



**Leon County Research and Development Authority  
5-Year 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. 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 various programs to accelerate and drive technology driven business growth in the community.*

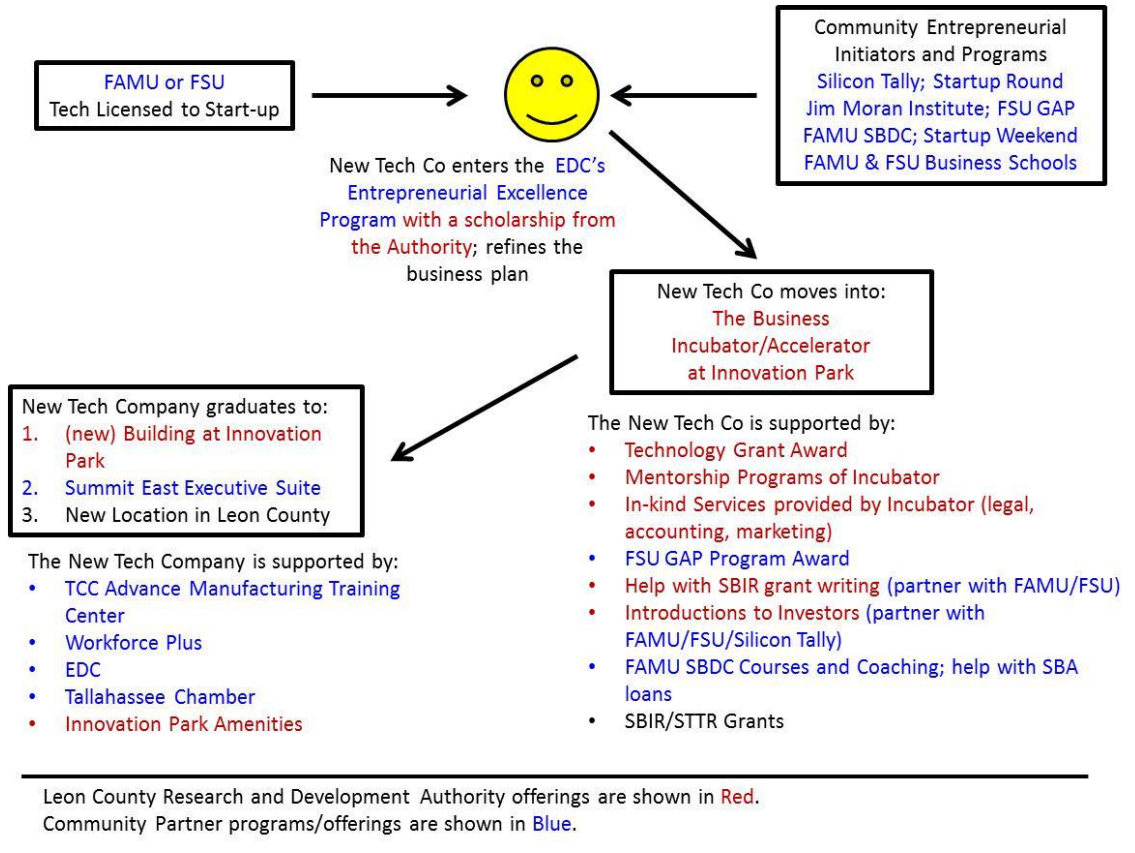
**Key Assets**

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.

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

**Integration of Programs and Offerings**

The figure below outlines one way that the Authority’s programs must be integrated with community programs 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. The Authority must help entrepreneurs and companies navigate between and among its internal programs and those offered by community partners at the appropriate stages of company development.



**Figure 1: Integration of Authority and Community Programs to Drive Economic Development.**

**Our Future**

The Authority adopted the following 5-Year Strategic Goals at the June 7, 2011 Board of Governors meeting.

1. Maintain and operate the Authority with the highest level of integrity, transparency and accountability
2. Become the premier organization that develops high-tech businesses in the community, provides resources and support for startup businesses, and facilitates networking with existing businesses, educational institutions, government and economic development organizations.
3. Create and promote Innovation Park as an environment where people desire to work, collaborate, research and relax.
4. Develop a strategic plan for the “highest and best use” of land owned or acquired by the Authority

By executing effectively on these strategic goals:

- **The Leon County Research and Development Authority will become:**
  - A key driver of a vibrant technology and innovation based economic development hub
  - A valued community partner
  
- **Innovation Park will become:**
  - 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
  - A world-class destination where innovative individuals and organizations can share their technical knowledge and promote economic development.

The following pages outline specific objectives and success metrics by which to achieve and measure progress toward achieving the 5-year strategic goals.

**Strategic Goals and Objectives**

Strategic Goals as well as specific objectives to achieve those goals, success metrics and assignments are listed below.

