

**LEON COUNTY RESEARCH AND DEVELOPMENT AUTHORITY
MEETING OF COMMITTEE OF THE WHOLE OF THE BOARD
MEETING AGENDA**

Special Meeting: Wednesday, May 11, 2011, 1:00 p.m.

FSU Research Foundation, Building B, Room 269 (2nd Floor), 2010 Levy Avenue, Tallahassee, FL

1. Call to Order
2. Strategic Planning Report (Attachment A) – Kristin Dozier
3. Strategic Plan Development Work Plan (Attachment B) – Kristin Dozier
4. Draft Strategic Plan (Attachment C) – Kristin Dozier
5. New Business
6. Public Comment
7. Adjournment

Strategic Planning Committee Report

May 11, 2011

The LCRDA Board of Governors approved the Work Plan, developed by the Strategic Planning Committee, at the April 5th Board meeting. According to that Plan, the Committee met on April 15th and reviewed the 1st Draft of the Strategic Plan. Six Board members attended that meeting and reviewed a majority of the plan, including the Mission and Vision statements for both the Authority and Innovation Park.

The Draft was also sent to select community partners, including those who attended our Strategic Planning Workshop, and some have responded with detailed and constructive comments. Dr. Kunst has updated the Draft based on comments made at the April 15th Strategic Planning meeting, comments from our partners, and she has added Success Metrics associated with each Goal for discussion.

Due to the lengthy and productive conversation at the April 15th Strategic Planning Committee meeting, we were unable to spend much time discussing the Goals and therefore our review of the 1st Draft at the Special Committee meeting will begin with the Goals, Success Metrics, Budget and Assignments.

The goal of the Special Committee meeting, according to the Work Plan, is to finalize the 2nd Draft of the Strategic Plan, with particular attention to the Goals and Success Metrics, and to develop Assignments and Budgets for each Goal. We will also review the Work Plan and finalize our plan and assignments for the Public Outreach, which will take place after the 2nd Draft is approved by this Special Committee and prior to the June Board of Governors Meeting.

I will be pleased to answer any questions you may have.

Respectfully submitted,

Kristin Dozier, Chair, Strategic Planning Committee

Leon County Research and Development Authority
Strategic Plan Development Work Plan
May 11, 2011

The following Strategic Plan Development Work Plan was approved at the April 5, 2011 Board of Governor's meeting. The document has been updated to reflect some recommendations at that meeting as well as to update the status of completed items.

Strategic Plan Development Work Plan

Due Date/ Status	Action Item	Responsible Person
Done	Develop Work Plan: March 22, 2011 Strategic Planning Committee Meeting	Commissioner Dozier
Done	Workshop notes sent to Community/Education partners along with brief description of our schedule and an invitation to participate in the process	Staff
Done	Prepare Draft Strategic Plan <ul style="list-style-type: none"> • Identify goals and action items based on Workshop notes • Prepare Draft Plan for review by the Committee and to be included in Strategic Planning Meeting Agenda for discussion at the April 15th Committee Meeting. All Board members are invited to attend and discuss the draft.	Dr. Kunst and Commissioner Dozier
May 10 Board meeting	Update Board of Governors	Commissioner Dozier
May 11 Joint Meeting	Joint Strategic Planning, Operations and Budget Committee meeting in May to finalize the 2 nd Draft of the Strategic Plan, including Assignments and Budget	Committee Members and Staff
Done (edits made to current draft based on Partner feedback)	Public Outreach <ol style="list-style-type: none"> a. Sending the Draft Strategic Plan to our Community and Education Partners for their comment and Review 	Staff
May and June	<ol style="list-style-type: none"> b. Sending the Draft to those Community Partners and Stakeholders who received the LCRDA Survey 	Staff

