



Governor's Economic Competitiveness Subcabinet

The mission of the subcabinet is to advise the Governor on, and identify and recommend policies, regulations, strategies, and actions that strengthen Maryland's economic competitiveness and growth on an ongoing basis; review proposed policies and procedures by executive departments and agencies impacting economic development and workforce development; coordinate the implementation of executive directives and legislation that support business and talent development in the state; track the progress of the cross-agency implementation of the Economic Strategic Plan approved by the Maryland Economic Development Commission; track the progress of the cross-agency implementation of the economic goals under the Moore-Miller Administration's Maryland State Plan; and on a biannual basis, develop and publish a consolidated economic competitiveness plan that incorporates strategies and action plans from every executive department and agency represented on the Subcabinet.

Members

Agriculture (AG)
Budget and Management (DBM)
Commerce

Education

Environment (MDE)
General Services
**Governor's Office of Small, Minority,
and Women's Affairs (GOSBA)**
Higher Education Commission (MHEC)
Housing & Community Development (DHCD)
Labor
Maryland Clean Energy Center (MCEC)

Maryland Economic Development Corporation
Maryland Technology Development Corporation
Natural Resources (DNR)
Planning (MDP)
State (SoS)
Transportation

University System of Maryland (USM)

Secretary Kevin Atticks (Steve Connelly)
Secretary Helene Grady (Richard Auxier)
**Secretary Harry Coker, Chair, (Jerel
Registre)**
**State Superintendent of Schools Carey
Wright (Alex Reese & Phil Lasser)**
Secretary Serena McIlwain, (Scott Goldman)
Secretary Atif Chaudhry
**Secretary Y. Maria Martinez, (Eduardo
Hayden)**
Secretary Sanjay Rai
Secretary Jake Day, (Rosa Cruz)
Secretary Portia Wu, (Ashley Sharp)
**Executive Director Katherine Magruder
(Mary Sirios & Pamela Powers)**
Executive Director Tom Sadowski
CEO Troy LeMaile-Stovall
Secretary Josh Kurtz (David Goshorn)
Secretary Rebecca Flora, (Darius White)
Secretary Susan Lee, (Alexandria Liu)
**Secretary Paul Wiedefeld (Joe McAndrew &
David Zaidan)**
Chancellor Dr. Jay Perman (Diane Walters)

August 25, 2025
401 E. Pratt Street, 17th Floor Conference Room, Baltimore Maryland 21202
1:00 – 3:00pm
Minutes

Attendance

Subcabinet:

- Harry Coker, Secretary (Chair), Commerce
- Helene Grady (Richard Auxier), Budget and Management
- Jay Perman (Diane Walters), University Systems of Maryland
- Josh Kurtz (David Goshorn), Natural Resources (DNR)
- Katherine Magruder (Mary Sirios & Pamela Powers), Maryland Clean Energy Center
- Kevin Atticks (Martin Proulx), Agriculture
- Maria Martinez (Eduardo Hayden), GOSBA
- Carey Wright (Alex Reese & Phil Lasser), Education
- Portia Wu (Ashley Sharp), Labor
- Paul Wiedefeld (Joe McAndrew), Transportation
- Rebecca Flora (Darius White), Planning (MDP)
- Sanjay Rai, Maryland Higher Education Commission
- Serena McIlwain, Environment (MDE)
- Susan Lee (Alexandria Liu), State (SoS)
- Tom Sadowski, MEDCO

Guests:

- Judah Contreras
- Seeyew Mo

Commerce:

- Afiya Bey
- Cori Duggins
- Jayson Knott
- Jim Palma
- Jerel Registre
- Judy L. Smith
- Luis Cardona
- Mary Hanley
- Ricardo Benn
- Sarah Sheppard
- Stephen Rice

I. Meeting Called to Order

With quorum confirmed, Secretary Harry Coker called the meeting to order at 1:03 p.m.

II. July 14, 2025 Meeting Minutes Approval

Upon a motion duly made and seconded, the meeting minutes from July 14, 2025 were approved.

III. Chair's Report

Secretary Coker provided a Chair's Report on the following topics:

- CEO Dinners are being held with Baltimore City-based companies. Highlighted feedback from those discussions include:
 - The imperative of adopting a bold and courageous strategy to foster economic prosperity for all Marylanders.
 - There is some perception regarding Maryland's lack of business-friendliness and the perception of potential legislative unpredictability.
 - There is some reluctance among hotel owners to invest in Baltimore.
 - Maryland needs to further engage private wealth holders.
 - The Subcabinet discussed strategies to address these perceptions, focusing on attracting additional startups and employment opportunities to Maryland, and leveraging the Baltimore City Convention Center to stimulate economic growth.
 - **Action:** Secretary Coker requested Subcabinet members to send their *moonshots*, or big ideas for investments with potential for substantial impact, to Ms. Afiya Bey.
- The Secretary is continuing tours across each Maryland county. Highlights from recent visits to Worcester County were shared including meetings with government and local economic development representatives.
 - **Action:** Key themes from the Secretary's county visits will be put on a future agenda to be discussed.
 - **Action:** Commerce will identify how to take the GECS on the road. For example, to have an upcoming meeting in Prince George's County.
 - Secretary McIlwain is interested in meeting with individuals from county tours to learn challenges and better understand issues.
 - **Action:** Secretary Coker will follow up to make connections.
- The Secretary met with Paul Jones regarding the Key Bridge. Some members of the Subcabinet are interested in joining conversations.
 - **Action:** Secretary Coker will connect Secretary Kurtz (DNR) and Mr. Joe McAndrews (MDOT) with Paul Jones regarding Key Bridge.

