DRAPER UNIVERSITY & THE COLLECTIVE ENTREPRENEURS CLUB

PLANNING APPLICATION (PA12-040)

January 3, 2013

Lead Project Contact:

Carol Lo
Chief Operating Officer

Draper University
44 E. Third Ave
San Mateo, CA 94401

Email: carol@draperuniversity.com
Phone: (650) 347-3224

PROGRAM DESCRIPTION FOR DRAPER UNIVERSITY & THE COLLECTIVE ENTREPRENEURS CLUB PLANNING APPLICATION

January 3, 2013

What is Draper University? (**www.draperuniversity.com)**

Draper University is a University for entrepreneurs, ages 18-26, who will come from all over the world. The university will offer multiple targeted programs to inspire, cultivate, and educate students who dream to build companies that change the world around them. Draper University is not a typical business school teaching academic business concepts; rather is a fully immersive program designed to stretch students beyond their comfort zone, inspire confidence, and provide the necessary tools and knowledge for students to pursue game-changing ideas.

The former Ben Franklin hotel building (44 East 3rd Ave) and the former Collective Antiques Store building (55 East 3rd Ave) will function as the main campus for Draper University, offering student lodging, classrooms, group breakout rooms, speaker/guest accommodations when needed, reception/event space and meal services via Astaria Restaurant. Draper University ran a four-week pilot program for 40 students in June 2012 at the hotel and tested out concepts, activities and speakers. We have a solid understanding of what worked and did not work, and are refining the program curriculum and details for future sessions. Draper University is currently piloting the Advanced Student program for students that have completed the Draper University Entrepreneur Program. More details of the Advanced Student pilot are provided below.

Draper University Entrepreneur Program:

Draper University will offer four eight-week sessions a year that parallel with college/university semesters and quarters. We expect the program to be a good fit for students who want to do an exchange (or "Study Abroad in Silicon Valley") to Draper University to pursue entrepreneurial endeavors. We expect to be able to give students academic credit for their work; students can arrange for independent study/field study/ externship credits from their college.

The program curriculum is designed to teach startup fundamentals combined with creative encouragement and experiential (hands-on) activities. The University will have regular guest speakers who are experienced real-world 'practitioners' in their industry (successful entrepreneurs, lawyers, accountants, bankers, real estate brokers, headhunters, investment bankers, venture capitalists, scientists, artists) and a steady stream of events connecting students with the entrepreneurial world of Silicon Valley. The eight-week program culminates with students pitching their business ideas to a panel of venture capitalists for the opportunity to get funding for their businesses.

The program curriculum consists of speaker sessions, experiential activities, and individual and group projects. Each student will create a business, or refine their existing business, over the duration of the program culminating in a real-world pitch to a panel of venture capitalists at the end of the program with the goal of obtaining funding for their business. Three students from the June 2012 pilot received funding for their businesses, which is a metric of success for us.

The Draper University Entrepreneur Program curriculum is unique in that each week is centered on a different theme, i.e. Speed, Vision, Flexibility, Special Powers, Justice. Within each theme, the curriculum highlights business fundamentals, fun and experiential activities, creative workshops and individual/group activities that are related to the theme. A typical day includes 1-2 speakers on various topics in the morning and related 'hands-on' activities in the afternoon that reinforce the learning of the day. For example, the Vision-themed week would include speakers on Idea Generation, Design-Based Thinking, Opportunity Recognition, Futurology, and Predictive Analytics. The experiential activities during Vision week would include Adobe Photoshop Workshop, Painting Class, Design Your Logo and Website, and an offsite visit to Stanford d-School. Team projects and individual work is expected outside of the formal curriculum. Evenings will be used for group projects, meetings, office hours with mentors, and working on their individual business ideas. The weekends will be filled with physical education, brainstorming activities, strategic and imagination games, and social events. A typical day lasts from 9am-10pm, Monday-Sunday.

There will be approximately one field trip per week – including both company visits (i.e. Google, Gordon Biersch, RocketSpace, Tesla) and fun activities (go-kart racing, training at San Mateo SWAT training facilities, community service, Survival Weekend in Inverness). The University will hire charter buses (e.g. Bauer's Limousine) to transport students to offsite activities and company visits. The University will utilize the loading zone in front of 44 East 3rd Ave for loading and unloading of charter buses. The University also utilizes public parks and the local downtown area for sporting activities and scavenger hunts to encourage familiarization with downtown and CalTrain.

Advanced Entrepreneur Program:

Following the success of the June pilot program, Draper University received feedback from the students who secured funding for their business ideas, that continued support from the University and its network of mentors is crucial to increasing their chances of success for their businesses. Effectively, these students were expected to move back home to build their companies "in the real world", without the support of their peers and mentor, or the facility infrastructure provided by the university.

The Advanced Entrepreneur Program is being designed to surround the student with targeted mentorship in business, structured business reviews, and facilities infrastructure to greatly increase their chances of launching successful businesses. The average success rate for a first-time entrepreneur is less than 10%, and some studies show that the success rate of venture-backed startups is less than 2%. The Advanced Entrepreneur Program will provide participants with intensive coaching on critical success factors for startups in real-time.

The Advanced Entrepreneur Program differs from the Draper University Entrepreneur Program in that the Entrepreneur program is focused on learning business fundamentals and creativity, whereas the Advanced program is about starting a company with mentoring, presumably after they have gained the knowledge, courage, and tools from Draper University.

Graduates of the Entrepreneur Program can elect to enroll in the Advanced program allowing them to stay resident at Draper University and have access to all University resources and infrastructure. The length and cost for the Advanced program are still being finalized, however, graduates who have secured funding from Draper University to start their business will be admitted to the Advanced program free of charge. A strong track record of students who have started successful companies would enhance Draper University's reputation and further enrich the entrepreneurial ecosystem that we are trying to create.

To further refine the Advanced Entrepreneur Program, Draper University is currently running a four-week pilot program at the former Ben Franklin Hotel. The 30-day pilot, which began December 14, 2012, includes 20 entrepreneurs from all over the US who have started their businesses (individually or in small teams). They live onsite at Draper University and are working to grow their businesses while receiving coaching from successful founders, CEOs and venture capitalists, getting real-time feedback and guidance. This pilot program will culminate in a "Demo Day" where program participants will demonstrate and pitch their business concepts to investors for additional funding. The initial Draper University staff findings of the pilot are very encouraging and are exceeding the staff's expectations. Pilot participants have highlighted the benefits of being away from their "home" environments, free from distractions, and being surrounded by other entrepreneurs who are working through similar problems or have great ideas for their current challenges. Impromptu strategy sessions, product demonstrations and real-time feedback are providing the participants with invaluable information to make adjustments and pivots to their businesses.

It is very clear that the cultivation of the entrepreneurial ecosystem and coaching is providing significant value to the students as they navigate the beginnings of the business world. With more college graduates pursuing entrepreneurship now, the need for mentoring in an environment that fosters and supports entrepreneurship is critical for success. The Advanced Entrepreneur Program is similar to existing "Accelerator" or "Incubator" Programs that have

greatly increased the success of startups, and our program provides many of the critical success factors of a successful incubator, in addition to being uniquely co-located with Draper University. See articles 1 and 2 at the end of the Draper University section for additional information on the rise of entrepreneurship in colleges and how incubators help startups succeed.

The University will eventually offer an online option for students who fall outside the age group or are not admitted to the boarding program, but still want to participate in the curriculum, the discussions, and the speakers.

Potential future plans: The University received a lot of interest from people in their 30s-50s who desire to join the program but cannot commit to an 8-week session. Draper University may offer a shorter, two-week 'executive' session in between the 8-week sessions to older students to test the concept.

Draper University Community Relations: The University intends to build strong relations with our local community and the entrepreneurial community. We are in discussions with local businesses on partnering opportunities, community outreach and engagement. Some of our ideas are below:

Year Round Activities for Draper University to engage in the San Mateo community

- Active participation in the American Cancer Society, Relay for Life events at local San Mateo high schools
    - Draper University will put together a team to participate in the 24-hour event and/or help set up on the day of the event.
- Host a blood drive
    - Working with Stanford Hospital's Blood Center, Draper University will host a blood drive using the mobile bus, parked in the Draper University lot and invite the public along with our students to participate.
- Habitat for Humanity in San Mateo county
    - By becoming involved with the local Habitat for Humanity chapter, our staff and students will take part in building a home and learning the importance of what a team can build by coming together.
- Book drive for local schools
    - As an entrepreneurship-focused university, Draper University knows the importance of early childhood education; we will host a book drive for local schools and invite local merchants to participate.

