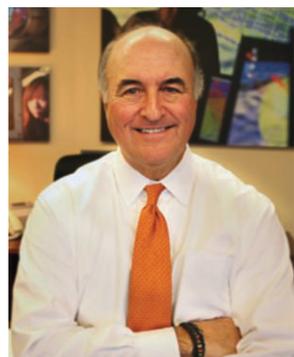


BEST IS THE Standard

A Strategic Plan for Accelerating Economic Development in
MARYLAND

MEDC
MARYLAND
ECONOMIC DEVELOPMENT
COMMISSION

**Progress Report
& Scorecard 2017**
For The Department of Commerce



A year ago, the newly-created Maryland Department of Commerce set in motion an aggressive strategic plan to accelerate economic development and job growth. The plan, *Best is the Standard*, was adopted by the Maryland Economic Development Commission (MEDC) in February 2016 to strengthen the state's economic climate and position Maryland to vigorously compete regionally, nationally, and globally.

The strategic plan lays out a roadmap for the Department of Commerce and our partners throughout the state. I firmly believe economic development is a team sport. That is why we have restructured the department to provide the best opportunities to work more effectively with our partners and stakeholders. With *Best is the Standard* as our guide, we are accomplishing great things together.

It has been an exciting and productive year. We are making significant progress on many of our key goals in collaboration with the MEDC, our many boards and commissions, local economic development partners, elected officials, and our business community stakeholders.

I am pleased to share the first phase of our evolution in this 2017 Progress Report and Scorecard, which outlines the past year's accomplishments, highlights our continued progress, and lays out where we are headed. We have taken a comprehensive review of each of the MEDC goals in the strategic plan to critically assess improvement and areas for further development.

I look forward to building upon our progress over the past year. Working together, we will advance the momentum initiated by Governor Hogan toward a brighter economic future for all Marylanders.

Mike Gill | Secretary of Commerce

Maryland Department of Commerce Vision Statement

"Our mission is to create an economic development culture in Maryland that will maximize our great assets and create quality jobs. We will retain, grow, and attract companies through outstanding customer service while creating the highest level of prosperity for all Marylanders. We will be one of the best states in America to live, work, and play."

EXECUTIVE SUMMARY

“The effective execution of these strategies coupled with outstanding customer service, an aggressive rebranding, and ongoing evaluation and adjustment will keep Maryland fiscally viable, spread prosperity, and expand the state’s global impact and prestige.”

Best is the Standard, 2016 MEDC Strategic Plan

The Maryland Economic Development Commission (MEDC) adopted *Best is the Standard*, a strategic plan for the Department of Commerce in February 2016. The strategic plan reflected a clear commitment to keep economic development on the forefront of state government policy and to have the Department of Commerce be the leader in business development and job growth. The document supplied bold strategies and tactics to reboot and redefine the way the state conducts economic development and to position the department as an operational center of excellence.

Created by statute, the new Department of Commerce has been off to a fast start since opening its doors in October 2015. The department has followed the strategic plan to

drive its organizational structure, legislative agenda, programmatic initiatives, budgetary priorities, and personnel staffing.

The Department of Commerce has focused on meeting the strategic plan’s most important goals of creating jobs and opportunities, making Maryland more competitive, promoting the state’s outstanding assets, and changing its culture to reflect a more business-friendly attitude. Some of the steps taken include: implementing gold standard customer service training; boosting the number of regional representatives in all corners of the state; increasing both international trade and industry sector experts; reenergizing the department’s boards and commissions for greater business community input; and organizing the new marketing public-private partnership to raise the state’s business profile.

The Department of Commerce will continue to measure its ongoing progress and report its scorecard to the MEDC. The gubernatorial and legislatively-appointed MEDC will also continue to oversee the department’s successful implementation of the strategic plan.

“There continues to be a growing sense of enthusiasm throughout Maryland regarding our economic future that is helping to fuel job growth and renew the commitment of business leaders to invest in the state. We are moving towards a shared roadmap to stimulate private investment, create higher quality private sector jobs, expand training opportunities, and support a robust, flexible, sustainable economy for all Marylanders.”

Anirban Basu, MEDC Chair

PERFORMANCE MEASUREMENTS:

What the data tells us

“Measurement of effectiveness will be illustrated in improved national rankings, higher employment participation rates, a broadened business base, more technology transfer licenses, more spirited regional collaborations, growing numbers of visitors, a more highly trained workforce, stepped-up finance programs and higher rates of return, expanded entrepreneurship, larger capital projects, and enhanced state revenues.”

Best is the Standard, 2016 MEDC Strategic Plan

The MEDC, through review and evaluation of indicators by its Rankings and Research Subcommittee, tracks a number of rankings, rates, and indicators. The categories tracked provide measurements of effectiveness, needs for course correction of programs, or new strategies and initiatives. The categories include business perception and climate, taxes and regulations, quality of life, infrastructure, education and innovation, workforce and wages, and population growth.

Here's how Maryland stands by the numbers:

National Rankings:

- *US News & World Report* Best States: #8 in the nation (7 key areas evaluated – education, health care, infrastructure, economy, crime, government, opportunity). First time for this ranking.
- *CNBC*: #30 Top State for Businesses in 2016; up from #36 in 2015.
- *Forbes*: #31 Best States for Business in 2016; up from #33 in 2015.
- *Chief Executive* magazine: #43 Best & Worst States in 2016; a decline from #40 in 2015.
- *Tax Foundation*: #42 in State Business Tax Climate in 2016; a slight decline from #41 in 2015.
- *Governing* magazine: #10 for state economy in 2016.
- U.S. Bureau of Labor Statistics: #20 for total job growth in 2016, up from #28 in 2015.
- *WalletHub* rankings for 2016:
 - #11 overall best economy
 - #8 economic health
 - #7 innovation potential
- Maryland ranked #1 in U.S. for concentration of IT establishments by *CompTIA, Cyberstates* 2016.

Technology Transfer Licenses:

- Johns Hopkins University (JHU) Technology Ventures licensed 162 patents and created 22 new companies in FY16, an increase from 112 patents and 16 new companies in FY15.
- Since FY15, the University of Maryland (UMD) Office of Technology Commercialization licensed 23 technologies under 17 license agreements to 13 new companies – of which 12 were Maryland companies.

Expanded Entrepreneurship:

- In 2016, the Kauffman Index ranked Maryland #3 for Growth Entrepreneurship; #27 in startup activity (13th among large states) and 4th in rate of startup growth.
- *Inc.* magazine in 2016 lists Maryland home to more than 100 fastest growing private companies in the country.
- In 2016, Bloomberg ranked Maryland #5 among most innovative states in the U.S.

Growing income and wages:

- Average wage for the private sector grew 2.9% in 2016 over 2015; Maryland ranked 16th in U.S. wage growth, up from 35th in 2014 according to the Bureau of Labor Statistics.
- Maryland ranked 9th best in the U.S. for output per job (productivity) - \$101,025 in 2015 by the Bureau of Economic Analysis.

