

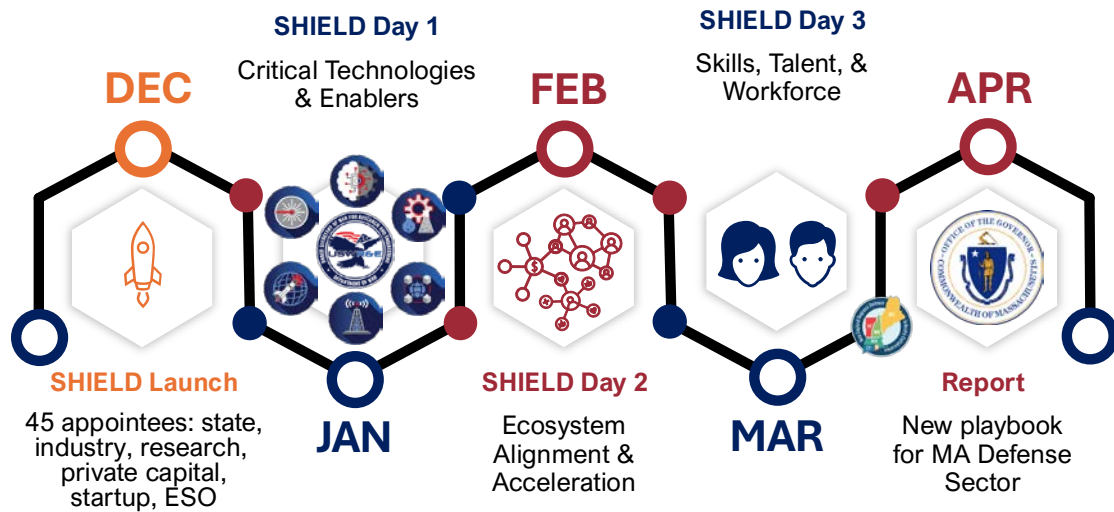
Appendix B. SHIELD Approach

The Massachusetts Strategic Hub for Innovation, Exchange, and Leadership in Defense (SHIELD) is the initiative mandated by Executive Order 648¹ and functioning as a convening “engine” to support communication and coordination across defense prime contractors, small enterprises and startups, laboratories and researchers, and educational institutions. MassTech was guided by a group of named Members from Executive Order 648 and their designees and Governor-appointed SHIELD Working Group of cross-sector experts. The aim of this Working Group was to identify actionable recommendations to support the Massachusetts Defense and National Security Ecosystem. SHIELD utilized a wide range of engagement events from broad SHIELD Days that convened large numbers of participants from across the ecosystem, to targeted roundtables and site visits focused on narrower aspects or issues.

The SHIELD initiative began with establishment of the SHIELD Working Group which served as the initiative's core and coordinated biweekly sessions overseeing the broader roadmap. Initial surveys were circulated to identify a baseline of challenges and interests common throughout the ecosystem. Direct immersion by members was achieved through site visits to major defense primes and enterprise partners, laboratories, and educational institutions which allowed for first-hand discussions of capabilities and challenges. SHIELD Days were major convenings to coalesce perspectives on (1) critical technology areas of interest in Massachusetts, (2) challenges in working within and across the Massachusetts Defense and National Security Ecosystem and (3) the skills, talent and workforce challenges for the sector's growth and development. Complementary regional meetings and roundtables ensured that the strategy had geographic diversity and included the unique challenges of specific verticals, such as maritime systems and biomanufacturing. Continuous input from across the ecosystem, including formal submitted comments and ideas and informal email feedback, was collected to ensure that the recommended agenda is holistic and defensible.

¹ Commonwealth of Massachusetts (2025). Executive Order No.648: Establishing a Strategic Hub for Innovation, Exchange and Leadership in Defense

SHIELD Implementation Roadmap



Each colored dot along this roadmap represents a convening, including site visits, roundtables, technology discussions, and SHIELD days.

SHIELD Working Group

The SHIELD Working Group, established by Executive Order 648, serves as the strategic heart of the initiative, blending policy oversight with specialized industry expertise. The group includes nine named state representatives from critical offices including the Massachusetts Technology Collaborative (MassTech), leadership from Education, Labor and Workforce Development, and the Federal Funds Office within Administration and Finance (A&F) and their designees (see Table B1). These representatives are joined by a broader cohort of 31 Governor-appointed members (see Table B2). Appointees represent a deliberate cross-section of the defense ecosystem, including voices from prime defense contractors, academic research centers, and entrepreneurial support organizations. The Working Group held biweekly sessions that served as regular coordination points for the initiative. This cadence allowed the group to rapidly integrate feedback gathered from the broader defense sector into this Action Agenda for the Governor.

