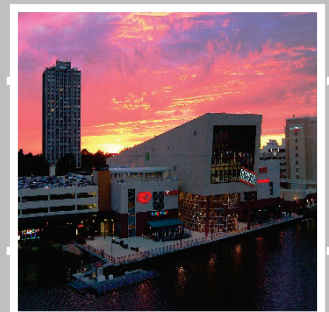
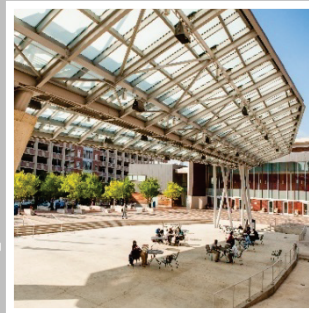
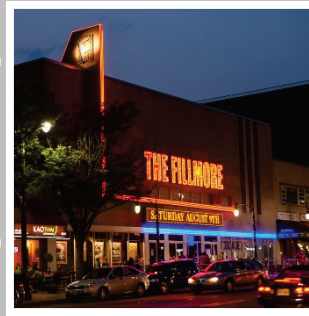


A PLAN FOR ECONOMIC PROSPERITY



One County, One Vision:
Montgomery County will be a global magnet
for creative companies, technologies, and people.

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EXECUTIVE SUMMARY

INTRODUCTION

Montgomery County is one of the most prosperous and successful communities in the United States. It boasts world-class research institutions, globally recognizable brands, a highly educated and diverse populace, and attractive neighborhoods. Its strengths are numerous. And yet, Montgomery County (and the entire Washington D.C. region) is at a turning point. As a result of the recession, sequestration, and broad changes in corporate real estate that profoundly changed the economic landscape of the National Capital Region, the County must now confront its new reality and chart a new path to sustained economic prosperity.

As a direct response to changing economic conditions—and to increased regional competition—the Montgomery County Executive and the County Council called for a new approach to economic development. The result of this initiative is a countywide Comprehensive Economic Strategy (CES). This ambitious strategy sets aspirational goals and is designed to serve as an economic development guide for Montgomery County for the next five years, while positioning the County for long-term success.

The County's aspirations cannot be achieved with a casual attitude to continued prosperity. Maintaining and enhancing economic prosperity must be embraced. It must become part of the County's DNA. Prosperity shouldn't be seen as at odds with the County's quality of life. In fact, it is key to preserving and improving the lifestyle residents and workers have come to expect in Montgomery County. Without a vibrant economy, it would not be possible to fund the school system, social services, or recreational amenities. This plan also does not argue for the County to reduce its commitment to social services. Quite the contrary. The strategies seek to solidify that reputation for excellence.

The vision for Montgomery County's economic prosperity is **to be a global magnet for creative companies, technologies, and people**. This framework will enable us to achieve that vision.

HOW TO READ THIS PLAN

The Comprehensive Economic Strategy offers an honest evaluation of Montgomery County's economic challenges and opportunities, informed by quantitative analysis, reviews of national best practices, and qualitative input from across the community. It articulates a set of guiding principles that reflect the values of the County's residents and businesses, that define economic vitality in Montgomery County, and that directly inform the goals and strategies. It provides a holistic set of goals and strategies designed to ensure economic vitality through new investment, job creation, and enhancement of the County's quality of place. The CES is not the responsibility of one organization to implement. It is a strategy for the entire community and will require many engaged partners for it to be successful.

This document is intended to be a blueprint for greater economic prosperity and not a detailed work plan or a binding document for the partners referenced. The partners will not be expected to implement every strategy. Instead, they will have latitude in prioritizing how and what specific strategies they choose to implement that will have the greatest impact as economic conditions change. They also have the flexibility to adjust the general strategies including adding

or subtracting from the strategies contained in this document to respond to economic changes and opportunities as they arise based on the guiding principles and the vision of the Comprehensive Economic Strategy.

The CES should not be seen as a static document, but as one that invites revisions and amendments as conditions change. For this reason, Montgomery County should take a dynamic approach to implementation—one that revisits this plan on an annual basis to ascertain progress and to reprioritize strategies and actions as needed.

SUMMARY OF RESEARCH FINDINGS

Below are highlights from the quantitative research conducted to inform the CES. They provide a summary of issues around industry and workforce that form a foundation for the County's Comprehensive Economic Strategy.

- **Montgomery County is an important contributor to the regional economy.** With roughly one million residents, the County represents 17 percent of the Metropolitan Statistical Area's (MSA) total population and roughly the same share of the region's gross regional product.
- **The County continues to see strong population growth.** Since the last census, Montgomery County has seen the largest population gains in numeric terms among the MSA's various jurisdictions, adding more than 54,500 residents between 2010 and 2014 according to US Census Bureau estimates.
- **Continued reliance on federal spending is a challenge to the County's future economic vitality.** According to estimates of the County's gross regional product (GRP) prepared by EMSI, the federal government directly accounts for \$10.62 billion of GRP, representing 13 percent of the County's total economic activity. Analysis of federal procurement data for FY 2014 found more than \$8.5 billion (obligated dollars) in contracts with a Montgomery County community listed as the place of performance.
- **Despite its pivotal role in the regional economy, the professional services industry requires attention in the County.** Employment in the Professional, Scientific, and Technical Services sector (NAICS 54) is a major source of high-wage jobs in the County, employing more than 68,000 workers in 2014. It is also a significant component of the County's GRP, accounting for \$9.95 billion or 12 percent of the total, an amount fueled in large part by federal contracting. Cuts in federal spending and the effects of the recession have sharply limited employment growth in a number of this sector's component industries. Within this category, however, Computer Systems Design and Related Services (NAICS 5415) merits special attention. Nationally this industry has experienced tremendous growth, adding nearly 600,000 jobs in the past decade (an increase of 44 percent). By contrast, employment in the industry in Montgomery County has been limited, growing by less than 5 percent (approximately 800 jobs) during the same period.
- **Healthcare has been a bright spot.** The County added nearly 11,000 jobs in healthcare industries over the past decade, the largest numeric gain than any other jurisdiction in the MSA. With more than 53,000 people employed in the industry, Montgomery County is the largest source of healthcare jobs in the region.
- **Many of the occupations expected to be in demand are in low-wage, low-skill positions.** An analysis of projected job openings by occupation through 2020 suggests that the majority (53 percent)

MONTGOMERY COUNTY, MARYLAND

of the roughly 22,000 job openings anticipated annually will be in occupations requiring little or no postsecondary training.

- **Middle skill jobs are underrepresented in the County and have declined over time.** The County's share of middle skill jobs—often defined as those requiring some level of preparation beyond high school, but less than a four-year degree—is well below the national average. While this situation, at least in part, is a reflection of the County's disproportionately large share of high skills jobs (those requiring a bachelor's degree or higher), it is also clear that the County's overall share has declined in recent years.
- **Like many areas of the country, Montgomery County will face challenges related to an aging workforce.** A number of the high-demand occupations highlighted in this analysis have a significant share of older workers. Industries that will be facing a wave of retirement in the future include healthcare and professional services. Given the importance of healthcare and professional services to the County's economy, ensuring the availability of a talent pipeline in these areas should be a priority.

MONTGOMERY COUNTY TARGET MARKETS & ECONOMIC DRIVERS

- Biohealth/Biosciences
- Information Technology & Cybersecurity
- Financial Services
- Advanced Manufacturing
- Corporate/Regional HQ
- Entrepreneurs & Innovators

VISION

A comprehensive economic strategy must be driven by a clear vision. Meaningful vision statements should be bold, provide a clear direction, and differentiate the community from its peers and competitors. The following vision for Montgomery County achieves those objectives and reflects its economic potential.

***One County, One Vision:** Montgomery County will be a global magnet for creative companies, technologies, and people.*

GUIDING PRINCIPLES

Guiding principles reflect the values of the County. In the context of an economic strategy, they are a set of statements expressing how a community defines economic development. The overarching principle is to ensure economic vitality. These principles were crafted by the Community Advisory Group and embody values broadly shared throughout the County and its communities. For Montgomery County, economic vitality encompasses the concepts below.

- **DIVERSIFIED** speaks to a broad range of industries that offer employment opportunities at all wage levels.
- **ENTERPRISING** emphasizes the need for risk-taking for long-term benefits and seeks to achieve a culture of entrepreneurship among its residents and workers.
- **PURPOSEFUL** speaks to focus and the willingness to commit resources to see those initiatives through.

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- **CONNECTED** expresses the importance of physical connections between people and communities and in coordinating programs to achieve our goals.
- **SUSTAINABLE** reinforces the commitment to advancing economic policies and business practices that are environmentally responsible, especially through green businesses and clean technology.
- **INNOVATIVE** confirms the County will continue to be a global center for advanced R&D, invention, and commercialization.

For the CES to genuinely reflect the values of the community, every strategy must be directly linked to at least one guiding principle.

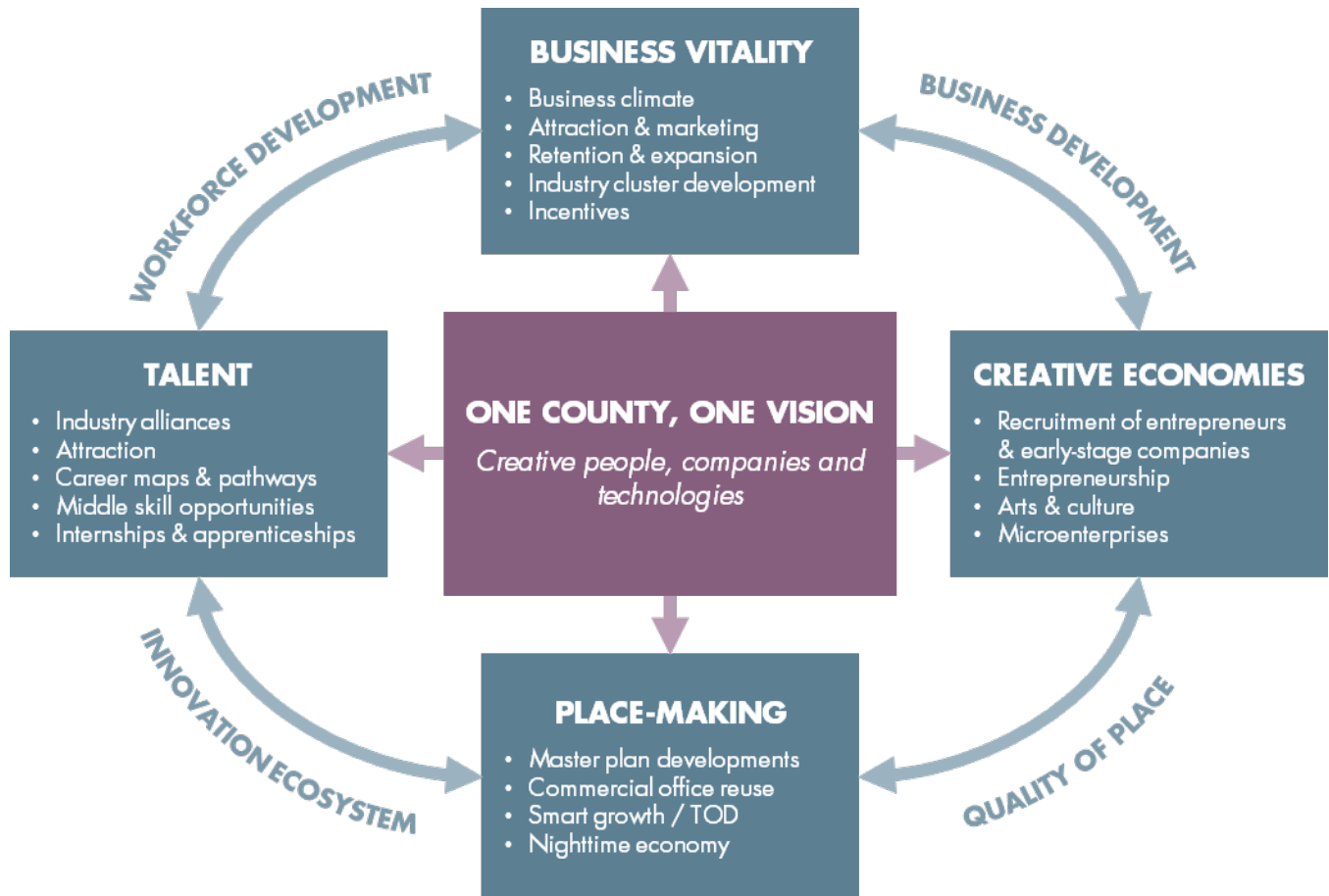
GOALS

The CES is built around four aspirational goals that serve as the pillars of future economic prosperity for Montgomery County. They reflect a holistic view of economic development that addresses talent, innovation, and place. Under each goal are a number of strategies and actions needed for implementation. In addition, each goal has a set of metrics to measure progress toward implementation. Assigning multiple metrics for each goal provides a more complete view of success than simply articulating a single numeric target in the goal statement.

- **BUSINESS VITALITY:** Montgomery County will be able to compete with any community in the nation for investment and jobs.
- **TALENT:** Montgomery County will be home to a deep and diverse talent pool that meets the long-term needs of employers and helps spur economic growth.
- **CREATIVE ECONOMIES:** Montgomery County will be an international hub for entrepreneurship and innovation.
- **PLACEMAKING:** Montgomery County will be a national model for providing the quality places, infrastructure, and amenities desired by employers and residents.



The figure on the following page illustrates how the components of the CES are connected. The economic development vision is central and flows out toward each of the four goals. Bulleted under each goal are some of the proposed strategic priorities. The exterior flow arrows depict how closely linked the goals are by the underlying tenets of economic development practice: business development, workforce development, innovation ecosystem, and quality of place.

FIGURE 1: INTERCONNECTED COMPONENTS OF ECONOMIC VITALITY IN MONTGOMERY COUNTY



SWOT ANALYSIS

An assessment of the County's strengths and weakness as well as its opportunities and threats (SWOT) are important touchstones to the plan's strategies. The SWOT summarized below is based on both stakeholder input and quantitative analysis summarized above. It is a snapshot in time, but it typically highlights longstanding issues of economic competitiveness.

STRENGTHS		WEAKNESSES	
<ul style="list-style-type: none"> • Connected to two major MSAs • Highly educated workforce • Home to 18 federal R&D institutions and facilities • Global brands (hospitality, media, finance) • Biotech and IT sectors • Large foreign-born population with international connections • Master planned, transit-oriented developments around Metro stations and planned bus rapid transit • Renewed sense of urgency regarding importance of economic development • Open space and agricultural lands • Strong arts and non-profit sectors 		<ul style="list-style-type: none"> • High cost of living • Increasing commercial vacancy rates • Uneven geographic growth within the County • Unfavorable perception of the business climate • Inconsistent engagement and partnership between gov't, the business community, and municipalities • Confusing economic development structure • Flat employment growth • Road congestion across the region • Limited regional collaboration • Weak entrepreneurial culture 	
OPPORTUNITIES		THREATS	
<ul style="list-style-type: none"> • Economic development restructuring • Economic diversification (lessening dependence on federal economy) • Aggressive entrepreneurship support • International marketing and recruitment • Comprehensive business retention & expansion • Coordinated talent attraction, retention, & development • Leveraging federal and private R&D assets to stimulate new private investment • Private sector engagement in economic development gaining momentum 		<ul style="list-style-type: none"> • Slowing regional growth • Federal budget uncertainty • Declining middle skill/middle income job base • Increasing cost to provide government services • Contraction of federal leases of private commercial office space • Changing employer preferences away from suburban office park model • Intense regional and national competition 	

THE RESPONSE

An effective economic development strategy is a call to action to aggressively pursue **opportunities**. It must resonate with the political leadership, with businesses, and with the community at large. As a result of thorough data analysis and extensive stakeholder input, we are prepared to say that Montgomery County is in need of an economic development reset.

While the County has benefitted from its location, from federal spending, and from its education and government service reputation, these are no longer enough to ensure its long-term fiscal and economic health. It is clear, however, that diversifying the County's business sector portfolio beyond those tied to the federal government while further exploring new opportunities to better leverage federal institutions for private sector investment will strengthen the economy. For this to happen, a full commitment to private sector success is required. Business must not be seen as an afterthought; the County must wholeheartedly embrace the success of its private sector. This must involve existing businesses, ensuring that they are satisfied with the County's commitment to them and to their expansion. It must involve an aggressive attitude towards new business attraction, both domestically and internationally. And it must involve accessible programs for new business start-ups and entrepreneurial activities.

The County's aspirations cannot be achieved with a casual attitude to continued prosperity. Maintaining and enhancing economic prosperity must be embraced. It must become part of the County's DNA. Prosperity shouldn't be seen as at odds with the County's quality of life. In fact, it is key to preserving and improving the lifestyle residents and workers have come to expect in Montgomery County. Without a vibrant economy, it would not be possible to fund the school system, social services, or recreational amenities. This plan also does not argue for the County to reduce its commitment to social services. Quite the contrary. The strategies seek to solidify that reputation for excellence.

Montgomery County exists within and is supported by a region that is both robust and highly competitive and therefore does not allow for complacency. The success of and increased competition from jurisdictions across the region is a challenge that must be met. Continuing to thrive within this context is entirely possible for Montgomery County. Montgomery County leadership has already set in motion many of the organizational changes required to deliver on the strategies of the plan. These include a fundamental restructuring of the County's economic development functions and new workforce initiatives. Beyond that, permitting, incentives, a vigorous approach to business recruitment, and fresh thinking about how to take advantage of the County's numerous assets are called out in the plan.

It is the firm commitment of Montgomery County that these goals can be achieved without compromising the principles on which the community stands. Indeed, it will strengthen them.

TARGET MARKETS AND ECONOMIC DRIVERS

Targeting specific industries for business recruitment, retention, and entrepreneurial support can be an effective way to maximize business development efforts. To guide the County in its selection of targets, the Montgomery County Business Development Corporation (MBDC) engaged Boyette Strategic Advisors (BSA) to conduct a target market analysis. The resulting 2015 Target Market Refinement and Competitive Assessment formed the basis for the target market and economic driver recommendations outlined in this section.

Findings from the BSA study were refined by TIP Strategies to better reflect the competitive advantages enjoyed by Montgomery County in recruiting and supporting the various sectors. This refinement included clarifying the definitions of each target/driver and specifying additional niche areas where applicable. TIP's recommendations were based on quantitative analyses completed as part of the strategic planning process, as well as interviews with area businesses and other stakeholders and their experiences in identifying target markets for clients across the nation.

The term "economic driver" refers to the inclusion of entrepreneurship and innovators among the target recommendations. The presence of entrepreneurial and innovative people is essential to driving growth and creativity across industries and clusters. As a consequence, they themselves should be considered targets for attraction, retention, and development. Goal 3 proposes strategies for strengthening the entrepreneurship and innovation ecosystem in the county.

One aspect of target industry analysis that is frequently overlooked is the alignment of targets with the available workforce. Using national staffing patterns, we identified key occupations for each target based on the share the position represents of total employment in the industry or group in the US. As shown in Figure 2 (page 10), Montgomery County has a concentration of employment in a number of occupations that cut across the targets. Of these, several represent some share of employment in four to five of the targets for which staffing patterns were compiled, (indicated with a ✓ in the figure below). These concentrations suggest a conglomeration of talent in these positions, which may provide the County a competitive advantage in recruitment of firms.

The primary objective of identifying target markets and economic drivers is to provide a framework for allocating economic development resources—especially those connected with marketing. Chosen properly, target markets can increase the likelihood of success in business development over the near to mid-term. Within the target markets outlined on the following pages there are also opportunities to emphasize the development of niche sub-sectors. "Digital health" is one such sub-sector. An emerging discipline within the larger Biohealth target, digital health refers to applications that use information and communication technologies to improve health outcomes. This niche market taps into consumer demand for personalized healthcare and the convergence of multiple technologies, while capitalizing on the County's strengths in IT and life sciences.

However carefully they are chosen and refined, the practice of targeting specific industries should be a dynamic one. Industries should be evaluated for targeting as new market opportunities emerge and sector-specific strategies should be reexamined to reflect changing economic and market conditions. The presence of a target market initiative should also not preclude an organization from being opportunistic. The County expects to receive inquiries from prospects outside the target markets and will be prepared to respond accordingly.

