



Tri-Valley Innovation Plan, 2010

July 22, 2010



Innovation Tri-Valley Plan Outline

- Background
- Vision
- Initiatives
- Innovation Tri-Valley Organization
- How you can help



What is Innovation Tri-Valley?

We are Innovation Accelerators

Innovation Tri-Valley (ITV) started as a commitment between key business leaders to organize an effort to interconnect the businesses, research labs, educational institutions and civic leaders in a common and aligned vision to fully leverage the assets and potential of the region. The group firmly believes that with a united effort we can accomplish more to help our regional businesses grow and scale, resulting in job growth and community vitality. .

The Tri-Valley is endowed with world-class business assets. They include 11 of the top 50 companies by revenue in the entire Bay Area, the #1 largest company in revenue in the Bay Area, a high concentration of Gazelles (fast growing companies), two National Labs, and a workforce and student base that is as well positioned and accomplished as the talent base in Silicon Valley. We also have a high quality of life, with a vibrant combination of wineries, restaurants, shopping areas, recreational parks and facilities, entertainment venues, and a Mediterranean climate.

Based on a study of other regions that have successfully created innovation hubs for job growth while enriching business and cultural assets, we have concluded that there are several keys to success that the Innovation Tri-Valley effort will employ:

- **Vision:** Establish a shared vision of success among business, educational, and civic leaders.
- **Leadership:** Engage the executive leaders of key organizations in direct leadership and visionary roles of a regionally focused organization.
- **Organization and Funding:** Create a non-profit organization that provides focus on a select number of high impact initiatives identified by leaders that supplement and enhance existing individual efforts and initiatives.

The Innovation Tri-Valley effort is dedicated to the following areas of achievement and impact:

- **Business Innovation:** Help attract businesses to the region and help them to scale and grow strong roots in the region;
- **Cultural Innovation:** Help create an innovative regional culture that is globally connected, regionally united and locally unique, developing and retaining top talent from around the world, and enhancing the regional quality of life;
- **Public-Private Innovation:** Align interests of Innovation Tri-Valley stakeholders to generate greater funding for economic vitality programs.



Who is Innovation Tri-Valley?

This work reflects contributions of time, effort and thought from a diverse group of leaders in the Tri-Valley region. A concerted effort was made to include a wide set of points of view. This is evident from the list of leaders who represent a diversity of stakeholder perspectives. They provided invaluable input for the enhancement of the Tri-Valley region as a 21st century innovation hub. Special thanks are due to the Innovation Tri-Valley steering team in particular. They provided leadership for the overall effort as well as securing initial funding to sponsor the work. They also invested time in several working sessions to shape the research report and the Tri-Valley Innovation Plan, 2010.

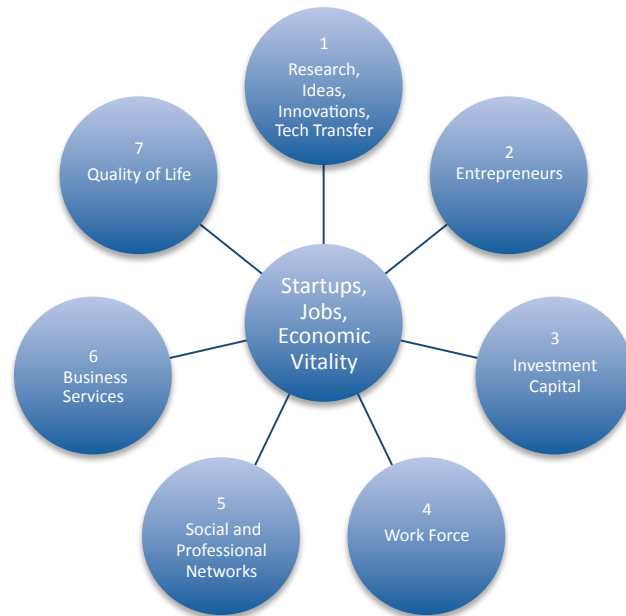
Len Alexander, Executive Director, Livermore Valley Performing Arts Center
Marty Beard*, President, Sybase 365
Jill Bergman, Econ. Dev. Coordinator, City of Danville
Amy Blaschka, President & CEO, Tri-Valley Convention & Visitors Bureau
Gina Bonanno, Deputy Director, NIF Lawrence Livermore National Laboratory
James Bono Director, Public Affairs, Lawrence Livermore National Laboratory
Toby Brink, Executive Director, Tri-Valley Business Council
Joseph Caggiano*, Senior Consultant, Chevron Energy Technology Company
Bob Carling*, Director, Sandia National Laboratory
Jim Caldwell, Executive Director, Workforce Incubator
Gary Cohen, Chief of Staff US House of Representatives,
for Congressman Garamendi, Tenth District, California
Jay Davis*, President, Hertz Foundation
John Dulchinos*, CEO, Adept Technology
Kelly Dulka, Executive Director, YMCA
Marc Fontes, Director Economic Development Dept., San Ramon
Michele Gault, Deputy Director, US House of Representatives,
for Congressman Garamendi, Tenth District, California
Bill Goldstein, Associate Director, PLS Lawrence Livermore National Laboratory
Christine Gulbranson, Principal, Christalis
Scott Haggerty, County Supervisor, Alameda County Board of Supervisors
Randy Hawks, Managing Director, Claremont Creek Ventures
Susan Houghton, Director, Pub. Safeway & Govt. Affairs
Julie Huckaby, Director, Livermore Chamber of Commerce

