



Accomack-Northampton Economic Development Committee

**AGENDA**

Thursday, December 7, 2023

2:00 PM – 3:00 PM

In-person Meeting in the A-NPDC Conference Room in Accomac (virtual option available)

- I. Call to Order
- II. Public Participation – Public Comments
- III. Approval of June 2023 Meeting Minutes
- IV. Committee Membership Report
  - a. Renewing Members: Chris Bott, Dick Snyder, Robie Marsh, Terry Malarkey, Ava Gabrielle-Wise, Kerry Binard
  - b. Approval of Nominating Subcommittee’s Recommendations for New Members: Phillip Dail-Entrepreneur, Scott Hall-ESCC, David Landsberger-SRS, Lillian Palmbach-VA Spaceport, Matt Spuck-Onancock OBCO, Dave Wilcox- GSX Corp.
- V. Regional Economic Development Initiatives
  - a. Update on Current Projects
    - i. Eastern Shore Rail Trail: A-NPDC awarded \$31 million (USDOT RAISE=\$23M, VDOT SMART SCALE=\$8M,) to design and build two segments of the 49.1-mile trail  
*CEDs Relevance:* ESRT is a new transportation system connecting Shore’s independent towns, offsetting the lack of sidewalks and low vehicle-ownership rate
    - ii. Drone Medical Package Delivery Project: A-NPDC awarded \$1.9 million for prototyping of drone delivery to transportation-disadvantaged locations, including Tangier  
*CEDs Relevance:* In the healthcare sector, Riverside’s goal is to improve patient outcomes for the Shore’s abnormally high hypertension rate
    - iii. Melfa Industrial Park Development: A-NPDC awarded \$214,000 to administer the Economic Development Authority of Accomack County’s market study  
*CEDs Relevance:* Will provide strategic market research for use in attracting new aerospace and satellite-enabled agricultural business to the Shore

b. Workforce Development Collaboration

- i. Tech Hub Program for Autonomous Systems – Regional Consortium to designate and build a global manufacturing pipeline – Dave Wilcox
- ii. From R&D to Value Proposition and Customer Discovery – Shore Resources Needed – Joe Betit
- iii. VIMS Eastern Shore Lab Training and Education – Dick Snyder

VI. Contributions and Updates by Economic Development Committee Members

**Adjourn - Next Meeting Scheduled for June 13, 2024 at 2:00 PM**



## Accomack-Northampton Economic Development Committee

Draft Meeting Minutes – **For Approval During December 2023 Meeting**

Monday, June 26, 2023 at 2:00 PM

Virtual Zoom Meeting

### **Members Present**

Joseph Betit, Earth Systems Management– Chair  
Nick Chuquin, Riverside Hospital System  
Brandon Mowrey, Coastal Precast Systems  
Robie Marsh, ANEC  
Dr. Mark Reiter, Virginia Tech  
Evelyn Shotwell, Chincoteague Chamber of  
Commerce  
Elaine Meil, A-NPDC  
Terry Malarkey, Shore U  
Robert Sabbatini, ESVA Chamber of Commerce  
and ESVA Tourism  
Michael Mason, Accomack County  
Charles Kolakowski, Northampton County  
Kerry (Kobe) Binard, theGIG  
Karyn Belknap, Ten Good Sheep  
Dr. Richard Snyder, VIMS

### **Members Absent**

Chris Bott, Vice Mayor Chincoteague  
Hon. Lynwood Lewis, VA General Assembly  
Hon. Rob Bloxom, VA General Assembly  
Ava Gabrielle-Wise, New Road Community  
Sara Baldwin, Entrepreneur – Vice-chair  
Phillip Hickman, Dublin Farms Inc.

### **Others present**

Anne Doyle, A-NPDC

1. **Call to Order** – Chair Betit called the Economic Development Committee meeting to order at 2:00 PM.
2. **Public Participation** – Chair Betit provided members of the public the opportunity to comment. No members of the public were present.

