

# 2004 California Space Enterprise Strategic Plan - Performance Objectives - Implementation Tracking

1=BDRG, 2=CSIBV, 3=SRTD, 4=EWD, 5=PPA

#	Performance Objectives:	Originally-Due	Completed Advocacy	Action Date/Description
1	1 Use Space Enterprise Outlook (see CSIBV performance objectives) and matrix to acquaint California space enterprise with opportunities	2004	<input type="checkbox"/>	
1	2 Facilitate "spin-off" of private sector patents, fostering technology/business opportunities for entrepreneurs, small business, investors – at same time introducing new solutions into other commercial industries	Annual	<input type="checkbox"/>	
1	3 Coordinate a "potential users" Space Enterprise Solutions Forum, matching pressing needs of targeted industries to solutions provided by California space enterprise companies	2005	<input type="checkbox"/>	
1	4 Leverage current customer base through interviews, surveys and/or forums designed to uncover customer needs not yet linked to space solutions	2005	<input type="checkbox"/>	
1	5 Leverage institutional knowledge and information – mission needs statements, strategic plans of agencies and installations, roadmaps, etc. to build business opportunities for California space enterprise	2004	<input type="checkbox"/>	
1	6 Leverage State government need for cost-effective solutions; in Governor-led Summit, include element for State-identified problems looking for space solutions	2005	<input checked="" type="checkbox"/>	
1	7 Build relationships, network with other industries, e.g. IT, telecom, environmental management, entertainment, agriculture, etc., targeting identification of new space enterprise opportunities	2005	<input type="checkbox"/>	
1	8 Using existing statewide buyer/supplier network (Connectory.com) develop small business match program to link technology challenges to space-related capabilities of entrepreneurs, small business	2004	<input type="checkbox"/>	
1	9 Establish/maintain dialogue with three California NASA centers regarding needs of new NASA initiatives, their assets and space enterprise opportunities	2004	<input type="checkbox"/>	
1	10 Establish/maintain relationships with target consulates supporting international aerospace partnerships	Annual	<input type="checkbox"/>	
1	11 Host periodic events, e.g. International Roundtable to acquaint California space enterprise with international business, teaming opportunities	Annual	<input type="checkbox"/>	
1	12 Co-sponsor annual International Satellite and Communications exchange (ISCe)	Annual	<input type="checkbox"/>	
1	13 Engage targeted California Native American tribes in dialogue regarding mutually beneficial economic development efforts aligned with Department of Defense / Bureau of Indian Affairs initiative, compatible land use, cultural heritage promotion	2004	<input type="checkbox"/>	

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Originally-Due Completed Advocacy

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1 14	Partner with State economic development policymakers/stakeholders, serving as a resource for space enterprise-related economic development to the Secretary of Economic Development, CalBIS (Business Investment Services), the California Commission on Jobs and Economic Growth and the California Economic Strategy Panel	Annual	<input checked="" type="checkbox"/>		
1 15	Seek space enterprise representation on the Governor's "California Commission on Jobs and Economic Growth."	2004	<input checked="" type="checkbox"/>		
1 16	Annually review opportunities for space enterprise-friendly incentives /reforms, identifying legislative and policy agenda items to present to Federal/State government.	Annual	<input checked="" type="checkbox"/>		
2 1	Develop a 20-year "Space Enterprise Outlook"—civil, commercial, national security, matrixing anticipated infrastructure, industrial base, workforce and technology needs against California's existing or potential assets. Use as a decision tool for investment and support, attraction of new missions.	2004	<input type="checkbox"/>		
2 2	As a federally-funded project, study space-related supply chains critical to homeland security and national security, determining space manufacturing drivers, needs, economic impacts.	2006	<input checked="" type="checkbox"/>		
2 3	Convene Governor-hosted space summit to address retention and support of California space assets, space R&D and technology innovation, manufacturing enhancements, space education and workforce initiatives	2005	<input checked="" type="checkbox"/>		
2 4	As California budget permits, provide a 10% State match for all federal dollars invested in California space infrastructure, using CSA to administer, based on target needs	2006	<input checked="" type="checkbox"/>		
2 5	Foster continuous, ongoing dialogue/interface among California Business, Transportation and Housing Agency (BTH); Office of Military Base Retention and Reuse (OMBRR), California's space-related military bases and local community groups supporting space-related bases.	Annual	<input checked="" type="checkbox"/>		
2 6	Address critical infrastructure protection, evaluating advisability of establishing a "Space-Related Critical Infrastructure Protection (Space CIP)" program, using National Security Telecommunication Advocacy Committee (NSTAC) as a model.	2005	<input type="checkbox"/>		
2 7	To address homeland security issues and facilitate support of international customers/partners who may be foreign nationals, assist in creation of facilities "outside the gate" of military and civil installations.	2005	<input checked="" type="checkbox"/>		
2 8	Provide retention support for California's important commercial space infrastructure, assets aligned with the fastest growing sector of global space enterprise, e.g. DIRECTV's California Broadcast Center.	Annual	<input checked="" type="checkbox"/>		
2 9	Ensure State liaison to Southwest Defense Alliance (SWDA) and California Defense Alliance (CDA) to protect California's range and test infrastructure, flight corridors, etc.	Annual	<input checked="" type="checkbox"/>		

