



October 15, 2018

Ms. Christina Briggs  
Chief Innovation Officer  
Economic Development  
City of Fremont  
3300 Capital Avenue, Building B  
Fremont, CA 94538

RE: Close-out of Warm Springs Innovation Center Feasibility Study (Contract #17-0297)

Dear Ms. Briggs:

This letter summarizes Team LACI's work on the Warm Springs Innovation Center Feasibility Study. It also precedes the consolidation of all five phases undertaken, which will be the conclusion of study.

Building on the vision set forth by the City of Fremont, Team LACI examined the rich and supportive innovation "ecosystem" in Fremont and the San Francisco Bay Area. The purpose of this examination was to recommend if and how a half-acre of City-owned land could be developed into a Warm Spring Innovation Center that would catalyze further innovation and economic development in the surrounding area.

Based on over 10 months of economic and real estate analysis and over 100 interviews with industry experts and local stakeholders, Team LACI found that while the San Francisco Bay Area is teeming with a robust mix of innovation organizations, these organizations focus on helping early stage companies advance their research and development, form their business model, and assess their early markets. However, there are few places for product development companies to go in the San Francisco Bay Area for manufacturing assistance, especially for scaling and commercialization. Therefore, Team LACI concluded that there is an opportunity to harness and grow Fremont's extensive manufacturing capabilities and develop an organization which assists growth stage manufacturing companies with scaling and commercializing their technologies and businesses. Combining this with Fremont's significant concentration of medical technology and cleantech companies, Team LACI recommends creating the Warm Springs Manufacturing Innovation Center (Center) to provide learning and advisory services, thought leadership, events, and ecosystem activation around manufacturing in the sectors of medical technology and cleantech. However, based on the real estate analysis and building features required to accommodate these activities on a half-acre site Team LACI (with the City of Fremont) determined that the Center's programming should be more fully developed before identifying the precise site(s) for physical facilities.

The Warm Springs Manufacturing Innovation Center will provide expert manufacturing services and connect companies to a network of equipment, facilities, suppliers, and respected service providers in the San Francisco Bay Area. The Center will focus on providing Core Resources including: manufacturing engineering services, scale-up accelerator activities, and innovation in



manufacturing through internship and applied research programs. The Center will also provide support resources through leadership activities, a resource network, and a multi-pronged marketing and branding campaign. Critical to the success of the Center will be its ability to develop strong partnerships, objectives and key results, and activities that can be measured and evaluated over time. Partners should include academic institutions, manufacturers, non-profits, channel partners, and investment firms.

Finally, Team LACI recommends that the Warm Springs Manufacturing Innovation Center be treated as a startup and therefore it will need to be flexible; evolving with the City and its customers over time and continuously communicating its value to the broader innovation ecosystem. Bringing together the capabilities described earlier and this flexibility in the Center will attract and retain innovative manufacturers, which will spur economic growth and create a more resilient San Francisco Bay Area economy.

Team LACI is proud to have helped design the framework for this Center and believe its opportunity to meet unmet demands is significant. We look forward to supporting its evolution however we can.

Best Regards,

A handwritten signature in black ink, appearing to read "Matt Petersen", is written over a light blue horizontal line.

Matt Petersen  
President & CEO  
Los Angeles Cleantech Incubator