



STRATEGY THEME:

Innovation Park becomes a significant institution in the community in which we *Live, Work, Learn, & Lead*.

Opportunities to exceed Plan:

1.	Accelerating TIF recovery based on Park payroll for greater self-sufficiency
2.	Regional Management Services Projects take-off faster than anticipated
3.	Obama economic platform and renewable energy focus
4.	Alignment with large employers creates new fee-for-service business opportunity
5.	Anchor client creates supply chain opportunities and new source of fees

Threats to achieving Plan:

1.	Federal direct appropriations don't materialize
2.	Operating Expense level higher than growth in income sources
3.	Foundation giving declines dramatically as a result of declining investment income
4.	Municipal government challenges (Property tax reform, lower tax revenues)
5.	CTP funding levels

2010 - 2013 STRATEGIC PLAN | **2009 OPERATING PLAN**

Mission & Core Values	Strategies & Tactics	Mission Milestones	Outcomes	Big Actions	2009 Operating Plan
<p>OUR MISSION: "Create jobs & grow companies throughout northeast Indiana by accelerating innovation & energizing entrepreneurship."</p> <p>OUR CHARTER — Increase the number of technology cluster jobs and companies in northeast Indiana Increase the average wage in Allen County and northeast Indiana Increase the overall payroll base of the Northeast Indiana Innovation Park</p> <p>PINNACLE VALUES —</p> <ul style="list-style-type: none"> A mindset for creativity and innovation, A passion for excellence and a desire to be a lifelong learner, A positively outrageous "can do" service attitude, A results-orientation driven by personal accountability & commitment to quality in all we do, An adaptability to change that meets the needs of our clients and guests. <p>OUR CORE CULTURE — We are committed to helping people realize their dreams through new ventures by leaving them better off than when we first met them.</p> <p>We accelerate and improve the likelihood of success of new ventures.</p> <p>We believe and bet on the character and potential of the entrepreneur.</p> <p>We deliver the majority of the services we offer through internal resources.</p> <p>We collaborate with higher ed. to deliver real time, relevant, & experiential learning opportunities that connect entrepreneurs w/ students in real life projects.</p> <p>We support community initiatives that strengthen & leverage the competitiveness and innovativeness of northeast Indiana industries and companies.</p> <p>OUR VISION — To be a dynamic, interactive, growth-focused technology and resource center working to create, attract, and retain high-quality jobs, to enhance learning at all educational levels, and to contribute to the vitality and competitiveness of our community.</p>	<p>KEY STRATEGIES <i>Delivering on our Core Purpose</i></p> <ol style="list-style-type: none"> JOBS: Create Higher Quality, Higher paying Jobs in Growing Companies <ul style="list-style-type: none"> 10%-25% Higher Wages \$10-\$15MM Payroll SUSTAINABILITY: Strengthen Long-Term Organization Continuity <ul style="list-style-type: none"> 2nd Building, 70% Occupied Anchor Client, 3rd Building 100,000 Sq.Ft., 90% Occupied REGIONALIZE: Entrepreneurial Network in region <ul style="list-style-type: none"> 3 Full-Service Nodes 3 Express Coaching Locations "GROW OUR OWN": Educational Collaborations & Student Ventures <ul style="list-style-type: none"> Student Venture Lab \$2MM LEAP Fund High-Tech H.S. Program "BE THE BEST": Nat'l Recognition as Best-In-Class Technology Center <ul style="list-style-type: none"> ISO9001:2000 Re-Certification Earn Baldrige Award Win NBIA Incubator of the Year <p>QUALITY STATEMENT <i>What we deliver</i></p> <p>We will consistently deliver best-in-class programs and services that meet our stakeholders' requirements</p> <p>BUSINESS MODEL: NIIP will deliver on its purpose and fuel its growth by managing a portfolio of:</p> <ul style="list-style-type: none"> High Tech, High Touch Facilities Demand-driven Programs & Client-centered services <p>Complemented by:</p> <ul style="list-style-type: none"> A Regional "hub and spoke" network An international "sister" incubator/park partnership 	<p>KEY FINANCIAL METRICS <i>Our 3-5 Year Priorities</i></p> <ol style="list-style-type: none"> Increase the number of technology cluster jobs in northeast Indiana (Goal: 150 jobs every 4 years) Increase the average wage in Allen County and northeast Indiana relative to existing levels of wages (Goal: 10-25% higher) Increase the overall Park payroll base over existing as of August 2003. (Goal: \$12 MM by 2013) PARK OCCUPANCY RATE (%): <ul style="list-style-type: none"> 2009 => 60% 2010 => 70% 2012 => 80% 2013 => 90% NET SURPLUS ON A CASH BASIS: <ul style="list-style-type: none"> 2009 => \$0 2010 => \$15,000 