ups will split a pool of \$50,000 in seed-stage investment. Mentors, investors, strategic partners, and community members were invited to join the pitch competition virtually.

Here are our cumulative stats to date:

40 Companies launched (90% thriving)

177 jobs created

\$8.1 M in Revenue earned

\$7.4 M in Investment raised

64% female founded

36% minority founded

C.7. FY 21-22 Key Objectives

CCE aims to expand our reach throughout the 21-22 fiscal year. Through new partnerships and expansion efforts, we will continue to contribute to the local creative economy by empowering startups to succeed. Our intention is to keep dollars local and reinvest funding back into Winston Salem's economy.

We will start marketing and recruitment for Velocity earlier next year. We are seeking grants to provide scholarships that would allow more promising start-ups to participate in our programs. Additionally, we are establishing a new partnership with HUSTLE WS and REACH Women's Network that will broaden our applicant pool. REACH is an organization of professional women that seeks to advance economic development and promote gender equality by elevating the collective voice and influence of professional women. REACH will provide CCE with a network of influential professional women to provide customized mentorship for participants in CCE's programs. HUSTLE Winston Salem works towards bridging the gap of entrepreneurial inequality through programming for women, people of color, and those in marginalized business districts. HUSTLE's expansive marketing network and entrepreneurial facilitation programs will allow CCE to reach a more diverse audience.

Furthermore, CCE strives to improve our hybrid delivery of programs. We will continue to explore new tools to improve connectivity. Given that we were able to deliver the Final Pitches remotely, we were able to attract investors from outside Winston Salem to hear the cohort pitch. This is helping CCE develop relationships with investors, future mentors and funders.

CCE is also increasing its fundraising goal for FY 21-22. We are currently applying for numerous grants to support our ongoing programming. We have recently been granted funding from NC IDEA, BB&T/now Truist, DataMax, Inmar, and other corporate sponsors for the FY 21. We intend to augment our staff with a fundraising professional to increase our ability to reach out to current donors and future prospects.

D. Organizational Capacity

Completed by margaret@ccetriad.com on 11/20/2020 10:27 AM

Case Id: 11110

Name: Center for Creative Economy - Velocity

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 Center for Creative Economy (CCE) is a nonprofit 501(c)(3) organization located in Winston-Salem, NC. Since 2011, CCE has created and launched programs that address the lack of inception stage business training available for creatives and artists. CCE educates and provides customized mentoring to fulfill our mission to Launch, Grow, and Accelerate creative entrepreneurs and businesses.

The Vision of CCE is to be known as a premier economic development organization that is building the creative economy and creative community in Winston-Salem, the Triad, and North Carolina.

Startup resources have proliferated in the tech sectors, while creative entrepreneurs lack sufficient resources to launch and grow their ventures. Many creatives are opting out of traditional career tracks in the arts, and want to freelance or start their own firms. Business skills are in high demand, and creative training schools are not focused on this need. CCE and its programs stand at the forefront to empower these creative businesses to succeed in Winston-Salem, the Triad, nationally, and globally.

The Center brings people, ideas, and resources together to benefit a growing creative sector that includes animation, animatronics, craft, culinary, design, creative health tech, education tech, fashion, film, music, performing arts, photography, content creation, publishing, software for creative enterprises, studio and fine arts, toys and games, video games, virtual and augmented reality, and more.

Our Velocity accelerator is designed for creative entrepreneurs who are ready to scale their businesses. Velocity delivers in-person and online skill development with cohort participants and works with 30+ mentors to deliver customized advice from experienced industry professionals. Through a high impact startup success curriculum, teams gain the knowledge and tools to better think, create, tell, and run their businesses. CCE receives competitive applications from around the world each year, and narrows the finalists to startups in creative industries through a rigorous judging process that involves over 15 industry leaders. Each year, CCE accepts 10 teams into the Velocity cohort, which are made up of 10 or more creative founders. Historically, nearly half of all accelerator participants have been based in Winston-Salem, supporting CCE's commitment to growing our local economy.

FUNCTION (5 POINTS)

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

The Center for Creative Economy was founded on February 17, 2011.

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

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CCE’s mission is to support and grow the creative industries in Winston-Salem. CCE contributes to Winston-Salem’s brand image as “The City of Arts and Innovation,” and the city’s dedication to supporting entrepreneurship corresponds with CCE’s mission. We actively support creative enterprises and contribute to Winston-Salem’s economic development through our programming. These enterprises impact the success of all other economic sectors. A successful creative economy attracts talent and other businesses to the area, increasing the pace of innovation, commerce and tourism. CCE serves all Triad communities including Winston-Salem, Greensboro, and High Point.