Due Date/ Status	Action Item	Responsible Person
May	c. Plan a Public Meeting to present the Draft plan to the Public and Stakeholders, to be held at the end of May, after the Joint Committee Meeting if needed	Staff and SP Committee
May	d. Work with TCC, FSU and FAMU's Presidents to set up a meeting at each University to discuss the Plan with Education Partners	Staff and SP Committee
After Approval of Strategic Plan by Board	e. Ask for a meeting with the Tallahassee Democrat's Editorial Review Board, hopefully to be schedule at the end of May or beginning of June	SP Committee and Board Chair
After Approval of Strategic Plan by Board	f. My View column written by our Executive Director, Dr. Kunst if necessary	Staff and SP Committee
As Needed	g. FaceBook and Twitter can be used after Joint Committee Meeting	Staff
June 7 Board Meeting	Update Board of Governors – Review Draft Strategic Plan	Comm. Dozier
June SP Committee Meeting	Strategic Planning Committee Meeting to produce Final Draft of the Vision and Mission Statements	SP Committee
June Budget Comm. Meeting	Outstanding Budget items to be discussed at the June Budget Committee meeting if needed. Commissioner Dozier to represent the Strategic Planning Committee at this meeting.	Comm. Dozier and Budget Committee
July Board Meeting	Board of Governors to review and approve the Final Draft of the Strategic Plan, Vision Statement and Mission Statement.	Board of Governors
Ongoing - Quarterly	Strategic Planning Committee will meet quarterly to review the Strategic Plan and assess the progress	SP Committee

Leon County Research and Development Authority

Draft Strategic Plan

The Opportunity

The mission of the Leon County Research and Development Authority (“the Authority”) is to work in partnership with Tallahassee Community College, Florida A&M University and Florida State University to:

1. Promote scientific research and development activities; and,
2. Foster economic development and broaden the economic base of Leon County

The Authority has the opportunity to stand out among the many organizations that foster and support Research and Development based Economic Development and to provide unique value to Leon County.

Leon County and North West Florida have many organizations, including the Authority, which directly or indirectly support the creation and growth of new high tech businesses. These groups generally work independently and their activities are not well coordinated.

Currently, there is no clear path between organizations and their programs for the entrepreneur who needs assistance to start or grow a technology based business. Due to its expansive mission, *the Authority has the potential to serve as the coordinator and bridge between and among these programs to accelerate and drive technology driven business growth in the community.*

These resources include:

Organization	Mission/Special Offerings
Advanced Manufacturing Training Center at Tallahassee Community College	Specialized Curriculum for Businesses; Incubator Space.
Capital City Chamber of Commerce	Help small minority and women owned businesses succeed.
City of Tallahassee Office of Economic and Community Development	Works to retain and expand local businesses, attract new and expanding businesses, and foster new enterprises with an emphasis on high technology companies.
Economic Development Council of Leon County/Tallahassee	Entrepreneurial Excellence Program : Quarterly roundtables for industry sectors.
FAMU Small Business Development Center	Help business start and grow; serves 8 county region; special courses for sustainability.
FAMU Office of Technology Transfer	License and commercialize IP developed at FAMU.
Florida’s Great Northwest	Market and brand the 16-county Northwest Florida region as a globally competitive location for business and to work with regional partners to recruit new jobs and investment throughout Northwest Florida.
FSU Office of Technology Transfer	License and commercialize IP developed at FSU.

Organization	Mission/Special Offerings
Great Tallahassee Chamber of Commerce	Annual Conference, workshops, courses; to enhance the business climate in Tallahassee.
Jim Moran Institute for Global Entrepreneurship	Cultivate, train and inspire entrepreneurial leaders in the community through world-class education programs and curriculum, intensive consulting assistance and mentorship to entrepreneurs and business owners, leading-edge academic research and applied education and public recognition. Student Incubator ; Consulting services ; Roundtables for Clients .
Leon County Research and Development Authority/Innovation Park	Promote economic development and FAMU and FSU R&D. Technology Grant Program; Business Incubator.
Silicon Tally	Emerging Technology Incubator and mentoring program in Railroad Square; emphasis on digital media.
Startup Round	New networking group in Tallahassee formed to connect people interested in creating viable startups, investors that are interested in discovering new ideas, and college students with an intense interest in startups.
Summit East	High Tech executive suites located on a “Smart Campus” North East of Tallahassee.
Sustainable Tallahassee	Nonprofit organization formed to promote environmental stewardship and economic development through education and collaboration.
TalTech Alliance	Nonprofit alliance of businesses, academic centers, entrepreneurs and individuals invested in promoting technology-based entrepreneurship, business expansion and innovation in Tallahassee.
Workforce Plus	WORKFORCE <i>plus</i> provides comprehensive employment and workforce services. Partners closely with the EDC and TCC to connect businesses to trained workers. Helps coordinate retraining of displaced workers.