Winter Engagement

- Clothing drive for San Mateo county homeless shelters
    - Draper University will work with our staff and students along with local merchants to collect clothing and donate to homeless shelters in San Mateo County.

Spring Engagement

- Cleaning up Central Park
    - Draper University staff and students will organize a park cleanup day to help the main San Mateo park stay beautiful by picking up trash, rake sand, clean playground equipment, remove debris, etc.

Summer Engagement

- Cleaning up Central Park
    - Draper University staff and students will organize a park cleanup day to help the main San Mateo park stay beautiful by picking up trash, rake sand, clean playground equipment, remove debris, etc.

Fall Engagement

- Make a Wish tree in the lobby of the hotel and Collective building
    - Working with the city and determining needs for homeless/animal shelters and locals schools, Draper University will host a Christmas tree with cards asking for the public's help to donate items needs by San Mateo residents.
- Food drive
    - We will work with the Second Harvest Food Bank and put donation bins at both of our properties to work to end hunger in San Mateo. We will house the food bins for the entire holiday period in hopes of getting the maximum amount of donations.

Draper University Campus Site Plan

Site 1: Draper University ("Dormitory and Classroom Facilities"), the former Ben Franklin Hotel (44 E. 3rd Ave)

Proposed Use: The basement will house laundry machines for student use; ground floor will be used for classroom and assembly space; floors 2-8 will be used for resident student dormitory rooms.

Parts of the university, primarily the lobby, will be accessible to the community, ideally for those who want to advance the University or entrepreneurship.

Parking: Draper University will not allow students to bring cars to campus. When we polled the students after the pilot, we discovered that four students brought cars. As a result we have reinforced the University's "No Car" policy by clearly highlighting this policy in the Welcome Packet students receive prior to their arrival, the Student Handbook of University policies, and within the Student Code of Conduct that all students are required to sign formally accepting the University's policies. The Student Handbook further clarifies that students found to be in violation of the Draper University's alcohol and drug, "No Car," and conduct policies are subject to dismissal from the program. In addition we provide the students with detailed information about the surrounding San Mateo area, location of local restaurants, shopping, and services along with CalTrain information. The "No-Car" policy is designed to ensure that students stay resident during the duration of the program as the program schedule provides very little free time outside structured University classes, events and activities designed to enhance student businesses. Transportation to and from all off-campus activities is provided by the University using chartered transport services. In order to facilitate exploring the wider downtown of San Mateo during the limited breaks provided to students, the University will implement all of the TDM recommendations including a bike loaner program, bike share, and bike storage. It is our belief that most pilot students did not bring cars or bikes for the following reasons: we told students not to bring cars and there would be no parking, not all students own cars, the short-term nature of our program and being in a central location with excellent public transit does not necessitate a car, that many of our students were, and will continue to be, from out of town and internationally and thus makes it extremely difficult to bring a car/bike, and the schedule sent to them in advance showed how grueling the program is. Our students do not need to bike/drive to class as they would in a traditional university where classes oftentimes are miles away from one's residence. At Draper University, students have class within a short radius less than 100 ft from where they sleep.

Draper University currently has a private parking lot with 21 spaces, including 1 ADA space. From time to time, Draper University will hold special events open for public attendance. In advance of these events, we will secure off-site parking and/or valet services to accommodate additional parking requirements for the duration of the event. We will provide the specific agreements for parking to the City of San Mateo in advance of the special events.

Number of students (clients): The University will be boarding, both in single and double occupancy with a maximum capacity of 180 students. We expect to recruit top students from China, Singapore, Saudi Arabia, Dubai, Russia, Brazil, Vietnam, Korea, India, Pakistan, Europe, as well as the US, because we have strong relationships with people who are well connected with universities and entrepreneurial associations in each of those countries. We also want to ensure that we have a well-represented local contingent as well. Draper University has been working with local high schools and colleges including Aragon High School, Crystal Springs High School, San Mateo Union High School District's GATE program, College of San Mateo, Stanford University, and UC Berkeley, to recruit local potential students.

Number of staff: The University will employ a maximum of 12 full-time equivalent employees at full-scale operations. Currently, there are two employees, and we will grow staff as the program grows. The twelve-person headcount includes five (5) School administrators or "program managers", one (1) property manager overseeing all 3 sites, one (1) facilities/IT manager, occasional limited-term and part-time contractors, including two (2) adult Resident Assistants per 8-week session, who work at the University for limited time periods (when the University is in session). The limited-term or contractor resources, up to the equivalent of one (1) full-time resource includes IT support, general administrative support services and physical security including "fire watch" services.

Guest speakers are not considered to be staff as they volunteer their time, and speak for only 1 hour at a time (1-2 speakers a day, and they do not overlap). The University will offer 'office hours' twice a week in the evening with various mentors and coaches to provide advice and counsel to students as they develop and elaborate their business ideas. The mentors and coaches, who will volunteer a couple hours a week, can hold 'office hours' either virtually, over the phone, over email, physically in the 37 East 4th Ave Office building, or a neighboring business from the University (coffee shop, etc).

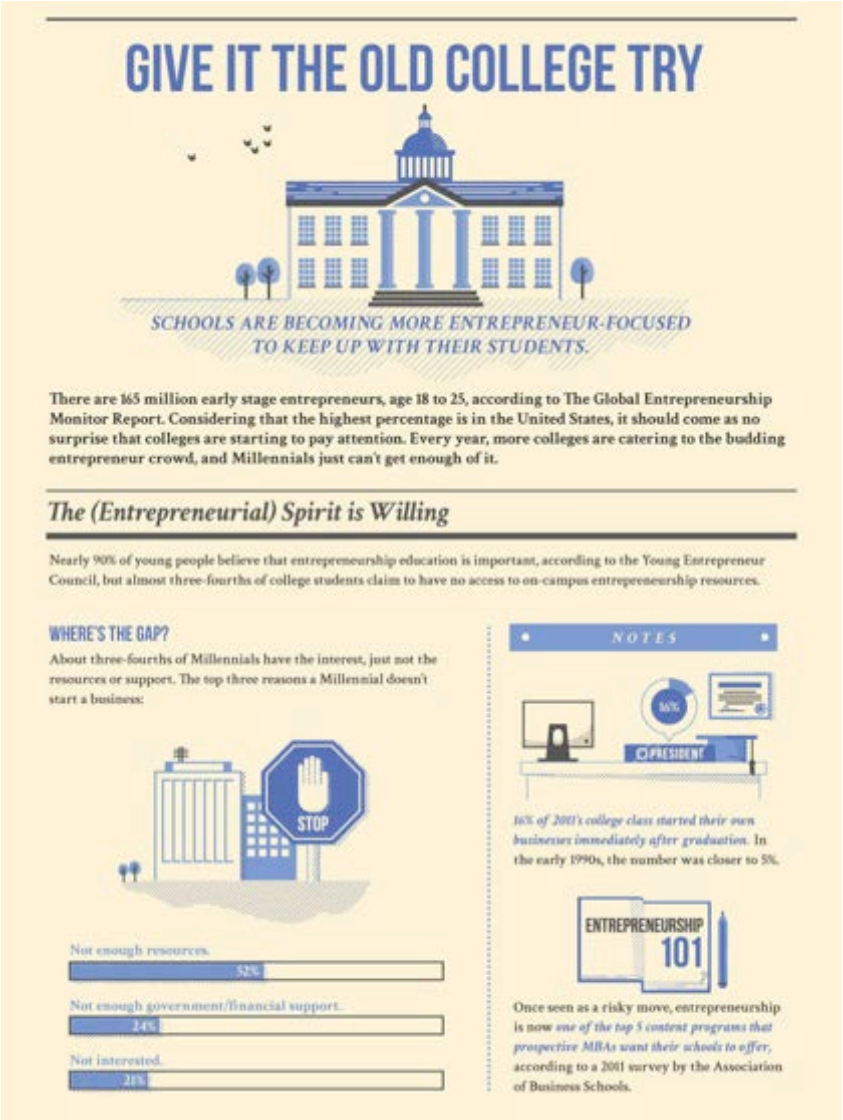
Hours of Operation: The lobby and ground floor rooms will be in use 9am-11pm everyday for speakers, lectures and activities. The University may also hold occasional evening receptions (6pm-8pm) in the ground floor of the hotel, and in the Collective theater/multi-purpose room. Offsite activities/company visits will occur generally between these hours depending on the activity. As the University is residential, students live at the University when class is in session. When the University is in session, there will be adult Resident Assistants ("RA") who will reside

with the students at the University. The exact number of RAs required to ensure safety for students is still under review, however, at minimum there will be 2 RAs 21 years or older onsite during University sessions. Video cameras and key card access entry will be implemented to ensure security and safety of students and staff.

