



2014 Strategic Plan

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Vision

The Tri-Valley region is nationally recognized and branded as a business-nurturing hub of innovation with a high quality of life.

Mission

Innovation Tri-Valley (ITV) promotes the Tri-Valley and its businesses, further builds the Tri-Valley's innovation ecosystem, and advocates for issues that impact the growth, development, and retention of business in the Tri-Valley.

Strategic Goals

- Showcase, Promote, and Market Tri-Valley businesses at the county, state, and national levels
- Showcase, Promote, and Market the Tri-Valley at the county, state, and national levels
- Advocate for issues that are important to businesses in the Tri-Valley
- Establish ITV as THE interconnected innovation hub of business, non-profits, and government that works together across organizations for the benefit of Tri-Valley businesses
- Establish an on-going funding stream for ITV
- Re-classify ITV from a 501(c)(3) to a 501(c)(6) non-profit

2014 Deliverables

Funding for ITV shall be used to achieve the following this year

Project	Benefit to Businesses and Employees
Innovation Forum: Medical Technology & Healthcare	Public Engagement for Tri-Valley medical technology and healthcare companies
Completion of Permit Streamlining Initiative	Easier to expand existing businesses and to attract new businesses
TEDx Livermore: Unleashing Creativity	Public Engagement for Tri-Valley businesses
Tri-Valley Student Dream Makers and Risk Takers	Public Engagement for Tri-Valley businesses
Pediatric Healthcare Services: Explore Opportunities	Currently children living in the Tri-Valley must be transported to Oakland (or further) for pediatric care. This imposes a burden on the child and their family.
University Extension Courses: Explore Opportunities	Improved access to Continuing Education that allows employees and job seekers to develop and upgrade their skills. Currently these programs are offered outside of the Tri-Valley.
Advocacy for BART to Livermore	Ease of access to and from the Livermore region.
Advocacy for flights to OAK	Easier access to flights for Tri-Valley businesses.
Industry Initiatives for Science and Math Education (IISME): Recruit companies to participate in the Summer 2014 session "IISME Opportunities in the Tri-Valley"	Public Engagement for Tri-Valley businesses.

Project	Benefit to Businesses and Employees
Design to Manufacture Academy: Recruit a company to host participant students in the Summer 2014 session	Public Engagement for Tri-Valley businesses.
Promote AC Workforce Development Board survey and assessment of the Tri-Valley to disaggregate the Tri-Valley's needs from the East Bay assessment.	Brings clarity to workforce training needs of the Tri-Valley.

Marketing Committee

The Marketing Committee is responsible for promoting ITV and building the Tri-Valley brand through coordinated, regular, and impactful monthly activity. This committee creates and executes on a communications and marketing plan that establishes a regional brand, promotes businesses, and keeps our membership, the media, and our elected officials informed of achievements and top priorities. The committee's goals are:

- Identify "Tri-Valley Success Stories" and achievements in the areas of business innovation, education innovation, and notable events
- Coordinated monthly execution of social media, press releases, newspaper coverage, and other tactics to identify and promote the "Tri-Valley Success Stories" and ITV achievements
- Work with Chevron and Bridgelux to create a 1-5 minute video of the Bridgelux/Chevron partnership brokered by ITV
- Continue to publish semi-monthly newsletters
- Update and maintain website

Business & Membership Committee

The Business & Membership committee has a dual role in 2014: raising funds for ITV and completing the permit streamlining initiative to support the attraction and development of businesses. The committee will implement a portal that will lead businesses directly to incentives offered by each Tri-Valley city, creating business attraction packages. The committee's goals are:

- Raise \$400k by Thanksgiving 2014
- Complete the Permit Streamlining Initiative by August 31, 2014
- Conduct lead generation training for ITV and establish funding targets by April 30, 2014
- Measure and report on member recruitment and fundraising at ITV Board Meetings

Quality of Life Committee

The Quality of Life Committee is focused on improving Healthcare, Transportation, and Workforce Development for residents of the Tri-Valley. Many of these residents are employees of Tri-Valley firms. In addition, improving Quality of Life enables Tri-Valley employers to more easily recruit employees from other areas. The committee's goals are:

- Explore the opportunities of offering pediatric care in the Tri-Valley

- Benefit: Currently children living in the Tri-Valley must be transported to Oakland (or further) for pediatric care. This imposes a burden on the child and their family.
- Explore the opportunities of offering university extension courses in the Tri-Valley
 - Benefit: Continuing Education allows employers to develop their employees, and enables job seekers to upgrade their skills. Currently these programs are offered outside of the Tri-Valley, forcing participants to travel up to 35 miles one way.
- Advocate for BART to Livermore and the upcoming B3 Initiative, leveraging the March 2013 report by the Bay Area Economic Institute
 - Benefit: Ease of access to and from the Livermore region.
- Attract flights to Oakland International Airport to better serve Tri-Valley's business community
 - Benefit: Tri-Valley businesses would have easier access to flights.