MONTGOMERY COUNTY, MARYLAND

There is one industry for which sector specific strategies are provided, but that is not being defined as a target market: agriculture. Montgomery County has made a strong and long-term commitment to its agricultural heritage through innovative approaches to land preservation. The Agricultural Reserve is steadfastly supported in the County and leaders are searching for ways to make the Reserve more economically robust.

Agriculture reflects the character of the County's community and a link to non-traditional economic factors. Among these are open space, a connection to the land, and heritage. Montgomery County will continue to support its enduring and productive agricultural sector.

The County's farms and horticultural enterprises contribute millions of dollars and thousands of jobs to the County's economy. According to the 2012 USDA Ag Census, Montgomery County is home to 540 farms, 42 percent of which are farmed as a primary occupation. The majority of Montgomery County farms are family-run operations and employ more than 10,000 residents. Agricultural activities occupy approximately one-third of Montgomery County's land area. Cash grain farms are the predominant agricultural use in the County covering over 45,000 acres and farms.

Beyond historic ties, the expansion of the agriculture and food production sectors in Montgomery County makes sense due to the density of assistance organizations and expertise found in the county, including the Farm Bureau, the Farm Tour Committee, the Agricultural Advisory Committee, the Agricultural Preservation Advisory Board, and the Montgomery County Farmers Markets. Montgomery County-based farm and food production businesses seeking technology and expertise to expand production and improve efficiencies are also able to access a number of scientific, technical, and regulatory assets located throughout the DC region. For example, the US Department of Agriculture's Natural Resources Conservation Service is headquartered in Derwood.

Montgomery County has earned a well-deserved reputation for its commitment to food production. As millennials become market leaders for locally produced foods, the commitment to growth of the agriculture sector begins to take on greater meaning. Other strategies to address agricultural opportunities include promoting agricultural entrepreneurship, providing technical assistance to the commodity producers in the County, and exploring alternative funding sources for agricultural land preservation.

FIGURE 2: EMPLOYMENT CONCENTRATIONS IN SELECTED OCCUPATIONS
OCCUPATIONS REPRESENTING AT LEAST 2% OF US EMPLOYMENT IN THE TARGET MARKET

Occupation's share of total employment in the target as defined

			Employed in 4-5 targets					
			<div> <div>< 0%, but less than 2%</div> <div>between 2% and 4.99%</div> <div>5% or greater</div> </div>					
	SOC Code	Description	Location Quotient (US = 1.00)	Advanced Mfg.	Bioscience/Biohealth	Corporate HQs	Finance	IT/Cybersecurity
	19-2031	Chemists	4.43					
	19-1042	Medical Scientists, Except Epidemiologists	4.35					
	15-1133	Software Developers, Systems Software	2.49					
	13-1111	Management Analysts	2.45					
✓	13-1199	Business Operations Specialists, All Other	2.32					
	15-1142	Network & Computer Systems Admin.	1.99					
	11-3021	Computer & Info. Systems Managers	1.93					
	15-1121	Computer Systems Analysts	1.87					
	15-1131	Computer Programmers	1.65					
	13-2052	Personal Financial Advisors	1.62					
	13-2051	Financial Analysts	1.61					
✓	15-1132	Software Developers, Applications	1.54					
✓	13-2011	Accountants & Auditors	1.52					
✓	11-1021	General & Operations Managers	1.51					
	11-3031	Financial Managers	1.43					
	41-3099	Sales Reps., Services, All Other	1.40					
	13-1161	Market Research Analysts & Mktng. Specialists	1.33					
	15-1151	Computer User Support Specialists	1.31					
✓	43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	1.27					

Source: EMSI, TIP Strategies Note: Staffing patterns data could not be compiled for the Agriculture or Entrepreneurship & Innovation targets. several, (Occupations with a ✓ indicate some share of employment in four to five of the targets for which staffing patterns were compiled

BIOHEALTH/BIOSCIENCES

The biohealth/biosciences industry includes healthcare IT, medical devices manufacturing, medical research and development (R&D), medical services, and pharmaceuticals/biopharmaceuticals manufacturing.

COUNTY ASSETS	MARKET OPPORTUNITIES
<ul style="list-style-type: none"> Location Quotient: 3.46 Highly educated workforce Existing concentration of internationally recognized life science companies Renowned public and private life science and biohealth research institutes Prestigious research universities located within a 60-mile radius Biotech/bioscience certificate, associates, and undergraduate programs in the County Planned mixed-use development to house life science and bioscience clusters Existing County and private sector investments to strengthen the cluster 	<ul style="list-style-type: none"> Aging national population will yield continuing demand for healthcare products and services Anticipated healthcare spending per person will reach \$10,000 in the future Expanding use of electronic health records, IT enabled medical devices, and biosimilars creates opportunities Anticipated industry job growth of 4.8% in the County over the next five years Average annual earnings of \$99,638 Focus industries: Healthcare IT (digital health), medical devices, medical R&D, medical services, biopharma (manufacturing)

Montgomery County's strategic advantages for attracting biohealth/biosciences investment are exceptional. It can (and does) compete directly with well-established biotech and R&D hubs such as Boston, San Diego, and the Bay area. A number of substantial assets offer the County unique advantages in attracting and nurturing biohealth/biosciences firms. The I-270 corridor running through the County is home to a strong concentration of life sciences companies. The corridor was traditionally referred to locally as the *DNA Alley* due to its leadership in mapping the human genome in 2000. More recently, however, the corridor has emerged as a recognized global center in vaccine development. Montgomery County is distinctive from other biotech hubs in that it is home to large federal agencies such as the National Institutes of Health (NIH) and the US Food and Drug Administration (FDA). Both NIH and FDA attract private contractors to the County as well as leading scientists and researchers. The concentration of employment in the industry is already well above average, as evidenced by a location quotient (LQ) of 3.46.¹

In terms of the labor force, the County has strong LQs in a number of the largest biosciences occupations (as indicated by national staffing patterns). These include several in the Life, Physical, and Social Science occupational group (SOC 19-0000) as well as in the Healthcare Practitioners and Technical group (29-0000). Although median wages for the profiled occupations far exceed the national rate, the County's median wage rate for all but one position is within 10 percent of the median for the metropolitan statistical area.

¹ A location quotient (LQ) is a measure of the concentration of an industry or occupation in a local economy, calculated as the ratio of the industry or occupation's share of the local economy to its share of the national economy. A location quotient of 1.2 or greater suggests the local economy is specialized in that industry or occupation.

FIGURE 3: OVERVIEW OF SELECTED OCCUPATIONS: BIOSCIENCES

SOC Code	Description	Location Quotient (US = 1.00)	Median Wage Rates			Relative Wages	
			County	DC MSA	US	DC = 100%	US = 100%
19-2031	Chemists	4.43	\$59.38	\$55.92	\$34.79	106%	171%
19-4021	Biological Technicians	4.39	\$26.98	\$25.15	\$19.57	107%	138%
19-1042	Medical Scientists, Except Epidemiologists	4.35	\$54.43	\$50.72	\$38.44	107%	142%
11-1021	General & Operations Managers	1.51	\$63.18	\$64.37	\$46.17	98%	137%
29-2011	Medical & Clinical Laboratory Technologists	1.26	\$33.27	\$30.79	\$28.09	108%	118%
29-2012	Medical & Clinical Laboratory Technicians	1.19	\$24.18	\$21.67	\$18.26	112%	132%

Source: EMSI, TIP Strategies. Note: Relative wages within 10% of comparison geography are shaded in blue. Those more than 15% below the wage rates of comparison geography are in gold.

Recognizing the critical importance of the biohealth cluster to the state's economy, the County and the State of Maryland have established a number of incentives, policies, and organizations designed to anchor and support its expansion. These include the Biotechnology Investor Incentive Tax Credit (with a supplemental grant offered by the County), the Research and Development Tax Credit, the Maryland Stem Cell Research Fund, and Rockville-based BioHealth Innovation (BHI) established by the County in partnership with academic and business leaders.

Some of the strategies identified in the CES to strengthen and build on the County's existing biohealth/biosciences sector include:

- supporting and leveraging the strategic plan and branding strategy being developed by BioHealth Innovation (BHI), MedImmune, and the TechCouncil of Maryland;
- expanding region- and state-wide biosciences networks at all talent levels;
- connecting bioscience business development efforts with land use decisions and existing life sciences centers; and
- developing a workforce education and skills development program to prepare local residents for entry-level jobs in the sector.

INFORMATION TECHNOLOGY (IT) AND CYBERSECURITY

The information technology sector can be most broadly defined as the use of computers and telecommunications for storing, retrieving, and sharing information. Companies in the sector provide software support services, computer systems design, and data processing facilities management. Cybersecurity refers to the technologies, processes, and practices that protect networks, computers, and data from unauthorized access or damage.

COUNTY ASSETS	MARKET OPPORTUNITIES
<ul style="list-style-type: none">▪ Location Quotient: 3.44▪ Access to degree programs in cybersecurity and computer science▪ Strong local and regional cybersecurity ecosystem▪ Home to the National Cybersecurity Center of Excellence	<ul style="list-style-type: none">▪ Information technology industry revenue of \$340 billion▪ Cloud security software market of \$960 million▪ Increasing demand for security systems from the public and private sector▪ Projected job growth of 11% in the region over the next five years▪ Focus areas: Civilian Cybersecurity, Computer systems design services, Software development

Information technology has become increasingly intertwined with virtually every segment of the economy and is a ubiquitous aspect of daily living. Technological advances have led to breakthroughs across multiple industries at a pace that would have been unthinkable just a decade ago. Gene sequencing is an example. Advances in computing power since the completion of the Human Genome Project in 2001 have increased the speed and lowered the cost to the point where the sequencing of individual genes is now performed on a routine basis. This breakthrough, in turn, has opened the door to personalized medicine, a model in which therapies and interventions are customized to the unique genetic make-up of an individual patient.

Along with commercial applications, IT growth has accelerated due to a range of factors which include the rapid rise of consumer-driven technologies (including mobile devices and internet-connected appliances), increased demand for cloud computing among small businesses and households, and the emergence of “big data” analytics. Securing the associated intellectual property and consumer data, as well as protecting national security information, is a rapidly growing aspect of the overall IT field. As a result, the IT/Cybersecurity sector has enormous growth potential whose impacts, if successful, would exceed any other cluster.

Maintaining a strong base of IT firms and professionals helps support a range of other industries. Many of the area’s larger employers, including health care organizations and professional service firms, also need access to talented technology workers. Montgomery County is fortunate to have concentrations of employment in a number of key occupations, including Software Developers, Systems Software (SOC 15-1133); Software Developers, Applications (SOC 15-1132); Computer Systems Analysts (SOC 15-1121); and Computer Programmers (SOC 15-1131). In addition, wages for most of the occupations listed are competitive within the Washington metro area and, in some cases, with the US as a whole.

FIGURE 4: OVERVIEW OF SELECTED OCCUPATIONS: IT/CYBERSECURITY

SOC Code	Description	Location Quotient (US = 1.00)	Median Wage Rates			Relative Wages	
			County	DC MSA	US	DC = 100%	US = 100%
15-1133	Software Developers, Systems Software	2.49	\$46.30	\$52.85	\$48.42	88%	96%
13-1111	Management Analysts	2.45	\$44.26	\$43.73	\$36.42	101%	122%
11-3021	Computer & Info. Systems Managers	1.93	\$69.31	\$70.72	\$59.03	98%	117%
15-1121	Computer Systems Analysts	1.87	\$41.41	\$48.57	\$38.50	85%	108%
15-1131	Computer Programmers	1.65	\$45.41	\$40.45	\$35.86	112%	127%
15-1132	Software Developers, Applications	1.54	\$49.12	\$51.67	\$44.27	95%	111%
11-1021	General & Operations Managers	1.51	\$63.18	\$64.37	\$46.17	98%	137%
41-3099	Sales Reps., Services, All Other	1.40	\$32.67	\$30.78	\$24.31	106%	134%
13-1161	Market Research Analysts & Mktng. Specialists	1.33	\$31.20	\$33.03	\$29.15	94%	107%
15-1151	Computer User Support Specialists	1.31	\$28.46	\$28.46	\$22.40	100%	127%

Source: EMSI, TIP Strategies Note: Relative wages within 10% of comparison geography are shaded in blue. Those more than 15% below the wage rates of comparison geography are in gold.

Cybersecurity and IT are market opportunities for the County through both the mid- and long-term. *This cluster must be among the County's targets.* Current commitments in higher education and elsewhere, the National Cybersecurity Center of Excellence, the growth of the sector in general, and the huge spin-off benefits attendant to tech growth make targeting IT and cybersecurity a necessity. Cybersecurity is itself a large and diverse sector that is intricately linked to IT, not just in the skills of the talent pool, but in emerging cross-over technologies such as digital health that further advances the need to target this industry.

It also, however, requires a more creative approach than simply identifying and recruiting companies. Some of these approaches are suggested in the entrepreneurship and innovation discussion (Goal 3). Other steps are outlined in Strategy 1.5. These include building on the County's partnership with NIST and the State of Maryland that led to the establishment of National Cybersecurity Center of Excellence (NCCoE) and making Montgomery County a 100-gigabit community by building out the ultraMontgomery high-speed fiber network.

FINANCIAL SERVICES

The financial services sector includes diversified institutions engaged in banking, insurance, and other financial services.

County Assets	Market Opportunities
<ul style="list-style-type: none">▪ Location Quotient: 2.77▪ Strong regional financial services ecosystem▪ Highly educated workforce▪ Supply of class A office space▪ Airport access	<ul style="list-style-type: none">▪ Annual national industry revenue of \$3.7 trillion▪ Projected growth of 12% (2015-2020)▪ Average annual earnings between \$177,000–\$363,000▪ Focus areas: investment banking, venture capital firms

As with the other targets, the success of the financial services sector in Montgomery County relies first on existing competitive strengths. A high LQ combined with a ready supply of commercial space all but require the inclusion of financial services as a viable target. Continued national growth (and growth in the greater DC region) present specific marketing potential. Financial service firms increasingly depend on proximity to amenities, along with the more traditional requirements of broadband and easy transportation access to other financial markets (New York in particular, but Asian and European centers as well). Financial services firms in the County benefit from the presence of the region’s three international airports and rail service to major northeast markets.

An analysis of occupational location quotients reveals strengths in a number of sectors’ most common job titles. Personal Financial Advisors (SOC 13-2052), which are among the largest occupations in the sector in percentage terms, had the highest concentration among those analyzed. Median wage rates across the occupations shown in Figure 5 (page 16) are on par with the metropolitan area. A comparison with the national median reveals above-average wages rates for several key administrative positions. However, this differential among positions at the lower end of the wage scale is to be expected given the region’s higher cost of living relative to the US as a whole.

For Montgomery County to be successful in attracting financial services (especially risk capital), non-traditional factors such as short commute times, the ability to draw additional professional service firms, and high-end cultural and recreational amenities are necessary. This concept also extends to more traditional factors, including office developments. In a highly competitive environment, this key site selection factor cannot be overlooked. Recent market data suggests that more than 50 percent of tenants in the Washington, D.C. metro area move each year. For the County to capture a share of this opportunity, attention must be paid to upgrading and enhancing the County’s Class A office space, as addressed in Strategy 4.3.

FIGURE 5: OVERVIEW OF SELECTED OCCUPATIONS: FINANCIAL SERVICES

SOC Code	Description	Location Quotient (US = 1.00)	Median Wage Rates			Relative Wages	
			County	DC MSA	US	DC = 100%	US = 100%
13-2052	Personal Financial Advisors	1.62	\$38.42	\$38.01	\$35.59	101%	108%
13-2051	Financial Analysts	1.61	\$39.21	\$41.52	\$37.53	94%	104%
11-3031	Financial Managers	1.43	\$64.35	\$64.70	\$53.51	99%	120%
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	1.27	\$20.03	\$20.70	\$15.78	97%	127%
43-4131	Loan Interviewers & Clerks	1.19	\$22.35	\$21.39	\$17.39	104%	128%
43-1011	First-Line Supvrs., Office & Admin. Support	1.18	\$30.17	\$29.84	\$24.14	101%	125%

Source: EMSI, TIP Strategies Note: Relative wages within 10% of comparison geography are shaded in blue. Those more than 15% below the wage rates of comparison geography are in gold.

ADVANCED MANUFACTURING

The advanced manufacturing sector covers a wide range of products and processes. It involves either producing technologically advanced products or using highly advanced technology to manufacture traditional goods. In Montgomery County, advanced manufacturing includes pharmaceutical and medicine manufacturing; radio and television broadcasting and wireless communications equipment manufacturing; navigational, measuring, electromedical, and control instruments manufacturing; manufacturing and reproducing magnetics and optical media; electric lamp bulb and part manufacturing; other communications equipment manufacturing.

COUNTY ASSETS	MARKET OPPORTUNITIES
<ul style="list-style-type: none"> ▪ Location Quotient: 2.87 ▪ Highly specialized advanced manufacturing sectors serving niche markets ▪ Proximity to large customer base (regional life science cluster, federal government) ▪ Strong transportation network (highways, Port of Baltimore) ▪ Highly educated workforce ▪ Strong research and innovation capacity 	<ul style="list-style-type: none"> ▪ Increasing convergence of digital technology and manufacturing ▪ Use of cloud computing in manufacturing processes ▪ Anticipated growth between 2-5% in 2016 and 3-5% in 2017* ▪ Average annual earnings of \$166,000 in the County

*Source: MAPI, U.S. Industrial Outlook. Dec. 2015.

Advanced manufacturing is much in the news. It is often regarded as a savior of American manufacturing, but in fact it describes the inevitable direction of virtually all manufacturing. Process automation is becoming increasingly sophisticated even in downstream industries, and with it the requirements of workforce skills increase. One consequence of this is that “advanced manufacturing” does not create nearly the same number of jobs as more traditional, labor-intensive manufacturing. On the other hand, capital investment has gone up and manufacturing in general can be linked to a higher tax base.

The increasing technology inputs in the manufacturing process can be seen in the occupations listed in Figure 6, which are among the most commonly employed workers by manufacturing industries represented in the County. Of the largest occupations where Montgomery County has a concentration, three are positions related to technology and engineering.

FIGURE 6: OVERVIEW OF SELECTED OCCUPATIONS: MANUFACTURING

SOC Code	Description	Location Quotient (US = 1.00)	Median Wage Rates			Relative Wages	
			County	DC MSA	US	DC = 100%	US = 100%
15-1133	Software Developers, Systems Software	2.49	\$46.30	\$52.85	\$48.42	88%	96%
15-1132	Software Developers, Applications	1.54	\$49.12	\$51.67	\$44.27	95%	111%
11-1021	General & Operations Managers	1.51	\$63.18	\$64.37	\$46.17	98%	137%
17-3023	Electrical & Electronics Eng. Technicians	1.43	\$36.06	\$34.74	\$28.10	104%	128%

Source: EMSI, TIP Strategies Note: Relative wages within 10% of comparison geography are shaded in blue. Those more than 15% below the wage rates of comparison geography are in gold.

Montgomery County has some clear advantages in advanced manufacturing, most closely associated with the equipment needs of aerospace, IT, and biohealth/biosciences companies. These advantages, as well as overall demand for engineered products within the existing corporate base of the region, make advanced manufacturing a viable target. Strategies to expand this sector in the County include creating co-op and internship opportunities to increase the talent pool, increasing awareness of the County's new zoning code among advanced manufacturers, and raising awareness of success stories within the local manufacturing base.

CORPORATE/REGIONAL HQ

Corporate headquarters represent the managerial and administrative functions of a company while providing collaboration between top executives. Regional headquarters generally provide some type of concentrated function for an organization and typically locate in an area to take advantage of a customer base, proximity to government agencies, or access to talent.

