Department of Economic Development
Performance Plan Follow-Up Meeting

Pradeep Ganguly, Director
October 31, 2008
CountyStat Principles

- Require Data-Driven Performance
- Promote Strategic Governance
- Increase Government Transparency
- Foster a Culture of Accountability
Agenda

- Welcome and Introductions
- Status of Follow-Up Items
- Impact of DED on Montgomery County Result Areas
- DED At-A-Glance
- Headline Measures
- DED Observations and Efforts During Current Economic Crisis
- Future Topic Of Discussion: DED Marketing Efforts
- Wrap-up and Follow-up Items
Follow Up Item Progress (1 of 4)

- **Realign EDF Within Organization**
  - Place the Economic Development Fund (EDF) and Incubators within the context of the organizational overview/chart as a reference and place them within the “what we do” portion of the Performance Plan overview.
  
- **Better Articulate Role of Strategic Planning**
  - Reorganize strategic planning description in Performance Plan and determine how to more accurately display the various components of the strategic planning section.

- **Review Internal Human Resource Practices**
  - Clarify the overtime caused by cost reduction saving plan to ensure that compensation was not in violation of HR policy.

- **Review Waivers**
  - County Executive’s Office will review waivers for positions affected by hiring freeze and release appropriate positions.

- **Redraft Performance Measures to Match Strategic Plan**
  - Revise Headline Measures as appropriate during drafting of DED’s Strategic Plan.
Follow Up Item Progress (2 of 4)

- **Reexamine Headline Measure Data**
  - Determine cause for FY07 spike in Headline Measure 4 data.

- **Recalculate Headline Measure Projections**
  - Revisit and recalculate Headline Measure projections, particularly for measuring business development prospects that occur beyond two year projections.

- **Perform Performance Benchmarking**
  - Examine business prospect data and benchmark this data against regional and national standards of performance.
  - Benchmark workforce assistance data against regional and national standards of performance.

- **Create Job Creation Index**
  - Review existing job creation data in order to determine appropriate potential indexes to gauge program effectiveness/performance.
Follow Up Item Progress (3 of 4)

- **Examine Performance Data Found in Federal Grants**
  - Explore federal grant reporting guidelines for workforce assistance to determine if data required by federal grant would accurately demonstrate program performance.

- **Examine Employer Participation in Workforce Assistance**
  - Examine employer participation in workforce assistance program and include data in support of Headline Measure.

- **Develop Customer Service Satisfaction Survey**
  - Develop customer satisfaction survey and process for distribution. Survey should measure customer satisfaction with DED technical assistance and overall service in an attempt to measure long-term outcome results.

- **Incorporate Rolling Averages**
  - Incorporate rolling averages into Incubator growth Headline Measure to more accurately capture the effects of the business cycle.
Follow Up Item Progress (4 of 4)

- **Adjust Incubator Measures**
  - Revisit Incubator-related measures to more accurately capture program success.

- **Determine Appropriate Farmland Preservation Measure**
  - Determine appropriate measure for farmland preservation that captures not only acreage preserved but also assistance to farmers.

- **Create Uniformity in Data Display**
  - Ensure that all performance measure data is accurately represented and is visually consistent with other County Performance Plans.
Contribution to Montgomery Results

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for all of Our Residents
## What DED Does and for Whom

### Overall
DED’s vision is to make Montgomery County the "Smart" business location in a competitive, knowledge-based, global economy. Its core mission is the creation, retention, expansion and attraction of businesses in the County to foster investment and job creation, develop strategic infrastructure projects, such as technology and life sciences parks, business incubators, conference center and multi-use arena.

### Marketing and Business Development
- Showcases the assets of the County in a global economy through promotional activities, communication, event coordination, global marketing and advertising, and dissemination of information through various media.
- Attracts and retains businesses with qualified business leads ("Prospects") identified through research, business visitations, contacts, networking, tradeshows, and business missions.
- Helps strengthen key industry clusters in the County through targeted industry sector programs.

### Small and MFD Business Support (Business Empowerment)
- While ensuring that the knowledge-based economy enhances all sectors of the business community, focus on providing direct hands-on support to the County’s small, ethnic minority, and woman-owned businesses by developing resources such as technical publications, and forming service delivery partnerships such as SBDC, LEDC, and Macklin Institute, and Dingman Center.
- Operates programs such as Incubator Network, Mentorship Program, and the Micro-Enterprise Program to a selected number of businesses or entrepreneurs to improve their growth or smooth establishment of their business ventures.

