

Leon County Research and Development Authority
Board of Governors Special Meeting
This meeting will be held via teleconference in accordance with
Fla. Exec. Order No. 20-69
as extended by the Governor of Florida

September 18, 2020
11:00am to 1:00pm

Agenda

1. Call to Order
2. Public Comment
Any public comment received prior to the meeting will be provided to the Board members.
3. Modifications to the Agenda
4. Introduction of Guests
5. Universities' Visions for the Future of Innovation Park

Dr. Larry Robinson, President, Florida A&M University

John Thrasher, President, Florida State University
6. Facilitated Board Vision Discussion— *Tony Carvajal, Carvajal Consulting and Management*
(Attachments A, B, C for reference only)
7. New Business
8. Adjourn

Upcoming Meetings/Events

Board of Governors Meeting
Thursday, October 1, 2020
11:00am – 1:30pm

Tech Topics
Tuesday, November 17, 2020
11:00am – 12:00pm

Board of Governors Meeting
Tuesday, December 1, 2020
11:00am – 1:30pm

TechGrant Pitch Competition
Wednesday, October 21, 2020
GOING VIRTUAL!
Look for more info coming soon

Executive Committee Meeting
Tuesday, November 17, 2020
12:30pm – 2:30pm

Leon County R&D Authority
Mission/Vision Statements Feedback
09/10/2020

Current Mission Statement: The mission of the LCRDA is to work in affiliation with FSU, FAMU, and TCC, along with the City, County and private sector leaders, to promote our region's research and development assets, and to foster the attraction, startup and growth of private innovative companies that create high wage jobs in Leon County.

Proposed Mission Statement: The mission of the LCRDA, in collaboration with local government, FSU, FAMU, and TCC, is to foster the startup, growth, and attraction of private companies that create high wage jobs, and contribute to our region's innovation ecosystem.

Feedback:

1. Personally, I think this is stronger. Starting out a mission statement with an immediate parenthetical aside is a problem in my opinion.

The mission of the LCRDA is to foster the startup, growth, and attraction of private companies that create high wage jobs, and contribute to our region's innovation ecosystem in collaboration with local government, FSU, FAMU, and TCC.

2. I have no problem going with these if that is the choice but I have a few comments..... On the proposed mission statement: It says LCRDA's mission is to foster things. That is correct. It can be a catalyst. This is good. My problem with this is the use of the ecosystem metaphor. It is not clear what that is supposed to mean and just sounds nebulous. I would cut to the chase with a word like priorities (ie. innovation priorities).
3. The Proposed statements are clear and to the point. Good job buddy.

Current Vision Statement: The LCRDA will be an economic driver for the community through the creation of vibrant programs, a collaborative environment, and inviting state of the art spaces where creative people want to live, work, and play.

Proposed Vision Statement: The LCRDA will be an economic driver for the community through the creation of vibrant programs and engaging spaces where innovators collaborate to advance the research and commercialization of new technologies.

Feedback:

1. Love the Vision statement. nice work.
2. On the proposed vision statement: The mission statement says LCRDA fosters things. True. The vision statement says LCRDA creates things. Examples? Big difference there. What are examples of vibrant programs or engaging spaces that LCRDA has created? The companies that would be attracted would be the ones creating that. Also, although innovators are able to collaborate, they don't have to and many would prefer not to collaborate and do it all in house so this could be a negative for some. To clarify and better align the mission and vision statement I suggest adding the word "facilitating" after the word through ("through facilitating the creation of...") and then add the words "are able to" after innovators ("innovators are able to collaborate..."). I think this would clear up things without making big changes.

Leon County R&D Authority
Strategic Planning Survey Response Summary
6/30/2020

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Mission:

The mission of the LCRDA is to work in affiliation with FSU, FAMU, and TCC, along with the City, County and private sector leaders, to promote our region's research and development assets, and to foster the attraction, startup and growth of private innovative companies that create high wage jobs in Leon County.

03-0
<i>Below is the current Mission Statement for LCRDA. What changes if any do you suggest?</i>
.....development assets, and to foster innovation in a way that supports and attracts startups and sustains the growth of private companies....
Add State, Federal Agencies as organizations we work in affiliation with
I've participated in our SP process for nearly 10 years and this is the first time our MS seems 'dated.' Perhaps this is a sign of how far we've come or maybe I've read it too many times. However, I think we've buried our lead in 2 ways and the the MS may be stronger if we begin with 'what we want to do' and end with 'who we partner with to get it done.' And I think our first priority is to 'attract and grow' and our second priority is to 'promote.' Although we could update the language too, I'll leave that to others.
Perfect
The LCRDA combines Leon County, the City of Tallahassee, private sector, FSU, FAMU, and TCC leaders to run Innovation Park, to promote its research and development assets, and to foster and attract innovative companies in our region.
The mission statement is on point inasmuch as it pertains to the LCRDA. But, I don't percieve that there is a broad acceptance of the mission between the three key stakeholders, FAMU, FSU, and Innovation Park. In other words, we have LCRDA overseeing Innovation Park, but the operations of IP somewhat disconnected from the activities of FSU and FAMU on the land that these two institutions control. As a board, we need to ask questions about how we are executing on the mission.

Vision:

The LCRDA will be an economic driver for the community through the creation of vibrant programs, a collaborative environment, and inviting state of the art spaces where creative people want to live, work, and play.

Type
Include
04-0
<i>Below is the current LCRDA Vision Statement. What changes if any do you suggest?</i>
.....driver for the region and community through the creation of vibrant programs, a collaborative
...vibrant programs, a supportive and collaborative environment, and available and ready-to-build spaces where creative people want to live, work, and interact.
Add "providing support for the conduct of research and commercialization of new ideas." Delete "where creative people want to live, work, and play."
Again, the VS sounds dated and I'd like for us to update the language, although the general 'vision' hasn't changed. Unfortunately I can't think of a better way to say 'economic driver' or 'inviting state of the art spaces,' but I'm sure others will offer some creative suggestions.
Being an economic driver is the right answer. How we get there should be the subject of the discussion. Are we doing the right things, or are we trying to do things right? These are different questions. If the answer is the latter, we may be at risk of "building vibrant programs, a collaborative environment, and inviting state of the art spaces" that may not further the mission. ¶What is the barometer? Can we show how the programming from the past 5 years has advanced the mission and the vision? ¶Is there any part of our operations plan that we do out of habit or practice that doesn't yeild a measurable return on vision?
Perfect
The angle of Innovation is not prominent
This is ok but, in reality, nothing at present is state of the art nor does it need to be. Claiming that risks creating a false impression or mistrust in those you wish to attract to LCRDA space. Thinking of DOH, for example, they are looking for space that can be modified according to their need. The same would go for most others. The FSU COVID testing lab is another example. What was important there is flexibility in space and flexibility in management to accommodate specific needs. It might be better to find a way to say there is a commitment to helping tenants achieve their goals. That would fit with the intent of the incubator too. It will be nice but there is not unlimited money so it won't be state of the art by most definitions either.

