

2008-2009 REDI STRATEGIC INITIATIVES

GOAL 1: Build Rockville's Economy for the Future

Strategy 1.1: Foster Innovation and Entrepreneurship in Rockville

Tactic A: Support the Rockville Innovation Center (RIC)

Measurement: Tenant company growth; RIC occupancy rate (90%); sponsor participation (8)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
REDI participates in Tenant Review Committee for new applicants	ongoing		ongoing	Participated in 9 application reviews (7 for RIC, 2 for Shady Grove Innovation Center (SGIC)); occupancy rate declined from 100% primarily due to economy
REDI participates in annual review for all tenant companies	ongoing		ongoing	Participated in 6 annual company reviews
Assess & redesign sponsor program	11/08		3/09	Redesigned to one level
Secure sponsorships	1/09		6/09	4 sponsorships secured with one pending; expanded sponsorship to SGIC

Tactic B: Promote Technology Transfer from Area Laboratories

Measurement: Montgomery College class held; federal laboratory program begun

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Support Montgomery College technology transfer overview course	7-9/08		3/09	Promoted course through e-newsletter, press releases, website
Evaluate Montgomery College course	11/08		3/09	

Support 2009 Montgomery College course offering	12/08 – 6/09		3/09	Course held February 2009
Create structure for ACTiVATE at NIH	7-12/08			Worked on Nat'l Science Foundation grant application, linked JHU into project
Secure funding for NIH program	1-3/09	8/09		Grant request submitted 1/09; awaiting determination
ACTiVATE course offered	2Q09	3Q09		
OTHER				Participated in County Life Sciences Task Force Conflict of Interest subcommittee; presented alternative structures & raised issue with congressional delegation

Tactic C: Sponsor the StartRight! Women's Business Plan Competition

Measurement: Number (50) & regional diversity (20% non-MD) of participants; scope of prizes (>\$5,000)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Determine StartRight! award event partner & timing	10/08		11/08	
Create Advisory Board	12/08	12/09		
Determine prizes & secure sponsors	1/09		1/09	\$17,500 in cash prizes, over \$17,800 in in-kind prizes; new sponsor (Comcast Spotlight)
Conduct Competition	2-4/09		4/09	48 exec. summaries (10 non-MD); 41 full plans (9 non-MD);
Manage award ceremony; publicize winners; assess results	2Q09		7/09	Widespread press coverage including Washington Woman and SmartCEO

Strategy 1.2: Catalyze Public and Private Investment Funds

Tactic A: Increase Access to Existing Financial Resources

Measurement: Financial program summary released; Rockville company (2) & investor participation in the Capital Access Network (CAN)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Compile summary information on financial assistance programs	10/08			Project suspended as rapidly changing state/county budget conditions made summary impractical
Publicize information	ongoing			N/A
Become CAN member	1/09			N/A – CAN in transition year
Introduce potential angel investors to CAN	1-6/09			N/A
Introduce Rockville companies to CAN for access to angel investors	1-6/09			3 Rockville incubator companies presented at CAN meetings

Tactic B: Promote New Sources of Funds

Measurement: “Power of Angels” seminar presented; # attendees (20)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Spearhead “Power of Angels” seminar planning	7-12/08			Project suspended due to changing economic conditions and altered work plan
Secure seminar funding	12/08			
Present seminar	1Q09			

Tactic C: Support Innovative Public Investment Programs

Measurement: Bill submitted on MD pension fund use

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Identify supporters of pension fund bill	12/08			Project suspended due to changing economic conditions and altered work plan
Identify bill sponsors	12/08			
Educate on bill benefits	1-4/09			

GOAL 2: Attract New Businesses to Rockville

Strategy 2.1: Brand and Market Rockville as a Business Center

Tactic A: Establish the Rockville Regional Library as the Center for Business Information