* Steering Team Member

Julie Huynh, Exec. Assistant, Sybase 365
Dale Kaye*, President and CEO, Livermore Chamber of Commerce
David Kent, CEO, The Wine Group, Inc.
Kareen Knowles, Associate Medical Group Admin, Kaiser Permanente
Rob Lamkin, CEO, Cool Earth Solar
Susan Carlson Lim*, Director Human Resources, Adept Technology
Janet Lockhart, Executive Director, Dublin Partners in Education
Mike Lyons, Venture Partner, Paladin Capital Group
Crystal Lu, PR Manager, Sybase 365
Linda Maurer, Economic Development, City of Dublin
Ken Maxey, Director, Govt. Affairs Comcast
Christine Meda, President and CEO, Arcxis Biotechnologies
Ken Mintz, Area Manager External Affairs, AT&T
Lynn Naylor, Executive Director, World of Children
Donna Nelson, VP and Chief of Staff, Topcon Positioning Systems
Pam Ott, Econ. Dev. Director, City of Pleasanton
DeRionne Pollard*, President, Las Positas College
Devon Powers, Government Relations, Sandia National Laboratory
Keith Scott, CEO, UltraCell
Joan Seppala, Founder and Publisher, The Independent
Erik Stenehem*, Director IPO, Lawrence Livermore National Laboratory
Ron Stoltz, Manager, Sandia National Laboratory
Stan Swete*, Chief Technology Officer, Workday, Inc.
Phil Wente*, Vice Chairman, Wente Vineyards
Rob White, Econ. Dev. Director, City of Livermore



A Healthy Innovation Ecosystem



Source: T. Munroe, "What makes Silicon Valley tick?"

