

MEMORANDUM

March 5, 2025

TO: Economic Development (ECON) Committee

FROM: Bilal Ali, Legislative Analyst

SUBJECT: FY25 Budget Follow Up: Montgomery County Economic Development Corporation (MCEDC)

PURPOSE: Receive briefing on work and progress to-date in FY25

Those expected for this discussion:

Ken Hartman-Espada, Asst. Chief Administrative Officer, Office of the County Executive (CEX)
Elana Fine, Chair, MCEDC Board of Directors
Stacey Hardy, Chief Administrative Office, MCEDC
Julie Knight, Fiscal and Policy Analyst, Office of Management and Budget (OMB)

Overview of FY25 Budget Follow-Up Briefings

This briefing is part of a series of Economic Development Committee (ECON) worksessions on progress departments and agencies under the committee's jurisdiction have made over the past fiscal year. These briefings will allow the committee to review progress on budget decision made for the current fiscal year, discuss substantive topics related to the department's subject matter or operations, and gather information ahead of the FY26 budget.

Background

The Montgomery County Economic Development Corporation (MCEDC) NDA was created in FY17 to fund the County's designated lead economic development organization. It implements the County's economic development strategic plan, which includes marketing, business attraction and retention, entrepreneurship, and promoting the County's economic base. It seeks to advance the County's economic development goals by connecting businesses locating to or expanding in the

County with resources, such as local real estate intelligence, funding, business incentives, and talent. MCEDC's charter is included as an attachment on © 1-4.

Review of FY25 Budget Discussions and Decisions

For FY25, the Council approved a budget of \$4,670,948 for the MCEDC NDA. The County Executive had recommended a budget \$4,002,205. The County Executive's recommended budget represented a 32.7% reduction from the MCEDC's FY24 approved budget of \$5.95 million. The ECON Committee ultimately recommended to approve up to \$5.95 million to maintain their FY24 funding level (to include inflationary adjustments) above the County's Executive's recommendation, but in three equal tranches of approximately \$650,000. Ultimately, the Council voted to approve one tranche, resulting in the \$4.67 million appropriation.

Notably, the reduction in funding for MCEDC was characterized as 'shift' to the Incubators NDA, which was a major topic of discussion during the Committee worksession. The Committee did not agree the funding represented a shift, which was consistent with comments from Executive staff¹.

MCEDC did provide scenarios for their level of service at different budget levels for discussion, as shown below.

Scenario # 1 – \$4M

A budget of \$4M will require a 42% reduction in personnel costs (12FTEs), tied to marketing, business development, and the elimination of all strategic initiatives' positions. There is also a 70% reduction in marketing costs. Due to fixed costs, reductions to overhead expenses including rent, auditing expenses, etc. are limited. Under this scenario, we would still need to find another \$541,000 in reductions. We find this scenario unsustainable.

Scenario #2 - \$5.2M

An appropriation of \$5M represents an 18% reduction in funding as compared to the current year (\$5,950,000). This scenario reflects the elimination of five positions across business development, marketing, strategic initiatives, and operations. It also significantly reduces the funds available to support advertising, public relations, and communications activities.

Scenario #3 \$5.95M - \$6.2M

A flat appropriation of \$5.95M, compared to FY24, would require a 51% reduction in the marketing and communications budget as compared to the amount budgeted for FY25 and

¹ In April 2024, Council Staff asked the question "are Incubators replacing a function MCEDC provided?" Executive Staff responded: "No. The County's incubators have been funded for many years through this NDA. This funding, however, supported general operations of the facilities (i.e., lights, maintenance, etc.). The County Executive's recommended budget reflects a needed investment into the ecosystem that is not currently done by MCEDC or the County. This funding is needed to provide specialized programming that most systems in competing jurisdictions provide to their businesses through their incubators."

projected for FY24. The reduction would be taken out of brand marketing, and selecting only one, as compared to three markets outside of the DMV to attract businesses. We would eliminate one operations position and two internship positions.

Scenario #4 \$7.1M

This is the amount requested to support the draft FY25 Work Plan.

FY25 Progress and Accomplishments To-date

MCEDC has submitted its 2024 Annual report and its Q1 FY25 Quarterly Report. The Quarterly Report tabulates progress on each task outlined in the ‘Annual Economic Development Plan of Action for FY25’. These are attached on © 5-38. Council staff requested a narrative summary of their accomplishments, and identifying noteworthy accomplishments to date:

Council Staff: Please provide a narrative summary of your accomplishment of key metrics in your contract. Which metrics are noteworthy in particular?

MCEDC Staff: Through Q2 of fiscal year 2025, MCEDC has contributed to the creation and/or retention of 757 jobs in Montgomery County:

-186 new jobs were created through business attraction

-61 new jobs were created through business expansion

-510 jobs were retained

Business retention and expansion is a key priority for MCEDC in FY25. Through Q2, 458 businesses were contacted regarding retention. In addition to standard business outreach, MCEDC launched an aggressive lease expiration campaign in Q1 targeting 261 total businesses identified with leases that expire between now and the end of 2027. As of the end of Q2, 237 of those businesses have received outreach.

During this period, MCEDC provided 235 instances of business assistance and more than 1,383 business engagements. Examples of business assistance provided include referral to a partner organization, providing Montgomery County data/information, identifying appropriate commercial properties, supporting facilitation and communication concerning County reviews/processes, discussion of and referral to appropriate incentive programs, etc.

Council Staff also asked additional questions regarding metrics that have improved significantly in the current fiscal year, how MCEDC’s marketing strategy has adapted in FY25, and to describe some case studies of successful businesses attraction and business development projects. The questions and responses are provided below (**bolding** provided by Council Staff).

Significantly Improved Metrics:

Council Staff: Have any metrics significantly improved since FY24, and can you explain these trends?

MCEDC Staff: **Our business engagement numbers have increased dramatically because our current strategy is much more data-driven based on access to new data tools.** We are using a variety of tools to identify companies in potential growth modes or targeted sectors either through Merger & Acquisitions, venture capital or private equity investments, foreign direct investments, and related intelligence.

We are also much **more actively engaged with the site selection community** and building direct relationships with those site selectors and have started seeing more direct outreach to staff regarding potential projects as a result.

FY25 Marketing Strategy:

Council Staff: Please explain how your marketing strategy has evolved during the fiscal year to-date.

MCEDC Staff: We have refined our focus to key priorities. For Fiscal Year 25 and beyond, our strategy prioritizes unified messaging to ensure the County assets and attributes remain the focal point of our efforts and showcases robust support for local businesses in key industries.

For this year, **our approach was to focus much more on speaking directly to the business community in our key industries** – whether they are already here in Montgomery County or outside of our market.

- 1.) Promoting Montgomery County’s competitive identity edge
- 2.) Marketing messaging raising the profile of Montgomery County as a premier business destination
- 3.) Highlighting County’s strengths and improve showcase of value proposition, while promote resources and programs

Shift Focus: “Montgomery County, Maryland. We’re Built for Business,” as opposed to “Be Next.” With our new tagline, we are more clearly addressing the audiences we want – businesses – and both positioning the county as a pro-business environment and alluding to the physical infrastructure that is already here and that makes our ecosystem attractive.

- 4.) We are expanding market research to create better brand recognition opportunities in external markets through dedicated providers

5.) Measuring success through website engagement, Newsletter Growth and Engagement, Email Campaigns responses, Social Media (Earned and Paid), Media buys, Business engagement survey, and events.

6.) More targeted focus on supporting Business Development through Attraction, Retention, Expansion through lead generation campaigns

Successful Case Studies:

Council Staff: Can you provide some case studies of successful business attraction and/or business development that MCEDC led in FY25?

MCEDC Staff: FusionSpan was identified by MCEDC as a target for lease expiration outreach during Q1. MCEDC staff connected with the company and then worked with FusionSpan to help them secure a new location with an additional 5,000 square feet. This led to the retention of 25 employees and the addition of 10 new jobs. Additionally, FusionSpan made a \$150,000 capital investment to build out their new office space.

Staff have worked closely with In-Rel Properties, the new owners of 7500 Old Georgetown Road, the 16-story office building in Bethesda, to provide insight into how to position the property to help attract new tenants and increase their occupancy rate. This property was the first DMV property acquisition for the Florida-based company.

The MCEDC team has been working to attract a well-known DC-based real estate firm to move to the County using both the MOVE program and the Job Creation Grant Program to help incentive their move decision. We will announce their relocation plan within the next several weeks.

MCEDC recently engaged in a target business attraction/intelligence visit to Boston to discover insights into the market there and how we can leverage our competitive advantages to attract businesses to Montgomery County. Meetings were held with multiple companies and commercial real estate experts over the multi-day visit.

The same effort will be duplicated in the San Francisco Bay area while establishing beachheads in these two geographic regions to increase the technology and life sciences funnel of companies expanding into the County. **This is impacted by the availability of funding to support this initiative on a sustained basis.**

Role within the 'Innovation Ecosystem'

For FY25, MCEDC has focused their role on business attraction, retention, and expansion. Nonetheless, Council Staff did inquire into MCEDC's involvement in other aspects the County's economic development work, which is also carried out by the Business Center (within CEX) and Innovation Network (i.e., Incubators NDA). The exchange between Council and MCEDC staff is summarized below. **The Committee may wish to better understand if there is an opportunity**

to increase their role within the innovation ecosystem, including adding new staff and services. Furthermore, the Committee could consider asking whether MCEDC believes there are trade-offs of housing incubator support within County Government as opposed to a third-party like MCEDC or another entity.

Council Staff: What role does MCEDC play in the innovation and incubator ecosystem? How does MCEDC differentiate its role in the ecosystem from that of County Government?

MCEDC Staff: While Montgomery County drives the innovation and incubator ecosystem strategy, **MCEDC is a crucial strategic partner in this ecosystem, acting as a bridge between government, private sector, academia, and entrepreneurs**, providing essential support and connections that enables startups and innovative businesses to thrive. **MCEDC refers prospects to the county's incubators as potential tenants** and MCEDC staff have **provided regular presentations at all three innovation centers highlighting the services and support available** from MCEDC. We actively **assist with site selection for companies** who are graduating from the incubator facilities and **provide them with other support services such as introductions to venture capital options, connections with WorkSource Montgomery and other resources for their continued growth and success in the county.**

We also **monitor and evaluate innovation ecosystems in nearby markets** to understand what tools they are using to attract and accelerate startups and venture capital funding.

Council Staff also asked about MCEDC's support for UM3-IHC, which is considered an important part of the County's economic development potential.

Council Staff: What support has MCEDC provided UM3-IHC, and how will the partnership grow and evolve?

MCEDC Staff: MCEDC has worked regularly with the Institute for Health Computing (IHC) since their inception **to help identify and focus the business outreach aspect of the IHC.** MCEDC has connected IHC leadership with strategic business connections in multiple industry sectors. Staff are **working with IHC's business development team to plan a targeted outreach event in April** to increase awareness of the IHC and secure more mutually beneficial local business partnerships.

In addition, we **include the IHC in all of our events, presentations, and other activities tied to our Life Sciences sector.** We include the IHC as a forward-thinking component of the County's positioning and strengthening of itself as the epicenter of the third largest Bio cluster in the country.

Given MCEDC's expertise, Council staff requested a high-level overview of gaps within the County's economic development programming. MCEDC has provided five

suggestions, as summarized below. The Council may want to consider investigating the viability of these of ideas further, internally or at a future worksession.

Council Staff: What gaps exist in the county’s economic development programming? Retail incubators, for example?

MCEDC Staff: A comprehensive International Business Attraction strategy is needed. We should be more intentional in providing proactive outreach to foreign trade organizations and embassies to develop an international prospect pipeline.

While Retail is not a target industry for the county, **we should have** to target specific retailers, such as experiential retail or grocery stores, to ensure that our shopping centers and retail outlets are occupied and providing the variety of services that support our residents and visitors.

Additional zoned space for light manufacturing uses, including the potential for a Makerspace Incubator, would be a welcome addition to the commercial space landscape in the county. This type of space could support life sciences and technology firms that do some light manufacturing/assembly, including companies in clean tech and other emerging sectors.

While WorkSource Montgomery provides support for entry and midlevel jobseekers, we need to **look more broadly at the entire talent pipeline ecosystem**, especially among target and large employer bases industries in the County. While MCEDC has partnered with WSM, USG, and Montgomery College, we need to **provide additional resources for training and talent attraction to mid and higher paying jobs** in industries which demonstrate growth opportunities within the County.

Adjustments to Level of Service and Implications for FY26 and Beyond

As noted in the responses to Council Staff questions below, MCEDC did not operate with a \$4.67 million budget, despite the \$4.67 million appropriation. According to MCEDC, a budget of \$4.67M is not sufficient to execute MCEDC’s legal mandate.

