

**EP.130 Tom Sadowski**

**Narrator:** You're listening to *BioTalk* with Rich Bendis, the only podcast focused on the BioHealth Capital Region. Each episode, we'll talk to leaders in the industry to break down the biggest topics happening today in BioHealth.

**Rich Bendis:** Hi, this is Rich Bendis, your host for *BioTalk*. I've been looking forward to this *BioTalk* for many months now, because I have a chance to catch up with one of my old friends and someone who embraced me in the early days when I first came to the BioHealth Capital Region in Maryland. He basically saw something maybe that some others didn't. And the other thing that we have in common is we're both survivors in this economic development world, which is sometimes very fickle. But I've got Tom Sadowski, who has been doing this for over 30 years now. He's the Executive Director for the Maryland Economic Development Corporation, known as MEDCO. Tom, welcome to *BioTalk*.

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**Tom Sadowski:** Hey! Good to be here with you, Rich.

**Rich Bendis:** You had practiced some jokes earlier, but I guess you're not going to try it again, huh? I'll be your straight man!

**Tom Sadowski:** [laughs] Well, the whole embracing you as you came into the community—let's get it straight; I embraced the vision, and what you brought to the table. I think as we got to know each other better over time, I've given you a hug every once in a while; I think you've done great work. I think really what the BioHealth Capital Region is all about is this bigger idea, this eye for the potential and the opportunity that exists, and how do you go after it. I've always tried to emulate that approach in my 30-plus-year career. So, you were very welcome at, I guess, first sight, as it were. [laughs]

**Rich Bendis:** Embracing is good, Tom, and it's reciprocal. I enjoyed the embrace we had, and the occasional glass of wine, which we need to take up again.

**Tom Sadowski:** Great!

**Rich Bendis:** One of the things we do traditionally with *BioTalk* is that, rather than me

read from your resume, is let you introduce yourself, in those things that you think the listeners would be most interested in, and your history as to how you got to where you are today. So, Tom, take it away.

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**Tom Sadowski:** Thank you. You had mentioned I've been in this business over 30 years. I think it's approaching 35 now. But it's one that started early on when I was putting myself through—I was born and raised in the Baltimore area; I should clarify that. Always been a resident of Maryland. Put myself through college at UMBC. The last couple years of my time at UMBC, I was selling real estate. I really had an interest in the real estate and development side of the equation, but I was on an internship at Baltimore County's Economic Development Corporation and kind of got to see the full spectrum of what not just real estate development, but *economic* development, what it was all about. It really inspired me—how to improve communities, how to help people find employment, how to create commerce and employment opportunities. It has been a great ride, ever since. I think the approach that I've really been accustomed to taking is one that's by way of partnership, and I think you really believe in that as well.

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Government can't do it all on its own, industry can't do it all on its own, and certainly education, it has its mission, but *together*, those combined efforts can really make for transformative work. So, my 30 years working at the local level, regional level, and then ultimately at the state, that has really kind of been my approach to things, and I think it has teed up a really great opportunity at MEDCO right now, where we get government, industry, and education working collaboratively, doing some pretty unique and special things for the benefit of Maryland and its residents.

**Rich Bendis:** Before we jump into MEDCO, you also—it's not that you failed to mention, but you had a little tour in academia—

**Tom Sadowski:** Yeah.

**Rich Bendis:** —working with one of my board members who I respect and admire, Dr. Jay Perman, who is the Chancellor of the University of Maryland, and you spent some time with him. Talk a little bit about that, because that also

gave you the flavor for working throughout the whole system and throughout the whole state of Maryland.

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**Tom Sadowski:** No doubt. Dr. Jay Perman—and this isn't just to benefit my friend, with his board member—but Jay is one of the finest human beings you're ever going to want to meet, first of all, so it was really a pleasure to work with him at the University System. I had five years as Vice Chancellor of Economic Development. We started a venture fund, the Maryland Momentum Fund. Many of your listeners may be aware of that program. And, had a lot of success getting that started, building it up, scaling it, launching it. I think there's more than—close to 30 portfolio companies right now, so that has been terrific. Jay's vision is very much akin to my interest in the economic development world. What Jay did as President of University of Maryland Baltimore in building that BioPark project in West Baltimore, and really being intentional in how they did it—connecting with the community to make sure that they were competing and getting the jobs that were being created—was really kind of a special approach. Jay taking on the role as chancellor—I think it was really a gift, to work with him in that capacity.