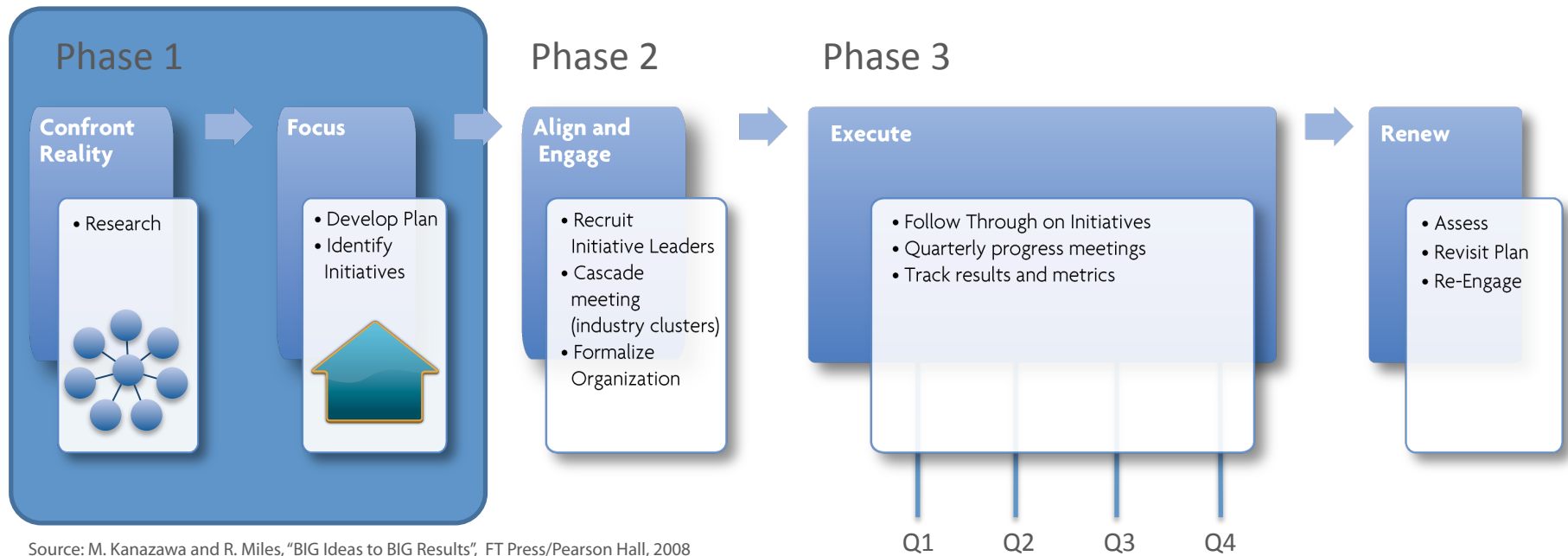
Using the Ecology of Innovation evaluation framework that assesses a region's potential for innovation we concluded that the tri-valley region has a healthy innovation ecology with key assets in place for it to become a successful innovation hub. The detailed findings are captured in the report -- Innovation Potential in the Tri-Valley , dated May 20, 2010.

Analysis of the report findings pointed to three areas of opportunity for the Tri-Valley to further build our ecosystem:

- Greater interconnectivity of people, assets and information
- Alignment of regional business, educational and civic leaders
- A focused action plan, with the unique focus on scaling businesses



The Accelerated Transformation Process (ACT)



Source: M. Kanazawa and R. Miles, "BIG Ideas to BIG Results", FT Press/Pearson Hall, 2008

To generate leadership alignment and focus, the Innovation Tri-Valley effort has been following the ACT process for transformation. Phase I in the process included the research, bringing over 40 organizations together to begin to shape the Plan, and has resulted in a level of alignment of business, educational and civic leaders not previously seen in the region.

Currently in Phase 2 this effort will focus on engaging with an even broader group of leaders and contributors and putting in place an organization and structure to sustain the effort.



Innovation Tri-Valley: Vision

Strategic Vision Statement

Create an interconnected hub of innovation in the Tri-Valley, to spur job growth and sustain a healthy economy and a vibrant community.



Phase 1 Focus: Alignment Arrow



1 Business Innovation



Vision	Area of Focus	Success Metrics	Commitments to Action
Help attract businesses to grow in the region, generate jobs and attract talent	Build Awareness	<ul style="list-style-type: none"> • Media hits (web, positive media mentions) • Inquiries to cities for business 	<ul style="list-style-type: none"> • Marketing and PR to establish a regional identity • Business plan competition • Expand Annual Innovation Forum to become a flagship event • Publish information about the Tri-Valley (e.g., Tri-Valley Research Report, Tri-Valley Index)
	Establish & Scale Businesses	<ul style="list-style-type: none"> • Number of organizations helped to establish themselves in the Tri-Valley: large company or operating unit relocations, major non-profits, start-ups 	<ul style="list-style-type: none"> • One-stop package for establishing businesses in the Tri-Valley: office- space, permitting, utilities, financial incentives, etc... • Leverage incubation facilities to encourage start-up businesses • Develop programs to support scaling businesses
	Interconnect	<ul style="list-style-type: none"> • Level of networking activity regionally (events, partnerships, etc.) • Number of Tri-Valley chapters in National and Statewide organizations 	<ul style="list-style-type: none"> • Facilitate business and community connections and access to: regional businesses, international innovation hubs, and possible sister city connections • Establish regional presence in National and Statewide organizations to gain a broader voice and influence