Our Velocity Accelerator provides many tangible benefits to the city and its citizens. The program offers valuable programming, business development, and access to capital for early stage companies. CCE also hosts Kinetic bootcamps and networking events through our Momentum program. During our 2020 Velocity accelerator, we served startups from Seattle, WA, Philadelphia, PA, Cleveland, OH, Kansas City, MO, Lyon, France and Malaga, Spain. An 2019 Velocity entrepreneur from New Delhi has since moved to Winston-Salem. An entrepreneur from the 2018 Velocity cohort relocated from Boston following the accelerator. Their experience with the program and the Winston-Salem community has been very positive. CCE attracts startups from all over the U.S. and internationally; however, since 2016, 55% of our cohort participants have come from Winston-Salem, the Triad, and NC.

Furthermore, CCE’s expanded focus on women and minority entrepreneurs is a natural outgrowth of our existing programs. In recent months, the Center for Creative Economy has thought critically about how we can use our platform to elevate marginalized communities through entrepreneurship. CCE’s mission has always been to support underserved entrepreneurs, but some entrepreneurs face disproportionate barriers to success. According to The Hamilton Project*, minorities and women often cannot easily tap into business networks. Professional networks disproportionately consist of people with similar backgrounds. Because fewer businesses are led by minorities or women, it is difficult for entrepreneurs in these groups to gain advice, connections, or funding. Due to our bounty of resources and networks, CCE is in a unique position to address this challenge. Our newly established partnerships with HUSTLE WS and REACH will allow CCE to expand our reach among women and entrepreneurs of color and grow our mission of inclusivity in entrepreneurship.

*Minority and Women Entrepreneurs: publication by The Brookings Institute

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	Oversees implementation of program; gathers mentors and investors; finalizes curriculum	60	10.00 %
Marketing and Events Manager	plans and implements both digital and print marketing for all CCE programs; helps facilitate all CCE programs	40	40.00 %
Program Coordinator	plans and implements CCE’s program operations; provides operational support by overseeing program logistics as well as assisting with outreach, fundraising, and development	20	50.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be
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			Funded
Margaret Collins	Founding Executive Director	\$75,000.00	10.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

City of WS- Organizational Chart .png

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.

Our hiring process incorporates a group interview which is facilitated by our board member, Mary Ann Hauser, president of ActionCOACH, who is very knowledgeable about the hiring process. Additional board members attend the interviews and help with decision making. This initial group interview process allows CCE to have a very wide, diverse pool of candidates to start.

CCE is a female-founded company, and today 100% of our staff are female-identifying and 50% are minorities. Our most recent position attracted 34 candidates and 8 have been identified for the group interview. 25% of those are African American, and 87% are female.

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

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

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

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

D.8.

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

City of WS- Board List.pdf

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

10

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."

CCE staff have created a Velocity operations and curriculum manual which navigates staff through marketing the accelerator, overseeing the application process, screening and judging the applicants, and implementing the Velocity curriculum over the nine week accelerator. Over our five years of creative accelerators, we have developed a set of guidelines and best practices to run our program efficiency and successfully.

In 2021, we will utilize the feedback from cohort participants to continue improving our program and providing a top quality business accelerator.

The following include some of CCE's goals for the next fiscal year:

- Continue to develop a robust curriculum that caters to creative entrepreneurs.
- Expand our mentor network to include more people of color to amplify diverse voices in our programs.
- Establish partnerships with other entrepreneurial organizations in Winston Salem and North Carolina to expand our reach.
- Hire a Community Engagement Manager to oversee fundraising efforts.

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?

CCE defines creative businesses as those working in design, architecture, advertising, publishing, art, crafts, culinary, fashion, film, videography, performing arts, TV and radio, interactive digital media, gaming, and related creative technologies. The application to Velocity is easily accessible through CCE's website and the F6S portal. Marketing efforts to promote the application are coupled with informational sessions where CCE staff walk potential applicants through the process. CCE staff members are always available to answer questions about the application process and the skills we seek in our cohort. Applications are reviewed by a panel of fifteen independent judges who rate the start-ups based on their skillset and potential for success. Furthermore, CCE has recently been granted funds from NC IDEA to start a scholarship fund for participants who cannot afford the enrollment fee. We are constantly looking for ways to make our programs more accessible and do not want cost to be a barrier to our programs.