## How Much (FY08)

<table>
<thead>
<tr>
<th>What DED Does and for Whom</th>
<th>How Much (FY08)</th>
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<tbody>
<tr>
<td><strong>Overall</strong></td>
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| DED’s vision is to make Montgomery County the "Smart" business location in a competitive, knowledge-based, global economy. Its core mission is the creation, retention, expansion and attraction of businesses in the County to foster investment and job creation, develop strategic infrastructure projects, such as technology and life sciences parks, business incubators, conference center and multi-use arena. | - 49.1 WYs  
- $4,428,614 in personnel costs  
- $3,699,126 in operating costs |
| **Marketing and Business Development** |                 |
| Showscases the assets of the County in a global economy through promotional activities, communication, event coordination, global marketing and advertising, and dissemination of information through various media. | - 8 WYs  
- $1,005,515 in personnel costs  
- $497,709 in operating costs  
- 18% of DED budget  
- Makes 2,000 - 2,400 contacts/year to develop 220 plus prospects. |
| Attracts and retains businesses with qualified business leads ("Prospects") identified through research, business visitations, contacts, networking, tradeshows, and business missions. |                 |
| Helps strengthen key industry clusters in the County through targeted industry sector programs. |                 |
| **Small and MFD Business Support (Business Empowerment)** |                 |
| While ensuring that the knowledge-based economy enhances all sectors of the business community, focus on providing direct hands-on support to the County’s small, ethnic minority, and woman-owned businesses by developing resources such as technical publications, and forming service delivery partnerships such as SBDC, LEDC, and Macklin Institute, and Dingman Center. | - 11 WYs  
- $1,151,553 in personnel costs  
- $134,246 in operating costs  
- 16% of DED budget  
- Delivers 25-50 training events/year  
- Incubates 85-110 companies/year |
| Operates programs such as Incubator Network, Mentorship Program, and the Micro-Enterprise Program to a selected number of businesses or entrepreneurs to improve their growth or smooth establishment of their business ventures. |                 |
### Department of Economic Development At-A-Glance (New)

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▪ $4,428,614 in personnel costs  
▪ $3,699,126 in operating costs  
▪ 1 WY and $820,000 for the Economic Development Fund separate from DED  
▪ 1 WY and $540,000 for the Conference Center in Non Departmental Account |

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<thead>
<tr>
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▪ Helps strengthen key industry clusters in the County through targeted industry sector programs. | ▪ 18% of DED budget  
▪ 8 WYs.  
▪ $1,005,515 in personnel costs  
▪ $497,709 in operating costs  
▪ Makes 2,000 - 2,400 contacts/year to develop 220 plus prospects/year. |

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▪ Operates programs such as Incubator Network, Mentorship Program, and the Micro-Enterprise Program to a selected number of businesses or entrepreneurs to improve their growth or smooth establishment of their business ventures. | ▪ 31% of DED budget  
▪ 11 WYs (5 for the Incubator Network)  
▪ $1,151,553 in personnel costs  
▪ $134,246 in general operating costs  
▪ Delivers 45-50 training events/year for Small and MFD businesses  
▪ $1,202,440 in operating funds for the Incubator Network  
▪ Incubates 85-110 companies/year |
## Department of Economic Development At-A-Glance (Old)

