

**MEMORANDUM**

April 16, 2015

TO: Planning, Housing and Economic Development Committee

FROM: Jacob Sesker, Senior Legislative Analyst 

SUBJECT: FY16 Operating Budget: Department of Economic Development

Those expected to attend this worksession include: Sally Sternbach, Acting Director; Peter Bang, Chief Operating Officer; Pofen Salem, OMB. The following division representatives will also attend: DeVance Walker, Business Empowerment; Barbara Kaufmann, Workforce Investment Services; Jeremy Criss, Agricultural Services; Tina Benjamin, Special Projects. The following representatives of DED partners are expected to attend: Holly Sears Sullivan, Montgomery Business Development Corporation; Rich Bendis, BioHealth Innovation.

Relevant pages from the FY16 Recommended Operating Budget are attached on ©1-8. The County Executive's Six Point Economic Plan is attached on ©9-10. The relevant section of the County Executive's FY16 Budget Transmittal is attached on ©11-12.

**Budget Summary:**

- The total budget increases by 7.5%, although the General Fund portion of the budget increases by only 2.7%.
- No major organizational changes are recommended (although a proposal for organizational change is expected within the next 2 months).
- Enhanced service levels are related to continued implementation of the plan to reinvigorate the incubator program, and to increase funding for projects and programs to support innovation and investment.

**Council Staff Recommendation:**

- Reduce the budget of the Marketing and Business Development Division by \$25,000 (Worklife Alliance).

## Overview

The Department of Economic Development (DED) budget is supported by the general fund and by grant funds. **DED's FY15 approved budget was \$13,506,211 (including both the general fund budget and grant fund budget).** FY15 actual expenditures are estimated at \$14,487,553 (or 7.3% above the approved budget). In FY14, actual expenditures were 9.3% above the approved budget, and in FY13 actual expenditures were 11.7% above the approved amount.

**In FY16, the County Executive recommends a budget of \$14,519,322, which is 7.5% above the FY15 approved budget.** Most of the increase is attributable to an increase in the grant-funded portion of the DED budget.

	<i>FY14 Actual</i>	<i>FY15 Approved</i>	<i>FY16 Recommended</i>	<i>% Change FY15 - FY16</i>
<i>Expenditures by fund</i>				
General Fund	9,607,538	10,663,357	10,947,011	+2.7%
Grant Fund	3,090,399	2,842,854	3,572,311	+25.7%
<i>Expenditures by type</i>				
Personnel Cost	3,686,741	4,385,342	4,214,975	-3.9%
Operating Expenses	9,011,196	9,120,869	10,304,347	+13.0%
<b>Total Expenditures</b>	<b>12,697,937</b>	<b>13,506,211</b>	<b>14,519,322</b>	<b>+7.5%</b>
<i>Positions</i>				
Full-Time	37	39	38	-2.6%
Part-Time	4	2	2	0.0%
<b>FTEs</b>	<b>31.30</b>	<b>33.40</b>	<b>32.40</b>	<b>-3.0%</b>

In addition, the DED operating budget does not include the following charges to other departments: CIP – 2.50 FTEs, \$263,104; Economic Development Fund – 1.00 FTE, \$129,166; Environmental Protection/Water Quality Protection Fund – 2.10 FTE, \$320,000; NDA Conference Center/General Fund – 1.00 FTE, \$118,314.

### Note: Six Point Economic Plan/Restructuring

In December, the Executive announced his “Six Point Economic Plan,” which is different than the economic development strategic plan that the Executive will transmit to the Council later this year. Some of the initiatives identified in the “Six Point Economic Plan” may require resources beyond those requested in the budget. For example, enhancements to the workforce development service delivery system were not funded in the recommended budget; as such, implementation of those enhancements could conceivably require a mid-year supplemental appropriation.

The Executive also announced in 2015 that he will be working with stakeholders to develop legislation to create a new economic development organization that will execute some of the functions currently performed by DED. That proposal has not yet been transmitted to the Council. Both the workforce development and economic development restructuring initiatives would have bottom-line impacts on expenditures for economic development in FY16. If the Council approves a reorganization plan, supplemental appropriations will be required. *For more information, see Six Point Economic Plan at ©9; County Executive’s Budget Transmittal-Economic Development Section at ©11.*

On April 14, the Council introduced Expedited Bill 14-15 to change the due date for the economic development strategic plan from July 1 to October 1. A public hearing is tentatively scheduled for May 5. A three month delay in the strategic plan process would provide some much needed “breathing room”, given the practical complexities of the Executive Branch’s current efforts to implement a Six Point Economic Plan; plan a four year comprehensive economic strategy; reorganize workforce development functions (possibly resulting in the creation of a new workforce development organization); and reorganize some economic development functions within County government while simultaneously developing a structure for a new or radically different private sector/non-profit economic development entity.

**Public Hearing Testimony**

The Montgomery County Chamber of Commerce testified in support of a publicly funded economic development entity that is advised by a private sector board of directors, staffed by credentialed economic development professionals, and singularly focused on retaining and attracting business. *See MCCC Testimony, ©70.*

**\*\*Note: Council Staff recommends against any additions to the DED budget for FY16.\*\***

**FY16 Expenditure by Program**

<b>Marketing and Business Development</b>			<b>Changes</b>	
	<b>FY15 App.</b>	<b>FY16 Rec.</b>	<b>\$</b>	<b>%</b>
General Fund	2,189,781	2,221,660	+31,879	+1.5%
<b>Program Total</b>	2,189,781	2,221,660	<b>+31,879</b>	<b>+1.5%</b>
<i>Personnel Costs</i>	1,580,779	1,669,574	+88,795	+5.6%
<i>Operating Expenses</i>	509,002	552,087	+43,085	+8.5%
<i>FTEs</i>	12.00	12.00	+0.00	+0.0%

The recommended FY16 budget for this division includes non-personnel operating costs for subscriptions, contracts, partnerships or sponsorships, including: Bethesda Green (\$10,000 and \$5,000); Capital Growth Angel Fund (\$5,000); CoFounders Lab (\$27,500); CyberMontgomery (\$5,000); Maryland Economic Development Association (\$5,000); Chinese BioPharmaceutical Association (\$5,000); MD-Korea Bio Expo (\$5,000); OPUS 8 Connectrepreneur (\$5,000); BIO (\$7,200); Tech Council of

Maryland (\$20,000); Montgomery County Chamber of Commerce (\$26,000 and \$24,000); REDI (\$40,000); and Worklife Alliance (\$25,000).

This division is responsible for DED's business retention and expansion (BRE) activities—in essence, along with marketing and attraction, these are the “bread and butter” of all lead economic development organizations. This division prioritizes its BRE visits by establishing a list of strategic accounts. Visiting (and maintaining relationships with) the strategic accounts is critically important to the effectiveness of the entire economic development program. According to DED, strategic accounts include:

- *Top employers from the State DLLR's QCEW (Quarterly Census of Employment and Wages) report—irrelevant employers such as drug stores, car dealerships, etc. are taken out.*
- *Employers in strategic industry occupying 10,000 square feet plus commercial space with less than 3 years remaining in current lease.*
- *Companies that receive County/State incentive and/or receive large federal contracts.*
- *Companies that receive award/recognition as fast growing or spreading new tech-wave.*

DED currently has a list of 319 strategic accounts. Each Business Development Specialist (BDS) should be making visits to the strategic accounts in addition to other companies that are relevant to their portfolios. The expectation is that each BDS should visit a total of 100 companies each year, including strategic accounts. Through 3QFY15, BDSs have made 387 site visits, including 68 strategic accounts.

Montgomery Business Development Corporation, as part of its contract with DED, visits an additional 100 companies each year. The 100 companies visited by MBDC are not among the strategic accounts.

## **Marketing and Business Development Issues**

- In FY14, DED staff visited 150 strategic accounts. Fiscal year to date, DED has visited 68 strategic accounts (on pace to visit a little over half the number of strategic accounts visited in FY14).
- Council Staff notes that the accounts MBDC is assigned to visit are not the strategic accounts. Council Staff notes that if DED is having trouble visiting the strategic accounts, then it would make more sense to reassign some of those strategic accounts to MBDC than to allow those companies to remain untouched by the DED/MBDC retention program.
- It would also make sense for the visits assigned to MBDC to be associated with specific industry clusters. This would help both DED and MBDC be more efficient and effective in implementing the BRE program.
- **Council Staff recommends requesting a report from DED before June 1 outlining any changes to the division of labor between DED and MBDC to improve the effectiveness of the BRE program.**

- **Council Staff recommends requesting a report (by October 15) outlining a strategy to improve performance within this division (unless a reorganization plan has already been approved by the Council).**
- **Council Staff recommends a reduction of \$25,000 for the Worklife Alliance.** DED described that project as follows: *To assist businesses in creating “best practices” policies for employees and recognize employers in the County that demonstrate leadership in the implementation of work/life solutions, health & wellness programs and EcoLeadership.*
- Note: MBDC budget issues are discussed in the context of the Finance & Administration division.

<b>Business Empowerment</b>			<b>Changes</b>	
	<b>FY15 App.</b>	<b>FY16 Rec.</b>	<b>\$</b>	<b>%</b>
General Fund	774,682	785,402	+10,720	+1.4%
<b>Program Total</b>				
<i>Personnel Costs</i>	483,682	494,402	+10,720	+2.2%
<i>Operating Expenses</i>	291,000	291,000	+0	+0.0%
<i>FTEs</i>	3.00	4.00	+1.00	+33.3%

The recommended FY16 budget for this division includes non-personnel operating costs for contracts, partnerships, or sponsorships with the Hispanic Chamber (\$25,000); Asian Pacific American Chamber (\$20,000); Small Business Development Center (\$30,000); Latino Economic Development Corporation (\$125,000); Bethesda Green<sup>1</sup> (\$25,000); and REDI/Maryland Women’s Center (\$40,000).

Each of the past two years, this division has managed a Small Business Awards Program. The third Small Business Awards ceremony will be held this June 24. *See Small Business Awards, ©17.*

**There are no issues with this division’s budget.**

<b>Workforce Investment Services</b>			<b>Changes</b>	
	<b>FY15 App.</b>	<b>FY16 Rec.</b>	<b>\$</b>	<b>%</b>
General Fund	515,850	535,206	+19,356	+3.8%
Grant Fund	2,842,854	3,572,312	+729,458	+25.7%
<b>Program Total</b>	<b>3,358,703</b>	<b>4,107,517</b>	<b>+748,814</b>	<b>+22.3%</b>
<i>Personnel Costs</i>	380,770	400,126	+19,356	+5.1%
<i>Operating Expenses</i>	135,080	135,080	+0	+0.0%
<i>FTEs</i>	3.00	3.00	+0.00	+0.0%

<sup>1</sup> The recommended budget includes a total of \$40,000 for Bethesda Green. \$10,000 for sponsorship of the Bethesda Green Capital Network and \$5,000 for business planning support are funded through the Marketing and Business Development Division.

Changes to this budget fall in the (larger) MCG Grant Fund portion of the division's budget. The total Grant fund is increased \$729,458.

The recommended budget for this division's non-personnel operating expenses (General Fund) is the same as in FY15. Out of the total non-personnel costs, the County General Fund contributes only 3.6% of the total expenditure on programs. The most significant General Fund operating expense is \$50,000 towards the summer youth jobs program. According to DED: *Of the total, \$50,000 augments the summer youth jobs program which is primarily supported by federal workforce funds. The County funds allows youth who do not meet the requirements of the Workforce Investment Act/Workforce Innovation and Opportunity Act to participate in the summer jobs program. In the summer of FY 14, 20 youth were served. It also supports the youth job fair held each spring to help County youth find unsubsidized employment. The FY 2015 job fair was held March 21, 2015 in the Silver Spring Civic Center. Some 641 youth were able to visit with 47 employers.*

The other 96.4% of the division's operating expenses are funded with federal Workforce Investment Act/WIOA Grants. Those grants fall into three categories: adult activities, youth activities, and dislocated workers. The formulas that determine how the State distributes those grants are based on the size/concentration of the relevant populations. DED explained the formulas this way: *The implication of the formula is that if you have more of the categories in the formula, you receive more funds to serve those categories.* Montgomery County has gone from receiving approximately 6% of total statewide formula funding in FY09 & FY10, to almost 10% of total statewide formula funding in FY15 (see table below). **More grant funding is an indicator of increasing social need (i.e., not good).**

Year	Adult	Youth	DLW	TOTAL	Change (\$)	MoCo as % of State	Change (%)	Total State
								WIA Funding
FY09	403,340	335,917	787,055	1,526,312		6.09%		\$25,067,803
FY10	321,630	267,485	739,783	1,328,898	-197,414	5.99%	-6.01%	\$22,191,296
FY11	605,181	558,284	973,568	2,137,033	808,135	7.32%	31.60%	\$29,194,268
FY12	816,500	717,470	969,268	2,503,238	366,205	9.04%	-0.44%	\$27,704,964
FY13	876,491	833,441	875,747	2,585,679	82,441	8.73%	-9.65%	\$29,622,671
FY14	965,307	944,241	929,520	2,839,068	253,389	9.52%	6.14%	\$29,812,930
FY15	1,151,751	1,042,994	1,125,778	3,320,523	481,455	9.95%	21.11%	\$33,358,607

Source: DED, OMB, Council Staff

## Workforce Investment Issues

- The County Executive’s Six Point Economic Plan includes a statement about workforce: *To better meet the County’s workforce development needs for businesses and residents, a coalition of workforce stakeholders, including the Executive Staff, Montgomery County Workforce Investment Board, Montgomery Moving Forward, and Montgomery College is developing detailed recommendations to enhance the management of workforce programs and services delivery and support local economic growth.*
- Council Staff anticipates that that coalition of stakeholders will recommend moving the workforce investment services out of County government and into a separate non-profit entity related to a Workforce Investment Board. Whether or not a structural/organizational change is made, two facts remain clear: (1) the size of the population in need of workforce development services is growing; and (2) the growing need has not resulted in a corresponding increase in local contributions.
- If structural or organizational changes occur in FY16, there will undoubtedly be fiscal impacts (e.g., transition costs). Those fiscal impacts would almost certainly be addressed by one or more supplemental appropriations.

Agricultural Services			Changes	
	FY15 App.	FY16 Rec.	\$	%
General Fund	758,782	792,239	+250,402	+46.2%
<b>Program Total</b>	<b>758,782</b>	<b>792,239</b>	<b>+33,457</b>	<b>+4.4%</b>
<i>Personnel Costs</i>	567,061	600,518	+33,457	+5.9%
<i>Operating Expenses</i>	191,721	191,721	+0%	+0%
<i>FTEs</i>	3.30	4.40	+1.10	+33.3%

The Agricultural Service Division’s General Fund budget is summarized above. Portions of the division’s budget are funded through the CIP (Ag Land Preservation Easements) and the Water Quality Protection Fund. Of the 10 total employees, only 4.4 FTEs are charged to the General Fund. As Committee members recall, in recent budget cycles, the Committee has successfully moved positions that had previously been charged to the CIP back into the operating budget. By shifting more of the CIP funding from planning, design and supervision into land/easement acquisition, the Committee’s actions have provided some additional stability to the program.

In addition, the staff funded in this budget are not all County employees. Some are employees of the Montgomery County Soil Conservation District (a political subdivision of the State) and the Montgomery County Cooperative Extension Office (University of Maryland Extension).

**Agricultural Services Issues**

- Councilmember Leventhal has proposed that funding for an agricultural mobile science lab be added to the reconciliation list. *See Mobile Science Lab, ©13-16.* **Council Staff Recommendation: Council Staff opposes adding any new expenditures with future fiscal impacts to the DED budget.**

<b>Special Projects</b>			<b>Changes</b>	
	<b>FY15 App.</b>	<b>FY16 Rec.</b>	<b>\$</b>	<b>%</b>
General Fund	341,673	376,052	+34,379	+10.1%
<b>Program Total</b>	<b>341,673</b>	<b>376,052</b>	<b>+34,379</b>	<b>+10.1%</b>
<i>Personnel Costs</i>	323,473	357,852	+34,379	+10.6%
<i>Operating Expenses</i>	18,200	18,200	+0	+0.0%
<i>FTEs</i>	2.00	2.00	+0.00	+0.00

The recommended FY16 budget for this division includes only \$18,200 in non-personnel operating costs, although the division manages numerous projects and partnerships. One position within the division is charged to the Conference Center NDA. That project (profit and ground lease) contributes approximately \$1.5 million to the County’s General Fund each year.

**There are no issues associated with this division’s budget.**

<b>Director’s Office, Finance &amp; Admin.</b>			<b>Changes</b>	
	<b>FY15 App.</b>	<b>FY16 Rec.</b>	<b>\$</b>	<b>%</b>
General Fund	6,082,590	6,246,452	+163,862	+2.7%
<b>Program Total</b>	<b>6,082,590</b>	<b>6,246,452</b>	<b>+163,862</b>	<b>+2.7%</b>
<i>Personnel Costs</i>	954,047	692,504	-261,543	-27.4%
<i>Operating Expenses</i>	4,885,512	5,543,948	+658,436	+13.4%
<i>FTEs</i>	9.00	7.00	-2.00	-22.2%

This recommended budget includes a significant amount of non-personnel operating costs. Much of that flows to provide operating support to partners such as Montgomery Business Development Corporation (\$500,000) and BioHealth Innovation (\$500,000). In addition, the division budget includes operating support for AFI Silver Theatre (\$597,004).<sup>2</sup> The recommended budget also includes funding for both BHI and MBDC to support specific programs (\$250,000 to BHI to support operation of the proposed new Rockville accelerator; \$192,500 to MBDC for Rx for Employability).

The County Executive recommends two service enhancements in this budget: +\$430,000 to support a new start-up business accelerator, and +\$300,000 to support Phase II Implementation of the

<sup>2</sup>The Committee recalls annual disagreements about the amount of money in the budget for AFI Silver and the Council’s work to find the money to increase operational support to AFI through the reconciliation process. As with the Era of the VCR, it appears that time has come and gone.

Business Innovation Network (developing and designing an economic development program for the data analytics/cybersecurity industry). The County Executive continues funding for the Life Sciences Initiative of \$450,000—that amount includes support of innovation and entrepreneurship programming as well as a competitive award process initiated in FY15 by the PHED Committee.

### Finance and Administration Issues

- Non-profit Montgomery requested an additional \$5,000 for personnel costs (supplementing the \$45,000 already in the budget for Montgomery Moving Forward). *See MMF/Non-Profit Response, ©18-19. Council Staff Recommendation: Council Staff does not support adding to the DED budget this year due to the current uncertainty regarding the future structure.*

### Finance & Administration: New, enhanced, or evolving programs

#### *Incubators*

This division's budget includes the FY16 expenditures related to the business innovation (incubator) network. The CE recommends funding the BIN at \$2,208,971 in FY16, or 40% of the non-personnel operating costs in this division. Of that amount, \$685,000 is the recommended FY16 expenditure for the Cybersecurity Center of Excellence; \$614,971 is associated with the Germantown incubator on the campus of Montgomery College; \$580,000 is associated with the Rockville incubator (not including an additional approximately \$100,000 to make up lost rent at the Rockville incubator when space is re-purposed for the accelerator program, and approximately \$80,000 associated with the renovation of existing incubator space for the proposed accelerator); \$329,000 is lease costs for the Wheaton incubator (lease expires at the end of FY16); and there is no operating expense associated with the Silver Spring incubator, which the County owns with all debt retired.

#### *Accelerator*

The new Rockville accelerator (Rich Bendis from BHI will brief the Committee) regarding the proposed accelerator project. *See also Relevant Health, ©29.* Obviously, the effectiveness and impact of the accelerator program cannot be judged until cohort(s) have completed the program. In responses to Council Staff questions, DED provided the following response regarding how success or failure of that initiative would be judged:

- *Metrics include on intake: number of applications, size of class chosen;*
- *Metrics on conclusion: number of companies that complete the program, number that remain in the county, number that raise additional capital within a year and the amount.*

With respect to personnel, DED provided the following response: *Silver Spring and Wheaton are staffed by 1 DED staff, Rockville and William Hanna (now CyberSecurity Center) were staffed by 1 DED staff, and Germantown by 1 DED staff also functioning as the BIN Manager. With Cyber Center conversion, BIN manager is now covering Rockville and Germantown, and 1 staff was detailed back to Marketing and Business Development Division to handle Finance Industry.*

### ***Life science initiative***

The division's recommended budget includes a "life science initiative" of \$450,000. This funding will support consulting capacity, \$200,000 for the impact grant program (a PHED initiative from FY15, supplemented with additional funding via special appropriation in the fall of 2014), and two innovation-related endeavors (\$50,000 sponsorship/financial participation with 1776 incubator, and \$40,000 to develop a network of volunteer mentors via MIT's acclaimed mentorship program).

DED provided the following response to Council Staff questions about this initiative:

*When DED embarked on implementing the Life Sciences Initiatives with FY15 appropriations, its objectives were:*

- 1) Focus space at Germantown Incubator exclusively for life science commercialization and related activities.*
- 2) Undertake company identification and assessment*
- 3) Transition selected life science companies into Germantown or into Affiliate Program real estate space*
- 4) Develop framework w/ partner(s) for management, company selection, investment and space.*
- 5) Develop incubator real estate partner relationship*
- 6) Establish commercial real estate partnership program for companies in Affiliate Program*
- 7) Implement a funding program that can assist companies reach a milestone to improve their positions for additional capital attraction, license deals, land strategic partnerships, and introduce product(s) to the market*

*DED is pleased to report that those objectives were rewarded with the following outcomes:*

- 1) Implemented Life Sciences Grant Program—from 23 applications, awarded 8 companies \$185K*
- 2) Completed preliminary baseline inventory of Life Science companies - 277 companies in the County*

#### *By Location*

- 130 - Rockville*
- 77 - Gaithersburg*
- 28 - Bethesda*
- 20 - Germantown*
- 8 - Silver Spring*
- 14 - other*

#### *By Sector*

- 96 - R&D Services (the largest subsectors are CROs - 19; and Diagnostic Instrumentation - 18)*
- 83 - Therapeutics and Diagnostics*
- 30 - Medical Technology (devices)*
- 26 - Supplier and Engineering*
- 16 - Professional Services and Consulting*

- 8 - Pharma
- 8 - Non-profits
- 10 - Biotech other (for example bioinformatics, nutraceuticals)

3) Transitioned Life Science firms into Germantown or commercial real estate alternatives

- Of the 41 total tenant businesses, 35 companies chose to continue operations after June 30, 2014, and all 35 companies were successfully re-located to other Montgomery County locations.
- Ten of the 35 companies relocated to Germantown incubator spaces that are similar in size and rental costs. The County paid for actual moving costs and provided \$500 for incidental costs such as data and phone line connections.
- The remaining 25 companies relocated to commercial space. Collectively they doubled their space requirements and are collectively paying \$36,000 a month in additional rent cost (\$432,000 per year).

4) Conducted outreach efforts to all of the life science commercial real estate organizations in the County.

5) Prompted private sector to enter into providing space and support programs to early stage life sciences companies. As result, Alexandria Real Estate Life Science leasing program is unveiled (attached).

6) Made progress in MIT Mentorship program by entering into an Agreement with MIT and Tech Council of Maryland. In April 2015, selected program managers from a pool of volunteer professionals and DED's Acting Director will attend the first comprehensive training in Cambridge, MA to replicate the program in the County BIN.

The County Executive's FY16 Recommended Budget includes \$450K for the continuation of the Life Science Initiative. A reduction of \$50K compared to FY15 was DED initiated as the consultant that did the heavy work of initial planning and inventorying the companies during FY15 will be required to expend lesser hours in FY16. DED's proposed FY16 expenditure for the Initiative is as follows:

- Continuation of consulting contract to add capacity—approximately \$100K
- Life Sciences Impact Grant—approximately \$200K (will begin soliciting for FY16 applications only after receiving the 6-months progress report from 8 FY15 grantees)
- Fully implement MIT Mentorship--\$40K
- Sponsor Challenge Event (1776)--\$50K
- Miscellaneous programming and partnership--\$60K (part of the funding to replace BioMaryland Center's declining activities in general).

### **Data analytics initiative**

The division's recommended budget includes \$300,000 to support a data analytics/cybersecurity initiative. DED provided the following response to Council questions about this initiative:

*Data analytics is on the verge of exciting new activity as the NCCoE begins to spread its wings. By leveraging NCCoE's technology partners and working to convene the nation's largest industry sectors, the NCCoE provides a unique hub around which can create a new data analytics ecosystem. By establishing a "pre-competitive" environment for the nation's most important industry sectors, it creates a space in which market needs can be identified, discussed, modeled, and ultimately addressed. There is*

*a growing list of market leading technology partners working with the NCCoE that are constantly developing and seeking out new products to meet market demand. This type of environment is exciting because it creates a space in which experimentation can occur, risks can be taken and ultimately market opportunities are defined for multiple industries as use cases are completed and their results made broadly available for implementation by companies in those specific sectors. This in turn creates a fertile environment for innovation where new products can be presented, tested, refined and deployed.*

*The Partnership Intermediary Agreement (PIA) executed between the NIST, State, and the County in January 2014 requires the partnership of the County and the State to lead the programming aspect of maximizing the “commercial and economic values” of the NCCoE.*

*With the NCCoE construction projected to be completed by late November 2015, FY16 appropriation of \$300,000 will enable the County to begin developing programs and marketing activities for cybersecurity industry.*

*As DED currently does not have the staff capacity/capability, good portion of FY16 funding will be used to retain a high-level consultant to plan, negotiate, and place such programming on time for NCCoE’ opening in early 2016. This effort will be cost shared with the State, and DED anticipates its share to be \$100 -\$140K. The remaining funds will be costs related to marketing activities and to set up programs.*

*The desired key outcomes in FY16 are:*

- 1) Expand NCCoE Speaker series to place the County/State in the global map as the hub of civilian cybersecurity.*
- 2) Joint branding and marketing of NCCoE between NIST, DBED and DED at nation’s largest cybersecurity conference, RSA.*
- 3) Develop joint communication activities for release of first two “practice guides” from NCCoE focused on cybersecurity solutions for health IT and the protection of medical records, and a convening of the nation’s largest consumer facing organizations.*
- 4) Complete strategic plan to assist the County in generating maximum short and long-term economic benefit by leveraging NCCoE’s presence and its activities. In other words, we need a plan to draw both innovators and financiers to Montgomery County because the partners and markets are already present in the same location.*

## **Finance & Administration: Major Partners**

### ***Montgomery Business Development Corporation***

For the past three years, the Council has appropriated \$500,000 for DED to contract with MBDC. Each year, MBDC has been placed on the non-competitive contract list. MBDC seeks to improve the County’s ability to compete economically, to minimize the cost of doing business, and foster growth while maintaining and improving the County’s quality of life. MBDC functions include strategic planning, retaining and attracting businesses, and legislative and regulatory advocacy.

MBDC has submitted a letter outlining its request for additional funding in FY16. *See MBDC Letter, ©20-21; MBDC Proposed Budget Plan, ©22-25; MBDC Budget Spreadsheet, ©26.* MBDC’s base

budget is \$536,950. MBDC would like to expand its marketing programs with a budget increase to \$650,086 in FY16. MBDC has targeted a goal of raising \$25,000 in private funds in FY16.<sup>3</sup> If the FY16 Approved budget amount is \$500,000, then MBDC will have to scale back its plan to expand/enhance marketing efforts in FY16. With an appropriation of \$500,000, MBDC could still fund its base budget, making up the difference in private funds or by spending down its cash reserve.

MBDC makes the case that the looming/potential transition of DED's marketing function could be simplified if MBDC is able to enhance its marketing efforts this year. **Holly Sears, CEO, will make a brief presentation regarding MBDC's budget.**

**Council Staff Recommendation: Concur with the CE's recommended budget amount of \$500,000.** While the plan to expand MBDC marketing efforts is a good one, practical challenges will reduce the effectiveness of both baseline and enhanced efforts. Marketing materials with DED or MBDC logos could become obsolete, contact information and web addresses may change, etc. While none of these problems are insurmountable, they are among the reasons why increasing funding for this (or any effort) during this budget cycle may be unwise.

### ***BioHealth Innovation***

BHI facilitates the development of commercially viable biohealth products and companies by connecting market relevant research assets to funding, management, and marketplaces. BHI receives funding from a variety of sources, including: federal grants, in-kind donations, university partners, and private contributions. BHI has leveraged contributions from Montgomery County and other early funding partners and has subsequently raised a substantial amount of private capital. *See BHI 2014 Metrics Dashboard, ©34; BHI 2015 Metrics Dashboard, ©35; BHI 2015 Impacts, ©36.*

The County Executive has proposed a new health/IT accelerator using a portion of the Rockville incubator. *See Relevant Health, ©29.* The recommended FY16 appropriation to support that project is \$430,000. Of that amount, \$250,000 would be for BHI's operation of the accelerator. An additional \$180,000 would cover modification of the existing space and cover the vacancy loss associated with moving from an incubator model to an accelerator model.

BHI's activities also include Alexandria Launch Labs (in partnership with Alexandria Real Estate, Montgomery County, and the City of Gaithersburg), a public-private venture providing small office/lab spaces with supporting infrastructure and shared amenities. *See Launch Labs, ©30.*

This packet also contains information regarding BHI's partnership with the National Institutes of Health, creating a center for intramural research and laboratories with the goal of impacting Maryland's infrastructure capacity to develop new therapeutics, devices and diagnostics and increase commercialization rates. *See NIH, ©37.*

In partnership with MedImmune and the Tech Council of Maryland, BHI sponsored a regional biotech forum (Growing our Ecosystem). *See Regional Biotech Forum, ©46.* Attendees discussed steps

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<sup>3</sup> Presumably, the uncertainty surrounding the future of DED will create additional challenges as MBDC seeks to achieve its FY16 private fundraising goal.

necessary to move Montgomery County from a “top 10” to a “top 3” location nationally for the biotechnology industry.