CCE is also forming partnerships with HUSTLE Winston Salem and REACH Network. Our organizations are intentionally collaborating to offer more opportunities for women and entrepreneurs of color. In addition to providing invaluable resources to our Kinetic bootcamp, our collaborations with REACH and HUSTLE will make CCE's programs even stronger, and grow our mission of inclusivity in entrepreneurship. Our partnership will allow the best of all three organizations to come together to stimulate new entrepreneurial businesses. CCE has developed a Statement of Diversity and Inclusion and is setting goals and milestones to achieve concrete results. Those include diversifying our

mentor network and organizational leadership.

E. Cost Effectiveness

Case Id: 11110

Name: Center for Creative Economy - Velocity

Completed by margaret@cetriad.com on 11/20/2020 10:28 AM

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 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$164,870.00	\$74,600.00	\$172,870.00
Fundraising	\$12,500.00	\$7,500.00	\$12,500.00
Management and General	\$97,630.00	\$34,900.00	\$99,630.00
Total Expenditures by Program	\$275,000.00	\$117,000.00	\$285,000.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$177,600.00	\$65,000.00	\$182,600.00
Employee Benefits	\$8,500.00	\$2,500.00	\$8,500.00
Facility Rent and Utilities	\$7,600.00	\$2,750.00	\$7,600.00
Training and Conference Registration	\$2,000.00	\$250.00	\$2,000.00
Membership and Dues	\$1,800.00	\$756.00	\$1,800.00
Travel and Transportation	\$2,000.00	\$200.00	\$2,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$12,500.00	\$7,500.00	\$12,500.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$50,455.00	\$33,000.00	\$53,455.00
Other Operating Expenditures	\$12,545.00	\$5,044.00	\$14,545.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$275,000.00	\$117,000.00	\$285,000.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$25,000.00	\$25,000.00	\$25,000.00
Forsyth County	\$0.00	\$0.00	\$9,000.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$11,400.00	\$10,200.00	\$11,500.00

Memberships	\$6,000.00	\$1,000.00	\$6,500.00
Donations	\$30,000.00	\$5,000.00	\$30,500.00
Foundation Grants	\$105,000.00	\$30,000.00	\$105,000.00
Interest and Investment Income	\$2,600.00	\$300.00	\$2,500.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$95,000.00	\$45,500.00	\$95,000.00
Total Revenues by Category	\$275,000.00	\$117,000.00	\$285,000.00

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

CCE's other operating expenses include the following items: Bank charges/fees, equipment lease, insurance, business meals, printer supplies, parking, payroll fees, postage, stationery & printing, supplies, and telephone.

CCE's Other Revenues include the corporate sponsors for the Velocity accelerator. These include the L. David Mounts Foundation, Bank OZK, Womble Bond Dickinson, Inmar Intelligence, BB&T now Truist, Wells Fargo, Schell Bray, Kilpatrick Townsend, and WF Innovation Quarter. Also included are individuals who donate as sponsors.

The full budget for the Velocity Creative Accelerator is over \$150,000. We sincerely appreciate the city's support, but CCE has to raise funds from a number of sources.

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
2016	Community Agency	\$25,000.00
2017	Community Agency	\$25,000.00
2018	Community Agency	\$25,000.00
2019	Community Agency	\$25,000.00
2020	Community Agency	\$25,000.00

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
Velocity Creative Business Accelerator	\$35,000.00	\$156,000.00	NC IDEA, Bank OZK, Womble Bond Dickinson, Inmar Intelligence, BB&T (now Truist), Wells Fargo, Schell Bray, Kilpatrick Townsend, WFIQ, Winnebago Foundation, Winston Salem Foundation, Shuyi Mo, Private Individuals
	\$35,000.00	\$156,000.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

City resources will be used to fund the key components of the Velocity accelerator. These include licensing curriculum, materials, venue rental, marketing, and project management.

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

Our Velocity mentors serve in a pro bono capacity which provides enormous value to the program. We receive in kind resources from numerous businesses for goods and services including printing from Excalibur Direct Marketing, venue support from Flywheel, Salem College, WF Innovation Quarter, and Winston Starts; legal support from Womble Bond Dickinson, and Kilpatrick Townsend, and marketing support from Royalty Marketing.

E.6. 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 have worked diligently over the years to dramatically increase our outreach and impact, which has increased our costs. We are very grateful to the city who has funded us for the past 5 years, and request the same amount (\$35,000) as FY 20-21. We appreciate the city's support of creative entrepreneurs and the programs we host to serve them.