2 Cultural Innovation



Vision	Area of Focus	Success Metrics	Commitments to Action
<p>Create an innovative regional culture that is globally connected, regionally united and locally unique that develops and retains top talent from around the world</p>	<p>Develop Innovative Workforce</p>	<ul style="list-style-type: none"> • Number of programs and students involved 	<ul style="list-style-type: none"> • Tri-Valley Innovation Fair run through the school system and partnering with businesses • Help facilitate connection between regional universities, community colleges and businesses to develop regionally relevant academic programs • Create a program to celebrate Entrepreneurship / Intra-preneurship (e.g., awards, PR, speaker series)
	<p>Enrich Quality of Life</p>	<ul style="list-style-type: none"> • Development of and participation in region-wide events 	<ul style="list-style-type: none"> • Advocate for regional amenities (e.g., resort hotel, regional venue to bring in world-class entertainment) • Help create a unique, region-wide cultural event that draws wide attention (e.g., ITV Triathlon, electric car race, art in the Valley)



3 Public-Private Innovation



Vision	Area of Focus	Success Metrics	Commitments to Action
<p>Align interests of Innovation Tri-Valley stakeholders to generate greater public and private partnerships for economic vitality programs</p>	<p>Leverage Intellectual Property</p>	<ul style="list-style-type: none"> • Number of technology transfer inquiries and transactions 	<ul style="list-style-type: none"> • Build awareness of intellectual property and technology available for licensing • Support development of the Open Campus to encourage prototyping of breakthrough IP • Help create a 4-year research university presence
	<p>Advocate as a region for greater Infrastructure Investment</p>	<ul style="list-style-type: none"> • Amount of State and Federal funding for regional initiatives that support the vision of Innovation Tri-Valley 	<ul style="list-style-type: none"> • Create regional marketing program embraced by all 5 cities • Explore state and federal funding opportunities as a region (e.g., iGATE) • Advocate for incentives for technology-based companies to locate in the Tri-Valley



Next Steps to Activate the Innovation Plan

- Define the Innovation Tri-Valley Organization
- Activate the Communications Plan
- Secure funding
- Engage the larger community through Cascade meetings (industry cluster teams)



Innovation Tri-Valley Organization

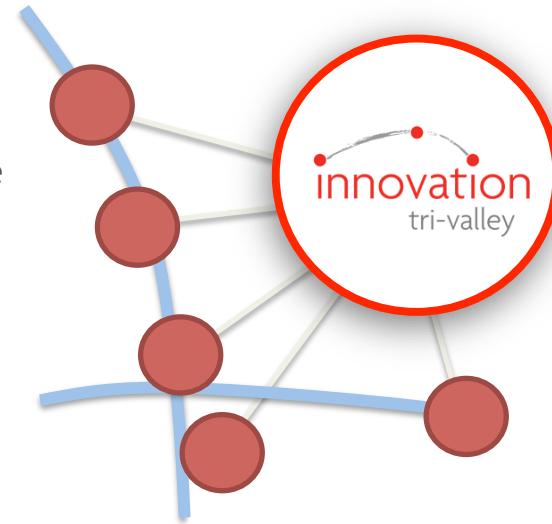
The Innovation Tri-Valley effort began as an informal collaboration between leaders. To move forward, a formal organization will be developed to ensure sustainability of the effort.

Organization Purpose

- Launch the effort to unite the region
- Sustain leadership and commitment over time
- Engage others with communications and outreach