05-0
<i>Using your crystal ball, what should LCRDA and Innovation Park look like 5 to 10 years from now?</i>
1. Park should be fully occupied with both new start up organizations graduating from our incubator, and from industries concentrating on magnetic technology. 2. Hopefully our campus will have maxed out and we will have expanded to a second site – perhaps with more emphasis on development, i.e. an industrial park.
5 years from now - Diverse revenue portfolio; Enhanced reputation in the community; Engaged at the community's economic development table; 10 years from now - Leader in attracting technology startups in the NFL; Sustainable financial position that supports future aspirations of the Park;
a centrally located gem that physically ties together the airport, FSU golf course and campus and the Lake Bradford/Gaines Street area
As much of its space as possible being productively used. This would include a new incubator. It really doesn't matter how but it would be preferable if there was an overall theme or critical mass. That may take longer to accomplish. The key initially is to make its presence known and to be financially healthy. Doing this will service the organization's mandate.
Completely built-out based on creative means to attract clients and innovators.
Heavily recruiting and supporting new business at the Park and manufacturing in the community.
LCRDA will have one of the premier accelerator programs in FL and the southeast, with 'inviting state of the art spaces' for 2nd stage companies and existing companies, and will be a leader in our regional economic development strategy. The Park will offer amenities that promote collaboration and help companies recruit and retain talent.
The Facilities are fully occupied by innovative and successful organization. Providing employment opportunities to our community members. The communities surrounding innovation park showing signs of economic vitality and prosperity.
The new Gateway will help. Within the next 10 years, our community should recognize Innovation Park as a destination. There should be an aspect of the Park that draws visitors in. There should be story that we tell that causes people to desire to stop by and see the Park, if for no other reason than to say they've been there. The research and technology aspects will continue to grow so long as they are properly marketed and the land is prepped for development.
The park should be a vibrant campus that is home to thriving businesses engaged in research development and innovation. The will also have amenities such as restaurants, personal services and at least one hotel/extended stay for lodging.

Strengths

Strengths are INTERNAL attributes of the organization--things that it does well that will be helpful to achieving its goals and objectives. Please list at least five things we do well.

06-0
Strengths
coordinates with local players, communicates to those interested, runs a fiscally responsible organization, takes advantage of talents of staff, maintains the Park
Established resource for SBIR, etc expertise; can become more of a true center for innovation if incubator finally materializes.
Has available space for rent, has a willingness to accommodate tenant needs, has undeveloped land and a plan for its use, has staff committed to the objectives of the organization, has important community and local government connections
Marketing. We also have a great team.
We have the ability to leverage up the magnetic sciences in a way that no other community in the US can do.
1. We have staffed the Authority with an exceptionally talented group of professionals. Of note is the fact that we now have on board an experienced incubator manager that is positioned to take us to the next plateau. 2. We have successfully earned the respect of our community leadership. 3. We are developing the ability to identify and be awarded meaningful grant opportunities. 4. At least for the time being, we have the financial resources to invest in expanding programs. 5. Our audit and internal control reviews are stellar. 6. We are well positioned to receive a major grant award enabling us to build and operate a state of the art mixed-use business incubator lab. 7. FSU and the Office of Economic Vitality (OEV) have both demonstrated their confidence in our ability to build and successfully manage an incubator lab by collectively pledging \$5,000,000 for project funding. This level of community support would not have been forthcoming several years ago.
Property management, Budgeting and forecasting, Pursuing grant opportunities, SBIR grant support, Tech grants to emerging businesses
1. Manage resources, 2. Maintain adequate oversight of building inventory, 3. Engage our current tenants, 4. Meet grant deliverables, 5. Ensure the integrity of our operation
1. We have a dynamic planning process that keeps us focused on the long and medium term goals AND ensures we are prepared to take advantage of opportunities and respond to challenges quickly and effectively. 2. We have a good working relationship and 'buy-in' from our Board, ED and staff - i.e we know our process or 'roles and responsibilities' keeps us track and promotes collaboration. 3. We have dramatically improved and expanded our marketing and communications which supports our internal programs and communication with our community and others. 4. Others look to us as a knowledgeable and trusted partner. One who works in the best interest of our community and region AND provides resources/opportunities essential for recruitment, retention and creation of new businesses. 5. We have and will continue to improve IP. We manage our property and assets well, work closely with our tenants, and we're always looking for new opportunities to attract and retain tenants. Our team, lead by our ED and including our staff and property management team, Innovation Park is better than ever and improving every day.
1. Contains people who "speak the same language" and nurtures technical expertise, attracts and develops experts, 2. Focus on organization is outward to customer, 3. Promotes self-management by employees, 4. Faster decision making, 5. Provides individuals an opportunity to work with different skills and expertise

Weaknesses

Weaknesses are INTERNAL attributes of the organization--things that it does NOT do well that will be harmful to achieving its goals and objectives. Please list at least five things we don't do well.

