ARIZONA SPACE COMMISSION
BOARD OF DIRECTORS
PUBLIC MEETING MINUTES

Wednesday, August 12, 2026, at 10:00 A.M.
VIRTUAL
Join: https://teams.microsoft.com/meet/294523164189268?p=sld7tFASiLbtjGtmBK

I. Pledge of Allegiance

Brett Mecum, Chairman, Arizona Space Commission, led the meeting in the Pledge of Allegiance.

II. Call to Order and Roll Call

Chairman Brett Mecum called the meeting of the Arizona Space Commission to order at 10:05 A.M.

Marisa Walker, Executive Vice President and Administrator, Arizona Commerce Authority, proceeded with the roll call. A quorum of voting members confirmed present.

Board Members Present:

- Grant A. Anderson – virtual
- Megan Fitzgerald – virtual
- Shawn Linam – virtual
- Michael McGuire - virtual
- Brett Mecum – in person
- Lisa Morris – virtual
- Len Munsil – virtual
- Douglas J. Nichols – virtual
- Michael P. Vargas – virtual
- Steve Zylstra – virtual

Board Members Not Present:

- Jim Bell
- Jim Cantrell
- Erika Hamden

III. Consent Agenda*

Chairman Mecum began the meeting by introducing the first agenda item: approval of the Jun3 10, 2026, meeting minutes. Hearing no requests for edits, the Chairman called for a motion. Commissioner Morris made a motion, it was seconded by Commissioner Zylstra. The minutes were approved without objection.

IV. Netherlands Space & Defense Delegation to Arizona (October 2026)

Chairman Mecum introduced Marloes de Goeijen, Director of the Netherlands Business Support Office (NBSO) Arizona who provided an overview of an upcoming Dutch trade delegation to Arizona.

- The delegation is expected to include approximately 10–12 Dutch companies active in the space sector, ranging from applied-technology firms (e.g., integrated photonics) to industry representative organizations; the final company list was not yet finalized.
- The visit is the final activity under a three-year, Netherlands government-funded initiative supporting Dutch space-sector companies' access to the U.S. market.
- Proposed itinerary: arrival Sunday, October 18, with a welcome dinner in Tucson; a full day in Tucson on Monday, October 19, including visits with prime contractors and a program with the University of Arizona; a day in Phoenix on Tuesday, October 20, including primes, startups, and a program with Arizona State University; departure Wednesday, October 21.
- Ms. de Goeijen characterized the visit as a potential first step toward a longer-term partnership rather than a one-time engagement and requested continued ACA/commission support in coordinating programming and participation.

In response to questions from Commissioner Anderson regarding coordination with the broader Benelux region, Ms. de Goeijen noted this program is specific to Dutch companies, though closer collaboration exists at a higher level in the defense and space sectors; she offered to follow up with additional detail as needed.

Ms. Walker offered ACA's continued support in assisting with delegation logistics and programming. Commissioner Zylstra noted he had already provided suggestions to Ms. de Goeijen by email. No Board action was required or taken.

V. State and Local Perspectives—Space Economy Ecosystem

Chairman Mecum introduced Brian Miske, Principal and Americas Space Leader at KPMG LLP, who presented draft, pre-publication content addressing how U.S. states are approaching space-economy development. Mr. Miske noted the material was for the Commission's discussion only and not for distribution.

Key points from the presentation included:

- Framing space less as a discrete industry vertical and more as horizontal infrastructure that supports and strengthens other sectors central to a state's economy (e.g., energy, water, mining, logistics, defense, advanced manufacturing/semiconductors, agriculture, emergency response, and healthcare).
- A review of differing state approaches (e.g., infrastructure-led, commission-led, grant-led, and university/defense-network-led models), with comparative observations on Florida, Texas, New Mexico, and Alabama, noting each state's approach carries distinct strengths and risks and that no single model should simply be copied.
- Five areas of strategic opportunity identified for state consideration: (1) a state space data and intelligence hub; (2) advanced materials and in-space manufacturing; (3) workforce and talent pipeline development (K–12 through university, trades, and credentialing); (4) integrated aerospace, terrestrial, and orbital security; and (5) a multi-tenant commercial ecosystem serving defense, civil, commercial, and university users.
- Four suggested near-term priorities: mapping Arizona industries where space can create measurable value; assessing the Commission's governance model and authority; pursuing a

data/innovation hub connecting state needs with commercial space data; and aligning workforce and education pipelines with industry needs.

Commissioners Lisa Morris and Michael Vargas asked follow-up questions regarding how to maintain a space-specific focus while accounting for the broader supply chain, and regarding the possibility of a comprehensive statewide study or assessment. Mr. Miske noted his forthcoming publication would require KPMG's internal review process before release, and offered to make himself available to Chairman Mecum and Ms. Walker for further input as the Commission finalizes its strategic plan. No Board action was required or taken.

VI. Commercial Space Federation's State and Local Council

Commissioner Shawn Linam and Chairman Mecum reported on Arizona's participation in the newly formed State and Local Council of the Commercial Space Federation (formerly the Commercial Space Flight Federation). Arizona is one of five founding state members, along with Florida, Texas, and Space Northwest (Washington); Maryland joined shortly before the meeting, and Oklahoma and New Mexico were reported to be in discussions to join.