3. **Meeting Minutes Approval** – The draft meeting minutes of the December 2022 meeting were presented.

A motion to approve the minutes was made by Rober Sabbatini, seconded by Terry Malarkey, and carried unanimously.

4. **Committee Membership Update: Report of Nominating Subcommittee and New Member Vote** A nominating subcommittee was appointed, consisting of Chair Joe Betit, Karyn Belknap and Brandon Mowrey. They will review proposed nominations and make recommendations for new membership, to be voted on during the December 2023 meeting.

5. **Regional Economic Development Initiatives** –

- a. **Broadband Update** – The Broadband Authority in 2022 was awarded \$15.6 million in state funds to connect more than 11,000 additional homes and businesses on the Eastern Shore.
- b. **Medical Package Delivery** – USDOT awarded A-NPDC \$1.9 million to undertake a planning and prototyping project on the Eastern Shore. The Eastern Shore is considered a medically underserved region and this Riverside Hospital initiative aims to improve patient outcomes in its service area.
- c. **HRSO Sewer System Installation** – The backbone sewer line project is running about a year behind schedule. Extension of the line to the Exmore, Wachapreague and the Accomac County Complex is funded.
- d. **Eastern Shore Rail Trail** – A-NPDC is waiting to learn the outcome of various grant applications for the trail. VDOT is administering the Cape Charles segment of the trail and is completing its design phase and will move into construction phase in 2024.
- e. **Workforce Development Collaboration** – Chair Betit noted that Wor-Wic’s \$36 million education complex in Warwick County has been newly completed and is offering training in manufacturing capabilities.

6. **Committee Member Updates** – Chair Betit called for updates from committee members:

- a. Dick Snyder- VIMS – Discussed the Burton’s Bay \$2.24 million ecosystem restoration project allowing for an amazing and unprecedented recovery of seagrass that had been lost to disease. He mentioned scallop production is also included in the project.
- b. Joe Betit- Entrepreneur- Discussed entrepreneurial activities taking place at Machipongo Middle School, including 3D printing and product prototypes, against a backdrop of community involvement to engage students in STEM activities.
- c. Terry Malarkey -Shore U- explained that his organization is working with Virginia Commonwealth University to further its academic plan and mission.
- d. Evelyn Shotwell- Chincoteague Chamber- updated the committee, commenting that the Chincoteague Chamber is fully supportive of a proposed aerospace talent pipeline and noted that the Chamber has sponsored summer STEM camps for youth at Wallops Island.
- e. Karyn Belknap- Fine Arts- noted that the Arts Community continues to grow with 53 artisans attracting locals and visitors from multiple states. The Guild is planning more targeted advertising to potential visitors.



- f. Lee Pambid- Deputy County Administrator, noted that he had been in place for four months and will be focusing on land use and economic development matters. He is currently fielding economic development and housing development inquiries.
  - g. Kerry Binard- Tech Entrepreneur – noted that Northampton County’s Economic Development Authority is progressing discussions with entrepreneurial groups as well as with a mobile oyster processing initiative.
  - h. Nick Chuquin- Shore Memorial Hospital- noted the need for recruitment in the field of radiology as additional radiological equipment is based on the Eastern Shore of Virginia.
6. **Next Meeting** – The next Economic Development Committee meeting will be held in December, 2023. A reminder will be sent ahead of the meeting.
7. **Adjourn** – A motion to adjourn was made by Malarky, seconded by Shotwell, and carried unanimously. Chair Betit adjourned the meeting at approximately 3:00 PM.