Article 1: The Rise of Entrepreneurship on College Campuses[1]

You could blame it on the economy or Mark Zuckerberg, but one thing's for sure: Entrepreneurship is taking college campuses by storm. Currently, two thirds, or more than 2,000, U.S. colleges and universities now offer a course in entrepreneurship, according to the Kauffman Foundation. It's a response to the intense demand among college students, expert say. In 2011, 16 percent of new graduates started businesses upon graduating, according to a 2011 survey by the Association of Business Schools. That's up from 5 percent in the early 1990s.

Yet, more than half of students surveyed cite a lack of resources as their main reason for not starting up. In the infographic from Intuit Payments (below), check out other interesting factoids that describe the effect entrepreneurship is having on college campuses, as well as obstacles standing in the way of added growth.



[1] *Source: http://www.entrepreneur.com/article/225359?utm_medium=referral&utm_source=pulsenews*

Article 2: Can Start-Up Incubators Really Help You? [2]

It's hard to go even a day without hearing about the successful graduates and investors behind a few well-known startup incubators, including Y Combinator, TechStars and the Founder Institute.

Aspiring entrepreneurs out there may be wondering if the same could happen for them. They could appear at the incubator's door, with their idea on the back of a napkin and, a few weeks later, pop out with investor money to burn. The reality is far different.
It's true that some incubators -- which typically offer to ply young companies with resources and contacts in exchange for a share of equity -- can boast envious success records. Y Combinator, led by Paul Graham, recently claimed success with 172 companies over seven years, which now have a combined value of $7.78 billion. Founder Institute, led by Adeo Ressi, claims the most graduates, with over 650 companies, and 90 percent of these companies are still running.
But with all of the hoopla over the success of incubator-nurtured startups, one has to wonder: Do incubators beget successful startups or are certain startups destined for success no matter what?

In the same way that students who attend top universities may be predisposed to getting higher paying jobs than those who didn't go to college at all, one could argue that the really great entrepreneurs don't need any help from an incubator. They might wind up being even more successful without it.
The rest of us, however, could be the real beneficiaries. Of course, getting into a high-profile incubator is a whole other story. But if you do land a coveted spot, here are several key lessons I assert you can learn from a good incubator:
1. **Aptitude-reality check**. Adeo Ressi believes his preliminary test of applicants is predicting more and more accurately whether you have the DNA of an entrepreneur, before even being accepted. His tests focus on personality traits alone (ignoring your startup idea), looking for fluid intelligence, openness, and agreeableness. Why spend years struggling and all your money if entrepreneurship is just not your thing?
2. Initial funding. Many incubators do provide seed funding for entrepreneurs selected, usually in small amounts like $10,000 to $20,000, and usually taking 5 percent to 15 percent of your equity in return. This investment can get your startup off the ground in an otherwise impossible financial situation, but should not be viewed as the main reason for joining.
3. Expert mentoring and training. In my view, the quality of incubator leadership is the single biggest potential value provided and learning opportunity for entrepreneurs. Every successful incubator has strong leadership and staff with business and investment credentials. Skip the ones that seem to be offering you space and facilities only.
4. Peer support. In addition to the formal mentoring, the peers you'll be working alongside at startup incubators provide much more than emotional support. You will find expertise in areas you need, as well as quick advice from entrepreneurs just ahead of you in every phase of the business cycle.

[2] *Source:*
http://www.entrepreneur.com/article/225333?utm_medium=referral&utm_source=pulsenews

5. Ample resources. Of course, we can't eliminate the value of affordable office and meeting space, administrative support services and advanced communications technology to struggling entrepreneurs. But don't believe the myth that incubators are all about 'cheap rent,' and avoid business incubators in otherwise vacant buildings.

6. Learn by doing. An incubator allows entrepreneurs to get their ideas out of their mind and out of the classroom, while still retaining a modicum of structure and discipline. That's as close as possible to real experience, and there is no teacher like experience. It's an opportunity to succeed or fail fast, with a minimal investment of time and money.

7. Follow-on funding and connections. Success in an incubator means likely access to venture capital and connections to industry gurus and business opportunities. About 80 percent of TechStars start-up graduates go on to raise venture capital or a significant angel-funding round, versus maybe 1 percent of all startups who seek funding.

In the end, there are countless other considerations to make -- for instance, should you even opt for an incubator in the first place -- before you decide to bite the bullet and join an incubator. And while these programs can certainly help some companies, there's no shortcut or substitute for the right mindset, hard work and a real solution to a real problem with a big opportunity.

Site 2: **Office Building and Draper University Retail Store (37 E. 4th Street)**

Proposed Use: The Building consists of 2 floors. The ground floor will be used for Draper University administrative offices and a Draper University retail store. The 2nd floor is currently office space and is leased to a startup. There are no plans to change the use of the second floor space at this time.

Major activities: The ground floor offices will be used for Draper University staff and affiliates including guest speakers, coaches, mentors, etc. Affiliates will not have permanent offices – we will have 1-2 unoccupied offices that affiliates can use if they are holding evening "office hours" for the students. The retail store will sell Draper University-branded items typical of a university – apparel, accessories, etc.

Number of staff: Draper University staff will split time between the three buildings, depending on whether the University is in session, retail store hours, and where student activities are. We do not anticipate hiring additional staff exclusively for the store.

Hours of operation: The retail store will be open from 10am-5pm on weekdays. The Draper University administrative office hours of operation will match the University's hours of operations, 9am to 11pm every day.

Site 3: The Collective Entrepreneurs Club ("The Collective") (51 – 61 E. 3rd Avenue)

Proposed Use: Flexible workspace and business services club with pop-up retail store and assembly space (Classroom for Draper University students)

Overview

The Collective is an extension of Draper University offering flexible workspace and business services to create a dynamic, collaborative peer-to-peer environment for student entrepreneurs, small business owners, and the general public at large. Draper University's goal is to create, promote and encourage a vibrant entrepreneurial ecosphere in downtown San Mateo that embraces the wider community surrounding the university. Draper University recognizes that there are many talented small business owners and budding entrepreneurs in the City of San Mateo that can bring and share their experience and unique ideas to the wider Collective Entrepreneurs Club members and university students enhancing the experience for all. The general public will be able to gain access to the Collective and all of the services offered, by purchasing a daily, weekly, monthly or annual passes. The Collective is being designed to create a flexible access model that meets the dynamic needs of entrepreneurs who are looking to expand their businesses and to build relationships with other entrepreneurs in the area.

Students and Advanced Entrepreneurs will have access to the Collective facilities to enhance their Draper University experience - learning business fundamentals to starting a company with guidance and mentoring from Draper University and their Silicon Valley network. Draper University will retain control of the Speaker's Forum (assembly space) in the basement of the Collective and be able to rent out the space to the public in the evenings and weekends if not in use by the University.

The Collective will provide business services and infrastructure including Internet Access (Wi-Fi), printing/scanning/faxing, and consulting services from lawyers, accountants and IT/engineers available to members. Our ecosystem gives members access to valuable services and networking opportunities that will help their businesses succeed. Unlike a traditional office, a community-style workspace can accelerate time to market, speed growth and increase visibility. This centralized ecosystem is a petri-dish where functionality, efficiency and community can help members achieve unprecedented heights. This new style of work, commonly called coworking, already exists all over the world and in the Bay Area. *A later section in this report profiles similar Bay Area coworking spaces such as Sandbox Suites and Rocketspace, and examples of companies, some that are major companies now, that relied on these spaces in their infancy and growth, as well as member testimonials.*

Promoting Community and Collaboration At the Collective Entrepreneurs Club, students and members meet other similar-minded independents from other fields. For those who prefer the energy of working in non-traditional community style environment, the Collective is a place

to meet and collaborate with new people. For members of the Collective, membership not only resolves their basic need for a place to park a laptop, but also gains them a community that can provide instant feedback on ideas from peers and professionals.

Promoting Networking, Development and Training, Access to Silicon Valley Entrepreneurial and Venture Community In addition to promoting cross-pollination of ideas, the Collective offers access to networking events, learning lunches and workshops. The University will use the theater/multi-purpose room in the basement for student events including speaker sessions, StartUp Pitches (startups pitching to venture capitalists), Innovators Series (CEOs and Founders speaking to the students) and Young Founders Speaker Series. When there is extra capacity, general Collective members will be invited to join the University events, or they can watch the event from the viewing room on the ground level. Collective members can also take advantage of the access to well-trained, talented students from Draper University should their company need to hire.