More Highly Trained Workforce:

- Maryland ranks 2nd in the share of Science Technology Engineering and Mathematics (STEM) workers - 8.9% in 2015.

- Maryland ranks 3rd among the states in the percentage of the population age 25 and above with a bachelor's degree or higher (38.8%) and 2nd in the percentage with a graduate or professional degree (17.7%).
- According to a CBRE Research report "Scoring Tech Talent," Baltimore ranks #10 as a top tech talent market based on the ability to attract and grow its talent pool.
- CNBC Top States for Business in 2016 ranked Maryland #10 in Workforce and #7 in Labor Supply in the nation.

Growing Number of Visitors/Tourists:

- Maryland welcomed a record 40.5 million visitors in 2015, a 6% increase from 2014.
- Visitors to Maryland spent nearly \$17 billion on travel expenses in 2015, up 3.5% from 2014.
- Hotel sales tax revenue increased by \$16.7 million as reported in June 2016.

"Business optimism continues to be on the rise and Maryland's strong economic performance has defied initial expectations. The successful execution of the strategic plan's goals will put us on a path for the state to reach its full economic potential."

Jim Brady, MEDC Strategic Plan Subcommittee Chair

Image courtesy of The Baltimore Sun



GOALS & UPDATE ON STRATEGIES:

What the Department of Commerce **Can Do**

Underscoring the past year's success is the evolution of Team Commerce and the ways we are better communicating and collaborating. One of our biggest initiatives was the rollout of Governor Hogan's statewide customer service initiative to 39 state agencies to improve communication and response times with our constituents and businesses. We've also made a number of team building improvements, including the launch of an online Commerce University to address a variety of training needs.

We launched the Commerce Subcabinet, an interagency effort for quicker and better responses to major business issues. The Subcabinet is comprised of the secretaries of the most external customer-focused state agencies and departments. We are tracking more than 110 projects of significant business impact to local jurisdictions as part of the Subcabinet's Mega Projects Workgroup.

Creating an effective and streamlined business climate is a priority focus. We are working closely with elected officials as well as partners in academia, for- and non-profit agencies, and the federal government to identify programs and initiatives to reduce confusion of state agency roles, improve customer service, and support economic vitality and growth.

Goal #1: Achieve Operational Excellence **Process Improvement**

- Led Governor's statewide Customer Service Initiative rollout across 39 agencies.
 - Instituted a Customer Service Promise, identified senior level liaisons, and inventoried customer service programs.
 - Developed agency-specific customer service plans, training and a statewide online survey.
- Began and led the Commerce Subcabinet to lead interagency coordination.
 - Seven agency Subcabinet comprised of Commerce and the Departments of Environment, Transportation, Housing and Community Development, Planning, Labor Licensing and Regulation (DLLR) and the Governor's Office of Minority Affairs.
 - Interagency approach to address issues, challenges, opportunities, best practices and priorities.
 - Formed three Workgroups: Customer Service, Workforce, and Mega Projects - tracking and advancing of over 110 projects important to local communities.
- Created Commerce budget and expense tracking for managers.
 - Procured new reporting software and real time access to financial data, rollout slated for 2017.



Goal #2: Foster a Competitive Business Climate

Commerce is achieving this goal through a series of legislative and budget initiatives that were introduced to increase competitiveness and transform economic development programs to meet the modern business needs of the 21st Century.

Among our objectives during the 2017 General Assembly session was to continue the recapitalization of our primary economic development direct assistance program, the Maryland Economic Development Assistance Authority and Fund (MEDAAF), as well as to rebrand and restructure MEDAAF to better reflect the most pressing interests of today's business community.

We also introduced legislation to update and improve our job creation tax credit programs to encourage businesses in all regions of the state to grow and create new full-time jobs.

- Increased Commerce procurement outreach to small and minority businesses.
 - Communicated with and/or mentored over 60 small and minority businesses on statewide and Commerce-specific bid opportunities and procurement best practices.
- Built creativity and collaboration spaces to foster team-building and creative thinking for innovative approaches.

Onboarding and Training

- Created and implemented multi-step orientation process for new Commerce employees.
 - Pre-start information packet, "Buddy Program" to support integration.
 - Day 1 orientation, Week 1 check-in, quarterly group orientation sessions.
- Created Commerce University. Designed a Commerce specific training portal using the State's online platform called the HUB that will be a repository for training presentations, videos, links to TED talks, etc.

Performance Measures

- Created a more efficient, simplified, and regularized internal performance review process.
 - Streamlined from 12+ to five measurements and began quarterly check-ins.
 - Added greater emphasis on organizational and personal goals.
- Conducted internal Commerce customer satisfaction survey.
 - Measured satisfaction of Budget and Finance, Contracts and Procurement, General Services, Human Resources and Information Technology units.

Legislative Success

In collaboration with the MEDC, Commerce introduced a number of Departmental bills aimed at boosting Maryland's competitiveness, while attracting and expanding businesses and opportunities. Commerce and MEDC members actively engaged legislators resulting in several enhancements to programs.

- **Income Tax Credit – Security Clearances** – Employer Costs
 - Extended tax credit from 2017 to 2022.
- **Maryland E-Innovation Initiative** – Amended program to allow more flexibility for smaller, independent nonprofit institutions of higher education to secure matching funds for research endowments. Since FY16, more than \$16M committed to 11 Maryland institutions.
- **Small, Minority, and Women-Owned Businesses Account**
 - Transfers the administration of this program from the Board of Public Works to Commerce in order to eliminate an unnecessary layer of bureaucracy and streamline the ability to improve the program.
- **Maryland Advisory Commission on Manufacturing Competitiveness (MACMC)** – Changes the name of the State's advisory commission to "Maryland Manufacturing Advisory Board" and alters the composition of the Board while reducing its membership from 25 to 18 members.

Commerce supported and advocated for the **Governor's More Jobs for Marylanders Act of 2017** which gained support of legislators leading to the Governor's signature. The program includes:

- **Manufacturing Tax Credits** – provides tax incentives for new and existing manufacturers that create jobs. New manufacturers opening in high-unemployment (Tier 1) counties would receive a 5.75% wage tax credit, a state

property tax credit, and a sales and use tax credit for 10 years. The legislation also waives state filing fees, with all incentives contingent on the creation of at least five jobs in a Tier I county. Existing manufacturers that create at least 10 new jobs in a Tier II county would also receive the same wage tax credit.

- **Workforce Development Initiatives** – Establishment of a Workforce Development Sequence Scholarship, Registered Apprenticeship Programs, and a State income tax credit for employment of a certain eligible apprentice.
- **Partnership for Workforce Quality (PWQ)** – Renewed funding of \$1 million to encourage manufacturers to invest in employee training by providing matching grants directly to businesses.

