



Maryland Aerospace and Technology Commission

FY2026 Annual Report

Respectfully submitted by

Maryland Department of Commerce
401 East Pratt Street
Baltimore, MD 21202

October 1, 2026

Introduction

The Maryland Aerospace and Technology Commission (MATC) was established by Senate Bill 516 and House Bill 685 during the 2024 Maryland General Assembly session. The legislation was enacted as Chapters 623 and 622, Acts of 2024, and approved by Governor Wes Moore on May 9, 2024. The Commission became effective October 1, 2024.

MATC resides within the Maryland Department of Commerce. Its statutory purpose is to promote innovation in space exploration and commercial aerospace opportunities, including the integration of the space, aeronautics, and aviation industries into Maryland's economy. The Commission is also charged with strengthening Maryland's position in civil, commercial, and military aerospace research and development; supporting workforce training and aerospace-related educational opportunities; advancing public-private partnerships; and designating Aerospace and Technology Zones.

The Commission was directed to develop a strategic plan for the promotion of space, aeronautics, and aviation economic development in the State, which it accomplished in 2025. The strategic plan, and subsequent annual updates, must identify potential projects that further the Commission's purposes and, for each project, provide an estimated total cost and an assessment of available external funding sources. On or before October 1 each year, the Commission must submit an annual report to the Governor, the Maryland Economic Development Commission, and the General Assembly.

This Fiscal Year 2026 Annual Report covers Commission activities conducted from July 1, 2025 through June 30, 2026. It also provides an annual update to the Commission's strategic direction, identifies potential implementation projects, and assesses prospective funding pathways.

During the 2026 legislative session, the Maryland General Assembly enacted House Bill 640, which was signed into law as Chapter 171 and took effect July 1, 2026. The legislation revised the Commission's strategic planning responsibilities by replacing the requirement to update the strategic plan annually with a requirement to update the plan at least once every five years. The Commission remains responsible for reporting annually on its activities and must now provide an update on progress in implementing the strategic plan. This annual report continues to include a current copy of the strategic plan.

Chapter 171 also modified the Commission's composition. The legislation removed the designated ex officio seats for the National Oceanic and Atmospheric Administration and the Federal Bureau of Investigation. It also expanded the Governor-appointed industry membership from one to two representatives of the Maryland aerospace manufacturing community and from one to two representatives of the aerospace technology industry. These changes broaden the Commission's private-sector representation as it moves from initial strategy development toward implementation, partnership development, and measurable progress. Recruitment for these new Commission seats is currently underway.

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Commission Composition (as of 30 June 2026)

Commission Chair:

Dale Moore, EdD President, Southern Maryland Navy Alliance

Commission Vice Chair:

Georgie Brophy Board Member, Maryland Space Business Roundtable

Standing Members:

Barbara Lam CFO / VP, Association of Universities for Research in Astronomy
Ryan Gerard President Emeritus, Goddard Contractors Association
Robert Braun, PhD Space Exploration Sector Head, Johns Hopkins University Applied Physics Lab
Jennifer Lotz, PhD Director, Space Telescope Science Institute
Charles Ichoku, PhD Director, GESTAR II, University of Maryland-Baltimore County
Alison Flatau, PhD Chair, Department of Aerospace Engineering, University of Maryland-College Park
Harry Coker Jr. Secretary, Maryland Department of Commerce

Appointed Members:

Janeen Tracy Uzzell^ CEO, National Society of Black Engineers
Cedric Jacob# Director of Operations, Space Structures Complex, Rocket Lab
Willie Brown,* PhD Vice Provost for Faculty Affairs, University of Maryland-Eastern Shore

Ex-Officio Non-Voting Members:

Alonzo Washington Prince George's County, Maryland General Assembly – Senate
Mark Chang Anne Arundel County, Maryland General Assembly – House
Pending Determination NASA Goddard Space Flight Center
Declined participation Federal Bureau of Investigation
Declined participation National Oceanic and Atmospheric Administration

Appointment expires 10/1/2028
^ Appointment expires 10/1/2030
* Appointment expires 10/1/2029

Summary of Fiscal Year 2026 Commission Activities

During FY2026, MATC transitioned from development of its initial strategic plan to preliminary implementation planning. The Commission’s activities focused on the following priorities:

1. Organizing five workstream subcommittees to advance the principal elements of the FY2025 Strategic Plan;
2. Identifying preliminary projects and implementation concepts related to research and development, education and workforce, public-private partnerships and investment, Aerospace and Technology Zones, and strategic communications;
3. Engaging aerospace businesses, federal agencies, universities, economic development organizations, and State partners regarding Maryland’s aerospace assets, needs, and opportunities;
4. Examining models used by other states to finance, organize, and promote aerospace economic development;

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5. Advancing statutory and budgetary recommendations intended to strengthen the Commission's implementation capacity; and
6. Evaluating existing and emerging State funding pathways that could support aerospace commercialization, workforce development, infrastructure, and business growth.

The Commission held five public meetings during FY2026. The meetings supported information exchange, implementation planning, legislative engagement, and collaboration among industry, government, academia, and economic development organizations.

Discussions included research-funding opportunities, aerospace workforce pathways, private investment, technology commercialization, regional Aerospace and Technology Zones, NASA small-business priorities, rapid growth opportunities within the Patuxent River and Eastern Shore aerospace ecosystems, strategic marketing, competitor-state programs, and the administrative capacity needed to implement the Commission's strategic plan. Because MATC operated without a dedicated program budget, it also focused on the strategic relationships and interdependencies needed to advance projects through existing State and federal programs, partner resources, in-kind contributions, and coordinated action among government, industry, academia, economic development organizations, and community partners.

During FY2026, the Commission began developing three related implementation concepts: a strategic opportunity-awareness capability to identify and distribute funding, procurement, partnership, and market intelligence; an aerospace investor summit; and a statewide aerospace ecosystem mapping effort to document Maryland companies, research organizations, facilities, and specialized capabilities. Together, these concepts would improve strategic awareness, connect disparate assets, and provide the information needed to target future partnerships and investment.

Full meeting minutes are provided in **Appendix A**.

MATC Meetings Held During Fiscal Year 2026

1. **July 22, 2025** (Genesis Engineering Solutions, Lanham)
2. **September 30, 2025** (Baltimore World Trade Center, Baltimore)
3. **December 16, 2025** (Baltimore World Trade Center, Baltimore)
4. **February 25, 2026** (Historic Inns of Annapolis, Annapolis) in coordination with Maryland Aerospace Day
5. **April 28, 2026** (Baltimore World Trade Center, Baltimore)

Principal Meeting Themes

July 22, 2025: Maryland Economic Development Corporation (MEDCO) and Maryland Technology Development Corporation (TEDCO) capabilities; DefTech and Federal Lab Leveraging Innovation to Products (FLLIP); aerospace investment; competitor-state commission models; research-funding opportunities; and development of regional Aerospace and Technology Zones.

September 30, 2025: Finalization and implementation of the FY2025 Strategic Plan; organization of workstreams; and identification of near-term Commission priorities.

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December 16, 2025: Maryland Department of Commerce aerospace marketing; presentation of preliminary workstream action plans; SMART Aerospace Hub implementation concepts; and regional Aerospace and Technology Zone development.

February 25, 2026: Maryland Aerospace Day and legislative engagement; synergies with Maryland Aviation Administration; NASA Headquarters small-business priorities; commercialization and supply-chain needs; and status of Commission initiatives.

April 28, 2026: Legislative-session developments; status of SB 867; workstream and partner updates; and consideration of next-stage implementation priorities.

Letter from the Chair

Governor Moore, Members of the General Assembly, and Fellow Marylanders:

Today, the aerospace and space sectors are at an inflection point and are poised for rapid growth and development. The global space economy alone is projected to grow from approximately \$630 billion in 2023 to \$1.8 trillion by 2035¹, driven increasingly by space-enabled communications, navigation, Earth observation, advanced technologies, and services that support nearly every sector of the economy.

National-security investment is also expected to create significant aerospace opportunities. The President's FY2027 national defense budget request proposes \$1.45 trillion in total resources, an increase of approximately 44 percent over the FY2026 enacted level², including more than \$74 billion for drone and counter-drone technologies and more than \$75 billion for military space capabilities³. While Congress will determine final funding levels, the direction of federal investment aligns closely with Maryland's strengths.

As new technologies and capabilities continue to emerge at ever-increasing rates, the national defense and commercial aerospace sectors face both an unprecedented opportunity and an urgent challenge to adapt, integrate, and deploy these capabilities at pace and at scale.

Maryland has a unique opportunity given its formidable assets and capabilities to become America's clearly recognized premier aerospace and technology state. We have world-class and world-unique federal laboratories and military installations, leading universities and research institutions, an exceptional small business foundation, a K-20 end-to-end talent pipeline and an innovation and mission-driven workforce across aerospace, defense, cyber, autonomy, and advanced technologies that few states can match.

The Maryland Aerospace & Technology Commission (MATC) was established to help translate Maryland's extraordinary capabilities into a dynamic and highly interdependent innovation ecosystem focused on sustained economic development and growth. This is designed to result in creating high-value jobs, unleashed entrepreneurship, breakthrough research and discovery, and advanced research and technologies that foster greater national and global competitiveness. During FY2026, our focus has been clear: **move from identifying strategic opportunities and characterizing Maryland's extraordinary potential to executing a portfolio of well-targeted strategies that build on our strengths and leverage emerging opportunities to unleash our full potential.**

That means connecting and synergizing our geographically dispersed and technologically diverse assets, developing our innovation ecosystem, creating new opportunities and expanding markets, accelerating commercialization and scaling, and expanding access to resources and capital for Maryland innovators. Maryland's extraordinary talent and advanced capabilities are our secret sauce. Building our workforce of the future requires relevant education and training access at all levels for AI, autonomy, quantum, cyber, advanced manufacturing, and next generation space and aerospace systems. Strengthening our industrial base and infrastructure surrounding our state, federal and military installations provides the foundations for

¹ World Economic Forum and McKinsey & Company, *Space: The \$1.8 Trillion Opportunity for Global Economic Growth* (Geneva: World Economic Forum, April 2024), <https://www.weforum.org/publications/space-the-1-8-trillion-opportunity-for-global-economic-growth/>

² U.S. Department of War, *Overview: Fiscal Year 2027 Department of War Budget* (Washington, DC: U.S. Department of War, April 20, 2026), 1-2–1-3,

https://comptroller.war.gov/Portals/45/Documents/defbudget/FY2027/FY2027_Budget_Request_Overview_Book.pdf

³ U.S. Department of War, "Department of War Releases the President's Fiscal Year 2027 Budget," April 21, 2026, <https://www.war.gov/News/Releases/Release/Article/4466038/departments-of-war-releases-the-presidents-fiscal-year-2027-budget/>

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sustained growth. And leveraging advanced technology transfer to and from the commercial sector will help to ensure that the most promising technologies become Maryland-based products and services employing Marylanders.

The competitive landscape is moving quickly. Other states and nations are acutely aware of the aerospace opportunities and are investing aggressively to capture the industries, talent, infrastructure, and supply chains that will define the next generation of economic and national security leadership.

FY2026 also demonstrated how quickly Maryland's existing advantages can erode. Goddard Space Flight Center's Maryland-based civil-service workforce declined by approximately 34 percent⁴ amid federal workforce reductions, deferred resignations, hiring restrictions, contractor disruption, facility consolidation, and uncertainty surrounding proposed science reductions and changing mission priorities. Although Congress ultimately preserved NASA's FY2026 funding at approximately prior-year levels, lost expertise and institutional capacity cannot be quickly rebuilt. Maryland must act to retain and redeploy this talent and protect the scientific and engineering base that supports both national missions and commercial growth.

Maryland cannot afford to lose more ground while aerospace and space technologies accelerate and competitors invest to capture the next wave of talent, missions, and markets.

Our challenge now is follow-through execution.

We must align and synergize state government, industry, academia, federal partners, investors, and communities around our ambitious priorities. We must retain acute strategic awareness, remove barriers and obstacles that slow innovation, streamline and accelerate technological development, and promote a climate and culture of fierce competitiveness. We must invest where Maryland has a genuine competitive advantage as well as partner with those that we can best leverage for meaningful win-win outcomes. And we must measure success not simply by programs launched or dollars spent, but by **companies created, technologies commercialized, private capital attracted, federal investment leveraged, jobs generated, and industries grown.**

The Commission's FY2026 recommendations are therefore not simply a vision for Maryland. They are a call to action to lead the way to the future.

Maryland has the talent. We have the institutions. We have the technology. We have the mission. We have the urgency of the moment.

Now we must lead our intrinsic advantages into the most tangible outcomes.

Working together—with urgency, discipline, and purpose—we can make Maryland a national model for how aerospace and advanced technology can strengthen our economy, our communities, and our national security.

The opportunity is ours. **The time to lead is now.**

Respectfully,

Dale L. Moore

Chair

Maryland Aerospace & Technology Commission

⁴ U.S. Government Accountability Office. *NASA: Assessments of Major Projects*. GAO-26-108556. July 23, 2026. <https://files.gao.gov/reports/GAO-26-108556/index.html>

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MATC in 2026 - From Strategy Development to Implementation

FY2025 Strategic Foundation

The FY2025 Strategic Plan established the SMART Aerospace Hub as the organizing framework for Maryland's aerospace economic-development strategy. The framework reflects the State's ability to support aerospace systems and missions across the full development cycle, from research and design through manufacturing, testing, launch, flight operations, and commercialization.

The SMART framework organizes Maryland's capabilities into five interconnected domains:

- **Systems and Missions:** Maryland's ability to support complete aerospace missions through research, systems engineering, design, integration, testing, operations, and mission support.
- **Materials and Manufacturing:** Advanced materials, composites, precision manufacturing, resilient systems, and the specialized production capabilities needed by aerospace and defense markets.
- **Autonomy:** Artificial intelligence, robotics, uncrewed systems, advanced air mobility, and autonomous technologies operating across air, land, sea, and space environments.
- **Resilient Navigation:** Positioning, navigation and timing, quantum technologies, communications, sensors, flight systems, and other capabilities required to operate in complex or contested environments.
- **Talent:** Maryland's end-to-end aerospace workforce pipeline, including universities, community colleges, K-20 programs, apprenticeships, incumbent-worker training, military and federal talent, and career pathways for emerging technologies.

The SMART Aerospace Hub is not envisioned as a single physical location. It is a statewide network intended to connect Maryland's regions, institutions, infrastructure, companies, and workforce into a more visible and coordinated aerospace ecosystem. The framework is designed to promote research and innovation, and recognizes that Maryland's competitive advantage rests in the combined strength of its assets rather than in any single facility or geographic area.

The FY2025 Strategic Plan also established a tiered implementation approach based on available resources. At the lowest investment level, the Commission would continue convening stakeholders, collecting baseline information, monitoring the market, and producing required reports. Moderate investment would allow Maryland to establish management capacity, improve economic and competitive analysis, undertake pilot programs, expand marketing, and support initial industry and educational initiatives. Higher investment would enable more substantial infrastructure, workforce, commercialization, business-attraction, and private-capital initiatives.

This tiered framework remains useful because it distinguishes activities that can begin through coordination and existing resources from those that require dedicated appropriations, new authorities, or significant outside investment. It also reinforces an important principle of the strategy: State resources should catalyze federal, private, local, and institutional investment rather than replace it.

*Maryland Aerospace & Technology Commission Annual Report – October 1, 2026***FY2026 Implementation Approach**

Following submission of the FY2025 Strategic Plan, the Commission organized five workstream subcommittees to convert the plan's broad objectives into potential initiatives and implementation steps:

1. Research and Development Funding;
2. Education and Workforce;
3. Public-Private Partnerships and Investment;
4. Aerospace and Technology Zones; and
5. Marketing and Strategic Communications.

The workstreams brought together commissioners, Maryland Department of Commerce staff, businesses, universities, research institutions, economic development organizations, and other subject-matter experts. Their charge was to identify priority needs, relevant stakeholders, potential projects, implementation partners, required resources, and measures of success.

The Research and Development Funding Workstream examined how Maryland could improve awareness of aerospace research activity and funding opportunities. Its preliminary concepts included an R&D opportunity-awareness network, an aerospace innovation hub, an aerospace and technology incubator, corporate and philanthropic research partnerships, and benchmarking of successful research and commercialization models in other states. The workstream also recognized the need to connect research more deliberately to commercialization and private investment.

The Education and Workforce Workstream considered how Maryland could create clearer pathways into aerospace careers and prepare workers for emerging technologies. Preliminary concepts included a statewide registered apprenticeship framework, related instructional pathways, pre-apprenticeship and K-20 aerospace exposure, incumbent-worker upskilling, and coordination among regional workforce programs. The workstream emphasized that Maryland's aerospace workforce includes engineers and scientists as well as technicians, mechanics, manufacturers, operators, cybersecurity professionals, and other specialized occupations. The workstream appreciates the need to develop both the capabilities and capacities necessary for economic development.

The Public-Private Partnerships and Investment Workstream explored mechanisms to attract capital, connect companies with investors, and reduce Maryland's dependence on federal demand. Concepts included a Maryland Aerospace Investor Summit, a statewide aerospace consortium, commercialization and entrepreneurial training, partnerships with the MEDC and TEDCO, and grantmaking or strategic investment capacity. The workstream also considered how Maryland's business environment and economic development tools compare with those of states that make significant aerospace investments.

The Aerospace and Technology Zones Workstream examined how Maryland could connect regional aerospace concentrations into a statewide innovation ecosystem. Its work identified regional strengths associated with Central Maryland, Western Maryland, Southern Maryland, and the Eastern Shore. Proposed activities included capability inventories, regional needs assessments, local economic development coordination, site-readiness investments, infrastructure improvements, workforce programs, and networks connecting businesses, federal facilities, universities, airports, and communities.

The Marketing and Strategic Communications Workstream considered how Maryland could communicate its aerospace strengths more consistently. Its work emphasized the need for a recognizable statewide

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aerospace identity, stronger economic and industry data, coordinated participation in aerospace events, and a common set of messages that commissioners and partners could use to represent Maryland. The workstream also recognized the importance of communicating specific capabilities and results rather than relying on general promotional claims.

The workstream plans represented preliminary implementation concepts. They did not constitute funding decisions or commitments to complete every proposed activity. They provided a starting point for further project definition, cost development, partner engagement, and prioritization.

Several common needs emerged across the workstreams:

- A statewide inventory of aerospace organizations, facilities, programs, and capabilities;
- A reliable system for distributing research, contracting, investment, and partnership opportunities;
- Dedicated staff capacity to coordinate projects and maintain continuity;
- Better information about the economic impact of Maryland’s aerospace sector;
- Stronger connections among federal, commercial, academic, and regional participants;
- Clearer pathways from research to commercialization;
- Greater access to private capital;
- Targeted workforce programs linked to industry demand;
- More coordinated business attraction, retention, and marketing; and
- Consistent project costs, performance measures, and accountability mechanisms.

These shared needs helped the Commission refine its priorities. **They also demonstrated that many of Maryland’s aerospace challenges are not caused by an absence of assets. Instead, the challenges frequently arise from fragmentation, limited implementation capacity, incomplete data, and the absence of dedicated tools for converting aerospace strengths into sustained commercial growth.**

Changes in the Operating Environment

The environment surrounding Maryland’s aerospace economy continued to change during FY2026. Federal budget uncertainty, workforce changes, and evolving mission priorities created significant concerns for federal employees, contractors, research institutions, and communities that depend on federal aerospace activity. These developments were particularly important for the NASA Goddard Space Flight Center ecosystem and the businesses and institutions that support its missions.

Federal aerospace missions remain central to Maryland’s economy and national role. At the same time, the Commission’s work reinforced the need to expand commercial opportunities, attract private investment, and help federal contractors reach additional civil, defense, intelligence, and commercial customers. Commercial diversification can help Maryland retain specialized companies and workers even as individual federal programs, contracts, and organizational structures change.

The national aerospace market also continued to expand into fields that align closely with Maryland’s capabilities. These include autonomous systems, artificial intelligence, advanced manufacturing, resilient communications and navigation, commercial space systems, advanced air mobility, and dual-use technologies. Federal agencies increasingly seek technologies that can move more quickly from research into operational use, while commercial firms require access to specialized talent, testing infrastructure, manufacturing capabilities, and capital.

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Competition among states has intensified alongside this growth. States with established aerospace sectors have created dedicated commissions, investment funds, grant programs, infrastructure authorities, business incentives, research partnerships, and marketing organizations. These tools allow competing states to respond quickly when companies consider where to locate facilities, conduct testing, expand manufacturing, or commercialize new technologies.

Maryland cannot assume that companies and economic activity will remain in the State solely because federal facilities, research institutions, or technical talent are already present. Aerospace companies increasingly evaluate the full package a state can offer, including investment leverage, infrastructure, workforce programs, permitting and site readiness, access to customers and facilities, and visible support from senior State leadership.