Flexible Workspace Terms that Save Time and Money The Collective gives entrepreneurs and small startups flexibility to grow their businesses. Successful startups grow quickly. Finding and moving offices is stressful, time consuming, distracting and expensive. Many shared workspace environments max out at 4-5 people with no pricing structure to accommodate larger companies. Our open, flexible workspace include numerous types of workspaces: single desks ("surf desks"), larger desks that seat 2-6 members, private "premium" workspaces on the second level for members who want privacy, and lounge space for casual meetings and relaxation. The flexible workspace desks will be movable to accommodate any configuration, and will be accessible on a first-come, first-serve basis. The Collective also provides private meeting rooms and resources (print/scan/fax, wireless internet, kitchenette, meeting rooms) that would be expensive or difficult for individuals and small businesses to access and maintain on their own.

All the spaces and amenities in the Collective are designed to provide Club members the highest quality services in a peer-to-peer ecosystem that fosters learning and collaboration.

Major activities/uses detailed by floor

<u>Ground floor of the Collective</u>

- Flexible workspace: First-come, first-serve individual and group desks (approximately 60 desk spaces)
- Game room (billiard tables, ping pong, air hockey tables)
- Kitchen (free sodas, coffee, light snacks, fresh fruit, refrigerators for members to use)
- Bike storage space
- Business services area (self-serve print, scan, fax, copy)
- Open lounge space
- Enclosed conference rooms
- Restrooms
- Projection Room (AV for theater/multi-purpose room)

- Standing room "viewing" space into theater/multi-purpose room open to Collective members, and the public on limited hours (evenings and weekends) and subject to approval by speaker
- West Display Room showcasing student and Collective entrepreneurs' products and companies on a rotating basis.
- "Pop-up" retail space in East Display Room for retailers and entrepreneurs to rent on a short-term basis

Basement floor of the Collective

- Flexible workspace: First-come, first-serve individual and group desks (approximately 60 desk spaces)
- Kitchen (free sodas, coffee, light snacks, fresh fruit, refrigerators for members to use)
- Bike storage
- Open lounge space
- Enclosed conference rooms
- Restrooms
- Theater/multi-purpose room (for Draper University student-use primarily; theater/multi-purpose room may be available to rent for evenings or weekends when not in use by the University)
- Green room (changing room)

Second floor of the Collective (accessible only to premium members)

- Premium member workspaces (29 spaces) that offer more privacy; the Collective will specifically have members who are lawyers, accountants, venture capitalists, IT engineers who can offer consulting and advisory services to Collective members
- Open lounge space
- Enclosed conference rooms
- Restrooms
- Business services room (self-serve print, scan, fax, copy)
- Bike storage space

The three floors of the Collective Entrepreneurs Club are general workspaces with business services: individual and group desks in all shapes and sizes (basement and ground floors), enclosed conference rooms (all three floors), open lounges (all three floors), premium workspaces ranging from 100- 180 sq. ft. (mezzanine floor), bike storage (basement and ground floors), game room with billiards, ping pong, shuffleboard, board games (ground floor), kitchenettes providing refreshments and no additional charge and refrigerators for members (ground floor and basement), a theater/multi-purpose room with flexible seating for speaker events and workshops for Draper University students (2 –story tall room with all seating on basement floor), green room and changing rooms for use in association with the theater/multi-purpose room (basement floor), projection room for AV control for theater/multi-purpose room (ground floor) and "standing room" viewing space on the ground floor looking into the theater/multi-purpose room (glass barrier). Students and members will be able to access the basement and ground floor amenities. Premium members will be able to access all three floors and have premium workspaces on the second floor.

The two existing glass display rooms facing 3rd Avenue will be viewable to the public from the street. The west display room will contain interesting displays that showcase innovation and entrepreneurship from Draper University students and Collective members. The room will contain pedestals, each of which will feature Draper University students' products or companies, Collective members' products or companies, Draper University sponsors' products, or game-changing innovations that have enhanced society and productivity (i.e. a stand with an old rotary phone next to a cell phone). The Collective staff in conjunction with Draper University will refresh the display room every 1-2 months. The display room wall will feature a large, wall-mounted screen that plays interesting videos of students, sponsors, interviews of University/ Collective members, etc.

The east display room will be a micro-retail space, also known as "pop-up" retail, that will be available for short-term rental (generally 2-3 weeks per retailer). The pop-up retail room will be accessed by an entrance at 57 E. 3rd Ave, not through the main Collective entrance at 55 E. 3rd Ave. The separate entrance minimizes disruption and noise to Collective members, distributes foot traffic and allows the pop-up retailer to create a unique experience. Micro or pop-up retail offers several benefits: they are affordable opportunities for independent retailers to build up interest and brand awareness by consumer exposure, they allow companies to create a unique environment that engages their customers, they allow small retailers low risk opportunities to test their products with consumers, and they allow non-retailers to showcase their product or service (i.e. Artists can create a temporary gallery). For the community and property owner, a micro-retail space fights consumer fatigue, highlights new and existing retail businesses, drives foot traffic with new, unique and constantly changing retail storefronts, and increases visibility and vibrancy of the block. Independent 'retailers', which can include Draper University students and Collective members, will apply to lease the display room on a short-term basis. Staff will select 'retailers' that fit with the culture and ethos of the entrepreneurial spirit and innovation. The retailer would be responsible for managing design and content, safety and store traffic, and store operations including the retail 'experience'. The Community will get exposure to cutting-edge and innovative new concepts and products.

The micro retail concept gives Draper University students and Collective members additional value - they have the opportunity to test their products with real consumers on a low–risk basis – avoiding long-term rent commitments and the need for expensive advertising campaigns, and allowing small retailers to be on a highly-trafficked street. Students and entrepreneurs want consumer feedback about their product, service or concept on a real time basis, and they can test their marketing and promotional ideas as well.

Below are articles with more detail on the pop-up store concept and how even big companies are creatively using pop-up stores:

Article 1: Pop-up Shops Benefit Small Retailers, Landlords [3]

"Pop-up shops are popping up nationwide, as entrepreneurs strive to take advantage of the uptick in consumer spending around the holidays. The retail model, which calls for setting up shop in temporary spaces or at local events, is ideal for small-businesses that can't (or don't want to) pay to lease a traditional storefront. Pop-ups also provide sellers with an opportunity to bolster virtual brands and a means for commercial landlords to fill otherwise empty buildings on a short-term basis.

Abigail Kiefer, one of four partners in the online retailer Red Clay, took her products on the road in a 1966 Airstream trailer (pictured below). Kiefer parked her store, which showcases sustainable home decor hand-made by American artists, near the Crystal Bridges Museum of American Art in Bentonville, Ark., for its debut in early November. She subsequently spent three weeks selling wares alongside other mobile businesses in an undeveloped Fayetteville lot. Kiefer is hopeful that her personal visits will increase online sales. "[The pop-up shop gives] people the opportunity to touch and feel the objects before they buy them," she says. Next stop: Tulsa, Oklahoma.

Nightclubs, art museums, and residential areas — especially those already packed with boutiques — are ground zero for pop-up shops. Earlier this month, Melissa Sands, owner of North Shore Flea, organized a weekend sale for 13 vendors near Chicago. "We popped up in an empty storefront [in Highwood, Ill.] that I was able to secure. We're going to pop up again at the end of January," she says, adding that she likes to give each pop-up shop a theme. The next one will focus on vintage jewelry.

For fledgling retailers the low overhead in a pop-up shop is especially attractive. Ryan Town launched Remix Watches in Scottsdale, Ariz., as a pop-up shop. The retailer of branded silicone LED watches in interchangeable candy colors debuted in October at an event held in conjunction with Phoenix Fashion Week. Next up, he hit nightclubs, concerts, and more fashion shows. "We did a launch party for a nightclub and that was one of our most successful days. We sold almost 200 watches," he says.

Town logs many miles traveling to regional events. He pays no rent and peddles watches in a tastefully decorated booth. "You have to have a good setup. You can't just put a table in the corner," advises Town, who invested in a 10-foot by 8-foot sign that's "colorful and aggressive." He also uses 6-foot table cover emblazoned with his logo and a flat-screen television on which he displays the company's YouTube videos as teasers. In 2012, Town plans to add a disc jockey

---

[3] *Source: Spark & Hustle, an organization that provides women – regardless of education, connections or capital – with the necessary tools to profit financially from their passion and purpose through small business ownership.*

to his pop-up retail concept. Even so, “it’s a low-cost way to set up shop,” he says, estimating he spent about $1,000 for the reusable set-up, including signage.