Additionally, Commerce advocated for legislation impacting accelerated and bonus depreciation impacting manufacturers.

- **Accelerated and Bonus Depreciation** – Legislation adopted recouples Maryland to Internal Revenue Code (IRC) §168(k) (bonus depreciation) and §179 (accelerated depreciation) for manufacturers statewide. These designations allow manufacturers to free up capital to reinvest in their operations.

Future Legislative Considerations

Commerce also introduced bills during the 2017 session designed to modernize its finance and incentive programs and place Maryland in a competitive position. While the bills did not pass as introduced, the General Assembly conducted several hearings and ultimately adopted certain legislative provisions. Commerce was able to advance the consideration of the bills and bring necessary awareness to the legislators of the issues, needs, and significance of revamping the department's programs and incentives. The bills included:

Finance Programs

- **Maryland Economic Assistance Authority and Fund (MEDAAF)** – Proposed recapitalization of Maryland's primary economic development direct assistance program in the FY18 Operating Budget. \$30.05 million in funding was proposed by the Governor, however, the final FY 2018 appropriation for MEDAAF is \$20 million.
- **Advantage Maryland** – Proposed renaming MEDAAF program to Advantage Maryland and restructuring to streamline and modernize the program allowing for working capital as an eligible capability.
- **Small, Minority, and Women-Owned Businesses Account (VLT Fund)** – Would have increased FY18 funding to \$16.9 million compared to the \$14,946,458 appropriated on VLT projects in FY17. The FY 2018 – 2020 appropriation was ultimately transferred to the General Fund and the Education Trust Fund.

Taxes and incentives

- **Maryland Jobs Development Tax Credit** – Tiered Tax Credit
 - Introduced new tax credit program to retain and attract businesses as an incentive focused on creating full time, permanent jobs paying family supporting wages.
 - The new program would have phased out the underutilized **Job Creation Tax Credit (JCTC)** program due to job creation thresholds difficult to achieve in Maryland's rural jurisdictions.
 - The new program would have phased out the **Enterprise Zone and Focus Area Income Tax Credits** while retaining the One Maryland Tax Credit Program.
 - **Create new Tiered Tax Incentive** – Introduced income tax credit based on percentage of wages linked to state and local withholding of net new employees.
 - **High Impact Projects** – Would have authorized the Secretary of Commerce to designate projects of substantial economic impact (capital investment and number of jobs) with increased benefits to be negotiated.
- **Cybersecurity Investment Incentive Tax Credit (CIITC)** – This Administration bill would have amended the existing CIITC to grant the tax credit to investors who provide capital to small, cybersecurity startup companies. This change mirrors the popular Biotechnology Investment Incentive Tax Credit.

Goal #3: Advance Innovation and Entrepreneurship

Innovation and entrepreneurship are two areas where Maryland continues to excel, and we are working closely with our higher education partners to improve the current and future job training needs of our businesses and strengthen our targeted industry sectors.

Education and Innovation

- **Maryland WorkSmart** – Led the coordination of a program with the Maryland Association of Community Colleges (MACC) to address current and future training needs.
- **Internship Network of Maryland (inMD)** – In process of launching a robust internship and industry program for Maryland students, while creating access to talent for industry.
- **Workforce Development** – Led the Commerce Subcabinet Workforce Workgroup to increase interagency collaboration and enhance customer service; web site coordination; agency cross-training; cross marketing of public relations; and joint marketing of programs.
- **Center of Excellence (COE) in Biomedical Devices** – Establishing a COE for Advanced Biomedical Device Manufacturing in collaboration with the University of Maryland, College Park (UMCP) and the University of Maryland, Baltimore (UMB).

- **National Manufacturing Materials Development Corporation (N2MD)** – Coordinating 15 industry and higher education institutions to establish the N2MD to be co-located with the United States Army Research Laboratory (ARL) in Aberdeen.
- **National Institute for Innovation of Manufacturing Biopharmaceuticals (NIIMBL)** – Partnering with UMCP and Johns Hopkins University (JHU) in the creation of NIIMBL to advance leadership in pharmaceutical manufacturing. This \$250 million investment and team of more than 150 companies, educational institutions, nonprofits and state governments will operate NIIMBL under a newly formed nonprofit to forge links between universities, National Institute of Science and Technology (NIST) and the Food and Drug Administration (FDA).
- **Maryland E-Innovation Initiative** – Since FY 2016, coordinated local colleges and universities in the endowment of \$16 million in professorships.
- **Relationships and Interactions**
 - Supported education, innovation and entrepreneurial sectors through advocacy of Betamore, City Garage, Emerging Technology Centers, and expansion of CISCO innovation academies throughout the state.
 - Advocating for university-related projects, such as Greater College Park, the UM BioPark and East Baltimore Development Inc. (EBDI).
 - Enhancing a culture of commercialization at research universities by supporting efforts of UM Ventures and others.

Goal #4: Expand Targeted Industry Clusters

Over the past year, we have worked with Maryland manufacturers; created a number of initiatives around cybersecurity, including a mapping of the state's cyber assets, and a roundtable to examine workforce issues in the industry; and, in collaboration with the Life Sciences Advisory Board, established a plan to position Maryland among the Top Three biohealth ecosystems by 2023.

Manufacturing

- **Maryland Manufacturing Advisory Board** – Proposed the reconstitution of the Board to guide trends and opportunities. The new structure was approved by the legislature.
- **Resource partners** – Engaged with industry partners to advance new opportunities through Maryland Manufacturing Extension Program (MD MEP), Maryland Manufacturers Organization (MDMFG.org), Regional Manufacturing Institute (RMI), Maryland World Class Consortium (MWCC), Maryland Economic Development Association (MEDA), Jane Addams Resource Center (JARC), Regional Additive Manufacturing Partnership of Maryland (RAMP MD), and the Fraunhofer Center for Experimental Software Engineering.

- **Regional Outreach** – Engaged the Commerce Regional Development Team and DLLR to conduct two manufacturing roundtables and programs; supported Regional Team on outreach calls; and assisted county economic development offices with retention/ expansion opportunities.
- **Direct inquiries** – Supported manufacturers with assistance on retention/expansion opportunities such as major manufacturer Pinnacle Foods, Incorporated.
- **BioPharma Manufacturing Center** – Partnering with UMCP and UMB to create a BioPharma Manufacturing Center.
- **More Jobs for Marylanders Act** – Adoption of Governor's More Jobs for Marylanders Act of 2017, specifically targets to incentivize for job creation in manufacturing.
- **MD MEP Investment** – According to MEP, Commerce's 2016 investment of \$250,000 generated:
 - \$106 of economic impact for every \$1 of Commerce funding.
 - New Sales: \$7.4 million; New Client Investment: \$6 million.
 - Created/Retained Jobs: 352; Retained Sales: \$10.2 million.
 - Cost Savings: \$2.9 million.
 - Workforce Funding Return on Investment (ROI): 21:1.