In response to the reduced budget compared to FY24, MCEDC made one-time use of \$867,000 in net assets and Board restricted reserves. MCEDC also made \$982,000 in reductions, comprised of eliminating 5 FTEs, 2 part-time internships, reducing the marketing and communications budget, and eliminating funding for strategic partnerships².

Critically, despite the cut, MCEDC utilized its own funds to contract with FedTech for the review of applications to the Technology and Innovation and Founder’s Funds under the JOBS Initiative.

² • Elimination of 5FTEs and 2 part-time internship roles: **-\$505,459**
• Reduction in marketing and communications budget: **-\$327,500**
• Elimination of funding for strategic partnerships: **-\$150,000**

The cost of the contract is approximately \$259,000, although it is unclear whether MCEDC will be reimbursed for this expense. **The Committee may wish for more clarity on this issue.**

Additional detail from MCEDC on the implications of their FY25 appropriation is provided on © 39.

Strategic Plan

MCEDC is required to submit a draft of the County's Economic Development Strategic Plan by July 1, 2025. The County Executive's review and Council's adoption must take place by December 1, 2025. MCEDC CEO Bill Tompkins sent a request to the Council President and Chair of the Economic Development Committee requesting to delay submission of the draft. Approving this request requires Council action before July 1st.

Increasing Level of Service

One theme throughout the ECON Committee's FY25 budget follow-ups is a discussion of ways to increase an agency's level of service. Each agency was asked which existing services they would enhance if they received additional funding, as well as what new services they would add if they received additional funding.

The purpose of this discussion is to inform the Committee about different ways the agency could operate. An agency's budget level in any given fiscal year is not necessarily optimal for that agency, as the Council ultimately approves a balanced budget across County government. As shown below, MCEDC provides a list of potential enhancements they could make to their level of service if they received additional funding, although these enhancements do not have a dollar value.

The Committee may wish to ask MCEDC, or request Council Staff to research for future discussion, the funding levels at, and levels of service provided by, other economic development agencies³.

Council Staff: What new activities would you prioritize adding to your work program with more funding? Can you indicate a dollar amount for these new activities?

MCEDC Staff: More optimally, MCEDC needs additional support to enable the organization to be on the cutting edge of new technology, continue to develop new partnerships, and grow outside sources of funding.

As mentioned above, it is expected that the Strategic Initiatives team would also play a role supporting Research activities. The Research team continues to expand its capacities as it researches more deeply into the Montgomery County and DMV market but also into peer markets including San Francisco/Santa Clara, Boston and

³ For reference, in FY25, the Fairfax County Economic Development Authority has an appropriation of \$9.4 million, of which \$9 million is provided by the County. The Prince George's Economic Development Corporation receive an FY25 appropriation of \$5.4 million, of which \$4.3 comes from the County.

the Research Triangle, in addition to doing research on an international investment strategy.

One key initiative to add would be to **measure whether the county's competitive identity has been improved**. We would invest in **dedicated market research and brand recognition studies** in and outside of our local market.

In the short-term, we're able to test out this campaign for this fiscal year and calibrate it before going all in if budget were increased.

We would also like to **create a Marketing and Communications advisory committee** to help fine tune messaging to our key industries.

Research could thus focus on its core mission of finding new data-driven ways to identify leads for business development and provide marketing with materials that showcase Montgomery County as a place work, live and play.

Summary of Potential Discussion Items for the Committee's Consideration

Below is a summary of potential discussion items as well as suggestions from MCEDC for future policy and funding consideration.

- FY25 Progress and Accomplishments To-date
 - Role within the 'Innovation Ecosystem'
 - Understand if there is an opportunity to increase their role within the innovation ecosystem, including adding new staff and services.
 - Discuss MCEDC's perspective on potential trade-offs of housing incubator support within County Government as opposed to a third-party like MCEDC or another entity
 - Discuss usefulness and viability of comprehensive International Business Attraction strategy
 - Discuss usefulness and viability of a focused Retail Attraction Program
 - Discuss usefulness and viability of zoning more space for light manufacturing uses
 - Discuss usefulness and viability of providing additional resources for training and talent attraction to mid and higher paying jobs
 - Adjustments to Level of Service and Implications for FY26 and Beyond
 - Seek clarity on source of funding for FedTech contract
- Increasing Level of Service
 - Discuss usefulness and viability of dedicated market research and brand recognition studies
 - Discuss usefulness and viability of creating a Marketing and Communications advisory committee

Attachments

MCEDC Charter	© 1-4
MCEDC 2024 Annual Report	© 5-18
MCEDC Quarterly Report, Q1 2024	© 19-38
Additional Responses to Council Staff Questions	© 39

ARTICLE I. ECONOMIC DEVELOPMENT CORPORATION.

Sec. 15A-1. Policy objectives.

(a) The future success of Montgomery County related to education, infrastructure, public safety, public welfare, and quality of life is:

- (1) built on a vibrant and growing economy;
- (2) successful businesses creating this economy; and
- (3) government fostering a legislative and regulatory environment which encourages business success.

(b) To achieve these goals, the County Government may designate a nonprofit corporation as the Montgomery County Economic Development Corporation (Corporation) to implement the County's economic development programs and activities. ([2010 L.M.C., ch. 37](#), § 1; [2015 L.M.C., ch. 36](#), § 1; [2018 L.M.C., ch. 14](#), §1.)

Sec. 15A-2. Designation.

(a) The County Council must designate, by resolution approved by the County Executive, a single nonprofit corporation which complies with all requirements and criteria of this Article as the Montgomery County Economic Development Corporation. If the Executive disapproves the resolution within 10 days after receiving it, the Council may readopt the resolution with at least 6 affirmative votes.

(b) To continue to qualify as the County's Economic Development Corporation, the Corporation's articles of incorporation and bylaws must comply with all requirements of this Article.

(c) Any designation under this Section expires at the end of the fifth full fiscal year after the resolution is adopted unless the Council extends the designation by adopting another resolution under this Section.

(d) The Council at any time may suspend or revoke the designation of a corporation as the County's Economic Development Corporation by resolution, adopted after at least 15 days public notice that is approved by the Executive, or, if the Executive disapproves the resolution within 10 days after receiving it, is readopted by a vote of at least 6 Councilmembers. ([2010 L.M.C., ch. 37](#), § 1; [2015 L.M.C., ch. 36](#), § 1; [2015 L.M.C., ch. 48](#), § 1; [2018 L.M.C., ch. 14](#), § 1.)

Editor's note—2015 L.M.C., ch. 36, § 5, states: This Act revokes the designation of the Montgomery Business Development Corporation as the County's business development corporation.

2015 L.M.C., ch. 36, § 8, also states, in part: Section 5 of this act takes effect when the Montgomery County Economic Development Corporation is designated under Section 30B-2 [now Section 15A-2].

2010 L.M.C., ch. 37, §3, states: Timetable. The first resolution adopted under Section 30B-2 [now Section 15A-2], inserted by Section 1 of this Act, must take effect on October 1, 2010. Any corporation that seeks to be designated as the County's Business Development Corporation must submit proposed articles of incorporation and by laws to the County Executive and County Council by September 1, 2010.

Sec. 15A-3. Board of Directors.

(a) To qualify as the Montgomery County Economic Development Corporation, the Corporation's Board of Directors must have 13 voting members appointed by the County Executive and confirmed by the County Council. The immediate past chair of the Corporation's Board of Directors and the chief executive officer of the County's Workforce Development Organization must be ex-officio, non-voting members of the Corporation's Board of Directors. The Corporation's Board of Directors must include one non-voting member appointed by the County Executive; and one non-voting member appointed by the County Council; and should have one non-voting member appointed by the Maryland Secretary of Commerce.

(b) Each voting member serves a 3-year term. The individual terms of the voting members must be staggered. Of the voting members first appointed, four must be appointed for a 1-year term, four must be appointed for a 2-year term, and three must be appointed for a 3-year term. The Executive may extend the term of a voting member first appointed for an additional 6 months or less to coincide with the end of a fiscal year. A voting member appointed to fill a vacancy serves the rest of the unexpired term. A voting member continues in office until his or her successor is appointed and confirmed.

(c) Each voting member must be either a resident of the County or a senior manager in a for-profit or nonprofit entity that has a significant presence in the County.

(d) A member must not be paid for service on the Board but may be reimbursed for necessary travel expenses.

(e) A member is not subject to Chapter 19A because of serving on the Board. The Corporation's bylaws must protect against any conflict of interest or similar impropriety by members of the Board of Directors or the Executive Director or any other employees. The bylaws must include:

- (1) a prohibition against self-dealing and collusive practices;
- (2) a provision for the disclosure of a financial or similar interest of any person in any matter before the corporation that would create a conflict of interest;
- (3) a provision establishing conditions under which a person is disqualified from participating in decisions or other actions in which

there is a conflict between the person's official duties and private interests;

- (4) appropriate remedies for a violation of the bylaws, including removal or termination; and
- (5) a policy to protect whistleblowers.

(f) Notwithstanding any inconsistent provision of County Code Section 19A-21, a member of the Board of Directors or a staff member of the Corporation who engages in legislative, administrative, or executive advocacy as part of that person's duties is not required to register as a lobbyist under Article V of Chapter 19A because of that advocacy.

(g) The Board must direct the program, management, and finances of the Corporation. ([2010 L.M.C., ch. 37](#), § 1; 2015 L.M.C., ch. 36, § 1; [2016 L.M.C., ch. 41](#), § 1; [2018 L.M.C., ch. 14](#), § 1; 2022 L.M.C., ch. 16, §1.)

Editor's note—2022 L.M.C., ch. 16, § 2, states: Sec. 2. Expedited Effective Date; Transition. The Council declares that this legislation is necessary for the immediate protection of the public interest. This Act takes effect on the date on which it becomes law. The 2 voting members added to the Board of Directors of the Montgomery County Economic Development Corporation under Section 1 of this Act must not be appointed before January 1, 2023.

Sec. 15A-4. Status; incorporation; bylaws.

(a) To qualify as the County's Economic Development Corporation, the Corporation's articles of incorporation must provide for the appointment of the members of its board of directors as set forth in this Article. The articles of incorporation must also provide that the Corporation is:

(1) a Maryland nonprofit, non-stock corporation the purposes and activities of which are limited to those that are permitted to be promoted or performed by a corporation that is recognized as exempt from federal income tax under 26 U.S.C. § 501;

(2) not an instrumentality of the County;

(3) incorporated for the purpose of serving as the County's Economic Development Corporation and implementing the County's economic development strategic plan, adopted under Section 20-76, and related programs. These programs must include:

(A) attracting and retaining businesses;

(B) facilitating economic, industrial, and commercial development in the County;

(C) encouraging investment in commerce, industries, and businesses in the County;

(D) promoting job growth and talent attraction, in coordination with the Montgomery County Workforce Development Board;

(E) advising and informing County officials on economic development matters;

(F) providing services to resident businesses in the County, including business retention, counseling, business planning, and other services to maintain and grow the existing economic base;

(G) stimulating and nurturing the development of new business;

(H) supporting minority, female, and disabled owned businesses, including assisting minority, female, and disabled owned businesses to gain access to capital; and

(I) promoting the development of a vital and balanced economy.

(4) organized and operated under the laws of the State of Maryland; and

(5) headquartered in the County.

(b) The Corporation's bylaws may contain any provision necessary to govern and manage the Corporation that does not conflict with this Article. The Corporation may exercise all powers and is subject to all requirements which apply to non-stock corporations under the Corporations and Associations Article of the Maryland Code.

(c) The bylaws must require the Corporation to comply with the Maryland Open Meetings law and the Maryland Public Information Act. ([2010 L.M.C., ch. 37](#), § 1; [2015 L.M.C., ch. 36](#), § 1; [2015 L.M.C., ch. 48](#), § 1; [2018 L.M.C., ch. 14](#), § 1.)

Sec. 15A-4A. Economic Development Strategic Plan.

(a) *Duties of the Montgomery County Economic Development Corporation.* Beginning no later than July 1, 2021 and each fourth year thereafter, the Montgomery County Economic Development Corporation (Corporation) must submit a draft Economic Development Strategic Plan to the Executive and the Council. The draft Economic Development Strategic Plan should include relevant economic development measures and input from partner agencies and organizations, such as the Planning Board and the County's Workforce Development Organization.

(b) *Duties of the Executive.* Beginning no later than September 1, 2021 and each fourth year thereafter, the Executive must submit to the Council any recommended revisions to the draft Economic Development Strategic Plan submitted by the Corporation.

(c) *Duties of the Council.*

(1) After receiving the draft Economic Development Strategic Plan from the Corporation, the Council must hold a public hearing on the draft Plan.

(2) Beginning on December 1, 2021 and each fourth year thereafter, the Council must adopt, by resolution, an Economic Development Strategic Plan.