Table Appendix B1. Executive Order named organizations and designees for the SHIELD Initiative.

Organization	Name	Title
Massachusetts Technology Collaborative (MassTech)	Carolyn Kirk	Chief Executive Officer
Massachusetts Technology Collaborative (MassTech)	Ben Linville-Engler	Deputy Director and Chief Investment Strategist

Organization	Name	Title
Military Asset & Security Strategy Task Force (MassTF)	Adam Freudberg	Executive Director
Executive Office of Economic Development (EOED)	Eric Paley	Secretary
Executive Office of Economic Development (EOED)	Zenobia Moochhala	Undersecretary of Business Strategies
Executive Office of Education	Patrick Tutwiler/Stephen Zrike Jr.	Secretary
Executive Office of Education	Robert LePage	Assistant Secretary of Career Education
Executive Office of Labor and Workforce Development	Lauren Jones	Secretary
Executive Office of Labor and Workforce Development	Ken Brown	Assistant Secretary of Employer Engagement and Employment Outcomes
Federal Funds & Infrastructure Office, Executive Office of Administration and Finance	Quentin Palfrey	Director
Federal Funds & Infrastructure Office, Executive Office of Administration and Finance	Bob LaRocca	Deputy Director
Federal Funds and Infrastructure Office, Executive Office of Administration and Finance	Sam Fritz	Data and Policy Manager
Massachusetts Life Sciences Center	Kirk Taylor	President & Chief Executive Officer
MassDevelopment	Navjeet Bal	President & Chief Executive Officer
MassDevelopment	Anne Marie Dowd	Director
MassDevelopment	Erik Hokenson	Director
MassVentures	Charlie Hipwood	President & Chief Executive Officer
MassVentures	Stacy Swider	Vice President of Investments
Massachusetts National Guard	Colonel Timothy Joseph Gordon	Assistant Adjutant General
Business Executives for National Security (BENS)	General Tim Ray, U.S. Air Force (Ret.)	President & Chief Executive Officer
Business Executives for National Security (BENS)	Christopher Collins	Member
Business Executives for National Security (BENS)	Kyle Peterson	Initiatives Director

Organization	Name	Title
University of Massachusetts	Mathew Correa	Associate Vice Chancellor, National Security, Strategy & Partnerships

Table Appendix B2. SHIELD Initiative Working Group Appointees.

Organization	Name	Title
Activate Boston	Elizabeth Kennedy	Director of Government Relations
Armed Forces Communications & Electronics Association (AFCEA), Lexington-Concord Chapter	Debra Zides	Executive Director
Blue Water Autonomy	Austin Gray	Chief Science Officer
Boyd Biomedical	Stephen Boyd	Chief Executive Officer
Cimit, Massachusetts General Hospital in Boston (DARPA Accelerator)	Paul Tessier	Chief Operations Officer
Draper Laboratory	Sarah Leeper	Vice President and General Manager, Electronic Systems
Electro-Magnetic Applications, Inc.	Justin McKennon	Chief Technology Officer
General Dynamics	Laura Bukkosal Hooks	Vice President and General Manager, Maritime & Strategic Systems
Massachusetts Association of the Chamber of Commerce	Melissa Breor	President
Massachusetts Business Roundtable	Tonja Mettlach	Executive Vice President
Massachusetts Executive Office of Veterans Services (EOVS)	Eric Goralnick	Secretary
Massachusetts High Tech Council	Christopher R. Anderson	President
Massachusetts Institute of Technology	Ian Waitz	Vice President of Research
Massachusetts Institute of Technology Lincoln Laboratory	Justin Brooke	Associate Director for R&D
Massachusetts Manufacturing Extension Partnership	Kathie Mahoney	President
MassChallenge	Caitlin Lindsay Reimers Brumme	Chief Executive Officer
MassHire Hampden County Workforce Board	Peter Farkas	Chief Executive Officer