COUNTY ASSETS	MARKET OPPORTUNITIES
<ul style="list-style-type: none">▪ Location Quotient: 2.71▪ Access to three commercial airports (two with international service) and a general aviation airport▪ Access to high-quality talent▪ Proximity to federal regulators▪ Access to a large customer base (dense regional population and federal agencies)▪ Numerous high-end, transit-served urban centers▪ Current home of nationally and internationally recognized brands▪ 18 County companies on the Inc. 5000 list▪ Supply of class A office space	<ul style="list-style-type: none">▪ Annual national industry revenue of \$120 billion▪ Increasing interest in urban locations/amenities and sustainability▪ Anticipated industry job growth of 9% in the County▪ Average annual earnings of \$162,000▪ Focus industries: biohealth, financial services, hospitality, IT & cybersecurity

Corporate headquarters remain a highly sought-after prize for economic development organizations, although barriers to the recruitment—and retention—of these operations are formidable. Montgomery County has proven itself a desirable location for this sector and has the potential to attract additional relocations in the future. However, its inclusion among the target markets is intended to focus business development activities on the retention of existing firms, not just the recruitment of new ones.

Concerted attention on this sector is justified in light of the movement away from suburban office parks to amenity-rich urban areas. Evidence of this trend can be seen in recent high profile corporate relocations, such as United Continental Holdings and Hillshire Brands moves to Chicago’s city center from suburban towns and GE’s plans to leave suburban Connecticut for Boston.² A key reason for such relocations centers on the needs of the workforce: for more services, a greater variety of housing, more job opportunities for partners/spouses, and a more vibrant urban environment.

² Lauren Weber, “GE Among Dozens of Corporate Giants Fleeing Suburbs for Urban Centers,” *The Wall Street Journal*, January 13, 2016, accessed March 1, 2016, <http://www.wsj.com/articles/ge-among-dozens-of-corporate-giants-fleeing-suburbs-for-urban-centers-1452733627>.

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Not surprisingly, occupations in the Business and Financial (SOC 13-0000), Management (11-0000), and Office and Administrative Support (43-0000) groups are among the most frequently employed by corporate and regional offices. Montgomery County concentration of workers in several of these positions is slightly above the national average. Median wage rates are essentially equal to the median wage rate for the Washington DC metropolitan area. The one exception is Computer Systems Analysts (SOC 15-1121). Median wage rates for this occupation are 15 percent lower than the median rate for the metro area as a whole. While this can be a challenge in the recruitment of talent to the region, it represents an advantage from an employer's perspective.

FIGURE 7: OVERVIEW OF SELECTED OCCUPATIONS: CORPORATE HEADQUARTERS

SOC Code	Description	Location Quotient (US = 1.00)	Median Wage Rates			Relative Wages	
			County	DC MSA	US	DC = 100%	US = 100%
13-1199	Business Operations Specialists, All Other	2.32	\$40.71	\$41.30	\$31.76	99%	128%
15-1121	Computer Systems Analysts	1.87	\$41.41	\$48.57	\$38.50	85%	108%
13-2011	Accountants & Auditors	1.52	\$37.83	\$38.54	\$30.82	98%	123%
11-1021	General & Operations Managers	1.51	\$63.18	\$64.37	\$46.17	98%	137%
11-3031	Financial Managers	1.43	\$64.35	\$64.70	\$53.51	99%	120%
43-6014	Secretaries/Admin. Asst., Exc. Legal, Med., & Exec.	1.27	\$20.03	\$20.70	\$15.78	97%	127%
43-1011	First-Line Supvrs., Office & Admin. Support	1.18	\$30.17	\$29.84	\$24.14	101%	125%

Source: EMSI, TIP Strategies Note: Relative wages within 10% of comparison geography are shaded in blue. Those more than 15% below the wage rates of comparison geography are in gold. "All Other" classifications include a broad range of occupations with varied characteristics. As a result, wage data for these occupations should be viewed with caution as figures can be skewed by outliers.

While the concentration of employment in the sector is significant, regional competition is intense. Growth in the industry, high earnings, and significant taxable value of corporate facilities will continue to drive the economic development energies of organizations in the region. In short, this sector enjoys a competitive advantage in Montgomery County but it will become increasingly vulnerable. Keys to offsetting the threats are a broad commitment to more amenity-rich environments in the County's urban areas. Strategies in Goal 4 address these critical issues.

ENTREPRENEURS AND INNOVATORS

Fostering innovation and entrepreneurship has become an essential driver of successful economies. Montgomery County's talent pool, industry structure, and R&D assets make it a logical area of emphasis for economic development.

COUNTY ASSETS*	MARKET OPPORTUNITIES
<ul style="list-style-type: none"> ▪ \$1.1 billion in venture capital invested in the region in 2014 ▪ County and state financing and incentive programs targeted towards entrepreneurs and investors ▪ Existing foundation for entrepreneurial culture (highly educated workforce, high-quality amenities, strong transportation network, proximity to customers, suppliers, and a large urban population) 	<ul style="list-style-type: none"> ▪ Growing entrepreneurial spirit in the region and the County ▪ Increasing national rate of entrepreneurship ▪ Over 680 patents generated in the County in 2013

*Entrepreneurs and Innovators is not a traditional industry cluster and therefore lacks the necessary data to calculate location quotients.

Targeting entrepreneurs and innovators for growth and attraction does not fall under a traditional industry cluster analysis. There is no clear way to quantify entrepreneurship or innovation using industry or occupational data. While it is common to associate entrepreneurship and innovation with high-tech sectors, in truth they cut across many industries and occupations. Within its analysis, BSA defines an entrepreneur as “a person who organizes and manages a business, typically with inventiveness and risk.” An innovator may be defined as “a person who introduces new methods, ideas, or products into the marketplace.”

So why include entrepreneurship and innovation as a target market? Because new business enterprises are where creativity gains traction. Successful early stage companies are **economic drivers** that allow for the creation and growth of entirely new clusters. Traditional cluster analysis and target market approaches simply cannot encompass the benefits of rapidly changing technology. In addition to generating taxable revenue, entrepreneurship attracts talented individuals and can have a transformative effect on the overall business culture. In successful tech centers, such as Santa Clara County, Austin and Central Texas, and Boston's Route 128, larger companies have relocated in order to be close to the startup culture these communities have engendered.

Goal Three of this strategy (Creative Economies) lays a framework and tactical steps for strengthening the entrepreneurship and innovation as an economic driver for the county. It is included among the target markets not only because it represents employment and investment options that traditional clusters do not encompass, but also because there is significant support in the County for expanding the breadth and depth of entrepreneurship and innovation within the economic base. Important strategies within this goal include attracting early stage companies and entrepreneurs; supporting microenterprises and small businesses; promoting social entrepreneurship; and fostering arts, entertainment, and culture.

STRATEGIC PLAN

GOAL 1. BUSINESS VITALITY: MONTGOMERY COUNTY WILL BE ABLE TO COMPETE WITH ANY COMMUNITY IN THE NATION FOR INVESTMENT AND JOBS.

The economic environment in which Montgomery County operates has changed over the last decade and growth can no longer be assumed, it must be fostered. Structural economic challenges mean that the tasks and structure of economic development must be rethought. Indeed, this process is already in motion on a number of fronts. The County government has taken a series of steps to simplify development permitting processes and has created a Development Ombudsman position to facilitate problem-solving and ensure transparency and responsiveness.

Most importantly, the County is reorganizing its economic development functions. The new Montgomery County Economic Development Corporation (MCEDC) will be chiefly responsible for leading countywide business attraction, retention, and growth efforts. This will include core functions such as marketing, targeted recruitment, business retention and expansion, entrepreneurship, and research services. The workforce development system is simultaneously being revamped to better coordinate programs, respond to workforce needs, and connect with economic development activities (see Goal 2). These restructurings will enable the County to efficiently and effectively address the needs of existing and prospective businesses.

Beyond organizational changes, Montgomery County must begin fostering a cultural shift with respect to economic development. Many stakeholders commented that the County must become more aggressive in pursuing new investment and jobs, while still being fiscally and socially responsible. Therefore, Montgomery County's profile must be raised among employers, investors, and site selection consultants regionally, nationally, and internationally. It's also critical that County leadership and the economic development community do a better job of reaching out to existing residents and businesses to build support for its economic development efforts. Often, the strongest marketers for a community are its own businesses and citizens.

The strategies that follow represent foundational components for business retention, expansion, and attraction efforts. They have been purposefully developed to allow for flexibility given MCEDC's nascent status and so that the new organization's leadership may define the specific approach it will take with business retention, expansion, and attraction. As the organization begins to develop, it will likely revisit and define its own approach that best serves the needs of the business community.

BUSINESS VITALITY STRATEGIES:

Strategy 1.1. Strengthen Montgomery County's business climate and build a solution-based "culture of customer service excellence" across County departments.

Strategy 1.2. Establish a comprehensive business retention and expansion (BRE) program.

Strategy 1.3. Build support for economic vitality among residents and businesses.

Strategy 1.4. Market and promote Montgomery County as a destination for new investment and employment.

Strategy 1.5. Strengthen and build on the biosciences, cybersecurity, advanced manufacturing, and agricultural sectors.

Strategy 1.6. Provide programs and services to support the County's federal contracting community, with a focus on firms with high growth potential.

Strategy 1.7. Build consensus on the process by which economic development incentives are offered, negotiated, and approved, grounded in the principles of ensuring responsiveness to opportunities while maintaining fiscal responsibility.

Strategy 1.8. Develop a capital campaign to enhance funding for MCEDC.

Strategy 1.9. Actively participate in regional programs that affect the County's economy, workforce, and infrastructure.

BUSINESS VITALITY MEASURES OF SUCCESS

METRIC*	DATA SOURCE
The number of jobs created/retained	Maryland Department of Labor, Licensing, and Regulation
Average wages of jobs created/retained	Maryland Department of Labor, Licensing, and Regulation
Private employment	Maryland Department of Labor, Licensing, and Regulation
Non-federal government sectors as a percent of County GRP	EMSI input/output model
Private commercial tax base	Montgomery County Govt.
Time required for development approvals and permit processing	Montgomery County Govt.
Number of expanded businesses retained in County	Montgomery County Economic Development Corp.
Foreign Direct Investment	Montgomery County Economic Development Corp.

* Metrics are chosen to demonstrate outcomes and based on availability of data.

STRATEGY 1.1. Strengthen Montgomery County's business climate and build a solution-based "culture of customer service excellence" across County departments.

An unfriendly business climate, whether real or perceived, can be a major barrier to new private investment and employment. Recognizing that business climate is a statewide issue, state legislative leaders in 2015 formed the Maryland Economic Development & Business Climate Commission (also known as "the Augustine Commission"), which developed a set of recommendations for improving Maryland's business climate. Montgomery County should build on the Commission's recommendations, especially with regard to customer service. Additionally, County-level tax and regulatory policies should be evaluated to ensure they support business growth and investment.

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- 1.1.1.** Sustain the leadership commitment to a solution-based culture of customer service excellence in County government, by, for example, creating an integrated Business Portal.
- 1.1.2.** Further streamline the development permitting processes and improve the customer interface, where appropriate.
- 1.1.3.** Leverage the State of Maryland Regulatory Reform Commission to evaluate County-level policies through a similar regulatory reform effort.
- 1.1.4.** Ensure County tax and regulatory policies are supportive of business attraction and expansion, especially as they affect target markets.
- 1.1.5.** Continue to improve transportation and school “tests” for greater clarity and certainty (analyses done to ensure the County has sufficient auto/transit and school capacity to serve development). Also consider improvements to the Subdivision Staging Policy.³
- 1.1.6.** Consistently communicate improvements to the business community to make them aware of changes, demonstrate receptiveness to feedback, and change perceptions.

STRATEGY 1.2. Establish a comprehensive business retention and expansion (BRE) program.

A vibrant BRE program should be the cornerstone of any economic development program. When businesses thrive, so does the community. A BRE program can identify barriers that local businesses face, particularly during difficult times. Ensuring the long-term success of existing companies also aids business attraction, as firms considering moving will often talk to existing firms in the community. The actions below represent a baseline of BRE activities that are needed to serve the existing business community. The leadership of MCEDC will consider these strategies as it develops its workplan, but will have the flexibility to develop its own strategies.

- 1.2.1.** Update and expand the comprehensive database of existing companies, using targeting criteria including large or fast-growing companies in the County, especially those that serve external markets, have expiring leases, receive awards or press coverage, or are in target markets.
- 1.2.2.** Formalize an on-site employer visitation program to ensure a consistent and regular point of contact, maintain consistency in the information collected from and provided to the business, and build relationships with key employers.
- 1.2.3.** Develop a questionnaire to capture critical information from business executives and owners during visits. The information captured during the visit should be routinely entered into the employer database for future reporting and decision-making.
- 1.2.4.** Establish relationships with employers headquartered outside of Montgomery County by meeting face-to-face with headquarters executives.

³ The intent of the Subdivision Staging Policy is to ensure adequate public facilities infrastructure, particularly schools and roads, associated with new development and growth. – Montgomery County Dept. of Planning)

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- 1.2.5.** Prepare and administer an annual online “Take the Pulse” business survey as a means for keeping in touch with local businesses and documenting specific needs or expansion plans.
- 1.2.6.** Jointly host periodic (at least five per year) business roundtable discussions with MCEDC to allow business leaders the ability to interact in person with local partners in the areas of economic development, small business assistance, talent management, and education.
- 1.2.7.** Develop a county-based “early warning” and “rapid response” strategy for identifying and responding to potential layoffs or closures.
- 1.2.8.** Institute an intensive business appreciation week where “ambassadors” (economic development partners and government officials) visit employers to thank them for doing business in the County, offer assistance, and gather information about the County’s business community.
- 1.2.9.** Develop a set of internal and external BRE performance measures for MCEDC.

STRATEGY 1.3. Build support for economic vitality among residents and businesses.

A crucial step in sustaining economic vitality in a community is building support for economic development among existing residents and businesses. If there is little local support for attracting and expanding investment and jobs, then any economic development program is not likely to be successful. Part of the task is educating the public on the merits of investing in economic development.

A recent public opinion assessment conducted by a third party research firm asked residents about their perceptions of Montgomery County.⁴ The study found that measures of quality of life and economic opportunity are interdependent, meaning that economic vitality is an important component of quality of life. In particular, encouraging business growth and the provision of professional and employment opportunities are among the drivers of residents’ perceptions of Montgomery County as a place to live. These results suggest Montgomery County residents are supportive of economic development. However, many are not convinced the County’s economic development efforts are adequate. Therefore, the County must raise the profile of the new economic development partnership and program.

- 1.3.1.** Leverage the formation of the MCEDC to launch a new countywide public education and awareness campaign to raise the profile of the County’s successful business community and its contributions to the community and the County’s economic development efforts, as well as the importance of improving business climate.

⁴ EurekaFacts, “Public Opinion Assessment, Montgomery County, MD,” Sept. 2015: The Offices of the County Executive and the Dept. of Economic Development for Montgomery County, MD tasked EurekaFacts with conducting a public opinion assessment of County residents with data collected between March 1, 2015 and April 24, 2015. A representative sample of 1,185 county residents and a subsample of residents of neighboring jurisdictions responded to a survey administered by mail and online. This sample size yields a sampling error of +/- 2.85% at a 95% confidence interval.

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- 1.3.2.** Engage County political, community, nonprofit, and business leaders more closely in economic development work to inform them of the County's efforts, emphasize the link between economic vitality and quality of place, and coordinate policies with the vision, guiding principles, and goals of the CES.
- 1.3.3.** Facilitate annual community tours to visit peer counties/cities that have achieved success in economic development programs and industry cluster development efforts similar to those Montgomery County is pursuing to learn first-hand from other public and economic development leaders.

FAIRFAX COUNTY EDA (FCEDA) INTERNATIONAL MARKETING DIV.

FCEDA has an ambitious international marketing and business recruitment program. It has a U.S.-based international marketing division that assists international companies in expanding or relocating operations to Fairfax County. In addition, the FCEDA has permanent offices in Bangalore, London, Los Angeles, Munich, Seoul and Tel Aviv. FCEDA also publishes a global newsletter highlighting international success stories and the organization's global activities.

STRATEGY 1.4. Market and promote Montgomery County as a destination for new investment and employment.

To compete for new business investment, Montgomery County must increase its visibility among its target markets (Biohealth/Biosciences, Information technology & Cybersecurity, Financial Services, Advanced Manufacturing, Corporate and Regional Headquarters, and Entrepreneurs and Innovators).

DOMESTIC MARKETING

- 1.4.1.** Build awareness of Montgomery County as a national center for Biohealth/Biosciences, Information technology & Cybersecurity, Financial Services, Advanced Manufacturing, Corporate and Regional Headquarters, and Entrepreneurs and Innovators within the region and other targeted markets.
- 1.4.2.** Compile and maintain resource information for each target market cluster and key subsectors.
- 1.4.3.** Build a database of developers, brokers, site consultants, and site selection conferences to identify targets, raise awareness of sites, development, and investment opportunities in Montgomery County. Call on site consultants in targeted metropolitan areas, particularly in the Washington and Baltimore regions.
- 1.4.4.** Use the Development Pipeline Database to market the County's diverse neighborhoods and investment opportunities.

INTERNATIONAL MARKETING

- 1.4.5.** Build on the existing international connections of exporters and foreign-owned companies within the County business base as well as state and federal export resources and develop a Montgomery County international business alliance comprised of companies with international operations, foreign ownership, or trade relations.
- 1.4.6.** Identify and rank countries for business recruitment purposes based on a strong presence in the target markets, and incorporate these countries into target market business attraction activities.

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- 1.4.7.** Strategically attend international industry events and trade shows.
- 1.4.8.** Identify individuals and organizations from the international community residing or working in Montgomery County that could assist in marketing and recruitment efforts.
- 1.4.9.** Build and leverage relationships with other international resources and business alliances in the Washington region, such as with Embassies. Attend international trade events and conferences hosted within the Washington region to network with international entrepreneurs and businesses.
- 1.4.10.** Maintain economic development marketing materials in other languages, including Chinese, Korean, Spanish, French, and German.
- 1.4.11.** Leverage the presence of FDA and the White Oak Science Gateway master plan to attract international and domestic companies and institutions engaged in regulatory medicine to locate at the LifeSci Village.

NW ARKANSAS DIGITAL AMBASSADORS INITIATIVE

The Northwest Arkansas Council created the Digital Ambassadors initiative as a way to improve the county's image and to disseminate information about the county in a cost-effective way. Each Digital Ambassador receives emails with new, exciting content to share on social media. The content includes information about regional job growth, quality of life amenities, educational achievements, the local economy, and other ways the metro area stands out. The ambassadors earn points based on how often they're active and how they share their messages, and top participants are eligible to win monthly prizes. The program is a good avenue for enhancing the internal image of Northwest Arkansas. It also helps local residents and businesspeople become more aware of the positive aspects of living and working in Northwest Arkansas.

(www.nwacouncil.org/pages/digital-ambassadors)

INTERNAL MARKETING

- 1.4.12.** Develop an "elevator pitch" with key messages to use when promoting the County (verbally and in written materials).
- 1.4.13.** Create a one-page profile promoting the County's positive business aspects to be used by County and business leaders for internal and external word-of-mouth marketing.
- 1.4.14.** Work with local chambers, cities, and other business organizations to identify local business success stories.
- 1.4.15.** Broadcast business successes in regional publications through press releases and editorials.
- 1.4.16.** Establish a Digital Ambassadors Program that utilizes a network of "connectors" who share positive stories about Montgomery County online.

STRATEGY 1.5. Strengthen and build on the biosciences, cybersecurity, advanced manufacturing, and agricultural sectors.

Montgomery County is home to a number of vibrant industry clusters, including bioscience, information technology, advanced manufacturing, agriculture, finance, healthcare, and corporate headquarters. MCG actively supports each of these sectors through various programs and incentives. Bioscience, cybersecurity (as a subsector of IT), and agriculture have received particular focus and support due to their unique growth potential in the County. This backing extends beyond the targeted recruitment and marketing strategies outlined in Strategy 1.4. It involves tailored workforce, incentives, commercialization, land use, facilities, and infrastructure support. Additionally, increasing support for advanced manufacturing (primarily as a subsector of bioscience and information technology) presents a unique opportunity to further develop the bioscience and IT sectors, by maintaining and expanding the supply chains for these sectors. Nurturing existing efforts and launching new initiatives will help to ensure these clusters continue to grow and prosper in the County.