(d) *Contents of the Plan.* The Economic Development Strategic Plan should be consistent with the Council's Economic Development Platform approved by Resolution No. 19-300 and must include metrics to assess the County and its partners' ability to address relevant economic development measures including:

- (1) creation of jobs;
- (2) growing wages;
- (3) identifying and supporting strategic industries;
- (4) retention and attraction of new companies and employers;
- (5) growing the tax base;
- (6) supporting and increasing entrepreneurial activity; and
- (7) other actions necessary to promote economic development in the County.

(e) *Two-year Update.* Beginning no later than July 1, 2023 and every fourth year thereafter, the Corporation may submit amendments to the approved Economic Development Strategic Plan based on new information since the Council adoption of the previous Plan. The Executive may comment and the Council may approve, after holding a public hearing, an amended Economic Development Strategic Plan.

(f) *Outcomes.* The desired outcomes of the Economic Development Strategic Plan should include:

- (1) a thriving and diversified economy;
- (2) racial equity and social justice;
- (3) greater innovation; and
- (4) environmental sustainability, including a reduction in climate change.

(g) *Reporting.* The corporation must report to the Council periodically on the implementation of the Strategic Plan. ([2021 L.M.C., ch. 12](#), §1.)

Editor's note—[2021 L.M.C., ch. 12](#), § 2, states: Sec. 2. Transition. The Corporation must submit the first draft Economic Development Strategic Plan to the Executive on or before December 31, 2021. The County Executive must submit comments to the first draft Plan to the Council on or before January 31, 2022, and the Council must adopt, by resolution, a first Economic Development Strategic Plan on or before April 15, 2022.

Sec. 15A-5. Economic development program.

(a) The Montgomery County Economic Development Corporation must recommend economic development programs and associated performance measures to the Executive and Council each year to advance the policy objectives and perform the activities listed in Section 15A-1.

(b) In its economic development programs, the Corporation should collaborate with the Montgomery County Workforce Development Board to advance the County's economic development strategic plan adopted under Section 15A-4A.

(c) The Corporation's economic development programs may include a plan for sponsorship of private investment, marketing, and advocacy initiatives.

(d) The Corporation may administer, as part of a microenterprise development strategy, a culturally proficient microlending program under which:

- (1) loans must not exceed \$15,000;
- (2) loans must only be issued to Montgomery County residents:
 - (A) who have resided in Montgomery County for at least 180 days before the loan application is made;
 - (B) whose business is headquartered in Montgomery County; and
 - (C) lack access to traditional means of capital financing;
- (3) loan recipients must participate in educational and technical assistance provided by the program;
- (4) non-County funds may be used as a source for capital and program administration; and
- (5) materials and assistance are provided in multiple languages reflective of the County's population.

(e) The Board and staff must meet with the Executive and the Council at least annually regarding the Corporation's activities and finances. ([2010 L.M.C., ch. 37](#), § 1; [2015 L.M.C., ch. 36](#), § 1; 2017 L.M.C., ch. 10, §1; [2018 L.M.C., ch. 14](#), § 1; [2019 L.M.C., ch. 23](#), §1; [2021 L.M.C., ch. 12](#), § 1.)

Sec. 15A-6. Staff; support from County Government.

(a) The Office of Management and Budget, the Department of Finance, and other departments of County government and County-funded agencies, if the Board of Directors requests, should provide relevant economic data to the Corporation. The research division of the Planning Board must provide research support to the Corporation to the extent assigned by the Planning Board's work program, as approved by the Council.

(b) The Corporation may also raise public and private funds and may accept services from any source consistent with its purposes.

(c) The Corporation must:

(1) make public data sets available on the web to:

(A) improve public knowledge of the Corporation and its operations;

(B) further its mission; or

(C) increase its accountability and responsiveness; and

(2) provide the Executive and Council, upon request, all non-confidential data produced and received by the Corporation, including research, economic data, and minutes of Board meetings. ([2010 L.M.C., ch. 37](#), § 1; [2015 L.M.C., ch. 36](#), § 1; [2018 L.M.C., ch. 14](#), § 1.)

Sec. 15A-7. Report

The Board of Directors must report annually on the activities and finances of the Corporation and provide an audited financial statement of the Corporation to the Executive and Council by November 1 of each year. The report must also include:

(a) the Corporation's plan to solicit and receive additional public and private funding for its operations; and

(b) information on the microlending program including:

(1) the number of microloans issued during the prior fiscal year by dollar value of the loan;

(2) a description of how each loan was used;

(3) loan repayments received;

(4) the rate of repayment; and

(5) non-County funds leveraged to support the program. ([2010 L.M.C., ch. 37](#), § 1; [2015 L.M.C., ch. 36](#), § 1; [2017 L.M.C., ch. 10](#), §1; [2018 L.M.C., ch. 3](#), §1; [2018 L.M.C., ch. 14](#), § 1.)



MONTGOMERY COUNTY
ECONOMIC DEVELOPMENT
CORPORATION **MARYLAND**

Engage. Inspire. Thrive in Montgomery County, MD

2024 Annual Report



Table of Contents

About	4
Team and Board of Directors	5
Letter from the Board Chair.....	6
Letter from the President & CEO	7
Industry Growth Highlights	8
Project Highlights.....	10
Additional Highlights	12
Industry Outcomes.....	13
Economic Impact.....	14
Montgomery County's Business Ecosystem.....	16
By the Numbers.....	16
Quality of Life.....	18
Financial Report	20
Partnerships.....	22
Sponsorships.....	23
Sources	24



About

The Montgomery County Economic Development Corporation

Mission

The Montgomery County Economic Development Corporation serves as the official economic development entity for Montgomery County, Maryland to accelerate business development, attraction, retention and expansion in key industry sectors while advancing equitable and inclusive economic growth.

Montgomery County Economic Development Corporation operates as a 501(c)(3) nonprofit public-private partnership and is funded by Montgomery County.

Our Vision

Our vision is to drive effective economic prosperity initiatives that foster job growth, and to cultivate a business ecosystem conducive to a vibrant and competitive local economy. We intend to be a leader of innovation and a premier destination, characterized by a culture that embraces diversity, inclusivity and equity.

- > Provide Valuable Market Intelligence
- > Match Projects to Incentives
- > Make Crucial Connections
- > Advise of Timely Information
- > Untangle Complex Permitting Challenges
- > Support the Development of Top Talent
- > Assist with Site Selection



Rockville, Md.

Team and Board of Directors

Fiscal Year 2024 (July 1, 2023 – June 30, 2024)

Team

Bill Tompkins
President & CEO

Frankie Clogston, Ph.D.
VP, Research & Policy

Brad L. Stewart
SVP, Business Development

Stacey Hardy
CAO

Michael Mitchell
VP, Marketing & Communications

Laurie Boyer Babb, CEcD
Director, Economic Development

Lynne Stein Benzion, CEcD
Director, Economic Development

Christy Blake
Special Projects Manager

Aaron Bogage
Economic Development Specialist

Nicole Cantarella
Creative Director

Colleen Coyne
Research and Business Analyst

Narbeli Galindo
Business Community Engagement
Manager, Diversity & Inclusion

Romola Ghulamali
Business Operations Specialist

Joseph Hurst
Economic Development Specialist

Nadia Khan, J.D.
Council & Special Projects Manager

Manu Lizzio-Hashime, MBA
Senior Marketing Strategist

Sandra Magwood
Executive Assistant

Jodi Anne Nance
Receptionist & Office Coordinator

Prayas Neupane
Director, Economic Development

Raven Padgett
Senior Manager, Communications

Jay Pascua
Accounting Manager

Gabriella Ryan, Ph.D.
Economic Development Specialist,
Life Sciences

Patty Simonton
Special Projects Manager

Sarah Trujillo
Senior Manager, Marketing and
Digital Media

Bim Tumala
Senior Motion Designer

Robel Worku
Economic Development Specialist

Board of Directors

Kevin Beverly
Board Chair, Former President
& CEO of Social & Scientific Systems

Elana Fine
Board Vice Chair, CEO, VWG Wealth
Management

Jennifer Hsin
Board Treasurer, Partner at CNF
Investments, LLC

Mukesh Kumar
Board Secretary, President & Chairman
of Akan Biosciences

Kevin Anderson
Secretary, Maryland Department
of Commerce

Marilyn Balcombe
Council Member, Montgomery County
Council, Ex-Officio

Anthony Featherstone
Executive Director, WorkSource
Montgomery, Ex-Officio

Dr. Anne Khademian
Executive Director, University System
of Maryland, Universities at Shady Grove

Alberto Lacaze
CEO, Forterra

Matthew Lee
President & CEO, FASTech Inc.

Rich Madaleno
Assistant Chief Administrative Officer,
Montgomery County, Ex-Officio

Gracelyn McDermott
Executive Director of Account Management,
Kaiser Permanente

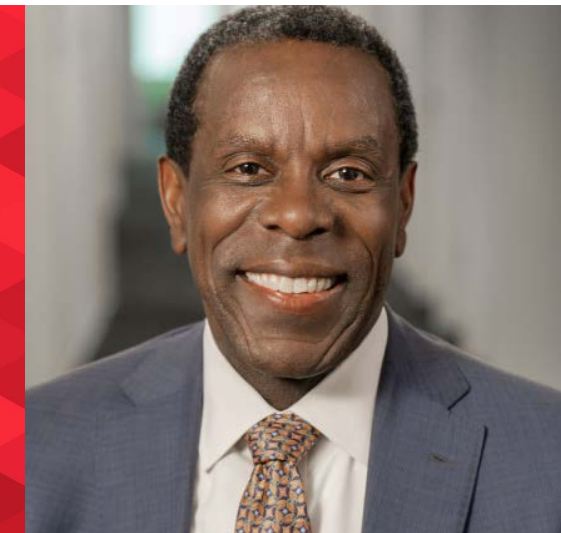
Ken Mills
President and CEO, REGENXBIO

Silvana Nani
Chief Innovation Officer, Korabi Consulting

Devang Shah
Managing Partner, Law Office of Shah
and Kishore

Jim Soltesz
PE, President & CEO, Soltesz

Cherlyn Freeman-Watkins
President, Result One LLC



Kevin Beverly
Board Chair

Letter from the Board Chair

This year marks the end of my term as Board Chair. It has been a great honor to be able to serve an organization with such an important mission and with a staff and Board who are committed to creating a more equitable and inclusive economy in our county.

Thank you to my colleagues, and to our business partners and stakeholders for your support during my term. And while I'm stepping down as chair, I will serve in the capacity of Immediate Past Chair, which means that my work is ongoing to support economic development in Montgomery County.

Having a highly skilled and diverse workforce is a strength in Montgomery County, Maryland, where more than 30% of our adult residents hold advanced degrees. As a long-time business executive, I speak with CEOs often, and they all share with me the importance of having a strong employee base from which to choose. They also comment that we need more.

We have exceptional schools and universities in our area, including MCPS, Montgomery College and The Universities at Shady Grove (USG). These partners are key to creating our next generation of students with skills for the future.

Earlier this year, I hosted a fireside chat during the first annual "InnovateED Summit," hosted by USG and MCEDC. The event connected employers, educators and development partners and produced many insightful discussions about how best to develop the talent pipeline in our county. It was a great success, and we look forward to more of these types of events to spark more innovative ideas.

The bottom line is that we have the skills and diversity in Montgomery County to drive successful business results and to help companies to thrive here, but there is still work to be done. Better partnerships and alignment are key.

MCEDC has the potential to provide essential resources to our community. We have celebrated significant wins and achievements that have contributed greatly to our economy. We must continue moving forward on this path and collectively work toward achieving greater investments and revenue to ensure that Montgomery County remains the premiere place to do business.

Letter from the President & CEO

As the largest county in Maryland and one that provides an economic output of close to \$100 billion per year, Montgomery County plays a vital role in the state's overall success. This past year, our team at the Montgomery County Economic Development Corporation worked collaboratively with our stakeholders and partners to deliver on our mission to accelerate business development, attraction, retention and expansion in key industry sectors.

We saw continued job success with the attraction of 550 jobs, 669 jobs added among target companies and the retention of 1,044 jobs. For most of the last year, Montgomery County marked its lowest unemployment rate in more than 30 years.

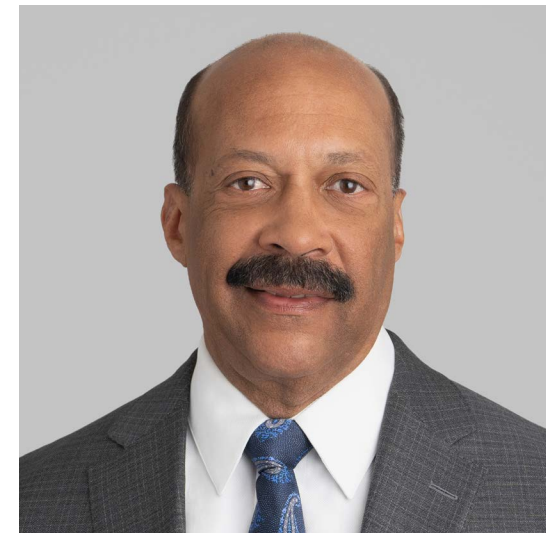
It is no small feat that so many life science advancements and discoveries are taking root every day in Montgomery County. Notably, our region climbed from #4 to a #3 ranking in the BioHealth Capital Region this year, highlighting the substantial growth of our life sciences sector, particularly in Montgomery County.

