

TOWN OF MANCOS
BOARD of TRUSTEES WORKSHOP
October 27, 2021 6:00 P.M.

Workshop – MMO Call Update, Design Review Guidelines

Town Hall Board Room

Monthly Board Workshops are for Board discussion purposes only. Decisions cannot be made during these sessions. These workshops are open to the public, however public comment will not be accepted.

BOARD of TRUSTEES MEETING

October 27, 2021 7:00 p.m.

AGENDA

- A. Call to Order
- B. Pledge of Allegiance and Moment of Silence
- C. Roll Call
- D. Approval of the Agenda
- E. Approval of the Minutes of October 14, 2021
- F. Audience Business
- G. Announcements
- H. Proclamation – Greenlight A Vet
- I. Proclamation – National Hospice Month
- J. Committee Reports
 - Montezuma County Planning Commission
 - Mancos School District
 - Montezuma County Commissioner Update
- K. Discussion and Action Items
 - 1. Art Donation from Mel Heath
 - 2. Blend Retail Marijuana Business License Renewal
 - 3. Short Term Rental Discussion Continued
 - 4. Co-working Incubator Space Award
 - 5. Main Street Bridge Lighting
 - 6. Status of November 24, 2021 Board Meeting
 - 7. Water and Sewer Rate Discussion
- L. *Items for November 10, 2021 Agenda*
 - 1. *Workshop – 2022 Budget Discussion Continued*
 - 2. *Committee Reports: Region 9, CDOT TPR, Commissioner Update*
 - 3. *October Bills & Claims*
 - 4. *Short Term Rental Discussion (tentative)*
 - 5. *One and Three Mile Plan Final Action*
 - 6. *Updated Sick Leave Policy*
 - 7. *Third Quarter 2021 Work Plan Update*
 - 8. *Third Quarter 2021 Financial Update*
 - 9. *Executive Session – Personnel – Town Administrator Evaluation*

M. Adjournment

TOWN OF MANCOS
BOARD of TRUSTEES MEETING
October 13, 2021
7:00 p.m.

- A. CALL TO ORDER:** Mayor Queenie Barz called the meeting to order at 7:02 p.m.
- B. PLEDGE OF ALLEGIANCE AND MOMENT OF SILENCE**
- C. ROLL CALL:** Present: Mayor Queenie Barz, Mayor pro tem Fred Books, Trustee Ed Hallam, Trustee Betsy Harrison, Trustee Janice Bryan, Trustee Cindy Simpson
Absent: Trustee Brent McWhirter

Staff Present: Town Administrator Heather Alvarez, Public Works Director Terry Jennings, Marshal Justen Goodall, Town Clerk/Treasurer Donna Murphy

- D. APPROVAL OF THE AGENDA:** Mayor pro tem Fred Brooks made the motion to approve the agenda. Trustee Betsy Harrison seconded the motion. Motion passed.
- E. APPROVAL OF THE MINUTES OF September 22, 2021:** Trustee Janice Bryan made the motion to approve the minutes of the September 22, 2021 as presented by staff. Trustee Betsy Harrison seconded the motion. Motion passed.

F. AUDIENCE BUSINESS:

- Corey Jabour, 207 N. Main St., Mancos- Mr. Jabour spoke in favor of allowing the American flag to be flown from the Mancos Marshal's vehicles.

G. ANNOUNCEMENTS:

- Town Administrator Heather Alvarez made the following announcements:
 - The 2nd Communications Training class is set for October 21st from 8:30am-4:00pm for staff and the Board.
 - The Town Administrator will be out of the office October 18-20, 2021.
 - The Stewards of Children training is scheduled for the Board on October 23rd from 9-11:00 am at the Community Center.
 - Economic Council of Colorado has nominated Mancos as a Community of the Year in the small town category. The award will be presented at the Economic Development Summit. Rachael Marchbanks, Economic Development Coordinator

will be attending the Summit on behalf of the Town. Montezuma County was also nominated.

- Region 9 received an international impact award for their business relief program coordination during COVID 19. Laura from Region 9 wanted to pass this along since it was due to a large part of how Montezuma County, Mancos, Cortez and Dolores coordinated on the small business grant programs. Thank you to the Board for allowing that collaboration to happen.
 - The Town is trying to plan a Board to Board workshop with the school district. It is tentatively set for November 15th at 5:00pm at Town Hall.
 - Trustee Harrison brought it to the attention of the Town that we have Dark Sky ordinances in effect however we do not have our Dark Sky designation. The Town Administrator has reached out to Ridgeway regarding their designation. The Ridgeway Town Manager says that this is a 2 year process and requires extensive public meetings/community engagement. The Town Administrator is asking for Board feedback on this item.
-
- Marshall Justen Goodall was asked to hand out medals at the Cowboy Half Marathon for the youth runners on October 16th.
 - Mayor Barz announced that the League of Women Voters left literature for the Board and she has it available if interested. Mayor Barz also purchased books for the Board at the CML Conference she attended. She also encourages the Board to attend the Zoom classes on water and fire that are available through the CML Conference.
 - Trustee Betsy Harrison made a request for an agenda item regarding a meeting she attended with the Mancos Conservation District. They are discussing hiring a watershed coordinator and would the Town like to collaborate. This topic and other items mentioned will be added to a future workshop for Board discussion.

H. TREASURER'S REPORT: SEPTEMBER BILLS AND CLAIMS:

Trustee Cindy Simpson made the motion to approve the September Bills and Claims as presented by staff. Trustee Betsy Harrison seconded the motion. Motion passed.

K. COMMITTEE REPORTS

- **Region 9**
 - Meeting notes attached

- **CDOT TPR**
 - The meeting is scheduled for October 14th; no report

- **Montezuma County Commissioner Update**

-No report

L. ACTION AND DISCUSSION ITEMS:

1. Public Hearing: 2022 Budget Introduction

Public Hearing opened at 7:34pm

- No one signed up to speak

Public Hearing closed at 7:34pm

The first draft of the 2022 budget was presented to the Board. The budget reflects the following:

1. Balanced operating budget for General Fund, Conservation Trust Fund and Water Fund
2. Capital Expenditures of \$862,000 in General Fund
3. Capital Expenditures of \$33,000 in Conservation Trust Fund
4. Capital Expenditures of \$1,290,000 in Water Fund
5. The budget doesn't reflect grants applied for but not approved, so revenues will change

2. LivWell Retail Marijuana Business License Renewal:

Trustee Janice Bryan made the motion to approve the LivWell Retail Marijuana Business License Renewal application conditional upon receiving the renewal license from the State of Colorado, and authorize the Clerk/Treasurer to send the application to the State. Trustee Ed Hallam seconded the motion. Motion passed unanimously by roll call vote.

3. Short Term Rental Discussion

Elizabeth Garvin from Community Recode presented information on this topic to the Board for review and discussion.

4. Opioid MOU:

Trustee Cindy Simpson authorized the Town Administrator, Heather Alvarez to execute the Memorandum of Understanding with regard to the Colorado Opioid Settlement and work with the County Administrator on this project. Trustee Trustees Janice Bryan and Ed Hallam seconded the motion. Motion passed unanimously by roll call vote.

L. *Items for October 27, 2021 Agenda*

- *Workshop- Design Review Guidelines (tentative)*
- *Committee Reports*
- *Short Term Rental Discussion Continued*
- *Co-working Incubator Space RFP Award*
- *Greenlight a Vet & National Hospice Month Proclamations*
- *Recap of Water & Sewer Rate Discussion*
- *Art donation from Mel Heath*

M. **ADJOURNMENT**

Trustee Ed Hallam made the motion to adjourn the meeting at 9:11 p.m.

Mayor Queenie Barz

Town Clerk/Treasurer Donna Murphy

Region 9 Board Meeting Notes September 30, 2021

Board Member Elections and Term Limit Update

Currently, there is a vacancy for the Ute Mountain Ute Tribe, the Town of Rico, and the City of Durango on the Region 9 Board.

Financial Statements were approved through 08/31/2021. They expect revenues to be higher when they close out the year in September as it will include quarterly invoicing to loan funds and grant payments. They have made several loans to small businesses over the quarter and have had to write off just a few. Additionally, the budget for the next fiscal year was approved. They selected a new auditor after a careful selection process. They have signed an engagement letter to conduct Region 9's audit for the year ending September 30, 2021. They have some operating reserves which they are re-investing in their SCAPE program and also hiring a grant writer to help support communities who lack the capacity.

Significant staff time has been spent learning about available funding opportunities being made available through various state and federal agencies.

Laura Lewis Marchino is convening area governments around opioid settlement dollars and efforts to move forward to fill gaps around substance and mental health treatment gaps. We are still waiting to see if receive congressionally designated funding for the in-patient resource feasibility study will come through but pursuing other funding options including requesting some matching funds from some governments

Region 9 helped promote OEDIT and EDCC's Economic Development Operating grants with applications from our county-level economic development groups. Laura is on the Selection Committee and thus Region 9 did not apply.

Housing is a top concern in the region and the Region 9 staff continues to explore ways they can help without creating duplication. There is a new 5 county housing study just released that was done in partnership with Housing Solutions and the SWCCOG.

SBDC Presentation- The SBDC gave an update that included their impact in 2021 as well as plans for 2022.

CEDS/Economic Development Planning: Heather Otter

The board passed a resolution to approve and adopt the 2021 Comprehensive Economic Development Strategy (CEDS) five-year document. The (CEDS) has been updated and must be approved by the Region 9 Board for submission to EDA. The document is required per our Economic Development District status. Here is a direct link to the document that this is view only <https://region9edd.org/2021-ceds>.

San Juan Development Association's (SJDA) Recovery Coordinator, Beth Kremer, has been doing an amazing job. In the six months since she started, she has launched their website; updated

SJDA vision, mission, bylaws; is participating on several regional initiatives including High Alpine Resiliency Roadmap; coordinated a Housing information meeting; and secured several grants for SJDA and the community. SJDA also has a microloan program and runs a co-working space. Region 9 is on their Board of Directors and provides staff support for the microloan program and financials. Her position is funded through a REDI grant and there are other opportunities to continue the position.

Dolores County Development (DCDC) is an all-volunteer economic development group with strong staff support from the CSU Extension Office and Region 9 Loan Committee member, Gus Westerman. Region 9 serves on their Board of Directors and has helped with their microloan fund. Gus is serving on two regional roadmap committees and supporting both Dove Creek and Rico as possible. They are looking to apply for the economic development operating grant.

The Pagosa Springs CDC (PSCDC) organization is looking for a new Executive Director. Region 9 will continue to help fund the position through its COVID Recovery grant as well as continuing to assist with grant applications including the EDO operating grant. Region 9 has been assisting with a REDI grant and other opportunities to secure this position long-term.

The La Plata Economic Development Alliance hosted an Economic Summit on the 21st which was very well attended and had some excellent keynote speakers.

Montezuma- The County has put together an economic development team including County planning staff, representatives from their three municipalities, Region 9, and other key stakeholders. This informal group meets at least monthly and is seamlessly moving a variety of efforts forward. They hosted a meeting with all utility companies (electric, sewer, gas, internet etc.) about capacity and assistance identifying where the best areas for expansion were located. They have begun active business recruitment by identifying a list of needed businesses such as housing manufacturers. One success is the conversion of a former brownfield site into a new truck stop outside of Cortez. They also work closely with Region 9 EDD and provided thorough feedback for the five-year update to the region's CEDS. Region 9 provided a letter of support in their effort to secure economic development staff.

Colorado Workforce Board Recruitment

The Workforce Board is in the process of simplifying their Board appointment process. Businesses interested in being on the Board will no longer need to be officially appointed to the Board by La Plata County and can be appointed by a majority vote of the current Board. Please consider encouraging businesses in your communities to participate. Representation of private sector businesses are needed in San Juan, Archuleta and Dolores Counties. Stephani serves on this Board representing Region 9 and can answer any questions or provide additional follow-up as needed. This is for the Board's information.

Town of Mancos
PROCLAMATION
In Recognition of
GREENLIGHT A VET

WHEREAS: Green is a color of hope, renewal and well-being; and,

WHEREAS: 'Greenlight' is also a term commonly used to activate forward movement; and,

WHEREAS: The simple action of changing one light to green is intended to spark a national conversation regarding the recognition of veterans, and 'greenlight' them forward as valued members of our communities; and,

WHEREAS: America's veterans are some of our nation's bravest, hardest-working men and women; and,

WHEREAS: It is hard to show our veterans the appreciation they deserve when, back home and out of uniform; they are more camouflaged than ever.

Let us honor our veterans not only on November 11th, but all year round by changing one light to green in a visible location – on your porch, your home, or at your office and keep it glowing every day as a symbol of appreciation and support for our veterans.

*NOW, therefore, I, Queenie Barz, Mayor of the Town of Mancos, do hereby ask that citizens ***GREENLIGHT A VET.****

Witness my hand this 27th day of October, 2021.

Queenie Barz, Mayor

Town of Mancos
PROCLAMATION
In Recognition of

NATIONAL HOSPICE AND PALLIATIVE CARE MONTH
Hospice and Palliative Care... We Listen, We Care

PROCLAMATION

WHEREAS, hospice and palliative care offer the highest quality services and support to patients and family caregivers facing serious and life-limiting illness;

WHEREAS, hospice care and palliative care providers take the time to ask what's important to those they are caring for – and listen to what their patients and families say;

WHEREAS, skilled and compassionate hospice and palliative care professionals—including physicians, nurses, social workers, therapists, counselors, health aides, volunteers and clergy—provide comprehensive care focused on the wishes of each individual patient;

WHEREAS, through pain management and symptom control, caregiver training and assistance, and emotional and spiritual support, allowing patients to live fully up until the final moments, surrounded and supported by the faces of loved ones, friends, and committed caregivers;

WHEREAS, the provision of quality hospice and palliative care reaffirms our belief in the essential dignity of every person, regardless of age, health, or social status, and that every stage of human life deserves to be treated with the utmost respect and care;

WHEREAS, every year more than 1.6 million Americans living with life-limiting illness, and their families, received care from the nation's hospice programs in communities throughout the United States;

WHEREAS, more than 468,000 trained volunteers contribute 22 million hours of service to hospice programs annually;

WHEREAS, hospice and palliative care providers encourage all people to learn more about options of care and to share their wishes with family, loved ones, and their healthcare professionals;

NOW, THEREFORE, be it resolved that I, *Queenie Barz*, by virtue of the authority vested in me through the Town of Mancos, Colorado, do hereby proclaim November as **National Hospice and Palliative Care Month** and encourage citizens to increase their understanding and awareness of care at the end of life and to observe this month with appropriate activities and programs.

Witness my hand this 27th day of October 2021.

Queenie Barz, Mayor
Town of Mancos, Colorado

STAFF REPORT

To: Honorable Mayor and Trustees
From: Heather Alvarez, Town Administrator/Town Clerk/Treasurer
Date: October 27, 2021
Re: Mel Heath Art Donation

Recommendation

Accept the art donation from Mr. Heath and authorize the Town Administrator to execute the Art Donation Agreement

Background/Discussion

Mr. Heath will attend this meeting to offer to donate a piece of his art to the Town of Mancos.

Policy Implications

Art Donation

Resource Impact

N/A

Attachments

Photo of Mr. Heath's Art
Art Donation Agreement





ART DONATION AGREEMENT

THIS AGREEMENT is made this ____ day of _____, by and between _____
("Artist/Owner") and TOWN OF MANCOS, COLORADO ("Town").

WITNESSETH:

WHEREAS, both the Artist/Owner and the Town believe public art is a tremendous asset to the community; and

WHEREAS, the Artist has created a work of art which he/she wishes to donate to the Town of Mancos, and which the Town wishes to use for a public art and display and which is more specifically described or depicted on Exhibit A hereto attached; and

WHEREAS, the Town is willing to accept the donation under the terms and conditions herein set forth:

NOW THEREFORE, the parties agree as follows:

1. Artist does hereby irrevocably donate, transfer and convey to the Town of Mancos the work of art described or depicted on Exhibit A hereto attached. The donation is for use as public art within the Town and shall be effective as of the ____ day of _____, 20____.
2. Town agrees and does hereby accept the foregoing donation, and further agrees that the donated work of art will be displayed at the location and duration to be determined at the sole and complete discretion of the Town.
3. Town shall not sell or otherwise dispose of the donated art work without providing artist with a right of first refusal to reacquire the donated art work pursuant to terms and conditions as may be established by the Town.
4. The Town will provide the same care to the donated art work that the town provides for comparable property of its own. Precautions will be taken to protect objects from vandalism, fire, theft, mishandling, dirt, and insects. It is understood by the Artist and the Town that all tangible objects are subject to gradual inherent deterioration for which neither party is responsible.
5. The Town shall make no material alterations to the donated art work without first receiving the written authorization of the Lender.
6. The Town agrees to provide insurance coverage for the donated art work by its insurance carrier, CIRSA. subject to any standard exclusions that may be imposed including wear and tear, gradual deterioration, insects, vermin, or inherent vice; repairing, restoring, or retouching process; hostile warlike action, insurrection, rebellion, etc.; nuclear reaction, nuclear radiation, or radioactive contamination. Insurance will be placed in the amount determined by the Town as

117 North Main Street • P.O. Box 487 • Mancos, Colorado 81328
Phone (970) 533-7725 • Fax (970) 533-7727
www.mancoscolorado.com



being comparable to the fair market value of the donated art work. The valuation ascribed by the Town for insurance purposes is not to be considered an appraisal.

7. The Town shall have the right to photograph or reproduce depictions of the donated art work for educational, catalog, and town purposes. It is understood that objects on exhibit may be photographed by the general public.
8. The Town, in accepting the donated art work, has made no determination of the value of the donate art, and makes no representations or assurances as to the value of the donated art work, for tax purposes or otherwise.
9. This Agreement, when executed, shall be fully binding upon and inure to the benefit of the respective parties, their heirs, successors and assigns.
10. Any notice or other communication required or permitted hereunder shall be in writing and shall be deemed to have been given if placed in the United States mail, registered or certified, postage prepaid, addressed as follows:

Artist/Owner: _____
Address: _____
Telephone: _____

Town: Town of Mancos
Attn: Town Administrator
117 N. Main St.
Mancos, CO 81328
Telephone: (970) 533-7725

Any changes to the above addresses should be made in writing, in accordance with the terms of this provision.

