



WASHINGTON STATE MILITARY & DEFENSE SECTOR

Sustainability Strategy



Department of Commerce



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TIP STRATEGIES, INC. is a privately held Austin and Seattle based economic development consulting firm committed to providing quality solutions for public and private sector clients. Established in 1995, the firm's primary focus is economic development strategic planning.

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ABOUT THIS WORK

The military and defense sector provides tens of thousands of jobs for Washington families, contributes billions of dollars to the state's economy annually, and helps safeguard our nation's security. Washington is home to over 1,500 businesses supporting and supplying critical military assets and missions both globally and locally, from armed forces installations to homeland security operations around the state. While the sector's economic importance has long been touted, little is known about the state's defense contracting base. Given planned reductions in defense spending at the national level, a solid understanding of these firms was needed.

To address this need, the Washington Department of Commerce (Commerce) applied for and was awarded a \$4.3 million grant from the US Department of Defense (DOD), Office of Economic Adjustment (OEA). The primary objective of the grant, titled "Washington State, Military & Defense Sector, Industry Adjustment Analysis and Strategy," was to:

1. Assess and forecast the statewide economic impact of Washington's defense industry, and
2. Craft a plan to mitigate the potential catastrophic impact of federal defense budget cuts and sequestration on a region, which has become increasingly dependent on military and defense contracts.

This document, together with the Sustainability Strategy (published separately), is the culmination of the 24-month planning process supported by the grant. It reflects findings and recommendations from more than a dozen grant-funded projects. The ideas presented were culled from thousands of pages, representing countless hours of research and input received from hundreds of stakeholders across the state.

The objectives of this element of the grant were as follows:

- Provide a blueprint for implementing recommendations resulting from the planning process.
- Conduct a broad assessment of "gaps" in the state's business support infrastructure.
- Estimate costs and identify potential funding sources for implementation.
- Align the strategy with other agencies, organizations, and initiatives.
- Prepare a sustainability strategy with a timeline for implementation.

INTRODUCTION

The Washington State Military & Defense Sector Playbook (Playbook), published under separate cover, lays out a proactive response for mitigating the impacts of projected cuts in federal spending on the state economy. The Playbook provides detailed recommendations based on findings from more than a dozen grant-funded projects. It represents countless hours of research and input, from a broad base of stakeholders, captured in thousands of pages of documents.

Regardless of its strong beginnings, for the Playbook to succeed, two things must happen. It must be **broadly incorporated** into the work programs of state agencies, community partners, and other stakeholders across the state (see Figure 1, page 3). And a **sustainable source of funds** must be identified to extend this work beyond the life of the federal grant. The Sustainability Strategy addresses both of these objectives. It draws together the work of the various consulting teams and the expertise of the Military and Defense Sector program to design a framework for ensuring the life of the strategy over the long term.

To be sustainable, the industry adjustment strategy must align with the interest of multiple stakeholders, demonstrate measurable value, and be properly resourced. Success will necessitate having the right people, with the right tools, working together under a common vision. With these factors in mind, the strategy is built around four areas:

1. *Staffing.* Sustained implementation of the Playbook will require the committed work of many individuals throughout the state representing various communities, organizations, and governing bodies.
2. *Tools and processes.* Multiple stakeholders will have to take on a wide range of tasks over several years, requiring innovative systems to keep implementation of the Playbook aligned, coordinated, and on track.
3. *Funding.* Sustainable resources must be identified to provide for a professional, fulltime approach to carrying this work beyond the life of the federal grant.
4. *Monitoring.* At the outset of the plan's implementation, consideration must be given to how performance will be measured and communicated and what processes need to be in place for future updates.

In addition to the Sustainability Strategy itself, this document includes a timeline for implementation and a table showing potential funding sources. The table includes contact information for each source, along with a brief description of Washington State's competitive advantages related to the specific funding stream. The table was excerpted from a more detailed funding strategy, prepared by Washington DC-based Capitol Strategies, which is appended to this document.

FIGURE 1. WASHINGTON STATE MILITARY & DEFENSE SECTOR SUPPORT NETWORK



SUSTAINABILITY STRATEGY

The Sustainability Strategy outlined below provides a roadmap for sustaining the recommendations arising from the federally funded planning process beyond the life of the grant. The strategy is organized along the following lines: 1) staffing requirements; 2) tools and processes; 3) funding sources; and 4) monitoring.

GOAL 1: STAFF RELEVANT PROGRAMS AT A SUFFICIENT LEVEL TO IMPLEMENT THE PLAYBOOK.

Moving the plan forward will take the committed work of many individuals throughout the state representing various communities, organizations, and governing bodies. This will require attention in at least two areas. First, staffing levels must be appropriate to accommodate the requirements of any new or expanded responsibilities. Second, appropriate leadership must be in place to ensure implementation efforts are sustained across political cycles and among a broad range of partner organizations.

STRATEGY 1.1. INCREASE STAFFING LEVELS AT THE WASHINGTON STATE DEPARTMENT OF COMMERCE MILITARY AND DEFENSE SECTOR PROGRAM AND THE WASHINGTON MILITARY ALLIANCE.

The Military and Defense Sector program and the Washington Military Alliance (WMA) are central to the grant planning work. These organizations have been identified as the convening bodies and will have primary responsibility for coordinating a sustainable program and network in support of the military and defense sector. Appropriate staffing levels for these organizations will be crucial for implementation of the plan going forward.

WASHINGTON MILITARY ALLIANCE STAFFING

- 1.1.1.** The WMA should continue to be supported by the Military and Defense Sector Lead who serves as the professional face of the effort, acts as the lead convener, and provides oversight of the organization.
- 1.1.2.** The WMA should dedicate one or two program staff to serve the organization's committees, coordinate volunteers, and handle the communication needs of the organization.
- 1.1.3.** The WMA should have a fulltime administrative support person.

MILITARY AND DEFENSE SECTOR PROGRAM STAFFING

- 1.1.4.** The Military and Defense Sector Lead should continue to head military and defense efforts at Commerce and serve as a resource and convener for state agencies. This leadership role should oversee staff at Commerce that serves the sector.
- 1.1.5.** Current Commerce staff that have been funded by the OEA grant should remain at the Department of Commerce to continue their work in providing business technical support/consultation expertise, and the grant administration lead and administrative support person should transition to coordinate and oversee implementation of the plan.
- 1.1.6.** Additional staff should be considered in support of business retention, expansion, and recruitment activities. An individual with expertise in international trade and knowledge of its unique regulatory requirements should be dedicated to the sector.

