

TEXAS AEROSPACE COMMISSION SELF EVALUATION REPORT



**Submitted to the
Texas Sunset Commission
August 15, 2001**

**William F. Looke
Executive Director**

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TEXAS AEROSPACE COMMISSION Self-Evaluation Report

I. Key Functions, Powers, and Duties

A. Provide an overview of the agency's mission, key functions, powers, and duties. Specify which duties are statutory.

The mission of the Texas Aerospace Commission is to serve the citizens of Texas by bolstering the state's economy through development of economic opportunities in the fields of space and aviation. The Commission is dedicated to the retention and growth of aerospace industries throughout the state of Texas by fostering close working relationship at the decision-making levels of industry, government and academia to positively affect decisions regarding Texas. Retention and full funding of the NASA Johnson Space Center, human space flight operations, and International Space Center Operations are the Commission's number one priority. The agency's methodology in accomplishing its goals can be seen in the following chart:

Aerospace Economic Development Process



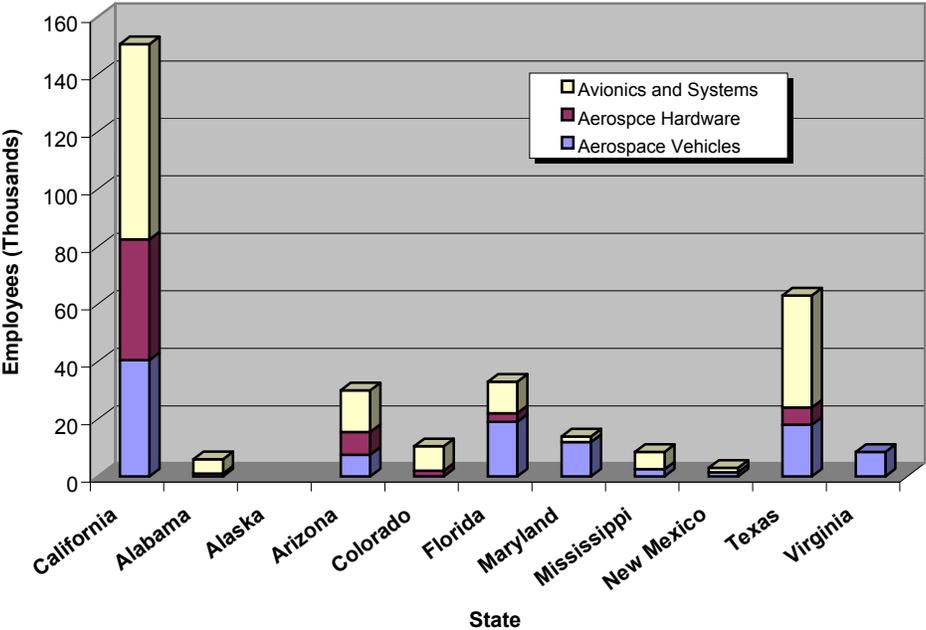
B. Does the agency's enabling law correctly reflect the agency's mission, key functions, powers, and duties?

The agency's enabling law provides broad language for the performance of Aerospace Commission's mission. The Aerospace Commission performs its functions through advocacy, technical assistance to communities and businesses, coalition building and leveraged financial and business incentives. The Commission's first priority, retention of the Johnson Space Center, is not reflected in its statute.

C. Please explain why these functions are needed. Are any of these functions required by federal law?

None of the Aerospace Commission's functions are federally mandated. Aerospace industry is an integral part of the Texas economy. Retention and growth of aviation and space industries provides one of the best avenues for Texas to increase opportunities for communities and the state as a whole. Many other states are seeking to attract aviation and space industries away from the state. Some states (e.g., Kansas and Florida) are providing financial incentives for businesses to establish or relocate operations to their state.

Aerospace Employment By State



D. In general, how do other states carry out similar functions?

States that have a significant aerospace industry base will generally fund an independent agency that retains and develops aerospace industry. Examples of other states may be found at the following URL's:

Alaska: Kodiak Launch Facility <http://www.akaerospace.com/klc/>

California: California Space Authority <http://www.csta.net/>

Florida: Florida Spaceport Authority <http://www.spaceportflorida.com/>

New Mexico: Office for Space Commercialization <http://www.edd.state.nm.us/SPACE/>

Alabama currently has pending legislation for a special session of its legislature to establish an aerospace agency. The Aerospace Development Center of Alabama (ADC) was established on October 1, 1999 by the Governor to promote aerospace commerce, research and development, education, and outreach throughout Alabama. ADC is located on the campus of Jacksonville State University (JSU); is governed by the Alabama Commission on Aerospace Science and Industry (ACASI); directed by the Governor's Advisor on Aerospace Affairs; with JSU serving as the center's fiscal agent. ADC provides program and administrative support to ACASI.

ADC's mission is to promote, support and strive to establish Alabama as a world-class aerospace center of excellence for research, development, academics and commerce. This mission is divided into three key areas: economic development, academic development and outreach activities. In pursuit of its mission, ADC is currently developing a statewide strategic plan for the support and development of aerospace in Alabama. ADC is also charged with the responsibility of developing a strategic plan to establish Alabama's spaceport infrastructure.

E. Describe any major agency functions that are outsourced.

Not applicable.