FY2026 also produced new opportunities. The General Assembly established Maryland's Future Board and Maryland's Future Fund to support long-term economic planning and projects involving robotics, automation, artificial intelligence, advanced manufacturing, data aggregation, and other disruptive technologies. These priorities overlap substantially with the MATC's strategy. The new Board and Fund may provide a pathway for advancing aerospace projects that contribute to Maryland's economic strength and resilience, subject to the Board's planning and recommendation process and future State appropriations.

Several statutory and funding concepts aligned with the Commission's strategy were reflected in Senate Bill 867, introduced by Senator Alonzo Washington, an ex officio member of the Commission. The bill passed the Senate but did not receive final consideration in the House of Delegates. The bill would have expanded MATC's responsibilities and industry representation, required the appointment of an Executive Director, and authorized grants supporting aerospace technology, research, workforce, and infrastructure. Although the bill did not receive final passage, its unanimous approval by the Senate demonstrated support for strengthening Maryland's aerospace implementation capacity.

Taken together, these developments confirmed the continued relevance of the FY2025 Strategic Plan while sharpening its implementation priorities. Maryland's immediate challenge is not to develop another broad strategy. It is to select a limited number of high-value projects, assign clear ownership, establish realistic costs and outcomes, identify public and private funding, and provide the administrative capacity required to execute them.

The Commission's FY2026 work established the foundation for that next phase. The sections that follow describe the workstream concepts, partnerships, legislative activity, proposed projects, and funding pathways that can support Maryland's transition from aerospace potential to sustained economic growth.

Workstream Progress and Implementation Concepts

During FY2026, the Commission organized five workstreams to translate the MATC Strategic Plan into potential initiatives: Research and Development Funding; Workforce Education, Training and Development; Public-Private Partnerships and Investment; Aerospace and Technology Zones; and Marketing and Strategic Communications. The workstreams brought together commissioners, State agencies, educational institutions, economic development organizations, and industry representatives. Workstream membership, available action plans, and supporting materials appear in Appendix B.

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The workstreams identified the following implementation concepts:

- **Research and Development Funding:** Improve awareness of federal, State, philanthropic, and private funding opportunities; strengthen connections among research institutions and industry; map Maryland’s aerospace research capabilities; and explore an aerospace innovation hub or incubator.
- **Workforce Education, Training and Development:** Inventory aerospace education and training programs; strengthen pathways from K-12, community colleges and graduate education into aerospace careers; explore registered apprenticeships; and align curricula and credentials with employer needs in advanced manufacturing and emerging technologies.
- **Public-Private Partnerships and Investment:** Increase engagement with private investors and corporate partners; explore an aerospace investor summit; evaluate potential grant and co-investment mechanisms; and improve coordination among industry, universities, federal laboratories, and State economic development organizations.
- **Aerospace and Technology Zones:** Organize Maryland’s geographically dispersed aerospace assets into a connected statewide network; document regional capabilities and infrastructure needs; engage county economic development organizations and anchor institutions; and develop tools for assessing regional readiness and identifying investment priorities.
- **Marketing and Strategic Communications:** Coordinate with existing State marketing resources; improve the external and internal visibility of Maryland’s aerospace capabilities; expand the Commission’s presence at industry events; and equip commissioners and partners to serve as ambassadors for Maryland’s aerospace sector.

These concepts remain subject to further development, resource availability, and Commission action. They provide a framework for moving from strategic planning toward defined projects, partnerships, performance measures, and funding proposals during FY2027. More detailed descriptions, including proposed activities and potential measures of completion, appear in Appendix B.

Partners and Ecosystem Engagement

During FY2026, the Commission expanded its engagement with organizations that fund, regulate, conduct, support, and commercialize aerospace activity in Maryland. Commission meetings provided a forum for exchanging information with federal agencies, State agencies, research institutions, educational organizations, local economic development partners, industry associations, and private companies. Presentations and discussions included representatives of NASA, the Maryland Aviation Administration, the Maryland Advanced Air Mobility Council, TEDCO, MEDCO, the Maryland Space Grant Consortium, the Maryland Manufacturing Extension Partnership, the Maryland Department of Commerce marketing team, local economic development organizations, and aerospace employers. Full descriptions of these engagements appear in the meeting minutes in Appendix A.

Beyond formal Commission meetings, the Chair, Vice Chair, and other commissioners expanded MATC’s outreach through panel appearances, speaking engagements, and participation in aerospace, technology, economic development, and industry events across Maryland and at national gatherings such as ASCEND. These appearances increased awareness of MATC’s strategy, highlighted Maryland’s aerospace capabilities, and helped develop relationships with prospective industry, research, investment, workforce, and advocacy partners.

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The Commission also began mapping the broader aerospace ecosystem to better understand the role each partner plays and identify connections that could strengthen statewide implementation. The analysis grouped participants according to several complementary functions:

- setting policy and strategic direction;
- attracting and supporting businesses at the State and local levels;
- educating and training the workforce;
- conducting research, testing, and technology validation;
- designing, manufacturing, and delivering aerospace products and services;
- anchoring federal missions and research activity;
- providing public, private, and institutional capital; and
- convening, advocating, and connecting organizations across the sector.

The mapping exercise reinforced that Maryland possesses substantial aerospace assets, but their value depends on effective connections among research organizations, employers, educational institutions, investors, federal mission partners, and State and local economic development programs. It also identified opportunities to strengthen Maryland's participation in national aerospace policy and industry forums.

Building on the analysis initiated during FY2026, the Commission will continue refining the ecosystem map and identifying the relationships most important to implementation. Priority connections include linking research capabilities with commercialization partners, aligning education and training with employer demand, connecting aerospace businesses with capital and State programs, engaging local economic development organizations in regional aerospace initiatives, and strengthening coordination with Maryland's federal mission anchors.

Legislative Developments and Continuing Recommendations

The Commission did not adopt a formal legislative or budget agenda for the 2026 legislative session. However, the findings and recommendations contained in the FY2025 MATC Strategic Plan helped inform a broader ecosystem discussion about the policy, administrative, and investment tools needed to strengthen Maryland's aerospace sector.

Advocacy during the 2026 legislative session was led principally by ex officio member Senator Alonzo Washington, the Maryland Aerospace Alliance, industry organizations, individual commissioners acting in their personal or organizational capacities, and other volunteers from across Maryland's aerospace ecosystem. Senator Washington provided essential leadership by sponsoring Senate Bill 867 and working with stakeholders to translate sector needs into proposed legislation. The bill advanced through the Senate but did not complete consideration in the House of Delegates before the conclusion of the session. Its progress nevertheless elevated aerospace issues within the General Assembly and helped clarify areas for continued discussion, including Commission capacity, industry representation, strategic investment, and implementation authority.

MATC contributed by providing a public forum in which commissioners and stakeholders could discuss these issues, receive legislative updates, and connect the proposed actions to the Commission's strategic plan. The Commission recognizes and appreciates the substantial time and expertise contributed by the advocates and volunteers who advanced this work.

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Status of FY2025 Recommendations

The following table summarizes the status of recommendations included in the FY2025 annual report. It is intended to document how those recommendations developed through legislative, administrative, budgetary, and broader ecosystem activity.

<i>FY2025 Recommendation</i>	<i>FY2026 Status</i>
<i>Strategic planning cadence</i>	Achieved via Chapter 171, Acts of 2026, which continues to require the annual report to include a current copy of the strategic plan. The plan itself now needs to be updated only once every five years.
<i>Grantmaking authority</i>	A conversation was started in the General Assembly through SB 867, which would have authorized competitive grants for technology, research, workforce, and infrastructure projects. Not enacted.
<i>Rebranding authority</i>	May be reconsidered as part of future Commission modernization.
<i>Competitive authorities for federal tenancy</i>	Retaining and attracting federal missions remains a strategic economic development concern.
<i>Expanded industry representation</i>	A conversation was started in the General Assembly through SB 867, including additional representation from aerospace technology and commercial space companies. Not enacted.
<i>Aerospace zones and subcommittees</i>	Existing law already authorizes advisory committees and requires the Commission to designate Aerospace and Technology Zones. During FY2026, MATC organized five workstreams and identified five regional aerospace areas.
<i>Aerospace expenditure tracking</i>	A consistent mechanism for identifying State aerospace investments remains important for accountability and economic impact analysis.
<i>Executive visibility and alignment</i>	Addressed operationally through Commerce coordination and submission of Commission priorities for consideration by the Office of the Governor.
<i>Public-private partnerships and federal facility access</i>	The Commission examined consortium, innovation-hub, and facility-access models as well as a Venture Capital Summit for Maryland Aerospace.
<i>Innovation and matching funds</i>	Remains a continuing priority. The Commission examined how existing State programs and future aerospace-specific resources could leverage federal and private investment.

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Dedicated staff support	A conversation was started in the General Assembly through SB 867's Executive Director requirement. The revised fiscal note estimated an FY2027 cost of approximately \$144,900 for the position. Not enacted. Department of Legislative Services fiscal and policy note
Dedicated aerospace program line	Submitted for continued executive and budget consideration. No stand-alone aerospace program line was established during FY2026.
Maryland Aerospace Growth Fund	Grantmaking and investment concepts were socialized with the General Assembly by the introduction and Senate passage of SB 867, but a dedicated fund was not established.

Several issues identified in the FY2025 report remain relevant to the implementation of Maryland’s aerospace strategy. The following recommendations reflect areas in which the Commission, State agencies, policymakers, and ecosystem partners may continue developing practical approaches. Advancement of any recommendation will depend on further Commission consideration and the applicable legislative, administrative, or budgetary process.

Areas for Continued Consideration

Following the initial strategic implementation planning efforts in December 2025 and the 2026 legislative session, the Commission continued advancing the administrative, policy, and investment priorities identified in its strategic plan and prior recommendations to the Maryland General Assembly. Through the Maryland Department of Commerce, the Commission developed and submitted three concepts for consideration through the State’s legislative and budget development processes:

- **Administrative modernization and management:** Establish dedicated executive-level capacity to coordinate Commission activities, support implementation of the strategic plan, strengthen cross-agency collaboration, maintain strategic and market intelligence, and provide continuity between Commission meetings.
- **Membership and reporting modernization:** Update the Commission’s membership to increase representation from Maryland’s federally-funded and commercial aviation, aeronautics, aerospace, and technology industries, while revising the strategic planning cycle to place greater emphasis on implementation and annual progress reporting.
- **Aerospace strategic investment:** Create a dedicated investment mechanism to support projects that expand Maryland’s aerospace infrastructure, capabilities, commercialization activity, and economic competitiveness. The concept emphasized coordination with existing State programs and the use of public investment to attract and leverage additional federal and private resources.

Several elements of these concepts required consideration through the State budget process in addition to, or instead of, statutory action. The Commission’s role was to identify strategic needs, develop actionable concepts, and communicate those priorities through the established departmental process. Decisions concerning the form, timing, funding, and advancement of individual proposals rest with the Governor, the General Assembly, and the agencies responsible for administering the State budget.

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Together, the three concepts demonstrate the Commission's continuing focus on building the organizational capacity, industry representation, and investment tools needed to move Maryland's aerospace strategy from planning toward sustained implementation.

FY2026 Strategic Plan Updates

The Commission adopted its first strategic plan in October 2025. During the remainder of FY2026, the Commission shifted from initial strategy development toward implementation planning. Five commissioner-led workstreams translated the strategic plan into preliminary action plans addressing research and development funding; workforce education and training; public-private partnerships and investment; aerospace and technology zones; and marketing and strategic communications.

This work affirmed the strategic plan's central vision of positioning Maryland as a nationally competitive SMART Aerospace Hub built around the State's strengths in Systems and Missions, Materials and Manufacturing, Autonomy, Resilient Navigation, and Talent. It also reinforced the plan's guiding principles: leverage Maryland's federal anchors, accelerate innovation, support dual-use and high-growth technologies, invest in people, connect regional assets, and use State resources to attract additional federal and private investment.

The Commission does not propose a fundamental change to the strategic direction established in October 2025. Instead, this update establishes an implementation framework for FY2027 that emphasizes achievable near-term products while continuing to develop the organizational capacity and investment mechanisms required for larger initiatives.

Potential Project Portfolio

Based on the work completed during FY2026, the Commission identified the following implementation priorities for FY2027:

1. **Strengthen implementation capacity.** Continue pursuing dedicated executive and administrative support, improved strategic intelligence, and the management capacity needed to coordinate projects and partnerships between Commission meetings.
2. **Demonstrate progress through visible deliverables.** Complete a focused set of products that can be developed using commissioner participation, partner contributions, and existing State resources. Proposed deliverables include an aerospace funding-opportunity digest, an initial ecosystem database, a statewide education and training inventory, an aerospace and technology zone assessment, and improved public-facing communications.
3. **Expand access to capital and commercialization support.** Pilot a streamlined Maryland Aerospace Investor Summit, strengthen connections between aerospace companies and investors, and continue developing a competitive grant framework and other tools that could leverage private and federal capital. Participate as a founding member of the Commercial Space Federation's State and Local Council to expand awareness of Maryland's assets, learn from competing states best practices, and be at the forefront of commercial space economic growth.

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4. **Improve regional and statewide coordination.** Document capabilities across Maryland’s aerospace regions, engage county economic development organizations and regional anchor institutions, and connect geographically dispersed assets through a common statewide framework.
5. **Use existing programs and partnerships.** Increase aerospace participation in established State financing, workforce, manufacturing, economic development, and marketing programs. The Commission will also seek opportunities to incorporate aerospace into events and initiatives led by partner organizations.
6. **Prepare for future investment.** Develop project scopes, performance measures, administrative frameworks, and other implementation materials in advance so that the Commission and its partners can act promptly if funding becomes available.
7. **Maintain continuity and accountability.** Use a regular meeting cadence, workstream reporting, an action register, and common communications materials to track commitments and provide consistent information to policymakers, industry partners, and the public.

Conclusion

During FY2026, the Commission moved from establishing Maryland’s aerospace strategy toward implementation by organizing workstreams, expanding ecosystem engagement, developing legislative and budget concepts, and identifying a practical portfolio of potential projects. Maryland’s earlier investment in the life sciences provides a useful precedent for what successful sector development can require: sustained industry leadership, coordination of State and federal assets, professional implementation capacity, targeted investment tools, workforce development, and long-term commitment. MATC has not yet been provided with a comparable operating model, dedicated staff, or sector-specific budget. To date, commissioners, partners, and supporting State personnel have advanced this work largely through volunteer leadership, existing resources, and in-kind contributions. The life sciences experience therefore does not represent a pathway that MATC can simply replicate. Instead, it demonstrates that strong research institutions and federal assets provide a foundation, but strategy alone is insufficient. Intentional and sustained State action is necessary to translate those advantages into business formation, private investment, manufacturing, and employment.

MATC’s future priorities place Maryland on the right course by balancing achievable near-term projects with longer-term investments in leadership, market intelligence, workforce, infrastructure, commercialization, and access to capital. The opportunity is substantial, but Maryland’s ability to capture it will depend on sustained execution, strategic investment, and coordinated action.

Appendix A: FY 2026 Meeting Minutes

Tuesday, July 22, 2025

2:00 pm - 4:00 pm

Genesis Engineering Solutions, Inc.

4501 Boston Way, Lanham, MD 20706

Meeting Minutes

Commission Members in Attendance

Dale Moore, EdD [Chair]	Southern Maryland Navy Alliance
Georgie Brophy [Vice Chair]	Maryland Space Business Roundtable
Willie Brown	University of Maryland Eastern Shore
Ryan Gerard	Goddard Contractors Association
Charles Ichoku	University of Maryland Baltimore County
Makenzie Lystrup	NASA Goddard Space Flight Center
Robert Rashford	President and CEO of Genesis Engineering
Robert Braun	Johns Hopkins University Applied Physics Laboratory
Jennifer Lotz	Space Telescope Science Institute

Department of Commerce Attendees

Ricardo Benn	Deputy Secretary, Innovation and Growth
John Gilstrap	Assistant Secretary, Innovation and Growth
Ulyana Desiderio	Sr. Director, Office of Strategic Industries and Entrepreneurship
Amy Duray	Program Manager, Federal Business Relations
Colter Menke	Program Manager, Aerospace

General Public Attendees

Kim Mozingo	Maryland Technology Development Corporation
Tom Sadowski	Maryland Economic Development Corporation
Sarah Horta	Maryland Economic Development Corporation
Cynthia Simmons	NASA Goddard
Shrolles Ray	NASA Goddard
Phillina Tookes	NASA Goddard
Joseph Eimer	Maryland Space Grant Consortium, JHU
Stirling Spangler	Analytical Mechanics Associates

Welcome and Introductions

Dr. Moore called the meeting to order and welcomed everyone to Genesis Engineering. He thanked Mr. Rashford and his staff for hosting the meeting and introduced the newest commissioner, Cedric Jacob,

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Director of Operations, Space Structures Complex at Middle River, MD. He invited Dr. Jacob to introduce himself and following that completed a roll call of meeting attendees.

Review and Acceptance of April 22, 2025 Meeting Minutes

Dr. Moore asked for feedback on the minutes of the April 22, 2025 MATC meeting.

Hearing none, Dr. Moore asked for a motion to approve the minutes, which was made by Ms. Brophy and seconded by Ryan Gerard. The meeting minutes were approved unanimously.

Commerce Updates

Deputy Secretary Benn first acknowledged and thanked departing NASA Goddard Center Director Makenzie Lystrup for her leadership for the organization and partnership with Maryland Commerce and welcomed Acting Center Director, Cynthia Simmons. He expressed his desire to continue working closely with NASA Goddard through the leadership change.

Deputy Secretary Benn then provided a few updates for the work Commerce leadership have undertaken in the previous few months. He mentioned the focus the agency has put on working to increase commercial interests and investments in the State of Maryland. He also noted that for the aerospace industry specifically, an increase in capital isn't necessarily the challenge, Maryland must find a way to better announce our capabilities and assets to the nation.

Dr. Moore posed the question to Deputy Secretary Benn; "How can the Maryland Aerospace and Technology Commission be more connected with the initiatives that are taking place at the Maryland Department of Commerce as well as other initiatives taking place in Maryland agencies?" Deputy Secretary Benn mentioned that participation in the commission is one way to receive periodic updates, but that the agency will also provide introductions to other state organizations and councils as required. Assistant Secretary Gilstrap also mentioned that coordination has been taking place to engage with autonomous vehicle companies throughout the country and those conversations have been facilitated by partnerships in other state councils such as the Maryland Advanced Air Mobility Council.

Innovative Solutions to Today's Challenges

Tom Sadowski, Executive Director for the Maryland Economic Development Corporation (MEDCO) provided a presentation describing MEDCO's current efforts and ways in which MATC can utilize MEDCO for their own work.

Following the presentation, Dr. Moore asked if the development of aerospace zones would fit into MEDCO's capabilities. Mr. Sadowski confirmed that "space making" is one of the areas they focus on. Director Lystrup noted that there is a lot of interest within NASA for partnerships with higher education, commercial and other federal organizations and Mr. Sadowski mentioned that they can be used for advisory services but rely on a local partner for any project.

DefTech & FLLIP: Accelerating Maryland Innovation

Kim Mozingo, Vice President of Federal Programs for the Maryland Technology Development Corporation (TEDCO) provided a presentation describing TEDCO and more specifically DefTech and their recent pilot program Federal Lab Leveraging Innovation to Products (FLLIP). She described the history of the

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organization as well as the planned future growth which will include four new advisors to assist in emerging lighthouse industry sector expertise. The FLLIP program currently has three years of funding and is working to bring in funding from other sources to continue the efficacy of the program. Finally, Ms. Mozingo mentioned that DefTech is working to develop a large language model system that will help with the development of “DefTech Academy” as well as research and development reports to provide further assistance to Maryland companies.

Overview and Discussion of State Aerospace Consortium Models

Ms. Brophy informed the commissioners about aerospace commission and consortium models used in other states, specifically highlighting Space Florida and the Texas Space Commission.

Space Florida was established after the NASA Space Shuttle program ended. Facing a significant loss of federal funding and jobs tied to the program, Florida was compelled to seek new ways to support its aerospace industry and citizens. Ms. Brophy noted that Florida strategically invested a minimal amount of state funds into the commercial space industry, which yielded a substantial return on investment. She suggested that a similar opportunity might exist in Maryland if the MATC were to become a grant funding organization.

In 2024, the Texas Space Commission was established as a Texas state agency. This commission consists of 17 employees and is overseen by a nine-member board. The board's representatives are drawn from prominent Texas aerospace industry, federal, and higher education institutions. Additionally, the Texas State Legislature created the Space Exploration & Aeronautics Research Fund (SEARF), which was allocated \$150 million in FY25. This fund provides grants to businesses, nonprofits, governmental entities, and higher education institutions engaged in space exploration, research, or the aeronautics industry. Ms. Brophy emphasized that the Texas organization has been able to move quickly to provide financial assistance to the aerospace industry because of the dedicated staff and their ability to award grants

Working Group Updates

Ms. Brophy updated the group on the efforts that have been made to hold an aerospace focused venture capital summit. The working group has determined that perhaps the best course of action is to conduct a meet and greet type of event first to help investors and industry members learn from each other about what capabilities and strengths each party is looking for. This event will ideally still consist of daytime panels and roundtable discussions followed by an evening networking reception.

