SB867 Testimony Duray, Amy.pdf
Uploaded by: Amy Duray
Position: FAV

Chair and Members of the Committee,

I submit this testimony as a Maryland resident, taxpayer, and parent in strong support of SB867.

Maryland's aerospace leadership was built through deliberate investment and thoughtful coordination across research institutions, federal laboratories, private industry, and state government. Anchors such as NASA Goddard Space Flight Center, Naval Air Systems Command, and Aberdeen Proving Ground have helped shape a globally significant ecosystem. **Sustaining that advantage now requires modernized governance, broader representation, and continued strategic commitment.**

I recognize that this legislation is being considered in a difficult budget climate. The State faces real fiscal pressures and competing priorities. However, aerospace as a lighthouse sector is not discretionary in the long term. Other states are investing now to attract commercial space companies, expand advanced manufacturing, and position themselves as national leaders in emerging technologies. **If Maryland pauses while competitors accelerate, we risk losing momentum that took decades to build.** The General Assembly retains options to calibrate funding levels in a responsible manner. Even if appropriations are adjusted downward, the structural reforms within this bill merit passage. At minimum, Maryland should cement the proposed changes to the Maryland Aerospace and Technology Commission to ensure our governance framework reflects today's market realities.

Two administrative elements of this bill are especially important.

First, the addition of **stronger regional representation** on the Maryland Aerospace and Technology Commission ensures that aerospace policy reflects the full geographic diversity of our state. Aerospace activity in Maryland is not confined to a single corridor. It spans Southern Maryland, the Baltimore region, the National Capital region, and communities that support advanced manufacturing and supply chains. Regional voices bring on-the-ground insight about workforce needs, infrastructure constraints, small business participation, and emerging innovation clusters. That perspective strengthens policy alignment and ensures that state strategy reflects real economic conditions across Maryland.

Second, **expanding commercial representation** on the Commission acknowledges a fundamental shift in the aerospace landscape. The national space economy is evolving rapidly, with increased private sector launch activity, satellite services, advanced air mobility development, and commercialization of research. If Maryland intends to compete in this environment, governance structures must capture the energy, risk tolerance, and capital dynamics of the commercial market. Broader commercial participation ensures that state strategy reflects not only federal missions, but also the realities of venture-backed firms, mid-sized manufacturers, and entrepreneurial growth companies.

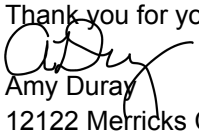
These are not merely administrative changes. **Let's send a signal that Maryland recognizes the transformation underway in aerospace and intends to position itself accordingly.**

As a parent of a Maryland graduating High School Senior set to study aerospace engineering, I think about whether the state will offer meaningful opportunities five to ten years from now. **Will we have modernized our institutions to reflect new industry dynamics, or will we rely on legacy structures while other states innovate more aggressively?**

SB867 reflects stewardship. It strengthens governance, embraces commercial momentum, and positions Maryland for sustained aerospace leadership.

For these reasons, I respectfully urge a favorable report.

Thank you for your consideration.



Amy Duray
12122 Merricks Court, Monrovia, MD 21770

SB867 Favorable Support - Space Phoenix Systems.pd
Uploaded by: Andrew Parlock
Position: FAV

SPACE PHOENIX
SYSTEMS

Maryland Senate Finance Committee
Re: SB 867 – Expansion of the Maryland Aerospace and Technology Commission

Position: FAVORABLE

Chair and Members of the Committee,

Space Phoenix Systems respectfully submits this testimony in strong support of Senate Bill 867.

Maryland possesses extraordinary aerospace assets, including NASA facilities such as NASA Goddard Space Flight Center, major defense contractors, research universities, and a deep cybersecurity and AI ecosystem. Yet, Maryland lacks a structured, founder-centered commercialization engine that translates research strength into scalable aerospace companies.

SB 867 modernizes the Maryland Aerospace and Technology Commission at precisely the right moment. The global space economy is expanding rapidly, and states that create coordinated capital, policy, and innovation infrastructure will capture disproportionate growth.

The most critical feature of this legislation is the opportunity to build structured engagement with industry founders and investors — backed by real support mechanisms.

For aerospace startups, barriers to scale are distinct:

- Long development cycles
- Capital-intensive hardware requirements
- Complex federal contracting pathways
- Limited early-stage private investment appetite

A revitalized Commission with an Executive Director and grantmaking authority can serve as a coordinated bridge between:

- Founders building high-risk, high-impact technologies
- Institutional and venture investors evaluating aerospace opportunities
- Federal agencies seeking mission-aligned partners
- Universities commercializing research

SPACE PHOENIX
SYSTEMS

Structured engagement should include formal advisory councils of active founders and investors, transparent capital deployment strategies, public-private co-investment models, and recurring industry roundtables that inform state priorities. This is not simply networking; it is governance design that integrates market actors into execution.

The proposed $30,000,000 annual appropriation beginning in FY2028 provides the stability necessary to attract private co-investment, de-risk early innovation, and retain Maryland-based companies that might otherwise relocate to more aggressive aerospace states.

Maryland has the intellectual capital. SB 867 provides the structural capital.

By strengthening leadership, expanding purpose, and enabling grant deployment, this bill positions Maryland to move from being a research powerhouse to becoming a commercialization leader in space science, space technology, and aeronautics.

Space Phoenix Systems urges a favorable report on Senate Bill 867.

Respectfully submitted,
Andrew Parlock
Co-founder and CEO
Space Phoenix Systems
andrew@space-phoenix.com

SB867 Testimony rdb.pdf
Uploaded by: Brandon Eden
Position: FAV

JOHNS HOPKINS
APPLIED PHYSICS LABORATORY

March 5, 2026

Chair Pamela Beidle
Senate Finance Committee
3 East Miller Senate Office Building
Annapolis, MD 21401

Cc: Vice Chair Antonio Hayes, Committee Members

I, Robert D. Braun, wish to convey my strong support for SB867 written by Senator Alonzo Washington. This bill would provide the necessary resources to the Maryland Aerospace and Technology Commission (MATC) to execute its strategic plan to strengthen and integrate aerospace assets across our state and attract new businesses to Maryland.

SB867 will allow the commission to create Aerospace Technology Zones (ATZ), issue grants to attract and grow the aerospace industry, and hire key staff to execute operations. It is imperative that Maryland begins attracting more aerospace companies to grow this sector in the state and compete nationally, but it can't do so without the state-supported competitive advantages that SB867 would provide.

The MATC strategic plan calls for the creation of four ATZs in regions of Maryland that presently have aerospace assets – a Central ATZ, Western ATZ, Southern ATZ, and Eastern ATZ, each with specific core specialties. Combined, the ATZs will provide a synergy of capabilities to entice aerospace companies looking to locate, build, scale, and market their platforms. As the head of Johns Hopkins Applied Physics Laboratory (APL) Space Exploration Sector, I am personally interested in the Central ATZ which not only has APL located within, but also NASA Goddard Space Flight Center (GSFC) and a large number of aerospace companies, including Northrop Grumman, KBR and Intuitive Machines. This region of Maryland has a long history of advancing critical new space technologies and scientific breakthroughs that impact U.S. economic and national security as well as the quality of life of many Marylanders. One example of this is the creation of satellite navigation by APL engineers in the 1960s that would eventually become GPS as we know it today. There are many other examples of space technologies, developed in central Maryland, bringing quality of life improvements to everyday citizens while spurring economic development across our nation.

Maryland can better capture the economic, security and societal benefits of space with the passage of SB867 to empower the MATC in creating ATZs, in coordination with our county economic development authorities, including those in Howard, Prince Georges, Montgomery, and Anne Arundel to attract commercial space companies to the region. States like Florida, Texas, California, Alabama, Mississippi, Colorado and Georgia have already taken such steps and are reaping the economic benefits. As a Marylander by birth and a lifelong space technologist, I can't stress enough how important it is that Maryland captures more of the growing commercial space sector. With support of the state, Central Maryland is ready and available today to achieve this goal.

In my view, the most important aspect of SB867 is the authorization and creation of MATC grant program. Without grant making authority and funding, the MATC ATZs will be inert. Other states that are successful in attracting the booming commercial aerospace companies are providing economic incentives backed by grants. From an aerospace perspective, Maryland has much going for it already. Nonetheless, many companies are making decisions today based on economic incentives provided by states and localities which Maryland has yet to do. We will not be successful in recruiting existing

aerospace companies to Maryland or growing aerospace startups without a grants program. The grant authority provided in this bill would allow MATC to not only create the ATZs, but back them with funding in coordination with county economic development authorities (EDAs), who from my talks with Central Maryland EDAs, already have plans to attract commercial space companies and are ready to begin once grant making abilities are authorized.

Lastly, SB867 would allow the creation of a Maryland Department of Commerce Executive Director to support MATC and execute its strategic plan. As you may know, MATC commissioners are all volunteers. A permanent, full-time director is crucial to carrying out the strategic plan, working with MATC commissioners, working with the state and county officials, and making Maryland successful in growing aerospace economic sectors within the ATZs.

I reiterate my full support for the passage of SB867 to provide the necessary resources to the MATC to make Maryland more competitive in growing its commercial aerospace sector. Across the U.S., commercial aerospace will continue to grow exponentially. Maryland has many assets to offer these companies, including a vibrant and well-educated workforce. All Marylanders will ultimately benefit from the economic impact of bringing more commercial aerospace companies to the state. Benefits include more high paying jobs, workforce development, increased state revenue, and increased quality of life. I urge swift passage of SB867 and look forward to working with the MATC to make Maryland a more prosperous and diversified aerospace state.

