



BUSINESS PLAN

Invest.
Grow.
Diversify.

#OCAST30

2017

OCAST >>



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BOARD OF DIRECTORS

OCAST is a state agency governed by the Oklahoma Science and Technology Research and Development (OSTRaD) Board of Directors (Title 74, Section 5060.6). This 21-member board of directors consists of the secretary/executive director of the Oklahoma Department of Commerce, the chancellor of the Oklahoma State Regents for Higher Education, the secretary of agriculture, the president of the University of Oklahoma, the president of Oklahoma State University, the president of a private university, the president of a regional university, 12 members appointed by the governor and two nonvoting legislators representing the house and the senate. Members appointed by the governor serve with the consent of the senate and generally serve four-year terms.

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PURPOSE

The Oklahoma Center for the Advancement of Science and Technology (OCAST) was established in 1987 as the state's agency for technology-based economic development (TBED). OCAST's mandate is to "expand and diversify Oklahoma's economy and provide new and higher quality jobs for Oklahomans" by encouraging "... the development of new products, new processes and whole new industries in Oklahoma." (O.S. 74, Sections 5060.1a and 5060.2A)

MISSION

To foster innovation in existing and developing businesses

- by supporting basic and applied research
- by facilitating technology transfer between research laboratories and businesses
- by providing seed capital for innovative firms in the development of new products or services
- by helping Oklahoma's small and medium-sized manufacturing firms become more competitive through increased productivity and modernization (O.S. 74, Section 5060.3)

VISION

OCAST funds cutting-edge science and technology through processes that are recognized nationally and internationally for demonstrating excellence, objectivity and economic impact. OCAST's vision is continued growth and vitality through facilitating collaboration between state government, universities, start-up companies and established large-scale firms to develop an entrepreneurial environment that supports technology-based economic development. OCAST's strategy includes technologies such as biosciences, information technology, sensors and electronics, advanced materials, energy and alternative fuel sources. Achieving this vision will result in continued growth of advanced technology companies in the state thereby increasing Oklahoma's global competitiveness, per capita income and quality of life.



FISCAL YEAR 2017 GOALS AND OBJECTIVES

The staff and management of the agency are experienced in managing through swings in state budget dynamics and the cyclical times of uncertainty. In highlighting the following goals and objectives, we are keenly aware of the need to be agile and creative in adapting to a changing environment. At the same time, we must be relentless in our dedication and steadfast in our duty to our stakeholders and the goals of technology-based economic development.

OCAST continually strives to increase the impact of its programs in assisting industry and the research community to grow Oklahoma's economy through science and technology. Ongoing efforts to achieve this goal include pursuing additional funding through grants, cooperative agreements and other opportunities to realize its mission and enhance its core programs; working to achieve an OCAST appropriation sufficient to meet market demand for technology-based economic development programs and support, as defined by OCAST's advisory committees, affiliate organizations, clients, stakeholders and board; reviewing OCAST programs for potential updates, modifications and opportunities to further streamline program operations to:

- a. keep pace with the dynamic nature of research and advanced technology businesses;
- b. operate with optimal effectiveness and efficiency and
- c. respond to new opportunities, within the context of budget and statutory constraints.

OCAST strives to maximize its impact by:

- a. conducting workshops to provide clients with information on writing more effective applications;
- b. building on existing collaborations with university technology transfer offices, non-profit research foundations and federal laboratories to advance innovation and commercialization;
- c. educating legislators and statewide elected officials to better acquaint them with OCAST clients and to inform them of the benefits of the agency's programs;
- d. benchmarking OCAST programs against similar structures in other states.

GOAL 1: INCREASE THE IMPACT OF OCAST'S PROGRAMS AND SERVICES

OBJECTIVES

1. Complete an annual review of existing strategies to better educate, inform and develop consensus among stakeholders on strategically positioning Oklahoma to compete successfully in a global technology-based economy.
2. Continuously review existing programs and services to ensure alignment with other state S&T plans such as the Science and Technology Council's *OneOklahoma: A Strategic Plan for Science and Technology in Oklahoma, 2016*.
3. Expand and improve the efficiency of statewide program outreach activities by conducting events focused on industry innovation and regional TBED collaboration activities to help the agency deliver its message to potential clients.
4. Conduct the annual Oklahoma Health Research Conference. The conference is intended to expose Oklahoma's health research community to opportunities for



financial and business support they might not otherwise be able to access and to provide the legislature and public a showcase of OCAST-funded research.

5. Conduct the annual technology showcase to present Oklahoma's most innovative technologies to an audience of scientists, economic developers, investors and collaborators to help illustrate to the public the impact of OCAST programs.
6. Support OCAST partner organizations in meeting their goals and objectives as stated in their respective business plans and approved by the OSTRaD Board of Directors.
7. Build on the collaboration with i2E and other partner organizations to support the OCAST mandate to increase the number and quality of proposals submitted by Oklahoma companies to the federal Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs.
8. Enhance the OKGrants online application and award management process by incorporating beneficial comments and suggestions from end-users, external peer reviewers and developers.
9. Implement lessons learned from OCAST Lean Six Sigma projects into the end-to-end management of competitive award contracts to streamline and improve the efficiency of all aspects of contract development, management, payment processing and monitoring.
10. Support regional economic development organizations in building collaborative support for industry in their respective areas by hosting industry innovation networking events funded by those economic development entities.
11. Pursue investment opportunities with the private sector, tribal nations, philanthropic groups and federal programs to increase the agency's efforts to grow and diversify Oklahoma's economy.

GOAL 2: INCREASE PUBLIC AWARENESS OF OCAST'S IMPACT ON OKLAHOMA

OBJECTIVES

1. Fulfill a long-standing legislative directive to educate Oklahomans about the benefits of science and technology. Additionally, continue to provide lawmakers with information about OCAST programs and projects to assist them in making informed investment decisions.
2. Increase electronic/social media capability to reach all geographic areas of the state.
3. Continue to seek opportunities to target specific geographic areas of the state where we conduct activities to upgrade the level of media attention on the value the agency brings to that specific area of the state.
4. Continue updates to the OCAST webpage to enhance public awareness of innovation. The webpage also serves as a portal for Oklahomans seeking access to OCAST programs. All webpage redesign/changes will (a) satisfy 508 compliance, (b) create an easily accessible and aesthetically pleasing website, (c) include electronic applications to simplify access to OCAST programs and (d) expand the scope of OCAST's services throughout the state.
5. Continue to develop in-house expertise, while partnering with subject matter experts, to bolster our brand and to enhance the agency's position as the leader in technology-based economic development.



6. Enhance digital outreach efforts utilizing new media tools.
7. Sponsor and conduct Oklahoma Science and Technology Month in cooperation with the state's middle- and high-school level STEM teachers.
8. Provide enhanced marketing assistance to established OCAST programs and initiatives.
9. Ensure optimal benefit of OCAST's collaboration in outside efforts.
10. Maintain positive legislative relationships by responding to legislative requests in a timely manner.
11. Continue to convey the value of OCAST to executive and legislative leaders.