Energy and Environment

- **Program Manager** – In process of hiring Manager to execute outreach process and create an engagement and partnering strategy to attract, retain and grow businesses in energy, environment and agribusiness sectors.
- **Maryland Campus Smartgrid** – Worked with Korean energy partners, KEPCO and LSIS, to create a campus smartgrid in Maryland with renewable energy (solar power and a battery storage system) as a deliverable from the 2015 Governor's Asia Trade Mission.

Cybersecurity

- **Cyber Asset Mapping** – In collaboration with the Economic Alliance of Greater Baltimore (EAGB), initiated first statewide asset mapping with local jurisdictions, industry, academia, and associations. The analysis and mapping will be released at the 2017 Cyber USA/Maryland conference in 2017.
- **Cybersecurity Roundtables** – Organizing advisory roundtables to examine specific challenges of industry in Maryland and steps that can be taken by stakeholders, including in Health IT security.
- **Workforce Advisory Roundtable** – held in 2016 resulted in:
 - A Commerce partnership with Maryland State Department of Education (MSDE) and UMBC to secure two grants

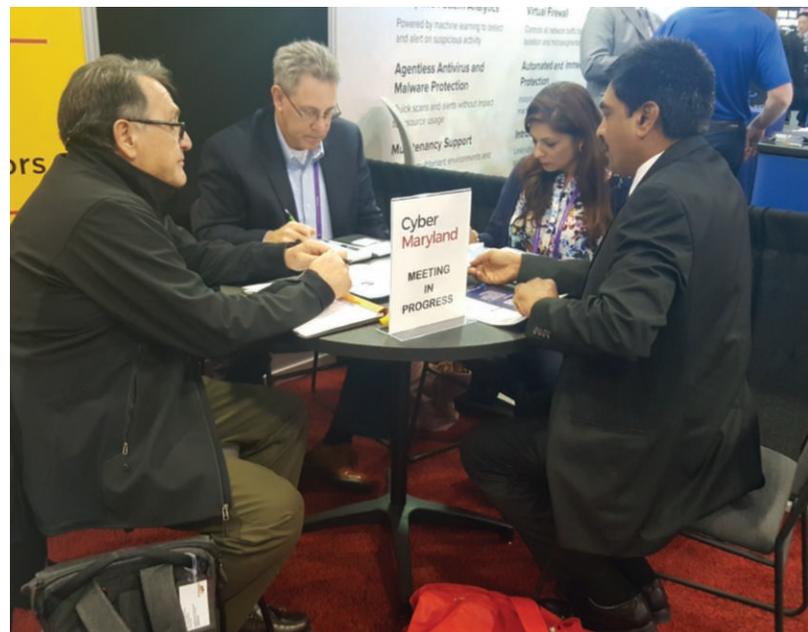
from the National Science Foundation for a Center for Computing Education.

- Establishment of an internship clearinghouse within the Maryland Tech Council.
- Engagement with employers to encourage inclusion of interns in face-to-face meetings.
- Establishment of the Maryland Cyber Range to create experiences in simulated environments.
- Creation of new pathways into cyber workforce and enhanced skills to achieve new levels of expertise.
- **New Cyber Branding** – Renewed brand to the world – Maryland, where cyber starts, businesses flourish, and opportunities abound.
 - Cybersecurity Handbook was published for Governor’s Israel trip in 2016 and RSA 2017.
 - Hosted a meeting at RSA 2017 featuring General Keith Alexander, USA (Ret.) to market Maryland for business locations. Businesses from 11 states, Australia, the United Kingdom (UK), Israel, Estonia, and the Netherlands participated.
 - Expanded brand awareness through international efforts: Australian American Leadership Dialogue, Governor’s Israel Trade Mission, Memorandum of Understanding (MOU) with the Netherlands and The Hague Security Delta and The Hague, and INFOSEC Europe conference.
- **NCCoE Collaborations** – Working with resources such as the National Cybersecurity Center of Excellence (NCCoE) in Rockville to develop strong interfaces with the commercial sector.
 - NCCoE dedicated its new facility, made possible by a partnership of Commerce and Montgomery County in 2016.
 - Through its continuing active involvement with NIST and MITRE, Commerce and Montgomery County partnered to present a series of speaker events.
 - Partnering with Cybersecurity Association of Maryland, Inc. (CAMI) and Start-Up Maryland, Commerce sponsored the first Innovation Marketplace held at NCCoE.
- **Cybersecurity Education Programs** – Expanding a network of cybersecurity education, training, and workforce development through the National Initiative for Cybersecurity Education (NICE).
- **Model Program** – Partnering with the Department of Information Technology (DoIT), Commerce engaged cybersecurity expertise and capabilities to create a model to protect and respond to the needs of the State’s IT infrastructure.
 - Partnering with DoIT and Maryland National Guard, the program seeks to establish a central point for reporting

breaches, preparation and response; and create opportunities for both guardsmen and students in colleges and universities to gain practical experience.

Biohealth and Life Sciences

- **Life Sciences Advisory Board (LSAB)** – Established a goal for Maryland to be among the Top Three biohealth ecosystems by 2023. The LSAB has developed a strategic plan with recommendations for growth by promoting and leveraging of assets, enhancing community connectivity, improving access to capital, and supporting the workforce.
- **Measures of Success**
 - Biotechnology Investment Incentive Tax Credit - 23 companies raised \$23,726,263 from 164 investors.
 - In 2016, Maryland life sciences companies grew to 2,260 (+8% from 2015) and industry private employment grew to 39,820 (+11% from 2015).
 - Maryland named Top 10 Biopharma Clusters by Genetic Engineering and Biotechnology News in 2016.
- **Global Vaccine HQ Established** - GlaxoSmithKline established Global Vaccine Headquarters in Rockville with 260 new jobs in 2016. Plans include an additional 200 jobs with expansion by mid-year 2017, bringing total Maryland employment up to 1,000.
- **Biotech Investor showcases** – Supported and participated in investor forums at BioHealth Capital Region and the Maryland Tech Council on a statewide basis, and numerous smaller-scale programs, including the international BIO conferences, the world’s largest gathering of the life sciences industry.
- **Medical Tech Transfer** – Formed a task force of key industry,



academic and federal lab leaders to overcome barriers in commercializing federal and university technologies. Work to begin in 2017.

Agribusiness

- **Program Manager** – In process of hiring Manager to execute outreach and engagement strategy.
- **Advanced Bioproducts Research and Education** – As part of the Maryland E-nnovation Initiative, assisted Hood College in creating an Endowed Chair to attract faculty with biofuels research expertise.
- **Eastern Shore Food Lab/Food Hub** – Assisted Washington College in establishing the Chair in Sustainable Food Systems to oversee the creation, development, and management of an Eastern Shore Food Lab through the Maryland E-nnovation Initiative.