CONTRACT STAFFING

- 1.1.7.** Commerce should engage a third-party contractor to lead implementation efforts for the Playbook. Current staffing is not sufficient and an outside firm or individual should be hired, at least in the interim, to create and execute a comprehensive plan for implementation. (See Action 3.1.1)

STRATEGY 1.2. MAKE NECESSARY LEADERSHIP COMMITMENTS AT KEY STATE AGENCIES AND PARTNER ORGANIZATIONS.

The work of supporting the military and defense sector in the state goes beyond just the Department of Commerce and the WMA. A large part of the work outlined in the Playbook will be accomplished by leadership from multiple state agencies, community support organizations and key trade associations, and local and regional economic development and workforce groups. Continued commitment of these partners and coordination of these efforts has been stressed across multiple components of the OEA grant program. Necessary leadership commitments include:

OFFICE OF THE GOVERNOR

- 1.2.1.** Maintaining dedicated representation for the military and defense sector at the governor's office will play a role vital in the continued success of the sector. This representative is pivotal in convening stakeholders, coordinating policy, and identifying solutions, and they possess the unique ability to bring in and leverage multiple agencies when necessary.

WORKFORCE DEVELOPMENT RESOURCES

- 1.2.2.** The Washington State Employment Security Department (ESD) serves as a convener and aggregator of workforce training services and programs in the state. Within this role, ESD can serve as a key conduit for implementation by helping to communicate available resources specific to the sector and taking a lead role in formalizing the state response to downsizing associated with federal spending reductions. (See Action 2.1.6)

LOCAL EFFORTS

- 1.2.3.** Keeping local leaders engaged in and committed to executing their portion of the statewide strategy is imperative. Engagement should involve a wide range of efforts at the local level, such as military installation support organizations and targeted regional economic development programs including:
- ◆ Military and defense target industry programs at ADOs; defense industry business associations
 - ◆ Defense-related R&D programs at the University of Washington Pacific Northwest National Laboratory
 - ◆ Business startup and technical support programs working with military and defense organizations
 - ◆ Workforce training programs serving military and defense companies

Strategies for keeping the leadership of these and other local stakeholders engaged include:

- Involving local leaders in the hosting and planning of statewide events, such as a Military and Defense Sector Summit. Within these events, special networking or VIP sessions could be targeted to leadership.
- Publicizing local achievements in support of the sector and/or the implementation of the Playbook during regional and statewide events and in publications and social media.

- Providing quarterly briefings to local stakeholders on plan progress, highlighting the contributions and success stories of individual organizations.
- Using the communication tools outlined in Goal 2 and metrics and/or dashboards developed under Goal 4 to keep stakeholders informed between formal briefings.

GOAL 2: PUT IN PLACE THE NECESSARY TOOLS AND BUSINESS PROCESSES TO SUPPORT THE PLAYBOOK.

Implementation of the Playbook will require a wide range of tasks over several years from multiple stakeholders. Keeping all of this work aligned, coordinated, and on-track will require a thoughtful approach and an appropriate toolbox.

STRATEGY 2.1. PUT IN PLACE THE TOOLS AND TECHNOLOGIES NEEDED TO SUSTAIN THE IMPLEMENTATION PROCESS.

Several tools and technologies will be required to effectively coordinate the tasks and carry out the plan, as outlined below.

CUSTOMER RELATIONS MANAGEMENT (CRM) SYSTEM

2.1.1. Utilizing and maintaining a Customer Relations Management (CRM) system is critical to the program’s success. The system will hold the contact information and other critical data for every program and individual involved in the planning and implementation work of the Playbook. This process was initiated via the Washington Defense Industry Supply Chain Integration with Salesforce element of the grant. However, dedicated funding and staffing must be in place to sustain it going forward.

ECONOMIC MODEL

2.1.2. The Washington State Military and Defense Economic Model and its associated online interactive tool will play a key role in communicating the importance of the sector. In addition to funding regular updates, the model will require ongoing technical support, both to maintain functionality and to respond to user inquiries.

COMMUNICATION AND COLLABORATION TOOLS

2.1.3. Use of the proper communication tools will play an important role in the success of the program. The Department of Commerce and the WMA will require:

- A professional web presence that is consistently updated to serve as a resource for multiple audiences
- Web-based educational tools, including applications to host webinars and virtual town halls
- An electronic newsletter, promotional materials, and event coordination tools

2.1.4. Tracking progress and reporting to stakeholders will be essential to the plan’s success. There are a number of off-the-shelf collaboration and project management tools that could be used to coordinate activity across organizations, such as Basecamp, Redbooth, and SmartSheet. Customized plan-tracking applications, such as OnStrategy, can combine project management and tracking.

TECHNOLOGY SOLUTIONS FOR OTHER PROGRAMS AND AGENCIES

Technology solutions are likely to be required to carry out specific aspects of the plan and fully integrate recommended activities across Commerce and among key state partners.

- 2.1.5.** *International trade research & expertise:* In addition to having staff trained in regulatory and contracting requirements and the unique technologies and capabilities of the military and defense sector, implementation of the international trade recommendations will require access to specific databases with information on businesses in the sector, defense, and government bidding notices, and contracting information.
- 2.1.6.** *Defense downsizing:* Findings from an extensive analysis of the state response to a potential downsizing resulted in specific recommendations for the creation of a Defense Downsizing Framework Analysis (DDFA). The ability to communicate and share information rapidly across a broad network of partner agencies may require enhancements and technology upgrades to the current Rapid Response system to better address defense contractor layoffs.
- 2.1.7.** *Veterans inventory:* Compiling and sharing data on the skills of military personnel separating from service can provide an important tool for economic developers in the state. While this information is being collected in some cases as part of formal exit programs, such as the Army's Transition Assistance Program, tools to collect the information more quickly (e.g., surveying tools, hand-held tablets) and disseminate the results may be required.

STRATEGY 2.2. INSTITUTE COLLABORATION AND COORDINATION STRATEGIES TO FACILITATE THE PLAN'S IMPLEMENTATION AND LONG-RANGE SUSTAINABILITY.

This section describes coordination and collaboration efforts that will allow for reliable execution of the plan across the network. It has been divided into three categories: preparation for downsizing; business retention, expansion, recruitment/international trade promotion; and military and defense business technical support.