# ACCOMACK-NORTHAMPTON ECONOMIC DEVELOPMENT COMMITTEE MEMBERSHIP AND ATTENDANCE

<i>Voting Members</i>								
REPRESENTATION	MEMBER (AFFILIATION)	TERM EXPIR.	JUNE 2022	DEC 2022	JUNE 2023	DEC 2023	JUNE 2024	DEC 2024
A-NPDC (Accomack Representative)	Vacant (Per Commission, to remain unfilled)							
A-NPDC (Northampton Representative)	Vacant (Per Commission, to remain unfilled)							
Town of Chincoteague	Chris Bott (Vice Mayor) – <b>Propose renewal</b>	Dec. 2026						
Acc. Co. Economic Development Authority	Ira von Ashby-Hope	Jan. 2023						
Northampton Co. EDA	<b>Vacant (Propose Dave Wilcox- GSX Corp.)</b>	Dec. 2026						
NASA Wallops Flight Facility	Michael Hitch (NASA)	Jan. 2023						
Wallops Island Regional Alliance	<b>Vacant (Propose Lillian Palmbach VA Spaceport)</b>	Dec. 2026		X				
ES Community College	<b>Vacant (Propose Scott Hall- ESCC)</b>	Dec. 2026	X	X				
Ag. & Food Processing Sector	Dr. Richard Snyder (VIMS) – <b>Propose renewal</b>	Dec. 2026	X					
Arts, Entertainment, Recreation, & Visitor	Evelyn Shotwell (Chincoteague Chamber)	Jun. 2024	X	X				
Found. & Entrepreneurship Development	<b>Vacant (Propose Matt Spuck- Onancock OBCCO)</b>	Dec. 2026						
Private Sector 1 (Accomack)	Vacant							
Private Sector 2 (Accomack)	Robert Sabbatini (ESVA Chamber of Commerce)	June 2024	X	X				
Private Sector 3 (Accomack)	Robie Marsh (A&N Electric), - <b>Propose renewal</b>	Dec. 2026	X	X				
Private Sector 4 (Accomack)	Joseph Betit (Tech Entrepreneur) - Chair	Jun. 2024	X	X				
Private Sector 5 (Accomack)	Dr. Mark Reiter (Virginia Tech)	Jun. 2024	X	X				
Private Sector 6 (Accomack)	Karyn Belknap (Ten Good Sheep)	Dec. 2024	X	X				
Private Sector 7 (Accomack)	Nick Chuquin (Riverside Health System)	Dec. 2025			X			
Private Sector 8 (Accomack)	Phillip Hickman (Dublin Farms)	Jun. 2025	X	X				
Private Sector 9 (Accomack)	Terence Malarkey (Shore U) <b>Propose renewal</b>	Dec. 2026	()	X				
Private Sector 10 (Northampton)	Ava Gabrielle-Wise (New Road Community) – <b>Propose</b>	Dec. 2026	X					
Private Sector 11 (Northampton)	<b>Vacant (Propose Phillip Dail-Entrepreneur)</b>	Dec. 2026	X	X				
Private Sector 12 (Northampton)	Brandon Mowrey (Coastal Precast Systems)	Dec. 2025			X			
Private Sector 13 (Northampton)	Kerry Koby Binard (The GIG) – <b>Propose renewal</b>	Dec. 2026	X	X				
Private Sector 14 (Chincoteague)	<b>Vacant (Propose David Landsberger- SRS)</b>	Dec. 2026						
<i>Non-voting Technical Advisors</i>								
County Admin. (Accomack)	Mike Mason (Accomack County)	NA		X				
County Admin. (Northampton)	Charles Kolakowski (Northampton County)	NA	X					
Executive Director (A-NPDC)	Elaine Meil (A-NPDC), Secretary	NA	X	X				
Delegate (VA General Assembly)	Hon. Rob Bloxom (VA General Assembly)	NA	X					
Senator (VA General Assembly)	Hon. Bill DeSteph (VA General Assembly)	NA						



