

Prince George's County Comprehensive Economic Development Strategic Action Plan Update

Presentation for:

The Prince George's County Council

July 6, 2022

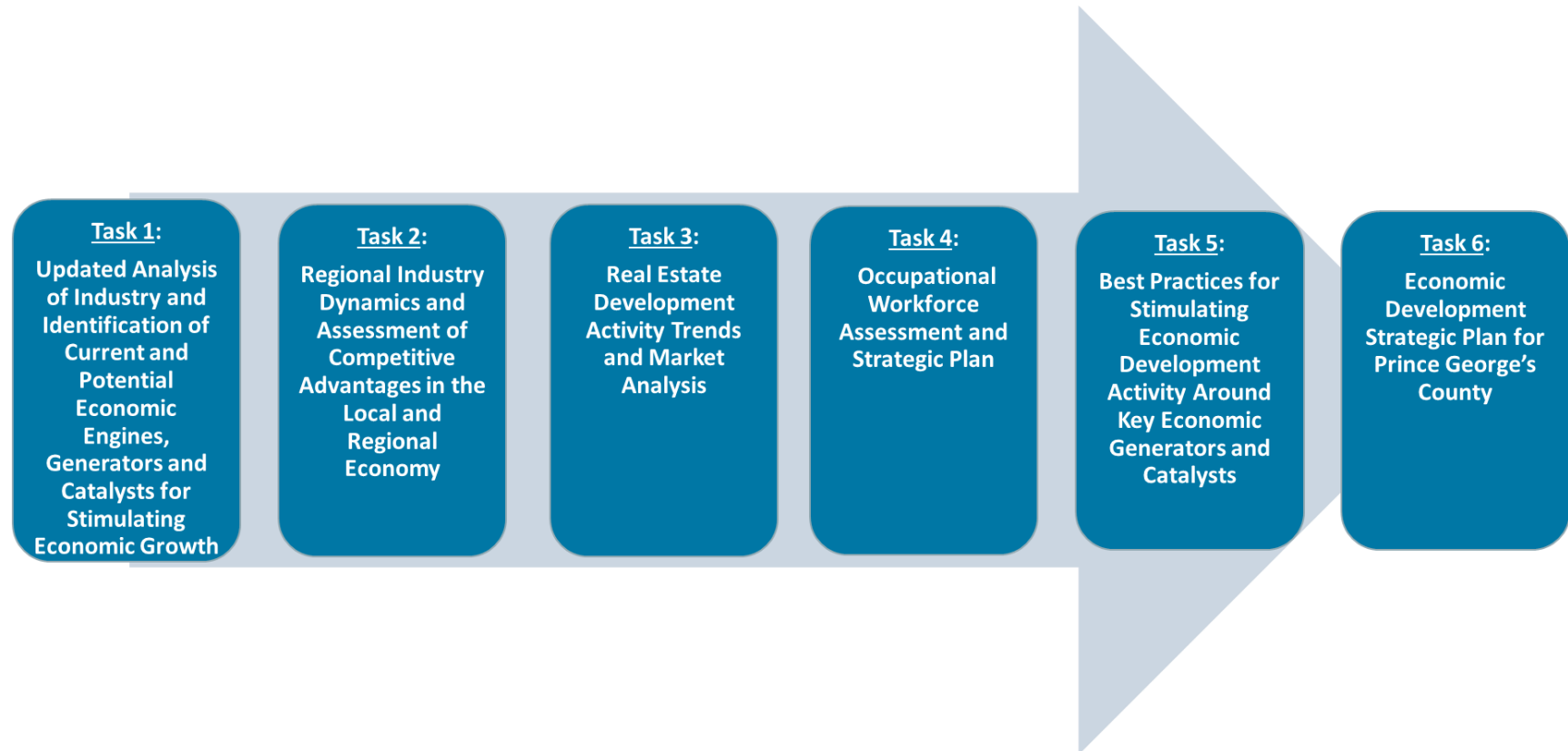
By the JFI-TEconomy Team

Key Elements of Prince George's County Comprehensive Economic Development Strategic Action Plan

Strong Outreach and Engagement in Developing the Strategic Action Plan:

- 34 person Steering Committee
- 50+ interviews with stakeholders
- 14 presentations to discuss preliminary findings and strategic actions

Comprehensive Approach to Developing the Strategic Action Plan

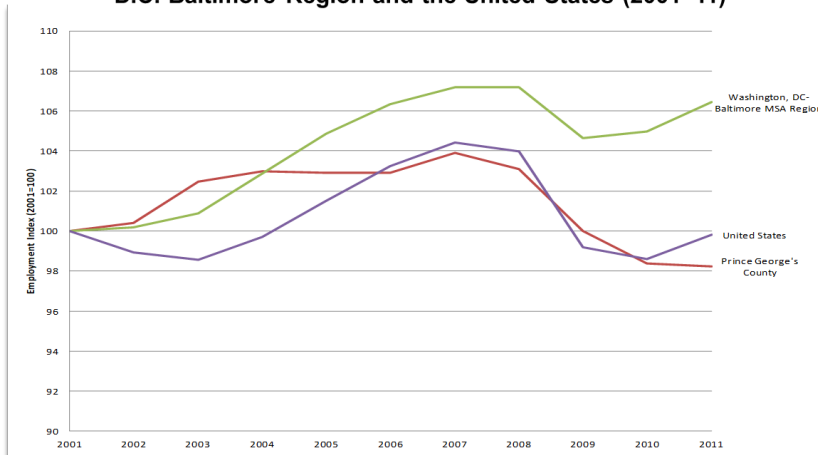


A New Economic Trajectory for Prince George's County

Until the 2013 Economic Development Strategy, Prince George's County was losing ground in a growing regional economy. In pursuing the 2013 Strategy, the County changed its economic trajectory and now is a leading driver of regional growth.

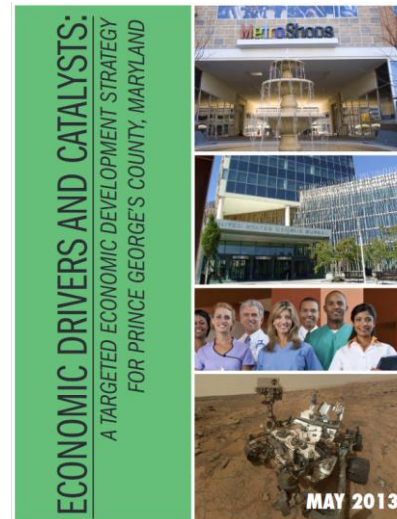
Before 2013 A Lagging Economy in Prince George's County

Employment Index for Prince George's County, Washington D.C.-Baltimore Region and the United States (2001-11)



While the County lost 5,346 jobs (-1.8%) from 2001 to 2011, the Washington, D.C.-Baltimore region gained 250,000 jobs (+6.4%)

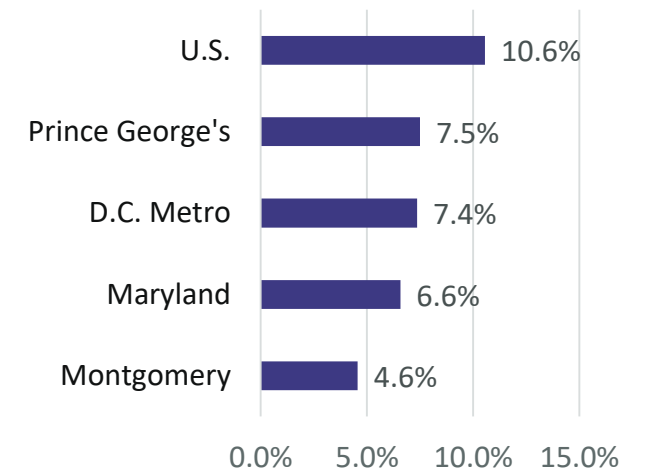
Then in 2013, the County Set Out A New Course for Growth



The PGCEDC has implemented many of the plan's key recommendations and, in doing so, has charted a new, more effective path for the County's economic development.

Since 2013, Strong Economic Gains Recorded for the County

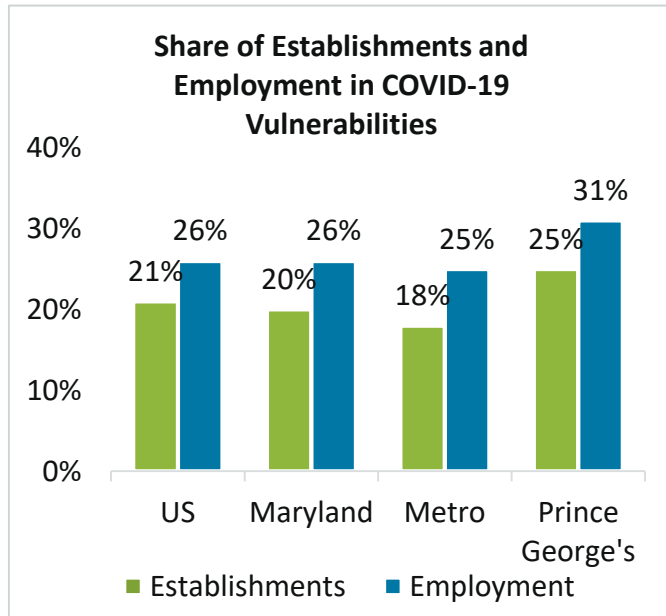
Total Employment Growth, 2013-19



Over the past five years, county growth has outpaced the region and most of its peers. However, the County still lags the U.S. average.