Current Challenges

The Authority faces several major challenges.

1. There is no distinction between or independent branding of the Authority and Innovation Park. The reputation of Innovation Park suffered due to the unfortunate actions of one prior employee. Turnover of staff and the majority of the Board of Governors and an emphasis on transparency are beginning to improve the reputation of the Authority in the community. The Authority and Innovation Park need to develop trustworthy independent and integrated brands and visions.
2. The historical focus of the Authority was to develop the land at Innovation Park and serve as a landlord to the tenants who occupied the buildings. This emphasis led to the development of approximately one million square feet of office, laboratory and manufacturing space as well as the creation of approximately 2,000 jobs. However, the emphasis on the facilities and the land only indirectly supported research and promoted economic development. The university “partners” have expressed that they feel like “tenants” and have not been treated as partners in the development of Innovation Park. The amenities, incentives and infrastructure are outdated compared to new research parks being developed in Florida and across the US. Now that the Universities can issue their own bonds to construct buildings on land they own, there is no incentive for them to build at Innovation Park unless clear value is provided to them.
3. In recent years, the Authority began to develop programs such as the Technology Grant Program and the Business Incubator to more directly support business formation and growth. However, these programs were set up as stand-alone offerings that were not integrated with each other or tied to any other offerings in the community. Further, the Business Incubator was to be run in partnership with the FAMU Small Business Development Center, but the relationship was never formalized. Currently, the Business Incubator is largely vacant.

Independent Mission and Vision Statements

The major asset of the Authority is currently Innovation Park. However, just because Innovation Park is the major asset today, there is nothing preventing the Authority from acquiring additional land for related but distinctive uses. The majority of research and business activities at Innovation Park utilize magnetics and materials. In the future, the Authority may have, for example, a separate technology park focused on biomedical research and pharmaceutical development.





The mission of the Authority is largely set by Florida Statute. The Authority’s proposed vision focuses on the activities and programs the Authority will offer independent of location in Leon County. The proposed mission and vision statements for Innovation Park take into account the work being conducted as well as the feeling users of the campus should have. One element not discussed at the strategic planning session was whether Innovation Park should begin to focus on a specific industry or sector.

Independent and yet synergistic mission/vision statements for both the Authority and Innovation Park are proposed below.

LEON COUNTY RESEARCH AND DEVELOPMENT AUTHORITY	INNOVATION PARK
<p><u>MISSION:</u></p> <p>To work in partnership with Tallahassee Community College, Florida A&M University and Florida State University to:</p> <ol style="list-style-type: none"> 1. Promote scientific research and development activities; and, 2. Foster economic development and broaden the economic base of Leon County. 	<p><u>MISSION:</u></p> <p>To be a world-class destination where innovative individuals and organizations can share their technical knowledge and promote economic development.</p>
<p><u>VISION:</u></p> <ul style="list-style-type: none"> • To be recognized as the key driver of a vibrant technology and innovation based economic development hub. 	<p><u>VISION:</u></p> <ul style="list-style-type: none"> • To be a campus for a wealth of high-tech and research-based organizations that are creating the technology of tomorrow and where academic R&D is transformed into innovative new business enterprises.

Brand Separation

Innovation Park has had various word marks, logos and colors affiliated with its brand. Currently green and gold predominates but red was used in the past. The current logos do not tie Innovation Park to Tallahassee, Florida or Leon County. A variation of a bucky ball (fullerene) or virus particle is used on the signage around Innovation Park as well as on the website and letterhead. In newer materials, a gold leaf with silicon chip embedded is utilized.

INNOVATION PARK BRANDING MATERIALS	
<p>Current (on electronic letterhead)</p> 	<p>Current (on website)</p> 
<p>Current (on letterhead)</p> 	<p>Old (letter head, park signs, no longer in use)</p> 

The Authority currently has no logo, associated colors or word mark. The mission of the Authority (without mentioning Innovation Park) is also not well-known. The proposed letterhead designs retain many of the key elements and colors, and address key features of the Authority’s mission and location.