Organization	Name	Title
MITRE Corporation	Katie Enos	Senior Principal, Government Relations
NE FIRST	Michael G. Fantom	Executive Director
New England Council	Joseph Donovan	Chief Executive Officer
Northeastern University	Jennifer Hay	Director
Raytheon	Tim Del Giudice	Government Affairs
RE:BUILD Manufacturing	David Michelson	Drone Thesis Leader
Solvus Global	Sean Kelly	Chief Operations Officer
The Engine Accelerator	Emily Knight	Chief Executive Officer
Tower Biosecurity, Inc. (formerly Ginkgo Bioworks)	Justin Montgomery	General Manager, Biosecurity
Ven^x	Steele Divitto	Founder
WesternMass Economic Development Council	Aaron Vega	President and Chief Executive Officer
Woods Hole Oceanographic Institution	Dr. Dennis Joseph McGillicuddy, Jr.	Chief Science Officer
Worcester Polytechnic Institute	Grace Wang	President
Xfund	Ho Tuan	Chief Executive Officer

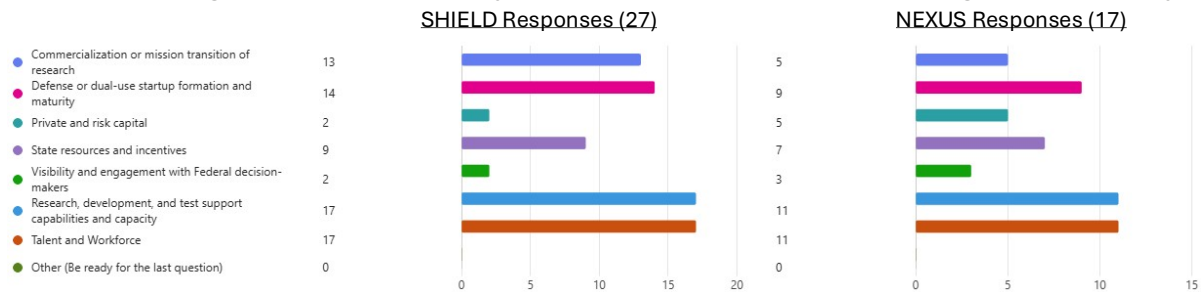
Initial Outreach and Industry Surveys

SHIELD utilized structured data collection to develop its initial focus and identify pressing needs for discussion and further outreach. A broad ecosystem survey, launched via QR code during the Governor's initial announcement, focused on gauging interest and building a contact list. For deeper technical and policy insights, the initiative deployed a Foundational Questions Survey specifically designed for members of the Working Group. This instrument sought structured feedback on ecosystem challenges.

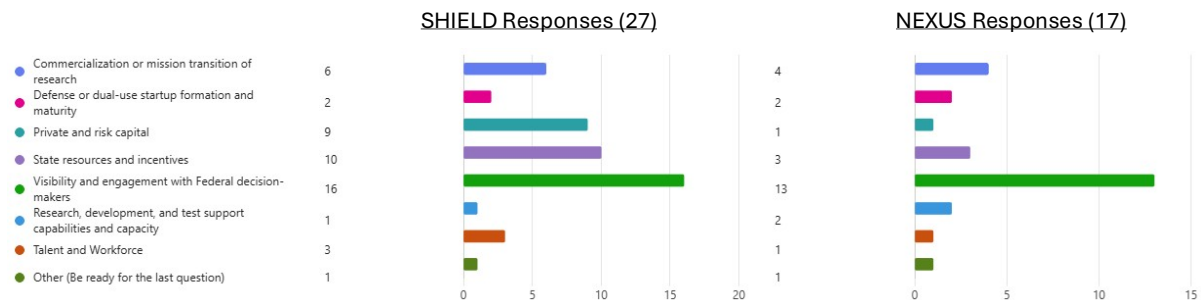
These surveys provided a picture of the state's competitive landscape, highlighting a strong desire for better coordination between state-led efforts and existing federal initiatives. The findings suggested that while Massachusetts possesses renown R&D capabilities and technical talent, significant barriers remain in scaling and transitioning innovations for defense needs. The responses validated the SHIELD approach and the need for a convening engine for the Massachusetts Defense and National Security Ecosystem.

Initial Survey Results

What are the strongest aspects of the MA's ecosystem for defense tech transition and supporting acquisition pathways?