## Prospective Member Bios

### **Phillip Dail, Owner Cape Charles Candy Co.:**

Phillip is a business owner and entrepreneur with many years of experience. He was raised in a multigenerational family business in Hampton Roads and has had several successful business ventures of his own. During his time at his family's True Value Hardware store, he managed the commercial sales division which included multi-million-dollar commercial sales contracts. He was a member of the Commercial Sales Advisory Council for True Value, located in Chicago, Illinois. He owned an intermodal trucking company for 10 years. He is the owner of two short-term rental homes in Cape Charles and is the President of the Vacation Homeowners of Cape Charles non-profit organization. This group's mission is to help people invest in the betterment of the Cape Charles community. He and his wife opened Cape Charles Candy Co. in 2018 and then expanded to Norfolk with Red Truck Candy Co. in 2021. Currently he is employed as the Manager of Operations at New Day Office. He is responsible for all of New Day's commercial office furniture installations in the Hampton Roads area. Previously, he was a Project Manager with New Day which included managing large furniture installation projects locally and internationally.

### **Scott Hall, Workforce & Business Solutions Officer Eastern Shore Community College:**

Scott has served as ESCC's Workforce Officer since 2019, instituting more than 15 new programs and doubling workforce's annual revenue and credentials issued. His prior experience was in Economic Development in Hampton Roads and seven years of service in the United States Navy. He graduated from Marshall University with a BA in Political Science and a Master's Degree in Urban Studies from ODU. During his time in Economic Development, he attracted more than \$3.8 billion of new capital investment and 46,500 new jobs. Hall also opened and managed three international offices in support of his communities' global economic development efforts. Hall has extensive marketing/PR experience, managing a \$400,000 annual marketing/ advertising/public relations program that won awards of excellence for print and digital initiatives.

### **David Landsberger, Board of Directors Sentinel Robotic Solutions:**

David has 50 years of experience in setting up, running, managing, and growing businesses. He brought over 175 jobs to Worcester County several years ago and was voted "business person of the year" there. He has established manufacturing sites in seven states, and has travelled internationally to market his companies' products. He served on the board of directors for the Eastern Shore Community College, Eastern Shore Coalition Against Domestic Violence, Island Community House of Chincoteague, Chincoteague Island Arts Organization, as well as on the boards of several private manufacturers.

**Lillian Palmbach, Chief of External Relations**

**Virginia Spaceport Authority:**

Lillian is responsible for the development and implementation of strategic advocacy and community relations at the local government level and amongst the federal and commercial space industry. Prior to joining Virginia Spaceport Authority, Lillian served as a scientific speechwriter to the Director of the National Science Foundation. She worked in Bosnia and Herzegovina on landmine removal strategies and in Sarajevo on the remnants of war destruction projects for the United Nations Development Program. Lillian earned a B.S. degree in Conservation Science from Marist Lorenzo de' Medici in Florence, Italy and an M. S. in International Development from Turin Polytechnic in Turin, Italy. She speaks multiple languages and has a passion for community development.

**Matt Spuck, Town Manager and Inn Owner**

**Town of Onancock and Onancock Business & Civic Organization:**

Matt has successfully applied for, administered, and managed projects funded through DHCD, VDOT, FEMA, Forestry, ARPA, SBRA, BIG, VPA, VTC, VDH, and JRF- all generating millions in capital project and revenue increasing funds. He created a more business friendly town by eliminating business personal property taxes, eliminating the gross receipts portion of the business license fee, and lowering water rates for heavier business water users. He supports the Shore by serving on the Eastern Shore Tourism Commission and the Eastern Shore Chamber of Commerce. Previously, he designed and implemented financial and operating systems to further non-profit organizations' strategic plans. In addition, he developed multi-state internal audit and control systems program by creating an analytical tool that allowed for a specific focus on issues to enhance financial and operational performance. He holds a BS in Accounting from Quinnipiac University and is currently pursuing an MPA from ODU.

