

**Leon County Research and Development Authority**

**RFQ 11-08 Branding and Website Design Services**

**Pre-Submittal Meeting – December 2, 2011**

Addendum 2 – Questions and Answers

1. Infinity/Design Farm asked if the Authority is firms should include the cost for ongoing web hosting services in the proposals.  
*Yes and please quote the prices for those services separately.*
2. Infinity/Design Farms asked where firms could obtain detailed information about the current hosting platform and technologies.  
*The Authority's website is hosting by the Leon County MIS. The Authority asked firms to propose the best way to design and manage the website.*
3. Infinity/Design Farm asked if the Authority is interested in a content management system that would back up the entire website.  
*Yes.*
4. RB Oppenheim/Digital Ops asked if the Authority envisions businesses visiting the website to search for information in a database yielding some sort of result.  
*Please make a recommendation.*
5. RB Oppenheim asked if the Authority currently utilizes an email distribution program that would need to be integrated into the website.  
*The Authority would prefer to have an integrated system to manage email distribution. Currently the Authority maintains an email database in Microsoft Excel and the newsletters are created in Word as html. The newsletters are sent out through a mail merge us MS Outlook and the Authority's Comcast business account.*
6. RB Oppenheim asked how many email addresses are contained in the distribution group.  
*Approximately 1,300. The Authority would prefer individual to have the ability to sign up to receive newsletters and information about the Authority through the website.*
7. RB Oppenheim asked when the newsletter is sent out.  
*Approximately once-a-month*
8. RB Oppenheim asked if the Authority knows the current volume of visitors to the site.  
*No. We have asked the County for this information.*
9. Infinity/Design Farm asked what the current size capacity of website is, how information is added to the site, and who maintains the site.

*We have asked the County to provide this data. The Authority archives many large data and audio files on the website. Authority personnel currently maintain the site and upload files and other data to the server.*

10. Infinity/Design Farm asked if the Authority would like to have the files available as MP3's to reduce the size from WMA's and is the Authority interested in streaming files.  
*Yes. Please provide a recommendation.*
11. Infinity/Design Farms asked if the Authority would be interested in providing the files through podcasts.  
*Yes. Please provide a recommendation.*
12. Infinity/Design Farm referred to the Authority's \$15,000 budget for branding and website design in the FY 2011-2012, and asked if there is flexibility in increasing funding.  
*The budget is set by the Authority's Board of Governors. Vendors are encouraged to prioritize their recommendations, perhaps in phases over several years.*
13. RB Oppenheim asked what the timeframe is to accomplish the branding and website design services.  
*A firm could begin providing services as early as January 2012 but this date is subject to change. The proposals are due to the Authority by December 14; the selected firm will be presented to the Board of Governors for approval at their January 2012 meeting, negotiations will follow.*
14. Taproot asked if the Authority conducted a survey recently regarding the public's perception of the Authority and the Park.  
*Community leaders were surveyed in February 2011. (Exhibit 1)*
15. RB Oppenheim asked if the Park's property management firm, Talcot Commercial Real Estate lists properties they manage and what is available on the Authority's website.  
*No. This information is maintained by the Authority's staff.*
16. RB Oppenheim asked if the Authority would consider changing their name to separate the Park from the Authority.  
*Please make a recommendation.*
17. RB Oppenheim asked if they could obtain a copy of survey.  
*Yes (Exhibit 1)*
18. Moore Consulting asked if there are current photos of the Park buildings available.  
*Yes, older photos and digital photos, but they are not professional photos.*
19. Taproot asked if firms should include pricing options for copywriting/copy editing or assume that all of that would take place in-house.  
*The Authority will perform the bulk in-house and asked firms to include pricing options for editing in their proposals.*

20. RB Oppenheim stated if the Authority's website is currently hosted by Leon County would the new website be hosted by a new vendor.  
*Please make a recommendation.*
21. RB Oppenheim asked if the Authority would continue with Leon County as the host of the website.  
*Please make a recommendation. The Authority is looking into this possibility.*
22. RB Oppenheim asked who the Director is of the County's MIS.  
*Ms. Pat Curtis. Specific technical questions should be emailed to Ms. Hampton to coordinate with Ms. Curtis.*
23. Infinity/Design Farms asked what the requirements are regarding the site's security measures and presumes if it continued to reside with the County it would serve to have an open channel with the County at the appropriate time.  
*The current security requirements are adequate.*
24. Infinity/Design Farm asked if there is a financial advantage to continue hosting services with the County's MIS.  
*The Authority pays the County to maintain the Authority's website on their servers.*
25. Infinity/Design Farm asked if the security requirements are provided by the County's MIS.  
*We believe so. We will forward specific questions to the County for clarification if desired.*
26. Infinity/Design Farm asked for clarification on the Authority's request for an interactive map of the Park.  
*Please make a recommendation. Currently there are 50 organizations in 17 buildings at Innovation Park with no ability to dynamically identify which organizations are in which buildings.*
27. Taproot asked for clarification requesting two separate websites for the Authority and the Park.  
*Please make a recommendation.*
28. RB Oppenheim asked if there are any requirements connecting the Authority to Leon County versus Tallahassee.  
*Please make a recommendation.*
29. Infinity/Design Farm asked if the Authority would consider changing the name of Innovation Park to differentiate from other Innovation Parks in the world.  
*Please make a recommendation.*
30. Infinity/Design Farm asked if the major driver for the separation of the two entities is to eliminate confusion in the market place or is the business driver to help people find information faster.