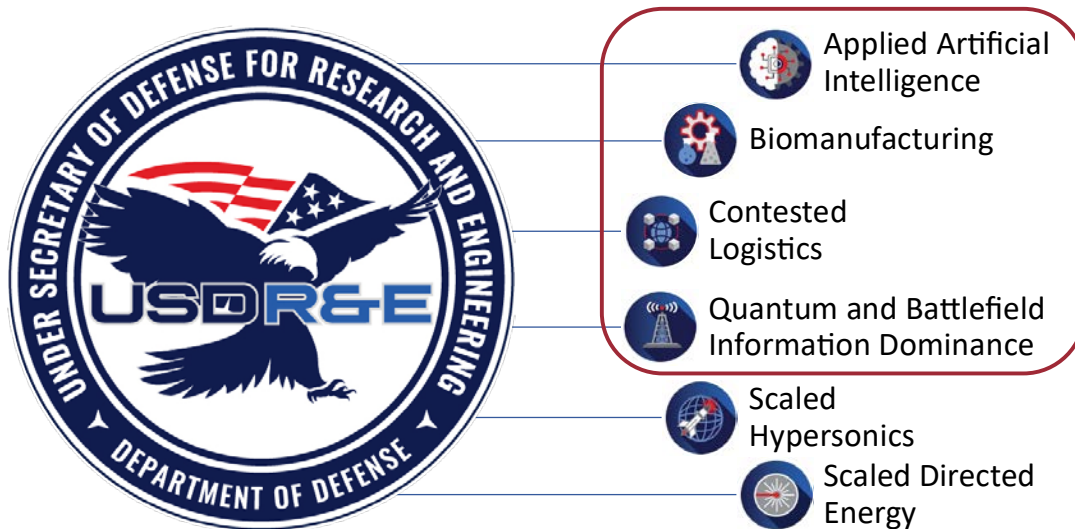
What are the weakest aspects of the MA's ecosystem for defense tech transition and supporting acquisition pathways?



SHIELD Days: Ecosystem Convening and Strategy Development

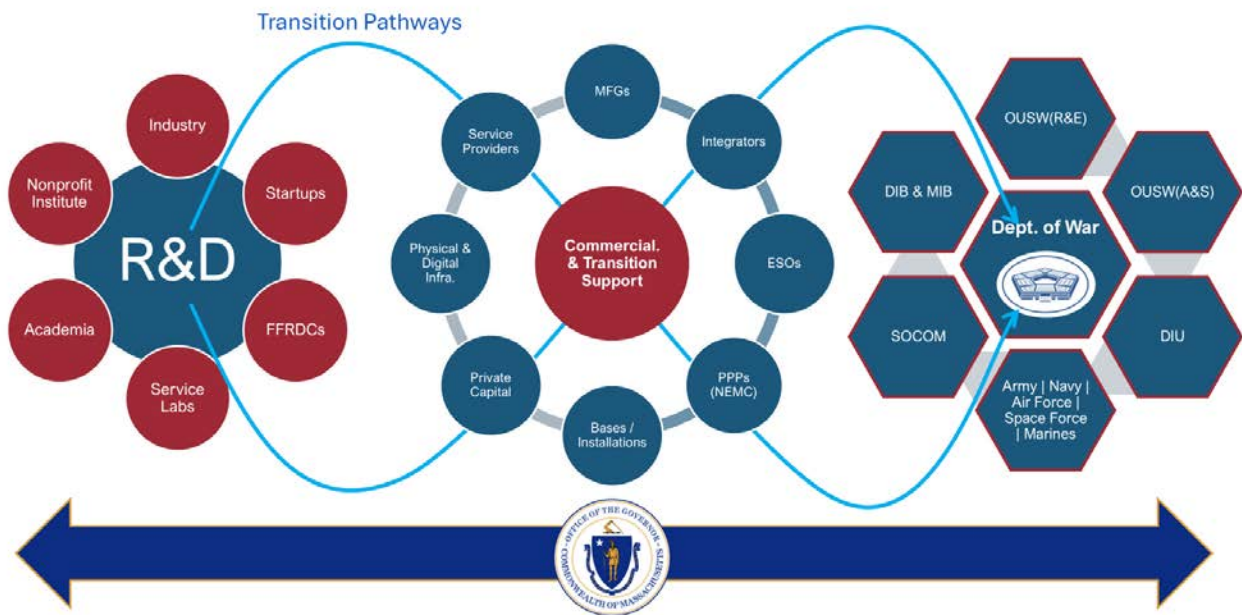
A series of "SHIELD Days," intensive, formative workshops, were held to assemble over large numbers of participants from across academia, startups, defense prime contractors, and government. SHIELD Days were a mechanism for discovery, aimed at moving beyond broad discussion to identify the specific technical and structural components required for the Action Agenda.