Education Committee

Business growth requires talented employees. Strong K-12 schools can help recruit these employees from other areas with strong K-12 schools of their own. The goal of the Education Committee is to provide K-12 schools with opportunities to advance STEM education in the Tri-Valley, and to provide Tri-Valley businesses with opportunities to support STEM education. The committee's goals are:

- Conduct "Tri-Valley Student DreamMakers and RiskTakers Awards" (May 2014)
- Organize "TEDx Livermore: Unleashing Creativity" (October 2014)
- Industry Initiatives for Science and Math Education (IISME): Recruit companies to participate in the Summer 2014 session "IISME Opportunities in the Tri-Valley"
- Design to Manufacture Academy: Recruit a company to host participant students in the Summer 2014 session
- Promote AC Workforce Development Board survey and assessment of the Tri-Valley to disaggregate the Tri-Valley's needs from the East Bay assessment.

ITV Organization Structure

Program governance

- Board of Directors: The board of directors consists of CEOs, senior officers, and high level executives that represent each of the major companies in the Tri-Valley area. The board is made up of 10 seats with each board member serving up to two three-year terms. The board assigns at least one person from their company to serve on a working committee.
- Executive Committee: The Executive Committee will be made up of the Chair, CEO, Past Chair, Secretary, Treasurer, and Vice Presidents, who will also serve as Working Committee Chairs.
- Staffing: the activities and programs of ITV will be supported by a CEO, a Vice President, and consultants to staff committees. Staff and consultants will also support the development of committee work plans, plan and execute events, and develop content for ITV marketing and communication materials.

Working Committees

Working committees address the core areas of focus for ITV. Each group is chaired by a member company and meets monthly or as needed to achieve its objectives. Each working committee is responsible for creating an annual work plan with specific and measurable goals, quarterly progress reports, and an annual summary of positive impacts on the region. These work plans and reports will be reviewed and approved by the board of directors, as necessary. The working committees are Marketing, Business & Membership, Quality of Life, and Education

Background

Innovation Tri-Valley Leadership Group (ITV) was created with a vision to support economic development efforts of the region with a visible voice. The Tri-Valley region is comprised of the cities of Danville, Dublin, Livermore, Pleasanton, and San Ramon and includes parts of two counties, Alameda and Contra Costa.

ITV is a business leadership association working to improve the business climate and quality of life in the Tri-Valley region. ITV's vision is to create an interconnected hub of innovation in the Tri-Valley that spurs job growth and sustains a healthy economy and a vibrant community. ITV pursues its goals with action, agility, and aptitude.

ITV's near-term focus is to bring together business and community leaders to work together on issues that impact the quality of life and climate of innovation in the Tri-Valley. ITV is a nexus for the following areas of focus: (1) Access (relationship-building between leaders in the public and private sectors in the Tri-Valley); (2) Advocacy (for issues important to Tri-Valley businesses); (3) Public Engagement (sponsorship opportunities for education initiatives supporting science, technology, engineering, and math (STEM)), and (4) Information.

ITV developed out of an assessment of the region using the Ecology of Innovation evaluation framework. This framework is based on key indicators that assess a region's potential for innovation. Through that evaluation, 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. 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

To generate leadership alignment and focus, we are implementing the following process:

- Phase 1 (Complete) included research and brought together over 40 organizations to align the goals of business, educational, and civic leaders in the region. The outcome of that research has helped to shape this strategic plan.

- Phase 2 (Complete) focused on engaging a broader group of leaders and contributors around ITV, and putting in place an organization and structure to implement key actions with a sustained level of effort.
- Phase 3 (Planned for 2014) involves execution of the strategic plan through organizational operations and initiatives. It includes regular progress meetings with ITV's governing and working committees, described below, which track and report results and metrics. Through this process our strategic plan is regularly revisited and assessed, and opportunities to engage additional stakeholders are pursued.