

# Project Agora

*Mark Johnson &  
Adam Shaening Pokrasso*

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# Executive Summary

This report is the delivery from a contract signed with Mark Johnson and Adam Shaening-Pokrasso and the City of Santa Fe in response [to an RFP](#) asking for “programs and projects which are transformational to Santa Fe’s economy.” Our original response to that RFP was to use our expertise combined with research and feedback from the community into recommendations for a coworking space.

In this report, we’ve created what we believe to be requirements for a successful coworking space in Santa Fe. And we have fully concluded that a coworking space does not exist in isolation. The City of Santa Fe needs a vision for a holistic entrepreneurial ecosystem if we’re to thrive and compete for jobs in the 21st century. One of the resounding themes of successful coworking spaces is that founders thought both about themselves **and** about building communities of capital, talent, resources, and services around the space. That’s why we call this project: **Project Agora**<sup>1</sup>.

Our summary recommendations are as follows:

1. **Don’t deviate from the established standard** - coworking has evolved quickly over the past 10 years and the market has learned many lessons. We’ve been detailed on what we believe to be necessary for a coworking space to succeed, while being sensitive to Santa Fe’s unique situation.
2. **Find ways to bring in outside talent** - the lack of a talent pool in Santa Fe is one of the biggest challenges in growing a startup here. Though fixing this completely may require decades, we suggest a simple stop-gap: bringing in successful startup founders for an “entrepreneur-in-residence” (EIR) program. The advantage of having experienced advisors will help our local companies and will spread the wonder of New Mexico to a broader audience.
3. **Use the space to concentrate people and organizations together** - there’s no central location for entrepreneurs in Santa Fe. The coworking space should consider measuring success as bringing people together as its primary mission, with butts in desks as its secondary success factor. This means having a consistent draw (like beer, coffee, or artisanal food) and frequent events.
4. **Build the components of an entrepreneurial ecosystem** - though this report focuses on the coworking space, it won’t be successful unless our community continues to build the infrastructure and culture to support the startup demographic. This means everything from healthy, inexpensive late night food and quality nightlife to more effective and less expensive high speed internet and more affordable housing. . Even though these improvements are herein targeted at startups, we believe that our community will become stronger as a result of efforts such as these.

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<sup>1</sup> “Agora” is a Greek word for the open space in their city-states that served as a marketplace and meeting place. It’s here where Socrates taught his students, for example.

What follows is an exposition of these themes to interpret the research and arguments that went into these recommendations. We will describe **a set of requirements** for a coworking space. We also don't have all of the answers, but believe that our recommendations are sound and designed to mitigate risk and apply strategies with consideration to our unique climate.

In the end, this project has been a lot of fun for us. We're deeply invested in the future of Santa Fe from a personal and professional perspective. Companies like ours will only be successful if Santa Fe begins to address some of the gaps that make it hard for a company to be started here. A thriving entrepreneurial community is something we both deeply support and we're grateful to the City of Santa Fe for giving us the opportunity to share our vision for a thriving Santa Fe.

## Backstory

Our careers both started in San Francisco, CA where technology trends regularly disrupt entire industries. Despite thriving in that fast-paced environment, we both ended up building our businesses in an unlikely place: Santa Fe, NM. The “normal” place for an artificial intelligence company or a media agency would be in San Francisco. We were both drawn to Santa Fe, NM to grow our companies in a different kind of ecosystem. Here we have a close community, deep history, the mountains, the sky, and the escape from hectic city life. Ultimately, this can and should be Santa Fe’s competitive edge.

We’ve had many conversations with each other over the past 2 years about what makes Santa Fe special. In fact, when we first met two years ago, we had a spontaneous brainstorming session about how we’d develop high-tech community in Santa Fe. We were honest about the pro and cons of Santa Fe and used the gaps to inform the best place to start. Even in those early days, we realized that a location would not just be functional, but symbolic: creating such a space would create a gravitational pull to local startup activity. Many of the philosophies from that whiteboard are reflected in this document.

A little bit about both Descartes Labs and 12FPS is important here. We’d like to be upfront about our motivations and biases; plus we believe those experiences as non-traditional company founders give weight to our recommendations.

12FPS was created to serve as the storytellers and media marketers for San Francisco tech giants like Google, Adobe, AOL, and Zynga. The logo, designed around the iconic frame of a horse in motion shot by the wild mind of Eadweard Muybridge tells a story of how a photographer set out to solve a problem and in the process created an entire industry of motion picture, animation and the arts created around the phenomena that we call “persistence of vision”. This represents the power of experimentation, visual storytelling and the beauty of accidental discovery - a pillar to any startup mind.

Despite having a thriving business in San Francisco, Adam decided to move his headquarters to Santa Fe. Driving this decision was a desire to be closer to nature and to get more deeply involved with the community in which he grew up.

Now, with nearly 4 years in operation in New Mexico, 12FPS is a stakeholder and anchor in the film and digital media movement for the state. With support from Santa Fe, the #HowToSantaFe campaigns ignited an explosive movement that continues to attract young tourists and empower locals to explore their community.

Mark spent his entire career in the high-tech world after studying philosophy at Stanford. He first set foot in New Mexico in July 2014 to meet the a Los Alamos science team the eventually became Descartes Labs. Instead of moving the entire team to San Francisco after taking \$3M in seed funding - the reasonable and acceptable thing to do - he decided to found the company in Los Alamos, NM. He hopped in his car and moved out for what he thought was, at most, a year.

The odds were definitely against him. It was hard to recruit; some funding sources wouldn't even consider a NM-based company' and there wasn't a large tech community here. However, after persevering through the first year, he fell in love with New Mexico and decided that the company had to be located here.

Descartes Labs currently employs almost 40 people and will be over 100 at some point next year at their current hiring rate. Top of Mark's mind is the retention and hiring of new Cartesians, most of whom will come from out of state. Descartes Labs emphasizes all of the positive aspects of Northern New Mexico, but employees want more than just hiking trails and beautiful skies. They ask questions like: How are the local schools? Where can my partner get a job? Where do I get a job if Descartes Labs fails? How's the local tech community? How's the nightlife? Employees care more than just about their salary and their current work environment. They care about their ecosystem.

Given our professional background and inside/outside perspective, we began a dialog with members of the local community. Following the RFP issued by Santa Fe Economic Development where Mayor Javier Gonzales wanted to "make sure that Santa Fe's economy attracts and retains talent and dynamically grows businesses," we felt that it was time for us to step up beyond the whiteboard, survey the local and national landscape, and structure our thinking.