Sara Horta (MEDCO), mentioned that they are planning an event in the fall on the UMES campus that will highlight aerospace and industry, federal and higher education partnerships. There may be a possibility to merge the two events.

Dr. Ichoku provided an update for his R&D workstream working group. He mentioned that the Department of Commerce has contracted with an organization to help gather information about resources throughout the state. Although the website is still in development, there should be a product to share with the commission soon. Dr. Ichoku also mentioned that he and Dr. Flatau met with a University of Maryland colleague at College Park who maintains a list of organizations who fund research opportunities. He and Dr. Flatau will continue working with their colleague to determine the best avenue to share that information with the commission.

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A short discussion followed which highlighted that it may be important to look for areas of interest in which funding doesn't currently exist. These areas may be the most impactful places for the state to provide funding. The commission heard from two state organizations during the meeting (MEDCO and TEDCO) who may be able to help determine those areas in need of assistance. It was also noted that the aerospace industry in Maryland is accustomed to the way federal funding mechanisms work, commercial aerospace funding opportunities are different and will require different approaches.

Assistant Secretary Gilstrap mentioned that tech companies are becoming more reliant on high capacity computing infrastructure and Maryland has historically not invested in those areas but the state is beginning to focus more intently on it in recent years. Gilstrap also mentioned that venture capital organizations are very focused on the emergence of quantum computing and its value for technology companies. He said new companies which utilize quantum computing tend to get more interest from prospective investors.

Dr. Moore provided a quick update on the effort to establish aerospace zones in Maryland. He noted that the state has highly concentrated areas in different regions such as around NASA Goddard, Southern Maryland, the lower Eastern Shore and surrounding BWI airport, but those areas seem to be disjointed and don't coordinate with each other. He asked the group how those areas might be highlighted in order to enhance their value to the state, a question which will require a response for the strategic report. Director Lystrup mentioned that while funding decisions at the federal level are currently creating a tumultuous environment for workers and institutions in Maryland, it may not be temporary and there is a possibility that the functions of NASA Goddard could be moved to other states. The state should be prepared for that possibility

Dr. Brown noted that it's important to keep in mind the higher education institutions that are present in any proposed aerospace zones. He went on to share that the term workforce doesn't just refer to education, but it is any activity that helps employees in their career readiness. Any regions of the state determined to be aerospace zones need to highlight excellence throughout the industry. Dr. Jacob noted that Maryland has a plethora of advanced manufacturing facilities and a wealth of experienced aerospace industry workers, all of those can be considered part of an aerospace zone.

In Ms. Uzzell's absence, Dr. Desiderio (Commerce) provided a short update concerning marketing efforts the Maryland Department of Commerce conducts to highlight the aerospace industry in the state. She noted that there is increased attention on aerospace as it is related to one of Governor Moore's recently announced industry lighthouse sectors. She also mentioned that Ms. Uzzell is connected with multiple national and international technology related tradeshow and conventions and working with her would be helpful to help spread information about the strength of the aerospace industry in Maryland

Public Comments

Dr. Moore called for public comments with none made

Closing Remarks and Next Steps

Dr. Moore thanked the speakers, the Commissioners and members of the public for the discussion

Adjournment

The meeting adjourned at 4:06 p.m.

Maryland Aerospace & Technology Commission Annual Report – October 1, 2026

Tuesday, September 30, 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

Dale Moore, EdD [Chair]	Southern Maryland Navy Alliance
Georgie Brophy [Vice Chair]	Maryland Space Business Roundtable
Robert Braun, PhD	Johns Hopkins University Applied Physics Laboratory
Willie Brown, PhD	University of Maryland Eastern Shore
Alison Flatau	University of Maryland College Park
Charles Ichoku, PhD	University of Maryland Baltimore County
Cedric Jacob	Rocket Lab
Barbara Lam	Association of Universities for Research in Astronomy
Jennifer Lotz, PhD	Space Telescope Science Institute
Robert Rashford	Genesis Engineering
Cynthia Simmons, PhD	NASA Goddard Space Flight Center
Janeen Uzzell	National Society of Black Engineers
Alonzo Washington	Senator, Prince George's County

Department of Commerce Attendees

Ulyana Desiderio, PhD	Sr. Director, Office of Strategic Industries and Entrepreneurship
Amy Duray	Program Manager, Federal Business Relations
John Gilstrap	Assistant Secretary, Innovation and Growth
Jennifer LaHatte	Managing Director, Policy, Research and Government Affairs
Colter Menke	Program Manager, Aerospace

General Public Attendees

Brandon Eden	Johns Hopkins University Applied Physics Laboratory
Joseph Eimer	Maryland Space Grant Consortium, JHU APL
Jennifer Goodrum	Rocket Lab
Phillina Tookes	NASA Goddard

Welcome and Roll Call

Commission Chair, Dale Moore, called the meeting to order and welcomed everyone to the MATC meeting. He made note that the commission had been in operation for nearly a year and has come a long way from the first meeting. He let the commissioners know that the MATC Annual Report is complete and that it would be discussed further during the meeting and thanked the commissioners for their role in the preparation of the document. Dr. Moore then proceeded through roll call to record attendance at the meeting.

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Review and Acceptance of July 22, 2025 Meeting Minutes

Dr. Moore asked for feedback on the minutes of the July 22, 2025 MATC meeting.

Hearing none, Dr. Moore asked for a motion to approve the minutes, Ms. Brophy motioned and Dr. Flatau seconded. The meeting minutes were approved unanimously.

Commerce Updates

Assistant Secretary Gilstrap reviewed the recent activities at the Department of Commerce. He noted the regional visits that Secretary Coker has completed including a visit to the Maryland Technology Center in Charles County and a number of aerospace organizations in St Mary's County such as Platform Aerospace, Triton Defense and the USM SMART building.

Assistant Secretary Gilstrap mentioned that Secretary Coke also met with the Salisbury Area Chamber of Commerce to discuss the potential effects of federal spending cuts and layoffs on Wallops Space Flight Center and the local business community. He emphasized that Maryland Commerce remains in close contact with NASA officials at Wallops and Goddard and participates in Wallops Regional Partners Meetings to stay informed and provide support. Commerce is also helping organize the upcoming Wallops Industry Day at Salisbury University in October to highlight regional opportunities and challenges.

Secretary Gilstrap discussed several recent wins for Maryland in the Quantum Technologies industry. Microsoft recently announced it will build a new advanced quantum lab in the rapidly growing Discovery District in College Park. Also, the federal government committed in April to \$100 million dollars for DARPA's quantum benchmarking hub, also in the Discovery District, which will lead rigorous third-party testing and evaluation for commercial quantum systems.

Finally, Assistant Secretary Gilstrap discussed his efforts to improve access to capital for the aerospace sector in Maryland. He had some conversations with local organizations such as Connectpreneur about the logistics and cost of establishing a summit for Maryland as well as the best timeframes for an event to take place, with December at University of Maryland being a good option.

Maryland Space Grant Consortium

Dr. Joseph Eimer gave a presentation about the Maryland Space Grant Consortium (MSGC), how the organization was established and the partner organizations the MSGC works with. He anticipated future workforce challenges and areas of training that the aerospace industry may want to focus on.

Dr. Eimer then provided a summary of his proposal for NASA funding to develop a regional workforce development hub in Maryland. Dr. Eimer has received support from organizations throughout the state including industry, higher education, workforce development and state agencies. The program will focus on providing assistance for High School and Community College age students and providing pathways for them to meet the needs of aerospace industry employers. The initial application for the program has been accepted and it has entered the "short list" phase of the process.

Ms. Lam mentioned that Maryland seems to have a good talent pipeline development program in place for fields that support general STEM and specifically the life sciences, but not as much emphasis on aerospace and aviation career fields. Dr. Eimer confirmed that the program will include the identification of needs

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specific to the aerospace and aviation industries in the state, which will be asserted in the programming. Retention of 80% of program graduates within Maryland was identified as a primary success metric.

Review of MATC Strategic Plan

Dr. Moore began the discussion about the MATC Strategic Plan with a review of the current landscape of the aerospace industry in Maryland, including perceived strengths and weaknesses. Commissioner feedback suggested clarification of the assessment of Maryland as a business-friendly state. Ms. Brophy mentioned that concentrations of the aerospace industry in the state tend to be in areas that have less inviting livable conditions for the employees for those organizations. Mr. Jacob confirmed that some of the employees who work for him opt to travel further for their commute to Middle River, rather than live in the immediate vicinity of their office. Ms. Uzzell also pointed out that there's a difference between naming an area as an Aerospace Hub or as an Aerospace Tech Hub. When the term “tech” is included it implies a different aspect of the industry is the focal point and it may attract a different type of participant than the commission intends.

Next Steps/ Advocacy

Ms. Brophy reviewed the individual working groups that had been identified for which commissioners can volunteer to best align with their background and experience. She mentioned that she had reached out to each commissioner individually for their desired working group placement and solicited input from any commissioner she hadn't heard from. The identified working groups will focus on Public Private Partnership; Education and Workforce; Research and Development Funding; Aerospace and Technology Zones; and Marketing and Communications. She noted that group leads would organize meeting periodicity for their working groups and report the full commission at the next MATC meeting.

Ms. LaHatte discussed the process for the MATC Annual Report and Strategic Plan submission. She noted that MATC commissioners are able to advocate on behalf of the aerospace industry for the recommendations included in the Strategic Plan, but the Maryland Department of Commerce will remain impartial due to lobbying restrictions for state agencies. She encouraged any commissioners who wish to discuss the Strategic Plan with members of the General Assembly to have those discussions individually with members who have a vested interest in the actions of the commission. Senator Washington noted that any requests for funding should have a compelling argument with a well developed execution strategy for the Governor and the General Assembly to act on.

Senator Washington also mentioned his role with workforce development for Prince George's County and that the MATC should find a way to tie in with the efforts of the Governor's Workforce Development Board. He noted that October through December is the best time of year to educate legislators on the major issues that they should be aware of before the next General Assembly session starts.

In response to a question, Dr. Desiderio provided some background on how the life sciences industry grew in Maryland, the original challenges the industry faced and how organizations throughout the state worked to pull the industry together to create the ecosystem that exists today.

Dr. Simmons mentioned that the MATC and the state in general should focus on developing technologies that feed the aerospace industry. She noted that the available locations in the state aren't suitable for manufacturing aircraft but the MATC can bring together other emerging industries such as quantum

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technologies, advanced air mobility or advanced satellite manufacturing to grow the aerospace industry in Maryland.

Public Comments

Dr. Moore called for any public comments and none were made.

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.

The meeting was adjourned at 3:02 PM.

Maryland Aerospace & Technology Commission Annual Report – October 1, 2026

Tuesday, December 16, 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

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

Department of Commerce Attendees

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

General Public Attendees

Don Bauernshmidt	ICAT
John Collins	Actalent
Brandon Eden	Johns Hopkins University Applied Physics Laboratory
Joseph Eimer	Maryland Space Grant Consortium, JHU APL
Katherine Gaulke	PTX
Josh Headley	Baltimore Polytechnic Institute
Sara Horta	Maryland Economic Development Corporation
Bernard Kelm	Naval Research Laboratory
Robin Kovach	AMA / Goddard Contractor's Association
Rodolfo Lavaque	TPM
Dennis Lee	Vortex Space Systems
Laurence Lipin	Actum
Christiano Marchiori	Baltimore Polytechnic Institute
Aaron Miscenich	bwTech at UMBC
Miguel Patino	ICAT

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Rob Quigley	Intuitive Machines
Phillina Tookes	NASA Goddard
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

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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.

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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.

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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

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Wednesday, February 25, 2026

4:00 pm - 6:00 pm

Historic Inns of Annapolis

Calvert Ballroom

59 State Circle, Annapolis, MD

Meeting Minutes

Commission Members in Attendance

Robert Braun, PhD	Johns Hopkins University Applied Physics Laboratory
Georgie Brophy [Vice Chair]	Maryland Space Business Roundtable
Willie Brown, PhD	University of Maryland Eastern Shore
Mark Chang	Delegate, Anne Arundel County
Alison Flatau	University of Maryland College Park
Ryan Gerard	Goddard Contractor's Association
Cedric Jacob	Rocket Lab
Barbara Lam	Association of Universities for Research in Astronomy
Jennifer Lotz, PhD	Space Telescope Science Institute
Dale Moore, EdD [Chair]	Southern Maryland Navy Alliance
Cynthia Simmons, PhD	NASA Goddard Space Flight Center

Department of Commerce Attendees

John Gilstrap	Assistant Secretary
Colter Menke	Program Manager, Aerospace

General Public Attendees

Kaushik Anantha	Embry Riddle Aeronautic University (student)
Michael Cabrera	KBR
John Collins	Actalent
Tracy Clark	Maryland Aviation Administration
Jules Clayton	Insight Global
Dwight Deneal	NASA HQ
Brandon Eden	Johns Hopkins University Applied Physics Laboratory
Joseph Eimer	Maryland Space Grant Consortium, JHU APL
Nate Forgotson	STC
George Franz	Southern Maryland Navy Alliance
Katherine Gaulke	PTX
Jennifer Goodrum	Rocket Lab
Joe Gillin	
Lee Greely	St Mary's County Department of Economic Development
Shannetta Griffin	Maryland Aviation Administration
Bernard Kelm	Naval Research Laboratory

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Dennis Lee	Vortex Space Systems
Tara McDaniel	Maryland Aviation Administration
Ann Mehra	Fulton Bank
Aaron Miscenich	bwTech at UMBC
Rob Quigley	Intuitive Machines
George Robinson	Maryland Aviation Administration
Ray Rubilotta	NASA Goddard Space Flight Center
David Ryan	Salisbury/ Wicomico Economic Development
Janice Sessing	NOAA/ NESDIS
Michael Schroeder	NAWCAD
Robert Steeger	Spyhop Strategies
Rick Tar	NAWCAD
Phillina Tookes	NASA Goddard
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 in the meetings with state legislators during the day and reviewed some activities from around the state. Dr. Moore highlighted the return of Science and Technology (S&T) funding to programs at NASA including some taking place at NASA Goddard Space Flight Center and provided updates for the activities of the Southern Maryland Navy Alliance. Dr. Moore then proceeded through roll call to record attendance at the meeting.

Review and Acceptance of December 16, 2025 Meeting Minutes

Dr. Moore asked for feedback on the minutes of the December 16, 2025 MATC meeting. Hearing none, Dr. Moore asked for a motion to approve the minutes, Ms. Brophy motioned and Mr. Jacob seconded. The meeting minutes were approved unanimously.

NASA Headquarters Small Business Initiatives

Dwight Deneal, Assistant Administrator for the Office of Small Business Programs at NASA Headquarters introduced himself and thanked the commission for hosting him. He began by mentioning the important role small businesses play in the national space ecosystem with much of that support taking place here in Maryland.

Mr. Deneal continued by mentioning that the Trump administration recently signed two Executive Orders focused on growing the commercial capabilities of the U.S space industry. The first titled “Enabling Competition in the Commercial Space Industry” and the second titled, “Ensuring American Space Superiority”. Mr. Deneal mentioned that these two orders are important for NASA as they work on the important mission of commercialization of space technologies. He noted that challenges exist in the industry including funding and workforce development and the importance of ecosystem development is more present now than it ever has been before.

Mr. Deneal continued by mentioning that the work of the MATC is important for the state as it has been for others around the country. The effort to grow the industrial base in the aerospace industry must happen at

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the grass roots level, to ensure the agency (NASA) is able to rely on a variety of vendors and not one large prime contractor for each major contract. He also noted the importance of manufacturing taking place in America and the strength that adds to America's aerospace industry.

Ms. Brophy asked Mr. Deneal how much engagement his office has at the statewide level and he answered that the coordination takes place occasionally. He emphasized the importance of state level organizations to engage with NASA to strengthen STEM workforce development efforts

Mr. Gerard asked if NASA Headquarters has a way to gauge the utilization of smaller service-based contractors. Are they looking at how the agency is using contractors versus federal employees to meet requirements for contractors. Mr. Deneal said that the analysis of how they utilize their manning requirements is still a work in progress and they are considering which work can be completed by NASA employees and which can be contracted out.

Mr. Jacob asked where NASA is seeing the largest supply-based gaps. Mr. Deneal said they tend to be very specialized and noted that currently heat shields are a critical supply gap. They have few suppliers for the necessary parts which are essential for NASA's efforts. He also mentioned advanced materials and coating remain a pivotal area of need for the agency. Aaron Micenisch from the University of Maryland Baltimore County noted that there is infrastructure in place to support NASA in those initiatives, ecosystem development that is taking place at the MATC will assist in the efforts

Mr. Gerard asked how more activity can be done in partnership with NASA HQ and Mr. Deneal mentioned that there are efforts taking place to help "move the fence back" and allow more constructive partnerships between industry and federal organizations. Ms. Brophy also noted that the MATC strategic plan covers some of these efforts.

Mr. Deneal finished his presentation by emphasizing that to be successful in their contracts with NASA they must "plan, procure and perform". These are the three things that the agency is most reliant on their contractors for and the three things that must take place in order to win and remain on contract with the agency

Maryland Aviation Administration (MAA) Overview

Shannetta Griffin, Executive Director and CEO of the Maryland Aviation Administration introduced herself and her staff who were also present at the meeting. Ms. Griffin provided an overview of responsibilities of her office to include Baltimore/ Washington Thurgood Marshall International Airport (BWI), Martin State Airport and the more than 30 regional airports around the state. She also reviewed some of the major infrastructure improvement projects taking place at BWI including an A/B Concourse connector upgrade that is the largest project at the airport to date. She noted that the airport is 75 years old and some of the infrastructure has never been updated.

Ms. Griffin noted that she looks to BWI and the other airports around the state as economic development engines and works to help them increase revenue for their ecosystem. She also mentioned that the Maryland Aviation Administration (MAA) is working to prepare for new technologies that are on the horizon including Advanced Air Mobility and Uncrewed Aerial Systems as well as new fuel source requirements to support those technologies.

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Ms. Griffin mentioned she would like to ensure the MAA and BWI airport have a seat at the table for discussions related to commercial development in the Maryland aerospace ecosystem. She noted BWI has a great economic impact on the state and would like to ensure the efforts of the airport are aligned with similar efforts from around the state. She also mentioned that the MAA has invested time and effort into workforce and highlighted a recent event in which high school aged students had the opportunity to visit BWI and see different career areas at the airport.

Ms. Griffin explained that many different factors affect the economics of aviation to include cargo/logistics, weather, workforce and others. She noted that the recent snowstorms in the state created large hurdles with economic impacts for the airport and it's no different for other airports around the state. She also mentioned that the Key Bridge tragedy has created a ripple effect for cargo operations into and out of the state and she has seen an increase in cargo operations at BWI. She said she coordinates with the Baltimore Port Authority regularly to ensure she remains aware of situations that may affect both of their enterprises.

Ms. Griffin continued by describing the economic benefit of Martin State Airport. She noted that while the airport is smaller it provides relief for BWI when flights need to be diverted for weather or capacity issues. She mentioned that the airport operates as a fixed base operator (FBO) which provides fuel and maintenance services for transient aircraft and until recently was home to an Air National Guard Wing. She said Martin State Airport provides great capabilities for economic development of the region.

Mr. Jacob asked Ms. Griffin what the forum is for comments or partnership with the airport and she said they are currently working on an Air Service Information portal for those comments, but anyone interested could currently reach out to her staff.

Assistant Secretary Gilstrap asked if the MAA is open to private investment to help them with the infrastructure improvement projects and Ms. Griffin said they are. They have been working with the FAA to identify and apply for federal grants as well as state resources that are available through federal granting authority

Ms. Brophy noted that many people don't realize the aerospace capabilities we have in the state and complimented the banners she had seen in BWI advertising the aerospace industry in Maryland. She said BWI is a great partner to convey the message the MATC and broader aerospace industry is working to convey to visitors.

Ms. Griffin closed her comments by thanking the MATC for hosting her and said she is looking forward to more coordination with the commission

Maryland Advanced Air Mobility Council Overview

John Slaughter, Director of the University of Maryland Uncrewed Aerial Systems Research and Operations Center (UMD UROC), began his presentation by providing background information about the Uncrewed Aerial System (UAS) and Advanced Air Mobility (AAM) industries. He mentioned significant players in the AAM industry include aircraft manufacturers such as Joby, Archer and Beta Technologies and many of these companies have become large enough that they are now publicly traded. He also noted that UAS companies are working with smaller, uncrewed aircraft and have been partnering with retail companies such as Wal-Mart and Amazon to test and evaluate small package delivery operations.

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Mr. Slaughter noted that the unique capabilities of AAM and UAS aircraft can be helpful in aero-medical application, utilities inspections and operations in locations that might otherwise be tricky for aircraft with a flight crew. He mentioned that the new technologies open the door for careers in engineering, software development and healthcare specialties related air transport.

Mr. Slaughter also noted that the hurdles facing the AAM and UAS industries include digital and physical infrastructure needs such as flight separation technologies, electrical infrastructure for landing pads and fleet management systems. He continued by mentioning that flight rules and regulations at the federal level lag behind technology capabilities development and public policy changes will need to be analyzed to ensure safe flight operations.

