

MATC
MARYLAND
AEROSPACE &
TECHNOLOGY
COMMISSION

Tuesday, December 16th, 2025

1:00 pm - 3:00 pm

**Baltimore World Trade Center
401 E Pratt St
17th Floor Large Conference Room**

Meeting Minutes

Commission Members in Attendance

1. Robert Braun, PhD Johns Hopkins University Applied Physics Laboratory
2. Georgie Brophy [Vice Chair] Maryland Space Business Roundtable
3. Willie Brown, PhD University of Maryland Eastern Shore
4. Alison Flatau University of Maryland College Park
5. Cedric Jacob Rocket Lab
6. Barbara Lam Association of Universities for Research in Astronomy
7. Dale Moore, EdD [Chair] Southern Maryland Navy Alliance
8. Cynthia Simmons, PhD NASA Goddard Space Flight Center
9. Janeen Uzzell National Society of Black Engineers

Department of Commerce Attendees

1. Ricardo Benn Maryland Department of Commerce
2. Sherri Diehl Director of Marketing
3. Amy Duray Program Manager, Federal Business Relations
4. Carolyn Hammock Director of Digital Marketing
5. Colter Menke Program Manager, Aerospace

General Public Attendees

1. Don Bauernshmidt ICAT
2. John Collins Actalent
3. Brandon Eden Johns Hopkins University Applied Physics Laboratory
4. Joseph Eimer Maryland Space Grant Consortium, JHU APL
5. Katherine Gaulke PTX
6. Josh Headley Baltimore Polytechnic Institute
7. Sara Horta Maryland Economic Development Corporation
8. Bernard Kelm Naval Research Laboratory
9. Robin Kovach AMA / Goddard Contractor's Association
10. Rodolfo Lavaque TPM
11. Dennis Lee Vortex Space Systems
12. Laurence Lipin Actum

13. Christiano Marchiori	Baltimore Polytechnic Institute
14. Aaron Miscenich	bwTech at UMBC
15. Miguel Patino	ICAT
16. Rob Quigley	Intuitive Machines
17. Phillina Tookes	NASA Goddard
18. Chris Williamson	SSAI

Welcome and Roll Call

Commission Chair, Dale Moore, called the meeting to order and welcomed everyone to the MATC meeting. He thanked everyone who participated on the working groups for their efforts to develop the strategy action plans and mentioned that the results of that work would be reviewed in more detail during the meeting. Dr. Moore then proceeded through roll call to record attendance at the meeting.

Review and Acceptance of September 30, 2025 Meeting Minutes

Dr. Moore asked for feedback on the minutes of the September 30, 2025 MATC meeting. Hearing none, Dr. Moore asked for a motion to approve the minutes, Ms. Brophy motioned and Dr. Braun seconded. The meeting minutes were approved unanimously.

Maryland Department of Commerce Aerospace Marketing Efforts

Sherri Diehl, Director of Marketing for the Maryland Department of Commerce introduced herself and her colleague, Carolyn Hammock, Director of Marketing Strategy. Ms. Diehl described the contents of the folders she had distributed to each of the commissioners which contained marketing materials that were specifically developed in support of the aerospace industry in Maryland. She then proceeded with the prepared presentation “How We Market Aerospace.”

Following the presentation by Ms. Diehl and Ms. Hammock, Dr. Moore asked if the Commerce marketing team connects with Public Affairs offices throughout the state. Ms. Diehl mentioned that another branch of the marketing department is responsible for the Public Affairs and Communications aspects of Commerce’s engagements.

The commissioners had also been given a “Maryland Ambassador” pin by the marketing team and Ms. Brophy asked about that program. Ms. Diehl said that there is no formal program, but as commissioners on the Maryland Aerospace and Technology Commission, all members are *de facto* ambassadors of the state. She encouraged the commissioners to wear the pin when appropriate as a way to help promote the work they are doing on the commission.

Strategy Action Plans (Today-June 2027)

Dr. Moore began the discussion and review of strategy action plan work with a prepared presentation. The first slide presented a bubble chart depicting the industry sectors in Maryland with the X-axis representing a “desire to win” and the Y-axis representing “poised to win.” Aerospace Vehicles and Defense was depicted as one of the highest in the two categories and Dr. Moore mentioned Maryland is rich in aerospace resources but not quite as well known for those capabilities.

Dr. Moore continued the discussion with a review of the efforts made by MATC commissioners this year and focus areas going forward including efforts to enhance workforce development, implementation of public private partnerships and external investment, and the creation of Aerospace and Technology Zones. He also noted that he anticipates future MATC meetings will take place in February (during the Maryland Aerospace Day event) as well as early 2026 Q2. Dr. Moore then

reviewed the graphic titled “MATC Workstream Planning Through Budget Release,” which breaks down the efforts of the commission into the 5 streams of effort: Research and Development (R&D) Opportunities, Public Private Partnerships, Workforce Development, Aerospace Technology Zones, and Strategic Communications and Marketing.

Ms. Brophy reviewed the members of each of the workstreams and mentioned some of the workstream leads were not present at the meeting, but their efforts are depicted on the slides. In regards to the work of the R&D workstream, Ms. Brophy mentioned that a consortium has been developed in New York between state, federal and industry partners which the MATC may be able to consider as an example model. As mentioned by Ms. Horta, a public attendee, MEDCO in Maryland has a relationship with the Army Research Lab which is similar to the state/federal relationship present in the New York consortium.