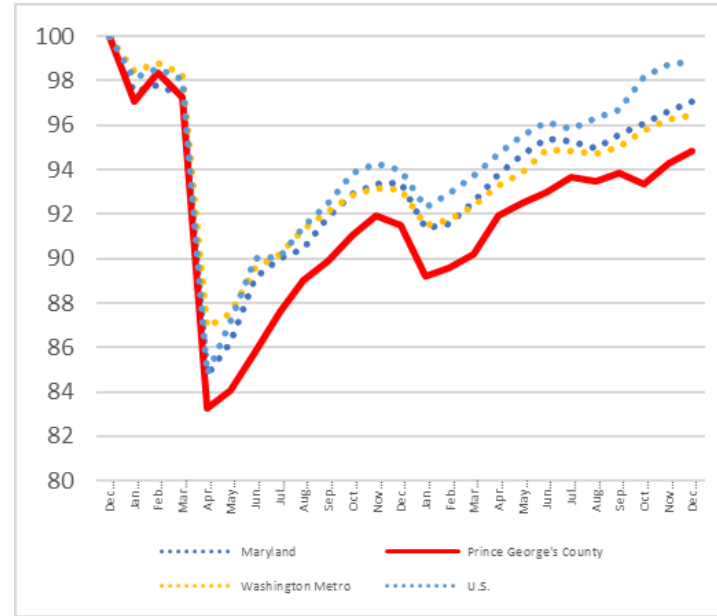
Discussion of COVID-19 Impacts

While our analysis started prior to the pandemic and is **focused on long-term trends and alignment**, it is important to understand three notable challenges facing Prince George's County's economic recovery:



High COVID Vulnerability

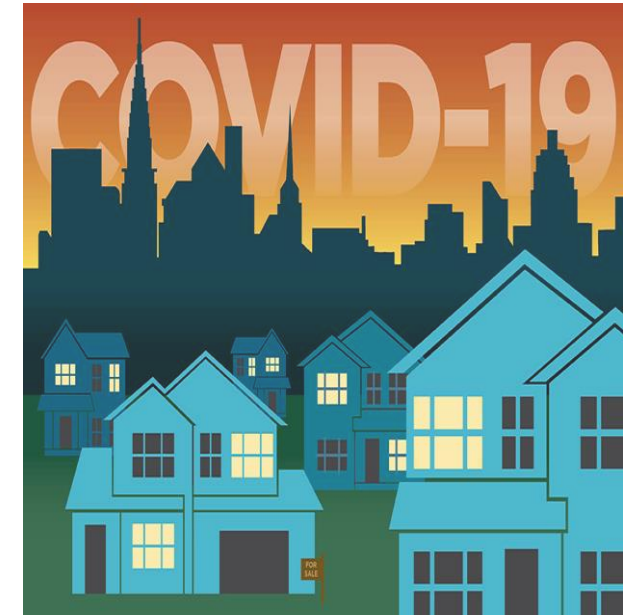
Compared to peers, County residents and businesses are more impacted. Vulnerable sectors include mining, retail, arts/entertainment, accommodations, food services, and professional services.



Hit Hard by Covid Recession

The County was more severely impacted by the Covid Recession and had not Recovered by December 2021

But – Expected to Fully Recover by end of Year!



Long Term Impacts?

- + County Seeing Growth in TDJ
- /+ Impact on Office Demand
- Impact on Retail

Four Principles Help Guide and Advance this Strategic Action Plan

The County's success in enhancing its economic position sets the stage for the County to take the next leap forward in creating a high-functioning business environment. To advance this goal, this 2021 strategic action plan includes four "guiding principles:"

PRINCIPLE

1

Continue strategic focus on **evolving Economic Drivers**

PRINCIPLE

2

Address emerging issues related to Development Catalysts

PRINCIPLE

3

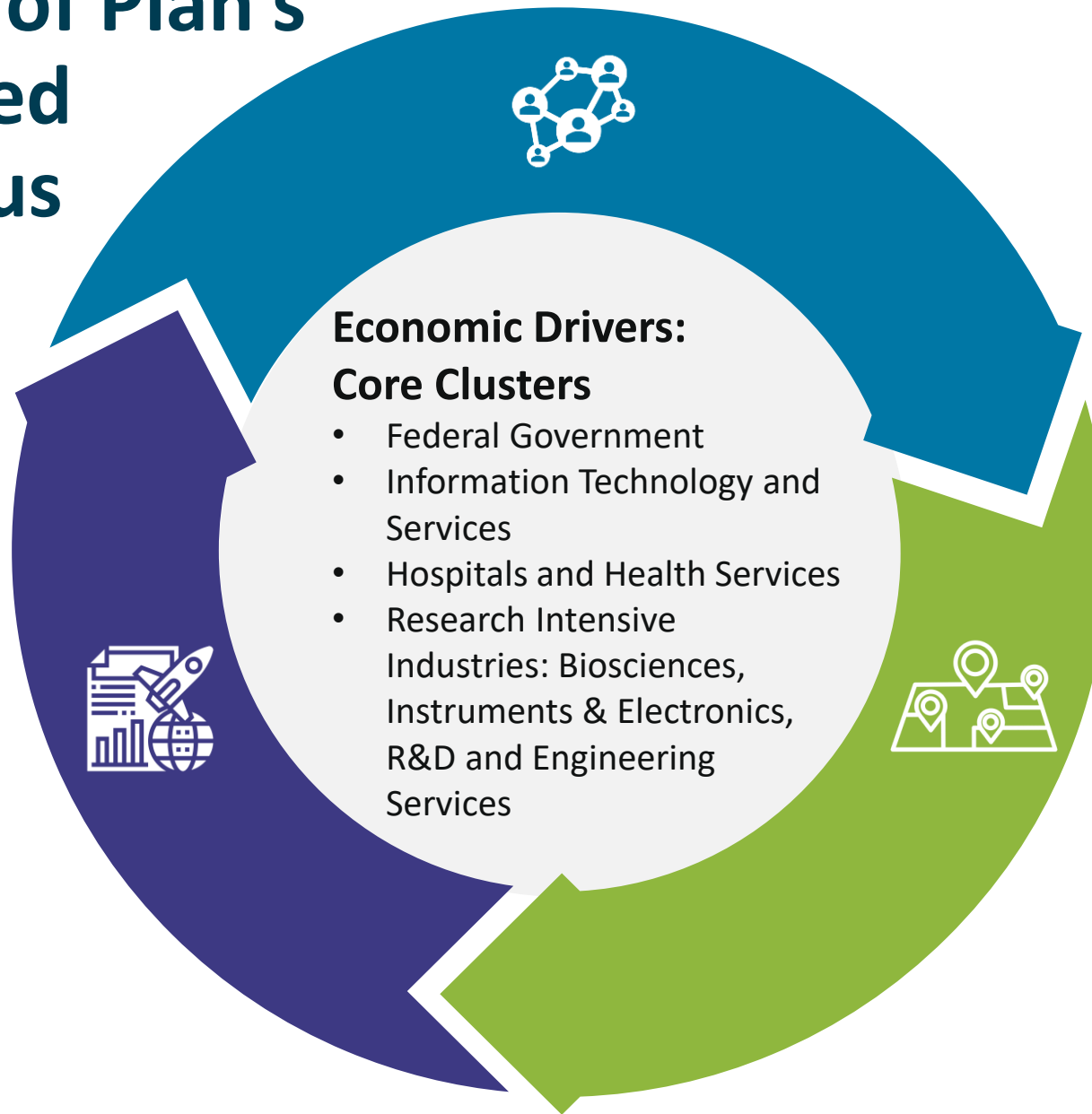
Prioritize broad-based, **inclusive economic growth**

PRINCIPLE

4

Place a renewed **emphasis on Partnership-building**


Visualization of Plan's Interconnected Strategic Focus




Growth Opportunities:



Support innovation + entrepreneurship across + within targeted industry clusters

Human Capital: 
Cultivating Talent + Connecting Prince George's County Residents with Economic Opportunity

Strong Places: 
Improving Places Across Prince George's County + Enhancing the Core Business Environment

Comparison of 2022 Strategic Update to 2013 Strategy

Common Elements Between the Two Strategies

- Cluster Based focus on targeted growth industries
- Leverage County's innovation and technology assets for growth