Sincerely,

Robert D. Braun
Head, Space Exploration Sector

The Johns Hopkins University Applied Physics Laboratory
11100 Johns Hopkins Road · Laurel, MD 20723-6099 · 240-228-5000 · www.jhuapl.edu

MATC Legislative Slide Deck - 5 March 2025 for SB0

Uploaded by: Dale Moore

Position: FAV

Maryland Aerospace and Technology Commission

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COMMISSION

for

Senate Finance Committee in support of SB0867

Dr. Dale L. Moore, Chair MATC

5 March 2026

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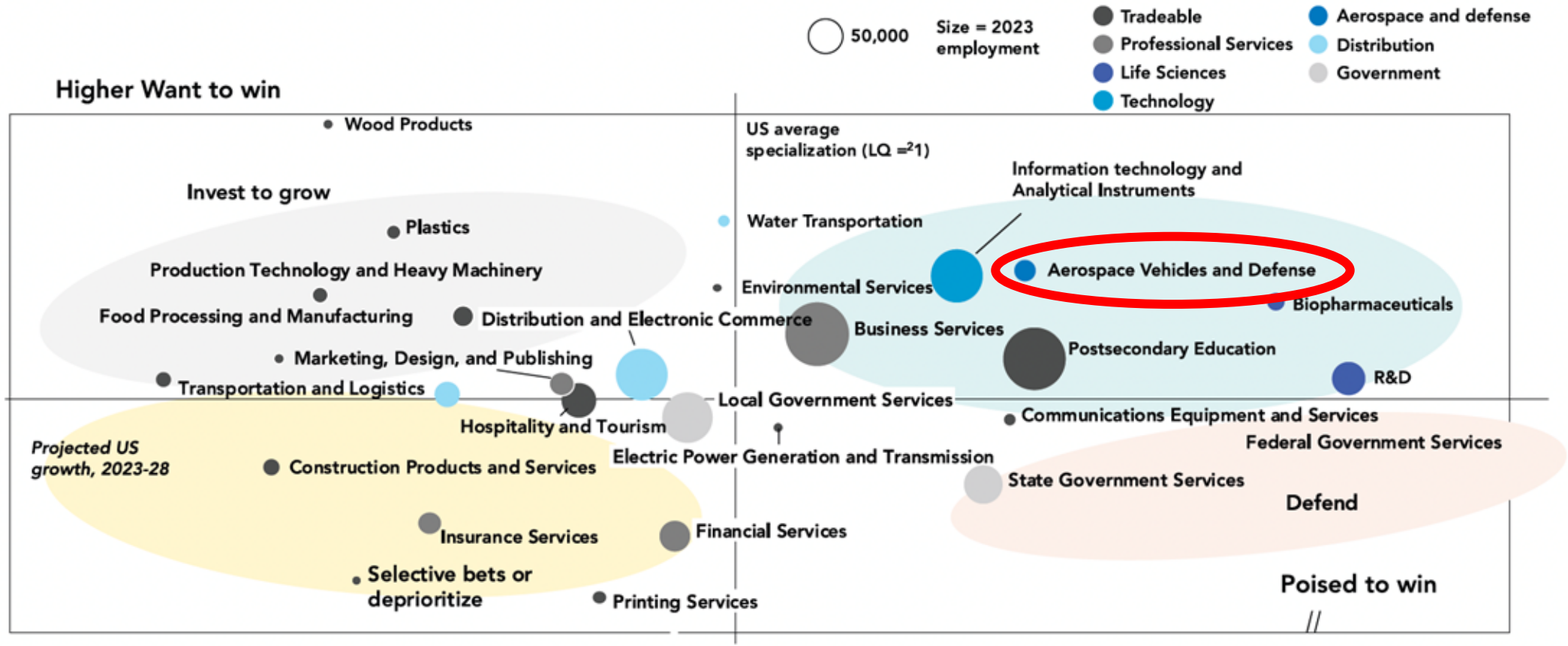
WINNING THE DECADE: Roadmap to an Equitable, Robust and Competitive Economy

Sectors in Maryland by growth, specialization and employment[1]



1. Customized sector classification system based largely on methodology of Harvard Business School's U.S. Cluster Mapping Project, with some modifications (e.g., separated "Education and Knowledge Creation" into two new sectors: "Postsecondary Education" and "R&D"; moved some 6-digit NAICS sectors from "Business Services" to "Information Technology and Analytical Instruments); Does not include "local" sectors (except Local Government) or those with fewer than 2000 jobs in Maryland
2. Projected U.S. employment growth, 2023-28
3. Location quotient (LQ) measures how concentrated a sector is in each region compared to the nation; based on 2023 employment.

Source: Lightcast; Harvard Business School's U.S. Cluster Mapping Project

PWC Aerospace Market Analysis

$1.5 T

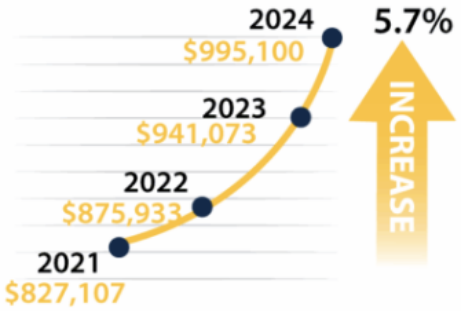
Projections for the space industry call for a tripling in annual value in the next decade, to around $1.5 trillion.

AIA Aerospace Market Analysis

AIA AEROSPACE INDUSTRIES ASSOCIATION

2025 FACTS & FIGURES
U.S. AEROSPACE & DEFENSE

$995 BILLION IN SALES



The U.S. A&D industry generated over $995 billion in sales in 2024, a 5.7 percent increase from the previous year.

BREAKDOWN OF SALES

Commercial direct sales in 2024 totaled over $328 billion, while defense sales totaled over $228 billion. These sales include aircraft, space equipment, cybersecurity, and land and sea systems. The supply chain accounts for another $438.7 billion in sales output.

SUPPORTING WELL-PAYING JOBS

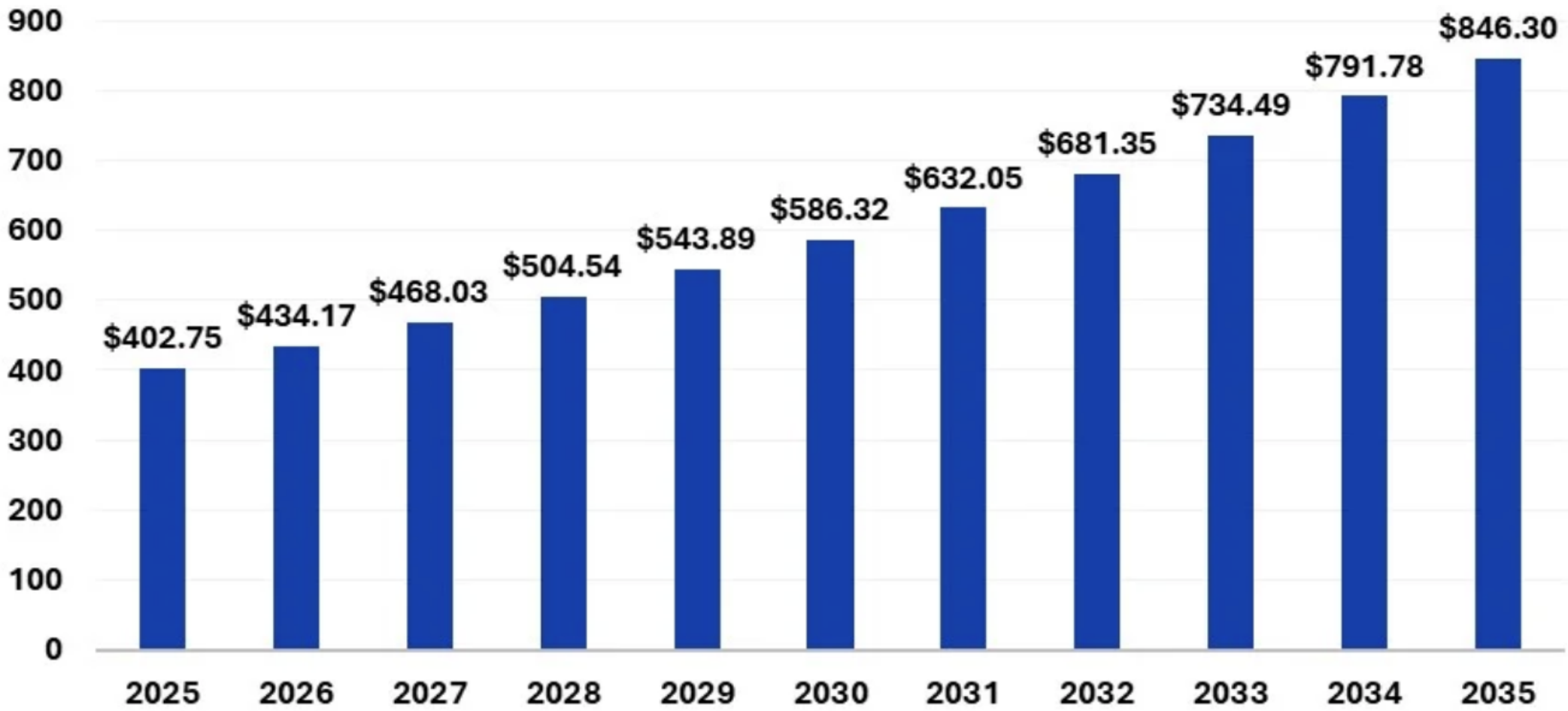
Every million dollars in end-use sales supports four employees across end-use manufacturing and the supply chain.

CONTRIBUTION TO GDP

The A&D industry generated $443 billion in economic value in 2024 – 1.5 percent of the 2024 nominal GDP in the U.S. This total increased by 5.4 percent above 2023 – outpacing the nominal GDP growth across the entire U.S. economy.

