



## *Action Initiative Business Plan Template*

<b>Cluster Work Group:</b>	<b>Aerospace</b>
<b>Prepared by:</b>	<b>Aerospace Innovation Centers Committee Champion: Jerrilee Mosier</b>
<b>Date:</b>	<b>March 16, 2005</b>

**Title or Name of the Initiative:** *Develop a name for the effort that communicates action and positive outcomes. This initiative will be known as:*

**Aerospace Initiative #4:** Centers of Innovation in the Technology of Aerospace (CITAs—“Cheetahs”)

**Initiative Champion/Implementation Team Members:** *Name and contact information for each person working on this initiative.*

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**Description & Motivation:** *What is the nature of the cluster challenge the initiative will address?*

The CITAs will build on the momentum of the Advanced Materials and Manufacturing Innovation Center that is currently proposed in Snohomish County (See attachment A). By identifying other emerging technologies and key technology challenges, the Prosperity Partnership will champion the development of additional centers of innovation/excellence focused on these opportunities throughout the region. Higher education and industry professionals will collaborate in the CITAs to advance the application of new technologies to the aerospace industry and help solve the manufacturing challenges encountered by the aerospace industry. In turn, this network of centers will help researchers spin off their discoveries in to new business opportunities and enterprises through strong technology transfer and entrepreneurship programs.

**Objective:** *What is the objective of the initiative? How will it impact economic or cluster development in the region? Describe how it relates to the Prosperity Partnership's goal of job creation?*

The objective is to create Centers of Excellence in innovation that will bring together creative minds to advance the technology capability in this region, ultimately attracting jobs in the Aerospace Sector. While the work of such centers is not constrained to where the knowledge is applied, true technology transfer occurs when people move from the R&D activity to the implementation activity. People tend to remain in one location, and the implementation activity has the largest potential for job creation. The Puget Sound region needs to capitalize on the high concentration of skilled aerospace engineers and information

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technology minds to explore new technologies that will advance the work of aerospace companies, spin off new companies, and create the jobs and skilled workforce in the emerging segments of the aerospace cluster.

**Obstacles and Impediments Likely to Affect Implementation:** *What do you expect to be the most significant obstacles to implementation? How can/will they be overcome? What resources will be required (e.g., political support, lobbying efforts)*

Obstacles include:

- ✓ Identifying the key technology challenges and opportunities that are needed by the aerospace industry. By creating centers focused on unique, but high demand technologies, they will be competitive in attracting funding from industry and government.
- ✓ Up front investment to attract the best minds to these Centers is significant. There will be a need to attract high profile scientists and researchers.
- ✓ Funding. Significant political support will be essential to securing federal and state funding. Industry will need to contribute to the effort by providing grant funding, loaning or gifting facilities (and/or land) and talent, etc.
- ✓ Location and affiliation of the Centers will be regionally competitive. These decisions will require collaboration and compromise.

**Funding:** *What is the estimated cost of this initiative, in phases beginning with design, the "ramping up" phase, and then for ongoing annual costs? Note alternative sources of funding for each phase.*

Initial costs will be for facilities, equipment and annual operating expenses. The cost for the Advanced Materials and Manufacturing Innovation Center is approximately \$10,000,000, which does not include a donation of architectural and engineering costs for building re-model by Puget Sound Energy. This cost will vary based upon facility availability and its suitability for the identified program of research and/or training activities. Additional funding would come from federal research grants, industry, and training grants. CITAs could be located in existing, but underutilized aerospace facilities throughout the Puget Sound region.

**Outcome/Results:** *How will know that we have achieved our objective? How will we evaluate whether or not we have been successful?*

Short-term success will be achieved when funding and a centralized home for the Advanced Materials and Manufacturing Innovation Center has been secured and the conceptual model realized. Over the long term, the CITAs will further establish the Greater Seattle area's reputation as a world leader in aerospace. CITA discoveries will further Boeing's tradition of innovation in aerospace technology and, in turn, stimulate the creation of new companies that employ smart, creative people and pay them high wages. Other outcomes and results that may be expected include new business start-up or expansion of product lines that have occurred in existing businesses as a result of work done at the CITAs.

**Action Steps:** *Describe the initiative in specific steps: Tasks (What, Who, When).*

1. Advocate for and support the "Advanced Materials and Manufacturing Innovation Center location in Snohomish County based upon the current activities and programs that have been implemented through education, government and industry partnerships. (See Attachment B). Identify next steps to establishment of Center. -Prosperity Partnership-April 15

2. Conduct a half-day Summit with the technology leaders of local aerospace companies and educational

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institutions to determine what other technical areas have the greatest likelihood of being staffed locally, and which have expected high impact on the future of aerospace job creation. May, 2005
3. Research national and international examples of centers with similar activities. Identify their programmatic structure, key elements of the Centers activity and their funding structures-
4. Create an implementation strategy to include engaging industry, governmental, legislative, and higher education support in the political and financial support of the CITAs
5. Match up key constituents with key technologies and sites. Develop individual business models as each site will likely present unique factors.
6. Identify funding sources
7. Secure funding
8. Begin operation

<b>Timeline:</b> <i>Provide a rough schedule of activity for each step above and the lead person for each task. (Example: Establish implementation team/Jones, Hold first planning meeting/Johnson, Prepare concept/funding proposal/Smith, dates).</i>		
<i>Step</i>	<i>Key Person</i>	<i>Timeline</i>
1. Secure Prosperity Partnership support for the “Advanced Materials and Manufacturing Innovation Center” in Snohomish County.	Aerospace Innovation Center Committee	April 2005
2.ID needed technologies for aerospace industry	John, Tom	Q2 2005
3.Develop constituency/champion groups	John, Tom	Q3/Q4 2005
4.Create regional implementation strategy	Alex, Jerrilee, others	Q1 2006
5.Secure funding for Advanced Materials and Manufacturing Center	Jerrilee, Jack, Partners	Q3/4 2005
6.Advanced Materials and Manufacturing Innovation Center site development	Jerrilee, Jack, Partners	2006
7.Secure additional CITA funding for other identified aerospace technologies	All	???

<b>Other</b> action steps/implementation timing issues:

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