Military Affairs

- **Defense-related business diversification** – Secured a \$2.6 million federal grant to expand defense supply chain mapping.
 - Conducting a Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis, incubator planning, tech transfer strategies, and stakeholder outreach.
 - Submitted a \$1.5 million application to the U.S. Office of Economic Adjustment (OEA) for Phase 2 of mapping to assist defense dependent contractors and implementation of diversification strategies in southern Maryland and statewide.
 - Submitted grant to OEA for a state level Joint Land Use Study to increase land use compatibility with Maryland defense communities.
- **Base Realignment and Closure (BRAC)**
 - Formed a BRAC Advisory Group (BAG), initiated actions with Lt. Gov. Rutherford, the Governor's BRAC appointee.
 - Held three Congressional staff meetings with principals meetings pending.
 - Engaged BAG and Maryland Military Installation Council in military threat and opportunities.
- **Advocacy funding to Maryland Military Alliances** – Secured additional grant funding and continued support for additional Military Alliance funding if a 2019 BRAC is approved.
- **Military Installation Partnerships** – Engaged and advanced community/installation partnering to leverage resources and strengthen military installation value.
- **Senior Military Commander Meetings** – Conducting ongoing intelligence meetings.
- **Closed Military Facilities** – Bolstered action to facilitate the redevelopment of closed military facilities for future commercial real estate development. Fort Ritchie's PEN-MAR Development Corporation received legislative approv-

al to transfer the property to Washington County to solicit national and international developers.

- **Military Personnel and Veteran-owned Small Business Loan Program (MPVSBLP)** – Provided \$514,000 for 12 projects retaining 47 jobs and creating 95 from FY15 and FY16.

Civilian Federal Agencies

- **Federal Bureau of Investigation (FBI) Headquarters attraction** – Led coordination with General Services Administration (GSA), Congressional delegation, state agencies and local and private stakeholders to attract headquarters to Maryland.
- **Federal Facility Expansion** – Developed relationships with eight civilian federal agencies and identified assistance in workforce recruitment, site renovation and consolidation, small business and community outreach.
- **Federal Labs and Universities Tech Transfer**
 - Met with four Navy Technology Transfer Office Directors and the Army Research Lab; conducted an analysis of industry commercialization capabilities in southern Maryland as part of an OEA-funded pilot program.
- **Civilian Federal Agency Action Plan** – Began collaboration with Biohealth and Life Sciences, Cybersecurity and International teams to create plan.
- **Small Business Assistance** – Working with Biohealth and Life Sciences, Cybersecurity, Aerospace and International teams in collaboration with federal agencies for outreach to small businesses seeking contracting opportunities. To date, 200 businesses have been provided assistance.
- **Contract Connections** – Planning an event in 2017 to promote government contracting opportunities with federal agencies.

Aerospace

- **Aerospace Database** – Building a database of Maryland companies engaged in component industries of aviation, space, and unmanned aircraft systems (UAS).
- **Niche Markets** – Stimulating growth of niche markets identified in database by advancing partnerships with agencies, universities, and companies involved in the manufacturing, testing, operations and sales of UAS, commercial small satellites, and earth observation remote sensing platforms.
 - Undertook site visits to assess condition of aviation infrastructure and future investment.
 - Met with the NASA Goddard Space Flight Center Administrator to revive an expired MOU that would assist the Center and the Maryland industries it supports.



outreach and engagement strategy with professional services firms to attract, retrain and grow businesses in this sector.

- **Professional Services Firms** – Engaging professional services leaders to be a resource for clients interested in Maryland investments.

International

We are continuing to grow our global footprint with the opening of six new foreign offices and the ongoing efforts to help Maryland companies market their goods and services in overseas markets.

- **AeroMaryland** – Supporting southern Maryland leaders to create a statewide program to highlight unique aerospace capabilities and increase in-state maintenance and sustainment work for federal government.
- **Marketing** – Increased Maryland’s extensive capabilities, market share and opportunities.
 - Sent a delegation led by Lt. Gov. Rutherford to Farnborough Air Show in 2016. Plans are underway for Governor Hogan to lead a delegation to the Paris Air Show in 2017.
 - Highlighted Maryland’s capabilities at the annual 32nd Annual Space Symposium, Geo-Intelligence (GEOINT) Conference and the Association for Unmanned Vehicle Systems International (AUVSI) 2016 Annual Conference.
 - Conducted outreach to 36 public-use airports to highlight their role in the local economies; and to support the attraction and growth of the aerospace businesses that gravitate around a strong airport network.
- **Increased launch capabilities at Wallops Flight Facility**
Wallops is one of three facilities in the U.S. capable of orbital launches.
 - Participated in both the Wallops Island Regional Partnership (with Virginia) and the Wallops Island Partnership with NASA staff to advocate for increased launches.
- **UAS Test Facility**
 - Began discussions with Maryland Department of Transportation for partnering UAS opportunities at UMD UAS Test Facility in St. Mary’s County.
 - Began marketing capabilities of the UMD UAS test facility as a leader in UAS systems integration and operation.

Professional/Financial Services

- **Program Manager** – Recently hired a manager to execute

- **Export Assistance Workshops** – Partnered with counties and federal agencies to organize 12 statewide export assistance workshops to market Commerce programs and services designed to increase exports.
- **Global Consulting Program** – Partnered with the Center for International Business Education and Research (CIBER) at the Smith School at UMCP to offer a program to assist Maryland companies in research, talent, and executive training to support entry in the global marketplace.
- **U.S. Small Business Administration (SBA) State Trade and Export Promotion Program (STEP) Grant** – Received \$1.3 million during FY16 and FY17 to boost the state’s global outreach efforts, open new markets for Maryland exporters and support international trade show participation.
- **Export Sales** - Since January 2015, Maryland companies have reported over \$200 million in increased export sales as a direct result of assistance provided by Commerce and overseas representatives. In FY16, \$94 million in export sales was a result from Commerce assistance.
- **Global Networking** – In 2016, 654 international companies were engaged by Commerce and 11 made investments in Maryland. 43 foreign prospects visited Maryland that year as a result of Commerce’s 77 marketing outreach activities to foreign companies.
- **ExportMD** – Since 2015, awarded travel grants (\$5,000-\$10,000) to 123 small businesses to support overseas marketing of products and services.
- **Export Asset Mapping Project** – Initiated an export resources asset mapping project, in early 2017.
- **Foreign Direct Investment (FDI) Strategy**
 - Increased international trade show participation and focus on FDI lead generation. Since January 2015, 25 foreign owned companies have established Maryland presence as a result.
 - In partnership with bwtech@UMBC developed a Soft Landing Program with the Netherlands, where Maryland cybersecurity companies can explore the Dutch market,

and Dutch cybersecurity companies set up operations in Maryland on a trial basis. Five Dutch companies are participating in the program in 2017.