GOAL 3: DETERMINE PROCESS IMPROVEMENT OPPORTUNITIES THEN ANALYZE FOR BENEFIT AND IMPLEMENT AS APPROPRIATE INTO OCAST'S PROGRAMS, POLICIES AND PROCEDURES

OBJECTIVES

1. Annual review of the staff performance evaluation process in keeping with requirements of the state Human Capital Management Division of the Office of Management and Enterprise Services (OMES) with the goal of more effectively supporting employee development and promoting a work environment that fosters a high performance team.
2. Using Lean Six Sigma, continuously review processes and procedures to identify and implement efficiencies throughout the organization.
3. Annual review services delivered via the OCAST website to improve pre- and post-contract award processes, reduce paper handling and postage costs and streamline other business transactions for staff and clients.
4. Benchmark current best practices in technology-based economic development through staff participation in national, state and local meetings and training.
5. Leverage outreach efforts through collaboration with affiliates, other government agencies and private-sector organizations.
6. Comply with external audits and use every resource available to ensure the goal of "no audit findings."
7. Continuously review OCAST information technology resources and upgrade as necessary to provide staff the tools and most efficient means to serve clients.
8. Annual review of lessons learned from OCAST's Lean Six Sigma efforts to improve efficiencies between the Programs Division contracting activities and those of the Administration & Finance Division to reduce the time through the Contract Life-Cycle Process thereby improving the customer experience.



STRATEGY

For Oklahoma to increase its competitive advantage and relevance in the 21st century, it is imperative to support the process of discovery and development of new ideas, new technologies and technology transfer that result in commercialization, new market opportunities, new jobs and significant economic impact for our state and nation. OCAST's strategy is to advance research and development that help Oklahoma and its industries compete in the global economy.

BUILD ON PUBLIC AND PRIVATE SECTOR STRENGTHS

- Provide leadership, information and assistance to enhance the ability of Oklahoma technology companies and researchers to compete in the global marketplace.
- Offer short-term financial incentives and startup funding vehicles requiring external public and private sector co-investment, including concept and seed capital funding, to better position Oklahoma companies for success.
- Advance economic development by conducting and publicizing studies that call attention to improvements in technology policies and practices.
- Utilize OCAST's Oklahoma Sponsored Targeted Research (OSTaR) initiative to help apply industry funding to the research or technology solution that may best answer their innovation needs.

PROVIDE FUNDING BASED ON MERIT

- Evaluate funding applications according to published procedures and criteria to ensure funds are awarded to applications with the greatest technical and commercial value.
- Utilize external peer review by recognized experts to make award determinations to promote objectivity and avoid conflicts of interest to the greatest extent possible.
- Work with standing advisory committees, external reviewers and customers to continue to refine and improve OCAST's programs and external peer-review process.
- Monitor and evaluate program performance on an annual basis to make certain tax dollars are spent as intended and produce measurable outcomes that maximize return on the state's investment.

LEVERAGE RESOURCES FOR GREATER RESULTS

- Work with partner organizations and stakeholders to leverage their resources to extend the benefit of the state's investment.
- Build collaborations with private and public organizations to pursue federal and private foundation funding to benefit existing programs and fund new initiatives.
- Involve standing or ad hoc advisory committees in all planning efforts.
- Seek input from stakeholders and customers in changes and modifications to OCAST funding programs, policies and procedures.

PROMOTE PUBLIC AND PRIVATE PARTNERSHIPS AND NETWORKS

- Explore opportunities to establish agreements with other government organizations to encourage collaboration with Oklahoma's research institutions and private industry, with the goal of improving technology transfer and increasing new market opportunities.
- Consider re-establishing the OCAST Centers of Excellence program and possible improvements through the new Oklahoma Innovation Model.
- Build on the ever-growing database of collaborative partners to help clients capitalize on resources and capabilities, both internal and external to the state. Internal state resources are always the first preference, but in the rare case when needed resources are not available in Oklahoma, OCAST will be able to call upon its pool of external collaborators or service providers to answer those needs.



PROGRAMS

OCAST programs and services are designed to encourage and enable Oklahoma researchers, entrepreneurs and small businesses to accomplish research and development, technology commercialization and technology application. Ideally, clients return to OCAST programs as often as necessary for assistance. The programs in the OCAST technology portfolio include:

OKLAHOMA HEALTH RESEARCH

GOAL AND STRATEGIC OBJECTIVES

The Health Research program addresses OCAST's statutory mandate of supporting basic health-related research by allocating resources according to scientific merit and the potential to leverage private and federal resources while fostering public and private sector collaboration.

DESCRIPTION

The Health Research program competitively awards research funding for one- to three-year basic research projects related to human health. Eligible applicants are Oklahoma universities and colleges, nonprofit research organizations and commercial enterprises. These awards enable researchers to gain expertise and produce data needed to obtain larger grants from other sources, including federal agencies, public and private funding organizations and to develop patents which in the long-term can lead to commercialization. Researchers also benefit from OCAST's annual health research conference which focuses on ways to assist the commercial development of new products and services resulting from health research projects.

PERFORMANCE MEASURES

This program produces nationally competitive health science research. Private, public and federal funding attributed to health projects and the ratio of OCAST support compared to private, public and federal support indicate the program's effectiveness at securing capital for competitive research. The amount of intellectual property generated, licenses established and royalties received are an indication of the program's impact on the state's health science industry.

OKLAHOMA PLANT SCIENCE RESEARCH

GOAL AND STRATEGIC OBJECTIVES

The Plant Science program addresses the statutory mandate of supporting basic and applied research in the field of plant sciences by allocating resources according to scientific merit, promoting collaborations and leveraging federal and private resources.

DESCRIPTION

The Plant Science program competitively awards funds for basic, proof of concept and accelerated research related to plant science for one- to two-year periods based on scientific merit, commitment of resources and, in the case of applied research, the potential for market success. Eligible applicants are Oklahoma businesses, institutions of higher education and



nonprofit research institutions. The applied and proof of concept research awards require a minimum of one dollar matching support for each dollar awarded.

PERFORMANCE MEASURES

Basic research projects – Performance measures such as the amount of private and federal funding leveraged by plant science projects, the amount of intellectual property initiated and the anticipated value of patents, licenses and royalties resulting from these basic research projects measure program success.

Proof-of-concept projects – Performance measures are the same as basic projects with the addition of a final determination of taking the project forward through some form of development. Development may include any number of forms including a follow-on accelerated research project, incorporation into a new project, licensing to another person or organization, etc.

Accelerated research projects – Performance measures include private and federal follow-on funding attributed to plant science projects, intellectual property, license royalties, jobs added, payroll of jobs added, actual and projected gross sales, sales distribution and actual and projected cost-avoidance resulting from these applied research projects.

INTERN PARTNERSHIPS

GOAL AND STRATEGIC OBJECTIVES

The Intern program provides support for qualified research and development partnership projects that involve Oklahoma industry and Oklahoma institutions of higher education. The program increases the pool of scientists, engineers, faculty and business entrepreneurs who can contribute to economic development in Oklahoma while encouraging graduates to remain in the state.