LEON COUNTY RESEARCH AND DEVELOPMENT AUTHORITY (Concepts)	
Concept #1	 <p>LEON COUNTY RESEARCH AND DEVELOPMENT AUTHORITY <i>Supporting Research and Economic Development at Innovation Park in Tallahassee</i></p>
Concept #2	

Key Assets

Both the Authority and Innovation Park have numerous key assets that can be leveraged to better support both regional economic development and the research and development activities of FAMU and FSU.

LEON COUNTY RESEARCH AND DEVELOPMENT AUTHORITY	INNOVATION PARK
<p>Key Assets:</p> <ul style="list-style-type: none"> • Capital Reserves (~\$3,000,000) • Growing Support of Community Partners • Educated Workforce • Access to Stakeholders • Technology Grant Program • Fledgling Business Incubation Program • Stable business model • 12 acre parcel of land in Innovation Park • 18 acre parcel of land at Eisenhower/Orange Ave (Appendix 1) 	<p>Key Assets:</p> <ul style="list-style-type: none"> • Long term lease of ~200 acres of state land • Incentives to Build • Existing Infrastructure • World Class Research at FAMU and FSU • Diversity of Special Centers of Excellence like the Maglab, CAPS, HPMI, CePAST • Business Incubator Space

Commercialization Path

To be a better partner to FAMU and FSU, it's important to understand how universities commercialize their inventions and where research parks and business incubators/accelerators provide value (**Figure 1**).

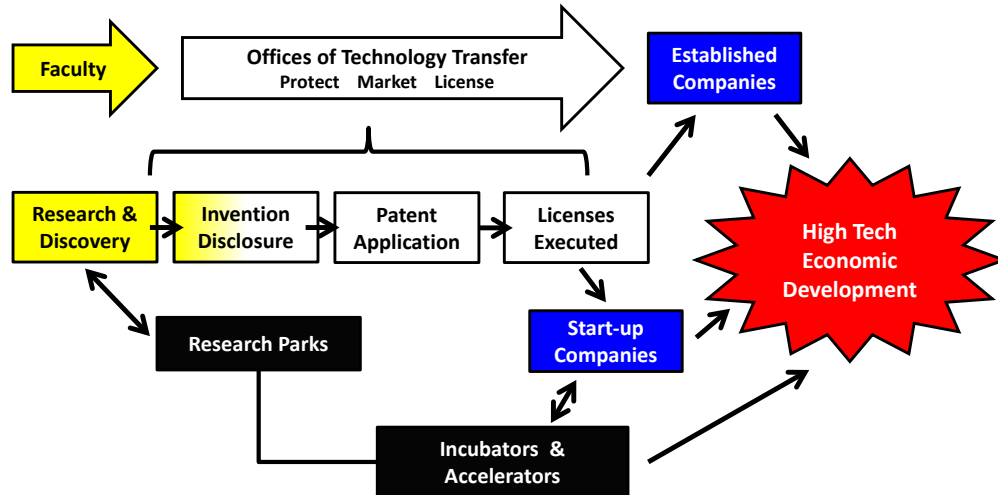


Figure 1: Traditional Commercialization Path for a University Invention. If an invention is commercially viable, it is generally licensed to an established company (~80%) or a start-up (~20%) for commercialization. Well endowed research parks and properly managed business incubators/accelerators can facilitate and accelerate the timeline from idea and invention disclosure to a viable business.

Further, even the best inventions can fail as businesses if adequate funding is not secured in time by a new company (**Figure 2**).