- With the EAGB, developing a Baltimore Metropolitan Region FDI Plan as part of the Brookings Institute/JP Morgan Chase initiative. Final report is due in 2017.
- Began discussions with strategic partners to develop a statewide FDI strategy.
- **Diversification opportunities abroad**
 - Provided export assistance to Maryland's seafood industry. An extensive China market assessment report was provided to St. Mary's County and Baltimore-affiliated True Chesapeake Oyster.
 - Offered to support a Baltimore-based research laboratory, the Institute of Marine and Environmental Technologies, and seafood distributor, J.J. McDonnell, to explore exporting of scallops to Korea.
 - Launching a joint project with MD/DC District Export Council to identify Maryland's 50 top exportable products and services to market globally.
 - Conducting research into the new markets of Australia, Singapore, Colombia, Chile and Peru.
- **Manufacturing Reshoring Initiative** – Discussions underway with Maryland Center China in Shanghai and other foreign offices.
- **Foreign Capital to Public, Private and Public/Private Partnerships (P3) priority projects** – Ongoing referrals on a project basis, e.g., NAMMO P3 project in Indian Head and a Maryland Smart Grid Project in partnership with Korean energy firms. Worked with the Governor's Subcabinet on International Affairs to explore an inventory of all state agencies that have potential projects seeking international funding sources.
- **Expanded Commerce's foreign offices** – Opened six new offices over the past 12 months: Canada, Australia, Singapore, Colombia, Peru and Chile.
- **Governor's International Advisory Council** – Awaiting reconstitution.
- **Introduce foreign investors to Maryland investors for joint ventures** – Ongoing discussions with Maryland's professional services firms, merger and acquisition consultants, local jurisdictions, and industry associations.
- **Governor's Trade Missions:** Completed Israel Trade Mission 2016 and followed-up the 2015 Asia Trade Mission to Korea, China, and Japan with a staff delegation in 2016.
- **International tourism** – Began pilot program with Korean tour operators, which could increase tourism development expenditures that totaled \$12,699,262 in FY16.

Goal #5: Create One Maryland and Enhance Community Development

Last year, Maryland was successful in supporting Northrop Grumman's consolidation of divisions in Anne Arundel County, resulting in Maryland retaining the new Mission Systems Division and more than 10,000 high paying jobs in the state. This year, Maryland announced that Marriott Corporation, the world's largest hotelier after its Starwood merger, is building a new \$600 million headquarters in Montgomery County and will locate its 3,500 corporate employees there in the coming years. Both projects were huge wins to keep the major multinational corporate leaders in Maryland.

The regional development team is at full capacity reaching all corners of the State for the best direct outreach to our customers and stakeholders. We've also expanded the outreaches to small, minority, and women-owned business and forged greater partnerships with the U.S. Small Business Resource Center to leverage federal and state funding and programs. In addition, we've increased participation in the Advance Maryland Program, a regional network to provide skilled research specialists for small businesses. Commerce provided nearly \$11 million in financial and market research assistance to growing businesses through programs like the Maryland Small, Minority and Women-Owned Businesses Fund, Advance Maryland, and ExportMD.

Maryland's assets need to be highlighted and celebrated, Regional Focus

• Regional Development Team

- Increased customer engagement by filling the Regional Team positions from 10 to 12 in 2016. Teammates are responsible for a defined territory, increased business community outreach and provides a dedicated local point person.

• Measurements

- 1,985 businesses were touched through direct and group outreaches; an increase of 220% from 2015 to 2016.
- In 2016, the Regional Development Team had over 1,000 one-on-one meetings with business owners.
- Initiated cold call program resulting in connecting with an additional 1,850 businesses in calendar year 2016.
- Initiated Platinum 500 program for higher level outreach to the largest and most strategic customers by county. Engaged 200 by 2017.
- Created milestone recognition program for acknowledgment and appreciation of years of business in Maryland. Since 2016, 82 recognitions have been presented.
- In 2016, Commerce participated in 61 international and domestic trade and events with 626,235 attendees to promote Maryland products, industry and services.

- **Macro local and regional issues** – Engaged in more “macro” local and regional issues through interaction with tri-county councils, local chambers of commerce, regional focused organizations and industry-specific member organizations. Commerce teammates conducted 357 meetings and outreach efforts with this constituency.
- **Broadband, Last Mile** – Engaged service providers, counties and state agencies on the needs, funding requirements, and improved permitting process to expand service.

Small, Minority and Women-Owned Businesses

- **Small Business Team Engagement**
 - Added staff to team from two to three in 2016, providing assistance to 443 small businesses.
 - Assistance increased from 65 to 164 (252% increase) for the period of October to December 2016 compared to the same period in 2015.
- **Small Business Outreaches** – Conducted 101 outreaches to individual small businesses in 2016. 16.75% of all procurement payments in FY16 were small businesses and 4.57% of all contracts were awarded to minority and women-owned businesses.
- **Financial and market research assistance** – Dedicated \$11 million in FY16 to grow small businesses through programs like ExportMD grants and Advance Maryland.
- **Management of the Maryland Small, Minority and Women-Owned Businesses Account** – In FY16, Commerce disbursed \$14,946,458 in Video Lottery Terminals (VLT) loans to 126 projects resulting in 951 new and retained jobs.
- **Advance Maryland Program** – Increased participation in this regional network that provides virtual access to teams of highly skilled research specialists matched with qualifying companies.

Goal #6: Improve the Maryland Brand

In 2016, every \$1 spent on Maryland advertising impressions reached 95 pairs of eyes. To expand Maryland’s brand reach, Commerce has established the public-private Maryland Marketing Partnership (MMP) to lead a rebranding effort and position Maryland as an ideal location for business location and expansion.

Maryland continues to be an outstanding cultural and tourism destination. We welcomed more than 40 million visitors in 2015 and visitor spending climbed to \$16.8 billion. Helping drive the increase in visitors is the expansion of the state’s tourism marketing footprint to Pennsylvania, Ohio, and New York, as well as major events like Light City Baltimore and Fleet Week and Air Show Baltimore.

Maryland Public Private Partnership (P3) Maryland Marketing Partnership (MMP)

- **Advertising Campaign** – Hired ad agency, HZDG, to develop advertising campaign concepts to promote Maryland. Upon approval, development of all advertising for placement and a new marketing website will be completed.
- **Media Campaign** – Developing media plan to roll out the campaign mid-2017. Ads to appear on key radio outlets, billboards and selected in-state and national print vehicles and strategic digital targeting in key geographic areas around the U.S. IT, cybersecurity, manufacturing, biohealth, advanced technologies, and financial services industries will be targeted.
- **Research** – Conducting survey of 300 participants for a baseline measurement of business perception. This survey will provide a measurement to gauge change in Maryland’s image over time.
- **Maryland Governor’s Business Summit** – Planning inaugural signature event to be held in 2017 to celebrate business success across the state.
- **Financial Commitments** – Secured to date more than \$2 million from private sector partners for the effort, phased as 3-5 year commitments.