PREPARATION FOR DOWNSIZING

- 2.2.1.** A Mobilization Strategy and Implementation Coordination Strategy has been recommended in response to a possible downsizing of the defense sector in the state. Now, that strategy must be organized and implemented.
 - *Coordinating Lead:* The Washington State Department of Commerce Military and Defense Sector program should serve as the lead coordinating organization, given its expertise, statewide network, and access, and the credibility the organization has established.
 - *Contributors:* Many partners and considerable effort will be required to prepare for and, if necessary, implement the strategy. Each partner organization will contribute its unique area of expertise for the benefit of the sector. Contributing partners include: the WMA membership, Washington State Employment and Security Department, WorkSource, the Office of Financial Management, Washington State Board for Community and Technical Colleges, Washington State Department of Veterans Affairs, and others.

BUSINESS RETENTION, EXPANSION, RECRUITMENT/INTERNATIONAL TRADE PROMOTION

Expanded coordination across programs, agencies, and organizations that provide traditional business development services will be required to carry out the strategic plan effectively.

- 2.2.2.** Align the Sector Leads program and International Trade program with Commerce's Military and Defense Sector program.

- Educate each of the Sector Leads at Commerce and the International Trade program staff concerning the future of the military and defense sector in the state in an annual briefing followed by quarterly updates.
- Establish a set of business development goals and metrics for the Sector Leads that measure the connections made between industries and new business introductions to the defense sector.

2.2.3. Expand the international trade promotion activity at the state to serve and benefit the military and defense sector. Activities should include:

- Holding training workshops for military and defense firms on conducting business with international companies.
- Coordinating international trade missions, specifically for Washington’s Military and Defense sector, targeting countries and trade shows where products and services would be received best.
- Build expertise within the International Trade program on specific international requirements in military and defense goods and services in order to share that expertise with businesses in the state.

2.2.4. Collaborate with Associate Development Organizations (ADOs) by providing quarterly updates from the Department of Commerce on Playbook progress and assigning future Playbook actions.

- Serve as a conduit for information at the local level, working with ADOs to provide county-level defense, contracting, and employment data (identified with the state’s economic modeling tool) to local employers for feedback and confirmation, creating a feedback loop that will ensure the most accurate understanding of the sector.

TECHNICAL SUPPORT FOR MILITARY AND DEFENSE FIRMS

2.2.5. Enhance the exceptional business assistance programs that serve the military and defense sector in the state by coordinating and aligning services.

- The Department of Commerce should serve as the convening point for the assistance programs under the Defense Business Development Manager in the Military and Defense Sector program.
- Present the business assistance programs in the state as a single network and encourage collaborations between programs.

2.2.6. Host an annual summit to share best practices and encourage partnerships.

2.2.7. Create a combined manufacturing and services supply chain pilot program. Tailor the program to assist larger numbers of firms and provide more intensive technical assistance.

GOAL 3: PURSUE FUNDING REQUIRED TO IMPLEMENT PLAYBOOK.

Coordinated plans and volunteer and in-kind support commitments are essential to the success of the plan. However, if the implementation work is going to be conducted day in and day out, it will require a professional, fulltime approach. Sustainable sources of funds must be identified to extend this work beyond the life of the federal grant. Research conducted by Capitol Strategies as part of the grant-funded activities (appended to this document) did not provide clear “best practices” with regard to sustainable funding of implementation activities. However, a June 2016 report prepared by the Association of Defense Communities (*State of Support 2016*), suggests that Washington’s current budget to support the sector is much less than the approximately \$1,000,000 annual budget of comparable states.

STRATEGY 3.1. EXPAND FUNDING FOR CRITICAL PROGRAMS.

With grant funding coming to a close, resources that have supported this work will end. In order to execute the recommendations outlined in the Playbook, operating funds will be required to support the staffing and resource needs outlined above. There are critical programs and organizations that are required, and these organizations, agencies, and staff will need operating funds. An ongoing commitment across multiple agencies will allow for the thorough implementation of the strategic plan to continue. The dedicated roles of state agencies that impact the success of the sector are of special importance. In particular, the success of Commerce's Military and Defense Sector program to date, the importance of the sector to the state's economy, and the demonstrated need by industry justifies expanded investment into the program.

MILITARY AND DEFENSE SECTOR PROGRAM AT THE DEPARTMENT OF COMMERCE

3.1.1. *State-level funding strategy:* The Sector Lead and WMA stakeholders should work to expand funding for the program at the state level to support existing staff and operations that are currently being supported by the OEA grant.

- Identify funding to engage a third-party contractor to lead implementation efforts for the Playbook. (See Action 1.1.7)
- Compile information to make the case for additional funding, demonstrating the importance of the military and defense sector to the state economy, its unique vulnerability and reliance on federal defense spending, and the successful multi-stakeholder collaboration that has developed the Playbook.
- Seek additional funds from the existing Department of Commerce budget.
- Work with the Commerce's Director of External Relations to develop a request to the governor's office and the legislature for additional funding.
- The network of partners that serve the military and defense sector in the state should highlight the success of the collaboration and their commitment to its success to Washington State leadership.

3.1.2. *Private fundraising strategy:* Request a "fee for service" structure and authority from Washington State Legislature to allow the Military and Defense Sector Lead to secure additional funding support from the private sector.

3.1.3. *Federal funding streams:* Identify and pursue federal grant opportunities that could support the plan's implementation. Potential opportunities are identified in Figure 2 (page 20). As with the current OEA grant, leveraging local partners will be an essential step.

WASHINGTON MILITARY ALLIANCE

3.1.4. Support the WMA's role as the state's leading advocating organization for the military and defense sector. Sustaining the WMA's operation is imperative to the long-term success of the military and defense sector in the state.

- Continue to dedicate resources to support the WMA in the short term from multiple sources including contributions from the public sector, the organizations engaged with the WMA, and ongoing funding from the state of Washington.
- The WMA should adopt a formal funding program for long-term sustainability.