07-0
Weaknesses
1. Our cash flow projections are quite concerning. Priority attention must be given to the development of new sources of revenue. 2. Too few in the community know who we are. We must continue to increase our name recognition. 3. Our facilities are showing signs of aging. 4. With primarily the exception of the mag lab and a few others, the Park does not yet have a reputation for creating commercialized technology. 5. We are located in a city that has historically given little encouragement for growth and expansion.
1. We still need to have more 'buy-in' from our community and region, better ways to tell our story and build connections to LCRDA and IP. 2. We need to finalize our C&Rs and ensure our lots are all 'shovel' ready. 3. Lack of private investment and donations limits our progress. 4. Our standard 'hurry up and wait' approach impedes our progress. Most of the time this is due to factors out of our control, however we may be able to learn from our experience and avoid these issues in the future.
Innovation Park is hard to explain. The real estate gets confused with the mission. There are 3 key stakeholders, FAMU, FSU, and LCRDA that fall under the LCRDA umbrella. Innovation Park is somehow connected to "FSU's southwest campus". LCRDA is the entity that oversees Innovaiton Park, but what operational influence does LCRDA have over the FAMU and FSU components?
More action.
still don't get ourselves in front of the community enough
Suffers from perceptions related to its location, is an inconvenient distance from amenities, is somewhat dependent on the plans and priorities of FSU and FAMU, lacks funds for infrastructure upgrades, has limited funding mechanisms available to it.
Limited opportunities
Inclusion and diversity, Community outreach to all segments of the community, Blue sky thinking, Dated facilities
1. Telling our story, 2. Our lack of engagement and presence in the strategic conversations taking place in the community, 3. Brand, 4. Establishing strong external relationships/network, 5. Strategic Positioning
View that LCRDA is a land-lord rather than a creative supporter of R&D businesses; reluctant to partner with other land-rich entities (airport as an example); functions more as a governmental entity than nimble and innovative organization; and no strategy for land expansion.

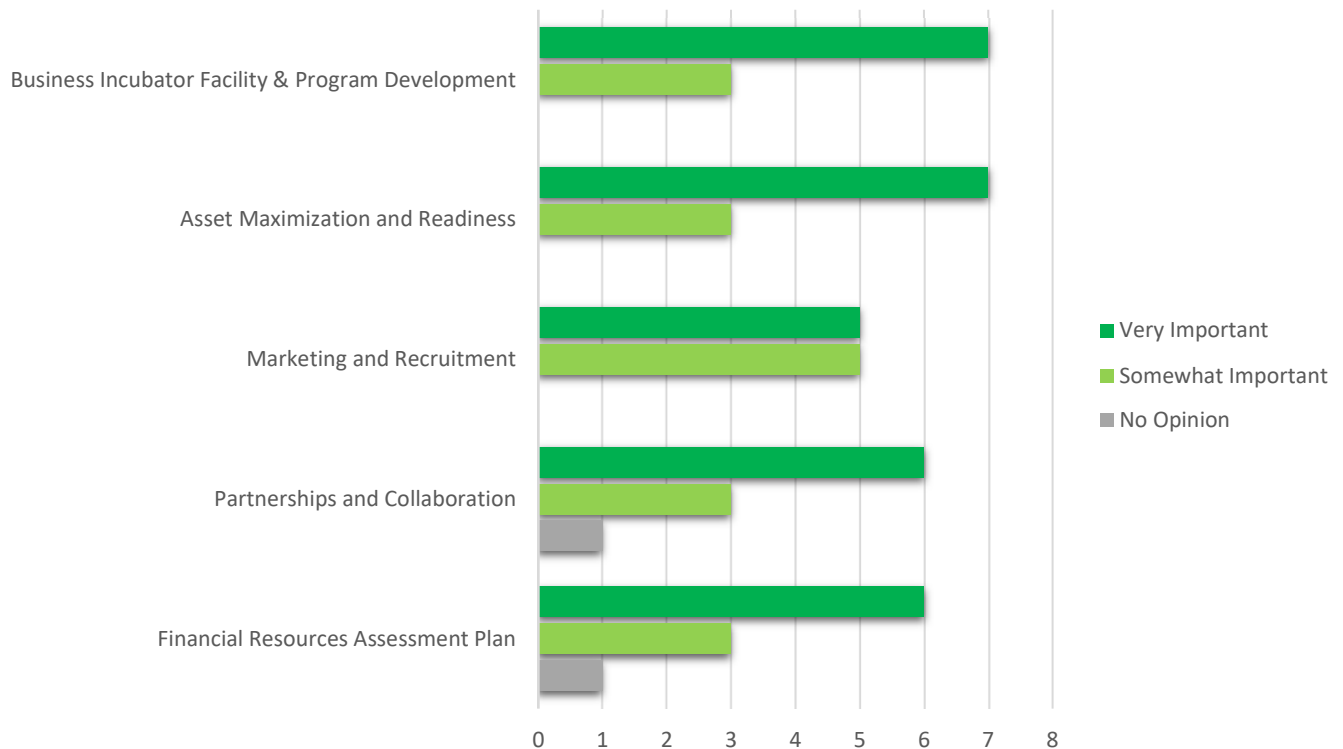
Opportunities are attributes of the environment EXTERNAL to the organization that will be helpful to achieving the organization's goals and objectives. Please list at least five opportunities for the organization.

08-0
Opportunities
1. Recognition as a leader and valuable asset in our region that will support economic growth 2. Our local and regional approach to economic development has improved, expanding opportunities for collaboration. 3. R&D is recognized as a component of our economic vitality and we continue to develop new strategies to grow and recruit businesses 4. Our local/regional 'existing and emerging clusters' are better defined and have identified magnetic tech as their primary focus and other 'clusters' overlap with LCRDA's mission 5. Our location is finally an asset! In the near future, there will be substantial investment in the airport, transportation, parks and other infrastructure in the area which will benefit IP and LCRDA.
1. We are better positioned than ever to become the economic driver of the community we have so long aspired to be. 2. We must continue our efforts to secure incubator funding for the park and this must be one of our two highest orders of priority. 3. We must enthusiastically support all efforts to capitalize on the community's worldwide leadership in magnetic technology. 4. We need to increase the occupancy of our existing facilities. 5. We need to develop a formal partnership with the Airport Authority for new business expansion. 6. Our goal of getting our non-profit subsidiary operational needs to be accelerated.
be a major force in the Gateway project from the airport to downtown, partner with the airport, be there to help as the economy and the startup community recover, help revitalize the surrounding neighborhood, offer resources to companies which have had to remake their businesses post-pandemic.
Develop a vision for a 300-400 acre Innovation Park; create strong partnership with Tallahassee International Airport in their land development efforts; secure and rapidly-implement creation of incubator facility; develop means to provide financial incentives for R&D tenants to come to Innovation Park.
Has an important opportunity for expansion and upgrade through the incubator, has available space to match a community need as economic opportunities increase,
More collaboration with the University community.
Research and development and technology based businesses are growing at a rapid pace Resources for emerging tech businesses are readily accessible Local municipality leadership actively support emerging businesses Federal funding for R&D is expected to experience strong growth The eventual transition to green energy will spur R&D investment
Florida is the 3rd largest state in the nation, IP is 2.5 miles from the capital and 2.5 miles from the airport, Highly educated community, The MagLab
1. Telling our story, 2. Collaborations, 3. Establishing a strong brand and reputations, 4. Becoming a leader in technology innovation, 5. Fortifying key stakeholder relationships

Threats are attributes of the environment EXTERNAL to the organization that will be harmful to achieving the organization's goals and objectives. Please list at least five threats to the organization.