Film and the Arts

- **Arts and Entertainment (A&E) Districts** – Supported 24 A&E Districts across 17 counties who promote community development and neighborhood revitalization by offering tax-related incentives that attract artists, arts organizations and other creative enterprises to locate within a district.
- **Harriet Tubman National Underground Railroad Visitor Center** – Ensured assets are in place to fully optimize the



investment by local, state and national partners in the opening of the Harriet Tubman National Underground Railroad Visitor Center. Rolled out the informational program to businesses in Dorchester and Caroline Counties to maximize greater economic benefits from increased visitation. Opened Center in 2017.

- **Maryland State Arts Council (MSAC)** – Increased grant funds to \$11,813,481 for 276 arts organizations and programs across the state in FY16. 164,026 students in 490 Maryland schools received grants for performances and workshops totaling \$686,061.
- **Investments** – In FY16, spent a total of \$32,991,705 on tourism, film and the arts with \$20,292,443 of that figure spent on the Maryland State Arts Council, Preservation of Cultural Arts Grants, and Administration/Film.

Tourism

- **Pilot Private Sector Partnership Grant Program** – Launched program that leveraged state funds with private sector funds to encourage overnight stays. Three programs were selected and deemed successful through increased ticket sales and overnight stays during the promotional timeframe.
- **Micro-industries** – Supported growth in attendance and purchasing from micro-industries (breweries, distilleries and wineries), through collaborations with the Breweries Association of Maryland to promote FeBREWary which laid the groundwork for March as Maryland Wine Month.
- **Maryland Fleet Week and Air Show** – Supported the

production of a 10 day event that drew 300,000 visitors to Baltimore in 2016. Event had \$16.4 million in direct economic impact; 26% of the event visitors were out-of-state; media coverage included 400 articles, interviews and broadcasts valued at more than \$4.1 million, placing Baltimore and Maryland in front of an audience of more than 11 million locally and 20 million nationally. More than 12 million people used the #mdfleetweek to post positive comments about all aspects of Maryland Fleet Week and Air Show Baltimore.

- **Visitor Economic Impact** – In 2016, visitors spent \$17 billion and generated \$2.3 billion in state and local taxes, saving every Maryland taxpayer \$1,040.
- **Visitor Count** – Increased visitors from Maryland's primary markets 2.9%; visitation from more than 50 miles away grew 19%. 70% of Maryland's travel arrives from Washington, D.C., Baltimore, New York, Philadelphia and Pittsburgh. Hotel sales tax for June 2016 was \$16.7 million with the 12 month average increasing by 5.4%.
- **Film** – Retained Netflix's *House of Cards* filming in Maryland. Combined economic impact of first four seasons exceeds \$460 million. *House of Cards* hired an average of 2,154 Marylanders per season, directly bought or rented goods or services from an average of 2,228 Maryland businesses per season.
- **International Tourism** – Growing international tourism and maximizing opportunities such as the International Pow Wow (IPW) 2017 to be held in 2017. Maryland and its partners are working together to showcase the state in this largest gathering of international tourism partners.





2017 SCORECARD:

How are we **Doing?**

Department of Commerce Strategic Plan Progress Report 2017

| HIGHLIGHTS | | SCORE |
|--|--|----------|
| Goal 1. Achieve Operational Excellence | Customer Service <ul style="list-style-type: none"> Created the Commerce Subcabinet to lead administration's major interagency economic development projects as well as to coordinate customer service, best practices, workforce initiatives and the development of over 110 statewide mega-projects. Led Governor's statewide Customer Service Initiative across 39 agencies. Reformed and simplified internal performance review process and developed model onboarding and training practices. | E |
| Goal 2. Foster a Competitive Business Climate | Finance Programs <ul style="list-style-type: none"> Proposed transformative legislation to modernize the Maryland Economic Assistance Authority and Fund (MEDAAF) to the Advantage Maryland Program in order to meet the needs of the 21st Century global economy and make Maryland more competitive. Revived the Partnership for Workforce Quality (PWQ) program with \$1 million in funds to support business training needs of advanced technology companies. Worked to enact the Governor's More Jobs for Maryland Act of 2017 providing manufacturing, tax credits and workforce development initiatives. Taxes and Incentives <ul style="list-style-type: none"> Proposed transformative legislation to modernize Maryland's Job Creation Tax Credit programs to a tiered tax credit aimed at equitably retaining and attracting businesses to all areas throughout the state. Proposed transformative legislation to revise the Cybersecurity Investment Incentive Tax Credit to better attract capital to small, innovative cybersecurity startup companies. | P |
| Goal 3. Advance Innovation and Entrepreneurship | Education and Innovation <ul style="list-style-type: none"> Implemented the Maryland WorkSmart Program with Maryland community colleges to address specific workforce training needs for key industries. Developing multi-party partnerships to create a Center of Excellence in Biomedical Devices, National Manufacturing Materials Development Corporation, and the National Institute for Innovation of Manufacturing Biopharmaceuticals. Coordinated \$16 million in endowments with local colleges and universities to create professorships to advance innovation in several industries, through the Maryland E-Innovation Initiative. | P |
| Goal 4. Expand Targeted Industry Clusters | Manufacturing <ul style="list-style-type: none"> Partnered with the Maryland Manufacturing Extension Partnership that led to the creation/retention of 352 jobs, \$7.4 million in sales, \$6 million in new client investment and retained sales of \$10.2 million. Reconstitution of the Maryland Manufacturing Advisory Board. Developed Manufacturing Roundtables for regional outreach with DLLR to support Maryland manufacturers. Energy and Environment <ul style="list-style-type: none"> Worked with Maryland Energy Administration to develop a conceptual campus smartgrid featuring renewable energy (solar & battery storage) with international Korean partners. Talent search underway to coordinate departmental efforts. Cybersecurity <ul style="list-style-type: none"> Rebranding of industry and business attraction through international trade missions and exposure, national events such as RSA and memorandums of understanding. Held Advisory Roundtable to address workforce challenges. Undertaking Cyber Asset Mapping Project to define Maryland's assets, identify opportunities and attract jobs and investments. Collaboration to create a Model Program to protect and respond to the needs of the State's information technology infrastructure. Biohealth and Life Sciences <ul style="list-style-type: none"> Reinvigorated Life Science Advisory Board (LSAB) that developed strategies and recommendations with the goal of Maryland to be among the Top 3 biohealth systems by 2023, including creation of technology transfer task force to promote life sciences commercialization from federal labs and universities. Engagement of local and regional Life Sciences Investor Showcases, including Maryland promotion at the international BIO conferences. Proposed legislative changes to the Biotechnology Investment Incentive Tax Credits Program that were adopted by the General Assembly to include earlier stage biotechnology companies. | P |
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Department of Commerce Strategic Plan Progress Report 2017