F. Discuss anticipated changes in federal law and outstanding court cases as they impact the agency's key functions.

Not applicable

G. Please fill in the following chart, listing citations for all state and federal statutes that grant authority to or otherwise significantly impact the agency

Texas Aerospace Commission Exhibit 1: Statutes/Attorney General Opinions	
Statutes	
Citation/Title	Authority/Impact on Agency (e.g., "provides authority to license and regulate nursing home administrators")
Senate Bill 1092 (76 th Legislature)	Effected September 1, 1999. SB 1092 amended the Government Code to add Chapter 2312, relating to spaceports. A "spaceport authority" could be established by a county, or by a county and any combination of municipalities, and it would be able to issue revenue bonds. A spaceport authority would be required to design, construct, and operate a spaceport through private enterprise. A spaceport authority could exercise the power of eminent domain. It would be governed by a board of seven spaceport commissioners. The Texas Aerospace Commission and the Texas Higher Education Coordinating Board would be required to cooperate with and advise the board of spaceport commissioners regarding the development of a plan for higher education courses and degree programs to be offered at or near the spaceport. Three spaceport authorities have been established in the state of Texas. The 77 th Legislature appropriated \$1.5M to the Aerospace Commission spaceport pursuit.

Texas Aerospace Commission Exhibit 1: Statutes/Attorney General Opinions	
Senate Bill 813 (77 th Legislature)	Amends Chapter 482 of the Government Code to establish the Spaceport Trust Fund as a trust fund under the Comptroller of Public Accounts and administered by the Texas Aerospace Commission (TAC). The trust fund would consist of money from gifts, grants, or donations to the fund and money from any other source designated by the Legislature. Takes effect September 1, 2001.
Attorney General Opinions	
Attorney General Opinion No.	Impact on Agency
Not Applicable	

H. Please fill in the following chart:

Texas Aerospace Commission Exhibit 2: Agency Contacts			
	Name	Address	Telephone Number Fax Number E-mail Address
Agency Head	William F. Looke	1700 N. Congress Suite B-60 Austin, TX 78701	(512) 936-4822 (512) 936-4823 Fax looke@tac.state.tx.us
Agency's Sunset Liaison	Fred Johnson	1700 N. Congress Suite B-60 Austin, TX 78701	(512) 936-4822 (512) 936-4823 Fax fj@tac.state.tx.us

II. History and Major Events

The Texas Space Commission was created in 1988, by the 70th Texas Legislature through House Bill 1511 and was reconstituted in 1991 by the 72nd Texas Legislature. An office was established in Houston, near the NASA Johnson Space Center (JSC), from 1991-1993 with an Executive Director loaned from Houston Lighting & Power Company and a technical liaison loaned from JSC. Administrative support was provided by contract. During this period the Commission received a \$20,000 legislative appropriation for the biennium and a \$100,000 interagency contract with the Texas Department of Commerce.

In 1993 the agency's name was changed to the Texas Aerospace Commission to embrace both the aviation and space industries. In 1994 and 1995, the agency was zero-funded by the legislature but was able to continue its outreach/advocacy impetus for the aerospace community through the collaborative efforts of the Commissioners and JSC's continued liaison support.

The 1995 legislative session brought revitalization to the Commission with a \$400,000 legislative appropriation for the 1996-1997 biennium. It was originally anticipated that loaned executives could be obtained to run the agency and provide the requisite strategic programmatic direction. When this approach proved unfeasible, the Commission board decided in 1996 to proceed with the hiring of an Executive Director and staff. The first Executive Director was hired on September 1, 1996 and offices were established in the Capitol Complex in Austin shortly thereafter. The remaining staff members were hired in late 1996 and 1997.

III. Policymaking Structure

A. Please complete the following chart:

Texas Aerospace Commission Exhibit 3: Policymaking Body				
Member Name	Term/ Appointment Dates/ Appointed by	Qualification	Address	Telephone Number Fax Number E-mail Address
Walter Cunningham	Governor 1997 to 2003	Apollo VII Astronaut. Aerospace Consultant.	2425 West Loop South Suite 200 Houston, TX 77027	713-297-9130 Fax: 713-297-8870 walt@waltercunningham.com
Ms. Norma Webb	Governor 1997 to 2003	Pilot, Educator and Consultant	1703 Douglas Midland, TX 79701	Phone: 915-682-0871 Fax: 915-682-0871 nhelmwebb@aol.com
Mr. Gale Burkett	Governor 1999 to 2005	Industry representative. President and CEO of GB Tech	GB Tech, Inc. 2200 Space Park Drive Houston, Texas 77058	281-333-3703 Fax: 281-333-3745 e-mail: gburkett@gbtech.net
Arthur Rojas Emerson	Governor 2000 to 2005	Advertising Executive. Former Vice President of Telemundo San Antonio	314 E. Commerce Street, Suite 800 San Antonio, TX 78205	210- 472-2777 Fax: 210-229-9539 aremerson@msn.com
Mr. J. Jan Collmer	Governor 1999 to 2005	Pilot and President of Collmer Semiconductor	Collmer Semiconductor, Inc. 2542 Highlander Way Carrolton, Texas 75006	972-233-1589 Fax: 972-991-3399 e-mail: syount@collmer.com
Mr. Bryon Sehlke	Governor 1997 to 2003	Former Aerospace Analyst with the Central Intelligence Agency. Comptroller of Support Kids	3505 Meredith Street Austin, TX 78703	(512) 437-6000 bryon.sehlke@s upportkids.com
Richard Azar	Governor 2001 to 2007	Pilot and Investment Consultant	2424 Altura Ave El Paso, Texas 79930	(915) 549-7399 Fax: (915) 562-7399 azar@elp.rr.com

Texas Aerospace Commission Exhibit 3: Policymaking Body				
Larry Griffin	Governor 2001 to 2007	USAF Colonel Retired. Aerospace Industry Consultant	PO Box 613 Hunt, TX 78024	(830) 238-3030 lgriffin@ktc.com
Holly Stevens	Governor 2001 to 2007	Aerospace Industry Consultant	1806 Main Street Georgetown, TX 78626	hstevens@ems.jsc. nasa.gov

B. How is the chair of the policymaking body appointed?

The chair is elected by a majority vote of the Commissioners at a public meeting. By statute, the chair of the Aerospace Commission serves for a period of two years. The Commission also elects a vice chairman; however, there is no requirement for a vice chairman in the Commission's statute.