Other highlights in our key industries include:

- > **Cyber/Tech:** BlueHalo will establish a new 57,000 square-foot facility in Germantown for research, development and manufacturing and create 200 new high-paying jobs.
- > **Life Sciences:** Amgen, through a \$28 billion acquisition of Horizon Therapeutics, is building its North American technical center in Rockville.
- > **Hospitality:** After 26 years in Gaithersburg, Sodexo moved into its new regional headquarters in North Bethesda's Pike & Rose. Choice Hotels also relocated from Rockville to Pike & Rose, helping to maintain Montgomery County as the corporate hospitality capital of the country.

And in a county where 33% of residents are foreign born, we focused on increasing our global outreach. I traveled with County Executive Marc Elrich on trade missions to India, South Korea and China. We met with companies in targeted industries, including life sciences and technology, seeking expansion opportunities in the U.S. The missions provided Montgomery County with an opportunity to strengthen international ties and discuss future investments.

This letter is just a snapshot of our team's achievements for this year. I am deeply encouraged by our work to create equitable and inclusive economic opportunities for Montgomery County businesses and residents. I am inspired by the commitment of our team, Board of Directors, County Executive, County Council, other partners, and local chambers of commerce. Together, we will continue collaborating to identify new opportunities and ensure that companies that choose to locate and grow in Montgomery County will have the resources and support they need to be an essential part of our business ecosystem for years to come. Together, we are shaping a vibrant future for economic growth and prosperity in Montgomery County!



Groundbreaking companies like United Therapeutics, which plans to build a \$100 million organ production facility in Silver Spring and AstraZeneca, which will invest \$300 million in a state-of-the-art manufacturing facility in Rockville, announced this year they will bring significant new investments to the county.

Bill Tompkins, President & CEO

Industry Growth Highlights

Maryland's Montgomery County is home to a well-established and innovative business ecosystem. Our deep and diverse talent pool makes this an attractive place for entrepreneurs looking to build and grow their companies. MCEDC serves as a catalyst for growth, connecting decision-makers to the wealth of tools, incentive programs and other resources to help them launch or expand their business.



Jobs Created & Retained

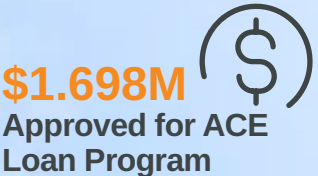
> Jobs created: 1,219 > Jobs retained: 1,044



Business Assistance

The MCEDC team provides experienced consultation to businesses seeking to establish or expand a presence within the county. Our economic developers focus on six key industries driving economic growth and prosperity: life sciences, technology, real estate, nonprofit, hospitality and corporate headquarters outside of our key industries. We customize support for each company's unique needs, delivering comprehensive market intelligence, tailored site selection support, access to incentives, connections to workforce development and talent resources, and more.

Total companies contacted: 924



ACE Loan Program

The Accelerating Community Excellence (ACE) Loan Program is funded through the Maryland Department of Commerce's Small, Minority, and Women-Owned Businesses Investment Account. MCEDC is proud to partner with the Latino Economic Development Center as our fiduciary partner in the program.

17 loans were approved for a total of \$1,698,017. Of that, \$840,396 came from the ACE Loan Fund with \$857,621 in matching funds from LEDC. Nine of the loan recipients were Montgomery County businesses and the remainder were in targeted zip. The average interest rate was 8.93% and the average loan term was 65 months. In FY24, the ACE Loan Fund received an additional \$1M appropriation from the Maryland Department of Commerce.



Investment

> GDP: \$106.7M

Project Highlights

Here's a snapshot of some of the successful projects that MCEDC worked on during FY24.



Omega 3 Nutrition (small minority-owned), a small business that was first attracted to Montgomery County in Q1 of FY24, worked with MCEDC staff to secure two additional capital investments through two expansion projects. Investments included a Rockville MOVE grant of \$14,800 for expansion into a new manufacturing facility and an ACE Loan of \$50,000 for the purchase of new equipment as well as an additional \$50,000 matching loan provided by LEDC.

BlueHalo (technology), which specializes in advanced manufacturing and emerging technologies as a defense/government contractor, signed a lease to consolidate and expand their facilities footprint. MCEDC staff worked with BlueHalo to ensure that they found a location in Montgomery County that better fit their current needs and allowed for expansion and the addition of 80 new jobs in the county.



Sport Squad, Inc. (leisure/hospitality) is a parent company for four gaming brands, which offers table tennis, pickleball and other specialty sports equipment. MCEDC staff supported Sport Squad in making a significant expansion of their footprint in Montgomery County. This included \$6,330,000 in capital investment from the company, the retention of 54 jobs, 25,000 additional square feet of commercial space leased and the creation of 30 new jobs.

Image courtesy of Scheer Partners



AstraZeneca (life sciences), a multinational pharmaceutical and biotechnology company, announced their expansion to a new facility on Medical Center Drive in Rockville. The expansion includes the creation of an additional 150 jobs and a capital investment of \$250M.



Podville Media (communications), a leading video and audio podcast studio, relocated from Washington, D.C., to Montgomery County. The move included the creation of 20 jobs, a \$400,000 capital investment in equipment and 13,730 new square feet of commercial leased space.

Sodexo (hospitality), a global giant, moved from Gaithersburg into its new North American headquarters office space in North Bethesda's Pike & Rose, which was the result of efforts facilitated by MCEDC staff, along with local officials, to ensure the company remained in Montgomery County. This project resulted in the retention of 275 jobs in the county.





Additional Highlights

BE NEXT Branding and Awareness Campaign

The successful BE NEXT campaign, which targeted the DMV region, continued into Q1 of FY24 and utilized a multi-channel approach for its promotion. This included television, digital platforms, print media, event marketing, social media and paid search efforts. The campaign achieved 945 broadcasts and 2,500 streaming television spots across various network and streaming platforms, along with 520 radio ads and segments like industry panels and “MoCo Minutes.” In print and digital advertising, the campaign featured both static and programmatic ads on digital and social media platforms, as well as in key industry and business publications. Notably, the campaign contributed to an impressive total of 32.9M impressions across all channels. In addition, web traffic increased by 236%.

2023 Inc. 5000





Montgomery County, Md., was home to [seven of the top 10](#) Maryland companies that were included on the 2023 Inc. 5000 list—20/20 Gene Systems (Gaithersburg); hydrUP (Potomac); Gen3 Technology Consulting (Gaithersburg); Windsor Group (Bethesda); myDigitalOffice (Bethesda); Axiom Consultants (Rockville); and Yellow Tail Tech (Silver Spring).

The Universities at Shady Grove and MCEDC Host “InnovateED: Advancing Education, Workforce, and Economic Development Together Summit”

The Universities at Shady Grove and MCEDC welcomed attendees to the first annual “InnovateED Summit” to connect with employers, educators and development partners to discuss Montgomery County’s talent pipeline and the importance of partnerships in developing innovative ways to support the future workforce.

Industry Outcomes

The Montgomery County Economic Development Corporation assisted thousands of companies in FY24, and the impact of this work continues to ripple throughout the region. In the face of economic headwinds and slowing growth, our team of economic developers delivered big wins for the county, including supporting AstraZeneca and BlueHalo’s expansions. These companies recognize the value of investing in Montgomery County, creating high-quality, high-paying jobs and contributing to our community’s innovation ecosystem.

	JOB ADDED	JOB RETAINED	TOTAL CAPITAL INVESTMENT	NET NEW SQ. FT. LEASED
				
Life Sciences	318	32	\$271M	211K
TOP PROJECTS: AstraZeneca, CytoTest, Deka Biosciences, Immunocore, Meso Scale Diagnostics				
Cyber/Technology	148	247	\$12M	289
TOP PROJECTS: BlueHalo * large consolidation for BlueHalo				
Commercial Real Estate	71	225	\$1.3M	12,613
TOP PROJECTS: CMX Construction, Coakley Williams Construction, GTM Architects				
Hospitality	47	97	\$474K	5,564
TOP PROJECTS: Aloha Poke, Omega 3 Nutrition, The Oaks Bed and Breakfast				

FY 2024 Economic Impact²

MCEDC continues to make a significant impact on Montgomery County, Maryland, by creating equitable and inclusive economic opportunities for businesses and residents. As a result of our work, MCEDC generates substantial revenue for the county and contributes to the overall tax base. The following chart shows how MCEDC has directly impacted job retention, expansion and attraction in Montgomery County from FY2020-FY2024.

The results of the 2,263 jobs created/retained in FY2024 produced a total economic impact of \$353,331,256 shown in Chart 1, broken down to show the distribution of the direct, indirect and induced effects.

Total Economic Impact from Jobs Created/Retained Through MCEDC, FY 2024 Breakdown

FY 2024	TOTAL
Direct Labor Income	\$ 228,326,160
Indirect Labor Income	81,772,889
Induced Labor Income	43,232,208
Total	\$ 353,331,256

Source: IMPLAN, MCEDC

Within IMPLAN's methodology, the total economic impact includes direct, indirect and induced labor effects. These effects are defined as follows:

- > **Direct:** wages paid to workers who are directly involved in the manufacture of a specific product or in performing a service.
- > **Indirect:** the amount of employee compensation and proprietor income that is associated with business-to-business transactions as a result of economic activity.
- > **Induced:** employee compensation and proprietor income that comes from the household spending of the employees connected to the business and supply chain.

Total Economic Impact from Jobs Retained and Created Through MCEDC, FY 2020 – 2024

YEAR	TOTAL ECONOMIC IMPACT	JOBS CREATED/RETAINED
FY 2020	\$ 367,539,450	2,354
FY 2021	413,755,116	2,650
FY2022	333,502,237	2,136
FY2023	812,989,770	5,207
FY 2024	353,331,256	2,263
Total	\$ 2,281,117,829	16,688

Source: IMPLAN, MCEDC



Montgomery County's Business Ecosystem

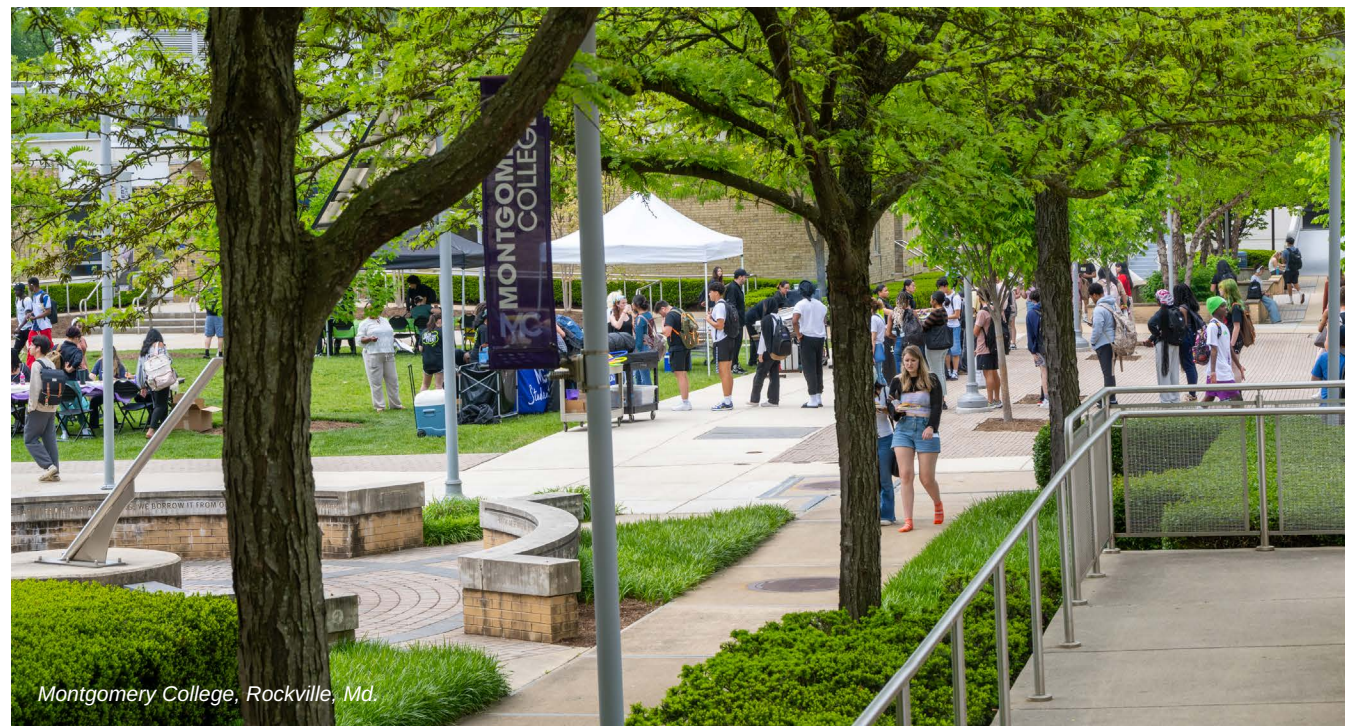
The Montgomery County Economic Development Corporation served as an active participant and supporter of Montgomery County's entrepreneurial ecosystem, helping to sponsor and organize networking events and conducting research on ecosystem best practices to help guide efforts to better serve our local entrepreneurs.