New Elements in the 2022 Update

- Stronger emphasis on Placemaking
- Explicit focus on Inclusion
- Increased integration of Economic and Workforce Development
- Emphasis on public-private partnerships

Review of Comments and Refinements

Received comments from eleven Steering Committee members and other reviewers, including from discussions with County Council on preliminary strategic plan

- No substantive changes requested to the specific actions set out
- Comments focused primarily on rounding out the discussion of a few important topics and referencing more activities underway in the County

Expanded Discussions of Key Topics

- Added training and assistance for procurement and bonding to First Customer Program
- Clarified County Council's leading role in zoning and details
- On assets in research-intensive industries, added a new paragraph on space industry in County and efforts of U.S. Rep. Anthony Brown to advance the Maryland Defense and Aerospace Consortium
- Added use of incentives for industry professionals to work with PGCPs on Advancing Corporate-Higher Education K-12 STEM Activities
- Clarified key points relating to COVID impacts and federal government competitive position
- Added discussion in the text on growing Hispanic/Latino population in the County – key data was already set out in tables, but not discussed in the text
- Modified discussion of K-12 school performance to recognize challenges facing low-income students
- Clarified role, funding and activities of Innovation Collaborative under the leadership of PGEDC

Outline of Economic Development Strategic Action Plan:

Strategic Priorities

Partnership Initiatives

Supporting Actions

Growth Opportunities:
Support innovation and Entrepreneurship Across and Within Targeted Industry Clusters



Sustain County's Focus on Targeted Industry Clusters

Incentivize Growing Startups in Targeted Industry Clusters to Stay or Re-locate in County

Launch Pre-Accelerator Program

Advance a First Customer Program

Establish an Economic Gardening Program for BIPOC Businesses

Advance Corporate Innovation Centers with UMCP and Bowie

Human Capital:
Cultivating Talent and Connecting Prince George's County Residents with Economic Opportunity



Foster Presence of Non-Profit Skills Development Service Providers

Connect Higher Education Students with County Employers

Advance Corporate-Higher Education K-12 STEM Activities

Ensure that program alumni are connected to higher-ed and career opportunities

Pursue Target Industry Workforce Critical Skills Consortium

"Blacks in Tech" Network of Computer Scientists, Engineers and Others

Strong Places:
Improving Places Across Prince George's County and Enhancing the Core Business Environment



Develop Business Improvement Districts at select TOD/Downtown areas

Ensure New Proposed Zoning Reforms are Enacted

Promote new uses for County's underperforming comm./retail developments

Advance Lean Permitting Processes

Explore use of by-right zoning in areas beyond data centers (e.g., biosciences, advanced manufacturing)

Support Small-Scale Makers

Recommended Strategic Approach: Support innovation and entrepreneurship across and within targeted industry clusters

Why it Matters: While it is encouraging to see the growth of program activities in recent years around innovation and entrepreneurship (I&E), Prince George's County is still falling short of realizing its potential to be a thriving hub. A firm commitment to elevating I&E through networking, awareness building, and communicating success stories can help accelerate a strong entrepreneurial culture in Prince George's County.

Action Plan:

- **Public-Private Partnership Activity:** The Innovation Collaborative of Prince George's County (IC Prince George's) will function as a true partnership between major research and educational anchor institutions, established employers, and relevant entrepreneurial support organizations, and help address innovation community-building through collaborative programming, communications, and engagement.
- **Strategic Actions:** To complement the launch of IC Prince George's County, there are several strategic actions to encourage innovation and entrepreneurship:
 - **Sustain the County's Strategic Focus on its Evolving Targeted Industry Clusters for its Economic Development Activities**
 - **Creating a County-wide Pre-Accelerator Program**
 - **Incentivize Growing Startups Nearby Anchor Innovation Institutions**
 - **Establishing an Economic Gardening Program for BIPOC Businesses**
 - **Advancing Corporate Innovation Centers with Anchor Innovation Institutions**
 - **Advancing a First Customer Program**

Recommended Strategic Approach: Cultivating Talent and Connecting Prince George's County Residents with Economic Opportunity

Why it Matters: Taken together, there are a range of activities underway in the county to support the development of skilled talent, a strong workforce, and well-prepared students. To complement these efforts, the County's economic development strategy can seek to accelerate the breadth and depth of public-private partnerships for workforce development activities under the auspices of Employ Prince George's County.

Action Plan:

- **Public-Private Partnership Activity:** Develop a Prince George's County Partnership for Skills and Jobs Initiative to engage industry, non-profits, philanthropies and higher education to deepen service offerings in the County.
- **Strategic Actions:** Specific activities recommended for this Initiative include:
 - Accelerate the Presence of Non-Profit Skills Development Service Providers
 - Connect Higher Education Students with County Employers
 - Advance Corporate-Higher Education K-12 STEM Activities
 - Pursue Target Industry Workforce Critical Skills Consortium
 - Ensure that Program Alumni are Connected to Higher-Ed and Career Opportunities
 - "Blacks in Tech" Network of Computer Scientists, Engineers, Entrepreneurs and Other Professionals

Recommended Strategic Approach: Improving Places Across Prince George's County and Enhancing the Core Business Environment

Why it Matters: Ultimately, the brand of Prince George's County will be defined by its range of strong, marketable places. While there is excitement around its growing live-work-play environments, its transit-oriented development districts, and other nodal "downtowns," the reality is that the development of these places is hindered by their limited resources, their inability to speak as a branded district, and their inability to support placemaking and economic development.

Action Plan:

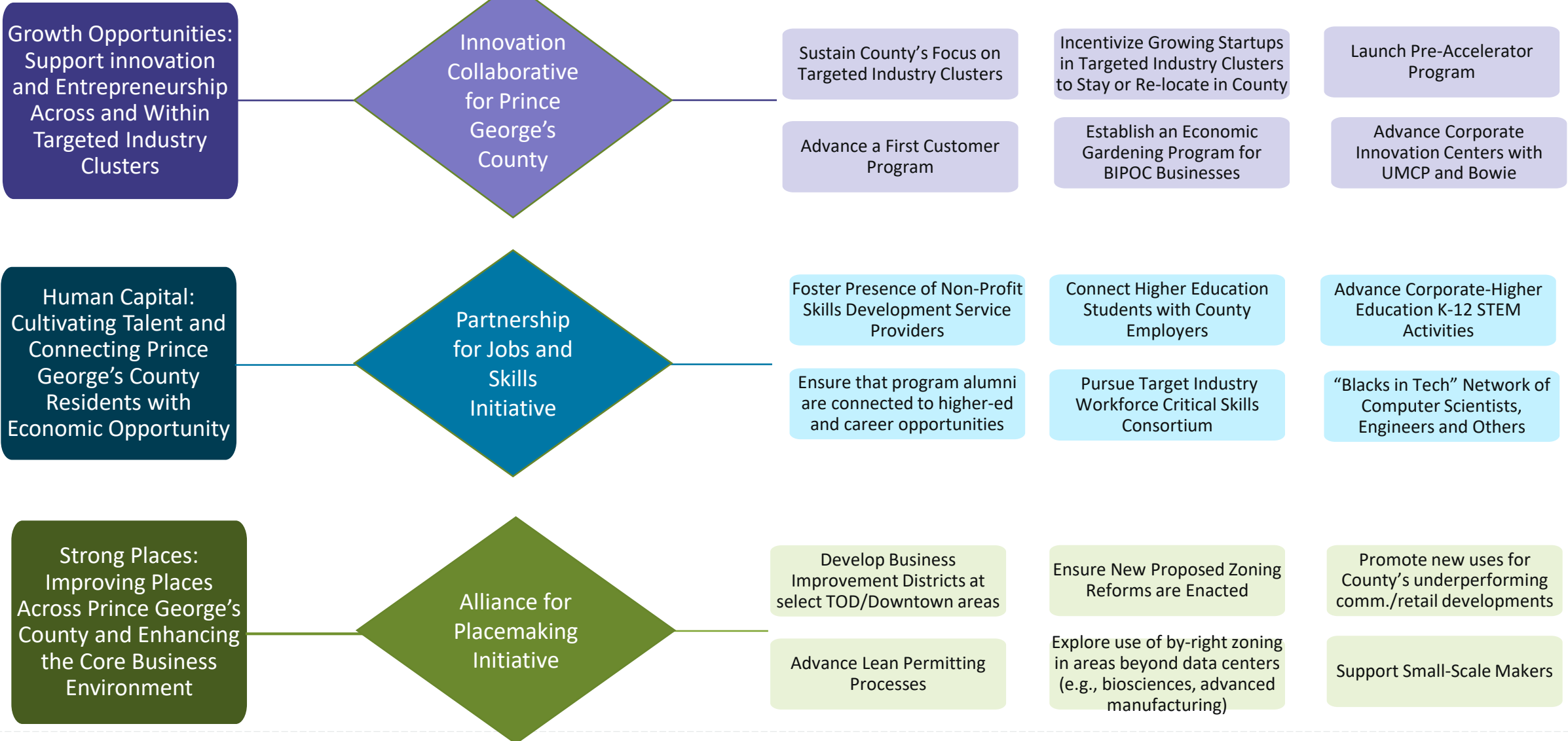
- **Public-Private Partnership Activity:** Advance an Alliance for Placemaking in the County to ensure continued progress and better marketing for emerging placemaking efforts involving key anchors, companies, developers and residents in the County's designated development areas.
- **Strategic Actions:** The Alliance for Placemaking initiative seeks to advance new tools to increase the pace of development in County designated RTDs and the Innovation Corridor through marketing and streamlined zoning and permitting. Elements of the Alliance for Place Marketing include:
 - **Developing Business Improvement Districts at select TOD/Downtown areas**
 - **Ensuring newly enacted zoning reforms are implemented successfully**
 - **Promoting new uses for County's underperforming commercial or retail developments**
 - **Advancing Lean Permitting Processes**
 - **Exploring use of by-right zoning in areas beyond data centers.**
 - **Supporting small-scale makers and other locally serving entrepreneurs**