<table>
<thead>
<tr>
<th>What DED Does and for Whom</th>
<th>How Much (FY08)</th>
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<tbody>
<tr>
<td><strong>Finance, Administration, and Capital Projects</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Stimulates business growth and expansion by underwriting and issuing grants and loans from the five programs of the Economic Development Fund (EDF). Focus is to induce capital investment and job creation from the private businesses and to leverage funds from the state and other public entities for the County’s projects.</td>
<td>▪ 7 WYs</td>
</tr>
<tr>
<td>▪ Plans, develops, and manages capital projects that add growth capacity for the County through private/public, or public/quasi-public entity partnerships.</td>
<td>▪ $651,821 in personnel costs</td>
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<tr>
<td></td>
<td>▪ $2,013,877 in operating costs</td>
</tr>
<tr>
<td></td>
<td>▪ 33% of DED budget</td>
</tr>
<tr>
<td></td>
<td>▪ Conducts due diligence on 75-85 applications to underwrite 25-30 EDF transactions/year</td>
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<tr>
<td></td>
<td>▪ Oversees two technology park projects</td>
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<tr>
<td><strong>Workforce Development</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Operates three One-Stop Career Centers in the County to provide array of career assessment, job readiness training, skill enhancement training services to dislocated workers and at-risk youth population.</td>
<td>▪ 5 WYs from County Funds</td>
</tr>
<tr>
<td>▪ Provides job placement service to job-seeking public and provides recruitment services for employers.</td>
<td>▪ $364,283 in personnel costs</td>
</tr>
<tr>
<td></td>
<td>▪ $597,956 in operating costs</td>
</tr>
<tr>
<td></td>
<td>▪ 12% of DED budget</td>
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<tr>
<td></td>
<td>▪ U.S. Department of Labor’s $2.1M grant supports One Stop Career Centers</td>
</tr>
<tr>
<td></td>
<td>▪ U.S. DOL grant of $360K to LAYC-MD Multi-Cultural Youth Center</td>
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# Department of Economic Development At-A-Glance (New)

## What DED Does and for Whom

### Finance, Administration, and Capital Projects
- Stimulates business growth and expansion by underwriting and issuing grants and loans from the five programs of the Economic Development Fund (EDF). Focus is to induce capital investment and job creation from the private businesses and to leverage funds from the state and other public entities for the County’s projects.
  - Plans, develops, and manages capital projects that add growth capacity for the County through private/public, or public/quasi-public entity partnerships.
  - Takes on special projects of varying nature
  - Provides back office functions to all other divisions in the areas of: procurement, finance, budget planning and execution, office administration and automation.

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<th>DED</th>
<th>18% of DED budget</th>
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<tr>
<td></td>
<td>6 WYs</td>
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<td></td>
<td>$651,821 in personnel costs</td>
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<table>
<thead>
<tr>
<th>EDF</th>
<th>1 WY charged to EDF</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>$820,000 in base budget</td>
</tr>
<tr>
<td></td>
<td>Conducts due diligence on 75-85 applications to underwrite 25-30 EDF transactions/year</td>
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<tr>
<th>Conference Center NDA</th>
<th>1 WY charged to NDA</th>
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<tr>
<td></td>
<td>$540,000 in operating fund</td>
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<tr>
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<tr>
<td><strong>Agricultural Industry Support</strong></td>
<td>7.2 WYs</td>
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<tr>
<td>▪ Protects farmland and environmental resources through protective easements and Transferable Development Rights (TDRs).</td>
<td>$686,519 in personnel costs</td>
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<td>▪ Supports, and facilitates agricultural community’s stabilization through soil conservation training and education; draught assistance, planning and marketing assistance for the farmer’s market and farm tours, providing technical assistance to implement best farming practice, and providing guidance on developing alternative crops and revenue sources.</td>
<td>$323,204 in operating costs</td>
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<tr>
<td>▪ Establishes 12% of DED budget</td>
<td></td>
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<tr>
<td>▪ $6.4 million in Land Preservation CIP</td>
<td></td>
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<tr>
<td>▪ 2,000 plus acres/year protected</td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Planning (Director’s Office)</strong></td>
<td>5.2 WYs</td>
</tr>
<tr>
<td>▪ Provides strategic planning and initiates various studies for the County to form knowledge based industry clusters.</td>
<td>$568,924 in personnel costs</td>
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<td>▪ Establishes strategic partnership with the federal/state agencies, higher educational institutions, and industry groups to foster synergistic economic development.</td>
<td>$131,985 in operating costs</td>
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<td>▪ Provides leadership in legislative initiatives to ensure that County maintains its competitive advantages and innovative business climate.</td>
<td>8% of DED budget</td>
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<tr>
<td>▪ Establishes global linkages, and serves as the global ambassador for the County.</td>
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## What DED Does and for Whom