SHIELD Day 1: Defining Technical Focus



Held on January 22, 2026, the inaugural SHIELD Day focused on "where we play," grounding the state's strategy in the DOW's critical technology areas. The event included Lightning Talks by state-funded tech hubs as well as technical breakouts that mapped regional strengths against national security requirements. Participants identified four primary domains where Massachusetts maintains a "right to win": applied AI, biomanufacturing, contested logistics, and quantum/battlefield information dominance. A recurring theme was the leakage of AI and quantum talent to commercial giants and the persistent difficulty of finding technical talent capable of obtaining security clearances.

SHIELD Day 2: Aligning the Innovation Pipeline



The second session, convened on February 11, 2026, at Worcester Polytechnic Institute, shifted the focus to "how we win" by delving into transition pathways for technology. This session was designed to address the movement of technology from fundamental research to scaled defense procurement. The session validated the "lab-to-fab" model utilized by the Northeast Microelectronics Coalition (NEMC) as a potential blueprint for expansion to other technical domains. Discussion centered on the lack of visibility across the ecosystem; many participants were meeting for the first time, highlighting the absence of a central marketplace to match capabilities with DOW needs. Identified challenges included Cybersecurity Maturity Model Certification (CMMC 2.0) and the high costs of maintaining secure facilities (SCIFs) were cited as escalating barriers that materially alter the business viability of small enterprises.

SHIELD Day 3: Cultivating the Human Capital



The third formative SHIELD Day, held on March 12, 2026, addressed the workforce and talent requirements necessary to sustain the Massachusetts Defense and National Security Ecosystem. This day included a formal swearing-in of the SHIELD Working Group by Lieutenant Governor Kim Driscoll. The session mapped a continuous workforce funnel spanning from K-12 STEM awareness programs to stackable, industry-informed micro-credentials for technicians. While Massachusetts is program-rich, SHIELD Day 3 participants indicated that the system remains fragmented. Employers are often overwhelmed by uncoordinated outreach, and some potential trainees find unpaid training programs financially unfeasible due to high local costs.

Roundtables, Site Visits, and Events

While SHIELD Days served as broad, formative convenings for the wider ecosystem, a roundtable series provided a mechanism for addressing specific industry segments and regional challenges. Recent sessions focused on the complexities of Shipbuilding and Autonomous Maritime Systems, as well as specialized discussions on Biodefense. The latter emerged as a necessary deep-dive following SHIELD Day 1, where the broad topic of biotechnology was refined into more specific concerns regarding biomanufacturing and biosecurity. Regional engagement was similarly targeted, exemplified by the Western Region Roundtable, intended to ensure the initiative's perspective reflected the whole of the Commonwealth.

Dedicated sessions were held for small and medium-sized manufacturing (SMM) businesses. These roundtables addressed the unique hurdles SMMs face when attempting to scale within the defense ecosystem, particularly regarding security requirements. SMMs may struggle with

the scaling necessary from demonstration to fielding to sustainment. Participants identified that the lack of internal capital for security infrastructure often acts as a significant barrier to entry, even when technical capabilities are present.

SHIELD leadership conducted a series of site visits designed to observe physical manufacturing capabilities and uncover specific hurdles preventing technology from moving from the lab to the battlefield. These engagements included visits to major defense prime contractors, including General Dynamics Mission Systems, the Raytheon Systems facility in Andover, and Analog Devices in Wilmington. Site visits also explored critical supply chain nodes and academic partners, including UMass Amherst, which was identified by BAE Systems as a vital participant in their regional manufacturing talent pipeline. A site visit to Autonodyne in the Seaport demonstrated how emerging autonomous co-piloting technologies are being developed outside traditional defense corridors. These visits have directly informed the initiative's Action Agenda.

Other events also provided opportunities for SHIELD to convene Massachusetts' defense interests among the existing regional and federal initiatives. This coordination aimed to identify opportunities to leverage established programs to amplify the state's defense-integrated approach. On the regional level, the team engaged with the Northeast Regional Defense Industry Collaboration (NERDIC). To ensure deeper integration with national efforts, SHIELD coordinated with Manufacturing USA Institutes, such as Advanced Functional Fabrics of America (AFFOA), and utilized Economic Development Administration (EDA) tech hubs like the Ocean Tech Hub in Rhode Island to bridge local maritime innovation with broader federal goals. The initiative coordinated with Nexus Center, which is a "watering hole" for federal elements to meet and collaborate. SHIELD aimed to engage and connect the regional ecosystem that positions Massachusetts as collaborator in New England's defense economy. The feedback overwhelmingly indicated that ecosystem members valued the state's role as a convening agent and a source of information and cohesive collaboration.