*Yes. The Authority is becoming more focused on supporting economic development in Leon County, not only at Innovation Park. The Authority holds land and is developing programs outside of Innovation Park.*

31. RB Oppenheim asked if the Authority plans to reach out to the community to hold events at the Park.

*Yes, in the future.*

32. Taproot asked if the information contained in the quotes are considered public record? If so, how should they identify any information contained in their response that they deem proprietary and therefore request be redacted from public record?

*Yes.*

*Please do not include proprietary information in your quotes, proposals or presentations.*

**Report to Strategic Planning Committee  
February 23, 2011 Meeting of the  
Leon County Research and Development Authority (LCRDA)**

**Title:**

Survey Results: Innovation Park & the Leon County Research and Development Authority

**Staff:**

Catherine Kunst, Executive Director

**Issue Summary:**

In advance of the Strategic Planning Workshop, two key groups of people (a. the LCRDA Board and b. Community Partners) were surveyed for their input on Innovation Park and the Leon County Research and Development Authority. A specific survey was prepared for each group, with several questions in common.

There were several goals of the survey (1) capture input from the Board and key community leaders prior to the Strategic Planning Workshop; (2) identify key assets of Innovation Park; (3) identify perceived challenges facing the Authority and Innovation Park; (4) uncover recommendations for how to improve the effectiveness of Innovation Park; and (5) identify which activities and initiatives were considered to be most relevant.

The Community Partners included 60 individuals representing: County Commissioners, City and County Staff tied to Economic Development, the 3 College/University presidents, the heads of tech transfer at FSU and FAMU, the Executive Director/CEO and Chair of Board of partner organizations (Capital City Chamber, EDC, Florida Great Northwest, Tallahassee Chamber, Jim Moran Institute, etc), CEOs/Directors/managers located at Innovation Park and other business leaders.

Five LCRDA Board members and 37 Community Partners completed a survey.

Questions from the Community Survey are shown below.

**COMMUNITY SURVEY QUESTIONS:**

**1. What are the most important activities that should be supported by the Leon County Research and Development Authority? Please rank the following from the most to least important activity.**

- Promoting scientific research activities from both FSU and FAMU.
- Fostering economic development and broadening the economic base of Leon County.
- Supporting the creation of new jobs at Innovation Park.
- Recruiting existing companies from out of town to locate at Innovation Park.
- Supporting the creation of new companies from FSU or FAMU technology.
- Adding new buildings to the Innovation Park campus.
- Providing business incubation services to new companies located at Innovation Park.
- Providing financial support to (new) companies located at Innovation Park.
- Other - please comment at the end.

**2. What are the greatest assets of Innovation Park?**

- 3. In the recent past, Innovation Park has received considerable negative press, what is the single most important thing that needs to be accomplished in the next year?**
- 4. In addition to your answer above, what are the three most important things that need to be accomplished at Innovation Park over the next 5 years?**
- 5. What challenges must be overcome in order for Innovation Park to better promote scientific research and development among the local universities and foster economic development?**
- 6. Which organizations and individuals should the Authority and Innovation Park be working with? How can the Leon County Research and Development Authority work more effectively with its community partners to support the growth and effectiveness of Innovation Park?**
- 7. Please provide any additional comments or clarifications here.**

### **COMMON THEMES**

While survey takers were invited to write in their responses to these questions, there were many recurring themes in their answers. These themes are listed below. The raw survey data is provided at the end of this report.

#### **What are the most important activities that should be supported by the Leon County Research and Development Authority?**

- Fostering economic development and broadening the economic base of Leon County
- Supporting the creation of new companies from FSU or FAMU technology
- Promoting scientific research activities from both FSU and FAMU
- Providing business incubation services to new companies located at Innovation Park

#### **What are the greatest assets of Innovation Park?**

- Land/Infrastructure/Location
- World Class Research at FSU and FAMU
- The MagLab
- Existing Capital Reserves
- Support of Community Partners

#### **What challenges must be overcome in order for Innovation Park to better promote scientific research and development among the local universities and foster economic development?**

- Perception of Board in Community
- Lack of shared vision with community partners and community
- Lack of understanding to community as to what Innovation Park should be or do
- Lack of understanding in community of the value of supporting research to economic development
- Lack of amenities in park such as daycare, recreation, walking trails, outdoor meeting space, conference center, hotel, restaurants, etc

