
Economic Development

MISSION STATEMENT

The mission of the Department of Economic Development (DED) is to make Montgomery County 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. This mission is divided into four strategic areas: 1) retain and grow existing businesses, strategically attract new ones, and enhance entrepreneurial opportunities; work to ensure that all business sectors benefit from the knowledge-based economy; 2) adapt to a more competitive business climate by creating an environment where knowledge-based industries and small businesses thrive; 3) foster creative and strong partnerships with academia, the federal research community, the private sector, and various levels of government to pursue innovative projects, policies and best practices that support business growth and expansion; 4) establish global linkages to facilitate business opportunities abroad, attract international investment to Montgomery County, and foster trade and joint ventures for Montgomery County businesses.

BUDGET OVERVIEW

The total approved FY13 Operating Budget for the Department of Economic Development is \$11,940,787, an increase of \$3,606,457 or 43.3 percent from the FY12 Approved Budget of \$8,334,330. Personnel Costs comprise 31.5 percent of the budget for 34 full-time positions and four part-time positions for 29.05 FTEs. Operating Expenses account for the remaining 68.5 percent of the FY13 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 FY12 estimates reflect funding based on the FY12 approved budget. The FY13 and FY14 figures are performance targets based on the FY13 approved budget and funding for comparable service levels in FY14.

ACCOMPLISHMENTS AND INITIATIVES

- ❖ ***Montgomery County's Department of Economic Development worked with 67 companies during fiscal year 2011 and the first two and one half quarters of 2012 that were interested in starting up, expanding, or relocating to the County. The companies that signed commitments to locate or expand in Montgomery County during the time frame are projected to retain and create over 13,327 jobs, lease or construct over 3.2 million square feet of office space, and generate over \$755 million in capital investment over the next three to five years.***

PROGRAM CONTACTS

Contact Peter Bang of the Department of Economic Development at 240.777.2008 or Adam Damin of the Office of Management and Budget at 240.777.2794 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 attraction and retention of those businesses to the County. This includes industry sectors including telecommunications, biotechnology, information technology, advanced engineering, green energy, and professional services. The major focus of the program includes pursuing leads generated by the Department's business development specialists and a business visitation program to retain existing businesses. Business specialists meet with company representatives during business visits, trade show and conferences, and other events to offer assistance. They also serve as liaisons to business organizations to help identify and assist new and expanding companies. Assistance includes needs assessment, financial and training assistance, site identification, and expediting and coordinating business development. The program provides 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's economic vision.

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 leaseable space. These facilities provide office and lab space, high-level business support services, and innovative programming to over 145 promising entrepreneurs. The Innovation Network is poised for expansion within the next few years with the Department currently seeking a developer for Site II, the future home of the East County Center for Science and Technology. 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.

Program Performance Measures	Actual FY10	Actual FY11	Estimated FY12	Target FY13	Target FY14
Jobs created by existing business expansion within three years of DED involvement	1009	362	980	879	740
Jobs created by new business attraction within three years of DED involvement	532	194	581	493	423
Total new capital investment by newly attracted businesses and start-up businesses through DED involvement (in millions)	32	5	3	11	7
Percent of active prospects successfully closed per fiscal year	19%	20%	25%	30%	30%
Total new capital investment by businesses currently located in the County through DED involvement (in millions)	512	74	332	304	237
New commercial space occupied by newly attracted businesses and start-up businesses through DED involvement (sq. feet)	184,613	28,484	211,428	205,304	148,405
New commercial space occupied by businesses currently located in the County through DED involvement (sq. feet)	1,881,022	756,178	1,244,717	1,341,414	1,114,106
Total new prospects developed	107	53	64	64	64
Actual total jobs created by DED per fiscal year	600	556	1,560	1,372	1,163

FY13 Approved Changes	Expenditures	FTEs
FY12 Approved	1,125,420	5.00
Enhance: Support to Montgomery Business Development Corporation (MBDC)	500,000	0.00
Enhance: Marketing Initiatives	228,637	0.00
Add: Marketing Manager	188,288	1.00
Enhance: Special Projects Manager Position to support the County's Biotechnology Industry	174,660	1.00
Reduce: Eliminate Business Development Specialist Position--Marketing and Business Development Divison	-113,979	-1.00
Decrease Cost: Elimination of One-Time Items Approved in FY12	-350,000	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	18,843	0.00
FY13 Approved	1,771,869	6.00

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.

Program Performance Measures	Actual FY10	Actual FY11	Estimated FY12	Target FY13	Target FY14
Amount of federal grant funding received by County incubator companies (in millions)	4.3	5.2	4.4	4.4	4.4
Amount of private equity financing received by County incubator companies (in millions)	10.8	11.8	16.9	16.9	16.9
Number of intellectual property issued to County incubator companies	14	43	38	38	38
Number of new jobs created by incubator companies during the incubation period ¹	181	165	180	180	180
Number of new jobs created by incubator companies post graduation	51	50	49	49	49
Percent of participants satisfied with DED sponsored technical assistance and training programs	92%	97%	96%	96%	96%

¹ This measure no longer be reported from FY13. By definition and physical design, the incubators are not established to accommodate "during incubation period."