Initiating

Progressing

Excelling

| GOALS | | HIGHLIGHTS | SCORE |
|--|--|---|-------|
| Goal 4. Expand Targeted Industry Clusters (cont'd.) | Agribusiness | <ul style="list-style-type: none"> Talent search underway to coordinate departmental efforts. Engaged in the development of an Eastern Shore Food Lab/Food Hub. Promote Advanced Bioproducts Research and Education, especially in biofuels research at Hood College. | P |
| | Military Affairs | <ul style="list-style-type: none"> Developed and formed Base Realignment and Closure (BRAC) Advisory Group to prepare for a possible future BRAC. Preparing for the expansion of defense-related business diversification. Developing strategies for budget sequestration and federal budget impacts. Worked with localities to position the transition of Maryland military installations, such as Fort Ritchie to Washington County. | E |
| | Civilian Federal Agencies | <ul style="list-style-type: none"> Federal Bureau of Investigation (FBI) Headquarters attraction to Maryland. Assistance to 200 businesses seeking government contracting opportunities. Partnering with the Military Alliances to analyze industry commercialization capabilities in areas such as southern Maryland. | P |
| | Aerospace | <ul style="list-style-type: none"> Guiding the creation of a statewide AeroMaryland Initiative to increase maintenance and sustainment work in Maryland. Building aerospace database to assist companies and to market the industry. Development of strategies to expand opportunities at Wallops Island Flight Facility and the Unmanned Aerial Systems (UAS) Test Facility in St. Mary's County. | P |
| | Professional/Financial Services | <ul style="list-style-type: none"> Recently secured talent to execute departmental outreach process and strategy; New position to focus on developing and supporting growth of important Maryland service sectors (i.e. law, engineering, financial firms). | I |
| | International | <ul style="list-style-type: none"> Received \$1.3 million in federal grants (over two years) to boost global outreach efforts, open new markets, and support international trade show participation: Expanded the ExportMD grant programs to provide international export marketing funding. Added six Maryland foreign offices around the globe. Implementation of MAPIT (Maryland Partners in International Trade) and an aggressive foreign direct investment strategy. | E |
| Goal 5. Create One Maryland | Regional Focus | <ul style="list-style-type: none"> Increased customer engagement by boosting the Regional Development Team with representatives to cover all regions throughout the state. Macro local and regional approach implemented: 1,985 businesses touched (an increase of 220% from 2015 to 2016) and created the Platinum 500 program to more directly serve the largest and most strategic customers. | E |
| | Small, Minority and Women-owned businesses | <ul style="list-style-type: none"> Fulfillment of team and increased outreaches to constituent businesses. Partnered programmatically with the U.S. Small Business Resource Center to expand services to Maryland small businesses. Increased participation in the Advance Maryland Program, a regional network to provide skilled research specialists for small businesses. | P |
| | Maryland Public-Private Partnership (P3) Maryland Marketing Partnership (MMP) | <ul style="list-style-type: none"> Creation and execution of formation of the MMP: Developing a media campaign to promote doing business in Maryland and secured more than \$2 million in funding from corporations for multi-year campaign. Developing Governor's Business Summit to highlight and showcase Maryland is Open for Business. | E |
| Goal 6. Improve Brand and Talent | Tourism Film and the Arts | <ul style="list-style-type: none"> Record year for visitors spending \$1.7 billion in Maryland, generating \$2.3 billion in state and local taxes. Increased visitor count 2.9% from primary markets and 1.9% from markets beyond 50 miles, with events such as Light City in Baltimore and Arts and Entertainments Districts. Coordinated/hosted Fleet Week and Air Show Baltimore in October 2016 with a direct economic impact of \$16.4 million to Maryland. | E |

Membership of the Maryland Economic Development Commission

The MEDC is comprised of 25 voting members who are appointed by the Governor, the Senate President, and the Speaker of the House. Additionally, there are two non-voting appointed legislative members, one each from the House and the Senate, and four non-voting ex officio members representing state agencies.

Members

| | |
|--------------------------|---|
| Anirban Basu | Chairman, CEO, Sage Policy Group, Inc. |
| Martin Brunk | CPA, Vice-Chair, Office Managing Partner, RSM US, LLP |
| Kenneth R. Banks | President, CEO and Founder, Banks Contracting Company, Inc. |
| Howard B. Bowen | CEO, Ewing Oil Company |
| James T. Brady | Board Member of Dunbar Armored, Inc., and former Secretary of Maryland Department of Business and Economic Development |
| Raymond J. Briscuso, Jr. | Executive, MedTech Conference Partners |
| J. Edward Coleman | CEO, CIOX Health |
| Annemarie Dickerson | Owner, Francis Scott Key Family Resort |
| Edward M. Dunn | CEO, American Mechanical Services |
| Joshua Greene | Vice President, A.O. Smith Corporation |
| Martin Knott, Jr. | CEO, Knott Mechanical, Inc. |
| Manish Kothari | President/CEO, Sheladia Associates, Inc. |
| Julie Lenzer | Associate Vice President, Economic Development, Co-Director, UM Ventures |
| Aris Melissaratos | Dean, Brown School of Business and Leadership, Stevenson University, and former Secretary of Maryland Department of Business and Economic Development |
| Laura Neuman | Former Anne Arundel County Executive |
| Elizabeth Rendón-Sherman | CEO/CFO, LG-TEK |
| Brian C. Rogers | Chairman and CIO, T. Rowe Price Group |
| Susan Schwab | Professor, University of Maryland and Strategic Advisor, Mayer Brown, LLP |
| A. Nayab Siddiqui | President, Scientific Systems & Software International Corporation |
| Brenda A. Smith | Executive Director, The Greater Cumberland Committee |
| Robert L. Wallace | President and CEO, BITHGROUP Technologies |
| J. Blacklock Wills, Jr. | Chairman, President and CEO of The Wills Group, Inc. |
| Dr. Margaret Wood | CEO/President, WOOD Consulting Services, Inc. |

Non-voting ex-officio Members

| | |
|--------------------|--|
| R. Michael Gill | Secretary of Maryland Department of Commerce |
| Benjamin F. Kramer | House of Delegates, District 19, Montgomery County |
| Brian J. Feldman | Senate, District 15, Montgomery County |
| Kelly Schulz | Secretary of Maryland Department of Labor, Licensing and Regulation (DLLR) |
| Robert Brennan | Executive Director of Maryland Economic Development Corporation (MEDCO) |
| John Wasilisin | President & COO, Maryland Technology Development Corporation (TEDCO) |

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MARYLAND

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