

## Program Overview

Completed by [jill@flywheelcoworking.com](mailto:jill@flywheelcoworking.com) on 4/28/2022 11:34 AM

**Case Id:** 15152

**Name:** Atherton, Jill - 2022

**Address:** \*No Address Assigned

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### Program Overview

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Please provide the following information.



City of Winston-Salem  
ARPA Transformational  
Non-Profits Application

City of Winston-Salem  
P.O. Box 2511  
Winston-Salem, NC 27102  
336-727-8000  
[ARPA@cityofws.org](mailto:ARPA@cityofws.org)

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

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

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

#### Minimum Criteria

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

#### Scoring Process and Matrix

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

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

### Defining Performance Measures

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

### Upcoming Application Orientation Session

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

### Contact Information

For any questions or concerns, please email [ARPA@cityofws.org](mailto:ARPA@cityofws.org) or call City Link at 336-727-8000.

## A.Contact Information

Completed by jill@flywheelcoworking.com on 4/28/2022 11:45 AM

Case Id: 15152

Name: Atherton, Jill - 2022

Address: \*No Address Assigned

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### A.Contact Information

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Please provide the following information.

#### ORGANIZATION/AGENCY INFORMATION

##### A.1. Organization/Agency Name

Flywheel Foundation

##### A.2. Mailing Address

500 W 5th Street, Suite 800 Winston-Salem, NC 27101

##### A.3. Organization Website

www.flywheelcoworking.com

##### A.4. Year 501 (c)(3) Status Obtained

2,015

##### A.5. Organization/Agency Fiscal Year

2,022

##### A.6. Federal Tax ID Number

##### A.7. Federal DUNS Number

##### A.8. Federal SAM Registered?

Yes

#### ORGANIZATION/AGENCY CONTACT INFORMATION

##### EXECUTIVE DIRECTOR

##### A9. First Name

Jill

##### A10. Last Name

Atherton

##### A11. Title

Executive Director

##### A12. E-mail

jill@flywheelcoworking.com

##### A13. Phone Number

(336) 287-2554

##### BOARD CHAIR

##### A14. First Name

Fletcher

##### A15. Last Name

Steele

##### A16. E-Mail

wfsteele@pinehallbrick.com

##### A17. Phone Number

(336) 817-7768

##### A18. Term Expiration Date

12/31/2022

## B. General Project Information

Completed by [jill@flywheelcoworking.com](mailto:jill@flywheelcoworking.com) on 4/28/2022 11:49 AM

**Case Id:** 15152

**Name:** Atherton, Jill - 2022

**Address:** \*No Address Assigned

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## B. General Project Information

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Please provide the following information.

### PROJECT INFORMATION

#### B.1. Project/Program Title

Retail Lab Winston

#### B.2. Project Location/Address

500 W. 5th Street, Suite 800 Winston-Salem, NC 27101

### PROJECT CONTACT/MANAGER

#### B3. First Name

Jill

#### B4. Last Name

Atherton

#### B5. Title

Executive Director

#### B6. E-Mail

[jill@flywheelcoworking.com](mailto:jill@flywheelcoworking.com)

#### B7. Phone Number

(336) 287-2554

## C. General Project Narrative

Completed by [jill@flywheelcoworking.com](mailto:jill@flywheelcoworking.com) on 5/2/2022 11:48 AM

**Case Id:** 15152

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## C. General Project Narrative

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Please provide the following information.

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

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

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

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

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

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

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

Applicants will apply online through the Flywheel Foundation portal. All businesses that apply will receive direct assistance and referral to community organizations supporting small businesses. As an active member of the Forsyth County Entrepreneurial Ecosystem, we have significant resources to assist entrepreneurs, from idea to launch.

**C.3 Total estimated number of unique participants to be served annually**

60

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

Yes

**TOTAL FUNDING REQUEST**

**C.5. Total Operating Funding Request**

\$75,000.00

**C.6. Total Capital Funding Request**

\$0.00

**SPENDING TIMEFRAME**

**C.7 Capital Spending Timeframe**

Na

**C.8 Operating Spending Timeframe**

Fall of 2022 through Spring 2025

## D. Project Budget Categories

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Name: Atherton, Jill - 2022

Address: \*No Address Assigned

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### D. Project Budget Categories

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Please provide the following information.