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We did some great things all across Maryland, helping to grow the research enterprise, and really in embracing the support of industry in growing that research enterprise. Already they do so much great work with the federal government and the military installations throughout Maryland, but Jay really embraced this idea of partnership, and community investment, and development, that really was appealing to me, and really has helped to shape the direction for where we're taking MEDCO right now.

**Rich Bendis:** Basically, while you were at the System, with Dr. Perman, this MEDCO opportunity emerged. Talk a little bit about the transition from the System into MEDCO, back into your pure economic development world, and what you saw there, and what attracted you to MEDCO. Then give us a little bit of the history of MEDCO and bring us up to date to where you are today.

**Tom Sadowski:** It was really a blessing in that when my predecessor announced his retirement, I noted it but didn't really think about it until a couple weeks later, and I thought, "Wow, everything that we're working on here at the University System—boy, at MEDCO I'd really have the opportunity to actually *build* it." To actually finance construction, develop the infrastructure necessary, help find funders for the workforce development programming that they're trying to inspire.

0:06:17 So I really saw the role as Executive Director at MEDCO as a way to pursue and bring to completion a lot of the work that we were doing at the University System. Maryland is infamous for its robust assets in the area of higher education and federal research, and innovation. And MEDCO is an agent—it was created back in 1984 to serve as a special-purpose real estate, development, and financing authority, and it has done a lot of creative work over the years—developing infrastructure, garages, Southwest Terminal at BWI Airport, made a lot of improvements down at the Port of Baltimore, a variety of different projects. We're going to have over 10,000 student housing beds in our portfolio by the end of this year.

0:07:01 But to go back to the story as it connects with the University System, I really saw all the capabilities that MEDCO possessed as an opportunity to *really* help leverage the tremendous economic potential that resides in all the federal facilities throughout Maryland, and tying in industry to help, again, grow the research enterprise, create strategic places and ecosystems around those institutions where startups can not only be launched but housed, and funded, and grow. So, MEDCO presented this perfect storm opportunity for me to really go pursue and complete a lot of the work that had inspired me in the 30 years prior.

**Rich Bendis:** When you talk about 1984, I think also back around—I don't know if it was that time or not—TEDCO was one of the other creations of the state, as an instrumentality.

**Tom Sadowski:** Right.

**Rich Bendis:** I think one of the things that has been progressive about Maryland is the enabling legislation that empowers these freestanding independent organizations to do many different things based under what your

empowerment and your funding enables you to do.

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I think a lot of the listeners probably don't understand all of the different things that you're empowered to do with MEDCO, and maybe some of the things you plan to do in the future with maybe the new strategic plan that is emerging under your leadership.

**Tom Sadowski:**

We were afforded revenue bond financing powers at our creation back in 1984, and some real estate development capabilities. So, we could come in and acquire property, improve it, and make it available for the next tenant to come in. We could do that with a variety of different means. We could use state grants, federal grants, private sector investment. So, we really were an agent for public/private partnerships, even way back then. Now, over time, the capabilities of MEDCO have evolved, so we've gone from the traditional revenue bond financing and kind of the bread-and-butter real estate and development work to the ability to create special benefit districts and do tax increment financing and procure expert consulting and advisory services.

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So, not only can we come in after a deal has been conceived or a project has been conceived, but we can actually work with local governments, state agencies, with private entities, in the *conception* of projects. We brought in Ernst & Young's infrastructure group to work on a number of state highway and infrastructure projects in the past. We are this conduit to the broader marketplace to help apply the best financial and business-minded solutions for a variety of economic development initiatives. You talked about our strategic plan. For a time, MEDCO kind of just waited for the phone to ring, and a lot of times, that came from bond attorneys or investors looking for the cheapest way to finance a real estate project. We also built the Hyatt Resort in Cambridge, so that was a project that normally wouldn't pencil out, if not for MEDCO's unique bond financing capabilities.

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But a lot of times, we just waited for the phone to ring, and our board recognized, given the challenges presented by some recessionary forces, the pandemic, the impact that the pandemic had had in our economy, in looking for its new executive director, somebody that could be a little more proactive. I had the honor to come on and serve, and one of the

first things we did was go about developing a strategic plan. So, how can we better utilize all of our legislated capabilities and powers for the maximum benefit to the state? We came out of that exercise with four key areas of focus. It's targeted industry development, where we work with our partners at the Department of Commerce, where we identify where there's real key sectors of strength and opportunity, and let's focus on them. Where are the opportunities for growth and where can we utilize our powers to help scale up activity in those key sectors?