**Dave Wilcox, CEO/President**

**Global Skills Exchange:**

Dave brings 40 years of experience in the training, professional and leadership development, organizational strategy and management fields. During this career, he developed enterprise performance strategies and learning solutions for the private and public sectors. Several major program initiatives included corporate strategy and implementation support for high performance work teams for Xerox Corp., business process management training and analysis for IBM, and alignment of secondary and post-secondary programs with Industry standards in Virginia, North Carolina, Hawaii, and Wisconsin. As Executive Deputy Director of the Congressionally authorized National Skills Standards Board (1998-2003), Dave led the effort to manage the development of strategies for analyzing workforce and sectoral competencies and creating related credentials. Since 2003, he has been CEO/President of Global Skills Exchange leading the development of organizational methods for workforce optimization. This work has included work in multiple facets of national security including Cyber Security, initiatives in career pathway optimization, credential development and reform, and Competency Based Education.





## BYLAWS ACCOMACK-NORTHAMPTON ECONOMIC DEVELOPMENT COMMITTEE

### ARTICLE I – NAME AND AUTHORITY

- Section 1                    The name of this organization shall be known as the Accomack-Northampton Economic Development Committee, hereinafter referred to as the “COMMITTEE.”
- Section 2                    The COMMITTEE shall have the authority prescribed to it when created by the Accomack-Northampton Planning District Commission (A-NPDC). Further, the COMMITTEE shall have the authority necessary to carry out its purpose and objectives as delineated in Article II of these bylaws.

### ARTICLE II – PURPOSE AND OBJECTIVES

- Section 1                    The purpose of the COMMITTEE is to develop, maintain, pursue implementation of, and complete annual reporting requirements related to comprehensive regional economic development planning.
- Section 2                    The COMMITTEE shall be charged with the following objectives, which include, but are not limited to:
- a. Support the ongoing economic development planning process on the Eastern Shore, a region consisting of the Counties of Accomack and Northampton.
  - b. Prepare annual reports, implementation schedules, and other documents related to comprehensive regional economic development planning for review and approval by the A-NPDC and submission to funding agencies.
  - c. Bring to the attention of the A-NPDC and its member localities various approaches to solving community and economic development related problems.
  - d. Provide participating jurisdictions, organizations, and private sector entities with information on comprehensive regional economic development initiatives, relevant grant programs, and other related news.

## ARTICLE III – MEMBERSHIP

Section 1        The membership of the COMMITTEE shall represent the main economic interests of the region and the COMMITTEE shall not exceed 25 voting members.

The voting members of the COMMITTEE shall consist of:

- a. Two (2) representatives from the A-NPDC, one from each county.
- b. One (1) representative appointed by the Town of Chincoteague.
- c. One (1) representatives from NASA.
- d. One (1) representative from the Wallops Island Regional Alliance or other similar organization.
- e. One (1) representative from the Eastern Shore Community College.
- f. One (1) representative from the Accomack County Economic Development Authority.
- g. One (1) representative from the Northampton County Economic Development Authority.
- h. One (1) representative from the agribusiness and food processing sector (public or private).
- i. One (1) representative from the arts, entertainment, & recreation sector (public or private).
- j. One (1) representative from the foundational and entrepreneur sector (public or private).
- k. A total of fourteen (14) private sector representatives. Nine (9) representatives from Accomack County and four (4) representatives from Northampton County; and one (1) representative from the Town of Chincoteague. The representatives should be members of senior management or an executive or administrator holding a key decision-making position or that person's designee.

Section 2        The non-voting, technical advisors of the COMMITTEE shall consist of:

- a. The chief administrative official from each county.
- b. The elected officials from the Virginia General Assembly.
- c. The Executive Director of the A-NPDC.
- d. Town Managers from incorporated towns may also elect to be technical advisors.

Section 3        COMMITTEE members may serve for a term of three (3) years and may serve an unlimited number of consecutive terms.

Section 4 Any elected official representative who is not re-elected or otherwise vacates their position in the local government must vacate their position on the COMMITTEE.

If an elected or appointed member fails to attend or send an alternate to half of the scheduled meetings in a fiscal year, a letter will be sent to the governing body of the locality notifying that body of the absences.

If a non-elected member fails to attend or fails to send an alternate to half of the scheduled meetings in any given fiscal year, the member's seat on the COMMITTEE will be vacated and an ad-hoc nominating committee will convene to choose a replacement for that member.