- The funding program will be a support structure made up of contributions from the public sector, the organizations engaged with the WMA, along with ongoing funding from the state of Washington.
- This structure will have two tiers of membership (board level and membership level) with associated benefits including voting rights, recognition, access to industry data, and others.
- The organization may also generate revenue by hosting sponsored events and offering industry data and information products.
- Fundraising Activities:
 - ♦ Establish membership levels, and draft associated benefits and membership materials.
 - ♦ Identify potential members and begin outreach.
 - ♦ Begin to collect membership revenue.
 - ♦ Continue to identify new members and fundraising activities.
- Identified funding goals are:
 - ♦ State funding: \$300,000 annually
 - ♦ Member contributions: \$75,000. to \$100,000 annually
 - ♦ Annual WMA “State of the Defense Sector” event and report: \$20,000

OTHER ORGANIZATIONS AND PROGRAMS

- 3.1.5.** Continue to aggressively seek out and apply for federal grants to support new and ongoing initiatives and programs for the sector, as well as critical staffing and resource needs outlined in Goals 1 and 2 not addressed elsewhere.
- Commerce and the WMA should maintain this effort.
 - Explore potential resources like the DOD Office of Economic Adjustment (OEA), US Department of Agriculture (USDA), US Department of Labor (DOL), Economic Development Administrations (EDA), DOD Defense Advanced Research Projects Agency (DARPA), and the US Department of Energy (DOE).
- 3.1.6.** Support Associate Development Organizations (ADOs) and community support organizations in their fundraising efforts from multiple sources, highlighting their vital role as local implementation partners.
- 3.1.7.** Explore options to fully fund business assistance supply chain pilot programs coordinated through the Department of Commerce Military and Defense Sector business technical support program. Pilot projects under the grant were very well received and provided considerable value to the participant companies. Appropriate grant funding programs should be identified and applied to for follow-on funding pilot programs that provide technical assistance to defense contractors.

STRATEGY 3.2. IDENTIFY FUNDING SOURCES TO SUPPORT CRITICAL PROJECTS.

Resources above current levels will be required to build assets that strengthen the military and defense sector in Washington State. A summary of potential funding sources is provided in Figure 2 (page 20).

FUNDING TEAM

- 3.2.1.** Form a team to identify and pursue funding to support installations with investments that prevent base encroachment and improve mission capabilities, including recommendations from the Civilian-Military Land

Use Compatibility Study (when completed), as well as transportation investments and shore side improvements already identified. Land use decisions surrounding bases will certainly have impacts on an installation's ability to serve its current and/or future mission capability. Public sector investments in solutions to these issues will establish a successful relationship between installations and the communities they are located in, while serving the needs of the military.

INFRASTRUCTURE MONITORING

- 3.2.2.** Create a partnership of stakeholders to compile, monitor, and report on critical infrastructure investments across the state that would benefit the military and defense sector. Understanding these needs and evaluating their impact on the ongoing success of the sector is important in policy and investment decisions that will be made by the legislature. The leadership of the WMA and Pacific Northwest Defense Coalition should compile this information on needed infrastructure in a report to share with the legislature annually. In addition, this report should highlight recent and ongoing projects to demonstrate Washington's commitment to the sector.
- 3.2.3.** Engage industries that support the military and defense sector in infrastructure discussion on an as-needed basis (e.g., aerospace, maritime, and information technology). Strategic involvement by industry partners will allow the opportunity to identify relevant needs and concerns from their perspective, while ensuring future impacts to the military and defense sector are considered.

MODEL UPDATE

- 3.2.4.** The Washington State Military and Defense Economic Model, and its associated online interactive tool, is one of the most valuable assets to come out of the OEA grant. In addition to providing a current window into the economic conditions and contributions of the military and defense sector, the model can be used as an early warning signal to identify where reductions in federal funding are likely to place the most stresses on the sector. However, the modeling tool is only effective if it is up to date. This will require funding for ongoing maintenance and technical support, in addition to annual updates to ensure it is accurate. Potential funders for this effort include:
- Industry partners
 - Higher education institutions
 - A fee-for-service model

GOAL 4: WORK WITH PARTNERS TO MONITOR PROGRESS AND ADJUST THE PLAYBOOK ACCORDINGLY.

The grant-funded planning process has benefited from a solid foundation of data, extensive input from military and defense experts, a vetted set of strategies, and a statewide network of stakeholders with a passion for keeping and growing the sector in the state. However, a sustainable implementation effort will require clearly defined metrics, with a mechanism for monitoring and communicating progress to the sectors' broad constituencies.

STRATEGY 4.1. PUT IN PLACE CLEAR METRICS FOR MEASURING PROGRESS ON PLAN IMPLEMENTATION AND FOR MONITORING ITS EFFECTIVENESS.

Identifying ways to report on the progress of implementation and quantifying results will build trust, accountability, and continued momentum in executing on the Playbook. Given the broad base of stakeholders that will be involved in plan implementation, unique measures may be required to track individual aspects of the strategies. However, as

the lead agency, progress made on every strategy and action of the Playbook should be reported back to Commerce’s Military and Defense Sector program.

PLAN PROGRESS TRACKING AND REPORTING

- 4.1.1.** Convene a brief working group to agree on metrics for the plan. Once agreed upon, an annual report of sector plan metrics across all network partners should be produced including traditional business retention and expansion activities, jobs created or retained, businesses assisted, capital investments made, workers trained, contracts awarded, media attention generated, referrals made to sector businesses to the appropriate network partner, etc.
- 4.1.2.** Program staff should compile information on a quarterly basis and report out to all stakeholders on Playbook progress. Annual progress should be tracked as well. As outlined previously in task 2.1.3, identifying a technology solution will increase the feasibility of a coordinated tracking effort.
- 4.1.3.** The Military and Defense Sector program should conduct regular surveys of businesses that serve the sector to evaluate outreach and gauge the effectiveness of programs and services.
- 4.1.4.** The Military and Defense Sector Lead should continue regular outreach to statewide military and defense sector businesses in accordance with traditional business retention and expansion activities.
 - In addition to overall metrics for the Playbook, the Military and Defense Sector program staff should establish a set of business development goals and metrics that measure the connections made between industries and new business introductions to the defense sector. These metrics should include: the number of introductions between specific businesses and defense and military opportunities, connections between industry sector programs made, cross-sector promotional events, and media attention covering the cross connections.

STRATEGY 4.2. PUT IN PLACE MECHANISMS FOR TRACKING THE HEALTH OF THE SECTOR.

Measuring the military and defense sector itself provide can help prioritize implementation resources, document trends with regard to the sector’s size and condition in the state, and provide some insight regarding the Playbook’s impact.

PUBLISHED DATA

- 4.2.1.** Available data on the military and defense sector statewide should be compiled at least annually. This “top-down” approach would include gathering data from published sources on federal contracting, global market conditions for defense products and services, mission intelligence, and staffing data. Information compiled from these analytical tasks could be used to populate an industry dashboard.

PRIMARY RESEARCH

- 4.2.2.** The Economic Modeling tool should be promoted across the state and country to highlight the size and contribution of the sector to Washington’s economy. The Model should serve as an information rallying point at an annual Military and Defense Sector Summit event.
- 4.2.3.** Data from the model and the analysis of published sources should be supplemented by a “bottom-up” approach in which locally gathered information, including primary data collected directly from contractors, would be shared with the statewide group via WMA meetings, trade and industry associations, webinars, and other briefings.