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Innovation capacity development. Again, I go back to, how do we help realize the tremendous potential that's present in our federal labs and higher ed institutions, our innovation drivers in the state, if you will—working with them in a strategic fashion to open up that potential and really make it go. We also identified the need, as everybody should, to support and help foster inclusive and equitable economic growth opportunities. Governor Moore, his mantra is, "We leave no folks behind." So, we have to be very intentional and strategic not only about the work that we're doing, but who really that work impacts. And particularly when you look at a lot of the federal labs, the higher ed institutions, you look at those communities that surround them—let's make sure those communities have the *best* opportunity to benefit from the work that's being done at those institutions, so the residents can work there, can get there, have means of transportation, have the education or the training available to them to pursue those job opportunities, that small businesses, minority business enterprises, have an equitable shot at working with those institutions.

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So, working very intentionally in that area. And then finally, the area of strategic placemaking. It just makes too much sense—if you already have the infrastructure and the assets in place in a certain area, why not make the most of those assets and that infrastructure? How do we employ transit-oriented development or sustainable community development practices to help create these places where not only the institution or the installation or the federal lab thrives, but the residents thrive, small businesses thrive, startup businesses can thrive in those neighborhoods, or nearby, and still get to those institutions. So, it's all about I think working a little bit more smarter and more intentionally with the

opportunities that Maryland has. And those are *great*, tremendous opportunities that we have. So, just working better, as better partners with the State of Maryland and with the private sector to make all those a reality.

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**Rich Bendis:** It's also an opportunity to leverage resources rather than duplicate resources, too.

**Tom Sadowski:** Right.

**Rich Bendis:** When you look at all of the private-public partnerships, you can get a much greater return, leveraging each other's strengths *and* their financial resources, than trying to do it all by yourself.

**Tom Sadowski:** One plus one equals five.

**Rich Bendis:** You're right. You mentioned—the first thing was targeted industries, and you said there's four of those. Can you talk about what the four are?

**Tom Sadowski:** I meant the four key areas of focus, but—

**Rich Bendis:** Oh, the four key areas of focus! I thought there were four target industries, Tom; I'm sorry.

**Tom Sadowski:** But no, I'm glad to talk about some of the target industries. Obviously, bio and life sciences is a tremendous area of focus for us. Biomanufacturing, prototype manufacturing. We need lab space in the state of Maryland, of all varieties, for the Fortune 500s and 100s, to the early-stage startups. So, we're working creatively with our friends at the State of Maryland on the creation of programs and initiatives that helps to foster that.

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One of the great examples of that early in the Moore administration's tenure, we worked with his team on formulating the idea behind the Building our Future Pilot Grant fund, where we had termed it a fund for investing in innovation infrastructure. It was a matching grant program, and that's a great way of utilizing state resources to leverage more private sector investment, federal government, and maybe even higher education institution investment. When we launched that Momentum Fund, the System put \$10 million into that Fund over four years, and I think the

metric was for every one dollar that the System invested, we got another six or seven dollars in co-investment, match. So, we kind of employed that same discipline in looking at this Innovation Infrastructure Fund, where for one state dollar, maybe we can get five or six in private sector match, or federal government assistance.

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Really, again, using that spirit of partnership in a more strategic way. So, looking very much forward to how that program evolves. Cybersecurity, quantum, technology, aerospace, hypersonics—those are other core areas of significant opportunity. The green and sustainable blue tech sector is an area of tremendous opportunity. We're working on a number of different projects in all of those sectors, and helping make sure the resources are brought to bear.

**Rich Bendis:**

Thanks for that, Tom, because that insight is extremely good, looking at what your priorities are, because they align with a lot of *our* priorities—

**Tom Sadowski:**

Right.

**Rich Bendis:**

—in the BioHealth industry. One of the other things—and I don't know how connected you are, but I'm just thinking—Dr. Perman is also the Chair of the Life Science Advisory Board for the State of Maryland.

**Tom Sadowski:**

Yep.

**Rich Bendis:**

And I'm just thinking, why is it that MEDCO isn't on the Board? Maybe we should talk to Jay—

**Tom Sadowski:**

There you go!