All members must establish an official alternate if they will not be able to attend scheduled meetings. Any member failing to attend or to send an alternate to at least half of the scheduled meetings in any given fiscal year will no longer be in good standing with the COMMITTEE.

Section 5 The COMMITTEE may invite non-voting members from interested organizations to participate in COMMITTEE meetings. The non-voting members representing the interested organizations shall be appointed by their respective organizations.

#### ARTICLE IV – OFFICERS AND ELECTIONS

Section 1 The officers of the COMMITTEE shall include a chair and a vice-chair who shall be elected from the membership of the COMMITTEE and shall serve for a two-year term or until their successors are elected and shall be eligible for re-election.

Section 2 The Chair shall preside over the COMMITTEE meetings.

Section 3 The Vice-Chair shall assume the responsibilities of the Chair in the absence of the Chair.

Section 4 The election of officers shall be held at the mid-year meeting of every year whenever elections are necessitated by the expiration of terms and those members elected to office shall assume their duties at the conclusion of the meeting.



- Section 5 One meeting prior to the election, the Chair shall appoint a nominating committee of at least three (3) members. The nominating committee shall convey to each COMMITTEE member the name(s) of nominee(s) for the offices of chair and vice-chair one week prior to the meeting at which the election will be held. Additional nominations may be made from the floor at the time elections are held.
- Section 6 The Secretary of the COMMITTEE shall be the Executive Director of the A-NPDC or his or her designee.

#### ARTICLE V – MEETINGS

- Section 1 The COMMITTEE shall meet on a semi-annual basis in years when the focus is on monitoring and implementing the comprehensive regional economic plan. The COMMITTEE shall make a special meeting schedule in years when a complete plan must be developed and/or revised (usually every 5 years). Special meetings may be held at other times if the Chair deems it necessary.
- A full meeting schedule for the year shall be produced and placed on the A-NPDC website at the beginning of each fiscal year. The Secretary will announce meetings at least two weeks in advance of a planned meeting and distribute the agenda at least one week in advance. Meeting agendas and minutes shall also be posted on the A-NPDC website.
- Section 2 Thirty-three percent (33%) of the voting membership in attendance (9 of 25) shall constitute a quorum.
- Section 3 The Secretary will prepare and maintain a permanent written record of all COMMITTEE proceedings and shall transmit a copy of the minutes to all COMMITTEE members upon their completion.
- Section 4 The agenda for each COMMITTEE meeting shall be prepared jointly between the Chair and the Secretary. All items desired by members or necessary for inclusion on the agenda shall be submitted not less than ten (10) days prior to the meeting date.

#### ARTICLE VI – STANDING SUBCOMMITTEES

- Section 1 The COMMITTEE may establish an “Executive Subcommittee” for the purpose of discussing, evaluating, preparing and



recommending actions and/or priorities concerning routine COMMITTEE functions and/or new opportunities that may arise between regularly scheduled meetings.

Section 2                   The COMMITTEE may establish other standing and special subcommittees as far as it deems necessary and shall determine the instructions for, and method of appointing members to each subcommittee. The COMMITTEE Chair shall fill vacancies in subcommittees.

Section 3                   All appointment to standing subcommittees shall be for a term of two (2) years.

#### ARTICLE VII – AMENDMENT

Section 1                   These bylaws may be amended by a quorum vote of the COMMITTEE. Proposed changes in the bylaws shall be transmitted to each COMMITTEE member seven (7) days prior to the meeting when the potential action is scheduled to be considered.

#### ARTICLE VIII – EFFECTIVE DATE

Section 1                   These bylaws shall become effective on October 18, 2010. The revised bylaws became effective on December 8, 2016.

Section 2                   Amendments to the COMMITTEE bylaws shall become effective immediately upon ratification by the COMMITTEE.

