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**Vermont
Brain Barn Raising
An Exercise in
PROGRAM PLANNING
AND PROPOSAL WRITING**

**Prepared By:
Bare Open System Institute**

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Version 'i'

Brain Barn Raising

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1 INTRODUCTION

Dream no small dreams. They have no power to stir the souls of men.

Victor Hugo

2 SUMMARY

The Vermont Brain Barns is a non-profit organization dedicated to the creation of intellectual environments that foster Science Technology Engineering Arts and Math (STEAM) initiatives. The participants of the Brain Barns are local school systems, companies, entities, students, apprentices and individuals in Vermont technology sector that are aware that we need to grow our economic base and workforce viability rapidly, and are seeking to expand their community connections. In each of the proposed ten regional shared “maker” type environments new or existing small business or established companies can with the help of the public-private partnership that the Brain Barn represents create opportunities for internship, marketing, sales, research and development.

The “maker” movement came to Chittendon County Vermont in 2012 and is currently flourishing there as the Generator organization in downtown Burlington City. This is an instance of a world-wide movement based upon the work of the Massachusetts Institute of Technology (MIT) scholar, Dr. Neil A. Gershenfeld an American professor at MIT and the director of MIT's Center for Bits and Atoms, a sister lab to the MIT Media Lab, who realized that the next industrial revolution would come from decentralized yet highly connected manufacturing systems. Dr Gershenfeld’s original maker facilities generally are facilities equipped with an array of flexible computer controlled tools that cover several different length scales and various materials, with the aim to make "almost anything", this includes technology-enabled products generally perceived as limited to mass production¹. From this beginning the number of “maker spaces” facilities available for small smart production have bloomed².

The Barre Open Systems Institute (BOSI), The Renyolds Corporation, Generator, SeaLANData, Vermont Technology Association (VtTA) and ?? intend a public-private partnership with local organizations to establish high technology research and manufacturing facilities in order to enhance the economic well being of the Citizens of Vermont.

2.1 Cost

The summary initial costs for this project are included here:

- \$475,000 for establishing first Brain Barn location in Barre
 - \$150,000 Full time coordinator position (\$75,000/year for 2 years)
 - \$150,000 for promotion and supporting development.
 - \$175,000 for rent and asset purchase

¹ Gershenfeld, Neil A. (2005). Fab: the coming revolution on your desktop—from personal computers to personal fabrication. New York: Basic Books.

² Hackerspaces: An economic development wheel in a wheel (<https://gigaom.com/2014/11/30/sacramentos-hacker-lab-calls-atts-gigabit-bluff/>)

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We expect that all of the regional sites to have this level of startup and initial operating costs. Therefore, this initial proposal shall be followed with a series of regional site based proposals. The third year will either involve a profit or possibly additional grant funding in some cases.

2.2 Benefit

The benefit it is all about employment. Through these statewide micro-enterprise facilities employment-oriented organizations shall develop. These partnering efforts will allow for a broader scope of technology enterprise offerings to be created in each Brain Barn. This is the problem that the Brain Barn project intends to address Statewide.

3 INTRODUCTION TO THE APPLICANT ORGANIZATION

The convening organization is the Barre Open Systems Institute (BOSI). BOSI is currently in a mentoring partnership with the Reynolds Community Development Corporation (Reynolds).

3.1 Barre Open Systems Institute

The Barre Open Systems Institute (BOSI) of Vermont, located at 17 Averill Street, Barre Vermont 05641 USA, is an educational community dedicated to the promotion of the development of open source practitioners, open knowledge/learning and open community and youth initiatives that will enable Barre Vermont and its citizens to grow and develop open source entities as a local community resource.

3.2 Reynolds Community Development Corporation

The Reynolds Community Development Corporation is a current and active domestic non-profit corporation. Reynolds can be found Vermont Business ID: 0279569. Reynolds is a with an Active Business Status, the Ms. Martha Sanborn is the current registered agent with a physical Address location of 333 Beckley St, Barre, Vt, 05641, USA.