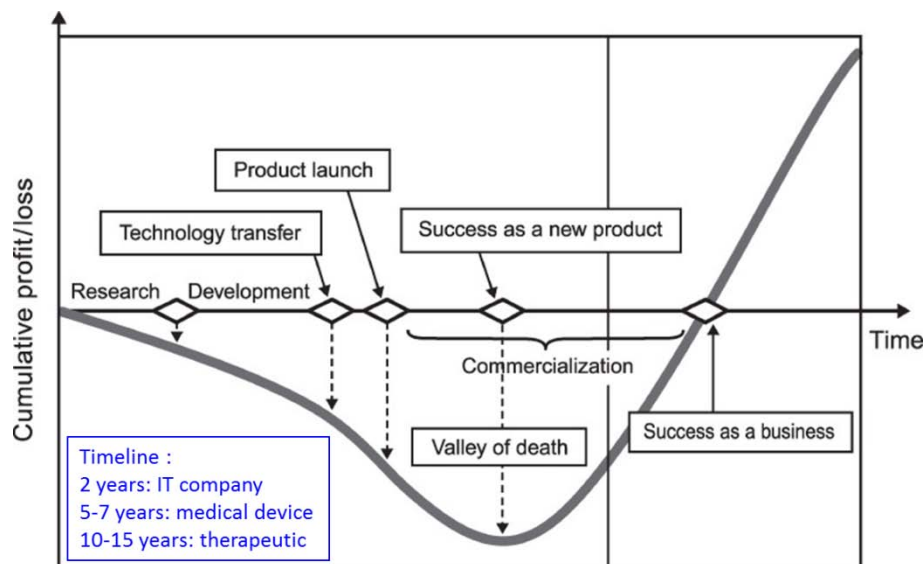


Figure 2: Valley of Death. Early proof-of-concept and/or prototype development is often conducted with funding from universities, state proof of concept funds, federal grants (e.g. SBIR), or small angel investments. Many start-up companies run out of funding as they try to cross over from prototype/concept to production stage development. Product success does not assure business success.

Our Future

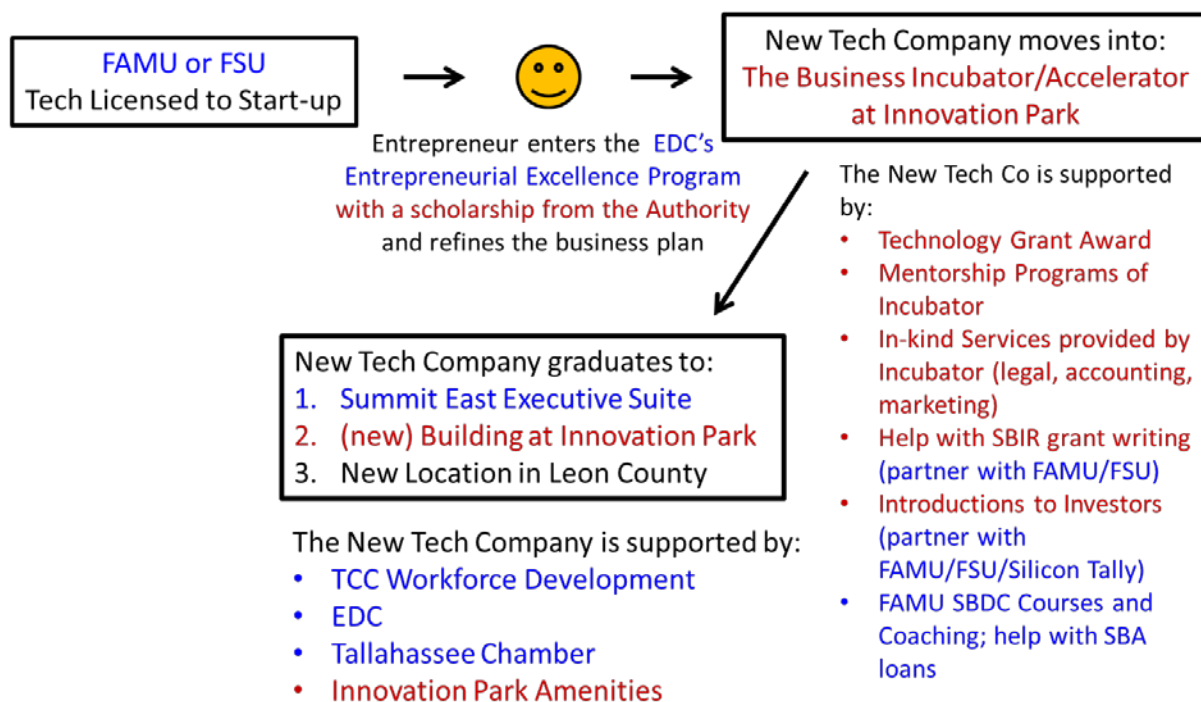
The Leon County Research and Development Authority will become:

- A key driver of a vibrant technology based economic development hub
- A valued community partner

Innovation Park will become:

- An vibrant, active, awesome campus
- A world-class destination that provides a place where like-minded individuals can share their technical knowledge

Integration of Programs and Offerings



Leon County Research and Development Authority offerings are shown in **Red**.
Community Partner programs/offerings are shown in **Blue**.