**Rich Bendis, CEO, will make a brief presentation regarding the accelerator proposal and other ongoing initiatives.**

**Council Staff Recommendation: Concur with the CE’s recommended budget for BHI and for the health/IT accelerator. Request late January/early February briefing on accelerator implementation.**

### **Issues to Pursue After Budget Season**

- Request a report outlining a strategy to improve performance within this division by October 15 (unless a reorganization plan has already been approved by the Council).
- Request a report from DED by June 1 describing steps taken to adjust/rationalize the division of labor between DED and MBDC with respect to BRE accounts.
- Request late January/early February briefing on accelerator implementation.
- The PHED Committee will likely take up the following major DED-related initiatives during the next six months: reorganization of workforce development functions; reorganization of economic development functions; economic development strategic plan.

Attachments: © 1 Recommended FY16 Operating Budget: DED  
© 9 Six Point Economic Plan  
© 11 CE Budget Transmittal  
© 13 Mobile Science Lab Proposal  
© 17 Small Business Awards  
© 18 MMF/Non-Profit Request for \$5,000  
© 20 MBDC Budget Letter  
© 22 MBDC Budget Proposal Plan  
© 26 MBDC Budget Spreadsheet  
© 27 GSK Announcement  
© 29 Relevant Health Accelerator  
© 30 Alexandria Launch Labs  
© 34 BHI 2014 Metrics  
© 35 BHI 2015 Metrics  
© 36 BHI 2015 MoCo Impact  
© 37 NIH Center for Accelerated Innovation  
© 46 Maryland Regional Biotech Forum  
© 70 MCCC Testimony

# Economic Development

## MISSION STATEMENT

The mission of the Department of Economic Development (DED) is to ensure Montgomery County remains a globally competitive and highly diversified knowledge-based economy that provides for the retention and growth of existing companies, stimulates new job creation, and enhances entrepreneurial opportunities. The Department's current Strategic Plan is based on six programs of work, which have been identified as priorities for sustainable economic growth in Montgomery County. The focus is on: 1) company retention, 2) company growth, 3) the development of strategic industry sectors, 4) the expansion of minority, women, disadvantaged and veteran owned businesses, 5) entrepreneurship, and 6) marketing.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Economic Development is \$14,519,322, an increase of \$1,013,111 or 7.5 percent from the FY15 Approved Budget of \$13,506,211. Personnel Costs comprise 29.0 percent of the budget for 38 full-time positions and two part-time positions, and a total of 32.40 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 71.0 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **A Responsive, Accountable County Government**
- ❖ **Healthy and Sustainable Neighborhoods**
- ❖ **Strong and Vibrant Economy**
- ❖ **Vital Living for All of Our Residents**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Multi-Program Measures:</b>					
Jobs created by business expansions, attractions, and start-ups through DED Involvement <sup>1</sup>	903	1,643	1,024	1,500	1,600
Jobs retained (location decision, lease renewals) through DED involvement	1,392	1,098	1,000	1,000	1,000
Total new capital investment by business expansions, attractions, and start-ups through DED involvement (in \$ millions)	\$17M	\$160M	\$100M	\$100M	\$100M

<sup>1</sup> Projections are based on the projects currently in the pipeline that are expected to be completed in FY15 and is consistent with the historic job creation trends. The FY16 and FY17 projections reflect the expectation that the new MOVE program and the new MCSquared Accelerator program will spur job creation.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **Create MC Squared, a new start-up business accelerator, to expand the County's business incubator networks. This initiative provides early-stage companies with an intensive product-focused curriculum to accelerate their growth and leverage the region's unique Federal assets.**
- ❖ **In Fall 2014, design of the National Cybersecurity Center of Excellence (NCCoE) was completed and construction will begin in 2015. In partnership with the State of Maryland and the National Institute of Standards and Technology, the NCCoE will position the County to be the epicenter of the emerging and fast growing Cybersecurity industry.**

- ❖ **Add funds to support the marketing of the NCCoE establishment to help expand the County's Business Innovation Network by developing the data analytics sector and continuing to support growth of the life science industry.**
- ❖ **DED's outreach efforts resulted in starting up, expanding, or relocating 38 businesses to Montgomery County in FY14. These efforts will retain and create over 2,600 jobs, lease nearly 935,000 square feet of commercial space, and generate \$160 million in capital investment within the next three to five years.**
- ❖ **Thirty eight start-up companies were created due to the efforts of the County's partner organizations partially funded by DED, including Small Business and Technology Development Center, Latino Economic Development Center, and BioHealth Innovation, Inc.**
- ❖ **During FY14, DED staff worked with nearly 400 businesses, organizations, and federal agencies in Montgomery County, resolving over 800 issues and providing assistance to over 900 additional businesses through the DED funded partner organizations.**
- ❖ **DED's Workforce Services Division assisted over 14,000 job seekers and placed close to 7,000 workers in local jobs in FY14.**
- ❖ **Assisted more than 3,300 business officials in 140 technical assistance and training events in FY14.**
- ❖ **Montgomery County's Tech Transfer Speakers Series, in combination with the Tech Transfer Society of DC series, has been approved as a course elective for the Tech Transfer Certificate Program with the Foundation for Advanced Education in the Sciences (FAES).**
- ❖ **DED hosted the National Federal Laboratory Consortium (FLC) Conference for the first time in the Washington, DC area in April, 2014, advancing DED's objective of linking Federal research institution with local entrepreneurs.**
- ❖ **Executed a Partnership Intermediary Agreement as an Agricultural Research Partner with the Agricultural Research Service (ARS) of the U.S. Department of Agriculture (USDA).**
- ❖ **DED/University of Maryland (UMD)/USDA-ARS High Tunnel Forum won the FLC Mid-Atlantic Region's Educational Institution and Federal Laboratory Partnership Award for 2014.**
- ❖ **The Farm Equipment Rental Program was kicked off in September 2014 as a partnership between DED, Montgomery County Soil Conservation District, Montgomery County Farm Bureau, UMD Extension, and private farmers to meet the needs of agricultural businesses.**
- ❖ **Productivity Improvements**
  - **Provided an office sharing arrangement to the representatives of the Chinese Biopharmaceutical Association and the Maryland Israel Development Center to attract high-tech companies from China and Israel. Consequently, four companies have executed lease agreements to establish US operations in Montgomery County.**
  - **Created the Life Science Impact Grant Program to provide financial assistance to life science employers who retain jobs in the County and to stimulate growth of the Life Sciences industry in the County. DED awarded \$185,000 in grants ranging from \$10,000 to \$25,000 to eight companies to support their business growth and product development.**

## **PROGRAM CONTACTS**

Contact Peter Bang of the Department of Economic Development at 240.777.2008 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this department's operating budget.

## **PROGRAM DESCRIPTIONS**

### **Marketing and Business Development**

This program promotes the assets, advantages, and opportunities available within Montgomery County for domestic and international businesses. The division provides services that result in the creation of new businesses, the retention and growth of existing businesses, and the attraction of strategic businesses to the County. This includes a specific focus on strategic industry sectors: life sciences, IT, healthcare, green technology, and government contracting.

The Department supports the county's entrepreneurial ecosystem by running a highly-regarded innovation center network for 150+ technology companies and by leveraging entrepreneurial activities and events by partners. The retention and growth of County businesses includes a robust visitation program focusing on the largest private employers in the County, on those businesses with

significant changes (contract wins, mergers, C-level changes, etc.) and those with upcoming lease expirations. DED staff work with these companies to remove roadblocks to growth, to provide introductions to contacts and identification of resources. Attraction targets are identified through trade show and conference attendance, through referrals from partners, through visits to select companies, and through advertising, web site, social media, and public relations events.

In general, DED staff assists with needs assessment, financial and training assistance, site identification, and expediting and coordinating business development. DED staff also provide clients with land-use planning expertise, economic analysis, b2b match-making, financing and international trade assistance. Promotional activities include media relations; event coordination; local, regional, national, and international advertising; and development of informational and sales materials including the Department's website.

These efforts help to position the County in a highly competitive environment, and they set the stage for direct contact. Activities and materials are directed toward achieving balanced economic growth with a positive business climate and are often closely coordinated with local, regional, and State partners, such as the Maryland State Department of Business and Economic Development, and the World Trade Center Institute. The program also establishes and maintains high-level relationships with local government and private industry organizations, State and Federal agencies, and national and international governments and organizations. These important contacts are sought through meetings, trade shows and conferences, national and international trade missions, and other major events that provide exposure and opportunities to market and promote the County.

In addition, this program, jointly with the Finance and Administration Division, manages the Business Innovation Network, which currently includes five facilities in Wheaton, Silver Spring, Shady Grove, Rockville, and Germantown and encompasses over 140,000 square feet of office/lab space. These facilities provide high-level business support services and innovative programming to over 160 entrepreneurs. The program also operates a virtual network that provides identical programs and services to over 20 participating businesses without incurring the cost of leasing office space.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Net new commercial space occupied by business expansions, attractions, and start-ups through DED involvement (s.f.)	232,206	934,856	230,000	250,000	300,000
Number of businesses attracted	11	13	10	10	10
Number of businesses expanded	15	16	15	15	15
Number of businesses retained	1	2	3	3	3
Number of companies that received business assistance (permits, zoning, exports, B2B, introductions, land-use, etc.)	319	1,315	1,000	1,000	1,000
Number of new business starts <sup>1</sup>	30	43	30	35	35

<sup>1</sup> FY15 projections are based on the current pipeline of projects. FY16 projection reflects the CE's proposed funding for the Business Innovation Network incubator program.

<i>FY16 Recommended Changes</i>	<i>Expenditures</i>	<i>FTEs</i>
<b>FY15 Approved</b>	<b>2,189,781</b>	<b>12.00</b>
Decrease Cost: Operating Funds from the Marketing Business Development Division to Reflect Actual Spending	-22,396	0.00
Decrease Cost: Montgomery Business Development Corporation Marketing Contract to Reflect Actual Spending	-40,000	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	84,275	0.00
<b>FY16 CE Recommended</b>	<b>2,211,660</b>	<b>12.00</b>

### **Business Empowerment**

The Division of Business Empowerment provides a variety of programs and services to the County's small and minority business community through creative initiatives and partnerships with community organizations, business groups, private enterprises, and other public agencies. Services include providing technical publications and services, workshops and conferences, the business mentorship program, and convening targeted business development events in areas such as procurement and contracting. Serving as the primary resource and advocate for small businesses in Montgomery County, this program addresses the unique needs of the small business community and helps with short- and long-range economic development strategies for the County.

The Division of Business Empowerment provides a Small Business Navigator to assist small businesses with their compliance with County policies and regulations. This person promotes communications between a small business and County departments or agencies that the small business must interact with. Efforts are also made to identify changes that could improve turn around, eliminate duplication, resolve conflicts and eliminate unnecessary regulations and requirements.

<i>Program Performance Measures</i>	<i>Actual FY13</i>	<i>Actual FY14</i>	<i>Estimated FY15</i>	<i>Target FY16</i>	<i>Target FY17</i>
Percent of participants satisfied with DED sponsored technical assistance and training programs	96%	93%	95%	95%	95%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>774,682</b>	<b>3.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	10,720	1.00
<b>FY16 CE Recommended</b>	<b>785,402</b>	<b>4.00</b>

## Workforce Services

The Workforce Services (WS) program ensures that Montgomery County has a well-prepared, educated, trained, and adaptable workforce to meet the current and future needs of business, and that the County's workforce has the tools and resources to successfully compete in a global economy.

The Workforce Investment Board (WIB) provides advice and oversight on workforce development activities and policy. The 30-member WIB is composed of business representatives (51%), community leaders, and public officials. The Board is appointed by the County Executive in accordance with the Workforce Investment Act (WIA) of 1998 and Montgomery County Executive Order No. 159-02. The WIB does much of its work through its committees, which include the Communications, Outreach, and Board Development; Executive; Finance; Program Planning; Quality Assurance; and Youth Council committees. The work of the Board is defined by its Strategic Plan. The Staff provides support to the Board and its committees.

WS is funded by \$3 million in Federal Government, State of Maryland, and Montgomery County funds. The majority of annual formula funding received is through WIA grants to implement the One-Stop career system. This system is operated locally as MontgomeryWorks, and provides an array of vocational assessment, job readiness, job training, and job placement services to dislocated workers, low-income adults, older workers, disadvantaged workers, and youth. The WIB provides policy oversight and guidance for the expenditure of funds, which enables local businesses and the public and private sectors to work collaboratively in meeting the workforce development needs of Montgomery County. Program staff provides overall administrative support of the WIA grants and are responsible for fiscal monitoring and accounting, program monitoring and review, new program and grant development, legislation development, and contract management for the WIA and County programs.

Services are provided at the MontgomeryWorks One-Stop Workforce Centers in Wheaton and Germantown and are operated as a consortium with the Department of Licensing, Labor, and Regulation, the Workforce Solutions Group (formerly Career Transition Center, Inc.), Maryland Job Service, and other non-profit and local agency partners. MontgomeryWorks serves the businesses of the County on an ongoing basis and also provides direct services to adult and youth residents. Youth services are provided through the Maryland Multicultural Youth Center, which is operated by the Latin American Youth Council (LAYC) while TransCen offers a full range of services to youth with disabilities.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Number of job seekers placed in jobs by Workforce Services <sup>1</sup>	5,934	6,898	4,700	5000	5000
Number of unique businesses assisted by Workforce Services (recruitments, trainings, lay-offs)	676	470	500	500	500

<sup>1</sup> FY15 projections are lower than FY14 due to the general state of the economy. As the the economy improves, the estimates for FY16 and FY17 are slightly higher.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,358,703</b>	<b>3.00</b>
Enhance: Federal Workforce Investment Act (WIA) Grants	569,602	0.00
Enhance: MD Division of Rehabilitation Services (DORS) Youth Program	111,400	0.00
Enhance: Wagner Peysner Act Funding	48,455	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	19,357	0.00
<b>FY16 CE Recommended</b>	<b>4,107,517</b>	<b>3.00</b>

## Agricultural Services

This program encompasses the promotion of agriculture as a viable component of the County's business and economic sector, as well as the preservation of farmland as a resource for future agricultural production capabilities. The Department of Economic Development co-sponsors farmers' markets, an annual farm tour, and other activities that promote agricultural businesses and products. The Division is also engaged in supporting a local food production network. Whether through programs like the New Farmer Pilot Program, or through association with the Montgomery Food Council, the Division is actively providing assistance in local food production, food recovery and food recycling initiatives.

The goal of the Agricultural Preservation Program was to acquire easements to protect 70,000 acres of farmland in the Agricultural Reserve. This goal was achieved in January 2009, one year prior to the 2010 target date. Agricultural Services also provides farmers with zoning and master plan technical assistance and coordinates the County's Weed Control and Deer Donation programs.

The Montgomery Soil Conservation District (MSCD) is considered a political subdivision of the State and is staffed by County, State, and Federal employees. Programs offered by MSCD include an array of technical advice for conservation and natural resource planning, as well as a variety of educational opportunities. MSCD staff assist farmers and landowners in the County with Soil Conservation and Water Quality Plans, provide technical assistance for conservation practices, and administer a variety of Federal and State cost-share programs which help fund projects to prevent soil erosion and improve water quality. Many of these programs are designed to help protect local waterways and the Chesapeake Bay as well as help achieving State mandated nutrient reduction goals for farmland. The MSCD provides a number of programs that focus on educating Montgomery County residents about the benefits of agriculture, conservation, and natural resources management. Other services include small pond review, drainage advice for residential landowners, and administering the Cover Crop program in the County.

The Montgomery County Cooperative Extension Office serves as the agricultural outreach education component of the University of Maryland- Extension. This agency is funded cooperatively through local, State, and Federal governments. Farmers, families, and youth are the primary audiences of the Extension Office. Educational programs for farmers include raising crops and livestock, protecting the environment, farm and business management, marketing commodities, and pest management. Programs for families and youth include: home horticulture, family budgeting, consumer education with a focus on promoting positive parenting skills and healthful diets and lifestyles, leadership development, and traditional 4-H youth development programs. The Extension Office's professional staff utilizes an extensive network of volunteers to assist them in program delivery. Extension Office personnel manage a diverse group of over 3,000 volunteers to respond to over 100,000 information requests a year. Outreach education programs are delivered informally through one-on-one contacts, telephone assistance, the internet, classes and workshops, field days, radio, TV, and print media.

<i>Program Performance Measures</i>	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Acres of land under easements inspected by Agricultural Services <sup>1</sup>	1,000	2,048	750	750	750

<sup>1</sup> Lower projections for future years reflect a shift of inspections to part-time contracted staff

<i>FY16 Recommended Changes</i>	Expenditures	FTEs
<b>FY15 Approved</b>	<b>758,782</b>	<b>4.40</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	33,457	0.00
<b>FY16 CE Recommended</b>	<b>792,239</b>	<b>4.40</b>

### Special Projects

The Division of Special Projects administers all aspects of DED's public-private partnerships programs, encompassing the Department's capital projects, legislative activities, strategic planning endeavors and new program development. The program builds programmatic relationships with local academic institutions and Federal installations to advance the County's economic base. In addition, the program oversees the development and management of the Shady Grove Life Sciences Center and planning for new science and technology centers in the east County area at White Oak, and manages the Conference Center NDA. The Special Projects Division also initiates and implements such activities as the development of workshops on GSA leasing activities, and forums on development issues with site search consultants and commercial brokers.

<i>FY16 Recommended Changes</i>	Expenditures	FTEs
<b>FY15 Approved</b>	<b>341,673</b>	<b>2.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	34,379	0.00
<b>FY16 CE Recommended</b>	<b>376,052</b>	<b>2.00</b>

### Finance and Administration

This program is responsible for managing and servicing all departmental administrative functions including fiscal, procurement, grant applications and monitoring, IT, human resources allocation and management, market research and data analysis, and formulating and administering the operating and capital improvement budgets. This program also administers six financing programs under the Economic Development Fund: the Economic Development Grant and Loan program, the Technology Growth program, the Impact Assistance Fund, the Small Business Revolving Loan program, the Biotech Tax Credit Supplemental Program, and the Green Investor Incentive Program. This program also works in concert with Marketing and Business Development and Business Empowerment staff to promote the development of high technology and professional services companies within Montgomery County, and applies and negotiates financial assistance from the State for the County's businesses.

<i>FY16 Recommended Changes</i>	Expenditures	FTEs
<b>FY15 Approved</b>	<b>6,082,590</b>	<b>9.00</b>
Enhance: Business Incubator Network by Creating MC Squared, a New Start-up Business Accelerator	430,000	0.00
Enhance: Phase II Implementation of the Business Innovation Network - Development of Data Analytics Programming	300,000	0.00
Increase Cost: FY16 Compensation Adjustment	220,993	0.00
Increase Cost: Retirement Adjustment	16,882	0.00
Increase Cost: Group Insurance Adjustment	9,864	0.00
Decrease Cost: Motor Pool Rate Adjustment	-1,495	0.00
Decrease Cost: Printing and Mail	-3,871	0.00
Decrease Cost: Life Sciences Incubator One-Time Startup Costs Funded in FY15	-50,000	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-93,460	-1.00
Decrease Cost: American Film Institute's FY16 Budget Request	-158,217	0.00
Decrease Cost: Increase Lapse	-324,646	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-182,188	-1.00
<b>FY16 CE Recommended</b>	<b>6,246,452</b>	<b>7.00</b>

## BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,858,134	3,390,278	3,121,091	3,239,476	-4.4%
Employee Benefits	828,607	995,064	895,537	975,499	-2.0%
<b>County General Fund Personnel Costs</b>	<b>3,686,741</b>	<b>4,385,342</b>	<b>4,016,628</b>	<b>4,214,975</b>	<b>-3.9%</b>
Operating Expenses	5,920,797	6,278,015	7,628,071	6,732,036	7.2%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>9,607,538</b>	<b>10,663,357</b>	<b>11,644,699</b>	<b>10,947,011</b>	<b>2.7%</b>
<b>PERSONNEL</b>					
Full-Time	37	39	39	38	-2.6%
Part-Time	4	2	2	2	—
FTEs	31.30	33.40	33.40	32.40	-3.0%
<b>REVENUES</b>					
Miscellaneous Revenues	67,280	163,300	163,300	163,300	—
Other Intergovernmental	0	48,710	48,710	48,710	—
<b>County General Fund Revenues</b>	<b>67,280</b>	<b>212,010</b>	<b>212,010</b>	<b>212,010</b>	—
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	—
Operating Expenses	3,090,399	2,842,854	2,842,854	3,572,311	25.7%
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>3,090,399</b>	<b>2,842,854</b>	<b>2,842,854</b>	<b>3,572,311</b>	<b>25.7%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Federal Grants	3,621,471	2,842,854	2,842,854	3,572,311	25.7%
State Grants	127,610	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>3,749,081</b>	<b>2,842,854</b>	<b>2,842,854</b>	<b>3,572,311</b>	<b>25.7%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>12,697,937</b>	<b>13,506,211</b>	<b>14,487,553</b>	<b>14,519,322</b>	<b>7.5%</b>
<b>Total Full-Time Positions</b>	<b>37</b>	<b>39</b>	<b>39</b>	<b>38</b>	<b>-2.6%</b>
<b>Total Part-Time Positions</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	—
<b>Total FTEs</b>	<b>31.30</b>	<b>33.40</b>	<b>33.40</b>	<b>32.40</b>	<b>-3.0%</b>
<b>Total Revenues</b>	<b>3,816,361</b>	<b>3,054,864</b>	<b>3,054,864</b>	<b>3,784,321</b>	<b>23.9%</b>



## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>10,663,357</b>	<b>33.40</b>
<b>Changes (with service impacts)</b>		
Enhance: Business Incubator Network by Creating MC Squared, a New Start-up Business Accelerator [Finance and Administration]	430,000	0.00
Enhance: Phase II Implementation of the Business Innovation Network - Development of Data Analytics Programming [Finance and Administration]	300,000	0.00
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: FY16 Compensation Adjustment [Finance and Administration]	220,993	0.00
Increase Cost: Retirement Adjustment [Finance and Administration]	16,882	0.00
Increase Cost: Group Insurance Adjustment [Finance and Administration]	9,864	0.00
Decrease Cost: Motor Pool Rate Adjustment [Finance and Administration]	-1,495	0.00
Decrease Cost: Printing and Mail [Finance and Administration]	-3,871	0.00
Decrease Cost: Operating Funds from the Marketing Business Development Division to Reflect Actual Spending [Marketing and Business Development]	-22,396	0.00
Decrease Cost: Montgomery Business Development Corporation Marketing Contract to Reflect Actual Spending [Marketing and Business Development]	-40,000	0.00
Decrease Cost: Life Sciences Incubator One-Time Startup Costs Funded in FY15 [Finance and Administration]	-50,000	0.00
Decrease Cost: Annualization of FY15 Personnel Costs [Finance and Administration]	-93,460	-1.00
Decrease Cost: American Film Institute's FY16 Budget Request [Finance and Administration]	-158,217	0.00
Decrease Cost: Increase Lapse [Finance and Administration]	-324,646	0.00
<b>FY16 RECOMMENDED:</b>	<b>10,947,011</b>	<b>32.40</b>
<b>GRANT FUND MCG</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>2,842,854</b>	<b>0.00</b>
<b>Changes (with service impacts)</b>		
Enhance: Federal Workforce Investment Act (WIA) Grants [Workforce Services]	569,602	0.00
Enhance: MD Division of Rehabilitation Services (DORS) Youth Program [Workforce Services]	111,400	0.00
Enhance: Wagner Peyser Act Funding [Workforce Services]	48,455	0.00
<b>FY16 RECOMMENDED:</b>	<b>3,572,311</b>	<b>0.00</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Marketing and Business Development	2,189,781	12.00	2,211,660	12.00
Business Empowerment	774,682	3.00	785,402	4.00
Workforce Services	3,358,703	3.00	4,107,517	3.00
Agricultural Services	758,782	4.40	792,239	4.40
Special Projects	341,673	2.00	376,052	2.00
Finance and Administration	6,082,590	9.00	6,246,452	7.00
<b>Total</b>	<b>13,506,211</b>	<b>33.40</b>	<b>14,519,322</b>	<b>32.40</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Totals	FTEs	Totals	FTEs
<b>COUNTY GENERAL FUND</b>					
CIP	CIP	252,958	2.50	263,104	2.50
Economic Development Fund	Economic Development Fund	125,976	1.00	129,166	1.00
Environmental Protection	Water Quality Protection Fund	200,000	2.10	320,000	2.10
NDA - Conference Center	County General Fund	113,277	1.00	118,314	1.00
<b>Total</b>		<b>692,211</b>	<b>6.60</b>	<b>830,584</b>	<b>6.60</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.			(S000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
<b>This table is intended to present significant future fiscal impacts of the department's programs.</b>						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>10,947</b>	<b>10,947</b>	<b>10,947</b>	<b>10,947</b>	<b>10,947</b>	<b>10,947</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>10,947</b>	<b>10,959</b>	<b>10,959</b>	<b>10,959</b>	<b>10,959</b>	<b>10,959</b>

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# Six Point Economic Plan

## MISSION STATEMENT

In the County Executive's inaugural speech on December 1, 2014, he introduced his Six-Point Economic Plan to position Montgomery County for greater economic success. Collectively, these six points represent some of the most pressing priorities to grow Montgomery County's economy by enhancing transit and fiber connectivity, stimulating entrepreneurial activities, reducing office vacancy, improving regulatory process, and revamping workforce to meet both industry and community needs.

## LINKAGE TO COUNTY RESULTS AREAS

- ❖ *A Responsive, Accountable County Government*
- ❖ *An Effective and Efficient Transportation Network*
- ❖ *Healthy and Sustainable Communities*
- ❖ *A Strong and Vibrant Economy*
- ❖ *Vital Living for All of Our Residents*

## PROGRAM CONTACTS

Contact Lily Qi of the Office of the County Executive at 240.777.2524 or Pofen Salem of the Office of Management and Budget at 240.777.2773 for more information regarding this initiative's operating budget.

## FY16 RECOMMENDED ENHANCEMENT

In addition to existing resources promoting the County's economic growth through strategic development efforts, the FY16 Recommended Budget adds approximately \$1.71 million in tax-supported resources for the implementation of the Six Point Economic Plan. Those efforts include targeted business assistance, support for entrepreneurs, a better coordinated workforce development system, development approval process improvements, transportation accessibility, and enhanced Internet broadband connectivity.

### Department of Economic Development (DED)

- Create a new start-up business accelerator, called MC Squared, to expand the County's business incubator networks. This initiative provides early-stage companies with an intensive product-focused curriculum to accelerate their growth and leverage the region's unique federal assets (\$430,000).

### Department of Permit Services (DPS)

- Add funds to support the Department's strategic efforts to streamline and improve the overall development approval process (\$551,344).

### Department of Technology Services (DTS)

- Enhance staffing levels in the County's Network Operations Center (NOC) to support more affordable and widely available broadband connectivity to the public and private sectors (\$728,900).

## PROGRAM DESCRIPTION

### Department of Economic Development

- One component of the Six Point Economic Plan is to expand the existing MOVE Program to reduce vacant Class A and B office space in the County. Through the MOVE program, businesses new to the County or businesses creating their first shared office space in the County receive a one-time grant for relocation or build out assistance. The MOVE Program was expanded in February 2015 to increase financial assistance from \$4 to \$8 per square foot, up to a

- 
- maximum of 10,000 square feet, for any industry sector except retail and restaurant.
- The BUILD Program is a new initiative supported by Montgomery County Economic Development Fund. It is designed to increase the number of construction jobs and the commercial tax base by selectively spurring the construction of Class A office spaces and hotels in the County. Through this program, approved property owners receive from 25 to 50 percent of the additional real property taxes generated by the new development through an annual grant payment that last ten years.
  - The MC Squared initiative, a new start-up business accelerator, is committed to accelerating, connecting, and retaining early-stage companies in the County for long-term economic growth. Healthcare, life sciences, and information technology are major economic drivers in Montgomery County. To nurture the next generation of tech savvy entrepreneurs, this initiative will provide companies with an intensive product-focused curriculum lasting five months to accelerate their business development. It will also help founders grow their companies to the point at which their products will be ready for further investment. In addition, it will connect companies with research support networks through the many federal agencies in Montgomery County, including the National Institute of Health, the Federal Drug Administration, the U.S. Department of Health and Human Services, the National Institute of Science and Technology, the National Cybersecurity Center of Excellence, and others.
  - To better meet the County's workforce development needs for businesses and residents, a coalition of workforce stakeholders, including the Executive staff, Montgomery County Workforce Investment Board, Montgomery Moving Forward, and Montgomery College, is developing detailed recommendations to enhance the management of workforce programs and services delivery and support local economic growth.

#### **Department of Permit Services**

- Streamlining the development process continues to be a priority for the County Executive. For FY16, the County Executive will continue existing funding for streamlined permitting activities in DPS. He will also add \$551,344 for strategic efforts to improve the overall development approval process. This funding will accomplish the following:
  - Help DPS meet its commitment to complete initial review and comment within 30 days for properly prepared and electronically submitted commercial plans;
  - Reduce the processing time for sediment control plans;
  - Staff more frequent development review meetings with the Maryland-National Capital Park and Planning Commission (M-NCPPC);
  - Continue the Department's move to electronic plan review and electronic permit processing; and
  - Improve coordination of construction that impact public rights-of-way in County business districts, while facilitating orderly construction activities.

#### **Department of Technology Services**

- Ultra Montgomery is a technology-based, multi-year, multi-phase economic development initiative. Its objective is to make gigabit broadband more affordable and widely available to the public and private sectors, including educational and government institutions, in major County corridors and transit-oriented communities. Ultra Montgomery will leverage resources invested through the County's FiberNet, planned economic development and smart growth initiatives, public libraries, business incubators, and community organizations in order to lower infrastructure deployment costs, create public private partnerships, and expand knowledge-based jobs and businesses within Montgomery County. The improvement of fiber optic connectivity in the County's FiberNet system will also enhance connections among the County's cybersecurity facilities, federal research networks, private businesses, and public WiFi access at County buildings.
- For FY16, the County Executive adds funds to enhance funding for the Network Operations Center, an enterprise initiative that supports FiberNet, County agencies, Montgomery County Public Schools, Montgomery College, Washington Suburban Sanitary Commission, Housing Opportunities Commission, and M-NCPPC.
- Additionally, as part of the Ultra Montgomery initiative, the County will extend deployment of WiFi in public buildings and civic areas in order to further enhance the use of public libraries, recreation and community centers, the County's "Thingstitute" laboratory, and the Business Innovation Network as places for technology and entrepreneurial innovation.