11. This Agreement shall be governed by and construed pursuant to the laws of the State of Colorado and the parties agree that venue with respect to any dispute or litigation shall be in Montezuma County, Colorado.
12. In the event any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provisions of this Agreement but this Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained herein and the same shall be enforceable to the fullest extent permitted by law.
13. Facsimile transmission of any signed original document, and retransmission of any signed facsimile transmission, shall be the same as transmission of an original.

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14. This Agreement may be executed in several counterparts, including exhibits, and all documents so executed shall constitute one agreement which shall be binding on all parties hereto, notwithstanding that all of the parties are not signatory to the original or the same counterpart.
15. This Agreement contains the entire understanding among the parties. All prior negotiations have been merged into this Agreement and there are no understandings, representations, or agreements, oral or written, express or implied, other than those set forth herein. This Agreement shall not be modified or amended except by an agreement in writing signed by the parties.
16. No consent or waiver, express or implied, by either party, to or of any breach or default by the other in the performance by the other of its obligations hereunder, shall be deemed or construed to be a consent or waiver to, or of, any other breach or default in the performance by such other party hereunder. Failure on the part of either party to complain of any act or failure to act of any other party, or to declare any other party in default, irrespective of how long such failure continues, shall not constitute a waiver by such party of its rights hereunder.
17. The parties hereto agree to execute and deliver any additional document that may be reasonably required to complete and execute the responsibilities of the parties as set forth herein.
18. This Agreement will become effective as of the date of the last signature of the parties.

ARTIST/OWNER:

TOWN OF MANCOS:

Town Administrator

Date: _____

Date: _____

STAFF REPORT

To: Honorable Mayor and Board of Trustees
From: Donna Murphy, Town Clerk/Treasurer
Date: October 27, 2021
Re: Blend, LLC Retail Marijuana License Renewal

Recommendation

Approve the renewal of the Retail Marijuana business permit for Blend, LLC conditional upon receiving the renewal license from the State of Colorado and authorize the Town Clerk/Treasurer to send approval to State

Background/Discussion

The retail marijuana license for Blend, LLC is expiring on November 8, 2021. The renewal application is attached for your review.

There have been no violations in the past twelve months. The Mancos Marshal's Office has no objections to the renewal.

Resource Impact

\$2,130.00

Attachments

Application

TOWN OF MANCOS

MARIJUANA RENEWAL APPLICATION

DOCUMENT CHECKLIST & WORKSHEET

This check list should be utilized to assist applicants with filing all required documents. All documents must be properly signed and correspond with the name of the application exactly. All documents must be typed or legibly printed. Upon final Town approval, the applicant will be contacted. **All fees are non-refundable.**

1. APPLICANT INFORMATION

- A. Applicant/Licensee identified
- B. Completed Renewal Application
- C. Return originals to Town Clerk

2. STATE INFORMATION

- A. Application
- B. Supporting Documentation

3. ADDITIONAL REQUIRED INFORMATION

- A. Copy of State License(s)
- B. Copy of Sale Tax License
- C. Updated Employee List

4. REQUIRED FEES

- A. Renewal Fees Current State Fees

Official Use Only

Application Received by Town Clerk	Date	10/15/2021	Initials	DM
Application & Fees Complete	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			
Application Reviewed by Town Marshal	Date	10/18/21	Initials	SM
Application to Board of Trustees	Date	10/19/2021		
Board of Trustees Action (attach meeting minutes)	<input type="checkbox"/> Approved <input type="checkbox"/> Denied			
Date Permits Issued	<input type="checkbox"/> Business Permit <input type="checkbox"/> Exp. Date			

TOWN OF MANCOS MARIJUANA BUSINESS PERMIT RENEWAL APPLICATION

Applicant is applying as a: <input type="checkbox"/> Corporation <input type="checkbox"/> Individual <input checked="" type="checkbox"/> LLC <input type="checkbox"/> Other _____ <input type="checkbox"/> Partnership (includes Limited Liability & Husband and Wife Partnerships)				
Applicant if an LLC, name of LLC; if Partnership, all partner's names; if Corp, name of Corp <i>Blend, LLC</i>				
Trade Name of Establishment (DBA)				
Address of Premises(exact location of premises) <i>198 E. Frontage Rd.</i>				
City <i>Mancos</i>	County <i>Montezuma</i>	State <i>CO</i>	Zip Code <i>81328</i>	
Mailing Address				
City County State Zip Code				
FEIN #	State Sales Tax #	Business Phone <i>970-533-5050</i>	Business Fax	Email
Emergency Contact Name <i>Golden Starnes</i>				
City	County	State <i>CO</i>	Zip Code	
Cell Phone	Fax Number	Email		

If the applicant is a corporation, partnership or limited liability company, applicant must list all officers, directors, general partners, managing members and stockholders.

NAME	HOME ADDRESS, CITY & STATE	DOB	POSITION	% OWNED
<i>Golden Starnes</i>			<i>Owner</i>	<i>50%</i>
<i>Moody Cover</i>			<i>Owner</i>	<i>50%</i>

- Total ownership must equal 100%

OATH OF APPLICANT

I declare under penalty of perjury in the second degree that this application and all attachments are true, correct and complete to the best of my knowledge. I also acknowledge that it is my responsibility and the responsibility of my agents and employees to comply with the provisions of the Town of Mancos and the State of Colorado which affect my license.

I understand that the employees of the proposed marijuana business, myself included, may be subject to prosecution under federal law.

I understand that the Town of Mancos accepts no legal liability in connection with the approval and subsequent operation of the dispensary. I hereby release the Town of Mancos, it's employees, and elected or appointed officials from any and all liability in connection to the approval and subsequent operation of the proposed dispensary.

[Signature] *owner*
Authorized Signature & Title

10/5/21
Date

STAFF REPORT

To: Honorable Mayor and Board of Trustees
From: Heather Alvarez, Town Administrator/Town Clerk/Treasurer
Date: October 27, 2021
Re: Short Term Rental (STR) Discussion

Recommendation

None – discussion only.

Background

This is our second meeting to discuss this topic. The Board instituted a moratorium on short term rentals within Town limits in order to allow us enough time to research and discuss this issue. There are concerns that increases in short term rentals are affecting housing stock within Town limits.

At the last meeting, the Board received some initial information for consideration during this process. Based on the discussion at that meeting, attached is a decision table for your review and completion. We would especially like your input on page 4 with regard to STR caps as to how many units might qualify for each type of rental.

If there are any additional questions, suggestions or ideas from the Board at this meeting, we will include this information in future discussions.

Elizabeth and I will ask each of you for your decision on each item at the meeting. We will then compile this information into one document.

At that time, depending on how the discussion evolves, we may want to send this to the Planning Commission to allow them to work on drafting land use code update language for consideration. By giving them this completed document, the Planning Commission will understand what direction the Board wishes to go on this item.

Fiscal Impact

TBD

Attachments

STR Decision Matrix

Mancos Short-Term Rental Regulations 2021 Update
Board of Trustees Priority Guidance

Policy/Activity	Agree	Neutral	Disagree
Purposes of Short-Term Rental Regulations			
Ensure that traditional residential neighborhoods are not turned into tourist areas to the detriment of full-time residents			
Maintain the viability and affordability of owner and renter-occupied residential housing in Mancos			
Protect existing commercial structures and spaces from investment pressure to convert to residential short-term rental use.			
Prevent the creation and use of pseudo-hotels in residential neighborhoods.			
Ensure that short-term rental owners maintain compliance with the Town’s LUC and other relevant municipal regulations.			
Support the property values of all properties in a neighborhood, not just those lots with short-term rentals.			
Minimize public safety risks and the noise, trash, and parking problems often associated with short-term rentals.			
Give permanent residents the option to occasionally utilize their properties to generate extra income from short-term rentals as long as all of the Town’s other policy objectives are met.			
Protect the health, safety, and general welfare of the community.			
Permitting Process for STRs			
Simple rental property registration to identify where rentals are located (current business license)			
More detailed permitting (conditional use permit or STR permit) to identify which properties are used as STRs, ensure compliance with regulations, and require inspection			
Permitting or licensing that must be renewed annually with fee			
Property inspection for life/safety requirements			
Establish contact information to do violation-based enforcement; require minimum response time from property agent to any complaint (e.g., 45 minute response time)			
Establish a performance bond to cover penalties (e.g., property owner must file \$1,500 bond with the Town and the Town can use that money to cover fines if the property owner doesn’t pay)			
Provide notification to neighbors of use of property as short-term rental			
Application fee should be set high enough to address			
Monitoring and enforcement			
Use of local public services and infrastructure			

Policy/Activity	Agree	Neutral	Disagree
Mitigate Neighborhood Impacts			
Ensure that homes are owner-occupied/in permanent residency – assumption that Mancos will retain the current owner-occupancy requirement			
Require full time owner occupancy of primary dwelling			
Require full time owner occupancy of any unit on the property (could be ADU)			
Allow less than full time owner-occupancy	Minimum required occupancy _____ (months/days)		
Allow some units to be full time short-term rentals			
Limit the total number of STR units in Town	See Table on page 4		
Limit the total number of STRs permitted in a multi-unit residential structure (townhomes, apartments)	Maximum number of STR units per building _____ OR Maximum percentage of STR units per building _____		
Limit the distribution of STR units in Town			
By zone district			
By separation requirement (e.g., 660 feet)			
By a neighborhood measurement (e.g., per street, per block)			
Limit the total amount of time a property is permitted to be a short-term rental (e.g., 2 weeks/year or only during summer and holidays)	Suggested limit:		
Impose a minimum stay on short-term rentals (e.g., 3 nights minimum)			
Limit opportunities for the creation of party houses by setting maximum occupancy limits (e.g., 2 people per bedroom or no more than 10 people total)			
Address potential impacts of a rental unit on a neighborhood (noise, trash, parking)			
Require parking			
Set signage limits			
Ensure that rental units meet life/safety requirements			
Establish quiet hours/quiet zone			
Compliance with outdoor lighting regulations			
Other concern	Specify concern:		
Affordable Housing			
Require/request the prohibition of short-term rentals as deed restrictions for some or all new development, such as affordable housing			
Prohibit the use of permanently affordable housing for STR (in current regulations)			
Ownership			
Explore possible limits on non-local, non-primary residence owners			

Policy/Activity	Agree	Neutral	Disagree
Enforcement			
Agreement with STR listing providers (VRBO, Airbnb) or outsourced company to identify violators			
STR-specific fines for licensed users violating regulations			
Land Use Code fines for unlicensed users for listing violations			
Escalating fines for repeat violators			
Create process to review and revoke permits			
Require renter to sign acknowledgement			
Registration and permitting or licensing that can be revoked, renewed annually with fee			
Pre-Existing STRs (following this update)			
Legal, pre-existing STRs should have renewal priority if the Town limits the number of STRs in the future			
Unlicensed pre-existing STRs should have renewal priority if the Town limits the number of STRs in the future			

Potential Updated Definitions:

Accessory Dwelling Unit: A residential unit that is located on the same lot as a primary residential dwelling unit, either internal to or attached to the primary residential dwelling unit or in a detached structure.

Long-Term Tenant: A person who occupies land or property rented from a property owner for 30 days or longer.

Commercial space is a structure with an established occupancy for commercial use in a designated mixed-use or commercial zone.

Residential Structure or Space: to be eligible for use as a short-term rental, a structure or space within a structure shall have an established building code occupancy for residential use and shall be a permitted or legally nonconforming use within the applicable zone district.

Short-Term Rental (STR): the renting, or offer to make available, (by way of a rental agreement, lease, license, or any other means, whether oral or written) for compensation or consideration, of residential property, a dwelling unit, or a portion thereof, for a period of 30 consecutive days or less to a transient guest.

Short-Term Rental Guest (Guest): A person who occupies a room in a hotel, motel, or tourist court as well as a bed and breakfast or short-term rental for a period less than 30 days.

Short-Term Rental Unit: A residential dwelling unit, or portion of such a unit, that is rented by a transient guest for compensation or consideration for less than 30 days at a time; does not include dwelling units owned by the federal government, the state, or the Town, or any of their agencies, or facilities licensed by the state as health care facilities.

Unit Type/Occupancy/STR Combinations

Owner-Occupancy/ STR Description	Potential Available Stock by Zoning District	Should this combination be allowed?		Should this type of STR be included in a cap?		Recommended cap number or percentage
		Yes	No	Yes	No	
Primary home in residential district in Full-Time STR Use	Not currently allowed					
Primary home in residential district in Part-Time STR Use	___ dwelling units would qualify					
Primary home in mixed-use district in Full-Time STR Use	Not currently allowed					
Primary home in mixed-use district in Part-Time STR Use	___ dwelling units would qualify					
Primary home in Full-Time owner-occupancy/ADU in STR	Currently allowed, ___ ADUs in Town (current number of ADUs unknown)					
Either ADU or primary home Full-Time owner-occupied, other in STR use	Not currently allowed					
Spare bedroom, Full-Time owner-occupied STR use	Not currently allowed, all residential units would qualify					
Spare bedroom, Part-Time owner-occupied STR use	Not currently allowed, unknown number of units would qualify					
Residential unit in mixed-use or commercial district (no owner-occupancy requirement)	Not currently allowed ___ residential units would qualify					

STAFF REPORT

To: Honorable Mayor and Board of Trustees
From: Heather Alvarez, Town Administrator/Town Clerk/Treasurer
Date: October 27, 2021
Re: Coworking Incubator Space RFP Responses

Recommendation

Authorize the Town Administrator to negotiate and enter into contract with a consultant for the coworking incubator space project

Background

The Town of Mancos has been discussing this project for quite a while. Rachael Marchbanks submitted and received a grant from USDA for this project. We published an RFP for a feasibility study and business plan for the Marshal's Office space at Town Hall. We received two responses.

Both firms are extremely qualified for this project. A committee comprised of Town staff, Region 9 and Mancos Creative District members conducted interviews of both firms. There are pros and cons for both.

Does the Board have any input or questions they would like answered before we choose a firm and begin negotiations? Either firm is very qualified.

Fiscal Impact

TBD

Attachments

4 Corners Management Response
AltSpace Response

Coworking Incubator Space RFP

Attention: Heather Alvarez
Manager, Town of Mancos

From: Jasper Welch
Principal and Management Consultant, Four Corners Management Systems
(FCMS)
Post Office Box 1405, Durango, CO 81302
Email: jasperwelch@gmail.com
Cell: 970 749-2070
[DurangoSpace](#) [LinkedIn](#) [Jasper Welch](#)

Deadline for Town of Mancos Request for Proposal: 3:00 p.m., October 6, 2021.

To: Heather Alvarez
Manager, Town of Mancos
Mancos, Colorado

From: Jasper Welch
Principal, Management Consultant
Four Corners Management Systems
jasperwelch@gmail.com
(970) 749-2070

Re: Coworking Incubator Space RFP

Our firm, **Four Corners Management Systems**, owned and operated by **Jasper Welch**, is pleased to submit our response to the Town of Mancos, CO Request for Proposal (RFP) regarding the feasibility study and follow-up business planning for the Coworking/Incubator. The town trustees and town staff, along with the community and businesses, are to be commended for their leadership and perspective in recognizing the importance of small business, family agriculture, artisans, craftspeople, freelancers, remote workers, local galleries, and downtown retail (and eateries) to the economic vibrancy of Mancos, CO. This feasibility study and business planning project for a proposed Coworking/Incubator “hub” is another step in supporting the small independent businesses and self-employed individuals that are essential in keeping Mancos economically sound and the town government financially stable.

To begin with, let’s consider **emerging trends** in the dynamics of job and company creation, the changes in lifestyle driving job and work choice (rather than company location), and how technology has given rural Colorado the advantage in attracting talent and building communities, such as the case with Mancos, CO.

1. **Entrepreneurship** is driving employment, with small companies and self-employed individuals creating more jobs as they grow and develop their companies. In Montezuma County, over 70% of private-sector jobs are with companies with fewer than 100 employees. Start a company or help an emerging small business, you’ll create jobs.
2. Remote workers, freelancers, artisans, local ag producers, and related small businesses can work in the Mancos area, with their customers in town, throughout Colorado, and beyond. **“Used to be, isn’t anymore,”** as my first boss, Shirley Korbely (Western Office Products in Cortez), was fond of saying.
3. **Technology** (Internet access, Zoom calls, e-mail, and Esty) has created **opportunities** to live and work where you’d like to be, as talent (artists, craftspeople, freelancers, remote workers, etc.) will follow lifestyle choices, not corporate headquarters. At the same time, local small businesses and self-employed workers can support their existing local customers and grow beyond the Mancos River valley (if they’d like to).

4. Coworking, flexible workspace, business incubation and acceleration have developed over the past 35 years (National Business Incubation Association, now known as the International Business Innovation Association – InBIA was founded in 1987). DurangoSpace was founded in 2011 in downtown Durango, CO. **A vibrant town** such as Mancos can develop the best-fit-version of an entrepreneurial hub to support this key strategy in comprehensive economic and community development.
5. Entrepreneurial Support Organizations (ESOs) are focused on helping individuals, startups, freelancers, inventors, independent professionals, and small businesses start, launch, expand, and be profitable. **Mancos has the opportunity to “do it our way.”**

Let’s step back from the trends in entrepreneurship and look at this Coworking/Incubator RFP from four perspectives that determine **which firm** (FCMS) and **who is best suited** to give the Town of Mancos the optimal facility and program feasibility report and follow-up business model to be used in present and future economic development decision making.