C. Describe the primary role and responsibilities of the policymaking body.

The policymaking body monitors Commission activities and makes recommendations for program prioritization. At times, the Commissioners have had to assume administrative responsibilities. For example, the executive director position was vacant from September to December 2000. During this interim period, board members provided executive support to the office staff.

D. List any special circumstances or unique features about the policymaking body or its responsibilities.

Not applicable.

E. In general, how often does the policymaking body meet? How many times did it meet in FY 2000? In FY 2001?

The Commissioners are required by statute to meet once per quarter. In FY 2000, the Commissioners held five public meetings and four FY 2001.

F. What type of training do the agency's policymaking body members receive?

All members attend the Governor's seminar for appointees. The Commission conducts refresher training for board members on the Open Meetings and Public Information Acts. Commissioners are also offered the opportunity to attend the annual Government Law and Liability conference sponsored by the Office of the Attorney General.

G. Does the agency have policies that describe the respective roles of the policymaking body and agency staff in running the agency? If so, please describe these policies.

Not applicable.

H. If the policymaking body uses subcommittees or advisory committees to carry out its duties, please fill in the following chart.

Not applicable.

I. How does the policymaking body obtain input from the public regarding issues under the jurisdiction of the agency? How is this input incorporated into the operations of the agency?

The Commission routinely interacts with community representatives in accomplishing its mission. Private companies, economic development corporations, chambers of commerce and local communities are the Commission's principal customers. The Commission is working to develop a sampling tool that may better facilitate public comment. With a staff of three FTE's, the Commission must develop an appropriate, effective sampling methodology that will not create a significant impact to manpower hours.

IV. Funding

A. Describe the agency’s process for determining budgetary needs and priorities.

Staff members draft the agency’s legislative appropriations request. The request is then reviewed at the next Commissioners’ meeting. Recommendations are made for prioritizing the Commission’s goals and strategies. The agency’s funding level has been ~\$400,000K during this period of review. The 77th Legislature increased funding to \$2M. The Commission is permitted to solicit public and private funds and has begun to explore funding outside of general revenue to augment its capabilities. In 1999, the Commission received donations totaling \$92,264 for Spaceport Initiatives.

B. Show the agency’s sources of revenue. Please include all local, state, and federal sources.

Texas Aerospace Commission Exhibit 5: Sources of Revenue – Fiscal Year 2000 (Actual)	
Source	Amount
General Revenue	237,709.06 ¹
TOTAL	237,709.06

C. If you receive funds from multiple federal programs, show the types of federal funding sources.

Not applicable.

D. Show the agency’s expenditures by strategy.

Texas Aerospace Commission Exhibit 7: Expenditures by Strategy – Fiscal Year 2000 (Actual)	
Goal/Strategy	Amount
Attract Aerospace Industry	\$125,826.79
GRAND TOTAL:	\$125,826.79

¹ Includes carry over from previous fiscal year.

E. Show the agency's expenditures and FTEs by program. See Exhibit 8 Example.

Texas Aerospace Commission Exhibit 8: Expenditures and FTEs by Program — Fiscal Year 2000 (Actual)					
Program	Budgeted FTEs, FY 2000	Actual FTEs as of August 31, 2000	Federal Funds Expended	State Funds Expended	Total Actual Expenditures
Attract Aerospace Industry	3	3	0	237,709.06	237,709.06
TOTAL	3	3	0	237,709.06	237,709.06

F. If applicable, please provide information on fees collected by the agency. See Exhibit 9 Example.

Not applicable.

G. Please fill in the following chart.

Texas Aerospace Commission Exhibit 10: Purchases from HUBs				
FISCAL YEAR 1998				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction	\$0	\$0	0%	11.9%
Building Construction	\$0	\$0	0%	26.1%
Special Trade	\$0	\$0	0%	57.2%
Professional Services	\$0	\$0	0%	20.0%
Other Services	\$3,734	\$710	18.4%	33.0%
Commodities	\$2,558	\$17	.664%	12.6%
TOTAL	\$6,292	\$727	12%	
FISCAL YEAR 1999				
Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction	\$0	\$0	0%	11.9%
Building Construction	\$0	\$0	0%	26.1%
Special Trade	\$0	\$0	0%	57.2%
Professional Services	\$181,764	\$0	0%	20.0%
Other Services	\$13,474	\$0	0%	33.0%
Commodities	\$3,560	\$1,633	45.8%	12.6%
TOTAL	\$198,798	\$1,633	.008%	
FISCAL YEAR 2000				

Category	Total \$ Spent	Total HUB \$ Spent	Percent	Statewide Goal
Heavy Construction	\$0	\$0	0%	11.9%
Building Construction	\$0	\$0	0%	26.1%
Special Trade	\$0	\$0	0%	57.2%
Professional Services	\$0	\$0	0%	20.0%
Other Services	\$16,085	\$297	1.9%	33.0%
Commodities	\$3,744	\$2,941	76%	12.6%
TOTAL	\$19,829	\$3,238	16%	

H. Does the agency have a HUB policy? How does the agency address performance shortfalls related to the policy?

The Aerospace Commission does not currently have a HUB policy. However, the agency requests bids from registered HUB's when applicable. In conjunction with the Comptroller of Public Accounts, the Aerospace Commission will be developing a HUB utilization plan for the expenditure of the \$1.5M allocated for spaceport pursuit under its funding pattern for FY 2002-2003.