FY13 Approved Changes	Expenditures	FTEs
FY12 Approved	1,059,720	7.00
Add: 1.75 Positions for Small Business Navigator Related to Bill 5-12	149,284	1.75
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	-119,650	-1.00
FY13 Approved	1,089,354	7.75

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. In FY11, MontgomeryWorks served over 14,000 adult and youth clients with core services, intensive counseling services, and occupational skills training. 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.

Program Performance Measures	Actual FY10	Actual FY11	Estimated FY12	Target FY13	Target FY14
Number of employers assisted with training	40	40	40	40	40
Number of employers assisted with recruitment	120	120	120	120	120
Number of DED job related placements for unemployed adults-dislocated, older, and disadvantaged workers ¹	12,650	12,900	13,200	13,200	13,200

¹ The County received additional federal stimulus grants at the end of FY09, but FY10 placements will decrease due to the continuing rise in unemployment. To reflect the anticipated improvement in the job market, DED projects a gradual increase in placements in FY11 and FY12.

FY13 Approved Changes	Expenditures	FTEs
FY12 Approved	2,769,620	4.00
Enhance: Operating Expenses for Revised Grant Award	398,834	0.00
Enhance: Workforce Development	50,000	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. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	14,570	-1.00
FY13 Approved	3,233,024	3.00

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 which promote agricultural products. The goal of the Agricultural Preservation Program is 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. 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 Cooperative Extension Office serves as the agricultural outreach education component of the University of Maryland. 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.

Program Performance Measures	Actual FY10	Actual FY11	Estimated FY12	Target FY13	Target FY14
Cumulative farm acres protected	71,332	71,832	71,832	71,832	71,832
Number of farm businesses assisted	140	160	160	160	160

FY13 Approved Changes	Expenditures	FTEs
FY12 Approved	494,220	3.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	46,253	0.30
FY13 Approved	540,473	3.30

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. The program also administers the Department's overall communications efforts through mass and electronic communication, maintenance

of the Department's web site, and media relations. 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.

FY13 Approved Changes	Expenditures	FTEs
FY12 Approved	532,830	4.00
Reduce: Eliminate Business Development Specialist Position--Special Projects Division	-113,200	-1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	148,700	1.00
FY13 Approved	568,330	4.00

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 monitoring the operating and capital improvement budgets. This program also administers four financing programs under the Economic Development Fund: the Economic Development Grant and Loan program, the Technology Growth program, the Impact Assistance Fund, and the Small Business Revolving Loan 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.

FY13 Approved Changes	Expenditures	FTEs
FY12 Approved	2,352,520	3.50
Add: Bethesda Cultural Alliance (BCA) for Reimbursement of Legally Required State Contribution	750,000	0.00
Shift: American Film Institute (AFI) from NDA - Arts and Humanities Council	616,229	0.00
Increase Cost: 2nd Year of Three-Year Funding to support the America's BioHealth Intermediary (ABHI)	500,000	0.00
Increase Cost: Restore Incubator Network Funding	239,665	0.00
Enhance: Professional Services Contracts to Support Business Development Activities	100,000	0.00
Increase Cost: First of 10 Annual Payments to TEDCO (Maryland Technology Development Corporation) for the repayment of \$2.6 million Grant to County Incubator Network	80,000	0.00
Increase Cost: Wheaton Business Incubator--CAM (Common Area Maintenance) Charge	23,000	0.00
Technical Adj: Technical Adjustment for Workforce	0	0.30
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs. Other large variances are related to the transition from the previous mainframe budgeting system to Hyperion.	76,323	1.20
FY13 Approved	4,737,737	5.00

BUDGET SUMMARY

	Actual FY11	Budget FY12	Estimated FY12	Approved FY13	% Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	2,898,275	2,589,740	2,570,957	2,953,551	14.0%
Employee Benefits	835,434	642,850	667,164	809,966	26.0%
County General Fund Personnel Costs	3,733,709	3,232,590	3,238,121	3,763,517	16.4%
Operating Expenses	2,493,037	2,757,720	3,434,302	5,434,416	97.1%
Capital Outlay	0	0	0	0	—
County General Fund Expenditures	6,226,746	5,990,310	6,672,423	9,197,933	53.5%
PERSONNEL					
Full-Time	38	35	35	34	-2.9%
Part-Time	3	3	3	4	33.3%
FTEs	30.80	26.50	26.50	29.05	9.6%
REVENUES					
Other Intergovernmental	48,710	48,710	48,710	48,710	—
County General Fund Revenues	48,710	48,710	48,710	48,710	—
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund MCG Personnel Costs	0	0	0	0	—
Operating Expenses	3,182,658	2,344,020	2,344,020	2,742,854	17.0%
Capital Outlay	0	0	0	0	—
Grant Fund MCG Expenditures	3,182,658	2,344,020	2,344,020	2,742,854	17.0%
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	2,983,652	2,344,020	2,344,020	2,742,854	17.0%
State Grants	199,006	0	0	0	—
Grant Fund MCG Revenues	3,182,658	2,344,020	2,344,020	2,742,854	17.0%
DEPARTMENT TOTALS					
Total Expenditures	9,409,404	8,334,330	9,016,443	11,940,787	43.3%
Total Full-Time Positions	38	35	35	34	-2.9%
Total Part-Time Positions	3	3	3	4	33.3%
Total FTEs	30.80	26.50	26.50	29.05	9.6%
Total Revenues	3,231,368	2,392,730	2,392,730	2,791,564	16.7%