## Goals and Methodology

Given Santa Fe's unique positioning, as compared to major tech centers like San Francisco, New York City or even smaller places like Boulder CO or Bozeman MO, our approach to coworking was that Santa Fe should learn from other similar models, but not be afraid to do things our way. With this in mind, the goals established for this project were:

- Understand trends in shared workspaces
- Analyze similarities and differences among coworking operators
- Map the coworking stakeholders, existing spaces and areas of distinction for Santa Fe and neighboring communities in Northern New Mexico
- Conduct structured conversations with local entrepreneurs and business accelerator programs
- Create and distribute a survey to collect data from local business owners and entrepreneurs potentially interested in becoming members of local coworking space(s)
- Synthesize national trends, local needs and provide recommendations for structural design and next steps

# Project Agora

## A Vision for an Entrepreneurial Ecosystem in Santa Fe

Project Agora is a vision for a holistic entrepreneurship ecosystem. The anchor of this vision is a coworking space that follows national standards but also recognizes Santa Fe's unique needs. The vision requires a constant flow of top entrepreneur experts in and out of Santa Fe and the importance of concentrating resources in a single geographic area. This means that, while we spend a bit of time talking about how to structure a coworking space, we also spend a significant amount of discussion around the larger ecosystem.

The leading startup communities around the world recognize the energy created by supporting shared workspaces with neighboring restaurants, nightlife, coffee shops, event spaces, retailers and housing in a single neighborhood. One particular example that stands out is the "American Tobacco Campus", a project in Durham NC that has effectively achieved this concentration where coworking is a single component of a resource mecca for the community (noted in more detail in the research that follows).

Further, Santa Fe must recognize that there isn't a lot of talent here to lead high-tech startups and other creative enterprises. We suggest an entrepreneur-in-residence (EIR) program as a way to attract executive talent. The EIR will mentor budding startups and help add to the vibrancy of Project Agora. Our intention here isn't to move these EIRs permanently to Santa Fe, but rather to learn from their experience and make them vocal fans of the glory of New Mexico.

Our recommendations follow, broken down into four sections.



## 1. Don't deviate from the established standard

Every coworking space has its own story of success or failure. But there's one pattern that we never saw deviation: *the basics*. The basics include where the coworking space is located, what features and amenities are included, the structure, and the funding sources. This section will elaborate on these 4 key components in detail; [the Requirements section](#) that follows will re-capture these elements as a detailed list.

### The Location

One theme from our research and conversation is that **location** is incredibly important. For example, when WeWork opened up their first space in the Financial District of Manhattan, they had to make sure that amenities like coffee shops (even though they provide their own coffee) and restaurant options were located within their building -- and that's in New York City.

An ideal location is a place that is walking distance to businesses and residential areas. The demographic attracted to startups wants businesses that support their lifestyle: healthy and reasonably-priced food, craft beer, well-made coffee, yoga studios, and bookstores. Not all of things need to be immediately accessible, but there need to be enough options for lunch and a smattering of other tailored businesses. People moving from big cities are often used to walking, biking, or taking public transportation to work. The closer the coworking space is to desirable neighborhoods, the better. Another attractive feature, distinct to Santa Fe, is easy access to trails.

Despite Santa Fe's population being under 100,000, there are thankfully a number of high-density areas in the City as potential locations, the Plaza and the Railyard being the most desirable. The Plaza is obviously close to just about everything; the problem is that a lot of the amenities downtown are geared towards tourists, not locals. The Railyard is potentially a great location, given it's location on the Santa Fe Rail Runner Railhead. The buildings look modern, and there are a number of amenities in the Railyard and on Guadalupe. However, the Railyard suffers from a lack of cohesiveness in terms of its services. There's no quality coffee shop or quick lunch places. Also, the large number of vacant spaces in the Railyard don't scream "vibrancy." A final potential location is the Siler Yard District, housing Meow Wolf, the upcoming Arts+Creativity Center, and a number of smaller businesses. The challenge with the Siler neighborhood is that it is in an early stage of development, continuing to emerge but only walkable to a few existing amenities. However, as the neighborhood is undergoing rapid renovation, the potential to address seemingly insurmountable challenges downtown might be addressed as part of the development and considered as central priorities to the district.

We hope that this kind of long-term planning is part of the plan for this holistic ecosystem as these gaps are in fact central to any anchor coworking space. Note that the goal of this report is **not** to suggest an exact location. Our goal here was simply to give the principles of how a location should be chosen.

## Features and Amenities

In some ways, this is the easiest part of the report. The industry of coworking has the benefit of some large players like WeWork and a host of smaller coworking spaces - by some estimates, over 10,000 coworking spaces worldwide. And, they've been around in one form or another for over 10 years. The amenities within a coworking space are pretty standard. With a few tweaks, we can optimize this space for Santa Fe.

Our research of 50 organizations showed some standard services and amenities: open offices, private offices, conference rooms, phone booths (sometimes actual phone booths), excellent wi-fi, coffee and snacks, printing and shipping resources, and community boosting events. There's no reason to deviate from this.

Within this, there are some important decisions to be made, based on our local situation. For example, given our research in Santa Fe, we believe that the space should be focused on shared desks. In larger locations like New York City, there's a strong need for actual offices. Here in Santa Fe, shared desks with places for quiet like phone booths and conference rooms will promote more of the kind of collaboration we envision.

Our recommendation is to stick to and require all of the following for any coworking space.

- Open and friendly shared workspace with both hot desks and dedicated desks that offer a variety of seating from desks to couches to outdoor patio space
- Limited private offices
- Conference rooms available to members and non-member drop-ins utilizing a simple online scheduling tool
- Phone booths to take private calls
- High speed WiFi
- Coffee
- Printing resources
- Shipping and receiving
- 24/7 access for members
- Event space (could double as the shared office space)
- Location must be positioned within a developing area of density (walkable to restaurants, retailers and ideally close to high density affordable housing and/or live/work units)

We've compiled a table of features, amenities and pricing based on a nationwide sampling of operators from small to large. The full spreadsheet can be found in the report packet or accessed online [here](#).

There's a lot of room for flexibility and creativity within this framework, but stick to the basics.

## Structure of the Organization

There is also quite a bit of standardization around organizational structure. Three roles are common across most of the successful coworking locations we studied. They are: Executive Director, Community Organizer, and Office Manager.

**Executive Director (ED)** is the most critical role. There must be a full-time executive devoted to the success of this space. The ED is the business leader of the organization and needs to make sure that the space is filled, not just with butts-in-seats, but with the right mix of companies and organizations. This person must focus on financing - making sure the numbers add up. And, s/he needs to manage a team of people that keeps the space operating at its full potential. This person needs to have a vision that guides the organization. Finally and most importantly, the Executive Director needs to be able to mentor and guide the startups within the space. This means that any Executive Director candidate must have worked in high-tech startups and have a knowledge of the landscape. In our minds, it's this industry knowledge that is top of the list on a resume for a potential Executive Director, even if that means looking beyond New Mexico. Most of the coworking proposals that we saw as responses to the original Santa Fe RFP lacked this individual and we think that this should be a requirement if the City is involved in any way.

**Community Organizer** is a position that plans events for and within the coworking space, connects to other local organizations, and helps Project Agora serve as a community hub. This is another critical position, in that being a hub in Santa Fe is the primary goal of this space. Events must be curated carefully to maximize traffic and interaction with the community. Events planning must also take into consideration other local groups supporting startups, to ensure that Project Agora becomes the hub for all of these projects.