BIOSCIENCE

Montgomery County has made world-class contributions to bioscience R&D and to advancements in public health, including first mapping the human genome. However, it has just begun to capture the opportunities of biomedical commercialization. Bioscience industry leaders recently announced a goal to make the Washington region one of the top three biotech hubs in the nation by 2023. As the dominant player in the biosciences sector in the Washington region, Montgomery County can take a leadership role in achieving this ambitious goal.

- 1.5.1.** Play an active role in supporting and leveraging the strategic plan and branding strategy for the biotech sector being developed by BioHealth Innovation (BHI), MedImmune, and the TechCouncil of Maryland.
- 1.5.2.** Support the build-out of region- and state-wide biosciences networks at all talent levels (CEOs, scientists, technicians) and among different actors (government, nonprofits, business investors, and academia) to meet the need for strong networks of bioscience professionals.
- 1.5.3.** Sustain support for BHI.
- 1.5.4.** Support both early-stage and mid-sized biohealth companies in Montgomery County by promoting the full range of MCEDC services as well as continuing to offer targeted initiatives for the sector.
- 1.5.5.** Connect bioscience business development efforts with land use decisions and existing life sciences centers.

MASSACHUSETTS LIFE SCIENCES CENTER (MLSC)

The MLSC is an investment agency that supports life sciences innovation, research, development, and commercialization. As a quasi-public agency, the MLSC received \$1 billion in funding for a 10-year period to create jobs, support scientific research and build ties among sectors in the state's life sciences community. One of MLSC's goals is to promote collaboration within the Massachusetts life sciences community, as well as globally. In 2012, MLSC launched the **International Partnership Assistance Portal** (IP-ap) which accepts profiles from Massachusetts life sciences companies that are interested in exploring business-to-business partnerships in areas such as early- or later-stage R&D, clinical trials, manufacturing, distribution or commercialization. The MLSC is working with international agencies to market the portal among the international life sciences business communities and encourage companies interested in collaborating with Massachusetts industry partners to enter their profiles in the portal.

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- 1.5.6.** Consistent with Strategy 1.7 (review and realign incentive programs with strategic sector needs and as recommended in the 2009 Biosciences Strategy), work with state and local partners to evaluate the full spectrum of creative financing vehicles that have been successfully implemented in other local jurisdictions that could be replicated in Montgomery County and the availability of resources to fill identified gaps, such as providing assistance for companies beginning to manufacture their products.
- 1.5.7.** Create a brand that differentiates Montgomery County from other major bio innovation hubs.
- 1.5.8.** Expand upon workforce education and skills development programs to prepare local residents for entry-level jobs in the bioscience sector.
- 1.5.9.** In partnership with the National Center for Advancing Translational Science (NCATS) and higher education partners, explore the possibility of establishing a center for translational medicine on either the JHU Montgomery County campus or the Universities at Shady Grove campus.
- 1.5.10.** Pursue the development of the **digital health** sector in the County.

CYBERSECURITY

The State of Maryland has been very proactive in solidifying its place as the epicenter of cybersecurity. While most investment and activities in the state have focused around Fort Meade, Montgomery County has also experienced growth in the sector. In addition to the National Cybersecurity Center of Excellence (NCCoE), the County has also created the Montgomery County Cybersecurity Investor Tax Credit Supplement Program to incentivize new investment. The main priority to build on these assets is to be able to attract and anchor small- and mid-size civilian-focused cybersecurity companies in the County. This will require vigorous marketing of the County to target audiences and companies and build an awareness that commercially-focused cybersecurity companies can prosper in the County.

- 1.5.11.** Exploit the emerging digital health sector by categorizing digital health as a formal industry target and design marketing efforts and materials for its development.

CAMBRIDGE (MA) BIOMEDICAL CAREERS PROGRAM

The Cambridge Biomedical Careers Program is an eight-month program leading to a Certificate in Biomedical Sciences that prepares residents for entry level jobs at local biotechnology companies, universities, research institutions, clinical laboratories, and hospitals. The program includes a comprehensive laboratory skills course, career counseling, job placement assistance, and the opportunity to earn up to nineteen (19) college credits from Bunker Hill Community College. The program prepares participants for a variety of jobs within the Cambridge biomedical community, including laboratory technician/assistant, quality control technician, biotechnology manufacturing assistant, and animal care technician.

DIGITAL HEALTH

Digital health represents the convergence of the digital and genetics revolutions with bioscience, healthcare and wellness, information technology-software, and medical devices. According to Rock Health, a California-based venture capital firm specializing in healthcare funding, digital health is one of the fastest growing sectors for attracting venture funding. In 2014 alone, venture funding for digital health companies surpassed \$4.1B, a 125% increase from 2013. The top six subsectors that accounted for a large share of digital health funding in 2014 were analytics and big data, healthcare consumer engagement, digital medical devices, telemedicine, personalized medicine, and population health management.

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- 1.5.12.** Grow the cybersecurity sector in the County with a focus on commercial cybersecurity, building on the County's partnership with NIST and the State of Maryland that led to the establishment of NCCoE.
- 1.5.13.** Make Montgomery County a 100 gigabit community by building out the ultraMontgomery high-speed fiber network.
- 1.5.14.** Explore opportunities to apply the BHI model to information technology and cybersecurity.
- 1.5.15.** Ensure strong connections between MCEDC and the sector partnership to be established by WorkSource Montgomery, Inc. for the cybersecurity industry to ensure the availability of talent.

ADVANCED MANUFACTURING

Advanced manufacturing is highly specialized in Montgomery County, largely tied to pharmaceutical, medicine, communications, and IT manufacturing. Its importance stems from its capacity to support other key industries in the County, to help diversify the economic base, and to provide employment opportunities for a wide range of skill levels, ranging from middle-skill production workers to engineers.

- 1.5.16.** Work with regional stakeholders to explore co-op and internship opportunities to increase the local talent pool for advanced manufacturers.
- 1.5.17.** Work with the State of Maryland to explore the feasibility of creating an Export Credit Agency, allowing companies to stand on their own credit conditions, to fill the void created by the lapse of the Export Import Bank's authority.
- 1.5.18.** Increase awareness of the County's new zoning code among advanced manufacturers so they know the location options available to them and get their input on what infrastructure and land use conditions are needed for their businesses to thrive.
- 1.5.19.** Promote the success of the County's advanced manufacturers to show the diversity of the County's economy and workforce options, especially for talent recruitment purposes.

AGRICULTURE

Citizen commitment to the Agricultural Reserve remains rock solid. Eighty-five percent of the acreage in the Reserve continues to be farmed, and over 890 farm and horticultural enterprises are active in the County (as of 2013). Programs for farming and agricultural land preservation will remain within County government and will not transfer to the new MCEDC, including business development, marketing, and support services for the agricultural sector.

- 1.5.20.** Expand programs that assist agriculture-based businesses to start and grow in Montgomery County, such as a potential Slow Money chapter.

SLOW MONEY

"Slow Money" is a 501(c)3 non-profit based in Boulder, CO. The Slow Money movement seeks to persuade local investors to invest in local sustainable agriculture. The term "slow money" plays off the Slow Food movement, which encourages consumers to take the time to savor home-cooked meals. Through their national gatherings, regional events and local activities, over \$40 million has been invested into more than 400 small food enterprises around the United States. Thirty-seven local networks and investment clubs thus far have formed. (www.slowmoney.org)

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- 1.5.21.** Provide technical assistance (such as the Grain Marketing Club staffed by the Agronomy Educator) to the commodity producers that farm a majority of the tillable farmland (over 45,000 acres) in the County.
- 1.5.22.** Explore alternative funding sources for the preservation of agricultural lands.

STRATEGY 1.6. Provide programs and services to support the County's federal contracting community, with a focus on firms with high growth potential.

Federal spending continues to be a core driver of the County's economy and will continue to be an essential fixture of the County's economic base. In light of the ongoing uncertainty surrounding federal spending and sequestration, the County should actively support its existing federal contractors and identify opportunities to attract new businesses that provide products and services to the federal government.

- 1.6.1.** Use the analysis of federal government contract spending in Montgomery County to support federal business sectors with growth potential:
- IT Services,
 - Professional Services,
 - Construction and Engineering,
 - Life Sciences Tools and Services,
 - Electronic Equipment, Instruments, and Components,
 - Health Care Technology,
 - Commercial Services and Supplies,
 - Biotechnology,
 - Trading Companies and Distributors, and
 - Health Care Providers and Service.
- 1.6.2.** Increase the number of local companies collaborating with and commercializing technologies from Maryland's federal and academic laboratories. (See Strategy 3.1 for technology transfer and commercialization strategies.)
- 1.6.3.** Develop a strategic plan for outreach, incentives, and other programs necessary to retain and attract businesses in the sectors listed above and connect with county-based federal acquisition authorities, such as through the Montgomery County Chamber of Commerce's GovConNet Procurement Conference.
- 1.6.4.** Define new diversification initiatives (if necessary), identify County or regional partners for outreach and service provision, and assist interested federal contractors to diversify their client portfolio to be better positioned should there be further contractions in federal budgets.
- 1.6.5.** Connect target companies with vetted providers of business services and potential partners.
- 1.6.6.** Expand County business use of the Maryland Small Business Development Finance Agency's contractor financing program.

STRATEGY 1.7. Build consensus on the process by which economic development incentives are offered, negotiated, and approved, grounded in the principles of ensuring responsiveness to opportunities while maintaining fiscal responsibility.

As the economic development function moves outside of County government, MCEDC will be the lead on identifying candidates for incentives and financing programs and making recommendations regarding discretionary incentive offers. Administration of the Economic Development Fund will remain with the Department of Finance within the County government. Clearly defining the role of the new organization and identifying handoffs will help ensure coordination and communication among all parties and allow for timely response to businesses.

- 1.7.1.** Adapt the existing protocol for using economic development incentives to include the new MCEDC.
- 1.7.2.** Convene a workshop with County leadership and staff, the Dept. of Finance, and MCEDC leadership to discuss and agree to fundamental policies governing incentive use (how, when, and why incentives should be used).
- 1.7.3.** Review and realign incentive programs with CES priorities, strategic sector needs, and based on benchmark community incentive programs.
- 1.7.4.** Build flexibility into program rules and administration. Consider drafting guidelines rather than strict rules for incentive program eligibility to enable greater flexibility in incentives use.
- 1.7.5.** Make the incentive application and process easier to navigate for businesses, including preparing a flow chart and make all pertinent incentive program information available to interested parties on applicable websites. Consider supplementing the existing (or to be modified) slate of incentive and financing programs with other high-value economic development services (such as expedited development processes, business connect services, or talent development, among others).

GUIDELINES FOR EFFECTIVE AND RESPONSIBLE INCENTIVE USE

- Align incentives with the county's economic development goals.
- Reduce risk and improve outcomes with upfront data and analysis.
 - Due diligence that includes background research on applicants and business case analysis for projects seeking major discretionary incentives helps communities make good decisions.
 - Evaluating project attributes relative to economic development goals and quantifying fiscal and economic impacts of proposed investments enable economic development organizations to determine whether projects can generate net benefits for the community.
 - Good analysis can help explain and build support for decisions.
- Define performance requirements and monitor compliance with performance agreements to assess whether project milestones were reached.
- Be prepared to report on who is receiving incentives, how much is being spent, and the results of that spending.
- Establish policies to protect the community in the case of non-performance.
- Evaluate the county's portfolio of incentives every 3-5 years to understand which programs are most helpful in achieving economic development goals.

Source: Smart Incentives

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- 1.7.6.** Sustain data collection, performance monitoring, and reporting on the use of Economic Development Funds.
- 1.7.7.** Leverage incentive programs offered by federal, state, and local economic development partners (including municipalities for appropriate opportunities).

STRATEGY 1.8. Develop a capital campaign to enhance funding for MCEDC.

Generating the financial support of the private sector in the County's economic development efforts will serve to make MCEDC a true public-private partnership and will fully engage the private sector in enhancing the County's economic competitiveness. The creation of such an effort should occur no sooner than years 4 or 5 of its operation.

- 1.8.1.** Design a multi-year strategic program of work to serve as the basis for the campaign. The CES can serve as a foundation for the work program, but should be updated to reflect future conditions and priorities.
- 1.8.2.** Engage a staff person or professional fund raising consultant to conduct a fundraising campaign.
- 1.8.3.** Monitor the capital campaign and benchmark it against competing economic development organizations' levels of private funding.

STRATEGY 1.9. Actively participate in regional programs that affect the County's economy, workforce, and infrastructure.

Many stakeholders commented that greater regional cooperation is needed to solve many of its most pressing challenges, especially those related to transportation, education, housing, and environment. In cooperation with business leaders, Montgomery County officials should take leadership roles in fostering greater regional cooperation on priority economic development issues for the County, such as transportation infrastructure, workforce development systems, and marketing initiatives.

- 1.9.1.** Participate in joint regional economic development marketing initiatives, especially in sectors such as biosciences and cybersecurity.
- 1.9.2.** Foster the creation of cross-border public-private partnerships to address long-term needs and challenges.
- 1.9.3.** Support efforts of organizations such as the 2030 Group, the Federal City Council, Urban Land Institute Washington, the Metropolitan Area Council of Governments, chambers of commerce, and others to promote regional cooperation.
- 1.9.4.** Leverage industry-led efforts to develop regional cooperation, such as those led by MedImmune to strengthen the regional bioscience industry. (See Strategy 1.5.)

GOAL 2. TALENT: MONTGOMERY COUNTY WILL BE HOME TO A DEEP AND DIVERSE TALENT POOL THAT MEETS THE LONG-TERM NEEDS OF EMPLOYERS AND HELPS SPUR ECONOMIC GROWTH.

In addition to competing for new businesses, jobs, and investment, Montgomery County finds itself in a highly competitive environment for talent. This competition includes not only being able to develop and retain the County's brightest workers, it means attracting them from other locations. It is a competition the County must win to ensure its economic vitality. The County's talent strategies encompass recruitment, development, and retention for the County's significant high-skill, knowledge-based industries; export-oriented and locally serving industries in need of middle-skill workers; and un- and underemployed residents. In addition, a talent strategy should be inclusive of all age cohorts. While many talent strategies focus exclusively on millennials, the recommended approach for Montgomery County is to engage talented people, irrespective of age.

Montgomery County recently reorganized its workforce development system to better meet the needs of County residents and businesses. The mission of the revamped workforce system is to meet the talent attraction, development, and retention needs of strategic industries; to meet the needs of the underemployed and unemployed; and to develop career pathways that lead to sustainable wage jobs and support a thriving economy. Two key components of the workforce system's responsibilities will be in coordinating with MCEDC to support economic development and aligning the myriad workforce service providers in the County to provide high-quality and responsive services to both businesses and jobseekers.

TALENT STRATEGIES:

Strategy 2.1. Align all programmatic and strategic workforce efforts throughout the County to provide comprehensive workforce solutions to businesses and jobseekers.

Strategy 2.2. Determine WorkSource Montgomery's value-add to economic development, become a key member of the County's economic development team, and design programs that implement the talent component of the CES.

Strategy 2.3. Expand employer-led sector partnerships in the County's strategic industries to address priority issues within a target market, especially those related to talent.

Strategy 2.4. Engage Worksource Montgomery, Inc., employers, and education providers to recruit and retain premier talent.

Strategy 2.5. Align workforce development and education efforts with employer needs.

Strategy 2.6. Use data to forecast workforce and talent needs and improve the quality of the delivery system.

Strategy 2.7. Collect, analyze, and disseminate information on current operations within the Montgomery County workforce development system and on evidence-based best practices from elsewhere.

Strategy 2.8. Conduct a gap analysis on an identified set of critical elements to reflect the changing needs of the workforce system and its customers (e.g., current and future skills needs, pathways, access to services, services currently delivered, and quality of services).

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Strategy 2.9. Conduct career mapping in strategic industries to facilitate the “on-ramps” to pathways for jobseekers and ways for employers to reach into pathways to find qualified individuals.

Strategy 2.10. Develop a campaign to expand awareness and change perceptions among local youth regarding middle-skill career opportunities in Montgomery County.

Strategy 2.11. Develop and expand work-based learning opportunities that facilitate career pathways programs and enable individuals to build 21st Century skills and provide them the ability to earn while they learn.

Strategy 2.12. Launch a new brand and a communication and marketing strategy for the workforce development system that results in increased awareness and use among business leaders and the community.

TALENT MEASURES OF SUCCESS

METRIC	DATA SOURCE
Population age 25+ with a bachelor’s degree or higher	U.S. Census Bureau–American Community Survey (1-year estimates)
Percent of the population age 20-34	U.S. Census Bureau–American Community Survey (1-year estimates)
Number of enrolled college and university students	Montgomery College, Universities at Shady Grove, Johns Hopkins University
Annual unemployment rate	Maryland Department of Labor, Licensing, and Regulation
Net migration to the County	Internal Revenue Service
Labor force participation rate for working-age population	U.S. Census Bureau–American Community Survey (3-year estimates)
Median household income	U.S. Census Bureau–American Community Survey (3-year estimates)
Average weekly wage per worker	Maryland Department of Labor, Licensing, and Regulation

STRATEGY 2.1. Align all programmatic and strategic workforce efforts throughout the County to provide comprehensive workforce solutions to businesses and jobseekers.

Strategy 2.1 speaks to one of the primary intents of restructuring the County’s workforce development system: pulling together the previously disparate programs and services provided to jobseekers and businesses into a coordinated workforce system. This is an overarching strategy that encompasses Strategies 2.2- Strategies 2.6.

STRATEGY 2.2. Determine WorkSource Montgomery’s value-add to economic development, become a key member of the County’s economic development team, and design programs that implement the talent component of the CES.

As the County moved to create MCEDC and WSM, Inc., it became clear that a stronger and continuous connection between the two was a necessary part of the County’s future. These two new organizations must define mutual

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expectations and new systems for this partnership to function smoothly and maximize the potential of this collaboration.

- 2.2.1.** Work with MCEDC to define the role and value needed from the workforce development system. Define the interface between the two systems (including regarding the use of CRM databases).
- 2.2.2.** Establish a communication process that is quick and efficient for MCEDC staff to communicate either current business needs to retain or fill positions and for business recruitment efforts.
- 2.2.3.** Establish a response mechanism through which the workforce system responds when called upon that meets the standards for timeliness and effectiveness.

STRATEGY 2.3. Expand employer-led sector partnerships in the County's strategic industries to address priority issues within a target market, especially those related to talent.

Sector partnerships engage private employers with education, workforce development, economic development, and community organizations to address priority issues within a target market. Montgomery County has already established industry partnerships for the cyber, allied health, and food service industries under previous workforce programs. Similar partnerships should be extended to other target sectors.

- 2.3.1.** Work with local employers and industry stakeholders (educational institutions, not for profits, and professional or trade associations) to identify opportunities to expand sector partnerships in other industries to identify and address their needs and challenges. Once established, each partnership should create an action plan to address the needs and challenges of the sector. These efforts should be leveraged to support Strategies 2.5, 2.6, 2.8, and 2.9.
- 2.3.2.** Dedicate a WSM, Inc. staff person to each of the sector partnerships. This person should be (or be able to become) a sector expert and maintain strong relationships with local players in the cluster.
- 2.3.3.** Seek funds to further develop the industry partnerships workforce solutions and to adequately staff them, including a grant application to DLLR for an EARN grant to support sector partnership responses to needs and challenges.
- 2.3.4.** On an annual basis, bring together the sector stakeholders to report on progress made in implementing the action plan.

EARN MARYLAND

EARN Maryland is a state-funded, **industry-led partnership** grant program intended to ensure that Maryland employers have access to the talent they need to compete. EARN Maryland aims to:

- Address the demands of businesses by focusing intensively on the workforce needs of a specific industry sector over a sustained period.
- Address the needs of workers by creating formal career paths to good jobs, reducing barriers to employment, and sustaining or growing middle class jobs.
- Encourage mobility for Maryland's most hard-to-serve jobseekers through job readiness training and transportation and child care assistance.

Once formed, the partnerships develop plans to train and educate workers and place them in meaningful employment.

STRATEGY 2.4. Engage Worksource Montgomery, Inc., employers, and education providers to recruit and retain premier talent.