1. What **relevant expertise** does the consulting firm have regarding the Coworking-Incubator Space proposal for the Town of Mancos? Jasper has been involved in entrepreneur training as business advisor and trainer with the SW Colorado SBDC (Leading Edge) since 1991. He’s founded, launched, operated, successfully graduated startup up and emerging companies from the San Juan College Enterprise Center (business incubator) and from DurangoSpace since 1999 and 2011, respectively.
2. What **experience** do both the consulting firm and principal have in **Business Model Canvas**, business planning, feasibility studies, go-to-market plans, and launching coworking and/or business incubators? Jasper has worked with various clients, organizations, and most recently with ConnectSpace (Spring-Summer 2021) in launching their downtown Farmington coworking space. We’ll use market research, surveys, Business Model Canvas, Excel, revenue forecasting, and supporting methods that are relevant to the Mancos project.
3. **“In theory, theory and practice are the same. In practice, we know they are different,”** Jasperism. As the principal of Four Corners Management Systems, co-founder of DurangoSpace, and an experienced ESO manager and business incubation expert, Jasper has the combination of hands-on operator experience and management consulting skills to provide the research, survey results, community support, and financial metrics for this important Town of Mancos entrepreneur-support feasibility and business model project.
4. Specific **SW Colorado** and Four Corners regional **experience** and professional network contacts matter. The letters of recommendation that are included in Jasper’s FCMS submission highlight the specific qualifications that are relevant to the Mancos RFP. In addition, **Catherine Charistopoulos** (Day-to-Day EA) will be part of the FCMS team for project support, technical writing, documentation, survey analytics, and Town of Mancos interaction and communications.

Finally, I’m excited about the Town of Mancos Coworking-Incubator Space project, including the community engagement, entrepreneurship research, and best fit for the Town of Mancos in preparing for your economic vitality and community development going forward. I’ve been involved and engaged in southwest Colorado and northwest New Mexico ESO programs and support for entrepreneurs for over 30 years, along with the privilege (and hard work) of owning and managing coworking (DurangoSpace) and business incubation (SJC Enterprise Center) facilities and programs.

To be able to professionally assist, advocate, research, and explore the potential options for the Town of Mancos Coworking-Incubator Space project would not only be an honor but another way to contribute to the economic success and vitality of local communities (Mancos, CO in this case) as they move forward as a vibrant town in southwest Colorado.

If you have questions, concerns, or need additional information, please don't hesitate to contact me.

Sincerely,

Jasper Welch
Four Corners Management Systems

Heather Alvarez
Town of Mancos
PO Box 487
Mancos, CO 81328

October 1, 2021

Dear Heather Alvarez,

It is an honor to provide this letter of recommendation on behalf of Four Corners Management Systems and Jasper Welch. Working with Jasper for well over a decade now in many different entrepreneurial settings has taught me just how much of an expert Jasper really is when it comes to business incubation, development of highly collaborative coworking spaces and most of all a team player.

When Jasper was the president of the National Business Incubator Association in 2012/13, Jasper came to Phoenix AZ to help us celebrate the grand opening of the Center for Entrepreneurial and Innovation incubator. Jasper was involved in helping us design all the programming for CEI and helped us announce CEI to the incubator network. By Jasper doing this, it opened up huge opportunities for our clients of the incubator to collaborate with other incubators throughout the country.

I cannot think of a better person to lead and develop a feasibility study for a collaborative workspace in the Town of Mancos. Jasper's extensive background in entrepreneurship including incubation and coworking will ensure the success of any program that gets developed. Jasper has the ability to also reach out to an extensive network of other experts all across the world who have seen success in so many different types of programs which will also contribute to the success of the feasibility study.

I fully endorse Jasper to work with the Town of Mancos on a feasibility study to support entrepreneurs, remote workers, artists, and small business owners who take risks every day to achieve their dreams and aspirations.

Please feel free to reach out to me with any questions you may have via phone: 928.699.5779 or email at jesaville@fortlewis.edu.

Sincerely,

Jeff Saville
Director of Career Services at Fort Lewis College
Former award-winning Incubator Director of CEI and NACET



Heather Alvarez
Town of Mancos
PO Box 487
Mancos, CO 81328

29 September 2021

Dear Heather Alvarez,

It is my pleasure to recommend Jasper Welch to the Town of Mancos as consultant and a leader for entrepreneurship. Jasper was the Director of the Business Incubator at San Juan College, where we worked together for over a decade. He developed a program designed to meet entrepreneurs where they were, provide information, guidance, and tools to help them grow successful businesses. I have never been surrounded by a more enthusiastic group than Jasper and the eager entrepreneurs! This experience, along with that of developing a coworking space in Durango, would be invaluable to a community looking to create a similar program to support new business growth.

Jasper worked closely with entities like the local and regional Economic Development organizations, the Council of Governments, the Small Business Development Center, loan funds, the SJC job training center, and has experience as a public servant. He takes a regional approach, and is well connected to resources in SW Colorado.

Jasper is very talented in business planning, including feasibility. He is a seasoned entrepreneur who learned all aspects of running a business from his own ventures, as well as advising others. Jasper has been involved with entrepreneurs, startup companies, coworking, business incubation and business acceleration clients, projects, and programs since 1991. His ongoing passion for teaching and coaching individuals who want to have their own business is evident in his efforts with DurangoSpace (a co-working/flex space), and his support of the SW Colorado Accelerator Program for Entrepreneurs.

I highly recommend Jasper as a thought leader, an experienced entrepreneur, a motivator, a business expert, and a genuinely caring person. I would be happy to answer any questions you might have. Feel free to reach out to me via phone (505) 566-3680 or email at richey@sanjuancollege.edu.

Sincerely,

A handwritten signature in cursive script that reads 'Eileen Richey'.

Eileen Richey
Director of Auxiliary Services

4601 College Blvd
Farmington, NM 87402



Southwest Colorado Accelerator Program for Entrepreneurs

September 27, 2021

To: Heather Alvarez
Town of Mancos
PO Box 487
Mancos, CO 81328

Re: Letter of Recommendation for Jasper Welch, Management Consultant

This letter of recommendation is for Jasper Welch, management consultant and founder of Four Corners Management Systems.

Here are some highlights of his background and qualifications for the Town of Mancos RFP:

- 1) **Thought Leader:** Jasper has been involved with entrepreneurs, startup companies, coworking, business incubation and business acceleration clients, projects, and programs since 1991. He was integral in the development of the successful SCAPE program and continues to provide invaluable mentorship support.
- 2) **Ecosystem Builder:** Jasper has been engaged in creating, launching, and managing business incubation, coworking (flexplace) and business acceleration. This includes SJC Enterprise Center, DurangoSpace in addition to SCAPE.
- 3) **Professional Expertise:** Jasper has a wide range of consulting projects with Economic Development Organizations (EDO's), Entrepreneurial Support Organizations (ESO's), local government agencies, community non-profits, ballot incentives and small businesses.
- 4) **Interpersonal Skills:** Jasper has highly developed emotional intelligence skills. He engages, listens and problem solves with a functional, supportive and diplomatic approach.
- 5) **Local:** Jasper is committed to SW Colorado.

Jasper is an expert in this field and has deep experience in developing entrepreneur hubs in Southwest Colorado. He would be a valuable asset for the Town of Mancos Coworking and Incubation (Program & Workspace) Project. He has given so much to our program, we are honored to extend our support with this letter of recommendation on Jasper's behalf.

Please feel free to reach out with any questions,

Elizabeth Marsh & Brittany Cupp
SCAPE, Southwest Colorado Accelerator Program for Entrepreneurs
2615 Main Ave., Durango, CO 81301
970-317-0880
www.goscape.org

Coworking Incubator Space RFP

Attention: Heather Alvarez
Manager, Town of Mancos

From: Jasper Welch
Principal and Management Consultant, Four Corners Management Systems
(FCMS)
Post Office Box 1405, Durango, CO 81302
Email: jasperwelch@gmail.com
Cell: 970 749-2070
[DurangoSpace](#) [LinkedIn](#) [Jasper Welch](#)

Deadline for Town of Mancos Request for Proposal: 3:00 p.m., October 6, 2021.

FCMS RFP Outline

- A. Cover letter and executive summary** (attached).
- B. Professional References:** 1) Eileen Richey, San Juan College; 2. Jeff Saville, Fort Lewis College; 3) Elizabeth Marsh, SCAPE; 4) Melissa Porph, ConnectSpace (attached).
- C. List of FCMS projects and organizations** researched, developed feasibility assessments (plus business plans) for, launched, operated, and managed:
 - **San Juan College Enterprise Center, 1999 to 2011**
Founding Director of the college business incubator located in the Quality Center for Business, Farmington, NM; developed marketing, incubation programming (100-point system), startup company coaching, facilities management, and comprehensive business development for over 50 companies.
 - **DurangoSpace Co-Founder, 2011 to present**
Managing director of successful coworking and flexible workspaces in downtown Durango. Celebrated 10-year anniversary in 2021 following successful business model pivot in 2020 and witnessed several companies (such as GitPrime software) launch from DurangoSpace.
 - **SW Colorado Accelerator Program for Entrepreneurs (SCAPE) 2013-present.** Worked with Region 9 and community members on initial steering

committee to launch SCAPE in 2013; supported SCAPE as a DurangoSpace member from 2013 to 2017; served in the capacity of mentor, advisor, business coach, and investor in SCAPE since its inception.

- **FLC Leading Edge Program** for startups and emerging companies, offered through the SW Colorado SBDC
Long-time co-instructor for the small business program, working with SW Colorado startups and emerging companies.
- Durango Lodger's Tax (Durango Area Hospitality and Lodging Assn) Provided surveys and member feedback to the local DAHLA for proposed Lodger's Tax increase; served as campaign chair for successful April 2021 "voter-approved" increase in the Lodger's Tax for City of Durango; coordinated marketing plan, voter communications, interactions with advertising agency; worked with community leaders and city officials during 10-week campaign.
- **Feasibility studies, marketing plans, Go-to-Market Strategy, strategic planning, business models and plans, and board director** for numerous FCMS clients; provided strategic services for small businesses, non-profits, and governmental agencies since founding FCMS in 1991(see attached list of FCMS Client Projects and Company Boards).

D. Time in Mancos working on the coworking/incubator space:

- Jasper is based in Durango, CO, and works out of DurangoSpace.
- For the Town of Mancos project, we plan to spend time working out of the Mancos public library, Fahrenheit Coffee, Zuma Foods, and on location around Town for interviews and follow-up.
- We plan to set up office hours for "drop-in" interviews and feedback at the above locations—availability to community members is key.

E. Deliverables plus timeline: 1) survey of local businesses and organizations; 2) interviews with key stakeholders; 3) interviews with ESO and EDO organizations that can support Mancos, such as Region 9, Montezuma County, SW Colorado SBDC, etc.

F. FCMS Fee for services and RFP estimate (Phases 1 and 2) along with Clicktime reporting, Excel Spreadsheet, and FCMS Resource Agreement included in our FCMS proposal (see Fee for Services Excel and PDF, along with details in Action Plan).

Phase One: Feasibility of Coworking-Incubation facility and program, Town of Mancos, Colorado:

- A. Assess community and business support** for the Town of Mancos Entrepreneurial Support Organization model (EOS) for a coworking/incubator program through surveys, interviews, and research. FCMS will use the Survey Monkey (online and manual entry) survey tool for surveys of Mancos community members, small businesses, freelancers, remote workers, and stakeholders.

From the survey results, we will develop focused questions for one-on-one interviews and focus group sessions to gather information and perspective from community and business members in the Mancos area. In addition, a group of stakeholders, including the Town of Mancos Economic Development Director, will develop a coworking-incubation business model using the Business Model Canvas. <https://www.strategyzer.com/canvas>. This initial draft business model for the Coworking-Incubation Space will be assessed, refined, and Mancos-focused during this assessment process.

- B. Assess suitability of designated building** (Town Marshall's office) as potential site for Mancos Coworking-Incubation Space. Based on more than twenty years of experience operating coworking and business incubation facilities (and programs), one of the keys to a successful coworking/incubation facility is to focus on the resources: high-speed internet, ergonomic seating, worktables with locking casters, flat screen monitors, and workspace support. Facility suitability is determining the best mix of open office, private workspace, and conference rooms.

The present Town Marshall's office is approximately 1,200 SF (+/-) with a separate main entrance from administrative Town Hall offices and a rear entrance. During the assessment process, we will look at initial recommendations that are most cost-effective, with additional remodeling as capital budgets permit. The key part of the assessment process is how flexible the workspaces, meeting spaces, and activity spaces can be used based on the furniture, fixtures, and equipment (FFE) recommendations that focus on flexible space—rather than static fixed-leg desks or tables.

- C. Develop financial analysis for the facility to be self-sustaining.** Coworking and incubation workspaces and programs are financially challenging, as multiple revenue streams and supplemental public/private support may be necessary to make the numbers work. The Mancos coworking/incubation space, under the Business Model Canvas approach, will be key in identifying multiple revenue streams. Given Jasper's extensive experience in budgeting, sales forecasting, and specific coworking and business incubation budgets, we develop high, low, and base-case financial models for a feasibility assessment.
- D. Determine the long-term sustainability** and potential funding sources for the proposed coworking/incubator facility and operations by looking at four primary areas of funding: 1) facility cost (remodel, rent/own, safety upgrades, technology); 2) initial FFE costs; 3) facility costs and space expenses; and 4) program costs for business incubation programming; 5) Staffing cost (part-time, contractor, Town staff support) for facilities operations and incubation programs.
- E. Identify institutions and organizations** that could be **partners** in this project. **Jasper** has worked in a number of the strategic partners that are presenting working with the Town of Mancos and/or new partners for the Coworking/Incubator. 1. Region 9 Economic District (Laura Marchino, Exec Director; Brian Rose, Deputy Director), which has a number of support programs as an Economic Development Organization (EDO),

including a revolving loan fund and related entrepreneurship program support, 2. SCAPE (SW Colorado Accelerator Program for Entrepreneurs) serves the five counties of SW Colorado, including Montezuma County. Jasper has been involved with SCAPE since its beginning in 2013, in roles of Mentor, Advisor, Trainer, Investor. SW Colorado SBDC (Mary Shepherd) has been involved with our regional SBDC since 1991, both as a Leading Edge Instructor and as a local Business Advisor. **Other organizational partners and/or agencies** that the Town of Mancos can consider (or presently work with) are obvious, including the Mancos Valley Chamber of Commerce, Montezuma County, Mancos Public Library, and other related entities.

- F. **Market Analysis Report:** Based on community and stakeholder assessments, one-on-one interviews, and demand analysis, the FCMS team will complete a market analysis, including a complete Business Model Canvas, a set of criteria for cost recovery, program income, grants, and supplemental funding, and cost analysis. The market assessment and support will include three scenarios, measured against the “Go” and “No-Go” criteria.
- G. **FCMS utilization of Tools and research resources:** 1. YourEconomy.org (we’ll research and assess Montezuma County info). 2. Region 9 EDD (Donna Graves, contract researcher, that we’ll utilize Region 9 existing research for Montezuma County metrics. 3. International Business Innovation Association (InBIA) is the international ESO (Entrepreneurial Support Organization) professional development and trade association that has done extensive research for the past 35 years. They are an excellent resource for Best Practices and emerging trends in entrepreneurship. 4. Insightly CRM is the Customer Relationship Management software platform that Jasper uses to support clients, track contacts, manage projects, and coordinate resources (organizations, individuals, and expertise. 5. ToDoIst is a project and activity tracking system (online software) that Jasper & Catherine utilize for task and activity coordination and implementation. 6. Survey Monkey is a web-based software platform for Surveys and data gathering that is recognized as a market leader in survey tools and data analytics. 7. Clicktime is what Jasper & Catherine utilize for time and activity tracking and provide detailed client reports on time, activities, and details of each FCMS consulting project. Each FCMS progress billing will have a corresponding Clicktime report. 8. DurangoSpace is the coworking facility that Jasper owns and operates in downtown Durango, CO. It’s a learning, and experiential laboratory for Four Corners Management Systems to both utilize for our consulting practice and to test ESO and coworking systems, processes, and initiatives.

Phase Two: Business Model (and planning) for Coworking-Incubation Space
(facility/program), Town of Mancos, Colorado:

- A. Identification of **Management & Staffing** plan, plus an **operational model** for the Mancos Coworking/Incubator (utilizing the Business Model Canvas). Utilizing FCMS work completed in Phase One, we’ll further refine the Business Model Canvas <https://www.strategyzer.com/canvas> to best fit the Mancos Coworking/Incubation facility and program (proposed). It’s been our experience that ESO staffing models need to be

creative, targeting, and cost-effective, and may include a combination of in-house (in this case, Town of Mancos) staff support, contract expertise (part-time trainers, business advisors, etc.), and loaned executives or professionals. And the facilities side of the (proposed) Mancos ESO can be operated in such a way that ESO programming (business incubation, training, workshops, etc.) can be integrated into the overall Business Model. In addition, we'll create recommended and "Best Practices" Key Performance Indicators (KPI's) as success metrics for the Mancos ESO facility/program.

- B. **Strategic alliances and partnerships** – integration with the Mancos ESO facilities and programs. The Town of Mancos is already working with strategic partners, such as Region 9 Economic Development District, SW Colorado SBDC, Colorado Office of Economic Development & International Trade (OEDIT), and others. Each of these existing partners and additional strategic partners (to be identified and interviewed) will have an existing and/or potential role with the Mancos ESO that needs to be further explored and defined. We'll make recommendations of how the identified strategic partners and alliances can contribute to the Mancos Coworking/Incubation programs, funding, and facilities. In addition, we'll explore and identify "Best Practices" in rural areas and ESO programs that would support the Mancos ESO facility and programs.
- C. **Mancos ESO Services and Marketing support** – Utilizing the Business Model Canvas (for the Mancos ESO, created in Phase One), we'll develop a marketing strategy and plan, including branding, communications, social media. And recent example of this type of work is our work with ConnectSpace (spring/summer 2021 in Farmington, NM) that Jasper/FCMS provided strategy and implementation support for. We'll provide research and recommendation for Workspace and meeting space support, including an FF&E plan, in conjunction with facilities layout and remodel options. Jasper has provided these services to clients and DurangoSpace (SCAPE in 2013, ConnectSpace in 2021, DurangoSpace in 2011, 2018, 2020). He has a close working relationship with Preston Smith (Parker's Inc, serving Cortez, Durango & Farmington) with comprehensive design, office, and meeting room FF&E. We will also make recommendations for access control, Internet/Wireless (with your existing FastTrack connections), user experience and fee for services.
- D. **Business Incubation and Programming** – Business incubator and coworking spaces use a continuum of user agreements, from short-term (one-year) leases to Acceptable Use Policies to User/Member guidelines. The key is flexibility, movable paywalls, and policies that are member or user focused. With Jasper's long-time experience in business incubation and acceleration, we'll recommend business incubation "entrance, programming (such as the 100-Point system) and exit/graduation" criteria and application processes. Coworking can be part of the pre-incubation process, and programs such as SCAPE can be part of the graduate program options (subject to their application and acceptance criteria). In the FCMS Action Plan (timeline & specific tasks), we have detailed our plans for fee for services (business incubation), remote program offerings, and facility usage. Member in InBIA www.inbia.org will be a recommendation for the Town of Mancos in order for the Mancos Economic Development initiative to have research, best practices, and professional development support.