**Rich Bendis:**

—collectively, and I don't know if you want another post, but I'm sure you have many that you have to serve on, but based on the things you're talking about, they align with what the LSAB goals and objectives are, and since you are a potential funding resource for some of those ideas, it would make sense to get your vision incorporated into that.

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**Tom Sadowski:**

Jay and I have spoken, and he has invited me a couple of meetings where we've shared some ideas. So, we're always welcome to having a seat at the table and assisting. The man is never shy about doing what's needed



to make it work.

**Rich Bendis:** If there's one action item we take away from this—gotta be at least one—but you hit on the BioHealth—the life science industry and how important it is to the State of Maryland. That's how you and I connected originally. When you were at Economic Alliance of Greater Baltimore, and I was just beginning with BHI, we actually got engaged with EDA, Economic Development Authority, grant, to help do some mapping and understand the assets that we had in the Baltimore area. At that time, BHI was only focused really on sort of Montgomery County to Baltimore.

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**Tom Sadowski:** Right.

**Rich Bendis:** We weren't really focused on the whole state. We weren't focused on the region and everything else. That was really the beginning of your and my interaction and relationship, and our teams' work together on trying to do that mapping of the assets that we had, which were pretty significant but have grown *dramatically* in the last ten years since you and I took on that project. I think what's really interesting now is you can take that in spades, and grow it dramatically. Rather than just thinking about growing or mapping the Baltimore area, we're talking about mapping all of the assets in the whole state of Maryland, which you can draw upon for your strategic plan, in how to grow those assets to a greater level.

**Tom Sadowski:** It's critical. If you don't know who your customer is, you don't know how to help them. If you're not listening to them and what their needs are, you can't facilitate their growth. I look back on that as another inspirational time in my career, Rich, with that EDA grant. It was a way to get in resources not only to do the mapping, the asset and customer mapping, but also, if you recall, we were able to get some resources to launch that Digital Health Accelerator Program.

0:18:10 We helped to launch a number of new startups through that program, many of which are still in the Baltimore area. I think that served as great insight into what the potential could be. I know Hopkins has shaped a lot of their efforts as a result of that experience, and UMB as well. But, too, it magnifies the issue. You can start these companies, but you can't just get

them started and then push them out into the cold, off into the wild. I know that's a lot of what your work entails right now. How do we address the life cycle of those companies? That's a lot of the work that we're doing now at MEDCO, because we're very real estate and finance centered, so, how can we provide the kind of infrastructure that they need to grow, to scale up, to get funded and succeed? This wet lab challenge is really a significant one. We're looking for ways that we can help to underwrite the cost of development to house that earlier, or the later early-stage startup, to then the next generation, and create those opportunities all along the life cycle so that they don't have to leave to find the kind of space they need to scale up their ideas and prove their technology.

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**Rich Bendis:**

I think that's living with us all right now. Because I interact with JLL, Alexandria, CBRE, Boston Properties, all these guys, all the time. And if you look at what transformation the industry is going through in the nation, as well as in the state of Maryland right now, it's a little difficult for the emerging companies, especially in the investment climate and the venture world, which you might be seeing, for them to get the funding. And really, the more mature companies might be able to get access to funding, but a lot of that is that they're flat. They're not really getting the valuations that they were getting two or three years ago. Then the other thing that's happening, and you know it as well, is the commercial real estate space, with its 20% vacancy, creates challenges.

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And there is some conversion going over, of the—

**Tom Sadowski:**

Yeah.

**Rich Bendis:**

—office realty space to lab space, which is another dynamic which I think can benefit a lot of these companies that are looking for that early-stage and startup space, which is *so* expensive for these developers to absorb by themselves. I'm sure in your analysis of this need for wet lab space, all of these factors are playing into that, and what role can a MEDCO, what role can the state, and what role can the private developers play in working together to help solve some of these gaps that we have right

now.

**Tom Sadowski:** It's funny, you talk about getting an idea to market, and getting a company launched, and it's often times a lot of talk about derisking in various forms. What we need to do is help to derisk the provision of the kind of space that's required. So we're trying to work creatively with developers. Again, that was the inspiration behind this Building our Future Innovation Infrastructure Fund; how do we get state resources in to help just buy down the cost, a little bit, in the provision of the kind of space that's required, to help catalyze the kind of development that's necessary—or redevelopment—necessary.