In particular, MCEDC continues to sponsor a series of Cybersecurity Connections Initiative Events in partnership with NCCoE/NIST, Montgomery County and the Maryland Department of Commerce. Topics included, Cybersecurity and Healthcare, Data Security and Privacy.

MCEDC also partnered with the University of Maryland to sponsor a virtual stakeholder meeting to discuss how best we could collectively support UMD's Institute of Health Computing as it builds out its programming in Montgomery County.

By the Numbers

Montgomery County's vibrant, diverse community continued to shine in FY24. We were recognized as being home to 4 of the 10 most ethnically diverse communities in the country, underscoring an inclusive environment that is an ideal location for businesses to thrive, innovate and flourish. The impact of MCEDC's work continued to underscore this fact, with growth in businesses and jobs.



Montgomery College, Rockville, Md.

MONTGOMERY COUNTY, MD SNAPSHOT		
Business	Net New Establishments ³	165
	Net Change in Total Resident Jobs ⁴	2,670
	Net Change in County Jobs ⁵	4,967
	Unemployment ⁶	2.3%
	Unemployment by Race	
	White Alone	2.6%
	Black Alone	5.9%
	Asian Alone	3.9%
	Hispanic or Latino (of any race)	4.4%
	Rate Gap	
	Black Alone	3.3%
Asian Alone	1.3%	
Hispanic or Latino (of any race)	1.8%	
Jobs (Employment/Unemployment)	Total County Employment	
	Both At-Place	458,237
	Resident Employment ⁷	543,599
Wages⁸	Average County Wages ⁹	\$92,201
	Private	\$87,951
	Federal	\$141,326
	State Government	\$65,328
	Local Government	\$74,244
	Professional, Scientific, and Technical Services	\$128,120
	Healthcare and Social Assistance	\$69,970
	Accommodation and Food Services	\$34,278
	Construction	\$84,414
	Office Vacancy ¹⁰	17.76%
Vacancy	County Overall Vacancy Rate by Submarket	
	Montgomery County Office Vacancy Rate Average	17.76%
	Bethesda/Chevy Chase	23.72%
	Gaithersburg	11.94%
	Germantown	21.36%
	I-270 North	0.6%
	Kensington/Wheaton	8.80%
	North Bethesda/Potomac	18.29%
	North Rockville	18.07%
	North Silver Spring	9.46%
	Outlying Montgomery County W	16.59%
Outlying Montgomery County E	6.76%	
Silver Spring	17.58%	
Housing	Median Home Price to Household Income Ratio	4.67 : 1
	Median Home Price ¹¹	\$586,666

Quality of Life

Montgomery County is a diverse and vibrant community with an exceptional quality of life. Award-winning restaurants, cultural institutions and exceptional schools make this the ideal place to achieve personal and professional growth. With more than 1 million residents, the county offers so many unique opportunities for residents to live, work and play!

Live

- > 162 languages spoken in schools¹²
- > 4 out of 10 most ethnically diverse communities in the country¹³

Work

- > Diverse business ownership¹⁴
 - 53% of businesses in Montgomery County are minority-owned
 - 40.3% of Montgomery County businesses are women-owned
 - 7% of Montgomery County businesses are veteran-owned
- > 30,000+ businesses within the county across all industries
- > 18 federal agency HQs
- > Close to 40 federal labs
- > Anchors BioHealth Capital Region, which ranks #3 in the U.S.

Play

- > 93,000 acres of designated farm and open space¹⁵
- > 419 parks across 37,768 acres of park land
- > 350 cultural and entertainment venues



Brookside Gardens, Wheaton, Md.

Financial Report

Statement of Financial Position / June 30, 2024 and 2023

ASSETS	2024	2023
Cash and Cash Equivalents	\$ 1,619,466	\$ 1,573,148
Restricted Cash	145,688	539,873
Accounts Receivable – Trade, Net	102,823	62,479
Programmatic Investments	1,252,960	40,000
Contributions Receivable	421,420	819,868
Prepaid Expenses	134,984	280,381
Property and Equipment, Net	273,935	358,141
Right-Of-Use Asset	713,817	945,781
Total Assets	\$ 4,665,093	\$ 4,619,671

LIABILITIES AND NET ASSETS	2024	2023
Liabilities		
Accounts Payable	\$ 95,483	\$ 529,857
Accrued Expenses	301,517	304,639
Refundable Advance	1,419,042	503,646
Operating Lease Liability	1,033,310	1,358,464
Total Liabilities	2,849,352	2,696,606
Commitments and Contingencies		
Net Assets Without Donor Restrictions		
Undesignated	615,741	1,023,065
Board Designated	1,200,000	900,000
Total Net Assets Without Donor Restrictions	1,815,741	1,923,065
Net Assets With Donor Restrictions	–	–
Total Net Assets	1,815,741	1,923,065
Total Liabilities and Net Assets	\$ 4,665,093	\$ 4,619,671

Statement of Activities / Year Ended June 30, 2024

	NET ASSETS WITHOUT DONOR RESTRICTIONS	NET ASSETS WITH DONOR RESTRICTIONS	TOTAL
Revenue and Support			
Contributions – Montgomery County	\$ 5,950,000	–	\$ 5,950,000
Contributions – Other	114,607	–	114,607
Contributed Nonfinancial Assets	–	–	–
Interest Income	41,843	–	41,843
Net Assets Released From Restriction	–	–	–
Total Revenue and Support	6,106,450	–	6,106,450
Operating Expenses			
Program Activities	5,307,311	–	5,307,311
Supporting Activities	906,463	–	906,463
Total Expense	6,213,774	–	6,213,774
Change In Net Assets	(107,324)	–	(107,324)
Net Assets, Beginning	1,923,065	–	1,923,065
Net Assets, End	\$ 1,815,741	–	\$ 1,815,741

Partnerships

At Montgomery County Economic Development Corporation, we recognize that collaboration and cooperation are central to our region's growth and prosperity. Simply put: Economic development is a team sport. We all go further—and faster—together.

Our goal is to build and maintain partnerships with diverse organizations that share our commitment to furthering the growth of Montgomery County's key industries: life sciences, technology, real estate, nonprofits, hospitality and corporate headquarters.

MCEDC proudly supports many organizations throughout the county through in-kind support, event participation and marketing. The list below shows select partnerships and is not exhaustive.



Sponsorships

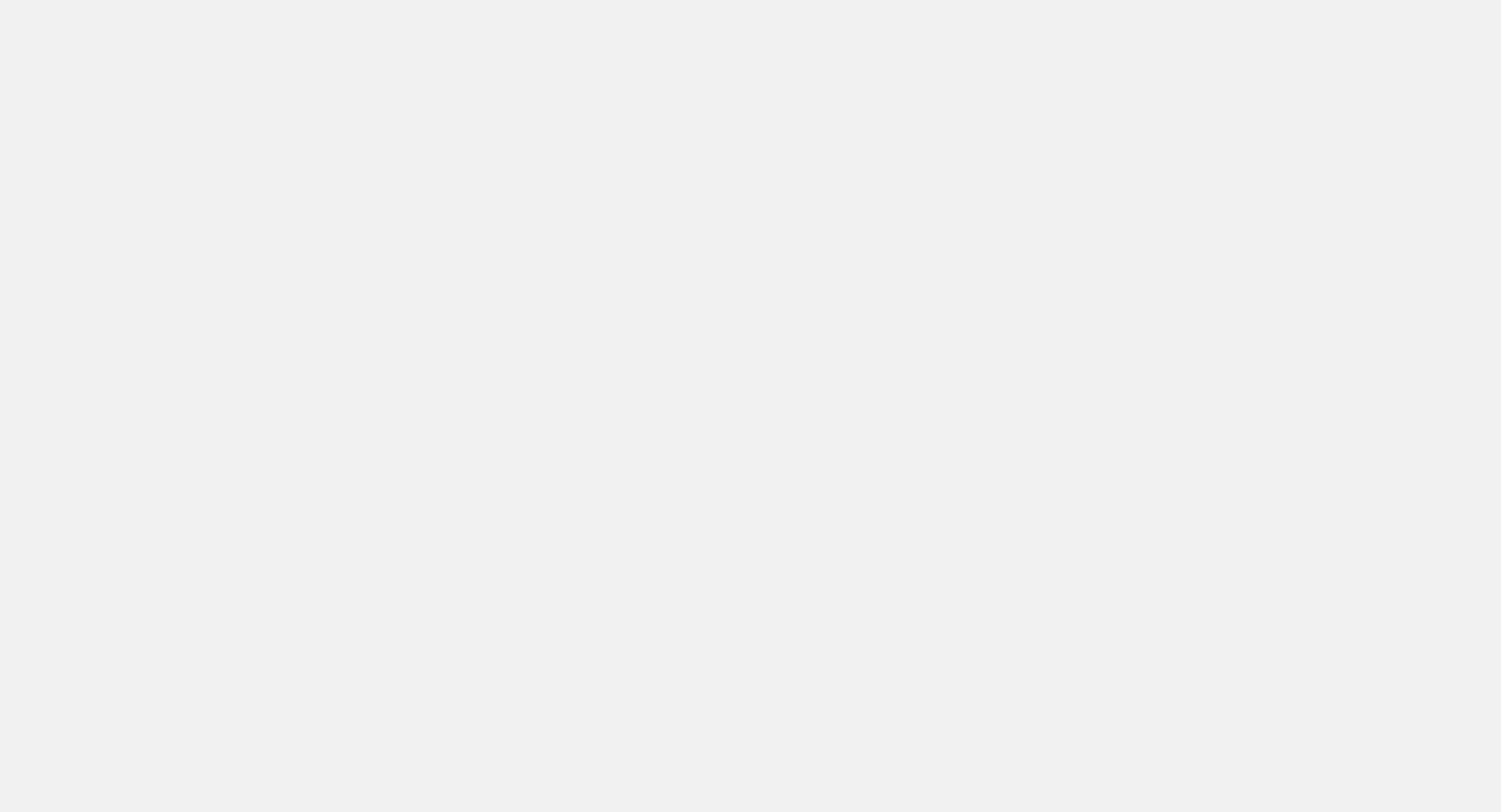
In addition to in-kind assistance, MCEDC also supports its partners through financial contributions. The list below shows select sponsorships and is not exhaustive.



Sources

- 1 Venture Capital Investment since Jan. 1, 2019; HQ companies in County only
- 2 Economic Impact Methodology: These estimates were created using a “blended wage” value calculated from the median wage of each of our key industries – hospitality, life sciences, nonprofit, real estate and technology. The median wage calculated, \$92,102 per job, was then applied to the 2,263 jobs to calculate the total economic impact using the IMPLAN input-output software platform. It was assumed that the jobs were equally distributed (for example in FY 2024, the 2,263 jobs were distributed evenly as 453 jobs within each industry).
- 3 Bureau of Labor Statistics (BLS), Quarterly Census of Employment and Wages, Annual 2023 – Annual 2022
- 4 Change from April 2023 to April 2024 BLS Local Area Unemployment Statistics
- 5 Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Annual 2023 – Annual 2022
- 6 BLS Local Area Unemployment Statistics
- 7 April 2024 BLS Local Area Unemployment Statistics
- 8 U.S. Census Bureau 2022: ACS 1-Year Estimates Selected Population Profiles
- 9 Dec 2023, BLS Quarterly Census of Employment and Wages
- 10 2023 Q4 – 2024 Q2 Average, CoStar
- 11 Greater Capital Area Association of Realtors, 12 month median average, July 2023 – June 2022
- 12 MCPS Annual Report 2022 – 2023
- 13 WalletHub
- 14 U.S. Department of Commerce and U.S. Census Bureau. “Nonemployer Statistics by Demographics series (NES-D)
- 15 Ag Reserve





MONTGOMERY COUNTY
ECONOMIC DEVELOPMENT
CORPORATION MARYLAND

1801 Rockville Pike, Suite 320, Rockville, MD 20852
240.641.6700 / connect@thinkmoco.com / thinkmoco.com



Annual Economic Development Plan of Action (FY25)

BUSINESS ATTRACTION

Develop and execute strategies that promote the growth and diversification of Montgomery County's economic base. This includes identifying and targeting key industries with high growth potential and implementing initiatives to attract and support businesses in these sectors.