E. Business Model that is sustainable and financially viable – Let’s be frank, ESO programs, such as business incubation or business accelerators cost money and need a local public/private investment and long-term commitment. Fee-based services alone for coworking and/or business incubation users and/or companies (startups, freelancers, remote workers) will not cover 100% of facilities and program costs. So, part of the sustainability plan for launching the Mancos coworking/business incubator facilities and programming is what other funding sources (public/foundation/grants/private) and loaned or contributed staffing resources can we reasonably expect and confirm for the Mancos project? A member (coworking) and user (training, incubation, meetings) Go-to-Market plan will be based on the Phase One Business Model Canvas and Marketing plan (Phase two) to guide the Mancos Coworking/Incubation launch (Action plan for 3-mo, 6-mo, and 12-mo timeframes). In addition, a full set of revenue (user fees, grants, sponsorships, training fees, etc.) and cost projection (aka proforma financials) will be researched and presented.

In conclusion:

We have **four overall areas** to address during the FCMS research, consulting, recommendations, and advisement process. In addition, we are recommending that we work closely with Rachael (Economic Development Coordinator) at the Town of Mancos on this project; along with our recommendation, we establish a steering committee to assist Jasper and Racheal on this feasibility study and business (program) modeling, to be jointly discussed (but final approval by Town of Mancos)

Economic Development Purpose: FCMS research, reporting, and recommendations will focus on how the proposed Mancos Coworking/Incubation facilities and programs help support your community’s economic development objectives and the role of entrepreneurs and supporting ESO’s (Entrepreneurial Support Organizations) play in stimulating entrepreneurs, startups, and emerging companies in Mancos. With Jasper’s ten years of administrative and strategic support (as the contract Coordinator and “staff guy”) at the Durango Business Improvement District, he understands and has worked to support vibrant downtown business districts.

Community and Stakeholder Support: We have planned and presented a comprehensive strategy for best practices, community and business surveys, one-on-one interviews, and strategic partner meetings to best determine community support, needs, and impact (if the proposed Mancos Coworking/Incubator facilities and programs move forward). In addition, the proposed location (former Town Marshall’s office) and proposed programming will be addressed in the Business Model Canvas, community assessments, and proposed Phase Two (if approved) recommendations. We’ll address the “what will work better or best in Mancos” questions around a Town sponsored Mancos ESO facility and related programs?

Market Analysis Report and Recommendation: We’ll conduct the research in the community, combined with best practices (in coworking and business incubation), using “go or no-go” criteria for feasibility in the areas of user demand, facility affordability (by the

Town and users) and community support criteria, so make recommendations to the Town staff and Board of Trustees. Fee-based revenues from users (startups, remote workers, freelancers, independent professionals, etc.) are only part of the financial viability metrics, as sponsorships, public/private partnerships, grants, and other revenue streams (and cost containment and recovery) will be needed to “make the numbers work.”

Building Suitability: The key to successful coworking spaces, along with business incubation, is to focus on the user experience and focus on Workspace and meeting space FF&E (furniture, fixtures, and equipment). In addition, flexibility in space utilization and movable seating and work desks is essential. Perhaps some minor remodeling (of the former Town Marshals’ offices) will be adequate. If sponsors and funding permit, a more extensive remodel may be better suited for long-term Mancos Coworking and business Incubation programming. It’s my understanding that the Town has worked with the Durango office of SEH, Inc <https://www.sehinc.com/office/durango>, along with your own Town of Mancos internal capacity, to best reset and remake the former Marshal’s offices. I’ve worked with Mike Russell (and his Durango SEH team) on a project that I was involved in recently with the La Plata ED Alliance. We’ll have recommendations on good, better, and best facilities and remodel options for the proposed Mancos Coworking and Incubation work and meeting spaces.

We look forward to working on this essential economic development and entrepreneurial support project for the Town of Mancos. We are available for your calls, questions, clarifications, and/or interviews as you go through the RFP evaluations and selection process. Thanks for your full and complete consideration.

Jasper Welch, Management Consultant
Four Corners Management Systems

Phase Two Elements		Detailed Explanation of Goals & Activities		Who will Champion?		When is the Deadline?		What do we Need?		Details for Implementation	
Start Date: TBD 3.1.22?		Phase Two: if Town Trustees approve Feasibility								Key Tactics to Make it Work	
Operational Model & Staffing/Mgmt Plan	A. Based on Business Model Canvas & Value Prop	Jasper/ED Comm		3/15/22	BMC refined	Working with Mancos ED Coordinator					
	B. Operations plan and Model - Mancos-focused	Jasper/Catherine		3/31/22	Excel/Model	Mancos specific, best practices					
Strategic Alliances Stakeholder Support	C. Development of staffing/mgmt plan for MCI-ESO	Jasper/ED Comm		3/20/22	Options	Mancos-Coworking/Incubation ESO					
	D. Development of KPI's for MCI-ESO (success metrics)	Jasper/Catherine		4/5/22	KPI's	Mancos specific, best practices					
Services & Support FF&E Resources	A. Identify Strategic alliance organizations & support role(s)	Jasper/ED Coordinator		3/20/22	Existing, New	Present Mancos partners + new ones					
	B. Expanded roles of Existing + Possible new Partners	Jasper/ED Comm		3/10/22	Existing, New	Contact existing + new for best Roles					
Incubation Clients Criteria, Program, etc.	C. Best Practices Model for Incubation support (partners)	Jasper/InBIA		3/10/22	Research	Research to confirm Best Practices					
	D. Sponsorship, Loaned Exec, SBDC-BAN	Jasper/Catherine		3/25/22	3rd Party Support	Sponsors, Grants, Loaned Staffing					
Business Model Biz Plan Implementation	A. Brand & Marketing Plan, Go to Market Strategy	Jasper/ED Comm		4/15/22	Action Plan	FCMS resource library, Rural BP (InBIA)					
	B. Workspace/meeting space support (Wireless, etc)	Jasper/ED Comm		4/10/22	Tech Plan	Workspace/Mtg Space support, tech					
Business Model Biz Plan Implementation	C. FF&E (equipment & workspace) for MIC-ESO	Jasper/Preston		4/25/22	FF&E, Layout	FF&E Workspace plan, seating, etc					
	D. Access control, User Experience, fee for Services	Jasper/Catherine		4/30/22	User Exp (UX)	Proximity? UX, Fees, Paywalls					
Business Model Biz Plan Implementation	A. Acceptable Use Policy, Services agreements	Jasper		4/15/22	Docs, Templates	FCMS Resource Library, InBIA					
	B. Business Incubation entrance, program & Exit criteria	Jasper/Catherine		4/20/22	Docs, Templates	FCMS Library, InBIA, Best Practices					
Business Model Biz Plan Implementation	C. Training, coaching, Programs, 100-Point System	Jasper/Catherine		4/30/22	Docs, Templates	FCMS Library, InBIA, Best Practices					
	D. Fee for Services, Facility Usage, Remote connections	Jasper/ED Comm		5/5/22	Excel, BP, Fees	Recommendations, Comparison,					
Business Model Biz Plan Implementation	A. Based on MIC-ESO Business Model & Value Prop	Jasper/ED Comm		3/15/22	BMC refined	https://www.strategyzer.com/canvas					
	B. Marketing & Member/User Plan (Go to Market)	Jasper/Catherine		4/25/22	Go to Market	Complete Marketing & Outreach Plan					
Business Model Biz Plan Implementation	C. Financial Plan (Revenues, Sponsors, Cost Model)	Jasper/Rachel		5/15/22	Financial Model	Reviewed Financial Model/Forecast					
	D. Launch Plan (Action plan for 3-mo, 6-mo, 1Year)	Jasper/ED Coordinator			Launch Plan	See ConnectSpace Action Plans					

Champion? Who is going running (owner, staff, consultant) the project, goal? **Champion?**

Goal: Dream with a Deadline When do we start? Deadline to finish? Success is.... **Timeline?**

Resources? What budget, people, consultants to we need? People, time & money **Resources?**

Phase One Elements	Detailed Explanation of Goals & Activities	Who will Help You?	When is the Deadline?	What do you Need?	Details for Implementation Key Tactics to Make it Work
<i>Start Date: Nov 1, 2021</i>					
Best Practices Peer small towns	A. Review Coworking/Incubators in western Colorado	Jasper	11/15/21	Research	Calls, research & contact info
	B. Best practices in small towns (similar to Mancos)	EconDev Comm	12/31/21	Best Practices	InBIA best practices, BID model, In/out source
	C. Jasper's ESO expertise & perspective (Mancos focus)	InBIA resources	11/20/21	Research	Best Practices, Rural Incubation, Colorado Peers
	D. Optional Four Corners (region) tour of ESO facilities	EconDev Comm	12/15/21	On-Site Tours	ESO facilities & program in 4C region
Stakeholder Surveys Plus individual interviews	A. Prepare, review, administer Surveys (on-line, paper)	Jasper, Catherine	11/1/21	Survey Monkey	Prepare, refine, work with ED Coordinator
	B. Survey implementation - on-line, e-mail link, paper based)	Jasper, Catherine	11/15/21	Implementation	Implementation of Survey, data collection
	C. One-on-One Interviews - stakeholders, business	Jasper, Catherine	12/1/21	Mancos, CO	Interviews:stakeholders, community, business
	D. Focus Group research (to test Assessment summary)	Jasper, Facilitator	1/5/22	Focus Groups	Testing Community input & Support
Facility Assessment Building Suitability	A. Existing Floorplan, minimal remodel, freshen up	Jasper, ED-Mancos	12/20/21	Site visit(s)	Site visit, ED Staff interview, FloorPlan
	B. Recommended floorplan options (slight modifications)	Jasper, Tech	12/31/21	Floor Plan	Three options & remodel budgets
	C. Facilitated Workspace (flexible/multiple use options)	Jasper, ED Comm	1/15/21	Best Practices	Flexible space & FF&E planning
	D. FF&E assessment & recommendations	Jasper, Preston	1/31/21	Ideation, Plans	Preston Smith - FF&E expert (Parker's)
Financial Assessments Startup/Fund/Operate	A. Start up cost (remodel, FF&E, initial cost) model	Jasper, Excel	1/15/22	Cost, Modeling	Jasper will create Excel with Mancos-focus
	B. Strategic Alliance(s) & public/private Funding options	Jasper, Catherine	1/31/22	Research	Research existing & new Organizations, Funds
	C. Operations cost (facilities, utilities, breakroom)	Jasper, Excel	1/21/22	Cost, Modeling	Utilization of Startup + ESO cost models (FCMS)
	D. Program & Staffing cost model (options)	Jasper, Excel	2/5/22	Cost, Modeling	InBIA best practices, BID model, in/out source
Market Analysis Go/no-Go Criteria	A. Business Model Canvas (Mancos-focused)	Jasper, BMC	11/30/21	BMC Model	Best Practices, Rural Incubation, Mancos-focus
	B. Key Criteria for Cost Recovery, Program Income, etc.	Jasper, Excel	1/31/21	Excel, Financials	Key Criteria, Cost Model, Revenue Streams
	C. Market Analysis & Assessment (coworking/incubation)	Jasper, ED Comm	2/28/21	Excel, Market A+A	Key Documentation for Feasibility
	D. Three Scenarios plus Go/No-Go criteria	Jasper, ED Comm	12/31/22	Criteria, Scenarios	Go/No-Go, Scenarios, Recommendation

Who will help? Who is going to help you on the project, goal? **Champion?**

Goal: Dream When do you start? Deadline to finish? Success is... **Timeline?**

Resources? What resources do we need? People, time & money **Resources?**

Phase Two Elements	Detailed Explanation of Goals & Activities	Who will Champion?	When is the Deadline?	What do we Need?	Details for Implementation
<p>Start Date: TBD 3.1.22?</p> <p>Phase Two: <i>If Town Trustees approve Feasibility</i></p> <p>Operational Model & Staffing/Mgmt Plan</p> <p>ESO - Mancos focused</p> <p>A. Based on Business Model Canvas & Value Prop</p> <p>B. Operations plan and Model - Mancos-focused</p> <p>C. Development of staffing/mgmt plan for MCI-ESO</p> <p>D. Development of KPI's for MCI-ESO (success metrics)</p>	<p>Jasper/ED Comm</p> <p>Jasper/Catherine</p> <p>Jasper/ED Comm</p> <p>Jasper/Catherine</p>	<p>3/15/22</p> <p>3/31/22</p> <p>3/20/22</p> <p>4/5/22</p>	<p>BMC refined</p> <p>Excel/Model</p> <p>Options</p> <p>KPI's</p>	<p>Working with Mancos ED Coordinator</p> <p>Mancos specific, best practices</p> <p>Mancos-Coworking/Incubation ESO</p> <p>Mancos specific, best practices</p>	
<p>Strategic Alliances Stakeholder Support</p> <p>A. Identify Strategic alliance organizations & support role(s)</p> <p>B. Expanded roles of Existing + Possible new Partners</p> <p>C. Best Practices Model for Incubation support (partners)</p> <p>D. Sponsorship, Loaned Exec, SBDC-BAN</p>	<p>Jasper/ED Coordinator</p> <p>Jasper/ED Comm</p> <p>Jasper/InBIA</p> <p>Jasper/Catherine</p>	<p>3/20/22</p> <p>3/10/22</p> <p>3/25/22</p> <p>4/15/22</p>	<p>Existing, New</p> <p>Existing, New</p> <p>Research</p> <p>3rd Party Support</p> <p>Action Plan</p> <p>Tech Plan</p>	<p>Present Mancos partners + new ones</p> <p>Contact existing + new for best Roles</p> <p>Research to confirm Best Practices</p> <p>Sponsors, Grants, Loaned Staffing</p>	
<p>Services & Support FF&E Resources</p> <p>A. Brand & Marketing Plan, Go to Market Strategy</p> <p>B. Workspace/meeting space support (Wireless, etc)</p> <p>C. FF&E (equipment & workspace) for MIC-ESO</p> <p>D. Access control, User Experience, fee for Services</p>	<p>Jasper/Catherine</p> <p>Jasper/ED Comm</p> <p>Jasper/Preston</p> <p>Jasper/Catherine</p>	<p>4/10/22</p> <p>4/25/22</p> <p>4/30/22</p> <p>4/15/22</p>	<p>Docs, Templates</p> <p>FF&E, Layout</p> <p>User Exp (UX)</p> <p>Docs, Templates</p> <p>Docs, Templates</p> <p>Excel, BP, Fees</p>	<p>FCMS resource library, Rural BP (InBIA)</p> <p>Workspace/Mtg Space support, tech</p> <p>FF&E Workspace plan, seating, etc</p> <p>Proximity? UX, Fees, Paywalls</p>	
<p>Incubation Clients Criteria, Program, etc.</p> <p>A. Acceptable Use Policy, Services agreements</p> <p>B. Business Incubation entrance, program & Exit criteria</p> <p>C. Training, coaching, Programs, 100-Point System</p> <p>D. Fee for Services, Facility Usage, Remote connections</p>	<p>Jasper</p> <p>Jasper/Catherine</p> <p>Jasper/Catherine</p> <p>Jasper/ED Comm</p>	<p>4/20/22</p> <p>4/30/22</p> <p>5/5/22</p> <p>3/15/22</p>	<p>Go to Market</p> <p>Financial Model</p> <p>Launch Plan</p>	<p>FCMS Resource Library, InBIA</p> <p>FCMS Library, InBIA, Best Practices</p> <p>FCMS Library, InBIA, Best Practices</p> <p>Recommendations, Comparison, https://www.strategyzer.com/canvas</p>	
<p>Business Model Biz Plan Implementation</p> <p>A. Based on MIC-ESO Business Model & Value Prop</p> <p>B. Marketing & Member/User Plan (Go to Market)</p> <p>C. Financial Plan (Revenues, Sponsors, Cost Model)</p> <p>D. Launch Plan (Action plan for 3-mo, 6-mo, 1Year)</p>	<p>Jasper/ED Comm</p> <p>Jasper/Catherine</p> <p>Jasper/Rachel</p> <p>Jasper/ED Coordinator</p>	<p>4/25/22</p> <p>5/15/22</p>	<p>BMC refined</p> <p>Go to Market</p> <p>Financial Model</p> <p>Launch Plan</p>	<p>Complete Marketing & Outreach Plan</p> <p>Reviewed Financial Model/Forecast</p> <p>See ConnectSpace Action Plans</p>	

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Resources? What budget, people, consultants to we need? **People, time & money**

Resources?

