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**To: California Manufacturers and Suppliers**

Fifty percent of all U.S. aerospace suppliers are based in California. Eighty percent of the workforce is employed in companies with less than 100 employees. The impact of the California supplier network is huge. A single major manufacturer has 6,000 Californian suppliers spending \$5.6B annually with them, affecting 60,000 jobs. California is the world's 6th largest economy.

In order to compete globally, U.S. aerospace suppliers need to know how to provide innovative solutions, continuously improve their capability, reduce costs, and improve delivery, in addition to continuous workforce talent development. Many need to incorporate design and engineering capability with production, improve quality assurance and learn how to operate collaboratively in more complex dynamic supplier networks rather than in traditional stable hierarchical supply chains.

We want to work together with you to increase the overall global competitiveness of the supplier network in California.

Please provide your input on this very important initiative, so that we can work together to best leverage funding and resources to improve overall global competitiveness of businesses in California.

This survey is being conducted by the California Space Authority, an industry-driven, membership-based, nonprofit corporation representing industry, government, academia, and workforce entities supporting commercial, civil, and national security interests. This survey is in support of the U.S. Department of Labor's Workforce Innovation in Regional Economic Development (WIRED) initiative and the U.S. Competitiveness Initiative. All results will be aggregate and anonymous. Project details are at [www.innovatecalifornia.net/projects.html](http://www.innovatecalifornia.net/projects.html). Access to complete the survey is at [www.innovatecalifornia.net/2.1-survey-intro.html](http://www.innovatecalifornia.net/2.1-survey-intro.html). **The survey can also be accessed through the Innovate California homepage: [www.innovatecalifornia.net](http://www.innovatecalifornia.net).** The survey will ask for a project code; please use "WIRED" as the code.

Thank you for your time and we strongly encourage your input to this valuable initiative.

Sincerely,

The Honorable Andrea Seastrand  
Executive Director, California Space Authority  
3201 Airpark Drive, Suite 204  
Santa Maria, CA 93455