Actions	Responsible	Milestone	Target Date	Q1
Direct Engagement with Businesses in Strategic Industries				
Facilitate the creation or retention of a minimum of 1,800 jobs.	BD Team	Quarterly reviews	30-Jun-25	575-Ongoing
Engage with 30% of businesses in each targeted industry to assess pipeline opportunities for retention and expansion.		Quarterly reviews	30-Jun-25	Companies Contacted by Industry: Hospitality: 8; Life Sciences: 79; Real Estate: 26; Technology: 102; Nonprofit: 11; Healthcare: 16; Defense/Gov: 10
Schedule and conduct one-on-one meetings with key decision-makers in targeted businesses to engage businesses and establish MCEDC as an economic development business partner within each industry.	BD Team/ Management	At least 45 meetings conducted per quarter	End of Quarter	45 In-person Meetings 51 Virtual Meetings 14 Site Visits
Organize group meetings and networking events to facilitate connections between potential businesses and local stakeholders and include the County in these meetings and events.	BD Team/ Management	Monthly Report Outcomes	Ongoing	4 events hosted
Provide personalized assistance to businesses during the startup and relocation process, including navigating local regulations and accessing available resources.	BD Team	Monthly Report Outcomes	Ongoing	238 instances of Assistance provided
Active Recruitment of Businesses in Strategic Industries				
Actively pursue businesses in strategic industries located outside of Montgomery County to recruit them to move into the County or assist with their expansion to or within the County.	Prayas	Three market operating plan in place	30-Jun-24	Boston Plan In Place to reach out to 1,000 Life Sciences companies
Conduct outreach campaigns including phone call and video conference meetings targeting businesses in regions with high growth potential to attract new companies to the County.	BD Team/ Marketing	Three market operating plan in place		In-progress Launched email campaign to Life Sciences companies in Boston
Promote incentives and support services to businesses considering relocation or expansion to support growth and expansion opportunities leading to increased capital investment and additional job opportunities.	BD Team	Measuring EDF activity		Ongoing – 48 MoCo Life Sciences Companies received information
Promote new J.O.B.S. Initiatives programs to encourage new businesses to locate in the County and existing businesses to grow and invest in the County, including Equity Focus Areas.	BD Team/ Marketing	Number of applications received/approved		In-progress Job Creation Fund assets created. Awaiting for application link
Coordinate site visits and tours for interested business prospects to showcase available properties and local amenities.	BD Team	FAM Tours complete		Ongoing. Outreach has started
Contact companies in strategic industries with retiring leases in target markets to encourage them to relocate to or expand within Montgomery County.	BD Team	Monthly Report		Ongoing – 246 relevant leads identified within MoCo and plan for Boston outreach in place

ANNUAL ECONOMIC DEVELOPMENT PLAN OF ACTION (FY25)

BUSINESS ATTRACTION (CONTINUED)

Actions		Responsible	Milestone	Target Date	Q1
TENTPOLE PROJECTS	<i>Institute for Health Computing (IHC)</i>				
	Develop a comprehensive outreach strategy.	IHC/BD Team/ Marketing	Strategy developed by end of Q2	31-Dec-24	In progress
	Compile a list of complementary companies to target for potential location in the County.	IHC/BD Team	List completed by end of Q2	31-Dec-24	In progress
	Provide support for the evolution and expansion of The University of Maryland Institute for Health Computing by attracting complementary companies and positioning it as an anchor for job creation and industry growth.	BD Team	Three IHC Partners secured	30-Jun-25	Ongoing
	Convene a high-profile event at the IHC to introduce and promote the IHC to complementary companies; invite leaders from the healthcare, technology, and academic sectors.	IHC/BD Team/ Marketing	Event conducted by end of Q3	31-Mar-25	Ongoing
<i>Targeted Lead Generation Campaigns</i>					
Develop and execute targeted lead generation campaigns aimed at identifying and attracting businesses in strategic industries to Montgomery County.	BD Team/ Marketing	Leads generated	Ongoing	1,000 Boston Life Sciences Leads Identified 72 Leads Identified and Contacted from Select USA 46 Leads Identified and Contacted from ICSC	
Conduct market research to identify high-potential businesses and high-growth industries.	Research	Pipeline development	Ongoing	Ongoing	
Utilize in-person and virtual meetings supported by digital marketing tools and platforms to reach potential leads in order to attract additional companies to the County.	BD Team	Monthly Report	Ongoing	Ongoing	
Create and distribute industry-specific tailored marketing materials to engage prospective businesses.	Marketing	Materials used	Currently underway and ongoing	Various materials created. Ongoing	

BUSINESS ATTRACTION (CONTINUED)

Actions	Responsible	Milestone	Target Date	Q1
<i>Economic and Business Trade Mission</i>				
Present a minimum of five (5) potential Trade Mission Opportunities with projected positive outcomes to the County for consideration.	BD Team, Research		30-Sep-24	Target Date Rescheduled to Q2/Q3
Work with the County to identify scheduling and funding to support a minimum of two (2) Trade Mission trips per fiscal year.	CEO, Prayas Neupane	Funding identified	1-Nov-24	Target Date Rescheduled to Q2/Q3
Identify business prospects, primarily in strategic industries, and arrange one-to-one meetings, site visits, and networking events to which these industry prospects are invited.	Trade Mission Team & County	Trips scheduled/ completed	In line with approved trade missions	Target Date Rescheduled to Q2/Q3
Assist in securing VISAs and other documentation required for travel.	Executive Assistant & County Staff	Documentation completed	In line with approved trade missions	Target Date Rescheduled to Q2/Q3
Arrange adequate accommodation and meals throughout the mission in accordance with federal per diem guidelines.	Executive Assistant & County Staff	Logistics completed	In line with approved trade missions	Target Date Rescheduled to Q2/Q3
Schedule all travel for County staff and Contractor and on-ground transportation for team and delegates attending mission activities.	Executive Assistant & County Staff	Logistics completed	In line with approved trade missions	Target Date Rescheduled to Q2/Q3
Assist with the production/ordering of co-branded marketing material.	Marketing Team	Materials provided	In line with approved trade missions	Target Date Rescheduled to Q2/Q3

BUSINESS ATTRACTION (CONTINUED)

Actions	Responsible	Milestone	Target Date	Q1
Representation at Industry Events				
Represent the County at conferences, trade shows, workshops, and other events. Specifically, the Contractor must participate in at least ten (10) industry-specific conferences and trade shows annually to promote Montgomery County's economic opportunities and distribute promotional materials that emphasize Montgomery County's strategic advantages in order to develop a project pipeline and attract companies to the County.	MCEDC Staff	Events attended	Monthly	98 networking events
Suggested Conferences: 1. ICSC (Las Vegas, NV) to build relationships with local/national developers/site selectors and companies and generate new leads and opportunities.	Laurie, Prayas	Events attended	19–21-May-25	Q4 event
2. RSA (Boston, MA) to become a better expert in the technology arena and to generate new leads.	Aaron	Events attended	20–22-Mar-25	Q3 event
3. Collision/Web Summit (Vancouver, BC) to become a better expert in the technology arena and to establish relationships with entrepreneurs and investors in the tech industry to develop leads.	Aaron	Events attended	27–30-May-25	Q4 event
4. Select USA (National Harbor) to showcase Montgomery County as a destination for (mostly) international companies, a great location for Foreign Direct Investment and to generate leads.	BD Team	Events attended	11–14-May-25	Q4 event
5. BIO (Boston, MA) to better engage with the national/international Life Sciences business sector, create leads and evaluate the competitive landscape.	Lynne, Gabe, Bill	Events attended	16–18-Jun-25	Q4 event
6. JP Morgan Healthcare Conference (San Francisco, CA) to generate both new leads and access to capital primarily for Life Sciences businesses.	Bill, Laurie, Lynne	Events attended	13–16-Jan-25	Q3 event
7. HITECH (Indianapolis, IN) to become a better expert in the hospitality tech industry and to generate leads.	Narbeli	Events attended	16–19-Jun-25	Q4 event
8. Site Selector's Guild (Orlando, FL) to meet new site selectors, develop relationships and to market Montgomery County.	Prayas	Events attended	12–14-Mar-25	Q3 event
9. Quantum World Congress (Tysons, VA) to become a better expert in the quantum/tech industry and to generate leads.	Aaron, Lynne	Events attended	9–11-Sep-24	Attended; 14 Qualified Leads Identified
10. World Orphan Drug Congress (Boston, MA) to generate leads in the pharma & biotech life sciences sectors.	Lynne, Gabe	Events attended	22–24-Apr-25	Q4 event
11. Area Development Consultant's Forum (Coral Gables, FL) to meet site selectors, develop relationships and to market Montgomery County.	Prayas	Events attended	9–11-Dec-24	Q2 event
12. Area Development Women in Economic Development Forum (Chicago, IL) to meet site selectors and consultants, develop relationships, and to market the County.	Laurie	Events attended	15–17-Oct-24	Q2 event
This participation will include pre-event work to uncover potential prospective business leads, post event follow-up with those leads, and reporting regarding how the investment in attending the event was directly related to business attraction, and the status of all relevant leads.	BD Team	Individual BD Team work plans and reports reviewed bi-weekly	Ongoing	

ANNUAL ECONOMIC DEVELOPMENT PLAN OF ACTION (FY25)

BUSINESS RETENTION/EXPANSION

Engage with leaders and stakeholders in strategic industries to understand their needs and challenges. Recommend tailored support programs and resources to address these needs, ensuring that Montgomery County remains a competitive and attractive location for these industries.

Actions	Responsible	Milestone	Target Date	Q1
Proactive Outreach to Businesses with Expiring Leases				
Proactively contact businesses in strategic industries with leases expiring within the next 2 years to assist with retention efforts; identify businesses with upcoming lease expirations and conducting outreach to understand their needs/concerns and work with them to encourage lease renewals in the County.	BD Team industry leads	10% of businesses with leases expiring within three years contacted monthly	Quarterly	246 Qualified Lease Expiration Leads Identified 66 Leads Actively Engaged 26% of Business Contacted
Provide consultation and referral services to Montgomery County businesses including information on available commercial space to meet the company's needs.	BD Team	Changes in pipeline	Ongoing	5 expansion projects added to Pipeline and 5 retention projects added to Pipeline in Q1
Promote incentives and solutions to address any challenges that may impact a company's decision to remain in the County.	BD Team	Monthly Report	Ongoing	245 Montgomery County Businesses Engaged
Engage the County Government when/if prospect is at risk.	BD Team	Monthly Report	Ongoing	Ongoing

Direct Engagement and Support

Engage directly with businesses to understand their needs and support their growth within Montgomery County. This includes:	BD Team/ Management	100 companies quarterly	Monthly	59 In-person meetings/site visits conducted and 51 Virtual meetings Planned 1st and 2nd Broker Breakfast as well as planned or sponsored 4 additional events 5 expansion projects added to pipeline 5 expansion projects closed/won 131 assistance provided to Montgomery County businesses
Schedule regular one-on-one meetings and site visits to discuss business challenges and opportunities.	BD Team/ Management			
Organize group meetings and networking events to foster a supportive business community and facilitate connections between local businesses and stakeholders.	BD Team/ Management			
Assist businesses with expansion plans by providing information on available resources, incentives, and support programs.	BD Team/ Management			

FOCUS 2025: Long-Term Engagement Relationships

TENTPOLE PROJECTS

Engage with top businesses in each targeted industry.	BD Team/ Management	100 companies quarterly	Quarterly	Companies Contacted by Industry: Hospitality: 8; Life Sciences: 79; Real Estate: 26; Technology: 102; Nonprofit: 11; Healthcare: 16; Defense/Gov: 10
Develop specific engagement strategies for each industry.	BD Team/ Management	Strategies completed	30-Sep-24	Ongoing
Conduct quarterly meetings with companies identified as: new business, growth opportunity, partner, market leader, at risk business to develop relationships and encourage open dialogue.	BD Team/ Management	100 companies quarterly	Quarterly	Ongoing

ANNUAL ECONOMIC DEVELOPMENT PLAN OF ACTION (FY25)

BUSINESS RETENTION/EXPANSION (CONTINUED)