#### **Department of Transportation**

- The County Executive is committed to investing in existing and planned public transit systems to accommodate more residents and to support job growth in Montgomery County. Formation of an Independent Transit Authority (ITA) is currently in the planning phase with tentative goals to 1) develop a County-wide Rapid Transit System (RTS) that will reduce road congestion, improve local air quality, reduce road fatalities and crashes, and spur employment growth; 2) establish a transit tax that creates a stable and reliable source of revenue for funding transit; and 3) improve collaboration with the Washington Metropolitan Area Transit Authority (WMATA) for bus and rail services, the Maryland Transit Administration for the Purple Line light rail project, and MARC train services.

## Economic Development

Creating the jobs of the future in Montgomery County has been one of my top priorities. In December 2014, the County's unemployment rate fell to 4.0 percent – the lowest since 2008 and more than a 30 percent decrease since its high during the Great Recession. Over the past two years of recovery, Montgomery County jobs are up two percent. Construction of new residential units in the County has increased by 81 percent in the last three years. Non-residential construction has gone up 28 percent during that period.

While our recent economic growth has improved, I believe we must continue to lay the foundation for the future growth and economic health of the County. That is why I have initiated a Six-Point Economic Plan that I believe will ensure a more responsive County Government to our future economic needs. This Plan involves a number of County departments and will require the participation of the Council, our educational institutions, the State, Park and Planning, and our business community to truly succeed in achieving its goal – making Montgomery County the location of choice for the highest quality jobs and businesses. This Plan is detailed on page 68-1 of this document, but includes a number of elements.

I am working with all relevant stakeholders to develop a proposal, with accompanying legislation, to create an Economic Development Authority for the County that will assume many of the current functions and responsibilities of our Department of Economic Development. This Authority will have broad-based representation from the business, educational, and governmental sectors of our economy. It will be able to move us forward both within the region and nationally.

To reduce the amount of Class A and B office space in the County, I recommend expanding the MOVE program to increase the amount of a one-time grant (from \$4 to \$8 per square foot, up to 10,000 s.f.) for new companies signing their first lease in Montgomery County. The expansion applies to any industry except retail and restaurant. My recommendations also support the BUILD Program, a new initiative funded through Montgomery County Economic Development Fund, to increase the number of construction jobs and the commercial tax base by selectively spurring the construction of Class A office space and hotels in the County. The approved property owners can receive up to 50 percent of the additional real property taxes generated by the new development through an annual grant payment that lasts ten years.

As part of the Six-Point Economic Plan, I am also committing resources within the Department of Permitting Services (DPS) to continue and accelerate the streamlining of the development process. The additional resources provided to DPS will help the Department meet its commitment to complete the initial review and comment of Commercial Plan reviews within 30 days, continue the move to electronic plan review, reduce processing time for sediment control plans and improve coordination both within and outside of County Government.

To be more responsive, the Department of Permitting Services has engaged in a comprehensive study of its fees. A significant outcome of the study is that the Department will be moving away from a construction cost based fee for new commercial construction to a rate per square foot which more accurately reflects the necessary DPS staff work. This new approach is projected to yield a fee structure that is more equitable, predictable, and consistent with maintaining reserve policy. The County has twice reduced permit fees in the recent past and with the FY16 budget is proposing a new permit fee structure that will result in materially lower permit fees across multiple charges for services.

I am also creating a cabinet level Office of Procurement. As part of this plan, the Office of Procurement will provide more focus on procurement programs and efforts to improve the inclusion of currently

underserved sectors of the business community. The new Office of Procurement will include Procurement Support, Procurement Operations, and Business Relations and Compliance which were previously housed in the Department of General Services. Externally, businesses and other organizations will observe the priority placed on this function for both accountability and accessibility to government contracting.

The Six-Point Plan plan builds on the many past successes that we have collectively achieved in growing our economic base. Understanding their importance to our economic future, I provided leadership on critically-important County master and sector plans. In my first year, I successfully negotiated the purchase of Site Two in the East County from Washington Suburban Sanitary Commission. This parcel is crucial to ensuring the success of our White Oak Science Gateway. Working with businesses, the community, the Planning Board, and the Council, we will create 100,000 new jobs in the County through the Smart Growth Initiative, the Great Seneca Science Corridor, the White Flint sector plan, and the White Oak Science Gateway. That will be the biggest single growth in jobs in County history – more jobs than were added over the last 20 years combined. These projects will grow life sciences, stimulate quality jobs and commerce, and foster walkable communities, connected by transit, where residents can live and work.

My FY16 Recommended Operating Budget continues the work in repurposing the William Hanna Innovation Center to become the National Cybersecurity Center of Excellence. The Cybersecurity industry is indisputably one of the fastest growing industries in the nation and having the Center located in Montgomery County is an asset we must build upon. The proposed budget provides an additional \$300,000 to support the Life Sciences and Incubator support. It continues County funding support for BioHealth Innovation, the public-private partnership designed to take our County's biotech excellence to the next level by enhancing the commercialization of critical research done in the County. It also supports creating a new start-up business accelerator, called MC Squared, to expand the County's business incubator networks. The MC Squared will provide early-stage companies with an intensive product-focused curriculum to accelerate their growth and leverage the region's unique federal assets. This budget also provides continued County support for our successful Local Small Business Reserve Program and for the American Film Institute.

Under my administration, Montgomery County was the first local jurisdiction in the nation to establish a local Biotech Tax Credit, to give incentives for investment in local biotech firms. This year the County continues providing \$500,000 to eligible firms. We also have a local Cybersecurity Tax Credit and a Green Investor incentive to similarly stimulate investments in County-based firms. My budget includes a total of \$1.25 million to support growth of the County's high-tech industries in FY16.

## **Public Safety**

When I first assumed office, one of my highest priorities was creating "safe streets." And, our streets are safer, in large part because we have provided the resources needed to reduce crime. Despite our trying economic times, I increased full-time positions in the Police Department – sworn and civilian – by more than 300 since I became County Executive.

The result is that over my eight years in office, serious crime is down 27 percent from 2007 and all crime is down 28 percent. This is nearly double the national decrease for the same time period.

All the men and women who work for the Montgomery County Police Department deserve our appreciation and respect. They have worked harder and smarter and more creatively to protect the lives and property of the residents of Montgomery County – and these numbers are proof of their dedication and success.



MONTGOMERY COUNTY COUNCIL  
ROCKVILLE, MARYLAND

OFFICE OF THE COUNCIL PRESIDENT

MEMORANDUM

DATE: April 15, 2015  
TO: Nancy Floreen – Chair, Planning Housing and Economic Development Committee (PHED)  
Hans Riemer – Member, PHED Committee  
FROM: George L. Leventhal- President, Montgomery County Council *GL*  
SUBJECT: Agricultural Mobile Science Lab Proposal

I recently met with members of the Montgomery Countryside Alliance and the Montgomery County Farm Bureau on their proposal to bring the Maryland Agricultural Education Foundation's Mobile Science Lab to Montgomery County elementary schools. This agricultural science lab would offer students the opportunity to learn more about agriculture, farming and food sources as well provide experiential learning for our young people.

On April 20, I will meet with Montgomery County School Board President Patricia O'Neill, Vice President Michael Durso and Montgomery County Public School staff to evaluate the feasibility of this program. Francis Frost, President of the Montgomery County Council of Parent Teacher Associations, will also be attending.

I believe it would be most appropriate for this program to be administered through the County's Department of Economic Development. To that end, I ask the PHED committee members to add \$51,000 to the reconciliation list for the rental cost of the mobile science lab as well as \$10,000 in funding for staff and administrative costs. I look forward to working with you on this issue.

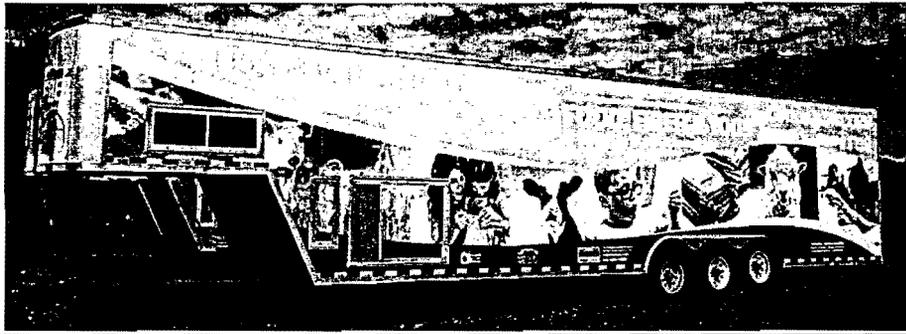
Attached is a document that provides greater detail on this program. If you have any questions please contact Walton Harris in my office.



Montgomery County Farm Bureau

Montgomery  
Countryside  
Alliance

## Proposal to bring a specially tailored Maryland Agricultural Education Foundation's Mobile Science Lab to all Montgomery County elementary schools



### Background for this proposal

Montgomery Countryside Alliance and Montgomery County Farm Bureau initiated this request in response to the recommendations put forth by the Farming at Metro's Edge (FAME) Conference held January 11-12, 2013. This represents an extraordinary opportunity to ensure that every Montgomery County elementary student, through each 4-5 year cycle, will have exposure to learning about agriculture, our extraordinary Ag Reserve and farms and their food system without the time and expense of off school field trips.



### Excerpts from the Farming at Metro's Edge (FAME) Conference summary

Note: Conference was held in 2013 at Universities at Shady Grove

"...Three themes had support from roundtables in all three sessions..."

- "...more educational and technical assistance for farmers..."
- "...All three sessions also noted the need for more agricultural education for the non-farming public. Almost 17% of the 144 recommendations dealt with that deficiency, especially with regard to youth..."
- "...Preservation of more farmland..."

This proposal addresses the second theme, agricultural education for youth.



**Benefits this proposal brings to participating Montgomery County elementary schools, their students and their teachers**

- -Students and teachers benefit from on grounds field trip, saving time and money
- -Students conduct hands-on investigations on agricultural and food themes relevant to county residents
- -Lab exercises are matched to Common Core, STEM and other relevant standards and complement, not substitute for or replace, on-going classroom curriculum
- All laboratory and support materials are provided

**Summary of responsibilities for the parties involved in this project:**

**The Montgomery County Executive and Council:**

- **Appropriate \$51,000** of new funding per year for the Mobile Science Lab annual rental cost
- **Appropriate an additional \$10,000** in funding for staff cost required to administer the program

**Montgomery County Department of Economic Development Ag Services Division:**

- **Administer, oversee and evaluate** the MAEF Mobile Science Lab program.
- **Schedule** lab visits prior to the beginning of the school year,
- **Initiate** requests for transport of the lab, and
- **Pay** MAEF for services rendered with the newly appropriated funds.

**Maryland Agricultural Education Foundation:**

- **Build and equip** a new Mobile Science Lab for Montgomery County,
- **Modify** parts of the "Food, Fiber and You" curriculum for relevance to Montgomery County's agriculture and food sectors and supply both the laboratory and classroom materials needed by each school,
- **Provide** a professional instructor on the lab and

- Transport the Mobile Science Lab from school to school, as directed by DED Ag Services

**NOTE:** Less than half of the cost to build and operate the labs is covered by the rental fee. The rest is covered by revenue from the Maryland Ag Tag (colorful, farm scene MD license plates) and from donations.

Each elementary school would provide:

- A level site (minimum 20' x 50'), to park the Lab, that is accessible to students,
- A 220V, 50 amp "RV-type" electrical hookup (NEMA #14-R) within 75' of the center of the Mobile lab space,
- Water (hose bib) hookup and
- Parent volunteer to assist instructor at all times classes are in the labs

For more on the program : <http://www.maefonline.com/>

**NOTE:** See full proposal for details. For feedback from an elementary school teacher who has had first hand experience using the MAEF Mobile Science Labs, feel free to contact Ms. Karen Earp at Clarksburg Elementary School. She has offered to answer your questions and inform you of her personal experiences with the lab at her school. Her cellphone number is [REDACTED] and her MCPS email is [Karen\\_S\\_Earp@mcpsmd.org](mailto:Karen_S_Earp@mcpsmd.org).

Contacts: Tom Hartsock: [tgh@umd.edu](mailto:tgh@umd.edu)  
Caroline Taylor: [caroline@mocoalliance.org](mailto:caroline@mocoalliance.org)  
Jeremy Criss: [Jeremy.Criss@montgomerycountymd.gov](mailto:Jeremy.Criss@montgomerycountymd.gov)

Prepared: 4/11/2015

Montgomery County  
Department of Economic Development

# Small Business Awards

Celebrating Small Business Success

*"Great celebration of small business success in the County!" - David T. Nguyen, United Solutions (2014 Winner)*

## **3rd Annual Montgomery County Small Business Awards**

June 24, 2015

Registration, Networking & Exhibit Hall (11 a.m. – noon)

Luncheon Award Ceremony (Noon – 2:00 p.m.)

Bethesda North Marriott Hotel & Conference Center

### **Celebrate Montgomery County Small Businesses – Sponsor or Exhibit at the Event!**

We invite you to join us on June 24 for the **2015 Montgomery County Small Business Awards** where small businesses gather to celebrate success and honor achievement. If you are a small business, small business resource provider, or if you market to small businesses – the **3rd Annual Montgomery County Small Business Awards** is the event for you!

Montgomery County is the economic engine of the State of Maryland, and small businesses represent the vast majority of companies doing business in the County. Small business is the backbone of the economy and responsible for the majority of jobs and job growth.

Last year we welcomed more than 400 award winners, sponsors, exhibitors and attendees at the event. This year promises to be even bigger.

Don't miss out – there are many ways for you to support this event, recognize our small businesses and increase your visibility with this important community.

Visit **MCSmallBizAwards** today to register, download the Sponsorship/Exhibitor Prospectus and nominate your favorite local small businesses!

Questions? Contact Judy Stephenson at [judith.stephenson@montgomerycountymd.gov](mailto:judith.stephenson@montgomerycountymd.gov) or 240.777.2012.



Share the word about the **3rd Annual Montgomery County Small Business Awards** with your network.

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## Response to Jacob Sesker's Questions, March 31, 2015

**What was the basis for the request for a \$5,000 increase from FY15 to FY16? For example, is MMF planning to provide an additional service in FY16?**

The primary basis for the \$5,000 increase is to cover more of the true costs of driving the work on Montgomery Moving Forward's Issue Area #1 (to make Montgomery County a workforce development leader) across the finish line. We are committed to raising additional public, philanthropic and business resources so that we do not have to scale back the work at this critical and exciting point.

As you probably know and to be completely blunt, the work being carried out by MMF is dependent on high level volunteers and in-kind support. For example, all of the considerable work being done by the Project Director for the County Executive's Steering Committee on Workforce Development is above and beyond our contract with the Project Director and totally uncompensated. Another \$40,000 in in-kind contributions are provided by Nonprofit Montgomery in the form of program coordination, program evaluation and indirect expenses such as space. The Winter 2015 Assessment was carried out by volunteers and included surveying 100 community leaders and analyzing thousands of data points as well as documenting all of MMF's major activities.

**What is the status of your current relationship with DED? For example, do you have a contract or some written documentation of MMF & DED's expectations re deliverables & milestones, conditions, timing of payment, etc.?**

We do have an FY15 scope of work (pasted below in italics), but have not yet inked an FY16 scope of work. All of the DED funds go towards covering a portion of the Project Director's time. Note that we have provided monthly reports to DED. We completed the scope of work months ago and continue to carry out the MMF work plan.

*In keeping with the Collective Impact model of community problem solving, MMF seeks to find common ground, come to a common vision and embrace specific and actionable plans. For this contract period, MMF is primarily focusing on a "good jobs" agenda by continuing to lead community-wide conversations, setting a public policy agenda, and taking action through experimentation and innovation so that more residents achieve self-sufficiency, more businesses find qualified workers and more communities' contribute to countywide prosperity. Specifically:*

- 1. The Contractor will staff and manage the Montgomery Moving Forward Initiative (MMF).*
- 2. The Contractor will organize and hold four meetings of the MMF Leadership Group which is responsible for oversight and strategic direction. (Average attendance is 25 – 30.) As needed, the Contractor will organize at least 5 smaller group or task force meetings. (Average attendance is 5 – 10.)*
- 3. The Contractor will manage follow-up to cross sector community-wide conversations. For example, the Contractor has agreed at the request of the Technology Council of Maryland to organize and/or advise a series of meetings to explore the workforce development needs of its members. This request came in follow up to a recently held MMF sponsored community-wide symposium on workforce development in Montgomery County.*
- 4. The Contractor will facilitate the articulation and pursuit of a public policy agenda that advances a more coordinated, impactful and state of the art system of workforce development. This includes, but is not limited to:*
  - refining recommendations that speak to the workforce development system, policies and practices;*
  - gamering and incorporating feedback from stakeholder groups and individual meetings (such as the business, philanthropy, nonprofit, education and government sectors - 5 – 7 focus groups with average attendance of 10 – 15 plus 15 -25 individual meetings;*
  - developing and implementing a strategy for communicating the final recommendations to the appropriate leadership and broader community;*

- *developing and implementing a strategy for encouraging and monitoring the implementation of final recommendations.*
5. *The Contractor will facilitate and encourage experimentation and innovation in close collaboration with MBDC and the DED/WIB. This includes, but is not limited to supporting the successful implementation of Rx for Employability, a new Career Pathways initiative in the health and wellness industry and monitoring progress of Rx for Employability and of system-wide improvements. The Contractor will continue to serve as a broker and facilitator of collaboration. The Contractor will also help to establish clear, quantifiable outcome measures and will receive quarterly progress reports from the coordinating entity.*
6. *The Contractor will complete a review of the MMF process (based on the Collective Impact model) and the MMF outcomes against the original process design and goals of MMF. The results will be shared widely in order to inform future cross-sector problem-solving efforts. The results will also be used by the Leadership Group to determine whether, when and how to begin work on another problem.*

**What economic development related projects/initiatives/gaps will MMF be applying the collective action model to in FY16?**

In FY16, MMF expects to report demonstrable, meaningful progress on the action steps outlined in the October 2014 Call to Action. The MMF Leadership Group identified consistent monitoring and public reports as essential to continued progress and significant systems improvements. In FY16, MMF's will monitor progress and produce 12-month and 18-month community report cards to hold community leaders accountable for accomplishing goals identified in the Call to Action.

In FY16, MMF expects to continue to encourage and facilitate Rx for Employability with an even greater emphasis on rigorous and transparent metrics and documentation of a replicable career pathways program.

April 16, 2015

Hon. George Leventhal, President  
Members of Montgomery County Council  
100 Maryland Avenue  
Rockville, Maryland 20850

Re: Montgomery Business Development Corp. Budget Request: FY16

Dear Mr. Leventhal and Council Members,

Montgomery Business Development Corporation is pleased to submit its FY16 budget request to the Montgomery County Council. We are in the midst of exciting times, with near universal recognition of the County's need to be more aggressive and entrepreneurial in its marketing and business development efforts. While County Executive Leggett has announced his intention to privatize much of the work currently performed by the Department of Economic Development, this initiative is not likely to be implemented until the end of 2015. Accordingly, we seek the Council's approval for funds in excess of those recommended by Mr. Leggett.

During FY15, MBDC's budget was \$540,000. This amount funds basic operations for three employees, space, computers, technology systems, and networking activities. With few exceptions, it does not fund any significant marketing or business development activities. Mr. Leggett has proposed a budget of \$500,000 for MBDC for the next fiscal year. As you can see from the attachments, MBDC's base budget for FY16 is \$536,950.

For FY16, MBDC proposes adoption of an enhanced budget which will fund a core of marketing and business development activities to advance the County's economic development initiatives. We seek a budget allocation of \$625,000 to enable the MBDC to:

- Significantly increase our production of brochures and collateral materials;
- Develop and place more marketing ads in key publications;
- Enhance our social media and website activities; and,
- Cultivate industry relocation professionals for favorable County relocation possibilities; and,
- Attend and promote key industry economic development events regionally and nationally.

According to Cushman Wakefield National Research, from 2012—2014 there were 4,792 companies, which made corporate relocation and expansion decisions nationally. To compete in this arena, Montgomery County must be better positioned to attract and retain corporate investments and create jobs. MBDC's proposed FY16 budget will position us to do that.

Attached is an MBDC budget summary for FY16, FY17, and FY18 showing how MBDC would propose to use any additional funds allocated from the Council. Nearly all of the suggested increases are for marketing and business development purposes. We do not propose increasing our number of employees or our general operating expense structure. Additional attachments detail each budget category.

If the Council only funds the base amount recommended by Mr. Leggett, the difference of \$36,950 between this amount (\$500,000) and MBDC's estimated base operations expenses (\$536,950) will be funded by private contributions and accumulated reserves.

Assuming DED's activities are privatized later this year, the proposed increased marketing and business development activity level for MBDC would facilitate transition of DED's activities to the privatized entity. In addition, MBDC has proposed raising approximately \$25,000 in private funds towards designated marketing activities.

We look forward to discussing our proposals in more detail at the upcoming work-session of the Council's Planning, Housing & Economic Development Committee. Thank you very much.

Sincerely,



Holly Sears Sullivan  
President

Sincerely,



Robert G. Brewer  
Board Chair

cc: Honorable Isiah Leggett  
Mr. Jacob Sesker  
Ms. Lily Qi,  
Ms. Sally Sternbach  
MBDC Board of Directors

## business works here

### **MBDC Proposed Budget Plan FY 2016**

The Montgomery Business Development Corporation is a 501(c)(6) not for profit business and economic development organization intended:

- To coordinate the creation and retention of primary and secondary jobs in Montgomery County through proactive marketing efforts
- To gather, format and share relevant data regarding Montgomery County and its diverse communities.
- To develop and promote a unified, compelling image of Montgomery County to site selection consultants and targeted industry clusters.

#### **Operations Budget:**

*The budget numbers represented in parentheses represent a range from base budget to the enhanced budget, as represented on the excel budget document. The enhanced marketing expenditures would result in greater exposure and marketing collateral for the County.*

- A. Personnel/Salaries (\$389,000)
  - The MBDC has three full-time staff members.
  - This number includes payroll, expenses and all tax withholdings.
  
- B. Rent and Organization functions (\$54,850)
  - The MBDC leases office space from BioHealth Innovation, Inc. The co-location of economic development organizations creates synergy and information-sharing.
  - This line item includes: lease office space, phone, insurance, MBDC Board and Executive Committee meeting costs, legal consultation, transportation costs, legal fees, printing and postage fees, and bank fees.
  
- C. Accounting (\$15,000)
  - The MBDC currently contracts with Snyder Cohen to review financials and for our annual audits.
  
- D. Databases (\$11,000)
  - The MBDC currently has ESRI, CoStar and Loopnet Databases to assist with marketing and data capabilities
  
- E. Professional Development (\$2,000-3,600)
  - The MBDC staff routinely attends educational and training programs and webinars through IEDC, MEDA, Atlas and ESRI

## Marketing Budget

- A. Brochures and Collateral (\$12,000-30,000)
- Creation of compelling marketing materials to promote the assets of Montgomery County
  - Continue to update existing community profiles and existing marketing materials to ensure relevant, consistent and polished collateral
  - Brochures created to date: community profiles for each community in Montgomery County, Friendship Heights Retail Brochure, Purple Line brochure, Incentives Brochure, Montgomery County Retail Brochure.
- B. State of Maryland Department of Business & Economic Development Recruiting/Marketing Outreach (\$1,800-\$4,000)
- DBED marketing team routinely takes 2 outbound recruiting trips a year to promote the State and its communities for relocation and expansion decisions
- C. Site Selection Consultants Outreach (\$4,000-\$10,000)
- Attend three site selection conferences to build relationships with site selection consultants
  - 75% of corporations use site selection consultants for relocation and site decisions
- D. International Council of Shopping Centers (ICSC) (\$8,000-\$12,000)  
ICSC is the premier global trade association of the shopping center industry. Its has more than 65,000 members in over 100 countries include shopping center owners, developers, managers, marketing specialists, investors, retailers and brokers, as well as academics and public officials.
- Attend and rent booth space at the Mid-Atlantic ICSC Conference
  - Attend and rent booth space at International conference in Las Vegas
- F. Industrial Asset Management Council (IAMC) (\$0-\$4,000)
- The Industrial Asset Management Council is the leading association of industrial asset management and corporate real estate executives, their suppliers and service providers, and economic developers
  - Attend one conference

- G. Meetings/Entertainment (\$7,000-\$15,000)  
It is necessary to routinely host meetings and events to promote Montgomery County as a business investment location
- H. Advertising (\$10,000-\$30,000)
- Print advertising is necessary to facilitate a positive image of doing business in Montgomery County. MBDC plans to accompany the print advertising campaign with direct mail pieces and outbound visits.
  - Contract with Business Journals in region and benchmark communities to promote Montgomery County as a business destination
  - Additional advertising may be pursued in industry magazines, such as Site Selection, Business Facilities and similar publications.
- I. Contract Services (\$10,000-\$30,000)
- Contract services may include graphic design, public relations services, and advertising services for the purposes of marketing Montgomery County
  - Additionally, contract services may include consultant studies and assistance for research, data and marketing.
- J. Communications/Social Media (\$2,500-\$10,000)
- When marketing a community, it is necessary to use various tools to promote a compelling message and image. Social media, press releases and newsletters are tools used to communicate effectively. The MBDC is proposing to use these tools in their overall marketing and messaging of the Montgomery County.
- K. Memberships (\$4,800)
- Organization memberships are necessary for continued education, training, networking, relationship building and marketing opportunities.
  - MBDC is proposing the following memberships:
    - NAIOP-The Commercial Real Estate Organization
    - International Council of Shopping Centers
    - International Economic Development Council
    - Southern Economic Development Council
    - Industrial Asset Management Council
    - Maryland Economic Development Association
- L. Website Hosting, Maintenance and Upgrades (\$5,000-\$10,000)
- It is necessary to ensure the organization's website is current with relevant data. The MBDC will continue to enhance the data, mapping capabilities and general information, while ensuring the site is user-friendly

FY 18 Additional Marketing Items:

- A. In-bound Red Carpet Tour (\$100,000)
  - Host a group of corporate decision makers and site selection consultants in Montgomery County to showcase our community for 2 days.
  - This builds upon our attendance at site selection conferences and strategic marketing efforts.
  - These events include a signature event
  
- B. Investor Relations (\$5,000)
  - MBDC proposes raising private funds for programmatic efforts. In order to effectively communicate a return on investment, the MBDC shall have direct communication, events in order to build relationships with investors.

**Private Programmatic Fundraising**

- A. The MBDC will be soliciting private dollars for specific activities as it relates to marketing and the retention, expansion and recruitment of new business and capital investment into Montgomery County. Such programmatic activities may include:
  - International Council of Shopping Centers Trade Show
  - Site Selection consultant marketing
  - Industry sector meetings

**Metrics**

*The range in metrics represents base level of investment to enhanced level of investment.*

- A. Increase visibility of Montgomery County to site selection audience.
  - Increase site selection consultant database by 5-15 new consultants annually.
  - Increase national and international broker contacts by 3-10 annually
- B. Market Montgomery County for mixed-use projects
  - Develop a minimum of 4- 10 new retail, or similar project, leads annually
- C. Marketing Collateral
  - Develop a minimum of 5 new brochures in FY 16
- D. Business Retention, Expansion and Recruitment
  - Generate a minimum of 5 leads for potential business retention, expansion or recruitment projects annually
  - Develop a synergistic business retention tool by industry cluster.
    - Develop relationships via industry visits, target industry meetings or similar events with a minimum of 125 companies in FY 16.



Expenses	FY 16 Proposed Base Budget	FY 16 Proposed Enhanced Budget	FY 17 Proposed Budget	FY 18 Proposed Budget
Personnel	\$389,000	\$389,000	\$417,450	\$429,039
Rent/Organization	\$54,850	\$54,850	\$61,700	\$64,200
Accounting	\$15,000	\$15,000	\$15,000	\$17,000
Databases	\$11,000	\$12,000	\$14,000	\$16,000
Professional Development	\$2,000	\$3,600	\$3,800	\$4,000
Brochures/Collateral	\$12,000	\$30,000	\$35,000	\$35,000
DBED Recruiting Trip	\$1,800	\$4,000	\$4,000	\$5,000
Site Selection Cons. Outreach	\$4,000	\$10,000	\$14,000	\$10,000
ICSC Conferences	\$8,000	\$12,000	\$15,000	\$17,000
IAMC Conference	\$0	\$4,000	\$4,000	\$4,000
Meetings/Entertainment	\$7,000	\$15,000	\$20,000	\$25,000
Advertising	\$10,000	\$30,000	\$70,000	\$40,000
Contract Services	\$10,000	\$30,000	\$50,000	\$60,000
Communications/Social Media	\$2,500	\$10,000	\$12,000	\$15,000
Memberships	\$4,800	\$4,800	\$6,300	\$6,600
Website Hosting, Maintenance	\$5,000	\$10,000	\$13,000	\$15,000
In-bound Red Carpet Tour				\$100,000
Investor Relations				\$5,000
<b>Total Proposed Expenses</b>	<b>\$536,950</b>	<b>\$650,086</b>	<b>\$755,250</b>	<b>\$867,839</b>
Programmatic Private Fundraising Goal	\$25,000	\$25,000	\$50,000	\$75,000

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# **GSK to establish global vaccines R&D centre in the US**

**02 April 2015**

Issued: London and Philadelphia, PA

## **New hub based in Rockville, MD expands GSK's global vaccines R&D footprint**

GSK announced today it is further strengthening and expanding its vaccines presence in the US by establishing a new global centre for vaccines research and development (R&D) in Rockville, Maryland. The site will become one of three global vaccines R&D centres for GSK, complementing the company's existing global R&D centres in Rixensart, Belgium and in Siena, Italy, a site which GSK recently acquired from Novartis in March 2015.

