

## Warm Springs Manufacturing Innovation Center: Program Phasing Action Plan

Fremont's Warm Springs Manufacturing Innovation Center (Center) has a mission to make the San Francisco Bay Area the center of gravity for world-class innovative manufacturing.

**Problem Statement:** The San Francisco Bay Area is teeming with a robust mix of innovation organizations with a narrow focus on helping early stage companies thrive, but for growing companies there are few places for them to go for manufacturing assistance, especially in scaling their technologies and businesses.

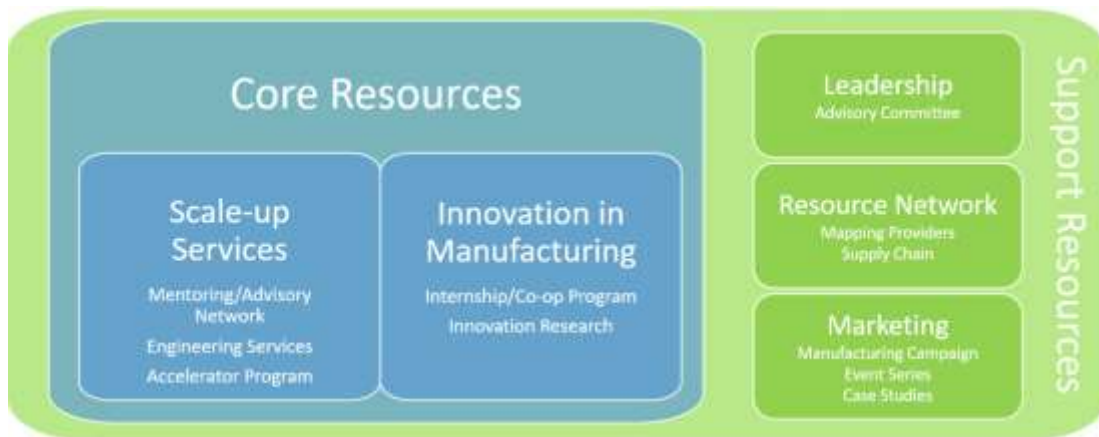
The Center will work with medical technology and cleantech companies to help them scale up their products for manufacturing and businesses for expansion. It will do this by providing expert manufacturing services and connecting companies to a network of equipment, facilities, suppliers, and respected service providers in the San Francisco Bay Area.

### **Core Resources**

1. **Manufacturing Engineering Services** which provide one-on-one assistance to help companies smoothly move from prototype to a manufacturable product;
2. **Scale-up Accelerator Program** which is a six-week, technology or sector focused, cohort based program that provides the manufacturing engineering services through one-on-one mentorship and manufacturing curriculum; and
3. **Innovation in Manufacturing** internship and applied research programs focused on scale-up companies' most critical challenges within their sectors.

### **Support Resources**

Companies engaged with the Center will have access to successful manufacturers and industry leaders through the Center's Advisory Committee. Additionally, they will be able to find critical scale-up equipment, facilities, and service providers through the Center's Resource Network. The Center will support the growth of scale-up companies and the broader manufacturing community in the San Francisco Bay Area by promoting world-class, high-value, technologically advanced manufacturing through a multi-pronged marketing and branding campaign. This campaign will consist of a continuous stream of activities, events, and accomplishments of the Center and will be developed in collaboration with the City of Fremont, regional partners, and local manufacturers (Support and Core Resources represented below).



### **Partnership and Process**

The Center will develop strong partnerships, objectives, and activities that can be measured and evaluated over time. Partners will include academic institutions, manufacturers, non-profits, channel partners, and investment firms. These partners will be involved in multiple aspects of

the Center; everything from the development of the marketing campaign to the Advisory Committee. Legal and fiscal structures will be established early and incorporated into core offerings to create highly transparent and fair processes. The Center will clearly define its objectives and key results and articulate how it will evaluate whether or not it has achieved these.

**Financial Sustainability**

To launch the first year of operations the Center will seek funding from a variety of sources including city, state, and federal grants, as well as private foundation grants.

Costs for establishing the Center will focus on operations including payments to advisors, possibly speakers for events, marketing expenses, and staff salaries. Eventually fundraising will be needed for capital

Revenue	Costs
Grants (city, state, federal, private foundations)	Staff salaries
Company sponsorships	Payments for advisors
Company Membership fees	Payments for speakers
Fees for events	Marketing
Fees for engineering services	Office rent
	Events
	Manufacturing equipment

costs of an office and event space and possibly manufacturing equipment. The intent is to cover some of the operating costs by charging attendance fees for events such as speaker series, boot camps, and cohort programs. The costs for engineering services are likely to be covered by fees paid by customer companies. Grants, company sponsorships, and dues will help cover capital costs and other operating costs.

**Milestone Timeline**

The table below illustrates when the Center will initiate the top two Core and the top Support Resources. This is a high level summary of the resources and more details are in the full plan.

Module	Core and Support Resources	Year-1 Q1	Year-1 Q2	Year-1 Q3	Year-1 Q4	Year-2
Leadership	Advisory Committee					
Marketing	Manufacturing Campaign					
Resources Network	Mapping of Companies and Service Providers					
Scale-up Services	Manufacturing Engineering Services					
Innovation in MFG	Manufacturing Internship/Co-op Program					
Scale-up Services	Scale-up Accelerator Program					
Innovation in MFG	Manufacturing Innovation Research					