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

Operating Costs	Total
Grants for Businesses	\$150,000.00
Program Manager	\$60,000.00
Marketing Expenses	\$7,500.00
Instructor Fees	\$7,500.00
Pop-Up Space	\$25,000.00
	\$250,000.00

Capital Costs	Total
	\$0.00
	\$0.00

### PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. **Note: operating revenues and expenses must be balanced (be equal).**

Operating	Total
Federal Grants	\$75,000.00
Corporate Sponsorships	\$75,000.00
Foundation Grants	\$100,000.00
	\$250,000.00

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

**Note: capital revenues and expenditures must be balanced (be equal)**

Capital	Total
	\$0.00
	\$0.00

## E. Demographic and Geographic Distribution

Case Id: 15152  
Name: Atherton, Jill - 2022  
Address: \*No Address Assigned

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### E. Demographic and Geographic Distribution

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Please provide the following information.

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

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

Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

40.00 %

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

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.



## F. Alignment to Strategic Plan

Completed by [jill@flywheelcoworking.com](mailto:jill@flywheelcoworking.com) on 5/2/2022 9:56 AM

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Name: Atherton, Jill - 2022

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### F. Alignment to Strategic Plan

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Please provide the following information.

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

#### Tier 1:

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

#### Tier 2:

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

#### Tier 3:

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

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

Tier 1

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

Tier 1

**F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you**

**selected.**

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

## G. Collaboration

Completed by jill@flywheelcoworking.com on 5/2/2022 11:04 AM

**Case Id:** 15152

**Name:** Atherton, Jill - 2022

**Address:** \*No Address Assigned

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### G. Collaboration

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Please provide the following information.

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

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

3+

**G.2. Please provide the names of the organizations and the roles they will serve in the project/program?**

We recognize that a healthy startup ecosystem has multiple program partners who serve specific groups and provide mentorship and capital access. We collaborate to eliminate gaps, reduce risk and optimize chances for success with a continuum of developmental resources and funding from inception to growth stage.

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

Our collaborative partners include:

Downtown Winston-Salem Partnership

Forsyth Tech Small Business Center

## H. Administration/Reporting

Case Id: 15152

Name: Atherton, Jill - 2022

Address: \*No Address Assigned

Completed by jill@flywheelcoworking.com on 5/2/2022 11:43 AM

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### H. Administration/Reporting

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Please provide the following information.

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

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

Workload	<p>The Flywheel Foundation is a 501c3 charitable non-profit that promotes healthy entrepreneurship ecosystems through events, accessible courses, and investment. We accelerate home-grown economic development with diverse pathways for inception-stage, early-stage and growth-stage startups by partnering with an expanding network of non-profits, economic development organizations, corporations, and investors. We are committed to working with organizations who put entrepreneurs first, knowing that a resilient and inclusive economy benefits all.</p> <p>Our Mission – To support impact entrepreneurship through ecosystem development, education, and investment.</p> <p>Our Vision – We envision a world where entrepreneurship is accessible to anyone and the resources needed are readily available.</p> <p>Our Values – Healthy communities through economic opportunity. Diversity of thought and experience. Action and progress. Connecting the resources in the ecosystems we serve.</p>
Effectiveness/Outcome	<p>We will gauge project metrics in the short term by: 1) number of participants taking each course, 2) number of participants completing each course, 3) number of participants who pitch for grant funds, 4) amount of grant funding disbursed, 5) number of new businesses created, 6) number of minority applicants , 7) percentage of participants from low-income census tracts, 8) percentage of women participants</p>

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

Yes

**Please provide a link to (or attach a copy of) the evaluation of the program model**

<https://cabarruscenter.com/retail-lab/>

Program Model Evaluation

*\*\*No files uploaded*

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).

Risk Matrix

*\*\*No files uploaded*

# I. Capacity

Completed by jill@flywheelcoworking.com on 5/2/2022 11:09 AM

Case Id: 15152

Name: Atherton, Jill - 2022

Address: \*No Address Assigned

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## I. Capacity

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Please provide the following information.