The new US vaccines R&D centre will expand GSK's efforts to discover and develop novel vaccines across a range of pressing public health threats, including those relevant to the US. It will consolidate vaccines R&D activities currently conducted at other GSK sites including in Philadelphia, PA and Cambridge, MA, into one centralised location. Key late stage development programmes, as well as vaccine discovery and new platform technology development will be led from Rockville.

The Rockville site, which was acquired by GSK in 2012, offers proximity to vaccines collaborators and key public health stakeholders. GSK anticipates site operations for vaccines to begin in Rockville as early as September 2015.

**Luc Debruyne, President, GSK Vaccines, said:** "As the global vaccines leader, GSK is on the cutting edge of vaccine development. Following the acquisition of Novartis's global vaccines business and in recognition of the vaccines knowledge and expertise in the United States, we are pleased to expand our US presence with the creation of a world-class vaccines R&D centre. This will drive innovation, and enhance our capabilities for new vaccine discoveries that protect the US and public health around the world."

**Maryland Governor Larry Hogan said:** "I am proud that a world-class pharmaceutical company like GSK has chosen to grow its US operations in Maryland. With key federal labs like the Food and Drug Administration and the National Institutes of Health in our backyard, a highly-educated workforce and

a critical mass of life sciences companies, Maryland offers GSK an excellent environment in which to grow and thrive.”

This move follows GSK’s acquisition of Novartis’ vaccines business as part of the companies’ major three-part transaction that closed in March 2015. GSK and Novartis’s vaccines R&D organisations are highly complementary, bringing together respective expertise in virology and bacterial infection.

**GSK** – one of the world’s leading research-based pharmaceutical and healthcare companies – is committed to improving the quality of human life by enabling people to do more, feel better and live longer. For further information please visit [www.gsk.com](http://www.gsk.com).

# Relevant Health

MOVING MINDS TO MARKET

- **RelevantHealth** is a startup accelerator developed from the ground up with the needs of health technology innovators and entrepreneurs in mind. Its sole focus is on supporting the development of life-changing health technology products and getting these products into the market. RelevantHealth will provide health tech innovators with the resources they need to turn their ideas into tangible, viable products.
- **The Program** will expose founders of early-stage companies ("Residents") to an intensive product-focused curriculum, connect them with a strong mentor network, and support them as they develop a product for pilot testing and investment. RelevantHealth will host cohorts of 8 - 10 companies for a five-month long, formal, program. One to two cohorts will be hosted per year.
- **Our Approach** is to focus on product development. Our goal is to help each participating company have an actual product to demonstrate at the end of the program, not only a polished pitch to investors. To this end, and unique among the accelerator community, RelevantHealth will provide a pool of software developers to support rapid product development.
- **Our Location** is in Montgomery County, Maryland. The area is home to the United States' leading public sector health organizations, including The National Institutes of Health, U.S. Food and Drug Administration, and Department of Health and Human Services. The region is also home to many of the world's leading pharmaceutical, life science and health analytics companies. According to US census bureau, Montgomery County has the highest proportion of residents 25 years and older who hold an advanced degree. It provides a place to work and live for tens of thousands of the world's best health and technology innovators.
- **Our Home** is a new dedicated co-work space located within the Rockville Innovation Center. The facility will be open year-round, hosting not only the active accelerator cohort, but also events and a network of health stakeholders. Once operating, RelevantHealth is expected to become a focal point of health technology activity in the region.
- **The Details.** In exchange for 8% of company equity given to RelevantHealth, participating startups will receive a stipend of up to \$50,000, mentorship and support while completing the program.
- **Timing** Applications due Summer 2015, Program Launch Fall 2015
- **Contact** Ethan Byler at [ethan@relevanthealth.md](mailto:ethan@relevanthealth.md) or 301-637-7952

## Relevant Health

MOVING MINDS TO MARKET

**RelevantHealth** is intended to help the best minds in health and technology create world-changing products. We understand the unique challenges facing founders seeking to scale in the health technology market and are designing the RelevantHealth accelerator from the ground up specifically with health tech founders' needs in mind.

If admitted as a RelevantHealth "Resident," you will progress through a five-month program focused on rapidly developing prototypes and ensuring product-market fit through rapid product iteration. You will be based at a brand-new dedicated co-working facility in Rockville, MD. This will ideally position you minutes away from many of the world's leading health organizations and a large pool of health expertise.

### Who Should Apply?

- Founders that have a vision for a health technology product ready to shape the future of healthcare.
- Individuals not afraid of risk, able to thrive under pressure, and open to new ways of thinking and working.
- Startups that can turn an idea into a product that is "investable" by the end of the program.

Does this sound like you? We welcome you to learn more by visiting [RelevantHealth.md](http://RelevantHealth.md).



# Alexandria LaunchLabs™

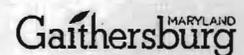
in MARYLAND

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708 Quince Orchard Road  
Gaithersburg, Maryland



A consortium project with Alexandria Venture Investments, BioHealth Innovation, Montgomery County Government, and the City of Gaithersburg



# Alexandria LaunchLabs™ in Maryland

Alexandria LaunchLabs™ in Maryland is a public/private venture designed to fill a niche need for early-stage life science companies by providing small modules of laboratory/office space with supporting infrastructure, shared amenities and services, and an array of programs via our consortium partners.

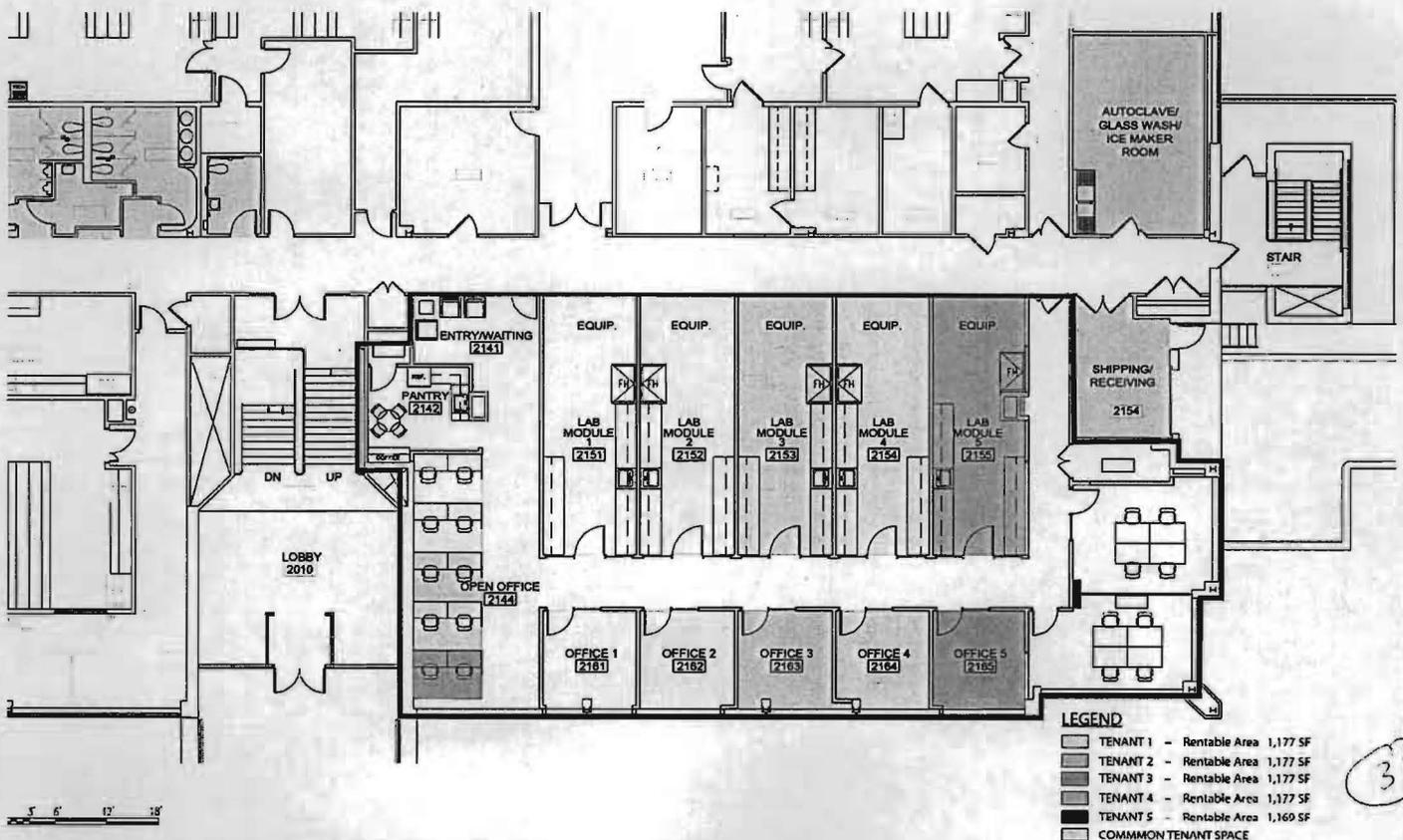
## FEATURES

- Five laboratory/office modules; each approximately 1,200 Rentable Square Feet (RSF)
  - Laboratory space includes casework, sink, fume hood, equipment storage, emergency generator capacity, etc.
  - Office space includes one furnished office, two workstations and common lobby, pantry, conference rooms, IT closet, autoclave, and glass wash so business can immediately commence
- BioHealth Innovation will provide their Startup and Entrepreneur-in-Residence programs to guide early-stage life science companies and provide resources to facilitate their growth

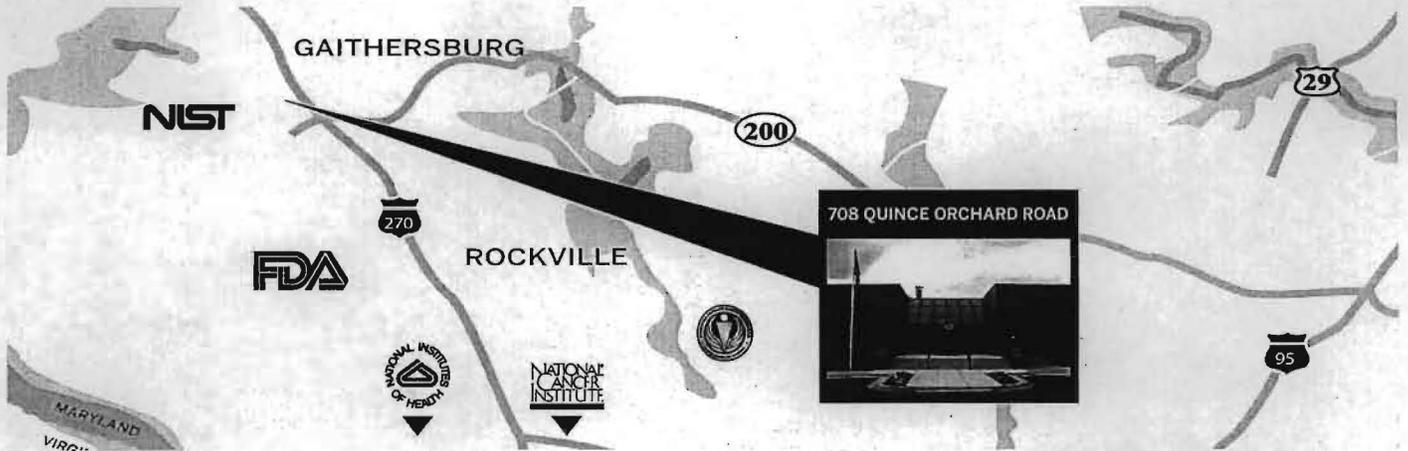
## LEASE TERMS

- 12 month lease terms with potential for a six (6) month extension
- Base Rent is \$3,925 per month to account for rent and operating expenses inclusive of utilities
- Security deposit is equivalent to one (1) month of Base Rent

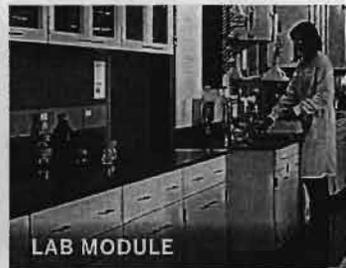
## FLOORPLAN



LOCATION



FEATURED AMENITIES



ALEXANDRIA.

ALEXANDRIA VENTURE INVESTMENTS

Alexandria Venture Investments, founded in 1996, is the strategic venture capital arm of Alexandria Real Estate Equities, Inc. The team actively invests at the cutting edge of novel, breakthrough discoveries in biopharmaceuticals, diagnostics, research tools, medical devices, digital health, and technology. Alexandria Venture Investments makes investments in the life science and technology sectors by providing equity and venture debt capital directly to companies and by taking limited partner positions in venture funds. Based on its experience and in-depth understanding of the life science and technology industries, its long-term relationships with leading investors, and its world-class international scientific advisory network, Alexandria Venture Investments is uniquely positioned to fund early and growth-stage companies.



**BioHealth Innovation™**  
Maryland's Commercialization Collaborative

BIOHEALTH INNOVATION, INC. (BHI)

BHI is a public-private partnership with a mission of fostering commercialization of health and life sciences assets in the Central Maryland region. BHI is known for providing commercial assistance to scientists and founders in the early-stages of forming new ventures and supporting the early growth of these ventures. Our goals are aimed at infusing a new class of growth companies in the vibrant biohealth ecosystem in Central Maryland and support the continued growth to be one of the leading clusters of biohealth economic activity in the world. BHI realizes this mission through our partnerships with the leading institutions from industry, government, academia, and investment communities with a record of prominence and success within the industry. Our distinguished partners include MedImmune, Qiagen, Becton Dickinson, Roche, Emergent Biosolutions, Sigma Tau Pharmaceuticals, Adventist HealthCare, SR One, NEA, M&T Bank, Johns Hopkins University, and the University System of Maryland.



MONTGOMERY COUNTY

Montgomery County, Maryland is a major gateway to the Washington, DC metro area and a dominant economic engine for the state. The county offers a well-developed knowledge-based business and research hub, and is the epicenter for the biotechnology industry in the Mid-Atlantic region. Capitalizing on a prime location in the heart of the region's federal and advanced technology sectors, the county is emerging as one of the nation's leading business centers with over 60 major headquarters, 250 biotech companies and 18 federal agencies located here. Montgomery County also provides rich resources for entrepreneurs to start and grow their businesses. Opportunities abound to showcase and pitch to potential funders, to network with others in the life sciences and technology industries and to meet both formally and informally with sector regulators.

Gaithersburg MARYLAND

CITY OF GAITHERSBURG

The City of Gaithersburg is a major international hub for life sciences and technology companies. Nearly 40% of Gaithersburg's residents over the age of 25 hold a bachelor's degree or higher, making this one of the most well-educated communities in the nation. The City's closeness to Washington, DC translates into opportunities for local employers. Our companies realize value from government contracts, federal research institutions, and R&D funding. Gaithersburg is also one of the country's fastest growing populations. Prime location, economic development incentives, highly educated workforce, and an unparalleled quality of life make Gaithersburg the ideal place to grow your business.

[www.growgaithersburg.com](http://www.growgaithersburg.com)

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## Alexandria LaunchLabs™ in MARYLAND

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ALEXANDRIA.

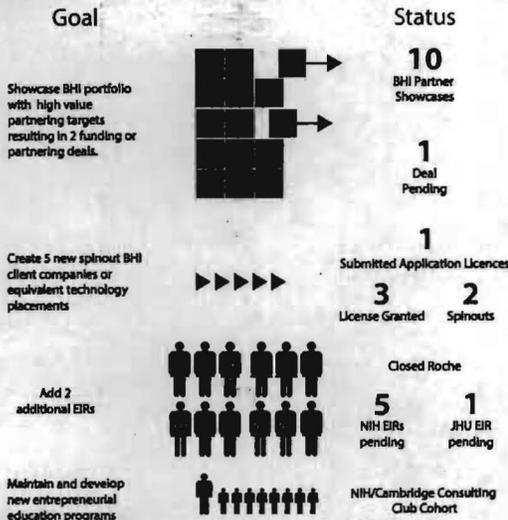


Gaithersburg MARYLAND

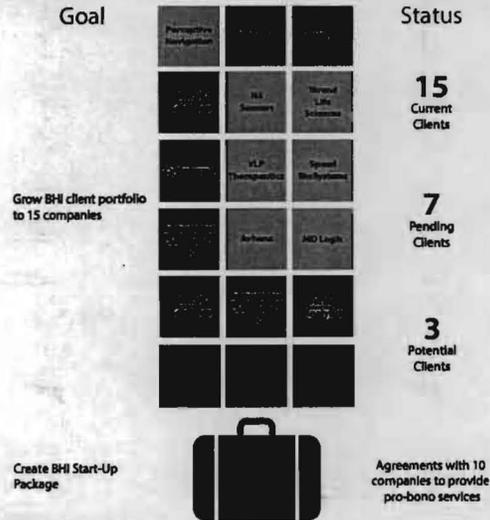


# BioHealth Innovation 2014 Metrics Dashboard

## Goal 1 Expand BHI Entrepreneur-in-Residence Program



## Goal 2 Grow BHI Client Portfolio and develop startup package



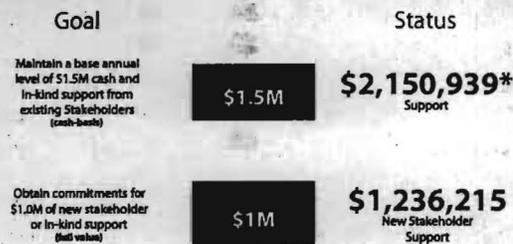
## Goal 3 Manage BHI Federal Funding Program



## Goal 4 Support and Expand Health IT Accelerator Program



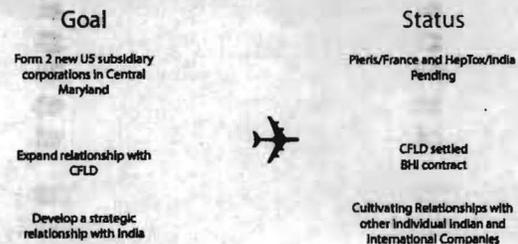
## Goal 5 Increase and Diversify Financial Support for BHI



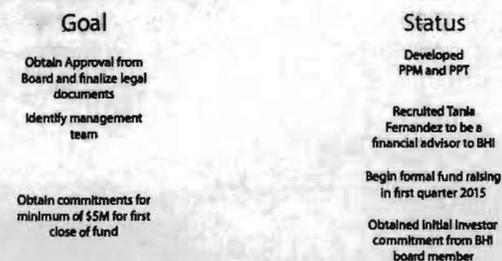
\* \$408,333.33 was paid by funders in advance of the commencement of the 2014 Fiscal Year



## Goal 6 Implement International BHI Soft Landing Program



## Goal 7 Create a BHI Early Stage Fund



■ Sure ■ Probable ■ Possible

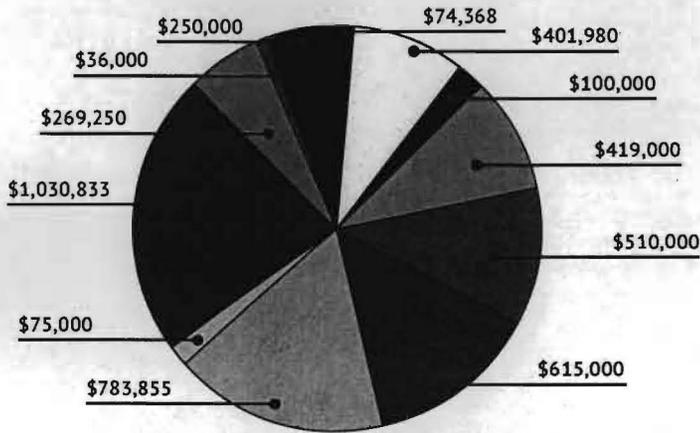


# 2015 BHI Impact in Montgomery County

## PROJECTED FUNDING

**\$4,565,585**

2015 Funding

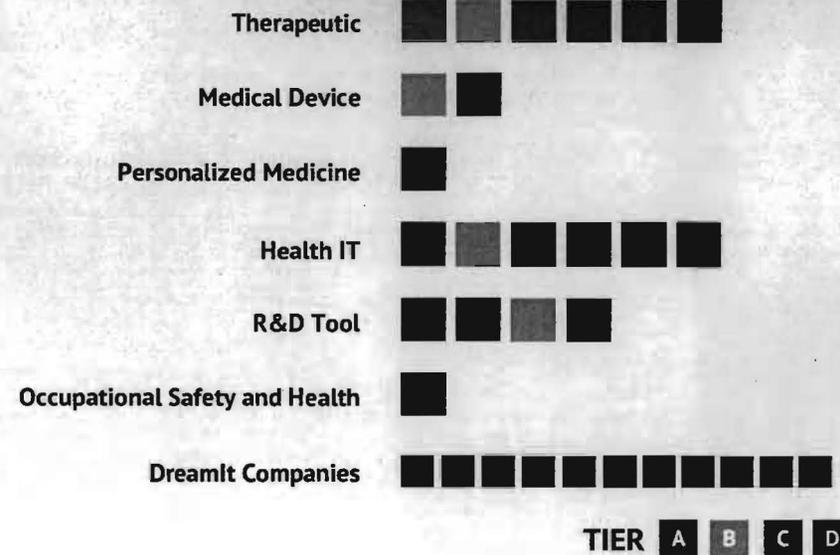


**9:1**

Leverage Ratio to each County \$

- University
- Sublease Income
- Special Projects Income
- Private Sector
- NGO
- EIR Funding
- Relevant Health Accelerator
- Local Government
- In-Kind
- Foundation
- Federal Grants
- Client Services

## BHI COMPANY PORTFOLIO



TIER A B C D

## BHI FUNDING ASSISTANCE

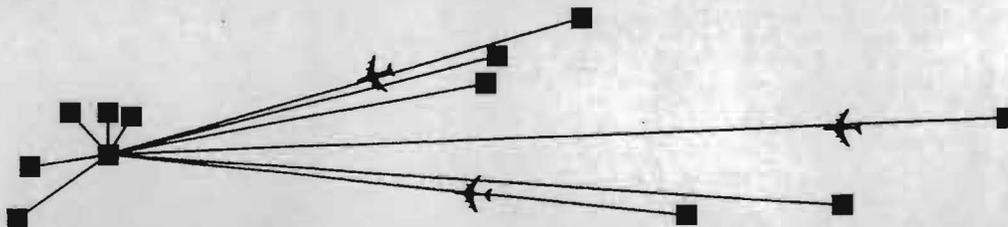
**\$724,842**  
Grant Funding Awarded

**45.8%**  
Program Success Rate

vs

**21.1%**  
National Average Win Rate

## BHI OUTREACH



## BHI STAFF

Full-time



Part-time





## Trans NIH Center for Accelerated Innovation

REQUEST	BILL	AGENCY/ACCOUNT
Report Language	FY 2016 Labor, Health and Human Services and Education Appropriations	National Institutes of Health Office of the Director

### Summary

Since the launch of the National Heart, Lung and Blood Institute (NHLBI)'s Centers for Accelerated Innovations initiative, the National Institutes of Health (NIH) has made progress on the challenge of turning basic science advances into commercially viable products that will improve patient care. However, the initiative is limited to only those disease conditions that are within the NHLBI's cardiopulmonary and sleep disorder focus. The Committee on Appropriations should direct NIH to create a new center that is focused on research across the entire scientific focus of NIH's 27 institutes as part of the Fy16 NIH Appropriation.

### Background

The NIH Centers for Accelerated Innovations (NCAIs) were started to help combat some of the leading causes of death in the US and the billions spent in health care each year. Despite NIH's investment in biomedical research, it has struggled with advancing basic science discoveries into ways to benefit patients. NIH has stated that barriers against these advancements include a lack of funding in the process for early stage technology development, limited access to technology development and commercialization resources and a lack of knowledge by researchers on how new technologies are brought to market. NCAIs were created to be a solution to this problem and the Director of NHLBI, Dr. Gary Gibbons, has stated that "these centers essentially will offer a one-stop shop to accelerate the translation of early-stage technologies for further development by the private sector and ultimate commercialization."

In 2013, NIH selected three multi-institution partnerships to become the inaugural NCAIs. The three are Boston Biomedical Innovation Center, Cleveland Clinic Innovation Accelerator, and University of California Biomedical Research Acceleration, Integration and Development Center for Accelerated Innovation. Each NCAI is a consortium of academic, government and private organizations. These centers are funded at a total of approximately \$10 million each over seven years. Each NCAI was required to secure a non-federal match for its award and develop a plan to become financially self-sustaining in the future.

In September 2014, the NIH convened the Building Industry Government Academic Partnership Workshop with 11 thought leaders from pharmaceutical, medical device, and diagnostics companies to introduce them to the NCAI concept and get their input on how to improve academic-industry partnerships. This workshop produced a number of insights from these industry representatives including:

- The NCAI program's mission to educate investigators on the commercialization process has the potential to provide long-lasting effects and there is tremendous value in just the educational aspects alone.
- A technology vetting process that includes a scientific perspective from academic institutions, business perspective from external entities and a regulatory/payer perspective from Federal partners is truly novel and is missing from the current system.
- The NCAI program can stimulate the development of a large number of technologies, especially in the medical device area where there is a dearth of commercially relevant innovation.
- Industry would like to add a Market Pull component to technology solicitation and vetting in which at least one partner is waiting at the end of the process in order to generate efficiencies such as time and resources are not being wasted on both sides.

**Requested Action**

The NHLBI has been the vanguard in establishing the best practices and principals which prove the validity of the NCAI. This model is now ready to be expanded to the whole of NIH in order to identify promising advances and discoveries and facilitate the transition to commercialized products across the entire spectrum of human diseases. As such, the Committee on Appropriation should direct the NIH to create a trans-NIH Center of Accelerated Innovations (TNCAI). This TNCAI will provide funding for feasibility, validation, proof of concept and other studies and access to expertise in areas necessary for technology development like regulatory, legal and project management. TNCAI will assist with establishing partnerships and alliances as well as provide training in entrepreneurship.

Suggested Report Language

National Institutes of Health  
Office of the Director

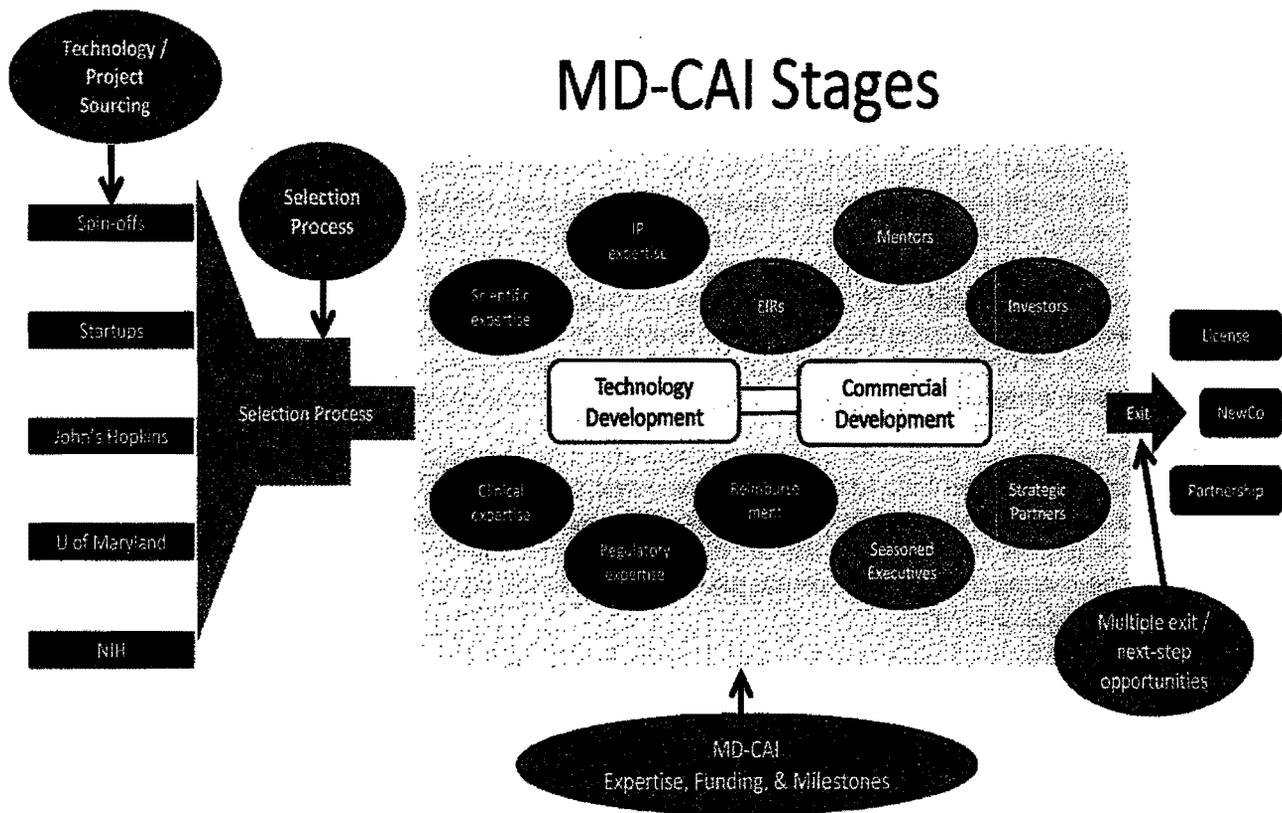
*Centers for Accelerated Innovation. The Committee is aware of recent efforts by the National Heart, Lung, and Blood Institute to assist with the commercialization of its basic science research, discoveries and advancements. The Committee is encouraged by the creation of the Centers for Accelerated Innovation but given their limited scientific focus on cardiopulmonary diseases, the Committee is concerned that they will not be able to fully exploit the research that takes place across the full spectrum of NIH funded laboratories. As such, the Committee directs NIH to create a Trans-NIH Center for Accelerated Innovation that will foster the collaboration of academic, industry and government researchers in a way that maximizes the potential for commercializing discoveries that impact the health and welfare of all Americans. Like the three previous NIH Centers for Accelerated Innovation, the Committee instructs the NIH to prioritize applicants that have strong academic and industry partnerships, and access to matching funds with a plan to become financially self-sustaining.*

## Industry Capability

BioHealth Innovation (BHI) is a private-public partnership located in Montgomery County that focuses on commercializing market-relevant biohealth innovation as well as increasing access to funding for early-stage technology development in Maryland. BHI was formed to help combat what is commonly called "the valley of death" or the area between discovery and clinical trials and approval. The private sector biotechnology industry in Maryland found that too often research and discoveries were not being transitioned into usable technologies for the health care sector and in response, it worked with Montgomery County to create BHI. BHI works to connect scientific, academic, financial and regulatory expertise to assist with the transfer of a new technology to the market place. Partners of BHI include the University System of Maryland, Johns Hopkins University, Montgomery County, the State of Maryland, NIH, MedImmune, Emergent Biosolutions and many others in the private sector and government.