**Office Manager** is the person who sweats all of the details at the office. Every startup with more than 20 people needs an office manager to deal with IT, snacks, outside vendors, paying bills, making sure the office is in great shape, getting and implementing feedback from members - in general, making sure the space is fantastic. The office manager may also play a role in the event and program coordination where logistics relating to facilities are managed effectively. This frees up the community organizer to focus on the programming, dealing with logistics related to outside promotion and coordination.

## Funding

Funding for coworking spaces comes in a combination of member fees, sponsorship, and community funding. There's no hard rule about the right combination of these fees, but keeping member funds flowing is key for sponsorship and community funding. We believe that Project Agora should strive to be funded at least 50% by members within the first 12 months as a milestone for success and act to minimize support from government entities.

Even companies like WeWork, which itself is a for-profit startup, supplement member fees with sponsorships. For example, Silicon Valley Bank sponsors an entire floor at several locations in San Francisco. Startups who choose Silicon Valley Bank as their bank can camp out on that floor for a reduced fee for 6 months. SVB also uses this floor to host events to promote their brand. This not only addresses a need for outside (non-revenue) capital but also underscores one of the fundamental goals any tenant in a coworking space might desire - to be working alongside all their necessary stakeholders, partners, funders and mentors.

We recommend that if the City of Santa Fe contemplates supporting a coworking space, they look for someone else to run it (nonprofit or for-profit). In our research, we've failed to find any shining examples of municipally-supported coworking spaces. The reason, we think, is simple: you can't create a need for a coworking space, either it's there or it's not. Therefore, if a government entity decides to fund a coworking space, we think that they should be arm's length from the actual space. They shouldn't represent any more than half of the funding in the first year (think of it as activation capital), a third the second year, and less than a fifth of the total budget going forward.

Given that many different stakeholders have a stake in the outcome of building an entrepreneurial community here in Santa Fe, there will be many opportunities for sponsorship support. Local VCs like Sun Mountain, Verge Fund and Camino Real Capital Partners, startups like Descartes Labs and Meow Wolf, Los Alamos' Feynman Center, and professional services firms like PR, marketing, and design should be given opportunities for sponsorship.

## 2. Find ways to bring in outside talent

One of the huge deficiencies - not just in Santa Fe, but in many smaller municipalities - is the lack of a talent pool. Talent comes from two primary sources, both of which New Mexico lacks: a stream of fresh talent from Universities and a pool of experienced talent from local companies. New Mexico lacks a university that breaks into the top 100 in any national ranking and we don't have a single Fortune 500 company headquartered in this state. We hope that our state and local officials will deal with the difficult but pressing problems in education and business facing this state, but the question is how to deal with the short-term, local problems.

Experienced founders and entrepreneurs is something we can fix in the short term and is badly needed.

Let's assume that we fill Project Agora with fresh young companies, excited to make their mark in the world. Those companies need mentorship and guidance in order to be successful. Some of that education can come from local resources. But, a startup will need mentorship from people who have been operators at startups, can connect startups to the right funding sources (often located in San Francisco or New York City), and can help recruit the right talent.

An observation about the recent success of Descartes Labs is that it required an individual coming with the right kind of industry experience to turn an idea into a startup. Similarly, we strongly believe that we need a "Entrepreneur-in-Residence" program at Project Agora to bring this much-needed mentorship and network to member companies.

The specifics should be chosen by the operating entity for Project Agora. But, we do have some guidelines and a suggestion of how such a program might work.

We recommend having two EIRs at any given time. The profile for this EIR should be:

- Founded a startup that achieved success
- Served in a senior management role at more than one company/startup
- Raised at least \$5M of funding for his/her startups
- Experience mentoring startups
- Strong ties in the Silicon Valley and/or NYC (the two major startup centers of the US)
- Excellent communicator
- Influencer on social media

The EIR will be expected to mentor local startups and produce content for Project Agora, while still leaving him/her time to work on their own startup. Project Agora should provide the EIR with housing and a monthly stipend; even better if there's an agreement with local VCs that they will consider funding the EIR's startup.

Note that, though we hope that the EIR chooses to put his/her startup in New Mexico, it should not be considered a failure if they leave. In fact, the benefit of the EIR returning to out of state networks serves as a new form of marketing for the City of Santa Fe. A great outcome is 6 months of mentorship, lots of the EIR's friends and colleagues visiting New Mexico, tons of social media posts about the wonder of New Mexico, and a fan for life.

Sourcing these individuals initially will require serious effort from the Executive Director. In time, the reputation of the program and it's alumni should be expected to ease this effort as the community of accomplished startup founders keep a tight knit network. This effort begins with designing a marketing campaign to the Silicon Valley, letting entrepreneurs know that there's a great place in the high desert of NM that combines all that they require for launching a company with a unique quality of life that feels out of reach in dense urban areas like San Francisco and New York City.

Our proposal to bring in outside executive talent into Project Agora is one of the keys for success and perhaps the most viable solution to Santa Fe's unique challenges when compared to more stable markets out of state.

### 3. Use the space to bring people and organizations together

There are a surprising number of local organizations that seek to serve the Northern New Mexico community. These organizations range from coworking spaces like Project Y in Los Alamos, to accelerators like Creative Startups and educational programs for local businesses like bizMIX. More detail on specific organizations is provided in the research section.

One of our observations shared by many of the conversations we had was how disconnected these efforts are from each other. There's far too much competition and in-fighting and new organizations constantly pop up without thinking about themselves in relationship to what already exists. The startup community is far too small not to have a more coordinated effort across and among all of these groups.

Though we can't pretend to solve this problem, we do believe that having a central space could be key in promoting more interaction. The closest thing we've got to a central location here in Santa Fe is Iconik on Second Street. Not surprisingly this is driven by coffee, food, location, excellent (free) internet, and a comfortable work area, exactly what our research would predict. But, what's more interesting is why people keep coming back there instead of other locations: it's the people. We certainly don't want to take business away from Iconik, but it's that kind of central hub, the hearth of entrepreneurship in Santa Fe, that should be the inspiration for Project Agora's coworking space.

Events are a key driver to community. Project Agora should attempt to have an event every night of the week. It should be a low-cost, high-quality venue for local groups. The Project Agora staff should also create its own programming, drawing on local talent and bringing in national speakers. By keeping content fresh and interesting, the space will achieve local visibility and integrate numerous industries beyond tech, like niche resources such as youth coding workshops, user groups and even simple networking required make new relationships.

But, events alone will not suffice. There needs to be a daytime draw into the space. Certainly interactions with the constituent companies will help bring people into the space. One of the primary reasons that the space must have a sufficient number of private, ad hoc meeting areas is to bring non-members into the space. We also suggest some kind of draw into a casual, public space. A small coffee bar with a local coffee roaster or snack/sandwich shop would help to promote casual meetings with the broader startup community. Success is when we're the first choice for meetings in the City. The outward appearance of the space should emphasize inclusiveness and welcome curious walkins, tourists and effectively suggest that the startup community is a celebrated part of the Santa Fe community at large.