09-0
Threats
1. Our local and regional approach to economic development has improved, but it may not be enough to weather the impacts of the pandemic. 2. COVID-19 and the new unknowns....
Aging infrastructure, high dependency on rental income, potential COVID impact on local economy and space needs, competition with many organizations in getting its message out,
Groups /businesses not taking advantage of our resources/assets.
LCRDA will remain a governmental facility with those bureaucratic constraints; LCRDA is unable to break out of fiscal constraints and remains in current form with current approaches.
OEV serves an essential role in our community, but is only as helpful to LCRDA as they are engaged. LCRDA looks at OEV as a business development arm. But OEV isn't beholden to the LCRDA. If OEV perceives that LCRDA has opportunities that they can leverage for economic development, the partnership will be strong. If, on the other hand, OEV perceives that it is difficult to place business in Innovation Park, they will likely not advocate for the Park, nor recommend the Park to prospective companies.
stalled economy, discouraged entrepreneurs, falling local, state, and federal tax revenues leading to reduced grant funding,
1. Our failure to generate new sources of revenue could dramatically affect our continued operations. 2. The loss of any significant tenant could materially affect our cash flow. 3. The failure to win a \$10.2 million Federal EDA grant would materially alter our long-term aspirations and goals. 4. Continued delays in winning the EDA grant could increase construction costs forcing us to cut back on the scope of the project or seek additional partnership funding.
Economic contraction, Rise in interest rates
1. Financial future, 2. Not capitalizing on our NFL Lab investment/potential, 3. Developing a stronger presence and respect in the community, 4. Not challenging ourselves to move to the next level of service delivery and sustainability, 5. Not diversifying our financial portfolio

Current Strategic Priorities



11-0

What other high level strategic priorities should LCRDA pursue?

1. Tenant retention is of paramount importance. 2. Retention of key staff members is critical as we gear up to establish the business incubator.

Diversity and inclusion

Fiscal resources plan should focus on both the current and projected situation under current approach, but should also provide a blue-sky vision for what Innovation Park could become.

I would focus on those for now.

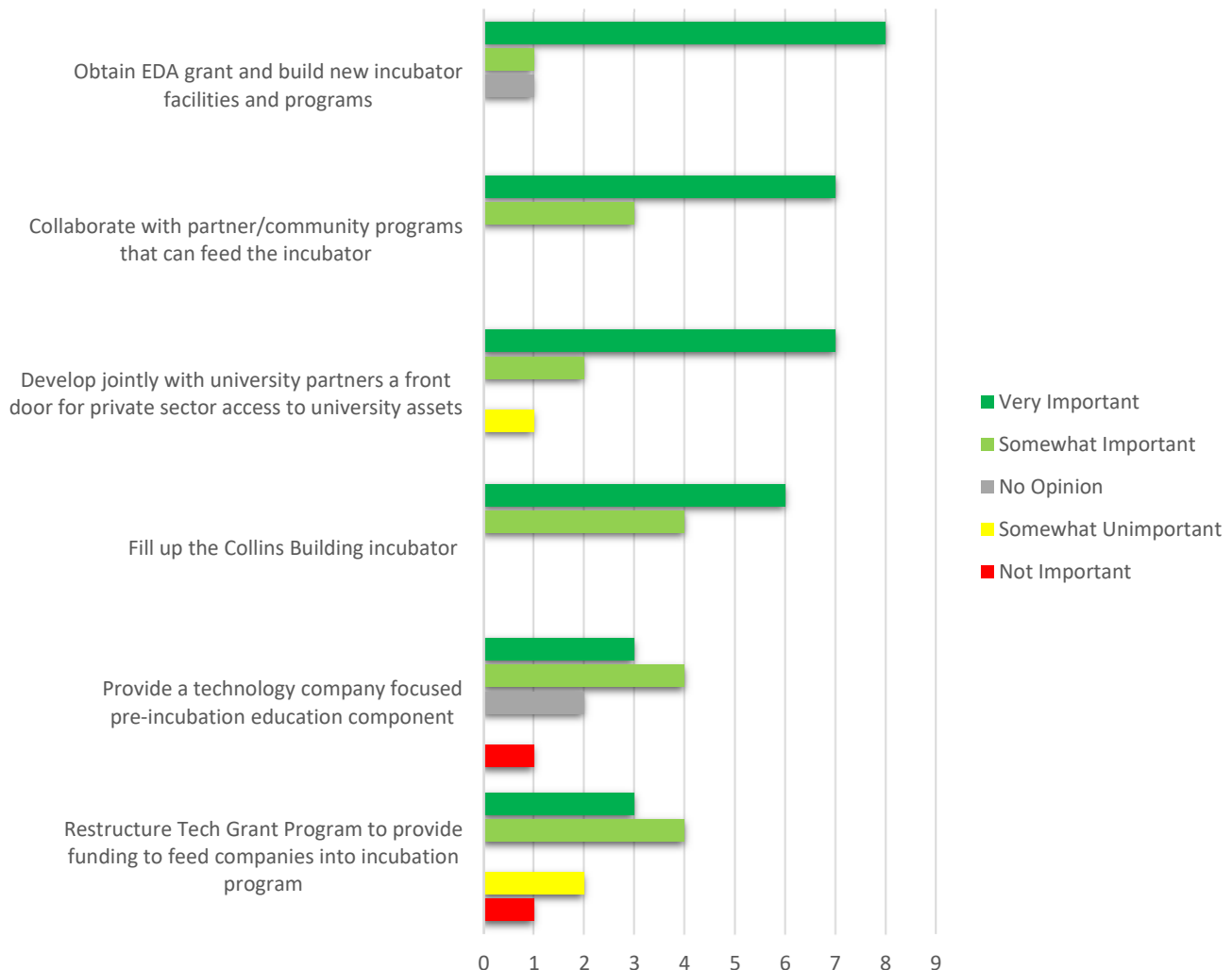
Install a live gator cam at Ron's lake

Keep close track as our partners change their priorities in response to the economy, in order to continue working with them.

Taking opportunities to the next level and making them realities.