DESCRIPTION

The Intern program helps retain Oklahoma’s best and brightest students by matching undergraduate and graduate students with an Oklahoma company to complete an innovative project together that benefits the student and addresses a real technology need for the company. OCAST provides funding that is matched by the company for a skilled student to support the pursuit of an innovative solution to the company’s technology needs. The Intern program:

- Allows businesses to gain access to funding for a skilled intern to help accomplish R&D
- Students are provided with hands-on experience, outside of the classroom
- Helps develop Oklahoma’s next generation of scientists and engineers
- Encourages industry-university collaboration
- Encourages students to prepare for STEM careers in Oklahoma
- Encourages undergraduates to pursue graduate education and training



PERFORMANCE MEASURES

The program produces commercially viable R&D. In addition, the student and faculty intern experience helps increase interest in remaining in Oklahoma, increases the desire for continuing education and provides measurable economic progress for the state.

OKLAHOMA APPLIED RESEARCH SUPPORT

GOAL AND STRATEGIC OBJECTIVES

The Oklahoma Applied Research Support (OARS) program addresses the statutory mandate of supporting applied research and technology development with significant commercial potential by allocating resources according to merit, promoting collaborations and leveraging federal and private resources.

DESCRIPTION

OARS competitively awards funds for one- to three-year projects from any technology area based upon technical merit, potential for market success and commitment of resources. Funding for both proof-of-concept and accelerated projects is available through OARS. The program requires a minimum of one dollar matching support for each state dollar awarded. Eligible applicants are Oklahoma businesses and universities, colleges or nonprofit research organizations that have industrial partners. The program gives preference to projects involving collaboration between research institutions and private industry.

PERFORMANCE MEASURES

Proof-of-concept projects – Measures include the amount of private and federal funding leveraged, the amount of intellectual property initiated and the anticipated value of patents, licenses and royalties resulting from these basic research projects to demonstrate program success.

Performance measures also include a final determination of taking the project forward through some form of development. Development may take any of several tracks including a follow-on accelerated research project, incorporation into a new or other existing project, licensing to another person or organization, etc.

Accelerated projects – Federal and private funding attributed to OARS projects and the ratio of OARS awards to private and federal support demonstrate the program's effectiveness at securing capital. Performance measures such as the value of intellectual property, license royalties, jobs added, payroll of jobs added, actual and projected gross sales and actual sales distribution and projected cost-avoidance indicate the program's effectiveness at technology transfer and the commercial value of Oklahoma R&D projects.

SMALL BUSINESS RESEARCH ASSISTANCE

GOAL AND STRATEGIC OBJECTIVES

The Small Business Research Assistance (SBRA) program addresses the statutory mandate of supporting applied research and facilitating technology transfer involving small private for-profit businesses by leveraging federal and private resources and promoting action,



encouraging strategic partnerships between firms and research institutions and promoting commercialization of new technologies.

DESCRIPTION

Through the federal Small Business Innovation Research (SBIR) program, federal agencies provide seed support for product feasibility studies and prototype development that is lacking in the private investment community. The federal Small Business Technology Transfer (STTR) program accomplishes this purpose and forges research collaborations between small firms and universities or nonprofit research institutions. Both the SBIR and STTR programs encourage transfer of technology into federal agency programs and private sector applications. OCAST's program supports these goals by providing bridge funding between Phase I and Phase II federal SBIR and STTR grants. The program provides technical assistance to improve the quality of proposals through proposal development workshops, external expert proposal reviews, client referrals, collaboration building and partnership with i2E's SBIR commercialization support services. The program offers companies guidance in accessing additional OCAST support and other resources as appropriate to their respective stage of development.

PERFORMANCE MEASURES

This program produces nationally competitive applied research, development and technology commercialization. Federal and private funding attributed to projects and the ratio of OCAST support to private and federal support indicate OCAST's effectiveness at securing capital for applied research and development. Performance measures such as the increase in federal contracts, jobs added and payroll of jobs added indicate the successful commercialization of technology by firms participating in the SBRA program.

INVENTORS ASSISTANCE SERVICE

GOAL AND STRATEGIC OBJECTIVES

OCAST contracts with Oklahoma State University to operate the Inventors Assistance Service (IAS) program through the university's New Product Development Center. The service addresses the statutory mandate to provide Oklahoma inventors with information and training on developing their invention and on issues related to patenting/licensing, marketing and manufacturing. The service offers workshops, a website, referrals and on-site business and technical consultations.

DESCRIPTION

The program assists the independent inventor in navigating the process from idea to marketplace. IAS helps inventors move toward the manufacturing, marketing and distribution of their products by providing assistance and information or referring inventors to appropriate service providers who will help them deal with specific steps in the invention process. The program provides inventors with a streamlined process to help move their innovation forward. Qualified inventors nearly ready for commercialization receive help with activities such as materials testing, market assessment, engineering resources and prototype development.



PERFORMANCE MEASURES

Performance measures are specified in statute and include the number of clients, participants in workshops, value of patents, license royalties, jobs created and number of clients progressing into other OCAST and federal programs.

OKLAHOMA TECHNOLOGY COMMERCIALIZATION CENTER

GOAL AND STRATEGIC OBJECTIVES

The Oklahoma Technology Commercialization Center (OTCC) program addresses the statutory mandate of facilitating technology transfer and commercialization and providing pre-seed and seed capital for new innovative firms. The program operates under contract with OCAST and is the product of OCAST's strategy of promoting collaborations, allocating resources according to merit, stimulating action and leveraging private resources.

DESCRIPTION

OCAST currently contracts with i2E, a private nonprofit organization, to operate the OTCC program that assists entrepreneurs, early-stage technology companies and firms seeking to commercialize new technologies. The program focuses on assessing needs, guiding clients through the commercialization process and linking them to a comprehensive network of technology sources (including Oklahoma universities) and commercialization services. The program also provides specialized business development services, access to early-stage risk financing and help in transferring technology. Additionally, OTCC provides business development and commercialization services specifically targeted to Oklahoma's SBIR and STTR companies.

PERFORMANCE MEASURES

Performance measures include number and type of project clients, activities with all clients, amount and type of financing obtained for clients, jobs created and average wage/salary of new technology-based companies.

TECHNOLOGY BUSINESS FINANCE

GOAL AND STRATEGIC OBJECTIVES

The Technology Business Finance Program (TBFP) was authorized in the Technology Transfer Act of 1998 to address the mandate of providing early stage capital to innovative firms and manufacturers and for stimulating private investment capital.

DESCRIPTION

This program is designed to promote promising innovation and to support efforts to commercialize in Oklahoma by providing early stage financing to start-up companies, well established firms and manufacturers. The program requires a match and includes payback provisions which sustain the program and provide financing to additional companies. OCAST contracts with i2E to operate this program.

PERFORMANCE MEASURES

Performance measures include the number of start-up firms and/or manufacturers assisted, survival rate of those organizations, amount of repayments and leveraging of other private and federal dollars. In addition, the program manager submits an economic impact analysis of the program, including such items as jobs and average annual salaries of jobs created.

