

Opening Statement

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Paul Binsfeld, Colonel Bill Woolf, Kelli Kedis Ogborn, and Dr. Greg Autry before the Arizona Space Commission.

Chairman Mecum and Members of the Space Commission, thank you for the opportunity and honor to testify today.

We are at an inflection point in the space economy. Space is no longer primarily about individual missions or discrete technology development. It is increasingly about systems growth and market maturation under pressure. We have moved from asking can we build it, to more consequential questions: Who will pay for it? Who will regulate it? And what does scale, coordination, and integration actually look like?

These are structural shifts. They represent a transition from experimentation to infrastructure, and from ambition to operation. They are reshaping not just companies, but the role of governments and regions. It is from that lens that I'd like to focus my remarks today, specifically, how Arizona can position itself within the global space economy in a way that is differentiated and built for long-term relevance.

Space is foundational infrastructure. It underpins national security, supply chains, communications, transportation, technological leadership, and economic resilience. As a result, competition is no longer just between companies or technologies. It is between regions and ecosystems.

How states choose to engage, will matter.

Arizona does not need to be everything in space. In fact, trying to be would dilute its advantage. Instead, the strategic question for Arizona is: where does this state provide irreplaceable value in the global space economy and how do we reinforce that position over time?

Arizona already has real differentiators that many regions are trying to replicate:

- Deep space heritage and globally respected research institutions
- Commercial capabilities spanning human space flight, life support systems, advanced manufacturing, instrumentation, and semiconductors
- Geography and climate that support testing and operations
- And a quality-of-life profile that continues to attract talent relative to legacy aerospace hubs

The opportunity is not to invent a space economy, but to intentionally connect what already exists into a coherent economic posture. Globally, the regions that are succeeding in space are not those with the most programs. They are the ones with the clearest role in the ecosystem. For Arizona, that strength lies in how its capabilities are distributed and coordinated within a system, reinforcing one another rather than competing. For example: The Arizona Sun Corridor is well positioned as a hub for applied space science and research translation—providing an intersection node for university research, industry partnerships, and workforce pipelines. Tucson brings long-standing strengths in space science, instrumentation, defense-oriented technologies, and mission heritage, making it a natural anchor for translating research into

deployable capabilities. Regions like Yuma complement this core by offering unique advantages as testbeds and scaling environments—supporting testing and operations that are difficult to replicate elsewhere.



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This is the advantage. State-wide cooperative partnerships that become a force multiplier.

Arizona does not need to outcompete California, Texas, or Florida. Instead, there is a real opportunity to position the state as a complementary but indispensable node in the national and international space network. One that is stable, mature, growing, and designed to partner with other states, federal agencies, allies, and private capital to accelerate capability maturation and deployment.

That positioning matters, and this Commission has a tremendous opportunity to shape how Arizona is perceived by the broader ecosystem and the market. Investors are looking for signals of maturity: stable demand, credible policy frameworks, workforce depth, and resilient infrastructure that reduces execution risk. States play a quiet but powerful role in sending those signals.

When a state articulates a clear space economy strategy, it tells companies and investors that growth here is intentional, coordinated, and built to last. Government does not need to pick winners. But it does need to set direction. I would encourage the Commission to view its role not simply as supporting space activity, but as architecting the conditions for sustained growth.

In today's space economy, clarity itself is a competitive advantage. That is how Arizona becomes indispensable.

Thank you, and I look forward to the discussion.