Town adds that it’s important to examine where your target customers already shop or visit. A retailer of baby clothes wouldn’t want to set up a booth inside a nightclub. Likewise, a seller of a sports products would want to seek out locations that attract active, athletically minded people.

Pop-up stores can benefit landlords, too, specifically those struggling to fill commercial units with year-round tenants. Andrew Jacobs operates a 7,000-square-foot pop-up store for JAM Paper & Envelope (pictured at top) on Manhattan’s Upper East Side, which complements the stationery store’s three permanent sites in New York and New Jersey. JAM’s two-month holiday pop-up last year extended into the new year — and it’s still in operation. “The landlord has not been able to find a long-term tenant for the space yet and is permitting me to stay in the space until it is leased long-term,” Jacobs says.

To fill 1,500 square feet of unused space, Jacobs launched a second pop-up shop within the JAM pop-up shop. A toy shop, he determined, would do well during the holiday season. “I spoke with Melissa & Doug [a designer and manufacturer of educational toys], who helped me open the store. They picked the merchandise and sent merchandisers to help make it feel fun,” he says. “I previously had zero experience with toys.”

Pop-up shops have potential for all types of small businesses. Celebrity hair stylist Naz Kupelian launched Naz Kupelian Beauty Lounge in Boston as an offshoot of his full-fledged salon there. A “style squad” mans the pop-up’s two hair and makeup stations, which cater to visitors on the go yet provide the same sophisticated vibe as the salon. What Kupelian hopes ultimately to do is encourage visitors to the mobile salon to check out his permanent operation. What better means to advertise?

Article 2: The Staying Power of Pop-Up Stores[4]

In late October, Rachel Petersen walked into a store on 57th Street in Manhattan down the block from pricey department store Bergdorf Goodman. She took in the neon lights and tinted windows and thought she'd stumbled into "a private event or something." The 30-year-old administrative assistant soon discovered that she was at Procter & Gamble's (PG) New York pop-up store. The 4,000-square-foot space had no cash registers because everything was free—including a full CoverGirl makeover or a Head & Shoulders wash and blow dry. Petersen tested some lotion and

[4] *Source: Business Week, Matt Townsend, November 11, 2010.*
http://www.businessweek.com/magazine/content/10_47/b4204026293305.htm

left with a Febreze scented candle. "I'm more of a try-before-buy person, so this is good," she said.

The P&G store, which drew 14,000 visitors in the 10 days it was open, represents a new iteration in the evolution of the pop-up. The first generation of stores, which cropped up in the early part of the decade, were often little more than shelving and cash registers in empty mall space with a makeshift sign draped over the old tenant's marquee. They opened for a month, then disappeared. Many retailers have since hopped on the trend and upgraded the format with more spending on in-store displays and fancy signage to blend in better with their mall neighbors. And while pop-ups can bloom in any season, the holidays remain an ideal time for temporary stores, given the heavy foot traffic.

With U.S. retail vacancy rates at the highest levels in a decade, there's no shortage of space. Toys 'R' Us, for instance, boosted its number of holiday season pop-ups this year to 600, from 90 a year ago, and hired 10,000 workers to operate them. Many of the 4,000-square-foot locations are in malls that formerly housed KB Toys, a toy chain that liquidated last year. Borders Group (BGP) has increased its pop-up count fivefold, to 25, most of them in malls where the bookseller used to have a presence.

Although pop-ups have moved up in the world, for some the term still has downmarket connotations. Nataraj Iyer, a P&G marketing executive, prefers "interactive experience." Pierce Smartfusion, the firm P&G hired to run the 57th Street experiment, describes itself as an "experiential" agency that tries to deepen the "conversation" with shoppers. With the P&G store, the goal was not to move merchandise but to build brand loyalty. "The woman getting her hair colored will remember this the rest of her life," says Christian Charapata, a pop-up veteran who managed the P&G store.

Levi Strauss also hopes to create a lasting impression with the "workshop" it opened last month at a former art gallery in Manhattan's SoHo district. The bright-white, 10,000-square-foot space is furnished with benches made from cargo pallets and focuses on the art of (pre-digital) photography. Visitors can rent vintage cameras and sign up for free classes. The theme extends the denim maker's gritty Go Forth advertising campaign, a celebration of craftsmanship and collaboration that features scenes of regular folk rebuilding a Rust Belt town. The company says the store has been drawing 3,000 visitors per week. The hope is that each will talk, text, and tweet about their experience. "Success is exposure," says Erik Joule, who runs men's merchandising, design, and licensing. Eventually, he hopes, people will say, "Wow, that's Levi's?"

Christina Norsig, a New-York based e-commerce entrepreneur, runs Pop-Up Insider, an outfit that brings together property owners and potential pop-up tenants. Norsig, who won't disclose clients' names, has listings in a handful of states, including Minnesota, Florida, and Maine, and plans to expand her geographic reach next year. "This whole notion of temporary retail is here to stay," she says. "It's going to be a marketing tool for retailers going forward, whether they are testing a neighborhood or marketing to the end consumer."

Article 3: Pop-Up Stores: All the Rage [5]

The latest trend in retailing: shops that open for a few days in a major city or a mall and then are gone. Four days. That's how much time New Yorkers had to get a piece of the upscale design line Proenza Schouler at discount prices. On Feb. 2, the uber-chic discount retail store Target (TGT) popped open a store in lower Manhattan, to display this latest high-fashion-at-low-prices design line. The store then closed on Feb. 5.

In a world of BlackBerries and instant messaging, there's a growing sense of haste in people's lives. In response, companies trying to get consumers' attention are trying to create a sense of urgency. For retailers, who need to get people into stores to try out their clothes, their shoes, and any other new products, the store itself is the new limited edition. So limited in fact that it may last a mere 96 hours. "There's a certain passion about things that shout 'act now!' and that has transpired into the way we shop too," says Claudine Gumbel, co-founder of Think PR, a New York fashion publicity firm.

These days, retailers are adopting the concept of a pop-up store with gusto. A pop-up store opens up at an empty retail location for a few days in a major city, or a mall, with great fanfare. And then, poof! It's gone. Last year, in November, Nike (NKE) opened a pop-up store in Soho for just four days for the sole purpose of selling 250 pairs of the Zoom LeBron IV NYC basketball shoes, named after the popular 22-year-old NBA All-Star LeBron James. The special edition shoes were priced at $250 each.

In May and June, Gap (GPS) kicked off a '60s style tour, where it used a school bus as a traveling pop-up store that made appearances in Los Angeles and New York and stopped at beaches on both coasts. Instead of seats, the bus sported shelves filled with t-shirts, flip-flops, and beach hats that people bought and paid for at a cash register near the driver's seat. Even the stodgy giant Wal-Mart (WMT) adopted the concept last April, when it showed its new fashion line Metro 7 in a Fashion Cabana in Miami's South Beach district, open for only two days.

Budget Buzz

---

[5] *Source: Business Week, By Pallavi Gogoi, February 9, 2007. http://www.businessweek.com/stories/2007-02-09/pop-up-stores-all-the-ragebusinessweek-business-news-stock-market-and-financial-advice*

Retailers use pop-up stores to generate buzz and excitement around a new product launch, as in the case of Target's Proenza Schouler line. Sometimes, the stores are a great way for stores to check the pulse of consumers and try out new products. Usually, they are less costly than television ads, which can run in the millions of dollars to produce and broadcast, and the stores generate similar buzz and publicity for new brands.

Even nonretailers are giving it a try. The U.S. Potato Board, which represents American potato growers, opened a pop-up store in New York, during the week of Thanksgiving, for less than $200,000. The group, with the help of cartoon character Mr. Potato Head, promoted the message that potatoes contain more potassium than bananas as well as nutrients like folic acid and vitamin C.

"We were featured in The New York Times, in the network morning shows, and in many places," says Amy Kull, senior vice-president at communications firm Fleishman-Hillard. "We could never have bought that much media within that budget."

"A Clear Message"

Japanese retailer Uniqlo took the pop-up store concept on the road literally for two months in the runup to its Nov. 2 Soho store opening. It drove two shipping containers around New York City and literally popped open stores in various parts of the city Union Square in Manhattan one day and Cobble Hill in Brooklyn another day? and gave shoppers a taste of their trademark logo-free apparel. "The shipping containers gave New Yorkers a clear message that we're coming literally from Tokyo to New York," says Shin Shuda, chief marketing officer of Uniqlo USA.