We should continue directing our focus towards the established priorities and monitor for completion.

Business Incubator Facility and Program Development



13-0

What other "business incubation" actions to you suggest?

1. Toot our own horn. Take every opportunity we can muster to highlight the program by publicizing it everywhere and every time we can. Familiarization breeds support. 2. Identify our needs and then develop an action plan to obtain furniture, fixtures and equipment as donated items.

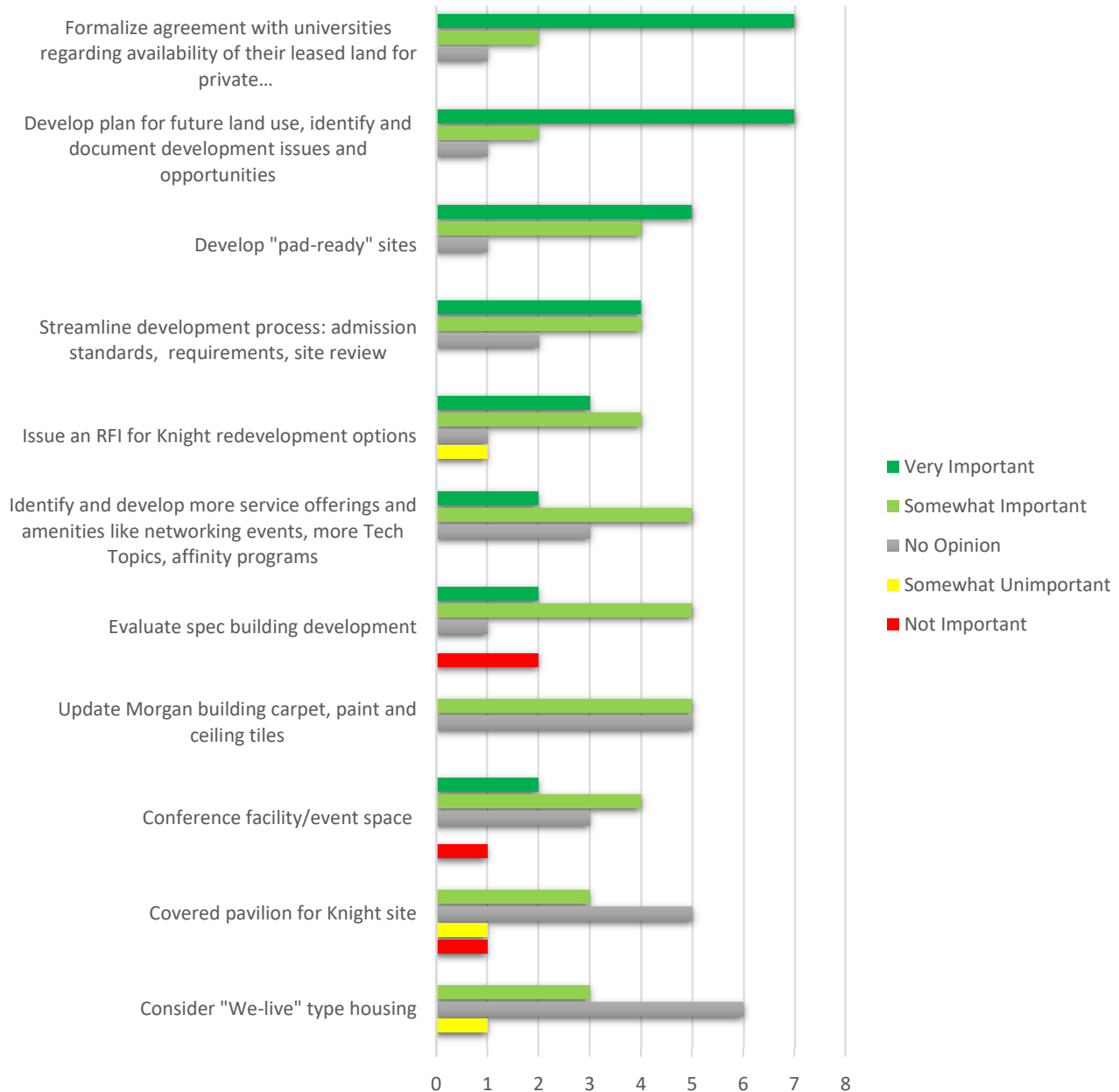
Consider adding an on-site educational component to the Park that is available to the community.

Establish a virtual menu of services to be delivered.

Look for new opportunities stemming from the pandemic, such as a focus on bio-tech or materials development for PPE

The above activities are important. I would focus on those to avoid your efforts being diluted out.

Asset Maximization and Readiness



15-0

What other "asset maximization and readiness" actions do you suggest?

Continue to support and be an active participant in planning the new road connecting Stuckie to Orange Avenue.

Depends if the EDA grant is funded. If it is, focus on the incubator as much as possible.