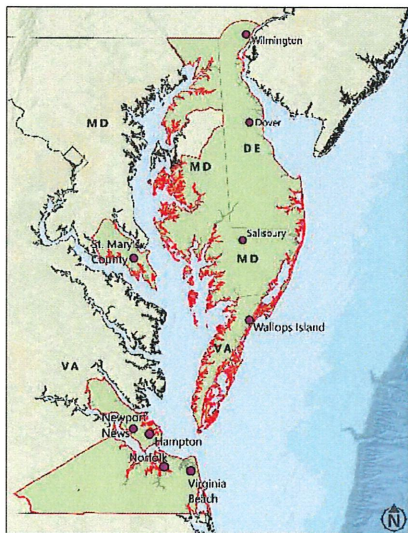
*Adopted as revised  
December 8, 2016*



## NEXUS: “National Excellence in Uncrewed Systems”

### EDA Tech Hubs Application - Hampton Roads/Delmarva Region

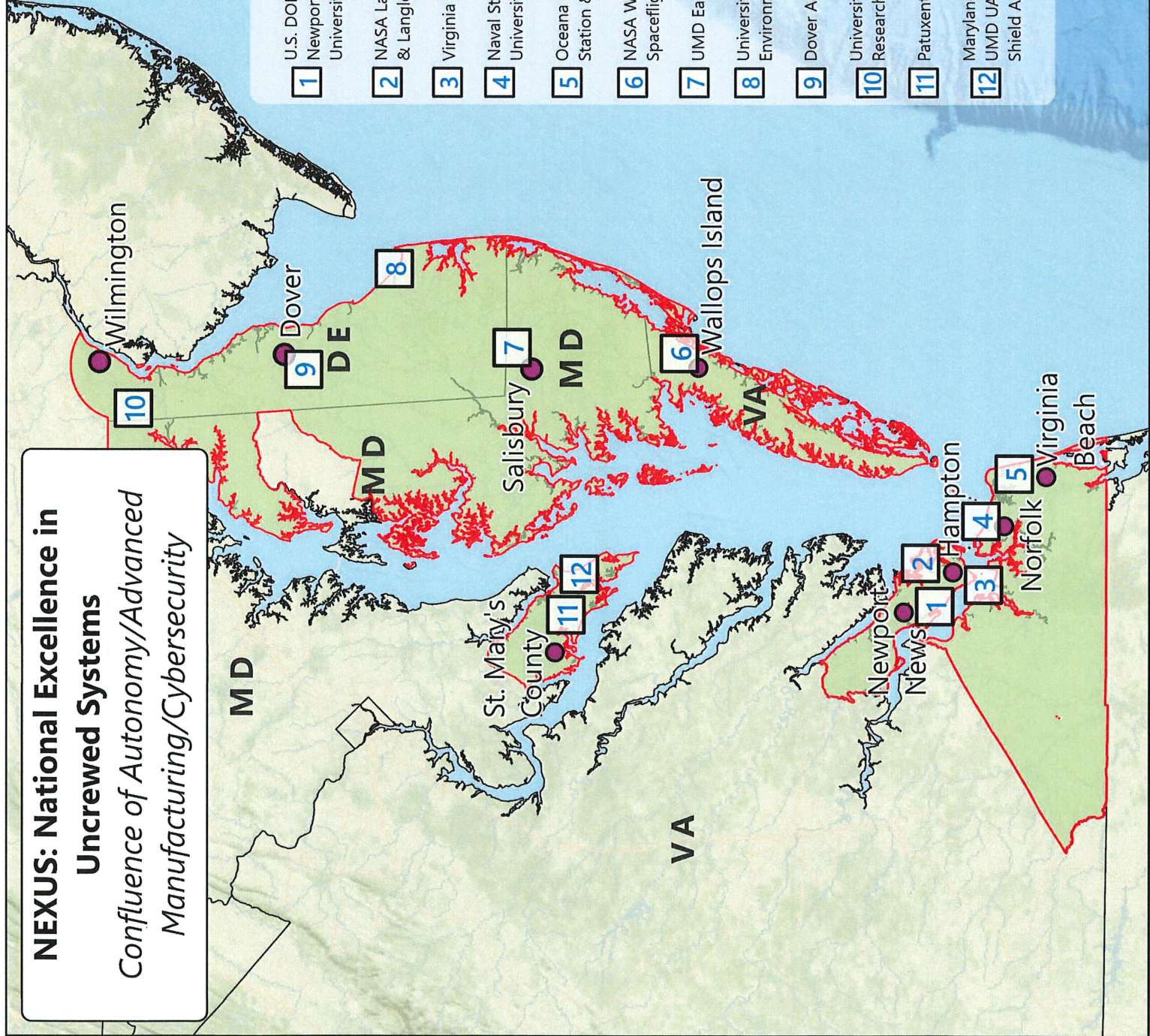
The EDA Tech Hubs Program, authorized by the CHIPS and Science Act of 2022, will strengthen the U.S. economic and national security through investments in regions across the country that can become globally competitive within ten years. Initial applications were due August 14, 2023; twenty will be down-selected during fall, 2023 and invited to submit applications for implementation funding, expected to be between \$50-\$85 million/per award.