Pop-up stores have worked especially well, though, for brands that don't have a retail outlet store. Currently, the carmaker Lexus (TM) is wrapping up its multicity pop-up art gallery tour in Chicago. There, it has rented retail space to showcase three avant-garde artists: a photographer, a video movie maker, and a wood carver, whom the company feels reflect the innovation and design elements of its latest self-parking car.

For much of last year, Ford (F) opened kiosks in several malls around the country to show off its midsize Fusion. The kiosks, labeled Fusion Studio D, were targeted at women, and offered makeovers, fitness training, and health information. The kiosks would pop up in malls in cities around the country, just days before the local Susan G. Komen Foundation's Race for the Cure, and signed up people who wanted to run to cure breast cancer.

Looking for Kicks

Of course, it's not easy to set up a pop-up store. Unoccupied stores in hot retail locations aren't easy to come by. Moreover, they can backfire, if a retailer doesn't staff the store with some of the best customer service personnel, who know enough about the brand. "We had to make sure there were people who live and breathe Florida to explain what they were missing," says Nicki Grossman, chief executive of the Greater Fort Lauderdale Convention & Visitors Bureau, which

set up a pop-up store complete with sandy beaches, a golf putting hole, lifeguards, and beach beauties in January in New York.

No wonder companies feel the pressure not only to be cool, but to offer visitors an additional kick. For instance, when electronics company JVC opened its pop-up store, it offered karaoke and let people film themselves using its newly launched video camera and make their own DVDs, which folks could then carry home as gifts. And sneaker maker Fila let people draw their own designs on a computer, which they printed on a T-shirt that shoppers could take home with them for free. "You had the sense that you are creating artwork and you are really engaging the consumer, which is the most important part," says Gumbel of Think PR.

Retailers have clearly discovered that pop-up stores bring brands to life and let people sample products in a great format, without much cost. "Try getting that from a 30-second ad," says Claudia Strauss, president of Lime PR, in New York.

Sample Retail Pop-Up Stores:

Sample Retail Pop-Up Store:

Sample Retail Pop-Up Store:

Draper University Collective Theater/multi-purpose room The theater/multi-purpose room will serve two primary functions.

1. (University Activities) The first and primary use is as a primary venue to facilitate University functions including instructional activities, Speaker Sessions, video presentations and other general educational activities.

2. (Special Events) When not in use for University functions, the space will be available for limited use event rental by the general public during weekday evenings and on the weekends. Rental activities include general meetings, Draper University Speaker Sessions opened to the general public, training activities, live performing arts including music and plays etc, production and video recording of public or private events. While it is our intent to provide the venue for rental by the general public, we will reserve the right to decline to rent the venue for activities and events that are viewed as damaging to Draper University's public image or run counter the stated mission and goals of Draper University. Additionally, it is Draper University's intent to periodically allow members of the public to attend Speaker Sessions with the students. These open sessions will be limited to total allowable occupancy of the venue as defined by the City of San Mateo.

Collective members can access the standing room space to see activities in the theater/multi-purpose room, and the standing room area may be available to the public to view events in the evenings and weekends, if permitted by the Speaker or individual/entity renting the venue. Given the celebrity status of many of our Speakers, there exists situations where personal security prerequisites defined by the Speakers' personal security team may not allow Draper University to allow uncontrolled public access to the theater/multi-purpose room. These precautions will be defined on an as-needed basis in order to ensure the general safety of our guests and to limit the potential for disruptions for our Speakers.

The theater/multi-purpose room is only accessible from the basement. All guests must enter the main building entrance on the ground floor, walk through reception, walk down the stairs to the basement, then enter the theater/multi-purpose room. Disabled patrons will enter the main building and take the elevator down to the basement. The theater/multi-purpose room layout will be extremely flexible so that we can house many types of events. To this means, seating will not be affixed; rather, seating will include bean bags, movable chairs, barstools, couches, etc., all of which can be easily converted to accommodate different audience sizes and types of events. The theater/multi-purpose room ceiling will have high-end projection, lighting, and cameras.

Number of clients/members

The Collective physical workspaces can accommodate approximately 60 members on the ground floor, 60 members on the basement floor, and 29 premium workspaces. Based on data from

similar coworking businesses such as HackerDojo, 1/3 of members typically are in the space at any given time; therefore, the Collective may sell more memberships than the number of physical desk spaces. The Collective can adjust or limit the number of daily passes to prevent overcapacity. This model is similar to a gym membership and number of gym machines/stations.

Hours of Operation
Monthly, annual and premium members will receive FOB key access to the site 24/7. Daily passes are available from 9am-6pm, Monday-Friday only. Daily members must purchase daily passes from the reception area at the 3rd Ave entry.

The theater/multi-purpose room will only be available for use for University activities from 9am to 11pm everyday. The venue will be available for Special Events (University sponsored or rental use) in the evenings on weekdays from 6pm-11pm and weekends from 10am-10pm, and only if not in use by the University. Draper University understands that there exist parking implications of opening up the theater/multi-purpose room and viewing room to the public during peak hours and therefore will not rent out the theater/multi-purpose room during peak hours.

Indicative Collective Entrepreneurs Member Pricing (subject to change)

- Daily (non-member) pass: $50/day, Monday-Friday only
- Weekly membership: $150/week
- Monthly (Individual) membership: $500/month
- Annual membership: $5000/year
- Premium membership: $700/month for small 100-120 sq. ft. private workspace), $900/month for medium 140 sq. ft. private workspace, $1200 for large 160-180 sq. ft. private workspace). 10% discount on annual membership.
- Special events in the theater/multi-purpose room, rentable through Draper University: Custom pricing depending on needs, setup, day of week, and desired space use.

Membership pricing is all-inclusive, so members can focus on their business without worrying about excess charges or hidden fees. Our pricing structure is based on one price for a basic membership that includes bike storage, Wi-Fi, print/fax/scan, access to conference rooms, a game room, kitchen, open lounges, AV, mail receiving, free workshops and events, freshly brewed coffee, light snacks and fresh fruit, and supplies (pens, paper, etc.). A daily pass includes access to all resources available to regular members. The Collective will offer some add-on services for limited supply services such as a small storage locker, mailbox and desktop computer and monitor rental, at a low add-on cost. The business consulting and advisory services available from the premium members (i.e. accountants, lawyers, venture capitalists, engineers) will be priced based on their fees.

Staffing
The Collective will have one receptionist and one facilities/IT manager from the hours of 9am-6pm, 7 days a week. When the theater/multi-purpose room is in use for Special Events,

the Collective will provide additional staffing as necessary and as defined by specific venue use. For University events at the Collective, University staff will be onsite at the Collective to assist students. Draper University staff will be shared across all three sites (the Collective, the University and the Bank Building) for any student-related events. For public events, the Collective will require that the host provide security and event staff.

Parking

Prior to start of Special Events, Draper University will contract with a neighboring private parking facility to provide adequate off-site parking infrastructure and parking services. Draper University will provide the City of San Mateo proof of an existing contract to meet the estimated Special Event parking demand.

Sample Renderings of the Collective Entrepreneurs Club

Note: these are purely for example purposes to show what shared workspace could look like on the ground floor and basement of the Collective building. As interior fixtures and furnishing are still being finalized, these are NOT necessarily indicative of the Collective's interior design or layout of furniture.