Reynolds business description is that of a non profit community development corporation, and began business March 15th 2013. Reynolds Principal Business Office and mailing Address is 40 Washington St, Barre, Vt, 05641. The Last Annual Report Year filed is 2014. The current officers of Reynolds are:

| Officer | Office |
|--------------------|-----------|
| Ms. Patricia Isham | Secretary |
| Ms. Martha Sanborn | Director |
| Ms. Scott Helman | Director |

3.3 Mission Statement

BOSI Mission Statement:

In our current society there is a trend in the economy, society and industry to privatize, compartmentalize, classify and restrict many areas of civic life - everything from genes,

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file formats and research to educational opportunities and public services. This is not to say that this is a prevalent trend in Vermont or that all restriction and private action runs counter to community well being. However, in many cases, privately-developed and copyrighted software, information and knowledge places individuals, organizations and communities like Barre in a precarious moral position - as life-cycle consumers of expensive and ill-adapted solutions for communication, data, education, local administration, professional collaboration and for civic action. In Vermont society, closed technologies, information and knowledge-containing policies run counter to community development itself.

As in other communities, a digital divide runs through Barre. Poverty, homelessness travel hand-in-hand with the inaccessibility to technology - the art of technology development, as opposed to appliance usage makes it somewhat difficult for our citizens to adapt new organizational administrative and education systems. While great strides have been made to improve technology access, the price tags are always high -- and social inclusion has been less than complete.

Many Vermont Entities - organizations, small businesses, schools, and local administrations face difficult decisions as to how to upgrade their older technologies, databases, communications and management systems. They seek new, more efficient modalities for teaching, learning, collaborating, managing and organizing collectively. Many transitions are difficult to make. Newer systems often run in parallel with older systems. In some cases, the pool of fixed capital assets is discarded, when in fact, some assets could be put to alternative uses or recycled. In transition, citizens and employees may need resources, training and differential levels of support.

In all instances, the challenges are not simply technological but also social and organizational. Ultimately, they are about how the citizens of Barre and Vermont want to build an economically viable community.

BOSIVT supports a three-fold community development ideal: that technologies be open-source, that the Barre community open itself to other communities worldwide by mobilizing its cultural diversity and by employing technology and that teaching and learning be open and knowledge shared.

BOSIVT operates with the core belief that an education in open source technology development is fundamentally different from being educated to use appliances. We believe in objectification and abstraction are tools to reveal not weapons to obscure for control and power.

Barre has always had the reputation for independent artistry and craftsmanship. This tradition is manifest in the customized engines of Thunder Road as well as the granite artistry that adorns the country emanating from Barre. Imagine how fast that stock car could go if when it was delivered to the team the hood was welded shut?

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BOSIVT also maintains that youth and the underserved is where this philosophy of open system development begins. Not everyone is destined to become a developer of Open Source Software, but understanding the communion of thought necessary to cause this to happen is the goal and purpose of this institute. This indeed may be the conceptual the key to building an "Open Barre," in which all capable of innovation and invention

Please join BOSIVT in this community education initiative. Transit to Barre Libre. It's just past Monopoly.

3.4 Organization Propose

BOSI has two immediate purposes in this proposal. There are:

1. To implement a Brain Barn maker space within Barre City and
2. to act as a conveniorconvener for a statewide associateionassociation of maker spaces. will implement

As a potential partner or participant in the Brain Barn plan as it is implemented in Barre City, you are being asked to fund and expand an existing model. Vermont is all about the rural paradox and two vastly different survival models, one is the "Country Living" model, and generates a very rosy perception of this State as a paradise, while the other is a "Life Boat" model which for the majority of the residents of this State is far closer to the truth. Postindustrial Vermont is a place of vast economic inequality the rural countryside of Vermont might be considered part of the "Second World" – not quite in the economic inequity of the "Third World" but no where near the prosperity of the "First World", which is what we consider the norm in this country.