STRATEGY 4.3. IDENTIFY AND IMPLEMENT SPECIFIC STEPS FOR EVALUATING AND REVISING THE PLAYBOOK ON A REGULAR BASIS.

The Playbook is designed to be a living document that can, and should, adjust with changing circumstances and opportunities. Information gathered for Strategies 4.1 and 4.2 should be evaluated, and the results should be shared with all stakeholders on a regular basis so that adjustments can be made quickly.

- 4.3.1.** Convene WMA at least annually to review and revise the plan. The Playbook is a multiyear plan and is broken into short-term (1 to 2 year) and long-term (3 to 5 year) priority strategies and actions. It is designed to be updated every 5 years. A review of progress on goals and metrics will determine whether or not a specific strategy needs to be re-evaluated.
- 4.3.2.** The evaluation of strategies should take into account feedback from sector surveys in order to understand what was most useful to the sector as well as what needs improvement.
- 4.3.3.** Convene an advisory group as quickly as possible in the event of a major DOD downsizing or news of a downturn in the military and defense sector or a related industry. These situations could merit adjustments or a reprioritization to emphasize one aspect of the Playbook over the other or to advance the progress of the strategies within.

TIMELINE

	RESPONSIBILITY	TIMEFRAME		
		Ongoing	Short Term (Years 1 & 2)	Long Term (Years 3-5)
1. STAFF RELEVANT PROGRAMS AT A SUFFICIENT LEVEL TO IMPLEMENT THE PLAYBOOK.				
1.1. Increase staffing levels at the Washington State Department of Commerce Military and Defense Sector program and the Washington Military Alliance.				
1.1.1. The WMA should continue to be supported by the Military and Defense Sector Lead who serves as the professional face of the effort, acts as the lead convener, and provides oversight of the organization.	Commerce	◆		
1.1.2. The WMA should dedicate one or two program staff to serve the organization’s committees, coordinate volunteers, and handle the communication needs of the organization.	WMA		◆	
1.1.3. The WMA should have a fulltime administrative support person.	WMA		◆	
1.1.4. The Military and Defense Sector Lead should continue to head military and defense efforts at Commerce and serve as a resource and convener for state agencies. This leadership role should oversee staff at Commerce that serves the sector	Commerce	◆		
1.1.5. Current Commerce staff that have been funded by the OEA grant should remain at the Department of Commerce to continue their work in providing business technical support/consultation expertise, and the grant administration lead and administrative support person should transition to coordinate and oversee implementation of the plan.	Commerce	◆		
1.1.6. Additional staff should be considered in support of business retention, expansion, and recruitment activities. An individual with expertise in international trade and knowledge of its unique regulatory requirements should be dedicated to the sector.	Commerce		◆	
1.1.7. Commerce should engage a third-party contractor to lead implementation efforts for the Playbook. Current staffing is not sufficient and an outside firm or individual should be hired, at least in the interim, to create and execute a comprehensive plan for implementation. (See Action 3.1.1)	Commerce		◆	

	RESPONSIBILITY	TIMEFRAME		
		Ongoing	Short Term (Years 1 & 2)	Long Term (Years 3-5)
1.2. Make necessary leadership commitments at key state agencies and partner organizations.				
1.2.1. Maintain dedicated representation for the military and defense sector at the governor's office.	State & Commerce	◆		
1.2.2. The Washington State Employment Security Department should help communicate available workforce resources specific to the sector and take a lead role in formalizing the state response to downsizing associated with federal spending reductions.	WA ESD	◆		
1.2.3. Keep local leaders engaged in and committed to executing their portion of the statewide strategy.				
<ul style="list-style-type: none"> Involve local leaders in the hosting and planning of statewide events, such as a Military and Defense Sector Summit. 	Commerce & WMA	◆		
<ul style="list-style-type: none"> Publicize local achievements in support of the sector and/or the implementation of the Playbook during regional and statewide events and in publications and social media. 	Commerce & WMA	◆		
<ul style="list-style-type: none"> Provide quarterly briefings to local stakeholders to plan progress, highlighting the contributions and success stories of individual organizations. 	Commerce & WMA	◆		
<ul style="list-style-type: none"> Use the communication tools outlined in Goal 2 and metrics and/or dashboards developed under Goal 4 to keep stakeholders informed between formal briefings. 	Commerce & WMA	◆		
2. PUT IN PLACE THE NECESSARY TOOLS AND BUSINESS PROCESSES TO SUPPORT THE PLAYBOOK.				
2.1. Put in place the tools and technologies needed to sustain the implementation process.				
2.1.1. Utilize and maintain a Customer Relations Management (CRM) system.	Commerce		◆	
2.1.2. Fund regular updates and provide ongoing technical support for the Washington State Military and Defense Economic Model and its associated online interactive tool.	Commerce	◆		
2.1.3. Establish communication and collaboration tools including:				
<ul style="list-style-type: none"> A professional web presence that is consistently updated to serve as a resource for multiple audiences 	Commerce		◆	

	RESPONSIBILITY	Ongoing	TIMEFRAME	
			Short Term (Years 1&2)	Long Term (Years 3-5)
<ul style="list-style-type: none"> Web-based educational tools, including applications to host webinars and virtual town halls 	Commerce			◆
<ul style="list-style-type: none"> An electronic newsletter, promotional materials, and event coordination tools 	Commerce & WMA		◆	
2.1.4. Utilize collaboration and project management tools to coordinate activity across organization, track progress, and report to stakeholders.	Commerce & WMA		◆	
2.1.5. Implementation of the international trade recommendations will require access to specific databases with information on businesses in the sector, defense, and government bidding notices, and contracting information.	Commerce		◆	
2.1.6. The ability to communicate and share information rapidly across a broad network of partner agencies may require enhancements and technology upgrades to the current Rapid Response system to better address defense contractor layoffs.	Commerce		◆	
2.1.7. Compiling and sharing data on the skills of military personnel separating from service can provide an important tool for economic developers in the state.	Commerce		◆	
2.2. Institute collaboration and coordination strategies to facilitate the plan's implementation and long-range sustainability.				
2.2.1. Organize and implement the Mobilization Strategy and Implementation Coordination Strategy.				
<ul style="list-style-type: none"> The Washington State Department of Commerce Military and Defense Sector Program should serve as the lead coordinating organization. 	M&D Sector Program	◆		
<ul style="list-style-type: none"> Many partners and considerable effort will be required to prepare for and, if necessary, implement the strategy. 	All M&D Stakeholders	◆		
2.2.2. Align the Sector Leads program and International Trade program with Commerce's Military and Defense Sector program.	Commerce		◆	
2.2.3. Expand the international trade promotion activity at the state to serve and benefit the military and defense sector.	Commerce		◆	
2.2.4. Collaborate with Associate Development Organizations (ADO's) by providing quarterly updates from the Department of Commerce on Playbook progress and assigning future Playbook actions.	Commerce & WMA	◆		
2.2.5. Enhance the exceptional business assistance programs that serve the military and defense sector in the state by coordinating and aligning services.	Commerce & WMA		◆	