**Town of Mancos RFP
FCMS Fee for Services**

FCMS Project: Town of Mancos RFP RFP Fees/Cost	Jasper/FCMS Prime Time	Jasper/FCMS Research+Report	Catherine Day2Day EA	Total Resource Fees & Cost	FCMS Staff Support
FCMS Hourly Rate (see FCMS Resource agreemnt)	\$ 137.00	\$ 71.00	\$ 35.00		Hourly
FCMS 1/2 Day Rate (Hourly x4) @ 90%	\$ 493.20	\$ 255.60	\$ 126.00		1/2 Day=4hr
Phase 1 Elements					
Research (InBIA), Calls	\$ -	\$ 355.00		\$ 355.00	Jasper
Best Practices - Document		\$ 177.50	\$ 315.00	\$ 492.50	Catherine
Create, Refine, Complete	\$ 411.00	\$ 255.60		\$ 666.60	Jasper
Business Model Canvas - 36"x24"		\$ 142.00	\$ 252.00	\$ 394.00	Catherine
Survey Monkey, Draft+Process	\$ 493.20	\$ 639.00		\$ 1,132.20	Jasper
Surveys (Data + Reports)		\$ 1,022.40	\$ 140.00	\$ 1,162.40	Catherine
Community, Business, Stakeholders	\$ 1,972.80	\$ 248.50	\$ 504.00	\$ 2,725.30	Jasper
One-on-One Interviews		\$ 383.40	\$ 315.00	\$ 698.40	Catherine
Building Suitability & Refresh/Remodel Options	\$ 986.40	\$ 766.80		\$ 1,753.20	Jasper
Facilities Assessment		\$ 426.00	\$ 350.00	\$ 776.00	Catherine
Start up, Ops, FF&E, Facilities, Staffing Model(s)	\$ 479.50	\$ 766.80		\$ 1,246.30	Jasper
Financial Analysis		\$ 213.00	\$ 378.00	\$ 591.00	Catherine
Based on Research, Go + NoGo Criteria	\$ 479.50	\$ 497.00		\$ 976.50	Jasper
Market Assessment/Analysis		\$ 355.00	\$ 140.00	\$ 495.00	Catherine
2x to 3x/monthly Calls/Zoom/Face-to-Face + Prep	\$ 1,096.00	\$ 852.00		\$ 1,948.00	Jasper
Project Coordination-Mancos ED Workgroup		\$ 284.00	\$ 210.00	\$ 494.00	Catherine
Prezos to Stakeholders+Town Trustees (5x)	\$ 685.00	\$ 248.50		\$ 933.50	Jasper
Phase One Documentation & Reports		\$ 894.60	\$ 122.50	\$ 1,017.10	Catherine
	\$ 6,603.40	\$ 8,527.10	\$ 2,726.50	\$ 17,857.00	

**Town of Mancos RFP
FCMS Fee for Services**

FCMS Project: Town of Mancos RFP RFP Fees/Cost	Jasper/FCMS Prime Time	Jasper/FCMS Research+Prep	Catherine Day2Day EA	Total Resource Fees & Cost	FCMS Staff Support
Hourly Rate	\$ 137.00	\$ 71.00	\$ 35.00		Hourly
1/2 Day	\$ 493.20	\$ 255.60	\$ 126.00		1/2 Day=4hr
Phase Two (2) Elements					
Operations + Plan for Programs/Staff <i>Operational Model (+ Staffing Plan)</i>	\$ 342.50	\$ 390.50		\$ 733.00	Jasper
		\$ 142.00	\$ 122.50	\$ 264.50	Catherine
Stakeholder Support (Sponsors, Programs, Grants) <i>Strategic Alliances (Funding options)</i>	\$ 479.50	\$ 511.20		\$ 990.70	Jasper
		\$ 248.50	\$ 105.00	\$ 353.50	Catherine
Branding, Market Plan, Incubation <i>Services & Support (coworking/incubation)</i>	\$ 411.00	\$ 511.20		\$ 922.20	Jasper
		\$ 142.00	\$ 175.00	\$ 317.00	Catherine
Entrance Criteria, Programs, Exit Plan, Services <i>Business Incubation Model & Program</i>	\$ 274.00	\$ 426.00		\$ 700.00	Jasper
		\$ 213.00	\$ 157.50	\$ 370.50	Catherine
Business Incubation Resources <i>Programs & Business Assistance</i>	\$ 137.00	\$ 355.00		\$ 492.00	Jasper
		\$ 213.00	\$ 122.50	\$ 335.50	Catherine
Creative Staffing Models (in-house, contract, loaned) <i>Continuum of Personal Options</i>	\$ 274.00	\$ 319.50		\$ 593.50	Jasper
		\$ 213.00	\$ 140.00	\$ 353.00	Catherine
Based on Research, Go + NoGo Criteria <i>Business Model (Biz Plan Implementation)</i>	\$ 205.50	\$ 426.00		\$ 631.50	Jasper
		\$ 106.50	\$ 175.00	\$ 281.50	Catherine
Weekly Calls/Zoom/or Face-to-Face <i>Project Coordination-Mancos ED Workgroup</i>	\$ 685.00	\$ 213.00		\$ 898.00	Jasper
		\$ 426.00	\$ 175.00	\$ 601.00	Catherine
Prezos to Stakeholders+Town Trustees (5x)	\$ 548.00	\$ 355.00		\$ 903.00	Jasper
<i>Phase Two (2) Documentation & Reports</i>		\$ 213.00		\$ 213.00	Catherine
	\$ 3,356.50	\$ 5,424.40	\$ 1,172.50	\$ 9,953.40	

*FCMS Resource Agreement**

Your rates are based on your FCMS resource needs www.jasperwelch.org

As a service for our Four Corners Management Systems clients, we have developed a *“resource agreement”* designed to help our clients with a cost effective and value-added solutions. Each client organization has a unique set of challenges, resources, projects and solutions that need the right resources that can result in better outcomes and organizational results. The Four Corners Management Systems team is an important *resource* for our client organizations as we provide professional consulting and project management solutions.

Our pricing for FCMS clients is straight forward and *value based*: as your organization utilizes more of the FCMS resource of professional consultants and project managers, your cost per hour of client support and solutions is reduced. *Save time* with *better* solutions. *Save money* with improved *value* of support.

<i>FCMS Resource Agreement</i>	<i>Jasper's Prime Time</i>	<i>Research & Project Mgmt</i>	<i>Clerical & Client Support</i>
FCMS Hourly Rate <10hr	\$160.00	\$85.00	\$45.00
FCMS team: 10-40 hours	\$152.00	\$78.00	\$41.00
41-160 hours	\$146.00	\$73.00	\$37.00
161-500 hours	\$131.00	\$68.00	\$33.00
500+ hours	\$125.00	\$65.00	\$30.00
<i>Town of Mancos Rate>>></i>	<i>\$137.00</i>	<i>\$71.00</i>	<i>\$35.00</i>
Prepay Portion-Optional	10%	Non-profit rate	In Mancos rate

Supporting consultants and technical assistance: Some FCMS client projects require additional consulting expertise and co-facilitation. Jasper has a network of professionals that can support FCMS clients. We'll review these options with you as we develop our professional services proposal and scope of work.

****Fees are charged based on scope of work and billing documentation by Four Corners Management Systems.*** Expenses, such as long distance phone calls, travel expense, and mileage (\$0.56/mi), will be billed as they are incurred and are within the scope of work. A purchase order, letter of engagement or signed client OK with Four Corners Management Systems will initiate client work. JW

Effective date: May 2021 (as per FCMS resource services agreement)

FCMS Clients and Project Experience

Facilitation of Board Retreats

Over the past thirty 30 years as a management consultant and professional facilitator, Jasper has provided assessment and facilitation services for numerous boards, non-profits, and government agencies. Clients have included small businesses, emerging companies, state associations, local governments, community agencies, Chambers of Commerce, leadership programs, and non-profit organizations. Some of the client projects have been one-session retreats, others have involved multiple meetings, and other client projects have been done in phases. Each series of meetings or client requests have been approached as a unique project with focused research, assessments, and facilitation based on the specific situation and people involved. Board and staff development projects are tailored to the unique situations, needs, financial constraints, and time available for each client organization. Each client is provided with focused process efforts based on their budget, time and internal constraints, and goals desired. In many cases, a final report or strategic planning documents are provided by Jasper to the executive director, owners, management team, and board of directors.

Durango Business Improvement District, Durango, CO

Business leaders and property owners in downtown Durango invested property tax (2.5 mill levy for properties in the Durango BID) for enhanced marketing, enhanced services, and visibility for the Main Avenue business district. Jasper was asked to provide Board support for the CSL International Conference Center feasibility study during 1999 and 2000, and the initial \$50,000 research and report were both completed in November 2000. For over a decade, Jasper coordinated the annual budget process, hiring of consultants to the Board, and coordinated special projects for the Board. The BID staff support position was responsible for coordinating Board and vendor relationships, oversight of the feasibility study process, and Board administrative support. In November 2003, the District successfully, by election, resumed the annual 1.5 mil level from 2004 to 2010. Jasper assisted with the 2010 voluntary election to increase the mill levy to 2.0 mills through 2025. In his role as the BID coordinator, Jasper assisted the Board in managing their \$250,000 annual budget and operations. Jasper supported the Board as the lead contract staff support person from 1999 to 2010. See www.downtowndurango.org

Water Information Program, Southwestern Water Conservation District

The Southwestern Water Conservation District, created by the Colorado state legislature in 1941, began their Water Information Program in 1994. Four Corners Management Systems was hired to provide project management and program development services. Since the inception of the program in August 1994, Jasper worked with the SW Water

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conservation District on the Water Information Program, which now includes a quarterly newsletter, website, informational brochures, a professional display unit for public information, water fairs for children, water education materials and information, media research, media relations, and other related activities. Presently, the Water Information Program (WIP) is a model program among water districts in Colorado, both in terms of joint venture funding (involving ten different participating water entities) and the delivery of program services to the public. Jasper coordinated this public information program under contract from 1994 until 1999. Over 25 years since its inception, the Water Information Program continues to have public information role regarding water in SW Colorado. See www.waterinfo.org

Grand Junction Convention and Visitors' Bureau

In April 2000, Jasper provided facilitation and consultation for the Grand Junction Convention and Visitor's Bureau for their annual Board of Directors retreat. The facilitation process includes pre-retreat surveys, ProScans for directors, facilitation, and documentation of the process for the client. A follow-up presentation to the Board was made in May 2000. In December 2001, Jasper provided facilitation for the GJVCB staff retreat. In April 2002, Jasper was asked to return to Grand Junction to provide facilitation services for the Board of Director annual advance. Jasper worked with Executive Director Debbie Kovalik and her professional staff through staff development sessions and advisement. In April 2005, May 2006, and April 2007, Jasper facilitated Board planning retreats and strategic plan updates.

Partial Listing of FCMS Clients and Projects

Grand Junction VCB, Grand Junction, CO	La Plata Electric Association, Durango, CO
La Plata Economic Development Alliance	Leadership La Plata, Durango, CO
Colorado Municipal League, Denver, CO	Durango Business Improvement Dist. (BID)
Willowtail Springs (non-profit), Mancos	Desert Sun Coffee Roasters, Durango
La Plata Home Fund, Inc. Durango CO	Club 20 Board and Executive Committee
ConnectSpace, Farmington, NM	Durango Joe's Coffee, Durango, CO
Erik Potter, we-do-IT, Durango, CO	SW Colorado SBDC, Leading Edge Program

Corporate and Organizational Leadership

Director, Stoneage, Inc.

Jasper served as an outside director on the Stoneage, Inc. Board of Directors. Stoneage, Inc. is an employee-owned (ESOP) manufacturer of precision water blast and water jet technology and tools sold throughout the United States and internationally. The company has continued to grow and maintain high levels of profitability, employee, and customer satisfaction since its founding by Jerry Zink and John Wolgamott in 1979. Jasper assisted at the board level on a number of projects, including the integration of new CEO (Kerry

Siggins), a move to a new location (Animas Air Park), and transition to a professional CEO business model. Sales of Stoneage Tools include domestic and exported product sales and technical support around the world. Jasper retired from the Stoneage, Inc Board of Directors in 2010, after ten years of service.

Director, Chairman, FastTrack Communications, Inc.

Jasper was asked by the FastTrack majority shareholder (La Plata Electric Association LPEA) to serve as an outside director on the Board of the telecommunications subsidiary in 2000 and elected as Chairman of the Board in 2005 and 2007, during which time the company moved from unprofitable operations into a growing and profitable company. In 2006 the company reported \$1.7 million in sales and grew to \$3.2 million in sales by 2009, serving customers in Colorado and New Mexico. Jasper retired from the Board in 2010.

City Councilor, Mayor, and Legislative Candidate, City of Durango

In 1991, Jasper was elected to his first term on the Durango City Council and re-elected to a second term in 1995. As an elected official, Jasper worked with five City Council members and over 200 city staff, with an annual budget exceeding \$22 million. During his two terms, Jasper represented the City at various events, functions, and meetings. He served as Mayor in 1994-1995 and 1998-1999 and completed eight years of service as an elected City Councilor in April 1999. On February 5, 1998, Jasper announced his candidacy for the Colorado State Senate (SD-6) for southwestern Colorado. In May 1998, Jasper was nominated as the Republican nominee by unanimous ballot. Following an issues-based campaign, Jasper won four of the nine counties in the southwest Colorado State Senate district but fell short of the majority vote district-wide (46%/54%). While disappointed, Jasper was satisfied that he and his family had run the best race they could against an experienced 12-year legislator (Jim Dyer, D-Durango). Running for the Colorado State Senate was a life experience that required hard work, discipline, organization, fundraising, and a sense of humor. Jasper has a 40-year track record of community and public service to western Colorado and the Four Corners region.

Chairman, Director, Volunteer, Facilitator, Club 20

In 1990, Jasper served as volunteer Chairman for western Colorado Club 20, chairing the executive committee and Board meetings. Given the diverse viewpoints of the 22 member-counties that make up Club 20, lively debate ensued during most meetings. During his term as Chairman, Club 20 revised their by-laws to give more power to the individual county delegations during director elections, modified the dues structure, enhanced the professional staff role in visiting outlying member counties, and worked with various volunteers to enhance Club 20's role in western Colorado issues. Jasper has served in various positions in Club 20 since 1985, including Regional Vice Chairman, Chairman of the Transportation Committee, and Board Director. In March 1999, Jasper was a finalist in the Club 20 Executive Director search, one of four qualified finalists to head the western Colorado regional organization. In December 2001, Jasper was asked to be the lead facilitator of the Executive Committee and Committee Chair advance. He developed a

draft Club 20 Organizational Model that was presented to the Executive Committee in March 2002. In March 2003, Jasper was awarded the highest public service award given by Club 20, the John D. Vanderhoof award for public service to western Colorado. In June 2006, Jasper was asked to facilitate the Board and Committee Chairman planning retreat in Paonia, Colorado. Up until recently, Jasper served as an Alternate Director for La Plata County. See www.club20.org

President, CEO, Advisor, National Business Incubation Association

Since 1999, Jasper has been a member of the National Business Incubation Association (NBIA). In February 2013, after a nationwide executive search and competitive hiring process, Jasper was asked to lead NBIA by the Board of Directors as the President and CEO. The NBIA is the world's leading organization advancing business incubation, entrepreneurship, and innovation. Each year, NBIA provides hundreds of business incubation and ESO professionals with information, education, advocacy, and networking resources to bring excellence to the process of assisting early-stage companies. On August 7, 2014, NBIA announced that their Global Training Center for Business Incubation and Innovation would be located at the University of Center Florida (UCF) Research Park in Orlando, Florida. The Association changed its name to the International Business Innovation Association in 2015. Jasper has been involved in NBIA since 1999 as a member, since 2007 as an NBIA trainer, and served as the President and CEO of the Association in 2013 and 2014 during their transition from Ohio to central Florida. He voluntarily stepped down as the President and CEO in June 2014 and served as an advisor to then Chairman of the Board, Karl LaPan, through August 2014. Jasper is an active advisor to startup companies and active in the entrepreneurial ecosystem in western Colorado (including serving at the Entrepreneur-in-Residence at the SW Colorado Accelerator Program for Entrepreneurs (SCAPE) in Durango, CO. See www.inbia.org

Director, Advisor, San Juan College Enterprise Center

From October 1999 through October 2011, Jasper was Director of the San Juan College Enterprise Center business incubator. The Enterprise Center is a full-service business incubator located in the Quality Center for Business, a 40,000+ SF economic development and innovation hub for Farmington and the Four Corners region. Jasper was in charge of business development, program development, and client services and support. The Enterprise Center has been a member of NBIA since 1994 and is listed as one of ten case study best practices incubators in the 2010 2nd edition of NBIA's Best Practices in Action. Judy Castleberry (a 2006 graduate of the SJC Enterprise Center with PALS) has served as the Enterprise Center Director since 2011, and Jasper continues as a volunteer advisor and guest presenter of the SJC Enterprise Center. See <https://www.sanjuancollege.edu/community/quality-center-for-business>

Co-founder, DurangoSpace, LLC

© 2000-2021, Jasper Welch, Four Corners Management Systems www.jasperwelch.org

In February 2011, Jasper co-founded DurangoSpace with Nancy Wharton. After Nancy's retirement in 2013, Jasper became the solo operator of the DurangoSpace coworking facility and carried out operations for Four Corners Management Systems consulting onsite. DurangoSpace is the premier coworking community in Durango, Colorado. In January 2018, DurangoSpace relocated to the Crossroads-Alpine Bank building at 101 W 11th Street in downtown Durango, occupying suites 108 and 109, and expanded into suite 321 with a solo-working model in a strategic alliance with Erik Potter of we-do-IT in 2020. Memberships at DurangoSpace include independent professionals, startup companies, remote workers, and emerging companies while offering creative workspace, launch space, team space, and meeting space. Innovation happens here! This coworking space provides a vibrant professional community, locally roasted Desert Sun coffee, 100 Mbps FastTrack Communications highspeed wireless Internet and a fully supported "workspace as a service" members. See www.durangospace.com

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Global Logistics Trends

New Economic Development Opportunities Based on Today's Shifting Global Supply Chains and Increasing E-Commerce Segment of the Retail Industry

Eighteen Years Later

Catching Up with the Dallas In-Town Housing Program

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The Power of Collaboration

Supporting Entrepreneurs - Jasper Welch

The JOBS Act – Crowdfunding and Beyond

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INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

the power of COLLABORATION

By Jasper Welch www.jasperwelch.org

As economic development organizations (EDOs) rethink their roles and missions in a challenging economy, the role of entrepreneurs in job creation and economic development is being recognized as a critical part of the growth of regional economies. Why is so much attention being paid to the entrepreneurial (small business) portion of job creation in local communities and regional metro areas? The answer to this question is that emerging research on company and job creation has identified entrepreneurs, micro-business and small companies as significant contributors to new and expanding jobs and wealth creation.