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2 10	Ensure California interface with Next Generation Air Transportation Commission, expand dialogue with Federal Aviation Administration/Office of the Administrator of Space Transportation (FAA/AST) and other policymakers in support of California's next-generation spaceports, space-planes, space traffic control.	Annual	<input checked="" type="checkbox"/>	
2 11	Develop resources and/or programs to ensure affordable U.S. launch and payload integration services for university payloads.	2006	<input checked="" type="checkbox"/>	
2 12	Develop a "Smart Supplier" strategy, program or center for supplier/manufacturing education, addressing best practices in business, management, project management, lean manufacturing.	2005	<input type="checkbox"/>	
2 13	Create a "match" program to address government need to divest itself of excess assets, address small business need for affordable facilities, equipment.	2006	<input checked="" type="checkbox"/>	
2 14	Build/implement a "pursuit" process for identifying/recruiting out-of-state missions or programs that could benefit from relocation to California to enjoy the inherent benefits of California's space enterprise "system of systems."	2004	<input checked="" type="checkbox"/>	
2 15	Designate a lead agency within the State responsible for manufacturing competitiveness	2005	<input checked="" type="checkbox"/>	
2 16	Ensure a high-level position within lead agency to interface with new U.S. Department of Commerce's Assistant Secretary of Manufacturing	2005	<input checked="" type="checkbox"/>	
2 17	Modernize California Research Bureau definition of "manufacturing" to reflect today's manufacturing environment and high technology processes	2005	<input checked="" type="checkbox"/>	
2 18	Budget Analyst's Office develop new formula supporting the true cost/benefit analysis of California manufacturing	2006	<input checked="" type="checkbox"/>	
2 19	Ensure positive image and business climate for California manufacturing sector; address issues articulated in California manufacturing studies, e.g. Keystone Study	Annual	<input checked="" type="checkbox"/>	
2 20	Support changes to Patriot Act that have unintended impacts on the space enterprise, e.g. inhibiting student rocket launches.	2005	<input checked="" type="checkbox"/>	
3 1	Identify statewide public-sector space science, research and development assets and their key capabilities.	2004	<input type="checkbox"/>	
3 2	Establish task force to develop standardized approach to corporate/university partnerships, addressing typical obstacles encountered.	2004	<input type="checkbox"/>	
3 3	Effectively engage the California space science community in the ongoing space enterprise planning process.	2004	<input type="checkbox"/>	
3 4	Promote the Small Business Innovation Research (SBIR) program within the Department of Homeland Security (DHS).	2005	<input checked="" type="checkbox"/>	