	RESPONSIBILITY	Ongoing	TIMEFRAME	
			Short Term (Years 1 & 2)	Long Term (Years 3-5)
2.2.6. Host an annual summit to share best practices and encourage partnerships.	Commerce & WMA		◆	
2.2.7. Create a combined manufacturing and services supply chain pilot program. Tailor the program to assist larger numbers of firms and provide more intensive technical assistance.	Commerce		◆	
3. PURSUE FUNDING REQUIRED TO IMPLEMENT PLAYBOOK.				
3.1. Expand funding for critical programs.				
3.1.1. The sector lead and WMA stakeholders should work to expand funding for the program at the state level to support existing staff and operations that are currently being supported by the OEA grant.				
<ul style="list-style-type: none"> Identify funding to engage a third-party contractor to lead implementation efforts for the Playbook. (See Action 1.1.7) 	Commerce & WMA		◆	
<ul style="list-style-type: none"> Compile information to make the case for additional funding, demonstrating the importance of the military and defense sector to the state economy, its unique vulnerability and reliance on federal defense spending, and the successful multi-stakeholder collaboration that has developed the Playbook. 	Commerce & WMA		◆	
<ul style="list-style-type: none"> Seek additional funds from the existing Department of Commerce budget. 	Commerce & WMA		◆	
<ul style="list-style-type: none"> Work with the Commerce’s Director of External Relations to develop a request to the governor’s office and the legislature for additional funding. 	Commerce & WMA		◆	
<ul style="list-style-type: none"> The network of partners that serve the military and defense sector in the state should highlight the success of the collaboration and their commitment to its success to Washington State leadership. 	All WMA partners	◆		
3.1.2. Request a “fee for service” structure and authority from Washington State Legislature to allow the Military and Defense Sector Lead to secure additional funding support from the private sector.	State & Commerce			◆
3.1.3. Identify and pursue federal grant opportunities that could support the plan’s implementation, leveraging local partners.	Commerce & WMA	◆		

	RESPONSIBILITY	TIMEFRAME		
		Ongoing	Short Term (Years 1 & 2)	Long Term (Years 3-5)
3.1.4. Support the WMA in a continued role as the state’s leading organization advocating for the military and defense sector.				
<ul style="list-style-type: none"> Continue to dedicate resources to support the WMA in the short term from multiple sources. 	State & Commerce		◆	
<ul style="list-style-type: none"> Adopt a formal funding program for long-term sustainability. 	State & Commerce			◆
3.1.5. Continue to aggressively seek out and apply for federal grants to support new and ongoing initiatives and programs for the sector, as well as unaddressed critical staffing and resource needs.	Commerce & WMA	◆		
3.1.6. Support Associate Development Organizations (ADOs) and community support organizations in their fundraising efforts from multiple sources, highlighting their vital role as local implementation partners.	Commerce & WMA	◆		
3.1.7. Explore options to fully fund business assistance supply chain pilot programs coordinated through the Department of Commerce Military and Defense Sector business technical support program.	Commerce & WMA		◆	
3.2. Identify funding sources to support critical projects.				
3.2.1. Form a funding team to identify and pursue funding to support installations with investments that prevent base encroachment and improve mission capabilities.	Commerce & WMA		◆	
3.2.2. Create a partnership of stakeholders to compile, monitor, and report on critical infrastructure investments across the state that would benefit the military and defense sector.	Commerce & WMA		◆	
3.2.3. Engage industries that support the military and defense sector in infrastructure discussion on an as-needed basis.	Commerce	◆		
3.2.4. Update the Washington State Military and Defense Economic Model and its associated online interactive tool.	Commerce		◆	
4. WORK WITH PARTNERS TO MONITOR PROGRESS AND ADJUST THE PLAYBOOK ACCORDINGLY.				
4.1. Put in place clear metrics for measuring progress on plan implementation and for monitoring its effectiveness.				
4.1.1. Convene a brief working group to agree on metrics for the plan and produce an annual report of sector plan metrics across all network partners.	Commerce		◆	

	RESPONSIBILITY	TIMEFRAME		
		Ongoing	Short Term (Years 1&2)	Long Term (Years 3-5)
4.1.2. Program staff should compile information on a quarterly and annual basis and report out to all stakeholders on Playbook progress.	Commerce	◆		
4.1.3. The Military and Defense Sector program should conduct regular surveys of businesses that serve the sector to evaluate outreach and gauge the effectiveness of programs and services.	Commerce	◆		
4.1.4. The Military and Defense Sector Lead should continue regular outreach to statewide military and defense sector businesses in accordance with traditional business retention and expansion activities.	Commerce	◆		
4.2. Put in place mechanisms for tracking the health of the sector.				
4.2.1. Available data on the military and defense sector statewide should be compiled at least annually	Commerce	◆		
4.2.2. The Economic Modeling tool should be promoted across the state and country to highlight the size and contribution to Washington’s economy.	Commerce & WMA	◆		
4.2.3. Data from the model and the analysis of published sources should be supplemented by a “bottom-up” approach in which locally gathered information would be shared with the statewide group.	Commerce & WMA	◆		
4.3. Identify and implement specific steps for evaluating and revising the Playbook on a regular basis.				
4.3.1. Convene WMA at least annually to review and revise the plan.	Commerce	◆		
4.3.1. Review feedback from sector surveys in order to understand what was most useful to the sector as well as what needs improvement.	Commerce	◆		
4.3.2. Monitor the level of stakeholder engagement and network participation in Playbook implementation.	Commerce & WMA	◆		
4.3.3. Convene an advisory group as quickly as possible in the event of a major DOD downsizing or news of a downturn in the military and defense sector or a related industry.	Commerce & WMA		◆	

APPENDIX: FUNDING SOURCES TABLE

The following table was excerpted from the funding strategy prepared by Capitol Strategies and appended in its entirety to this document.