Not only is Montgomery County engaged in a fierce competition for new businesses and investment, it is also competing with other counties and regions (regionally and nationally) for high-skill, high-quality talent. Montgomery County is well positioned to attract and retain skilled talent, thanks to the combination of an existing professional class along with the County's investment in building and preserving vibrant communities that puts Montgomery County in a strong position to compete for talent.

Ultimately, for MCEDC to be successful in its business development efforts, it must also have a key role in recruiting and retaining talent by partnering with WSM, Inc. and others.

- 2.4.1.** Promote Montgomery County-based career opportunities at national industry and professional trade association conferences and events. (See Strategy 1.4.1.)
- 2.4.2.** Organize a group of digital ambassadors that promote the region as a great place for career opportunities and a great place to live. (See case study for Strategy 1.4.11.)
- 2.4.3.** Create and distribute talking points and marketing materials to HR professionals of private employers in the County to use for recruiting purposes.
- 2.4.4.** Attract and retain international students and entrepreneurs, especially in STEM fields.

**TALENT DEVELOPMENT –
BATON ROUGE AREA CHAMBER OF
COMMERCE (BRAC)**

BRAC's Talent Development Program focuses on talent retention and **attraction**. It consists of a talent database, regional relocation resources (R3), and the Baton Rouge Area Intern Network (BRAIN). The talent database is a catalog of resumes of professionals seeking to further their careers in the Baton Rouge Area. To populate the database, BRAC works closely with alumni associations from the region's universities and high schools. R3 assists area employers with their talent attraction efforts by connecting them with out-of-market candidates, creating tailor-made regional awareness presentations to aid in talent recruitment, leading tours of the region for recruits, and making out-of-market recruitment trips. In addition, BRAC recently launched www.livecapitalized.com, a resource for newcomers to connect and grow roots in the community.

(www.brac.org/ecocomp/talentdev.asp)

SKILLS FOR CHICAGOLAND'S FUTURE

Skills for Chicagoland's Future (SCF) is a public-private partnership that provides **industry-driven recruitment, placement, and job training services** in Cook County at no cost to the employer or the job seeker. It seeks to match businesses that have current, unmet hiring needs with qualified, unemployed or underemployed job seekers. SCF is funded by the City of Chicago, the State of Illinois, the Chicago Cook Workforce Partnership, foundation support, and multiple private sector donations. According to SCF, more than 1,300 unemployed job seekers have been hired through partnerships with over 40 employers since SCF launched in 2012.

(www.skillsforchicagolandsfuture.com)

STRATEGY 2.5. Align workforce development and education efforts with employer needs.

Nationally, there is a growing movement to establish demand-driven workforce development models that are more closely connected to employer requirements. This includes efforts to align workforce training and public education programs with employer needs to improve efficiency, support economic development, and provide workers with relevant training for the 21st century economy. Creating a more demand-driven system in Montgomery County is also a priority for Worksource Montgomery, Inc. and its allies.

- 2.5.1.** Utilize key sector partnerships to identify the occupational skill needs of industry.
- 2.5.2.** Collect information on whether and how educational institutions are aligning curricula to focus on these specified skills and competencies.
- 2.5.3.** Through industry alliances and other forums, convene local educational institutions to evaluate and develop curricula that meet employer needs.
- 2.5.4.** Create and promote a user-friendly online system to allow easy access to labor market forecasts. Utilize the site to publicize the County's high-demand jobs and career opportunities to help drive students towards the fields of study that support those careers.
- 2.5.5.** Develop resources to provide 'start-up capital' to innovative program ideas that are research-based and improve alignment between workforce development and the education system.

NATIONAL INTEGRATED CYBER EDUCATION RESEARCH CENTER – CYBER DISCOVERY

Part of the Louisiana-based Cyber Innovation Center's mission is to develop a sustainable knowledge-based workforce. To further that mission, the CIC formed the National Integrated Cyber Education Research Center (NICERC). NICERC has created a professional development program called the Cyber Discovery Model that **engages and empowers teachers around cyber** and other topics pertaining to science, technology, engineering, and mathematics (STEM). The culmination of the program is a one-week camp in which the participating teachers lead a team of students in various challenges that involve analysis and investigation. The result of the camp is a heightening of participants' enthusiasm about cyber and STEM fields. The participants then take this enthusiasm and knowledge back to their home campus where it spreads. The Cyber Discovery Model has been so successful that it was awarded a grant from the Department of Homeland Security to be rolled out as a national model. (www.nicerc.org)

STRATEGY 2.6. Use data to forecast workforce and talent needs and improve the quality of the delivery system.

Building a more demand-driven workforce system that is more responsive to employer needs requires data and information that is both accurate and current. Montgomery County's workforce development programs must be designed to correspond to the jobs employers are creating now and in the future. This will require WSM, Inc. and its workforce partners to regularly compile, analyze, and disseminate data derived from both quantitative and qualitative sources. This will require that workforce and economic development officials regularly engage with employers in order to design the programs that are most useful to them and workers.

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- 2.6.1.** Use employer surveys, interviews, information from the industry alliances, and state and local labor market information to continuously project which occupations will be needed in short- and long-term time horizons.

STRATEGY 2.7. Collect, analyze, and disseminate information on current operations within the Montgomery County workforce development system and on evidence-based best practices from elsewhere.

Any organization must constantly evaluate its operations for effectiveness. It must also seek to learn from the success of others. By doing so, WSM, Inc. will be able to fine-tune its programs, make corrections when needed, build confidence in the organization, and bring fresh thinking to its programs.

- 2.7.1.** Develop and regularly evaluate measures and metrics to ensure the organization and the workforce system are meeting its purpose and objectives.
- 2.7.2.** Research best and promising practices in providing workforce services that meet industry and economic development needs; synthesize the research to key program elements that work. Publicize the results to the community.
- 2.7.3.** Convene a coalition of 'adopters' to promote evidence-based practices and to create a community-wide strategy.
- 2.7.4.** Build key program strategies into Workforce Innovation and Opportunity Act (WIOA) RFPs and responses for funding. Seek additional funds beyond federal WIOA funds to support the programs of work.

WORKSOURCE MONTGOMERY, INC. PERFORMANCE MEASURES

- Increase and sustain employer customer satisfaction (employers and jobseekers)
- Increase and sustain jobseeker customer satisfaction
- Increase the number of businesses engaged with MCEDC that report using workforce services
- Number employed at or above the County's living wage (\$14.35 an hour effective July 1, 2015)
- Number placed in a job in the target market for which they were being trained
- Decrease cycle time to develop and execute products and services
- Return on investment
- Improve the image of the workforce system
 - Diversify the type of jobseekers served
 - Diversify the type of businesses served and occupations for which they are seeking talent

STRATEGY 2.8. Conduct a gap analysis on an identified set of critical elements to reflect the changing needs of the workforce system and its customers (e.g., current and future skills needs, pathways, access to services, services currently delivered, and quality of services).

WSM, Inc. was established with the intent of better coordinating the over 100 programs providing some form of workforce services. An early step for the new entity will be to gain greater understanding of the current landscape of service providers and customers to inform its work. This will be a collaborative effort to identify what currently exists, the gaps and needs, and how best to fill them.

- 2.8.1.** Regularly convene partners and stakeholders to define the critical elements needed against which to evaluate the system. Once the elements are determined, identify the universe of programs defined as part of the workforce system.

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- 2.8.2.** Conduct the program assessment and analyze the gaps.
- 2.8.3.** As part of regular convening of partners and stakeholders, use the results to identify strategies for filling the gaps identified.

STRATEGY 2.9. Conduct career mapping in strategic industries to facilitate the “on-ramps” to pathways for jobseekers and ways for employers to reach into pathways to find qualified individuals.

Career pathways provide a series of linked education and training programs that lead to a clearly defined credential and job opportunity, allowing students and incumbent workers to advance within a given occupation or industry. WSM, Inc. should seek opportunities to expand career pathways programs in the County that provide demand-driven pathways focusing on key target clusters.

- 2.9.1.** Work with industry alliances, education providers, and other partners to define high-demand career pathways for strategic industries.
- 2.9.2.** Work with industries and businesses to create more work-based learning experiences (e.g., internships, on-the-job training opportunities) to facilitate career pathways programs (see also Strategy 2.11).
- 2.9.3.** Create a centralized database of qualified jobseekers from workforce system programs so employers can more easily identify potential candidates.
- 2.9.4.** Create/identify a method for jobseekers to navigate moving in and out of education programs designed to provide them with a set of progressive credentials needed in target markets.

THE ALAMO AREA ACADEMIES

San Antonio-based Alamo Academies is a national award winning STEM-based instructional model operated by the Alamo Area Academies Inc., a non-profit organization, in partnership with industry, the Alamo Colleges, area high schools, chambers of commerce, multiple cities, and community organizations. The Academies' **demand-based education model provides at-risk youth with tuition-free career pathways into high-demand STEM occupations.** Students are bused to the Alamo Colleges campus daily, where they engage in two hours of instruction needed to complete one-year technical college programs of study, earning Level I certificates of completion as part of the Associate of Applied Science (AAS) degree pathway. During the 2-year program, students earn 31 to 34 college credits at no personal cost, allowing them to receive both college degrees and high school diplomas. Students are also paid almost \$3000 through 8-week on-site industry internships. (www.alamoacademies.com/)

STRATEGY 2.10. Develop a campaign to expand awareness and change perceptions among local youth regarding middle-skill career opportunities in Montgomery County.

Middle skill jobs are those that require more than a high school diploma but less than a four-year degree. Middle-skill positions are often among those listed by employers as hard to fill. Yet many of these same positions offer higher earnings potential than those requiring a four-year degree and are often part of a well-defined career ladder. Raising awareness of middle skill employment opportunities and ensuring the appropriate career and technical education programs are available to help move workers into these fields would help employers meet demand for these positions and would provide residents with viable career options that require a smaller investment of time and financial resources.

- 2.10.1.** Design a branded initiative that offers physical and digital marketing materials describing middle-skill job opportunities to targeted audiences, including middle school and high school students, community college students, adults in the workforce system or enrolled in other training programs, high school and college dropouts, and veterans separating from service.
- 2.10.2.** Hold annual career days for local high schools and college students focused on middle-skill jobs.
- 2.10.3.** Organize industry tours that showcase advanced technology/middle-skill jobs in such sectors as healthcare and information technology.

UPSKILL HOUSTON

In the midst of a rapid expansion of some of its key industry sectors, business leaders throughout the greater Houston area reported experiencing worker shortages in a number of critical middle skill occupations. To address this shortage, the Greater Houston Partnership (GHP), launched UpSkill Houston, a campaign to **draw attention to job opportunities in the middle-skill segment of the market**. UpSkill Houston is dedicating \$6 million to the initiative over the next six years to support efforts to provide workforce readiness. The initiative grew out of the Regional Workforce Development Task Force's action plan which identified and included strategies for addressing four gaps in the workforce system: awareness, basic skills and employability, coordination, and data.

STRATEGY 2.11. Develop and expand work-based learning opportunities that facilitate career pathways programs and enable individuals to build 21st Century skills and provide them the ability to earn while they learn.

Work-based learning opportunities offer a number of advantages and can provide an important path to higher wage jobs for both students and incumbent workers. Programs such as apprenticeships offer a combination of on-the-job training and technical instruction, providing both practical and theoretical understanding of the occupation. Industries in which apprenticeships are most commonly found include construction, manufacturing, and healthcare.

- 2.11.1.** Create an inventory of existing public, private, and nonprofit work apprenticeship programs, especially in industries with looming shortages. Identify how many work-based learning opportunities are already offered, what type, and for what purpose to define the scope of what is needed.
- 2.11.2.** Create a campaign promoted by local elected officials that encourages every business in the County to offer work-based learning opportunities (i.e. job shadowing, internships, on the job training, apprenticeships, etc.) to youth and adults.
- 2.11.3.** Create an electronic registration system hosted by WSM, Inc. where businesses can list their work-based learning offerings that is accessible to students and job seekers. Create a feedback mechanism to collect information on the experience from both the business and the individual to improve the program.

WASHINGTON AEROSPACE JOINT APPRENTICESHIP PROGRAM

To address a looming shortfall of aerospace workers, the State of Washington established the Aerospace Joint Apprenticeship Committee (AJAC), which was charged with designing, developing, and implementing **apprenticeship programs** for multiple aerospace and advanced manufacturing occupations and various size employers. The AJAC committee is comprised of an equal number of employer and employee representatives from different segments of the aerospace and advanced manufacturing industries. AJAC also engages in partnerships with city officials, representatives from chambers of commerce, and other economic development organizations. (<http://www.ajactraining.org/>)

STRATEGY 2.12. Launch a new brand and a communication and marketing strategy for the workforce development system that results in increased awareness and use among business leaders and the community.

For the WSM, Inc. to successfully lead, elevate, and coordinate a comprehensive and demand-driven system, it must build awareness and raise its profile among businesses, education and training providers, non-profits, and jobseekers.

- 2.12.1.** Define the new brand for WorkSource Montgomery, Inc. to foster a strong public image and increase public awareness.
- 2.12.2.** Deepen relationships with businesses, not-for-profit organizations, education, and government to understand needs and increase awareness of WSM, Inc. and the new workforce system.

GOAL 3. CREATIVE ECONOMIES: MONTGOMERY COUNTY WILL BE AN INTERNATIONAL HUB FOR ENTREPRENEURSHIP AND INNOVATION.

Not every community can lay claim to creative industries. Every community, however, will be in competition for innovative companies and talented individuals. Montgomery County occupies a unique place in that pursuit, as it is home to some of the most cutting-edge technologies in the world.

While there is little argument that new business formation is a vital part of any healthy economy, there are distinctions and considerations that need to be made clear before Montgomery County invests additional funds to support entrepreneurship. These include:

- **Recognizing a distinction between entrepreneurial companies and small businesses, including microenterprises.** (See Figure 8 on page 44.)
- **Taking a regional perspective:** Montgomery County is clearly intertwined with the Washington DC region. In a practical sense, this will require the County to connect with existing regional networks and to take a frank and realistic view on what will support an entrepreneurial company in the County.
- **Understanding what is already in play:** A starting point for any entrepreneurship strategy is recognizing what is available in the County (and the region) by creating an inventory of the County, the region, and the state's entrepreneurship ecosystem.
- **Appreciating the limitations of traditional incubators:** Incubators nationwide are currently adapting to changing market conditions and responding to lessons learned from years of operations. The County and its partners should continually evaluate the effectiveness of incubators and accelerators.
- **Policy considerations to grow the entrepreneurial ecosystem:** The *City Initiatives for Technology, Innovation, and Entrepreneurship* (CITIE) framework is an exemplary framework for communities to inform entrepreneurship and innovation policy decisions. The CITIE Framework lays out nine roles (categorized under Openness, Infrastructure, and Leadership) that a community can play to support innovation and entrepreneurship.

INCUBATION PRACTITIONERS TOOLKIT

The US Department of Commerce, Economic Development Administration (EDA) funded a research study to examine the relationship between incubator best practices and client outcomes. The purpose of this study is to test whether there is a causal relationship between business incubation practices and client firm success, particularly after these firms have moved out of—or graduated—from the incubation program. Using the results of this study, the research team also created a Web-based tool for incubation practitioners that measures their program's performance compared with industry best practices and provides feedback about how they can improve their performance. (www.edaincubatortool.org/)

FIGURE 8: DIFFERENCES AND SIMILARITIES BETWEEN TYPES OF BUSINESSES

ENTREPRENEURIAL COMPANIES	SMALL BUSINESSES
<ul style="list-style-type: none"> • Key Characteristics: capital intensive, IP dependent, technology driven, and export oriented • Key Strategies: entrepreneurship coordinator; links to risk capital networks; technology transfer; entrepreneurship education; attract early-stage companies and entrepreneurs • Examples: innovative tech companies serving national markets; bioscience companies creating new drug therapies 	<ul style="list-style-type: none"> • Key Characteristics: provides services locally or exports their goods and services; employs fewer than 100 people • Key Strategies: review and catalog small business support; fill gaps; publicize offerings • Examples: professional service firms, specialized manufacturing, retail amenities
SOCIAL ENTERPRISES	MICROENTERPRISES
<ul style="list-style-type: none"> • Key Characteristics: creative and non-traditional business activities; socially conscious causes and activities; could be locally or nationally serving • Key Strategies: social innovation challenge; social innovators forum • Examples: green energy provider; businesses employing underemployed or at-risk residents 	<ul style="list-style-type: none"> • Key Characteristics: individual/family comprises the business; no immediate expectation of expansion; would likely not qualify for bank loans; limited space or lease requirements; service oriented • Key strategies: market-driven microenterprise development; microenterprise coordinator; microenterprise loan fund • Examples: home-based businesses; family-owned dry cleaners

CREATIVE ECONOMY STRATEGIES

Strategy 3.1. Strengthen and deepen entrepreneurship countywide; become a leading source for new business formation in the region.

Strategy 3.2. Attract early-stage companies and entrepreneurs. Focus on proven companies and individuals.

Strategy 3.3. Support the growth of microenterprises and small businesses in the County.

Strategy 3.4. Promote social entrepreneurship in the County.

Strategy 3.5. Ensure that environmental sustainability remains an essential guiding principle in the County.

Strategy 3.6 Foster the growth of arts, entertainment, and culture throughout the County.

CREATIVE ECONOMIES MEASURES OF SUCCESS

METRIC	DATA SOURCE
Private business establishments	U.S. Bureau of Labor Statistics (Quarterly Census of Employment and Wages)
Number and dollar value of venture capital and angel investment deals	PricewaterhouseCoopers/National Venture Capital Association Moneytree Report (regional)
Small Business Innovation Research (SBIR)/Small Business Technology Transfer (STTR) awards	U.S. Small Business Administration (www.SBIR.gov)
Patent grants	US Patent & Trademark Office–General Patent Statistics Reports (utility patents)
Federal R&D higher education expenditures	National Science Foundation–Higher Education Research and Development Survey

STRATEGY 3.1. Strengthen and deepen entrepreneurship countywide; become a leading source for new business formation in the region.

Among the strategies identified in the CES, entrepreneurship is deserving of special attention. New business enterprises are where creativity gains traction. Successful early stage companies are economic drivers that allow for the creation and growth of entirely new clusters.

- 3.1.1.** Create a position solely responsible for promoting entrepreneurship in the in the EDC or the County government and serving as a “connector” between entrepreneurs and the array of assets, programs, and networks in the County, state, region, and nation. Ensure the connector promotes the County’s Business Portal to assist them in starting a business.
- 3.1.2.** Develop and support a sustainable and scalable mentoring program for entrepreneurs.
- 3.1.3.** Link Montgomery County to regional and external angel investor and risk capital networks and advocate for the creation of a State-level Angel Investor Tax Credit.
- 3.1.4.** Promote and connect entrepreneurs and companies with technology transfer and commercialization resources.
- 3.1.5.** Embed the Business Innovation Network (BIN) into the entrepreneurship ecosystem, linking it where appropriate with the County’s target markets, and continuously evaluate the BIN’s performance.
- 3.1.6.** Encourage high schools and higher education providers in the County to develop entrepreneurship education programs and to incorporate entrepreneurship into academic curricula.

STRATEGY 3.2. Attract early-stage companies and entrepreneurs. Focus on proven companies and individuals.

Initiatives that seek out and recruit young, high-growth companies represent a potentially high yield for the County. While these companies do not fit into the typical mold of entrepreneurship (since they are defined by having an established customer base), they are still early in their life cycle.

- 3.2.1.** Create a database of early stage target companies for attraction efforts through various sources.
- 3.2.2.** Develop an outreach template to connect with target companies.
- 3.2.3.** Actively recruit identified companies in conjunction with commercial brokers and developers, as well as the State of Maryland.
- 3.2.4.** Promote investment opportunities in local SBIR and STTR awardees. Use this to attract other early-stage companies to the County.
- 3.2.5.** Conduct outreach with the County's international residents, especially those from Asia, to identify international entrepreneurship networks and companies searching for U.S. locations to establish operations. (Strategy 1.4.8)
- 3.2.6.** Engage experienced or serial entrepreneurs with a track record of starting and growing companies.

STRATEGY 3.3. Support the growth of microenterprises and small businesses in the County.