**In the recent past, Innovation Park has received considerable negative press, in your opinion what is the single most important thing that needs to be accomplished in the next year?**

- More accountability, transparency
- Create real value, measure success
- Support the creation of new businesses
- Stop being LAND focused and foster company development
- Job creation
- Restore credibility

**In addition to your answer above, what are the three most important things that need to be accomplished at Innovation Park over the next 5 years?**

- Rev up business incubation
- Success Stories
- Education & Mentoring Program for technology startups
- Create a shared vision with community partners
- Restore the relationships with and participation by the Universities in Innovation Park
- Work with partners to create incentives for business recruitment/retention
- SBIR/STTR Training programs
- Become a “go to” resource to translate research into economic development

**RAW DATA**

**What are the most important activities that should be supported by the Leon County Research and Development Authority? Activities were ranked from 1 (most important) to 9 (least important).**

ACTIVITY	COMMUNITY (n = 37)				LCRDA BOARD (n=5)			
	RANK	AVE	BEST	WORST	RANK	AVE	BEST	WORST
Fostering economic development and broadening the economic base of Leon County	<b>1</b>	2.3	1	7	<b>3</b>	3.0	1	7
Supporting the creation of new companies from FSU or FAMU technology	<b>2</b>	2.7	1	6	<b>4</b>	3.8	2	6
Promoting scientific research activities from both FSU and FAMU	<b>3</b>	3.3	1	7	<b>1</b>	1.0	1	1
Providing business incubation services to new companies located at Innovation Park	<b>4</b>	4.0	1	7	<b>7</b>	4.7	4	6
Supporting the creation of new jobs at Innovation Park	<b>5</b>	4.2	2	8	<b>6</b>	4.0	3	6
Recruiting existing companies from out of town to locate at Innovation Park	<b>6</b>	4.9	2	7	<b>5</b>	4.0	3	5
Providing financial support to (new) companies located at Innovation Park	<b>7</b>	6.3	3	8	<b>9</b>	7.7	7	8
Adding new buildings to the Innovation Park campus	<b>8</b>	7.6	2	8	<b>8</b>	6.7	5	8
Other (write in)*	<b>9</b>	9.0	9	9	<b>2</b>	2.0	1	3

\*Other – 1 community write in: We need to make sure our local community understands the improvements that have and are taking place at Innovation Park so that they can regain confidence in the LCRDA. No specific “other” activities were described by the Board.

**What are the greatest assets of Innovation Park?**

COMMUNITY ANSWERS	
Ability to attract technology based firms due to qualified work force	Available development space with infrastructure in place
Ability to partner with local government, business and education to foster economic development	Park-like setting which is attractive to potential tenants

## EXHIBIT 1

Accessibility to the two universities	Available space
Researchers	Available land
Accessibility to the two universities	The facilities located within the Park
Adjacent to FSU and FAMU research centers.	Good Infrastructure-roads, telecomm, utilities, etc
The support of FSU and FAMU research community	Physical assets
Breadth of Research	Physical assets and infrastructure
Breadth of World Class Research	physical plant (land and buildings)
FAMU-FSU College of Engineering	Land available to expand
Connection to FSU and FAMU	Location
FSU and FAMU research ongoing in IP	Location
FSU World Class Research and Researchers	Location near FSU and FAMU
High Performance Materials Lab & New Aero Propulsion Lab	Beautiful location that could be improved with assets that attract creative people
University scientists, strong state and local government and business support poised to create solutions to tomorrows problems today.	Space is available for immediate procurement and building.
National High Magnetic Field Laboratory	Available Land
Technology focus which results in high paying jobs	Proximity to airport
The existing technology in the Park (i.e. Mag Lab)	Its support of "town and gown" leaders
The Magnetic Lab	Rental space at affordable rates
Presence of research facilities such as Mag Lab and Advance Materials Center	office space(affordable)
Proximity to FSU FAMU	The grant program, though the awards are too few
Quality of its researchers on a worldwide stage	Knowledge
Relationship with FSU, FAMU and TCC	Momentum
FSU's expanding research facilities	It can incentivize new business development
Existing companies that help draw related businesses.	Its potential as an economic engine
existing research and tech companies	Stimulate local economy
Support from EDC and broader community.	Community support for the Park
Proximity to universities and community college	Strong new leadership in a new Executive Director that speaks both the language of scientists and developers.
Ability to cluster targeted sectors	Support systems with the partnership with the SBA program
location near the two universities	You know, I don't have a clue. Too confused by inaccurate information
Opportunity to leverage research and development to create new products, new business opportunities	Room for growth
None	Developable Land
The public/private partnerships connected through Innovation Park	Collaborative research environment
There is an huge amount of brain-power located within the park.	Mag Lab
Proximity to Mag Lab, Engineering School, etc.	Existing Capital Reserves