FIGURE 2. POTENTIAL FEDERAL FUNDING OPPORTUNITIES SUMMARY

SOURCE	PROGRAM	FUNDING POC	COMPETITIVE ADVANTAGE
GENERAL			
OEA	Implementation of DIA Report Findings	Michael Gilroy 2231 Crystal Drive, Suite 508 Arlington, VA 22207 703-697-2130	OEA typically funds follow on projects to previous OEA funded grants, especially when such funding is focused on implementation of an OEA funded report recommendations
OEA	Community Investment Assistance-funding for advanced economic development planning and diversification	Daniel Glasson 2231 Crystal Drive, Suite 508 Arlington, VA 22207 703-697-2130	Since the State of Washington has not previously submitted a request for such a grant and the military continues to downsize, OEA will initially look favorably on funding a study on advanced economic planning and some diversification in the State's future economic development efforts.
EDA	Local Technical Assistance Program - promote effective economic development programs through projects such as feasibility	Seattle Regional Office: Jacob Macias 915 Second Ave., Room 1890 Seattle, WA 98174 206-207-7666 Email: jmacias@eda.gov	The size of the State's military-industry portfolio and the lack of prior significant funding requests of EDA for this portfolio
AFOSR	Research Interests of AFOSR (BAA-AFRL-AFOSR-2016-0007)	Air Force Office of Scientific Research (AFOSR) King Nwoha 875 N. Randolph St., Room 301 Arlington VA 22203-1954 703-696-1146 afosr.baa.us.af.mil Email: king.nwoha@us.af.mil	The State's universities and private industry have the capability to perform what AFOSR is looking for, and industry specifically will benefit in the long term from this effort
DOD	Defense Access Road	Jim Graves 202-366-3056 james.graves@dot.gov	The initiation of this grant is through installation leadership and in part is funded by this leadership giving up some of their Military Construction funding.
DOD	Readiness and Environmental Protection Integration (REPI)	Installation Leadership	The REPI conservation program must have an approved agreement with a military installation and only the military installation can submit a proposal requesting REPI funding. The non-DOD partners submit proposals to NRCS, USFS or USFWS grant programs.

SOURCE	PROGRAM	FUNDING POC	COMPETITIVE ADVANTAGE
NIST	Financial assistance for FY2016 within the following NIST Laboratories	Christopher Hunton Administrative Support & Document Control Office NIST 301-975-5718 Email: grants@nist.gov	1) Material Measurement Lab; 2) Physical Measurement Lab; 3) Engineering Lab; 4) Fire Research Lab; 5) Information Technology Lab; 6) Communications Technology Laboratory; 7) NIST Center for Neutron Research, etc. Eligibility is all non-Federal agencies.
DOD	Defense Production Act, Title III Grant Program	Melinda Woods, Director Defense Production Act Title III Program Office of the Deputy Assistant Secretary of Defense for Manufacturing and Industrial Base Policy 3330 Defense Pentagon Room 3B854 Washington, DC 20301 (703) 697-0051	The Title III Program is a government-funded venture that aides manufacturers who specialize in materials used for defense applications. Title III focuses on materials and components that could be used in a broad spectrum of defense systems. Moreover, Title III projects create numerous economic and technological benefits for domestic industries and consumers.
AEROSPACE			
AFRL	AFRL RD/RV University Cooperative Agreement (BAA-RVLV-2015- 0003)	Anne Green 505-846-5575 anne.green.2@us.af.mil	A growth area for DOD is directed energy and space vehicles. The defense sector in Washington is aptly suited to meet the needs of this grant requirement.
USAF	Unmanned Aircraft Systems (UAS) Airspace Integration (BAA-2014-0006- RQKPC)	Grace Kelly-Burnsworth 937-713-9945 grace.kelly-burnsworth@us.af.mil	This grant allows the universities and the private sector to take advantage of an existing capability and allows exiting training grounds to serve as a test bed that compliments the research efforts
FAA	FAA Aviation Research and Development Grant	Debra Monzo 609-485-4962 debra.monzo@faa.gov	Efforts in this area compliment the State's aerospace industry and which should make it relatively easy to procure the available funding when teamed with a research university. This effort will provide support to DOD industry efforts in aircraft testing
USAF	Sensor Innovative Research (BAA-12-02-PKS)	Shyla Wray 937-713-9984 shayla.wray@us.af.mil	As above, this effort supports efforts of current DOD contractors in Washington and coupled with academia should ensure a successful submission
AFRL	AFRL Manufacturing Technology Open BAA (BAA-RQKM-2014- 0020)	Pam Strader 937-713-9895 pamala.strader@us.af.mil	Given the defense industry in the State this effort should be a high priority and one that fits the capabilities of both private industry and academia
USAF	Composite Airframe Life Extension (CALE)	Ryan Huffman 937-713-9927 ryan.huffman@us.af.mil	As above, this fit well into the defense industry sector and academia in the State.
LIFE SCIENCES & GLOBAL HEALTH/ INFO TECH			
NIH	Early Stage Development of Technologies in Biomedical Computing, Informatics and Big Data science	FBOWebmaster@OD.NIH.gov	This grant compliments the following bioengineering grant

SOURCE	PROGRAM	FUNDING POC	COMPETITIVE ADVANTAGE
NIH	Bioengineering Research Grant (PAR-16-242)	FBOWebmaster@OD.NIH.gov	The results of this grant is important not only to NIH, but to growing areas in Washington's defense sector. It may be an excellent opportunity for the initiative in medicine for universities within the State.
US Army Research Institute	US Army Research Institute for the Behavioral and Social Sciences Broad Area Announcement for Basic, Applied and Advanced Scientific Research (W911NF-13-R-0001)	Maria Nelson 919-541-4992 maria.d.nelson.civ@mail.mil	The State not only has the private sector ability to meet the requirements of this grant, but the military missions assigned to the State allow the research to be tested in the field without significant travel and administrative costs
NIH	Preclinical biocompatibility assessment of multi-structural bone filler nanocomposite	NIH - SBIR	Example of specific grants available through NIH

INFORMATION AND COMMUNICATIONS TECHNOLOGY

NIST	National Strategy for Trusted Identities in Cyberspace (NSTIC) Federated Identity in Healthcare Pilot Program	CLOSED	Fits well into the information technology industry sector and academia in the State.
NIST	National Strategy for Trusted Identities in Cyberspace (NSTIC) State Pilots Cooperative Agreement Program	CLOSED	Fits well into the information technology industry sector and academia in the State.
DARPA	Dispersed Computing DARPA-BAA-16-41	DCOMP@darpa.mil	Fits well into the information technology industry sector and academia in the State.