Two factors drive this strategy. First, small business support is already widely available through state and federal initiatives (such as Montgomery County's use of procurement spending to support its local, small businesses). Second, Montgomery County has a large and diverse foreign-born population. Increasing business opportunities for those individuals can pay long-term dividends to the health and prosperity of neighborhoods. While the State of Maryland has a microenterprise loan program (not to exceed \$35,000), there are no offices in Montgomery County to act as an intermediate loan partner.

- 3.3.1.** Review and catalog small business support at the city and County levels. Develop programs to fill gaps. Publicize resources available to small businesses through MCEDC, economic development partners, and community organizations.
- 3.3.2.** Explore the opportunity to designate a Microenterprise Coordinator within MCEDC.
- 3.3.3.** Establish a micro-loan fund centered on new business formation administered by the Dept. of Finance in coordination with the Microenterprise Coordinator.
- 3.3.4.** Work with nonprofits, especially in disadvantaged portions of the County, to identify specific growth opportunities in retail and services to expand the number of microenterprises.
- 3.3.5.** Increase participation of local, small businesses in County procurement.

STRATEGY 3.4. Promote social entrepreneurship in the County.

The strategy of reinforcing social entrepreneurship for Montgomery County is intended to support creative individuals engaged in non-traditional business activities. These would include “high impact” entrepreneurs who are interested in socially conscious causes and activities.

- 3.4.1.** Catalog and coordinate social enterprise initiatives throughout the County.
- 3.4.2.** Organize a social innovation challenge around important local issues. Invite teams to register ideas addressing challenges through social media. Hold a pitch competition judged by a local panel of experts. Award grants to idea winners to be used to accelerate ideas to market. Connect winners to incubator space and other entrepreneurial support services.
- 3.4.3.** Organize an annual social innovators forum. Invite a panel of local and national experts to explore social issues (such as transportation, housing, and childcare) that are barriers to employment. Present innovative case studies of solutions as they have been applied to address the challenges in other areas.
- 3.4.4.** Partner with area universities to establish programs and events that capture student energy for social entrepreneurship.

1776 CHALLENGE CUP

Each year 1776, a global incubator and venture fund, hosts a worldwide tournament called the Challenge Cup. Together, with its Startup Federation partners, Revolution, the Global Entrepreneurship Network (GEN) and over 50 incubator hosts around the world, the Challenge Cup seeks out the most promising, highly scalable startups that are poised to solve the major challenges of our time. Startups advance through three rounds: Local, Regional, and Global Finals. All of the regional winners and a host of wild cards will be invited to participate in the Challenge Cup Global Finals each June in Washington, D.C. where they compete for over \$1 million in prizes, as well as spend time with the investors, customers, media, and other key connections that can help them succeed on a global scale.
(www.1776.vc/challenge-cup/)

STRATEGY 3.5. Ensure that environmental sustainability remains an essential guiding principle in the County.

Environmental sustainability is a core value in Montgomery County. The CES Community Advisory Group identified “sustainable” as a guiding principle for economic development. In many respects, Montgomery County is a national leader on environmental preservation and the promotion of green industries. The strategies below are a general response to what will need to become a broader (and multifaceted) approach to recruitment, expansion, and new business formation.

- 3.5.1.** Continue to support the Bethesda Green incubator to encourage the development of Montgomery County’s sustainable entrepreneurial economy.

GREENTOWN LABS

Located in Somerville, Massachusetts, Greentown Labs is a cleantech incubator that provides 33,000 square feet of prototyping, office, and event space to serve the needs of energy and clean technology entrepreneurs. Greentown Labs companies have access to a machine shop, software, sponsored services, a networking community, on-site education seminars, and events and programs. The incubator began as a small warehouse housing four startups in East Cambridge near MIT. Today, nearly 50 energy and clean technology organizations are part of the Greentown Labs community.

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- 3.5.2.** Leverage the County's policies, investments, and community support for sustainability as a business attraction tool for green businesses and others seeking a likeminded community for their business and integrate this core value into marketing efforts.
- 3.5.3.** Support the development of a local food network.
- 3.5.4.** Connect green businesses with WorkSource Montgomery, Inc. to ensure they have access to sufficient talent, especially as programs like the Green Bank and the Property Assessed Clean Energy program stimulate demand for green retrofitting skills.

STRATEGY 3.6. Foster the growth of arts, entertainment, and culture throughout the County.

While not a traditional focus of an economic development plan, this is an important component of Montgomery County's quality of place and place-making. With the high number of conferences and seminars already taking place in Montgomery County, this represents an immediate opportunity to include arts and music with every event.

- 3.6.1.** Accelerate the implementation of the applicable recommendations proposed by the Nighttime Economy Task Force.
- 3.6.2.** Work with nonprofits to identify festivals, special events, art exhibits, concerts and other initiatives that have successfully attracted residents from the County and beyond and have helped define Montgomery County's quality of place.
- 3.6.3.** Inventory and assess "after five" venues, amenities, and activities.
- 3.6.4.** Actively support microbreweries, both as startups and in the expansion of existing breweries.
- 3.6.5.** Promote and invest in facilities and the maintenance of A&E Districts.

GOAL 4. PLACEMAKING: MONTGOMERY COUNTY WILL BE A NATIONAL MODEL FOR PROVIDING THE PLACES, INFRASTRUCTURE, AND AMENITIES DESIRED BY EMPLOYERS AND RESIDENTS.

As noted in Goal 2, access to talent is a chief site location criterion for businesses. As a consequence, a community's ability to compete for new investment is strongly correlated to its attractiveness to talent. This is because communities that can offer a multitude of amenities are the ones best able to attract and retain skilled and talented workers, especially younger workers in their 20s and 30s. Likewise, a community that is attractive to talent will in turn be more likely to attract companies. Therefore, enhancing quality of place amenities such as arts, culture, entertainment, transit, agricultural lands, parks and recreation, and green space is a growing economic development priority across the nation.

Enhancing Montgomery County's quality of place will continue to largely be the responsibility of city and County government as well as the non-profit sector. In the context of this CES, place is a way to help Montgomery County position itself for talent attraction, business expansion, and creative and innovative economic activity. Though the CES does not propose strategies for alleviating traffic congestion or making housing more affordable, it reinforces and leverages what is already being done by the County and provides guidance to help prioritize near, medium, and long-term County investments.

REDEFINING PLACE

Much has been written about the importance of quality of life to the site selection process. Communities throughout the nation have positioned themselves by touting their advantages in this regard—good schools, safe streets, pleasant weather. These factors are indeed important, but are extremely narrow in focus. Quality of life assumes that everyone thrives in the same environment and is attracted to the same amenities. It assumes that current residents' view of what makes a community would be shared by all. By contrast, quality of place considers what is attractive to a range of residents, both old and new. The idea of quality of place accommodates growth and recognizes the benefits of change. It recognizes that one person's "good place to raise a family" might translate into another's "there's nothing to do in this town." Quality of place is about providing options, not just for current residents, but for those who will be residents in the future.

PLACEMAKING STRATEGIES:

Strategy 4.1: Prioritize the County's investments in planning and development by capturing opportunities and leveraging strengths to remain a competitive market.

Strategy 4.2: Inform planning and placemaking strategies on the site location needs of target market sectors.

Strategy 4.3: Enhance office environments to improve competitiveness.

Strategy 4.4: Support master plan developments through targeted industry marketing and attraction.

Strategy 4.5: Promote neighborhood-focused retail development.

Strategy 4.6: Work with employers to assist in addressing housing needs for their employees.

PLACEMAKING MEASURES OF SUCCESS

METRIC	DATA SOURCE
Amount of new office space (square feet) added to regional market	Regional commercial real estate brokerage
Commercial office and retail vacancy rates	Regional commercial real estate brokerage
Net absorption rate	Regional commercial real estate brokerage
Retail Sales	Comptroller of Maryland, Bureau of Revenue Estimates
Median owner-occupied home value	U.S. Census Bureau–American Community Survey (3-year estimates)
Apartment vacancy rates	Regional commercial real estate brokerage

STRATEGY 4.1. Prioritize the County’s investments in planning and development by capturing opportunities and leveraging strengths to remain a competitive market.

Montgomery County has long had a strong real estate market and progressive land use policies to guide its growth. The County can point to many successes resulting from these policies and continues to build on this legacy by identifying new areas for future development. However, as resources (both financial and human) become more constrained and the real estate market continues to evolve, the County must prioritize how and where to invest its resources (including those for infrastructure) that will continue to build on the County’s strengths.

- 4.1.1.** Agree upon criteria for near-, mid-, and long-term priorities for County investment in planning activities and development projects. These should be informed by sound economic and market data, private sector interest, level of County investment required to achieve economic impact, anticipated development timeline, and existing assets to build upon.
- 4.1.2.** Conduct regular independent, objective assessments of the County’s commercial real estate market to inform the County’s prioritization of projects and investments.

STRATEGY 4.2. Inform planning and placemaking strategies on the site location needs of target market sectors.

As Montgomery County plans for future land and transportation developments/redevelopments, the site location factors associated with target markets should be taken into consideration. This will assist the County in identifying which locations are most appropriate for specific industries and will assist MCEDC in its marketing and attraction efforts.

- 4.2.1.** Designate staff liaisons to communicate/interface with MCEDC, the County planning and transportation departments, and with the business community, as appropriate.

- 4.2.2.** Make the connection between quality of place and target markets in the economic vitality education campaign. (Strategy 1.3)

STRATEGY 4.3. Enhance office environments to improve competitiveness.

A recent Office Market Assessment prepared for the Planning Department (June 2, 2015) found that tenants now seeks aesthetics, amenities, better and more efficient building systems, and flexibility in both spaces and lease terms. To quote the report, "Planning Board actions and policies can help existing office clusters compete more effectively by enhancing the physical environment, planning for essential infrastructure, and supporting a mix of uses." (p. 67)

- 4.3.1.** Target submarkets that meet all or some of the following criteria for County investment to improve office market competitiveness:
- Availability of existing or planned transit;
 - Access to existing infrastructure, including roads, schools, parkland, etc.;
 - Strength of the existing economic base (to build on strengths);
 - Public and private potential for creating great quality of place;
 - Private sector interest in the submarket; and
 - Anticipated benefit to County tax revenue.
- 4.3.2.** Enable and incentivize creative reuse for select existing vacant office space that meets the criteria above and engage the business community in this effort.
- 4.3.3.** Work with the real estate community to revitalize suburban office parks that meet the criteria above (Strategy 4.3.1.), integrating where possible transportation, quality of life, and economic development outreach considerations into the solutions.
- 4.3.4.** Implement the recommendations from the Office Market Working Group to achieve short-term and long-term gains in office competitiveness.
- 4.3.5.** Significantly enhance MCEDC's funding to market targeted submarkets.

STRATEGY 4.4. Support master plan developments through targeted industry marketing and attraction.

Montgomery County is a national leader in the use of mixed-use master plan developments to guide long-term, place-based economic and community development in defined geographic areas. Recent master plan developments in the County have focused on transit oriented development near Metro, the Purple Line, and related station areas in an attempt to leverage the development potential associated with enhanced transit.

The most recent master plan approved by the County is the White Oak Science Gateway master plan. A central component of the plan is the 300-acre Life Sciences/FDA Village Center, which is located near the headquarters of the Food and Drug Administration (FDA). Just as the Great Seneca Science Corridor Master Plan is supporting the

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attraction of investment and employment in healthcare, higher education, and biosciences in the Gaithersburg/Shady Grove area of the County, White Oak has the potential to do the same in the southeast County.

- 4.4.1.** Develop online and physical marketing materials specific to White Oak, Great Seneca, and other master plan developments, specifically calling out the benefits specific to each of the communities and crafting a unique identity.
- 4.4.2.** Promote the centers to site location firms and commercial real estate brokers that specialize in assisting biosciences companies.

STRATEGY 4.5. Promote neighborhood-focused retail development.

In meetings with some of the County's Citizen Advisory Boards (CABs), many stakeholders expressed a desire for greater neighborhood focused retail development as way of improving quality of place and stimulating local economic vitality.

- 4.5.1.** Encourage the Maryland Department of Transportation (MDOT) and WMATA to eliminate Red Line off-peak turnbacks at the Silver Spring Metro station to support retail development further north along the Red Line.
- 4.5.2.** Work with CABs to identify specific area needs for promoting retail development.
- 4.5.3.** Promote retail development by supporting the expansion of microenterprises in the County (Strategy 3.3).
- 4.5.4.** Pursue opportunities for attracting new retail prospects suitable for neighborhood focused development.
- 4.5.5.** Identify policies and tools to encourage land-owners to improve and invest in their strip retail centers and buildings.
- 4.5.6.** Continue and expand neighborhood revitalization programs such as the Commercial Revitalization Program.

TEN PRINCIPLES FOR REBUILDING NEIGHBORHOOD RETAIL

The Urban Land Institute published a report in 2003 that describes 10 broad principles for rebuilding neighborhood retail streets.

- 1.** Great Streets Need Great Champions
- 2.** It Takes a Vision
- 3.** Think Residential
- 4.** Honor the Pedestrian
- 5.** Parking Is Power
- 6.** Merchandise and Lease Proactively
- 7.** Make It Happen
- 8.** Be Clean, Safe, and Friendly
- 9.** Extend Day into Night
- 10.** Manage for Change

(http://uli.org/wp-content/uploads/2012/07/TP_NeighborhoodRetail.ashx_1.pdf)

STRATEGY 4.6. Work with employers to assist in addressing housing needs for their employees.

MCG's Department of Housing and Community Affairs (DHCA) can directly support economic development by serving as a resource for employers needing assistance with identifying housing options for their employees. DHCA has a wealth of data and knowledge related to the County's housing market that can be utilized for business attraction and

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retention purposes. MCEDC can work with DHCA and the real estate community to access relevant data for site location purposes as well as to connect DHCA staff to potential or existing employers needing assistance.

- 4.6.1.** Include housing data and information provided by DHCA in economic development marketing materials.
- 4.6.2.** When appropriate, include DHCA and real estate representatives in discussions with business relocation or expansion prospects in cases where employee housing is an issue.
- 4.6.3.** Include questions regarding employee housing issues during site visits with existing businesses. Identify specific opportunities where DHCA and the real estate community can provide assistance to employers.
- 4.6.4.** Continue efforts to provide affordable housing options for employers in the County through the Workforce Housing program.

APPENDIX A: GLOSSARY OF ORGANIZATIONS

ABBREVIATION	DEFINITION
MCG	<i>Montgomery County Government</i>
MCEDC	<i>Montgomery County Economic Development Corporation</i>
MCCC	<i>Montgomery County Chamber of Commerce</i>
WSM, Inc.	<i>WorkSource Montgomery, Inc.</i>
MC	<i>Montgomery College</i>
USG	<i>Universities at Shady Grove</i>
JHU	<i>Johns Hopkins University</i>
VM	<i>Visit Montgomery</i>
TCM	<i>Tech Council of Maryland</i>
BHI	<i>BioHealth Innovation</i>
MMEP	<i>Maryland Manufacturing Extension Partnership</i>

APPENDIX B: COMMUNITY ADVISORY GROUP

Members of the Community Advisory Group for the Montgomery County Comprehensive Economic Strategy

CO-CHAIRS

NAME	ORGANIZATION
Daniel Abdun-Nabi	<i>Emergent Biosolutions</i>
Thomas Lonergan	<i>City of Gaithersburg Office of Economic Development</i>
Holly Sears Sullivan	<i>Montgomery Business Development Corp.</i>

MEMBERS

NAME	ORGANIZATION
Alma B. Couverthié	<i>Casa de Maryland</i>
Andrew Zuckerman	<i>MCPS</i>
Arlene Pietranton	<i>American Speech-Language-Hearing Association</i>
Austin Heyman	<i>Montgomery County Office of Community Partnerships</i>
Avi Halpert	<i>United Therapeutics</i>
Barbara Goldberg Goldman	<i>The Affordable Housing Conference of Montgomery County</i>
Barry Bogage	<i>Maryland Israel Business Center</i>
Bernard McCarthy, Jr.	<i>Jones Lang LaSalle</i>
Bernice North	<i>Chair, Silver Spring Citizens Advisory Board</i>
Bob Buchanan	<i>Buchanan Partners</i>
Bob Youngentob	<i>EYA, LLC</i>
Bonnie Casper	<i>Greater Capital Area Association of Realtors</i>
Bruce Lee	<i>Lee Development Group</i>
Bruce Romer	<i>Westat</i>
Carlos Peroz	<i>Long Branch Business League</i>
Carol Nacy	<i>Sequella</i>
Charles Atwell	<i>Silver Spring Green</i>
Dan Reed	<i>Just Up the Pike</i>
Dan Wilhelm	<i>Greater Colesville Citizens Association</i>
David McDonough	<i>Johns Hopkins University</i>
Drew Morrison	<i>Community member; Councilmember Berliner's Office</i>
Elias Woldu	<i>Seven-11</i>
George Dang	<i>USA Asia Links</i>
George Zhang	<i>Chinese American Science and Technology</i>
Gigi Godwin	<i>Montgomery County Chamber of Commerce</i>
Ginanne Italiano	<i>Bethesda-Chevy Chase Chamber of Commerce</i>
Hope Gleicher	<i>Nonprofit Montgomery</i>
Ilana Branda	<i>Montgomery Housing Partnership</i>

MEMBERS

NAME	ORGANIZATION
Ilaya Hopkins	Montgomery County Chamber of Commerce
Jane Redicker	Greater Silver Spring Chamber of Commerce
Jarrold Borkat	MedImmune
Jayne Park	Impact Silver Spring
Jim Young	Marriott International
John Abeles	System 1, Inc.
Jonathan Genn	Percontee
Jonathan Sachs	Adventist Healthcare
Judy Costello	BioMaryland/DBED
Krista Bradley	BlackRock Center for the Arts
Lawrence Shulman	Shulman Rogers
Leslie Weber	Johns Hopkins University
Manish Kothari	Sheladia Associates Inc.
Marilyn Balcombe	Gaithersburg-Germantown Chamber of Commerce
Mark Bergel	A Wider Circle
Marla Bilonick	Latino Economic Development Corp.
Martha Schoonmaker	Hercules Pinkney Life Sciences Park, Montgomery College
Marya Ford	East County Citizens Advisory Board
Mussie Betre	Bankers Business Management Services Inc.
Neil Harris	Gaithersburg City Council
Ola Sage	e-Management
Pat Seals	Upcounty Citizens Advisory Board
Paul Zielinski	Federal Labs Consortium; NIST
Phil Schiff	Tech Council of Maryland
Rich Bendis	BioHealth Innovation
Robert Youngentob	EYA, LLC
Robert Scheer	Scheer Partners
Robert Snyder	Bethesda Green
Scott Span	Tolero Solutions
Shane Rock	Interfaith Works
Sharon Friedman	Montgomery Moving Forward
Song Hutchins	Asian-American Homeownership Counseling
Sophia Maroon	Dress It Up Dressing
Stewart Edelstein	Universities at Shady Grove
Suzanne Ludlow	City of Takoma Park
Terry Forde	Adventist Healthcare
Tony Lau	Monte Jade, Maryland China Business Council

APPENDIX C: IMPLEMENTATION MATRIX

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
GOAL 1. BUSINESS VITALITY: MONTGOMERY COUNTY WILL BE ABLE TO COMPETE WITH ANY COMMUNITY IN THE NATION FOR INVESTMENT AND JOBS.					
Strategy 1.1. Strengthen Montgomery County’s business climate and build a solution-based “culture of customer service excellence” across County departments.					
1.1.1. Sustain the leadership commitment to a solution-based culture of customer service excellence in County government.	MCG		■		
1.1.1.a. MCEDC can support this commitment by designating a liaison to key county departments to exchange information on programs and initiatives that affect both strategic sectors and the broader goals outlined in the CES.	MCG		■		
1.1.1.b. Work with senior-level County leadership to define a service vision for County services used by businesses.	MCG		■		
1.1.1.c. Map customer touch-points (points at which businesses interact with County government) to understand the customer’s experience and inform investments in customer service improvements.	MCG		■		
1.1.1.d. In partnership with business organizations such as chambers of commerce, develop a plan to focus on several key areas of organizational culture improvement.	MCG, County chambers, Business Organizations		■		
1.1.1.e. Foster an organizational culture that promotes the importance of business growth and vitality. Key measures include manager training, messaging, and accountability for high-quality service.	MCG		■		
1.1.1.f. Create an online business portal that connects the business community with County resources and requirements in an intuitive and user-friendly manner.	MCG		■		
1.1.2. Further streamline the development permitting processes and improve the customer interface, where appropriate.	MCG, County chambers, Business Organizations	■			