3.5 Locations And Service Areas

In an effort to follow existing state protocols for the distribution of the Brain Barn facilities, our initial proposal would be to locate Brain Barn facilities in underutilized educational spaces. Possible locations include:

| VDOL Area | Geographic Location | Proposed Geographic Location |
|-----------|----------------------|------------------------------------|
| 00 | Montpelier (HQ) | |
| 01 | Barre | Old Labor Hall Basement |
| 03 | Bennington | Main Street Bennington High School |
| 05 | Brattleboro | ?? |
| 06 | Burlington | Generator |
| 07 | Middlebury | |
| 09 | Morrisville | ?? |
| 10 | Newport – Derby Line | Butterfield – Tivoli |
| 11 | Rutland | ?? |
| 12 | St Albans | ?? |
| 13 | St Johnsbury | The Foundry |
| 14 | Springfield | ?? |
| 15 | White River Junction | |

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Figure 1 Notional Brain Barn Locations

Please note that our initial configuration is for ten facilities. The association of these existing or soon to go online maker spaces when augmented

3.6 Who Benefits, How Many Per Year

As detailed earlier, the principle beneficiaries to the Brain Barn(s) shall be local Participants and Entities.

3.7 Staff Volunteers – Board Of Directors

Each node of the Brain Barn system shall have local direction and guidance. The following Table Lists the Board of Directors for the Barre Brain Barn.

| Name | Title | Phone | Email |
|------------|-----------|--------------|--|
| Paul Flint | Director | 802 595 9365 | flint@flint.com |
| | Chairman | | |
| | Treasurer | | |
| | Secretary | | |

Table 1 Barre Brain Barn Board of Directors

3.8 Collaboration – Partnership

The major partnership is between the Brain Barn organizations, the Entities and the Participants.

3.9 Organizational Infrastructure

From an organizational prospective BOSI will act as a catalyst and convener of the Brain Barn system throughout Vermont. From a physical side all systems, infrastructure and leasehold improvements shall be ADA compliant.

3.10 Funding Sources

Narrow the focus down...and transition to the problem or needImplementation, operation and maintenance funding shall be from partner sources as listed in Section 4.3 above. This includes Local, State, Federal and private sources of funding.

4 METHODOLOGY

In summary this proposal is for the following Vermont Municipalities to gain maker spaces using the Generator model:

| Geographic Location | Proposed Space |
|-----------------------|------------------------------------|
| Barre | Old Labor Hall Basement |
| Bennington | Main Street Bennington High School |
| Brattleboro | ?? |
| Burlington | Generator – Existing |
| Morrisville - Johnson | ?? |

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| Geographic Location | Proposed Space |
|----------------------|----------------------|
| Newport – Derby Line | Butterfield – Tivoli |
| Rutland | ?? |
| St Albans | ?? |
| St Johnsbury | The Foundry- Tivoli |
| Springfield | ?? |

Table 2 Vermont Brain Barn Locations

4.1 Description:

- The Brain Barns create and establish a series of “campuses” where educational, research, development, technology and software companies choose to locate.
- These facilities incubate and provide tenant small businesses and companies with benefits such as:
 - Shared resources, e.g. conference room, high speed internet, tech support, administrative services, business advice and marketing services, etc.
 - Proximity to other tech companies both physically and virtually.
 - Built in networking of both the people and digital variety
 - Reduced business facilities and infrastructure cost.
 - Support growing businesses and their recruiting goals via high profile work venues.
- Give an entry point to successful entity principles adjacent commercial office facilities with focused marketing opportunities.
- Make Vermont technology companies more visible both within the state and outside the state.

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4.2 Process Objectives

The immediate objectives are to:

- Create the first Brain Barn facility, proving the sustainability of the model over the first 2 years.
- Attract 5 or more companies to locate in the first Brain Barn over the same period.
- Identify locations of future facilities throughout the state based on demand and available resources

4.3 Potential Partners:

As the nature of this proposal revolves around local economic empowerment, potential and immediate partnerships are listed here with the most local being the first in consideration with State and Federal consideration as later partners.

4.3.1 Private Participants

- Building owners and/or developers.
- Business support service providers and consultants.
- Startup and established software and technology companies.
- 2014 Northeast Kingdom Fund Grants
- Generator, Burlington Vermont
- Reynolds Corporation, Barre Vermont
- Existing facility owners
- Norwich University
- Champlain Mini Maker Fair Incorporated

4.3.2 State Government

- Vermont Department of Economic Development
- Vermont Department of Education
- Vermont Department of Economic Development
- Vermont Agency of Commerce

4.3.3 Federal Government

- Defense Advance Research Projects Agency
- Homeland Security
- Department of Labor
- Department of Education

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4.4 Services Provided

The Vermont Brain Barns will offer the following consulting services to entities and participants:

For Participants

Needs Analysis: Determine what technology gaps exist in decision making process, recommend changes.