Table Appendix B3. Listing of meetings and events for the SHIELD Initiative.

Date	Event	Count
10/27/2025	Defense Sector Convening and EO Signing	1
11/4/2025	Preliminary Meeting with BENS	2
11/10/2025	MassTech Support and SME Team Briefing	3
11/13/2025	BENS Dinner with Members	4
11/14/2025	NEMC Advisory Group Briefing on SHIELD	5
11/18/2025	SHIELD Briefing with the LG	6
11/19/2025	BENS Briefing on MassTech	7
11/24/2025	SHIELD Pre-Launch Meeting	8
12/3/2025	Northeastern Dean of Defense and KRI	9

Date	Event	Count
12/3/2025	FedTech Meeting	10
12/3/2025	Q-Lab Meeting (Harvard Belfor Center)	11
12/3/2025	Solvus Global Meeting	12
12/4/2025	BENS Weekly 1	13
12/4/2025	SHIELD Section 1 Team Planning	14
12/4/2025	Ven^x/Base^x Opening	15
12/4/2025	BAE Fast Labs - Tech Areas Discussion	16
12/8/2025	SHIELD Defense Opportunity Tracking w/ FFIO	17
12/8/2025	MIT QMIT	18
12/8/2025	BENS Weekly 2	19
12/12/2025	UMass Lowell - SOC/Range Initiative Kick-Off	20
12/15/2025	BENS Weekly 3	21
12/16/2025	SHIELD at NERDIC Workforce Development Group	22
12/17/2025	SHIELD Full Member (Pending) Meeting	23
12/17/2025	Pryzm MA Defense Ecosystem Event	24
12/17/2025	MassCyberCenter - CRMWG SHIELD Intro	25
12/18/2025	SHIELD - NEXUS Center Brief	26
12/18/2025	SHIELD Discussion - Warren/Markey Staff w/ FFIO	27
12/18/2025	SHIELD - NSCC BioNexus Discussion	28
12/19/2025	Activate Boston Discussion	29
12/22/2025	BENS Weekly 4	30
1/5/2026	SHIELD Bi-Weekly Check-in (Virtual)	31
1/5/2026	BENS Weekly 5	32
1/12/2026	SHIELD Kick-Off	33
1/12/2026	SHIELD Appointed Member Swearing In Ceremony	34
1/12/2026	BENS Weekly 6	35
1/16/2026	SHIELD - NSCC BioNexus Discussion 2	36
1/19/2026	BENS Weekly 7	37
1/22/2026	SHIELD Day 1	38
1/26/2026	BENS Weekly 8	39
1/28/2026	SHIELD - General Dynamics Site Visit	40
1/28/2026	SHIELD - BIC SME/MFG Roundtable Site Visit	41
2/2/2026	SHIELD Bi-Weekly Check-in (Virtual)	42
2/5/2026	STEM Council Q1 Meeting?	43
2/5/2026	USAF Lifecycle MGMT - Wright Patterson AFB - Update	44
2/5/2026	SHIELD - Ginkgo Bioworks Site Visit	45
2/6/2026	ESO/Dual Use Startup Roundtable Planning Meeting	46
2/6/2026	Shipbuilding/AMS Roundtable Planning Meeting	47
2/6/2026	VC/Private Capital Roundtable Planning Meeting	48
2/9/2026	AMC Quarterly Meeting (TBD)	49