TENTPOLE PROJECTS	Actions	Responsible	Milestone	Target Date	Q1
	<i>MCEDC Real Estate Industry Group Partnership</i>				
	Convene industry experts (developers, builders, brokers, land use attorneys, etc.) to determine areas to address in the County to make us more competitive in the region.	Bill, Prayas, Laurie	Policy Recommendations to ECON Committee and CE	Quarterly	Conducted outreach for 1st and 2nd Broker Breakfast (Oct. 15th and Nov. 13th) Distributed Q1 Site Selector Newsletter In process of establishing Real Estate Committee Engaged with ICSC site selectors
<i>Promoting Business Expansion</i>					
	Identify potential expansion opportunities and assist with the planning and implementation of expansion projects to increase square footage of space occupied and new job creation in the County.	BD Team	Monthly Report	Ongoing	5 expansion projects added to pipeline 5 expansion projects closed/won
	Provide information on available properties, financing options, and local incentives to support existing business growth.	BD Team	Monthly Report	Ongoing	32 assistance provided related to finance and incentives for MoCo businesses
	Facilitate connections with local resources and stakeholders to ensure businesses have the support they need to expand successfully.	BD Team	Monthly Report	Ongoing	98 other assistances provided for MoCo businesses

ANNUAL ECONOMIC DEVELOPMENT PLAN OF ACTION (FY25)

BUSINESS RETENTION/EXPANSION (CONTINUED)

Actions	Responsible	Milestone	Target Date	Q1
Convening (Events)				
Attend on behalf of the County, a minimum of six (6) Business Networking Events hosted by various businesses and organizations within Montgomery County in order to connect with individuals and businesses and provide the opportunity to create business connections, share services, knowledge, advice, and contacts to further grow their business.	BD Team/ Management	Five events attended quarterly	30-Sep-24	98 events attended Q1
Actively engage with business organizations such as: Chambers of Commerce, MD Tech Council, NAIOP (commercial real estate), TEDCO, MD Suburban CREW (commercial real estate women), Women Business Owners (WBO), Women in Bio, Bisnow, WBJ, etc. to increase awareness of any trends/issues/concerns/policies affecting the business community.	BD Team/ Management	Monthly engagement	30-Sep-24	Ongoing
Inform the Contract Manager of future events.	Marketing	Monthly List	Monthly	Ongoing and Updated as needed. MCEDC Event Calendar Available
Host or co-host a minimum of four (4) Business Networking Events yearly to provide Montgomery County businesses and organizations with the opportunity to create business connections, share services, products, knowledge, advice, and contacts to further grow their business.	BD Team/ Marketing	At least one networking event conducted quarterly	Q1 FY25 and throughout FY	Planned Broker Breakfast 1 and 2 Sponsored Quantum World Congress with Connected DMV Sponsored BisNow Life Sciences Event Co-hosted event with Montgomery County Black Collective
Host Quarterly Commercial Broker Breakfast events with various developers/property owners to highlight buildings/sites available for lease and encourage networking among real estate professionals to identify prospects for filling the available space.	BD Team/ Marketing	Event hosted	30-Sep-24	Broker Breakfast 1 and 2 are scheduled with outreach ongoing

ANNUAL ECONOMIC DEVELOPMENT PLAN OF ACTION (FY25)

BUSINESS RETENTION/EXPANSION (CONTINUED)

		Actions	Responsible	Milestone	Target Date	Q1
TENTPOLE PROJECTS	<i>USG Talent Pipeline Partnership</i>					
		Coordinate with local partners to provide access to talent that aligns with the needs of high-growth industries.		USG's academic programming is adjusted to match talent pool needs		Ongoing
		USG/MCEDC Annual READY Summit.	USG/MCEDC; Joe Hurst; Research	Plans completed by Feb 28, 2024	Apr-24	Ongoing
		Talent pipeline speaker series.	USG/MCEDC; Joe Hurst; Research	Two events conducted	Nov-24; Mar-25	Ongoing
		Joint MCEDC/MCCC/USG Board Meeting.	USG/MCEDC; Joe Hurst; Research	Three organizations are aligned and have provided support to the program	Feb-25	Ongoing
	Talent pipeline employer partnership group established.	USG/MCEDC; Joe Hurst; Research	Partner companies are filling selected job vacancies	30-Jun-25	Ongoing	

Develop and implement targeted Actions to create jobs, recruit new strategic businesses with first outreach from MCEDC (not others, e.g. not sourced from CEX, Council, MD Commerce, TEDCO) and retain existing businesses in Montgomery County.

Launch targeted outreach campaign (research, calls and/or online meetings) to attract companies in high-priority sectors.	BD Team/ Marketing	Monthly Report	Ongoing	Refer to Business Attraction
Launch targeted marketing campaigns to attract companies in high-priority sectors (not only media but also mail/email, calls, etc.)	Marketing/BD	Monthly Report	Ongoing	Refer to Business Attraction
Identify key prospects, never previously introduced to Montgomery County, when hosting business attraction events, such as trade missions, networking events, and site tours, to showcase Montgomery County's advantages to potential investors and companies.	BD Team/ Marketing/ Research	Monthly Report	Ongoing	Refer to Active Recruitment for Business Attraction
Provide assistance and resource referrals to businesses looking to expand or relocate to Montgomery County.	BD Team	Monthly Report	Ongoing	Refer to Business Expansion
Collaborate with local educational institutions, workforce development organizations, CEX, and Council to recommend steps to address any gaps in the availability of a skilled labor pool to meet the needs of new and existing businesses.	BD Team/ Management	CEX and Council briefings	Ongoing	28 referrals made to WorkSource Montgomery 3 referrals made to USG 10 referrals made to LEDC for training
Manage and implement the ACE Loan Fund funded through the State's Video Lottery Terminal (VLT) program, with LEDC as our fiduciary partner, to increase access to capital for small businesses.	Laurie/Romola	25 loans approved	30-Jun-25	No new loans were closed in Q1

ANNUAL ECONOMIC DEVELOPMENT PLAN OF ACTION (FY25)

BUSINESS RETENTION/EXPANSION (CONTINUED)

Actions	Responsible	Milestone	Target Date	Q1
<i>Strategic Business Support and Technical Assistance</i>				
Provide a minimum of fifty (50) Montgomery County located businesses in the strategic industries with services and referrals to include, but not be limited to: start-up navigation process, government procurement process, business consulting, real estate location assistance, technical assistance, assistance with securing, finding, and applying for grants or loans, SBIR/STTR, Jobs, Innovation and MOVE Grant application process, references to training programs, maintaining an events calendar, and managing special programs.	BD Team	80 company assists per month	30-Sep-24	Target Date Rescheduled to Q2/Q3
<i>Administer J.O.B.S. programs on behalf of the County</i>	BD Team/ Marketing/ Research/ Management	1,000 new \$100k+ jobs		Jobs Creation Fund campaign assets completed. Awaiting application link.
Create policies and procedures for the Innovation Fund, Founders Equity Fund and Job Creation Fund.	BD Team/ Management	FAQs completed by September 1	Q1 FY25	
Create program overview & eligibility language for webpage.	BD Team	Program underway	Q1 FY25	
Work with County to create application portals.	BD Team		Q1 FY25	
Identify review committee members for Innovation Fund and Founders Equity Fund.	BD Team		Q1 FY25	
Actively promote programs and announce application deadlines.	BD Team/ Marketing		Q1 FY25	Job Creation Fund campaign assets completed. Awaiting application link to promote Job Creation Fund. Other funds awaiting next steps.
Create Quarterly Reports on the J.O.B.S. programs to be provided to CEX and County Council.	BD Team/ Management		Q1 FY25	
Review applicants for eligibility.	BD Team/ Management		Q1 FY25	
Schedule Pitch event for application finalists.	BD Team		Q1 FY25	
Announce awardees.	Marketing		Q1 FY25 and throughout programs	TBD
Establish regular reporting requirements for awardees.	BD Team/ Management		Q1 FY25	

TENTPOLE PROJECTS

ANNUAL ECONOMIC DEVELOPMENT PLAN OF ACTION (FY25)

BUSINESS RETENTION/EXPANSION (CONTINUED)

Outline comprehensive marketing strategies to raise the profile of Montgomery County as a premier business destination.

Actions	Responsible	Milestone	Target Date	Q1
Utilize various media channels, including social media, print, digital advertising, and public relations, in a targeted and efficient manner to highlight the County's strengths and opportunities.	Marketing Team	New campaign implemented	1-Nov-24	Campaign assets In-progress and on time for launch date Nov 1
Develop high-quality marketing materials that showcase success stories, business opportunities, and the quality of life in Montgomery County.	Marketing Team	Collateral completed	Ongoing	August 2024 Companies highlighted for National Nonprofit Day September 2024: Companies highlighted for Hispanic Heritage Month Various printed materials completed
Develop a marketing strategy that includes a summary and detailed plan of the Business Marketing activities planned for the upcoming calendar year. This strategy must include a breakdown of funding requirements for each activity, a justification for the planned activity, and a plan to measure outcomes from that activity, to ensure transparency and effective allocation of resources.	Marketing Team	Plan is completed	Q1 FY25	Submitted

Marketing Campaign Development and Management

Develop, manage, and analyze a Montgomery County marketing campaign, including newsletters, mailings, press releases, and utilizing various other marketing media formats and news outlets.	Marketing Team	Campaign developed	Q1 FY25 and throughout FY	Ongoing
Distribute monthly media to a targeted audience of at least 5,000 potential business partners and stakeholders including County staff, and to at least 500 new business prospects/potential partners outside the County during the next year.	Marketing Team	Monthly newly designed newsletter launched	1-Jul-24	Ongoing

Development of Marketing and Promotional Material

Ensure marketing and promotional materials for the County are specifically responsive to the strategic plans, with an eye to attraction and recruitment of life science and other strategic industries identified by the County, as well as filling vacant office space in Montgomery County.	Marketing Team; Research	Materials available for use	Currently updating all materials	Ongoing
Develop at least four (4) high-quality promotional videos annually, showcasing Montgomery County's advantages for life sciences and other targeted industries. These should incorporate County businesses but promote Montgomery County as a whole (in addition to separate videos highlighting individual businesses/sectors).	Marketing Team	Videos used at Convening events	Q1 FY25 with new one each quarter	In-progress

Implementation of Strategic Marketing Campaigns

Implement strategic, industry-specific campaigns targeting key markets, specifically in the bio-health and advanced technology sectors. These campaigns will focus on key geographic areas where previous and current leads are prevalent.	Marketing Team	Relevant trade conferences are utilizing the output of these campaigns	Ongoing	Ongoing
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ANNUAL ECONOMIC DEVELOPMENT PLAN OF ACTION (FY25)

BUSINESS RETENTION/EXPANSION (CONTINUED)

Actions	Responsible	Milestone	Target Date	Q1
Targeted Lead Generation Campaigns				
Conduct market research to identify high-potential businesses and industry sectors.	Research	Business development strategies adjusted to reflect research findings	Ongoing	
Create and distribute industry specific and tailored marketing materials to engage prospective businesses.	Marketing Team	Marketing materials are created that reflect research findings	Completed with update underway	In-progress
Launch at least three (3) targeted marketing campaigns per year, focusing on key regions with high potential for lead conversion. MCEDC must review its marketing strategy with the County prior to implementation.	Marketing Team	Three campaigns launched	Q1 FY25 and throughout FY	Refer to Business Attraction (In-progress)
Coordination with Visit Montgomery				
Coordinate with Visit Montgomery on attraction and promotional materials where appropriate. This includes joint marketing efforts and co-branded materials to leverage both organizations' resources and reach.	Michael; Marketing Team	MCEDC & VM jointly participate in external campaigns and partnerships	Q1 FY25 and throughout FY	In-progress
Partnership Identification and Branding				
Identify as the official economic development organization in partnership with Montgomery County government on the MCEDC website and all online and print literature, press releases, training presentations and marketing material. Prominently display this partnership on the homepage and in all marketing collateral, including with the County logo.	Marketing Team	New materials released	Q1 FY25 and throughout FY currently updating materials	Completed

BUSINESS RETENTION/EXPANSION (CONTINUED)

Outline Legislative and Regulatory Impact Priorities.

Actions	Responsible	Milestone	Target Date	Q1
Outline legislative and regulatory issues that impact the economic development of Montgomery County.	Research	Appearance before formal bodies (County Council and other officials)	Ongoing, Legislative Session 2025	
Inform and advise the County Executive and the County Council regarding the impact of proposed and enacted policies and regulations on business operations in the County.	Research		Ongoing	
Provide regular updates on legislative and regulatory changes sought by MCEDC.	Research		Ongoing	
Summarize Actions and developments in this area.	Research		Ongoing	

Provide a comprehensive status of Actions performed throughout the year related to the Four Year Comprehensive Economic Development Strategic Plan.