### Agricultural Industry Support
- Protects farmland and environmental resources through protective easements and Transferable Development Rights (TDRs).
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<tr>
<td>▪ 12% of DED budget</td>
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<td>▪ 7.2 WYs (plus 1.4 WY charged to CIP)</td>
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<td>▪ $686,519 in personnel costs</td>
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<td>▪ $6.4 million and 1.4 WY in Land Preservation CIP</td>
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<td>▪ 2,000 plus acres/year protected</td>
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### Business Advocacy (Director’s Office)
- Provides strategic planning and initiates various studies so County is always updated on its business/economic base profile.
- Establishes strategic partnership with the federal/state agencies, higher educational institutions, and industry groups on behalf of the County’s business communities to foster synergistic economic development.
- Provides leadership in legislative initiatives to ensure that the County business communities’ interests and needs are reflected and protected in newly introduced legislations.
- Establishes global linkages, and serves as the global ambassador for the County utilizing various means of media.
- Coordinates the department’s media and public relations and generates press releases for the department and the County businesses.

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<td>▪ 8% of DED budget</td>
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<td>▪ 5.2 WYs.</td>
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<td>▪ $568,924 in personnel costs</td>
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**Previous Headline Measures**

1) Number of Prospects Developed and Successfully Closed
2) Breakdown of Successful Prospects by Employee Size
3) Number of New Jobs Created with DED Assistance
4) New Revenue Created and Capital Investment Induced
5) Number of Units of Technical Assistance Provided
6) Average Satisfaction Rating on Technical Assistance Provided
7) Result of Workforce Assistance Program
8) Results of the Incubator Network Operation
9) Preservation of Farmland
New Headline Measures

DED’s Business Attraction, Retention & Expansion Efforts

1. Jobs creation
   1. By existing business expansion
   2. By new business attraction

2. Total new capital investment
   1. By businesses currently located in the County
   2. By newly attracted and started businesses

3. Net change in total square feet of office space
   1. Occupied
   2. Unoccupied

4. Number of businesses participated in County sponsored technical assistance programs

5. Number of prospects in DED’s ‘active’ pipeline that are successfully closed

Business Incubator Program

1. Number of new jobs created by incubator tenant companies and graduates

2. Number of jobs created by companies participating in the incubator program per County dollar

3. Number of companies graduating from the incubator network that occupy commercial space in Montgomery County
New Supporting Measures

**Financing Programs (Economic Development Fund)**
1) Number of EDF transactions completed.
2) Number and value of Micro-loans awarded.
3) Number and value of Small Business loans awarded.
4) Number and value of Impact Assistance grants provided.
5) Ratio and dollar value of all external funds leveraged per County dollar invested.
6) Number of jobs created or retained through these programs.

**Capital Project Investments**
1) Ratio of private sector and non-County investment to County funds invested.
2) Jobs created through DED-led development projects.

**Marketing Programs**
1) Number of companies participating in “I Am Montgomery.”
2) Number of new contacts (prospects) developed.

**Global Linkages**
1) Amount of new foreign investments in County per County dollar.
2) Number of jobs created by international companies that DED assisted.

**Workforce Services**
1) Number of job-seeking customers in Intensive Service Program that are placed in jobs.
2) Number of employers assisted with training and recruitment.

**Agricultural Services**
1) Cumulative and current year acres of farmland protected.
2) Number of farmers’ markets in operation.
3) Number of farms or farm businesses assisted.
DED Overall Contributing Factors

- Diversity and capacity of DED staff.
- Strategic clarity in transitioning the County to knowledge based industry.
- DED’s strong partnership ties with business organizations, and federal and state agencies.
- Availability of direct funding program—the Economic Development Fund (EDF).
- Presence of four top-notch incubator facilities at strategic locations in the County.
- Workforce programs housed within DED allow seamless service delivery matching employers and job seekers to facilitate business growth.
- Strong knowledge-based economy of the County encourages entrepreneurship and the spin off of new entrepreneurs.
- Public awareness of the value and benefits of DED’s mission.
DED Overall Restricting Factors

- High costs of conducting business due to market conditions and governmental regulations, including the County’s land use policies.

- Competitiveness of the region’s other jurisdictions in business attraction effort.

- Long and complicated development process for capital projects.

- Insufficient marketing funds to carry out a sustained marketing campaign, and produce and distribute collateral material (both within and outside of the region) to develop sustained prospect flow.

- Scarcity of seed funding in the County for early stage companies.

- Current vacancies and staff resources not adequate to meet the demand of County’s estimated 40,000 small businesses.