Date	Event	Count
2/9/2026	BENS Weekly 9	50
2/9/2026	Central MA MFG Roundtable @ Solvus Global	51
2/10/2026	SHIELD - Raytheon Site Visit	52
2/10/2026	Mass Competitive Partnership	53
2/11/2026	SHIELD Day 2 (In-Person)	54
2/12/2026	New England Council	55
2/13/2026	Shipbuilding/AMS Roundtable Planning Meeting	56
2/18/2026	Microelectronics Commons Annual Meeting	57
2/18/2026	Hon. Michael Dodd Meeting	58
2/23/2026	BENS Weekly 10	59
2/23/2026	Middlesex 3rd - Future of Defense Event and Panel	60
2/25/2026	NDIA Golden Dome Panel Discussion and Networking Event	61
2/25/2026	Autonodyne Site Visit - Seaport	62
3/2/2026	SHIELD Bi-Weekly Check-in (Virtual)	63
3/4/2026	EOED NATO Exchange	64
3/4/2026	Mass Business Roundtable	65
3/4/2026	Brave1 Invest Demo Day Boston	66
3/5/2026	Mobilizing Private Capital Roundtable 1	67
3/6/2026	NE Regional Defense Strategy Discussion	68
3/10/2026	AFCEA NEW HORIZONS 2026	69
3/10/2026	MassTech BOD SHIELD Presentation/Discussion	70
3/10/2026	Virtual Biotech Roundtable	71
3/12/2026	SHIELD Day 3 (In-Person)	72
3/13/2026	UMass Amherst Site Visit w/ BAE Systems	73
3/16/2026	SHIELD Bi-Weekly Check-in (Virtual)	74
3/18/2026	Shipbuilding and Marine Autonomous Systems at WHOI	75
3/19/2026	AUVSI Regional Aerodefense at Northeastern KRI (SHIELD Keynote)	76
3/19/2026	Mass High Tech Council Member Meeting (Virtual)	77
3/19/2026	Associated Industries of Massachusetts	78
3/19/2026	Mobilizing Private Capital Roundtable 2	79
3/23/2026	ESO/Dual Use Startup Roundtable	80
3/25/2026	Site visit to Analog Devices w/ BAE Systems	81
4/2/2026	UMass Lowell Site Visit	82
4/3/2026	2026 Harvard/MIT Technology and National Security Conference	83
4/3/2026	Mobilizing Private Capital In-Person Roundtable	84
4/6/2026	Middlesex 3 Coalition	85

Date	Event	Count
4/6/2026	US Air Force Spring Senior Leader Conference at Wright Patterson Air Force Base	86
4/7/2026	GE Aerospace Site Visit	87
4/7/2026	Startup and ESO Roundtable	88
4/8/2026	SHIELD Monthly (In-Person)	89
4/10/2026	US Air Force Spring Senior Leader Conference at Wright Patterson Air Force Base	90
4/13/2026	Rescheduled: EOED Defense Innovation Roundtable	91
4/14/2026	NEMC Spring Member Meeting	92
4/14/2026	Road to Reindustrialize: Boston @ BASE-X	93
4/15/2026	Mass Assistant Secretary for Employer Engagement and Employment Outcomes	94
4/16/2026	SHIELD Day 4 @ MITRE (SHIELD Working Group Only)	95
4/16/2026	Associated Industries of Massachusetts - Woods Hole Oceanographic Institute	96
4/21/2026	Mass Assistant Secretary for Career Education	97
4/22/2026	SHIELD Bi-Weekly Check-in (Virtual)	98
4/23/2026	MassChallenge NATO DIANE Dual Use Mixer	99
4/24/2026	New England Hardware Security Day @ Tufts University	100
4/27/2026	Virtual SHIELD Working Group Meeting	101
4/28/2026	Northeast SME Roundtable at Custom Machine Inc.	102
4/29/2026	National Security Commission for Emerging Biotech Webinar	103
4/29/2026	NDIA New England - Cyber Event	104
4/30/2026	Western MA EDC - Virtual Roundtable	105
5/11/2026	SHIELD Bi-Weekly Check-in (Virtual)	106
5/12/2026	Association of Defense Communities 50th Anniversary Gala (Washington DC)	107
5/12/2026	BENS Eisenhower Award Dinner (Washington DC)	108
5/13/2026	North Atlantic Naval Annex Tour	109
5/13/2026	New England Council: Washington Leaders' Conference (Washington DC)	110
5/19/2026	Mass Wins Act Joint Committee Hearing	111
5/22/2026	SHIELD Monthly (In-Person) - Potential Report Event	112
5/26/2026	Boston Tech Week (a16z) - SHIELD- related event	113
5/29/2026	SHIELD Exchange: Warfighter Performance Optimization	114
TBD	SHIELD Report Announcement Event	115

Direct Stakeholder Input (Emails and One-Pagers)

SHIELD maintained open channels for deeper, asynchronous contributions from the Massachusetts Defense and National Security Ecosystem. Organizations were invited to submit one-page white papers detailing critical information or specific viewpoints. A dedicated electronic intake point was created at SHIELD@masstech.org for structured feedback. Stakeholders utilized these one-pagers to voice nuanced concerns that often intersected with state and federal opportunities. These inputs were particularly valuable for capturing interest in specific project or programs, which might not have been captured in another setting. The SHIELD team analyzed these inputs as critical lessons in understanding the Massachusetts Defense and National Security Ecosystem and used them to inform the collective understanding of challenges facing the broader ecosystem.