Outline of Economic Development Strategic Action Plan:

Strategic Priorities

Partnership Initiatives

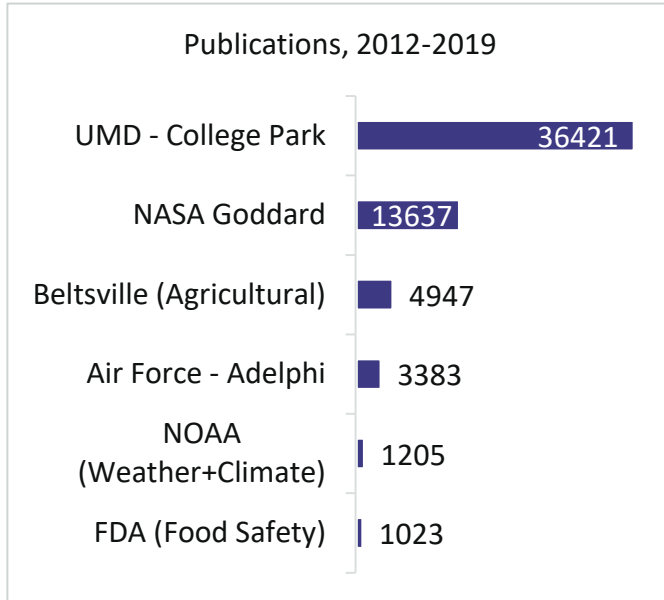
Supporting Actions



Appendix: More Detailed Slides on County Economic Performance, Principles and Action Plan

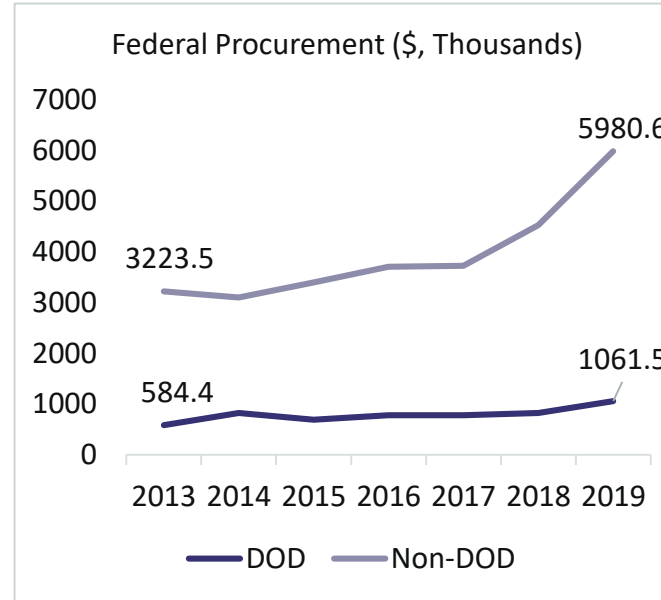
Prince George's County is a Growing Hub for Innovation Activities

A breadth of research activities are taking place in Prince George's County – across the University of Maryland College Park, at Federal Research Centers, and in the Private Sector – and these resources are the building blocks for innovation-based economic development.



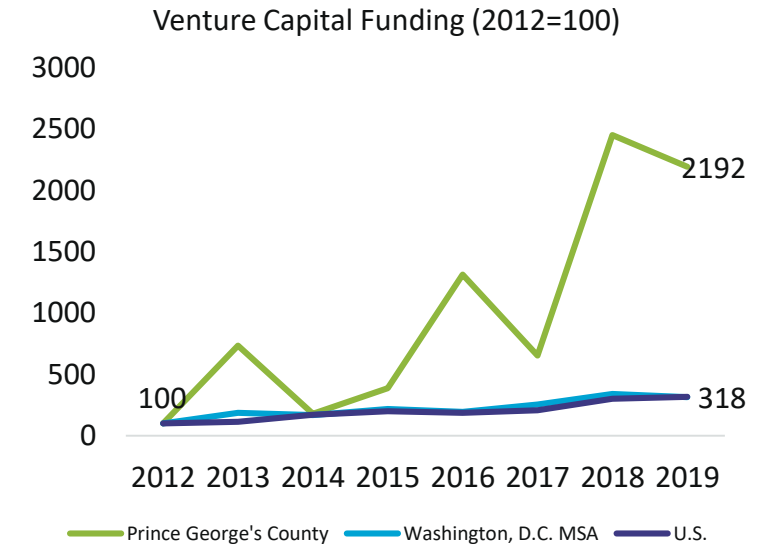
Anchor Research Assets

Prince George's County is a powerhouse in research activities: 2% of national peer reviewed publications compared to 0.3% of national population



Tech-Led Procurement

Federal procurement in the County exceed \$7.0 billion in 2019, with nearly 2/3 of dollars in sectors like Information Technology Services, R&D /Engineering Services, Instruments and Electronics.

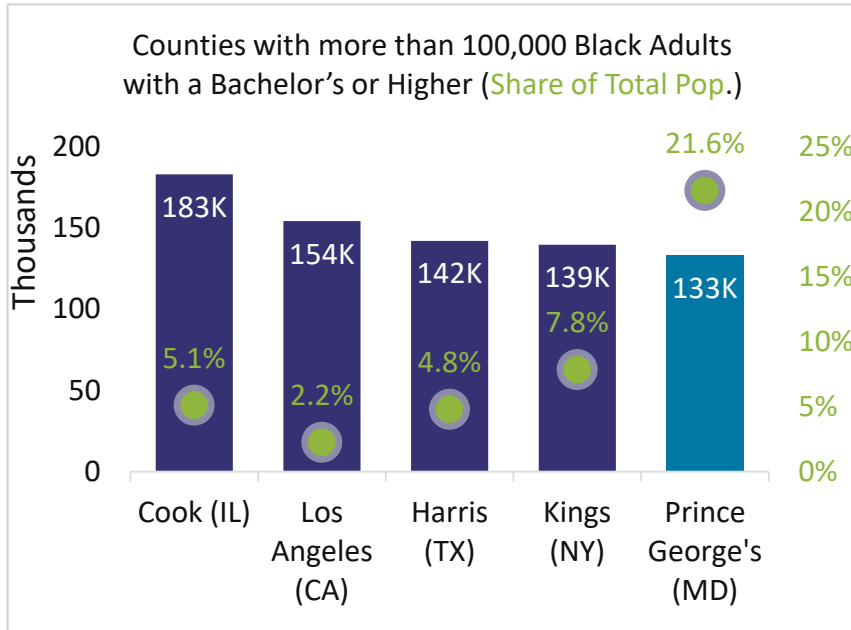


Growing Venture Capital

From a minimal base of activity, the County has sustained venture capital funding of over \$100 million annually for the past two years – which is roughly 6% of the Washington, DC regional total

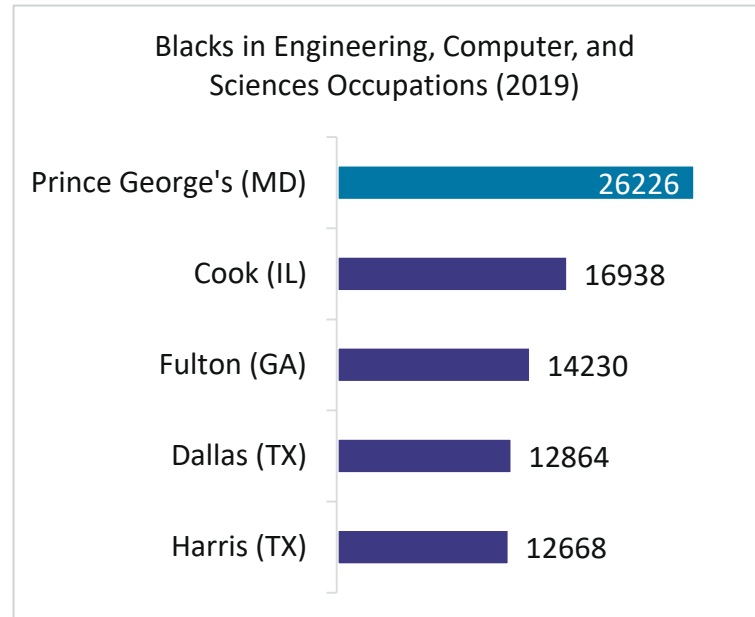
Presence of Skilled, Diverse Talent is a Key Competitive Advantage

U.S. companies are showing a surge of interest in hiring Black employees, a trend linked to the Black Lives Matter movement. **“This is a watershed moment, a moment that will not be reversed”** -Karl Reid, Director, National Society of Black Engineers.