IV. Pilot Projects to Streamline Permitting Review and Expedite Business Growth

Maryland Department of Planning Secretary Flora shared an overview of the Maryland Coordinated Permitting Review Council (MCPRC).

Executive Order 01.01.2024.39 states “The purpose of the Council is to facilitate interagency coordination and efficient processing of approvals required to advance priority infrastructure and place-based projects within the State to bolster transparency, ensure predictability, and foster interagency coordination to grow Maryland's economy while safeguarding the health and safety of residents.”

Secretary Flora shared challenges to date including local permitting. Secretary Flora plans to work closely with Commerce to navigate permitting. She discussed next steps, and the project timeline.

V. Cybersecurity Roundtable Update

Maryland Department of Labor Secretary Wu presented outcomes from the Cyber Employers Roundtable.

Roundtable Objectives:

- Gain insights from leading cyber and tech businesses on the necessary skills required in an ever-evolving landscape.
- Broaden understanding of workforce dynamics and current hiring landscape.
- Learn about challenges in talent management and innovative tactics to recruit, hire, and retain talent.
- Brainstorm policy solutions.

Key Takeaways:

- Redefine “Entry-Level”- Consideration of individuals going through career transitions and federal labor category restrictions.
- Amplifying Foundational Skills Alongside Technical Training - Administrative functions and soft skills are still needed to heighten career readiness.
- Aligning Employer & Education Partners - Exposure and applied experience are essential to addressing real world needs.
- Expand Internships - Employers are open to supporting scalable internship models that fit it within their company models.

VI. Business Life Cycle and Touchpoints with Commerce/DHCD/MEDCO/TEDCO

Ms. Judy L. Smith presented a new diagram depicting the Business Life Cycle and intersections between Commerce/DHCD/MEDCO/TEDCO.

There was a discussion on how to make improvements to the diagram including minor enhancements to the Department of Labor's interactions as an underlying enabler and it was suggested to add MARBIDCO to the diagram.

- **Action:** Ms. Smith will make updates to the diagram and send it to the Subcabinet for review.

Ms. Smith shared that there is an accompanying spreadsheet with all the corresponding financial programs from each entity that is currently being vetted.

VII. Discussion – Biannual Report Outline

Ms. Mary Hanley presented a proposed outline for the Biannual Maryland Consolidated Competitiveness Plan and requested the Subcabinet's feedback.

Executive Order 01.01.2024.39 (Strengthening Maryland's Business Climate to Bolster Economic Competitiveness) requires that the Governor's Economic Competitiveness Subcabinet (GECS) "develop and publish a consolidated competitiveness plan that incorporates strategies and action plans from every executive department and agency represented on the Subcabinet."

The outline describes the four strategic goals embraced by the Department of Commerce's FY26 Strategic Agenda and reiterates the vision supported by each goal: an integrated economic strategy that delivers economic growth for all Marylanders.

Strategic Goals:

- Strategic Goal 1: Foster Marylanders' Economic Prosperity by Driving Business Growth
- Strategic Goal 2: Engage, Attract, and Empower Businesses
- Strategic Goal 3: Build a Collaborative Economic Development Ecosystem for Growth
- Strategic Goal 4: Achieve Operational Efficiency to Benefit Stakeholders Through a Commitment to Continuous Improvement

Ms. Hanley shared that Commerce staff would be in touch to gather respective agency data to be consolidated. The aim is to have a working draft by November 2025 and final publication in Spring 2026.

Action: Ms. Hanley requested the Subcabinet to provide feedback to Ms. Hanley by September 5th.

VIII. Research Concepts for QUEST or Others

Mr. Jim Palma presented a series of research concepts for the University of Maryland's Quest Honors Program:

- Capital Investment and Employment Tracking: This project would expand the scope of the Foreign Direct Investment (FDI) project to track all forms of investment and job creation in the State.
- Commerce Dashboard: Commerce could work with a University partner to create a public-facing economic dashboard.
- State Economic Metrics: Commerce could create its own set of metrics, in consultation with economic experts outside of the Department, to create a more applicable system that could be used for business attraction and economic monitoring.

IX. Good of the Order

Action: Mr. Tom Sadowski asked Subcabinet members to follow MEDCO on instagram.

X. Adjournment

Upon a motion duly made and seconded, the meeting was adjourned at 2:55 p.m.

Action items for follow-up:

Action Items for Meeting Participants:

- Send "moonshots" to Afiya Bey (Commerce).
- Share feedback on the bi-annual plan with Mary Hanley (Commerce) by September 5th.
- Follow MEDCO on Instagram (as requested by Tom Sadowski).

Action Items for Secretaries:

- **Secretary Coker:**
 - Track down individuals from county tours for Secretary McIlwain to speak with. Set up a follow-on discussion meeting once Secretary McIlwain receives the names.
 - Connect Secretary Kurtz (DNR) and Joe McAndrews (MDOT) with Paul Jones regarding Key Bridge.
 - (With Charlotte Bradsher) send out the County Visit schedule to the GECS.

- **Secretary McIlwain:** Speak with individuals from county tours to better understand their challenges.

Action Items for Judy L. Smith (Commerce):

- Update collaboration scheme diagrams. Resend updated diagrams to the GECS.
- Vet the corresponding spreadsheet of financial programs for each organization. Send the vetted spreadsheet to the GECS for review.

Other Discussion Points:

- **MEDCO** is willing to support a trip to Detroit for executives.
- **Commerce** needs to identify how to take the GECS on the road (e.g., hold an upcoming meeting in Prince George's County).