



B3K Aerospace Workgroup

Assignment 1 – Additional Review and Analysis

To orient Workgroup members and provide the foundation for strategy development, Assignment 1 will focus on further analysis, guided by questions and prompts included below. Building on the Market Assessment and other materials compiled by the Advisory Team, participants will apply their distinctive expertise and perspective to ground-truth and expand on the opportunities, challenges, and viability of strategic action in their area of focus. This may also require additional research, such as interviews and stakeholder discussions. Based on this review, Workgroups will develop a SWOT analysis capturing the most pressing opportunities and challenges for the region in their given area. They will then refine this analysis to a list of up to five priority challenges and opportunities to guide development of strategies and tactics in Assignment 2.

Under the direction of their leads, Workgroups should submit written responses encompassing Parts 1-4 to Elizabeth Patterson. In total, responses should not exceed ten pages. The Advisory Team will provide feedback ahead of Assignment 2.

Part 1: Research Review

To begin this Assignment, workgroup members should take time to conduct a thorough review of the below items included in the folder labeled “Materials for Review”.

1. Excerpts from the B3K Market Assessment, with particular attention to the following sections:
 - a. Slides 12-15, 25 - overall regional competitiveness and Aerospace-specific performance
 - b. Slide 63-69 - innovation, R&D and opportunities for commercialization
 - c. Slides 85-91 – overall findings
2. Inventory of relevant existing / proposed programs and pilots inventoried by the Advisory Team
3. [Brookings Report on the importance of identifying and prioritizing clusters](#)
4. Relevant local studies and research efforts:
 - a. [East Kern Diversification Study](#) -- a 2017 economic development strategy exploring similar issues around bolstering aerospace in the region
 - b. [REACH space strategy](#) centered around Vandenberg AFB
5. Examples of similar efforts elsewhere:
 - a. [Spaceport America Economic and Fiscal Analysis report](#) (example of competing effort in New Mexico)
 - b. [Advanced Manufacturing Partnership for Southern California](#)

Part 2: Identifying Gaps in the Research / Knowledge Base

Based on a review of the above materials as well as the relevant expertise of / supplementary research conducted by workgroup members:

- Identify and explain any major challenges, opportunities, or developments relevant to your focus area (positive or negative, at the local, regional, state, or national levels) not captured in the Market Assessment.
- Identify and explain any ongoing efforts to support this area of focus in the region not captured in the Program Inventory.
- Identify and explain any outstanding questions for resolution to assess relevant challenges and opportunities in your focus area.

Part 3: Additional Research Questions

The following section provides additional questions that should be considered to assess the potential for success in this space and to guide interventions by the Workgroup. Based on the Workgroup's expertise and supplementary research, provide written answers to the below questions. Preliminary answers can suffice if a question is "unanswerable" in the given timeframe and additional research is needed.

- What are the competitive advantages and disadvantages for the combined Antelope Valley region versus other aerospace hubs both in-state (e.g. Central Coast, Long Beach) and out-of-state (e.g. New Mexico, Texas, Alabama)?
- What are concrete barriers and opportunities for better linking and leveraging aerospace assets across the broader Antelope Valley (Kern and L.A. Counties)?
- Is there an existing base of small and mid-sized firms in the region that could benefit from improved access to military innovation assets? What specific barriers do they face?
 - What do existing processes for commercialization look like? How might they be improved?
- What specific workforce needs must be filled to grow the sector? How does that align with the region's current talent base and workforce offerings?
- Do any specific state or federal policy issues constrain growth, beyond Mojave expansion issues identified in the Market Assessment?

Part 4: SWOT and Priorities for Strategies/Tactics

Informed by the information collected above, develop a SWOT matrix analyzing your Workgroup's area of focus. Please make a bulleted list for each section – bullets can be brief/short-hand but the Matrix should provide a comprehensive assessment of each category.

Strengths	Weaknesses
Opportunities	Threats

From the SWOT matrix, workgroups should propose up to five priority challenges and/or opportunities for focus during strategy and tactic development. This should include the opportunities the workgroup views as the most promising for action or pressing for attention and will be the basis for tactics and strategies. This is intended to narrow the focus of the workgroup on the most pressing priorities.