Next Mr. Slaughter provided an overview of the Maryland Advanced Air Mobility Council and the work the council has done to prepare Maryland for the emerging technology. He said one of the first priorities for the state will be to appoint a statewide AAM coordinator who could work to bring agencies together and work on legislation to address infrastructure requirements for the next General Assembly Session. Mr. Slaughter also said investment strategies and finding funding sources for the industry would be important to nurture the growth of AAM in Maryland. He mentioned that over the next two to three years, the state should invest in selected digital and physical infrastructure. He emphasized the importance of ensuring this infrastructure meets all cybersecurity standards, state licensing requirements, and zoning regulations. Mr. Slaughter mentioned that, starting four years out and moving forward, several key objectives should be addressed. Specifically, vertiport locations should be determined, public informational campaigns completed, and the AAM coordinator should be actively gaining support at both the federal and intra-state levels with our neighboring states.

Mr. Slaughter mentioned that there are other states working on integrating this technology into their airspace and we are effectively in competition with those states for a foothold in the market. He mentioned nine states are working hard to support AAM integration and nine states are working to support UAS integration. Some of those states are supporting both sectors of industry, but Maryland is another of the states leading the discussion. He mentioned that although the original Executive Order that developed the Maryland Advanced Air Mobility Council has a sunset date for the council two years after its creation, MDOT is putting together a working group to continue discussions about AAM.

Mr. Gerard asked how other states are investing in the industry. Mr. Slaughter mentioned that states have been providing support in different ways and gave a couple of examples. Florida has invested in their electrical infrastructure and provided funding through Florida Power and Light to enhance the capability of their electrical grid. New York provided financial grant and other funding to create the Northeast UAS Airspace Integration Research Alliance (NUAIR), a non-profit organization focused on the development and integration of emerging aviation technologies. Also, South Carolina provided funding to develop the digital infrastructure in their state.

Ms. Brophy thanked Mr. Slaughter for his time and asked, when possible, that the MATC be kept informed of the AAM Council's work in the future.

Legislative Efforts/ Updates from Aerospace Day Meetings

Michael Barton, co-founder of the Maryland Aerospace Alliance provided a summary of the meetings that took place during the day with Maryland Senators and Delegates. He noted that 114 meetings were

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conducted and their group met with all 47 state districts. He said conversations focused on support for the legislation that was introduced by Senator Washington (Senate Bill 867), which alters the structure and funding levels of the MATC. He also noted that the Aerospace Industry is the only one of the three lighthouse industries that doesn't have a funded strategic plan.

Mr. Barton mentioned during his discussions budget requirements for the elements of SB 867 that could be supported were noted and the most important function was determined to be funding the Executive Director role for the MATC. He mentioned that a majority of the \$30M funding ask had been removed to allow for the bill to gain more legislative support. The remaining funding ask was to allow for the employment of an MATC Executive Director.

Ms. Brophy noted for the commission that the legislation would be discussed on March 5th. She said both she and Dr. Moore would be providing testimony to the Senate Finance Committee and she asked the commissioners to attend the hearing if possible and also to provide written testimony. Dr. Lotz asked how their messaging could be crafted in written testimony to be most effective. Mr. Barton said to emphasize the return on investment of the MATC and to mention how the legislation would positively effect the structure and output of the MATC as well as how it would create positive outcomes for the legislators districts.

Dr. Moore asked if there were any discussions about proposed tax breaks for aerospace businesses and Mr. Barton mentioned that discussions had taken place but not as much focus had been placed on that effort in today's meetings.

Public Comments

Dr. Moore asked for any comments from the public

David Ryan, Executive Director of the Salisbury-Wicomico Economic Development Corporation, thanks the MATC for including him in the discussion. Significant aerospace developments are taking place on the lower Eastern Shore, and he looks forward to working together in the future.

Rick Tarr and Michael Schroeder, both of the NAWCAD Tech Transfer Office, thanked the commission for being included. They mentioned they work to "spin-out" and "spin-in" technologies from Naval Air Systems Command.

Lee Greely, Economic Development Specialist for St. Mary's County Economic Development thanked the commission for being included and mentioned the great economic benefits for the aerospace industry in Southern Maryland.

Adjournment

Dr. Moore concluded public comments and called for a motion to adjourn the meeting

The meeting was adjourned at 5:45 pm

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Tuesday, April 28, 2026

1:00 pm - 3:00 pm

Baltimore World Trade Center

401 E. Pratt St., 17th Floor Conference Room 1746

Meeting Minutes

Commission Members in Attendance

Georgie Brophy [Vice Chair]	Maryland Space Business Roundtable
Willie Brown, PhD	University of Maryland Eastern Shore
Alison Flatau	University of Maryland College Park
Charles Ichoku	University of Maryland Baltimore County
Cedric Jacob	Rocket Lab
Dale Moore, EdD [Chair]	Southern Maryland Navy Alliance
Janeen Uzzell	National Society of Black Engineers
Alonzo Washington	Senator, Prince George's County

Department of Commerce Attendees

Ulyana Desiderio	Senior Director, Strategic Industries and Entrepreneurship
April Doss	Deputy Secretary, Policy and Stakeholder Engagement
Amy Duray	Program Manager, Federal Organizations
Colter Menke	Program Manager, Aerospace
David Minges	Program Manager, Manufacturing 4.0 Grant

General Public Attendees

Dante Blundo	Expeditors International
Bernard Kelm	Naval Research Laboratory
Lisa Mazzucca	NASA Goddard
Raye Shrolles	NASA Goddard
Phillina Tookes	NASA Goddard
Roland Wescott	NASA Goddard
C. Alex Young	NASA Goddard

Welcome and Roll Call

Commission Chair, Dale Moore, called the meeting to order and welcomed everyone to the MATC meeting. He thanked everyone involved with the Maryland Aerospace Day event in February and highlighted important connections that were made during the day's events. He also mentioned the work that was done in support of Senate Bill 867 during the legislative session, including testimony by the Chair and Vice Chair. Finally, he welcomed the guest speakers. Dr. Moore then proceeded through roll call to record attendance at the meeting.

Review and Acceptance of February 25th, 2026 Meeting Minutes

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A quorum was not present at the beginning of the meeting to allow for a vote on the minutes from the previous meeting. Commerce staff committed to holding a vote on the minutes via email communications.

NASA Goddard Artemis II Contributions

Dr. Moore welcomed Dr. C. Eric Young and Dr. Lisa Mazzucca of NASA Goddard, who work in heliophysics and search and rescue, respectively. He briefly introduced each scientist before turning the floor over to Dr. Young.

Dr. Young then delivered a presentation featuring visual models that illustrated how solar activity affects nearby celestial bodies—particularly Earth’s Moon and Mars, both of which are targets for future U.S. astronaut missions. He explained that while a wide range of weather data sources exists for people on Earth, comparable forecasting technology is not yet available for astronauts operating on other planetary surfaces.

He noted that solar particles can generate strong electrostatic charges and pose additional hazards to astronauts, but these risks could be mitigated through advanced detection technologies. Dr. Young concluded by emphasizing that NASA Goddard’s heliophysics work serves as a critical line of defense in protecting the United States from solar storms.

Dr. Mazzucca spoke next, sharing an overview of her educational background and experience in search and rescue technology development. She explained that satellites have supported search and rescue missions worldwide since the late 1970s. NASA Goddard collaborates with federal partners such as the U.S. Coast Guard, the Air Force, and the National Oceanic and Atmospheric Administration, using technology integrated into every GPS satellite within the United States’ Global Navigation Satellite System.

She concluded by outlining the process used to recover astronauts from the recent Artemis II mission. The effort, she said, required close coordination between NASA’s Johnson Space Center—responsible for tracking the capsule’s trajectory across the Pacific Ocean—and the U.S. Navy, which had trained for a decade to execute the precise procedures needed to safely recover the capsule and bring the astronauts aboard.

Dr. Moore thanked the two NASA scientists for sharing their presentations with the commission and invited Janeen Uzzell, CEO of the National Society of Black Engineers (NSBE), to provide her presentation next.

NSBE 2026 Annual Convention Impact and Lessons Learned

Ms. Uzzell began by introducing herself and the NSBE organization. She noted that NSBE was established by 6 founders in the 1970’s to host people and organizations that don’t find they fit elsewhere in their industries. She emphasized that while the organization is named the National Society of Black Engineers, they have a diverse membership with more than 30,000 students from a variety of backgrounds and welcome students or individuals from organizations that don’t seem to fit in other places. She continued by mentioning that NSBE students have an average GPA of 3.7 while the average is approximately 3.0 worldwide and NSBE members make up approximately 5% of the engineering workforce. NSBE headquarters is in Alexandria, Virginia and has a dedicated staff of more than 40 professionals. The organizations have more than 24,000 active members worldwide and maintain an 85% retention rate year over year.

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Ms. Uzzell continued by providing some details about the National Conference Baltimore which took place at the Baltimore Convention Center, March 18 – 22. The conference had 13,000 attendees which included more than 60 corporate partners, more than 240 exhibitors and brought more than \$20M in revenue to Baltimore City.

Dr. Moore thanked Commissioner Uzzell for her presentation and invited Dave Minges, Manufacturing 4.0 Program Manager from the Maryland Department of Commerce to share information about the M4 grant process.

Maryland Manufacturing 4.0 Grant Discussion

Mr. Minges opened with an overview of the Maryland Manufacturing 4.0 (M4) Grant. The program launched in 2023 with \$1 million in funding from the Maryland Department of Commerce to help small- and mid-sized manufacturers invest in advanced technology and modernize operations. In 2024, the Department again allocated \$1 million, and following the program's success, the Maryland General Assembly established the M4 Grant in statute as an annual initiative. In 2025, Governor Moore increased funding by an additional \$5 million, bringing the total to \$6 million. However, due to statewide budget shortfalls, funding returned to \$1 million in 2026. Mr. Minges noted he expects similar funding levels over the next few years as budgets remain tight.

He explained that roughly two-thirds of applicants are declined during evaluation, and many approved applicants receive only partial funding. Requests typically range from \$2,500 to \$500,000 and come from companies across more than 30 NAICS codes, representing a broad mix of manufacturing sectors and experience levels.

Mr. Minges then described the evaluation process, emphasizing a focus on projects that advance the adoption of manufacturing technologies. Priority is given to proposals closely tied to the production process, while requests for non-manufacturing-related expenses, such as office furniture or leadership training, are less likely to be approved. Some consulting costs may be considered, but only if they directly contribute to the production of tangible goods. He added that while he reviews all applications, final award decisions are made by multiple ranking boards composed of industry representatives, state employees, and other manufacturing stakeholders.

Ms. Brophy asked how success is measured for grant recipients. Mr. Minges explained that 50% of the award is provided upfront so companies can begin their projects, while the remaining 50% is contingent upon submission of a final report. He noted that project scopes can change, but any modifications must receive prior approval from the M4 Grant Program management team to qualify for the remaining funds. Defaults, where recipients fail to meet requirements and forfeit the final payment, are rare, though they have occurred.

Ms. Brophy then asked whether the M4 team tracks the broader impact of funded projects on business performance. Mr. Minges confirmed that they do, highlighting the creation of an impact analysis report in 2025, developed with the assistance of a summer intern. Ms. Georgie followed by asking what percentage of awardees come from the aerospace industry. While Mr. Minges did not have exact figures, he estimated that about 10% of applicants, and a similar share of awardees, represent that sector.

Ms. Brophy also inquired about Maryland's primary competitors in advanced manufacturing. Mr. Minges identified New Jersey, Massachusetts, and Indiana, and emphasized that Maryland is among the leading

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states in funding advanced technology adoption and manufacturing modernization. Dr. Moore added that the Maryland Department of Commerce initially launched the grant in 2023 and later secured General Assembly support due to its success, a model he suggested could be replicated to establish an aerospace-focused grant in coordination with MATC efforts.

Dr. Moore thanked Mr. Minges for his time and introduced Senator Washington for the next item of discussion

Maryland Senate Bill 867 Results and Next Steps for FY27

Senator Washington thanked Dr. Moore and outlined the legislative path of Senate Bill 867 (SB867). He explained that the bill was developed based on recommendations from the MATC and expressed appreciation for the input and assistance provided by its members in drafting the language.

He noted that the day of the bill hearing was particularly demanding, as he and his team introduced multiple bills. He also acknowledged the support of MATC leadership through public testimony. Despite this, the bill stalled in the Senate, largely due to the significant \$30 million funding request included in the language. Although Senator Washington indicated to the Finance Committee that the funding provision could be removed to eliminate the fiscal impact, the bill still authorized the hiring of an Executive Director for MATC, which would carry ongoing costs.

He further explained that, unlike the 2024 bill establishing MATC, which was referred to the Appropriations Committee and advanced quickly, SB867 was assigned to the Economic Matters Committee this session. That committee did not act on the bill, and it ultimately failed to advance before Sine Die.

Looking ahead, Senator Washington recommended revising SB867 and reintroducing it in the 2027 legislative session. He noted that Finance Committee briefings take place early in the session and provide an opportunity to educate legislators on proposed bills. He suggested that MATC seek to participate in those briefings to build support for SB867. Ms. Brophy added that, prior to the 2024 session, she and her organization had engaged with Maryland legislators to ensure they understood the goals behind establishing MATC.

Dr. Moore asked whether the annual Maryland Aerospace Day, typically held in February, should be moved earlier to allow more time for discussions with legislators about MATC initiatives. Senator Washington agreed that earlier engagement would be beneficial but did not see a need to reschedule the event, noting its value as an established annual tradition.

Dr. Moore also asked whether the funding request in SB867 should be reduced. In response, Senator Washington suggested a phased approach: first establish the fund in statute with no initial appropriation, thereby creating the legal mechanism, and then pursue incremental funding in future years to align with MATC's strategic goals.

Dr. Moore noted that Senate President Ferguson highlighted aerospace as a key industry for the state's growth in his opening remarks for the legislative session. Senator Washington agreed and said he referenced that point in his efforts to advance SB867. He added that the bill's success will depend heavily on strong support from the Maryland Department of Commerce as it moves into the 2027 session.

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Dr. Flatau asked whether it is important to have a diverse group of legislators sponsor the bill. Senator Washington confirmed that broad, bipartisan sponsorship helps demonstrate statewide alignment. Ms. Brophy added that MATC's existing workstreams can help tell a compelling story and build a coalition of support.

Senator Washington also discussed the bill's proposed Aerospace and Technology Zones, which were initially designed to cover much of the state. He suggested focusing on launching one zone first to build momentum, then expanding in later years. Dr. Jacob proposed a phased approach, using early successes to support future expansion. Senator Washington agreed, emphasizing that legislators will look for clear outcomes, such as job creation, increased tax revenue, and new business activity. He noted that a strong narrative, backed by measurable return on investment, will be critical to gaining legislative support for the zones.

Senator Washington noted that his team successfully passed another bill focused on aerospace. The legislation directs Prince George's Community College to establish a program dedicated to advancing education in aerospace and advanced manufacturing.

Ms. Brophy observed that this effort aligns closely with one of MATC's existing workstreams. Dr. Young added that NASA Headquarters has recently announced an initiative to create makerspaces at all NASA centers, with an emphasis on partnering with state and commercial organizations. Ms. Brophy further noted that representatives from MATC, MEDCO, and NASA Goddard have already been collaborating on a similar initiative, modeled after a concept developed by the Air Force Research Laboratory.

Ms. Brophy shared that she will be speaking on a panel focused on supporting DMV deep tech. One of the featured questions will be: "What Maryland state policy changes could better support the 'new space' sector?" She noted that the audience will primarily include venture capital firms, technologists, and aerospace industry representatives from across the region.

Dr. Jacob suggested that streamlining administrative processes, such as permitting, would make it easier to establish and grow businesses. Dr. Desiderio added that many permitting challenges occur at the county level rather than the state level but pointed out that the Governor's Office of Business Advancement was created to help address these issues.

Dr. Moore concluded by thanking the MATC commissioners and asking whether there were any additional items for discussion.

Public Comment

Dr. Moore called for public comment, but no further discussion was introduced.

Adjournment

The meeting adjourned at 3:18 PM

Appendix B: Implementation Concepts

Appendix B: Implementation Concepts

The following implementation concepts were developed from the Commission’s workstream discussions and action-planning materials. **They represent potential initiatives for further evaluation and do not constitute funding commitments or formally approved fiscal estimates.**

For purposes of this appendix, “Cost Associated” indicates whether implementation would likely require new direct funding beyond volunteer participation, partner contributions, and existing State staff capacity. Concepts identified as having no associated cost would nevertheless require staff or partner time. The cost figures shown are preliminary, order-of-magnitude planning ranges intended to support prioritization and further scoping. They should not be treated as budget requests, engineering estimates, or commitments by the State or participating organizations. Costs for overlapping concepts are not necessarily additive.

Research and Development Funding

Implementation concept	Cost associated?	Preliminary ballpark cost	Description of effort	Desired outcome	Audience/participants
Maryland R&D Opportunity Alert	No	—	Establish a pilot process for identifying and distributing relevant federal, State, philanthropic, and private-sector research and development opportunities. Existing partners would curate and circulate a regular digest using current communications channels. A more advanced automated system could be considered after the pilot demonstrates demand.	Improve awareness of funding opportunities and increase the number and competitiveness of Maryland-led proposals.	Universities; federal laboratories; research institutions; aerospace companies; start-ups; nonprofit organizations; Maryland Space Grant Consortium; incubators and research parks.

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Implementation concept	Cost associated?	Preliminary ballpark cost	Description of effort	Desired outcome	Audience/participants
Aerospace R&D Ecosystem and Capabilities Map	No	—	Begin a structured inventory of Maryland aerospace research organizations, laboratories, specialized facilities, technical capabilities, and areas of expertise. The initial phase would use existing data sources and partner networks and could contribute to a broader statewide aerospace database.	Make Maryland's research capabilities easier to identify, connect, promote, and incorporate into collaborative proposals and economic-development efforts.	Universities; federal laboratories; military installations; research parks; State and local economic-development organizations; companies seeking research or testing partners.
Statewide Aerospace R&D Database	Yes	\$150,000–\$350,000 for initial development; approximately \$75,000–\$150,000 annually for maintenance	Expand the initial ecosystem map into a maintained, searchable resource containing organizations, facilities, capabilities, research specialties, points of contact, and partnership opportunities.	Create an enduring source of market intelligence that supports collaboration, business attraction, technology transfer, and proposal development.	Maryland Department of Commerce; MATC; researchers; businesses; investors; economic development organizations; federal and academic partners.
Maryland Aerospace Innovation Hub Feasibility and Operating Plan	Yes	\$250,000–\$500,000	Evaluate potential governance, location, financing, partnership, and service models for an aerospace innovation hub or consortium. The study would examine whether the hub should be physical, distributed, university-affiliated, or built around existing research and commercialization assets.	Produce an actionable business and operating model for connecting research, commercialization, entrepreneurship, investment, and federal capabilities.	State agencies; universities; federal laboratories; NASA; military installations; incubators; MEDCO; TEDCO; investors; industry partners.

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Implementation concept	Cost associated?	Preliminary ballpark cost	Description of effort	Desired outcome	Audience/participants
Aerospace Research Incubator Pilot	Yes	\$2 million–\$5 million for a shared-space pilot; dedicated facilities would require separate capital estimates	Establish or expand shared space, equipment, technical assistance, proposal-development support, and commercialization services for aerospace researchers and early-stage companies. The pilot should use existing facilities where practicable before consideration of a new stand-alone facility.	Reduce barriers to company formation and technology commercialization while increasing collaborative research and access to specialized facilities.	Researchers; start-ups; small businesses; university spinouts; federal technology-transfer offices; investors; anchor aerospace companies.
Model Collaborative R&D Demonstration Project	Yes	\$500,000–\$1.5 million	Select a high-potential Maryland aerospace technology or mission need and support a collaborative project involving research, validation, commercialization planning, and industry participation. The project could employ milestones similar to federal Phase II commercialization plans.	Demonstrate a repeatable pathway for moving Maryland research toward operational use, commercialization, follow-on funding, and private investment.	Universities; federal laboratories; aerospace companies; technology-transfer organizations; State funding entities; potential government and commercial customers.

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Implementation concept	Cost associated?	Preliminary ballpark cost	Description of effort	Desired outcome	Audience/participants
Corporate and Philanthropic R&D Partnership Development	No	—	Identify corporations, foundations, philanthropies, and mission-aligned investors that could support Maryland aerospace research, facilities, workforce development, or demonstration projects. Initial activity would consist of coordinated outreach using existing partner relationships.	Diversify the sources of support available for aerospace research and create new pathways for sponsored projects and matching funds.	Corporate foundations; philanthropies; prime contractors; private investors; universities; nonprofit organizations; research institutions.