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

**I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.**

Mission: To support entrepreneurship through research, ecosystem development, education and investment.

Vision: We envision a world where entrepreneurship is accessible to anyone and the resources needed are readily available.

Values: Healthy communities through economic opportunity. Diversity of thought and experience. Action and progress.

**I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.**

Flywheel Foundation has staff and a volunteer board that lead programming.

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

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

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

**I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome**

We are experienced offering courses and grant programs. Our plan to successfully execute the grant programs are as

follows:

- 1) Create a new landing page and course module on [www.flywheel.courses](http://www.flywheel.courses). We use program-specific course modules so we can deliver unique content as needed.
- 2) Work together with Forsyth Tech Small Business Center to develop Winston-Salem specific content for the Retail Lab.
- 3) Select dates for the Spark Grants and Retail Lab programs.
- 4) Send a press release to all local marketing channels.
- 5) Accept applications from potential participants.
- 6) Select cohort.
- 7) Begin 6-week course.
- 8) Host pitch event either virtually or in person, depending on the pandemic.
- 9) Award grants to pitch winners.
- 10) Market the winners and the dates for the next round of Spark Grants and Retail Lab.

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

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

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

## J. Impact/Community Need

Completed by jill@flywheelcoworking.com on 4/28/2022 4:00 PM

Case Id: 15152

Name: Atherton, Jill - 2022

Address: \*No Address Assigned

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### J. Impact/Community Need

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Please provide the following information.

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

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

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

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

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

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

Our specific goals are to:

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

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

Long term (more than one year):

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

**J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.**



The impacts will be measured by intake surveys and questionnaires as well as by a post program survey. Additionally, there will be surveys and feedback forms required throughout the program. Survey results will be compiled anonymously into a program performance document that will also be updated at the end of year 1, 2 and 3.

## K. Funding Stability

Completed by jill@flywheelcoworking.com on 5/2/2022 2:36 PM

Case Id: 15152

Name: Atherton, Jill - 2022

Address: \*No Address Assigned

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### K. Funding Stability

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Please provide the following information.

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

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

Yes

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

30.00 %

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

30.00 %

**K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.**

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

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



Commitment Letters

Letter of Support - DWSP.pdf

## L. Representation

Case Id: 15152

Name: Atherton, Jill - 2022

Completed by jill@flywheelcoworking.com on 4/28/2022 4:10 PM

Address: \*No Address Assigned

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### L. Representation

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Please provide the following information.

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

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

Name	Race	Ethnicity	Gender Identification
Fletcher Steele	White		Male
Bobbie Shrivastav	Asian		Female
Peter Marsh	White		Male
Stephen Edwards	White		Male
Trinity Manning	Black		Male
Page Castrodale	White		Female
Iris Fagundo Cole		Hispanic	Female
Rick Leander	White		Male
Larry Barron	Black		Male
Will Joyner	White		Male
Laura Lee	White		Female
Brad Bennett	White		Male

## M. Required Documents

Completed by jill@flywheelcoworking.com on 5/2/2022 8:54 AM

Case Id: 15152

Name: Atherton, Jill - 2022

Address: \*No Address Assigned

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### M. Required Documents

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Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

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### Documentation

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

Conflict of Interest and Compensation Policy.DOCX

**Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service \*Required**

2020 990.pdf

**Organization By-Laws \*Required**

Flywheel Foundation Bylaws.pdf

**Articles of Incorporation \*Required**

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

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

Civil Rights. Non-Discrimination Policy.docx

Cost Principles (Allowable Cost) Policy.docx

Document Retention and Destruction Policy.docx

Procurement Policy.docx

Property Management Policy.docx

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

IRS Approval 12-15-15.pdf

**Most recent audited financial statements or a third-party review \*Required**

Audit Letter.pdf

**North Carolina Secretary of State - Current and Active Status \*Required**

Certificate (1).pdf

## N. Submit

Completed by jill@flywheelcoworking.com on 5/2/2022 2:44 PM

**Case Id:** 15152

**Name:** Atherton, Jill - 2022

**Address:** \*No Address Assigned

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## N. Submit

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Please provide the following information.

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

Jill Atherton

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

05/02/2022