Facilities	The determination of our BOG, staff and community to ensure that Innovation Park succeeds.
Land for future development	The site and topography, if treated as a campus landscape, instead of an urban forest.
Our strong connection with FSU and FAMU and the research produced at the Universities	Proximity to airport
co-location of the State Capital of the 3rd largest state in the US with a top tier research university, and the Mag Lab	The public/private partnerships connected through Innovation Park
The Research Resources	location (near high tech centers)
Proximity to MagLab and nearby research Institutes	The Location
High Magnetic Lab	Pre-permitted sites
The High Magnetic Field Laboratory	land
Co-location with FSU and FAMU research facilities	Available space to expand into
Technology Commercialization Grant Program	FSU/FAMU research
<b>BOARD ANSWERS</b>	
Land	Intellectual capital we have in the two participating universities
Stakeholders	University Involvement
The tenants	Land
Educated Community	Strong Universities
Stakeholder Access	Statutory Economic Development Infrastructure

**What challenges must be overcome in order for Innovation Park to better promote scientific research and development among the local universities and foster economic development?**

<b>COMMUNITY ANSWERS</b>
Allowing the Executive Director to direct and serve in the capacity of an Executive Director without tying her hands with the history of the former staff. Requiring that Board members actively participate in the policy making and having a membership policy in place that replaces members when they no longer contribute with their attendance and their attention. Changing the message to one of pride in the opportunity of Innovation Park rather than embarrassment over a Board and personnel issue.
Appearance of disarray Appearance that the board is dysfunctional General belief that FSU and FAMU could care less about whether IP (as an organization) exists or not
At present the county appoints the majority of the board members. To have a situation where FSU and FAMU only get one vote each is ridiculous.
Competition across political lines is a challenge. Everyone needs to work together so that the whole region will benefit from the Park. Bringing the look and amenities of the Park into the 21st century. Some of the buildings are dated and could use a face lift. Also the park lacks amenities that many other R&D parks have such as daycare facilities, recreation, walking trails, outdoor meeting space, conference center, hotel, restaurants, etc.
Conveying to the average John Q Citizen about the practical applications of scientific research and the importance of development. Outside of the Universities, this community sees little practical need for research or how it applies to their lives.

Getting all the stake holders on the same page with the same vision. This will take compromise from the Universities and local government. Local Government must also be willing to empower the vision of the Park and not try to be in control.
I don't fully understand what the holdup is. There is considerable will to make this happen and the example of Bing Energy is a good one. However, even with Bing there are potential roadblocks that are out of your control. Bing will need to find a way to reliably manufacture carbon-nano tubes or bucky paper. If it can't do that, the fuel cell business will not take off. Maybe there is some way you can help overcome the manufacturing of these tubes.
I still see a huge disconnect between the university and economic development as far as understanding what a business needs to be profitable. I think that one of the big roles for management at the park is to provide the translation of the language that each group speaks so there is cohesiveness between the two groups Innovation Park should promote the research and service that the two universities can provide private business. It is a win-win for both groups with university students getting a "taste" of the real business world and the business getting a service that is not part of their core business plan. example market research or targeted industry identification
Identify specific focus - a business or industry sector. Work with City/State/Fed/County to develop plan, incentives to attract those businesses. Build partnerships based on that plan. Implement the plan - go get businesses. Don't forget to keep your eyes open for other opportunities.... Don't let the nay sayers deter you.
Innovation Park can be the very fabric that weaves greater cooperation between the local institutions of higher education and the public and private sectors. Formulating strategic relationships with government leaders at all levels (municipal, state and federal) as well as key collaborations with cultural and community-based organizations could be a game changer.
Maybe there needs to be a better understanding of what IP is supposed to be or do. FSU is land-locked...only room for real expansion is in and around IP and other off-main campus real estate. Capitalize on the momentum of the current developments of HPMI, Aero-propulsion, Mag Lab, Department of Chemistry, etc. Foster outreach to College of Engineering and College of Medicine--both growth engines locally and regionally. I'm biased, but College of Medicine with its 6 regional campuses is a crown jewel in enhancing economic development in medicine, medical care, and biomedical R&D...it's only beginning its growth phase in many, many ways.
Need to set short and long terms goals, as goals are accomplished get media attention (not just local but statewide, national and international).
Primarily funding challenges the universities face...help them look for innovative solutions to funding R & D.
Remove the politics from the board and focus on development and growth. A commitment to recognizing this is not a real estate office, but rather a tremendous economic development asset that deserves to be leveraged. Quite worrying about who "owns and controls" innovation park and place it where it makes the most sense in terms of accomplishing the mission for which it was originally created. Place people on the board who truly understand economic development, business development and have a respect and appreciation for science and technology
Support for the new businesses has to be more meaningful if the new businesses are going to be competitive at a national level.
The Board of Directors.
This is all about the same thing. Work with FSU, FAMU and TCC and bring their researchers
I think the universities' focus is already on R&D. It's just a matter of bringing it to Innovation Park.
We must improve our relationship with both our University/College partners and our community/business partners so that they know the Park is key resource for economic development and that we are capable of fostering new businesses and recruiting new businesses to our community.
Make the board meeting quarterly and entice the three Presidents to participate personally. Rework the bylaws so that the day-to-day stuff is handled either by the ED or committees. The board needs to act like a board. Get away from the micro-management. A board is supposed to set policy and direction then delegate. I have 1st hand knowledge that indicates that IP is "known" as a dysfunctional place because of the above. No one wants to play with you folks.