0:21:12 There are a lot of these federal facilities out there, and the feds are only looking at maybe a 35%, 40% return to work ratio in a lot of respects. How can we repurpose some of *their* space to maybe create collaboration space? You talk about the influence that you brought to the marketplace when you first arrived. There's no better way to go and get that same kind of inspiration, or to draw upon the same inspiration, by going out and seeing how others have done it. Georgia Tech is a place that I have visited many times, and just the simple way that they finance the construction of some of their facilities was amazing to me. It appealed to the competitor in me as well, because we lost a key innovation center opportunity with Stanley Black & Decker because Georgia Tech financed the construction of one of their buildings with *taxable bonds*, which meant they could put a private sector entity right across the hall from the Engineering Department and gain access to not only faculty but students.

0:22:09 That's not how we did it up here in Baltimore and Maryland. We were always using the tax-exempt route and going government bond funding route, which precluded that kind of collaborative proximity. And so, we set apart to put ourselves out there to do it a little bit differently. Let's get a little more creative. Look at how our competitors have done it. Necessity breeds invention.

**Rich Bendis:** It sure does. I love your fresh thinking. The other thing is, I never, ever thought about incorporating this type of a discussion at our BioForum. And, this is going to be our ninth year—September 19<sup>th</sup> and 20<sup>th</sup>—

**Tom Sadowski:** Wow!

**Rich Bendis:** —and it's going to be at US Pharmacopeia up in Rockville. It used to be at AstraZeneca, and unfortunately, COVID, they haven't allowed a lot of big meetings to come back into their space again. *But*, we're going to be live again this time, and this will be the first time in three years where it's 100% live, rather than hybrid, or virtual.

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**Tom Sadowski:** Very good!

**Rich Bendis:** I have a second action item here; I'm going to find a way to work into the agenda, if you're willing to speak there and talk about some of the vision you have for MEDCO and how it relates to the life science industry.

**Tom Sadowski:** Outstanding! I'd love to do that. Thank you, my friend.

**Rich Bendis:** You're on, sir! You mentioned the governor, earlier, and let's talk about the relationship MEDCO and this administration has, and how you see you guys are going to work together from a state and an independent MEDCO organization to meet both *his* goals for the future and your goals for the future.

**Tom Sadowski:** To back up a little bit, MEDCO is a quasi-public-private entity, so we are not a funded entity of the state government. We exist by the fees and the interest income that we earn from the deals that we're engaged in. They're very nominal, and we do enough to cover our costs and maybe a little bit more. But we do on occasion get capital contributions from the state. We're using some capital grants to build out SCIF facilities—Secure Compartmentalized Information Facilities—in military communities in Southern Maryland.

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That's kind of our relationship to state government. The governor appoints the members of our board, to a variety of staggered terms. Talk about another tremendous human being—Wes Moore, and his vision for the state, I think he has generated so much energy and so much enthusiasm that I can't wait to talk to him and members of his team about the things that we're doing and how we're organizing ourselves, because that's what we're built for, is to help facilitate their success. Early

on, we're talking about a lot of opportunities in the area of cannabis reform and how that industry is going to be cultivated and helped to grow, pardon the pun, in Maryland. Talking about even the horse racing industry and how we facilitate the best future for the future of horse breeding, training, and racing, for the state of Maryland. But most of all, it's about the residents and business leaders that currently reside here.

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Last week—I think as you know, I've been the chair of the board for Junior Achievement in Central Maryland for the last four or five years, and we just built a new workforce center in Lansdowne, a community in Baltimore County, southwestern Baltimore County. We service over 40,000 kids every year in the area of financial literacy, workforce readiness, career readiness, and entrepreneurship. And we just had the governor out to tour that facility last week. It was just great. It was great to see the look on his face and know that there were other people out there that *care*. I'd like to say we care as much as he does about this kind of stuff, but at least to see that there are folks of like minds, that we're not just thinking about that one transaction; we're thinking about the future, and the impacts on future generations. I think we're very much aligned with his vision for the state, and every opportunity we can, we try to meet with—I've met with many of his cabinet already to talk about how we are aligned and positioned in such a way to help foster their success, whether it's at the Port of Baltimore, whether it's at the Department of Community and Housing Development, whether it's the Department of Commerce.

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The Department of Transportation, there's a lot of collaborative opportunities for us. So, I'm just really excited about his administration, the people he has brought onto his team, the opportunities to work with them, and the success that we're going to have in the near and long term.

**Rich Bendis:**

You talked about inclusion being one of the areas for your focus for the future, and you know that's one of his primary areas of focus, too.