Northeast Microelectronics Coalition (NEMC)

The Northeast Microelectronics Coalition (NEMC)² serves as a vital model for other critical defense technologies, such as biomanufacturing and maritime autonomy, by demonstrating how a convening engine can reduce fragmentation. Its success in matching regional capabilities with federal funding through Joint Innovation Funds provides a template for bridging innovation to production across defense-relevant technologies. By centralizing visibility into deep-tech fabrication and test facilities, the NEMC model can centralize and support the ecosystem so that it becomes a structured, statewide platform for technological dominance.

NEMC was developed as a regional response to the national imperative for secure, domestic microelectronics production, utilizing a lab-to-fab model to bridge the gap between fundamental research and commercial manufacturing. As a primary regional hub, NEMC coordinates a diverse ecosystem of over 150 organizations across the Northeast, focusing on the rapid prototyping and scaling of semiconductors and integrated systems.³ This collaborative structure was designed to ensure that innovations developed in academic and private laboratories could be effectively industrialized by SMMs without the traditional risks associated with the learning curve of new production methods.

To develop and maintain this ecosystem, the Commonwealth of Massachusetts utilized a structured engagement strategy, including Governor-appointed working groups and targeted state funding through initiatives like the Mass Leads Act. The state fostered a continuous human capital funnel by integrating K-12 STEM programs with stackable, industry-informed micro-credentials at vocational-technical schools and research universities. Additionally, Massachusetts provided shared physical and digital infrastructure to offset the high capital expenditures that often deter small businesses from entering the defense sector.

² Massachusetts Technology Collaborative (NEMC Hub): <https://www.masstech.org/>

³ U.S. Department of Defense (Microelectronic Commons): <https://www.cto.mil/microelectronics-commons/>

Broader Economic Policy Intersections

The Commonwealth of Massachusetts established the SHIELD initiative to align the state's significant defense assets with its broader economic goals.⁴ The initiative functioned as a strategic bridge to the Mass Leads Act of 2024, which authorized nearly \$4 billion in capital funding to bolster leadership in life sciences, climatetech, and artificial intelligence (AI).⁵ By integrating defense innovation into these high-growth sectors, the Commonwealth can help drive advancements in dual-use technologies like biosecurity and autonomous systems in support of the defense industry's annual economic output.

The SHIELD initiative directly complements the state's whole-of-government approach to foundational economic pillars such as housing and transportation. While the Mass Wins Act introduced statewide standards for site plan review and commercial-to-residential conversions to alleviate the housing shortage that threatens workforce retention.⁶ These housing reforms are also supported by the \$200 million transportation infrastructure bill, which funded road and sidewalk improvements specifically tied to new housing developments, ensuring that the specialized defense workforce remains mobile and connected to innovation hubs.⁷

Energy and climate resilience also serves as a critical nexus between SHIELD and broader state policy. Massachusetts' 2026 legislative framework sought to modernize the electric grid and expand the Small Business Energy Tax Exemption to an additional 20,000 businesses, lowering operational costs for the SME that form the backbone of the defense industrial base.⁸ By synchronizing defense-specific R&D with statewide investments in AI, quantum computing, and clean energy, Massachusetts institutionalizes a model where national security requirements accelerate the Commonwealth's transition to a high-tech, resilient economy.

⁴ Commonwealth of Massachusetts (2025). Executive Order No.648: Establishing a Strategic Hub for Innovation, Exchange and Leadership in Defense.

⁵ Mass.gov (2026). Mass Leads Act: An Act Relative to Strengthening Massachusetts Economic Leadership - Overview.

⁶ Mass.gov (2026). Mass Wins: An Act Relative to Massachusetts Winning Global Investment, Talent, and Innovation.

⁷ MAllegislature.gov (2026). House Bill No. 4987: An Act Financing Long-Term Improvements to Municipal Roads and Bridges.

⁸ Mass.gov (2026). Mass Wins: An Act Relative to Massachusetts Winning Global Investment, Talent, and Innovation.