V. Organization

A. Please fill in the chart below. If applicable, list field or regional offices.

Texas Aerospace Commission Exhibit 11: FTEs by Location — Fiscal Year 2000			
Headquarters, Region, or Field Office	Location	Number of Budgeted FTEs, FY 2000	Number of Actual FTEs as of August 31, 2000
Headquarters	Austin	3	3
TOTAL		3	3

B. What was the agency's FTE cap for FY 2000?

Three (3).

C. How many temporary or contract employees did the agency have as of August 17, 2000?

None (0).

D. Please fill in the chart below.¹

Texas Aerospace Commission Exhibit 12: Equal Employment Opportunity Statistics FISCAL YEAR 1998							
Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administrati on			5%		8%		26%
Professional			7%		7%	50%	44%
Technical			13%		14%		41%
Protective Services			13%		18%		15%
Para-Professionals			25%		30%		55%
Administrative Support			16%		17%		84%

¹ Note: Due to the small number of FTE's, a change in one staff member will significantly change EEO statistics. 2001 staffing will include 50% Hispanic, 25% female and 50% veteran.

Skilled Craft			11%		20%		8%
Service/Maintenance			19%		32%		27%

**Texas Aerospace Commission
Exhibit 12: Equal Employment Opportunity Statistics (cont.)**

FISCAL YEAR 1999

Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	1		5%		8%		26%
Professional	1		7%	33%	7%	33%	44%
Technical			13%		14%		41%
Protective Services			13%		18%		15%
Para-Professionals			25%		30%		55%
Administrative Support	1		16%		17%	33%	84%
Skilled Craft			11%		20%		8%
Service/Maintenance			19%		32%		27%

FISCAL YEAR 2000

Job Category	Total Positions	Minority Workforce Percentages					
		Black		Hispanic		Female	
		Agency	Civilian Labor Force %	Agency	Civilian Labor Force %	Agency	Civilian Labor Force %
Officials/Administration	1		5%		8%		26%
Professional	1		7%	33%	7%	33%	44%
Technical			13%		14%		41%
Protective Services			13%		18%		15%
Para-Professionals			25%		30%		55%
Administrative Support	1		16%	33%	17%	33%	84%
Skilled Craft			11%		20%		8%

Service/Maintenance			19%		32%		27%
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E. Does the agency have an equal employment opportunity policy? How does the agency address performance shortfalls related to the policy?

The EEO policy of the Commission is as follows:

“It shall be the public policy of the Texas Aerospace Commission not to discriminate against any employee or applicant for employment because of race, color, religion, national origin, sex or disability status. Further, the Commission shall take all necessary affirmative steps to ensure the employment and promotion of otherwise qualified classes who may be underrepresented in the agency’s work force.”

The agency provides EEO training to new employees within 90 days of hire. The Executive Director addresses shortfalls related to the policy. If an employee does not feel his/her issue regarding the policy has been properly addressed, an appeal for review may be made to the Commission’s board members.

VI. Guide to Agency Programs

Texas Aerospace Commission Exhibit 13: Program Information — Fiscal Year 2000	
Name of Program	Attract aerospace industry
Location/Division	Headquarters
Contact Name	John Paddenburg, Director of Economic Development (512) 936-4828 jp@tac.state.tx.us
Number of Budgeted FTEs, FY 2000	3
Number of Actual FTEs as of August 31, 2000	3

The Aerospace Commission primarily serves its customers (i.e., communities and aerospace companies) through providing technical assistance to attract or expand industry. Although Texas utilizes a decentralized system for economic development, aerospace industry representatives a representative from the state to participate in the development process. Since the Commission lacks significant financial incentives (e.g., financing, loan programs, job training, etc.) it has found it best to utilize the following model to provide support to communities and aerospace businesses:

AEROSPACE COMMISSION DEVELOPMENT MODEL	
TASKS	Attract, expand and develop aviation and space opportunities in Texas. Provide technical assistance to communities to retain and expand aviation and space industries. Educate and inform public on space and aviation. Help develop a skilled, competitive workforce for targeted industries.
TOOLS	Access to agencies Access to legislators Personal Expertise Board of Commissioners Networks <ul style="list-style-type: none"> - Economic Development - Chambers of Commerce - Aerospace Businesses - Real Estate - Banks - Utilities Texas Universities and College Texas Space Grant Consortium Small staff and budget.

AEROSPACE COMMISSION DEVELOPMENT MODEL	
OBJECTIVES	Bring Interests Together Research (MBA and MPA students) Communications <ul style="list-style-type: none"> - Phone - E-mail - Correspondence - Visits Conferences and Presentations Commissioner Involvement Brochures Press Coverage (3 rd Party validation) <ul style="list-style-type: none"> - T.V. - Radio - Pro-bono PR Services - Speaking Engagements 100 Year Celebration
PROOF/VERIFICATION	Reports to Legislature Job credit from accomplishments Being known Being accepted Documentation Performance Measures Sunset Review

Aerospace and aviation provide excellent opportunities for the state to diversify its economy and provide long-term, high-wage jobs. Certain aviation industries (e.g., pilot training programs and maintenance, repair and overhaul) are conducive to rural development. The Aerospace Commission provides excellent services to communities that it has worked with. However, with a support staff of three and small operational budget, the number of opportunities that can be pursued are limited.

The Commission's principal customers are Texas communities, either a municipality or county, and aviation and space companies. In addition to work with the three Texas Spaceport Consortia, the Commission is currently working with four communities to develop new aviation businesses. The Commission also receives requests for advocacy. For example, during fiscal year 2001 the Commission worked with the Clear Lake Community on NASA Johnson Space Center funding issues and with Bell Textron on V-22 retention and production. The agency does not administer any regulatory programs.