#1	<b>Maintain and operate the Authority with the highest level of integrity, transparency and accountability</b>		
	Tasks/Objectives	Success Metrics	Assignment
<b>A</b>	<b>Annual audit and formal review of internal policies and procedures to ensure compliance with Florida Statute and the highest ethical standards.</b>	<ul style="list-style-type: none"> <li>• Establishment of an ethics policy (completed 8/2/2011)</li> <li>• Review and adoption of additional policies as recommended by the board by March 2012</li> <li>• Clean annual audits with no material weaknesses or deficiencies</li> <li>• Annual assessment of whether current operating policies are adequate</li> <li>• Lack of lawsuits or negative press</li> </ul>	Annual Review; Audit, Operations Committees; Staff
<b>B</b>	<b>Ensuring the public is notified of and welcome to attend all meetings of the Authority.</b>	<ul style="list-style-type: none"> <li>• All meetings noticed</li> <li>• Public welcome to speak at meetings</li> <li>• Protocol developed for public comment</li> </ul>	Staff
<b>C</b>	<b>Annual training for Board and Staff – Sunshine, Special Districts, Annual Financial Disclosures, etc.</b>	<ul style="list-style-type: none"> <li>• 100% participation</li> </ul>	Staff/General Counsel
<b>D</b>	<b><u>Innovation Park Leases</u> Maintain Compliance with Internal Improvement Trust Fund Board Approval for all of the Authority’s Leases</b>	<ul style="list-style-type: none"> <li>• Compliance by January 2012</li> </ul>	Staff/General Counsel

#2	<b>Be the premier organization that develops high-tech businesses in the community, provides resources and support for startup businesses, and facilitates networking with existing businesses, educational institutions, government and economic development organizations.</b>		
	<b>Tasks/Objectives</b>	<b>Success Metrics</b>	<b>Assignment</b>
A	<u><b>Technology Grant Program</b></u> <ul style="list-style-type: none"> <li>Review &amp; Update Authority's Technology Grant Program, provide recommendations, revamp and re-launch program</li> <li>Integrate with other resources</li> </ul>	<ul style="list-style-type: none"> <li>Pilot Program for FY 2012</li> <li>Award at least two grants per year</li> <li>Increase number and quality of applicant companies by 30% each year.</li> <li>Support creation of at least 3 new jobs per year</li> </ul>	Staff
B	<u><b>Incubator at Innovation Park</b></u> <ul style="list-style-type: none"> <li>Review National Incubator Programs &amp; make recommendations for Authority's Incubator.</li> <li>Coordinate with various programs such as the EEP, Technology Grant Program, Small Business Development Center, the Jim Moran Institute and other such programs the Authority may establish or be affiliated with.</li> </ul>	<ul style="list-style-type: none"> <li>Incubator Pilot Program for FY2012</li> <li>At least 1 tech grant recipient or EEP graduate per year moves into the incubator at Innovation Park</li> <li>Year 1: 50% Occupancy of incubator, increasing occupancy each year</li> <li>More than 50% of incubated companies are successful after leaving incubator</li> </ul>	Staff & Board approval needed for budget/staffing
C	<u><b>Community Resource Access</b></u> <ul style="list-style-type: none"> <li>Work with the EDC and others to develop resources for targeted sectors including renewable energy, engineering, aerospace, materials, biotechnology, information technology, and health sciences.</li> </ul>	<ul style="list-style-type: none"> <li>Up-to-date information available on Authority Website</li> <li>Consistent and accurate information promoting these sectors are easily available and shared by all community partners</li> </ul>	Staff
D	<u><b>Branding Initiatives /Community Building</b></u> <ul style="list-style-type: none"> <li>Separation of Authority and Innovation Park identities and brands that both separates and establishes the connection between the two entities.</li> <li>New Website</li> <li>Creation of Social Media Profiles – Twitter, Facebook</li> </ul>	<ul style="list-style-type: none"> <li>Establish benchmark &amp; public opinion increases by 25% per year. Community polling on reputation of the Authority, does it increase...benchmark survey; increasing. (Kerr &amp; Downs Voices?)</li> <li>Increased Subscribers &amp; Participants in Twitter, Facebook, by 25% annually.</li> <li>Four positive articles in Tallahassee Democrat per year.</li> </ul>	Staff and consultants; Website Designer