BHI along with a collaboration of universities and private organizations is ready to compete for a new Center for Accelerated Innovations that is modeled off the NHLBI program should NIH expand the program. The center would focus on NIH intramural research and laboratories given its proximity to the NIH campus as well as incorporating the world-class research that occurs across Maryland universities. BHI can provide management to the center and matching funds could be provided by industry and state and local government partners.

The chart below details how the center would operate. Multiple partners would be engaged in the technology screening process dividing initially into two core review teams of (1) emerging technologies and (2) emerging therapies with the sourcing for opportunities occurring throughout Maryland research facilities and laboratories. The selection committee will consist of financial project partners as well as select investment partners and upon selection, each technology will be assigned an Entrepreneur-In-Residence and a Project Manager that will work to build the technical and business case for opportunity as well as other resources provided by the center. Each project will receive a five-year window to progress the technology tied to expected milestones and an investment from the center ranging from \$200K to \$400K per year. The center would work to advance six projects a year.



The center would feature:

- the identification, supporting infrastructure and development of commercially relevant discoveries and technologies to reach technical proof of concept;
- full-time resources to support early-stage product development;
- opportunities to find discoveries and advancements from the world-class research and development centers of Maryland;
- selection of the best-in-class projects for development by the CAI;
- assignment of an Entrepreneurs-In-Residence (EIR) to move technologies forward;
- expansion of training programs for principal investigators and scientists for the adoption of a commercial relevance process for project development within translational research; and
- the emergence of a sustainable program model through demonstrating a value proposition for successful projects to achieve follow-on private sector investment.

The center will impact Maryland's infrastructure to develop new therapeutics, devices, and diagnostics and allow for increased exposure for federal research and development at NIH to the private sector. In doing so, new partnerships will be formed that demonstrate the ability for Maryland to build new life science products together.

## **Conclusion**

With the economic cost of chronic diseases expected to top \$14 trillion in 2015, the NIH must pursue all opportunities to turn its research into patient ready therapeutics, treatments, and diagnostics. A Trans-NIH Center will allow the NHLBI to fully investigate the research within the broader research community and ensure quicker access to products that can improve the health of millions in the population while growing the economy by creating new companies and high value jobs.



## Center for Biomolecular Therapeutics



Request	Bill	Agency / Account
Report Language	FY 16 Labor, HHS, Education Appropriations Bill	NIH National Center for Advancing Translational Sciences

### Summary

The Center for Biomolecular Therapeutics (CBT) is a partnership between the University of Maryland-Baltimore (UMB) and the University of Maryland at College Park (UMCP), and is physically located at the UMB School of Medicine and within the University System of Maryland facilities at Shady Grove. CBT was created to bring together research and clinical personnel and faculty to facilitate identification and development of new biomedical diagnostics and therapeutics. If properly utilized by NIH, the CBT has the potential to help the NIH Intramural Research Program pull disparate research ideas and groups together and connect them with the biotechnology industry in Maryland to help push new potential medicines and cures into the clinical trial process.

### Identified Need

In the past several decades, the nation has made a not insignificant investment in both advanced medical research broadly and also specifically at the campus of the National Institutes of Health, which now includes the Mark O. Hatfield Clinical Research Center in Bethesda, completed in 2004. This cutting edge hospital is dedicated solely to the efforts of top clinician-investigators who are working translate laboratory discoveries into better treatments, therapies, and interventions to improve the nation's health. These Maryland-based investments have also supported a growing and thriving biotechnology industry in the state that seeks to tackle major medical needs and help commercialize NIH-supported discoveries and bring them to market.

There are however numerous impediments to moving basic science and clinical observations to products that will benefit human health, including the tremendous costs involved with target discovery and the clinical trials process, the short patent protection time, and regulatory issues among others. For the investment in NIH research to produce value and improved health outcomes, numerous strategies must be employed to help promising new treatment ideas, drug targets and diagnostics run this imposing gauntlet of obstacles.

While the nation has well developed biotechnology and pharmaceutical industries that seek to take some promising NIH-sponsored discoveries through this process, NIH can itself test new development strategies via the research being done in Maryland specifically via the NIH Intramural Research Program (IRP). With over 10% of the NIH budget dedicated to the IRP annually, its 1,150 principal investigators and the NIH Clinical Research Hospital lead hundreds

of ongoing intramural research projects covering every major disease burden. The researchers in the IRP face the same obstacles to translating discoveries into clinical research and cures as their colleagues in the extramural research program. However the concentration of medical research universities and biotechnology assets surrounding the NIH in Maryland provides for some unique potential partnerships to help overcome bottlenecks to the discovery-to-commercialization "pipeline".

CBT and NCATS complement each other's expertise in the development of molecular therapeutics and are already in the process of laying a foundation for a promising partnership. For example, CBT's ability to understand the shapes and movements of its drug targets as they attack a disease are critical for the efficient development of safe pharmaceutical products, which are presently being co-developed by NCATS and the CBT. NCATS is able to utilize its state-of-the-art center for identifying lead molecules that can be developed into a therapeutic molecule, while CBT provides the necessary technologies to observe compounds. In fact, CBT houses the largest nuclear magnetic resonance magnets in the U.S., which was awarded by NIH to CBT in a highly competitive extramural competition. This instrument and many other CBT capabilities are critically important for streamlining the therapeutic development pipeline in the NCATS/CBT partnership via medicinal chemistry and structure-based drug design approaches.

#### **Requested Action**

Montgomery County and the University of Maryland, Baltimore request that the Congress encourage NIH, via the National Center for Advancing Translational Sciences (NCATS) and the IRP, to partner with academic based entities that have invested in the people and tools needed to identify promising concepts and targets in order to build a stronger path to clinical development efforts.

A formal partnership between the CBT and NCATS would streamline important biomedical projects through the CBT/NCATS pipeline. Using these complimentary approaches in an iterative manner, CBT and NCATS are progressing rapidly on several projects including those involved in therapeutic developments for Alzheimer's disease, Cancer, and Type II diabetes. However, a much larger number of highly meritorious, NIH-funded projects could progress in the NCATS/CBT pipeline if a formal partnership were put in place. Such a partnership would help progress our joint technological efforts to more quickly advance strategically important biomedical research projects into the clinics and the marketplace.

#### Requested Report Language:

#### **National Institutes of Health**

#### **National Center for Advancing Translational Sciences**

*Academic Partnerships to Support Clinical Development.* – The Committee recognizes the importance of public-private-academic models and partnerships to the issue of translating discoveries into treatments and cures. To speed the pace of discoveries from the NIH's Intramural Research Program, the Committee encourages the Center to seek out and fund partnerships with academic based entities which have a strong record of identifying targets, validating leads and developing the necessary data to build the basis for clinical development. Such partnerships should seek to connect disparate intramural research

ideas and discoveries into specific development efforts, and to assist with the interaction with the pharmaceutical and biotechnology industries.

## **Background**

The Center for Biomolecular Therapeutics (CBT) was established as a partnership between the University of Maryland-Baltimore and the University of Maryland at College Park. Located within the Institute for Bioscience and Biotechnology Research (IBBR), a three-building complex of research laboratories at the University of Maryland College Park, Shady Grove. CBT is comprised of faculty from the University of Maryland, Baltimore (including the Schools of Medicine & Pharmacy), The University of Maryland College Park, The University of Maryland, Baltimore County, the IBBR, and several other Universities within the USM.

CBT's mission is to facilitate the identification and development of diagnostics and therapeutics. To accomplish this goal, CBT:

- Collaborates with research and clinical faculty across all USM campuses to identify important biological targets;
- Develops a parallel educational process to raise the level of expertise across USM concerning the discovery-to-commercialization "pipeline", including regulatory and business expertise, and creation of an active visiting faculty scientist and postdoctoral fellow program;
- Interacts with the biotechnology and pharmaceutical industries in coordination with our Offices of Research and Development (ORD) to help maintain CBT's focus on the most biomedically and commercially important targets, diagnostics, and therapeutics, and
- Manages state-of-the-art scientific discipline-based programs necessary for the discovery and regulation of disease targets.

CBT has a unique and innovative project management system to move research from basic science to the marketplace without compromising the academic mission of the University. CBT's project management strategies incorporate many basic principles used widely throughout the pharmaceutical industry as well as the principles of academic research. In this regard, CBT has put into place an innovative "team-based" science approach that does not compromise anyone's ability to make unique discoveries or contribute otherwise to the University. As a result, the management of CBT and CBT/NCATS projects by academic researchers is already established.

The National Center for Advancing Translational Sciences (NCATS) is the newest of 27 Institutes and Centers (ICs) at the National Institutes of Health (NIH). This Center was established in December 2011 to transform the translational science process so that new treatments and cures for disease can be delivered to patients faster.

## **Conclusion**

Congress must encourage the NIH to aggressively partner with academic and other entities that can assist with bringing new discoveries through the translational and clinical processes to meet the need of citizens coping with disease burdens that lack viable treatment

and drug options. By supporting a formal partnership, CBT and NCATS can continue to build upon its current collaborations and continue to work together to advance biomedical diagnostics and therapeutics

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## LEADERS OF TOMORROW SUMMIT 2015

### ABBREVIATED AGENDA

TIME	SESSION	LOCATION
07:30 - 08:00 am	Registration and Breakfast	Main Atrium
08:15 - 08:30 am	Summit Opening Introduction	Main Atrium
08:30 - 09:30 am	<i>Culturing Next-Gen Leaders for Tomorrow's Bioeconomy</i>	Main Atrium
09:40 - 10:00 am	PLENARY: MedImmune/ AstraZeneca Perspective <b>Pascal Soriot, DVM</b> , Chief Executive Officer, AstraZeneca	Main Auditorium
10:00 - 10:30 am	KEYNOTE: Academic-Industry Perspective Plenary <b>Marc Tessier-Lavigne, PhD</b> , President, Rockefeller University	Main Auditorium
10:30 - 10:45 am	Break	Chesapeake & White Oak
10:45 - 11:45 am	<i>Biomedical Policy: Disruptive Innovation to Accelerate Discovery</i>	Main Atrium
11:45 - 12:45 pm	Lunch	Café Atrium
12:45 - 01:00 pm	Lunch Keynote Address	Main Atrium
01:00 - 01:20 pm	KEYNOTE: Tissue Phenomics - A Novel Big Data Approach in Medicine <b>Gerd Binnig, PhD</b> , Nobel Laureate, Founder and Chief Technology Officer of Definiens	Main Atrium
01:20 - 02:20 pm	Discovery Today, Innovation Tomorrow	Main Atrium
02:20 - 03:20 pm	Idea Challenge: An Exercise in Innovation (Case Competition)	Main Atrium
03:20 - 04:00 pm	The Next 50: The Future of the Biotech Enterprise	Main Atrium
04:00 - 05:00 pm	Wrap-Up Plenary	Main Auditorium

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# LEADERS OF TOMORROW SUMMIT 2015

INNOVATE | DISRUPT | LEAD

MARCH 31, 2015 // 8:00 AM - 5:00 PM

MEDIMMUNE HEADQUARTERS - GAITHERSBURG, MD

The "Leaders of Tomorrow Summit" is the Mid-Atlantic region's first student-and-postdoc-led, cross-functional and inter-generational leadership Summit featuring students, young biotech leaders, bio-pharmaceutical industries, government, and entrepreneurs. Our mission is to bring "50 Leaders of Tomorrow" together with established leaders from different sectors to inspire innovation, develop leadership, grow our regional bioeconomy, and challenge each other through discussions and seminars. This one-day immerse meeting will include interactive seminars, panel discussions, and an innovation challenge for the "50 Leaders of Tomorrow." The Summit will engage and influence our next generation of visionaries and ignite innovation in our future bioeconomy.

## SPEAKER LIST

**Bill Petri MD, PhD**  
Chief, Division of Infectious Diseases & International Health,  
University of Virginia School of Medicine

**Alan J. Leschner, PhD**  
Chief Executive Officer, American Association for the  
Advancement of Science (AAAS); Executive Publisher of the  
Journal Science

**Syed Khalid**  
MD student and researcher, Hopkins Neuroscience; Young  
Entrepreneur; HHMI Fellow; Founder and Chief Executive  
Officer, NexPII

**Josh Henkin, PhD**  
Program Manager, The Tauri Group; Board member,  
National Postdoctoral Association; Career Coach and  
Entrepreneur

**Michael J. Friedlander, PhD**  
Executive Director, Virginia Tech Carilion Research Institute;  
Associate Provost for Health Sciences, Virginia Tech

**Pascal Soriot, DVM**  
Chief Executive Officer, AstraZeneca

**Marc Tessier-Lavigne, PhD**  
President, Rockefeller University

**Richard A. Williams, PhD**  
Vice President, Policy Research, Mercatus Center at George  
Mason University

**Gene G. Olinger, Jr., PhD, MBA**  
Principle Science Advisor, National Institute of Allergy and  
Infectious Diseases (NIAID), Integrated Research Facility  
(IRF), National Institutes of Health

**Justin Hanes, PhD**  
Lewis J. Ort Endowed Professor of Ophthalmology; Director  
of the Center for Nanomedicine, Johns Hopkins University  
School of Medicine; Founder, Graybug, Kala

**Andreas Seiter, MD**  
Senior Health Specialist - Pharmaceuticals, The World Bank

**John Finkbohner, PhD, RAC**  
Senior Regional Policy Director, AstraZeneca

**Ronald Bailey**  
Science Correspondent, Reason Magazine

**Gerd Binnig, PhD**  
Nobel Laureate, Founder and Chief Technology Officer,  
Definium

**Thomas P. Caruso, PhD, MBA, PMP**  
Health Informatics Liaison, University of North Carolina at  
Chapel Hill

**Sara Nayeem, MD, MBA**  
Principal, New Enterprise Associates

**Ivor Royston, MD**  
Founding Managing Partner, Forward Ventures

**Michael Weingarten, MA**  
Director, Small Business Innovation Research (SBIR) and  
Small Business Technology Transfer (STTR) Programs,  
National Cancer Institute

**Kevin Owen, PhD**  
Chief Operating Officer, Rivanna Medical

**Christian Plaza, JD**  
Partner, Cooley LLP

**Bahija Jallal, PhD**  
Executive Vice President, AstraZeneca; Head of MedImmune

**Steven Ferguson, MS, MBA, CLP**  
Deputy Director, Licensing and Entrepreneurship, Office of  
Technology Transfer, National Institutes of Health

**Harriet Fear**  
Chief Operating Officer, One Nucleus UK

**Drew Pardoll, MD, PhD**  
Professor of Oncology, Medicine, Pathology, Molecular  
Biology, and Genetics; Director, Cancer Immunology  
Program, Johns Hopkins University; Founder, Amplimmune

# WELCOME

Dear Attendees,

Welcome to the Maryland Regional Blotech Forum. More than 800 life sciences companies, 70 federal labs, and numerous world-class academic and research institutions call Maryland, Virginia, and Washington, D.C. their home. The field of life sciences has grown tremendously over the last century, and many of the most significant advancements in pharmaceuticals, biotechnology, clinical development and medical devices have been achieved right here in our region.

We know that much of our success can be attributed to the vivacious and collaborative ecosystem that we've built in this area - an ecosystem where partnerships are forged, knowledge is shared, innovation thrives and new ideas are born. This ecosystem includes private sector companies; federal, state and local government; nonprofit institutions; investors; and academia. We believe that, by banding together in a collective effort to further nurture this ecosystem, we can become a world-leading biotech hub that attracts the most talented minds and delivers the most ground-breaking science and technology.

As we grow this region's biotech ecosystem, we understand that we face many challenges, whether we're working to build an educated and prepared workforce, identifying funding options, or selecting specialized services to help our businesses grow. We are fortunate that we live and work in close proximity to a vibrant community of industry and government leaders who are willing to lend their expertise and work tirelessly to help us succeed.

The biotech industry has been a significant economic driver for the region and it is poised to make an even bigger impact, not just locally, but worldwide. For these two days, the people and organizations that are part of our ecosystem will talk about their accomplishments, highlight their technologies, and discuss the important issues and policies that impact the biotech industry in the region. World-renowned speakers will give you the big picture and we'll break it down further with company showcases and targeted breakout sessions. Each day of the forum promises to give you better insight into the regional biotech ecosystem, its contributions to our economy, the opportunities laid out before us and the synergies we can capitalize upon. Together, we will chart the successes of tomorrow and will walk away with specific actions to help get us there.

The Maryland Regional Biotech Forum is brought to you by the partnership of MedImmune (a member of the AstraZeneca Group), Tech Council of Maryland, and BioHealth Innovation. We're glad to have you here as part of our community and we hope that you enjoy the event.

Cordially,

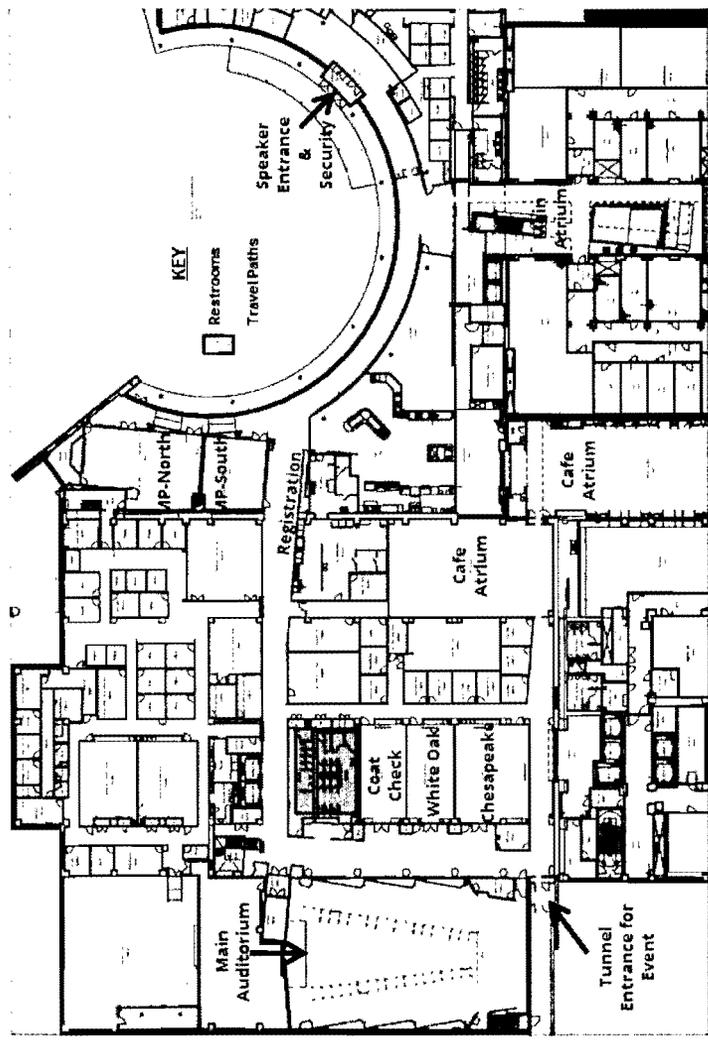
Reginald Seeto, MD  
VP, Head of Partnering & Strategy  
MedImmune

Richard Bendis  
President and CEO  
BioHealth Innovation, Inc.

Philip D. Schiff, JD  
Chief Executive Officer  
Tech Council of Maryland

# MAPS TUESDAY

GENERAL MAP



## TUESDAY SCHEDULE CONTINUED

3:00 PM

### D. HOW POLICY CAN BE USED TO SUPPORT GROWING BIOTECH ECOSYSTEMS MP- North

**Moderator:**

Christy Wyskiel, Senior Advisor to the President, Johns Hopkins University

**Panellists:**

Norm Augustine, Retired Chairman and Chief Executive Officer, Lockheed Martin

Martin Briley, President & Chief Executive Officer, Virginia Economic Development Partnership

Brian Darmody, Associate Vice President for Corporate and Foundation Relations, University System of Maryland

Donald Fry, President & Chief Executive Officer, Greater Baltimore Committee

4:00 PM

### WRAP-UP PLENARY

Main Auditorium

Jarrod Borkat, Senior Director, External Partnerships & Collaborations, MedImmune

Reginald Seeto, MD, Vice President, Head of Partnering & Strategy, MedImmune

# TUESDAY INFORMATION

## TUESDAY SCHEDULE CONTINUED

3:00 PM **A. WHAT THE MARYLAND REGION NEEDS TO DO TO GROW THE BIOTECH CLUSTER**  
Chesapeake  
**Moderator:**  
Rich Bendis, President & Chief Executive Officer, BioHealth Innovation  
**Panelists:**  
Jarrod Borkat, Senior Director, External Partnerships & Collaborations, MedImmune  
Scott Dempwolf, Founder & Chief Technology Officer, Tertius Analytics  
Brit Kirwan, Chancellor, University System of Maryland  
Tom Sadowski, President & Chief Executive Officer, Economic Alliance of Greater Baltimore

3:00 PM **B. PRIVATE PUBLIC INNOVATION CAPITAL IN THE MARYLAND REGION**  
Main Auditorium  
**Moderator:**  
Christian Plaza, Partner, Cooley  
**Panelists:**  
Jens Eckstein, PhD, President, SR One  
John May, Managing Partner, New Vantage Group  
Bruce Robertson, PhD, Managing Director, H.I.G. BioVentures  
Rob Rosenbaum, President & Executive Director, TEDCO  
Kyp Sirinakis, Co-founder & Managing Director, Epidarex Capital  
Tom Welthman, MPA, Managing Director & Vice President, CIT

3:00 PM **C. PROGRAMMATIC SUPPORT FOR EMERGING COMPANIES**  
White Oak  
**Moderator:**  
Brad Stewart, Chief Executive Officer, Immunology Partners  
**Panelists:**  
Judy Costello, MBA, Acting Executive Director, BioMaryland  
Janet Griffiths, PhD, Senior Director, Product Development Team Leader, MedImmune  
Santhosh Vadivelu, PhD, Principal, 2020 BioVentures

## GENERAL INFORMATION

The maps in this program correlate with the agenda. Also, you will see signage around the building and hear directions from staff to help facilitate transitions in the agenda such as: breaks, lunches, and the reception. Restrooms and coat check are located just outside of the Main Auditorium and are available during the event. Should you need to take a call or step away to your computer we are offering a lounge area:

Day 1 and 2: MP-South (Near Registration)

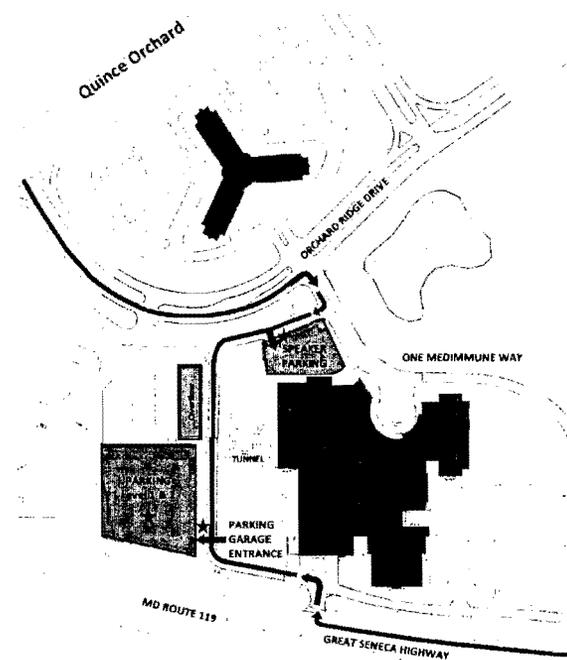
Should you have any needs, please do not hesitate to ask for assistance at the registration desk or ask a volunteer.

Finally, MedImmune maintains a secure facility. Please stay within the designated event area. In the event of an emergency, please follow directions from our security staff. If you have any concerns or special needs while on site, please contact Sarah Meisheid at 301-219-4497.

## Parking

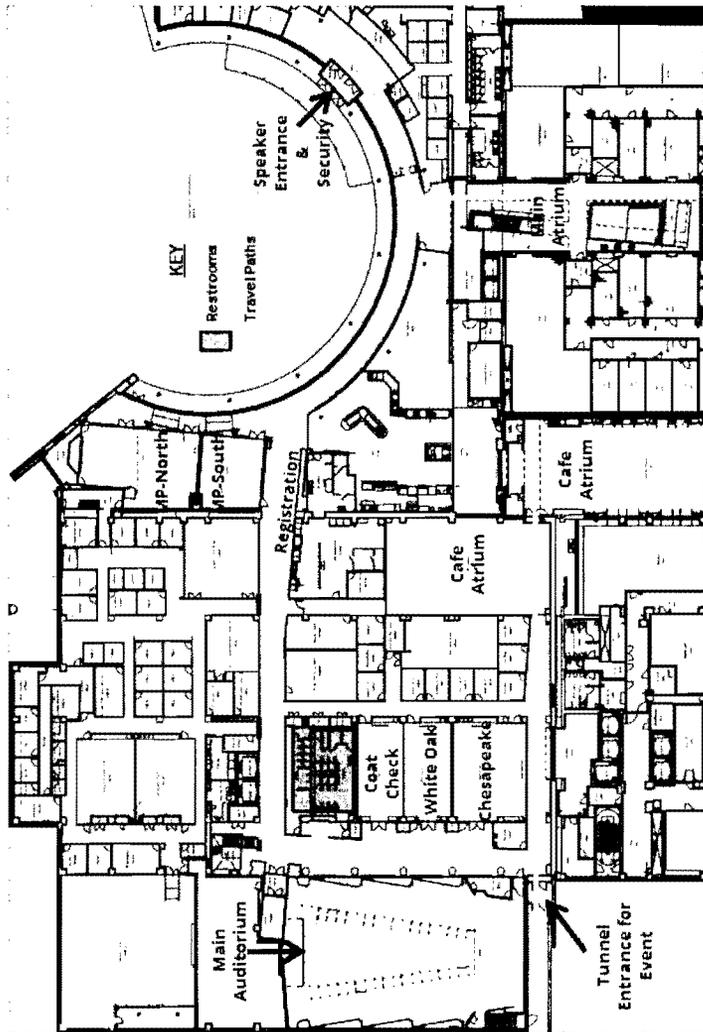
Please park in the designated parking areas displayed on the map below. Security Officers (★) are posted at key points to direct personnel as needed.