Precedence RESEARCH

Aerospace Market Size 2025 to 2035 (USD Billion)



Source: https://www.precedenceresearch.com/aerospace-market

MD Aerospace and Technology Landscape “As-Is” State

MATC Force Field Diagram

*Addressing the "**System Constraints**" with the "**System Enablers**"*

Enablers	**Constraints**
MD Aerospace Strategic Awareness/Planning Cell & Network	Lack of Aerospace Strategic Awareness/Engagemer
"SMART MD" Technology/Infrastructure Deployment	Legacy Infrastructure
Growth/Future-Driven Research Investment	Federal Research Atrophy/De-emphasis
K-20 Continuous Education Transformation	Education Constraints
Innovation Driven Culture	Innovation Challenges
Aerospace 'Industry 4.0' Transformation Strategy & Plan	Limited/Constrained Aerospace Manufacturing
MD Economic Growth & Efficiency Agenda	Economic/Budgetary Challenges
Venture and FDI Attraction	Investment Constraints
Aggressive Business Attraction & "In-House" Support	Risk of Business Loss & Stagnation
More Affordable Housing	High Cost of Living
Business and Workforce Expansion/Growth	Workforce Attrition/Migration (Mil/Civ)
Aggressive Worker Attraction (Quality of Life)	Very Low Unemployment (Limits Growth)
eVOTL, UAM, Ferries, Autonomous Vehicles	Limited Transportation Systems
Digitization/Virtualization/SME Communities/Events	Dispersed Aerospace SME Assets
Commercial/Federal Market Synergy	High Federal Resource Dependency
Create Agile & Adaptive Enterprises & Infrastructure	Mission Changes (NASA, DOD)
Tech Talent Pool Available – Business Growth	Federal and Contracted Workforce Cuts
Aggressive Marketing and Branding	Limited Aerospace Recognition

Workstream Subcommittees

R&D Funding – Charles Ichoku & Aaron Miscenich
Alison Flatau (Commissioner, UMD)
Aaron Miscenich (Co-lead, BWtech@UMBC)
Joseph Eimer (MD Space Grant)
Vanderlei Martins (UMBC)
Barbara Lam (Aura-Astronomy)
Sarah Horta (MEDCO)
Dennis Lee (Vortex Space Systems)
Thierry Adrien (MEDCO)

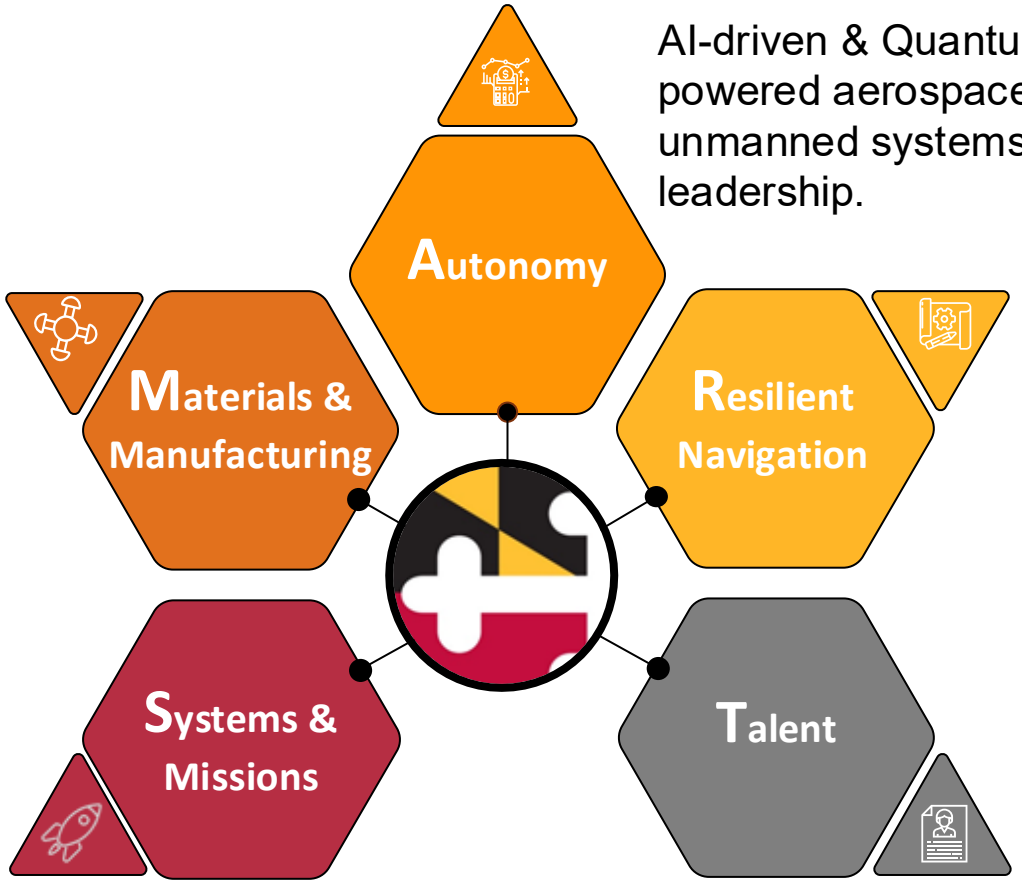
Public Private Partnerships / Investments – Georgie Brophy
Alison Flatau (Commissioner, UMD)
Bobby Braun (Commissioner, APL)
Ryan Gerard (Commissioner, GCA and GVT)
John Gilstrap (DOC)
George Davis (York Space Systems)
Charlie Bengston (PTX)
Caroline Massey (PTX)
Dennis Lee (Vortex Space Systems)
Sterling Spengler (AMA)

Education & Workforce – Willie Brown
Senator Alonzo Washington (Commissioner, MGA)
Dale Moore (Commissioner, SoMNA)
Jen Lotz (Commissioner, STScI)
Joseph Eimer (MD Space Grant)
Community Colleges

Aerospace Zones – Dale Moore
Delegate Mark Chang (Commissioner, MGA)
Bobby Braun (Commissioner, APL)
County EDCs
Colter Menke (DOC)

Marketing – Ulyana Desiderio & Janeen Uzzell
Georgie Brophy (Vice-Chair & Commissioner, MSBR)
Colter Menke (DOC)

Maryland's SMART Aerospace Hub Strategic Thrust Areas



AI-driven & Quantum-powered aerospace and unmanned systems leadership.

Advanced composites, advanced manufacturing, and resilient systems.

Quantum, PNT, and flight systems expertise anchored at Pax River and regional labs.

Maryland's unique end-to-end capability to craft spacecraft missions from concept through design, build, launch, and flight operations.

Engineers to apprentices — Maryland's aerospace talent pipeline spans universities, service academies, and #1-ranked community colleges.

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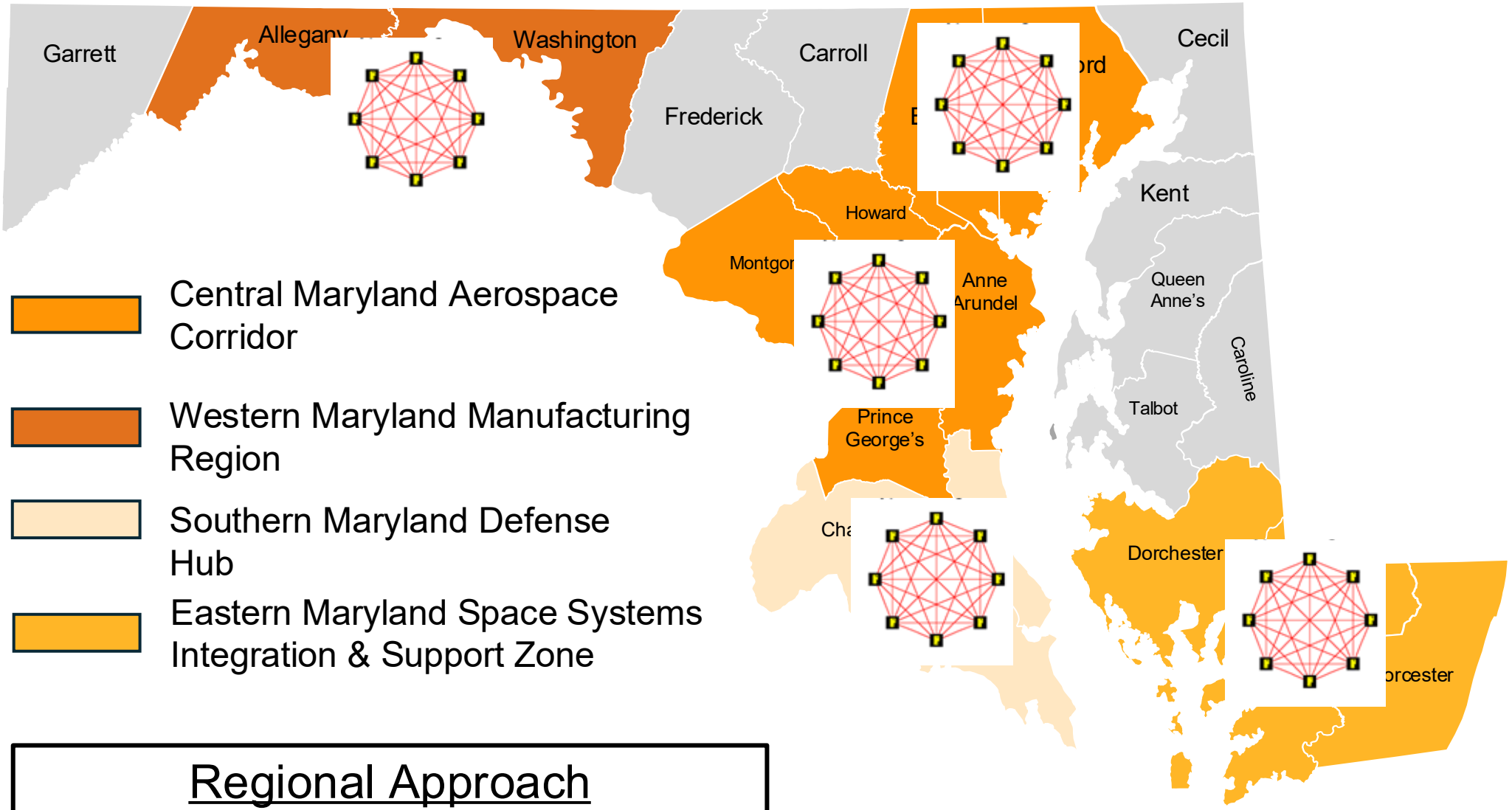
Stage 1
Regional Synergy



- Central Maryland Aerospace Corridor
- Western Maryland Manufacturing Region
- Southern Maryland Defense Hub
- Eastern Maryland Space Systems Integration & Support Zone

Regional Approach
Transforms regional strengths into statewide competitive advantage