SEED CAPITAL

GOAL AND STRATEGIC OBJECTIVES

The Seed Capital program has been crafted to be an economic development tool with a goal of making investment in early stage companies engaged in the commercialization of promising new technologies in Oklahoma. The ultimate goal is to use the state's investment as the incentive to attract additional private sector investment for these companies as they work to commercialize their products and services.

DESCRIPTION

Through its Seed Capital program, OCAST provides funding to innovative Oklahoma companies to incentivize co-investment. The statute and the related constitutional amendment allow the state to take an equity or debt position with firms – an authority that is unique to OCAST as a state agency. Required co-investment with the private sector, as the majority investor, leverages the agency's investment.

OCAST invests through the Oklahoma Seed Capital Fund LLC a for-profit subsidiary of i2E Inc.

The Seed Capital program also includes a concept component intended to address the needs of companies requiring smaller seed capital investment for earlier-stage projects which may develop into larger seed capital investment opportunities if necessary as the company continues to grow in Oklahoma.

PERFORMANCE MEASURES

Performance measures include the leverage of private investment funds, business finance impacts resulting from OCAST investment (including job growth and economic impact on the state) and expanding availability of investment capital for technology business development.

INDUSTRIAL EXTENSION SYSTEM

GOAL AND STRATEGIC OBJECTIVES

The Industrial Extension System (IES) program, addresses the statutory mandate of stimulating manufacturing productivity and efficiency through modernization and innovation. The IES program is nationally recognized for excellence in terms of its ability to respond quickly, encourage action and leverage federal and private resources all in support of Oklahoma manufacturers.

DESCRIPTION

The Oklahoma Alliance for Manufacturing Excellence Inc. dba the Oklahoma Manufacturing Alliance is a private, nonprofit organization that manages the IES program by contract with OCAST and the Manufacturing Extension Program (MEP) for the U.S. Department of



Commerce, National Institutes of Standards and Technology (NIST). Together these programs provide leadership and assistance to Oklahoma's small- and medium-sized manufacturers to help them become progressively more successful in their marketplace and more efficient and innovative in their operation. Through a network of extension agents and applications engineers, the IES and NIST MEP provides real, hands-on resources for improving productivity, increasing sales and reducing costs. Using federal, state, local and private funds, the Oklahoma Manufacturing Alliance contracts with local organizations to field regional manufacturing extension agents who deliver to Oklahoma manufacturers services in technology application, workforce training, financing, market assessment and business relations. Applications engineers, sponsored also in part by Oklahoma State University, provide technical assistance to manufacturers in rural and urban areas where engineering resources may be limited. These locally accessible applications engineers assist with mechanical designs, plant layouts and a variety of other technical issues.

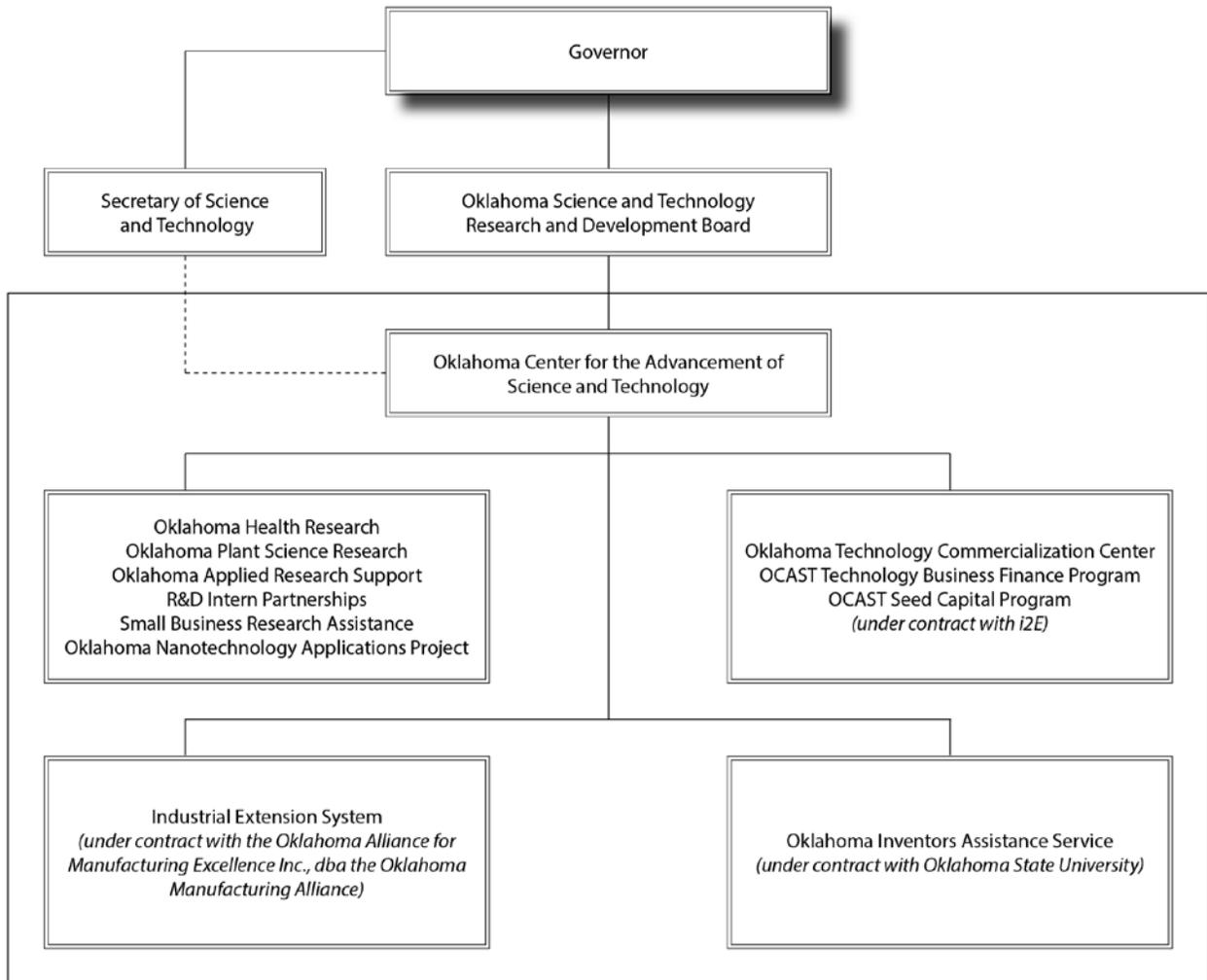
The IES includes an OCAST funded position to provide innovation engineering project management. This position works with manufacturers, research organizations, education and training programs and partner organizations to coordinate efforts to assist with the integration of all aspects of innovation into manufacturing operations. The role of the project manager is to plan, execute and finalize innovation projects according to strict deadlines and within budget. This includes acquiring resources and coordinating the efforts of team members and third-party contractors or consultants in order to deliver projects according to plan. The project manager will also define the project's objectives and oversee quality control throughout its life cycle.

PERFORMANCE MEASURES

This program measures productivity through such measures as jobs created, cost savings, efficiency improvements, cost avoidance and capital investment.