**Your WIFI for the day:**  
AZ-Medi-Guest (No password necessary)



# MAPS TUESDAY

MONDAY MAP



## TUESDAY SCHEDULE CONTINUED

- 12:45 PM **C. COMPANY SHOWCASE - MEDICAL DEVICES**  
Chesapeake  
**Moderator:**  
Ethan Byler, Managing Director, BioHealth Innovation  
**Presenting Companies:**  
Appian Medical, Michael Thomas, Chief Executive Officer  
Brain Bioscience, David Beylin, Chief Executive Officer  
Brain Sentry, Greg Merrill, Chief Executive Officer  
Harpoon Medical, Bill Niland, President & Chief Executive Officer  
Noxliizer, Lawrence Bruder, Chief Executive Officer  
Osiris, Lode Debrabandere, Chief Executive Officer  
Vasoptic Medical, Jason Brooke, Chief Executive Officer & General Counsel
- 12:45 PM **D. COMPANY SHOWCASE - BIOHEALTH IT**  
MP-North  
**Moderator:**  
Ken Malone, Entrepreneur-in-Residence, BioHealth Innovation  
**Presenting Companies:**  
Aperlomics, Crystal Icenhour, Chief Executive Officer  
Avhana Health, Noah Weiner, Chief Executive Officer & Co-founder  
Eyemaginations, Smitha Gopal, Chief Executive Officer  
MDLogix, Allen Tien, President  
Protenus, Robert Lord, Co-founder  
Tissue Analytics, Kevin Keenahan, Chief Executive Officer  
WellDoc, Anand Iyer, Chief Data Science Officer
- 2:45 PM **BREAK**  
Chesapeake, White Oak & MP-North

# TUESDAY MONDAY

## TUESDAY SCHEDULE CONTINUED

11:45 AM	<p><b>LUNCH</b> Cafe Atrium</p>
12:45 PM	<p><b>A. COMPANY SHOWCASE - THERAPEUTICS</b> Main Auditorium</p> <p><b>Moderator:</b> Todd Chappell, Entrepreneur-In-Residence, BioHealth Innovation</p> <p><b>Presenting Companies:</b> Ampel BioSolutions, Peter Lipsky, Chief Executive Officer &amp; Chief Medical Officer Benevir, Matt Mulvey, Chief Executive Officer BioTherapeutics, Adria Carbo, Scientific Director Emergent BioSolutions, Barry Labinger, President, BioServices Division Hemoshear, James Powers, Chief Executive Officer Macrogenics, Scott Koenig, Chief Executive Officer NexImmune, Ken Carter, Chief Executive Officer Sigma Tau Pharmaceuticals, Dave Lemus, Chief Executive Officer</p>
12:45 PM	<p><b>B. COMPANY SHOWCASE - DIAGNOSTICS</b> White Oak</p> <p><b>Moderator:</b> Albine Martin, Entrepreneur-in-Residence, BioHealth Innovation</p> <p><b>Presenting Companies:</b> BD Diagnostics, Richard Ivey, WorldWide Vice President, Research &amp; Development BioMarker Strategies, Jerry Parrott, President &amp; Chief Executive Officer Ceres Nanosciences, Ross Dunlap, Chief Executive Officer Circulomics, Kelvin Llu, Chief Executive Officer GenArraytion, R. Paul Schaudies, Chief Executive Officer Mycomed, Mary Ann Shallcross, Chief Executive Officer Personal Genome Diagnostics, Antony Newton, Chief Business Officer Qiagen, David Panneton, President, North American Commercial Operations</p>

## MONDAY AT A GLANCE

TIME	TOPIC	LOCATION
8:00 AM	<b>ARRIVAL: REGISTRATION AND BREAKFAST</b>	Main Hallway, Chesapeake & White Oak
9:00 AM	<b>WELCOMING REMARKS</b>	Main Auditorium
9:10 AM	<b>OPENING KEYNOTE SPEECH: THE EVOLUTION OF A COMPANY IN THE CONTEXT OF THE EVOLUTION OF A BIOTECH ECOSYSTEM</b>	Main Auditorium
9:35 AM	<b>KEYNOTE SPEECH: THE ROLE OF AN ECOSYSTEM IN DRIVING INNOVATION: A NOBEL LAUREATE'S PERSPECTIVE</b>	Main Auditorium
10:00 AM	<b>AN INDUSTRY PERSPECTIVE ON THE MD/DC/VA BIOTECH CLUSTER: BECOMING A TOP 3 BIOTECH HUB BY 2023</b>	Main Auditorium
11:15 AM	<b>BREAK</b>	Chesapeake & White Oak
11:35 AM	<b>FEDERAL PERSPECTIVES ON SUPPORTING INNOVATION AND GROWTH IN THE REGIONAL BIOTECH ECOSYSTEM</b>	Main Auditorium
12:30 PM	<b>LUNCH</b>	Cafe Atrium
1:30 PM	<b>THE ROLE OF STATE AND LOCAL GOVERNMENT IN INCREASING THE RETURN ON OUR BIOTECH ASSETS</b>	Main Auditorium
2:30 PM	<b>BREAK</b>	Chesapeake & White Oak
3:00 PM	<b>HOW ACADEMIA CAN HELP DRIVE OUR REGION'S BIOTECH CLUSTER</b>	Main Auditorium
4:15 PM	<b>ANALYZING COMMON INGREDIENTS OF THE TOP BIOTECH CLUSTERS</b>	Main Auditorium
5:30 PM	<b>GENERAL RECEPTION</b>	Cafe Atrium

# MONDAY TUESDAY

## MONDAY SCHEDULE

- 8:00 AM **ARRIVAL: REGISTRATION AND BREAKFAST**  
Main Hallway, Chesapeake & White Oak
- 9:00 AM **WELCOMING REMARKS**  
Main Auditorium  
Phil Schiff, Chief Executive Officer, Tech Council of Maryland  
Rich Bendis, President and Chief Executive Officer, BioHealth Innovation
- 9:10 AM **OPENING KEYNOTE SPEECH: THE EVOLUTION OF A COMPANY IN THE CONTEXT OF THE EVOLUTION OF A BIOTECH ECOSYSTEM**  
Main Auditorium  
Rachel King, Chief Executive Officer, GlycoMimetics
- 9:35 AM **KEYNOTE SPEECH: THE ROLE OF AN ECOSYSTEM IN DRIVING INNOVATION: A NOBEL LAUREATE'S PERSPECTIVE**  
Main Auditorium  
Gerd Binnig, PhD, Founder and Chief Technology Officer, Definiens
- 10:00 AM **AN INDUSTRY PERSPECTIVE ON THE MD/DC/VA BIOTECH CLUSTER: BECOMING A TOP 3 BIOTECH HUB BY 2023**  
Main Auditorium  
**Moderator:**  
Reginald Seeto, MD, Vice President, Head of Partnering & Strategy, MedImmune  
**Panelists:**  
Dan Abdun-Nabi, President & Chief Executive Officer, Emergent BioSolutions  
Bill Enright, Director, President & Chief Executive Officer, Vaxin  
Angela Graham, President & Chief Executive Officer, Quality Biological  
Scott Koenig, Co-founder, President & Chief Executive Officer, MacroGenics  
Martine Rothblatt, PhD, JD, MBA Chief Executive Officer, United Therapeutics
- 11:15 AM **BREAK**  
Chesapeake & White Oak
- 11:35 AM **FEDERAL PERSPECTIVES ON SUPPORTING INNOVATION AND GROWTH OF THE REGIONAL BIOTECH ECOSYSTEM**  
Main Auditorium  
**Moderator:**  
Beth Meagher, Director, Strategy & Operations, Deloitte Consulting  
**Panelists:**  
Christopher Austin, MD, Director, National Center for Advancing Translational Sciences, NIH  
Jodi Black, PhD, Deputy Director, Division of Extramural Research Activities, NHLBI  
Willie May, PhD, Acting Director, National Institute of Standards and Technology  
Frank Weichold, MD, PhD, Director, Critical Path and Regulatory Science Initiatives, ORSI, Food and Drug Administration

## TUESDAY SCHEDULE CONTINUED

- 10:45 AM **B. PERSONALIZED MEDICINE APPROACHES IN BIOPHARMA R&D**  
White Oak  
**Moderator:**  
Koustubh Ranade, PhD, Senior Director, Translational Sciences, MedImmune  
**Panelists:**  
Edward Abrahams, PhD, President, Personalized Medicine Coalition  
Dave Fredrickson, Vice President, Specialty Care, AstraZeneca  
Thomas Heydler, Chief Executive Officer, Definiens, AG  
Maria Orr, PhD, Executive Director, Personalised Healthcare and Biomarkers, AstraZeneca  
Reena Philip, PhD, Director, Division of Molecular Genetics and Pathology, Office of In Vitro Diagnostic Devices and Radiological Health, CDRH, FDA  
Walter G. Suarez, MD, MPH, Executive Director, Health IT Strategy and Policy, Kaiser Permanente
- 10:45 AM **C. INFECTIOUS DISEASE VACCINES: OPPORTUNITIES & CHALLENGES**  
Chesapeake  
**Moderator:**  
Tom Evans, MD, President & Chief Executive Officer, Aeras  
**Panelists:**  
Gregory Glenn, MD, Chief Medical Officer, Novavax  
Stephen Hoffman, MD, Founder, Chief Executive and Scientific Officer, Sanaria  
Ruth Karron, MD, Professor, International Health, Bloomberg School of Public Health  
John Mascola, MD, Director of the Vaccine Research Center, National Institutes of Allergy and Infectious Disease, NIH  
David Weiner, PhD, Professor, Department of Pathology and Laboratory Medicine, University of Pennsylvania
- 10:45 AM **D. BIOTECH VENTURE CAPITAL OUTLOOK 2015**  
MP-North  
**Moderator:**  
Shaun Grady, Vice President, Business Development Operations, AstraZeneca  
**Panelists:**  
Doug Cole, MD, General Partner, Flagship Ventures  
Jens Eckstein, PhD, President, SR One  
Ed Mathers, Partner, New Enterprise Associates  
Bruce Robertson, PhD, Managing Director, H.I.G. BioVentures  
Ivor Royston, MD, Founding Managing Partner, Forward Ventures

# TUESDAY MONDAY

## TUESDAY SCHEDULE

- 8:00 AM **ARRIVAL & BREAKFAST**  
Outside Main Auditorium, Overflow Cafe Atrium
- 8:30 AM **WELCOMING REMARKS**  
Main Auditorium  
Bahija Jallal, PhD, Executive Vice President, AstraZeneca and Head of MedImmune
- 8:40 AM **FIRESIDE CHAT: STATES OF MARYLAND AND VIRGINIA LIFESCIENCE SECTOR**  
Main Auditorium  
**Moderator:**  
Briggs Morrison, MD, Executive Vice President, Head of Global Medicines Development and Chief Medical Officer, AstraZeneca  
**Speakers:**  
Michael Gill, Secretary, Maryland Department of Business and Economic Development  
Maurice Jones, Secretary of Commerce & Trade, State of Virginia
- 9:40 AM **KEYNOTE SPEECH: THE IMPORTANCE OF THE MD/DC/VA REGION TO GROWING COMPANIES: AN ASTRAZENECA PERSPECTIVE**  
Main Auditorium  
Pascal Soriot, Executive Director and Chief Executive Officer, AstraZeneca
- 10:00 AM **KEYNOTE: ACADEMIC - INDUSTRY PERSPECTIVE PLENARY**  
Main Auditorium  
Marc Tessier-Lavigne, PhD, President, The Rockefeller University
- 10:30 AM **BREAK**  
Chesapeake, White Oak & MP-North
- 10:45 AM **A. IMMUNE ONCOLOGY: SCIENCE, TRENDS AND THE IMPORTANCE OF COLLABORATIONS**  
Main Auditorium  
**Moderator:**  
TBD, MedImmune  
**Panelists:**  
Eva-Lotta Allan, Chief Business Officer, Immunocore  
Chris Martin, MD, PhD, Vice President, Spirogen, MedImmune  
Drew Pardoll, MD, Professor of Oncology and Director, Cancer Immunology Program, Johns Hopkins University

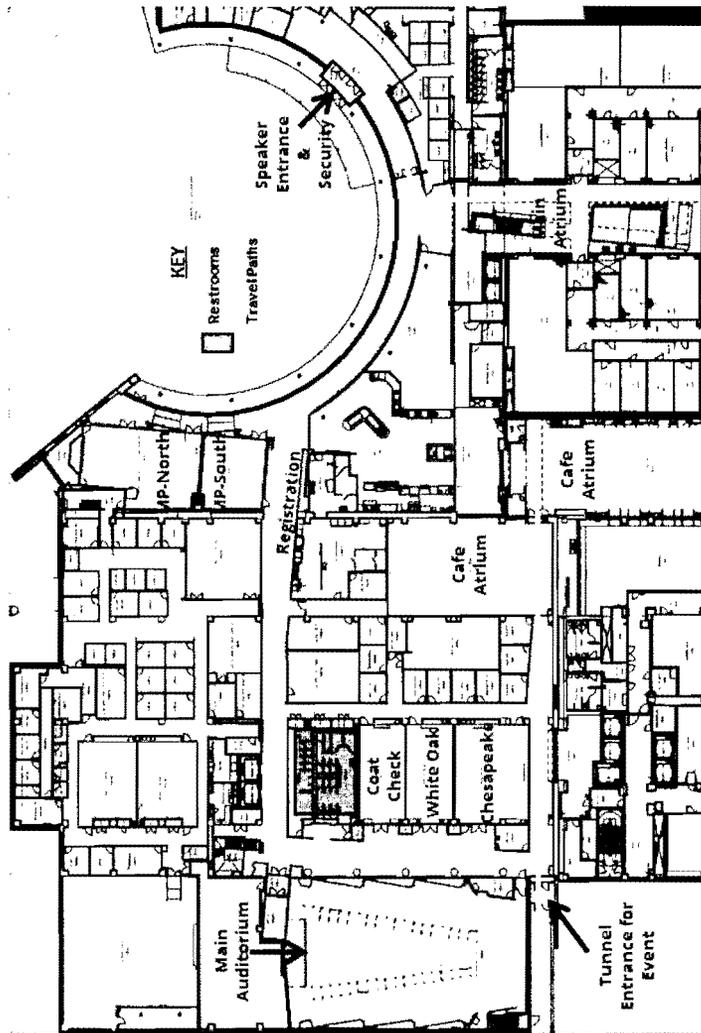
## MONDAY SCHEDULE CONTINUED

- 12:30 PM **LUNCH**  
Cafe Atrium
- 1:30 PM **THE ROLE OF STATE AND LOCAL GOVERNMENT IN INCREASING THE RETURN ON OUR BIOTECH ASSETS**  
Main Auditorium  
**Moderator:**  
Patrick Murray, Director, State Affairs, Johns Hopkins University and Medicine  
**Panelists:**  
Judy Costello, MBA, Acting Executive Director, BioMaryland  
Jeff Gallagher, Chief Executive Officer, Virginia Bio  
Richard Griffin, Director of Economic Development, City of Frederick  
Valerie Fremont, PhD, Director, Life Sciences & Health IT, Montgomery County Department of Economic Development
- 2:30 PM **BREAK**  
Chesapeake & White Oak
- 3:00 PM **HOW ACADEMIA CAN HELP DRIVE OUR REGION'S BIOTECH CLUSTER**  
Main Auditorium  
**Moderator:**  
Mike Grisham, President & Chief Executive Officer, Virginia Biosciences Health Research Corporation  
**Panelists:**  
Ronald Daniels, LLM, President, Johns Hopkins University  
Freeman Hrabowski III, PhD, President, University of Maryland, Baltimore County  
Jay Perman, MD, President, University of Maryland, Baltimore  
Michael Rao, PhD, President, Virginia Commonwealth University
- 4:15 PM **ANALYZING COMMON INGREDIENTS OF THE TOP BIOTECH CLUSTERS**  
Main Auditorium  
**Moderator:**  
Rich Bendis, President & Chief Executive Officer, BioHealth Innovation  
**Moderator:**  
Chris Coburn, Vice President, Innovation, Partners HealthCare  
Harriet Fear, Chief Executive Officer, One Nucleus  
Joel Marcus, Chairman, Chief Executive Officer & Founder, Alexandria Real Estate Equities  
Aram Nerpouni, MBA, President & Chief Executive Officer, BioEnterprise  
Ivor Royston, MD, Founding Managing Partner, Forward Ventures
- 5:30 PM **GENERAL RECEPTION**  
Cafe Atrium

# MAPS TUESDAY

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## TUESDAY MAP



## TUESDAY AT A GLANCE

8:00 AM	ARRIVAL AND BREAKFAST	Outside Main Auditorium Overflow Cafe Atrium
8:30 AM	WELCOMING REMARKS	Main Auditorium
8:40 AM	FIRESIDE CHAT: STATES OF MARYLAND AND VIRGINIA LIFESCIENCE SECTOR	Main Auditorium
9:40 AM	KEYNOTE SPEECH: THE IMPORTANCE OF THE MD/DC/VA REGION TO GROWING COMPANIES: AN AZ PERSPECTIVE	Main Auditorium
10:00 AM	KEYNOTE: ACADEMIC - INDUSTRY PERSPECTIVE PLENARY	Main Auditorium
10:30 AM	BREAK	Chesapeake, White Oak & MP-North
10:45 AM	A. IMMUNE ONCOLOGY: SCIENCE, TRENDS AND THE IMPORTANCE OF COLLABORATIONS	Main Auditorium
	B. PERSONALIZED MEDICINE APPROACHES IN BIOPHARMA R&D	White Oak
	C. INFECTIOUS DISEASE VACCINES: OPPORTUNITIES AND CHALLENGES	Chesapeake
	D. BIOTECH VENTURE CAPITAL OUTLOOK 2015	MP-North
11:45 AM	LUNCH	Cafe Atrium
12:45 PM	A. COMPANY SHOWCASE - THERAPEUTICS	Main Auditorium
	B. COMPANY SHOWCASE - DIAGNOSTICS	White Oak
	C. COMPANY SHOWCASE - MEDICAL DEVICES	Chesapeake
	D. COMPANY SHOWCASE - BIOHEALTH IT	MP-North
2:45 PM	BREAK	Chesapeake, White Oak & MP-North
3:00 PM	A. WHAT THE MARYLAND REGION NEEDS TO DO TO GROW THE BIOTECH CLUSTER	Chesapeake
	B. PRIVATE PUBLIC INNOVATION CAPITAL IN THE MARYLAND REGION	Main Auditorium
	C. PROGRAMMATIC SUPPORT FOR EMERGING COMPANIES	White Oak
	D. HOW POLICY CAN BE USED TO SUPPORT GROWING BIOTECH ECOSYSTEMS	MP-North
4:00 PM	WRAP-UP PLENARY	Main Auditorium

# MARYLAND REGIONAL BIOTECH FORUM GROWING OUR ECOSYSTEM



# SPEAKERS BIOGRAPHIES

MEDIMMUNE | ONE MEDIMMUNE WAY | GAITHERSBURG, MD 20878  
30-31 MARCH 2015

# MARYLAND REGIONAL BIOTECH FORUM GROWING OUR ECOSYSTEM



# SPONSORS

# COMPANY SHOWCASE CONTINUED



**Protenus**  
Robert Lord, Cofounder

Protenus is a rapidly growing start-up that helps hospitals protect patient privacy by using advanced analytics to detect HIPAA violations in real-time.

**Tissue Analytics, Inc.**  
Kevin Keenhan, Chief Executive Officer

Tissue Analytics is transforming the smartphone into a sophisticated platform for imaging and remotely evaluating chronic wounds.



**QIAGEN**  
David Panneton, President, North American Commercial Operations

QIAGEN is the leading provider of Sample to Insight that transforms biological materials into valuable information. Our portfolio addresses needs in Prevention (QuantIFERON-TB Gold and HC2 HPV testing), Profiling (infectious diseases), and Personalized Healthcare. QIAGEN is expanding into NGS with new solutions and development of the GeneReader NGS system.

**Vasoptic Medical Inc.**  
Jason Brooke, Chief Executive Officer and General Counsel

Vasoptic is an early stage medical device company developing a non-invasive, vascular imaging technology for diagnosis and management of a variety of medical conditions. The company's first product is a low-cost, portable retinal imager for early detection and management of diabetic retinopathy—a vision-threatening condition that affects 1-in-3 diabetes patients.



**Sigma-Tau Pharmaceuticals, Inc.**  
Dave Lemus, Chief Executive Officer

Sigma-Tau Pharmaceuticals, Inc. is dedicated to the development, manufacture and commercialization of medicines for patients with rare diseases and high unmet medical need. The company's R&D and commercial efforts are focused on the areas of oncology, gastrointestinal and genetic related disorders.



**WellDoc, Inc.**  
Anand Iyer, Chief Data Science Officer

WellDoc is commercializing the next generation of digital healthcare technology to support patients and providers to improve management of chronic disease. Our mission is to improve the lives of people living with chronic disease through "mobile prescription therapy", while dramatically improving clinical outcomes and significantly reducing healthcare costs.



# COMPANY SHOWCASE CONTINUED

# SPEAKERS

55

## mdlogix

accelerating clinical science

**mdlogix**  
Allen Tien, President

mdlogix was founded in 1997 with a mission to support researchers, clinicians, and managers by providing methodologies, tools, and practices to work more efficiently to innovate and improve health, and to empower patients to have an increasing role in their own health.



**MycMed Technologies**  
MaryAnn Shallcross, Chief Executive Officer

MycMed Technologies is focused on the development and commercialization of diagnostic tests and treatments for fungal infections. The company's mission is to assist clinicians in early detection of infection to elicit treatment and improve patient outcomes. MycoMed's lead product is a test for the detection of Aspergillus infection.

## NexImmune

**NexImmune**  
Ken Carter, Chief Executive Officer

NexImmune is developing products from its proprietary Artificial Immune (AIM™) nanotechnology platform, which directs a patient's immune system using an artificial cell that is engineered to orchestrate a targeted T cell response. The Company's first product for treating cancer will begin testing on humans by 2016.



**Noxillizer**  
Lawrence Bruder, Chief Executive Officer

Noxillizer provides room temperature nitrogen dioxide sterilization technology. Noxillizer sells sterilization equipment and biodecontamination equipment to pharmaceutical, biotech and medical device manufacturers and also offers contract sterilization services at its Baltimore, MD facilities. Noxillizer, Inc., founded in 2004, is privately held with offices in the US, United Kingdom, and Japan.



**Osiris Therapeutics, Inc.**  
Lode Debrabandere, Chief Executive Officer

Osiris Therapeutics, based in Columbia Maryland, is the world leader in researching, developing and marketing regenerative medicine products that improve health and lives of patients. Having developed the world's first approved stem cell drug, the company continues to advance its research and development in biotechnology by focusing on innovation.



**Personal Genome Diagnostics**  
Antony Newton, Chief Business Officer

Personal Genome Diagnostics (PGDx), founded by leading researchers from Johns Hopkins University, provides advanced cancer genome analysis to help researchers identify elusive cancer-related genetic changes. Our services further the understanding of cancer and facilitate the development of new diagnostics and therapeutics through our pioneering research approaches and novel technologies.



**DANIEL J. ABDUN-NABI**  
President and Chief Executive Officer, Emergent BioSolutions Inc.

Mr. Abdun-Nabi has been the President and Chief Executive Officer of Emergent BioSolutions Inc. since March 2012. Emergent is a specialty pharmaceutical company listed on the New York Stock Exchange with operations across North America and within the United Kingdom and Singapore. As a long-standing, reliable partner to the U.S. government, the company is dedicated to the development, manufacture, and delivery of a portfolio of medical countermeasures that address biological and chemical threats, including anthrax, botulinum, smallpox and chemical agents as well as emerging infectious diseases. The company also develops and commercializes therapeutics and other specialty products for hospitals and clinics to address hematology/oncology, transplantation, infectious disease and autoimmune disorders.



**EDWARD ABRAHAMS, PH.D.**  
President, Personalized Medicine Coalition

Edward Abrahams, Ph.D., is president of the Personalized Medicine Coalition (PMC). Previously, Dr. Abrahams was Executive Director of the Pennsylvania Biotechnology Association, where he spearheaded the successful effort that led to the Commonwealth of Pennsylvania's investment of \$200 million to commercialize biotechnology in the state. Earlier he had been Assistant Vice President for Federal Relations at the University of Pennsylvania and held a senior administrative position at Brown University. The author of numerous essays, Dr. Abrahams serves on the editorial board of Personalized Medicine and has also taught history and public policy at Brown University and the University of Pennsylvania.



**EVA-LOTTA ALLAN**  
Chief Business Officer and Board Director, Immunocore

Eva-Lotta Allan has over two decades of business development experience from the biotechnology and life science industry of private and public companies. She joined Immunocore as Chief Business Officer and Board Director in May 2013. Since then Immunocore has established four partnerships (GSK, Genentech, MedImmune and Eli Lilly). Eva-Lotta was previously at Ablynx, where she served as Chief Business Officer for almost seven years. Prior to Ablynx, Ms. Allan held a number of different roles in biotech companies including as Senior Director of Business Development and Site Operations (Europe) at Vertex Pharmaceuticals. She received her degree in microbiology from the University of Stockholm.



**NORMAN R. AUGUSTINE**  
Retired Chairman and Chief Executive Officer, Lockheed Martin

Norman R. Augustine attended Princeton University where he graduated with a BSE and MSE in Aeronautical Engineering. He has served as Under Secretary of the Army and later Acting Secretary of the Army and as CEO of Lockheed Martin and as Lecturer with the Rank of Professor on the faculty of Princeton University. Mr. Augustine was Chairman and Principal Officer of the American Red Cross for nine years, Chairman of the National Academy of Engineering, Chairman of the Aerospace Industries Association, and chairman of the Congressionally-mandated NIH Scientific Management Review Board. He is a member of the American Philosophical Society, the National Academy of Sciences and the Council on Foreign Relations.



**CHRISTOPHER P. AUSTIN, M.D.**  
 Director, National Center for Advancing Translation Services,  
 National Institutes of Health

Christopher Austin is Director of the National Center for Advancing Translational Sciences (NCATS) at the U.S. National Institutes of Health. NCATS' mission is to catalyze the generation of innovative methods and technologies that will enhance the development, testing and implementation of diagnostics and therapeutics across a wide range of human diseases and conditions. Before becoming NCATS Director in September 2012, he was Director of the NCATS Division of Preclinical Innovation, which focuses on translating basic science discoveries into new treatments, particularly for rare and neglected diseases.



**RICHARD BENDIS**  
 President and Chief Executive Officer, BioHealth Innovation

Mr. Bendis is a distinguished and successful entrepreneur, corporate executive, venture capitalist, investment banker, innovation based economic development (IBED) leader, international speaker and consultant in innovation and economy building. Mr. Bendis is the founding President and CEO of BHI, a Central Maryland Innovation Intermediary focused on accelerating the growth of commercially relevant biotech research from universities, Federal Labs and entrepreneurs. He is also Founder, President and CEO of Innovation America (IA), a Global Innovation Intermediary focused on accelerating the growth of the entrepreneurial innovation economy in America.



**GERD BINNIG, PH.D.**  
 Nobel Laureate, Founder and Chief Technology Officer, Definiens

Born in Frankfurt, Germany, Dr. Binnig studied at the J.W. Goethe University in Frankfurt, where he received his doctorate degree in 1978. He then immediately joined IBM's Zurich Research Laboratory and stayed with IBM till 2002. During this time Dr. Binnig invented and developed the Scanning Tunneling Microscope, STM, together with his colleague Dr. Heinrich Rohrer. He went on to invent the Atomic Force Microscope, AFM, which he developed together with Calvin Quate and Christoph Gerber during a sabbatical at IBM Almaden Research Center (1985/86) and a guest professorship at Stanford University (1985-88).



**JODI BLACK, PH.D.**  
 Deputy Director, Division of Extramural Research Activities, NHLBI

Dr. Black has over 20 years of scientific research and research administration leadership experience with a diverse background in basic and clinical science, programmatic administration. She has developed and managed large scientific programs in areas including infectious diseases, cancer and genomics and has developed strategic alliances between academic, healthcare and commercial organizations to leverage resources across institutions. As Deputy Director, Division of Extramural Research Activities (DERA), NHLBI, NIH, she is responsible for developing and implementing programs partnerships to enhance the translation of innovative technologies from the bench to the market to enhance health. Dr. Black earned a PhD in pathology and a Masters of Medical Science degree from Emory University.

## BrainSentry

**Brain Sentry, Inc.**  
 Greg Merrill, Chief Executive Officer

BSI has developed and acquired key enabling technologies for accelerometer-based wearable sensors and is currently the leading wearable sensor company focused on monitoring head impacts for brain safety. BSI provides the first practical and affordable service addressing brain safety in sports.



**Harpoon Medical**  
 Peter Boyd, Vice President Business  
 Development & General Counsel

Harpoon Medical is a development stage medical device company commercializing minimally invasive, image-guided medical devices for beating heart mitral valve repair. With the Harpoon device, physicians can access and repair the mitral valve in a beating heart via a small incision without the need for cardiac arrest or cardiopulmonary bypass.



**Eyemaginations, Inc.**  
 Smitha Gopal, Chief Executive Officer

Eyemaginations offers a digital alternative to the plastic models used in doctors' office to educate patients. Our flagship product, Echo, is a cloud-based patient education platform that uses beautiful visuals, 3D animation, and clear language to turn complex medical topics into engaging, memorable presentations delivered via iPad, PC, or smartphone.



**HemoShear LLC**  
 Jim Powers, Chief Executive Officer

HemoShear is a discovery stage biotechnology company. Its translational tissue systems recreate cardiovascular-metabolic disease biology, providing a lens to interpret biological mechanism and human diseases at a level not possible until now. HemoShear's platform drives its proprietary drug discovery programs as well as collaborations with leading biopharmaceutical companies.



**GenArraytion, Inc.**  
 Paul Schaudies, Chief Executive Officer

GenArraytion is a Veteran-owned multiplexed molecular diagnostics company focused on infectious diseases and antibiotic resistance identification and characterization. We use a proprietary approach for the identification and validation of both unique and informative regions of the target genome for sensitive and specific assay development.



**MacroGenics, Inc.**  
 Scott Koenig, Chief Executive Officer

MacroGenics: A clinical-stage biopharmaceutical company focused on discovering and developing innovative monoclonal antibody-based therapeutics for the treatment of cancer, autoimmune disorders and infectious diseases. MacroGenics has generated promising product candidates from its proprietary suite of next-generation antibody-based technologies and entered into several strategic collaborations with global pharmaceutical and biotechnology companies.



**BioMarker Strategies, LLC**  
**Jerry Parrott, Chief Executive Officer**

BioMarker Strategies has developed SnapPath®, the only diagnostics system that automates generation of purified populations of live solid tumor cells from fresh unfixed samples, and preserves molecular integrity for standardized exposure to targeted therapeutics. Resulting biomarker tests are more predictive than those based on analysis of dead fixed tissue samples.



**Ceres Nanosciences, Inc.**  
**Ross Dunlap, Chief Executive Officer**

Ceres Nanosciences is a life sciences company engaged in the commercialization of innovative sample preparation products based on its proprietary Nanotrap® particle which captures, enriches and preserves biomarkers. Ceres' lead product is a direct antigen test for the diagnosis of Lyme disease, which will be available commercially in 2015.



**JARROD BORKAT**  
**Senior Director, External Partnerships & Collaborations, MedImmune**

Jarrod Borkat is a 15-year veteran in the biopharmaceutical industry. He joined MedImmune in 2010, where he currently serves as Senior Director, External Partnerships & Collaborations. In this role he is responsible for establishing and overseeing broad scale collaborations with universities, non-profit organizations and government entities, across all the therapeutic areas relevant to MedImmune. Prior to this role, Mr. Borkat built and led the Portfolio Strategy & Management function for MedImmune, helping to ensure that MedImmune brings the most promising products to patients. Before joining MedImmune, Jarrod worked at Boehringer Ingelheim (BI) Pharmaceuticals, Inc. for 11 years, rising through the ranks in the commercial organization.



**biotherapeutics inc.**

**Biotherapeutics Inc.**  
**Adria Carbo, Scientific Director**

Biotherapeutics (BTI) is a pre-clinical stage company developing novel small-molecule drugs to treat inflammation associated with autoimmune related disorders and type 2 diabetes (T2D).