Authority needs to flexible and creative when working with existing tenants and prospects for the park.
Access to capital
Confidence and trust to gain the support of FSU, FAMU, the business community and local governments.
<b>BOARD ANSWERS</b>
building trust between the institutions and the authority
1. The Board must come together and agree on goals that benefit our community 2. The Board must clearly convey those goals and priorities to the staff 3. The staff must carry out those goals and priorities
We need to create an understanding and awareness on the part of the community that research in science and engineering is in itself an example of economic development, and that the research can lead to further such development if leaders in the community step up and make it happen.

**In the recent past, Innovation Park has received considerable negative press, in your opinion what is the single most important thing that needs to be accomplished in the next year?**

<b>COMMUNITY ANSWERS</b>	
Advance the mission of the park. Retain current tenants and attract new technology based tenants. Jobs creation. Once these are accomplished, promote the success of the park in a deliberate and planned manner.	
Create REAL value. Promote REAL economic return. Make a REAL difference.	
Demonstrate transparency...and thereby stability.	Doing all of the above and making steady progress.
Develop a public relations plan that promotes the efforts and accomplishments of the Park acknowledging the struggles of the past but not allowing them to be defined by them.	
Ensuring that the books are properly monitored is fairly simple and can be accomplished quickly. The Board should focus on attracting or expanding businesses and industries that reinforce existing businesses and research entities in the Park. Work to create an industry or research cluster. Let the past go and move forward! :-)	
Forget the past and focus on what we have, where we're going to go and what we're going to achieve in the next 5 years. Create a spirit of partnership focused on how we can make something happen vs. all the reasons why something can't. Re-engage FSU, FAMU and TCC as real partners	
Get the truth out. Stop sugar coating what's been going on. Businesses need to get to work. Tired of government being blamed.	
Measurable success. The organization is under new leadership and has a clean slate at the moment. It just needs to move forward in a positive way.	
Needs to move forward with a strategic vision to capitalize on the university based research facilities in the park as catalyst for tech transfer business development within the park. The negative press dealt with administrative failures and should not be seen as a reason to abandon the primary objective of leveraging the research assets for new private sector jobs.	
Perhaps tap into the local market to identify businesses that fit into the Innovation Park criteria for business incubation. The more successful our local business become the better off our economy will be. We are too focused on moving companies from out of state; we need to also focus on local business. A healthy approach to both.	
Primarily: Better record keeping, accountability. However, Innovation Park ED should be a presence in the community, making connections and using your resources to make collaborations happen. I'd like to help you.	
Recognize both FSU and Innovation Park as two of the area's most significant Economic Development Assets to be leveraged and partnered with by the greater community with a commitment to everyone winning.	

Re-establish the credibility of the Innovation Park Administrative Offices and outline a vision that is inclusive of the Universities and the surrounding service area.
Re-focus to the main objectives of the park with positive stories about the park. Make the park conducive to start up companies by providing the services required and support to grow the companies.
Regain confidence of the community by highlighting the value the Park brings to the community and reassuring the community the finances of the Park are in order.
Set up access to support systems for individuals wanting to start companies. Stop IP from being a land focused operation to one that fosters company development.
Show good and professional leadership with directions and goals, and I am sure we will not have that much negative press
Stabilize the board and get clear direction from them.
To be seen as a direct contributor to Job creation in Leon County. Nothing argues with success.
Get back on track to do the Park's primary mission - promote research and economic development. You've come a long way already with a new director - now finish the cleanup and "get to work!"
Putting the Shana Lewis issue to rest and tasking the new Executive Director with restoring the Park's image.
Visibility for the new Executive Director in the community and region. Establish rapport with presidents of FSU and FAMU -- so they are promoting the change in leadership. Same with Tallahassee and Leon County political leadership. In other words, firmly establish credibility in your selection, Catherine, and give them 2 or 3 points to highlight about your vision for Innovation Park
To establish effective management and governance at Innovation Park so that our community partners regain confidence in the LCRDA and understand that we are not only an asset, but also an agent of economic development in our community and region.
The park needs to revamp its physical plant in to a Campus similar in nature to Apple's or Microsoft's. There needs to be a central congregation place that allows all of the "really smart people" working within the park to incubate new ideas. From a visual perspective IP looks like a heavily wooded industrial park.
Restore credibility to Park.
Effective management
Development of a positive image for the Park and its activities through relationship building, cultivation of positive relationships with local press, locally marketing the "New" Innovation Park and its new approach to economic development.
Development of CLEAR and RELEVANT mission statement AND adoption of that mission by ALL parties (University, Government, local business community) who have or should have an interest in seeing the Park succeed.
The Park should focus on hosting activities that can lead to more jobs and other activities that positively impact economic development in Tallahassee.
Renew and strengthen relationships with the universities and the Economic Development Council of Tallahassee/Leon County.
promoting and supporting research out of FSU & FAMU
<b>BOARD ANSWERS</b>
Get FSU, FAMU, and TCC on board with Innovation Park
strengthening the stakeholder relationships and commitments
Make Innovation Park a place to work, play, and thrive
Establish a vision for the future of the park.