Education and Workforce Development

Implementation concept	Cost associated?	Preliminary ballpark cost	Description of effort	Desired outcome	Audience/participants
Statewide Aerospace Education and Training Inventory	No	—	Compile and maintain an inventory of Maryland aerospace-related degree programs, certificates, apprenticeships, workforce training, enrollment capacity, and employer partnerships. Programs would be organized around the Commission's priority technology and occupational areas.	Identify strengths, gaps, duplication, geographic coverage, and opportunities for stronger connections between education providers and employers.	K–12 systems; community colleges; universities; workforce boards; apprenticeship sponsors; employers; Maryland Departments of Labor, Education, and Commerce.
Statewide Aerospace Registered	Yes	\$500,000–\$1.5 million for initial development and	Develop shared occupational frameworks, employer standards, related technical instruction, and	Create accessible, employer-driven pathways into high-	Aerospace employers; unions and industry associations; community colleges; workforce boards; high

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Implementation concept	Cost associated?	Preliminary ballpark cost	Description of effort	Desired outcome	Audience/participants
Apprenticeship Framework		pilot implementation	pilot programs that can be adopted or adapted across Maryland's aerospace regions.	demand aerospace, aviation, manufacturing, autonomy, cyber, and technical occupations.	schools; Maryland Department of Labor; incumbent and prospective workers.
Aerospace Curriculum and Credential Pathways	Yes	\$250,000–\$750,000	Align curricula, certificates, industry credentials, and articulation agreements with priority aerospace occupations and emerging technologies. Work should incorporate employer validation and opportunities for work-based learning.	Shorten the path from education to employment and improve the relevance, portability, and industry recognition of Maryland credentials.	Community colleges; universities; career and technical education programs; employers; professional associations; students and adult learners.
Pre-Apprenticeship and K–14 Aerospace Exposure	Yes	\$250,000–\$1 million annually, depending on statewide scale	Expand hands-on aerospace learning, career awareness, dual enrollment, internships, summer experiences, and pre-apprenticeship opportunities, with deliberate inclusion of underserved communities and regions.	Build a larger and more diverse pipeline of Maryland students prepared to enter aerospace education, apprenticeships, and employment.	Middle and high school students; community-college students; educators; employers; Maryland Space Grant Consortium; youth-serving organizations; local school systems.
Incumbent-Worker Upskilling Initiative	Yes	\$500,000–\$2 million annually	Provide employer-aligned training grants for existing workers in areas such as artificial intelligence, autonomy, quantum technologies, cyber, advanced manufacturing, systems	Help Maryland employers adopt emerging technologies, retain skilled workers, and remain competitive for federal and commercial work.	Aerospace and defense employers; small and mid-sized manufacturers; current workers; training providers; community colleges; universities; workforce boards.

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Implementation concept	Cost associated?	Preliminary ballpark cost	Description of effort	Desired outcome	Audience/participants
Regional Aerospace Workforce Coordination	Yes	\$250,000–\$750,000 annually	engineering, and next-generation aerospace systems. Support coordination among regional employers, educational institutions, workforce organizations, military installations, and economic development partners. The initiative would connect existing programs rather than create duplicative organizations.	Align training investments with regional demand and make workforce resources easier for employers and prospective workers to navigate.	Regional workforce boards; county economic development organizations; employers; colleges and universities; military installations; community organizations.

Public-Private Partnerships and Investment

Implementation concept	Cost associated?	Preliminary ballpark cost	Description of effort	Desired outcome	Audience/participants
Maryland Aerospace Investor Summit	Yes	\$3,000–\$25,000 for a partner-supported pilot; up to approximately \$100,000 for a full-scale event	Convene aerospace companies, venture capital firms, private-equity investors, strategic corporate investors, State financing organizations, federal partners, and research institutions. A pilot could use donated space, sponsorships, panels, curated meetings, and a limited company showcase.	Increase investor awareness of Maryland aerospace companies and generate follow-up financing, customer, and partnership discussions.	Aerospace start-ups and growth companies; venture capital and private-equity firms; family offices; primes; TEDCO; MEDCO; Commerce; universities; federal partners.
Maryland Aerospace	Yes	\$6 million in initial capitalization	Establish a competitive funding vehicle for aerospace technology,	Provide flexible catalytic capital, close	Maryland companies; research institutions; local governments;

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Implementation concept	Cost associated?	Preliminary ballpark cost	Description of effort	Desired outcome	Audience/participants
Strategic Investment Fund			research, workforce, commercialization, and infrastructure projects. Awards could use matching requirements or co-investment structures to leverage federal, local, institutional, and private funding.	financing gaps, and attract outside investment to high-potential Maryland aerospace projects.	nonprofit organizations; investors; federal funding recipients; workforce and infrastructure partners.
Statewide Aerospace and Technology Consortium	Yes	\$500,000–\$1.5 million annually	Establish a professionally coordinated partnership connecting State government, federal facilities, military installations, universities, investors, economic development organizations, and private industry. The consortium would support joint initiatives, opportunity development, and implementation across institutional boundaries.	Create the durable coordinating capacity and strategic relationships necessary to execute statewide projects despite fragmented assets and limited Commission resources.	State agencies; NASA and other federal agencies; military installations; universities; industry associations; companies; investors; regional economic development organizations.
Aerospace Soft-Landing and Investor Front Door	Yes	\$100,000–\$250,000 annually	Create a central point of contact for aerospace companies and investors considering Maryland. Services could include site and partner introductions, facility access, incentive navigation, workforce connections, and referrals to research and commercialization resources.	Improve Maryland's ability to attract companies, investment, projects, and federal contractors while reducing the time required to navigate the State's ecosystem.	Companies entering or expanding in Maryland; investors; site selectors; county economic development organizations; federal partners; universities; State agencies.

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Implementation concept	Cost associated?	Preliminary ballpark cost	Description of effort	Desired outcome	Audience/participants
New Space Entrepreneurship Program	Yes	\$50,000–\$150,000 annually	Deliver workshops, mentoring, customer-discovery assistance, and commercialization support for technical founders and leaders seeking to enter commercial or dual-use aerospace markets.	Help Maryland researchers and government contractors develop scalable products, commercial customers, and investment-ready business strategies.	Entrepreneurs; researchers; universities



Maryland Aerospace & Technology Commission Strategic Plan

October 1, 2025

With Revision 1 dated September 18, 2026

Elevating Maryland to Global Aerospace Leadership

Prepared For:

Governor Wes Moore
Maryland Economic Development Commission
Maryland General Assembly

Prepared By:

Maryland Aerospace and Technology Commission

Chair:	Dale Moore, Ed D	Southern Maryland Navy Alliance
Vice Chair:	Georgie Brophy	Maryland Space Business Roundtable

Maryland Department of Commerce



Revision Log

Revision	Revision Date	Section/Page	Description of Change	Approved by	Approval Date
1	09/18/2026	Geographic Focus Areas Page 25	Added the North Central Maryland Aerospace Corridor, comprising Baltimore City and Baltimore, Harford, and Cecil counties, to improve the practical administration and coordination of the previously larger Central Maryland Aerospace Corridor.	Dale Moore, Chair	09/18/2026

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Executive Summary

Maryland is an aerospace state. Anchored by NASA’s Goddard Space Flight Center, Naval Air Station Patuxent River, Johns Hopkins University Applied Physics Laboratory, National Oceanic and Atmospheric Administration, and more than 9,000 aerospace companies, the state brings together a concentration of federal assets, industry partners, and specialized talent unmatched in the region. With the highest density of aerospace engineers in the nation and a strong pipeline of dual-use technologies, Maryland already plays a critical role across the aerospace value chain.

Maryland is also poised for growth. Federal research centers, top universities, and a highly skilled workforce are attracting “new space” and commercial sector investment positioning the state to expand its share of a global market that is scaling rapidly in areas such as space systems, autonomy, and advanced materials and manufacturing. These assets give Maryland a unique competitive advantage and a clear opportunity to convert national investments into lasting economic impact.

Importantly, aerospace investment delivers measurable returns. Maryland aerospace companies generate above-average wages, drive significant private investment, and expand the state’s tax base. Independent analyses, such as those conducted by the Maryland Economic Development Association, demonstrate that every state dollar invested in economic development yields many times that amount in economic impact—underscoring why aerospace merits prioritization.

To guide this growth and communicate Maryland’s strategic strengths, the state is defining its aerospace identity through the **SMART Aerospace Hub** framework—highlighting leadership in **Systems & Missions, Materials & Manufacturing, Autonomy, Resilient Navigation, and Talent**. This framework reflects Maryland’s rare ability to deliver end-to-end aerospace missions and technologies and serves as the foundation for its vision and strategy moving forward.

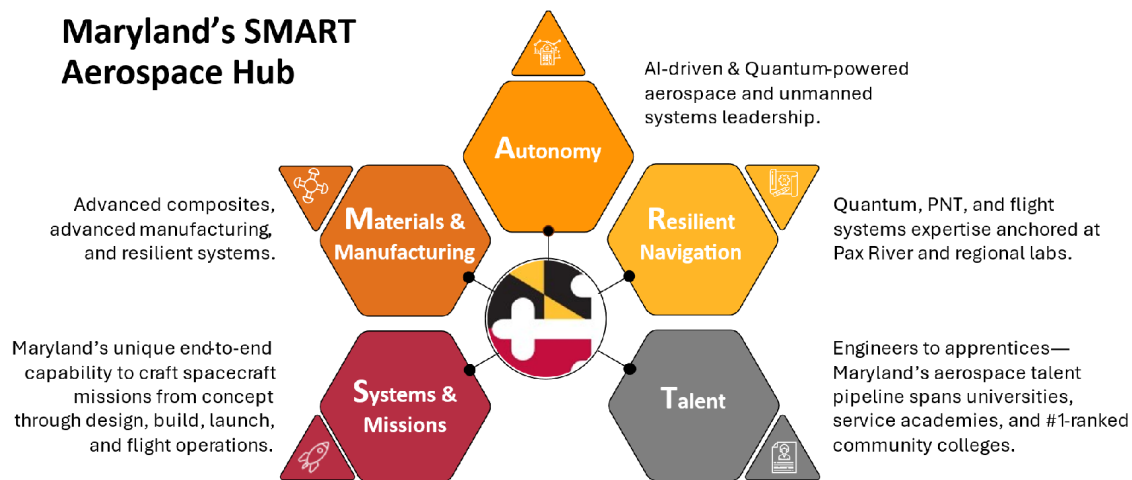


Figure 1: Maryland's SMART Aerospace Hub

Vision

To establish Maryland as the nation’s most advanced, agile and integrated aerospace hub—where discoveries are made, missions are born, built, and flown, and where innovation in autonomy, materials, manufacturing, and navigation drives the future of flight and space.

Mission

Create an integrated, collaborative aerospace ecosystem that attracts leading businesses and top talent, fosters breakthrough innovations in systems, materials, manufacturing, autonomy, and navigation, and generates high-value economic growth for Maryland.

Scope of this Strategy

This strategic plan is intentionally focused and disciplined, reflecting both Maryland’s fiscal realities and the need to avoid duplication with other state-led efforts. The Maryland Aerospace and Technology Commission concentrates on areas where Maryland has unique assets and can achieve outsized impact, specifically:

- Space technology and exploration
- Defense and security systems
- Advanced materials and manufacturing and resilient supply chains
- Aerospace software, AI, quantum, and precision navigation & timing (PNT)
- End-to-end workforce and talent development pipelines

Areas outside this scope, such as advanced air mobility and certain commercial aviation initiatives, are recognized as important but are being addressed through other commissions and state-led processes.

A regional approach grounds this strategy, aligning local strengths—from federal anchors in Central and Southern Maryland to launch capacity on and flight test ranges off the Eastern Shore—within a cohesive statewide framework.

Current Urgency

Maryland’s aerospace economy is at an inflection point. Aerospace is at the leading edge of competitive global markets. Federal investments in space, defense, and dual-use technologies are accelerating nationally, and other states are moving aggressively to capture these opportunities. Without near-term action, Maryland may forfeit competitive ground to states making aggressive investments.

At the same time, Maryland faces immediate challenges. Several of our federal anchors, including NOAA, NIST, and NASA Goddard, are experiencing uncertain or reduced growth trajectories. These headwinds underscore the importance of diversifying and strengthening Maryland’s aerospace economy.

Strategy Development Approach

The approach to developing this strategy has been straightforward and conversational, drawing on commissioner input and feedback from stakeholders. Early tools, such as an “As-Is State” diagram of Maryland’s aerospace ecosystem and a force field analysis of enablers and constraints, helped surface themes for discussion. From there, the Commission outlined the Maryland SMART Aerospace Hub Framework, design principles, and regional focus areas.

Guiding Design Principles

These principles provide a framework for immediate decision-making and investment, ensuring Maryland’s aerospace strategy is disciplined, high-impact, and aligned with measurable outcomes. They may be refined as the Commission advances its work and Maryland’s aerospace brand evolves.

- **Accelerate Innovation Through Speed and Agility** – Adopt models that shorten timelines and position Maryland as the fastest partner.
- **Focus on Dual-Use and High-Growth Technologies** – Concentrate resources on AI, autonomy, quantum, advanced materials, and resilient PNT.
- **Catalyze Private Capital, Don’t Replace It** – Use incentives to de-risk first builds/tests and spark private and corporate investment.
- **Build on Regional Strengths, Act as One Maryland** – Harness diverse assets across regions under a unified state plan.
- **Leverage Federal Anchors for State Growth** – Maximize opportunities from federal assets while building resilience against shifting priorities.
- **Invest in People, Not Just Infrastructure** – Prioritize apprenticeships, internships, clearances, and credentials that create lasting, high-wage careers.
- **Maximize Visible Returns for Citizens** – Tie every initiative to jobs, wages, supply chain resilience, and student STEM pathways.

Strategic Goals and Expected Outcomes

The Commission is committed to producing results that can be measured within the next year, while also laying the foundation for growth through 2035 and beyond.

To help decision-makers understand the range of possible impacts, the Commission has outlined potential outcomes at three levels of investment for both near-term action and long-term positioning. These scenarios illustrate what can be achieved with modest resources, how greater commitment can accelerate progress, and what transformational impact is possible with bold investment.

Immediate Action (next 20 months)

To move from strategy to action, we outline steps achievable within 20 months under three funding scenarios, giving policymakers clear options for speed and scale.

\$0 Level of Investment = Low Maintain Current Path	\$750k Level of Investment = Medium Targeted Progress	\$1.5M Level of Investment =High Accelerated Positioning
● Continue convening & coordination ● Produce a snapshot economic impact statement with very limited new data collection ● Leverage existing partnerships and branding channels	● Launch 2 pilot workforce/supplier programs ● Expanded economic impact analysis, strategic intelligence, & strategy refinement ● Seed marketing campaign for SMART Aerospace Hub (few key trade events)	● Multi-site pilot programs for workforce, expanded supplier incentives ● Expand the economic impact statement into a 10-year Aerospace Strategy baseline with policy levers and investment scenarios.

Risk: Maryland remains reactive; loses momentum to peer states	● Build initial public-private partnership commitments toward future investments	● Full-spectrum strategic intelligence and marketing campaign ● Formalize statewide Aerospace Investment Council with early capital pooling mechanisms
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Figure 2: Recommended investment pathways over the next 20 months, showing how different funding levels translate into action, outcomes, and long-term positioning for Maryland’s aerospace strategy.

Positioning for the Future (FY2028 - 2035)

The figure below illustrates how different levels of long-term investment can scale the SMART Aerospace Hub -- from maintaining Maryland’s role as a convener and coordinator, to driving targeted growth in workforce and suppliers, to achieving transformational impact as a nationally recognized aerospace leader.

\$0 Annual Program Budget Level of Investment = Low No New Annual Funding	\$10M Annual Program Level of Investment = Medium Comparable to Build our Future Investment	\$50M Annual Program Budget Level of Investment = High Comparable to Rural Maryland Economic Development Fund
● Continued MATC convenings and Maryland ecosystem analysis ● Expand international partnership forums ● Industry coordination and partnership with federal agencies	● Establish competitive grant programs for workforce training targeting 1,500 workers ● Fund supplier readiness programs such as AS9100 and AS9120 through partnership with Maryland Manufacturing Extension Partnership) ● Fund accelerator sprints targeting SMART Technologies ● Offer enhanced location and expansion incentives ● Support early-stage site readiness at strategic aerospace locations through MEDCO partnership	● Scale workforce grant programs to reach 6,000 workers ● Expand supplier readiness, accelerator sprints, and relocation incentives ● Create a Maryland Aerospace Growth Fund to co-invest with federal and private partners in technology acceleration and commercialization ● Partner with MEDCO on bond-backed infrastructure investments (range enhancements, test facilities)

Figure 3: Potential annual investment levels 2028-2035 and the projected outcomes for Maryland’s aerospace industry.

Public investment in aerospace should yield measurable benefits for Maryland's economy and citizens. Comparable state initiatives in other states, such as Space Florida, have documented multi-billion-dollar impacts on state GDP, job creation, and tax revenues.¹

Requests of the Maryland General Assembly

To realize Maryland's aerospace potential, we recommend targeted statutory adjustments to strengthen the Maryland Aerospace & Technology Commission (MATC), including expanded authorities, membership, and reporting flexibility. We also request budget support for innovation funding, staff capacity, and a dedicated funded aerospace program line within the Department of Commerce. These changes will equip Maryland to attract commercial investment, secure federal tenants, elevate small businesses, and ensure the aerospace sector is recognized and resourced as a core driver of the state's economy.

Conclusion and Next Steps

This strategy reflects Maryland's commitment to act with discipline, urgency, and foresight. Every initiative outlined here is designed to maximize the return on each state dollar invested by leveraging federal anchors and private capital to deliver jobs, innovation, and long-term economic growth for Maryland's citizens.

The release of the draft economic strategy on October 1 marks the beginning of Maryland's aerospace momentum. While future investment decisions will ultimately shape the scale of impact, there are important no-cost actions the Commission can take immediately to sustain visibility, deepen stakeholder engagement, and position Maryland for success once resources are appropriated. These follow-on steps, taken by MATC and partner organizations, are designed to keep aerospace front-of-mind for policymakers, industry, and the public while demonstrating the Commission's commitment to implementation and accountability.

- **Out-briefs for Legislative Staff** – Deliver tailored updates either in person (during Aerospace Day) or via Zoom, ensuring early alignment with General Assembly priorities.
- **Governor's Office Briefing Note** – Provide a concise summary and talking points that link the strategy to statewide economic priorities, equity, and workforce agendas.
- **Federal Agency Alignment Sessions** – Convene briefings with NASA Goddard, Wallops, NAVAIR, NOAA and other federal anchors to share the strategy and identify joint opportunities.
- **Industry Listening Sessions** – Host 2–3 virtual roundtables with Maryland aerospace firms to gather feedback on implementation priorities and refine near-term action items.
- **Media/Comms Rollout** – Coordinate with Commerce communications to place op-eds, issue press releases, and brief trade press.
- **Regional Council Engagement** – Present the strategy at regional economic development councils and chambers of commerce to encourage local buy-in and advocacy.
- **Higher Education & Training Engagement** – Build on the momentum of the proposed Mid-Atlantic Aerospace Talent Hub (coordinated by the Maryland Space Grant Consortium) by

¹ **Space Florida.** "Space Florida: \$5.9 Billion Economic Impact on Florida's Economy." *Space Florida*, 21 May 2024, <https://www.spaceflorida.gov/news/space-florida-5-9-billion-economic-impact-on-floridas-economy>

convening universities, community colleges, training providers, and industry partners to design a scalable approach to workforce pipeline alignment with the SMART Aerospace Hub framework.

MATC Overview

The Maryland Aerospace and Technology Commission (MATC) created by the General Assembly through CHs 622 and 623 of the Acts of 2024 and signed into law by Governor Wes Moore on May 9th, 2024. Per statute, the MATC resides within the Department of Commerce to promote innovation in the fields of space exploration and commercial aerospace opportunities, including the integration of space, aeronautics, and aviation industries into the economy of the State. The Commission will develop and annually update a strategic plan to be submitted to the Governor, the Maryland Economic Development Commission, and the General Assembly on October 1st each year.

MATC Representatives

Commission Chair:

Southern Maryland Navy Alliance	Dale Moore	President
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Commission Vice Chair:

Maryland Space Business Roundtable	Georgie Brophy	Board Member
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Commission Members:

Assoc. of Univ. for Research in Autonomy	Barbara Lam	CFO / VP
Genesis Engineering	Robert Rashford	CEO
Goddard Contractors Association	Ryan Gerard	President Emeritus
Johns Hopkins University Applied Physics Lab	Robert Braun	Space Exploration Sector Head
National Society of Black Engineers	Janeen Tracy Uzzell	CEO
Rocket Lab	Cedric Jacob	Director of Operations, Space Structures Complex
Space Telescope Science Institute	Jennifer Lotz	Director
University of Maryland-Baltimore County	Charles Ichoku	Director of GESTAR II
University of Maryland-College Park	Alison Flatau	Dept. Chair Aerospace Engineering
University of Maryland-Eastern Shore	Willie Brown	Vice Provost for Faculty Affairs
Maryland Dept of Commerce	Harry Coker Jr.	Secretary

Ex-Officio Non-Voting Members:

Maryland General Assembly – Senate	Alonzo Washington	Prince George's County
Maryland General Assembly – House	Mark Chang	Anne Arundel County
NASA Goddard Space Flight Center	Cynthia Simmons	Acting Director
Federal Bureau of Investigation		No Representative
National Oceanic and Atmospheric Administration		No Representative

Maryland's Aerospace Assets & Innovation Ecosystem: An Overview

Maryland is home to a unique concentration of federal laboratories, research institutions, military installations, and industry anchors that together create one of the nation's most robust aerospace and defense ecosystems. These assets are reinforced by state-level leadership, including Maryland Department of Commerce's Office of Strategic Industry Engagement – Aerospace and the Maryland Advanced Air Mobility Council, which align emerging technologies and defense priorities with long-term economic strategy. These assets provide both stability and opportunity, positioning Maryland as a state where cutting-edge science, national defense, and commercial enterprise intersect.