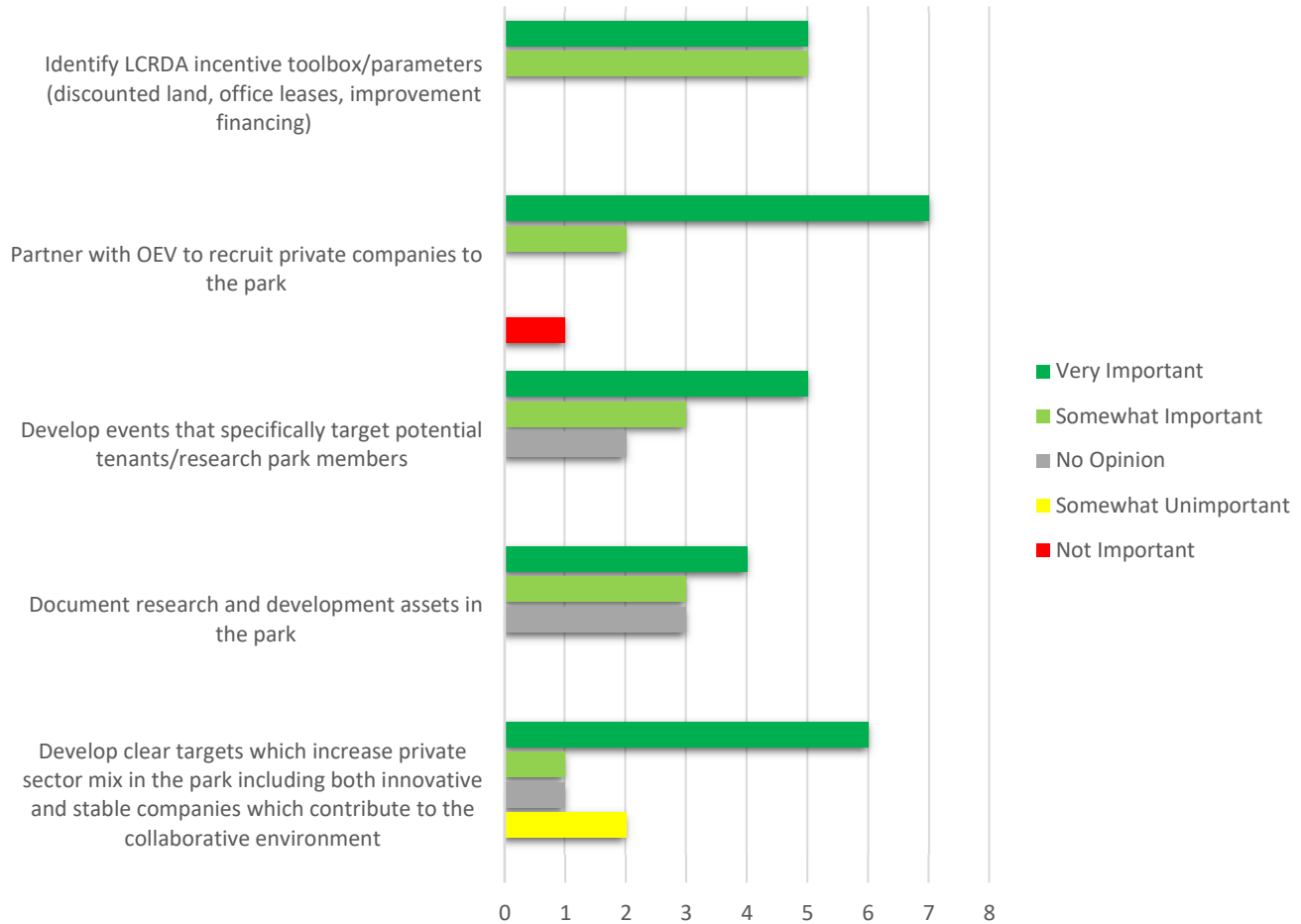
Explore opportunities to recruit amenities- restaurants shops hotels

Increase use of and exposure to Park of all segments of the community

Leon County R&D Authority
Strategic Planning Survey Response Summary
Marketing & Recruitment

Attachment B
Page 12 of 16

Marketing and Recruitment



17-0

What other "marketing and recruitment" actions do you suggest?

engage tenants and partners to help 'tell our story' - perhaps we could ask questions like: what LCRDA and IP means to you, for our economy, and what do you think IP will look like in 10 years.

Engage with local chambers

Give encouragement and support to the group attempting to attract organizations concentrating on magnetic research.

More contact with schools.

Tell our story and create community ambassadors/advocates.

The current plan specifies developing a collaboration plan jointly with the Tallahassee Airport Authority board and senior leaders. What, specifically, do you see as the benefits of collaboration with the Airport, and what steps do you think LCRDA should take to realize those benefits?

18-0
<i>Partnerships and Collaborations Action Items-Part I</i>
1. Consider offering a proposal to the Airport Authority (and/or the Mayor) that we would appoint reciprocal board members to each other's organizations enabling us to better collaborate on the community's business/industrial expansion. 2. Develop a written list of benefits that collectively we should expect. The airport property could become the City's first real industrial park.
Begin dialogue with Blue Sky thinking perspective
Benefit is the land area that airport has available, and steps should be to closely monitor airport progress in its development plan
Benefits = I serve on both Boards.
Investment in SW Tallahassee will benefit both the airport and LCRDA. However, if we collaborate and develop a consistent, strategic approach that co-promotes the assets of both, we will improve our recruitment efforts. We need to understand our goals and status, formalize our partnerships, and support efforts by our ED and Airport Director to work together on an ongoing basis.
Periodic joint meetings with both Boards; workshop with City and County Commission on future collaborations with both groups; focus on innovative approaches to land development and utilization; offer our focus on Research with an airport focus on development for manufacturing sites.
The benefits of the airport collaboration is having a seat at the table when the strategic conversations are taking place. The immediate step that should be taken is establishing an ongoing meeting schedule with the airport director. The second step is identifying opportunities to engage in the planning conversations underway and aligning where appropriate our priorities.
The focus should be on the incubator unless no EDA money is coming. If it is, I would help where you can but focus on the incubator. There may be elements of the airport project that will synergize with the incubator and that would be the highest priority.
We should look at partnership opportunities with the airport that connect the research and innovation at IP with the opportunity to build an Maintenance, Repair & Overhaul (MRO) facility at TLH which extends the purpose of the airport beyond commercial air travel.

What other partnerships and collaborations should LCRDA pursue, what are the benefits, and what action steps should we take to realize these benefits?

19-0
<i>Partnerships and Collaborations Action Items-Part II</i>
<p>1. Enterprise Florida does not appear to have us on their radar screen. It might be a good plan to have them over for a visit and present to them our newly energized operation, particularly once we obtain the EDA grant.</p> <p>2. We need to concentrate on organizations that offer grants to research parks. We need to identify and formally make presentations to them and/or have them visit us. This would require a concentrated research and calling effort on our part.</p>
<p>Again, focused on the incubator, I would make sure the relationship with UF and the Sid Martin facility is strong to gain from their experience. Assuming the incubator is a go, as the project proceeds seek to get some help from local companies and private individuals, foundations, or local govt agencies for small increments of incubator support or to support specific programs at the incubator or LCRDA. Keep an eye out for grant opportunities of for opportunities where LCRDA space may be needed. As LCRDA progresses in its initiatives and can show clear and tangible progress aimed at economic development, consider an ask to the State for funding to support operations. Diversification of funding beyond rent is needed and if LCRDA can show a state investment would pay off, is may be possible to get something. Something small is fine initially. Show it was well used and that LCRDA can be trusted with more.</p>
Florida Makes, chambers of commerce
<p>Keep building on the progress we've made and ensure we have the right communication and/or agreements in place so that we can all support our business growth and recruitment efforts. For example, formalizing a process for the NFIL to help start up co's to use university equipment.</p>
<p>The partnerships include local businesses to determine if there are supplier relationships that may be appropriate for attraction and placement in the Park. Another option is tech startup companies or existing businesses. Note the benefit is the opportunity to capitalize on their growth and use it to attract other businesses and investment.</p>
<p>We need to improve or restructure the existing partnerships and collaborations between LCRDA, FAMU, FSU to better achieve the vision of the Park as and economic driver. If we cannot easily describe the way the three stakeholders work together in pursuit of the LCRDA mission, this either suggests we don't understand it or we don't intend to embrace it.</p>
We should also look at other potential park sites.