**In addition to your answer above, what are the three most important things that need to be accomplished at Innovation Park over the next 5 years?**

<b>COMMUNITY ANSWERS</b>	
A solid business plan	Become an independent sustainable entity
A strategic plan with new voices at the table	Be a visible community presence
Get organized	One or more success stories
New and improved community collaborations	Update architectural standards and site designs
Rev up the business incubation	regain community trust and support
Develop a high-functioning board of directors	Get FSU back to more involvement in the park
Support the creation of new jobs within the park	Create a wet lab incubator space that is permanent
Develop the strongest possible relationship with the EDC	Raise profile of Innovation Park within the community
Plenty of success stories	Reignite the universities' interest in the Park
Improve reputation and standing of the Park	Restore the Park's image
Begin Looking at and using the assets within Innovation Park to leverage the development of new business, expansion and embryonic growth of existing businesses.	
A major economic development hub that fuels both local embryonic business growth and is a magnet to outside company's who want to move their business closer to the assets at Innovation Park.	
change structure of board so only people on it have skin in the game	
Clearly articulate to all what you need in way of support and help	
Clearly convey where we are and where we're going with the development of IP	
Clearly defined purpose of Innovation Park and its contribution to the local economy	
Continue to publicize the research that is happening at Innovation Park	
Create an "Investment Matrix" for the assets at the park that will serve as a drawing card for businesses	
Educate the community more about the Technology Incubator.	
Establish a defined education/mentoring program for technical based start-ups	
Find common vision between the partners that can be shared with the community and future prospects	
Foster healthier relationships between FSU, FAMU, Leon County, Tallahassee and economic development entities so they are all working towards a common goal	
get county to put money in or else stop appointing people to the board	
Go after those industries, contact them personally, advertise, go to their conferences and tell them why they need to be here! Repeat as necessary.	
Have something visual that easily conveys what IP can become in 10-20 years	
Highlight the companies that land in the park and why they wanted to come to the park	
Highlight the importance of research to the local universities and the local economy	
Identify the most likely research sector that allows us to capitalize on existing resources at FSU/FAMU to create an industry or research cluster that becomes the "go to" location for that industry.	
Implement a branding/marketing campaign to attract opportunities	
Increase the size of the park in number of businesses and buildings within the Park	
Integrate themselves into the fabric of the community to raise their profile and provide more accurate information about the organization.	
Look for other locations/properties where the park can continue its mission in the future	
Make researchers and companies who choose to locate in IP feel appreciated	

EXHIBIT 1

Put in place a board who values, appreciates and knows how to create substantive partnerships without regard for personal benefit
Should explore development of incubator space to foster tech transfer start up businesses (U of Wisconsin Model)
Stay focused on the mission to bring life to new businesses working on scientific solutions.
Strengthen relationships with FSU FAMU TCC Leon County and City of Tallahassee
Support the new businesses in enabling them to compete for federal funding such as SBIRs, really should offer supporting funding for businesses which get SBIRs
Take a look at what other state's programs have done to assist development of new businesses
Term limits on how many companies can get the Innovation Park Grant on the SAME project
Work with City/EDC/County/State to put together incentive packages that are tailored for the above referenced industries
Development greater incubator space for startup companies
Implement effective programs to foster new businesses and recruit existing businesses to the Park.
Become a leader in something. My suggestion is to co-develop a fully functioning Smart Grid within the park.
Sites and buildings need to be ready to receive tenants.
Incubator improvements
We must establish strong and effective partnerships with FSU, FAMU, and TCC and ensure that these partners understand the value of their relationship with the Park.
Landscape, landscape, landscape. Clear out the brush and rubbish.
Establish itself as a partner with FSU/FAMU rather than a Landlord
Positive press on value of Park to community
Become known as the 'go to' resource to translate research into economic development.
Create a venue that will allow the park to draw in non-tenants. A semi-permanent concert pavilion would be a start.
Look for ways to grow beyond its boundaries
Training in SBIR/STTR programs
Improved relationship and commitment of FSU and FAMU
Clear vision and direction for growth
Community confidence in the leadership of Innovation Park
To be able to ask for the community to evaluate the Park's progress and have a positive response.
shift of purpose from real estate management to economic development engine
To work closely with the Economic Development Council
Leverage the park budget through key strategic partnerships.
improve landscaping
To reinvigorate the relationship with FSU
Work the plan which should include a marketing strategy and a board development strategy.
embrace cooperation with City, County, Colleges and Chamber/EDC
To have at least 5 new companies that are technology based move into the park
stability of management team
To Become a Regional Innovation and Entrepreneurship Park
Develop a strategic plan inclusionary of key community university research and economic development professionals and partners.
maintain high profile in the community