- NEXUS (National Excellence in Uncrewed Systems – Air, Land, Sea, Space and Digital Tech Hub) was submitted for Tech Hub Designation for the Delmarva Region, the three-state area surrounding the Chesapeake Bay that includes Virginia’s Hampton Roads and Eastern Shore regions, Delaware, and Southern Maryland and its Eastern Shore.
  - The NEXUS consortium is a major regional initiative, led by the Hampton Roads Executive Roundtable, with 23 members of the strategy group and 100+ partners drawn from industry, economic development, community non-profits, entrepreneurship programs, higher education, and state, federal and local government.
  - NEXUS will leverage its unique geography, partners, and resources for a competitive advantage needed to become a global innovation hub for autonomous technology within the next decade.
- NEXUS focuses on autonomous systems as applied in land, sea, air, and space and is the link among three of EDA’s Key Technology Focus Areas (KTFAs):
    - Artificial intelligence, machine learning, autonomy
    - Robotics, automation, advanced manufacturing
    - Data storage, data management, and cybersecurity
  - NEXUS will implement four pillars of effort, with emphasis on diversity, inclusion, and access across the initiative:
    - Industry Engagement and Development
    - Test Beds Mobilization, Expansion, and Marketing
    - Path to Commercialization
    - Workforce Development
  - NEXUS has unsurpassed innovation resources, including industry partners and growth companies; R1 universities; diverse collaboration from higher education, including community colleges, minority serving institutions and HBCUs; federal labs, and organizations dedicated to all levels of innovation from research and development to scalable commercialization.
  - For more information email: [info@roundtablehr.org](mailto:info@roundtablehr.org) or call 757-961-8181.



**NEXUS: National Excellence in  
Uncrewed Systems**  
*Confluence of Autonomy/Advanced  
Manufacturing/Cybersecurity*



- 1** U.S. DOE Jefferson Lab & Tech Center Research Park & HII Newport News Shipbuilding & Christopher Newport University
- 2** NASA Langley Research Center & HII Unmanned Systems & Langley AFB
- 3** Virginia Modeling Analysis and Simulation Center & SimIS
- 4** Naval Station Norfolk & Port of Virginia & Old Dominion University
- 5** Oceana NAS & Virginia Beach Subsea Cable Landing Station & Drone Up
- 6** NASA Wallops Flight Center & Virginia Institute for Spaceflight and Autonomy
- 7** UMD Eastern Shore, Aviation Sciences
- 8** University of Delaware, College of Earth, Ocean & Environment
- 9** Dover AFB & Delaware State University
- 10** University of Delaware, Center of Autonomous & Robotics Research
- 11** Patuxent NAS & Naval Air Warfare Center
- 12** Maryland Autonomous Technologies Research (MATRIX) & UMD UAS Research Center & Platform Aerospace & Shield AI UAS