2012 => \$30,000 2013 => \$50,000 PROGRAM SERVICE FEE GROWTH: <ul style="list-style-type: none"> 2009 => STEADY 2010 => 2% INCREASE 2012 => 5% INCREASE 2013 => 10% INCREASE <p>3-5 YEAR TARGETS: Future Date: Dec 31, 2013</p> <p>Revenues (Non-Capital): \$3.0 MM 65% Program Revenues 35% Donor Giving</p> <p>Funding Mix: 65% Program Revenues 35% Donor Giving</p> <p>Surplus/Deficit (Cash Basis): \$50,000</p> <p>Occupancy Rate: 85%</p> <p>Total No. of Clients: 50</p> <p>Our Sandbox (Region): N.E. Indiana Northeast Indiana 15-County Region: Adams, Allen, Blackford, De Kalb, Elkhart, Grant, Huntington, Jay, Kosciusko, Lagrange, Noble, Steuben, Wabash, Wells, and Whitley</p> <p>SMART NUMBERS <i>Key Long-Term Metrics and Targets</i></p> <p>100% or more growth in at least 1 of these: ☉ Payroll ☉ Employment ☉ Sales ☉ Capital # of Graduates that stay in NIIC's service area # of Graduates still in business 5 years out (survival rate %)</p>	<p>2009 NON-FINANCIAL SMART NUMBERS</p> <ol style="list-style-type: none"> Customer Loyalty Goal: Net Promoter Score (NPS) of 80% or more/annually # of Guests/Visitors On Campus Goal: > 5,000/year # of Major ISO Audit Findings Goal: 0 per year # of Patent Apps / New Products Launched Goal: 10+/year Local Government Fee for Service Grant Retention Rate Goal: 100%/year <p>2009 "Stretch" FINANCIAL TARGETS: Future Date: Dec. 31, 2009</p> <p>Revenues Non-Capital: \$2.0 MM 50% Program Revenues 50% Donor Giving</p> <p>Funding Mix: 50% Program Revenues 50% Donor Giving</p> <p>Surplus/Deficit (Cash Basis): \$15,000</p> <p>Occupancy Rate: 70%</p> <p>No. of Clients: 40 6 Months of operations in cash equivalents</p> <p>Cash Reserves: _____</p> <p>A/R Days: 1-2 Days use of ACH; Credit Card</p>	<p>KEY "ROCKS" <i>Our Priorities</i></p> <ol style="list-style-type: none"> Cultivate, Develop, and Engage the NIIC Team <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 <p>BHAG: Strategic acquisition of an under-performing entity</p> Increase Outreach Initiatives <ul style="list-style-type: none"> Develop a formal marketing plan Expand our regional reach Identify new skunkworks operations Intensify relationships with high schools and universities; expand student venture activities <p>BHAG: First incubator outside Allen County; Partnership formed with incubator outside the U.S.</p> Promote cost effectiveness <ul style="list-style-type: none"> Negotiate preferred vendor agreements Reduce discretionary operational expenses Utilize contract staff Improve efficiency through technology and better workflow <p>BHAG: 3% reduction in non Program-Related Expenditures</p> Deliver best-in-class service and programs <ul style="list-style-type: none"> Meet our stakeholders' requirements and expectations through our Pinnacle Standards, benchmarking initiatives and quality systems (ISO9001:2000) <p>BHAG: Double 2008 Conference Center gross income; continued improvement and growth in payroll, FTE, and average wages</p> Grow the Park <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 <p>BHAG: Non-local foundation or corporation funds a strategic NIIC</p> 	<p>KEY "ROCKS" ACTION STEPS</p> <ol style="list-style-type: none"> <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 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"> Execute Bluffton Project Secure Adams County project and other fee for service consulting work to supplement budgetary shortfalls Reapply with Venture Works to OCRA for follow-on funding Open an Express Office in a non-served county with local support/involvement <ul style="list-style-type: none"> Make make vs. buy 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 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"> 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 and community impact Maintain ISO9001:2000 certification <ul style="list-style-type: none"> Complete and announce anchor tenant for building #3 Complete fundraising and 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 <p>Reward or Celebration: Staff has increased developmental opportunities; Park moves toward self-sustainability; generates a higher percentage of its operating budget from program fees</p>

Innovation Park VISION 20/20

To surpass **1,000 knowledge workers in the Park by 2020** by delivering best-in-class programs, relevant services, and "high tech, high touch" infrastructure to: **motivated entrepreneurs, growth-minded organizations, and the creative class** through a comprehensive regional network that fulfills and maximizes our **Live, Work, Learn, & Lead Master Plan**.

- ◆ 7 Major Buildings in the next 10 years
- ◆ Over 300,000 Sq. Ft. of high-tech space under management with a portfolio of supporting "pay for" services
- ◆ Over 1,000 technical and business pro living, working, and learning on-campus