The Aerospace Commission provides considerable services to its customers with the resources that it has available. For Texas to compete with its competitor states for aviation and space industries (i.e., California, Florida, Virginia, Kansas, New Mexico, Arizona, etc.) the Commission must be adequately staffed and funded to provide the necessary support to Texas Communities and space and aviation businesses seeking to establish operations in the state.

VII. Agency Performance Evaluation

A. What are the agency's most significant accomplishments?

The Aerospace Commission has established three sites in the state that may be candidates for commercial launch vehicles:



This effort was realized through the Aerospace Commission's role as a facilitator to coordinate the efforts of the three communities. The establishment of a commercial spaceport in Texas presents a tremendous opportunity for the state and is consistent with NASA's plans for space commercialization. The Aerospace Commission has strategically placed these communities to be prepared to take necessary planning and implement processes to be potential commercial launch facilities. This has been done at minimal cost to the State. For information on NASA's intentions for space commercialization (i.e., the Space Launch Initiative), see the following URL:

<http://std.msfc.nasa.gov/stday01.pdf>

B. Describe the internal process used to evaluate agency performance, including how often performance is formally evaluated and how the resulting information is used by the policymaking body, management, the public, and customers.

The Aerospace Commission uses a four-step process to evaluate performance during each quarter. This process currently consists of collection of information, organization of information, evaluation, and reporting. The collection step of the process requires that all activities of the Commission be tracked and given to the performance measures officer in a timely manner. The items collected include meeting briefs, telephone records relating to current projects, travel vouchers, contact lists, and others depending on the project or activities involved. This collected information is then organized by the performance measures officer by activity and project based on the outcome measures in the Commission's Performance Measures.

Example

OUTCOME MEASURES

Number of new jobs announced in the Aerospace Industry in Texas attributed to the activities of the

Texas Aerospace Commission: 300

Number of newly created or expanded Aerospace facilities announced in Texas attributed to the

Activities of the Texas Aerospace Commission:

1

Explorer Aircraft- Jasper, Texas

OUTPUT MEASURES

of Business Opportunities Pursued: 3

Durango Aerospace Flight Training School - Midland, Texas
Ryan Aerospace - Business Development Project - Lockhart, Texas
Carthen Aviation - Business Development Project -Mason, Texas
Retention of the V-22 Osprey project in Texas – Bell Textron
Keeping it Sold - Retention of Johnson Space Center and NASA funding

of Joint Projects with other Entities: 2

Boeing Headquarters Attraction with Department of Economic Development
Big Spring Airport Expansion with Department of Transportation, Aviation Division

of Information Projects
Completed:

3

1. Texas Department of Transportation Aviation Conference – Presentation to Conference 04/04/01
2. Space Days 04/24/01
Texas Defense Aviation and Aerospace Alliance – 05/01/01

EFFICIENCY MEASURES

Average cost per new job announced in the aerospace industry in Texas Attributed to the Activities of the Texas Aerospace Commission:

\$132

(The number is calculated by dividing the total expenditures to date by the number of new jobs announced.)

Average cost per \$1,000 in value of newly created or expanded aerospace facilities announced in Texas attributed to the Activities of the Texas Aerospace Commission:

\$150

(The number is calculated by dividing the total expenditures to date by the value (in thousands of dollars) of newly created or expanded aerospace facilities).

EXPLANATORY MEASURES:

Number of contacts with industry and Government Entities to affect decisions to base Aerospace Business activity in Texas:

715

After the information is organized the agency performance is evaluated, based upon the overall Performance Measures, to identify needs and focus for the agency during the year. The reporting of the agency's performance to the Executive Director and then the Legislative Budget Board entails the final step in this process. The formal evaluation process is carried out on a quarterly basis, although informal evaluations are conducted in an on-going process to provide more direction to the Commission. The management and policymaking body of the Commission uses the performance measures as a means to evaluate and focus the activities of the Commission as a

whole. In response to such an evaluation, management, with consent of the policymaking body, decided to propose changes to the performance measures of the Commission in order to more accurately reflect the overall focus and activities currently undertaken.

Proposed Performance Measures

The Commission is currently working the Governor's Office of Budget and Planning and the Legislative Budget Board to develop new performance measure that more accurately reflect the agency's work and provide more effective means of assessment. Here is an extract of some of the measures under discussion:

Goal 1

Promote, expand, and retain business opportunities for space and aviation industries in Texas.

Objective 1

Become the acknowledged leader of Texas' Economic Development for the Aerospace Industry.

Output Measure

Number of Projects for Attraction
Number of Projects for Development and Expansion

Objective 2

Provide assistance to Cities, Counties and Economic Development Corporations to help keep Aerospace Businesses in Texas.

Output Measure

Number of projects for Retention

Explanatory Measures

Number of contacts with industry and government entities to affect decisions to base business activities in Texas.

Site Visits for dedications and progress updates.

Definitions

Project: Commission involvement merits creation of Project Folder

Contact:

Goal 2

Create and Maintain working relationships with other organizations and agencies throughout Texas to increase the Texas' nationwide ranking in education, and research in space and aviation.

Objective 1

Educate the Public on the benefits of space, aerospace and aviation.

Output Measure

Number of Information Projects

Objective 2

Create a knowledgeable workforce through education and research, for Businesses in Texas

Output Measure

Initiatives for education and research sponsored by TAC

C. What are the agency's biggest opportunities for improvement?

In addition to its efforts in space commercialization, the agency is currently working on the development of several projects that provide excellent opportunities for growth in the state:

Lockhart: General Aviation Manufacturer

Jasper: Explorer Aircraft (General Aviation)

Brady: Cartheren Aviation (Maintenance Repair and Overhaul)

Midland: Pilot Training Center with Midland College and Durango Aerospace

The Commission can provide additional information on the above projects upon request.