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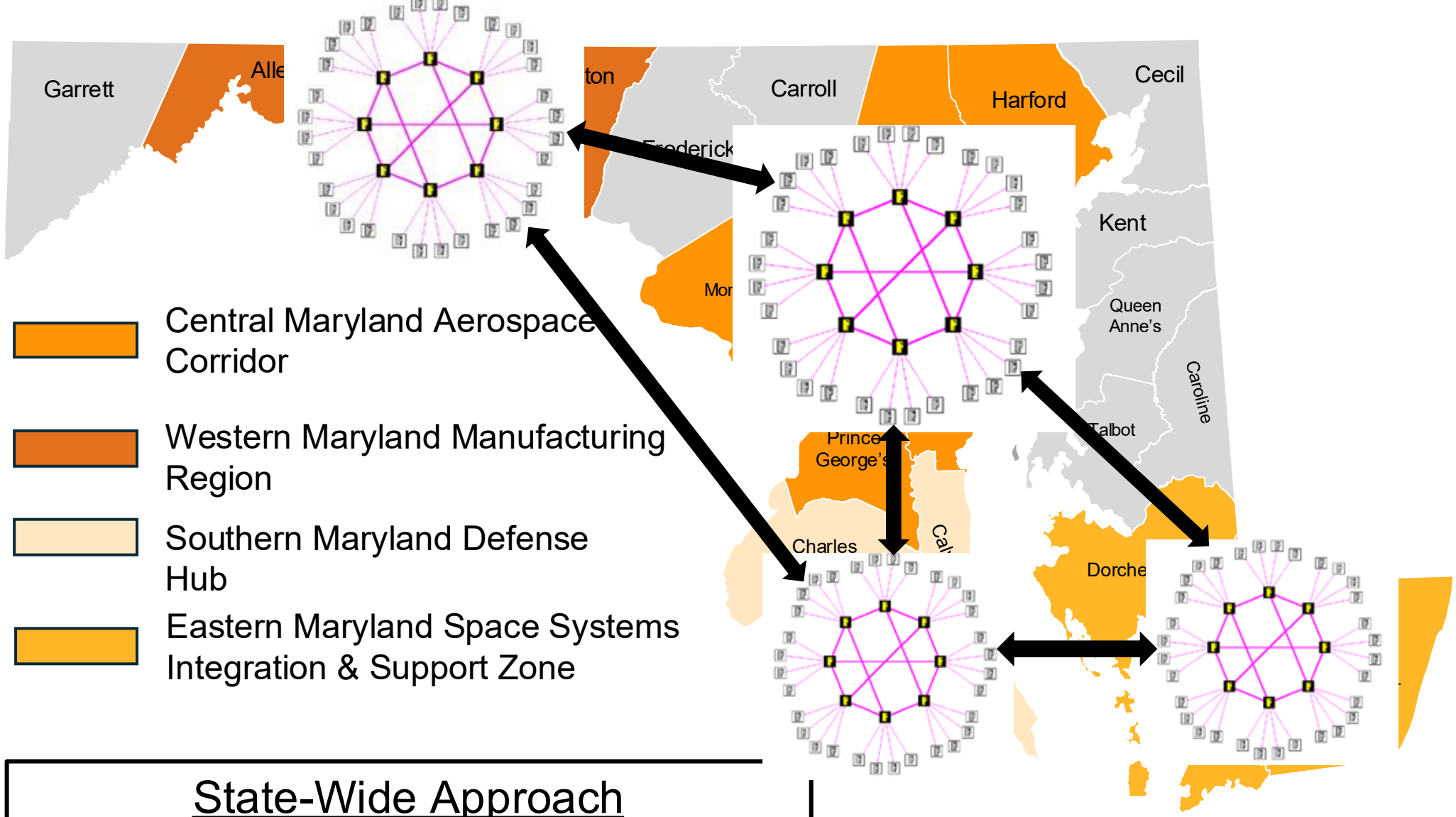
Stage 2
State-Wide Synergy



State-Wide Approach

Transforms regional strengths into statewide competitive advantage

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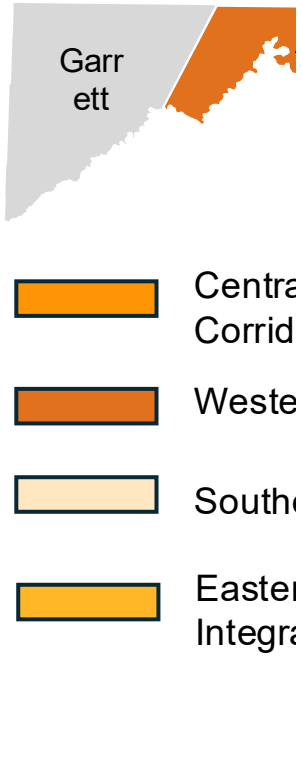
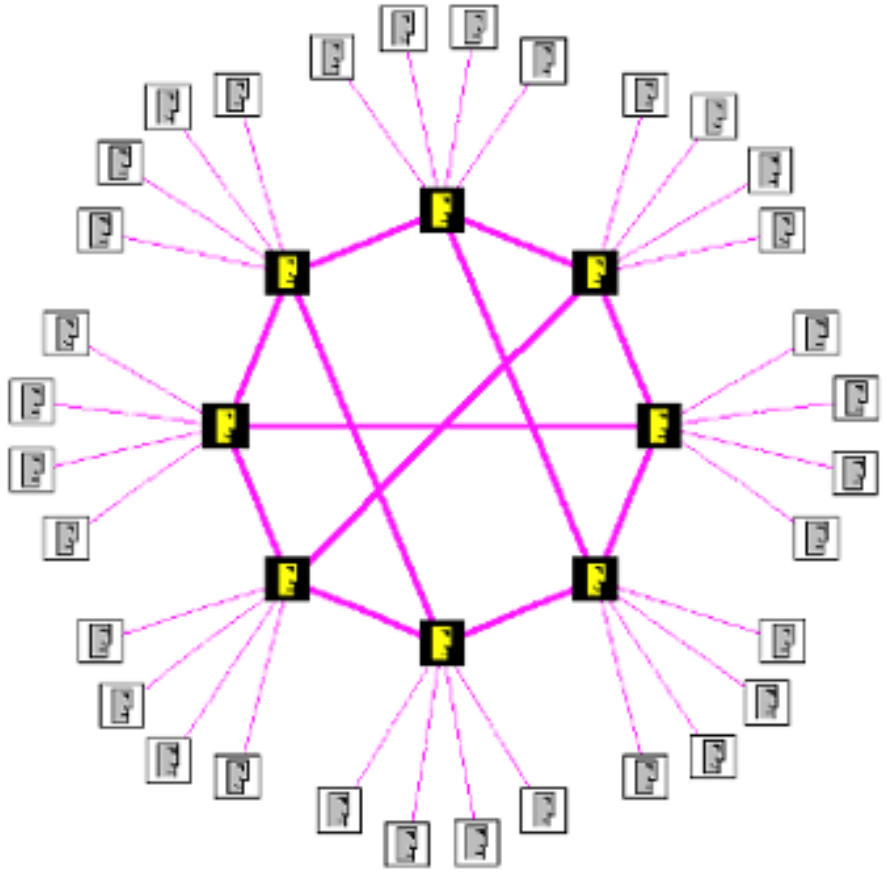
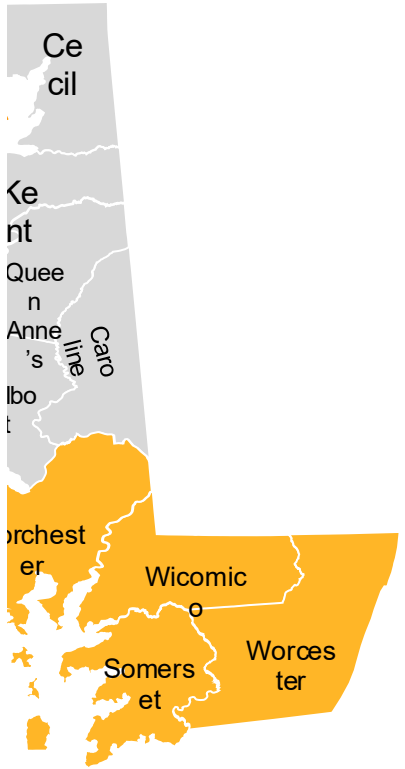
Stage 3
Expansive National & Global Networking