**Tom Sadowski:**

Yeah.

**Rich Bendis:**

So, you're definitely aligned there. But as you're doing your strategic plan, and it's a living document, what are the major gaps that you have found

in the state, in your planning exercise, that you feel need to be addressed, where you can have an impact on it? And, how can partners help you achieve and fill those gaps that you've identified?

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**Tom Sadowski:** I think the real gaps are in infrastructure development. We broaden that term to include, as we have said, innovation infrastructure, whether it's a SCIF facility, or whether it's a web lab, facility. But a lot of these big projects, they require a new road, new water or sewer line. And a lot of the existing infrastructure is crumbling in a lot of areas that are in need of reinvestment or redevelopment. So really an intentional focus on infrastructure has been, I think, I wouldn't say a gap, as much as it is an area of significant opportunity.

**Rich Bendis:** The glass is half full.

**Tom Sadowski:** Exactly. Amidst the great challenges that we have exist great opportunities. That's the way we see it. I think that these infrastructure solutions that we're bringing to the table, maybe it takes the burden off a local jurisdiction or a state agency, or maybe, a developer. David Bramble is doing some amazing things in Baltimore City, and we're working with him in a couple of different areas.

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Our involvement helps take some of the burden off of him, from an infrastructure standpoint, that he can then apply to the further development of his project. It helps improve the capital stack a little bit, and makes the business model, I think, more attainable, or better attainable. I think that's an area of real focus for us. And it's just where we're applying ourselves. In urban communities. We're going to be doing a lot of work in the area of the last mile, the digital divide. We're looking at broadband infrastructure and how we can help solve those challenges in communities in need. And not just how to provide it, but then, how do you teach people how to utilize the technology, and utilize that service. The one area that I think is one that I look at—I think we have a pretty solid strategic plan in place that's going to carry us forward at least the next three to five, but there are values that we associate in the execution of that strategic plan. We like to say with our people that the way we

conduct our business within the organization and outside the organization has to be driven by our core values, and they are equity, integrity, community, and excellence.

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So, in everything that we do, we have to embrace those four values and make sure that whatever we do, we're doing it right, and that we're giving Maryland that opportunity to be seen as a leader in whatever area or whatever intervention that we take on.

**Rich Bendis:**

For the listeners, we're talking with Tom Sadowski, who is the Executive Director for the Maryland Economic Development Corporation, MEDCO. He is bringing the same enthusiasm to this job as every other job I've seen him in, in the last 12 years that I have been in Maryland. Tom, congratulations on your new role. Before we end this edition of *BioTalk*, is there anything that you wanted to say to the listeners that we have not discussed, that you'd want to impart upon them or call upon their help for?

**Tom Sadowski:**

Again, I think it goes back to that discussion we had about the challenges and the gaps that maybe we see on an everyday basis.

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Don't be deterred. Give us a call at MEDCO. Let's sit down and talk about the solutions. They're out there. It takes a little work. But again, it goes back to that easy equation, one plus one equals five. I think there are a lot of those opportunities out there, and maybe we don't help inspire all of them, but we sure as heck want to be involved in bringing them to fruition, if you will. The one thing I failed to mention in my background is the fact that I have five children, we live on my wife's farm out in northern Harford County, Maryland, have 35 head of beef cattle.

**Rich Bendis:**

Ah! Gentleman farmer!

**Tom Sadowski:**

Yes! Well, I like to say I'm a farmer by marriage and she's Polish by marriage.

**Rich Bendis:**

[laughs]

**Tom Sadowski:**

I definitely got the better end of the deal. But we're in a nurturing of life business, whether we like it or not, so let's just make it the best we possibly can. That's what I like to bring to the job every day, and it's

something I certainly see in you and the longevity you've had in this post. I really applaud you for your good work.

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**Rich Bendis:** Well, thank you. And I think you're involved in physical, human, and animal life that you're growing these days, Tom.

**Tom Sadowski:** [laughs]

**Rich Bendis:** So, congratulations and keep it up, and I look forward to working with you as many years as we continue to stay in this profession. So, thanks for being on *BioTalk*. I have a couple follow-up actions I'm going to follow up with you on. I appreciate your insights, and thank you for your leadership and what you do for the state of Maryland.

**Tom Sadowski:** Thank you, my friend. It was a pleasure.

**Narrator:** Thanks for listening to *BioTalk*, with Rich Bendis.

**End of recording**