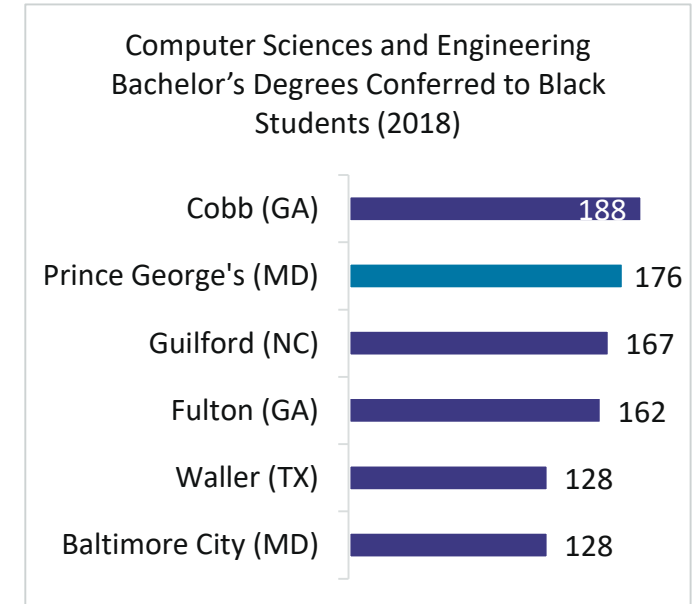
Educated, Diverse Talent

Prince George's County is the only County in the U.S. where more than 1/5 of the adult population is Black and has at least a college degree (21.6% of residents 25 years and older).



Strong Existing Workforce

No County in America has more Black residents working in engineering, computer, and sciences occupations than Prince George's County.



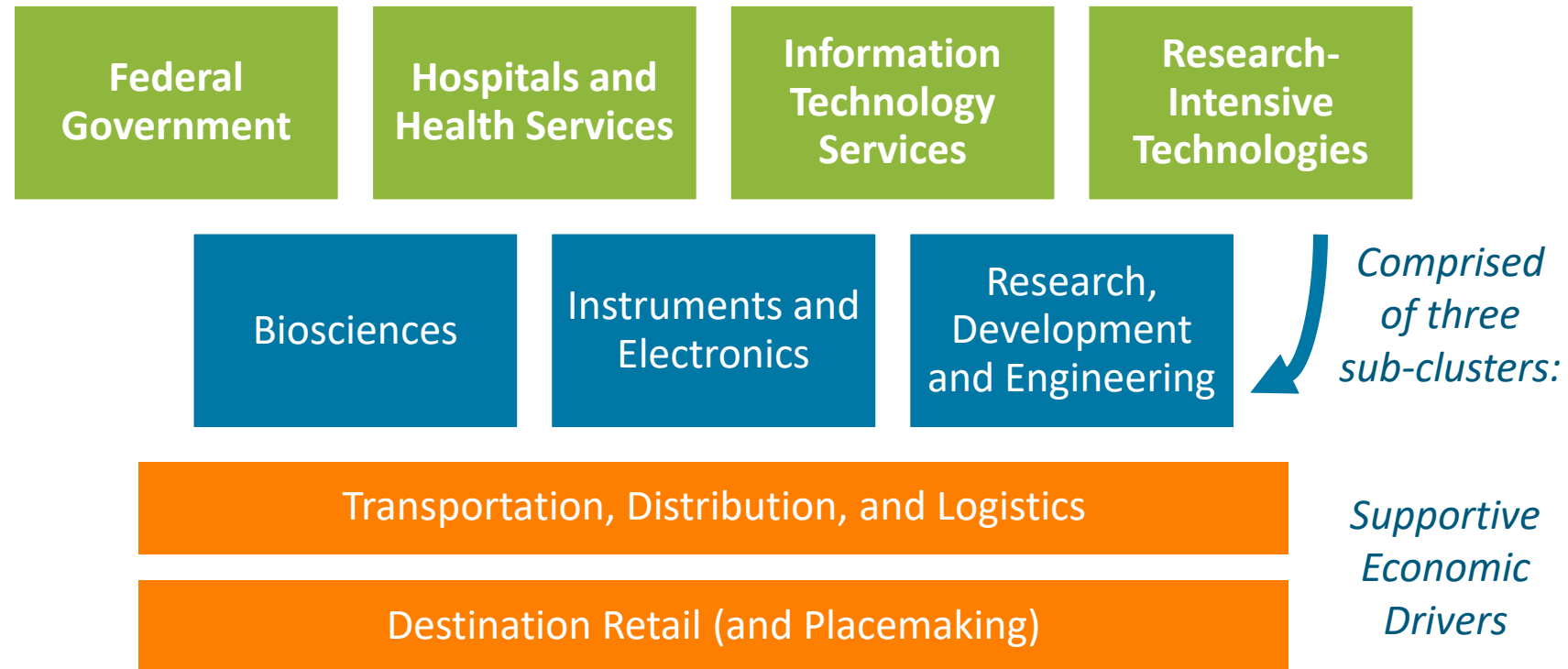
Top-Tier Tech Pipeline

Prince George's County ranks second in the nation in the number of engineering and computer sciences degrees conferred to Black students.

Principle 1: Continuing a Strategic Focus on Evolving Economic Drivers

Based on previous tasks, analyses, and meetings, we have identified **four target industry clusters**, and **two supporting economic drivers**. The County should continue to use clusters as a lens for advancing business retention, attraction and entrepreneurship.

- Prince George's County **recognized the importance of the industry clusters** in developing its 2013 Economic Development Strategic Action Plan.
- Today, the improving economic position of Prince George's County has been enabled by efforts to **organize and strategically focus economic development efforts** around targeted industry clusters.



Strengths and Opportunities Across Four Targeted Industry Clusters

By targeting these four sectors, Prince George’s County can build on its assets and encouraging base of activities and focus its investments/efforts on the high-impact areas that are driving the County’s economy.

Industry	Strengths and Opportunities to Build Upon
Federal Government	<ul style="list-style-type: none"> • Strong concentration and employment growing faster than regional average • Source of high-wage jobs • Continue momentum around TOD to attract new leases
Hospitals and Health Services	<ul style="list-style-type: none"> • Growth in County jobs is exceeding nation • Investments in medical anchors have catalyzed ancillary development • Offers range of low- and middle-skill jobs
Information Technology Services	<ul style="list-style-type: none"> • Above the national level of industry concentration in the County, but still below that of the region suggesting opportunities for growth • Key technology niches in areas such as cybersecurity, data sciences (including AI/ML), and quantum computing • Frameworks in place to grow datacenters and other IT employment • Federal government helping drive IT growth, opportunities to diversify this base
Research-Intensive Industries	<ul style="list-style-type: none"> • A fast-growing sector in Prince George’s County representing both established companies and high-growth potential startups • Provides high-wage STEM oriented jobs with a mix of both high and middle skilled jobs • Positions Prince George’s County in exciting growth-oriented technology areas from space and climate sciences to biosciences

Principle 2: Addressing Emerging Issues Related to Development Catalysts

The JFI-TEconomy team analyzed 30+ Variables in 8 Areas: Technology Generation, Federal Procurement, Transportation Infrastructure, Business Financial Resources, Small and Minority Business Environment, Workforce Development, Tax Climate, and Quality of Life.