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3	5 Develop and propose policies which enhance California's research and development competitiveness by facilitating industry/university research partnerships, e.g. policies addressing ITAR-related university issues.	2006	<input checked="" type="checkbox"/>	
3	6 Support NASA resumption of funding for University Space Research Alliance (USRA).	2005	<input checked="" type="checkbox"/>	
3	7 Develop industry/university program fostering professorial internships/industry speaker exchange.	2005	<input type="checkbox"/>	
3	8 Foster investment in science, R&D and technology in these areas	2005	<input checked="" type="checkbox"/>	
3	9 Consider non-competitive industry consortium for benefit of industrial base and California space enterprise companies, e.g. EPRI model from power industry	2005	<input type="checkbox"/>	
3	10 Develop an industry/university consortium, considering the following models: California State University, Los Angeles (CSULA) "Design Clinic;" Fraunhofer apprenticeship center, NASA Ames Research Park.	2005	<input type="checkbox"/>	
3	11 Facilitate the development of partnership projects between and among California space and non-space technology areas, e.g. nanotechnology.	2006	<input type="checkbox"/>	
3	12 Develop rationale and propose greater government spacerelated research investment in the Office of the Director, Defense Research and Engineering (DDRE), federal laboratories, Defense Advanced Research Projects Agency (DARPA), etc.	2006	<input checked="" type="checkbox"/>	
3	13 Ensure and enhance State and Federal research and development (R&D) tax incentive, including research and technology (R&T) manufacturing process enhancements.	2006	<input checked="" type="checkbox"/>	
3	14 Design and propose government "add-on" for Independent Research and Development (IRAD) investment in proposals for government space contracts, with allowability for higher overhead rates to include Bid & Proposal and IRAD.	2005	<input checked="" type="checkbox"/>	
3	15 When funding available, reinstate California Space Grant Program and CalTIP, targeting marketing, commercialization and productivization (Phase III) level.	2006	<input checked="" type="checkbox"/>	
4	1 Perform space workforce study to determine workforce composition, current and far-term key skills needs, generational disconnects, education/training gaps, recruitment options.	2005	<input type="checkbox"/>	
4	2 At least annually, brief the Secretary of Education, the Superintendent of Public Instruction on space-related education/workforce issues/activities	Annual	<input type="checkbox"/>	
4	3 Develop high school space academies featuring partnerships with local universities, outreach links to local elementary schools	2006	<input checked="" type="checkbox"/>	
4	4 Through California State University (CSU), develop accelerated teacher certification initiative for retiring space engineers	2006	<input checked="" type="checkbox"/>	

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4 5	Develop model for utilizing graduate advisors in target universities to collaborate in orienting graduate students to industry	2005	<input type="checkbox"/>	
4 6	With targeted State universities, create industry/university partnerships to provide 300-400 level aerospace and systems engineering offerings featuring "hands-on" interface with California space infrastructure, e.g. industry, NASA, national security, AF launch and satellite facilities	2006	<input checked="" type="checkbox"/>	
4 7	Support NASA/State space/science outreach program to pre-service teachers	Annual	<input type="checkbox"/>	
4 8	Using existing in-class infrastructure, e.g. that of Junior Achievement, enable participation of space professionals in classroom science instruction	2005	<input type="checkbox"/>	
4 9	Link with and provide space-related programs for State before-and-after school program	2006	<input checked="" type="checkbox"/>	
4 10	Offer California Space Enterprise Advisory Council (SEAC) as potential science/space/engineering textbook review resource	2004	<input type="checkbox"/>	
4 11	Define role for California space enterprise in support of nationwide coalition of industry, education, government and media professionals advocating a systems engineering approach to effect systemic change in U.S. education	2006	<input type="checkbox"/>	
4 12	Create and market, as a resource for teachers, web-based California space education "open portal" for space education exchange	2006	<input type="checkbox"/>	
4 13	Identify and leverage potential outreach targets for space education enhancement, e.g. NASA Explorer Schools, museum programs, Space Camp, Challenger Centers, other space-related education entities	2005	<input type="checkbox"/>	
4 14	Design and coordinate space education/workforce element for inclusion in State-hosted space enterprise conferences	2005	<input checked="" type="checkbox"/>	
4 15	Develop university engineering scholarship program with recipient commitment for multi-year teen mentoring, using Stanford model	2006	<input type="checkbox"/>	
4 16	Foster cross-fertilization of understanding by interns through intern exchange program between primes, suppliers	2006	<input type="checkbox"/>	
4 17	Recruit young space professionals for Space Education/Workforce Collaborative	2004	<input type="checkbox"/>	8/25/2004 Recruitment has begun, co-chairs are identified.
4 18	Conduct pilot program matching space industry needs with Silicon Valley unemployed professionals	2006	<input type="checkbox"/>	
4 19	Build alliances with converging industries/other domains, establishing partnerships to understand needs; develop and implement mutually beneficial education/training initiatives	2005	<input type="checkbox"/>	