Measurement: Business plan seminars sponsored (10); other seminars co-sponsored, promoted and held at the library (3); number of business plan seminar attendees (>200)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Organize and publicize monthly REDI seminars at the Rockville library	Ongoing		Ongoing	11 seminars held; 188 attendees
Co-sponsor and promote seminars with other business organizations	Ongoing		Ongoing	Financial Crisis Seminar; Capital Bank Seminars; Stimulus Seminar

Tactic B: Expand and Maintain REDI's Website

Measurement: New information added; number of monthly hits/visitors

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Redesign website	2Q09	3Q09		Project begun
Update website	1-2 times monthly		ongoing	Over 2000 unique visitors to website each month
Do complete website review	1x a year		5/09	

Tactic C: Selectively Advertise Rockville as a Great Place to Do Business

Measurement: Number of ads placed (35) and cooperative marketing campaigns run (1)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Place ads in Gazette & SmartCEO	Ongoing		6/09	18 ads run in Gazette, 6 in SmartCEO
Complete 2008 "Why Rockville" cooperative marketing campaign	1/09		1/09	15 additional ads run in FY '09 representing wide variety of companies (26 total in FY '08 and '09)
Organize event for 2008 sponsors and CEO	1/09		2/09	
Approve 2009 campaign	12/08		12/08	Sponsors re-enlisted
Implement 2009 "Why Rockville" campaign	1-12/09	12/09		New template designed, 1/09; 9 additional ads run through 6/09
Participate in cooperative marketing efforts with other organizations & media outlets	Ongoing		Ongoing	Mont. Co. CVB Brochure; Embassy Day; Women Entrepreneur's Expo; Rockville Chamber Events; SCORE Business Counseling Day; Strathmore Business Event, Buy Rockville, FLC Technology Day

Tactic D: Generate Free, Earned Media Coverage

Measurement: Number of press releases generated; number of articles in print/stories on the air (>90); advertising equivalent increase over 2007-08 (>\$125,000)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Author one regular column	Ongoing	Ongoing		
Secure one non-print media series	Ongoing	Ongoing		Multiple appearances on Mont. Week in Review
Produce editorial content for Gazette "Inside Rockville Business"	11/08		11/08	Content produced for Rockville section of "Inside Montgomery"
Achieve 6 non-calendar media placements/month	Ongoing		6/08	71 non-calendar placements, 53 calendar placements

Strategy 2.2: Expand Rockville's Base of Technology Companies

Tactic A: Follow Up from BIO 2008 and Participate in BIO 2009

Measurement: Inquiries for information; presentations to companies; anecdotal stories of success; satisfaction of Rockville companies that participate in BIO 2008

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Follow up leads from BIO 2008	Ongoing		Ongoing	
Plan BIO 2009 joint booth with Rockville companies	1/09		3/09	New state booth design precluded joint booth design; worked with Rockville companies individually to evaluate their participation
Implement PR campaign, schedule meetings through Partnering Program	5/09		5/09	Partnering Program deleted
Participate in BIO 2009	5/2009		5/09	
Follow up leads from BIO 2009	Ongoing		Ongoing	

Plan participation in BIO 2011 in DC	Ongoing		Ongoing	Worked with state to offer a lower-cost participation option for small companies
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Tactic B: Participate in 2008 Mid-Atlantic BIO

Measurement: Inquiries for information; presentations to companies; anecdotal stories of success; satisfaction of booth partners

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Plan Mid-Atlantic BIO joint booth with Rockville companies	7-9/08		9/08	Joint booth with 4 Rockville companies; 3 companies gave presentations
Participate in Mid-Atlantic BIO 2008	10/2008	10/2008		
Follow up leads from Mid-Atlantic BIO 2008	Ongoing		Ongoing	

Tactic C: Partner with Technology Business Organizations, e.g., TEDCO, Tech Transfer Society, Federal Lab Consortium, Tech Council of Maryland

Measurement: Joint programming and initiatives (10)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Propose joint activities, participate at regional events	Ongoing			Bioinformatics Conference with FLC, MTECH Seminars; Women's Business Center Proposal; Women Entrepreneur's Expo; MIT Enterprise Forum; Women in Technology Conference; TEDCO Tech Transfer Conferences
Implement and assess results	Ongoing		Ongoing	Expanding MITEF activities