Finally, Project Agora should help to broker conversations among the different groups in town. When a new initiative is started, we hope that they'll start off by talking to the leadership of Project Agora and that the conversation will be collaborative with the intention of finding the best

way for that individual or group to be present in the community. Again, we have found too much contentiousness among the startup groups generally and the coworking spaces, in particular. To emphasize: this community is far too small to support the number of groups we have now and we'd love to see some consolidation of effort. We believe that Project Agora is a logical central point to maximize the value of local initiatives.

#### 4. Build the components of an entrepreneurial ecosystem

In building a vision for Project Agora, it was clear to us that a coworking space alone is not going to be sufficient to build an entrepreneurial ecosystem here in Northern New Mexico. Though a coworking space can serve as an anchor to current investments in entrepreneurship and as a starting point as that community grows, it cannot do it alone.

There are three major buckets that we've identified: infrastructure, education, and community. We are attempting as much as possible to remain apolitical. It doesn't matter to us how or by whom these goals are achieved, just that they are.

Our infrastructure is a huge black mark for Northern New Mexico. Imagine an investor who wants to invest in the next big startup here who decides to fly out from New York. Upon booking their trip, they find out that there is a single daily nonstop from the three NYC airports to all of New Mexico and the return flight home is a redeye. This means that a day trip turns into a 48+ hour trip. When they arrive, they have Sprint and find that their cell phone hardly is ever on LTE. And driving up to Los Alamos, their cell phone doesn't work for half the trip even for voice calls. That investor might reasonably think, "How is this startup going to survive in New Mexico?" No amount of government subsidy for startups will make up for the lack of core infrastructure.

For flights, we'd like to see coordination and expansion among the major airports of the state and an attempt to get flights to major metropolitan areas. Direct flights to San Francisco are a necessary component if we want a thriving technology ecosystem. Santa Fe has made some progress with fiber in a small area downtown. This program must be expanded and costs should be brought down to make it more accessible. Cell phone connectivity is spotty throughout Santa Fe. This is a huge problem for businesses and visitors alike. One easy solution in the downtown area would be to provide high quality, fast, free WiFi; though obviously better cell phone coverage generally is a smart goal.

In terms of education, we realize that there's no easy fix here. Even if funding were to increase today, it could be years before we see major improvement. However, we want to emphasize that this is a huge problem both for finding local NM talent for startups and for attracting families into the Santa Fe school system. One short term possibility for educational improvements to support the startup community would be bolstering computer science and business education at Santa Fe Community College. We believe Project Agora can be a positive force in Northern



New Mexico for continuing education, but our core educational resources absolutely need to be improved.

Finally, we'd like to see Santa Fe create a comprehensive vision for supporting businesses with a younger demographic in mind. This effort, often referred to by Mayor Gonzales and other community partners as "growing Santa Fe young" means more than just nightlife and coffee shops. For example, our deep history as an arts community has maintained its ranking as an international hotspot for fine art, but the young entrepreneur is not interested or can't afford the kind of artwork for sale at the galleries throughout Santa Fe. These individuals however, are diehard fans and organic ambassadors for arts experiences like Meow Wolf, AHA Festival or Currents New Media Festival. This effort, as compared to infrastructure and education, is clearly underway and only requires continued support and embracing the natural evolution to Santa Fe's narrative and messaging.

Again, we want to stress that we are not policy wonks nor do we want to engage in any politics. We believe that the above is an objective list of steps forward for Santa Fe and the State of New Mexico if we hope to compete for jobs in the 21st century.

## Requirements

This section attempts to list out a non-exhaustive list of requirements for a potential coworking space. Regardless of what entity runs this space, these requirements should be followed. Note that we end each section with some optional requirements, noted as such.

- The location should...
  - Be walkable to services (a coffee shop, several lunch options, etc.)
  - Be easy to bike to
  - Be located adjacent to population centers attractive to a demographic under 40
  - Have sufficient parking
  - Be close to local hiking/biking trails (optional)
- The coworking space should...
  - Be composed of mostly rental desks
  - Have at least 1 conference room for every 10 desks with a videoconferencing solution like Google Hangouts; these conference rooms should be easily rentable to outside parties
  - Have a private small phone booth at least for every 10 desks
  - Consider a small number of private offices
  - Have free, high-quality coffee, snacks, and drinks
  - Have reliable, extremely fast wireless internet
  - Have printing and shipping resources
  - Be able to be used as a mixer/meetup/presentation space also. For this, there should be a place for presentations with sufficient sound quality for presentations
  - Have a public space to draw in people during the day, such as a coffee or sandwich bar
  - Have a patio space, highlighting New Mexico's fantastic weather (optional)
- The organization should...
  - Be managed by a non-government entity who has ownership and control over the coworking space
  - Have a full-time Executive Director, whose job it is to manage the coworking staff, P&L, and vision
  - Have a full-time office manager, whose job it is to keep the space up and running
  - Have a full-time community organizer, whose job it is to create programming, invite outside groups into the space, and to promote these activities
  - Have an entrepreneur-in-residence program to bring in outside executive talent into the local ecosystem

## What's Next?

Project Agora is about the overall vision and key aspects to cultivate, but our City and our community must build this together. We hope that this document will stimulate a conversation among elected officials, the City staff, and local startup groups. As a next step, we suggest that the City uses this report as an anchor to maintain a discussion, measure action and see each stakeholder as an important part of something that requires collaboration and concentration.

### **This vision is only realized when we work together!**

We would love to see Project Agora be realized locally and think the City should be involved, but are agnostic to whether or not the City drives the process. We encourage this document to be shared widely and to look at the areas that are strict domains for each party. Ultimately, we believe all the ingredients are here or within near reach but the players need to meet and trust in accountable follow through in each area from infrastructure and capital to operations and broader stakeholders.

1. First, we recommend that City staff review this in detail and prepare questions and feedback to which we are eager to address.
2. Then, we suggest that the City welcomes key stakeholders to review the document and discuss the concepts as part of a structured brainstorm. This structure should be simple and drive at the central question of “who does what to move this forward?”
3. Finally, we hope that as a result of this collaborative discussion and subsequent meetings, clearly identified players whose interest relates directly to various aspects of the project, will be clear.

# Research

The following section serves as the foundational background for the concepts and recommendations outlined prior. This research strives to be diverse and inclusive of different models, places and operators but in no way should be seen as comprehensive. The field of Coworking and the communities that each space, project or program serve vary widely. The trends, brands, details and evolution moves quickly and some information may become outdated with this high pace. Please use this information but consider it's shelf life.