FY13 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY12 ORIGINAL APPROPRIATION	5,990,310	26.50
Changes (with service impacts)		
Add: Bethesda Cultural Alliance (BCA) for Reimbursement of Legally Required State Contribution [Finance and Administration]	750,000	0.00
Enhance: Support to Montgomery Business Development Corporation (MBDC) [Marketing and Business Development]	500,000	0.00
Enhance: Marketing Initiatives [Marketing and Business Development]	228,637	0.00
Add: Marketing Manager [Marketing and Business Development]	188,288	1.00
Enhance: Special Projects Manager Position to support the County's Biotechnology Industry [Marketing and Business Development]	174,660	1.00
Add: 1.75 Positions for Small Business Navigator Related to Bill 5-12 [Business Empowerment]	149,284	1.75
Enhance: Professional Services Contracts to Support Business Development Activities [Finance and Administration]	100,000	0.00
Enhance: Workforce Development [Workforce Services]	50,000	0.00
Reduce: Eliminate Business Development Specialist Position--Special Projects Division [Special Projects]	-113,200	-1.00
Reduce: Eliminate Business Development Specialist Position--Marketing and Business Development Division [Marketing and Business Development]	-113,979	-1.00

	Expenditures	FTEs
<u>Other Adjustments (with no service impacts)</u>		
Shift: American Film Institute (AFI) from NDA - Arts and Humanities Council [Finance and Administration]	616,229	0.00
Increase Cost: 2nd Year of Three-Year Funding to support the America's BioHealth Intermediary (ABHI) [Finance and Administration]	500,000	0.00
Increase Cost: Restore Incubator Network Funding [Finance and Administration]	239,665	0.00
Increase Cost: First of 10 Annual Payments to TEDCO (Maryland Technology Development Corporation) for the repayment of \$2.6 million Grant to County Incubator Network [Finance and Administration]	80,000	0.00
Increase Cost: Retirement Adjustment	73,373	0.00
Increase Cost: Lump Sum Wage Adjustment	58,015	0.00
Increase Cost: Group Insurance Adjustment	53,841	0.00
Increase Cost: Wheaton Business Incubator--CAM (Common Area Maintenance) Charge [Finance and Administration]	23,000	0.00
Increase Cost: Motor Pool Rate Adjustment	2,090	0.00
Technical Adj: Conversion of WYs to FTEs in the New Hyperion Budgeting System; FTEs are No Longer Measured for Overtime and Lapse	0	0.50
Technical Adj: Technical Adjustment for Workforce [Finance and Administration]	0	0.30
Shift: Help Desk - Desk Side Support to the Desktop Computer Modernization NDA	-1,080	0.00
Decrease Cost: Printing and Mail Adjustment	-1,200	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY12 [Marketing and Business Development]	-350,000	0.00
FY13 APPROVED:	9,197,933	29.05
GRANT FUND MCG		
FY12 ORIGINAL APPROPRIATION	2,344,020	0.00
<u>Changes (with service impacts)</u>		
Enhance: Operating Expenses for Revised Grant Award [Workforce Services]	398,834	0.00
FY13 APPROVED:	2,742,854	0.00

PROGRAM SUMMARY

Program Name	FY12 Approved		FY13 Approved	
	Expenditures	FTEs	Expenditures	FTEs
Marketing and Business Development	1,125,420	5.00	1,771,869	6.00
Business Empowerment	1,059,720	7.00	1,089,354	7.75
Workforce Services	2,769,620	4.00	3,233,024	3.00
Agricultural Services	494,220	3.00	540,473	3.30
Special Projects	532,830	4.00	568,330	4.00
Finance and Administration	2,352,520	3.50	4,737,737	5.00
Total	8,334,330	26.50	11,940,787	29.05

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY12		FY13	
		Total\$	FTEs	Total\$	FTEs
COUNTY GENERAL FUND					
CIP	CIP	588,000	4.20	470,137	4.20
Economic Development Fund	Economic Development Fund	120,540	1.00	123,814	1.00
NDA - Conference Center	County General Fund	115,460	1.00	115,350	1.00
Total		824,000	6.20	709,301	6.20