Dr. Brown then discussed the efforts of the working group that focused on workforce education, training and development. He mentioned that the skills and training required by the aerospace industry in Maryland is unique and that emerging technologies need to be kept in mind when developing workforce programs. He also said Maryland has placed an emphasis on pathways to aerospace careers such as through apprenticeship programs and said pre-apprenticeship and K-14 programs should provide exposure to aerospace careers for students. Dr. Moore pointed out that the Maryland Community Colleges network created a great example when they developed cyber ranges throughout the state and the aerospace industry should consider something similar. He also noted that any effort would require significant support from all stakeholders in the region.

Mr. Jacob mentioned that the current generation of youth seems to place a lower priority on formal college education, he suggested MATC should capitalize on that trend to amplify recruitment into aviation mechanic capability sets. He also noted that RocketLab is currently building the Neutron rocket with significantly fewer people than the Titan rocket required more than 50 years ago at the same location. While rocket manufacturing from the late fifties employed a large number of people from a variety of skillsets, current rocket manufacturing requires fewer people with higher skillsets. Dr. Brown mentioned that we have a large skilled workforce in Maryland but that capability is not always recognized nationally and soft skills are also important.

Ms. Brophy then gave a brief review of efforts made by the work stream focused on developing public private partnerships. She noted that Maryland has historically relied heavily on federal partnerships and federal installations can’t be the only demand signal for employment in the state. She also mentioned that employment ecosystems within the state don’t seem to be well connected and are siloed. She highlighted that this workstream may benefit by leveraging existing work of other state commissions.

Ms. Uzzell provided an update on efforts related to the marketing workstream. She mentioned that it would be beneficial to bring large events to the state that have a focus on aviation, aerospace or technology. She mentioned that her organization, the National Society of Black Engineers, is bringing their annual conference to Baltimore in March and she invited all commissioners to attend that conference. She also noted that she would coordinate efforts with the Commerce marketing team to leverage joint efforts as required. Ms. Brophy mentioned that she has had conversations with the AIAA organization about hosting a Maryland booth on the tradeshow floor for the Ascend conference taking place in Washington, DC, May 19-21, 2026 and Dr. Moore mentioned that the Sea, Air and Space show will be taking place in April at National Harbor.

Dr. Moore provided an update on the efforts related to the establishment of Aerospace Technology Zones (ATZ) throughout Maryland. He mentioned that he has been in touch with economic development organizations and regional airports from around the state and he has gotten consistent feedback that they would like to receive equal attention and funding opportunities. He mentioned that he heard repeatedly that the regions, especially those further away from Baltimore, felt they weren't kept in the loop regarding planning and changes taking place at the state level. Dr. Moore then reviewed the SMART proposal concepts and discussed synergies that are present statewide and constraints that are present between disparate regions.

Public Comments

Dr. Moore opened up the floor for comments from the public in attendance.

Sara Horta, Maryland Economic Development Corporation: Ms Horta offered congratulations to the team from NASA Goddard for their recent completion of the Nancy Grace Roman Telescope. She mentioned that the accomplishment is a great story for Maryland and should be promoted widely. Dr. Simmons mentioned the development of the Dragonfly aircraft is also important to note. Dr. Braun mentioned that 2 of the 3 major science efforts taking place at NASA are being worked on in Maryland. He noted that technology and autonomy are the future and logistics and transportation are key to the capabilities in Maryland.

Katherine Gaulke, PTX: Ms. Gaulke mentioned that the tax situation in Maryland is the biggest barrier to bringing companies to the state. She asked how we can set aside funding to promote specific companies and encourage growth in the sector. Ms. Duray mentioned that we don't analyze specific industries but we understand the message and are working with partner organizations to define benchmarking.

Rodolfo Lavaque, TPM: Mr. Lavaque said that he has an extensive background working at Goddard Space Flight Center and with his company in Montgomery County. He mentioned that his organization is a "poster child" aerospace company in Maryland and he volunteered his assistance to help with the efforts to enhance the aerospace industry in Maryland

Josh Headley, Baltimore Polytechnic Institute: Mr. Headley relayed that he's a high school teacher in Baltimore and has noticed that the 3 prime aerospace contractors have pulled back recently from engaging with local schools. He noted that industry needs to provide a clear pathway from high school to employment for their organizations. Students need direct access to the industry to understand the opportunities that are available. Ms. Lam mentioned that she invited the 2 members of the public from Baltimore Polytechnic Institute to hear their perspectives on workforce development for the aerospace industry in the state. She noted the life sciences industry seems to have extensive inroads in Maryland schools, but she doesn't see the same with aerospace.

Christiano Marchiori, Colonel USAFR (ret), Baltimore Polytechnic Institute: Col Marchiori noted that there are 3 primary programs at Poly that support aerospace engineering training: robotics, autonomy and rocketry. He also mentioned that they encourage their students to seek apprenticeships. Dr. Brown mentioned that MATC will need to coordinate with the Maryland Department of Labor and would like to partner with Baltimore Polytechnic Institute on outreach and bridging the gap between high school and industry.

Dennis Lee, Vortex Space Systems: Mr. Lee noted that his company received an 18 month grant from Montgomery County for technology development and he used the talent acquisition company, Handshake, to find applicants for apprenticeships. He said he was able to bring in 3

qualified local candidates quickly. He said he believes if a company wants to promote their brand in Maryland they have to get on stage and speak to possible future employees to increase awareness.

Closing Remarks and Next Steps

Dr. Moore provided a quick summary of the discussion that took place during the meeting, emphasized that the work of the commission is ongoing and asked for the continued participation of the commissioners. He mentioned that a lot has been accomplished by the commission in the first year and invited all members of the commission and the audience to the happy hour following the meeting sponsored by the Maryland Aerospace Alliance.

The meeting was adjourned at 2:55 pm