D. How does the agency ensure its functions do not duplicate those of other entities?

Staff members routinely coordinate with Department of Agriculture, Department of Economic Development, Texas Workforce Commission staff and other entities to ensure efforts to develop industry are facilitated to avoid duplication of efforts.

E. Are there any other entities that could perform any of the agency's functions?

No, aerospace (i.e., space and aviation) is a unique, specialized and highly technical industry. Industry representatives put less credibility towards organizations that do not

specifically represent their interests. The Texas Aerospace Commission and board provide unique access to aerospace industry. Placing the Commission under a larger umbrella organization would send a clear message to the aerospace community that aerospace is not a targeted, priority industry for the state.

F. What process does the agency use to determine customer satisfaction and how does the agency use this information?

The Aerospace Commission developed a customer service survey in conjunction with its Strategic Plan for 2001-2005. As previously mentioned, the staff is currently working on sampling method that can provide feedback on customer satisfaction. Key to improving customer satisfaction is the development of the statewide Strategic Space Plan. See Strategic Space Plan under policy issues.

G. Describe the agency's process for handling complaints against the agency, including the maintenance of complaint files and procedures for keeping parties informed about the process. If the agency has a division or office, such as an ombudsman, for tracking and resolving complaints from the public or other entities, please provide a description.

The agency does not currently have a formal process for complaint resolution. If a person were not to receive the level of satisfaction they desire, they would be offered the opportunity to seek resolution from the Executive Director.

H. Please fill in the following chart. The chart headings may be changed if needed to better reflect the agency's practices.

Not applicable.

Texas Aerospace Commission		
Exhibit 15: Complaints Against the Agency – Fiscal Years 1999 and 2000		
	FY 1999	FY 2000
Number of complaints received	0	0
Number of complaints resolved	Not applicable	Not applicable
Number of complaints dropped/found to be without merit	Not applicable	Not applicable
Number of complaints pending from prior years	Not applicable	Not applicable
Average time period for resolution of a complaint	Not applicable	Not applicable

I. What process does the agency use to respond to requests under the Public Information (Open Records) Act?

The following procedures may be found on the agency's website:

<http://www.tac.state.tx.us/openrec.htm>

"Texas Government Code, Chapter 552, gives you the right to access government records; and an officer for public information and the officer's agent may not ask why you want them. All government information is presumed to be available to the public. Certain exceptions may apply to the disclosure of the information. Governmental bodies shall promptly release requested information that is not confidential by law, either constitutional, statutory, or by judicial decision, or information for which an exception to disclosure has not been sought. More detailed information on the Public Information Act may be found at the Office of the Attorney General homepage:

www.oag.state.tx.us

In accordance with the Texas Aerospace Commission's Compact With Texans, all staff are committed to full compliance with the Public Information Act.

Procedures to Obtain Information from the Texas Aerospace Commission:

Contact: Fred Johnson

1. Submit a request by mail:
Texas Aerospace Commission
ATTN: Open Records Request
P.O. Box 12088
Austin, TX 78711

by fax:-
(512) 936-4823

or in person Monday through Friday from 8:00 a.m. to 5:00 p.m. CST at:

Texas Aerospace Commission
Stephen F. Austin Building
1700 N. Congress Suite B-60
Austin, TX 78701

2. Include enough description and detail about the information requested to enable the Aerospace Commission to accurately identify and locate the information requested.

3. Cooperate with the Aerospace Commission's reasonable efforts to clarify the type or amount of information requested.

For complaints regarding failure to release information, please contact the Travis County Attorney. You may also contact the Office of the Attorney General, Open Records Hotline, at 512-478-6736 or toll-free at 877-673-6839.

Information to be Released

1. You may review it promptly, and if it cannot be produced within 10 working days, a representative of the Texas Aerospace Commission will notify you in writing of the reasonable date and time when it will be available.
2. Keep all appointments to inspect records and keep copies. Failure to keep appointments may result in losing the opportunity to inspect the information at the time requested.
3. Requestors must respond to any written estimate of charges within 10 days of the date the Aerospace Commission sends it or the request is automatically withdrawn.
4. If the estimated costs exceed \$50.00, the Aerospace Commission may require a bond, prepayment or deposit.
5. You may ask the Aerospace Commission to determine whether providing the information primarily benefits the general public, resulting in a waiver or reduction of charges.
6. Make a timely payment for all mutually agreed charges. The Texas Aerospace Commission can demand overdue balances exceeding \$100.00, or obtain a security deposit, before processing additional requests from you.

Information that may be Withheld Due to an Exception

By the 10th business day after the Texas Aerospace Commission receives your written request, a representative from the Commission must:

1. Request an Attorney General Opinion and state which exceptions apply.
2. Notify the request of the referral to the Attorney General.
3. Notify third parties if the request involves their proprietary information.

Failure to request an Attorney General opinion and notify the requestor within 10 business days will result in a presumption that the information is open unless there is a compelling reason to withhold it.

Requestors may send a letter to the Attorney General arguing for release, and may review arguments made by the governmental body. If the arguments disclose the requested information, the requestor may obtain a redacted.

The Attorney General must issue a decision no later than the 45th working day from the day after the Attorney General received the request for a decision. The Attorney General may require an additional 10 working day extension.

The Texas Aerospace Commission may not ask the Attorney General to "reconsider" an opinion.

The Aerospace Commission considers Social Security Numbers, home telephone numbers, personal e-mail address and home address confidential. This information is not released with request for Open Records.