Coaching: Guide the owner through various scenarios, help them purchase tools and technology, build on technological synergies with Entity or customers, push owner to test the limits of their technological capabilities and potential.

Staff Development: Educational and Business Consulting, business organization, hardware and software skills development. Business development tax advice, and other general businesses development services.

Educational Opportunities: Including but not limited to formal course work, mentoring, apprenticeship, extension education, high school and college course work.

For Entities

Office Space Procurement - Renovation: Assist in placement of participating companies within a regional Brain Barn and match for projected growth needs.

Marketing and Sales Support: Provide sales support staff on the areas of sales, marketing, and lead generation for new business opportunity.

4.5 Personnel

4.5.1 Full Time Coordinator

?? Insert Job Description Here ??

4.5.2 Promotion

?? Insert Job Description Here ??

4.5.3 Support

?? Insert Job Description Here ??

4.5.4 Development

?? Insert Job Description Here ??

4.6 Facilities

4.6.1 Fab Lab

As mentioned in the beginning of this proposal, a fab lab is generally equipped with an array of flexible computer controlled tools that cover several different length scales and

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various materials, with the aim to make "almost anything". This includes technology-enabled products generally perceived as limited to mass production³.

4.6.2 Welding Lab

4.6.3 Electronic Lab

4.6.4 HVAC Lab

4.6.5 Lease Hold Improvements

The Brain Barns while differing in actual size and configuration will have as common characteristics the following:

- Office and organizational space
- Storage and inventory Space
- Shipping Facilities
- Internet and Telecommunications capability
- Gersenfield style Fab Lab facilities
- Welding Electronic and HVAC Lab facilities

5

6

6.1 Mission Statement

BOSI Mission Statement:

In our current society there is a trend in the economy, society and industry to privatize, compartmentalize, classify and restrict many areas of civic life - everything from genes, file formats and research to educational opportunities and public services. This is not to say that this is a prevalent trend in Vermont or that all restriction and private action runs counter to community well being. However, in many cases, privately-developed and

³ Wikipedia http://en.wikipedia.org/wiki/Fab_lab

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copyrighted software, information and knowledge places individuals, organizations and communities like Barre in a precarious moral position - as life-cycle consumers of expensive and ill-adapted solutions for communication, data, education, local administration, professional collaboration and for civic action. In Vermont society, closed technologies, information and knowledge-containing policies run counter to community development itself.

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Figure 2

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Table 34

??Include the Contractors Bank and Trust Company concept??

7 DISCUSSION OF PROBLEM OR NEED

As summarized, in Section 2.2 above, the benefit it is all about employment. the main issue of the Brain Barn concept is to create value-added creative educational and incubator spaces throughout Vermont.

Through these statewide micro-enterprise education and incubation facilities employment-oriented entities and organizations shall develop. A major role of the Brain

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Barn leadership shall be to foster participant - entity partnering efforts in order to allow for a broader scope of technology enterprise offerings to be created in each Brain Barn. This is the problem that the Brain Barn project intends to address Statewide.

8 METHODS

This proposal is about developing a capacity that a general population of participants can use in order to

8.1 Overview

The Brain Barn system is designed to benefit two different groups, these are:

1. Participants
2. Entities

The Participants are the unemployed or underemployed individuals who need core technical education, training and apprenticeship activities.

The Entities are comprised Participants such as the entrepreneurs and small business owners who need the knowledge and skills of the participants along with the aptitude necessary to operate and manage an enterprise.

8.2 Target Populations

The target populations either live and own a small business located in Vermont, and may have been in business for one or more years or are unemployed or underemployed program participant in a poverty situation.

The business entities are chosen according to their need for growth with specific focus on the technical needs within the required space, and their inability to reach higher levels of productivity through technological innovation of both processes and methods. These entities may operate companies that produce software applications, or technology related services and products. The development of the participants is as much part of the product as the actual successful outcome of the entities entrepreneurial activity.