GOVERNANCE AND OPERATIONS

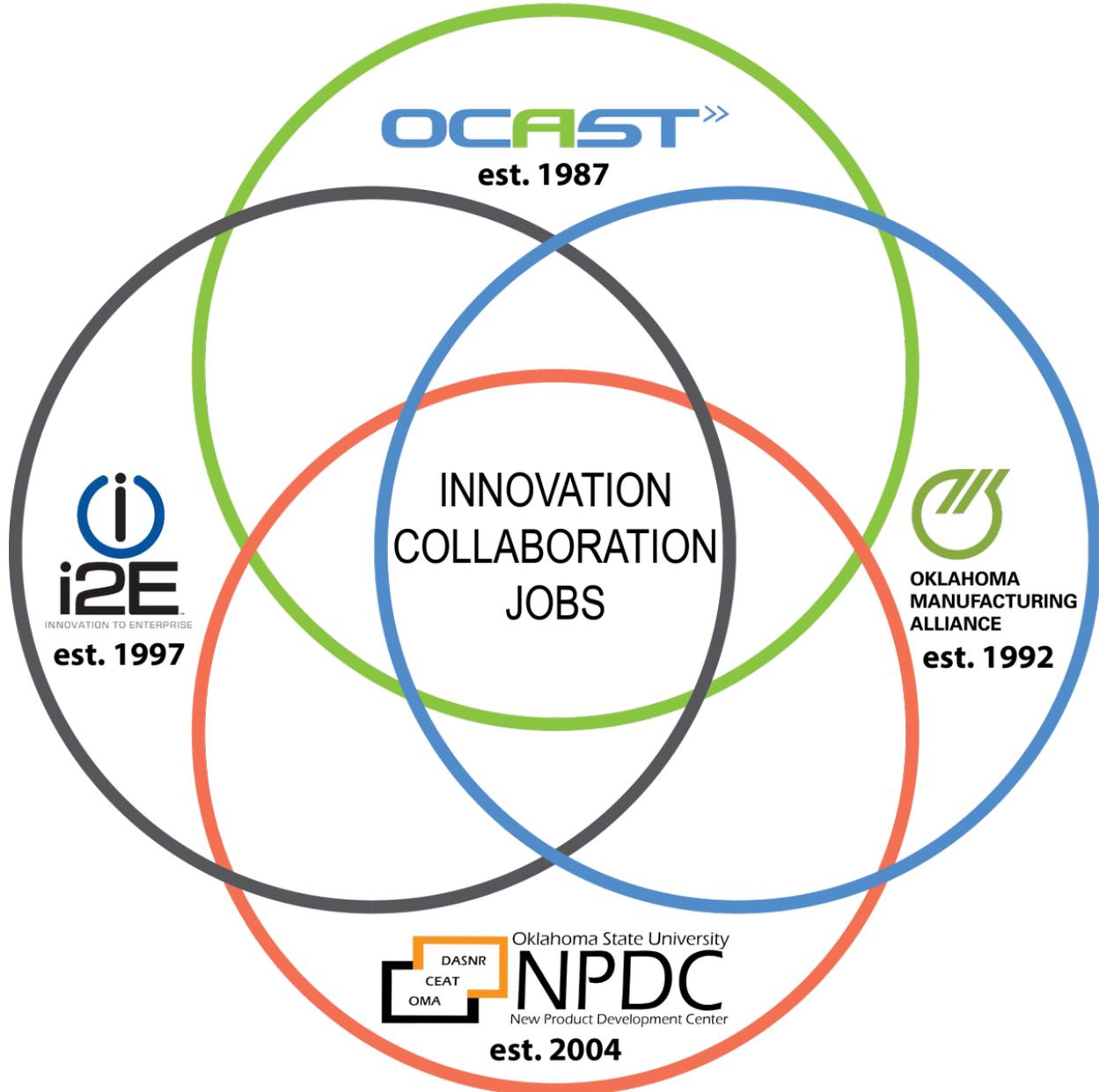
STRUCTURE



Through its network of strategic partners, OCAST leads a continuum of services known as the Oklahoma Innovation Model (OIM) that enables and accelerates the translation of ideas from the laboratory to the marketplace. It is through the OIM that OCAST is able to accelerate innovation and grow and diversify Oklahoma's economy.

Oklahoma's Innovation Model

Four Strategic Partners



MANAGEMENT PHILOSOPHY AND STRUCTURE

OCAST's management functions as a team, the success of which depends heavily upon the cooperation, contribution and commitment of each member. The teamwork concept extends to OCAST's interactions with other agencies, organizations and stakeholders.

OCAST works closely with the business and financial sector to stimulate innovation in existing and developing Oklahoma businesses. Therefore, in accordance with statute, all staff positions are unclassified, governed and compensated in a manner that compares to similar positions in the private sector and, as listed below, are exempt from the Oklahoma Personnel Act. Following is a list of approved positions:

Executive Director – Directs the administrative affairs and general management of OCAST. Develops and directs implementation of strategic plans and policy related to OCAST's mission. Presents and communicates with governor, legislative subcommittees and legislative leadership regarding OCAST's annual budget request and any pending statutory changes relevant to OCAST. Communicates regularly with local, state and national leaders and organizations about OCAST and the importance of scientific research and the growth of knowledge-based businesses to Oklahoma's economy. The executive director is accountable to the OSTRaD Board. Unclassified / Annual salary of \$130,000 effective December 1, 2013

Director, Administration and Finance – Responsible for the general administration of the administration and finance division including developing appropriation requests and operating budgets; developing, implementing and administering administrative procedures for accounting, purchasing and office administration; maintaining all official records of the board and agency. The director of administration and finance is accountable to the executive director in the handling of the agency's general administrative affairs and finances including the disposition of highly confidential proprietary material submitted by applicants. Unclassified / \$70,000 - \$90,000

Director, Programs – Responsible for the general administration of the programs division including the development, administration, evaluation and revision of research funding programs, technology development and transfer activities and management of confidential proprietary material submitted by applicants. Directs the staffing of program operations, advisory committees, development and revision of program specifications, rules, regulations and division budget and appropriation requests. The director of programs is accountable to the executive director. Unclassified / \$70,000 - \$90,000

Director, Government Relations and Strategic Initiatives – At the direction of the executive director, directs the design, development and implementation of agency legislative goals and strategy for securing desired legislative and executive action and coordinates legislative activities with all OCAST divisions. Proposes and drafts legislation relevant to new OCAST programs. Serves as key strategic advisor to executive director. Coordinates with OCAST staff to identify and document OCAST programs and services requiring assistance and support of the legislature and governor. Directs special projects assigned by the executive director. Directs research studies and reporting on various topics regarding technology-based economic development. Represents agency before and organizes and facilitates OCAST

communication with public officials and local, state and national organizations. Unclassified / \$70,000 - \$90,000