Rights of Requestors

You have the right to:

1. Prompt access to information that is not confidential or otherwise protected.
2. Receive treatment equal to all other requestors, including accommodation in accordance with the Americans with Disabilities Act (ADA) requirements.
3. Receive certain kinds of information without exceptions, like the voting record of public officials, and other information;
4. Receive a written statement of estimated charges, when charges will exceed \$40, in advance of work being started and opportunity to modify the request in response to the itemized statement;
5. Choose whether to inspect the requested information (most often at no charge), receive copies of the information or both.
6. A waiver of reduction of charges if the governmental body determines that access to the information primarily benefits the general public.
7. Receive a copy of the communication from the governmental body asking the Office of the Attorney General for a ruling on whether the information can be withheld under one of the accepted exceptions, or if the communications discloses the requested information, a redacted copy;
8. Lodge a written complaint about overcharges for public information with the General Services Commission. Complaints of other possible violations by the Texas Aerospace Commission may be filed with the Travis County Attorney.

Responsibilities of the Texas Aerospace Commission

Representatives of the Texas Aerospace Commission responding to information requests have a responsibility to:

1. Establish reasonable procedures for inspecting or copying public information and inform requestors of these procedures.
2. Treat all requestors uniformly and shall give the requestors all reasonable comfort and facility, including accommodation in accordance with the Americans With Disabilities Act.
3. Be informed about open records laws and educate employees on the requirements of those laws.
4. Inform requestors of the estimated charges greater than \$40 and any changes in the estimate above 20% of the original estimate, and confirm that the requestor accepts the charges or has amended the request in writing before finalizing the request.

5. Inform the requestor if the information cannot be provided promptly and set a date and time to provide it within a reasonable time.
6. Request a ruling from the Office of the Attorney General regarding any information the Texas Aerospace Commission wishes to withhold, and send a copy of the request for ruling, or a redacted copy, to the requestor.
7. Segregate public information from information that may be withheld and provide that public information promptly.
8. Make a good faith attempt to inform third parties when their proprietary information is being requested from the governmental body.
9. Respond in writing to all written communications from the General Services Commission regarding charges for the information. Respond to the Office of the Attorney General regarding complaints and violation of the Act.

J. Please fill in the following chart with information that is as current and up-to-date as possible:

Texas Aerospace Commission Exhibit 16: Contacts		
INTEREST GROUPS		
Group or Association Name/ Contact Person	Address	Telephone Number Fax Number E-mail Address
Lee Couch Reed Poland and Associates, P/R Firm representing Bell Textron	1005 Congress Avenue Austin, TX 78701	(512) 472-4122
Ray Covey, Director Economic Development American Electric Power	P.O. Box 2121 Corpus Christi, TX 78403	(800) 388-7483 ext. 1 ercovey@aep.com
Jeff Dodson Governmental Affairs Boeing Corporation	816 Congress Avenue Suite 1100 Austin, TX 78701	(512) 507-4865 Jeffrey.a.Dodson@boeing.com
Judy Dubose Camber Corporation	14493 SPID A368 Corpus Christi, TX 78413	(361) 949-6783 (361) 949-9385 Fax jsdubose8@aol.com
The Honorable Filemon Esquivel, Mayor City of Kingsville	P.O. Box 1458 Kingsville, TX 78364	(361) 592-5955 (361) 592-1578 Fax
Veit Hannssen ECON	711 West Bay Area Boulevard, Suite 402 Houston, TX 77598	(281) 554-7592
Sandra Mauldin Lockhart EDC	P.O. Box 239 Lockhart, TX 78644	(512) 398-3461 (512) 398-5103 smauldin@lockhart-tx.org
Dick Messbarger Greater Kingsville Chamber of Commerce	P.O. Box 1030 Kingsville, TX 78363	(361) 592-2766 (361) 592-0866 Fax edc@kingsville.org
Jim Reinhartsen, Executive Director Clear Lake Area Economic Development Foundation	2525 Bay Area Boulevard Suite 640 Houston, TX 77058	(281) 486-5535 (281) 486-5068 jim@claedf.com
Tom Rodino Shiner, Moseley and Associates	2820 S. Padre Island Drive, Suite 210 Corpus Christi, TX 78415	(361) 857-2211 (361) 815-0312 Fax

Hiram Ryan Ryan Aerospace	P.O. Box 500261 Austin, TX 78750	(512) 257-1669 (512) 258-2164 Fax
P.D. Shabay, Vice President Bell Textron	P.O. Box 482 Ft. Worth, TX 76101	(817) 280-2859 (817) 280-3299 pshabay@bellhelicopter.textron.com
Russ Turner, CEO United Space Alliance	1150 Gemini Houston, TX 77058	(281) 212-6010 (281) 212-6179 Fax
Fred Welch Brazoria County Partnership	201 E. Myrtle Suite 139 Angleton, TX	(979) 848-0560 (979) 848-0403 Fax fwelch@bcpi.org
Steve Wurst, President Space Access	1007 West Avenue M-14 Suite C Palmdale, CA 93551-1443	(661) 267-4000 (661) 267-4009 Fax stevewurst@aol.com
INTERAGENCY, STATE, OR NATIONAL ASSOCIATIONS		
Group or Association Name/ Contact Person	Address	Telephone Number Fax Number E-mail Address
Tim Huddleston, Chairman, National Coalition of Spaceport States	700 Pelham Road North Jacksonville, AL 36265	(256) 782-5972 (256) 782-5474 Fax timh@jsucc.jsu.edu
Denise Blanchard Office of the Honorable Solomon Ortiz	3505 Boca Chica Boulevard Suite 200 Brownsville, TX 78521	(956) 544-6915
William Ehrie, Chairman Texas Defense, Aviation and Aerospace Alliance	C/o Abilene Industrial Foundation P.O. Box 2281 Abilene, TX 79601	(915) 673-7349 WEhrie@chamber.abilene.com
LIAISONS AT OTHER STATE AGENCIES		
Agency/ Relationship/ Contact Person	Address	Telephone Number Fax Number E-mail Address
James Christopherson, Director Office of Defense Affairs – Texas Department of Economic Development	1700 N. Congress Austin, TX 78701	(512) 936-0517 (512) 936-0435 Fax jamesc@tded.state.tx.us
The Honorable Henry Cuellar Secretary of State	Capitol Building 1E.8 Austin, TX 78701	(512) 463-5770 (512) 475-2761 msantos@sos.state.tx.us