Chairman Mecum publicly thanked Commissioner Linam for personally funding Arizona's approximately $5,000 first-year membership in the organization. Commissioners were advised that invitations to Council events would be extended to the full Commission as they become available. No Board action was required or taken.

VII. Strategic Plan & Working Group Discussion

Ms. Walker led a discussion on the status and timeline of the Commission's strategic plan, which is due to the Legislature and Governor by December 31, 2026:

- ACA executive leadership will review the draft plan at a dedicated one-hour meeting on September 9, 2026, at ACA's new location.
- Following that review, the plan is expected to move into design and production beginning on or around October 1, 2026, with a soft-launch review by key stakeholders, including the Governor's Office, Senate, and House, prior to official release.
- The Commission's December meeting has been moved up to December 2, 2026 (in conjunction with the Commission's holiday event), which is intended to serve as the plan's official launch.
- A related legislative hearing/testimony event, featuring out-of-state witnesses to comment on the strategic plan, is being planned for October 21, 2026, at Thunderbird's Global Forum location.

Commissioner Linam reported that, based on commissioner and stakeholder feedback, the document has been divided into a public-facing Strategic Plan and a separate, internal Implementation Plan, to clarify that commissioners are not individually committing to execute all elements of the plan. Substantive edits incorporated to date include expanded references to community colleges (in addition to universities) and to space biology.

Commissioners Anderson and Linam separately raised drafting considerations for continued refinement, including ensuring that references to research institutions are not limited to universities (e.g., the Planetary Science Institute), and ensuring geographic references extend beyond Yuma and Sierra Vista to other space-related facilities and institutions statewide. Ms. Walker requested that

commissioners provide a further review of the draft.

Ms. Walker also advised that ACA's marketing and communications team is developing a web presence and a series of interviews/videos, planned for October and early November, to help promote the strategic plan in advance of its launch.

VIII. Discussion

a) Charter*

Chairman Mecum reported that the Commission's charter remains in draft form, incorporating feedback received from Commissioners Zylstra and Morris. He anticipates circulating a further draft before the end of the month, with formal adoption anticipated at December 2, 2026, meeting along with other administrative matters.

b) Commissioner Updates

Commissioner Steven Zylstra reported on the Arizona Aerospace Summit (AAS), which drew nearly 500 attendees and 45 exhibitors. He noted that Arizona State University students recorded proceedings at each session, and that ASU is preparing an academic report on summit outcomes intended to help inform — not duplicate — the Commission's strategic plan; a draft is expected within approximately ten days.

Mayor/Commissioner Douglas Nicholls reported on a June trip to Hermosillo, Sonora, Mexico, during which Arizona, the State of Sonora, and the City of Yuma signed a collaboration agreement related to the Yuma spaceport and surrounding industry. A follow-on trip to Mexico City, to sign a related agreement at the federal level, is being explored for October. Chairman Mecum noted that Arizona's spaceport bond legislation may serve as a potential funding tool for Yuma's spaceport efforts, and that this is also a topic of engagement with the Commercial Space Federation's State and Local Council.

Commissioner Zylstra reported involvement with the U.S.–Mexico Foundation for Science and noted a planned visit by Mexico's Minister of the Economy to Arizona on or around August 27, which may present an additional opportunity to advance an Arizona–Mexico agreement; he suggested Ms. Walker coordinate with her team on this possibility.

Commissioner Michael Vargas provided an update on the Arizona space-themed specialty license plate initiative, including forthcoming design materials for commissioner feedback. He noted the initiative is not yet close to the required threshold of funds (referenced as approximately $30,000–$32,000) needed to proceed, with a December 31, 2026, deadline to secure contributions. Chairman Mecum reported a $1,000 personal pledge from a Rocket Lab executive, with discussion of a potential larger sponsorship, and noted that contributions are processed as tax-deductible donations through the Aerospace States Association, which forwards funds to the Arizona Department of Transportation (ADOT). In response to a question from Commissioner Morris about the mechanism for accepting funds, the Chairman stated he would confirm the process following the Aerospace States Association's annual meeting the following week and circulate guidance (e.g., a donor form) to the Commission.

Commissioner Zylstra recognized Commissioner Vargas for providing a cutting of the “Einstein Begonia” (a plant with provenance traced to Albert Einstein's Princeton office), reporting that the cutting has taken root.

Separately, Ms. Walker congratulated Chairman Mecum on completing his Master of Science in Space Operations at Embry-Riddle Aeronautical University, noting that his capstone research paper — a comparative evaluation of state-level space and economic development approaches in Florida, Texas, Alabama, and New Mexico — would be made available to commissioners as a resource.

Chairman Mecum noted that several commissioner appointments will expire over the next five to six weeks, with an additional group expiring in March or April 2027, and asked affected commissioners to contact him regarding their interest in reappointment so that he can coordinate with the Legislature and Governor's Office.

IX. Call to the Public

Chairman Mecum opened the floor to public comment. Stephen Fleming offered brief congratulatory remarks to the Commission. No other members of the public requested to speak.

X. Adjournment

The meeting was adjourned at 11:36 A.M. following a motion by Commissioner Nichols, seconded by Commissioner Zylstra, and unanimously approved.