GOAL 3: Retain and Support Rockville’s Existing Business Base

Strategy 3.1: Recognize, Celebrate and Support Business Contributions to Rockville’s Economic Success

Tactic A: Celebrate Rockville Businesses through a “Business Appreciation Week”

Measurement: Expanded number of partner organizations (4), visiting team members and business visits (55); press coverage of event

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Identify partners	10/08		2/09	Mayor & Council, City Staff, Rockville Chamber, Mont. Co. DED
Plan kick-off or closing event with partner	1/09			Deleted for budgetary reasons
Schedule business visits; identify visiting team members	2-3/09		3/09	
Publicize event	4/09		4/09	Coverage in Washington Post, Bisnow, publicized on REDI website, TRC 11
Visit businesses; release survey results	4/09		3/09	50 visits made in 1 week, survey results presented to Board
Evaluate event	5/09		4/09	Positive response from visiting team members and businesses

Tactic B: Make Targeted Retention Visits

Measurement: Number of visits (30)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Schedule visits	Ongoing		6/09	54 visits made
Begin visits	7/08		6/09	
Assess results and amend plan	6/09		6/09	

Tactic C: Publicize Rockville business successes

Measurement: Number of companies nominated for awards (12); number of companies receiving awards (9)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Identify targeted business award programs (goal is 4)	9/08		6/09	P&B 53; Brava Award; Women Who Mean Business; 25 CEO's You Need to Know
Encourage company nominations	Ongoing		6/09	More than 38 companies encouraged to compete; 30 won
Publicize Rockville company selections	Ongoing		6/09	Publicized on website, in newsletter, etc.

Strategy 3.2: Support Workforce Recruitment for Rockville Companies

Tactic A: Sponsor/Organize a Regional Postdoc Conference

Measurement: Number of postdoc participants (600) and hiring companies (40); regional company representation; entrepreneurship focus; sufficient funds raised to cover conference costs

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Organize and host meetings of the planning committee	7-10/08		10/08	4 held for 2008 conference; 6 for 2009 conference
Hold conference	10/2008		10/08	
Evaluate event	11/08		11/08	593 Postdoc Attendees, 55 exhibitors, including 40 hiring companies (34 local); raised sufficient funds; Kauffman Foundation meetings with NIH & postdoc focus groups
Evaluate hiring results	3/09		3/09	At least 6 companies made offers

Strategy 3.3: Stimulate B2B Networks for Businesses

Tactic A: Support Efforts to Establish a Business Club for Montgomery County in Rockville

Measurement: Broader support for the project

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Promote concept	Ongoing			Project suspended
Meet with potential investors	Ongoing			

Tactic B: Support Existing Business Organizations (Chambers, women and minority organizations, tech groups)

Measurement: Number of events promoted in calendar and e-newsletter (36); number of events attended (24)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Publicize Rockville business events on web, in newsletter	Ongoing		6/09	More than 67 events promoted via REDI newsletter and website including the Asian American Business Conference; American Chinese Women's Business Conference; Rockville Chamber events
Attend business events (goal is 2/month)	Ongoing		6/09	65 attended
Provide links from REDI website to business organizations	Ongoing		6/09	Numerous links include Rockville Chamber; Buy Rockville; Mont. Co. DED; SCORE; Tech Transfer Society; TEDCO

Tactic C: Facilitate B2B Connections through a Comprehensive, Web-based Listing of Rockville Technology Companies and Large Companies

Measurement: Databases updated annually; number of hits on the web pages

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Update information; add new businesses as they are discovered	Ongoing		6/09	All companies updated at least once/year
Complete annual database confirmation/update	8/08		6/09	
Evaluate and amend approach	8/08		6/09	Over 2000 unique visitors to REDI website each month; approach works well as long as REDI has volunteer support

Tactic D: Communicate Regularly through an Email Newsletter

Measurement: Frequency and number of newsletters sent (12); percent opened (25%)