## What is Coworking?

### National Workspace at-a-glance

We have closely examined the exploding category of "Coworking" and we have interviewed industry experts and leaders. The good news is that there's been a huge amount of experimentation over the past decade in coworking models in cities large and small. Our goal here was to make sure we were learning from the successes and failures - all while trying to imagine how Santa Fe can become a national leader in entrepreneurialism.

Larger operators like WeWork operate in only large cities as part of their strategy. For example, WeWork considers Atlanta and Houston second markets, to give a sense of how they think about scale. Smaller coworking spaces exist in almost every small city, but with varying degrees of success - and very few being successful on the national stage. We've tried to find as many themes as possible to find the key success factors and use them as recommendations. Talent, funding sources, and sensitivity to the local market are three key themes that came out of our research.

We seek to align Santa Fe with national directions and identify how Santa Fe can become a national leader in this category by leveraging our unique assets. In short, standards and styles have been established which give members of these spaces predictable expectations while also distinguishing some spaces and operators from others. This is, however, only to set the stage around current trends so that any initiatives taken locally are considerate of the national and international standards; there is no prescription to follow any model precisely. In fact, we believe that Santa Fe may break away from some of these models to distinguish our offering(s) from those which seem to lack innovation and/or unique alignment to our community and geo.

Coworking leaders with numerous spaces worldwide include:

**WeWork**

Founded in 2010, now with over 100k members and shared work spaces in 13 countries and locations in 19 cities in the US, WeWork is the largest coworking provider globally. They are known for their numerous buildings in NYC and SF and many startups begin their life at a small WeWork office. WeWork's premise is to rent flexible office space to startups, sometimes as small as a single desk or as big as a dozen person office. There are shared resources to all of the offices (bathrooms, coffee, beer, etc.) and lots of interaction among the companies at WeWork. The value of WeWork is as much as being at a WeWork as it is the financial flexibility of month-to-month rent.

<https://www.wework.com>

**Regus**

Bridging the gap between traditional office space and a contemporary coworking experience, IWG is the oldest shared workplace listed here. While it offers shared and virtual office options, IWG leans more towards traditional office rental with walled off spaces. Santa Fe has a Regus downtown on Washington St. Regus typically serves a different market than WeWork, in that it caters to non-technology professionals, not startups.

<http://www.iwgplc.com>

**Impact Hub Network**

Specifically designed for "impact" businesses (companies creating positive impact on our world), Impact Hub has over 15k members and locations on every continent. The unique focus on impact businesses makes the model attractive to potential coworking space founders who can receive support from the organization to launch an Impact Hub in their area

<http://www.impacthub.net>

Other shared workspace providers with nationwide locations include:

**Industrious** // <https://www.industriousoffice.com>

**Serendipity Labs** // <http://serendipitylabs.com>

**Galvanize** // <https://www.galvanize.com>

**Techspace** // <https://www.techspace.com>

**Venture X** // <https://www.venturex.com>

**Croissant** // <https://www.getcroissant.com>

Coworking spaces with numerous locations in a focused geo include:

**Grind**

Based in New York City with 3 locations

<http://grind.work>

**The Yard**

Also based in New York City but with additional locations along the east coast in places like Philadelphia, Boston and Washington D.C.

<https://theyard.nyc>

**Port Workspaces**

Focused in Oakland, CA these spaces are popular for their views and outdoor offices, playful environments and beers on tap.

<http://portworkspaces.com>

**Sandbox Suites**

Spaces in San Francisco, Berkeley and Palo Alto with the option of hourly meeting room rentals for non-members.

<http://www.sandboxsuites.com>

Others include:

**NextSpace** // <http://nextspace.us>

**Eco-System** // <http://www.eco-system.com>

**Parisoma** // <http://www.parisoma.com>

The above lists are just a small sample of the many providers creating new spaces, reclaiming old buildings and competing in a membership based marketplace for entrepreneurs. While each space seeks to offer some competitive edge, we've noted earlier that there are a standard set of features that just about every provider includes in their offering.

- Shared workspace (open space and non-dedicated desks)
- Dedicated desks in open/shared space
- Upgraded private spaces (sometimes a couple walls to separate from a shared room)
- Conference rooms available to book through an online scheduling tool
- Phone booths to take private calls
- High speed WiFi
- Events to boost community mixing
- Coffee
- Printing resources
- Shipping (send and receive)
- Most with 24/7 access (some with daytime reception)

Beyond these standards, the competitive advantages and unique offerings we learned about represent a wide spectrum of options. Some spaces are known for their workout facilities and others for their game rooms and in just about every case, there is intentional design to create social, playful and inspiring environments, while still reserving some space for concentration, privacy and productivity. We came across some especially interesting spaces which fully integrate with local retailers, art spaces, schools, venues for music shows, or even reclaimed old buildings like **The American Tobacco Campus** in Durham, NC - a fully developed community of business tenants with **American Underground** as one of their anchor tenants - coworking partnered with Google complete with it's own accelerator, incubator programs and a tech training academy.

**American Tobacco Campus** // <https://americantobaccocampus.com>

**American Underground** // <http://americanunderground.com>

Similarly in Austin, TX an **Impact Hub** has partnered with **Gather Venues** to maximize the usage of space and emphasizing events, gatherings, parties and even a venue equipped to host weddings and large corporate events.

**Impact Hub Austin** // <https://www.impacthubaustin.com>

**Gather Venues** // <http://www.gathervenues.com>

These professional collaborations underscore an important part of the evolving climate of shared workspaces around the world. Just like partnerships between an office space, coffee shop and event space, the emphasis on working together and sharing resources is central to the next generation of global innovation. People enjoy being around other people. We learn from our competition and live healthier more dynamic lives in community.

Even when there is little or no interaction and individuals remain focused on their work, headphones on and deep in their laptops, work is more enjoyable with a good cup of coffee in a warm space filled with others, each contributing to the energy of the space and propelling this new wave of innovation and interaction.

## Santa Fe Stakeholders

From the arts and sciences to the dynamic natural backdrop Northern New Mexico has no shortage of resources. We have private wealth, Hollywood celebrities, investors, business incubators and more PhDs, nonprofits and creatives per capita than most places on the planet with twice the population. Important drivers like high speed internet, nearby cafes and restaurants, public transportation, programs, events are all equally important to this innovation and concentration. The following is a small sample of resources that relate to entrepreneurship in and around the Santa Fe region but again, should not be considered a comprehensive list.

### Coworking in Northern NM

Coworking is not new to New Mexico. In our research we identified 4 growing operators that continue to build members, host events and concentrate innovation in communities they serve.

**Fatpipe** // <http://fatpipeabq.com/work>

Albuquerque based, member partnerships between other spaces and looking to expand

**Project Y** // <https://www.projectylosalamos.com/en>

Los Alamos based, highly active in building programming, events and member partner to Fatpipe and the Santa Fe Business Incubator

**Free Range** // <http://www.freerangespaces.com>

Albuquerque based, day rates at \$25 for drop ins and full access private offices starting at \$399/month

**Simms Space** // <http://simmsspace.com>

Also Albuquerque based located downtown in the Simms building where numerous other businesses rent

In addition to these 4 operators outside Santa Fe but located in the state of NM, there are some collaborative workspace rentals (with select aspects of the national models and trends) are in operation in Santa Fe.