Federal Science and Research Anchors

NASA Goddard Space Flight Center (Greenbelt)

As NASA's largest space research center, Goddard is a cornerstone of Maryland's space and science innovation. Its projects like the Hubble Space Telescope or James Webb Space Telescope have transformed humanity's understanding of the earth, sun, and universe. Closer to home, for example, Goddard supports agriculture productivity with Precision Agriculture, enhances safety and resilience during natural disasters with the Earth Observing System measurements of flood mapping and wildfire monitoring. Goddard also manages the *Tracking and Data Relay Satellite System (TDRSS)*, providing critical global communications for both government and commercial missions including human space flight. Engineers and scientists at Goddard also develop and maintain advanced Earth- and space-science data systems and build satellite systems for other agencies such as NOAA. Beyond its high-profile missions, Goddard fuels Maryland's economy through partnerships with universities, private industry, and a highly skilled workforce.

Johns Hopkins University Applied Physics Laboratory (APL) (Laurel)

The Johns Hopkins APL is the largest University Affiliated Research Center (UARC) in the nation. With twelve specialized laboratories and hundreds of active projects, APL advances research in defense, cybersecurity, space systems, and national security. Its deep partnership with NASA (including leadership of the New Horizons mission to Pluto and the DART planetary defense test) demonstrates Maryland's central role in space science and applied innovation.

National Institute of Standards and Technology (NIST)

Located in Gaithersburg, NIST plays a critical role in advancing the measurement science and standards that underpin aerospace and aviation innovation. From developing precise time and frequency standards essential to Positioning, Navigation, and Timing (PNT), to establishing frameworks for quantum information systems, advanced materials, and cybersecurity, NIST research strengthens both commercial space ventures and defense applications. Its work ensures the reliability and interoperability of technologies that Maryland's broader aerospace ecosystem depends on, making NIST a foundational partner in the state's leadership in next-generation aerospace systems.

National Oceanic and Atmospheric Administration (NOAA)

Headquartered in Silver Spring, NOAA operates the Satellite Operations Facility (NSOF), the command and control hub for the nation's environmental satellites. From this facility, NOAA manages the GOES (Geostationary Operational Environmental Satellites) and JPSS (Joint Polar Satellite System) constellations, which provide real-time data for weather forecasting, climate monitoring, and disaster response. NSOF is critical to both national resilience and global science, and it works closely with NASA, the University of Maryland, and private industry partners to advance Earth observation capabilities. This presence cements Maryland's role at the center of satellite operations and environmental monitoring that support aviation safety, defense readiness, and commercial innovation.

Space Telescope Science Institute (STScI)

Located on the Johns Hopkins University campus in Baltimore, STScI operates the science program for the Hubble Space Telescope and the James Webb Space Telescope, and is preparing for the Nancy Grace Roman Space Telescope. As the global hub for mission science operations and data analysis for flagship observatories, STScI attracts top talent, manages billions of dollars in research activity, and enables groundbreaking discoveries in astrophysics and planetary science. Its presence in Maryland cements the state's role as a leader in space science, data systems, and international collaboration.

Association of Universities for Research in Astronomy (AURA)

AURA is a nonprofit consortium of universities and institutions that operates astronomical observatories and space science facilities on behalf of NASA and the National Science Foundation. Headquartered in Baltimore alongside the Space Telescope Science Institute, AURA manages the operations of the Hubble and James Webb Space Telescopes and will operate the forthcoming Nancy Grace Roman Space Telescope. Its presence in Maryland anchors a significant share of the nation's astrophysics research infrastructure, linking Maryland's universities with a global community of scientists and reinforcing the state's leadership in space science.

Military Installations Driving Innovation:

- **Naval Air Station Patuxent River (Pax River):** Pax River is the home of Naval Air Systems Command (NAVAIR) Headquarters responsible for the full life cycle program management of naval aviation weapon systems, and the Naval Air Warfare Center Aircraft Division, which provide the full spectrum of research, development, test, and evaluation (RDT&E). Facilities such as the *Atlantic Test Range* – the busiest flight test center in the world – and the *Joint Simulation Environment* enable cutting-edge physical and virtual aviation testing and training. Patuxent River is also the home of the U.S. Navy Test Pilot School which trains elite aviators from around the world. Pax River is not only a hub for aerospace innovation but also a pillar of Maryland's regional economy and workforce.
- **U.S. Army Garrison Aberdeen Proving Ground (APG):** APG hosts the Army's Combat Capabilities Development Command (DEVCOM) Army Research Laboratory, where next-generation technologies in robotics, artificial intelligence, energetics, and communications are developed. As a center for Army science and technology, APG drives innovation that directly shapes the future of national defense.
- **U.S. Army Research Laboratory (Adelphi and Graces Quarters):** The Army Research Laboratory (ARL) serves as the Army's corporate research hub, conducting foundational science that informs future defense and aerospace capabilities. With major campuses at Adelphi Laboratory Center and Graces Quarters, ARL advances work in autonomy, artificial intelligence, energetics, advanced materials, and secure communications. Its research underpins Army modernization priorities and directly supports aerial platforms, unmanned systems, and resilient networks. ARL also collaborates extensively with

Maryland universities, creating a strong pipeline for innovation and workforce development while transitioning early-stage discoveries into applied defense systems.

Several of Maryland’s most prominent federal anchors—including NOAA, NIST, and NASA Goddard—face uncertain growth trajectories, as noted in the [Current Urgency](#) section. This dynamic reinforces the need to complement federal assets with strong commercial and defense sector growth.

Transportation and Logistics Infrastructure

Baltimore/Washington International Thurgood Marshall Airport (BWI)

BWI is a major national hub, serving as a key operations center for Southwest Airlines and ranking among the busiest commercial airports in the Mid-Atlantic. Its cargo capacity and connectivity support both business and defense logistics, making it a vital component of Maryland’s aerospace ecosystem.

Port of Baltimore

The Port of Baltimore is one of the nation’s leading gateways for international trade. It ranks first among U.S. ports in the import and export of passenger vehicles and is a top hub for roll-on/roll-off cargo. With the deepest harbor in the Chesapeake Bay and unmatched access to Midwest markets, the Port enhances Maryland’s strategic value for both defense supply chains and commercial trade.

Chesapeake Bay and Regional Connectivity

Maryland’s Chesapeake Bay serves not only as an ecological treasure but also as a transportation and logistics corridor, linking the state’s defense and aerospace assets to the broader Mid-Atlantic region. The Bay connects Maryland directly to **Virginia’s Wallops Flight Facility (managed by NASA Goddard Space Flight Center)** and the **Mid-Atlantic Regional Spaceport (MARS)**, extending the state’s role in space launch and testing activities.

Regional Airports and Multimodal Connectivity

Beyond BWI, Maryland’s network of regional airports adds agility and resilience to the aerospace ecosystem. Martin State Airport near Baltimore provides long runway capacity and recent infrastructure investments that support aerospace testing and operations. St. Mary’s County Regional Airport, located just miles from Naval Air Station Patuxent River, supports charter flights, training, and close industry collaboration. Hagerstown Regional Airport offers dual runways and proximity to interstate freight corridors, making it a key node for logistics and supply chain operations. Together, these airports enhance mobility for people, parts, and test activities across the state. Their value is reinforced by abundant rail access and highway connectivity, which enable rapid overland transport of aerospace components.

Looking ahead, the planned retirement of A-10 aircraft currently operated by the Air National Guard at Martin State will free additional capacity at the airport. This transition creates a strategic opportunity for Maryland to repurpose facilities and runway capacity for aerospace testing, maintenance, and commercial applications.

Industrial and Manufacturing Capabilities

Maryland hosts a long history of aircraft and aerospace manufacturing, with key hubs in Hagerstown and Middle River. These industrial centers continue to produce air and space systems that support both defense and

commercial markets, complementing the state’s research, testing, and logistics infrastructure. Together with small and medium-sized suppliers across the state, Maryland’s manufacturing base ensures that ideas generated in labs and test facilities can transition to production at scale.

Maryland also holds a unique place in aerospace manufacturing history. The Glenn L. Martin Company established one of the nation’s first full-scale aircraft manufacturing facilities in Middle River in 1929, a site that remains in aerospace use today. Western Maryland shares this legacy: the Kreider-Reisner Aircraft Company (later purchased and operated by Fairchild Aviation) produced its first plane in Hagerstown in 1926, launching a century of contributions to aviation. Together, these histories highlight Maryland’s role as one of the oldest and most enduring aerospace manufacturing centers in the United States.

State Leadership and Governance

Maryland complements its federal, military, and industrial anchors with strong state-level coordination and policy leadership. The **Maryland Advanced Air Mobility (AAM) Council**, established by the state legislature, is guiding the integration of emerging aviation technologies such as electric vertical takeoff and landing (eVTOL) aircraft, urban air mobility (UAM), regional air mobility (RAM) and supporting infrastructure. This council brings together public agencies, industry leaders, and research institutions to ensure Maryland is at the forefront of next-generation aviation. In addition, bodies such as the **Maryland Military Installation Council (MMIC)** and the **Maryland Defense Forum** provide regular venues for collaboration among military leadership, state and local officials, and private industry. Together, these governance structures ensure that Maryland’s aerospace ecosystem is not only rich in assets but also strategically aligned and future-focused.

Educational Excellence

Maryland’s aerospace and defense leadership is strengthened by a world-class education system producing engineers, scientists, and leaders in the field. Three universities in Maryland rank among the top research universities in the nation (R1 in the Carnegie Classification of Institutions of Higher Education), namely, the University of Maryland College Park (UMD/UMCP), the University of Maryland Baltimore County (UMBC), and Johns Hopkins University. Both UMD and UMBC are part of the University System of Maryland (USM), the state’s public higher education system.

University of Maryland, College Park

The A. James Clark School of Engineering is ranked #16 nationally for undergraduate engineering and #18 for graduate engineering, according to *U.S. News & World Report*. Specifically, among public institutions, the aerospace engineering program is ranked #11, and the undergraduate engineering school overall is #16, while the graduate school is at #18. Additionally, College Factual places UMCP’s aerospace & aeronautical engineering bachelor’s program at #11 in the nation. U.S. News also ranks UMCP’s engineering school #11 among public universities overall, with aerospace among five specialties in the Top 25.

University of Maryland, Baltimore County (UMBC)

UMBC is nationally recognized for its strength in computer science, engineering, and data analytics, with particular expertise in cybersecurity and human-centered computing. In the 2025 edition of Best Colleges by the U.S. News & World Report, UMBC is nationally ranked as No. #14 in Most Innovative Schools and #15 in Best Undergraduate Teaching (tie). Through programs such as the Center for Cybersecurity and the Earth & Space

Institute, UMBC contributes directly to Maryland’s leadership in aerospace software, autonomy, and earth observation. Its close partnerships with NASA Goddard, federal agencies, and the region’s tech sector make UMBC a critical pipeline for talent and applied research in aerospace-aligned fields.

Johns Hopkins University

The Whiting School of Engineering is consistently ranked among the nation’s top engineering schools, with its graduate programs positioned #13 nationally by *U.S. News & World Report*. Its undergraduate engineering programs are also highly ranked at #13 (tie), and the Department of Biomedical Engineering frequently holds the #1 spot for both undergraduate and graduate BME programs.

United States Naval Academy

A premier institution among service academies, USNA was ranked the #1 Top Public School from 2021 to 2024 and its engineering program stands #4 among National Liberal Arts Colleges. It is also one of only 25 institutions to receive the prestigious Carnegie “Leadership for Public Purpose” classification.

Community Colleges and Trade Schools

Maryland’s network of 16 state community colleges is ranked #1 nationally by *WalletHub* for their combined performance and impact. The Pittsburgh Institute of Aeronautics in Hagerstown was ranked the #1 two-year trade school in the nation by *Forbes*, recognizing its critical role in training the aerospace and technical workforce.

Maryland Blueprint for Education

The Blueprint for Maryland’s Future is a comprehensive statewide education reform that expands access to early childhood programs, strengthens college and career readiness, and raises teacher pay and professional standards. For aerospace, the Blueprint is especially relevant in its emphasis on career and technical education pathways, STEM exposure, and alignment with workforce needs. By ensuring a strong foundation from K-12 through postsecondary training, the Blueprint expands the long-term pipeline of skilled technicians, engineers, and innovators essential to sustaining Maryland’s aerospace ecosystem.

Looking ahead, Maryland can expand its leadership by developing world-class apprenticeship and internship programs in next-generation aerospace technologies. Focused on electric aircraft, launch vehicles, and satellite systems, such programs would deepen the talent pipeline while signaling to industry and federal partners that Maryland is investing in the workforce of the future.

Strong Industry Presence

Maryland hosts an unparalleled assembly of aerospace and defense companies, spanning established primes, major suppliers, and innovative “new space” startups.

Aerospace and Defense Prime Contractors

Maryland is home to significant operations of major defense and aerospace firms, including **Lockheed Martin, Northrop Grumman, Boeing, Bell Textron Systems, BAE Systems, General Dynamics, Raytheon, L3Harris Technologies, DCS Corporation, and Kratos Defense & Rocket Support Systems.**

Aerospace Services & Technology Suppliers

A broad supplier ecosystem supports the industry, with firms such as **AVIAN LLC, Platform Aerospace, Coherent Technical Services (CTSI), SPARC Engineering, Genesis Engineering, Leidos, Leonardo DRS, Sierra Nevada Corporation, KBR, Booz Allen Hamilton, and The MIL Corporation** bringing cutting-edge technologies and project support.

Emerging Aerospace/Aviation Firms

A surge of innovation is evident in Maryland's emerging firms:

- **Rocket Lab** is developing its Neutron rocket in Middle River, utilizing robotic additive manufacturing with carbon-fiber composites, typifying new space manufacturing practices.
- Other fast-growing aerospace and aviation startups like **Quantum Space, IonQ, Edgybees Inc, Patero Inc., Treseder AI, and Ten One Aerospace** reflect Maryland's vitality in agile, high-technology aerospace-related development.

Industry Spotlight

Lockheed Martin – Global aerospace and defense leader with major operations in Maryland supporting advanced aircraft, space systems, and national security programs.

Kratos Defense & Rocket Support Systems – Provides high-performance unmanned systems, space vehicles, and rocket support services for defense and commercial customers.

Platform Aerospace – Specializes in aircraft modification, integration, and rapid prototyping for mission-critical applications.

SPARC Engineering – Engineering services firm delivering systems integration, test, and sustainment solutions for aerospace and defense clients.

Quantum Space – Innovator developing cislunar spacecraft and services to support navigation, logistics, and operations in the Earth-Moon system.

Ten One Aerospace – Emerging company with expertise in Rendezvous, Proximity Operations and Docking (RPOD)

International Partnerships: Korea Aerospace Agency (KASA)

Maryland's aerospace ecosystem is increasingly global in scope. In 2025, Maryland formalized a partnership with the Korea Aerospace Agency (KASA), headquartered in Gyeongsangnam-do Province. With Maryland home to NASA Goddard and Gyeongsangnam-do home to KASA, both regions face similar opportunities and challenges in workforce and infrastructure development to support their respective aerospace industries. The partnership builds on a 2023 Memorandum of Understanding (MOU) between Maryland and Gyeongsangnam-do and reflects shared goals of fostering private-sector leadership in commercial space while positioning government-funded institutions to focus on long-term, high-risk research.

KASA, established in 2024 under Korea's Ministry of Science and Information and Communications Technology (ICT), seeks to emerge as a top five global aerospace agency. Its policies emphasize repeated

launches of the Nuri rocket, development of advanced and reusable launch vehicles, and construction of a spaceport and supporting infrastructure. Under the Maryland–Gyeongsangnam-do partnership, the two regions intend to support one another in growing their aerospace industries. This agreement highlights Maryland’s role as an international collaborator and its attractiveness as a partner for emerging space powers.

Maryland's SMART Aerospace Hub

Purpose

The SMART framework organizes Maryland's aerospace identity around five strengths: **Systems & Missions**, **Materials & Manufacturing**, **Autonomy**, **Resilient Navigation**, and **Talent**. The framework aligns assets, investments, and partnerships so Maryland can deliver end-to-end missions from concept through design, build, test, launch, and operations.

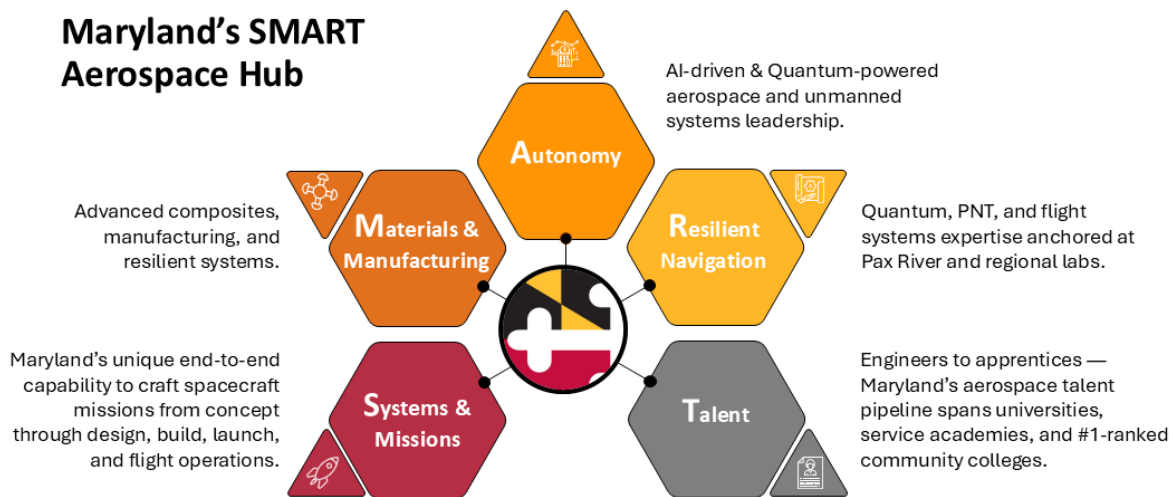


Figure 4: Maryland's SMART Aerospace Hub

Systems & Missions. Mission design, integration, test and evaluation, and operations across civil, defense, and commercial domains.

→ *Aligned assets:* NASA Goddard Space Flight Center; Johns Hopkins Applied Physics Laboratory; Naval Air Station Patuxent River with NAVAIR and NAWCAD (including Atlantic Test Range and Joint Simulation Environment); Space Telescope Science Institute; NOAA's Satellite Operations Facility.

Materials & Manufacturing. Advanced composites, additive and other advanced manufacturing, and resilient systems for air and space platforms.

→ *Aligned assets:* Middle River and Hagerstown manufacturing hubs; Rocket Lab Neutron development; UMD and USM materials programs; NIST materials and metrology leadership; statewide SME supplier base.

Autonomy. AI and PNT-enabled flight systems, robotics, software-defined aerospace, and test environments.

- *Aligned assets:* DEVCOM Army Research Laboratory and APG AI/robotics programs; APL autonomy; UAS and avionics test capabilities at Naval Air Station Patuxent River; and the St. Mary’s County AeroPark Innovation District integrating leading businesses with the University System of Maryland – Southern Maryland (USMSM) “Southern Maryland Autonomous Research & Technology” (SMART) Facility; and University of Maryland Clark School of Engineering’s “Maryland Autonomous Technologies Research Innovation and eXploration” (MATRIX) Lab.

Resilient Navigation. Positioning, navigation, and timing (PNT), quantum-enabled sensing, and robust comms and timing for contested environments.

- *Aligned assets:* NIST time and frequency standards; APL and UMD PNT research; Pax River range capabilities; NOAA and NASA Earth-observation data that feeds navigation, weather, and safety systems; quantum companies and labs in the DC–Maryland corridor.

Talent. A complete talent stack from skilled trades and technicians to world-class engineers and researchers.

- *Aligned assets:* JHU, UMD, UMES, Capitol Technology University, and the University System of Maryland; U.S. Naval Academy; Maryland’s #1-ranked community college network; Pittsburgh Institute of Aeronautics (Hagerstown); Maryland’s Blueprint for Education, internships and apprenticeships; and security clearance pipelines.