Figure 3: Integration of Authority and Community Programs to Drive Economic Development. The above figure outlines one way that the Authority’s programs must be integrated to effectively promote high-tech economic development in Leon County and foster the transitions between the other critical resources in the community. Many other partnerships and pathways are possible. First, however, the Authority must tie together its scholarships for the Entrepreneurial Excellence Program, the Technology Grant Program and the Business Incubator/Accelerator at Innovation Park.

Strategic Goals and Objectives

Goals and Objectives for the Authority and Innovation Park are listed separately. Some of the action items to achieve the goals have budgetary or staffing impact. Success Metrics, Assignments and Budgetary implications have been left blank for discussion purposes. Key Strategic Goals as well as specific objectives to achieve those goals are listed below.

LEON COUNTY RESEARCH AND DEVELOPMENT AUTHORITY			
Strategic Goals/Objectives	Success Metrics	Assignment	Budget
The Authority will be the ‘one-stop-shop’ to develop high-tech businesses in our community, to find resources and support for startup businesses, and to network with existing businesses.			
Establish integrated programs to support researchers and entrepreneurs as they startup or expand their business.			
<ul style="list-style-type: none"> Update the Authority’s Technology Grant Program so that it is eventually integrated with the EDC’s Entrepreneurial Excellence Program and the Incubator/Accelerator at Innovation Park 	<ul style="list-style-type: none"> Award at least three grants per year Increased number and quality of applicant companies Support creation of at least 3 new jobs per year 		
<ul style="list-style-type: none"> Update the (Technology) Business Incubator/Accelerator Program. Work in partnership the Small Business Development Center. Coordinate with various programs such as the EEP, Technology Grant Program, and other such programs the Authority may establish or be affiliated with. 	<ul style="list-style-type: none"> At least 1 tech grant recipient or EEP graduate per year moves into the incubator at Innovation Park Incubated Companies 		
<ul style="list-style-type: none"> Establish a research and technical advisory group to advise the Authority on how best to enable research and tech-transfer activities. 	<ul style="list-style-type: none"> 6 to 8 experts meeting quarterly to advise the Authority on these issues 		