Specifically, the **Co-Lab at Second Street Studios** currently offers dedicated desks in a shared space for \$275/month with shared conference room and lounge. <http://secondststudios.com>

At the **Santa Fe Business Incubator**, a shared workspace (non-dedicated desks) are available for unlimited use at \$125/month or 10 visits for \$75 on their coworking punch card.

<http://www.sfbi.net/services/CoWorking>



## Northern New Mexico Programs

Another important asset that most innovative communities typically leverage are programs which mentor businesses and support their launch or growth in the marketplace. Usually referred to as “Accelerators,” these programs are often built around an intensive curriculum and delivered by established business leaders and mentors. Accelerator programs are usually not affiliated with any educational institution, and do not offer academic credit or certifications. They are supported by outside investment, venture capital, in-kind services and products, and City or County Economic Development in their area. While there are many variations on this model and numerous others, we’ll focus on 3 that serve or are based in Northern New Mexico.

### **BizMIX** // <https://mixsantafe.com/bizmix>

Now in its 6th year, BizMIX has worked with early stage startups and small businesses to bring their products, services, and dreams to the marketplace. With numerous alumni now in operation in Santa Fe and beyond, BizMIX is an important asset to Santa Fe which can and should be integrated into any collaborative workspace design.

*From the website, “So, you have a great startup idea? bizMIX is a journey to develop skills, attract resources, make community connections and find the tools you need to start up and stay up. Our model is proven to increase the success rate of startups and now we are looking for the next group of passionate community entrepreneurs in Santa Fe.”*

### **Creative Startups** // <http://www.creativestartups.org>

While sharing similarities to BizMIX, Creative Startups focuses more on national and international startups and less on small business. Based in Albuquerque, NM, and with new programs now in Salem, NC and Kuwait servicing the Middle East and North Africa, Creative Startups has been pivotal in supporting companies like Meow Wolf in taking their big idea to the investment world and launching into uncharted territory.

*From the website, “Creative Startups Accelerator is uniquely suited to startups scaling globally: our 8 week course allows participating startups to focus on their market instead of moving to a new region. Applicants are welcome to pick whichever location works best, and will have access to the full mentor network.”*

### **ABQid** // <http://www.abqid.com/>

*From the website, “We identify and develop high-growth, early-stage businesses and invest in them with the knowledge, resources, and connections they need to succeed.”*

### **Santa Fe Business Incubator** // <http://www.sfbi.net>

*From the website, “...Since 1997, SFBI has provided a supportive environment for people who have the passion and tenacity to grow a business...”*

## What does Santa Fe need?

This section reports qualitative and quantitative findings following months of structured conversations and research. The synthesized output is designed to help identify trends and support further action to be taken by the City of Santa Fe and the larger network of stakeholders.

### Project Agora Research

#### Method 1, Structured Conversations

Starting in November 2016, we began meetings with stakeholders throughout Santa Fe and Northern New Mexico. We received input from over 25 people, including a dozen Santa Fe-based entrepreneurs, representatives from local and national coworking spaces, and other interested parties in the Santa Fe community. Much of this helped guide our national research above and also offered some unique local insights that have informed the Project Agora model presented at the end of this document. While many of these conversations deviated from the central discussion points around entrepreneurship and coworking in Santa Fe, the initial structure for each conversation was more or less consistent.

The following questions served as the basis for each conversation.

- What does a thriving entrepreneurial ecosystem in Santa Fe look like to you?
- When you think about a collaborative workspace, what do you think about?
- What are the key aspects of a successful coworking space?
- Do you think a collaborative workspace is right for Santa Fe? Why or why not?
- Any advice to us as we explore options?
- Who else should we talk to in the community?

Many responses included emphasis on the basic standards that make a balanced coworking space thrive with frequent mention of coffee, event space, meeting space and conference rooms in addition to a central open workspace with dedicated and non-dedicated desks. With consideration to Santa Fe's service and product focused markets (less of a tech based community), some people we spoke with felt that it was important that membership in a space could include shipping/receiving and possibly storage. Some emphasized the importance of startup services and partners like legal, investment and/or accounting support. Some key insights follow.

**Katie Updike**, a business consultant focused on impact investment suggested integrating a financial help desk to serve New Mexico which would educate members or non-members of a coworking space about different sources of capital from loans and grants to equity investment with pathways and resources to each.

**Amy Slater and Julia Youngs** from Creative Startups said:

*While some would say “funding” is the top priority to a thriving entrepreneurial ecosystem, personality and sound business ideas in concentration may be of greater importance. And it’s important that the founders and business leaders are committed to staying in a given community - an ecosystem must be geographic. Government needs to support and create incentives (and make it easy to start a company). In Raleigh, NC startup stems from the university system - relating directly between departments of study and the businesses created. Interdisciplinary programs combine arts and business, science and business, etc. A lot of this can also stem from language and a deeper understanding for the difference between “startup” and “small business”. It’s a good sign when the scale tips and the community sees “startups” as a cool thing. Places like San Francisco, CA may be leading simply because the cost of living is forcing business to think big and small ideas do not survive or pay rent. It’s also important to maintain a connection with the global economy and resource network.*

**Bonn Macy**, Santa Fe based entrepreneur said:

*It’s important to focus on density which is currently most visible at Iconik Coffee (and used to also be at Flying Star). Communication and working together is very essential, networking people together. A successful ecosystem is not a culture of competition but a collaborative culture where people are working out problems together... We need to further increase density and concentration through events and any mechanisms for creating collisions so entrepreneurs are not islands. We also need to create multi-generational opportunities with programs for kids that seek to integrate with local schools.*

**Jesse Middleton**, VC at Flybridge and Co-founder of WeWork said:

*Coworking as a concept only works at scale. The struggle is creating an environment that is so appealing that it draws people from the far corners. Success in New York is that we can get people to commute every day from Manhattan to Brooklyn. Momofuku and other restaurants are at the base of the WeWork building in the Financial District. How to attract people to these buildings is core to WeWork. It’s not so much the coworking space that matters, it’s things outside the coworking space.*

We’ve given careful consideration to these comments and many others, distinguishing between commonly held perspectives and trends and varying individual opinions. In summary, the message is to keep a focus on the big picture and holistic economic model while not waiting for all the pieces to fall in place. Effectively iterating a space to evolve with demand, we need to consider diverse multi-use offices that can double as event space and to connect to existing institutions, programs and resources which drive traffic and grow favorable good will with our community. Once again, we must create facility to think big, share ideas and work together.

## Method 2, Survey and Quantitative Findings

Following the structured conversations we wanted to understand more about the target customers and their needs. A quantitative survey distributed to a broad group of Santa Fe business owners, residents, and leaders (attached) resulted in the following data.