CLEAN TECH

USDA	Conservation Partnership	RCC.wdc.usda.gov	Fits well into the defense industry sector and academia in the State.
DOE	Modular Chemical Process Intensification Institute for Clean Energy Manufacturing	EERE-ExchangeSupport@hq.doc.gov	Example of specific grants available through DOE

MARITIME

Maritime Administration	Small Shipyard Grant Program	David M. Heller 202-366-5737	Grants for capital and related improvements to qualified shipyard facilities that will be effective in fostering efficiency, competitive operations, and quality ship construction, repair, and reconfiguration and for training projects that would be effective in fostering employee skills and enhancing productivity.
USN	Naval Engineering Education Consortium (NEEC)	NSWC Indian Head	Research and Development grants for colleges and universities

Source: Research conducted by Capitol Strategies (Washington, DC).

State of Washington: Potential Federal Funding Opportunities Summary

Sector	Source	Program	Funding POC	WMA Competitive Advantage
General	OEA	Implementation of DIA Report Findings	Michael Gilroy 2231 Crystal Drive, Suite 508 Arlington, VA 22207 703-697-2130	OEA typically funds follow on projects to previous OEA funded grants, especially when such funding is focused on implementation of an OEA funded report recommendations
General	OEA	Community Investment Assistance- funding for advanced economic development planning and diversification	Daniel Glasson 2231 Crystal Drive, Suite 508 Arlington, VA 22207 703-697-2130	Since the State of Washington has not previously submitted a request for such a grant and the military continues to downsize, OEA will initially look favorably on funding a study on advanced economic planning and some diversification in the State's future economic development efforts.
General	EDA	Local Technical Assistance Program - promote effective economic development programs through projects such as feasibility	Seattle Regional Office: Jacob Macias 915 Second Ave., Room 1890 Seattle, WA 98174 206-207-7666 Email: jmacias@eda.gov	The size of the State's military-industry portfolio and the lack of prior significant funding requests of EDA for this portfolio
General	AFOSR	Research Interests of AFOSR (BAA-AFRL-AFOSR-2016-0007)	King Nwoha 703-696-1146 afosr.baa.us.af.mil	The State's universities and private industry have the capability to perform what AFOSR is looking for, and industry specifically will benefit in the long term from this effort
General	DOD	Defense Access Road	Jim Graves 202-366-3056 james.graves@dot.gov	The initiation of this grant is through installation leadership and in part is funded by this leadership giving up some of their Military Construction funding.

General	DOD	Readiness and Environmental Protection Integration (REPI)	Installation Leadership	The REPI conservation program must have an approved agreement with a military installation and only the military installation can submit a proposal requesting REPI funding. The non-DoD partners submit proposals to NRCS, USFS or USFWS grant programs.
General	NIST	Financial assistance for FY2016 within the following NIST Laboratories	Christopher Hunton 301-975-5718 grants@nist.gov	1) Material Measurement Lab; 2) Physical Measurement Lab; 3) Engineering Lab; 4) Fire Research Lab; 5) Information Technology Lab; 6) Communications Technology Laboratory; 7) NIST Center for Neutron Research, etc. Eligibility is all non-Federal agencies.
General	DOD	Defense Production Act, Title III Grant Program	Melinda Woods, Director Defense Production Act Title III Program Office of the Deputy Assistant Secretary of Defense for Manufacturing and Industrial Base Policy 3330 Defense Pentagon Room 3B854 Washington, DC 20301 (703) 697-0051	The Title III Program is a government-funded venture that aides manufacturers who specialize in materials used for defense applications. Title III focuses on materials and components that could be used in a broad spectrum of defense systems. Moreover, Title III projects create numerous economic and technological benefits for domestic industries and consumers.
Aerospace	AFRL	AFRL RD/RV University Cooperative Agreement (BAA-RVLV-2015-0003)	Anne Green 505-846-5575 anne.green.2@us.af.mil	A growth area for DoD is directed energy and space vehicles. The defense sector in Washington is aptly suited to meet the needs of this grant requirement.

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Aerospace	FAA	FAA Aviation Research and Development Grant	Debra Monzo 609-485-4962 debra.monzo@faa.gov	Efforts in this area compliment the State's aerospace industry and which should make it relatively easy to procure the available funding when teamed with a research university. This effort will provide support to DoD industry efforts in aircraft testing
Aerospace	USAF	Sensor Innovative Research (BAA-12-02-PKS)	Shyla Wray 937-713-9984 shayla.wray@us.af.mil	As above, this effort supports efforts of current DoD contractors in Washington and coupled with academia should ensure a successful submission
Aerospace	AFRL	AFRL Manufacturing Technology Open BAA (BAA-RQKM-2014-0020)	Pam Strader 937-713-9895 pamala.strader@us.af.mil	Given the defense industry in the State this effort should be a high priority and one that fits the capabilities of both private industry and academia
Aerospace	USAF	Composite Airframe Life Extension (CALE)	Ryan Huffman 937-713-9927 ryan.huffman@us.af.mil	As above, this fit well into the defense industry sector and academia in the State.
Life Sciences & Global Health/ Info Tech	NIH	Early Stage Development of Technologies in Biomedical Computing, Informatics and Big Data science	FBOWebmaster@OD.NIH.gov	This grant compliments the following bioengineering grant

Life Sciences & Global Health	NIH	Bioengineering Research Grant (PAR-16-242)	FBOWebmaster@OD.NIH.gov	The results of this grant is important not only to NIH, but to growing areas in Washington's defense sector. It may be an excellent opportunity for the initiative in medicine for universities within the State.
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Clean Tech	USDA	Conservation Partnership	RCC.wdc.usda.gov	Fits well into the defense industry sector and academia in the State.

Clean Tech	DOE	Modular Chemical Process Intensification Institute for Clean Energy Manufacturing	EERE-ExchangeSupport@hq.doc.gov	Example of specific grants available through DOE
Maritime	Maritime Administration	Small Shipyard Grant Program	David M. Heller 202-366-5737	Grants for capital and related improvements to qualified shipyard facilities that will be effective in fostering efficiency, competitive operations, and quality ship construction, repair, and reconfiguration and for training projects that would be effective in fostering employee skills and enhancing productivity.
Maritime	USN	Naval Engineering Education Consortium (NEEC)	NSWC Indian Head	Research and Development grants for colleges and universities