Based on analyses conducted, Prince George's County has substantial Business Climate assets, but it must address key emerging issues ->

Item	Weakness	+ / -	Strength
Technology Generation			✓
Federal Procurement			✓
Transportation Infrastructure			✓
Financial Resources		✓	
Small and Minority Business Environment			✓
Workforce Development		✓	
Tax Climate	✓		
Quality of Life		✓	

Growth Opportunities: Support innovation and entrepreneurship across and within targeted industry clusters

- Stimulate Innovation-led Development Engaging Anchor Institutions
- Broaden Inclusion in Innovation + Entrepreneurship
- Develop a Collaborative Culture Across Advanced Industries

Human Capital: Cultivating Talent and Connecting Prince George's County Residents with Economic Opportunity

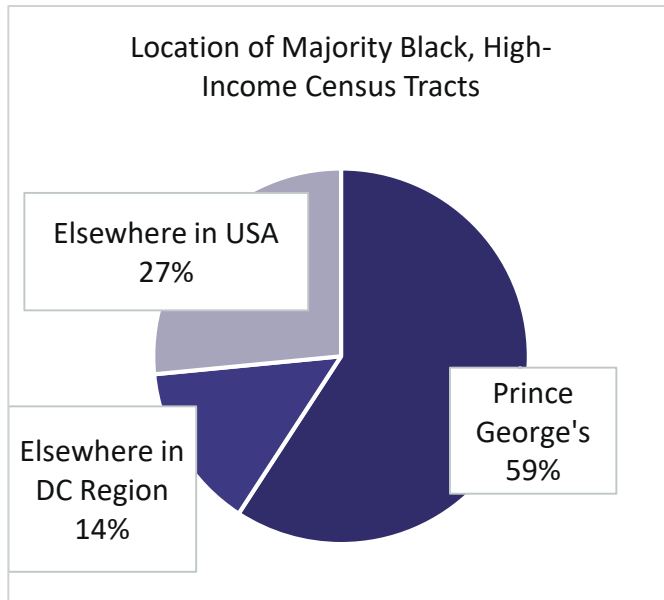
- Address Diversified Workforce Needs Across Clusters
- Engage Youth in STEAM Education and 21st Century Skills Development
- Enhance Efforts around Adult Education, ESL, and Skills Development

Strong Places: Strengthening Places Across Prince George's County and Improving the Core Business Environment

- Strengthen Placemaking and Transit-Oriented Development
- Continue to Improve and Streamline Permitting, Zoning, and Related Issues
- Complement Ongoing Retention Efforts with Pro-active Business Attraction

Principle 3: Supporting Broad-Based and Inclusive Economic Growth

Prince George's County is a **"tale of two Counties"** with a key challenge of driving economic development through innovation and entrepreneurship while also ensuring that **all** residents have an opportunity to connect to this growth.



There are only 49 census tracts in the USA that are majority black and high-income – 29 of these tracts are found in Prince George's County.

- On the one hand, Prince George's County is home to a **wealthy, diverse, and educated professional class** that is unique across the country (see left).
- On the other hand, the County is also home to a **substantial base of workers who are less educated and in lower paid occupations, and many are being left behind** – including:
 - Those with a high-school diploma (or those who have less than high-school proficiency in reading, writing, math, etc.), and
 - Immigrants who are currently speaking English as a Second Language.
- Perhaps most worryingly, **stakeholder interviewed said that K-12 public schools in Prince George's County continue to experience low performance with comparatively:**
 - High dropout rates
 - Low test scores
 - Low rates of graduation and college attendance

Stakeholders interviewed noted that this performance is influencing the out-migration of more educated, higher-income households.

Principle 4: Placing a Renewed Emphasis on Partnership Building

Public-private partnerships with industry, universities, and non-profits working together are a hallmark of our nation's most successful County-led economic development efforts. Advancing partnerships such as these are the path forward for enhancing Prince George's County's positioning into the future.

**Growth Opportunities:
Innovation Collaborative
for Prince George's
County**

**Human Capital:
Partnership for Jobs and
Skills Initiative**

**Strong Places:
Alliance for Placemaking
Initiative**

Growth Opportunities: Support innovation and entrepreneurship across and within targeted industry clusters



Growth Opportunities: Support innovation and entrepreneurship across and within targeted industry clusters



Situational Analysis

Build on Strengths and Opportunities

- Take advantage of County's research assets, which are among strongest in the region and nationally recognized in key fields of technology
- Support the presence of Advanced Industries found in the County in high-growth opportunity areas
- Strong growth in venture capital
- Growing network of entrepreneurial service providers

Address Weaknesses and Gaps

- Accelerate growth around IT Services
- Strengthen connections between firms in target industries and with higher education anchors
- Focus on concerns related to the development of Black and other minority-owned businesses

Activities and Assets

- Prince George's County Economic Development Corporation
- Innovation Station Business Incubator (ISBI)
- The University of Maryland at College Park
- The Discovery District and the Innovation Corridor
- The Bowie Business Innovation Center (Bowie BIC)
- The INNOHUB (Innovation Hub) at Prince George's Community College

Recommended Strategic Approach: Support innovation and entrepreneurship across and within targeted industry clusters

Why it Matters: While it is encouraging to see the growth of program activities in recent years around innovation and entrepreneurship (I&E), Prince George's County is still falling short of realizing its potential to be a thriving hub. A firm commitment to elevating I&E through networking, awareness building, and communicating success stories can help accelerate a strong entrepreneurial culture in Prince George's County.

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 - **Advancing Corporate Innovation Centers with Anchor Innovation Institutions**
 - **Advancing a First Customer Program**

Launch the Innovation Collaborative of Prince George's County

Why it Matters: To elevate its promising initiatives related to innovation and entrepreneurship, the County needs a strong “backbone” organization to scale-up community-building activities and establish an entrepreneurial culture that enables the County to realize its full potential. Without a strong public-private partnership that reaches across the innovation community (e.g., companies, entrepreneurs, and talent), the entrepreneurial culture of Prince George's County will remain fragmented.

Key Elements

The Innovation Collaborative of Prince George's County (IC Prince George's) will focus on:

- **Convening relevant partners in innovation and entrepreneurship** (e.g., universities, research institutions, entrepreneurial support organizations, and other public-, private-, and philanthropic partners).
- Coordinating relevant programs, activities, and services, **offering a one-stop-shop for users to navigate the suite of potential resources** for innovation-based companies in Prince George's County
- **Establishing more peer-to-peer networking across innovation-led businesses in Prince George's County and generate more County-wide meet-up groups** in areas of technology and innovation in coordination with existing entrepreneurial support organizations.
- **Catalyze and advance new programs** such as a Pre-Accelerator Program, Economic Gardening to Scale-up BIPOC Innovation-led Businesses and a First-Customer program targeting emerging companies in the County.
- Communicate the value of entrepreneurs, innovative small businesses, and novel programs by **marketing through social media, sponsoring events, and serving as a “storyteller” for the County.**

Implementation

- **Resources Required:** The primary resource required to launch IC Prince George's is staffing resources
- **Lead Organization:** Prince George's County Economic Development Corporation in collaboration with County's universities – Bowie State, Prince George's County Community College and University of Maryland College Park

Sustain County's Strategic Focus on Targeted Industry Clusters

Why it Matters: Best practices in local economic development recognize the importance of identifying those targeted industries that offer the best opportunities for generating new wealth and offering high-quality jobs to grow the local economy. Still, individual industries do not stand alone within a local economy, but are better understood as being part of a broader complex of industries that are interrelated – often referred to as “industry clusters.”

Key Elements

The improving economic position of Prince George's County has been enabled by its efforts to organize and strategically focus its economic development efforts around its targeted industry clusters.

The Prince George's County Economic Development Corporation should continue its focus on targeted industry clusters as a means for most effectively advancing business retention, attraction and new company formation.

The updated analysis of how the County's economic base has evolved suggests that the industry cluster focus should be fine-tuned to focus on:

- **Federal Government**
- **Information Technology and Services**
- **Hospitals and Health Services**
- **Research Intensive Industries** – Biosciences, Instruments & Electronics, R&D and Engineering Services

Implementation

- **Resources Required:** No new resources
- **Lead Organization:** PGCEDC

Launch a County-Wide Pre-Accelerator Program

Why it Matters: Pre-Accelerator programs help entrepreneurs reach “the next level” by providing access to a community of like-minded individuals, advice from seasoned professionals, and educational workshops to strengthen skills. These programs are a valuable service addition for established co-working spaces such as the PGCEDC Innovation Station.

Key Elements

Provide proven Lean Business Model training for entrepreneurs to them put together a business plan able to help them attract angel investor and seed capital as well as gain coveted positions in accelerator programs.

Leverage the NSF-funded DC I-Corps effort that UMCP helps to jointly operate to create an initiative similar to the successful pre-accelerator program developed through the George Mason University I-Corp program for Virginia’s SBDC network known as the Innovation Commercialization Assistance Program (ICAP):

- Start with an intensive two-week bootcamp focused on customer discovery and business value proposition
- Provides more one-on-one mentoring and coaching assistance over the next 6 to 18 months as entrepreneurs build out their business model and products, as well as seek investment.
- Typically, it works with a cohort of up to ten entrepreneurs

This program has a proven track record of assisting 519 entrepreneurs and generating \$34M in follow-on financing

Implementation

- **Resources Required:**
Based on the ICAP experience, less than \$250,000 annually is required to tap expertise from the regional I-Corps program.
- **Lead Organization:**
PGCEDC (and IC Prince George’s) and UMCP’s DC-I Corps in collaboration with Bowie State University and Prince George’s County Community College

Incentivize Startups Near Anchor Institutions

Why it Matters: Although a significant amount of R&D expenditures are funneled through the County's anchor institutions, a relatively small focus is targeted toward the supporting and collaborating with entrepreneurs and startup companies. For the County, encouraging startups to co-locate around these anchors presents an opportunity to leverage the assets they represent and grow the economy from within.