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4 20	Beginning with Moon-Mars Initiative, advocate support for workforce development within government contracts, evaluating as models US NAVY laser program, NASA's outreach/ education set aside, etc.	2005	<input checked="" type="checkbox"/>	
4 21	Restore Employment Training Panel (ETP) funding to previous level	2005	<input checked="" type="checkbox"/>	
4 22	Determine which training-related space priorities qualify for ETP funding; develop strategy to pursue	2004	<input type="checkbox"/>	
4 23	Advocate consistency/continuity in State's workforce development and economic development strategies	2005	<input checked="" type="checkbox"/>	
4 24	Capitalize on interface between California space enterprise needs and Department of Labor workforce priorities, attracting funding for California space-related workforce analysis, development	2006	<input checked="" type="checkbox"/>	
5 1	Update and maintain California space enterprise GIS database of companies, employees, locations	2005	<input type="checkbox"/>	
5 2	Seek objective sources re: economic impact of space enterprise on state's economy	2005	<input type="checkbox"/>	
5 3	Leverage data from other studies, e.g. Keystone Study	Annual	<input type="checkbox"/>	
5 4	Determine space knowledge baseline through public relations poll	2005	<input type="checkbox"/>	
5 5	Develop a contact plan for outreach to State and Federal policymakers	2004	<input type="checkbox"/>	
5 6	Continue annual Space Day Sacramento, Space Week Washington D.C.	Annual	<input checked="" type="checkbox"/>	
5 7	Coordinate annual orientation of staffers, both Federal and State, to include list of 10 key space enterprise assets to visit	Annual	<input checked="" type="checkbox"/>	
5 8	Support target legislators in hosting district "townhalls" highlighting space enterprise activities, space education efforts of companies in the district	Annual	<input checked="" type="checkbox"/>	
5 9	Organize a meeting of the Governor and key California space CEOs	2005	<input checked="" type="checkbox"/>	
5 10	Organize familiarization tours of key space enterprise facilities for legislators and	Annual	<input checked="" type="checkbox"/>	
5 11	Annually brief key targeted Federal and State policymakers	Annual	<input checked="" type="checkbox"/>	
5 12	Offer Governor's Administration and Governor's Los Angeles Office points of contact a seat on CSAs statewide Space Enterprise Advisory Council (SEAC)	2004	<input checked="" type="checkbox"/>	
5 13	Seek Governor's support of a video endorsement of the California space enterprise	2004	<input checked="" type="checkbox"/>	
5 14	Feature Governor in at least one event annually in support of California space enterprise	Annual	<input checked="" type="checkbox"/>	

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5 15	Advocate reconstitution of National Space	2006	<input checked="" type="checkbox"/>	
5 16	Engage policymakers and their children/grandchildren in specially designed space project	2006	<input checked="" type="checkbox"/>	
5 17	Promote student science/space competition statewide, with legislators as	2006	<input checked="" type="checkbox"/>	
5 18	Encourage Congressional Delegation members to join Congressional Space Caucus	2004	<input checked="" type="checkbox"/>	
5 19	Advocate development of State Legislative Space Caucus	2004	<input checked="" type="checkbox"/>	
5 20	Recruit key companies, communications professionals for underwriting media/public education campaign, serving as advisors for creative, video production, ad placement, engagement of professional firm, etc.	2004	<input type="checkbox"/>	
5 21	Invite NASA speakers on the Moon-Mars initiative to CSA events, inviting media and a broader public	Annual	<input type="checkbox"/>	
5 22	Encourage primes to feature space services/space benefits in ad campaigns	Annual	<input type="checkbox"/>	
5 23	Promote land-based space tourism statewide	Annual	<input type="checkbox"/>	
5 24	Develop/maintain cooperative means of marketing space enrichment sites/informal education network, e.g. Space Camp, Challenger centers, planetaria, museums, etc.	Annual	<input type="checkbox"/>	
5 25	Develop strategy to work with Hollywood, identify "Stars for California Space," engage celebrities in space enterprise support	2004	<input type="checkbox"/>	
5 26	Develop media kits	Annual	<input type="checkbox"/>	
5 27	Solicit features by key media figures/publications	Annual	<input type="checkbox"/>	
5 28	Leverage off interest in X-Prize, entrepreneurs	2004	<input type="checkbox"/>	
5 29	Capitalize on public access programming	Annual	<input type="checkbox"/>	
5 30	Target editorial boards/meetings for promoting space enterprise articles, interviews	Annual	<input type="checkbox"/>	
5 31	Place features: space enterprise economic impact, technological innovation/spin-offs, quirky space ventures, advanced manufacturing, everyday use of space, space-related voting records of California policymakers, etc.	Annual	<input type="checkbox"/>	
5 32	Identify and recruit key spokespeople for statewide campaign, e.g. Buzz Aldrin	2004	<input type="checkbox"/>	
5 33	Collaborate with nationwide space awareness efforts	Annual	<input type="checkbox"/>	
5 34	Invite media (where possible) to roundtable events featuring VIP keynoters	Annual	<input type="checkbox"/>	