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	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
1.1.2.a. Implement a pilot project to speed the process and reduce the number of steps required for new businesses in arts & entertainment districts, mixed use districts, and those that support the county's goal to enhance the nighttime economy.	MCG	■			
1.1.3. Leverage the State of Maryland Regulatory Reform Commission to evaluate County-level policies.	MCG		■		
1.1.4. Ensure County tax and regulatory policies are supportive of business attraction and expansion, especially as they affect target markets.	MCG	■			
1.1.5. Continue to improve transportation and school "tests" for greater clarity and certainty. Also consider improvements to the Subdivision Staging Policy.	MCG	■			
1.1.6. Consistently communicate improvements to the business community.	MCG		■		
Strategy 1.2. Establish a comprehensive business retention and expansion (BRE) program.					
1.2.1. Update and enlarge the existing comprehensive database of existing companies, using target criteria.	MCEDC, MCG, County chambers	■			
1.2.2. Formalize an on-site employer visitation program.	MCEDC, County chambers	■			
1.2.3. Develop a questionnaire to capture critical information from business executives and owners during visits.	MCEDC		■		
1.2.4. Establish relationships with employers headquartered outside of Montgomery County by meeting face-to-face with headquarters executives.	MCEDC			■	
1.2.5. Prepare and administer an annual online "Take the Pulse" business survey as a means for keeping in touch with local businesses and documenting specific needs or expansion plans.	MCEDC		■		
1.2.6. Jointly host periodic (at least five per year) business roundtable discussions with MCEDC.	MCEDC, MCG, County chambers	■			
1.2.7. Develop a county-based "early warning" and "rapid response" strategy for identifying and responding to potential layoffs or closures.	MCEDC, MCG		■		

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
1.2.8. Institute an intensive business appreciation week where “ambassadors” visit employers to thank them for doing business in the County, offer assistance, and gather information about the County’s business community.	MCEDC, MCG, County chambers			■	
1.2.9. Develop a set of internal and external BRE performance measures for MCEDC.	MCEDC		■		
Strategy 1.3. Build support for economic vitality among residents and businesses.					
1.3.1. Leverage the formation of the MCEDC to launch a new countywide public education and awareness campaign.	MCEDC, MCG, County chambers, Business Organizations		■		
1.3.2. Engage County political, community, nonprofit, and business leaders more closely in economic development activities and initiatives.	MCEDC, MCG, County chambers, Business Organizations		■		
1.3.2.a. MCEDC staff should meet with each of the citizen advisory boards ⁵ and local chambers once a year to present economic development activities and receive feedback regarding the economic development priorities of each sub-area of the County.	MCEDC, MCG, County chambers		■		
1.3.2.b. Work with community policy driven organizations (like the Committee for Montgomery) to push for greater community awareness of economic priorities.	MCEDC, MCG, County chambers, Business Organizations, Policy Driven Orgs		■		
1.3.3. Facilitate annual community tours to visit peer counties/cities.	MCEDC, MCG, County chambers, Business Organizations				■

⁵ Advises the County Executive and the County Council on issues and needs for each area of the County and advocates for regional priorities. There are five citizen advisory boards (Bethesda-Chevy Chase, Eastern Montgomery, Mid-County, Silver Spring, and Upcounty).

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
Strategy 1.4. Market and promote Montgomery County as a destination for new investment and employment.					
1.4.1. Build awareness of Montgomery County as a national center for Biohealth/Biosciences, Information technology & Cybersecurity, Financial Services, Advanced Manufacturing, Corporate and Regional Headquarters, and Entrepreneurs and Innovators.	MCEDC			<div></div>	
1.4.1.a. Conduct at least six call trips/marketing missions per year (once every two months) to meet with company executives in regions where each target market concentration is the highest to market the County and develop relationships that may lead to future relocations.	MCEDC			<div></div>	
1.4.1.b. Participate in select trade shows and industry conferences. Attempt to coordinate trade shows and conferences with call trips.	MCEDC			<div></div>	
1.4.1.c. Organize conferences and meetings in target markets, such as those focused on bioscience and cybersecurity.	MCEDC			<div></div>	
1.4.1.d. Work with Visit Montgomery and local industry partners to attract conferences/meetings that align with target markets.	MCEDC, Visit Montgomery, Local Industry			<div></div>	
1.4.1.e. Promote Montgomery County at locally held industry conferences and academic events.	MCEDC			<div></div>	
1.4.2. Compile and maintain resource information for each target market cluster and key subsectors.	MCEDC	<div></div>			
1.4.2.a. Develop and maintain a national database of companies in each target market cluster.	MCEDC	<div></div>			
1.4.2.b. Join and participate in national and regional trade or industry associations for the priority target sectors and help to strengthen local industry associations.	MCEDC	<div></div>			
1.4.3. Build a database of developers, brokers, site consultants, and site selection conferences to identify targets, raise awareness of sites, development, and investment opportunities in Montgomery County.	MCEDC		<div></div>		

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
1.4.4. Use the Development Pipeline Database to market the County's diverse neighborhoods and investment opportunities.	MCEDC	■			
1.4.5. Build on the existing international connections of exporters and foreign-owned companies within the County business base as well as state and federal export resources and develop a Montgomery County international business alliance comprised of companies with international operations, foreign ownership, or trade relations.	MCEDC			■	
1.4.5.a. As part of the BRE questionnaire, include questions addressing international trade, supplier, and investment linkages. Ask if companies would be willing to assist in the County's international recruitment efforts. Utilize the overseas relationships of existing companies operating in Montgomery County and the region, including clients, suppliers, and employees.	MCEDC			■	
1.4.5.b. Based on BRE activities and other sources of information, create an inventory of local and regional companies with a foreign connection.	MCEDC			■	
1.4.6. Identify and rank countries for business recruitment purposes based on a strong presence in the target markets, and incorporate these countries into target market business attraction activities.	MCEDC			■	
1.4.7. Strategically attend international industry events and trade shows.	MCEDC				■
1.4.7.a. Participate in international call trips and trade shows organized by state and regional economic development organizations.	MCEDC				■
1.4.7.b. At any function, participate in "special access" activities, including sponsorship of receptions, technical seminars, and similar "by invitation only" events.	MCEDC				■
1.4.7.c. Include call visits to specific companies based in the hosting city or region.	MCEDC				■
1.4.8. Identify individuals and organizations from the international community residing or working in Montgomery County that could assist in marketing and recruitment efforts.	MCEDC, MCG			■	
1.4.9. Build and leverage relationships with other international resources and business alliances in the Washington region, such as with Embassies.	MCEDC			■	

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
1.4.10. Maintain economic development marketing materials in other languages, including Chinese, Korean, Spanish, French, and German.	MCEDC			■	
1.4.11. Leverage the presence of FDA and the White Oak Science Gateway master plan to attract international and domestic companies and institutions engaged in regulatory medicine to locate at the LifeSci Village.	MCEDC			■	
1.4.12. Develop an “elevator pitch” with key messages to use when promoting the County (verbally and in written materials).	MCEDC, MCG, County chambers, Business Organizations		■		
1.4.13. Create a one-page profile promoting the County’s positive business aspects to be used by County and business leaders for internal and external word-of-mouth marketing.	MCEDC		■		
1.4.14. Work with local chambers, cities, and other business organizations to identify local business success stories.	MCEDC, County chambers, Business Organizations		■		
1.4.15. Broadcast business successes in regional publications through press releases and editorials.	MCEDC, County chambers, Business Organizations	■			
1.4.16. Establish a Digital Ambassadors Program that utilizes a network of “connectors” who share positive stories about Montgomery County online.	MCEDC, B County chambers, Business Organizations				■
1.4.16.a. Identify the connectors and thought leaders in Montgomery County and encourage them to be digital ambassadors for the County.	MCEDC, County chambers, Business Organizations				■
1.4.16.b. Develop content that portrays a positive image of the business climate and highlights opportunities for business and talent to be successful in the region.	MCEDC, County chambers, Business Organizations				■
1.4.16.c. Promote the program across the communications channels of local chambers and business organizations, including traditional and social media.	MCEDC, County chambers, Business Organizations				■

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
Strategy 1.5. Strengthen and build on the biosciences, cybersecurity, advanced manufacturing, and agricultural sectors.					
1.5.1. Play an active role in supporting and leveraging the strategic plan and branding strategy for the biotech sector being developed by BioHealth Innovation (BHI), MedImmune, and the TechCouncil of Maryland.	MCEDC, BHI, TCM, MCG	■			
1.5.2. Support the build-out of region- and state-wide biosciences networks at all talent levels.	TCM, BHI, MCEDC	■			
1.5.3. Sustain support for BHI.	MCG, BHI	■			
1.5.3.a. Explore opportunities to apply the BHI model to other innovation sectors such as information technology and cybersecurity.	MCG, BHI	■			
1.5.4. Support both early-stage and mid-sized biohealth companies in Montgomery County by promoting the full range of MCEDC services as well as continuing to offer targeted initiatives for the sector.	MCEDC, BHI		■		
1.5.4.a. MCEDC can focus its efforts around business operations (including start-ups and helping established companies grow), while BHI focuses on financing and the commercialization process.	MCEDC, BHI		■		
1.5.5. Connect bioscience business development efforts with land use decisions and existing life sciences centers.	MCG, MCEDC, BHI		■		
1.5.6. Consistent with Strategy 1.7, work with state and local partners to evaluate the full spectrum of creative financing vehicles that have been successfully implemented in other local jurisdictions that could be replicated in Montgomery County and the availability of resources to fill identified gaps, such as providing assistance for companies beginning to manufacture their products.	MCG, MCEDC, State of Maryland, BHI			■	
1.5.7. Create a brand that differentiates Montgomery County from other major bio innovation hubs.	MCEDC, BHI	■			

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	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
1.5.7.a. Market Montgomery County's bioscience sector nationally and internationally, leveraging where possible state and regional marketing programs while also creating a recognizable brand for Montgomery County. This marketing initiative should be a major focus of both MCEDC domestic and international marketing and recruitment strategies.	MCEDC, BHI	■			
1.5.7.b. Partner with the Hercules Pinkney Life Sciences Park, the proposed White Oak development, and Great Seneca Science Corridor/ Shady Grove Life Sciences Center when marketing the County and sites within the County to biosciences companies to evaluate the unique assets and advantages of each.	MCEDC, MCG, BHI, Montgomery College, JHU	■			
1.5.8. Expand upon workforce education and skills development programs to prepare local residents for entry-level jobs in the bioscience sector.	WSM, MCEDC			■	
1.5.9. In partnership with the National Center for Advancing Translational Science (NCATS) and higher education partners, explore the possibility of establishing a center for translational medicine on either the JHU Montgomery County campus or the Universities at Shady Grove campus.	MCEDC, JHU, NCATS, Higher Education				■
1.5.10. Pursue the development of the digital health sector in the County.	MCEDC			■	
1.5.11. Exploit the emerging digital health sector by categorizing digital health as a formal industry target and design marketing efforts and materials for its development.	MCEDC				
1.5.12. Grow the cybersecurity sector in the County with a focus on commercial cybersecurity, building on the County's partnership with NIST and the State of Maryland that led to the establishment of NCCoE.	MCEDC		■		
1.5.12.a. Focus marketing efforts on U.S. companies that are partnering in the National Cybersecurity Excellence Partnership (NCEP).	MCEDC		■		
1.5.12.b. Develop specialized MCEDC marketing materials related to cybersecurity.	MCEDC		■		
1.5.12.c. Continue to support cybersecurity industry conferences and events such as CyberMontgomery in the County.	MCEDC		■		

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
1.5.12.d. Compete for other federal civilian cybersecurity facilities, including the Civilian Cyber Campus that consolidates civilians from the Homeland Security and Justice Department into one campus.	MCEDC		■		
1.5.13. Make Montgomery County a 100 gigabit community by building out the ultraMontgomery high-speed fiber network.	MCG	■			
1.5.14. As mentioned in Strategy 1.5.1.c, explore opportunities to apply the BHI model to information technology and cybersecurity.	MCEDC			■	
1.5.15. Ensure strong connections between MCEDC and the sector partnership to be established by WorkSource Montgomery, Inc. for the cybersecurity industry to ensure the availability of talent.	MCEDC, WSM			■	
1.5.16. Work with regional stakeholders to explore co-op and internship opportunities to increase the local talent pool for advanced manufacturers.	MCEDC, Maryland Manufacturing Extension Program	■			
1.5.17. Work with the State of Maryland to explore the feasibility of creating an Export Credit Agency.	MCEDC, State of Maryland				■
1.5.18. Increase awareness of the County's new zoning code among advanced manufacturers.	MCG	■			
1.5.19. Promote the success of the County's advanced manufacturers to show the diversity of the County's economy and workforce options, especially for talent recruitment purposes.	MCEDC			■	
1.5.20. Expand programs that assist agriculture-based businesses to start and grow in Montgomery County.	MCG	■			
1.5.20.a. Continue to support agricultural and horticultural businesses through mentoring and specialized business training and by matching new farmers with landowners in the Agricultural Reserve, such as through the New Farmer Project.	MCG	■			
1.5.20.b. Link agricultural business support activities to other economic development initiatives where appropriate.	MCG	■			

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	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
1.5.20.c. Support development of a food network in Montgomery County by working through local foundations and establishing partnerships.	MCG, nonprofit partners	■			
1.5.20.d. Expand Montgomery County's "Farm to Table" and agricultural tourism programs.	MCG	■			
1.5.20.e. Explore the "slow money" concept as it relates to agriculture in Montgomery County. If there is local interest, work with local agricultural stakeholders to establish a local chapter.	MCG	■			
1.5.21. Provide technical assistance to the commodity producers that farm a majority of the tillable farmland (over 45,000 acres) in the County.	MCG	■			
1.5.22. Explore alternative funding sources for the preservation of agricultural lands.	MCG			■	
Strategy 1.6. Provide programs and services to support the County's federal contracting community, with a focus on firms with high growth potential.					
1.6.1. Use the analysis of federal government contract spending in Montgomery County to support federal business sectors with growth potential.	MCG	■			
1.6.2. Increase the number of local companies collaborating with and commercializing technologies from Maryland's federal and academic laboratories.	MCEDC, MCG, BHI				■
1.6.3. Develop a strategic plan for outreach, incentives, and other programs necessary to retain and attract businesses in the identified sectors and connect with County-based federal acquisition authorities, such as through GovConNet.	MCG, MCEDC, BHI, MCCC			■	
1.6.4. Define new diversification initiatives (if necessary), identify County or regional partners for outreach and service provision, and assist interested federal contractors to diversify their client portfolio to be better positioned should there be further contractions in federal budgets.	MCG, MCEDC			■	
1.6.5. Connect target companies with vetted providers of business services and potential partners.	MCEDC			■	
1.6.6. Expand County business use of the Maryland Small Business Development Finance Agency's contractor financing program.	MCEDC, State of Maryland			■	

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
Strategy 1.7. Build consensus on the process by which economic development incentives are offered, negotiated, and approved, grounded in the principles of ensuring responsiveness to opportunities while maintaining fiscal responsibility.					
1.7.1. Adapt the existing protocol for using economic development incentives to include the new MCEDC.	MCG, MCEDC		■		
1.7.2. Convene a workshop with County leadership and staff, the Dept. of Finance, and MCEDC leadership to discuss and agree to fundamental policies governing incentive use.	MCG, MCEDC		■		
1.7.3. Review and realign incentive programs with CES priorities, strategic sector needs, and based on benchmark community incentive programs.	MCG, MCEDC			■	
1.7.3.a. In particular, the County should review the Green Investor Incentive program to determine barriers and make changes that will generate greater use.	MCG, MCEDC			■	
1.7.3.b. Explore the feasibility of creating an incentive to attract Certified Benefit Corporations to the County as part of the effort to expand social entrepreneurship in the County.	MCG, MCEDC			■	
1.7.4. Build flexibility into program rules and administration.	MCG, MCEDC			■	
1.7.5. Make the incentive application and process easier to navigate for businesses.	MCG, MCEDC			■	
1.7.6. Consider supplementing the existing (or to be modified) slate of incentive and financing programs with other high-value economic development services.	MCG, MCEDC			■	
1.7.7. Sustain data collection, performance monitoring, and reporting on the use of Economic Development Funds.	MCG, MCEDC	■			
1.7.8. Leverage incentive programs offered by federal, state, and local economic development partners (including municipalities for appropriate opportunities).	MCG, MCEDC	■			
Strategy 1.8. Develop a capital campaign to enhance funding for MCEDC.					
1.8.1. Design a multi-year strategic program of work to serve as the basis for the campaign.	MCEDC				■
1.8.2. Engage a staff person or professional fund raising consultant to conduct a fundraising campaign.	MCEDC				■

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	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
1.8.3. Monitor the capital campaign and benchmark it against competing economic development organizations' levels of private funding.	MCEDC				■
Strategy 1.9. Actively participate in regional programs that affect the County's economy, workforce, and infrastructure.					
1.9.1. Participate in joint regional economic development marketing initiatives.	MCEDC				■
1.9.2. Foster the creation of cross-border public-private partnerships to address long-term needs and challenges.	MCG				■
1.9.3. Support efforts of organizations such as the 2030 Group, the Federal City Council, Urban Land Institute Washington, the Metropolitan Area Council of Governments, chambers of commerce, and others to promote regional cooperation.	MCG				■
1.9.4. Leverage industry-led efforts to develop regional cooperation, such as those led by MedImmune to strengthen the regional bioscience industry.	MCEDC		■		
GOAL 2. TALENT: MONTGOMERY COUNTY WILL BE HOME TO A DEEP AND DIVERSE TALENT POOL THAT MEETS THE LONG-TERM NEEDS OF EMPLOYERS AND HELPS SPUR ECONOMIC GROWTH.					
Strategy 2.1. Align all programmatic and strategic workforce efforts throughout the County to provide comprehensive workforce solutions to businesses and jobseekers.					
Strategy 2.2. Determine WorkSource Montgomery's value-add to economic development, become a key member of the County's economic development team, and design programs that implement the talent component of the CES.					
2.2.1. Work with MCEDC to define the role and value needed from the workforce development system. Define the interface between the two systems (including regarding the use of CRM databases).	WSM, MCEDC		■		
2.2.2. Establish a communication process that is quick and efficient for MCEDC staff to communicate either current business needs to retain or fill positions and for business recruitment efforts.	WSM, MCEDC		■		
2.2.3. Establish a response mechanism through which the workforce system responds when called upon that meets the standards for timeliness and effectiveness.	WSM, MCEDC		■		

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
Strategy 2.3. Expand employer-led sector partnerships in the County’s strategic industries to address priority issues within a target market, especially those related to talent.					
2.3.1. Work with local employers and industry stakeholders to identify opportunities to expand sector partnerships in other industries to identify and address their needs and challenges.	WSM, MCG, MCEDC			■	
2.3.2. Dedicate a WSM, Inc. staff person to each of the sector partnerships.	WSM			■	
2.3.3. Seek funds to further develop the industry partnerships workforce solutions and to adequately staff them.	WSM, MCG			■	
2.3.4. On an annual basis, bring together the sector stakeholders to report on progress made in implementing the action plan.	WSM			■	
Strategy 2.4. Engage Worksource Montgomery, Inc., employers, and education providers to recruit and retain premier talent.					
2.4.1. Promote Montgomery County-based career opportunities at national industry and professional trade association conferences and events.	MCEDC				■
2.4.2. Organize a group of digital ambassadors that promote the region as a great place for career opportunities and a great place to live.	MCEDC, County chambers, Business Organizations			■	
2.4.3. Create and distribute talking points and marketing materials to HR professionals of private employers in the County to use for recruiting purposes.	MCEDC, County chambers, Business Organizations		■		
2.4.4. Attract and retain international students and entrepreneurs, especially in STEM fields.	MCEDC, MCG				■
2.4.4.a. Explore the potential for establishing a nonprofit applied research organization modeled after San Antonio-based FreeFlow Research. By creating research partnerships with corporations and institutions, FreeFlow is able to 1) sponsor cap-exempt H-1B visas year-round for qualified candidates; 2) extend the Optional Practical Training (OPT) period for foreign STEM graduates; and 3) provide members with immigration support, skills assessments, stipends, entrepreneurship resources, and access to jobs, apprenticeships, and internships. (http://www.freeflowresearch.org/)	MCEDC, MCG				■