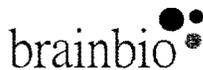
**Circulomics Inc.**  
**Kelvin Liu, Chief Executive Officer**

Circulomics develops micro- and nanotechnologies for cancer diagnostics. These tools streamline every step in the biomarker workflow from sample preparation to assays and detection instruments. Our proprietary technologies include, Nanobind which captures high quality DNA/RNA from clinical samples and Ligo-miR which transforms microRNA into an easily decoded molecular signature.



**EDWARD BRADLEY, M.D.**  
**Senior Vice President, R&D Oncology IMED Head, MedImmune**

Edward Bradley is Senior Vice President and Head of the Oncology Innovative Medicines unit (IMED) at MedImmune. As IMED head, he leads the cross-functional teams responsible for the strategy, growth, and advancement of the oncology portfolio. Dr. Bradley joined MedImmune in August 2010, as Vice President, Clinical Development, Oncology. Dr. Bradley, a board-certified medical oncologist, earned his medical degree and completed his medical residencies at Harvard. He conducted his clinical oncology training in the Medicine Branch of the National Cancer Institute and was a fellow in Robert Gallo's laboratory. He returned to the Harvard faculty as Director, Laboratory of Tumor Cell Biology in the Beth Israel-Brigham and Women's Hospital, and has maintained a career-long involvement in immunologically focused therapies for cancer.



**Brain Biosciences, Inc.**  
**David Beylin, Chief Executive Officer**

Brain Biosciences develops and manufactures portable, cost-effective, high-resolution, dedicated brain Positron Emission Tomography (PET) devices. These devices are optimized for studies of neurological disease in humans and preclinical models. The company, along with its partner JAS Neuroimaging, also provides PET scanning services to physicians, pharmaceutical companies, CROs, and academic institutions.



**Emergent BioSolutions**  
**Barry Labinger, President, BioSciences Division**

Emergent BioSolutions is a global specialty biopharmaceutical company seeking to protect and enhance life by offering specialized products to healthcare providers and governments to address medical needs and emerging health threats. Additional information about the company may be found at [www.emergentbiosolutions.com](http://www.emergentbiosolutions.com). Follow us @ [emergentbiosolu](https://twitter.com/emergentbiosolu).



**MARTIN J. BRILEY**  
**President and Chief Executive Officer, Virginia Economic Development Partnership**

Martin Briley was unanimously selected by the Board of Directors of the Virginia Economic Development Partnership as President and CEO of VEDP effective October 24, 2011. He is a senior executive with 25 years of leadership experience in local, state, national, and international business development and management – a results-driven leader nationally recognized as a consensus builder, skilled negotiator, and deal closer. Previously, he served as Executive Director of the Prince William County Department of Economic Development. During his tenure, Prince William's economic development success rose from an annual average of \$20 million to \$250 million per year, totaling \$3.46 billion of announced investment. At-place employment has grown 50% adding 36,000 jobs, including 14,500 high-paying technology jobs.

# SPEAKERS CONTINUED

# COMPANY SHOWCASE



**CHRISTOPHER M. COBURN**  
**Vice President, Innovation, Partners HealthCare**

Chris Coburn is Vice President, Innovation, Partners HealthCare. Based in Boston, Massachusetts, Partners is the nation's largest academic research enterprise with nearly \$1.5 billion in research. Mr. Coburn leads a team of 80 tasked with the commercial application of the unique capabilities and discoveries of Partners' 60,000 employees. His unit's responsibilities include technology business development, company creation, management and commercialization of all breakthroughs of Partners' Harvard Medical School appointed faculty and its core hospitals - Harvard University affiliates Brigham and Women's Hospital, Massachusetts General Hospital and McLean Hospital.



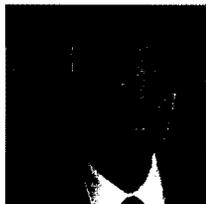
**DOUG COLE, M.D.**  
**General Partner, Flagship Ventures**

Doug focuses on Life Science Investments. He has led investments in Agios Pharmaceuticals (NASDAQ:AGIO), Alvine Pharmaceuticals, Avedro, CombinatoRx (NASDAQ:ZLCS), Concert Pharmaceuticals (NASDAQ:CNCE), Editas, Quanterix, Receptos (NASDAQ:RCPT), Seventh Sense Biosystems, and Tetraphase Pharmaceuticals (NASDAQ:TTPH). He co-founded Flagship portfolio companies Ensemble Therapeutics, Permeon Biologics, Moderna Therapeutics, and Syros Pharmaceuticals. He currently serves on the Boards of Directors of Agios, Editas, Ensemble, Permeon, Quanterix and Syros. He formerly served on the Board of Directors of Avedro, AVEO Pharmaceuticals (NASDAQ: AVEO), CombinatoRx, Concert, CGI, Moderna, Morphotek, Receptos, Resolvix, Selecta, Seventh Sense and Tetraphase.



**JUDY COSTELLO, MBA**  
**Acting Executive Director, BioMaryland**

A longtime supporter of the region's entrepreneur and start-up communities, Judy Costello joined the BioMaryland center as Deputy Director in 2011. She previously worked for fifteen years for the Business Alliance organizing venture pitch forums, entrepreneur bootcamps, and educational seminars in Maryland, DC and Virginia. Prior to joining the Business Alliance, Costello held positions in economic development, financial services marketing and university public relations. Raised on a family farm, she is a graduate of Georgetown University, and holds a MBA from Loyola University in Maryland.



**RONALD DANIELS**  
**President, Johns Hopkins University**

Ronald J. Daniels is the 14th president of Johns Hopkins University, America's first research university. Since taking office in 2009, he has focused his leadership on three overarching themes - enhanced interdisciplinary collaboration, individual excellence, and community engagement. These themes are the backbone of the university's strategic vision through 2020, and underscore the priorities of Johns Hopkins' largest-ever fundraising campaign, a \$4.5 billion effort. During Daniels' tenure, the university has launched of a series of multi-disciplinary initiatives aimed at addressing some of society's most vexing issues, bolstered the efforts of faculty, staff and students to translate discoveries into novel technologies, invested heavily in student access, and extended its rich community partnerships.



**AMPEL BioSolutions**  
**Peter Lipsky, Chief Executive Officer**

AMPEL BioSolutions is a full service biomedical consulting, management, and bioinformatics company focused on de-risking drug development by utilizing evidence-based analysis of all available data.



**Aperiomics, Inc.**  
**Crystal Icenhour, PhD, Chief Executive Officer**

Aperiomics, Inc. provides comprehensive next-generation sequencing to detect pathogens. Sample types include tissue, blood, plant, environmental, and more. Samples are extracted, sequenced, and analyzed using Aperiomics' proprietary Absolute\*NGS™ Pathogen Detection Service. From one test, get complete information about every pathogen in your sample - even unknown pathogens. Discover the Unknown™!



**Appian Medical Inc.**  
**Michael Thomas, Chief Executive Officer**

Appian Medical has a neural network algorithm, validated against polysomnography to accurately diagnose obstructive sleep apnea (OSA) via analysis of sleep breathing sounds. Our strategy is to commercialize the algorithm as a smartphone app for the definitive diagnosis of adult OSA, eliminating the need for costly and inconvenient sleep tests.

## AvhanaHealth

**Avhana Health**  
**Noah Weiner, Chief Executive Officer**

Avhana Health is Baltimore based software vendor creating the technology that is needed by healthcare professionals to adopt pay-for-performance and population health. Their flagship product, Avhana, is a data-driven clinical decision support platform that operates along side electronic medical records. The company was founded during the healthcare accelerator, Dreamit Health.



**BD Diagnostics**  
**Rick Ivey, WorldWide Vice President, Research and Development**

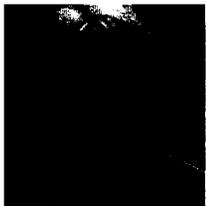
BD Diagnostics, based in Sparks MD designs and develops innovative IVD diagnostic systems and reagents for the detection and diagnosis of Infectious Diseases for the POC, Acute Care and Reference Lab/IDN marketplaces worldwide. Approximately 1800 associates including R&D, Manufacturing, and Commercial Operations work in our Sparks, MD facilities.



**BeneVir Biopharm, Inc.**  
**Matt Mulvey, Chief Executive Officer**

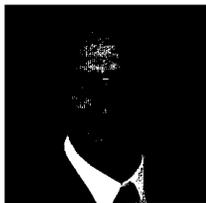
BeneVir's immunotherapies mobilize the immune system against two types of tumors: Those that are susceptible to immunotherapy as well as those that evolve resistance to immunotherapy and are responsible for treatment failure. BeneVir secured seed funding from angels and NCI in 2012 and recently completed a Series A round.

SPEAKERS CONTINUED



**DAVID B. WEINER, PH.D.**  
**Professor, Department of Pathology, University of Pennsylvania**

David Weiner is Professor of Pathology and Laboratory Medicine, Co-Program leader of Tumor Virology at the Abramson Cancer Center, and Chair of the Gene Therapy and Vaccines Graduate Program, at the University of Pennsylvania. Dr. Weiner's laboratory helped to found the field of DNA vaccines and along with collaborators was the first to move DNA vaccines into human clinical studies, establishing their initial safety and immunogenicity. His group has been instrumental in the recent resurgence in interest in the DNA vaccine field due to developing second generation synthetic enhanced vaccines and delivery approaches which have radically improved this technology.



**FRANK F. WEICHOLD, M.D., PH.D.**  
**Director, Office of Critical Path and Regulatory Science Initiatives, FDA**

Frank Weichold is Director, Office of Critical Path and Regulatory Science Initiatives in the Office of the Chief Scientist at FDA. He also chairs the FDA Senior Science Council and represents FDA at the Maryland Life Science Advisory Board. The expertise and leadership he brings to the regulatory agency build on his clinical, academic, and industrial medical product development experiences. With his team and in partnership with other stakeholders he leverages creative ability to advance, coordinate, and integrate scientific innovation and resources for FDA to address mission-critical health science and regulatory responsibilities in a global environment.



**TOM WEITHMAN, MPA**  
**Managing Director and Vice President, CIT**

Beginning in 2004, Tom has established and grown CIT GAP Funds, a family of seed-stage venture funds focused on making equity investments in the Commonwealth of Virginia's most promising tech and life science companies. In forming GAP Fund I, Weithman brought together initial investment capital, developed and implemented all deal sourcing, due diligence, and portfolio management processes, and recruited all members of the investment team and GAP Fund board.



**CHRISTY WYSKIEL**  
**Senior Advisor to the President, Johns Hopkins University**

Christy Wyskiel is Senior Advisor to the President of Johns Hopkins University on matters of innovation, commercialization, and entrepreneurship. Christy is a seasoned entrepreneur and investor with 20 years of experience primarily focused on the life sciences and healthcare industries. Prior to her career as an entrepreneur, Christy was a Managing Director at Maverick Capital, a long-short equity hedge fund with over \$12 billion under management, where she had a long track record of successful healthcare investing in both public and private companies. Prior to that, she was a healthcare and medical technology stock analyst at T.Rowe Price.

SPEAKERS CONTINUED



**BRIAN DARMODY**  
**Associate Vice President, Corporate and Foundation Relations, University of Maryland, and Special Assistant Vice Chancellor for Technology Development, University System of Maryland**

Brian Darmody is Associate Vice President for Corporate and Foundation Relations, University of Maryland, and Special Assistant Vice Chancellor for Technology Development, University System of Maryland. He develops overall university strategy for corporate and foundation relationships, and projects and policies to support these initiatives. Previously, he was the University's Associate Vice President for Research and Economic Development, Assistant to President for State and Federal Relations, and counsel in UMD's legal office. He serves on national and state boards, including Fraunhofer USA, the Maryland Venture Authority, and Technology Council of Maryland, and is past President of the Association of University Research Parks. He holds a J.D. and a baccalaureate degree.



**C. SCOTT DEMPWOLF**  
**Founder and Chief Technology Officer, Tertius Analytics**

C. Scott Dempwolf is Founder and Chief Technology Officer of Tertius Analytics, a Rockville, Maryland based startup using social network analysis to drive economic development and corporate innovation strategies. An Assistant Professor in the Urban Studies and Planning Program at the University of Maryland, Scott also directs an EDA-funded University Center and teaches a planning studio. His research and publications examine relationships between innovation, economic development and industrial land use. Scott returned to academia after 20+ years of community and economic development practice, earning his PhD in Urban Planning at UMD; a Masters from Temple and a Bachelor's from MIT.



**JENS ECKSTEIN, PH.D.**  
**President, S.R. One**

Dr. Eckstein comes to SR One from TVM Capital where he was a Venture Partner, Entrepreneur-In-Residence and appointed CEO and President of SelectX Pharmaceuticals. Prior to that, he was a General Partner in TVMs Boston life sciences practice where he focused on earlier-stage investments. He is currently Chairman of the Board of Directors of Thrasos Therapeutics and a Director at ZappRx, Inc. He was also a member of the Board of Directors for Allos BioSciences, CoNcERT Pharmaceuticals, Enanta Pharmaceuticals, SelectX Pharmaceuticals, Rapid Micro Biosystems, Anchor Therapeutics, and an Advisor to Sirtris Pharmaceuticals.



**BILL ENRIGHT**  
**Director, President and Chief Executive Officer, Vaxin**

William "Bill" Enright joined Vaxin in June 2008 and currently serves as a Director, President & CEO. Prior to joining Vaxin, Mr. Enright spent six years with GenVec, Inc. with increasing responsibilities including the Head of Business Development. Mr. Enright was responsible for helping to build GenVec's vaccine business including approximately \$140M of funding for vaccine related initiatives. Mr. Enright brings more than 25 years of experience in a variety of positions within the life science/biotech industry, including time as a consultant, a bench scientist and 12 years with Life Technologies, Inc. (acquired by Thermo-Fisher), working in various senior level licensing, business management, manufacturing and research roles.

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SPEAKERS CONTINUED

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**THOMAS G. EVANS, M.D.**  
President and Chief Executive Officer, Aeras

Tom Evans is the President and CEO at Aeras. He previously served as Chief Scientific Officer where he led all research and development (R&D) and medical activities, including vaccine discovery, vaccine assessment and clinical development. Prior to joining Aeras, Dr. Evans was Vice President and Head of Translational Sciences, Asia at Novartis Institutes for BioMedical Research in Shanghai, China. Dr. Evans also served as Novartis Vice President and Global Head of Infectious Diseases Research and Translational Medicine from 2005 to 2008. He came to Novartis from Vical Inc., where he was Vice President, Infectious Diseases Clinical Research.



**HARRIET FEAR**  
Chief Executive Officer, One Nucleus

Harriet joined One Nucleus (formerly ERBI) as CEO in February 2009. She previously worked as a Diplomat with the British Foreign Office for 21 years serving in over 17 countries around the globe. Half her career was spent in the commercial field, latterly heading UK Trade & Investments national life sciences trade team for over 5 years. During her varied Foreign Office career she was Deputy Ambassador three times, Private Secretary to the Minister for Europe, led an evacuation of Brits out of the Congo and worked in Khymer Rouge territory with Scotland Yard on a hostage crisis. She now enjoys a calmer life in the UK!



**DAVID FREDRICKSON**  
Vice President, Specialty Care, AstraZeneca

Dave has over 15 years of commercial leadership experience spanning strategic and operational roles in the pharma/biotech industry. He has a consistent track record of driving business-unit and product performance and building high-performing teams across specialty markets, such as oncology, hematology, immunology and infectious disease. Dave joined AstraZeneca from Roche / Genentech where he had been for the last nine years and, most recently, served as Business Unit Director, Oncology-Hematology in Spain. During the past two years he has led the simultaneous launches of Perjeta®, Kadcyla®, Zelboraf®, Erivedge® and Herceptin® SC, while maximizing the global blockbusters Avastin®, Herceptin® and Rituxan®.



**VALERIE FREMONT**  
Director, Life Sciences and Health IT  
Montgomery County, Department of Economic Development

Dr. Valerie Fremont joined the Department of Economic Development at Montgomery County as Director, Life Sciences and Health IT. She has a Ph.D. in Biochemistry and was Director of Product Development in the biotech industry for over 12 years. Dr. Fremont is responsible for formulating and implementing the County's strategic plan for the Life Sciences and Health IT sectors. In addition to fostering partnerships throughout the community, she's managing projects aimed at accelerating the growth of companies and assisting the pipeline of new companies. An active member of Women In Bio, Dr. Fremont led the global chapter development strategy for the organization, and established five new chapters.



**WALTER G. SUAREZ, MD, MPH**  
Executive Director Health IT Strategy and Policy, Kaiser Permanente

Dr. Suarez is a physician and a public health and medical information systems specialist, and the Executive Director of Health IT Strategy and Policy for Kaiser Permanente, where he is responsible for coordinating and facilitating the development of Kaiser Permanente's internal and external Health IT-related policy positions, provide US national and international policy input on health IT-related domains (including standards for electronic health records and health administrative processes, information technology architectures, clinical models, privacy and security, and health information exchanges), and fostering the establishment of, and leading regional and national public-private collaborative efforts in health IT on behalf of Kaiser Permanente. Dr. Suarez joined Kaiser Permanente in 2009.

Dr. Suarez earned his medical degree from the Colombian School of Medicine and his Master in Public Health from Tulane University. He has been the recipient of numerous regional and national awards, including the Minnesota Physician's "Most Influential Health Care Leaders" in 1997 and 1998, the WEDI 2004, 2006 and 2007 Distinguished Service Award and the first recipient of WEDI's prestigious "Andrew H. Melzer" Excellence in Volunteerism Award, in 2005.



**MARC TESSIER-LAVIGNE, PH.D.**  
President of The Rockefeller University

Dr. Tessier-Lavigne is President of The Rockefeller University, where he is also the Carson Family Professor and Head of the Laboratory of Brain Development and Repair. He is a pioneer in the study of the molecular signals that direct the formation of neural circuits in the brain during embryonic development. He also studies nerve cell responses to injury and the mechanisms underlying nerve cell death. Prior to joining Rockefeller, he served as Executive Vice President for Research and Chief Scientific Officer at Genentech, a leading biotechnology company. He obtained undergraduate degrees from McGill and Oxford Universities and a PhD from University College London (UCL), and was a postdoctoral fellow at UCL and Columbia University. Prior to joining Genentech, he held faculty positions at the University of California, San Francisco and at Stanford University, where he was the Susan B. Ford Professor and an investigator with the Howard Hughes Medical Institute. A Rhodes Scholar, Dr. Tessier-Lavigne is the recipient of numerous awards and honors, and he is a member of the National Academy of Sciences and its Institute of Medicine. He is also a member of the corporate Boards of Pfizer Inc., Regeneron Pharmaceuticals, Agios Pharmaceuticals, Juno Therapeutics and the Federal Reserve Bank of New York.



**SANTHOSH VADIVELU, PH.D.**  
Principal at 2020 BioVentures

Santhosh has over 10 years of operational experience and has held several cross-functional senior leadership roles and served on the Scientific Advisory Boards and Board of Directors committee in several healthcare companies. Prior to joining Cleveland Clinic, Santhosh was at Canaan Partners and 2020 BioVentures, where he invested in healthcare companies in pharmaceuticals, medical devices, life science tools and information technology sectors. Santhosh founded 2020 BioVentures and he led 3 clinical translational programs and executed strategic pharmaceutical partnering and venture capital fund raising activities in US & Asia. Prior to Canaan, Santhosh held roles as a scientist at Cold Spring Harbor Laboratory, NY and as a patent agent at a US law firm. Santhosh obtained his MSc with Honors in Life Sciences and completed his Doctorate in Biochemistry at Institute of Molecular Pathology, Vienna, Austria.

## SPEAKERS CONTINUED



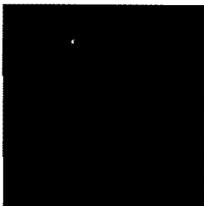
**REGINALD SEETO, M.D.**  
**Vice President, Head of Partnering & Strategy, Medimmune**

Dr. Seeto rejoined Medimmune's executive team in 2013 to lead the Partnering and Strategy Group. During the last 12 months, he and his team have completed several key acquisitions (Amplimmune, Spirogen), licensing deals (ADCT, Immunocore, NGM) and academic collaborations (JHU and University of MD). During 2011-12 Dr. Seeto was on an expatriate assignment as the President of AstraZeneca Thailand, where Seeto was the first MedImmune executive to participate in a talent exchange and development program with AstraZeneca. Under his leadership, Thailand achieved its sales targets for the first time in 5 years and was awarded the RVP Award for Leadership during country's worst floods in more than half a century.



**KYP SIRINAKIS**  
**Co-founder and Managing Director, Epidarex Capital**

Kyp Sirinakis has more than twenty years of experience in creating and growing companies both as an early-stage venture investor and a senior executive in various technology and life science companies. Kyp is the Co-founder and Managing Director of Epidarex Capital, a Bethesda based venture capital firm which invests in early stage life science and health technology companies in under-ventured markets within the UK and US. Prior to launching Epidarex, she was part of the senior management team of MASA Life Science Ventures (MSLV) an early stage life science venture fund where she co-led the fund's investment strategy and managed several MSLV portfolio investments through successful exits.



**BRAD STEWART**  
**Chief Executive Officer, Immunology Partners**

Brad L. Stewart is the CEO of Immunology Partners. Most recently, Mr. Stewart was the CEO of Cylex, which he built into one of the first global companion diagnostics businesses - commercialized in 18 countries with approximately 750,000 assays sold. He was able to successfully sell the venture capital backed business through a highly competitive sale process.

An experienced senior executive, Mr. Stewart maintains a record of success in many specialty areas of the life sciences industry including: biotech; pharmaceuticals; orphan drugs; diagnostics; development and management of joint ventures; along with extensive management consulting and corporate strategy assignments.



**PASCAL SORIOT**  
**Chief Executive Officer, AstraZeneca**

From 2010 to September 2012, he served as Chief Operating Officer of Roche AG's pharmaceuticals division. Prior to that, he was CEO of Genentech, a biologics business, and led its successful merger with Roche. He joined the pharmaceutical industry in 1986 and has worked in senior management roles throughout the world in a number of major companies. He brings to AstraZeneca a significant breadth of experience in both established and emerging markets, strength of strategic thinking, a successful track record of managing change and putting strategy into operation, and the ability to lead a diverse organisation, having lived in Australia, Japan, the US and Europe. He is a doctor of veterinary medicine (École Nationale Vétérinaire d'Alfort, Maisons-Alfort) and holds an MBA from HEC, Paris.

## SPEAKERS CONTINUED



**DONALD C. FRY**  
**President and Chief Executive Officer, Greater Baltimore Committee**

Donald C. Fry has been the president and CEO of the Greater Baltimore Committee, the region's premier organization of business and civic leaders, since November 2002. The GBC began working with the bio sector in 2003 when it helped assemble a coalition that is working to renovate Baltimore's east side and is building a bio park. The GBC has worked to support bioparks on both Baltimore's east and west sides. The GBC's efforts also include working with individual bio companies to help them gain access to capital, advocating for the establishment of the Maryland Biotech Center and leading the private-sector in championing the state's biotech tax credit and ensuring that it increases or remains at a sound level.

Fry served as GBC executive vice president from 1999 to 2002 and practiced law in Harford County from 1980 to 1999. A former member of both the Maryland House of Delegates and Senate of Maryland, Fry is one of only a handful of legislators to have served on each of the major budget committees of the General Assembly. He is a graduate of the University of Baltimore School of Law and Frostburg State College.



**JEFF GALLAGHER**  
**Chief Executive Officer, Virginia Bio**

Jeff Gallagher is CEO, Virginia Bio, the statewide trade group of the life sciences industry in the Commonwealth. Jeff has co-founded and served as VP & General Counsel for a drug delivery company Lyotropic Therapeutics, Ashland, VA. He practiced corporate, IP transaction and international law for many years in Richmond and Madison WI, helping start and grow bioscience companies. He is co-founder and longtime Chairman of Richmond based World Pediatric Project. Jeff holds an A.B. in Government from Harvard, a J.D. from the University of Wisconsin Law School, and an LL.M in Public International Law from the University of Virginia School of Law.



**R. MICHAEL GILL**  
**Secretary, Maryland Department of Business and Economic Development**

Michael Gill is a business leader with forty years of experience as an entrepreneur, veteran of large technology firms, and public servant. Mr. Gill was appointed by Governor Larry Hogan in January 2015 to the position of Secretary of the Maryland Department of Business and Economic Development (DBED).

Mr. Gill spent seven years starting in 1974 in sales and marketing at IBM before joining Ernst & Young's Baltimore office as Director of Data Systems in the mid-Atlantic region. Following a year at American Teleservices, the majority shareholder of Cellular One, Mr. Gill founded AMERICOM, a Baltimore-based provider of cellular products and services to businesses in the area.

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**GREGORY GLENN, M.D.**  
**Chief Medical Officer, Novavax Corporation**

Gregory Glenn is the Chief Medical Officer of Novavax Corporation, a publicly held biotech vaccine company in the Washington, D.C. area. Dr. Glenn was Board Certified in Pediatrics and completed a Medical Research Fellowship at the Walter Reed Army Institute of Research (WRAIR) in Washington, D.C., where he conducted basic research from 1992 until 2000. While at WRAIR he developed an interest in vaccine adjuvant and delivery systems, working with diverse applications including malaria, dengue, anthrax, cholera and ETEC. While at WRAIR, Dr. Glenn made fundamental observations regarding delivery of vaccine antigens to the skin via patch technology and co-founded a start-up biotechnology company, IOMAI, in 1997.



**IVOR ROYSTON, M.D.**  
**Founder and Managing Partner, Forward Ventures**

Dr. Royston is a founding Managing Partner of Forward Ventures, a San Diego specialized life science venture capital firm. From 1990-2000, he served as the founding President and CEO of the Sidney Kimmel Cancer Center. From 1978 to 1990, he was on the oncology faculty and Director of Clinical Immunology of the University of California, San Diego, Cancer Center. In 1978, Dr. Royston co-founded Hybritech, Inc., San Diego's first biotechnology company, which developed the PSA test for prostate cancer; and in 1986, he co-founded IDEC Corporation, which developed the first monoclonal antibody for cancer and subsequently merged with Biogen to form Biogen Idec. Dr. Royston has been instrumental in the formation, financing, and development of numerous biotechnology companies. Today, he serves on the boards of BloCept, HemaQuest, Syndax, and Tangent.

Dr. Royston received his B.A. (1967) and M.D. (1970) degrees from Johns Hopkins University and completed post-doctoral training in internal medicine and medical oncology at Stanford University. In 1994, Dr. Royston received the San Diego Entrepreneur of the Year Award. In 1997, President Clinton appointed Dr. Royston to a six-year term on the National Cancer Advisory Board. In 2006, Dr. Royston was inducted into the San Diego Entrepreneur Hall of Fame.



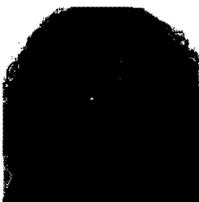
**SHAUN GRADY**  
**Vice President, Business Development Operations, AstraZeneca**

Shaun Grady is Vice President, Business Development Operations while also leading AstraZeneca's transaction execution. Shaun provides due diligence and Alliance and Integration Management function, including early and late stage and on-market licensing and partnering, M&A, and divestments. Shaun has worked for ICI, Zeneca, and AstraZeneca in corporate roles. Also, he has worked for Pharmaceuticals and US Legal departments including HR and Business Development.



**J. THOMAS SADOWSKI**  
**President and Chief Executive Officer, Economic Alliance of Greater Baltimore**

J. Thomas "Tom" Sadowski has served as President and CEO of the Economic Alliance since 2008. He joined the EAGB in 2006 as Executive Vice President to manage the Region's response to the Dept. of Defense 2005 Base Realignment and Closure (BRAC) initiative. He has led strategic marketing efforts reaching more than 20,000 business executives and sales missions to major US markets such as Austin, Boston, NYC, NJ, San Diego and Silicon Valley. His work has emphasized growing and attracting companies, engaging regional stakeholders and creating new programs supporting innovation, commercialization, entrepreneurship, and talent retention, attraction and development.



**ANGELA GRAHAM**  
**President and Chief Executive Officer, Quality Biological**

Angela Graham, President and CEO of Quality Biological Inc. (QBI) initially joined the company in 1992. Looking to broaden her knowledge and expertise, Angela left in 1996 and spent the next 15 years in various sales and management roles at Bristol-Myers Squibb, Pfizer, and UCB. Daughter of QBI's founder, Angela is deeply committed to growing and sustaining the family business. Her leadership expertise is in change management, marketing, and business development. Angela is a graduate of the University of Virginia and the Tuck School of Business at Dartmouth College. She currently serves on the Board of Directors for Diversity Alliance for Science.



**PHILIP D. SCHIFF, JD**  
**Chief Executive Officer, Tech Council of Maryland**

Philip Schiff, CEO of the Tech Council of Maryland, leads the organization's efforts in expanding the association's membership reach throughout the state, managing policy initiatives designed to foster growth of the technology sectors and advocating for even greater innovation and collaboration in the region. Schiff came to the organization with more than 30 years of expertise and proven success in national and local advocacy, financial management, strategic planning, member relations, external relations and legal work. Prior to TCM, Schiff was employed with the American Association of Blood Banks for 18 years, and was chief strategy officer and assistant general counsel for the American National Red Cross.



**RICHARD G. GRIFFIN**  
**Director of Economic Development, City of Frederick, Maryland**

Mr. Griffin has served as director of Economic Development for the City of Frederick, Maryland since 2002. An urban planner and economic developer with 23 years of experience, Richard has worked at the city, county, and regional level. His previous assignments include serving as the executive director of the Downtown Frederick Partnership, Program Manager of Comprehensive Planning for Loudoun County, Virginia and Senior Regional Planner for the Appalachian Council of Governments.

Mr. Griffin holds degrees from Western Carolina University and Clemson University. He serves on the Board for the Downtown Frederick Partnership, the Frederick Innovative Technology Center, Inc. and others.

