

2009 OPERATING PERFORMANCE — PAGE 1 OF 2

2009 Big Actions	2009 Work Plan	2009 Results									
1	<p>Cultivate, Develop, and Engage the NIIC Team</p> <ul style="list-style-type: none"> ● Implement performance management systems ● Establish personal development plans for the employees ● Identify cross-training opportunities and partnerships among the staff 	<ul style="list-style-type: none"> ● Add contracted, part-time HR professional to team ● Fully implement Success Factors for performance & balanced scorecard management, and linkage to Pinnacle Values ● Develop training & development (Personal Development Plans) for each NIIC staff member; align professional goals with organizational outcomes ● Develop documented, effective scalable systems and processes for expansion & growth activities (coaching model, employee handbook, employee benefit plans) 	<ul style="list-style-type: none"> ● 63% of goals and sub-goals were completely achieved; and 24% of goals had some level of completion. 13% of goals had no level of accomplishment. ● Hired a contracted HR person to drive the goal oriented process. ● 3 current NIIC staff are pursuing Bachelor's degrees. ● Implementation of employee handbook. ● 2 staff led sessions in strategy at the NBIA Fall Training Institute. ● 1 staff has successfully completed the class portion of Six Sigma Black Belt, the first step in becoming Black Belt Certified. ● CEO certified as a dream manager 								
2	<p>Increase Outreach Initiatives</p> <ul style="list-style-type: none"> ● Develop a formal marketing plan ● Expand our regional reach ● Identify new skunkworks operations ● Intensify relationships with high schools & universities; expand student venture activities 	<ul style="list-style-type: none"> ● Execute Bluffton Project ● Secure Adams County project and other fee for service consulting work ● Reapply with Venture Works to OCRA for follow-on funding ● Open an Express Office in a non-served county with local support/involvement ● Pick our partners and opportunities; align our resources; marshal our efforts; and deliver on our commitments (restructure, improve, and deliver on 1st Source iCARE program requirements) 	<ul style="list-style-type: none"> ● Secured Adams County project for \$25K (consulting budget for all projects was \$50K; actual for 2009 was \$33K). ● 35 qualified prospects in 2009, with 37.1% closed as residents ● Bluffton project delayed due to County not ready to proceed ● OCRA had no new funding to support Venture Works ● 13 new resident clients through year (+6 new residents for 2009) ● 4 new student venture companies and 3 funders engaged in supporting student entrepreneurship programs (6 cohorts and 80 students engaged in Biz Wiz) ● Implemented T-Minus-30 (T-30) and Launch Pad programs ● ICARE program yielded 28 face-to-face qualified prospect meetings and 7 new accounts. 								
3	<p>Promote Cost Effectiveness</p> <ul style="list-style-type: none"> ● Negotiate preferred vendor agreements ● Reduce discretionary operational expenses ● Utilize contract staff ● Improve efficiency through technology and better workflow 	<ul style="list-style-type: none"> ● Make <i>make vs. buy</i> decisions in physical plant & maintenance, cleaning, lawn care (large expenditure areas) ● Cost mitigation in IT spending (become more self-sufficient) ... opportunity upside ● Reduce or defer discretionary expenditures not essential to growth activities; push timing to the future 	<ul style="list-style-type: none"> ● Formed, launched, and recruited personnel to insource IPMG, LLC services. ● Reduced IT spending by 10% in 2009 from 2008, even with the added cost of supporting and setting up the EGC facility. ● Due to the change in one of our cleaning suppliers, we have saved over 15% in the purchase of supplies (\$7,500 in savings). ● Total expenses are down over 12% from budget due to cost decisions throughout 2009. ● \$24K annualized savings in employee benefit design changes. ● Implemented process improvements in work orders, online reservation system, and web-site ● Cash surplus excluding extraordinary items was \$59K (exceeding \$15K target). ● Energy costs in NIIC are down 28% year over year (\$39K in savings, 14% less gas and 40% less electricity). ● Combined energy costs for NIIC and EGC: <table border="0" style="margin-left: 20px;"> <tr> <td></td> <td style="text-align: right;">2009 Actual</td> <td style="text-align: right;">2009 Budget</td> <td style="text-align: right;">2008 Actual</td> </tr> <tr> <td>Total — Gas & Electric</td> <td style="text-align: right;">\$163,353</td> <td style="text-align: right;">\$217,200</td> <td style="text-align: right;">\$152,945</td> </tr> </table> Even with 75% more facilities, 2009 energy costs were similar to 2008 due to energy audit items & staff energy efficiency improvement efforts. 		2009 Actual	2009 Budget	2008 Actual	Total — Gas & Electric	\$163,353	\$217,200	\$152,945