<b>BOARD ANSWERS</b>
broaden the economic development vision into a regional / statewide / national perspective
Make Innovation Park a place to work, play and thrive
educate board members to their responsibility to research, search out, and present opportunities instead of waiting for opportunities to come to us
Assure the Authority operates in a transparent and businesslike manner for the benefit of the community
move from talking to doing in terms of stakeholder commitments to amenities and other items.
Assist others in economic development efforts
broaden the economic development vision into a regional / statewide / national perspective
Make Innovation Park a place to work, play and thrive
educate board members to their responsibility to research, search out, and present opportunities instead of waiting for opportunities to come to us

**Which organizations and individuals should the Authority and Innovation Park be working with? How can the Leon County Research and Development Authority work more effectively with its community partners to support the growth and effectiveness of Innovation Park?**

<b>COMMUNITY ANSWERS</b>
<p>1. Sue Dick and Beth Kirkland are superb at what they do...get to know them better. Beth knows Innovation Park and its potential 2. Office of Intellectual Property at FSU second to none...John Fraser, Jack Sams, and Lisa Blakley are visionaries who know how to make things happen! 3. At FSU College of Medicine, Dr. Richard Nowakowski is chair of Department of Biomedical Science. Recent transplant (11 months) from Robert Wood Johnson Medical School in New Jersey...Extraordinary man of science, articulate, practical, determined to grow the research portfolio of the college and beyond...bring him to IP for a tour and pick his brain, you won't be disappointed. 4. Dr. Ricardo Gonzalez-Rothi is brand new as chair of Department of Clinical Sciences at FSU COM. He's up from Gainesville/Shands and extensive experience with Veterans Affairs healthcare...invite him out and pick his brain 5. Elizabeth Smith. Local business woman with a passion for economic development for Tallahassee. Chaired the Tal-Tech Alliance for 2 years and re-invigorated it. Represented Tallahassee at the Paris Air Show in 2005. 7th generation Floridian, FSU grad, etc., 6. Ms. Renee Tucker, former Tallahassee resident, serial entrepreneur, Leadership Tallahassee graduate, board member of TMH Foundation--can write the book on Branding...knows Innovation Park and Tallahassee in unique way. The company she founded 6 or so years ago helped promote the vision for the Gaines Street re-vitalization and other things promoting economic development in and around Tallahassee. 7. Matt Brown of Premier Bank, Bill Smith of Capital City Bank 8. Trip and Susie Busch Transou--Owners of Tri-Eagle Sales, local Anheuser-Busch distributor. Susie is on Board of Trustees of FSU and has been extraordinary for our community in many seen and unseen ways. Top-notch business mind and vision. Trip is immediate past chair of Tallahassee EDC 9. Dr. Bob Bradley, interim-Provost at FSU and former budget director for state of Florida 10. Mr. Frank Ryll of Florida Chamber of Commerce 11. Mr. Barney Bishop, Associated Industries of Florida There are others--but this is a good start!</p> <p>Already mentioned most of those above. The "how" is a difficult one. Visibility and respect of the Board chair and CEO are critical. Frequent "reports" to the community would be valuable. I would try to develop relationships with local media--the fact that they paid so much attention during the bad times MIGHT mean that they would be willing to pay attention during the improving times.</p>