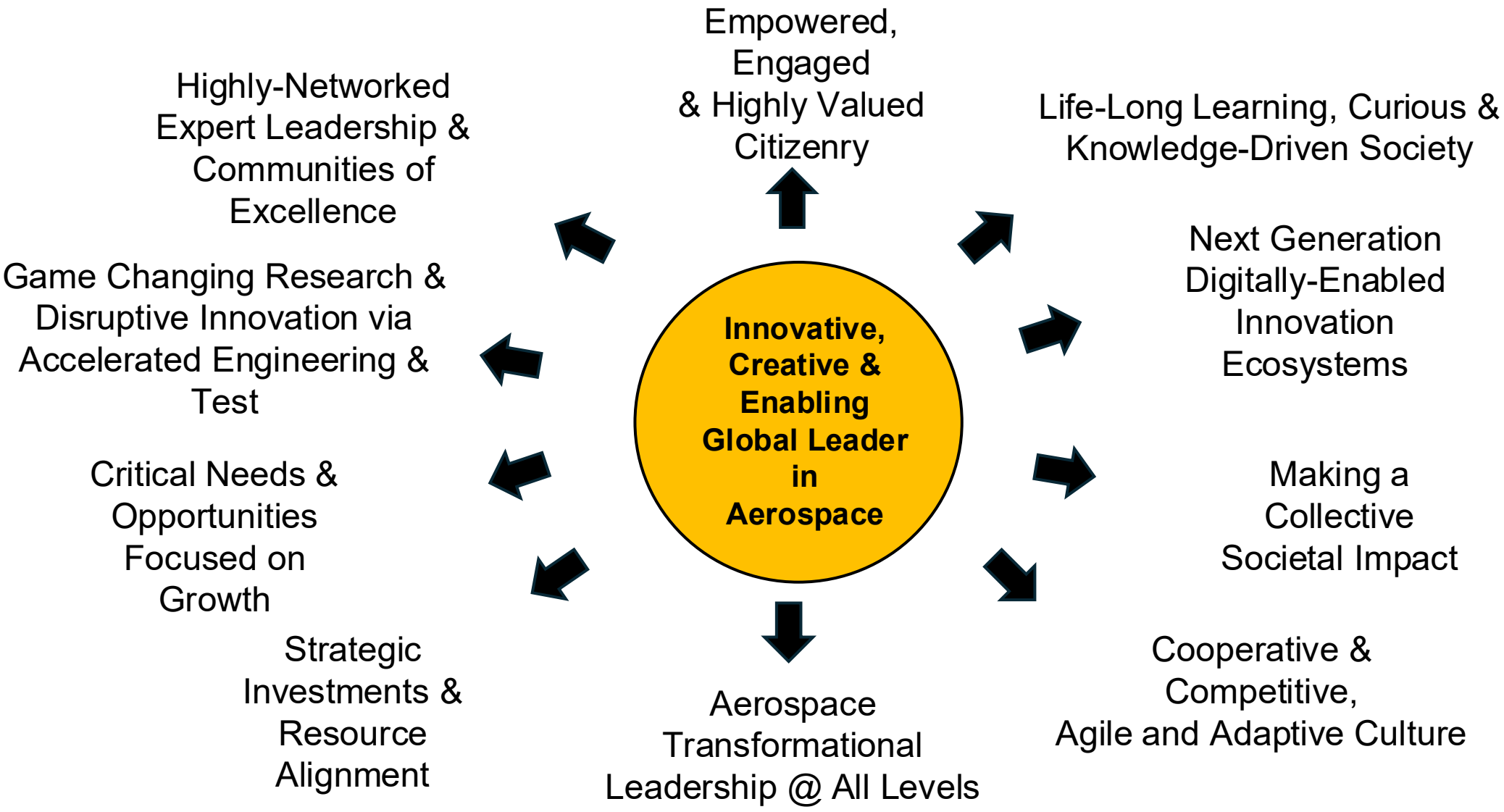






Regional/State/National/Global Approach
Transforms regional strengths into statewide competitive advantage

Maryland Innovation Strategic Vision – Enabling Unlimited Possibilities



A Culture of Excellence and Innovation Leadership Leading to Prosperity & Global Competitiveness

MATC ATZ 'Exemplary' Characteristics Checklist

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ATZ Regional & Customer Support

- ❑ Engaged Economic Development Organizations/Commissions
- ❑ Engaged Planning and Zoning Organizations
- ❑ Supportive County Commissioners/Local Leadership
- ❑ Federal/State/Local Government Anchor Clients
- ❑ For-Profit Anchor Clients & Non-Profit Enablers

ATZ Attraction and Accessibility

- ❑ Marketing and Local Event Awareness
- ❑ Clear Designating Signage
- ❑ Transportation Access

ATZ Readiness for Growth

- ❑ Airfield & Hangers – Site Ready/Shovel Ready
- ❑ Visitor/Tenet Ready Housing
- ❑ Socialization & Collaboration Locations & Events Hosting
- ❑ Innovation/Entrepreneurship Support/Programs

ATZ Innovation Pipeline

- ❑ Scientific Research & Engineering Labs
- ❑ Prototype and Manufacturing Capabilities
- ❑ Innovation Maker/Incubation Center Spaces
- ❑ Test & Evaluation Capabilities

ATZ Workforce Development

- ❑ Education and Training Facilities
- ❑ Apprenticeship and Internship Programs

Trigger Community Dialogue

Identify Others?

Build Portfolio of Initiatives

MATC Status Review

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First Year (What we have achieved by December 2025):

- **MATC Strategic Plan 2025 Delivered 1 October***
- MATC Industry/Government/Academia Internal/External Benchmarking Well Underway
- MATC Teams Formed, Chartered and Operating to Develop/Deliver Continuous Improvement Results
- Strategic As-Is & To-Be, Force Field and SWOT Analyses Complete
- Key MATC Opportunities, Initiatives, and Projects Identified
- Initial Strategies Formulated & Consolidated
- Aerospace and Technology Zones Identified
- Strategic Communications and Marketing Plans under Development

Key Second Year Focus Areas – <u>the Follow-Through with Key Resources</u>:

- Build End-to-End Pipelines & Forums for Integrated RDTE, Innovation and Technology
- Identify Best Strategies/Programs for Accelerating End-to-End K-20 Workforce Development
- Benchmark FDI Needs and Opportunities
- Implement Public Private Partnership & External Investment and Marketing Initiatives
- Empower, Enable and Support ATZ Emergence, Development and Connections
- “Tell our Exemplary Aerospace Story” Communications & Marketing Plan

Vision: Maryland is Advancing in Space, Aerospace, Innovation and Technology – the Future is Here!

MATC Workstream Planning Through Budget Release

MATC Legislative Request

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- MATC Grant Program for Aerospace & ATZ Economic Development = FY27 ($22.5M), FY28 ($30M)
- DoC Executive Director to support MATC Operations = $175k (inhouse)
- R&D Opportunity Scanning/Dissemination and Strategic Analysis = $250K (contracted)
- MATC Hosting of Events Budget (ex. Venture, Conference(s), Meetings etc.) = $250K (contracted)
- Economic Impact Study for National-level Competitive Aerospace Sector Analysis = $250K (contracted)
- Workforce Development (internships/Apprenticeships/Community College Programs = $5M (inhouse/contracted)
- Aerospace-specific Marketing & Communications = $1.5M (in-house/contracted)
- Total FY27 Request = $30,000,000
- Total FY28 Request = $37,500,000

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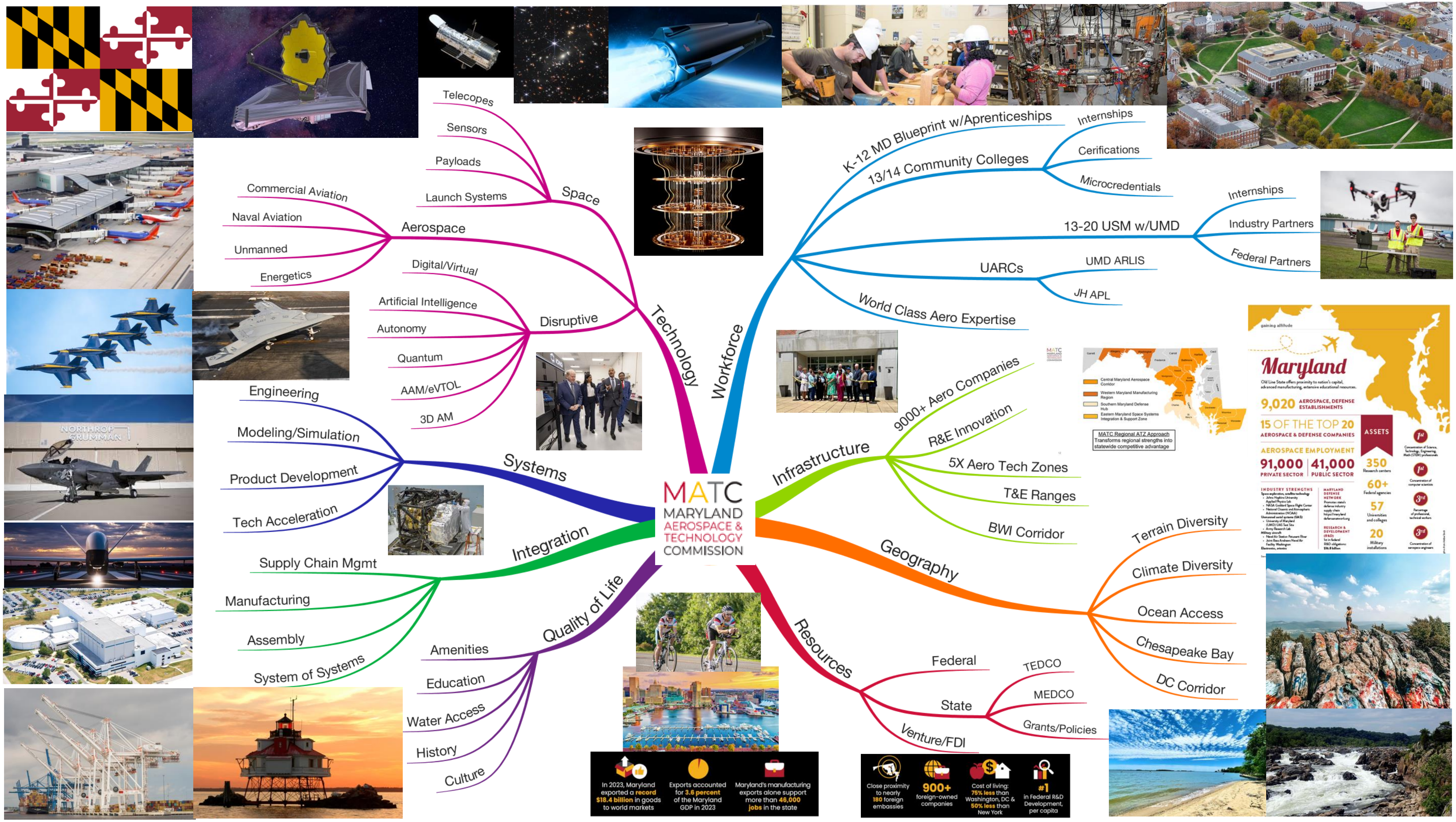
We Need Your Support & Engagement

to Make the

Maryland Aerospace and Technology Sector Thrive!