Associate Director – Responsible for designing, implementing, operating and evaluating division programs and activities, as assigned. Recommends new programs and activities related to the OCAST mission. A senior level technical strategist with a global perspective of all programs to build collaborative efforts across academia, industry and government. Supervises employees, as assigned. Responsible for the general administration of the division in the absence of the director. Associate directors are accountable to supervising directors and to the executive director for the correct disposition of highly confidential and proprietary material submitted by applicants for OCAST funding and assistance. Unclassified / \$55,000 - \$75,000

Finance and Business Manager – Responsible for performing accounting activities and the supervision and direction of accounting, purchasing and human resource operations including planning, reviewing and organizing the work of assigned staff; assuring availability of funds, preparing analysis of expenditures and monthly reports of operations, financial statements, schedules and financial statistical data; ensuring purchasing complies with state law, OCAST procedures and best practices; recommends and implements approved changes in purchasing practices. Responsible for the general administration of the division in the absence of the director. Unclassified / \$55,000 - \$75,000

Client Services Manager – Responsible for the direct support of clients by facilitating partnerships between small businesses and federal funding agencies to promote commercialization of new technologies. Provides companies technical assistance in accessing all OCAST programs and other resources as appropriate to their respective stage of development. Unclassified / \$50,000 - \$70,000

Public Information and Rural Outreach Manager – Writes articles and hosts radio and television productions on the subject of technology-based economic development and relevant Oklahoma programs and initiatives. Coordinates OCAST's message with media outlets and the general public. Works with related organizations such as chambers of commerce and the Oklahoma Department of Commerce to promote Oklahoma research and advanced technology companies. Responsible for facilitating cooperation in rural technology-based economic development initiatives. This position reports to the director, government relations and strategic initiatives. Supervises employees, as assigned. Unclassified / \$55,000 - \$75,000

Programs Officer IV – Supervises the planning, coordination or direction of a component of the agency or program(s) established to accomplish a basic goal or mission of the agency. May supervise one or more employees and/or contractors. Represents OCAST at conferences, meetings and hearings related to OCAST's administrative operations. Unclassified / \$50,000 - \$70,000

Programs Officer III – Under minimal supervision, plans, coordinates or directs a component of the agency or program(s) established to accomplish a basic goal or mission of the agency. May supervise one or more employees and/or contractors. Represents OCAST at conferences, meetings and hearings related to OCAST's administrative operations. Unclassified / \$45,000 - \$65,000



Programs Officer II – Under general supervision, plans and coordinates a component of the agency or program(s) established to accomplish a basic goal or mission of the agency. May supervise one or more employees and/or contractors. Represents OCAST at conferences, meetings and hearings related to OCAST’s administrative operations. Unclassified / \$40,000 - \$60,000

Accountant I – Under direct supervision, classifies and posts revenues and expenditures. Assures availability of funds for agency obligations and expenditures. Maintains accounting records and files documenting financial transactions. Prepares analyses of expenditures and monthly reports of operations, financial statements, schedules, and financial statistical data. Works with private sector clients and vendors in resolving invoicing and payment issues. Unclassified / \$35,000 - \$55,000

Assistant to the Executive Director – Under minimal supervision, assists the executive director in managing the administrative affairs of OCAST. Serves as secretary to the board and agency liaison with the governor’s office and the secretary of state. Organizes activities and information associated with OCAST’s five-year and annual planning processes, assists with agency projects and organizes the executive director’s time, confidential files and correspondence. The assistant to the executive director is accountable to the executive director in performing all duties. Unclassified / \$35,000 - \$55,000

Office Manager – Performs a wide range of tasks supporting the overall administrative and information technology operations of the agency. Manages everyday tasks necessary for the efficient running of the agency and is responsible for front-desk reception duties, ordering agency office supplies and other assigned administrative and accounting duties. Position is responsible for managing the flow of internal information for the agency including incoming and outgoing mail, faxes and agency deliveries. Serves as the primary point of contact for all facility related office equipment and technology issues. Other general tasks include supporting agency personnel with communications and scheduling. Unclassified / \$35,000 - \$55,000

Administrative Assistant II – Under general supervision, may assist in administering the activities associated with developing, implementing, operating and evaluating programs and functions. Assists in staffing board, committees, subcommittees and conferences including preparing necessary materials and preparing minutes of meetings and setting-up and maintaining files and records; may gather and summarize information for staff or committee action. Composes and prepares program and administrative documents and correspondence. Determines when to provide information to the public regarding routine services, policies and regulations and when to refer it to a senior staff member for official action or decision. Duties may also include reading, sorting, distributing and maintaining a log of incoming and outgoing materials. May perform duties of receptionist. Unclassified / \$30,000 - \$50,000

Administrative Assistant I – Under direct supervision, assists in administering the activities associated with developing, implementing, operating and evaluating programs, including assisting with conferences, workshops and other events. Prepares program documents and correspondence. Assists in staffing board or program advisory committees, including preparing meeting minutes and materials and maintaining required files and records. Duties

may also include reading, sorting, distributing and maintaining a log of incoming and outgoing materials. May perform the duties of receptionist. Unclassified / \$25,000 - \$45,000

Additional positions approved but not currently in use include:

Account Clerk	Human Resources and Business Operations
Accountant II, III and IV	Officer
Administrative Services Manager I and II	Program Coordinator I, II and III
Assistant Director	Program Manager
Comptroller	Programs Officer I
Deputy Director	Research Analyst
Director, Technology Information Services	Senior Outreach Liaison
	Senior Program Manager

PROFESSIONAL SERVICE CONTRACTS

OCAST uses professional service contracts to supplement capabilities and maintain low administrative costs. Functions exist which, due to statutory or program requirements of highly specialized and diverse expertise or infrequency, are more effectively and efficiently performed by contract.

Some, though not all, specific professional services contracts can be anticipated at the outset of the fiscal year. As of the date of submission of this business plan, the staff intends to execute the following professional services contracts in FY 2017:

- Office of the State Auditor and Inspector for annual audit services, in an amount not to exceed \$50,000
- Office of Attorney General for legal services, one-half time for one year, in an amount not to exceed \$63,138
- Contract with AGATE Software Inc., for ongoing enhancements of the electronic application system, known as OKGrants, to support the Programs Division processes, award payment processes, data management and reporting needs in an amount not to exceed \$47,000
- Contract with Office of Management and Enterprise Services for information technology services including personal computer support, network support and support for electronic application system not to exceed \$80,000
- Continue contracting with the Oklahoma Alliance for Manufacturing Excellence Inc. to operate the Industrial Extension System program in an amount not to exceed \$1,197,745
- Continue contracting with Oklahoma State University to operate the Inventors Assistance Service in an amount not to exceed \$456,528
- Continue contracting with i2E Inc. to operate the Technology Business Finance Program in an amount not to exceed the repayments, reclaims and carryover funds currently in the program as of May 31, 2016. Any reclaims and repayments received between June 1, 2016 and May 31, 2017 will be available in FY 2018
- Continue contracting with i2E Inc. to operate the Oklahoma Technology Commercialization Center in an amount not to exceed \$1,652,543