2021 will mark the 10th anniversary of our organization. We are excited to launch a fundraising campaign that will contribute to the sustainability of our organization. CCE is working hard to be fully sustainable. We are in the process of hiring a Community Engagement Manager that will oversee fundraising for CCE.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

CCE will hire a Community Engagement Manager in 2021 to help support our fundraising efforts. The Manager's tasks will include implementing an upgraded and comprehensive new development program that Stepstone Strategic Partners has recommended for CCE. The new hire will also be responsible for research on prospective donors and the best approaches for fundraising.

The Community Engagement Manager will take ownership of and planning for CCE's 10th anniversary gala to occur in 2021.

The hiring of the Manager will build on the great foundation that CCE has developed over the past 3 years, and increase fundraising for sustainability of the organization.

We desire to put the right structures in place now so that the organization can continue to grow and succeed.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

CCE faces competition from other colleagues in the entrepreneurial training space including Winston Starts, Flywheel, Forsyth Tech Small Business Center, HUSTLE, and the Kenan Institute for the Arts. However, CCE's programs are the only ones among these that seek to serve the under-resourced creative entrepreneurs, specifically women and minorities. We bring together cohorts of like minded individuals that learn from each other and help support one

another after the program is complete. Through a comprehensive marketing strategy that specifically targets creative entrepreneurs, we can maintain our reputation as a highly respected and successful program.

E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.

The continuation of the COVID-19 pandemic may significantly alter our program’s implementation. If state or national policies dictate maximum capacities, our in-person Demo Day may need to pivot to a mainly virtual format. We may need to reduce our capacity for Demo Day and Velocity Week activities.

Furthermore, the hiring of our Community Engagement Manager may occur after the start of planning for Velocity. Our new hire may not know the context of our programs. Our existing staff will create a welcoming environment for our new staff member and will facilitate a smooth transition to the job.

AVERAGE COST (5 POINTS)

E.10. 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:	35,000
Number proposed to be served for the year:	275
Average City funds per beneficiary:	127
Proposed funds from all sources:	285,000
Number proposed to be served for the year:	600
Average total funds per beneficiary:	475

F. Required Documents

Completed by margaret@ccetriad.com on 11/20/2020 10:29 AM

Case Id: 11110

Name: Center for Creative Economy - Velocity

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

- Code of Conduct/Conflict of Interest Policy *Required**
CCE Signed Conflict Interest Policy-Feb2011.pdf

- Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required**
CCE 2018 990 Public Disclosure Copy Fully Signed (1).pdf

- Organization By-Laws *Required**
CCE BYLAWS.pdf

- Articles of Incorporation *Required**
Articles of Incorporation_CCE_Signed.pdf

- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required**
CCE Employee Handbook_REV_11.16.19.pdf

- IRS 501(c)3 Designation Letter *Required**
IRS Tax Exempt Ltr-CCE-Amended FY 6.22.11.pdf

Audited financial statements or a third-party review *Required

CCE Financial Review_Final_2019 (3).pdf

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

***Required**

NC Secretary of State Active Status.png

Other

ForWeb_2019_IMPACTREPORT_.pdf

CCE Diversity and Inclusion Statement (1).pdf

Velocity Week booklet.pdf

CCE Informational Videos- Velocity.pdf

Winston-Salem's Center for Creative Economy churns out another 10 startups - Triad Business Journal.pdf

G. Income Based Projects/Services Only

Case Id: 11110
Name: Center for Creative Economy - Velocity
Address: *No Address Assigned

Completed by margaret@ccetriad.com on 11/20/2020 10:29 AM

G. Income Based Projects/Services 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."

G.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.

Income Range	# 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

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

H. Construction/Rehab Only

Completed by margaret@ccetriad.com on 11/20/2020 10:29 AM

Case Id: 11110

Name: Center for Creative Economy - Velocity

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."

H.1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.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.

H.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 *margaret@ccetriad.com* on 11/20/2020 10:29 AM

Case Id: 11110

Name: Center for Creative Economy - Velocity

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 margaret@ccetriad.com on 11/20/2020 10:29 AM

Case Id: 11110

Name: Center for Creative Economy - Velocity

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 margaret@ccetriad.com on 11/20/2020 10:29 AM

Case Id: 11110

Name: Center for Creative Economy - Velocity

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.

Margaret Collins

Electronically signed by margaret@ccetriad.com on 11/20/2020 10:29 AM