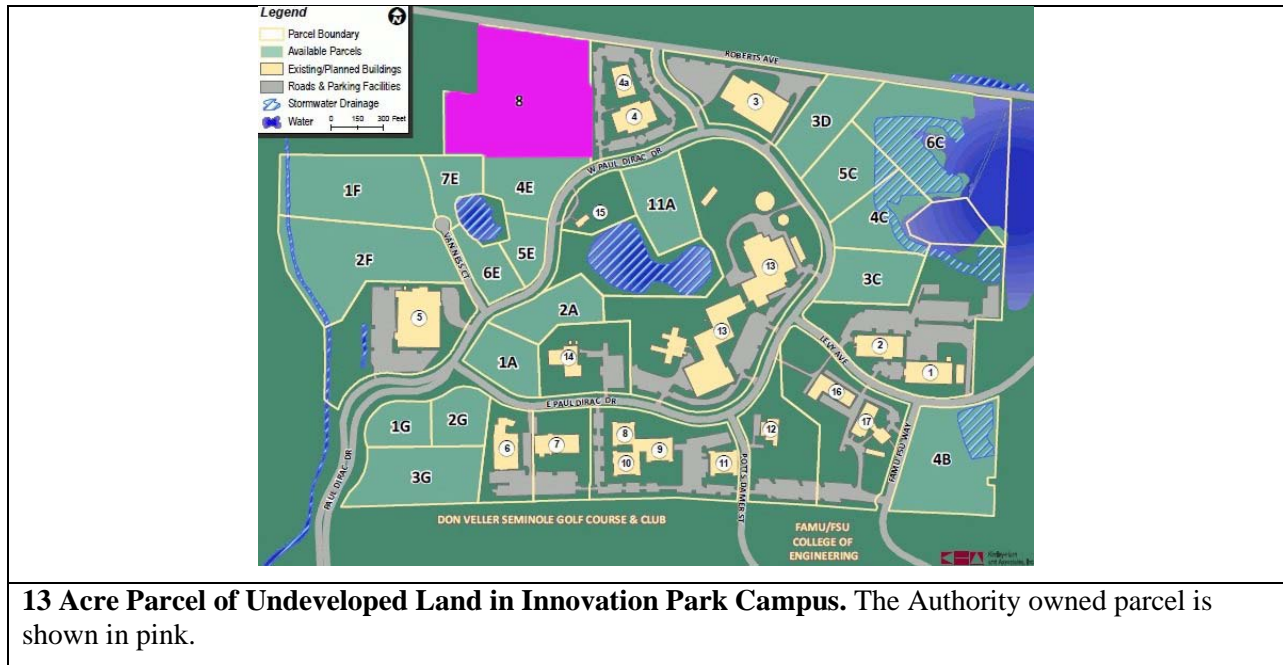
LEON COUNTY RESEARCH AND DEVELOPMENT AUTHORITY			
Strategic Goals/Objectives	Success Metrics	Assignment	Budget
<ul style="list-style-type: none"> Establish a Business Advisory Committee to serve as mentors/advisors for the Entrepreneurial Excellence Program, Technology Grant Recipients and the Business Incubator/Accelerator. 	<ul style="list-style-type: none"> 6 to 8 mentors/advisors meeting monthly with participants in the EEP, recipients of the Technology Grants, or in the incubator 		
<ul style="list-style-type: none"> Work with the EDC and others to develop resources for targeted sectors including renewable energy, engineering, aerospace, materials, biotechnology, information technology, and health sciences. 	<ul style="list-style-type: none"> Consistent and accurate information promoting these sectors are easily available and shared by all community partners 		
<ul style="list-style-type: none"> Manage the Economic Development Council’s Research and Engineering Round Table and establish the Authority as the resource hub for existing and new research and engineering based businesses. 	<ul style="list-style-type: none"> Quarterly meetings providing quality content that the participants feel is valuable Network formation leading to new collaborations and companies 		
<ul style="list-style-type: none"> Create and promote a recognizable brand for the Authority that distinguishes it from its physical assets and conveys the full scope of resources offered by the Authority 	<ul style="list-style-type: none"> Community Recognition of the Authority and its programs Increased rate of participation in programs Waiting list for EEP or Business Incubator/Accelerator 		

LEON COUNTY RESEARCH AND DEVELOPMENT AUTHORITY			
Strategic Goals/Objectives	Success Metrics	Assignment	Budget
<ul style="list-style-type: none"> • Create new revenue streams through multiple initiatives such as grants, equity investment/ownership in incubator companies, and/or fee for services. 	<ul style="list-style-type: none"> • Submit at least 2 grants per year to support program or facility development • Explore investment models or convertible debt investment in incubated companies as a way to both promote company growth and eventually provide revenue to the Authority • Look at fee for service opportunities like providing accounting or reception services for incubated companies. 		
Develop a Research Park or Accelerator for Biotechnology in Leon County			
<ul style="list-style-type: none"> • Develop an independent strategic plan for the 31 acres of land that is privately owned by the Authority 	<ul style="list-style-type: none"> • Feasibility study for move in ready biological laboratory incubator in Tallahassee • 5 year business plan/model for a sustainable operation 		
<ul style="list-style-type: none"> • Explore partnerships and other locations 	<ul style="list-style-type: none"> • LCRDA co-branded programs available at other sites in community 		