What matters are both the entity and the participant's experience we are trying to educate and develop both of these groups and the development of the businesses customer and the participants are the elements that we are interested in fixing.

It is our goal that both the entities and the participants shall reside within an SBA qualified empowerment zone. This will hold us to the parameters we believe shall stipulated by the grant authorization office, and ensure that we are serving those most in need of business education, training and advice. It will also give us the opportunity to build ties in communities in which commerce growth could be substantial.

The two target populations are fundamentally very different. Entities are essentially social abstractions while Participants are actual folks who are participating in these organizing entities. One Participant can and likely will participate in several Entities.

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Note that Entities are not Participants and operate exclusively under a set of general bylaws as established when the Entity is formed.

8.3 Full Description of Actives

A useful way to view the actives related to this project is to understand that there are two groups who reequire

8.3.1 Entities

Entities are aggregations of participants for a general purpose. These purposes include but are not limited to:

- Education
- Training
- Enterprise
- Profit

Entities can either be forged at the Brain Barn or brought into the facility in order to improve, enhance or for research and development activities.

8.3.2 Participants

Participants are the individuals involved with programs and/or entities Participants actives include but are not limited to:

- Class or mentor based education
 - High School Diploma
 - College Credit
 - Personal organizational skills
- Entity implementation partnership and development
 - Creating and planning with entities
 - Launch and expand entities
 - Entity Apprenticeship opportunities
 - Assignment of resources

8.4 Implementation Time-Line

The following is the representative time line for the Barre Brain Barn.

Additional milestones and time lines will be necessary for the other participating sites.

| Milestones | | | | | |
|--------------------------------------|------------|----------|--------|---------------|------------|
| Milestone | Start Date | End Date | Budget | Manager | Department |
| Creation of Vermont Brain Barns Inc. | 5/7/2015 | 8/5/2015 | \$0 | VBB Committee | Admin |
| First Brain Barn Location secured | 5/7/2015 | 8/5/2015 | \$0 | Paul Flint | Admin |
| First VBB Company moves in | 5/7/2015 | 8/5/2015 | \$0 | Property Mgr. | Admin |

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| | |
|--------|-----|
| | |
| Totals | \$0 |

Table 5 Barre Brain Barn Time Implementation Time-Line

8.5 Collaboration

As the convener of the Vermont Statewide Maker movement we will have collaboration at all of the existing and proposed Brain Barn facilities either online or coming online. As the purveyor of the Barre Brain Barn we expect to be a local catalyst and to associate and collaborate with many of the local organizations currently in place. These local organizations include but are not limited to:

- Barre Service Organizations
- Barre Churches
- Capstone
- Barre Historical Center (Labor Hall)
- Aldridge Library
- Norwich

8.6 Staffing

See Section 11.2

8.7 Facilities & Equipment

See Section 11.3

9 PLAN EVALUATION

Our evaluation process objective shall be kept within the best practices of method based evaluation. The goal of all evaluation shall be to address the SMART criteria commonly attributed to Peter Drucker's management by objectives. These will be in this case:

- Specific – target a specific area for improvement.
- Measurable – quantify or at least suggest an indicator of progress.
- Assignable – specify who will do it.
- Realistic – state what results can realistically be achieved, given available resources.
- Time-related – specify when the result(s) can be achieved.

This shall be contrasted with a final outcome objective detailing the result of the method. These shall become available as program reports.

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9.1 Program reports

There shall be periodic program reports written with the following sections:

- Resource expenditure rate
- Evaluation statistics
- Narrative description of facility status
- Narrative evaluation of Participants and Entities.

In addition, there shall be a final report detailing the progress metrics made by both the participants and the entities involved. The final report will also delineate as to how to continue Operational and Maintenance (O&M) funding for the Brain Barn system.

10 FUTURE AND OTHER NECESSARY FUNDING

After the initial two-year commitment, we expect that the Brain Barns in general will be able to flourish based upon:

- Entity Fees or percentages
- Additional Grant activity
- Local, State and Federal support.

This funding will be oriented to the Operations and Maintenance of the Brain Barn system.