Start-up companies and emerging companies create jobs, loan demand, and real estate demand, and contribute to the overall U.S. economy. During the 20-year period from 1990 to 2009, start-up companies created an estimated 5 million jobs per year in the U.S. and expansion (emerging) companies created 8.5 million jobs per year. (Source: Donald Walls, Ph.D.; Preliminary NETS Database, 2009, Walls & Associates; <http://youreconomy.org/pages/walls.lasso>) According to Amy Cortese, author of *Locavesting*, approximately 80 percent of net new jobs created in the U.S. come from companies with 20 or fewer employees. In another researched aspect of job creation, Cortese noted that U.S. counties with smaller firms (average size by county) grew jobs faster than U.S. counties with larger firms (average size by county). In my home county (Durango, CO micropolitan area), 87 percent of the jobs come from companies with less than 100 employees.



Newer business incubators are found on college campuses and research parks. While some incubators are in older modified buildings, many communities are investing in state-of-the-art facilities, such as the Quality Center for Business in Farmington, NM.

The power of collaboration by entrepreneur service organizations (ESOs) provides new opportunities for EDOs as they look for additional ways to spur company and job creation in their communities and regions. ESOs are locally and regionally based non-profit organizations and private businesses that provide services and support to entrepreneurs in the areas of finance, start-up, business development, and innovation strategies. A continuum of support for new and emerging entrepreneurs is being established in most communities, cities, and metro areas in the United States. This array of entrepreneurial support includes coworking, business incubation, business accelerators, and economic gardening (see *Economic Development Journal*, Fall 2011, "Serving Second-Stage Com-

Jasper Welch is co-founder of Durango-Space, LLC, a coworking facility in downtown Durango, CO. Working professionally in Colorado and New Mexico, he has owned and managed several businesses, served on corporate boards as an outside director, and directed a business incubator for 12 years. He has also served as an elected city councilor and mayor of Durango, and as a consultant and advisor to several EDOs. He can be reached through his web site www.jasperwelch.org.

SUPPORTING ENTREPRENEURS

As economic development organizations (EDOs) rethink their roles and missions in a challenging world economy, the role of entrepreneurs in job creation and economic development is being recognized as a critical part of the growth of regional economies. Start-up companies and emerging companies create jobs, loan demand, and real estate demand, and contribute to the overall U.S. economy. This article focuses on programming, strategic initiatives, and sponsorships that an EDO can implement to support entrepreneurship and the follow on results of new company start-ups, new jobs, and wealth creation in its service area.

Photo credit: Nancy Wharton, DurangoSpace



Coworker Justin Repath and co-founder Nancy Wharton working in shared flex space at DurangoSpace in Durango, CO.

panies” by Penny Lewandowski and T.J. Becker, Edward Lowe Foundation). Economic gardening is a job creation strategy that is targeting Stage 2 companies for growth and expansion. Other ESO programs include Small Business Development Centers (SBDCs), local chamber programs for entrepreneurs, and college or university entrepreneurial initiatives.

Each community, region, and metropolitan area has one or more economic development organizations (EDOs) that are tasked with creating companies, well paying jobs, and private sector wealth (and corresponding tax base). An essential part of the strategies to achieve these lofty EDO economic goals and results is to determine the role of entrepreneurship, from start-up companies and location neutral workers to emerging companies and creative independents. This article focuses on programming, strategic initiatives, and sponsorships that EDOs can implement which will support entrepreneurship and the follow on results of new company start-ups, new jobs, and wealth creation.

The jobs created by small businesses cannot be overlooked by EDOs as they reposition their role and programming in economic development. Let's review some of the entrepreneurial programming elements that an EDO can be involved in, whether as a sponsoring agency, a community advocate or directly as an initiative of EDO programming. Examples of these elements include coworking spaces, business incubators, and business accelerators.

COWORKING

Coworking is a recent movement of independent “workspaces” that are created for remote workers, location neutral workers, and independent professionals. Location neutral workers are those independent, remote or telecommuter workers who can work anywhere, as they are not location dependent. As the workplace changes, flexible workspace is in high demand in urban settings and small town downtown areas.

Coworking is in the forefront of the changing workplace. According to DeskMag (www.deskmag.com) the number of coworking spaces worldwide is estimated at 2,072, with approximately 797 (38 percent) of these in North America and 878 (42 percent) in Europe. Market leading coworking companies often have multiple locations (like NextSpace with five locations in California) and their expanded programming for member entrepreneurs. In summer 2012, NextSpace CEO Jeremy Neuner announced the opening of a joint venture between NextSpace Coworking and the new Amplify Accelerator in Venice, CA (LA area). At DurangoSpace (Durango, CO), the local SBDC, local EDO (the Alliance), and the regional economic development agency (Region 9) are involved as members and advocates of coworking in Durango.

Coworking is more than just shared workspace. It is also a community of independent workers, telecommuters, and creative professionals who interact while still getting their individual work done. Neuner calls it the “NextSpace Effect”... in coworking; at DurangoSpace we call it “accelerated serendipity,” since the community of coworkers creates entrepreneurial opportunities and connections to business networks.

From the perspective of an EDO professional, how does coworking fit within the job and company creation toolbox? Based on data from the Edward Lowe Foundation (www.youreconomy.org), approximately 10 percent of jobs in a county or region are created from self-employed individuals. In addition, many start-up companies come from the ranks of the self-employed entrepreneurs. But as many economic development professionals know, although location neutral workers are working within our communities, it can be difficult for an EDO to target this emerging group of workers for job creation strategies. Enter coworking – a flexible workplace where these independent workers can regularly work. EDO professionals should work to identify coworking workspaces in their service area, sponsor EDO programming that supports location neutral workers, purchase a corporate membership in a local coworking facility, and work with local coworking space owners to expand their service offerings.

BUSINESS INCUBATION

Business incubation was formalized when the National Business Incubation Association (www.nbia.org) was founded in 1987. As of October 2012, there were over

Coworking is more than just shared workspace. It is also a community of independent workers, telecommuters, and creative professionals who interact while still getting their individual work done.

1,250 incubators in the United States, up from only 12 in 1980. NBIA estimates that there are about 7,000 business incubators worldwide. Business incubators work with Stage 1 (two to nine employees) and emerging Stage 2 (10 to 99 employees) companies by providing entrepreneurial support services, business development services, leased space, and access to financing.

Most business incubators are based on a business plan and/or business feasibility model, including an application process. Some incubators are sponsored by a college or university; others are sponsored by an EDO or community development corporation, while others operate as a standalone non-profit. Business incubators can be specialized, such as focusing on biotech, mobile devices or software technologies, culinary arts, green technologies or university research and commercialization.

Typically, a Stage 1 company may be involved in the business incubator for two to five years. Start-up companies that successfully launch from an incubator are usually late Stage 1 or early Stage 2 companies that represent an excellent potential for job creation and expansion for the local or regional EDO. Graduate companies from the business incubator are excellent candidates for economic gardening programs and business development strategies.

From the perspective of an EDO professional, business incubators represent an excellent program for the support of start-up and emerging companies. For example, in the case of the San Juan College Enterprise Center in Farmington, NM, the local EDO was involved in supporting the local business incubator in the following ways:

- Joint signer of the Memorandum of Understanding (MOU) between the San Juan College, city of Farmington, and the countywide EDO on the creation, funding, and construction of a regional business incubator in 1997.
- The set aside grant award by the EDO of \$80,000 in restricted funds for start-up, marketing, and furniture, fixtures & equipment expenses for the local business incubator.
- Co-location of the EDO offices at the new SJC-Enterprise Center in 2000.
- Ongoing EDO support over the past decade of the business incubation, through marketing the SJC-Enterprise Center, supporting New Mexico state legislation, and advocating expanded funding sources for business incubators.

Technology, software, and digital business start-ups are more likely to fit the accelerator model, which focuses this economic development tool on web applications and software development.



Photo credit: Chaiten Anderson, Creative Commons

The San Juan College Enterprise Center (business incubator) opened in late 1999. It has launched over 50 companies and created several hundred new jobs in Farmington, NM.

The Northern Indiana Innovation Center (NIIC) (<http://www.niic.net>) is one of the most complete models of business incubation, combined with coworking, capital funding, technology park facilities, and business growth strategies. Karl LaPan, CEO and “chief innovator,” has led NIIC’s development, creation, and implementation since 2000. This super-incubator is part of a 55-acre “high tech-high touch” Indiana certified technology park. LaPan is well known as an ESO innovator in the business incubation and emerging company sector.

NIIC represents a “best of breed” incubator where “best & next practices” economic development strategies are showcased with demonstrated results. This Indiana grown model can help EDOs determine which ESO elements to adapt to their service areas.

BUSINESS ACCELERATORS

Business accelerators are a third type of ESO for launching newly formed management team ideas. Business accelerators are relatively new to the entrepreneurial scene, with a concentration in the San Francisco Bay area, LA area, New York City, and medium markets such as Austin, TX, and Boulder, CO. The best-known and most successful programs are Y Combinator (Silicon Valley) and TechStars (Boulder, CO). In January 2011, TechStars began licensing their accelerator programming and process to EDOs, business incubators, and higher education organizations. In the TechStars and Y Combinator accelerator model, only a select few start-ups are accepted into the flagship accelerators, based on a very competitive selection process.

Technology, software, and digital business start-ups are more likely to fit the accelerator model, which focuses this economic development tool on web applications and software development. Once a founder’s team is selected (one company in 50 to as many as 500 applicants), the accelerator program injects initial equity funding (\$15K to \$50K). The accelerator program features a group of

mentors, coworking like facilities, and access to angel capital and investor networks. Additional capital infusions may be from \$25,000 to first rounds of \$100,000 or more. The accelerator program lasts for 90 to 120 days as the companies develop “business viability” and a sustainable business model.

The transformation event is Demo Day at which time the start-up companies pitch their business models and viability to investors that are part of the accelerator’s network of equity capital investors. At Demo Day, graduating companies are matched with qualified investors, subject to mutually agreed upon terms of equity funding. Part of the reason Y Combinator and TechStars are “best in class” as business accelerators is found in the strength, quality, and breadth of their respective investor and mentor networks.

BLENDING BEST PRACTICES AND DIVERSE STRATEGIES

What can EDOs do to better support entrepreneurs in their service area? There are six options (or approaches) for EDOs to consider in their programming and support of entrepreneurs and small businesses. The more traditional EDO approaches leave out the entrepreneurial programming, whereas Option 6 described below is more comprehensive and better suited to today’s fast moving economic changes. Option 6 is a fully integrated ED strategy that includes entrepreneurs by blending best practices and diverse strategies for the EDO going forward.

Let’s review the first five EDO options among communities in their approach to economic development followed by the sixth option:

1. Do nothing and hope your local economy just works out.
2. Say that everything is OK, and we’ll just let the marketplace decide.
3. Hang on to the companies you have, and ignore the rest (start-ups, recruiting new companies, expanding companies, location-neutral workers).
4. Retain what businesses you have, and try to expand existing companies.
5. Traditional “3 part” economic development that includes recruiting, expansion, and retaining companies.
6. Option 6 is a comprehensive strategy that involves the full spectrum of start-up companies, emerging enterprises, and established corporations:
 - Coworking & independent workers,
 - Start-up (Stage 1) companies involved in business incubation,
 - Launching early Stage 2 companies (incubation and acceleration),
 - Focus on growing Stage 2 companies & jobs (economic gardening),

RESOURCES

Economic Gardening

- Littleton, CO (<http://littletongov.org/bia/economicgardening>)
- Castle Rock, CO (<http://castlerockeg.com>)
- Edward Lowe Foundation (<http://edwardlowe.org/tools-programs/economic-gardening>)
- Florida Economic Development Institute (<http://www.growfl.com/about/economic-gardening>)
- National Center for Economic Gardening (<https://nationalcentereg.org>)

Coworking

- League of Coworking Spaces (<http://lexc.org>)
- WorkBar, Boston, MA (<http://workbar.com>)
- NextSpace, SF Bay Area & LA, CA (<http://nextspace.us>)
- CitizenSpace, San Francisco, CA (<http://citizenspace.us>)
- CreativeDensity, Denver, CO (<http://densitycoworking.com>)
- New Work City, New York City, NY (<http://nwc.co>)
- Cohere Coworking, Ft. Collins, CO (<http://coherecommunity.com>)
- Conjurctured Coworking, Austin, TX (<http://conjurctured.com>)
- DurangoSpace, Durango, CO (<http://durangospace.com>)

Business Incubation

- National Business Incubation Association (www.nbia.org)
- Northern Indiana Innovation Center (<http://niic.net>)
- Northern Arizona Center for Entrepreneurship & Technology (NACET) (<http://nacet.org>)
- San Juan College Enterprise Center (<http://sanjuancollege.edu/EnterpriseCenter>)
- Santa Fe Business Incubator (<http://www.sfbincubator.com>)
- Ben Franklin Tech Ventures (<http://nep.benfranklin.org/incubator-network>)
- Grand Junction Business Incubator (<http://gjincubator.org>)
- Rocky Mountain Incubation Collaborative (<http://rmincubation.org>)

Accelerators

- Global Accelerator Network (<http://globalacceleratornetwork.com>)
- Y Combinator (<http://ycombinator.com>)
- TechStars (<http://www.techstars.com>)
- LaunchPad LA (<http://launchpad.la>)
- 500 Start-Ups (<http://500.co>)

- Retain Stage 3 (100 to 499) companies and Stage 4 (500+) companies, and
- Recruit new companies where there is a community match or cluster compatibility.

As economic development professionals, we understand that the first three ED approaches are not really viable. Clearly, the need for company and job creation is an essential success measure for an EDO. It cannot be

left to chance or ignored, as is the case for Options 1, 2, and 3. Under funded and under staffed EDOs can be found at the Option 4 level of limited ED programming. Classic economic development strategies include recruiting new companies, retention of existing companies, and expansion of existing companies (Option 5). But this approach misses the entrepreneur segment of company creation and job growth. Thought leaders among economic development professionals are looking for best practices and next practices.

Why not consider Option 6? Simply put, entrepreneurial company creation and follow-on job creation is becoming a more significant part of EDOs and their mission. The economic impact of coworking, incubators, accelerators, and related ESOs is emerging as an important part of company and job creation strategies for thriving local and regional economies.

Which leads us to ask how can we deliver the best EDO programs, sponsorships, and advocacy roles that support entrepreneurs, whether in terms of start-up companies or micro enterprise job creation? Following is a list of specific EDO strategies that can guide the ED professional into more effective programs and results:

1. Seek out the coworking facilities in your EDO service area and become a professional and/or corporate member. You'll have a front row seat in the starting zone for entrepreneurs and independent workers.
2. As part of your EDO coworking membership, consider sponsoring technology and software development meetings or other related coworker community (entrepreneur) programming.
3. Participate with your local business incubator, whether as a program sponsor, member of the advisory board or by loaning an EDO executive for a project.
4. Sponsor a business plan competition, in conjunction with the local entrepreneur service organizations (ESOs), such as the SBDC, chamber, angel investor group or business incubator. There are

Create an ESO directory and web site portal for your EDO service area, including public, private, and non-profit entrepreneurial resources. Private sector ESOs, such as CPA firms, banks that lend to small businesses, or intellectual property or business law firms will likely help fund this effort to connect ESOs to entrepreneurs.

several "best practices" models, such as in Oregon: <http://southernoregonangelinvestors.com>.

5. Sponsor an Ignite in your EDO service area. At an Ignite, participants are given five minutes to speak about their ideas and personal or professional passions, accompanied by 20 slides. While this type of program may be a stretch for an EDO professional, there are many communities that are growing ideas, culture & arts, and intellectual pursuits using the Ignite model. An EDO can also use this model for conferences and hosted events, moving beyond the boring preplanned meeting.
6. Join the National Business Incubation Association. Attend the International NBIA conference (held each spring) and experience the front lines of what is happening in Stage 1 company development and job creation.
7. Investigate the business accelerator model, including licensing options with TechStars (Boulder, CO). Another approach is to identify a business accelerator that your EDO can work with, in order to establish this rapid company development and growth strategy in your service area.
8. Consider sponsoring an emerging company CEO roundtable. In Durango, CO, the regional EDO (www.scan.org) sponsors the Emerging Growth Company initiative in partnership with the local SBDC, the Alliance (Durango area EDO), and Ft. Lewis College School of Business.
9. Create an ESO directory and web site portal for your EDO service area, including public, private, and non-profit entrepreneurial resources. Private sector ESOs, such as CPA firms, banks that lend to small businesses, or intellectual property or business law firms will likely help fund this effort to connect ESOs to entrepreneurs.



Entrance to NextSpace coworking in downtown San Jose, CA.

10. Get involved with Stage 2 companies, using the economic gardening model. Position your EDO to be a sponsor and advocate for the Edward Lowe Foundation sponsored Companies to Watch awards program, started in 2005. Colorado is one of several states involved in this program. (<http://colorado.companiestowatch.org>)
11. Expand your EDO programming, sponsorship, and advocacy to include entrepreneurs. This EDO involvement and sponsorship(s) in the ESO sector can lead to company creation and job creation strategies at the ground level.

Expand your EDO programming, sponsorship, and advocacy to include entrepreneurs. This EDO involvement and sponsorship(s) in the ESO sector can lead to company creation and job creation strategies at the ground level.

- Take the risk and leadership role in developing your EDO specific Option 6 in ways that fit and enhance company and job creation in your community. Look to other EDOs' "best practices" in their company and job creation strategies.

- Be willing to implement your EDO Option 6 strategies based on research, best practices, ESO partnerships, and feedback on what is working. The future of EDOs will involve the entrepreneur, location neutral worker, and micro-enterprise, as the U.S. and world economy continues to be restructured.

NEXT STEPS

So what are the next steps for leading economic development organizations? Here are three elements of a successful entrepreneurial approach to economic development:

- Engage your internal EDO staff and external resources (consultants, investors, entrepreneurs) in a thorough assessment on what is happening and what ESO programs are in your EDO service area.