A five-year financial forecast has been presented to the board illustrating future opportunities and challenges. What steps should LCRDA take to secure its financial future.

20-0
<i>Financial Resources Assessment Plan More Thoughts</i>
1. Plan for Option B, should Project Juggernaut or the EDA grant fail to come through. Identify opportunities to secure donors or long-term investors through our Foundation whose gifts might provide for future sustainability. Secure our 501c3 designation. Engage FAMU regarding its available land as a possible partnership. Determine the long-terms plans of our university partners and seek closer alignment with our
continue to make best use of its assets
D. all of the above
Investment in amenities
Keep doing the right thing. It will ultimately be rewarded. Keep the rental occupancy as high as possible. Negotiate smart deals. With the incubator there is considerable risk but good potential reward. As progress is made, look for more diverse funding streams including a campaign within an associated non-profit entity, State financing, look at other research parks for ideas that could be adopted here.
Recruit more tenants.
seek private investors/donors for land acquisition for future expansion;
1. While retaining existing tenants, we must increase the occupancy of our existing facilities. 2. We must identify and procure significantly more grant opportunities.

21-0
<i>What area of the strategic plan, if any, would you be interested in volunteering to lead and work with the Executive Director to accomplish those goals.</i>
1. Having served on or chaired virtually every committee we have, or have had, I'm not shy about pitching in where ever I can be of assistance. More particularly, as a licensed pilot, I would be pleased to work with the Airport Authority. I have a second degree in traffic and transportation management and served a two-year term as the chair of the Economic Development Council. I would also be glad to work on a plan for a joint calling effort directed at potential grant donors. We have achieved great success when we've personally pitched our proposals to individual city and county commissioners.
coordinating with airport and surrounding neighborhood
FSU will be happy to help with planning and programming of the incubator should EDA funds arrive.
I will serve at will.
Inclusion and diversity
land use and recruitment efforts
Marketing and Communication or Collaboration.
Open to discuss
Partnership with Airport to develop strategy for land development
22-0
<i>Any other thoughts?</i>
Don't bite off more than you can chew.
Great questions!
Keep up the great work.
We are at the stepping off point of a whole new era. There is much to be done and you can't do it alone. Don't hesitate to call on your board members to take on additional assignments and responsibilities in this new wave of expansion and commitment. The more involved board members are, the more pride they share.
we've made remarkable progress in recent years, but 'they' haven't seen anything yet! Thank you all for a job well done.
Miscellaneous thoughts: 1. How are each of our tenants connected to the feedback loop (Basic research, applied research, product development)? 2. Are our tenants here because we provide a low cost option, or because of the synergy of the Park? 3. Is the collaboration between LCRDA, FAMU, and FSU functional, or is it siloed? Rate it on a scale of 1-10? 4. Are there any financial obligations that tie LCRDA, FAMU, and FSU together? 5. What was the purpose of splitting the ownership? 6. Is the current ownership structure the most productive structure in pursuit of the mission? 7. What is our greatest strength: a) Energy, b) Aero-propulsion, c) Advanced power systems, d) Supeconductivity, e) High performance materials. 8. Are any of our tenants isolated in terms of their research and innovation? Why are they at Innovation Park? 9. Since 1978, how have we measured the success of Innovation Park? 10. How important is the MagLab to the long-term success of the Park? 11. Are there investments that we can make to ensure the long-term presence of the lab? 12. How successful are our Park Programs? a)TechGrant, b)TechTopics, c) Entrepreneurial Excellence Program, d) Entrepreneur's Club

Leon County R&D Authority
Strategic Planning SWOT Themes
August 4, 2020

Strengths

The Park

- Ability to leverage up the magnetic sciences in a way that no other community in the US can do
- Contains people who “speak the same language” and nurtures technical expertise, attracts and develops experts
- Provides individuals an opportunity to work with different skills and expertise
- Property management
- Available space for rent
- Undeveloped land and a plan for its use
- Maintains the Park
- Willingness to accommodate tenant needs
- Maintain adequate oversight of building inventory
- Manage our property and assets well
- Have and will continue to improve IP.
- Work closely with our tenants, and we're always looking for new opportunities to attract and retain tenants.

Incubation/Entrepreneurship

- Experienced incubator manager that is positioned to take us to the next plateau.
- Can become more of a true center for innovation if incubator finally materializes
- Established resource for SBIR
- Well positioned to receive a major grant award enabling us to build and operate a state-of-the-art mixed-use business incubator lab.
- Pursuing grant opportunities
- SBIR grant support
- Meet grant deliverables
- Tech grants to emerging businesses

Marketing

- Communicates to those interested
- Engage our current tenants
- Dramatically improved and expanded our marketing and communications which supports our internal programs and communication with our community and others
- Focus on organization is outward to customer

Community Engagement, Respect, and Trust

- Coordinates with local players
- Important community and local government connections
- Earned the respect of our community leadership
- FSU and the Office of Economic Vitality (OEV) have both demonstrated their confidence in our ability to build and successfully manage an incubator lab by collectively pledging \$5,000,000 for project funding--This level of community support would not have been forthcoming several years ago

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- Others look to us as a knowledgeable and trusted partner. One who works in the best interest of our community and region AND provides resources/opportunities essential for recruitment, retention, and creation of new businesses

Staff

- Takes advantage of talents of staff
- Staff committed to the objectives of the organization
- Great team
- Staffed the Authority with an exceptionally talented group of professionals
- Good working relationship and 'buy-in' from our Board, ED and staff - i.e we know our process or 'roles and responsibilities' keeps us track and promotes collaboration
- Our team, led by our ED and including our staff and property management team, Innovation Park is better than ever and improving every day.
- Promotes self-management by employees