MATC MM 1 Feb 26 PDF.pdf
Uploaded by: Dale Moore
Position: FAV


MATC
MARYLAND AEROSPACE & TECHNOLOGY COMMISSION
Technology
Space
Telecopes
Sensors
Payloads
Launch Systems
Aerospace
Commercial Aviation
Naval Aviation
Unmanned
Energetics
Disruptive
Digital/Virtual
Artificial Intelligence
Autonomy
Quantum
AAM/eVTOL
3D AM
Systems
Engineering
Modeling/Simulation
Product Development
Tech Acceleration
Integration
Supply Chain Mgmt
Manufacturing
Assembly
System of Systems
Quality of Life
Amenities
Education
Water Access
History
Culture
Workforce
K-12 MD Blueprint w/Aprenticeships
13/14 Community Colleges
Internships
Cerifications
Microcredentials
13-20 USM w/UMD
Internships
Industry Partners
Federal Partners
UARCs
UMD ARLIS
JH APL
World Class Aero Expertise
Infrastructure
9000+ Aero Companies
R&E Innovation
5X Aero Tech Zones
T&E Ranges
BWI Corridor
Geography
Terrain Diversity
Climate Diversity
Ocean Access
Chesapeake Bay
DC Corridor
Resources
Federal
State
TEDCO
MEDCO
Grants/Policies
Venture/FDI
NORTHROP GRUMMAN
Central Maryland Aerospace Corridor
Western Maryland Manufacturing Region
Southern Maryland Defense Hub
Eastern Maryland Space Systems Integration & Support Zone
MATC Regional ATZ Approach
Transforms regional strengths into statewide competitive advantage
gaining altitude
Maryland
Old Line State offers proximity to nation's capital, advanced manufacturing, extensive educational resources.
9,020 AEROSPACE, DEFENSE ESTABLISHMENTS
15 OF THE TOP 20 AEROSPACE & DEFENSE COMPANIES
AEROSPACE EMPLOYMENT
91,000 PRIVATE SECTOR
41,000 PUBLIC SECTOR
ASSETS
350 Research centers
60+ Federal agencies
57 Universities and colleges
20 Military installations
1st Concentration of Science, Technology, Engineering, Math (STEM) professionals
1st Concentration of computer scientists
3rd Percentage of professional, technical workers
3rd Concentration of aerospace engineers
INDUSTRY STRENGTHS
MARYLAND DEFENSE NETWORK
RESEARCH & DEVELOPMENT (R&D)
In 2023, Maryland exported a record $18.4 billion in goods to world markets
Exports accounted for 3.6 percent of the Maryland GDP in 2023
Maryland's manufacturing exports alone support more than 46,000 jobs in the state
Close proximity to nearly 180 foreign embassies
900+ foreign-owned companies
Cost of living: 75% less than Washington, DC & 50% less than New York
#1 in Federal R&D Development, per capita

SB0867 MATC - Dr. Moore.pdf
Uploaded by: Dale Moore
Position: FAV

Testimony in Support of SB0867

Economic Development – Maryland Aerospace and Technology Commission - Alterations

Chair Pamala Beidle

Senate Finance Committee

3 East Miller Senate Office Building

Annapolis, MD 21401

410-841-3677

Pamala.beidle@seante.maryland.gov

Cc: Vice Chair Antonio Hayes, Committee Members

The Maryland Aerospace and Technology Commission (MATC) and the Southern Maryland Navy Alliance (SMNA) urge your support for SB 867 – Economic Development – Maryland Aerospace and Technology Commission – Alterations. Sponsored by Senator Alonzo Washington, this bill would support the follow-through execution and implementation of the MATC Strategic Plan submitted to Governor Wes Moore on 1 October 2025. The purpose of the MATC is to promote economic development and innovation in the fields of space exploration, science, technology, aeronautics and commercial aerospace opportunities including the integration of space, aeronautics, and aviation industries into the economy of the State. MATC directly supports Aerospace as a designated Maryland Lighthouse Sector and is of strategic significance to the State's future. In many ways, Maryland is well positioned for growth as the relevant technologies continue to accelerate and aerospace markets expand significantly around the globe. MATC supports our economic prosperity and our ability to attract, develop and build the high technology workforce, capabilities and businesses that can foster sustained growth and innovation.

The 2025 MATC Strategic Plan entitled, "Elevating Maryland to Global Aerospace Leadership" is the result of the Committee's extensive research and strategic assessment of the State's current strengths, weaknesses, opportunities and threats. It includes an "As-Is" assessment and formulates a comprehensive approach to achieve a highly desired "To-Be" state with the vision of positioning Maryland to be a globally recognized leader in the rapidly evolving space and aerospace sectors. Maryland has strong roots in leading the space and aerospace sectors with its unique federal sector presence and over 9600 aerospace related businesses. However, there remains significant untapped potential. To date, there has not been a coherent and well-considered strategic approach to maximize

the economic development and technological impact of Maryland's space and aerospace sectors. The MATC Strategic Plan provides that strategic approach.

The 2025 MATC Strategic Plan was specifically designed by leading experts across the State to address this unique opportunity. We have designated well-targeted strategic thrust areas to build on Maryland's unique combination of strengths. These include formidable capabilities in: systems and systems integration capabilities, advanced materials and manufacturing, AI-driven and Quantum enabled autonomous systems research and technology, resilient navigation and command and control capabilities, and the requirement for sustained world class talent to support an end-to-end aerospace innovation pipeline.

To take full advantage of our strengths, specific strategies have been proposed that would leverage and unleash our latent potential across the State. This includes critical investments that foster collaboration, innovation, entrepreneurism and business development while attracting new businesses, making enabling connections across our geographically dispersed State, and investing in the infrastructure we need to be future-ready to compete today and well into the future. The MATC Strategic Plan recommends pursuit external sources of innovation-related investment, and has designated 5x Maryland Aerospace and Technology Zones (ATZ). These ATZs are our regional aerospace innovation clusters with various levels of existing capabilities and growth potential. With requisite support industries in these ATZs can successfully compete and meet the significantly growing market demands of the space and aerospace markets. MATC has a multi-phased approach to develop these ATZs that will build the connections and synergies between them and enable them to realize the power of cross-State collaboration, partnerships and innovative potential. This proposed legislation will enable extensive market opportunity analysis and assessments as well as knowledge sharing across the State enabling our aerospace industry to operate synergistically at the leading edge of advanced developments.

Today, emerging space and aerospace global markets include rapidly advancing technologies and disruptive innovation applications for uncrewed systems, eVTOL transportation and advanced air mobility, reusable and affordable space launch capabilities, cutting-edge advances in computing, satellite technologies and advanced manufacturing to include additive manufacturing and advanced composites. At the same time, the nature of work is transforming the workplace at an unprecedented level and pace, adopting and adapting to digital and virtual environments that enable high fidelity physics-based modeling and simulation coupled with artificial intelligence with profound implications. Industry 4.0 technologies like automation, robotics and the Industrial

Internet of Things i.e. Industry 4.0/5.0 are modernizing factory floors and transforming entire supply chains to enable firms to effectively compete. We are now seeing the emergence of "SMART Factories" and "SMART Supply Chains" which will require continuous investments and improvements keep pace with market expectations.

While these paradigm shifts are occurring, as "The Capital of Quantum" Maryland is on the cusp of applying game-changing quantum technologies across a number of aerospace and product development applications. The implication for these technologies is profound and includes next generation computing, secure communications, advanced sensing and radar technologies that will fundamentally change which and how economies will thrive in the future. Preparing our workforce at all levels for these exponentially accelerating technologies will be essential to 'stay in the game' and to thrive economically. Today and well into the future, change is and will be the only constant. This requires leadership and coordination to ensure requisite levels of awareness and understanding, built on a culture of learning and innovation to provide the capabilities and competencies for future success.

Maryland is extraordinarily well positioned at a unique inflection point to ride this tsunami wave of technological acceleration and transformation, and to become a well-recognized exemplar and global leader for the space and aerospace sectors. To ensure that Maryland stays out in front I wholeheartedly support SB0869. This will expand our Maryland-based aerospace coalition and provide the much needed resources to thrive – developing the technological prowess and catalyzing economic development and growth with significant benefits across our extraordinary State.

Dale Moore, Ed.D.

Chair, Maryland Aerospace and Technology Commission

President, Southern Maryland Navy Alliance

SB0867_MACC_FAV.pdf
Uploaded by: Drew Jabin
Position: FAV

MACC
MARYLAND ASSOCIATION
OF COMMUNITY COLLEGES

60 West Street, Suite 200
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Senate Finance Committee
March 5, 2026

SB 867 - Economic Development - Maryland Aerospace and Technology Commission - Alterations

Position: Favorable

The Maryland Association of Community Colleges (MACC), representing Maryland's 16 community colleges, supports **SB 867**. Expanding and strengthening the Maryland Aerospace and Technology Commission will enhance the State's ability to compete in high–growth sectors such as space science, space technology, aeronautics, and advanced aerospace manufacturing.

Maryland has long held a leadership position in aerospace and defense–related industries. SB 867 builds on that foundation by broadening the Commission's mission, strengthening its governance structure, and authorizing strategic grantmaking to advance research, commercialization, infrastructure, and workforce training. These tools are essential to sustaining innovation and attracting continued investment into Maryland's aerospace ecosystem.

Maryland's community colleges play a critical role in supporting the aerospace and advanced technology sectors. Community colleges provide workforce training, industry certifications, and degree pathways aligned with employer demand in fields such as engineering technology, cybersecurity, advanced manufacturing, avionics, information systems, and applied sciences. Colleges work closely with regional employers, military installations, federal partners, and workforce boards to ensure that training programs meet evolving industry needs and prepare students for high–skill, high–wage careers.

The bill's explicit recognition of workforce training as an eligible area for grant support reflects an understanding that innovation and talent development must advance together. Aerospace growth depends not only on research and commercialization, but also on a highly skilled technical workforce capable of supporting product development, manufacturing, systems integration, and operations. Community colleges are central to building and sustaining that workforce pipeline.

By strengthening the Commission's strategic planning authority and establishing a dedicated funding stream for grants, SB 867 positions Maryland to deepen its competitiveness in aerospace–related industries while expanding opportunities for residents to access cutting–edge careers. Accordingly, MACC urges the Committee to issue a **FAVORABLE** report on **SB 867**.

Please contact Brad Phillips (bphillips@mdacc.org) or Drew Jabin (djabin@mdacc.org) with questions.