In summary, the expanded Option 6 model for EDO programming and advocacy builds upon classic economic development strategies by adding entrepreneurship, ESO support, and company and job creation (enterprises with less than 20 employees). As we look to expand and enhance our critical roles in economic development, it is clear that company and job creation by entrepreneurs and emerging companies is essential for a successful economic development organization. ☺



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Professional Biography: **Jasper Welch**

Coworking: DurangoSpace LLC Consulting: Four Corners Management Systems

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Jasper's training expertise and entrepreneur experience

- Director-San Juan College Enterprise Center '99-2011
- Co-Founder: DurangoSpace LLC - Feb 2011
- Admin Support – Dgo BID, 1999 to 2010, Durango, CO
- Creator – Water Info Program, 1995 – 1999
- SCAPE Entrepreneur-in-Residence (2014-
- Toastmasters Int'l, Public Speaking, ATM-Bronze
- Prez & CEO – NBIA (business incubation), 2013+2014

Jasper Welch is married (to Susie Louis, m.1975) and he has been a resident of **Durango, CO** since 1976. Educated at the University of Colorado [B.S, 1975], Jasper completed training and earned certifications in business planning, personnel assessments, quality management and local governance. As a small business owner and business development expert, Mr. Welch has worked in the printing, office supply, marketing, business incubation, coworking, training and consulting fields. He has previously served as an independent director on the Stoneage, Inc (water blast tools); Fast Track Communications (telecommunications) corporate Boards. Jasper presently serves on the Board of WSI, Inc (oil & gas field services) and Data West Corporation (utility billing systems). He is presently a Business Advisor for the local SBDC (Durango, CO).

For 25 years, Jasper has operated his own management-consulting firm, **Four Corners Management Systems**, www.jasperwelch.org As an executive consultant; Mr. Welch has provided management advisory services to businesses, individuals, government agencies and non-profit organizations. In the non-profit sector, Jasper has served as a local Chamber executive and he has served with non-profit Boards in the Durango, CO and Farmington, NM areas. He is a twice-elected Council member on the Durango, CO **City Council** (1991-1999) including two one-year terms as **Mayor**. Jasper has made numerous **presentations** on leadership, entrepreneurship, business models, mentoring, marketing, personal branding and related topics to a variety of audiences.

From 1999 to 2011, Jasper worked at **San Juan College** as the director of the **Enterprise Center** (a business incubator located in Farmington, NM) www.sjc-enterprisecenter.com. In February 2011, Mr. Welch & Nancy Wharton cofounded DurangoSpace <http://durangospace.com>, a full service coworking facility located in downtown Durango. Jasper presently serves as the Entrepreneur-in-Residence with the SW Colorado Accelerator Program for Entrepreneurs (SCAPE) <http://goscape.org>

During 2013 & 2014, Jasper served as the transitional President & CEO of the **National Business Incubation Association** (NBIA www.nbia.org) following a nationwide executive search. NBIA has 900 member organizations, 2,200 member professionals that are incubating 12,000 startup and emerging companies. He is a recognized subject matter expert on start-ups, coworking and business incubation. Jasper has presented at NBIA, CABI, EBN and IEDC conferences on various expert panels.

Operational Definitions:

Entrepreneurship Centers

(Incubators, Accelerators, Coworking
Spaces and Other Entrepreneurial
Support Organizations)

Version 2.0
September 2017

The logo for IN BIA, featuring the text "IN" stacked above "BIA" in a bold, white, sans-serif font. The text is enclosed within a thin, white, square border.

The recent rise in leveraging regional entrepreneurship to drive economic development and job creation in local communities has resulted in a rapid evolution of entrepreneurial support models. Current models include incubation, acceleration, coworking, and blended models (which we refer to as super hubs). InBIA generally refers all types of entrepreneurial support organizations as entrepreneurship centers, though we fully recognize the differences and nuances for each approach. Below, you will find a list of definitions for several entrepreneurship center models that have the primary mission of helping entrepreneurs succeed.

Glossary of Terms

Branded Third-party Entrepreneurship Program

Branded third-party entrepreneurship programs include replicable or franchised programs such as One Million Cups, Startup Weekend and Startup Grind. These programs are meant to be non-competitive showcase or learning events to help promote entrepreneurship in a local community.

Coworking Space

Coworking spaces offer open collaborative community-based workspace for like-minded individuals or early-stage companies. Coworking spaces offer flexible work space in the form of hot desks, private (dedicated) desks or offices. Member companies pay for their space through rent or membership dues. Coworking spaces typically do not offer formal/required programs (education or training), although they may have speakers, meetups or other optional, informal learning opportunities. Coworking spaces generally do not have established graduation criteria or competitive application processes. They are motivated to retain member companies as a sustainable revenue stream (versus graduating companies).

Economic Development Center or Organization

Economic Development Centers and Organizations are responsible for creating, managing, and supervising programs and activities that promote, assist and enhance economic development. They focus their economic development efforts on the creation of jobs and new investment in a region. These centers typically do not offer space or formal programming for entrepreneurs and startups.

Higher Education Academic Department

Academic Departments are housed in institutions of higher education and may provide space for student entrepreneurs. Academic departments are not separate programs, but rather offer courses and curriculum focused on entrepreneurship. Attendance in courses are mandatory for students to pass/graduate, and some curricula offer events for either networking, pitching, or demonstrating products.

Incubator

Incubators typically charge monthly program fees or membership dues in exchange for office/desk space and access to program offerings. Incubators offer programs to member companies that typically include mentoring, education/training, and informal learning opportunities. Incubators also host events to provide networking and learning opportunities for both member companies and the local community. Member companies are usually required to apply to ensure they meet the incubator's criteria or mission (industry, stage of company, founder demographics, etc.). Incubators usually have graduation policies that are typically based on achievement of agreed-upon milestones, growth metrics or time-based stipulations. Typically companies join incubators on a rolling basis (non-cohort), and are able to reside in the incubator for 1-3 years.

Makerspace

Makerspaces are non-program based community work spaces that provide equipment for specific sectors of manufacturing (e.g., technology, 3D printing, woodworking, food) and provide the tools, training, and specialized equipment necessary for creating and building physical products.

Pre-Accelerator

Pre-Accelerators are similar to accelerators, except they typically do not have equity-based funding. However, they may have grant funds available or access to a community-based evergreen fund. Pre-Accelerators have a competitive application process, have mandatory attendance and include a culminating event at the end of the program. Pre-Accelerator participants are accepted into the 3-6 month program in a cohort that is very similar to seed accelerators.

SBDC

Small Business Development Centers (SBDC) are cooperative service-based centers that are subsidized by the SBA (U.S. based), government agencies (international), higher education institutions, or economic development organizations. SBDCs provide learning opportunities and mentoring for small businesses in any industry. Small businesses/entrepreneurs participate in SBDC programs on a rolling-basis (non-cohort based), have no graduation or participation criteria to meet, and are not charged for counseling services. There may be a fee to participate in SBDC training/educational programs. Some centers may have space available for rent, although most are walk-in counseling or training center configurations. The goal of a SBDC is to support small business growth and foster local and regional economic development.

Seed Accelerator

Seed accelerators have a highly competitive application process, and will invest equity capital in selected companies. Accelerator programs are typically short-term ranging from 3-6 months. Accelerator programs accept companies in cohorts and provide learning opportunities and intense mentoring to each company, with a culminating graduation event at the end of the program where companies are able to pitch their concept or product in front of investors and other key stakeholders. Space is usually provided to companies for the duration of the program, although some seed accelerators run cohorts virtually with required attendance at educational or networking events.

Student Entrepreneurship Center

Student entrepreneurship centers are programs offered by institutions of higher education (e.g., universities, colleges) and provide entrepreneurship learning opportunities and mentoring to foster entrepreneurship development among students. Some centers offer space while others do not. Participation is open to students enrolled in the institution and some centers have competitive application processes to participate in their programs or space.

Super Hub

SuperHubs blend several models of entrepreneurial growth into a single location, supporting entrepreneurs with a wide range of critical services. These are often incubators that may also have accelerator programs, coworking spaces, robust mentor networks, private offices, and/or networking events. These are located in urban, rural and developing regions in every country, and are often the anchor hubs for urban innovation

districts.

Technology Transfer or Commercialization Office

Technology transfer and commercialization offices are focused on providing information, guidelines and resources to faculty, students or staff interested in commercializing research or intellectual property developed at the university through spin-out or technology startup companies. Technology transfer offices connect these companies with incubators, corporations, government agencies and investors. Some offer programs that include informal learning opportunities and mentoring. These offices typically do not have space available for rent, and do not have graduation criteria or culminating events.

Biography: Jasper Welch
Workspace: DurangoSpace LLC
Web: <https://durangospace.com>

<https://www.linkedin.com/in/jasperwelch>
Consulting: Four Corners Management Systems
Web: www.jasperwelch.org



Jasper's training expertise and leadership experience

- Elected official, including serving as Mayor (Durango)
- Executive Leadership roles in public, private & non-profit organizations (local, Colorado/NM, National)
- Professional Certifications (mgmt, training, biz dev)
- Trusted Advisor to Leaders & Executives
- Professional Trainer & Executive Coach

Jasper Welch is married (to Susie Louis, m.1975) and he has been a resident of **Durango, CO** and the Four Corners region since 1976. Educated at the University of Colorado [B.S, 1975], Jasper has completed training and advanced facilitation in business modeling, personnel assessments, entrepreneurship, management teams and local governance. As a small business owner and business development expert, Mr. Welch has worked in the printing, office products, marketing, business incubation, business acceleration, workspace-as-a-service, management training and consulting fields. He has previously served as a director on the Stoneage, Inc (water blast tools), Fasttrack Communications (telecommunications), Data West Corporation (utility billing systems) corporate Boards. Jasper presently serves on the Board of WSI, Inc (oil & gas field services) & long-time involvement in Club 20 (western Colorado advocacy).

For over 30 years, Jasper has operated his own management-consulting firm, **Four Corners Management Systems**, www.jasperwelch.org As an executive consultant; Mr. Welch has provided management advisory services to businesses, individuals, government agencies and non-profit organizations. In the non-profit sector, Jasper has served as a local Chamber executive and he has served on non-profit Boards in the Durango, CO and Farmington, NM areas. He is a twice-elected Council member on the Durango, CO **City Council** (1991-1999) including two one-year terms as **Mayor**. He presently serves on the Strategy & Long-Term Finance Advisory Board (**SLT-FAB**) for the City of Durango (2020-). Jasper served as the founding co-chair of the LLP Steering Committee from 1988 to 1998. In Farmington, Jasper served on the E>P economic development workgroup (2010-12), “think tank” resulting in 4C Economic Development.

From 1999 to 2011, Jasper worked at **San Juan College** as the director of the **Enterprise Center** (a business incubator located in Farmington, NM). In February 2011, Mr. Welch & Nancy Wharton cofounded DurangoSpace <https://durangospace.com> , a “Workspace-as-a-Service” in downtown Durango. Celebrating our 10th anniversary (in April 2021), DurangoSpace has pivoted to a “solo-working” and “flexspace” model for remote workers, independent professionals and management executives from a variety of companies and industries. Jasper presently serves as the Entrepreneur-in-Residence with the SW Colorado Accelerator Program for Entrepreneurs (SCAPE) <http://goscape.org> His involvement with SCAPE also includes being a micro-investor in several SCAPE

startup company equity funds. For nearly 30 years, Jasper has been a co-instructor of Leading Edge (Business Model Canvas), sponsored by SW Colorado SBDC.

During 2013 & 2014, Jasper served as the transitional President & CEO of the **National Business Incubation Association** (renamed InBIA www.inbia.org) following a nationwide executive search. NBIA has 900 member organizations, 2,200 member professionals that are incubating 12,000 startups and emerging companies. He is a recognized subject matter expert (SME) on start-ups, acceleration & business incubation.

Jasper is an active **Toastmaster**, experienced facilitator and executive coach. His combination of Board leadership, executive management, strategic and business development is unique. As an active entrepreneur and sought-after management consultant, Jasper brings both a listening ear and experienced approach to helping individuals, businesses and organizations in their problem-solving, strategic management and organizational development.

Notes:

Catherine Charistopoulos

Day-to-Day EA | Executive Support for Small Businesses

Phone: (970) 367-7753 Email: ea@daytodayea.com

Executive Assistant

A consummate professional with more than eleven years of experience providing high-level executive and administrative support and project coordination for a range of initiatives; serving as proxy to CEOs by setting a tone of goodwill, acting in the capacity of community liaison, and contributing to smooth business operations as the common thread between departments.

AREAS OF CONTRIBUTION

Providing confidential administrative support to directors and executive staff
Serving as an effective gatekeeper to protect time and maximize focus for executives
Keeping directors and executives well-informed of upcoming commitments and following up appropriately
Staying abreast of the issues facing the work environment and local community
Acting as a sounding board and providing objective input as requested or appropriate

CORE STRENGTHS

- > Proficiency with Microsoft Office, G-Suite, and Zoom; familiarity with various time tracking, project management and workflow applications; easily adaptable to new technologies
 - > Excellent interpersonal skills and a strong customer service orientation
 - > Strong verbal and written communication skills combined with the ability to listen actively and respond professionally
 - > Strong organizational skills, attention to detail, and experience with project management
 - > Identifying and creating efficiencies through awareness of internal processes and department objectives
 - > Ability to work collaboratively, exercising good judgment, decision-making and problem-solving skills to achieve shared goals
 - > Ability to be self-directed, take ownership, and see projects to completion in a timely manner
 - > High degree of personal and professional integrity, and the ability to work with confidential information
 - > Ability to work with people of diverse backgrounds, cultures, perspectives, and lived experiences
-

PROFESSIONAL EXPERIENCE

DAY-TO-DAY EA, Durango, CO

2021-present

Principal, Director

- Empowering small businesses and heads of enterprise to devote mission-critical time and attention to the growth and development of their business by providing confidential, highly personalized executive support and managing integral administrative responsibilities on a fractional basis, without the overhead of a full-time employee.

LA PLATA ELECTRIC ASSOCIATION, INC., Durango, CO

2015-2020

Executive Assistant

- Screen, direct, respond to, and prioritize incoming communications; facilitate the smooth exchange of information as the first point of contact for staff, board members, and external partners.

Catherine Charistopoulos

Day-to-Day EA | Executive Support for Small Businesses

Phone: (970) 367-7753 Email: ea@daytodayea.com

- Coordinate travel arrangements for executives and directors, including flights, lodging, transportation, conference registrations, and expense reports.
- Manage onsite and remote internal and external company meetings; coordinate technical details, provide preparatory materials, and ensure appropriate follow-up.
- Plan and oversee logistical arrangements for employee, board, and board committee meetings, including space and facility needs, meals and refreshments, supplies and technology, and guest accommodations.
- Manage CEO and director calendars, juggle competing priorities as necessary, and make appropriate and informed decisions regarding available time and resources.
- Provide direct support to CEO. Liaise with local, state, and national affiliate organizations, public officials, attorneys, and key partners; handle sensitive information with care and discretion; ensure all documents, contracts and letters of agreements are duly executed, stored, and delivered; serve as soft point of contact for individuals and entities seeking contact or direction regarding executives and directors; conduct research, assist with projects, and field inbound communications.
- Provide direct support to board of directors and board committees; schedule, arrange, and attend meetings; compile, and distribute materials, prepare meeting agendas and minutes, and maintain corporate documents.
- Provide direct support to HR; contact, schedule, and coordinate interviews with new hire prospects; execute and collect various required compliance documents; compile confidential or anonymous employee survey data for leadership review.
- Provide direct support to CFO and board attorney; assist with board and company policy and procedure formation, updates, and rescissions.
- Provide direct support to all executive staff and personnel as needed, including staff reports for the board, board resolutions, retreats, and trainings.
- Provide direct support to board attorney; assist with confidential board actions, annual meetings, director elections, and other needs as requested.

LA PLATA ECONOMIC DEVELOPMENT ALLIANCE, Durango, CO

2013-2015

Executive Administrative Assistant

- Provide direct, confidential administrative support to the executive director and board.
- Manage day-to-day operations and fulfill special projects, objectives, and initiatives as requested.
- Organize monthly board and investor meetings, actively greet and connect with directors, member investors, and attendees to promote a relaxed environment and optimize networking opportunities; and provide after-action reports for follow-up by executive director and meeting minutes for the board of directors.
- Manage bookkeeping with QuickBooks, reconcile bank and credit statements, oversight of AP, AR, payroll documentation, and monthly financial reports.
- Maintain systematic files, CRM database, and organizational records including bylaws, articles of incorporation, board policies, tax filings, insurance, and other vital documents.

3D CORPORATION, Durango, CO

2009-2011

Administrative Assistant

- Welcome clients and office visitors, answer phone calls, provide various customer services, and track personnel for scheduled appointments.
- Maintain AP, payroll administration, timecard processing, scheduling contract jobs, and workman's comp claims and tracking.
- Manage office inventory by monitoring and restocking supplies, and placed purchase orders to maintain adequate stock levels.
- Interact with vendors, contractors, and professional service providers to receive orders, direct activities, and communicate instructions.

Catherine Charistopoulos

Day-to-Day EA | Executive Support for Small Businesses

Phone: (970) 367-7753 Email: ea@daytodayea.com

EDUCATION

Bachelor of Arts

Indiana University

Managing with Respect and Reason

Professional Development, P4 Consulting

Trustology: Supervisor Solutions

Professional Development, Peak Solutions

Project Management for Non-Project Management

On The Right Track, Training and Consulting



October 5th, 2021

Town of Mancos
Attn: Heather Alvarez
PO Box 487
Mancos, CO 81328

Ms. Alvarez,

The request for proposal for a coworking incubator space in the Town of Mancos immediately caught our eye, Bonnie and Brian Watson, founders of Alt Space Coworking.

There's no denying that COVID-19 had a devastating impact on businesses and communities throughout rural Colorado. However, the accelerated adoption of remote work and communication has created opportunities for new rural startups and small businesses to form as well as the ability for rural communities to attract and recruit these location-neutral "free agents".