<p>Be a visible as possible for at least the next few month attending community meetings such as Tallahassee EDC and chamber meetings to interface with many diverse groups. Meet with the training provider, TCC, WFI and Workforce Plus to understand the labor force and training programs Talk to FSU's Dr. John Frazier and Dr. Kirby Kemper to understand what the university thinks Innovation Park role should be Work to get an understanding of the stakeholders of the community and the park to fine tune the role of Innovation Park. Re look at the core mission of the Park, Is it up to date? Does it need to be changed? Once that is determined -educate and get input from the community groups constantly about Innovation Park</p>
<p>Be involved in the community and have an active seat at the table on the Chamber Board and Economic Development Council</p>
<p>By carefully selecting its board member to those who have an established record of being able to work as a team. Reaching out to all the partners on a regular basis and by better promoting its successes.</p>
<p>Communication and insuring the public is aware of all the great opportunities and accomplishments.</p>
<p>Do all of the above</p>
<p>Fostering an equality of opportunities for both Universities and that it is an asset of the region and not just one campus or Leon County. Have semiannual meeting with business leaders, university leaders and the LCRDA board to keep everyone informed of what is going on and each group can do to assist you with your vision and goals.</p>
<p>FSU FAMU tech transfer, EDC, Chamber, City and TCC. The ones you are working with now but more effectively than in the past.</p>
<p>Help them focus so they can make decisions in a timely manner. Ignore their comments about why something can't be done and show them how it CAN be done.</p>
<p>How about a meeting with the new businesses in Innovation park and hear their views and concerns. After all Innovation park will be judged by the success of these businesses Help promote synergies and networks between the community partners and new businesses.</p>
<p>I am afraid I do not have enough knowledge about this to address the LC Research and Development Authority question. But as for individuals and organizations I think the Park should be always be working with the Economic Development efforts both governmental and non-profit. It should also reach out to the educational, environmental and arts and cultural sectors. These sectors relate in many ways to businesses choosing to relocate to an area.</p>
<p>I would love to see important research highlighted at the downtown Museums such as The Brogan and The Challenger Center. NSF funding could support those efforts.</p>
<p>Need buy-in of community partners. More aggressive (assertive) leadership by the director.</p>
<p>The Partners need to come to the table for a true negotiation that will involve compromise on everybody's part. The vision of the park must be first before the partners perceived needs.</p>
<p>Why do we want this? First you have to decide why Innovation Park should exist. There is high tech development going on all over Leon County so at some point the reason for someone to locate at the Park must be developed. At present there is no reason to do so. The Park cannot live off taxes from its inhabitants. The business model is unsustainable.</p>
<p>FSU, FAMU, TCC, Vision 2020, EDC. Given the strong focus and need for the universities to secure research funding, perhaps Innovation Park can offer to partner on some of the grant applications or bring seed money to the table contingent upon the research, if funded, be done at the Park. Build incubator space and partner with Vision 2020 so they can evaluate startups and provide capital while the Park provides the facilities.</p>
<p>They need to be full, top tier, investors in the EDC. That group, once you embrace them, will be your best friend and marketing partner. You need to move forward and get over whatever it was in the past that poisoned that relationship. do it! No lip service.</p>

EDC, FSU, FAMU, TCC and other involved in tech transfer
FSU, FAMU, EDC, Chamber of Commerce, and the Media.
Increase our communication with all partners in our community, make sure that they know what we can offer to new and existing businesses, and understand what resources are available in our community/region and how we can help increase economic development in our region.
EDC, FSU, FAMU, TCC, Leon County Board, City of Tallahassee, Enterprise Florida, Florida's Great Northwest, Chamber of Commerce,
By effectively communicating what the Park can offer university researchers, student entrepreneurs and local small businesses. By working together on research and small business events.
FSU and FAMU Offices of Research Directors of each research institute and the MagLab EDC of Tallahassee/Leon County, Inc. Florida's Great Northwest Florida Research Consortium AURP and FLNURP Florida Institute of Commercialization National Business Incubation Association
I named the partners above and it is a 2 way street in which they need to strongly support the park as well.

**Please provide any additional comments or clarifications here.**

<b>COMMUNITY ANSWERS</b>
Thank you for taking this survey. Please provide any additional comments or clarifications here. Clearly this is a turn in direction. I congratulate you for this initiative.
Catherine...while I obviously didn't mind offering my thoughts above...I am not really as much of a central player in your world. So take them for what they're worth.
Go gettumm!
Good luck; there is so much opportunity for this park and you are the person to get it done. The right person at the right time!
I look forward to a very successful future for the Park and believe that it will live up to its name-Seeking Innovation and finding solutions.
I'm glad you're here. Let me know if I can be of any help.
Innovation Park is a critical element of our regional success. We can do this.
Let me know how to be of service. There's too much opportunity here and your fresh perspectives will be helpful. Don't see your role as promoting R&D per se at universities...FSU research faculty and others know what they must do to grow research portfolio...perhaps you have some ideas to assist them. Lastly, work with the Institute of Science and Public Affairs at FSU. It's under direction of Dr. Bob Bradley---they really are extraordinarily entrepreneurial and a number of their Institutes and Centers are at Innovation Park.
The Director must develop a reason for IP to exist, then to develop a business plan with the city and county contributing to the establishment of services needed to start a business until the Park becomes self sustaining.
The Park should promote the fact that it has over 2,000 high paying jobs and that it is only half built out. There is not a better opportunity in Leon County for economic development than at IP.
The future of IP can be huge if you want it to be.
It would be great if the Park could consider incubator resources and services that address the needs of young entrepreneurs and student startup businesses. For example, gaming and cell phone apps are attractive business opportunities for student entrepreneurs.