### **Who We Surveyed**

The majority of the 97 respondents come from city zip codes and over half identified as female. Over a third represented one-person businesses and another third represented workplaces with two to four employees. Nearly two-thirds work from a home office. Enterprises clustered around social media and PR; advertising and marketing; web development; and writing, editing and publications. A quarter of these enterprises are not-for-profit.

### **What We Learned**

They like the idea. Two-thirds affirmed that Santa Fe would benefit from a new coworking space, with the remainder responding “maybe.” When asked why a coworking space could be beneficial, responses largely reflected a pretty solid understanding of the benefits of such spaces. We heard that a coworking space would create an environment, community, and hub of creativity and innovation resonating with our innate collaborative spirit; that it would provide opportunities for creative entrepreneurs to come together in community, to access shared resources, to promote infrastructure development. We also heard that location and costs were critical factors.

As to joining, about 40% are interested or ready to sign up. Another 40% liked the idea though they don’t necessarily need monthly arrangements but may want some drop-in options. The remaining 14% simply said it was not for them. About a third would use such a space “occasionally,” while 20% said once or twice a week, and another third three or more times a week.

Railyard and downtown locations are the favorites with another preference for an Eldorado space. High preference amenities include (in order of priority) high speed broadband, meeting and conference spaces, after-hours access, business support services, quiet spaces and event spaces, and designated desks.

The call for community events centered around speakers, seminars, and discussions; workshops and classes; and networking events.

We asked about possible benefits – they saw the potential for most of them, especially opportunities to work in a collaborative, supportive environment; to network; and to find partners and collaborators.

Just over half would prefer to budget less than \$150/month and another third would look at \$150-250/month.

# Coworking Operators, Prices and Features

Included in the report packet as .XLSX or online here:

[https://docs.google.com/spreadsheets/d/1Xk1jADOGcpcNNQsVU73oBxddcX5wlvBkt\\_mYkMB00g/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1Xk1jADOGcpcNNQsVU73oBxddcX5wlvBkt_mYkMB00g/edit?usp=sharing)