How SMART guides implementation

The framework translates directly into action: prioritize projects that integrate multiple SMART elements, fund pilots that demonstrate measurable outcomes within 12–20 months, and scale initiatives that connect regional strengths into a single statewide value chain. Example signals of progress include:

- Mission milestones achieved and transitions from prototype to program of record.
- Supplier certifications (AS9100/9120), additive and composites capacity added, and time-to-first-article reduced.
- Autonomy and PNT test events completed with published results and standards contributions.
- Workforce indicators: internships and apprenticeships started, credentials earned, placements and security clearances in process.

SMART is also the organizing lens for collaboration across Maryland’s aerospace

AS9100 and AS9120 are international Quality Management System (QMS) standards from the International Aerospace Quality Group (IAQG) that build on ISO 9001, a broadly used industry quality standard, by adding aerospace-specific requirements. AS9100 applies to organizations that design and produce aerospace products and services, while AS9120 is for distributors of aerospace parts and materials. Both standards enhance quality, safety, and traceability within the aerospace supply chain, but AS9100 includes requirements for design change control and risk management not found in AS9120, which focuses on traceability.

ecosystem. The governance model that operationalizes SMART is detailed in the Implementation Framework.

By grounding strategy in SMART and tying each element to named assets and regions, Maryland presents a coherent, investable story: a state that can design, build, test, and operate aerospace systems, while growing the materials, autonomy, navigation, and talent foundations that make those missions possible.

Current Urgency

Federal and commercial activity in space and defense is accelerating as is interstate competition for key firms and assets. Maryland's assets position the state to capture this growth, but the window is narrowing as neighboring states invest aggressively, and federal priorities continue to shift. Acting now reduces the risk of supply-chain erosion and talent flight while signaling that Maryland will lead in systems, materials, autonomy, resilient navigation, and talent.

- **The market is surging.** The global space economy reached a record \$613B in 2024, with commercial activity driving most of the growth; launch cadence also hit new highs and is increasing through 2025.²
- **Competitor states are moving fast.** Virginia opened Rocket Lab's Launch Complex 3 on Wallops Island and is supporting spaceport infrastructure, while the company targets Neutron's first flight and a rapid ramp thereafter. These are all moves that strengthen Virginia's claim on Mid-Atlantic launch and test capacity, and that Maryland can leverage via strategic effort and unique proximity.
- **Federal demand is pivoting toward autonomy and rapid fielding.** DoD's Replicator initiative is transitioning attritable³ autonomous systems to the services, with recent milestones and early procurement choices underscoring urgency around uncrewed systems and counter-UAS (areas aligned with Maryland's autonomy and software strengths.)⁴
- **Earth-observation and PNT-relevant programs remain active but volatile.** NOAA's GeoXO constellation continues instrument and spacecraft contracting, even as policymakers revisit acquisition approaches and budgets.⁵ The current federal administration has signaled a demand for faster and cheaper, changing long-established norms.
- **Budget timing and uncertainty raise execution risk.** NASA and related science accounts face late-cycle appropriations dynamics and potential continuing resolutions, which can delay program starts and contract flow-downs, making state-level actions that bridge timing gaps more valuable.
- **Federal Anchors Under Pressure.** Maryland's federal science anchors, long the backbone of the state's aerospace economy, are facing a period of uncertainty. NOAA, NIST, and NASA Goddard are not currently on growth trajectories, and in some cases are confronting reductions. While these institutions remain vital assets, Maryland must be prepared to offset any contraction through new commercial investment, defense sector expansion, and deeper industry partnerships. Recognizing these

² Space Foundation Editorial Team. "The Space Report 2025 Q2 Highlights Record \$613 Billion Global Space Economy for 2024, Driven by Strong Commercial Sector Growth." *Space Foundation*, 22 July 2025, <https://www.spacefoundation.org/2025/07/22/the-space-report-2025-q2/>. Accessed 10 September 2025.

³ Magnuson, Stew. "The Meanings of 'Attritable' and 'Expendable.'" *National Defense Magazine*, 9 Feb. 2022, www.nationaldefensemagazine.org/articles/2022/2/9/the-meanings-of-attributable-and-expendable

⁴ Vincent, Brandi. "DOD Touts 'Successful Transition' for Replicator Initiative — but Questions Linger." *DefenseScoop*, 3 Sept. 2025, <https://defensescoop.com/2025/09/03/dod-replicator-drone-tech-transition-fielding-questions-linger/>. Accessed 10 September 2025.

⁵ Fernholz, Tim. "NOAA's Weather Sat Do-Over Starts with Less." *Payload*, 29 Aug. 2025, <https://payloadspace.com/noaas-weather-sat-do-over-starts-with-less/>. Accessed 10 September 2025.

headwinds underscores the urgency of diversifying Maryland's aerospace economy to ensure resilience in the face of shifting federal priorities.

Implication for Maryland: With commercial launch momentum nearby, DoD accelerating autonomy, and federal EO/PNT programs evolving, *Maryland must move within the next 12–20 months to lock in supplier readiness and workforce pipelines, and position facilities and financing tools that keep programs, companies, and talent anchored here.* At the same time, several of Maryland's federal anchors, including NOAA, NIST, and NASA Goddard, face uncertain growth trajectories. Addressing these headwinds through diversification into commercial markets, defense expansion, and private capital leverage will be essential to sustaining Maryland's leadership in aerospace.

Approach to Strategy Development

Developing a strong aerospace strategy requires more than cataloging assets—it requires a framework that connects current capabilities with future opportunities. MATC’s approach has combined qualitative insights from convenings and commissioner input with early analytical tools to shape the foundation of this strategy. The “As-Is State” diagram provides a preliminary picture of Maryland’s aerospace and technology ecosystem as understood by stakeholders today. A force field analysis, mapping enablers and constraints, highlights where momentum exists and where barriers must be addressed. While both were developed qualitatively, they point to important themes that the Commission intends to validate and quantify through data, benchmarking, and continued engagement. Both diagrams can be found within [Appendix A. 1: Methodology and Strategic Inputs](#).

Building from this foundation, the Commission developed the Maryland SMART Aerospace Hub Framework and design principles that guide investment and policy choices. These are paired with a regional focus that recognizes the unique strengths of each part of Maryland while advancing a unified vision. To stretch our thinking, commissioners also engaged in an exercise of imagining “what could be possible” if fiscal or policy constraints were lifted.

Design Principles

Maryland’s aerospace and defense economy is defined by world-class research, federal anchors, and an industry base driving innovation. To translate those strengths into sustainable economic growth, the following design principles will guide the state’s strategy. They reflect lessons learned from past efforts and a forward-looking posture that ensures Maryland can compete, adapt, and lead in an era of rapid technological change.

- **Accelerate Innovation Through Speed and Agility** – Adopt models that shorten timelines and position Maryland as the fastest partner.
- **Focus on Dual-Use and High-Growth Technologies** – Concentrate resources on AI, autonomy, quantum, advanced materials, and resilient PNT.
- **Catalyze Private Capital, Don’t Replace It** – Use incentives to de-risk first builds/tests and spark private and corporate investment.
- **Build on Regional Strengths, Act as One Maryland** – Harness diverse assets across regions under a unified state plan.
- **Leverage Federal Anchors for State Growth** – Maximize opportunities from federal assets while building resilience against shifting federal priorities.
- **Invest in People, Not Just Infrastructure** – Prioritize apprenticeships, internships, clearances, and credentials that create lasting, high-wage careers.
- **Maximize Visible Returns for Citizens** – Tie every initiative to jobs, wages, supply chain resilience, and student STEM pathways.

Together, these principles form the backbone of Maryland’s aerospace strategy: bold in vision, pragmatic in execution, and anchored in measurable outcomes that benefit both industry and community.

Geographic Focus Areas

Maryland's aerospace economy is not concentrated in one place; it is distributed across distinct regions, each with unique strengths and assets. Taking a regional approach ensures that the strategy reflects geographical equity, builds on existing industry bases, and leverages the federal anchors, academic institutions, and commercial ventures already rooted in each community. This approach aligns with our design principles by amplifying what Maryland already does well, while also creating pathways for innovation and investment in every part of the state.

A regional structure also strengthens governance and implementation. By empowering local innovation boards and integrating commercial and federal stakeholders across the state, Maryland can foster ownership at the regional level while maintaining statewide coordination. This balance enables the state to respond to local needs, attract private capital, and better align with federal priorities while presenting a unified statewide aerospace strategy.

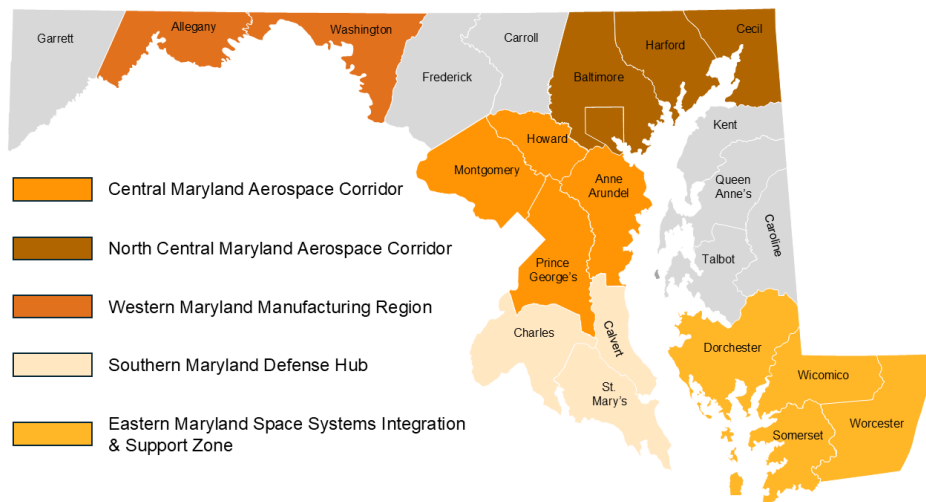


Figure 5: Proposed Regional Structure for Maryland's Aerospace Strategy 2025

This strategy proposes four regional centers:

- Central Maryland Aerospace Corridor**
 This region is Maryland's knowledge and innovation hub, combining world-class research institutions, federal science anchors, and a growing commercial aerospace and mobility sector.
- North Central Maryland Aerospace Corridor**
 This region is Maryland's aerospace, defense, and advanced manufacturing corridor, connecting major military and research assets with a skilled industrial base and strategic transportation infrastructure.
- Southern Maryland Defense Hub**
 Southern Maryland is home to Maryland's naval aviation core, but is also diversifying into advanced materials, prototyping, autonomy, and emerging dual-use technologies.
- Western Maryland Manufacturing Region**
 Western Maryland offers scale-up capacity for production and supply chain growth, supported by materials R&D and a skilled technical workforce.

- **Eastern Maryland Space Systems Integration and Support Zone**
Eastern Maryland is Maryland’s gateway to space, with Wallops as a federal anchor and a growing ecosystem of commercial launch, logistics, and in-space manufacturing ventures.

Implementation Roadmap

Maryland’s aerospace strategy must be more than vision; it requires disciplined execution. This roadmap places Maryland’s three funding tiers up front so decision-makers see clear choices on speed and scale. **Because portfolio choices hinge on resources, the State’s target investment level should be set early.** That decision will define scope, pacing, and sequencing across regions and SMART elements.

Each tier aligns to our design principles, the SMART framework, and regional strengths, ensuring near-term action builds durable statewide capacity. MATC will serve as the central forum to align state, federal, and private efforts. As the MATC currently has no dedicated funding, the roadmap is presented in two tracks: (1) Immediate Action (first 20 months), focused on steps we can launch now under various funding scenarios, and (2) Positioning for the Future (FY2028–2035), focused on scalable investments and infrastructure. The graphics that follow summarize the moves at each tier and how those moves advance Maryland’s identity as a SMART Aerospace Hub.

Immediate Action (first 20 months)

This track focuses on visible progress within 20 months. It sequences efforts that can launch now, demonstrate outcomes quickly, and build credibility with federal and private partners. Results in this track are meant to inform the longer-term portfolio and set conditions for larger investments.

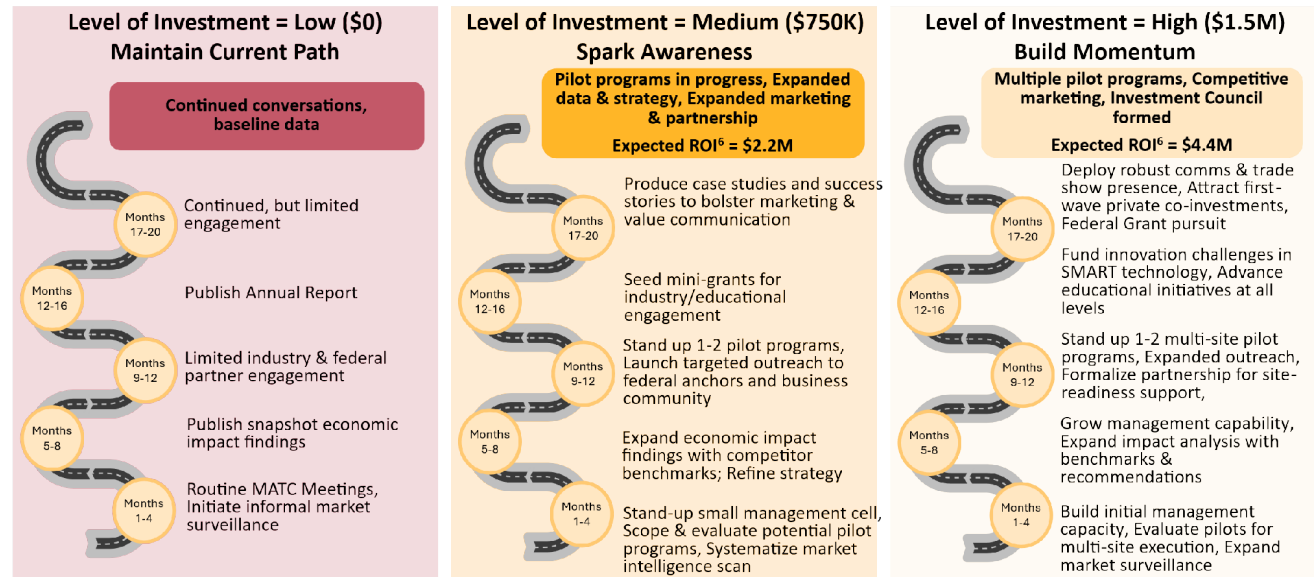


Figure 6: Immediate Action Investment Pathways. Early investment sparks visibility and builds momentum. ROI source: Maryland Economic Development Association.⁶

⁶ Derived from “MEDA Announces \$8.81 Return on Investment from Every Dollar Invested in Maryland Economic Development.” Maryland Economic Development Association, www.medamd.com/news/meda-announces-8-81-return-on-

Positioning for the Future (FY2028-2035)

This track outlines how sustained investment scales Maryland’s capabilities over multiple years. The three tier options map to different growth paths, from maintaining coordination to building statewide capacity and achieving national competitiveness. Actions in this track prioritize platforms and infrastructure that compound over time, expand the talent and supplier base, and connect regional strengths into a resilient statewide value chain aligned with SMART.

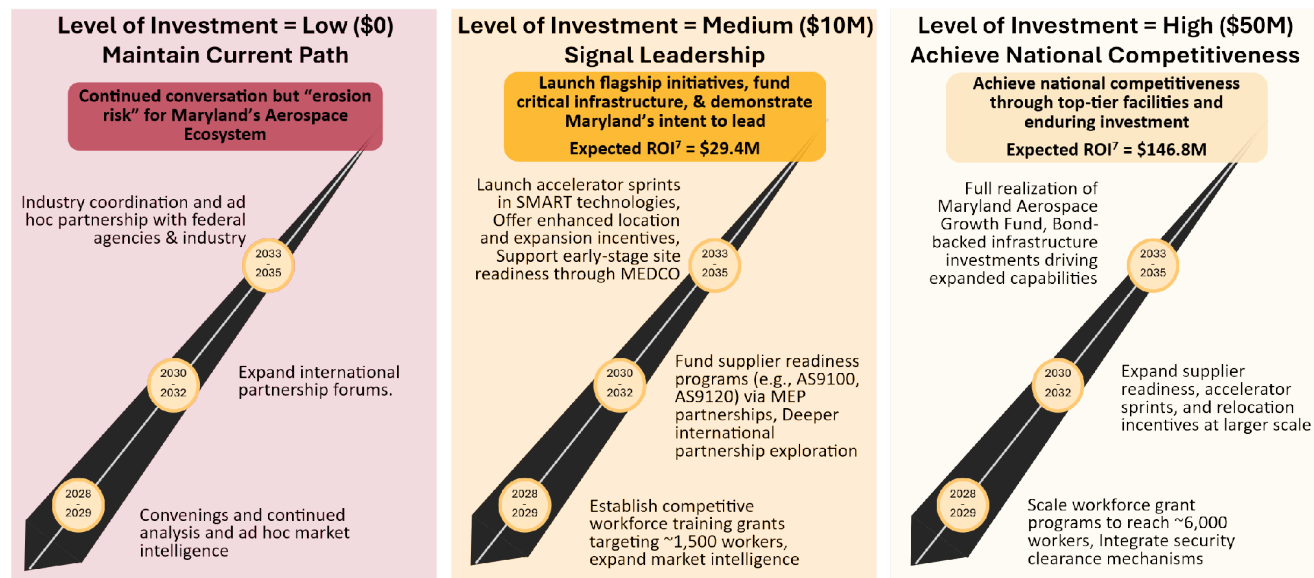


Figure 7: Positioning for the Future Investment Pathways. Sustained investment shapes Maryland's long-term trajectory. ROI source: Maryland Economic Development Association.⁷

Governance

Governance turns intent into accountable execution. MATC coordinates partners, sets portfolio priorities, and ensures transparency through regular reviews and public reporting. To succeed, MATC must function as an integrator unifying Maryland’s aerospace ecosystem around shared goals. In the near term, this requires examining operating models to ensure the Commission evolves into a structure that maximizes agility, eliminates duplication, and delivers on the state’s design principles. Governance elements scale with the tiers so that roles, decision cadence, and engagement mechanisms deepen as investment grows.

State-Level Coordination and Oversight (existing)

Maryland provides clear leadership at the state level, aligning aerospace efforts with broader economic development, workforce, and regional priorities. This function ensures the portfolio advances the SMART framework, honors regional strengths, and remains synchronized with related bodies such as the Maryland

[investment-from-every-dollar-invested-in-maryland-economic-development/](#). Accessed 11 Sept. 2025. \$8.81 figure is a 3-year total. To present an annualize ROI, we used a proportionally reduced multiplier of \$2.937 per dollar of state investment.

⁷ See note above.

Advanced Air Mobility Council. It also anchors transparency through public reporting on outcomes that matter to citizens.

- **Tier cue:** Active at all tiers; scope and reporting deepen as resources grow.

Aerospace Industry Council (expansion of MATC)

The Aerospace Industry Council anchors Maryland’s strategy in long-standing federal and defense partnerships, providing continuity with national missions and mission-adjacent suppliers. Representative organizations include the Maryland Space Business Roundtable, Maryland Aerospace Alliance, Goddard Contractors Association, Wallops Contractors Association, The Patuxent Partnership, and the Southern Maryland Navy Alliance. The council advises on priorities that strengthen Systems & Missions and sustain Maryland’s role as a trusted partner to DoD, NASA, and other agencies.

- **Tier cue:** Active at all tiers; broadens at higher tiers to guide multi-site efforts and federal alignment.

Commercial & Investment Advisory Board (new)

To capture fast-growing commercial and dual-use markets, this board brings the perspective of entrepreneurs, investors, and emerging ventures.

Membership profile:

- Venture capital and angel investors with deep-tech and aerospace portfolios
- Founders in autonomy, space logistics, manufacturing, advanced materials
- Leaders of incubators and accelerators (TechPort, UMD Discovery District, bwtech@UMBC, Eastern Shore Innovation Hub, and others)
- Commercial aviation, UAS, and space ventures outside traditional contracting channels

Role: Advise on commercial opportunities, capital attraction and leverage expectations, and integration of startups into regional hubs so SMART elements move from prototype to adoption.

- **Tier cue:** Activates at Tier 2 and matures at Tier 3 and long-term tiers.

Regional Innovation Boards (new)

Each of the four geographies—Central, Southern, Western, and Eastern Maryland—hosts a regional board that convenes federal anchors, higher education, workforce partners, local government, and industry. The boards surface projects that leverage local strengths, recommend sequencing, and ensure “One Maryland” delivery by avoiding duplication and filling gaps in the statewide value chain.

- **Tier cue:** Piloted at Tier 2; fully active at Tier 3 with clear roles in proposing and reviewing regionally led initiatives.

Operating Model Analysis (new)

To ensure MATC evolves into the most effective coordinating body for Maryland’s aerospace economy, an immediate-term priority will be to conduct an operating model analysis. This process will examine best practices from peer organizations, such as Space Florida and the Texas Space Commission, while assessing Maryland’s

unique mix of assets, stakeholders, and policy environment. The analysis will evaluate structural options for MATC or its successor, with the goal of eliminating needless competition for limited resources while adopting a model that provides agility, speed, and alignment with Maryland’s design principles.