Management, Integrity, Financial Resources

- Budgeting and forecasting
- Fiscally responsible organization
- Manage resources
- Developing the ability to identify and be awarded meaningful grant opportunities
- At least for the time being, we have the financial resources to invest in expanding programs
- Audit and internal control reviews are stellar
- Ensure the integrity of our operation
- Faster decision making
- Dynamic planning process that keeps us focused on the long- and medium-term goals AND ensures we are prepared to take advantage of opportunities and respond to challenges quickly and effectively

Weaknesses

Marketing and community engagement

- Too few in the community know who we are--must continue to increase our name recognition
- Need to have more 'buy-in' from our community and region, better ways to tell our story and build connections to LCRDA and IP
- Innovation Park is hard to explain--the real estate gets confused with the mission
- With primarily the exception of the mag lab and a few others, the Park does not yet have a reputation for creating commercialized technology
- Still don't get ourselves in front of the community enough
- Suffers from perceptions related to its location, is an inconvenient distance from amenities
- Community outreach to all segments of the community
- Inclusion and diversity
- Telling our story, Brand
- View that LCRDA is a landlord rather than a creative supporter of R&D businesses

Role with Universities

- LCRDA is the entity that oversees Innovation Park, but what operational influence does LCRDA have over the FAMU and FSU components?

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- There are 3 key stakeholders, FAMU, FSU, and LCRDA that fall under the LCRDA umbrella-- Innovation Park is somehow connected to "FSU's southwest campus"
- Is somewhat dependent on the plans and priorities of FSU and FAMU

Strategy, Opportunities, and Action

- Our standard 'hurry up and wait' approach impedes our progress--most of the time this is due to factors out of our control, however we may be able to learn from our experience and avoid these issues in the future
- More action
- Limited opportunities
- Blue sky thinking
- Strategic Positioning
- Located in a city that has historically given little encouragement for growth and expansion
- Lack of engagement and presence in the strategic conversations taking place in the community
- Establishing strong external relationships/network
- Functions more as a governmental entity than nimble and innovative organization

Land and Buildings

- Facilities are showing signs of aging
- Need to finalize our C&Rs and ensure our lots are all 'shovel' ready
- Dated facilities
- No strategy for land expansion
- Reluctant to partner with other land-rich entities (airport as an example)

Resources

- Cash flow projections are quite concerning
- Priority attention must be given to the development of new sources of revenue
- Lack of private investment and donations limits our progress
- Lacks funds for infrastructure upgrades
- Limited funding mechanisms

Opportunities

Role in Economic Development/Business Attraction

- Recognition as a leader and valuable asset in our region that will support economic growth
- Our local and regional approach to economic development has improved, expanding opportunities for collaboration.
- R&D is recognized as a component of our economic vitality and we continue to develop new strategies to grow and recruit businesses
- Our local/regional 'existing and emerging clusters' are better defined and have identified magnetic tech as their primary focus and other 'clusters' overlap with LCRDA's mission
- Our location is finally an asset! In the near future, there will be substantial investment in the airport, transportation, parks and other infrastructure in the area which will benefit IP and LCRDA.
- We are better positioned than ever to become the economic driver of the community we have so long aspired to be.

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- We must enthusiastically support all efforts to capitalize on the community's worldwide leadership in magnetic technology.
- Research and development and technology-based businesses are growing at a rapid pace
- Develop means to provide financial incentives for R&D tenants to come to Innovation Park
- Federal funding for R&D is expected to experience strong growth
- The eventual transition to green energy will spur R&D investment

Marketing & Branding

- Telling our story
- Establishing a strong brand and reputations
- Becoming a leader in technology innovation
- Positioning: Florida is the 3rd largest state in the nation, IP is 2.5 miles from the capital and 2.5 miles from the airport, Highly educated community, The MagLab

Collaborations and Partnerships

- Collaborations
- Fortifying key stakeholder relationships
- More collaboration with the University community
- Local municipality leadership actively support emerging businesses

Airport and Gateway

- We need to develop a formal partnership with the Airport Authority for new business expansion.
- Create strong partnership with Tallahassee International Airport in their land development efforts
- Be a major force in the Gateway project from the airport to downtown, partner with the airport

Incubator

- We must continue our efforts to secure incubator funding for the park and this must be one of our two highest orders of priority.
- Our goal of getting our non-profit subsidiary operational needs to be accelerated.
- Secure and rapidly-implement creation of incubator facility
- Expansion and upgrade through the incubator
- Resources for emerging tech businesses are readily accessible

Recovery and community support

- Be there to help as the economy and the startup community recover
- Help revitalize the surrounding neighborhood
- Offer resources to companies which have had to remake their businesses post-pandemic

Land and Buildings

- We need to increase the occupancy of our existing facilities.
- Develop a vision for a 300-400-acre Innovation Park
- Available space to match a community need as economic opportunities increase

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Threats

Economic and pandemic

- Our local and regional approach to economic development has improved, but it may not be enough to weather the impacts of the pandemic
- COVID-19 and the new unknowns....
- Potential COVID impact on local economy and space needs
- Stalled economy
- Discouraged entrepreneurs
- Falling local, state, and federal tax revenues leading to reduced grant funding
- Economic contraction, Rise in interest rates

Financial and organization

- Aging infrastructure
- High dependency on rental income
LCRDA is unable to break out of fiscal constraints and remains in current form with current approaches
- Our failure to generate new sources of revenue could dramatically affect our continued operations
- The loss of any significant tenant could materially affect our cash flow
- Financial future
- Not diversifying our financial portfolio
- Not challenging ourselves to move to the next level of service delivery and sustainability
- LCRDA will remain a governmental facility with those bureaucratic constraints

Marketing and Community Engagement

- Competition with many organizations in getting its message out
- Groups /businesses not taking advantage of our resources/assets
- Developing a stronger presence and respect in the community

Business Attraction

- OEV serves an essential role in our community but is only as helpful to LCRDA as they are engaged
- LCRDA looks at OEV as a business development arm but OEV isn't beholden to the LCRDA.
- If OEV perceives that LCRDA has opportunities that they can leverage for economic development, the partnership will be strong.
- If, on the other hand, OEV perceives that it is difficult to place business in Innovation Park, they will likely not advocate for the Park, nor recommend the Park to prospective companies.

Incubation

- The failure to win a \$10.2 million Federal EDA grant would materially alter our long-term aspirations and goals
- Continued delays in winning the EDA grant could increase construction costs forcing us to cut back on the scope of the project or seek additional partnership funding
- Not capitalizing on our NFL Lab investment/potential