Key Elements

- Focus on new ventures that are growing and so limit the risk of providing assistance to unproven new venture startups.
- Consider an incentive similar in structure to the successful Pennsylvania Keystone Innovation Zone benefits for designated areas surrounding institutions of higher education – 50% of the growth in gross revenues not to exceed \$100,000 for firms in operation for less than 8 years.
- Another incentive to consider are emerging firms having initial success in winning a federal Small Business Innovation Award by providing county matching funds as is done in Montgomery County, MD
- Company assistance should be limited to 2-3 years assistance and a 5+ year lease should be required to get the assistance.

Implementation

- **Resources Required:**
\$250K-500K annually can allow the County to target grant assistance of up to \$25K-50K a year for up to 10 emerging new ventures with a track record of success each year to co-locate in designated areas near universities or federal research anchors.
- **Lead Organization:**
PGCEDC in collaboration with Maryland TEDCO

Establish an Economic Gardening Program for BIPOC Businesses

Why it Matters: “Second Stage Companies” – those with between 10-99 employees and between \$1M-\$50M in revenue – play a critical role in Prince George’s County’s economy. Establishing an economic gardening program that can provide a continuum of support and intelligence to ensure that these companies continue to succeed and grow.

Key Elements

- Place an emphasis on BIPOC* businesses that have been established in the past 3-5 years and are demonstrating revenue growth and strong interest in seeking to grow their businesses
- The types of professional services offered through economic gardening approaches typically include:
 - Market research
 - Marketing assistance
 - Strategy development
 - Web optimization
- Additional services to consider: creating relationships with select corporate partners and providing specialized executive education to BIPOC business leaders

*BIPOC stands for Black, Indigenous and People of Color

Implementation

- **Resources Required:** It is expected that Prince George’s County’s economic gardening program for BIPOC entrepreneurs will cost \$100,000 for a cohort of 10 participating businesses
- **Lead Organization:** PGCEDC in partnership with IC Prince George’s and the University of Maryland

Advance Corporate Innovation Centers

Why it Matters: Other states and regions are having notable success in attracting applied research centers of companies in fields such as advanced manufacturing, health and life sciences, and information technology to collaborate with their universities and nonprofit research centers. Prince George’s County should leverage The Innovation Corridor and capitalize on the mutually beneficial opportunities made available through Corporate Innovation Centers.

Key Elements

Leverage the experience of Atlanta and George Tech in attracting Corporate Innovation Centers to Tech Square Innovation District adjacent to the Georgia Tech campus.

- Critical to the success of Georgia Tech in attracting corporate innovation centers was creating a dedicated “account management team” to identify and work with each company.
- It was also important to create a separate approach, apart from normal university policies and procedures, for industry contracting and IP management for corporate innovation centers that were more business-friendly and streamlined.

Learning from the Georgia Tech experience, Prince George’s County should seek to work with both UMCP and Bowie State to identify specific corporate partnerships to pursue and support the formation of dedicated account management teams to engage these companies.

- Prince George’s County should encourage both universities to develop contracting and IP management policies specifically to support corporate innovation centers in the County.
- Prioritize EDI funding incentives and consider co-funding operating costs of dedicated account managers

Implementation

- **Resources Required:** No additional EDI funding needed, but possibly up to \$100,000 for co-funding dedicated account managers
- **Lead Organization:** University of Maryland College Park and PGCEDC

Advance a First Customer Program

Why it Matters: High-growth potential companies benefit from targeted efforts to help them secure their first major customer to help bring new products to market. It is a proven tool for securing revenues for emerging companies and helps root them in their current location.

Key Elements

First customer programs center on identifying critical gaps in business development, marketing, and sales, while also linking entrepreneurs with a range of professional services that would otherwise be inaccessible due to cost.

Provide training and assistance with procurement and bonding for certified small businesses to access the purchasing power of anchor institutions in the County

Seek to replicate the successful model operated by the Economic Growth Institute at the University of Michigan and funded by the Michigan Economic Development Corporation (MEDC). This program co-funds projects with service providers to address critical gaps needed for a client to acquire their first customer(s).

- Professional staff conduct Market/Customer Focused Assessments for each company, looking into areas such as technology validation, proposed value proposition, business model, target markets, etc.
- Staff helps entrepreneurs develop an action plan/path to first customer with specific actions and resources required. Together with the company, staff identifies resources and private sector experts that can address critical gaps in business development, marketing, and sales.
- Staff and other mentors provide executive coaching throughout the process, as well as project implementation assistance.

Implementation

- **Resources Required:** \$200,000 to \$250,000 for dedicated staffing to source participating companies and ensure that they are meeting their benchmarks throughout the process.
- **Lead Organization:** Prince George's County Economic Development Corporation in partnership with IC Prince George's

Human Capital: Cultivating Talent and Connecting Prince George's County Residents with Economic Opportunity



Human Capital: Cultivating Talent and Connecting Prince George's County Residents with Economic Opportunity



Situational Analysis

Build on Strengths and Opportunities

- Upskill residents to embrace the growing diversity of jobs in County
- Connect more with County's post-secondary talent pipeline and address leakages
- Tap the potential of skilled County residents who are out-commuting

Address Weaknesses and Gaps

- Understand and alter the trajectory of "The Tale of Two Counties"
- Provide external support to help address challenges with K-12 education in the County
- Work to stem the outflows of skilled talent

Activities and Assets

- Employ Prince George's and Prince George's County Local Workforce Development Board
- Prince George's County Community College
- University of Maryland College Park
- Bowie State University
- Prince George's County Public Schools
- Prince George's County Government (e.g., Tech Prince George's, Youth@Work)
- Other education providers

Recommended Strategic Approach: Cultivating Talent and Connecting Prince George's County Residents with Economic Opportunity

Why it Matters: Taken together, there are a range of activities underway in the county to support the development of skilled talent, a strong workforce, and well-prepared students. To complement these efforts, the County's economic development strategy can seek to accelerate the breadth and depth of public-private partnerships for workforce development activities under the auspices of Employ Prince George's County.

Action Plan:

- **Public-Private Partnership Activity:** Develop a Prince George's County Partnership for Skills and Jobs Initiative to engage industry, non-profits, philanthropies and higher education to deepen service offerings in the County.
- **Strategic Actions:** Specific activities recommended for this Initiative include:
 - Accelerate the Presence of Non-Profit Skills Development Service Providers
 - Connect Higher Education Students with County Employers
 - Advance Corporate-Higher Education K-12 STEM Activities
 - Pursue Target Industry Workforce Critical Skills Consortium
 - Ensure that Program Alumni are Connected to Higher-Ed and Career Opportunities
 - "Blacks in Tech" Network of Computer Scientists, Engineers, Entrepreneurs and Other Professionals

Accelerate Presence of Non-Profit Skills Development Service Providers

Why it Matters: As a result of the challenges that resource constraints place on the County's ability to pilot new programs, there are many opportunities to further connect with nonprofit economic development and workforce development providers. Recent partnerships with groups such as Vehicles for Change, DC Central Kitchen, and Jobs for The Future's SkillRise program suggest the promise of this approach.

Key Elements

- Prince George's County should undertake the following activities to accelerate the presence of non-profit skills development providers.
 - Identifying which programs currently being deployed in the region could be developed or scaled in Prince George's County
 - Identifying national programs that could be effectively applied in Prince George's County
 - Incorporating the feedback from sector working groups into the attraction of skills-development programs
 - Connecting graduates of these programs to jobs or educational opportunities in the County
 - Ensuring that programs are functioning appropriately and are modified as needed based on the County's specific challenges
- A dedicated staff liaison position created as part of the Partnership for Jobs and Skills Initiative should be created to support this effort
- Make available a limited number of planning grants to non-profit organizations that Employ Prince George's targets.

Implementation

- **Resources Required:** Under \$250,000 for part-time staff liaison position support and 2-3 planning grants of up to \$50,000 with matching in-kind or cash contributions required.
- **Lead Organization:** Employ Prince George's County

Connect Higher Education Students with County Employers

Why it Matters: The robust talent pipeline emanating from the area's colleges and universities is a core workforce and economic development asset in Prince George's County. There are opportunities for the County to leverage strong, STEM-oriented higher education talent development to facilitate economic growth by supporting internships for the County's startup companies, as well as larger technology-oriented businesses.