- Continue to contract with i2E Inc. through September 4, 2016 to provide matching funds for the Economic Development Administration Technical Assistance Grant for the Tulsa Business Development Initiative in an amount not to exceed \$17,000
- Contract with i2E Inc. to manage the Oklahoma Seed Capital Fund. The management fee for the 2007-1 Series for FY 2017 is \$70,000. Effective July 1, 2014, the management fee for the 2008-2 Series is based on funds under management (total capital commitment plus retained earnings) as of July 1 of each year. The management fee will be 2.5 percent of the first \$50 million under management, plus 2 percent of any amount over \$50 million under management. This is estimated to be approximately \$644,836 for FY 2017. These management fees will come from the FY 2017 Seed Capital Fund appropriation of \$3,104,231

STANDING ADVISORY COMMITTEES

OCAST receives support and assistance from the Oklahoma Health Research, Oklahoma Plant Science Research, Oklahoma Applied Research and Small Business Research Assistance advisory committees for research-related programs. Research-related standing committees must consist of representatives of the “business, higher education and research communities” (74 O.S., Section 5060.9[a]) and at least one-third of the members of each committee must be researchers. Committees are approved annually by the board. The Seed Capital Investment advisory committee is created to assist OCAST in evaluating potential investments with the Seed Capital Revolving Fund (74 O.S., Section 5060.21).

OKLAHOMA APPLIED RESEARCH ADVISORY COMMITTEE

Kenneth E. Bartels, D.V.M., M.S.
Oklahoma State University

Martha Ogilvie, Ph.D.
OU Health Sciences Center

David Humphrey (chair)
ADDvantage Technologies Group

Dale Teeters, Ph.D.
University of Tulsa

E. Ann Nalley, Ph.D.
Cameron University

Monte Tull, Ph.D.
University of Oklahoma (ret.)

OKLAHOMA HEALTH RESEARCH COMMITTEE*

Tyrrell Conway, Ph.D.
Oklahoma State University

Jamie Rhudy, Ph.D.
University of Tulsa

Mary Beth Humphrey, M.D., Ph.D. (chair)
OU Health Sciences Center

Hal Scofield, M.D.
Oklahoma Medical Research Foundation

Jerry Malayer, Ph.D.
Oklahoma State University

Lijun Xia, M.D., Ph.D.
Oklahoma Medical Research Foundation

H. Anne Pereira, Ph.D.
OU Health Sciences Center

**Appointed by the governor*

OKLAHOMA PLANT SCIENCE RESEARCH ADVISORY COMMITTEE

Peter Camfield, Ph.D.
Oklahoma Panhandle State University

Rodd Moesel (chair)
American Plant Products and Services Inc.

Richard Nelson, Ph.D.
Samuel Roberts Noble Foundation

Jean L. Steiner, Ph.D.
Grazinglands Research Laboratory

SEED CAPITAL INVESTMENT COMMITTEE

James Dickson
BancFirst

David McKinney, J.D.
GableGotwals

Larry Pulliam
Southern Oklahoma Memorial Foundation

James Wheeler, Ph.D.
University of Oklahoma Price College of
Business

Sherri Wise (chair)
Osteopathic Founders Foundation

SMALL BUSINESS RESEARCH ASSISTANCE COMMITTEE

Mike Callaway
CalTech Global LLC

Rafal Farjo, Ph.D.
Charlesson LLC

Terry Golding, Ph.D. (chair)
Amethyst Research Inc.

Chuck Gray
Frontier Electronic Systems Inc.

Dorothy Overal
U.S. Small Business Administration

Trevor Snyder, Ph.D.
VADovations Inc.

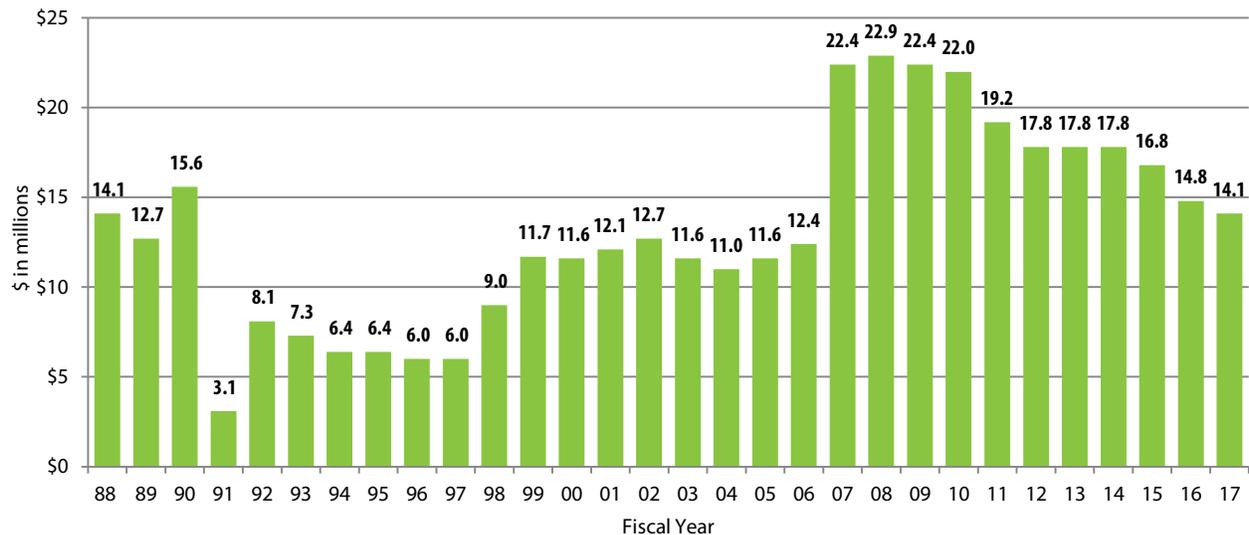
Brien Thorstenberg
Tulsa Regional Chamber

FINANCE

OCAST's programs, activities and general operations are financed primarily through state general revenue appropriated funds. OCAST's enabling statute authorizes the use of three funds: the General Administration and Data Processing Fund, the Research Support Revolving Fund and the Seed Capital Revolving Fund. Each of the three funds is authorized to accept state general revenue appropriations, grants, gifts and donations. The Seed Capital Revolving Fund is authorized to accept loan repayments and investment proceeds. In addition, the Office of Management and Enterprise Services has approved the creation of the Technology Business Finance Program Fund, to separately account for the funds available for the Technology Business Finance Program. Each fund is authorized to finance specific activities of the agency.

Senate Bill 1616 appropriates \$14,110,140 to OCAST. A portion of OCAST's annual state appropriation, \$5,644,056, is transferred to the Research Support Revolving Fund for operation of OCAST award programs, and \$3,104,231 is transferred to the Seed Capital Revolving Fund for FY 2017. The revolving funds have no fiscal year limitations. All of the agency's expenditures must be confirmed by Oklahoma's Office of Management and Enterprise Services to be consistent with an annual budget work program approved by that office.

APPROPRIATION HISTORY



PLANNING

COMPREHENSIVE PLANNING

OCAST produces an annual business plan and a five-year strategic plan. Based on data provided by SSTI and the Oklahoma Department of Commerce, OCAST benchmarks its funding compared with similar state agencies in other states.