View of Ground Level from Entrance:

Bird's Eye View of Ground Level:

View of Theater/Multi-purpose room from Ground Floor:

View of Basement Level:

Appendix 1: Comparable Coworking Spaces

I) The Hub

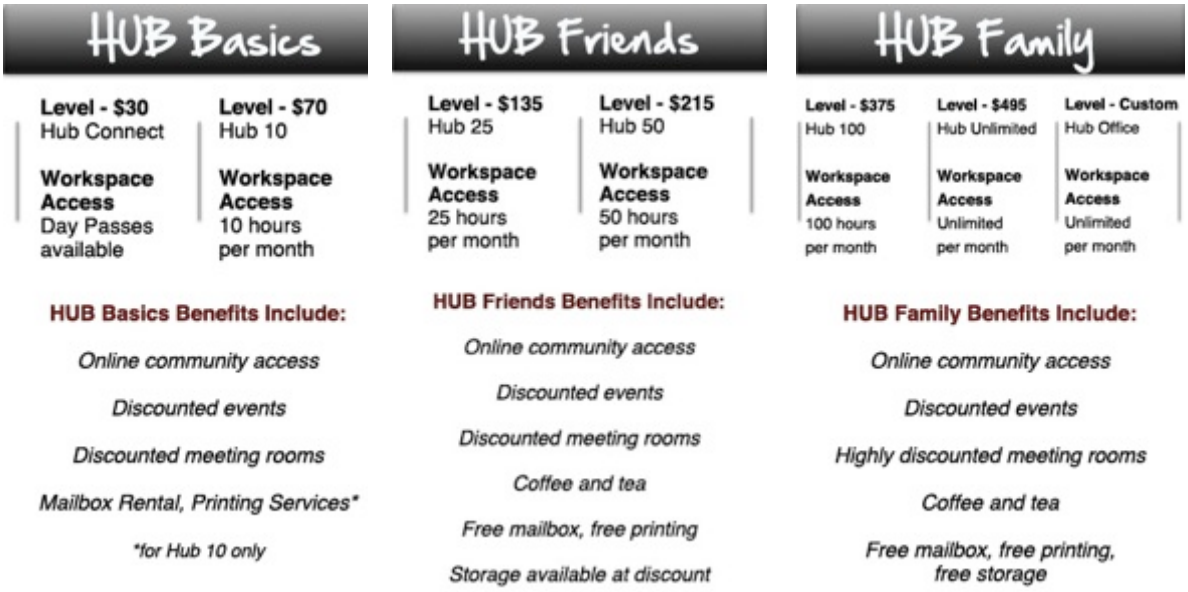
2 Locations: San Francisco (SF Chronicle Building), Berkeley (David Brower Center)
http://bayarea.the-hub.net/membership

(from website) Hub San Francisco At the SF Chronicle Building – one block from the Powell St BART station – you will find 2 floors, totaling 20,000 sq./ft. of collaborative workspace. The space features an art gallery curated by Intersection for the Arts along with several meeting rooms, large event spaces, two full kitchens/cafés, and more than 125 work stations. The space also holds 20 private offices held by social enterprises, including Universal Giving, Bamboo Finance, SOCAP, Exponent Partners, Mercy Corps, B Labs, and more.

Together, we combine a work place and toolset for changemakers, an integrated arts incubator, and a fully equipped community workshop. The goal is simple – help individuals and enterprises reach their goals faster, surrounded by a community that makes everyone smarter and more effective.

*Hub Connect members have Day Passes available for $30/day. Hub 10 members can access the space Mon-Fri, 9AM-6PM. For Hub 25 & 50 Members, there is 24/7 access at Berkeley with a Key, and Mon-Fri, 9AM-6PM access at San Francisco with a Key. All Hub 100, Unlimited, and Office Members have 24/7 access to both locations with a Key.

Membership is per person.



II) Sandbox Suites
Locations: 3 in San Francisco, 1 in Berkeley
http://www.sandboxsuites.com/aboutcoworking.html

(from website) Sandbox Suites is a shared workspace created specifically for freelancers, small business owners, telecommuters and other independent professionals.

With its three locations, in San Francisco's SOMA and Union Square as well as Downtown Berkeley, Sandbox allows independent professionals to have a full-service shared office and meeting space no matter where they happen to be with the added benefit of a supportive community of other independents. Sandbox offers several levels of memberships that include month-to-month virtual, part-time, full-time, private desk and private office memberships as well as daily drop-ins.

Monthly memberships include Wi-Fi, print/fax/scan, access to conference rooms, AV, mail receiving, discounted shipping, free workshops, biweekly lunches, freshly brewed coffee and office supplies. Monthly prices depend on how often you plan to use the space and whether you need a permanent or a shared workspace.

Daily Pricing:
SAN FRANCISCO & BERKELEY

click each membership for details	Rate	Hours of use
½ Day Pass Up to 4 hours or after 1pm	$20	8am-6pm
Full Day Pass All day drop-in desk	$35	8am-6pm
10 Pack of Day Passes Or 20 pack of ½ day passes	$290	8am-6pm

Monthly - Individual
BERKELEY

click on membership type for details	Rate /month	Meeting hrs/month	Hours of use
Virtual Presence Address, mailbox, & discounts	$50	-	-
Digital Bedouin Any open desk - Weekdays Only	$295	4	8am-6pm
Frequent Flyer Any open desk	$345	4	24/7
Second Home Private desk	$495	8	24/7
Night Owl Any open Desk - Nights & Weekends	$175	-	6pm-12am

Monthly - Team Prices

BERKELEY

click each membership for details	RATE /MONTH	MEETING HRS/MONTH
LAUNCH PAD FOR 4 PRIVATE FURNISHED ROOM FOR 4	$1295	16

Sandbox Suites has had the privilege of hosting...

Twitter

Blue Bottle Coffee

Mint.com

MC Hammer

Meetup HQ

Mechanical Zoo/Aardvark

David Weekly, PBwiki

Wired

The Bold Italic

McCann Erickson

Ed Dale, The 30 Day Challenge

Organic Bouquet

Pacific Shaving Company

Sustainability.com

Stonyfield Farms

Wireless Glue

mindSHIFT

Give Bars/Two Degrees

Metz Consulting

Word Lens

Chomp

Hatchlings

myERP

Webs.com

Buzzbox.com

SuperHappyDevHouse

Dancejam

Kobojo

Jauntr

Awasu Design

Connectivision

Decaf

Bambou Design

Summerized

BootCampSF

Big Bear Entertainment

Oaklandish

Proton Radio

III) HackerDojo
Location: 140A South Whisman Road, Mountain View, CA
www.hackerdojo.com

(from website) Hacker Dojo is a community of members who share a common love of creating wonderful things and understanding how the world works. You don't need to be a programmer to use/enjoy the space. The Hacker Dojo is a do-ocracy run by members, including several self organizing teams like events, government, and operations.

Member privileges include the ability to vote on policy at our monthly meeting, 24/7 access to the space (you get a key!), monthly member dinner, premium WiFi access, free access to attorney office hours, access to our growing Mobile Device Lab, ability to host events for free, permission to sit on any event or class for free.

Membership is $100/mo.

Visitors

There is a suggested donation of $10/day to visit and hack at the Dojo.

Amenities

Stop by and use our 100 megabit bidirectional Fiber Internet for free, help yourself to coffee in the kitchen, enjoy outdoor seating & grilling, an electronics lab, relax in the library, use small and large office spaces throughout the facility (all first-come first-served), utilize large event space, borrow a phone from our mobile device lab to test on, a gaming lounge, a pool table and social space, and more!

IV) Citizen Space

Locations:

San Francisco 425 2nd St #100

San Jose 12 South 1st Street, Suite 318

http://citizenspace.us/about/

(from website) We offer a large, open workspace with dedicated desks as well as communal tables. Other perks include a kitchen, living room area, phone booth, and conference room. Our citizens include startups, software engineers, web developers, social media strategists, designers, writers, consultants and more. Some set-up shop here full-time; others just stop by to work for the day. All benefit from working among like-minded entrepreneurs.

	Full Member	Lite Member	Café Member	Drop In	Virtual Member
Desk	Dedicated desk that is all yours	Work from any lite desk available, or communal table	Work from communal desks only 10AM -6PM	Work from drop in desks only 10AM -6PM	Mail Box Services
Unlimited use of conference room	✓	✓	-	-	-
Access to lounge, kitchen, cafe area	✓	✓	✓	✓	-
Space to host evening or weekend events/workshops	✓	✓	-	-	-
Space for third parties to come in and collaborate with you	✓	-	-	-	-
Printer/copier	✓	✓	✓	✓	-
Wifi	✓	✓	✓	✓	-
Coffee/tea, water, office 'perks' (like beer and wine and snacks and stuff)	✓	✓	✓	✓	-
Projector, whiteboards, flipcharts	✓	✓	-	-	-
Growing library of resources	✓	✓	✓	✓	-
Working with cool people	✓	✓	✓	✓	-
Key with 24/7 access to the space	✓	✓	-	-	-
Mailbox	✓	✓	✓	-	✓
Price	$ 425/month	$ 350/mo	$ 200/mo	$ 8 /hourly $ 20 /daily $ 60 /weekly	$ 25/mo

IV) Plug and Play Tech Center

Northern California Locations (International locations also)

440 N. Wolfe Rd., Sunnyvale, CA 94085

370 Convention Way Redwood City, CA 94063

530 University Ave, Palo Alto, CA 94301

www.plugandplaytechcenter.com

(from website) Plug and Play Tech Center is an accelerator that specializes in growing tech startups. From unique industry networking events and education-emersion programs, to M&A, Plug and Play has everything tech startups need to get organized, connect and grow.