2026 MEDCO LOS SB 867 Finance.pdf
Uploaded by: J. Thomas Sadowski Jr.
Position: FAV

March 3, 2026

The Honorable Pamela Beidle, Chair
Senate Finance Committee
3 East Miller Senate Office Building
Annapolis, Maryland 21401

RE: Letter of Support – SB 867 – Economic Development – Maryland Aerospace and Technology Commission – Alterations

Dear Chair Beidle and Members of the Committee:

The Maryland Economic Development Corporation (MEDCO) supports Senate Bill 867, which strengthens and expands the Maryland Aerospace and Technology Commission to advance innovation and growth in aerospace, aviation, and space technology industries across the State.

Aerospace and aviation are among Maryland's most important strategic industry drivers, supported by a dense concentration of engineering talent, federal assets, and companies statewide. Strengthening the Commission's mission and resources will help Maryland coordinate investments, partnerships, and workforce development to maintain leadership in these high-growth sectors.

MEDCO looks forward to serving on the Commission's board and contributing its experience delivering complex aviation and aerospace-related projects throughout Maryland. MEDCO is actively engaged in projects and development opportunities spanning the State's aerospace ecosystem—from NASA Wallops and Salisbury Regional Airport on the Eastern Shore; to St. Mary's County Regional Airport and adjacent aerospace sites in Southern Maryland; to Aberdeen Proving Ground and Martin State Airport in the Baltimore region; and to emerging opportunities from Charles County to Cumberland.

By expanding the Commission's purpose to promote innovation in space science, aeronautics, and aviation and by providing sustained resources and coordination capacity, SB 867 will accelerate industry growth, investment, and job creation across Maryland. MEDCO is eager to support this work in partnership with State, federal, academic, and private-sector stakeholders.

For these reasons, MEDCO respectfully requests a favorable report on Senate Bill 867.

Sincerely,

J. Thomas Sadowski
CEO/Executive Director

SB 867 Testimony - Rocket Lab Support 0030326.pdf
Uploaded by: Jennifer Goodrum
Position: FAV

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March 3, 2026

Chair Pamela Beidle
Senate Finance Committee
3 East Miller Senate Office Building
Annapolis, MD 21401
Pamela.beidle@senate.maryland.gov

Cc: Vice Chair Antonio Hayes, Senator Alonzo Washington, Committee Members

RE: Support for SB 867 Economic Development - Maryland Aerospace and Technology Commission - Alterations

Madame Chair and Members of the Senate Finance Committee:

Rocket Lab urges your support for SB 867 – a bill, sponsored by Senator Alonzo Washington, that would increase the reach and impact of Maryland's Aerospace and Technology Commission (MATC). Aerospace has been identified as a lighthouse sector for economic development in Maryland and a time of critical opportunity for the state. This critical sector provides nearly 175,000 high quality jobs and drives nearly 10% ($50B) of state GDP with over $2B of state and local tax revenue generated.

The aerospace sector is shifting rapidly – from long reliance on government funding and contracts to a commercial model focusing on rapid innovation and technological development. As this transition unfolds, states wanting to retain aerospace businesses and affiliated jobs must also transition the way they interface with and support these businesses.

Competition to attract and retain aerospace businesses is stronger than ever. Other states and localities are moving aggressively with incentives for this high-tech industry and doing all they can to move quickly to align with the pace of the new space sector. The fastest growing segment of the space industry moves incredibly quickly with timelines the range of weeks to a few months for decisions and moving to operational status on new projects. Full satellites are built in months, not decades – and production is expected to grow exponentially in coming years, offering substantial return on investment to states that have positioned well to attract this business growth. States must move quickly to stay competitive. Just recently, in 2024, Texas invested $150M via its Space Commission's Space Exploration and Aeronautics Research Trust Fund (SEARF) – with an additional $21.5M allocated in 2025 – to support space business attraction, retention and scaling. Florida's 2026 budget also includes $21M to support aerospace project investments. Other states like Alabama, Maryland, Virginia, Michigan, Utah have been aggressive in recent years with grants to attract space industry businesses.

Although Maryland faces current funding constraints that limit investment on the scale of the referenced states it has the advantage of a long and rich history in the sector, as well as the highest concentration of Aerospace Engineering talent in the country. These advantages are creating a strong foundation that can be leveraged by the current state government with the help of the MATC. There are critical steps and groundwork that the state can begin to lay to ensure it is well positioned to maintain and continue to grow its aerospace footprint.

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SB 867 provides critical initial bootstraps and suspenders to support the work that the MATC is doing to grow the impacts of the aerospace sector locally. We understand that Commissions for all other state lighthouse sectors have received funding support for implementation of their strategic plans for growth and impact, and it is vital that the aerospace sector receive similar support.

Providing dedicated staff support, in particular, will be critical to accelerating the work of the commission and identifying public-private partnerships that can support the Commission's goals while minimizing needs for state support.

We request your support for SB 867 and the positive impacts it will continue to bring to communities across the state.

Sincerely,

Jennifer Goodrum
Director, State and Local Government Operations

Cedric Jacob
Director, Space Structures Complex, Middle River

Alex Zajac
Senior Director, Separation Systems, Silver Spring

SB867 Public Testimony.pdf
Uploaded by: Lien Hoang
Position: FAV

Alonzo T. Washington
Legislative District 22
Prince George's County

Finance Committee

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THE SENATE OF MARYLAND
ANNAPOLIS, MARYLAND 21401

March 5, 2026

The Honorable Pamela Beidle, Chair
Finance Committee
Maryland State Senate
Annapolis, Maryland

Re: SB867 – Economic Development – Maryland Aerospace and Technology Commission – Alterations
Position: Favorable

Dear Chair Beidle and Members of the Committee:

I respectfully submit this statement in support of Senate Bill 867, which strengthens the Maryland Aerospace and Technology Commission (MATC) so Maryland can move from strategy to execution.

The General Assembly created MATC in 2024, housed in the Department of Commerce, and required the Commission to develop and update a strategic plan and submit an annual report each year by October 1. The Commission has done exactly what the legislature asked—organizing its work, conducting a statewide strengths/weaknesses assessment, and producing its FY25 Strategic Plan and Annual Report.

In its FY25 report, MATC documents a clear urgency: federal and commercial activity in space and defense is accelerating, competition for key firms is intensifying, and Maryland's window is narrowing as neighboring states invest aggressively. The report lays out a practical framework to win—built around Maryland's unique assets and a "SMART Aerospace Hub" approach that links systems & missions, advanced materials/manufacturing, autonomy/AI, resilient navigation (PNT), and workforce/talent into one coordinated statewide value chain.

SB867 is the legislature's "now act" step. It modernizes MATC's statutory purpose, strengthens operational capacity (including requiring an Executive Director), and enables the Commission to support implementation—so Maryland is not left with a strong plan but no tools to deliver it.

Maryland has the federal anchors, research excellence, and industry base to lead. MATC has delivered the roadmap we requested. Now it is our responsibility to give the Commission the authority to execute.

For these reasons, I respectfully request a favorable report on Senate Bill 867.

With regards,

Alonzo T. Washington

Maryland State Senator

Commissioners of St. Mary's County SUPPORT SB 867
Uploaded by: Randy Guy
Position: FAV

ST. MARY'S COUNTY GOVERNMENT

COMMISSIONERS OF ST. MARY'S COUNTY

James R. Guy, President
Michael R. Alderson, Jr., Commissioner
Eric S. Colvin, Commissioner
Michael L. Hewitt, Commissioner
Scott R. Ostrow, Commissioner

SB 867
Economic Development – Maryland Aerospace Technology Commission-Alterations

COMMITTEE: Finance
POSITION: Support

The Commissioners of St. Mary's County **SUPPORT** SB 867 – Economic Development – Maryland Aerospace Technology Commission – Alterations. SB 867 will enhance the effectiveness and capability of the Maryland Aerospace Technology Commission ("MATC") by increasing the representation of each designated aerospace zone, requiring appointment of an executive director of MATC, and ensuring sufficient funding is allocated to allow MATC to cover the administrative costs and grants necessary for it to achieve its mission.

St. Mary's County is home to Naval Air Station Patuxent River, a critical county, regional, and state employer. NAS PAX is the busiest flight test center in the world and a key facility in national research and development related to naval aviation. It contributes tens of thousands of jobs to Maryland's economy. An organization like MATC supports the continued development of facilities like NAS PAX by recognizing the key economic roles they play in local communities and supporting their continued competitiveness and development. SB 867 gives MATC the tools necessary to do its work.

We urge you to **support SB 867**. Thank you for your consideration of this matter, and thank you for the opportunity to provide this testimony.

Sincerely,
COMMISSIONERS OF ST. MARY'S COUNTY

James Randy Guy, President

CSMC/AB/tr
T:/Consent/2026/020

Cc: Senator Jack Bailey
Delegate Matthew Morgan
Delegate Brian Crosby
Commissioner Mike Alderson, Jr.
Commissioner Eric Colvin

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Commissioner Michael Hewitt
Commissioner Scott R. Ostrow
David Weiskopf, County Administrator
David Yingling, Deputy County Administrator
Buffy Giddens, County Attorney
John Sterling Houser, Deputy County Attorney

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SB0867_WillieLBrown_Testimony_MATC_March5_2026.pdf
Uploaded by: Willie Brown
Position: FAV

Testimony in Support of SB0867
Economic Development - Maryland Aerospace and Technology Commission - Alterations

March 3, 2026

Chair Pamela Beidle
Senate Finance Committee
3 East Miller Senate Office Building
Annapolis, MD 21401

Cc: Vice Chair Antonio Hayes, Committee Members

Dear Chair Beidle, Vice Chair Hayes, and Members of the Senate Finance Committee:

My name is Dr. Willie L. Brown, Jr. I am submitting this testimony as a citizen of the State of Maryland and as a current appointed member of the Maryland Aerospace and Technology Commission (MATC). I respectfully urge your favorable support of SB0867.

Maryland stands at a pivotal moment in aerospace, space systems, advanced manufacturing, autonomy, quantum-enabled technologies, and next-generation defense capabilities. Global projections indicate that the space economy alone is expected to approach $1.5 trillion within the next decade. The U.S. aerospace and defense sector already generates nearly $1 trillion in annual sales and supports high-wage employment across supply chains and advanced manufacturing ecosystems. Maryland is uniquely positioned to lead in this expanding global market.