Company - Location	Open Workspace (no dedicated desk)	Open Workspace (dedicated desk)	Private Office/Space	Conference Rooms	Phone Booths	High Speed Wi-Fi	Coffee	Printing Resources	Shipping Services	Community Booking Events	Notes	Link	International ?
WeWork - Denver	\$350	\$470-\$550	\$600	✓	✓	✓	✓	✓	✓	✓	Daily cleaning services, bike storage, showers, dog-friendly	<a href="https://www.wework.com/">https://www.wework.com/</a>	Yes
WeWork - Portland	\$295	\$380-\$400	\$500-\$600	✓	✓	✓	✓	✓	✓	✓	Daily cleaning services, bike storage, showers, dog-friendly	<a href="https://www.wework.com/">https://www.wework.com/</a>	Yes
WeWork - San Francisco	\$350-\$605	\$550-\$650	\$550-\$1,150	✓	✓	✓	✓	✓	✓	✓	Daily cleaning services, bike storage, showers, dog-friendly	<a href="https://www.wework.com/">https://www.wework.com/</a>	Yes
Regus - Denver	\$6.90-\$21.10 (daily)	Unlisted	Unlisted	✓	✓	✓	✓	✓	✓	✓	Virtual offices available, Office cleaning and maintenance, 24/7 security	<a href="http://www.regus.com/">http://www.regus.com/</a>	Yes
Regus - Austin	\$6.60-\$13.60 (daily)	\$8.10-\$60.10 (daily)	\$10.60-\$75.30 (daily)	✓	✓	✓	✓	✓	✓	✓	Virtual offices available, Office cleaning and maintenance, 24/7 security	<a href="http://www.regus.com/">http://www.regus.com/</a>	Yes
Regus - San Francisco area	\$6.30-\$18.30 (daily)	\$8.40-\$94.10 (daily)	\$11.60-\$154 (daily)	✓	✓	✓	✓	✓	✓	✓	Virtual offices available, Office cleaning and maintenance, 24/7 security	<a href="http://www.regus.com/">http://www.regus.com/</a>	Yes
Spaces - Denver	\$350	\$480	\$680	✓	Unlisted	✓	✓	Unlisted	✓	✓	24/7 Security, Conference rooms available to non-members, Discounted Nimays tech support (and many other services)	<a href="https://www.spacesworks.com/">https://www.spacesworks.com/</a>	Yes
Spaces - San Francisco	\$350	\$510	\$780	✓	Unlisted	✓	✓	Unlisted	✓	✓	24/7 Security, Conference rooms available to non-members, Discounted Nimays tech support (and many other services)	<a href="https://www.spacesworks.com/">https://www.spacesworks.com/</a>	Yes
Impact Hub - Boulder	Unlisted	Unlisted	\$400	✓	Unlisted	✓	✓	Unlisted	Unlisted	✓	Additional discounts at local companies, Rates for drop-in, part-time, and full-time workers	<a href="https://impacthubboulder.com/">https://impacthubboulder.com/</a>	Yes
Impact Hub - Austin	\$300	\$500	Varies	✓	✓	✓	✓	✓	Unlisted	✓	Dog friendly, 24/7 access for some members	<a href="https://www.impacthubaustin.com/">https://www.impacthubaustin.com/</a>	Yes
Impact Hub - Salt Lake City	Unlisted	Unlisted	Unlisted	✓	Unlisted	✓	✓	✓	Unlisted	✓	Dog friendly, 24/7 access for some members	<a href="https://huba.slake.com/">https://huba.slake.com/</a>	Yes
Impact Hub - New York City	\$225	\$550	Unlisted	✓	Unlisted	✓	✓	✓	✓	✓	Additional discounts at local companies, Rates for drop-in, part-time, and full-time workers (tech with some limitations/restrictions)	<a href="https://nyc.impacthub.net/">https://nyc.impacthub.net/</a>	Yes
Industrious Office - Brooklyn	Unlisted	\$495	\$684+	✓	Unlisted	✓	✓	✓	Unlisted	✓		<a href="https://www.industriousoffice.com/locations/brooklyn/">https://www.industriousoffice.com/locations/brooklyn/</a>	No
Industrious Office - Austin	Unlisted	\$449	\$585+	✓	Unlisted	✓	✓	✓	Unlisted	✓		<a href="https://www.industriousoffice.com/locations/austin/">https://www.industriousoffice.com/locations/austin/</a>	No
Serendipity Labs - Chicago	\$499	\$699	\$1,199	✓	Unlisted	✓	✓	✓	Unlisted	Unlisted		<a href="http://serendipitylabs.com/our-locations/chicago-loop">http://serendipitylabs.com/our-locations/chicago-loop</a>	No
Serendipity Labs - Stamford	\$399	Unlisted	\$649	✓	Unlisted	✓	✓	✓	Unlisted	Unlisted		<a href="http://serendipitylabs.com/our-locations/serendipity-labs-stamford-ct/">http://serendipitylabs.com/our-locations/serendipity-labs-stamford-ct/</a>	No
Galvanize - Denver	Unlisted	Unlisted	Unlisted	✓	✓	✓	✓	✓	Unlisted	✓		<a href="https://www.galvanize.com/denver-golden-triangle/campus">https://www.galvanize.com/denver-golden-triangle/campus</a>	No
Galvanize - Austin	Unlisted	Unlisted	Unlisted	✓	✓	✓	✓	✓	Unlisted	✓		<a href="https://www.galvanize.com/austin">https://www.galvanize.com/austin</a>	No
Galvanize - Phoenix	Unlisted	Unlisted	Unlisted	✓	✓	✓	✓	✓	Unlisted	✓		<a href="https://www.galvanize.com/phoenix">https://www.galvanize.com/phoenix</a>	No
Venture X - San Antonio	\$250	\$475	\$650	✓	Unlisted	✓	✓	Unlisted	Unlisted	✓	Weekly catered meals, cleaning services	<a href="https://www.venturex.com/locations/texas/san-antonio/">https://www.venturex.com/locations/texas/san-antonio/</a>	No
Venture X - Naples	\$280	\$565	\$740	✓	Unlisted	✓	✓	Unlisted	Unlisted	✓	Weekly catered meals, cleaning services	<a href="https://www.venturex.com/locations/florida/naples/">https://www.venturex.com/locations/florida/naples/</a>	No
Crossant - Boston	\$29 (10 hours/mo)	\$99 (40 hours/mo)	\$199 (120 hours/mo)	✓	Unlisted	Unlisted	✓	✓	✓	✓		<a href="https://www.petrossant.com/membership">https://www.petrossant.com/membership</a>	No
Crossant - San Francisco	\$39 (10 hours/mo)	\$129 (40 hours/mo)	\$249 (120 hours/mo)	✓	Unlisted	Unlisted	✓	✓	✓	✓		<a href="https://www.petrossant.com/membership">https://www.petrossant.com/membership</a>	No
Grind - NoMad	\$400	\$500	Varies	✓	Unlisted	✓	✓	✓	✓	✓	Closed Sundays	<a href="http://grind.work/membership/home/">http://grind.work/membership/home/</a>	No
Grind - FIDI	\$400	\$500	Varies	✓	Unlisted	✓	✓	✓	✓	✓	Closed Sundays	<a href="http://grind.work/membership/fidi/">http://grind.work/membership/fidi/</a>	No
Grind - Park	\$375	\$500	Varies	✓	Unlisted	✓	✓	✓	✓	✓	Closed Saturdays and Sundays	<a href="http://grind.work/membership/park/">http://grind.work/membership/park/</a>	No
The Yard - New York City	\$275	\$400	\$525	✓	Unlisted	✓	✓	✓	✓	Unlisted		<a href="https://theyard.nyc/">https://theyard.nyc/</a>	No
Port Workspaces - Bay Area	\$250	\$350	\$1,200	✓	Unlisted	Unlisted	✓	✓	✓	✓		<a href="http://portworkspaces.com/">http://portworkspaces.com/</a>	No
Sandbox Suites - Bay Area	\$200 (promotional, \$325 ordinary)	\$525	\$1000 (for 2)	✓	Unlisted	✓	✓	✓	✓	✓	Optional VoIP phone service for additional charge.	<a href="http://www.sandboxsuites.com/">http://www.sandboxsuites.com/</a>	No
Next Space - San Francisco	\$375	\$475	\$1,300	✓	Unlisted	✓	✓	✓	✓	✓		<a href="http://nextspace.us/">http://nextspace.us/</a>	No
Ecosystem - San Francisco	\$400+	\$400+	\$1,400 (suite)	✓	Unlisted	✓	✓	✓	✓	✓		<a href="http://www.eco-system.com/">http://www.eco-system.com/</a>	No
Parsons - San Francisco	\$325	\$595	\$1,500-\$7,00	✓	Unlisted	✓	✓	✓	✓	✓		<a href="http://www.parsons.com/">http://www.parsons.com/</a>	No
Fat Pipe - Albuquerque	\$300	\$400	Unlisted	✓	✓	✓	✓	✓	Unlisted	Unlisted	Discounted rates for 2x-3x/week rentals	<a href="http://fatpipeabq.com/work/">http://fatpipeabq.com/work/</a>	No
Project Y - Los Alamos	\$199	\$299		✓	✓	✓	✓	Unlisted	Unlisted	✓	Closed Saturdays and Sundays	<a href="https://www.projectylosalamos.com/en">https://www.projectylosalamos.com/en</a>	No
FreeRange - Albuquerque	\$100	\$180	\$400	Unlisted	Unlisted	Unlisted	Unlisted	Unlisted	Unlisted	Unlisted	Private Officeholders, Amenities unlisted	<a href="http://www.free-rangespaces.com/">http://www.free-rangespaces.com/</a>	No
Simms Space - Albuquerque	\$190	\$290	\$390	Unlisted	✓	✓	✓	Unlisted	✓	✓	Dog friendly, 24/7 access for all members	<a href="http://simmspace.com/">http://simmspace.com/</a>	No
American Underground - Nor	Unlisted	Unlisted	Unlisted	✓	✓	✓	✓	Unlisted	Unlisted	✓	Has Google Tech Hub perks/amenities	<a href="http://americanunderground.com/">http://americanunderground.com/</a>	No
Flywheel - Winston-Salem	\$200 (month to month, \$125 w/ 6 mo commitment)	\$300	\$500	✓	✓	✓	✓	✓	✓	✓	Open 7am-11pm, Rec hall (billiards/darts/basketball)	<a href="http://flywheelworking.com/">http://flywheelworking.com/</a>	No
Research Triangle Project - N	Free	Unlisted	\$375	✓	✓	✓	Unlisted	Unlisted	Unlisted	✓		<a href="http://www.rtp.org/">http://www.rtp.org/</a>	No
Converge - Denver	\$175 (12 days/mo) - \$275 (unlimited)	350+		✓	✓	✓	✓	✓	✓	✓	Restricted access for lower-tier members	<a href="http://www.convergedenver.com/">http://www.convergedenver.com/</a>	No
Village Square - Kansas City	Unlisted	\$300	Unlisted	✓	Unlisted	Unlisted	Unlisted	Unlisted	✓	✓		<a href="https://villagesquare.spaces.newad.us/en">https://villagesquare.spaces.newad.us/en</a>	No
Nashville Coworking Alliance	Unlisted	Unlisted	Unlisted	✓	✓	✓	✓	✓	✓	✓	Opportunities for members to display artwork, free gym/shower, dog friendly	<a href="http://nashvillecoworking.org/">http://nashvillecoworking.org/</a>	No

# Survey Results

Included in the report packet as .PPTX or online here:

<https://docs.google.com/a/12fps.com/presentation/d/1geR6AdJZv4-InLMjuBMSUWhK4rqFgoZQvSZnYExDz3E/edit?usp=sharing>

## Sample from survey