#2	<b>Be the premier organization that develops high-tech businesses in the community, provides resources and support for startup businesses, and facilitates networking with existing businesses, educational institutions, government and economic development organizations.</b>		
	<b>Tasks/Objectives</b>	<b>Success Metrics</b>	<b>Assignment</b>
<b>E</b>	<u><b>Advisory Committees</b></u> <ul style="list-style-type: none"> <li>• Research and technical advisory group to advise the Authority on how best to enable research and tech-transfer activities.</li> <li>• Business Advisory Committee to serve as mentors/advisors for the Entrepreneurial Excellence Program, Technology Grant Recipients and the Business Incubator/Accelerator.</li> </ul>	<ul style="list-style-type: none"> <li>• 6 to 8 experts meeting quarterly to advise the Authority on these issues</li> <li>• 6 to 8 mentors/advisors meeting bimonthly with participants in the EEP, recipients of the Technology Grants, or incubator companies.</li> </ul>	Staff
<b>F</b>	<u><b>Partnership Initiatives</b></u> <ul style="list-style-type: none"> <li>• <i>Activities Related to Agreement with EDC:</i> Engineering &amp; Research Roundtables (chair committee to host quarterly roundtables; establish the Authority as the resource hub for existing and new research and engineering based businesses.) Entrepreneurial Excellence Program (EEP; ID participants and mentors for program)</li> <li>• <i>Silicon Tally</i> – looking for joint opportunities around business incubation, mentorship, access to capital; will be bringing “Startup Weekend” to town; serve on committee.</li> <li>• <i>Tallahassee Grants Group</i> – ID opportunities for joint grant applications focused on Economic Development in Leon County. Includes FAMU, FSU, TCC, Jim Moran Institute, Workforce Florida, EDC, United Way, etc.</li> <li>• <i>Jim Moran Institute</i> – looking for joint opportunities – business plan competitions, incubation, mentorship, access to capital, etc.</li> <li>• <i>Small Business Development Center</i> - looking for joint opportunities to support the growth and development of new businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly meetings providing quality content that the participants feel is valuable</li> <li>• Strong and growing attendance at Roundtables</li> <li>• Network formation leading to new collaborations and companies</li> <li>• Waiting list for EEP &amp; Authority Scholarships</li> <li>• Monthly meetings with EDC’s Executive Director</li> <li>• LCRDA co-branded programs available at other sites with other partners in the community</li> </ul>	Staff

#3	<b>Create and promote Innovation Park as an environment where people desire to work, collaborate, research and relax.</b>		
	<b>Tasks/Objectives</b>	<b>Success Metrics</b>	<b>Assignment</b>
A	<p><b><u>Innovation Park Amenities:</u></b> Develop amenities at the Park based on survey results which provide opportunities for commerce, collaboration, and improve the quality of life.</p> <ul style="list-style-type: none"> <li>• Review feasibility and costs of WiFi Canopy</li> <li>• Review feasibility and costs of walking/biking trails</li> <li>• Review feasibility of amenities building and restaurant for breakfast and lunch</li> </ul>	<ul style="list-style-type: none"> <li>• Addition of at least one new amenity per year</li> <li>• Quarterly Town Hall Meetings to identify other needs and desires.</li> </ul>	Staff, Operations, Budget, Strategic Planning Committees
B	<p><b><u>New Initiatives and Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Create new revenue streams through multiple initiatives such as grants, equity investment/ownership in incubator companies, and/or fee for services.</li> <li>• Review best practices other Research Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Submit at least 2 grants per year to support program or facility development</li> <li>• Identify at least 1 new program or service to incorporate each year</li> <li>• Abandon at least 1 inefficient program each year</li> </ul>	Staff
C	<p><b><u>Marketing &amp; Promotion</u></b></p> <ul style="list-style-type: none"> <li>• Successfully promote the assets, both current and potential, of Innovation Park to our University and private sector partners in partnership with organizations like the EDC.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number of inquiries by companies looking to move to Innovation Park</li> <li>• Recruitment of additional companies to Innovation Park</li> <li>• Increased licensing activity by FSU and FAMU from companies which want to locate at Innovation Park</li> <li>• Site Specialists Visits/On Site Contacts – EDC partnership</li> </ul>	Staff/EDC
D	<p><b><u>Develop a 5 year capital improvement plan</u></b></p> <ul style="list-style-type: none"> <li>• Create a reserve fund for buildings, infrastructure</li> <li>• Work with tenants to finance capital improvements</li> <li>• Promote environmental sustainability and reduce carbon footprint</li> </ul>	<ul style="list-style-type: none"> <li>• Established reserve fund</li> <li>• Review of facilities and prioritization of equipment/infrastructure maintenance/upgrades for each building.</li> <li>• Have a list of sustainable improvements for building owners that will reduce the carbon footprint and costs over time.</li> </ul>	Budget Committee, Talcot, Staff

#4	<b>Develop a strategic plan for the “highest and best use” of land owned or acquired by the Authority</b>		
	<b>Tasks/Objectives</b>	<b>Success Metrics</b>	<b>Assignment</b>
<b>A</b>	<u><b>Development Review Committee</b></u> <ul style="list-style-type: none"> <li>• Review of PUD, Recommend Amendments</li> <li>• Review of Restrictive Covenants, Recommend Amendments</li> <li>• Review of Signage and Permitting Issues, Recommend Amendments</li> <li>• Update &amp; Approve Bylaws for the Development Review Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Revised PUD that maximizes best use by January 2012</li> <li>• End of FY 2012, improved processes facilitate the construction of new facilities and foster efficient sustainable development</li> <li>• 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.</li> </ul>	Staff, DRC committee, Strategic Planning Committee
<b>B</b>	<u><b>Privately Held Land</b></u> <ul style="list-style-type: none"> <li>• Develop an independent strategic plan for the 31 acres of land that is privately owned by the Authority</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2013 - Feasibility study for an industrial park or move in ready biological laboratory incubator in Tallahassee</li> <li>• FY 2013 - 5 year business plan/model for a sustainable operation</li> </ul>	Staff