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
Strategy 2.5. Align workforce development and education efforts with employer needs.					
2.5.1. Utilize key sector partnerships to identify the occupational skill needs of industry.	WSM, education partners			■	
2.5.2. Collect information on whether and how educational institutions are aligning curricula to focus on these specified skills and competencies.	WSM			■	
2.5.3. Through industry alliances and other forums, convene local educational institutions to evaluate and develop curricula that meet employer needs.	WSM			■	
2.5.4. Create and promote a user-friendly online system to allow easy access to labor market forecasts.	WSM			■	
2.5.5. Develop resources to provide ‘start-up capital’ to innovative program ideas that are research-based and improve alignment between workforce development and the education system.	WSM, DOF, MCEDC			■	
Strategy 2.6. Use data to forecast workforce and talent needs and improve the quality of the delivery system.					
2.6.1. Use employer surveys, interviews, information from the industry alliances, and state and local labor market information to continuously project which occupations will be needed in short- and long-term time horizons.	WSM			■	
2.6.1.a. Convene educational institutions (grades 8-16, including adult basic education) to learn how they get demand-side information currently and what else they need.	WSM			■	
2.6.1.b. Regularly produce short industry briefs using a reliable forecasting model outlining current and future skill and credential requirements and labor market data in targeted industries (including an analysis of the nature and extent of the “gap” in available labor and projected needs). Link to learning standards.	WSM			■	
2.6.1.c. Disseminate the industry briefs to educational institutions, training providers, industry alliances, and other related organizations to inform educational, marketing, and recruitment programs.	WSM			■	
2.6.1.d. Conduct workshops, forums, debates, and summits focused on the issues related to skills/jobs gap identified through the research and potential solutions.	WSM			■	

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
Strategy 2.7. Collect, analyze, and disseminate information on current operations within the Montgomery County workforce development system and on evidence-based best practices from elsewhere.					
2.7.1. Develop and regularly evaluate measures and metrics to ensure the organization and the workforce system are meeting its purpose and objectives.	WSM			<div></div>	
2.7.2. Research best and promising practices in providing workforce services that meet industry and economic development needs; synthesize the research to key program elements that work.	WSM			<div></div>	
2.7.3. Convene a coalition of ‘adopters’ to promote evidence-based practices and to create a community-wide strategy.	WSM				<div></div>
2.7.4. Build key program strategies into Workforce Innovation and Opportunity Act (WIOA) RFPs and responses for funding. Seek additional funds beyond federal WIOA funds to support the programs of work.	WSM			<div></div>	
Strategy 2.8. Conduct a gap analysis on an identified set of critical elements to reflect the changing needs of the workforce system and its customers (e.g., current and future skills needs, pathways, access to services, services currently delivered, and quality of services).					
2.8.1. Regularly convene partners and stakeholders to define the critical elements needed against which to evaluate the system. Once the elements are determined, identify the universe of programs defined as part of the workforce system.	WSM		<div></div>		
2.8.2. Conduct the program assessment and analyze the gaps.	WSM			<div></div>	
2.8.3. As part of regular convening of partners and stakeholders, use the results to identify strategies for filling the gaps identified.	WSM				<div></div>
Strategy 2.9. Conduct career mapping in strategic industries to facilitate the “on-ramps” to pathways for jobseekers and ways for employers to reach into pathways to find qualified individuals.					
2.9.1. Work with industry alliances, education providers, and other partners to define high-demand career pathways for strategic industries.	WSM, MCEDC, education providers, sector partnerships		<div></div>		
2.9.1.a. Research different mapping methods and formats and select one common method to display pathways for learners, workers, and community.	WSM, MCEDC, education providers, sector partnerships		<div></div>		

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
2.9.1.b. Facilitate focus groups with employers in target markets to assist in mapping job/occupational progression, credentials, and skills needed.	WSM, MCEDC, education providers, sector partnerships		■		
2.9.1.c. Develop a user-friendly way to publish the career maps and promote them through partners.	WSM, MCEDC, education providers, sector partnerships		■		
2.9.2. Work with industries and businesses to create more work-based learning experiences.	WSM, sector partnerships, education providers			■	
2.9.3. Create a centralized database of qualified jobseekers from workforce system programs so employers can more easily identify potential candidates.	WSM			■	
2.9.4. Create/identify a method for jobseekers to navigate moving in and out of education programs designed to provide them with a set of progressive credentials needed in target markets.	WSM			■	
Strategy 2.10. Develop a campaign to expand awareness and change perceptions among local youth regarding middle-skill career opportunities in Montgomery County.					
2.10.1. Design a branded initiative that offers physical and digital marketing materials describing middle-skill job opportunities to targeted audiences.	WSM, sector partnerships, education providers			■	
2.10.2. Hold annual career days for local high schools and college students focused on middle-skill jobs.	WSM, sector partnerships, education providers				■
2.10.3. Organize industry tours that showcase advanced technology/middle-skill jobs in such sectors as healthcare and information technology.	WSM, sector partnerships, education providers				■
Strategy 2.11. Develop and expand work-based learning opportunities that facilitate career pathways programs and enable individuals to build 21st Century skills and provide them the ability to earn while they learn.					
2.11.1. Create an inventory of existing public, private, and nonprofit work apprenticeship programs.	WSM, sector partnerships, education providers		■		
2.11.2. Create a campaign promoted by local elected officials that encourages every business in the County to offer work-based learning opportunities to youth and adults.	WSM, sector partnerships, education providers, MCG			■	

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
2.11.3. Create an electronic registration system hosted by WSM, Inc. where businesses can list their work-based learning offerings that is accessible to students and job seekers.	WSM, education providers			■	
Strategy 2.12. Launch a new brand and a communication and marketing strategy for the workforce development system that results in increased awareness and use among business leaders and the community.					
2.12.1. Define the new brand for WorkSource Montgomery, Inc. to foster a strong public image and increase public awareness.	WSM			■	
2.12.1.a. Define the new brand by conducting market research, identifying brand values, crafting messages and a brand image, and creating marketing materials to market programs and services using those messages and image through newsletters, blogs, and other outlets.	WSM			■	
2.12.1.b. Create a strategic marketing and communications plan to raise awareness of the quality and outcomes of programs in the workforce system.	WSM			■	
2.12.2. Deepen relationships with businesses, not-for-profit organizations, education, and government to understand needs and increase awareness of WSM, Inc. and the new workforce system.	WSM, sector partnerships, education providers, MCG		■		
2.12.2.a. Use webinars or face-to-face meetings and discussions to educate others on the new workforce system and the value it will bring to jobseekers and businesses.	WSM, sector partnerships, education providers, MCG		■		
2.12.2.b. Attend on-site business visits for key employers with MCEDC staff to introduce businesses to WSM, Inc., the new workforce system, and the workforce/talent services available to them.	WSM, sector partnerships, education providers, MCG		■		
2.12.2.c. Network with economic development and business entities to create messages that they can include in their ongoing communication with their members.	WSM, sector partnerships, education providers, MCG		■		

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
GOAL 3. CREATIVE ECONOMIES: MONTGOMERY COUNTY WILL BE AN INTERNATIONAL HUB FOR ENTREPRENEURSHIP AND INNOVATION.					
Strategy 3.1. Strengthen and deepen entrepreneurship countywide; become a leading source for new business formation in the region.					
3.1.1. Create a position solely responsible for promoting entrepreneurship in the in the EDC or the County government and serving as a “connector” between entrepreneurs and the array of assets, programs, and networks in the County, state, region, and nation.	MCEDC			<div></div>	
3.1.1.a. Formalize and maintain an inventory of entrepreneurship ecosystem.	MCEDC, County chambers, Business organizations			<div></div>	
3.1.1.b. Promote MCEDC’s entrepreneurship programs at co-working and shared office space locations, conferences (such as The Power Conference, CyberMontgomery and the annual Montgomery County Small Business Awards).	MCEDC			<div></div>	
3.1.2. Develop and support a sustainable and scalable mentoring program for entrepreneurs.	MCEDC, TCM			<div></div>	
3.1.3. Link Montgomery County to regional and external angel investor and risk capital networks.	MCEDC, MCG, TCM, BHI	<div></div>			
3.1.3.a. Identify and target experienced risk capital investors that focus their investments outside of the top markets of California and Massachusetts.	MCEDC, MCG, TCM, BHI	<div></div>			
3.1.3.b. Host high-level risk capital conferences in Montgomery County.	MCEDC, MCG, TCM, BHI	<div></div>			
3.1.3.c. Develop an annual report documenting the successful risk capital investments in the County and disseminate it to investors.	MCEDC, MCG, TCM, BHI	<div></div>			
3.1.3.d. Market the County’s top tier investment opportunities by developing a portfolio of the strongest contenders looking for investment and meeting with VCs to present these opportunities to them.	MCEDC, MCG, TCM, BHI	<div></div>			
3.1.4. Promote and connect entrepreneurs and companies with technology transfer and commercialization resources.	MCEDC, MCG, TCM, BHI	<div></div>			

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
3.1.4.a. Promote the resources provided by the Federal Laboratory Consortium for Technology Transfer (FLC) to leverage and commercialize the world-class technologies and intellectual properties developed at the 18 federal laboratories Montgomery County.	MCEDC, MCG, TCM, BHI	■			
3.1.4.b. Connect local companies with technology transfer and commercialization resources and funds provided by the State of Maryland and TEDCO, including the Maryland Innovation Initiative, the Patent Assistance Program, the Stem Cell Research Fund, the Technology Commercialization Fund, the Technology Validation Program, and the Maryland Industrial Partnerships program.	MCEDC, MCG, TCM, BHI	■			
3.1.5. Embed the Business Innovation Network (BIN) into the entrepreneurship ecosystem, linking it where appropriate with the County's target markets, and continuously evaluate the BIN's performance.	MCEDC, MCG	■			
3.1.6. Encourage high schools and higher education providers in the County to develop entrepreneurship education programs and to incorporate entrepreneurship into academic curricula.	MCEDC, MCG, education providers, TCM	■			
Strategy 3.2. Attract early-stage companies and entrepreneurs. Focus on proven companies and individuals.					
3.2.1. Create a database of early stage target companies for attraction efforts through various sources.	MCEDC		■		
3.2.1.a. Utilize existing prospects, Small Business Innovation and Research (SBIR) and Small Business Technology Transfer (STTR) companies, and target market recommendations.	MCEDC		■		
3.2.1.b. Work with existing initiatives in the County and the region to identify prospects.	MCEDC		■		
3.2.1.c. Join and work with industry associations and venture networks to identify new companies. An active presence by the MCEDC at tech events can provide valuable information to expanding companies whose growth is constrained by high occupancy costs in the District.	MCEDC		■		
3.2.2. Develop an outreach template to connect with target companies.	MCEDC			■	

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
3.2.3. Actively recruit identified companies in conjunction with commercial brokers and developers, as well as the State of Maryland.	MCEDC			■	
3.2.4. Promote investment opportunities in local SBIR and STTR awardees. Use this to attract other early-stage companies to the County.	MCEDC, BHI			■	
3.2.5. Conduct outreach with the County's international residents, especially those from Asia, to identify international entrepreneurship networks and companies searching for U.S. locations to establish operations.	MCEDC, MCG, County chambers, Business organizations				■
3.2.6. Engage experienced or serial entrepreneurs with a track record of starting and growing companies.	MCEDC, MCG, County chambers, Business organizations			■	
Strategy 3.3. Support the growth of microenterprises and small businesses in the County.					
3.3.1. Review and catalog small business support at the city and County levels. Develop programs to fill gaps. Publicize resources available to small businesses through MCEDC, economic development partners, and community organizations.	MCG, MCEDC, County chambers, Business organizations		■		
3.3.2. Explore the opportunity to designate a Microenterprise Coordinator within MCEDC.	MCEDC				■
3.3.3. Establish a micro-loan fund centered on new business formation administered by the Dept. of Finance in coordination with the Microenterprise Coordinator.	MCG				■
3.3.4. Work with nonprofits, especially in disadvantaged portions of the County, to identify specific growth opportunities in retail and services to expand the number of microenterprises.	MCG, MCEDC, nonprofits			■	
3.3.5. Increase participation of local, small businesses in County procurement.	MCG			■	
3.3.5.a. Improve the mechanisms used to advertise solicitations to expand knowledge of available business opportunities, especially among the County's local, small businesses.	MCG			■	

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
3.3.5.b. Work with County departments to identify opportunities to “unbundle” single, high-value contracts into multiple smaller ones that would enable local, small businesses to bid as “prime” contractors (versus subcontractors).	MCG			■	
Strategy 3.4. Promote social entrepreneurship in the County.					
3.4.1. Catalog and coordinate social enterprise initiatives throughout the County.	MCG, MCEDC, social entrepreneurship organizations				■
3.4.2. Organize a social innovation challenge around important local issues.	MCG, MCEDC, social entrepreneurship organizations				■
3.4.3. Organize an annual social innovators forum.	MCG, MCEDC, social entrepreneurship organizations				■
3.4.4. Partner with area universities to establish programs and events that capture student energy for social entrepreneurship.	MCG, MCEDC, university partners, social entrepreneurship organizations				■
Strategy 3.5. Ensure that environmental sustainability remains an essential guiding principle in the County.					
3.5.1. Continue to support the Bethesda Green incubator to encourage the development of Montgomery County’s sustainable entrepreneurial economy.	MCEDC, MCG	■			
3.5.2. Leverage the County’s policies, investments, and community support for sustainability as a business attraction tool for green businesses and others seeking a likeminded community for their business and integrate this core value into marketing efforts.	MCEDC, MCG				■
3.5.3. Support the development of a local food network.	MCG, MCEDC	■			

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
3.5.4. Connect green businesses with WorkSource Montgomery, Inc. to ensure they have access to sufficient talent, especially as programs like the Green Bank and the Property Assessed Clean Energy program stimulate demand for green retrofitting skills.	MCG, WSM			■	
Strategy 3.6. Foster the growth of arts, entertainment, and culture throughout the County.					
3.6.1. Accelerate the implementation of the applicable recommendations proposed by the Nighttime Economy Task Force.	MCG	■			
3.6.1.a. Simplify and streamline the process businesses must go through in order to open arts and entertainment venues or hold an event.	MCG	■			
3.6.1.b. Develop a marketing program for the County's Arts and Entertainment Districts.	MCG	■			
3.6.1.c. Package and promote information about the Arts and Entertainment Districts to art and entertainment groups, property owners, and others. Include information about tax incentives to attract new investments in these Districts.	MCG	■			
3.6.2. Work with nonprofits to identify festivals, special events, art exhibits, concerts and other initiatives that have successfully attracted residents from the County and beyond and have helped define Montgomery County's quality of place.	MCG, MCEDC			■	
3.6.3. Inventory and assess "after five" venues, amenities, and activities.	MCG, MCEDC			■	
3.6.4. Actively support microbreweries, both as startups and in the expansion of existing breweries.	MCG, MCEDC				■
3.6.5. Promote and invest in facilities and the maintenance of A&E Districts.	MCG			■	
GOAL 4. PLACEMAKING: MONTGOMERY COUNTY WILL BE A NATIONAL MODEL FOR PROVIDING THE PLACES, INFRASTRUCTURE, AND AMENITIES DESIRED BY EMPLOYERS AND RESIDENTS.					
Strategy 4.1. Prioritize the County's investments in planning and development by capturing opportunities and leveraging strengths to remain a competitive market.					
4.1.1. Agree upon criteria for near-, mid-, and long-term priorities for County investment in planning activities and development projects.	MCG, Dept. of Planning		■		

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
4.1.2. Conduct regular independent, objective assessments of the County's commercial real estate market to inform the County's prioritization of projects and investments.	Dept. of Planning	■			
Strategy 4.2. Inform planning and placemaking strategies on the site location needs of target market sectors.					
4.2.1. Designate staff liaisons to communicate/interface with MCEDC, the County planning and transportation departments, and with the business community, as appropriate.	MCEDC, Dept. of Planning, Dept. of Transportation, OCE, County chambers		■		
4.2.2. Make the connection between quality of place and target markets in the economic vitality education campaign.	MCEDC, MCG			■	
Strategy 4.3. Enhance office environments to improve competitiveness.					
4.3.1. Target submarkets that meet all or some of the following criteria for County investment to improve office market competitiveness: Availability of existing or planned transit; Access to existing infrastructure, including roads, schools, parkland, etc.: Strength of the existing economic base (to build on strengths); Public and private potential for creating great quality of place; Private sector interest in the submarket; and anticipated benefit to County tax revenue.	Dept. of Planning, Planning Board, county departments as applicable, urban districts		■		
4.3.2. Enable and incentivize creative reuse for select existing vacant office space that meets the criteria above and engage the business community in this effort. 4.3.2.a. Encourage conversion of office space where feasible to other uses such as housing, hotels, public schools, or others. Engage the necessary County departments and business partners in this effort.	Dept. of Finance, MCEDC, County departments as applicable, Real Estate Representatives		■		
4.3.3. Work with the real estate community to revitalize suburban office parks that meet the criteria above, integrating where possible transportation, quality of life, and economic development outreach considerations into the solutions.	MCEDC, Dept. of Planning, Real Estate Representatives		■		
4.3.4. Implement the recommendations from the Office Market Working Group to achieve short-term and long-term gains in office competitiveness.	OCE, Real Estate Representatives	■			
4.3.5. Significantly enhance MCEDC's funding to market targeted submarkets.	MCEDC			■	

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
Strategy 4.4. Support master plan developments through targeted industry marketing and attraction.					
4.4.1. Develop online and physical marketing materials specific to White Oak, Great Seneca, and other master plan developments, specifically calling out the benefits specific to each of the communities and crafting a unique identity.	MCEDC, master developers, anchor tenants, municipalities			■	
4.4.2. Promote the centers to site location firms and commercial real estate brokers that specialize in assisting biosciences companies.	MCEDC, master developers, anchor tenants, municipalities			■	
Strategy 4.5. Promote neighborhood-focused retail development.					
4.5.1. Encourage the Maryland Department of Transportation (MDOT) and WMATA to eliminate Red Line off-peak turnbacks at the Silver Spring Metro station to support retail development further north along the Red Line.	OCE, Dept. of Transportation, State of Maryland				■
4.5.2. Work with CABs to identify specific area needs for promoting retail development.	MCEDC, MCG			■	
4.5.3. Promote retail development by supporting the expansion of microenterprises in the County.	MCEDC, MCG				■
4.5.4. Pursue opportunities for attracting new retail prospects suitable for neighborhood focused development.	MCEDC			■	
4.5.5. Identify policies and tools to encourage land-owners to improve and invest in their strip retail centers and buildings.	Dept. of Permitting Services, Dept. of Planning, Dept. of Finance		■		
4.5.6. Continue and expand neighborhood revitalization programs such as the Commercial Revitalization Program.	Dept. of Finance	■			
Strategy 4.6. Work with employers to assist in addressing housing needs for their employees.					
4.6.1. Include housing data and information provided by DHCA in economic development marketing materials.	MCEDC, DHCA		■		

MONTGOMERY COUNTY, MARYLAND

	POTENTIAL PARTNERS	TIMEFRAME			
		Ongoing	Next 12 mos	1 to 3 years	3 to 5 years
4.6.2. When appropriate, include DHCA and real estate representatives in discussions with business relocation or expansion prospects in cases where employee housing is an issue.	MCEDC, DHCA, Real Estate Representatives			■	
4.6.3. Include questions regarding employee housing issues during site visits with existing businesses. Identify specific opportunities where DHCA and the real estate community can provide assistance to employers.	MCEDC, DHCA, Real Estate Representatives			■	
4.6.4. Continue efforts to provide affordable housing options for employers in the County through the Workforce Housing program.	DHCA	■			