The Maryland Aerospace and Technology Commission has developed a comprehensive strategic framework designed to connect the State's extraordinary assets into an integrated, end-to-end innovation pipeline. This includes research and development, testing and evaluation, manufacturing, commercialization, workforce development, and strategic marketing. SB0867 provides the legislative foundation necessary to operationalize that framework.

The Commission's plan is not abstract. It identifies Aerospace and Technology Zones (ATZs) across regions of Maryland to transform regional strengths into statewide competitive advantage. These zones are designed to:

- Attract venture and foreign direct investment
- Accelerate research-to-market transitions
- Strengthen local economic development ecosystems
- Expand apprenticeship, internship, and workforce pipelines
- Support advanced manufacturing and Industry 4.0 transformation

Maryland's geographic, federal, and industrial footprint provides rare competitive leverage. However, we cannot assume that leadership will maintain itself. Other states are aggressively investing in aerospace clusters, advanced manufacturing corridors, and emerging autonomy and quantum-enabled platforms.

SB0867 helps Maryland compete. From an economic development perspective, this legislation supports:

- **Awareness:** Elevating aerospace and advanced technology as a lighthouse sector of strategic importance to Maryland's economic future.
- **Desire:** Providing legislators and regional stakeholders with a compelling opportunity to catalyze high-paying, innovation-driven job growth across multiple counties.
- **Knowledge:** Grounding decisions in data-driven strategic planning and coordinated statewide execution.
- **Ability:** Creating the structural capacity to execute - through coordinated leadership, grant mechanisms, workforce investments, and marketing infrastructure.
- **Reinforcement:** Establishing continuity and sustained momentum rather than fragmented initiatives.

Importantly, this is not merely a technology bill. It is an economic competitiveness bill. It aligns:

- Workforce development with industry demand
- Innovation ecosystems with commercialization pipelines
- Regional assets with statewide strategy
- Public-private partnerships with measurable economic return

Maryland has the research institutions, federal anchors, defense hubs, manufacturing capability, and talent base to lead nationally. SB0867 ensures that these assets are coordinated rather than siloed. Failure to act risks stagnation. Strategic investment now positions Maryland to:

- Capture national aerospace and defense contracts
- Grow small and mid-sized aerospace enterprises
- Retain and attract technical talent
- Expand apprenticeship and community-based workforce pipelines
- Increase GDP contribution and tax base growth

As a Maryland citizen and Commissioner, I believe SB0867 represents a disciplined, strategic, and forward-looking approach to ensuring Maryland remains competitive in one of the fastest-growing sectors of the global economy.

I respectfully request a favorable report on SB0867. Thank you for your consideration and your leadership in strengthening Maryland's economic future.

Respectfully submitted,

Willie L. Brown, Jr.

Willie L. Brown, Jr., Ph.D.
Citizen, State of Maryland
Appointed Member, Maryland Aerospace and Technology Commission

SB867_Testimony_GeorgieBrophy_03Mar2026.pdf
Uploaded by: Georgeann Brophy
Position: FWA

SB0867: Economic Development - Maryland Aerospace and Technology Commission – Alterations

WRITTEN TESTIMONY IN SUPPORT OF SB0867 – WITH AMENDMENT
Senate Finance Committee
March 2026

Submitted by:
Georgie Brophy, Vice Chair
Maryland Aerospace & Technology Commission (MATC)

POSITION: SUPPORT WITH AMENDMENT

Chair Beidle, Vice Chair Hayes, and Members of the Senate Finance Committee:

My name is Georgie Brophy, and I serve as the Vice Chair of the Maryland Aerospace & Technology Commission (MATC). I am pleased to submit this testimony in strong support of Senate Bill 867, with one requested amendment.

SB867 is an essential update to the structure, membership, and mission of the Maryland Aerospace & Technology Commission. These changes modernize the Commission to reflect Maryland's rapidly evolving aerospace ecosystem statewide—commercial space, autonomous systems, aeronautics innovation, and defense-adjacent technologies.

Maryland's aerospace sector includes NASA Goddard, NAS Patuxent River, NOAA, Johns Hopkins Applied Physics Lab, Naval Research Lab, and more than 9,000 aerospace-related companies statewide. These assets contribute approximately $50 billion to the state's GDP and support 172,000+ jobs.

WHY SB0867 MATTERS

1. *Modernized Membership Reflecting Today's Aerospace Landscape*
The bill updates Commission membership to include commercial space companies, advanced aviation leaders, key federal anchors, and representatives from Aerospace & Technology Zones statewide, aligning representation with market structure.

2. *Creating the Executive Director Role*
The Commission needs staffing capacity to coordinate statewide aerospace strategy, grantmaking, and partnerships.

3. *Strengthening Maryland's Ability to Attract Investment*
SB867 enhances the Commission's mandate to support commercialization, workforce development, infrastructure planning, and cross-sector collaboration.

REQUESTED AMENDMENT

Remove Section 5-2605(E): the $30,000,000 annual appropriation mandate.

I request striking this section because:
- Foundational strategic work by the Commission with an Executive Director must be completed first.
- Staffing capacity must be in place before administering major funds.
- Modernization of structure is the essential priority this session.

Other States Are Moving Faster

Maryland's peer states are not waiting. Texas, Alabama, Colorado, Virginia, and New Mexico have already made decisive aerospace investments ranging from **$15 million to $300 million**, reshaping the national competitive landscape around us. Their momentum is accelerating, not slowing. States that are acting now are capturing federal missions, commercial contracts, innovative companies and technologies, workforce pipelines, and infrastructure commitments that will define the next decade. In this environment, standing still is not neutral — **it is falling behind**. Maryland must match the pace and clarity of purpose these states are demonstrating if we intend to remain a national aerospace leader. *Maryland cannot compete if it stands still while others act.*

Inaction Is a Strategic Choice — With Consequences

In a rapidly evolving aerospace economy, inaction is not a pause — **it is a retreat**. The industry is shifting toward commercial space, autonomy, dual-use technologies, and new workforce demands. If Maryland does not adapt its structures and investments now, we are effectively choosing to let other states determine the trajectory of the next decade. Standing still in a competitive environment is not maintaining position; **it is actively losing ground**.

Modernization Is Essential to Protect Maryland's Leadership

Maryland's aerospace assets are extraordinary — NASA Goddard, NAS Patuxent River, NOAA, APL, NRL, and more than 9,000 aerospace companies across the state. They contribute **$50 billion in GDP** and support **172,000 jobs** statewide. But these advantages are not self-sustaining. Peer states are modernizing their structures and investing aggressively in the next generation of space and aviation markets. Current Maryland-based companies are being lured away to other states. **If Maryland does not modernize the Commission through SB867, our legacy strengths will erode faster than we can rebuild them.**

This Bill Is the Minimum Action Required to Stay Competitive

SB867 is not aspirational — **it is the baseline action required for Maryland to remain competitive in commercial space**, national security aerospace, and advanced aviation. Other states have already built structures, funding mechanisms, and incentive systems needed to compete. Maryland must modernize its Commission now to avoid being outpaced. **Choosing not to update our structure this session would be choosing to let competitor states define where high-growth aerospace markets land next.**

Removing the Fiscal Language Does Not Mean Standing Still

Requesting the removal of Section 5-2605(E) this year should not be misinterpreted as slowing Maryland's progress. The modernization components of SB867 must move forward now — because our competitor states are already moving. The amendment simply ensures we build the right foundation before taking on major appropriations. **Standing still on the structural updates, however, would set Maryland back at a moment when speed, alignment, and readiness are essential.**

CONCLUSION

SB0867 positions Maryland to remain competitive in aerospace. With the amendment to remove Section 5-2605(E), I urge a Favorable Report.

Thank you for your consideration.

Georgie Brophy
Vice Chair
Maryland Aerospace & Technology Commission

SB0867 MAA Michael Barton.pdf
Uploaded by: Michael Barton
Position: FWA

March 5, 2026
FWA Support for SB867

Chair, Vice Chair, and Members of the Committee:

As the Vice Chair of the Maryland Aerospace Alliance (MAA), I strongly urge a **favorable report on SB 867** with the amendment proposed by Senator Alonzo Washington on 3/4/2026. Incorporated in 2024 to champion the growth and health of Maryland's aerospace industry, the MAA represents a sector that is a primary engine of our state's economy.

Aerospace is Maryland's Economic Powerhouse In 2024, the aerospace industry contributed **$50 billion** to Maryland's GDP—nearly 10% of the state's entire economic output. The sector supports **172,000 total jobs** and generates more than **$2 billion in state and local tax revenue** annually. Maryland boasts a concentration of space research and technology talent that is **9.29 times the national average**, making us a global leader in the field.

The Competitive Crisis Despite these strengths, Maryland is at a critical juncture. While we have historically led in civil space and defense, the "new space" economy is shifting toward commercial and dual-use technologies. Our peer states are investing aggressively to capture this high-growth market, with Virginia investing $45M and Texas $300M. Without the targeted action proposed in SB 867 to improve the MATC structure to enable their Strategic Plan, the legacy assets that made us a leader will be outpaced by states investing today.

The Solution: SB867 This legislation moves Maryland from strategy to action through three critical priorities:

1. **A Space-Focused Investment Fund:** This fund provides the authority to deploy grants, loans, and strategic co-investments to attract new companies and retain high-skilled jobs that are currently being targeted by other states. I agree with Senator Washington's amendment to remove the funding for this portion of the bill while allowing the structure to be set up for the future.
2. **Professionalizing Governance (PMO):** SB 867 moves the Maryland Aerospace and Technology Commission (MATC) beyond its current volunteer capacity by establishing a staffed Program Management Office through an Executive Director. This ensures sustained coordination and professional delivery of statewide initiatives in partnership with the Department of Commerce.
3. **Modernizing Commission Membership:** By adding commercial space and private sector voices to the MATC, the state gains real-time market awareness to improve policy design and competitiveness.

Speed matters at this moment and waiting another fiscal year to realign the MATC with its strategic plan will set Maryland farther back as other states race ahead. We must act now to safeguard our existing strengths and position Maryland as the premier location for aerospace opportunity. I respectfully request a **FAVORABLE** report on SB 867.

Michael Barton
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MARYLAND AEROSPACE ALLIANCE