- Direct funding program—the EDF—has depleted fund balance
Measure 1: Job Creation

Measure is an important barometer of performance because it demonstrates overall success of DED business development efforts while monitoring the impacts of retention vs. attraction efforts.

* This slide is DED produced content
Measure 2: Capital Investment

Measure is an important barometer of performance because it is directly tied to the amount of new tax revenues (particularly on real property) that County will receive.

* This slide is DED produced content
Measure 3: Commercial Space Occupied

Measure is an important barometer of performance because it captures DED’s contribution in lowering the vacancy rate of the County’s commercial space inventory and enables DED to monitor trends in commercial leasing and new construction.
Measure 4: Business Participation in DED Technical Assistance Programs

Measure is a important barometer of performance because it shows the level of success in DED’s Small, Minority, Female, and Disadvantaged business outreach effort and placement of business assistance programs.

* This slide is DED produced content
Measure 4: Business Participation in DED Technical Assistance Programs

- **CountyStat Analysis & Recommendations**
  - Use technical assistance call log to identify a population for conducting customer service survey
    - Create paper-based and electronic survey tools to capture both walk-in and call population
    - Capture a random sampling of survey respondents to create a baseline for current DED customer satisfaction
  - Track DED customer satisfaction ratings over time to identify opportunities to improve customer service

The DED customer service survey will help determine technical assistance success by business size and type of request
Measure 5: Prospects Successful Closed

Measure is an important barometer of performance because it shows the effectiveness of DED’s marketing and business development effort through marketing, research, and networking.

* This slide is DED produced content
Montgomery County Incubator Program

Founded by the Montgomery County Department of Economic Development, the Business Innovation Network offers the critical combination of highly flexible, modern office and lab space and business support services.

- **Shady Grove Innovation Center**: 60,000 square feet, with 24 wet labs and 60 offices; can accommodate 40-50 technology based companies
- **Silver Spring Innovation Center**: 20,000 square feet to accommodate 20-25 advanced technology and professional service businesses
- **Wheaton Business Innovation Center**: 12,000 square feet to accommodate 15-25 professional services companies
- **Rockville Innovation Center**: 23,000 square feet of flexible office space on two floors to accommodate 20-30 international, professional service and advanced technology companies
- **Germantown Innovation Center**: 2,000 square feet and features 45 offices and 11 wet labs, along with two clean rooms, two conference rooms, full kitchen

### Incubator Program Tenant/Graduation Data

<table>
<thead>
<tr>
<th>Year</th>
<th>New Tenants</th>
<th>Graduates</th>
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<tbody>
<tr>
<td>FY05</td>
<td>32</td>
<td>5</td>
</tr>
<tr>
<td>FY06</td>
<td>32</td>
<td>6</td>
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<tr>
<td>FY07</td>
<td>49</td>
<td>7</td>
</tr>
<tr>
<td>FY08</td>
<td>36</td>
<td>10</td>
</tr>
</tbody>
</table>
Incubator Measure 1: Incubator Tenant Company and Graduate Job Creation

Measure is an important barometer of performance because it shows the effectiveness of DED’s Incubator Programs in developing and nurturing early stage and start-up companies to market ready companies that create jobs and occupy commercial space in the County.

* This slide is DED produced content
Incubator Measure 2: Incubator Tenant Company and Graduate Job Creation per County Dollar

Measure is a important barometer of performance because it shows the effectiveness of County funds in creating new knowledge based jobs in the County, while demonstrating DED’s screening process for new incubator companies, size, and timeliness of financial assistance.

* This slide is DED produced content
Incubator Measure 3: Incubator Graduates Occupying Commercial Space in Montgomery County

Measure is an important barometer of performance because it gauges the long term success of Incubator Program in creating new economic base for the County.
DED Observations and Efforts During Current Economic Crisis

- What impact does the current economic crisis have on the County?
  - Current economic conditions are extremely volatile and unpredictable. Although there are segments of the industry (government contracting, healthcare, and life science industry) that are relatively stable and even growing, the real estate, housing, retail and service businesses are experiencing severe difficulties mainly due to onset of the Recession.

- How will this climate continue to impact the County in the future?
DED Observations and Efforts During Current Economic Crisis

What steps is the DED taking to mitigate impacts of this crisis and promote new business development?