11 BUDGET

At this time we are enhancing this budget with an eye towards greater accuracy. The over all organization of this budget is to use the best practice of organizing these elements as direct and indirect.

11.1 Executive Summary

Procurement Sourcing: Establish long-term channels and determine technology suppliers. Manage sourcing and recommend upgrades on a quarterly basis.

| Direct | Year 1 | Year 2 | Total |
|-----------------------|--------|--------|---------|
| Personnel | | | |
| Full Time Coordinator | 75,000 | 75,000 | 150,000 |
| Promotion | 30,000 | 10,000 | 40,000 |
| Support | 25,000 | 25,000 | 50,000 |
| Development | 25,000 | 35,000 | 60,000 |
| Total (includes G&A) | | | 300,000 |

Table 6 Barre Facility Direct Personnel Expenses

| Non Personnel | Year 1 | Year 2 | Total |
|-------------------------|--------|--------|---------|
| Direct | | | |
| Fab Lab | 50,000 | 10,000 | 60,000 |
| Welding Lab | 12,000 | 4,000 | 16,000 |
| Electronic Lab | 22,000 | 2,000 | 24,000 |
| HVAC Lab | 19,000 | 2,000 | 21,000 |
| Lease Hold Improvements | 45,000 | 1,000 | 46,000 |
| | GRAND | TOTAL | 475,000 |

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Table 7 Barre Facility Non Personnel Expenses

11.2 Personnel

An FTE with the position of coordinating Director in enhanced with Promotion Support and Development personnel assets for the two year operational cycle of the facility

Their Qualifications are as follows:

- Full Time Coordinator
- Promotion
- Support
- Development

11.3 Non personnel

The following are the facilities necessary to open these facilities and to allow for the customer and participant use of the Brain Barn:

- Fabrication Lab
- Welding Lab
- Electronic Lab
- HVAC Lab
- Lease Hold Improvements

11.4 Indirect

Indirect expenses include:

- General and Administrative Expenses
- Catalyst and Convener expenses
- Entity / Participant Support
- Additional Concept Research and Development

12 STRATEGY AND IMPLEMENTATION

The Vermont Brain Barns strategic focus is centered on helping small rural businesses find specialized funding and helping them use that funding to enhance their business through the use of trained technologists. If the company will not benefit from VBB services, as per the evaluation, VBB will not offer its services to those clients.

12.1 Competitive Edge

The Vermont Brain Barns' competitive edge is in its ability to leverage our relationships in the technology community throughout the State of Vermont. Our partnership with the Vermont Technology Alliance (VtTA) has shown us that technology companies are enthusiastic and committed toward the development of the participants and the creation of "Brain Communities" within these Brain Barns.

Brain Barn Raising

12.2 Marketing Strategy

The associated regional Vermont Brain Barns plan to market their services through strategic partnerships with multiple profit and non-profit organizations that have a focus within the technology sector of Vermont. Websites for the VBB exist and will be enhanced to market to company participants, new hires searching for positions, apprentices searching for internship opportunities, E-mail campaigns and outreach will be ongoing to promote Brain Barn participation.

12.3 Fundraising Strategy

Fundraising and revenue will be generated through a combination of Federal grants and local ??(WETF) grants. In addition, clients will be expected to pay for a percentage of the costs involved, depending on their financial status. The USDA through the Federal Partnership Program we plan to have as the largest expected revenue generator. Under this program, The Vermont Brain Barns may qualify for additional Vermont State grants of up to \$50,000, and a matching Federal Grant of up to \$125,000. In addition, smaller business development grants at the State and Federal level will help continue funding for the organization.

Federal and State grants alone, or even combined with small business client revenue is still not enough to allow the company to achieve its mission. A low cost monthly retainer fee will be required of all rural participants. Depending upon the participant or customer, this fee might range from between \$50-100 monthly with additional revenue being a percentage of sales generated by the VBB affiliate program. In exchange for this low monthly fee, the client will have 100% access to Brain Barn services, and they will often find that the cost savings, and revenue developed through a relationship with The VBB will more than pay for the low monthly retainer. The retainer may go up or down depending on the level of funding achieved each year by VBB.