The outcome will guide recommendations on governance structure, authorities, and long-term sustainability, ensuring the Commission is positioned to integrate partners, catalyze investment, and advance the SMART Aerospace Hub vision.

As part of this assessment, MATC should also examine why certain aerospace firms and skilled workers have left Maryland in recent years, where they relocated, and what factors influenced those decisions. Understanding these patterns will help shape incentive strategies that both retain existing assets and attract new investment, ensuring growth that is sustainable over the long term.

- **Tier cue:** Initiated at Tier 1 to define options; refined and adopted at Tier 2 with a formal operating model chosen and resourced.

Federal Elected Official Engagement (new)

To realize the SMART Aerospace Hub vision, Maryland must coordinate not only state and local leaders but also federal elected officials. Other states, such as Florida and Alabama, demonstrate the impact of unified advocacy by convening federal, state, and local officials around aerospace priorities. Maryland should adopt a similar approach, with the Governor convening joint sessions that include MATC members, state legislators, and Maryland’s Congressional delegation to build alignment and strengthen the state’s case for federal investment.

- **Tier cue:** Piloted at Tier 1 through targeted engagement; formalized at Tier 2 with recurring convenings and shared advocacy agendas.

Risk & Adaptation

Implementation must anticipate change and adapt. Maryland’s aerospace portfolio will be managed to absorb shifts in federal timelines, competitor activity, technology cycles, workforce supply, and capital conditions while protecting momentum across SMART elements and regions.

Review cadence.

- **Bi-Monthly** portfolio reviews led by MATC to track delivery, leverage, and regional balance.
- **Semiannual** public roadmap updates to report outcomes, confirm tier choices, and rebalance the mix.
- **Annual** strategy alignment to ensure consistency with statewide priorities and long-range goals.

Out-of-cycle review triggers. MATC will call an out-of-cycle review if any of the following key risk indicators exceed thresholds:

- **Federal timing and priorities.** Continuing resolution beyond two quarters; major NOAA, NASA, or DoD program rebaselines or cancellations; procurement delays that push planned starts by more than six months.
- **Competitor moves.** Announced spaceport, range, or incentive packages in peer states within the Mid-Atlantic that materially affect supplier location or test access.

- **Market signals.** Sharp changes in launch cadence or commercial space demand that alter supply-chain needs; venture or capital market shifts that reduce expected private match.
- **Underperformance on established metrics.** Sustained variance below agreed targets across key KPIs, such as workforce outcomes, supplier readiness, leverage and finance, regional coverage, or other approved measures, sustained over multiple review cycles, indicating performance risk.

Requests of the Maryland General Assembly

To achieve the ambitions outlined in this strategy and ensure Maryland’s aerospace economy remains globally competitive, we recommend a set of legislative actions and budgetary commitments. These asks fall into two categories: (1) Authorities and Composition of the Maryland Aerospace & Technology Council (MATC), and (2) Budget Investments.

Authorities and Composition of the MATC

To strengthen MATC’s ability to guide Maryland’s aerospace strategy, we request the following adjustments to its statutory authorities and membership:

- a. **Strategic Planning Cadence** – Provide relief from the current requirement to update the strategy annually. Instead, require MATC to issue an annual progress report and update the full strategy on a three-year cycle, aligning with best practices for strategic planning and implementation.
- b. **Grantmaking Authority** – Authorize MATC to administer small-scale grants to support advocacy, independent studies, and strategy support activities, ensuring Maryland maintains thought leadership in the aerospace sector.
- c. **Rebranding Authority** – Permit MATC to rebrand and rename the commission when the timing is appropriate, aligning its identity with the state’s broader aerospace vision.
- d. **Competitive Authorities for Federal Tenancy** – Empower MATC to support state competitiveness in attracting or retaining federal agencies, including authority to consider incentive tools when federal tenancy or restationing opportunities arise.
- e. **Expanded Industry Representation** – Broaden MATC membership to include small and mid-sized businesses and emerging technology firms, balancing the current academic and infrastructure-heavy composition and ensuring the voices of innovators and entrepreneurs are represented.
- f. **Special Aerospace Zones & Subcommittees** – Authorize MATC to designate aerospace zones and establish sub-commissions or committees to respond flexibly to specific opportunities, challenges, or regional needs.
- g. **Aerospace Data Tracking** – Create a dedicated “aerospace” category/tag within the RSTARS/FMIS financial management system, allowing for comprehensive tracking of all state aerospace-related investments and enabling evidence-based decision-making.
- h. **Executive Visibility and Alignment** – Strengthen the connection between MATC and the Governor’s office to ensure high-level visibility and advocacy. The Governor may designate a chair or liaison to facilitate rapid decision-making, while MATC leadership should represent Maryland at industry conferences, company site visits, and major aerospace events. This ensures the state’s aerospace agenda has a direct pipeline to executive leadership and strong external visibility.

i. Public-Private Partnership and Federal Facility Access Authority – Authorize MATC to negotiate and execute agreements with federal agencies (e.g., NASA, NOAA, NIST, DoD) that allow Maryland companies to use under-utilized federal facilities and test ranges on a cost-reimbursable basis.

Leveraging Federal Facilities: Lessons from Other States

Space Florida – Operates NASA’s 15,000-foot Launch and Landing Facility at Kennedy Space Center under a 30-year lease, investing in infrastructure and marketing the site to commercial users while meeting NASA’s needs.

Mississippi Enterprise for Technology (MSET) – A public-private partnership at NASA’s Stennis Space Center that connects companies with federal facilities and technology while serving as the state’s tech-transfer office.

Budgetary Investments

To complement enhanced authorities, the following budget commitments are requested:

- a. Innovation Funding** – Continue and expand funding for SBIR/STTR match programs and other grant/OTA match programs supporting Maryland-based entities. The programs exist in statute but require ongoing appropriations to realize their potential.
- b. Staff Support** – Provide dedicated staff resources to MATC. At a minimum, this should include an Executive Director. An expanded model would also fund an Aerospace Economist, a Project Management Office (PMO) to manage the growing portfolio of activities, and strategic market intelligence capabilities.
- c. Aerospace Program Line** – Establish and expand a dedicated aerospace program line under the Maryland Department of Commerce, creating flexibility to support trade show participation, marketing, and targeted programmatic activities. At present, no stand-alone program code exists for aerospace in FY2026. Each year, appropriations under this program line should include funding for a recurring economic impact statement. Drawing on models such as Space Florida, this statement will quantify job creation, leveraged private capital, and tax base growth. For example, each increment of state funding should be linked to gains in jobs and revenue, creating transparency and building public confidence.
- d. Maryland Aerospace Growth Fund** – Establish a dedicated fund to attract and deploy private capital alongside state investment. This would create a flexible vehicle to (i) convene regular Investor Summits that connect Maryland aerospace businesses with venture capital, private equity, and strategic investors; (ii) provide targeted co-investment or first-loss capital to de-risk early-stage commercialization efforts; and (iii) align with existing state programs to maximize leverage of federal and private resources. The Fund would serve as a cornerstone for scaling dual-use technology ventures, strengthening supply chain resilience, and ensuring Maryland companies remain competitive in capturing growth opportunities. In addition to its investment functions, the Growth Fund should be paired with competitive incentive tools and a coordinated marketing campaign that raise Maryland’s visibility with aerospace firms in the mid-Atlantic region and nationally. This approach will ensure Maryland competes effectively with peer states that deploy both capital and branding to attract companies.

Risk Management and Mitigation

Any strategy of this scale must anticipate uncertainties and build resilience into its design. The aerospace and defense ecosystem in Maryland faces a unique mix of risks shaped by shifting federal priorities, workforce dynamics, rapid technological change, and broader economic conditions. To remain effective, our approach must not only identify these risks but actively incorporate mitigation strategies into execution.

Federal Funding Uncertainty

Much of Maryland's aerospace and defense economy is dependent on federal investment, which can fluctuate due to budget cycles, policy shifts, or changes in national priorities. Over-reliance on these funding streams exposes programs to sudden disruptions.

Mitigation: By diversifying funding sources—through state investments, private capital partnerships, and regional collaborations—we reduce vulnerability and ensure continuity of effort even during periods of federal uncertainty.

Talent Competition

Maryland's innovation economy is fueled by a highly skilled workforce, but talent competition is fierce both within the Mid-Atlantic region and nationally. Without deliberate strategies, Maryland risks losing critical expertise to competing regions or industries.

Mitigation: Comprehensive retention strategies—including internships, apprenticeships, upskilling programs, credentialing pipelines, and clear career pathways—will help build and sustain a workforce that anchors Maryland's long-term competitiveness.

Technology Disruption

The aerospace sector is undergoing rapid technological transformation in areas like autonomy, quantum, advanced materials, and space systems. Failing to anticipate or adapt to disruptive technologies could diminish Maryland's leadership position.

Mitigation: A continuous innovation focus, supported by public-private partnerships and flexible program design, ensures Maryland remains at the forefront of emerging technologies while avoiding lock-in to legacy systems.

Economic Volatility

Global economic trends—ranging from inflationary pressures to supply chain shocks—can quickly alter the investment climate. Maryland's aerospace initiatives must remain resilient in the face of such volatility.

Mitigation: A flexible implementation approach, paired with adaptive strategy updates and a diversified industry focus, allows Maryland to pivot in response to changing conditions while maintaining forward momentum.

Mitigation Framework

Across these risk categories, four key strategies can strengthen Maryland's resilience:

- Strong private sector partnerships to broaden funding and accelerate innovation.
- Diversified industry focus to prevent over-dependence on any single technology or sector.
- Continuous workforce development to ensure Maryland remains a magnet for top-tier talent.
- Adaptive strategy updates to keep programs aligned with shifting market and policy conditions.

Taken together, these measures ensure Maryland can adapt to disruption while sustaining long-term growth in the aerospace sector.

Conclusion

Maryland's Aerospace and Technology Strategy provides a framework for establishing the state as a global leader in aerospace innovation. By leveraging existing strengths, investing in key capabilities, and fostering collaboration across sectors, Maryland can capture significant value in the rapidly growing aerospace market.

The strategy's success depends on sustained commitment from state leadership, strong partnerships with federal agencies and private industry, and continuous adaptation to emerging opportunities. With proper execution, Maryland will not only strengthen its economy but also contribute significantly to America's aerospace leadership and national security.

With deliberate execution, Maryland can strengthen its economy, secure its aerospace leadership, and contribute to America's national security and space exploration future.

Appendix A. 1: Methodology and Strategic Inputs

The development of this strategy has been shaped by an organic process of conversation, commissioner input, and informal stakeholder feedback. Early efforts produced tools such as an “As-Is State” diagram and a force field analysis of enablers and constraints, which surfaced perceptions of strengths, gaps, and opportunities across Maryland’s aerospace ecosystem. Though qualitative and requiring further validation, these tools provided a starting point for identifying common themes. From these discussions, the Commission outlined the SMART Aerospace Hub framework, design principles, and geographic focus areas, while also exploring aspirational flagship initiatives envisioning what Maryland could achieve under ideal conditions. The following sections describe these inputs and highlight next steps to refine and strengthen the strategy.

Qualitative Landscape Assessment

As an early step, commissioners and stakeholders worked together to create a qualitative “As-Is State” diagram of Maryland’s aerospace and technology ecosystem. This visualization, developed through convenings and informal feedback, was intended to spark discussion and provide a shared point of reference for where the state currently stands. The diagram maps perceived strengths, gaps, and areas of opportunity across institutions, industry, and infrastructure. While useful for initiating dialogue, the assessment is based primarily on qualitative input and therefore requires additional validation through data collection, benchmarking, and structured stakeholder surveys. Moving forward, the Commission intends to build upon this initial framework with quantitative analysis to ensure accuracy and robustness.

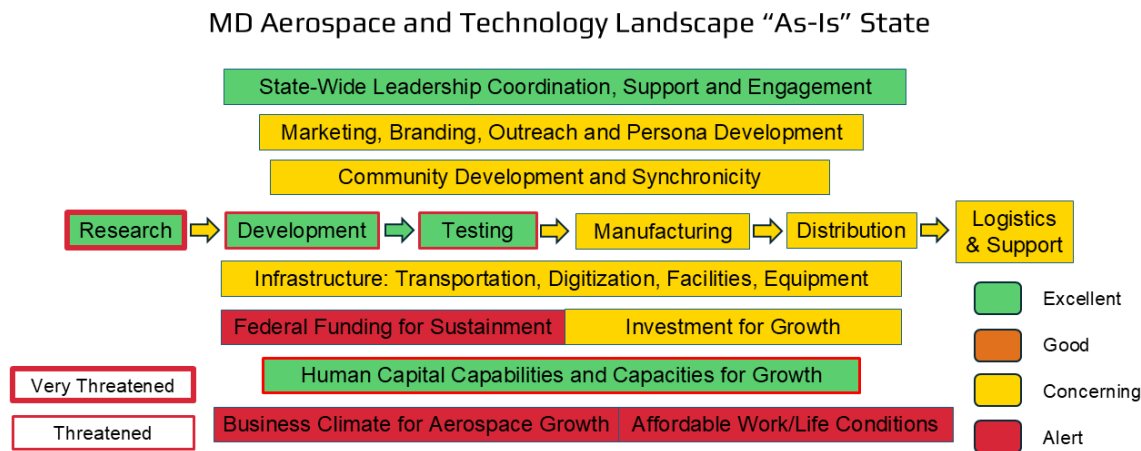


Figure 6: Maryland’s aerospace ecosystem as understood through commissioner input and stakeholder discussions. This qualitative “As-Is” diagram highlights perceived strengths, gaps, and opportunities across institutions, industry, and infrastructure, serving as a starting point for strategy development.

Force Field Analysis

A complementary tool developed during this process was a force field diagram identifying the key enablers and constraints influencing Maryland’s aerospace future. Enablers include factors such as federal anchor institutions, a deep STEM talent pool, and strong industry clusters, while constraints reflect challenges such as workforce competition, funding uncertainty, or infrastructure bottlenecks. By highlighting where momentum exists and where friction must be overcome, the diagram provides a useful early view of Maryland’s leverage points. Like the “As-Is State” diagram, it was generated through conversations and qualitative input and is best understood as a directional tool that will benefit from refinement and validation in subsequent phases of work.

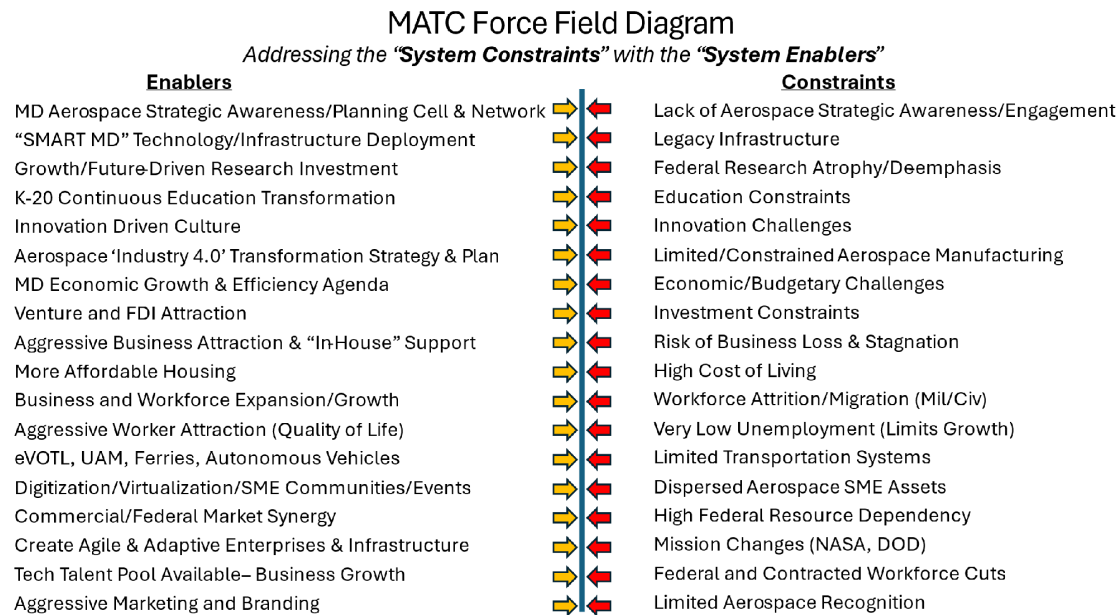


Figure 7: Key enablers and constraints shaping Maryland’s aerospace future. This force field analysis illustrates areas of momentum (federal anchors, STEM talent, industry clusters) and friction (workforce competition, funding uncertainty, infrastructure bottlenecks), guiding the Commission’s focus on where action is most needed.

Maryland SMART Aerospace Hub Framework & Design Principles

From these preliminary assessments the Maryland SMART Aerospace Hub Framework and design principles emerged. These were developed by distilling common themes raised in stakeholder discussions and aligning them with national best practices in aerospace strategy. The SMART framework provides broad thematic categories of action while the design principles articulate how Maryland intends to approach these areas (for example, catalyzing private capital rather than replacing it). Together, they ensure that the strategy is not only comprehensive but also aligned with the state’s overarching goals: leveraging federal anchors, sparking private investment, and generating visible returns for Maryland’s citizens.

Geographic Focus Areas

Recognizing that Maryland’s aerospace strengths are not evenly distributed but clustered in distinctive regions, the Commission adopted a geographic lens as part of its strategy. This approach both

acknowledges geographic equity across the state and leverages the natural concentrations of assets in specific areas—whether naval aviation in Southern Maryland, manufacturing in Western Maryland, or space systems integration on the Eastern Shore. The geographic focus areas allow the strategy to speak to local priorities while advancing a unified statewide vision. From a governance perspective, this regional framing also creates clear entry points for stakeholders and ensures that local voices are integrated into the state’s broader aerospace agenda.

Appendix A. 2: Additional Charts & Graphics

Ecosystem Approach Illustration

This illustration conveys Maryland’s vision of an interconnected innovation ecosystem. At its center is the ambition to be a global leader in aerospace, supported by a highly valued and engaged citizenry, a knowledge-driven society committed to lifelong learning, and digitally enabled innovation networks. Surrounding these elements are communities of excellence, expert leadership, and collaborative cultures that drive accelerated research, engineering, and test capabilities. Together, these components emphasize transformational leadership, collective societal impact, and a focus on critical needs and opportunities that enable growth and resilience in Maryland’s aerospace strategy.



Figure 8: Ecosystem Approach Illustration. This illustration depicts Maryland’s vision for an interconnected aerospace innovation ecosystem—linking research, leadership, and communities of excellence with a knowledge-driven society, digitally enabled networks, and a culture of collaboration to achieve global leadership in aerospace.

Appendix A. 3: Abbreviations

Abbreviation	Full Term
AAM	Advanced Air Mobility
APL	Applied Physics Laboratory (Johns Hopkins University)
APG	Aberdeen Proving Ground
AS9100 / AS9120	Aerospace Quality Management Standards (for suppliers)
COMAR	Code of Maryland Regulations
DEVCOM	U.S. Army Combat Capabilities Development Command
DoD	U.S. Department of Defense
eVTOL	Electric Vertical Takeoff and Landing
FDI	Foreign Direct Investment
FMIS	Financial Management Information System
FY	Fiscal Year
GEO / GOES	Geostationary Operational Environmental Satellites
GeoXO	Geostationary Extended Observations (NOAA satellite program)
ICT	Information and Communications Technology
JPSS	Joint Polar Satellite System
JSE	Joint Simulation Environment
KPI	Key Performance Indicator
MATC	Maryland Aerospace and Technology Commission
MARS	Mid-Atlantic Regional Spaceport
MEDA	Maryland Economic Development Association
MEDCO	Maryland Economic Development Corporation
MEP	Maryland Manufacturing Extension Partnership
MMIC	Maryland Military Installation Council
MRL	Manufacturing Readiness Level
NASA	National Aeronautics and Space Administration
NAWCAD	Naval Air Warfare Center Aircraft Division
NAVAIR	Naval Air Systems Command
NOAA	National Oceanic and Atmospheric Administration
NSOF	NOAA Satellite Operations Facility
OTA	Other Transaction Authority
PNT	Positioning, Navigation, and Timing
RAM	Regional Air Mobility
ROI	Return on Investment
RSTARS	Relational Statewide Accounting and Reporting System
SME	Small and Medium-Sized Enterprises (supplier base)

Abbreviation	Full Term
SMART	Systems & Missions, Materials & Manufacturing, Autonomy, Resilient Navigation, Talent (Maryland's Aerospace Hub framework)
STEM	Science, Technology, Engineering, and Mathematics
STScI	Space Telescope Science Institute
T&E	Test and Evaluation
TRL	Technology Readiness Level
TDRSS	Tracking and Data Relay Satellite System
UAM	Urban Air Mobility
UARC	University Affiliated Research Center
UMBC	University of Maryland, Baltimore County
UMD/UMCP	University of Maryland, College Park
UMES	University of Maryland Eastern Shore
USM	University System of Maryland
USMSM	University System of Maryland, Southern Maryland
USNA	United States Naval Academy