Key Next Steps

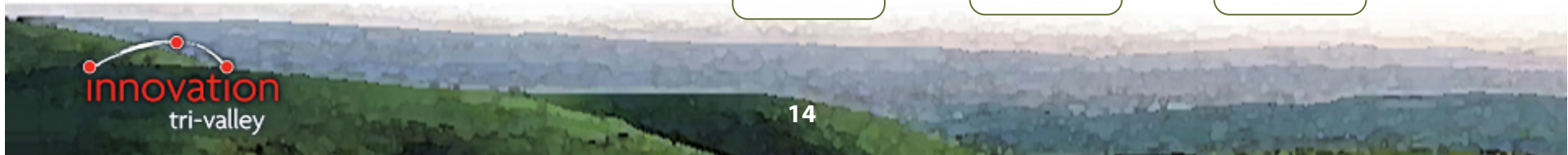
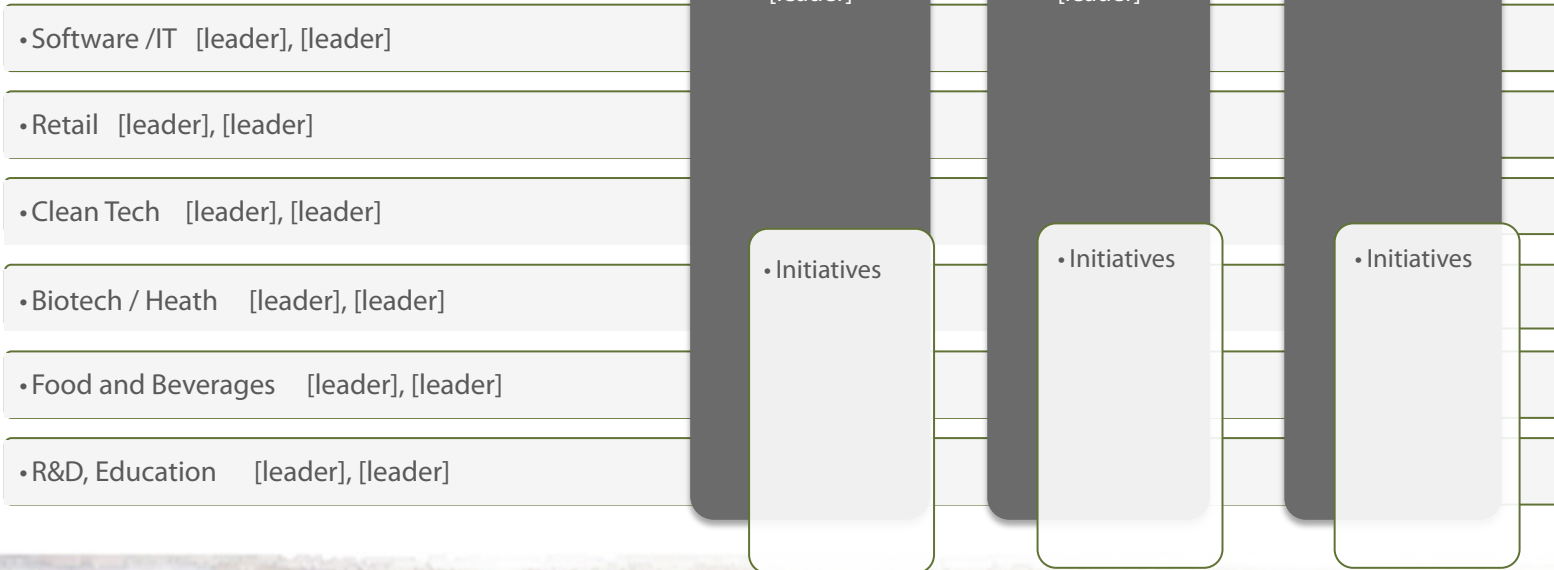
- Identify and solidify commitment of leaders in the Tri-Valley community who will engage a broader group to execute the initiatives
- Generate the funding required to launch and sustain a high quality effort
- Manage a Strategic Regional Branding Platform:
 - Tri-Valley Region (Consistent Message, Brand, Outreach)
 - Innovation Tri-Valley Organization
- Communicate to larger audience (cascades, web, promotional events, PR)
- Develop ways to measure progress and change (e.g., Tri-Valley Innovation Index)