Contractor must provide a draft Economic Development Strategic Plan for the next reporting period by July 1, 2025.	Research	Bi-monthly meetings to review status; other meeting scheduled upon request	1-Jul-25	
During the current reporting period, the Contractor must continue to provide presentations to County Council and the County Executive, upon request, and complete any edits to the document as needed until the Comprehensive Economic Development Strategy Plan is approved and adopted by the County Council.	Research		1-Dec-25	

2025 MCEDC METRICS

The following metrics will be used to evaluate MCEDC's organizational performance during FY25. Individual team metrics and implementation plans are derived from the work plan. All metrics to be reviewed quarterly.

1. Successful execution of the FY25 Montgomery County Contract as outlined in the FY25 company-wide work plan. A minimum of 80% of all work plan actions are completed.
2. Jobs created, retained and expanded: **575**
3. Direct Economic Impact from Jobs: **\$63,748,186***
Total Economic Impact including Indirect and Induced Impact): **\$93,774,416***
4. Total business assists: **238**
5. Total business engagements: **2,599**
6. Operating within FY25 budget of **\$5,934,000**: budget utilized verses planned expenditure by major program

Other indicators to be reported (with comparisons to prior year)

- Total Leased Space
- Office Vacancy Rate
- Office Availability
- Total Employment in Montgomery County
- Venture Capital Generated

* IMPLAN Indicators. A comprehensive review of metrics reporting from neighboring counties suggests that MCEDC's metrics are consistent with those of other jurisdictions. Baselines are reflective of prior three-year history.

2025 MCEDC METRICS (CONTINUED)

Business Development

Job Creation and Retention

As of the close of the first quarter of fiscal year 2025, MCEDC has contributed to the creation and/or retention of **575 jobs in Montgomery County**.

- 148 new jobs were created through business attraction
- 36 new jobs were created through business expansion
- 391 jobs were retained

FY25 WORK PLAN METRICS	TARGET	Q1
Successful execution of the FY25 Montgomery County Contract. A minimum of 80% of all work plan actions are completed	80% completion	
Jobs created, retained, and expanded	1,800	575
Direct Economic Impact from Jobs	\$166,000,000	\$63,748,186
Total Economic Impact including direct labor, indirect labor and induced labor impact	\$247,000,000	\$93,774,416
Total Business Assists	1,000	238
Total Business Engagements	450	2,599
Operating within FY25 budget of \$5,934,000	100%	20%

Source: MCEDC, IMPLAN

Highlights

- In August, the American Nurses Association (ANA) moved into a right sized office space, retaining **315 out of the 391 jobs retained** in the county and adding **24 new ones**. MCEDC worked with ANA to ensure that they were able to received the proper permits for their new space, enabling them to remain in the county. This project also resulted in an \$11M capital investment in real estate by ANA.

- In July, Sensis Inc., a marketing company focused on engaging diverse audiences, relocated their east coast office from D.C. to Bethesda. The move brought **45 new jobs of the 148 created** to Montgomery County. Sensis received a MOVE grant for \$36,808 and made an additional capital investment of \$500,000.

Companies Contacted Regarding Retention

Business retention and expansion is a key priority for MCEDC in FY25. During Q1, **245** businesses were contacted regarding retention.

Business Assistance

During this period, MCEDC provided **238** instances of business assistance and more than **966** additional business engagements. Examples of business assistance provided include referral to a partner organization, offering of Montgomery County related information, referral to a commercial real estate contact, support facilitation and communication concerning County processes, facilitation of incentives, etc. These businesses represent various industries, including those outside of MCEDC's targeted industries.

Business Relocations into Montgomery County

The following businesses were attracted to Montgomery County during Q1:

1. Epic Events
2. Sleep in Mind LLC
3. CMX Construction
4. See ID, Inc
5. Impact Sports & Spine, LLC
6. Walk In Closet Beauty Bar
7. The Virtual Collective dba The Tot Space
8. The Lady Vintner
9. Sensis Inc.
10. Advanced Endocrinology LLC
11. Just Work Landscaping
12. District Laser

Business Expansions and Retentions in Montgomery County

During Q1, the following businesses expanded their businesses in the county or were retained:

Expansion:

- 1. FlexPods
- 2. Gap Buster, Inc.
- 3. Montgomery County Greenbank
- 4. Greenbench Companies
- 5. NYS Diagnostics & Supply

Retention:

- 1. American Nurses Association
- 2. Education Strategy Group (ESG)

Capital Investment and Commercial Space

Capital investment reflects the amount of money the tenant invests in the buildout of a project. During Q1 of FY25, the largest single capital investment was made by the American Nurses Association. That investment totaled \$11M. In total, **\$13,288,400** has been invested so far this year.

Net New Commercial Space Occupied

Net new commercial space occupied is defined as new commercial space leased by a company. For business expansion projects, any current commercial space would not be included in the net new calculation. During Q1, **13,228** new square feet of commercial space was leased.

Quarterly Assistance Provided Highlights

Sybal, Corp., a government focused technology consulting company, was recently connected to the Maryland Department of Commerce as well as to

NIST through MCEDC. Christine Sanni, Sybal Founder and CEO, recently reported that because of her work with MCEDC, Sybal was recently awarded its first Federal prime contract. Sybal is now working with WSM to find additional team members to support this contract. Additionally, Sybal is a MOVE grant recipient.

Advanced Endocrinology LLC was recently awarded a MOVE grant after receiving the information and support from MCEDC staff. After the award, Dr. Anurag Gutpa reached out to share this: "We are delighted to hear that our application has been approved. Many thanks again for this grant – it will go a long way in making us financially viable in these initial months – it would not have been possible without you and your team – thanks for making this happen. I want to take this opportunity to thank Prayas Neupane as well as he diligently worked on our file and ensured that it was complete from various perspectives. It was a pleasure to meet him when he visited us last month. This is MoCo at its best, and we are pleased to have chosen MoCo for our starting my medical practice in Rockville."

MCEDC staff have been actively working with the University of Maryland Institute for Health Computing (IHC) over the last year to help connect IHC with local and state level resources, including introductions to the Maryland Tech Council as well as to local business owners. MCEDC staff recently connected with IHC at US Pharmacopeia again and are now planning a new strategic plan for further supporting IHC.

MCEDC connected a major international life science company with Montgomery County Department of Transportation regarding pedestrian and parking safety concerns on the street where their Montgomery County facility is located. As of September, those issues have been resolved with the installation of new safety features. Additionally, MCEDC connected the company with key people at PEPCO in response to frequent power blink problems; the power issues had been occurring for many months, with no resolution. Since the connection, the company has had regular check-ins with PEPCO and no major interruptions have occurred.

The following chart summarize MCEDC's activity data during the first quarter. MCEDC will provide additional context to the CEX during in-person meetings. The timing of these discussions may be impacted by upcoming travel schedules.

ANNUAL ECONOMIC DEVELOPMENT PLAN OF ACTION (FY25)

METRIC	Q1 2025	Q2 2025	Q3 2025	Q4 2025	TOTAL YTD
Number of events hosted	4				4
Number of events participated in	98				98
Total number of businesses/orgs contacted	325				325
Number of companies contacted regarding retention	245				245
Number of new jobs created (attraction)	148				148
Number of jobs created (expansion)	36				36
Number of existing jobs retained	391				391
Total	575				575
Amount of new capital investment created and/or facilitated	\$13,288,400				\$13,288,400
Amount of net new commercial space occupied	13,288				13,288
Number of assistances/engagements by Industry					
Arts, Entertainment & Recreation	22				22
Communications	15				15
Consulting	18				18
Defense	4				4
Education	17				17
Finance	35				35
Government	37				37
Healthcare	41				41
Hospitality	8				8
Insurance	0				0
Life Sciences	305				305
Manufacturing	62				62
Nonprofit	47				47
Real Estate	63				63
Restaurant	3				3
Retail	20				20
Technology	415				415
Utilities	2				2
Other	90				90
TOTAL	1,204				1,204
Number of business relocations into Montgomery County	12				12
Number of business expansions in Montgomery County	5				5

ANNUAL ECONOMIC DEVELOPMENT PLAN OF ACTION (FY25)

In Q1 of FY25, MCEDC ramped up the use of targeted business outreach via email campaigns, segmented by industry, to support the attraction and retention of businesses to and within Montgomery County. So far, this fiscal year, we have conducted 5 campaigns, reaching more than 773 individuals and 290 companies. In addition to standard engagement efforts, our targeted campaigns generated 1633 interactions with members of the business community.

INDUSTRY	TOTAL INTERACTIONS
Communications	1
Consulting	2
Finance	6
Government	6
Healthcare	2
Hospitality	3
Life Sciences	124
Manufacturing	6
Nonprofit	1
Other	6
Real Estate	1,450
Technology	25
Utilities	1
Total	1,633

Below is a detailed description of the results for each disaggregated campaign.

- Quarterly Commercial Brokers Breakfast
 - Emails Delivered: 1,300
 - Email Open Rate: 24%
 - Number of Contacts: 440
- Life Sciences Retention Outreach
 - Emails Delivered: 105
 - Email Open Rate: 30%
 - Number of Contacts: 58
- Select USA
 - Emails Delivered: 72
 - Email Open Rate: 40%
 - Number of Contacts: 72
- ICSC
 - Emails Delivered: 46
 - Email Open Rate: 33%
 - Number of Contacts: 46
- Site Selectors Quarterly Newsletter
 - Emails Delivered: 110
 - Email Open Rate: 12%
 - Number of Contacts: 106

Marketing & Communications

Website (Redesigned Website Launched July 1, 2024). The metrics below offer a comparison between the previous period (April 1 – June 30, 2024)

- Page views Increased by 7.57% (Total page views 24,900)
- Overall engagement (clicks, video views, etc) per active user increased by 11.25%
- Visitors to Site
 - 9,113 total users; 8,578 were new users
 - 1.44 sessions per user
 - 1.90 pages per session
 - 2:35 minutes spent on page
 - 24,900 total page views
- Top Five Pages (Q1 FY2025)
 - #1: Home Page (16.73%; 4,166 views)
 - #2: Staff Bios (4.37%; 1,087 views)
 - #3: Site Selection (2.77%; 689 views)
 - #4: Resources (2.70%; 673 views)
 - #5: About Page (2.49%; 620 views)

Newsletters

Newsletter: Updates sent to our list of subscribers sharing county-related news, programs, incentives and other items; 7 total newsletters were sent in Q1.

- Montgomery County Business News (local news and regional updates) = 7
- Number of Subscribers: 4,620
- Unsubscribe Rate: 0.09%, no single campaign went over 0.13%
- Open Rate: 28.14% (with Apple MMP removed), 48.14% (with Apple MMP included)
- Click Rate: 2.84%, which is slightly below platform average of 3.27%

Press Releases

4 Total in Q1

- [Montgomery County Economic Development Corporation Launches Redesigned Website to Support Economic Development in Montgomery County, Maryland](#)
- [Montgomery Can Code Enrolls 820 Students in its Sixth Year](#)
- [Montgomery County Economic Development Corporation Announces New Board Members, Reappointments](#)
- [Montgomery County Leads the State on the 2024 Inc. 5000 List](#)

Social Media: Facebook, Twitter, LinkedIn

- Facebook: 1,644 followers; 1,545 reached; Increase of 27 followers
- X: 1,577 followers; 10,265 total impressions; Increase of 21 followers
- LinkedIn: 3,464 followers; 55k total impressions; 14.62% avg. total engagement rate; Increase of 249 followers
- Paid: 14,678 impressions, 0.79% engagement rate
- Organic: 40,519 impressions, 15.26% engagement rate



MONTGOMERY COUNTY
ECONOMIC DEVELOPMENT
CORPORATION **MARYLAND**

MONTGOMERY COUNTY ECONOMIC DEVELOPMENT CORPORATION

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(38)

Additional Questions and Responses

If applicable, what accomplishments could you not have achieved in FY25 if not for the use of reserves and outside funding?

We would have to reconstruct a hypothetical budget, as we found workarounds to accommodate appropriation shortfalls to meet most County contract requirements.

In addition to the budget reductions referenced above, we would have had to:

- Eliminate 2 Marketing FTEs, 2 Business Development FTEs, and one Finance FTE.
- Implementation of the JOBS programs
- Business Attraction activities in non-DMV markets

We would miss our business attraction, retention and expansion jobs goals, our ability to expand our outreach to the estimated 5,000 target companies we are engaging with in key industries by at least 20%, and would not be able to support most of our tentpole projects, including international expansion, outreach to underserved business communities, and talent pipeline initiatives with partners such as WSM, USG, and MC. In addition, the County contract requirements for Marketing, including the hosting of events, the creation of videos, and other outreach program, including the website redesign would have been eliminated.

Research could not have made such strides in using new platforms or enhancing the use of existing platforms to search for leads for business retention and expansion. For example, Research has been able to exist for companies receiving additional VC, federal awards and those with upcoming lease renewals. Research has been also able to identify businesses by industry vertical and subcategory and by country of headquarters, among other more granular parameters not previously mined.