SPEAKERS CONTINUED

SPEAKERS CONTINUED



**MICHAEL RAO, PH.D.**  
President, Virginia Commonwealth University

Since 2009, Michael Rao, Ph.D., has led strategic efforts in student and faculty success, transformative and translational research, human health and wellbeing, and regional development that—taken together—have helped Virginia Commonwealth University emerge as one of America's premier urban public research universities. With President Rao's leadership, VCU is now a top 50 public research university nationally. In 2013, VCU was named one of the world's top 200 research universities by the Academic Rankings of World Universities, based in Shanghai. Nearly 30 academic programs are ranked among the best in the nation by U.S. News & World Report, including two ranked No. 1.



**JANET M. GRIFFITHS, PH.D.**  
Senior Director, Product Development Team Leader, MedImmune

Janet M. Griffiths, PhD joined MedImmune in December 2012 as Sr. Director, Product Development Team Leader where her role includes the leadership of biopharmaceutical programs in Respiratory, Inflammation and Autoimmunity. Janet was previously Program Executive at Biogen Idec where she had program responsibility for the entire Immunology R&D pipeline during a period of very rapid growth. In a prior role at Biogen Idec, Janet was Director of Manufacturing Sciences where she established and led a large technical team supporting clinical and commercial programs including Avonex® and Tysabri®. Earlier in her career, she held a similar position at Genzyme Corporation during the approval and early commercialization stages of Cerezyme® and Fabrazyme®.



**BRUCE ROBERTSON PH.D.**  
Managing Director, H.I.G. BioVentures

Bruce Robertson is a Managing Director of H.I.G. BioVentures, the life science focused venture capital affiliate of H.I.G. Capital, a \$17 billion global private equity firm. H.I.G. BioVentures, which is actively investing out of a \$270 million fund, focuses on equity and structured debt investment opportunities in medical devices, biopharmaceuticals, and diagnostics. Bruce currently serves on the boards of Cerephex, CardioFocus, Apollo Endosurgery, Intersection Medical, Iconic Therapeutics and Clarus Therapeutics. Prior to his 15 years in venture capital, Bruce held operating roles in R&D and business development with W.R Grace and IGEN International.



**MIKE GRISHAM**  
President and Chief Executive Officer,  
Virginia Biosciences Health Research Corporation

Mike Grisham is the President and Chief Executive Officer of the Virginia Biosciences Health Research Corporation and is the immediate past Chairman of the Virginia Biotechnology Association. Mr. Grisham has 21 years of experience building and growing high potential bioscience companies. He is the founder, managing member, and CEO of GPB Scientific LLC. He co-founded and was CEO of Artemis Health—prenatal genetic screening; CELLective Dx—cancer cell detection; Paradigm Health Corporation; and Neurocare, Inc. Mr. Grisham has a Bachelor of Arts degree from the University of California, Berkeley and an MBA from the Stanford Graduate School of Business.



**ROBERT ROSENBAUM**  
President and Executive Director, TEDCO

As President, Rob is responsible for the strategic and operational leadership to ensure its position as a national frontrunner in technology, as a seed and early-stage investor and as a provider of entrepreneurial business assistance. Prior to joining TEDCO, Rob held leadership roles at companies that span a diverse array of industries, including strategy consulting firm Nobska Group, Agora Publishing, third-party warehousing company Versient, The Stride Rite Corporation, e-commerce company Eventra and Jay-Arr Slimwear, Inc. His volunteer activities include serving on the board of The Maryland-Israel Development Center, a public-private partnership whose mission is to aid the efforts of Israeli technology companies attempting to move into the U.S. market.



**THOMAS P. HEYDLER**  
Chief Executive Officer, Definiens

Thomas joined Definiens as CEO in 2004 and has guided Definiens to become the global leader in Tissue Phenomics. Prior to joining Definiens, Thomas was President and CEO of Barcelona Design, USA. Thomas has worked in the technology industry since 1986, where he has held senior leadership positions for global companies like Documentum, Cadence Design Systems and Siemens AG. Thomas has a successful track record of leading international organizations through strategy development, operational execution and growth from headquarters in Europe and the US. Thomas holds a Diplom-Ingenieur degree in Electric Engineering and Computer Science from the Technical University in Munich.



**MARTINE ROTHBLATT, PH.D., JD, MBA**  
Chief Executive Officer, United Therapeutics

Martine Rothblatt, Ph.D. launched United Therapeutics Corporation ([www.unither.com](http://www.unither.com)) and has served as Chairman of its Board of Directors and Chief Executive Officer since its inception. Prior to forming United Therapeutics she created Sirius XM Satellite Radio and served as its Chairman & CEO. Dr. Rothblatt earned a Ph.D. in Medical Ethics from the Royal London College of Medicine & Dentistry, chaired the International Bar Association's Law & Medicine Committee and authored the book *Your Life or Mine: How Geoethics Can Resolve the Conflict Between Public and Private Interests in Xenotransplantation* (Ashgate House, 2004). Dr. Rothblatt has also published several other books on mindware ethics, satellite communications, gender differences, organ transplantation and Middle East peace.



**STEPHEN L. HOFFMAN, M.D.**  
Founder, Chief Executive and Scientific Officer, Sanaria, Inc.

Dr. Hoffman is Founder and Chief Executive and Scientific Officer of Sanaria Inc., a company dedicated to developing a whole sporozoite malaria vaccine, a vaccine which won the 2014 Vaccine Industry Excellence Award for "Best Prophylactic Vaccine," and Chairman Protein Potential LLC, a company focused on subunit vaccine development for infectious diseases and cancer. He was Director Malaria Program Naval Medical Research Center (1987-2000) and Senior Vice President Biologics Celera Genomics (2000-2002). He has held several professorships, serves on multiple advisory boards, and is a past president of American Society of Tropical Medicine and Hygiene, member of the Institute of Medicine of the National Academies of Science, and author of 400 scientific publications. He received a BA from University of Pennsylvania, MD from Cornell University Medical College (Weill), and Diploma in Tropical Medicine and Hygiene from London School of Hygiene and Tropical Medicine, and did residency training at University of California San Diego.

SPEAKERS CONTINUED

SPEAKERS CONTINUED



**FREEMAN A. HRABOWSKI, III**  
**President, University of Maryland, Baltimore County**

Dr. Freeman A. Hrabowski, President of UMBC (University of Maryland, Baltimore County) since 1992, is a consultant on science and math education to national agencies, universities, and school systems. He was recently named by President Obama to chair the newly created President's Advisory Commission on Educational Excellence for African Americans. He also chaired the National Academies' committee that produced the recent report, Expanding Underrepresented Minority Participation: America's Science and Technology Talent at the Crossroads. Named one of the 100 Most Influential People in the World by TIME (2012) and one of America's Best Leaders by U.S. News & World Report (2008), he also received TIAA-CREF's Theodore M. Hesburgh Award for Leadership Excellence (2011), the Carnegie Corporation's Academic Leadership Award (2011), and the Heinz Award (2012) for contributions to improving the "Human Condition." UMBC has been recognized as a model for academic innovation and inclusive excellence by such publications as U.S. News, which the past six years ranked UMBC the #1 "Up and Coming" university in the nation.



**DREW M. PARDOLL, M.D.**  
**Professor of Oncology, Director, Johns Hopkins University**

Dr. Pardoll is an Abeloff Professor of Oncology, Medicine, Pathology and Molecular Biology and Genetics at the Johns Hopkins University, School of Medicine. He is Director of the Cancer Immunology in the Sidney Kimmel Comprehensive Cancer Center. Dr. Pardoll attended Johns Hopkins University, where he earned his M.D., Ph.D., in 1982 and completed his Medical Residency and Oncology Fellowship in 1985. He then worked for three years at the National Institutes of Health as a Medical Staff Fellow. Dr. Pardoll joined the departments of oncology and medicine in 1988. Dr. Pardoll has published over 300 papers and over 20 book chapters on the subject of T cell immunology and cancer vaccines.



**BAHIJA JALLAL, PH.D.**  
**Executive Vice President, AstraZeneca and Head of MedImmune**

Dr. Bahija Jallal is Executive Vice President of AstraZeneca and head of its global biologics research and development arm, MedImmune, with locations in Gaithersburg, California and Cambridge, UK. She is a member of the senior executive team at AstraZeneca reporting to the CEO. Dr. Jallal joined MedImmune in March 2006. Dr. Jallal is a member of the Board of Directors of the University of Maryland Health Sciences Research Park Corporation, a non-profit organization that manages biomedical research development at the BioPark. She was recently appointed to the Board of Trustees of The Johns Hopkins University.



**REENA PHILIP, PH.D.**  
**Director, Division of Molecular Genetics and Pathology, Office of In Vitro Diagnostic Devices and Radiological Health, Center for Devices and Radiologic Health, FDA**

Dr. Philip currently holds the position of Director in the Division of Molecular Genetics and Pathology in the Office of In Vitro Diagnostic Devices and Radiological Health, at Center for Devices and Radiologic Health at the FDA. At the FDA, she has been involved in many diverse activities including premarket clearance/approval, manufacturer assistance, post market regulatory compliance actions, and the development of FDA Guidance on In Vitro Companion Diagnostic Devices. In addition, she has been an ongoing participant in FDA multi-center reviews in companion diagnostics. Prior to joining the FDA in 2004, Dr. Philip's experience included 3 years in the US biotechnology industry and postdoctoral training in Molecular Biology. Dr. Philip received her Ph.D. from University of Illinois at Urbana-Champaign.



**MAURICE A. JONES**  
**Secretary of Commerce and Trade, Office of Governor Terence R. McAuliffe**

Maurice Jones was appointed Secretary of Commerce and Trade by Governor Terry McAuliffe in January 2014. The primary job of the Secretariat of Commerce and Trade is to utilize Virginia's assets to solidify its position as the preeminent place to live, work and conduct business.

Secretary Jones previously served as Deputy Secretary for the U.S. Department of Housing and Urban Development (HUD) from April 2012 through January 2014. As the second most senior official at HUD, Jones managed the Department's day-to-day operations, the annual operating budget of \$40 billion, and the agency's 8,900 employees.

Before his appointment at HUD, Jones was President of Pilot Media, the largest print and digital organization in Hampton Roads, Virginia. He joined Landmark Media Enterprises, owner of Pilot Media, in 2005, serving as Vice President of the Landmark Publishing Group, in 2006, he became the Vice President and General Manager of Pilot Media, and in 2008 he became President and Publisher of The Virginian-Pilot.

Jones received a Bachelor of Arts in Political Science from Hampden-Sydney College and attended Oxford University in England on a Rhodes Scholarship, where he received a Master of Philosophy in International Relations. He later received a Juris Doctor from the University of Virginia. A Kenbridge, Virginia native, Jones currently resides in Norfolk, Virginia with his wife, Lisa, and daughter, Michela.



**CHRISTIAN PLAZA**  
**Partner, Cooley LLP**

Christian Plaza is a Partner at Cooley LLP and served as Partner in Charge of the Firm's Boston office from 2009 - 2011. His practice focuses on the representation of clients in the life sciences and healthcare industries. He has over 20 years of experience on a variety of corporate and securities activities, with an emphasis on public and private offerings, venture capital transactions, mergers and acquisitions, strategic partnerships and collaborations and corporate compliance matters. He received a JD, cum laude, from Georgetown University Law Center. He earned his BA in Political Science, with honors, from Rutgers College, with a minor in Biology.



**KOUSTUBH RANADE, PH.D.**  
**Senior Director, Translational Sciences, MedImmune**

Dr. Koustubh Ranade is Senior Director, Translational Sciences at MedImmune where his group is responsible for developing translational and personalized medicine approaches for targeted therapies for respiratory, inflammatory and autoimmune diseases. Prior to MedImmune, Dr. Ranade was at Genentech and Bristol-Myers Squibb. He has published extensively on human genetics and pharmacogenomics and written and edited a book on the application of genomics to drug development. He is an inventor on four issued patents. He received his PhD in Molecular Genetics from the University of Massachusetts Medical School, and was a postdoctoral fellow at the National Human Genome Research Institute of the NIH and at the Stanford University School of Medicine.

# SPEAKERS CONTINUED



**ARAM NERPOUNI, MBA**  
**President and Chief Executive Officer, BioEnterprise**

As President & CEO, Aram Nerpouni leads the Northeast Ohio biomedical sector strategy in collaboration with the BioEnterprise Board of Directors and other public, private and not-for-profit partners. Prior to his CEO position at BioEnterprise, Nerpouni served as Chief Administrative Officer of the Austen BioInnovation Institute in Akron. Nerpouni serves on the Boards of the Great Lakes Science Center, Child Guidance and Family Solutions, and the Knight Foundation Community Advisory Committee. He received an M.B.A. from Case Western Reserve University and a B.S. in Biology from Stanford University.



**MARIA C. M. ORR, PH.D.**  
**Executive Director, Personalized Healthcare and Biomarkers, AstraZeneca**

Marla Orr graduated from Trinity College, Dublin and completed a PhD in molecular genetics at Sheffield University. Following a brief period in academia, Marla moved into the pharmaceutical industry in 1994 where she has been actively involved in the application of genetics to drive drug discovery & development. Marla joined the oncology therapeutic area of AstraZeneca in 2005 where she championed the use of biomarkers to aid clinical drug development, focusing primarily on the use of biomarkers to drive patient segmentation. In 2010 she joined the newly formed Personalised Healthcare & Biomarkers function of AZ where she successfully led the team delivering the companion diagnostic for the PARP inhibitor Lynparza (olaparib).



**JAY PERMAN, M.D.**  
**President, University of Maryland, Baltimore**

Jay A. Perman, MD, became president of the University of Maryland, Baltimore (UMB)—Maryland's only public health, law, and human services university—in July 2010. A pediatric gastroenterologist, Perman continues to practice medicine through his weekly President's Clinic, where he teaches team-based health care. He established the Center for Interprofessional Education to train all UMB students to provide high-quality interprofessional care and services in a team setting.

With Wallace Loh, Ph.D., President of the University of Maryland, College Park, Perman leads a structured collaboration of the two universities, leveraging their strengths to enhance interdisciplinary programs, expand a combined \$1 billion research enterprise, and improve technology commercialization.

With Baltimore Mayor Stephanie Rawlings-Blake, Perman co-chairs the UniverCity Partnership, dedicated to redeveloping and revitalizing Baltimore's Westside. He chairs the board of directors of the Downtown Partnership, and serves on several additional civic and professional boards.

Perman has built an infrastructure to enhance UMB's service to the community. The Center for Community-Based Education and Learning guides the University's engagement with children and families in West Baltimore, and the Office of Community Engagement coordinates UMB's ample outreach projects in order to respond quickly and effectively to identified community needs. Perman first came to UMB in 1999 as Chair of the School of Medicine's Department of Pediatrics. He left Baltimore in 2004 for the University of Kentucky College of Medicine, where he served as Dean and Vice President for clinical affairs.



**RUTH A. KARRON, M.D.**  
**Professor of International Health, Bloomberg School of Public Health**

Ruth A. Karron, M.D., is a Professor of International Health in the Bloomberg School of Public Health with a joint appointment in the Department of Pediatrics in the School of Medicine, Johns Hopkins University. Dr. Karron is a pediatric infectious diseases physician, virologist, and vaccinologist, and is Director of the Center for Immunization Research and of the Johns Hopkins Vaccine Initiative in the School of Public Health. Dr. Karron has extensive experience in the evaluation of respiratory virus vaccines, including vaccines for seasonal and pandemic influenza, respiratory syncytial virus, and related respiratory viruses in adult and pediatric populations. Dr. Karron's research interests also include the development of immune responses to respiratory viral infections in early life, the epidemiology of RSV and other respiratory viral diseases in resource-poor settings, and public policy and ethical issues related to vaccine development and distribution. She is currently a member of the CDC Advisory Committee on Immunization Practices (ACIP), where she chairs the Influenza Working Group, and of the WHO Product Development for Vaccines Advisory Committee (PDVAC).



**RACHEL K. KING**  
**Chief Executive Officer and Co-founder, GlycoMimetics, Inc.**

Rachel King is co-founder and CEO of GlycoMimetics, Inc. (GMI), a biotechnology company which rose over \$60 million in venture capital financing, entered into a major strategic partnership with Pfizer, and went public in early 2014. Mrs. King came to NEA after serving as a Senior Vice President of Novartis Corporation. Before joining Novartis, Mrs. King spent ten years with Genetic Therapy, Inc. through the company's early stage, initial public offering, and eventual sale to Novartis. After the sale to Novartis, she was named CEO and ran the company as a wholly owned subsidiary of Novartis.



**WILLIAM E. (BRIT) KIRWAN**  
**Chancellor of the University System of Maryland**

William E. (Brit) Kirwan is chancellor of the University System of Maryland. He has advanced public higher education, our state, and society in general in many ways, including expanding access and success for underrepresented groups, academic innovation, the number of STEM graduates, and higher education's role in economic development. Dr. Kirwan chairs the National Research Council Board on Higher Education and Workforce and co-chairs the Knight Commission on Intercollegiate Athletics. In Maryland, he serves on several boards, including the Greater Baltimore Committee, Economic Alliance of Greater Baltimore, and the Maryland Business Roundtable for Education. Dr. Kirwan received his master's and doctoral degrees from Rutgers, The State University of New Jersey, and his bachelor's degree from the University of Kentucky, all in mathematics.



**SCOTT KOENIG**  
**Co-founder, President and Chief Executive Officer, MacroGenics**

Dr. Scott Koenig is a co-founder and President and CEO of MacroGenics (NASDAQ: MGNX), a biotechnology company developing immune-based medicines to treat patients with cancer, autoimmune disorders, and infectious diseases. Dr. Koenig is the Chairman of the Board of Directors at Applied Genetic Technologies Corporation (NASDAQ: AGTC), and at the Children's Research Institute at Children's National Medical Center. He co-chairs the Scientific Advisory Board of the Institute for Bioscience and Biotechnology Research at the University of Maryland. He also serves as a member of the Board of Directors at MacroGenics, Children's National Medical Center, the Biotechnology Industry Organization, and the Scientific Management Review Board of the NIH.

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SPEAKERS CONTINUED

SPEAKERS CONTINUED

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**JOEL S. MARCUS**  
Chairman, Chief Executive Officer, and Founder, Alexandria Real Estate Equities

Joel S. Marcus is the Chairman, Chief Executive Officer, and Founder of Alexandria Real Estate Equities, Inc. (NYSE:ARE), the largest and leading REIT uniquely focused on collaborative science and technology campuses in urban innovation clusters. Mr. Marcus co-founded Alexandria in 1994 as a garage startup with a business plan and \$19 million of seed capital, and has led its growth into a publicly traded, investment-grade REIT with a total market capitalization of approximately \$10 billion and dominant market presence in leading AAA locations, including Greater Boston, the San Francisco Bay Area, New York City, Seattle, San Diego, Maryland, and Research Triangle Park. Mr. Marcus founded and leads Alexandria Venture Investments.



**WILLIE E. MAY, PH.D.**  
Acting Director, National Institute of Standards and Technology

Dr. Willie E. May currently serves as the Acting Director of the National Institute of Standards and Technology (NIST) and Acting Under Secretary of Commerce for Standards and Technology. Dr. May previously served as NIST's Associate Director for Laboratory Programs, as Director of NIST's Material Measurement Laboratory, and he led NIST research activities in analytical chemistry for more than 20 years. As Acting NIST Director, Dr. May provides high-level oversight and direction for the agency as it promotes U.S. Innovation and Industrial Competitiveness by advancing measurement science, standards, and technology. NIST employs about 3,000 people at two main locations in Gaithersburg, Md., and Boulder, Colorado.



**JOHN R. MASCOLA, M.D.**  
Director, Vaccine Research Center, National Institutes of Allergy and Infectious Diseases, NIH and Chief of the Virology Laboratory

John R. Mascola, M.D., is the Director of the Vaccine Research Center (VRC) of the National Institutes of Allergy and Infectious Diseases (NIAID), NIH and is Chief of the Virology Laboratory. His research interests include HIV-1 virology, humoral immunity and vaccine development. His laboratory has most recently focused on understanding antibody-mediated protective immune responses against HIV-1 via studies of both the plasma antibody compartment and the B-cell compartment, in order to inform the design of improved HIV-1 vaccines. He graduated magna cum laude from Tufts University and earned his medical degree at Georgetown University School of Medicine.



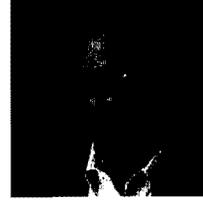
**BETH MEAGHER**  
Principal, Federal Strategy, Deloitte Consulting LLP

Ms. Meagher leads Deloitte's Federal Strategy Practice and the firm's translational medicine team. Under her leadership, Deloitte is helping the Federal government to deconstruct the concept of impactful ecosystems, and the future of lab-to-market impact. Throughout her career, Ms. Meagher has served some of the leading organizations driving research, innovation, and health impact including the National Institute of Health, Health and Human Services, The Clinton Global Initiative and the Patient Centered Outcomes Research Institute. Ms. Meagher is currently leading the work for NHLBI's strategic planning, and the Office of Translational Alliances and Coordination efforts.



**ED MATHERS**  
Partner, New Enterprise Associates

Ed Mathers joined NEA as a Partner in August 2008 and is focused on biotechnology and specialty pharmaceuticals investments. He is a director of Liquidia Technologies, Ra Pharmaceuticals, Rhythm Pharmaceuticals, Envisia Therapeutics, Synlogic, Mirna Therapeutics, Lumos Pharma and Ziarc. He is also a member of NC State's College of Sciences Foundation board. Previously he was a board member of Lumena (sold to Shire), Plexxikon (sold to Daiichi Sankyo), Intarcia, Satorl Pharmaceuticals, Southeast Bio, MedImmune, LLC, and the Biotechnology Industry Organization (BIO). Prior to joining NEA, Ed most recently served as Executive Vice President, Corporate Development and Venture, at MedImmune, Inc.



**BRIGGS W. MORRISON, M.D.**  
Head of Global Medicines Development and Chief Medical Officer, AstraZeneca

Briggs W. Morrison, M.D. is the Head of Global Medicines Development (GMD) and Chief Medical Officer at AstraZeneca Pharmaceuticals, LP. Briggs joined AstraZeneca in January 2012 from Pfizer where he held a number of roles including Head of Clinical Development for all therapeutic areas, Head of the Medicines Development Group for Pfizer's Primary Care Business Unit, and Head of Medical Excellence overseeing Development, Regulatory, Safety and Medical Affairs. Briggs joined Pfizer in 2007 after spending 12 years at Merck & Co., Inc. in various R+D roles. Briggs has a BS degree in Biology from Georgetown University and an MD degree from the University of Connecticut. He completed his internship and residency in Internal Medicine at the Massachusetts General Hospital, completed his fellowship in Medical Oncology at the Dana Farber Cancer Institute, and completed postdoctoral basic cancer research in the laboratory of Dr. Philip Leder in the Department of Genetics at Harvard Medical School. Briggs has been married for 27 years to Angela, and they have 3 children. Briggs lives in New Jersey.



**JOHN MAY**  
Managing Partner, New Vantage Group

John May is the Managing Partner of New Vantage Group ("NVG"), a McLean-based firm that innovatively mobilizes private equity capital into early-stage companies. NVG organized and administered four regional angel groups and was a founding member of the Angel Capital Association. He is the author of two books on angel investing, has lectured in over 20 countries, and is a lead instructor of the Power of Angel Investing seminar series. He is an Investment Director and General Partner of UK-based Seraphim Capital, Chair-Emeritus of the Angel Capital Association, a "Batten Fellow" at the University of Virginia's Darden Business School, and Co-Chair of the World Business Angels Association.



**PATRICK MURRAY**  
Director, State Affairs, Johns Hopkins University and Medicine

Pat Murray is Director of State Affairs for Johns Hopkins University and Medicine, where he represents Maryland's largest private employer before the state's legislative and executive branches. Prior to coming to Johns Hopkins, Pat served as Deputy Chief of Staff to Senate President Thomas V. Mike Miller, Jr., and Senior Policy Analyst to House Speaker Michael E. Busch. He earned his B.A. from Swarthmore College and his J.D. from the University of Maryland School of Law. He was a 2013 Marshall Memorial Fellow, and he teaches at the University of Baltimore School of Law.



THE VOICE OF MONTGOMERY COUNTY BUSINESS

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Lisa Cines, Chairman  
Jerry Shapiro, Chair-elect  
Chris Carpenito, Immediate Past Chair  
Georgette "Gigi" Godwin, President & CEO

Public Hearing on Proposed FY 2016 Operating Budget  
April 14, 2015  
Testimony by Gigi Godwin  
Montgomery County Chamber of Commerce

For the proposed FY 16 Operating Budget, the Montgomery County Chamber of Commerce continues to advocate for investments in schools, transportation and public safety. A vibrant and healthy community is an attractive place to be.

The slow revenue growth in the budget demonstrates that we need policies that grow the economy and provide access to opportunity for current residents and the next generation of talent. Economic development is of utmost importance.

The Montgomery County Government is a great partner in helping MCCC members succeed. The Montgomery County Council has approved important master plans, identified transportation priorities and worked on initiatives ranging from the green certified business program to streamlining the permitting process.

These "business friendly policies" result in our members:

- placing new orders,
- attracting new customers,
- making new deals,
- discovering new technologies, and
- changing the marketplace for the better.

As these businesses expand, they

- do more business with each other,
- hire more people,
- pump dollars into the local economy, and
- create access to opportunities our residents need.

We think you will agree that these are good things. And, according to a recent article in the Washington Post (see attached), business (or voluntary trade) is one of the best ways to combat poverty.

But there is more to be done to help our businesses succeed, especially with the pressures of a global competition and a slow economic recovery that makes success for businesses even more difficult to achieve.

**Therefore, we support an independent economic development entity that is:**

- **Publically funded,**
- **Advised by a Private Sector Board of Directors,**
- **Staffed by credentialed economic development professionals, and**
- **Singularly focused on retaining and attracting business.**

We have shared our ideas about an effective economic development effort with the County Executive as he considers how to move forward. Our letter to him is attached to our testimony.

At the same time as we bolster our economic development efforts, the county must take necessary steps to level the playing field for our Montgomery County businesses and make sure our companies can continue to compete, win and grow.

That is why, once again, **we strongly urge the County Council to sunset the FY 11 100% increase in Energy Tax** which continues to impact non-residential consumer disproportionately at the rate of 68%. It is a burden to existing businesses and a barrier to attracting new businesses and it undermines all other efforts being made to make Montgomery County more business friendly.

We appreciate the many good things the Montgomery County Council has done for the quality of life in our County. We look forward to working with you to leverage our many assets to bring more economic activity to our local economy. We need more "business-friendly policies" - like an independent economic development entity and a repeal of the increased energy tax - to generate more economic activity to sustain what we have and be competitive in the future.

Thank you for your ongoing commitment to making Montgomery County the County that works for business and the residents they employ.

Attachments:

MCCC Letter to County Executive

MCCC 2015 Legislative Agenda

"Business Rx" and "Middle-aged Capitalism"



Montgomery County Chamber of Commerce  
51 Monroe Street, Suite 1800, Rockville, MD 20850  
301-738-0015 phone | 301-738-8792 fax | www.mccc.md.com

April 14, 2015

The Honorable Isiah Leggett  
Montgomery County Executive  
Executive Office Building (EOB)  
101 Monroe Street, 2nd Floor  
Rockville, MD 20850

Dear Mr. Leggett:

The Montgomery County Chamber of Commerce applauds your interest in improving economic development in Montgomery County in order to increase economic activity and expand the tax base. Economic development is a government function that is core to a sustainable community. It requires a structure that is built to last and resources to support its efforts.

As you look to change economic development in Montgomery County, we urge you to consider the following:

- The strategy should be guided by an overarching economic development strategy that promotes success of business and is incorporated into all work of the government.
- The structure should be a publically funded, independent chartered corporate entity with a private sector board of directors and an executive director with economic development professional credentials. Staff compensation should include performance-based commission. The Board and Executive Director should have authority over the use of the Montgomery County Economic Development Fund.
- The success should be based on metrics related to the ability to retain and attract business in Montgomery County.

We are vested in your success and the success of this effort. The Chamber's Board of Directors stands ready to assist in the launch and implementation of this entity and we look forward to serving as a resource and partner for this new chapter in economic development in Montgomery County.

Sincerely,

  
Georgette "Gigi" Godwin  
President and CEO

cc:

Secretary Mike Gill, Maryland Department of Business and Economic Development  
Members of the Montgomery County Council  
Members of Montgomery County Delegation to the Maryland General Assembly  
Members of the MCCC Board of Directors

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*The Montgomery County Chamber of Commerce believes that a vibrant and expanding business sector means more jobs, a growing tax base, and greater prosperity for our residents and our community. MCCC supports policies that ensure our regional and global economic competitiveness.*

## **Invest in Maryland MCCC 2015 Priorities**

### **Critical Capital Spending**

*Build our region as a global business center with unmatched infrastructure and talent*

- Fund Transportation:
  - Purple Line
  - CCT
  - I-270
  - WMATA/Metro
- Invest in Schools:
  - MCPS
  - Montgomery College
  - Universities at Shady Grove
- Support the National Cybersecurity Center of Excellence

### **Positive Business Climate**

*Support the business community to create access to opportunities*

- Strengthen State and Local Economic Development
- Provide Economic Impact Statement with proposed legislation to quantify the cost of the regulation
- Minimize the cumulative impact of regulations on the private sector
- Modernize laws and regulations to support the innovation economy
- Coordinate local regulations with state and federal requirements

### **Balanced Tax Reform**

*Expand the tax base to support quality services*

- Establish a State Tax Reform Commission to make actionable recommendations
- Enact tax relief for small business owners
- Achieve greater tax parity with our five adjacent states
- Expand existing incentive programs to attract strategic industries and spur R&D efforts



**@MCCCMD  
#MCCCMDAdvocacy**