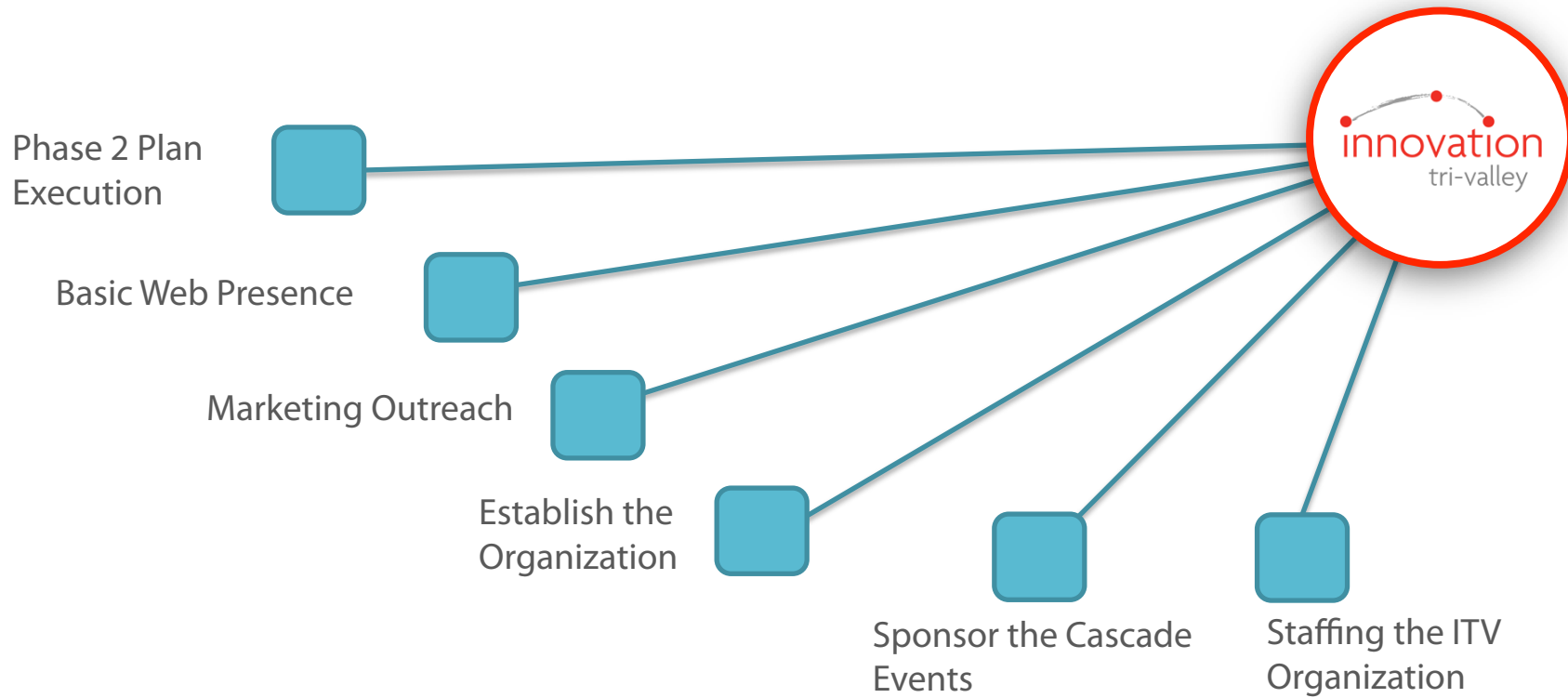
Innovation Tri-Valley Organization

- Plan Development / Ownership
- Marketing/ Communication
- Financial / Fundraising
- Government Affairs

Steering Committee
Executive Leadership team:



Near-Term Funding Needs



The Innovation Tri-Valley Organization will require funding to support a small staff and specific near-term tactical projects. This will not replace the need for direct funding for the major initiatives. In addition, longer-term funding for a staff and support functions will be required to ensure the sustainability of this effort over time.



Communication Plan

One of the greatest opportunities in the Tri-Valley is to stimulate greater awareness, inter-connection and collaboration, that is rooted in better communication between leaders, contributors and organizations. An initial communications plan has been developed and is outlined below.

Content

- Innovation Potential in the Tri-Valley Report
- Tri-Valley Innovation Plan, 2010
- Website: www.innovationtrivalley.org
- Brochure

Vehicles

- Events:
 - July 8, Tri-Valley Mayors Roundtable
 - July 17, Assemblywoman Joan Buchanan's Technology Conference
 - July 22, Innovation Luncheon: Unveiling Innovation Tri-Valley
 - TBD various regional events (e.g., Innovation Fair, Business Plan Competition; Innovation Awards)
 - Host local events for industry associations representing ITV focuses
- Extend web / social media presence
- Influencer outreach
- Media outreach



What can you do to support the effort?

- Engage in leading an initiative or industry cluster Cascade and Working Group
- Provide funding to the Tri-Valley Organization
- Align the communication of your organization to the key messages for the Tri-Valley
- Provide support for executing the key commitments to actions, both personally and through your organization