A BUSINESS-FRIENDLY ENVIRONMENT

Oklahoma enjoys the benefits of positive growth through diversification and creation of “business friendly” programs. (See table below.) Oklahoma continues to enjoy a low unemployment rate despite a historic downturn in the energy industry due in large part to successes in the diversification of the economy.

Investment capital through OCAST is key to Oklahoma job creation and many examples are cited by economic development organizations and publications.

These incentives remain part of a comprehensive effort to build a culture of innovation in Oklahoma.

Innovation-based companies within qualified technology incubators enjoy tax-free income status for up to 10 years in Oklahoma. OCAST also offers innovative business access to commercialization support structures, including seed and pre-seed funding sources through the Oklahoma Technology Commercialization Center operated by i2E.

OKLAHOMA'S PLACE IN THE RANKINGS

- 1st Cost of Living
- 3rd Job Growth
- 4th Cost of Doing Business
- 6th Lowest Cost of Labor
- 7th Corporate Tax Rank
- 10th Top States for Doing Business
- 26th Annual Earnings and Income
- 28th Population (3,911,000)
- 29th Per Capita Personal Income
- 29th Real Gross Domestic State Product
- 29th State and Local Taxes
- 30th Manufacturing Employment
- 33rd Granted Patents
- 36th R&D Expenditures
- 38th Exports
- 40th Venture Capital

FINANCIAL PLANNING

OCAST is required by statute to “recommend an appropriate level (of funding for OCAST’s programs) . . . that will make these programs nationally competitive with those of other states” and to “adopt . . . a threshold funding level for each of the programs . . . that is great enough to have a significant impact and carry out the intent of this act.” (74 O.S., Section 5060.22)

After the governor and legislature approve the OCAST appropriation, staff and board members develop a business plan for the application of available resources, abiding by the directives and constraints on spending articulated in the signed appropriation bills. Unless established otherwise by the board, the threshold funding levels are the FY 2017 appropriation levels shown in this plan (see Five Year Appropriation History by Program below).

PROGRAM AND SERVICE PLANNING

OCAST develops and initiates new programs and services by building consensus among constituents and stakeholders, which may include standing and ad hoc program advisory committees, higher education and career-tech representatives, nonprofit organizations, businesses, other agencies and state leaders. Any new initiatives are approved by the relevant standing advisory committee and the OSTRaD Board of Directors, when appropriate, prior to implementation. OCAST programs are mandated through legislation and in response to legislative intent.

When it is evident a need or opportunity should be an OCAST priority and is consistent with OCAST’s mission, staff checks relevant statutes and rules, then consults with the state Office of the Attorney General to determine whether OCAST’s general authorization addresses the need/opportunity. If so, a recommendation is submitted to the OSTRaD board for consideration and approval.

Program specifications and funding opportunity solicitations for each new program and modification to those documents for existing programs are designed by OCAST staff working in consultation with standing and/or ad hoc advisory committees and the Office of the Attorney General. Appropriate state and national experts are frequently consulted in this phase of program design or modification. Proposed new program specifications and any proposed modifications to existing program specifications along with any proposed changes to funding opportunity solicitations are forwarded to a number of stakeholders and clients for review and input and are posted on the OCAST website for public comment. Any feedback received is addressed prior to making changes to solicitations or taking proposed new program specifications or any modifications to existing specifications to the OSTRaD Board of Directors for consideration and approval.

FIVE-YEAR APPROPRIATION HISTORY BY PROGRAM

OCAST

5 YEAR APPROPRIATION HISTORY

ACTIVITIES	FY 2013	FY 2014	FY 2015	FY 2016*	FY 2017
General Administration	\$657,310	\$687,310	\$705,000	\$810,000	\$725,000
Program Services and Support	1,482,107	1,481,744	1,314,503	1,122,670	1,243,305
Health Research	3,964,104	3,400,000	3,213,000	2,906,003	2,751,312
Applied Research	1,633,663	3,400,000	3,213,000	2,790,935	2,629,902
Intern Partnership Program	431,900	450,000	425,250	403,495	403,985
Plant Science Research	600,000	0	0	0	0
Nanotechnology Commercial	745,000	0	0	0	0
Manufacturing Extension Service	1,259,469	1,259,469	1,190,198	1,050,258	997,745
Technology Commercialization	2,158,241	2,108,241	1,822,188	1,607,940	1,527,543
Small Business Research Assistance	300,000	325,000	382,725	281,000	100,000
Inventors Assistance	200,000	350,000	330,750	291,862	331,528
Technology Information Services	383,300	383,300	487,000	281,110	295,589
Seed Capital Fund	3,996,355	3,966,355	3,748,205	3,307,503	3,104,231
TOTAL FUNDING	<u>\$17,811,449</u>	<u>\$17,811,419</u>	<u>\$16,831,819</u>	<u>\$14,852,776</u>	<u>\$14,110,140</u>
General Administration %	3.69%	3.86%	4.19%	5.45%	5.14%

*The appropriation at the beginning of FY2016 was \$15,970,730. However, after two budget cuts the final appropriation was \$14,852,776 which reflects a 7% total budget cut.

APPROPRIATION AND PROPOSED DISTRIBUTION

SOURCES AND USES OF FUNDS

FY 2017

SOURCES:

Reserves for OCAST Out-Year Obligations:		
A) Projected FY 2016 Cash Balance	\$	4,879,390
B) Reserves for Seed Capital Obligations		-
C) Reserves for Technology Business Finance Program		1,034,122
D) Projected FY 2016 Available Carryover-OCAST		285,744
E) Projected FY 2016 Available Carryover-Contractors		89,000
F) Grants - GE		276,803
G) FY 2017 State Appropriated Revenues		14,110,140
TOTAL SOURCES (A-G)		\$ 20,675,199

USES:

Projected FY 2017 Expenditures:		
A) Administration	\$	725,000
B) Program Services plus IT		1,243,305
C) Programs:		
Health Research		3,851,900
Applied Research		2,874,787
Intern Partnership Program		403,985
Plant Science Research		398,917
Inventors Assistance		456,528
Small Business Research Assistance		225,000
Oklahoma Manufacturing Alliance		1,197,745
Technology Commercialization		1,652,543
Technology Business Finance Program		1,034,122
Seed Capital Fund		3,104,231
Technology Information Services		572,392
TOTAL USES (A-C)		\$ 17,740,455

Estimated Cash Balance 6/30/2017	\$ 2,934,744
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Out-year Program Obligations

For FY 2018	4,618,639	
For FY 2019	1,570,494	
Total Out-Year Program Obligations		\$ 6,189,133
Covered by Cash Currently Available (Less \$1 Million Contingency Funds)		\$ 1,934,744
Future Appropriated Funds Needed to Cover Out-Year Obligations*		\$ 4,254,389

**This Methodology is Standard Practice in OCAST Award Structure of First-Year Contracts Plus Two Out-Year Contracts to Complete Research Project Milestones and to Comply with the State Purchasing Statute.*