Judy Fort Department of Agriculture	P.O. Box 12847 Austin, TX 78701	(512) 475-1608 (512) 475-1762 Fax jfort@agr.state.tx.us
David Fulton, Director, Texas Department of Transportation, Aviation Division	125 E. 11th Street AUSTIN, TEXAS 78701- 2483	(512) 416-4502 (512) 416-4510 Fax dfulton@dot.state.tx.us
Ron Lehmann, Commissioner Texas Workforce Commission	101 E. 15 th Street, Room 624 Austin, TX 78778-0001	(512) 463-2826 (512) 463-3196 Fax ron.lehman@twc.state.tx.us
Jeff Moseley, Executive Director Texas Department of Economic Development	1700 N. Congress Austin, TX 78701	(512) 936-0104 jmoseley@ted.state.tx.us
Ed Robertson, Analyst Legislative Budget Board	Robert E. Johnson Building Fifth Congress Austin, Texas 78701Floor 1501 North	(512) 463-1184 (512) 475-2902 Fax ed.Robertson@lbb.state.tx.us

VIII. 77th Legislative Session Chart

Texas Aerospace Commission Exhibit 17: 77th Legislative Session Chart		
Legislation Enacted in the 77th Legislative Session		
Bill Number	Author	Summary of Key Provisions/Intent
Senate Bill 813	Brown, Madla and Truan	Amends Chapter 482 of the Government Code to establish the Spaceport Trust Fund as a trust fund under the Comptroller of Public Accounts and administered by the Texas Aerospace Commission (TAC). The trust fund would consist of money from gifts, grants, or donations to the fund and money from any other source designated by the Legislature. Takes effect September 1, 2001.
Legislation Not Passed in the 77th Legislative Session		
Not applicable		

IX. Policy Issues

Texas Strategic Space Plan: In order to properly position Texas at the national and international levels, the Aerospace Commission has begun the development of a Statewide Strategic Plan. This process will produce three principal outcomes:

1. Attraction, expansion and development of robust space-related industry which is geographically dispersed but purposefully coordinated throughout the State of Texas
2. Support programs to create a skilled and competitive workforce to meet the needs of the expanding industrial base
3. Educate and inform the public of the value and direct benefits of space-related activities to Texas

This process in itself provides a means for the Aerospace Commission to effectively identify its customer needs and tailor its services accordingly. Stakeholders for the plan will be identified through EDC's, Texas Space Grant Consortium, Spaceport Consortia, industry representatives, etc. A series of town hall meetings will establish and solidify support for the plan in both the public and private sectors. Committees will be established to identify and assess issues associated with space industry in Texas. To date, two companies, Econ Incorporated and Camber Corporation, have already provided gratis services to the Commission for the developing the frame work for the plan. In addition, the Aerospace Commission has started the coordination of a Centennial of Flight celebration for the first week of the 78th Legislature. This has provided an excellent venue for the Commission to introduce the Space Strategic Plan to industry and leverage support for its creation:

A CENTENNIAL OF FLIGHT JANUARY 13-17, 2003

Come join the aviation and space communities in Texas in celebrating 100 years of flight. Exhibits, presentations, and special events all week long!



CORPORATE SPONSORS



For More Information or to become a corporate sponsor, contact the Texas Aerospace Commission, (888) 844-4822

DRAFT AUGUST 16, 2001: Mock-up A (One Pager)

NASA Johnson Space Center Advocacy: The Aerospace Commission provides advocacy for the NASA Johnson Space Center to the extent possible with its current funding. The state needs to provide adequate resources to ensure that it retains

NASA/JSC assets and contracts to the surrounding community. The Aerospace Commission advocates the creation of an additional strategy "Retention of Aerospace Industry" with specific language regarding the Johnson Space Center. It is imperative to the state that this program be properly staffed and funded to ensure human space flight, International Space Station, NASA funded aerospace research, and other programs are funded at appropriate levels.

Office of State and Federal Relations: Both aviation and space are federally regulated industries. In order to provide better service to Texas communities and aerospace industry in the state, the Aerospace Commission recommends a full-time representative of the Commission at the Washington office of the Texas Office of State and Federal Relations. Funding of this position is key to ensuring that Texas has a voice in federal legislation and regulations regarding these two lucrative industries.

Aerospace Research: The Commission's enabling legislation charges the Commission with analyzing aerospace related research in the state and developing more opportunities for research: Sec.482.003 (b) The commission shall analyze aerospace-related research currently conducted in this state and may conduct activities designed to further that research. Currently, the Aerospace Commission works closely with the Texas Space Grant Consortium (TSGC) to fulfill this duty. The Executive Director serves as an ex officio member of the TSGC Board of Directors. Texas currently ranks fourth nationwide in NASA funded aerospace research programs in spite of the fact that it ranked second in overall NASA funded programs and operations. The Aerospace Commission would be able to better address this function if it had a full-time staff member and programmatic funds to help facilitate opportunities for Texas institutions.