With roots and tradition embedded in ranching and agriculture, Mancos is a beautiful rural town facing many of the same challenges as other rural communities across the nation : being a tourist-reliant community with limited resources to help diversify its local economy. However, serving as the byway between Durango and Cortez and nestled in between the Four Corners and Mesa Verde National Park, the Town of Mancos is well positioned to serve as a hub for both relocating remote workers, and existing small businesses in the area.

We believe that opening a coworking incubator space in Mancos provides a long-term opportunity that is much greater than simply having an office for people to work out of. Coworking spaces help eliminate the barriers to entry for small businesses and remote workers by providing them high-quality office space that is accessible and affordable. In addition to this, coworking spaces act as the de facto gathering place for people looking to collaborate around small business and entrepreneurship. By collaborating with and connecting entrepreneurs and remote workers to the tools, resources and people they need to succeed, the town of Mancos will be laying the groundwork for building a robust entrepreneurial ecosystem that drives entrepreneurship economic diversification for years to come.

With these shifting industry trends in mind, Bonnie and Brian founded Alt Space Coworking. The mission of Alt Space is to create a sustainable coworking network throughout rural Colorado that enables startups, entrepreneurs, remote workers, and small businesses to connect with the people, tools, and resources they need in order to be successful.

We believe that providing a coworking incubator space in the Town of Mancos would be extremely beneficial for the region's businesses and workforce. If selected for this RFP we look forward to using our industry insights and knowledge to validate the long term viability of this project.

Sincerely,

Brian and Bonnie Watson

[Alt Space Coworking](#)

700 W. Colorado Avenue, Unit 243

Telluride, Colorado 81435



Executive Summary

Alt Space has become the largest multi-space coworking brand in Colorado outside of the front range with locations in Telluride, Ridgway, Montrose, and Grand Junction. We believe that by leveraging technology and adopting a business strategy that focuses on regionalism and collaboration we can provide greater economies of scale, allowing Alt Space to provide greater amounts of value and services to clients while maintaining low overhead, thus increasing sustainability for each networked location.

In addition to providing a robust network of coworking spaces on the western slope, Alt Space believes in the value of shared knowledge, and helps consult on potential and current coworking and entrepreneurial ecosystem projects on the western slope. Our consultation services included the following:

- Community Assessment and Survey
- Project Feasibility and Viability
- Coworking Operational Strategy
- Coworking Resource Planning and Sourcing
- Financial Planning, Project Projections and Funding
- Marketing and Branding Support
- Ongoing Operational Support

Both founders have spent the last several years supporting entrepreneurs and developing critical infrastructure needed for creating resilient and sustainable ecosystems throughout rural Colorado.

Brian Watson has a deep knowledge of the coworking industry. In addition to owning and operating several coworking spaces across the western slope, Brian is a co-founder of Proximity, a software management platform that is used by hundreds of coworking spaces across the world. While leading Proximity Brian built Proximity Connect, the largest online community of coworking space operators in the world. Through this platform he advised over 2,300+ space operators about coworking best practices. In addition to this work Brian created the School of Coworking which is a 10-week boot camp focused on supporting spaces as they start and manage their spaces. This course has been taken by over 150 individuals and was adopted by the State of Colorado to train Colorado coworking spaces operators via their RTAP Technical assistant grant.



Bonnie Watson is the Director of the Telluride Venture Network; a nationally recognized, award winning entrepreneurial ecosystem that supports new, innovative and growing business. The TVN is a multi faceted organization offering entrepreneurs accelerator programs, a mentorship program, a character-based loan fund, an equity fund and coworking space. In addition to her current role with the foundation, Bonnie also led the Local & Rural Small Business Initiative for Energize Colorado as well as the Western Slope Colorado Business Recovery Group that spun up at the beginning of COVID to help provide support and resources to over 6,000 small businesses throughout Rural Colorado. Bonnie's boot's on the ground work throughout some of the most rural parts of Colorado give her unique insights into the programs and services that are needed to help rural communities and entrepreneurs succeed. Bonnie's background is in equity and debt financing and capital raises.



Project Implementation Plan and Schedule

Project Start Date: Immediate

Project timeline is estimated on maximum amount of time to complete project

Order of project timeline is subject to change

Phase 1 - Feasibility Study	Timing	Outcome and Activities	Parties Involved
1.) Identify Critical Parties/Partners	Week 1	<p><i>Identify and understand the ecosystem in the Town of Mancos and all parties involved.</i></p> <p>Schedule introductory meetings with the Town of Mancos and appropriate parties.</p>	<ul style="list-style-type: none"> ● Town of Mancos ● Chamber of Commerce ● Region 9 ● SCAPE ● Startup Colorado ● Alt Space
2.) Define Study, Survey Outcomes and KPI's	Weeks 2 - 3	<p><i>Identify key KPI's and factors to be collected by survey.</i></p> <p>Schedule meetings with appropriate parties to define information to be collected.</p>	<ul style="list-style-type: none"> ● Town of Mancos ● Alt Space
3.) Visit Physical Location to Assess Suitability of Building	Week 2	<p><i>Determine Suitability of Physical Location.</i></p> <p>Schedule walkthrough of space and report on suitability/layout and updates/changes to implement.</p>	<ul style="list-style-type: none"> ● Town of Mancos ● Marshal's Office ● Alt Space - Brian
4.) Development of Financial Analysis for Self-Sustaining Facility	Week 2 - 3	<p><i>Determine financial feasibility and sustainability of the project.</i></p> <p>Alt Space to propose potential financial models for the project.</p>	<ul style="list-style-type: none"> ● Town of Mancos ● Alt Space - Bonnie
5.) Administer	Weeks 4 - 6	<p><i>Administer survey over a three</i></p>	<ul style="list-style-type: none"> ● Town of



Survey		<p><i>week period.</i></p> <p>Work with channel partners to curate an e-mailing list to send surveys to (business license holders, Chamber mailing list, etc.) and complete outreach to key community partners to create awareness.</p>	<p>Mancos</p> <ul style="list-style-type: none"> ● Chamber of Commerce ● Region 9 ● SBDC ● SCAPE ● Startup Colorado (Southwest Group) ● Alt Space
<p>6.) Determine Long Term Sustainability and Potential Funding Sources; Identify Key Partners in the Project</p> <p>7.) Recommendation for general operational and management plan for incubator</p>	Week 7-9	<p><i>Alt Space to create report with survey results incorporated the help validate sustainability, funding, partners and recommend an operational plan for the incubator.</i></p> <p>Deliverable report by week 9</p>	<ul style="list-style-type: none"> ● Alt Space
Phase 2 - Business Plan Development	Timing	Outcome and Activities	Parties Involved
<p>1.) Business Plan Development: Identify Staffing, Management and Model for the Facility</p> <p>2.) Determine</p>	<p>Week 9</p> <p>Week 10</p>	<p><i>Identify operation strategy and model for facility.</i></p> <p>Meeting with the Town of Mancos and Alt Space to develop a business plan.</p> <p><i>Identify parents in projects</i></p>	<ul style="list-style-type: none"> ● Town of Mancos ● Alt Space ● Town of



Partners in Project		<i>and available assets in relation to projects.</i>	<ul style="list-style-type: none"> ● Mancos ● Alt Space ● Potential Partners
3.) Define Services, Support Functions, and Business Equipment, Pricing, Coworking Model, Marketing, etc.	Week 10	<p>Meeting with potential partners to determine interest.</p> <p><i>Alt Space to deliver a report/presentation to the Town of Mancos on all services, hardware, software, PPE, etc. necessary to run operation.</i></p> <p>Meeting with the Town of Mancos or a report sent to the Town of Mancos.</p>	<ul style="list-style-type: none"> ● Town of Mancos ● Alt Space
4.) Business Plan	Week 11 - 12	<i>Alt Space to deliver a report to the Town of Mancos detailing bulleted items above.</i>	<ul style="list-style-type: none"> ● Alt Space
Final Report	Week 13	<i>Final report encompassing the above deliverables.</i>	<ul style="list-style-type: none"> ● Alt Space

Phase 1: Feasibility Study: \$15,000

Phase 2: Business Plan Development: \$10,000

RFP Total Price: \$25,000



References

Brian Watson has consulted on many coworking projects across Colorado and more widely, all across the nation. We have provided a list of the most relevant projects as they relate to the scale, size and demographic in relation to the Town of Mancos. Please feel free to reach out to any of the references listed below.

[The Annex: Sterling, CO](#)

Trae Miller

Trae@sterling-logan.com

Brian Watson worked with Trae Miller during the School of Coworking course Trae participated in during the Colorado Rural Technical Assistance Program (RTAP). During that course we covered the following topics:

- Knowing you WHY
- Business Model Canvas
- Identifying Your Target Market
- Building Your Pro Forma
- Bootstrapping Your Coworking Space
- The Role of a Community Manager
- Marketing Tips for Coworking Spaces
- Building a Sales Pipeline
- Creating Community at Your Space
- Programming and Events

In addition to working with Trae during the course, Brian also traveled out to Sterling and performed a site walk-through where he was able to help them with building layout, FFE suggestions, sales and marketing strategies, and branding support.

[Colorado Workspace: Eagle, CO](#)

Yuri Kostick

yurikostick@gmail.com

Brian Watson worked with Colorado Workspace during the School of Coworking course. Yuri and his team each participated in the course during the Colorado Rural Technical Assistance Program (RTAP). During the course we covered the following topics:



- Knowing you WHY
- Business Model Canvas
- Identifying Your Target Market
- Building Your Pro Forma
- Bootstrapping Your Coworking Space
- The Role of a Community Manager
- Marketing Tips for Coworking Spaces
- Building a Sales Pipeline
- Creating Community at Your Space
- Programming and Events

In addition to working with Yuri and his team during the course, Brian also traveled to Eagle and performed a site walk-through where he was able to help them about layout, pricing structures, and space expansion.

[Startup Colorado](#)

Taylor Saunders

taylor.sanders@colorado.edu

Taylor has worked with both Bonnie and Brian Watson on a number of projects and entrepreneurial support initiatives around the state. Taylor worked with Bonnie Watson on the Western Slope Colorado Business Recovery Group and survey that spun up at the beginning of COVID to help provide support and resources to over 6,000 small businesses throughout Rural Colorado.

Taylor has also worked with Bonnie and Brian on the leadership team of West Slope Startup Week, Rural Colorado's largest startup event of the year. This conference includes over 60 individual sessions with entrepreneurially-focused events being hosted all over the state.

[FWorks: Fruita, CO](#)

Jon Maraschin

fruitajon@gmail.com

[Pagosa Innovation Center](#), Pagosa Springs, CO

Gary Hedgcock

gary@pagosainnovationcenter.com



STAFF REPORT

To: Honorable Mayor and Board of Trustees
From: Heather Alvarez, Town Administrator/Town Clerk/Treasurer
Date: October 27, 2021
Re: Main Street Bridge Lighting

Recommendation

Authorize \$30,000 from General Fund Reserves for Main Street Bridge lighting

Background

We are almost to substantial completion on the Main Street Bridge construction. This project is being funded in part by a grant from CDOT.

When this portion of the project is complete, and CDOT has signed off on the project, the next phase will be installing lighting on the bridge.

Attached is a sample of the lighting that has been chosen. These lights will be installed along both sides of the bridge by D&L Construction.

The estimated cost for materials and labor to complete the lighting is \$30,000. Terry Jennings will continue to manage this project as Public Works Director.

Fiscal Impact

\$30,000 from General Fund Reserves

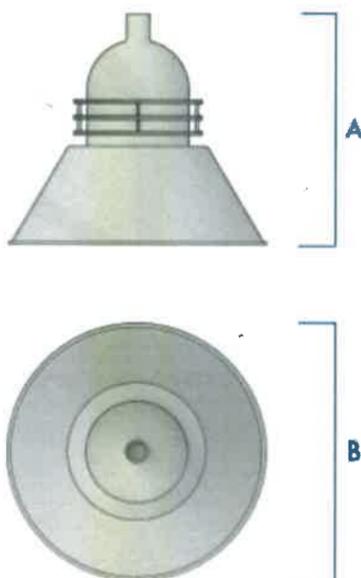
Attachments

Proposed Lights

ARCHITECTURAL BELL LUMINAIRE



DIMENSIONS



FIXTURE	A	B
ENVSS-RNG1	21.5"	24"
ENVSS-RNG2	19"	20"

DESCRIPTION

Decorative architectural design provides a unique lighting solution for a variety of applications. The ENVSS-RNG series by AV Poles and Lighting is ideal for commercial, municipal, and design build lighting applications.

FEATURES

- Spun aluminum construction
- Stainless steel hardware
- Solid Rings
- Dark sky/full cutoff
- 0-10V dimmable driver
- 10-20KV surge protection
- IP67 rated modules - 5 year warranty
- Up to 130+ Lumens Per Watt output
- Low maintenance cost with lifetime >54,000 hrs
- Field-rotatable modules have multiple lighting distribution options with optical lens transmittance up to 96%
- Vandal resistant silicone molded optic won't turn brittle or yellow over time, and is heat resistant up to 200°C.
- TGIC thermoset polyester powder coat finish is electrostatically applied at a 3.0 mil nominal thickness. A five stage metal pre-treatment process and sealer provide maximum corrosion resistance. The powder top coat is baked in excess of 400 degrees for supreme endurance.



ORDERING INFORMATION

AVPL -

LUMINAIRE	OPTICS	WATTAGE	COLOR TEMP	VOLTAGE	MOUNTING	FINISH	OPTIONS
ENVSS-RNG1	TYPE II	35W 750mA / 55W 1A	3000K WARM WHITE	120-277V VOLTAGE SENSING	PENDANT MOUNT (SHOWN)	DARK BRONZE	HOUSE-SIDE SHIELD
ENVSS-RNG2	TYPE III	71W 750mA / 106W 1A	4000K NEUTRAL WHITE	347-480V VOLTAGE SENSING	SWIVEL PENDANT MOUNT	BLACK	PHOTOCELL BUTTON
	TYPE IV	104W 750mA / 156W 1A	5000K COOL WHITE			WHITE	FSP211 MOTION SENSOR
	TYPE V	136W 750mA / 205W 1A				GREY	3PIN RECEPTACLE
						GREEN	7PIN RECEPTACLE
		71W/106W MAX FOR ENVSS2				ALL RAL COLORS AVAILABLE	

LUMEN OUTPUT CHART

Color Temp	3000K				4000K				5000K			
	Type II	Type III	Type IV	Type V	Type II	Type III	Type IV	Type V	Type II	Type III	Type IV	Type V
35W 700mA	4,169	4,295	4,129	4,177	4,424	4,558	4,381	4,432	4,496	4,632	4,452	4,504
55W 1A	5,670	5,842	5,615	5,680	6,017	6,199	5,958	6,028	6,114	6,300	6,055	6,125
71W 700mA	8,338	8,591	8,257	8,353	8,848	9,116	8,762	8,864	8,992	9,264	8,904	9,008
106W 1A	11,340	11,683	11,230	11,360	12,033	12,398	11,916	12,055	12,229	12,599	12,110	12,251
104W 700mA	12,507	12,886	12,386	12,530	13,272	13,674	13,143	13,296	13,487	13,896	13,356	13,512
156W 1A	17,010	17,525	16,844	17,040	18,050	18,597	17,874	18,083	18,343	18,899	18,165	18,376
136W 700mA	16,676	17,181	16,514	16,706	17,696	18,232	17,524	17,728	17,983	18,528	17,808	18,016
205W 1A	22,680	23,367	22,459	22,721	24,067	24,796	23,833	24,110	24,457	25,198	24,220	24,501

STAFF REPORT

To: Honorable Mayor and Trustees
From: Heather Alvarez, Town Administrator/Town Clerk/Treasurer
Date: October 27, 2021
Re: November 24, 2021 Board Meeting

Recommendation

Requesting Board Feedback – if the Board chooses to continue with the 11/24/2021 meeting, no action is needed. If the Board wishes to cancel the November 24, 2021 Board meeting, make a motion to cancel the November 24, 2021 Board meeting.

Background/Discussion

The second meeting in November is scheduled for November 24, 2021, which is the day before Thanksgiving. Staff is requesting Board feedback as to if you wish to cancel this meeting.

Policy Implications

N/A

Resource Impact

TBD

Attachments

None

STAFF REPORT

To: Honorable Mayor and Trustees
From: Heather Alvarez, Town Administrator/Town Clerk/Treasurer
Date: October 27, 2021
Re: 2022 Water and Sewer Rate Structure

Recommendation

None – discussion only

Background/Discussion

The Board has been discussing the 2022 water and sewer rate structure for several months. Due to current and future drought conditions, the Town is encouraging water conservation efforts whenever and wherever possible. Staff will begin conducting public outreach in third quarter 2021.

Proposed Rates

In order to encourage conservation, the amount charged for the base number of gallons (6,000) will remain the same for 2022. However, the overage will increase as follows:

WATER Out of Town rates are double in Town rates

	6,000 gallons (Base Rate)	6,001 – 9,000 gallons	9,001+	
Residential	\$ 40.87	\$2/1,000 gal	\$4/ 1,000 gal	
Commercial	\$ 42.47	\$2/1,000 gal	\$4/ 1,000 gal	
Schools, Churches, Gov't	\$ 41.45	\$2/1,000 gal	\$4/ 1,000 gal	

SEWER Out of Town rates are double in Town rates

	Base Rate Up to 6000	6,001 – 8,000	8,001- 10,000	10,001 – 30,000	30,001+
Residential	\$ 37.83	\$2/ 1,000 gal	\$4/ 1,000 gal	\$8/ 1,000 gal	\$0
Commercial	\$ 37.83	\$2/ 1,000 gal	\$4/ 1,000 gal	\$8/ 1,000 gal	\$0
Schools, Churches, Gov't	\$ 37.83	\$2/ 1,000 gal	\$4/ 1,000 gal	\$8/ 1,000 gal	\$0

Currently, there are no overage rates for sewer – just the base rate.

The proposed new overage rate structure will be officially adopted in December 2021 to become effective January 1, 2022. The first billing cycle reflecting the new rates will be mailed to customers on February 1, 2022.

Policy Implications

New water and sewer overage usage rate structure

Resource Impact

TBD

Attachments

None