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Develop and send monthly REDI e-newsletter	Ongoing		6/09	14 newsletters sent (monthly, with mid-month blast if warranted by upcoming events/news)
Assess readership quarterly	Ongoing		6/09	1,700 sent in June (24% open rate)

GOAL 4: Support City of Rockville Programs and Initiatives

Strategy 4.1: Support the Revitalization of Rockville Town Center

Tactic A: Support Parking Coordination Efforts

Measurement: Parking plan implemented; timely installation of parking signs

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Continued distribution of Town Center parking brochure	Ongoing		6/09	
Gain support from existing garage owners for signage plan	12/08			On hold based on Duball construction schedule
Implement signage plan	Open			Dependent on Duball construction schedule

Tactic B: Support Construction of a High Quality Boutique Hotel

Measurement: Hotel construction begins

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Support developer approvals and financing for project	Ongoing			Dependent on Duball construction schedule

Tactic C: Distribute the Town Center Shopping/Dining/Parking Guide

Measurement: Remaining brochures are distributed in Rockville

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Distribute remaining Shopping/Dining Guides	Ongoing		6/09	Brochures distributed throughout year; in June, ceased distribution as brochure was replaced by RockvilleLiving and BuyRockville websites.

Strategy 4.2: Partner with City on Initiatives with Economic Development Component

Tactic A: Support City processes to review and update various Master Plans

Measurement: Responsiveness to City request for support; inclusion of economic considerations/business perspective in plans

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Participate in City meetings as requested	Ongoing		Ongoing	
Serve as a resource to City staff and liaison to business community throughout process	Ongoing		Ongoing	Board reviewed comprehensive master plan; supported Rockville Pike Master Plan process; input on County's Gaithersburg West Master Plan.

Tactic B: Support Rockville Sister City Corporation Relationship (RSCC) with Jiaxing, China

Measurement: Economic development component in RSCC's plans and activities with Jiaxing counterparts

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Advise RSCC & provide program components as requested	Ongoing			Attended Sister City meetings, reviewed documentation on Jiaxing
Serve as liaison to Rockville business community in implementing plan	Ongoing			Provided RIC tour for Pinneberg mayor.

Tactic C: Integrate Businesses into the Effort to “Green” Rockville

Measurement: Lists are prepared, published and publicized

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Prepare list of Rockville businesses providing “green services”	2/09			To be coordinated with overall City activities
Prepare list of Rockville’s “green” office buildings	3/09			Delayed by “Buy Rockville” efforts
Publish and promote lists	4/09 ongoing			

Tactic D: Promote Existing Cultural and Arts Organizations and Events

Measurement: City list added to website; calendar information disseminated

Milestones/Activities	Original Target Date	Current Target Date	Completion Date	Notes
Add City cultural org. list to REDI website; Publicize widely	TBD			Affected by altered workplan; listings available on RockvilleLiving website
Compile information about regional calendars	12/08			Rockville Living and Buy Rockville assumed this function: REDI provided information to those sites
Encourage arts & entertainment organizations to submit event info to regional calendars	ongoing			
Promote business participation on arts and entertainment boards	ongoing			

“Buy Rockville” Program Activities

- In October, resurveyed April 2008 Business Week participants on impact of deteriorating economy
- Determined that business-to-consumer sector was in trouble
- Proposed creating a “Buy Local” program to Board and Mayor & Council; gained approval to alter work plan
- Negotiated agreement with RockvilleLiving website to build upon their database of Rockville companies
- With assistance from one staff member loaned from the City, contacted by phone and in person hundreds of Rockville retailers to encourage them to add/update their profiles on the RockvilleLiving website. More than 115 did so.
- Created logo, consumer web survey, and “Buy Rockville” web portal
- Average weekly webpage hits on RockvilleLiving increased from 2000 to 3500.
- Distributed posters, flyers, press releases on importance of buying local
- As proposed, handed off program leadership in January to a coalition led by the Rockville Chamber. Participated in regular coalition meetings and projects.