- Brainstorming on new programs and services to offer
  - Focus on “commerce building” ideas such as “Buy Montgomery”
  - Additional seminars on selling to the Federal government (i.e. the one client that is out buying today)
  - Matching banks with companies in a more systematic fashion

- Analyzing the above ideas to determine:
  - Feasibility
  - Which ideas can be easily be implemented in a short time frame
  - Widespread impact
  - Executive branch support

- Developing a short list of new programmatic measures
- Ascertaining the value of these ideas to the local business community through an on-line survey.

- New Initiative Roll-Out
- BRIEF – Business Recovery Information and Exchange Forum
Future Topic Of Discussion: DED Marketing Efforts

Accessibility

- Google Page Rank - Indicator based on results from a "ballot" among all the other pages on the World Wide Web that documents the importance of a page.
  - A hyperlink to a page counts as a vote of support.
  - The PageRank of a page is defined recursively and depends on the number and PageRank metric of all pages that link to it ("incoming links").
  - A page that is linked to by many pages with high PageRank receives a high rank itself. If there are no links to a web page there is no support for that page.

Packaging and Branding

- Website and document creation – Comparison of materials to other jurisdictions and industry standards

Target Audience

- Comparative analysis of marketing techniques at local, national, and international levels

Montgomery County’s image and perception as a place to start or expand business is vital to the long term economic success of the County
DED Marketing: Google Page Rank Process

Initial Search Window

Click Next 12 Times
DED Marketing: Initial Page Rank Findings

- CountyStat will analyze the ability of the public and business community to access information about economic development within Montgomery County.

- Initial analysis of Google Page Rank indicates that it is not likely that the website is generating a high level of importance compared to peer jurisdictions.

<table>
<thead>
<tr>
<th>Google Search Term</th>
<th>Montgomery County</th>
<th>Fairfax County</th>
<th>Federick County</th>
<th>Calvert County</th>
<th>Baltimore County</th>
<th>Arlington County</th>
<th>Prince George County</th>
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DED Marketing: Peer Packaging and Branding

- Multilingual support
- List international partnerships
- Easy Access to High-Level Facts

Welcome to Fairfax County, Virginia!
A Great Place to Live, to Work, to Do Business

Time magazine proclaimed Fairfax County "one of the great economic success stories of our time." A U.S. Labor Department study called Fairfax County the private-sector job leader in the Washington, D.C., area. A Wall Street Journal story described Fairfax County as the center of federal government contracting. In fact, Fairfax is the heart of the Washington metropolitan area. Thousands of high-tech companies, and educated and highly skilled residents, an excellent school system and cultural amenities make this one of the most desirable places to live and work in the United States.

The Fairfax County Economic Development Authority (FCEDA) promotes Fairfax County, Virginia, as a world-class center of commerce, innovation, trade and technology of the east coast. The FCEDA provides a wide array of information and how services designed to help American and international businesses locate or expand commercial operations in Fairfax County. A thriving business community builds the commercial tax base and helps Fairfax County fund award-winning public services that support our quality of life.

Upcoming Events
- How to Find, Attract, and Smart PRIC: 2008
- View all events

Mission: To support, retain and foster the growth of existing businesses in Frederick County and to attract new businesses that bring career opportunities that enable Frederick County citizens to work where they live.

Events and Contact Information

Up-to-date news

Professional photography

Innovative Website design
DED Marketing: Montgomery County Packaging and Branding

User Initial View

Constrained web design

Multilingual Support

Difficult to find information

Initial Impressions

No Quick Facts

Full Web Content

Representatives from Montgomery County recently participated in a conference entitled “Accelerating Innovation in 21st Century Biosciences,” co-sponsored by the National Institute of Standards and Technology and the University of Maryland Biotechnology Institute. The conference brought together scientists from around the world to identify and prioritize measurement, standards and technology barriers to economic development and scientific discovery. Pictured (left to right) Fizie Haleem, Manager, Strategic Development for Women and Minority Businesses, Dr. Pradeep Ganguly, Director, Montgomery County Department of Economic Development; Dr. Robert Kaehl, Secretary of the International Committee for Weights and Measures, The Netherlands, Dr. Willie Mayo, NIST-USA, Montgomery County Executive Isaiah Leggett, Dr. Lawrence Besley.
Wrap-Up and Follow-Up Items

Follow-Up Items

Performance Plan Updating