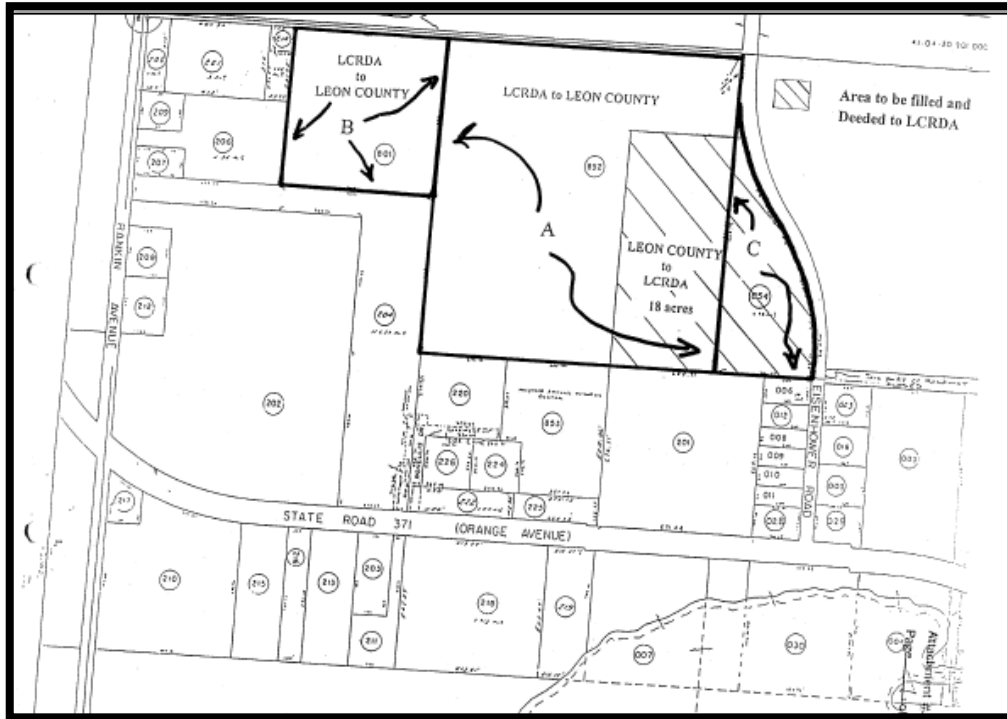
INNOVATION PARK			
Strategic Goals/Objectives	Success Metrics	Assignment	Budget
Create an environment at Innovation Park in which people desire to work, collaborate, research and relax.			
<ul style="list-style-type: none"> • Conduct a marketing study to identify amenities that our partners would like to see established at the Park. Develop amenities at the Park which provide opportunities for commerce, collaboration, and improve the quality of life. 	<ul style="list-style-type: none"> • at least 3 new amenities identified • addition of at least one new amenity per year 		
<ul style="list-style-type: none"> • Review best practices other Research Parks 	<ul style="list-style-type: none"> • Identify at least 1 new program or service to incorporate each year • Abandon at least 1 “worst practice” each year 		
<ul style="list-style-type: none"> • Develop a 5 year capital improvement plan <ul style="list-style-type: none"> ○ Create a reserve fund for buildings, infrastructure ○ Work with tenants to finance capital improvements ○ Promote environmental sustainability and reduce carbon footprint 	<ul style="list-style-type: none"> • Established reserve fund • Review of facilities and prioritization of equipment/infrastructure maintenance/upgrades for each building. • Have a list of sustainable improvements for building owners that will reduce the carbon footprint and costs over time. 		
<ul style="list-style-type: none"> • Review the process for constructing new facilities and remodeling old facilities to ensure that our PUD, Development Review Committee, Covenants and Restrictions, and other policies foster efficient development of the Park by the Authority. 	<ul style="list-style-type: none"> • Board members, staff and community partners such as the EDC can all easily communicate to potential community members the 		

	process for building at Innovation Park or moving into and renovating an existing structure.		
Create a destination brand for Innovation Park			
<ul style="list-style-type: none"> Update the Innovation Park brand and ensure that it is distinct from that of the Authority, but establishes the connection between the two entities. 	<ul style="list-style-type: none"> Random people on the street in Tallahassee know that the Authority operates Innovation Park Both Innovation Park and the Authority are respected in the community. 		
<ul style="list-style-type: none"> Successfully promote the assets, both current and potential, of Innovation Park to our University and private sector partners. 	<ul style="list-style-type: none"> Increased number of inquiries by companies looking to move to Innovation Park Recruitment of additional companies to Innovation Park Increased licensing activity by FSU and FAMU from companies which want to locate at Innovation Park 		

Appendix 1: Land Owned by the Authority



13 Acre Parcel of Undeveloped Land in Innovation Park Campus. The Authority owned parcel is shown in pink.



18 Acre Parcel of Undeveloped Land (Parcel # 4109208540000) Deeded to the Authority in March 1999 by Leon County as part of a land swap.