

Leon County R&D Authority

Strategic Plan 2016-2018

Executive Summary

The Leon County R&D Authority (LCRDA) has historically focused on the development and management of land and buildings at Innovation Park predominantly for the benefit of university research. These efforts, and the efforts of the universities, have created a concentrated location rich with advanced research personnel, facilities and other assets. In the past few years, the universities and community have recognized the value of developing entrepreneurial talent in the community. The community and universities can both benefit from pairing the technology resulting from university research with local entrepreneurs. They can also benefit from attracting to Innovation Park established R&D focused companies who profit from being in close proximity to these amazing university assets. Whether creating new companies or attracting established companies from across the globe, the long term result will be more high paying jobs and a more diversified local economy.

LCRDA must take a more proactive role in fostering the creation and success of startup companies, as well as attracting established companies to Innovation Park. This three-year strategic plan is focused on creating facilities and programs which help businesses commercialize technologies, creating specific approaches and plans to attract businesses to Innovation Park based on university assets, and transforming Innovation Park into a place where people want to live, work and play.

In order to accomplish these primary objectives, LCRDA must significantly improve its marketing and communications programs, and increase its financial and staff resources by maximizing the revenue from its existing facilities while operating them efficiently. LCRDA must also provide for continued quality governance and management with proactive plans for board recruitment, officer succession, and staff incentives and compensation.

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.

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.

Values

The Board of Governors and staff of the LCRDA value: Integrity, Accountability, Respect, Collaboration, Innovation, and Service.

Value Statement

The LCRDA is a unique community collaboration of FSU, FAMU, TCC, County, City and private sector leaders charged with driving innovation based economic development to recruit, retain and develop organizations which capitalize on the distinctive Innovation Park research assets focused on magnetics, aeropropulsion, materials, energy, health, and life sciences.

Strategic Objectives:

The LCRDA's strategic objectives reflect what it aspires to achieve in the future:

1. We will be a leading creator of companies and jobs through innovation, collaboration, and commercialization.

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2. Innovation Park will be an inviting place to live, work and play.
3. We will be a creative, proactive, and adaptive organization marketing and promoting the Authority's mission, vision, and value proposition.
4. We will be an economically sustainable organization.
5. We will be a highly efficient and effective organization.

Action Plan

1. We will be a leading creator of companies and jobs through innovation, collaboration, and commercialization.		
	Strategy	Year
a.	Create commercialization space in the Collins Building if not leased	1
b.	Create a business incubator/accelerator in Innovation Park	1-5
c.	Develop business attraction capabilities for Innovation Park either through hiring, contracting, or partnering	1
d.	Develop partnership with airport for business attraction	2
e.	Develop cluster mapping	1
f.	Develop programs for startups	2
2. Innovation Park will be an inviting place to live, work and play.		
a.	Create mixed use development for grad student/post-doc housing and/or extended stay, retail, office, meeting and collaboration space, etc.	1-3
b.	Establish walking trails throughout Innovation Park	1
c.	Improve signage throughout Innovation Park	1
d.	Explore alternative uses for Knight Administrative Building	2
e.	Make land and building development process easier to access and understand	1
f.	Create events to engage more Innovation Park members and other community members	1
3. We will be a creative, proactive, and adaptive organization marketing and promoting the Authority's mission, vision, and value proposition.		
a.	Create a comprehensive marketing plan	1
b.	Identify and dedicate resources for marketing	1
c.	Merge two brands into one with descriptive tag line	1
d.	Redevelop two websites into one	1
e.	Increase community engagement for Board members	1
4. We will be an economically sustainable organization.		
a.	Increase occupancy of Morgan Building to at least 80%	1
b.	Lease remaining portion of Johnson Building to National Park Service or move on to use of broker to attain at least 80% occupancy	1
5. We will be a highly efficient and effective organization.		
a.	Add staff person to take over administrative duties allowing Director of PCA to focus on helping to execute strategies	1
b.	Executive Director will provide regular updates to the board on status of strategic plan objectives	1
c.	The Board will develop a board officer succession plan	1
d.	The Board will develop a plan to recruit new board members	1
e.	The Board will evaluate the need for and if needed develop a staff bonus plan	1