Plug and Play offers professional, bright, bustling workspaces designed with you in mind. From expandable cubicles to custom work areas that meet your company's needs, Plug and Play has everything you need to start working.

Sunnyvale Headquarters Offers:
• A professional, secure 150,000 square-foot campus
• An On-Site Data Center
• Legal, accounting, bookkeeping and other on-site services
• An On-Site Coffee Bar, Full-Service Cafe, and Dining Area
• Rentable, professional event space for up to 500 people

For Startups
Plug and Play offers flexible terms on full service space so you can grow on your own terms.

For Corporations
Plug and Play offers FlexSpace for temporary, turnkey office solutions.

For Governments
Why reinvent the wheel? Leverage Plug and Play's incubator and send your companies to Silicon Valley today! See our international page.

Pricing: $500/cubicle per month

V) Rocketspace

Location: 181 Fremont Street San Francisco, CA 94105

www.rocket-space.com

(from website) RocketSpace offers an "**all inclusive**" pricing model for our members: you pay a monthly fee that is based on the number of desks and that fee provides you and your team with access to all of the office amenities, community, events, programs, and our partner network. Desk pricing ranges from $500 to $800 a month and depends on contracting term, number of desks, office vs surf, etc.

We primarily cater to 4 types of co-working situations:

1. **Startups looking for growth** – We offer a flexible pricing model designed to help you grow, starting at**$650/desk/month**. As you add more desks, each incremental desk gets cheaper.
2. **"Swing Space" for Startups and Established Tech Companies** - Timing an office move is at best tricky. Inevitably, decisions take longer, fit-outs take longer, and existing leases can extend. RocketSpace is an ideal short term solution. With everything provided from furniture to connectivity, your team can be working in RocketSpace within an hour on highly flexible terms.
3. **International Companies Expanding into the Bay Area** - We have a number of tech clients who are already established elsewhere in the USA or abroad who are looking at opening a base in Silicon Valley. RocketSpace provides an excellent flexible starting point for staff to become acclimatized to the workings of the Bay Area, start to build a team and ultimately decide on where to place a long term office. RocketSpace can offer flat rate per person per month rates on flexible terms. Perfect for budgeting.
4. **Incubators, Ambassadors, & Partners** - RocketSpace can also cater for those who have a short-term program need. An incubator wanting to help a number of portfolio companies (**www.kicklabs.com**), a foundation trying to help accelerate the growth of promising startups (**www.kauffmanlabs.org**), or even a country wanting to give some of the Valley experience to local companies (**www.canadainternational.gc.ca**). RocketSpace can custom design a pricing model for all.

RocketSpace Member Testimonials *(from website)*

Melvin Tercan

Co-founder and CEO, TinyPay.Me

When I came from Europe to San Francisco, I started off with a single desk at RocketSpace and no connections at all. Now, 4 months later, my startup has grown to 6 employees and my network of connections has expanded hugely ever since. RocketSpace is a great place to get started with your startup and to receive your business partners and customers : it has a central location in SF, available conference rooms, and increasing reputation. And the best thing about RocketSpace is the huge amount of events they host every single week – you get to meet VIPs and you can also connect with other startups during the Thursday happy hours.

I can say our stay at RocketSpace was very successful – we've raised our first round of funding while we were here – and I hope that a lot more startups can benefit from the great environment RocketSpace has to offer.

Reuben Katz

Co-founder and CEO, Geekli.st

I think it is only a matter of time before RocketSpace is recognized as a Hit Factory. Their ability to attract great startups, surround them by like-minded talent and connect them to an amazing ecosystem within the Silicon Valley is compelling and unique.

Augusto Marietti

Co-founder and CEO, Mashape

At least once in your company's life-cycle, you have to stop at RocketSpace. Certain companies come here from their first day of operation, others when they already are much bigger, but there is one common thing "that acts like glue" : the RocketSpace community. We are thankful for being surrounded with such a solid group of amazing people and companies, we met smart folks, shared visions of the world and gathered feedback to improve ourselves. If I had to explain RocketSpace in one sentence, I would say : The Hub for Startups. Beers included.

Selcuk Atli Co-founder and CEO, SocialWire

RocketSpace has absolutely been more than office space for us. It's the community, access and the quality of the peers that makes it special. RocketSpace is a YC for later stage startups with a lot more than a great idea.

Justin Stanislaw

Co-founder and CEO, Giftiki

RocketSpace is everything a start-up needs in one stop. We signed and had our team working in the same day. RocketSpace is the epicenter of entrepreneurship – events, one-stop office space, awesome culture and vibe, and a great place to make your start-up a success.

Razor Suleman

Founder and CEO, I Love Rewards

When we moved into RocketSpace we were new to San Francisco, but found ourselves surrounded by a vibrant community comprising some of the area's most innovative companies. As a rapidly growing tech company, RocketSpace was the ideal solution for us – a full-service office space without the pain of a traditional sublease. RocketSpace's flexibility enabled us to scale and grow without getting bogged down in administrative details. Not only that, but RocketSpace offered a central location, supreme staff and essential amenities, making it a perfect home while we looked for permanent space.

Other Examples of Coworking/Shared Office Space Around the World

---

The Network Hub (Vancouver)

COWORKING: $5 per hour or $35 all day

SHARED DESK SPACE: $250-$350/month

SMALL OFFICE SPACE: $750/month

MID-SIZED OFFICE SPACE: $900/month

LARGE OFFICE SPACE: $1350/month

http://www.thenetworkhub.ca/

Pto de Contato (São Paulo, Brazil)

Daily Pass: R$ 50,00 or US$ 25,00

Weekly Pass: R$ 225,00 or US$ 100,00

Full period: R$ 500,00 or US$ 250,00 (Full time desk)

Part time period: R$ 350,00 or US$ 175,00 (6 hours per day)

http://www.ptodecontato.com.br

Beans! Coworking Augusta (São Paulo, Brazil)

Daily Pass: R$45,00

Weekly Pass: R$ 175,00

Full month: R$ 650,00(Full time desk)

http://beans.net/

The Hive Coop (Denver)

$349/Month for the Anchor Plan

$199/Month for the Hotdesk Plan

$129/Month for the Nights and Weekends Plan

http://hivecoop.pbwiki.com/FAQ

Independents Hall (Philadelphia)

$275 Full time

$175 Part time

$25 Basic membership, then $15/day

$25 drop in non-member

http://www.indyhall.org/pricing/

Nutopia Workspace/81 Franklin Street (NYC)

$1200+ Private Office

$450+ Full Time

$400 Coworking + key (access 24x7)

$300 Coworking

$300/year Drop-in

($500 deposit for access 24x7)

http://www.nutopia.us/plans_rates.html

Coworking Brooklyn (Brooklyn)

$200 5 days/wk

Free drop in / $20/day after

(capacity 5-7 coworkers)

http://wiki.coworking.info/Coworking%20Brooklyn

Citizen Desk (Wausau, WI)

$175 Desk Member

$100 Basic membership, then $10/day

Free drop in non-member / $10 day after

($50 deposit for membership)

http://citizendesk.com/pricing/

Working Space (Alcobendas, Madrid, Spain)

€350 Month Pass - one desk

€275 Four days per week

€225 Three days per week

€175 Two days per week

€125 One day per week

http://workingspace.es

Garage30 (Madrid, Spain)

new times, new concepts, new models

€1599 each year, in-company!

€49 each month, in-move!

http://garage30.com

Cowork Central (Buenos Aires, Argentina)

Daily Pass: $70 AR (US $17)

Ultra Light Member: $260 AR (US $65) (5 days/month)

Light Member: $450 AR (US $115) (10 days/month)

Advance Member: $580 AR (US $145) (15 days/month)

Full Member: $760 AR (US $190) (Fulltime desk)

http://www.coworkcentral.com/foreign/

Station C (Montreal, CA)

$350 Full access

$250 Lite (up to 22h/week of desk usage during workhours)

$3/hour desk

http://station-c.com

Saint Louis Coworking (St. Louis, MO)

$450/month - Solo Dedicated Desk

$300/month - Shared Dedicated Desk

$100/month - Drop in

$175/month - Virtual Office

804RVA (Richmond, VA)

$75/ month - Socialite (1 day per week), Shared desk

$175/ month - Ninja (3 days per week), Shared desk

$250/ month - Coworkaholic (5 days per week), Shared desk

$360/ month - Resident (5 days per week), Dedicated desk

http://www.804richmond.com