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3201 – 3211 Stellhorn Road, Fort Wayne, IN 46815
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4	<p>Deliver Best-In-Class Service and Programs</p> <ul style="list-style-type: none"> ● Meet our stakeholders' requirements and expectations through our Pinnacle Standards, benchmarking initiatives and quality systems (ISO9001:2000, Baldrige criteria, Environment, Health, Safety, etc.) 	<ul style="list-style-type: none"> ● Strive for consistent NPS score above 80 in our client ratings ● Achieve 80% business retention in the park excluding planned graduations or business failures ● Pursue and develop comprehensive strategies for new sector focus in financial services and renewable energy ● Optimize Conferencing & Training Center for profitability (Corporate Partners Program), & community impact ● Maintain ISO9001:2000 certification ● Improve Baldrige scoring band at least one level 	<ul style="list-style-type: none"> ● Received a year-end Net Promoter Score of 77% (up from 57% mid-year) and a participation rate of 43% (up from <10%). The weighted average score for the year was 73%. ● Passed the 2009 ISO 9001:2000 Surveillance Audit with zero major findings ● The new EGC Cole Conference & Training Center had a very busy first year, generating over \$25K of revenue and serving many new clients, including: Lasater Institute, Notre Dame, Motorola, Grabill Bank, Do it Best, Antibus, BKD, Indiana Research Service ● Secured Blue Water Mortgage in the Financial Services sector; they've grown from one office to three offices and 10+ employees. ● Implemented a "Pinnacle Service" training program to train all new employees on NIIC's service philosophy and culture. ● NIIC's Baldrige application did not receive a high enough score for a site visit. ● NIIC featured in 4 best practices in new NBIA book ● CEO visits and benchmarks 15 incubators/parks and writes 29 case studies with a Foellinger Inspire grant
5	<p>Grow the Park</p> <ul style="list-style-type: none"> ● Initiate construction of another building ● Increase occupancy in our facilities ● Grow capacity through scaleable business operations ● Diversify and increase funding sources 	<ul style="list-style-type: none"> ● Complete and announce anchor tenant for building #3 ● Complete fundraising & development efforts for EGC ● NIIC occupancy > 70% by 12/31/09 ● EGC occupancy > 60% by 12/31/09 ● Park Payroll exceeds \$10MM by 12/31/09 on an annualized basis ● Identify additional viable funding models for ongoing operational support and expenses ● Implement and fund a Building Maintenance/Capital Reserve Fund 	<ul style="list-style-type: none"> ● The NIIC Occupancy rate as of 12/31/09 was 76% versus our goal of 70% ● The EGC Occupancy rate as of 12/31/09 was 76.5% versus our goal of 60%. ● The Park Occupancy rate as of 12/31/09 was 77% versus our goal of 60%. ● Building #3 anchor tenant secured but not yet publicly announced due to incentive requirements (\$10 Million appropriated in State budget). ● Creation of co-working space to attract new group of potential clients not previously serviced by NIIC ● Maintenance/Reserve Fund Balance implemented and currently has a balance of \$69,018 ● Park payroll increased to \$7.6 MM from \$7.5 MM; FTE under pressure from economic recession ● Secured diverse new Corporate/Foundation funders (36% of grant commitments were from new NIIC funders) ● 92% of EGC debt service is covered through contributions and TIF (not program fees) ● 167% of budget for grants/contributions ● Closed on three new gap financing investments/asset-based loans valued at \$103K



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