Key Elements

- To support internships in Prince George's County, there are opportunities to build on the Maryland Technology Internship Program:
 - Administered by UMBC and funded by the State of Maryland, the program offers financial assistance to technology-based businesses, as well as state and local agencies, to hire more interns.
 - MTIP reimburses employers for up to 50% of an intern's wage, up to \$3,000 annually per intern (\$1,800 for the first semester and \$1,200 for subsequent semester).
- For instances where Prince George's County startups are hiring interns from County educational institutions, EPG could provide small matching grants to startup companies/interns to help incentivize participation (e.g., transit passes, rental stipends, vouchers for security clearances, discounts at County businesses)

Implementation

- **Resources Required:** Roughly \$150K to leverage MTIP and place 100 interns in Prince George's County companies.
- **Lead Organization:** Employ Prince George's County in collaboration with PGCCC, Bowie State University and University of Maryland College Park

Advance Corporate-Higher Education K-12 STEM Activities

Why it Matters: For Prince George’s County, there is a need to advance partnerships that link the County’s K-12 students with local employers and educational/research institutions – especially around areas related to STEM education. Strengthening the educational system with a propensity toward STEM can help grow and develop the County’s talented workforce by connecting more residents to new skills.

Key Elements

- Prince George’s County should be engaging with its higher education institutions to seek out more funding support from corporate foundations and federal agencies to leverage these higher education institutions to advance K-12 STEM activities.
- An example is the Orange County, CA STEM Ecosystem Initiative led by UC-Irvine and the Samueli Foundation to offer a range of programs and activities to support STEM Education in the county. Key elements of successful Corporate-Higher-Education-K-12 STEM partnerships include:
 - A focus on professional development and continuing education (e.g., STEM Learning Institute)
 - Providing educators with mentorship and a platform to address common issues mentorship
 - Mobile programming that meets students where they are (e.g., Mobile Fab Labs)
 - Connecting with Students Outside of the Classroom (e.g., E-Sports League)
 - Recognizing success through celebratory events
 - Offering a repository of STEM Resources and data/reports on workforce development

Implementation

- **Resources Required:** Under \$250K for part-time staff liaison position and to provide limited support (up to \$10K) for grant writing to corporate foundations and federal agencies (with matching contributions required by the higher education institution).
- **Lead Organization:** Employ Prince George’s County in collaboration with PGCCC, Bowie State University and University of Maryland College Park

Pursue Target Industry Workforce Critical Skills Consortium

Why it Matters: While regional skills programs play a critical role in advancing workforce development in the County, there are also opportunities to view consortiums at an even more local level to ensure connectivity between service providers, industry partners, and job seekers. Importantly, by focusing on skills and not just occupations, Prince George's County can build cross-sector partnerships and further advance human and social capital among County residents and employers.

Key Elements

- Establish a more pro-active effort in Prince George's County to advance critical skills consortiums focusing on the targeted industries that drive County economic growth.
- Create a liaison position at Employ Prince George's County to collaborate with PGEDC industry cluster staff to bring together industry partners to pursue consortium-based education and training efforts. This involves:
 - Coordinating key anchor employers and other high-priority firms
 - Pin-pointing the skills needed to meet employer needs
 - Developing interventions to help more residents gain these skills and connection to job opportunities and advancement
- Offer limited support for grant writing to pursue state and federal funding
- A critical statewide resource to advance these target industry critical skill workforce consortiums is the EARN Maryland program that provides grant funds for coordinating education and workforce development to strategic industry partnerships in target economic sectors
- In addition, with the new Biden Administration, additional opportunities for federal funding of industry consortium to advance critical skill needs is expected.

Implementation

- **Resources Required:**
Under \$250K for part-time staff liaison position to collaborate with PGEDC industry cluster staff and to provide limited support <\$10k for grant writing to pursue state and federal funding.
- **Lead Organization:**
Employ Prince George's County in close collaboration with Prince George's Community College

Ensure program alumni connect to higher-ed and career opportunities

Why it Matters: Across Prince George’s County, there are a growing number of programs to connect youth with college and career readiness skills, and as a result, there is a growing number of skilled program graduates. Beyond the importance of providing a seamless range of pathways for Prince George’s County’s residents to advance new skills through targeted programs and initiatives, there is also great value in linking these participants together, and with broader opportunities in higher education and high-paying careers.

Key Elements

Prince George’s County should ensure that the alumni of its various skill-development programs are recruited, hired, and supported by local employers as they enter the workforce.

A proven approach to consider is ConnexMSP, an initiative of the Greater Minneapolis-St. Paul Economic Development Partnership, that fully-networks students from across skill development programs and into the workforce as a whole.

- The initiative is operated by coalition and comprised of representatives from regional employers, career pathway programs, and colleges & universities. Coalition partners work together and alongside young adult “Fellows” to design a better system for launching a career in the region.
- The program focuses specifically on engaging and connecting young adults at three distinct stages in their early career journey following their high school graduation: before their job/career search, during the campus recruiting/hiring process, and after the job hire.
- Representatives work across these three teams, and the initiative is operated through its three coalition working groups which meet regularly and are supported by young-adult Fellows that ensure youth are well-represented and actively participating in the programs.

Implementation

- **Resources Required:**
Under \$250K for a part-time staff liaison to support efforts with higher ed, workforce training providers, company partners..
- **Lead Organization:**
Employ Prince George’s County

“Blacks in Tech” Network of Computer Scientists, Engineers and Others

Why it Matters: Compared to communities across the nation, Prince George’s County’s predominantly Black, professional, and tech-oriented population is unique, and came up frequently throughout conversations about economic development prospects in the County. However, there was some concern that this key demographic was not as well-networked as it could be. Networking creates opportunities for tech workers and/or entrepreneurs to identify growth opportunities, develop professionally, and access partnerships, capital and other valuable resources.

Key Elements

- Prince George’s County should explore a variety of approaches to networking its community of BIPOC tech-workers and entrepreneurs, including: Bringing together Employee Resource Group’s from a variety of employers in the region (whose residents may live in Prince George’s County), developing new Meetup.com groups, and starting chapters of national organizations focused on networking diverse professionals in tech careers (i.e. NSBE, BDPA)
- A key focus would be to establish K-12 STEM outreach programs with BIPOC tech-workers and entrepreneurs serving as mentors and coaches.
- Additional activities that could be explored by Prince George’s County’s network of Blacks in Tech include:
 - Technology and market intelligence workshops
 - Peer to peer networks across CEOs, CTOs.
 - Investor forums/pitch competitions

Implementation

- **Resources Required:** Under \$250,000 for part-time staff liaison position to collaborate with Black professional development organizations to enhance their efforts or form new chapters in Prince George’s County. Limited resources of under \$25,000 would be valuable for hosting meetings with Black professional leaders and specific organizations.
- **Lead Organization:** Employ Prince George’s County

Strong Places: Improving Places Across Prince George's County and Enhancing the Core Business Environment



Strong Places: Improving Places Across Prince George's County and Enhancing the Core Business Environment



Situational Analysis

Build on Strengths and Opportunities

- Capitalize on County's development momentum, especially the high concentration of new development taking place in and around transit-oriented development districts
- Implement recent changes to County's zoning and permitting

Address Weaknesses and Gaps

- Raise the awareness of quality places found in Prince George's County
- Overcome hurdles with development processes
- Address need to repurpose strip malls that are no longer viable

Activities and Assets

- Maryland-National Capital Park and Planning Commission (MNCPPC) Placemaking Activities
- Prince George's County Economic Development Corporation
- Prince George's County Office of the Executive and County Council

Recommended Strategic Approach: Improving Places Across Prince George's County and Enhancing the Core Business Environment

Why it Matters: Ultimately, the brand of Prince George's County will be defined by its range of strong, marketable places. While there is excitement around its growing live-work-play environments, its transit-oriented development districts, and other nodal "downtowns," the reality is that the development of these places is hindered by their limited resources, their inability to speak as a branded district, and their inability to support placemaking and economic development.

Action Plan:

- **Public-Private Partnership Activity:** Advance an Alliance for Placemaking in the County to ensure continued progress and better marketing for emerging placemaking efforts involving key anchors, companies, developers and residents in the County's designated development areas.
- **Strategic Actions:** The Alliance for Placemaking initiative seeks to advance new tools to increase the pace of development in County designated RTDs and the Innovation Corridor through marketing and streamlined zoning and permitting. Elements of the Alliance for Place Marketing include:
 - **Developing Business Improvement Districts at select TOD/Downtown areas**
 - **Ensuring newly enacted zoning reforms are implemented successfully**
 - **Promoting new uses for County's underperforming commercial or retail developments**
 - **Advancing Lean Permitting Processes**
 - **Exploring use of by-right zoning in areas beyond data centers.**
 - **Supporting small-scale makers and other locally serving entrepreneurs**

Develop Business Improvement Districts at Select TOD/Downtown Areas

Why it Matters: Business Improvement Districts (BIDs) are economic development entities that provide a geographically defined area with augmented, such as placemaking and branding, business attraction and even infrastructure and real estate development. BIDs have proven to be impactful tools in localities across the nation, including in areas throughout the Washington D.C. metropolitan area. Without the presence of BIDs, the County has put its overall placemaking efforts at a competitive disadvantage within the region.

Key Elements

- Prince George’s County should seek to advance BIDs within the larger transit-oriented development areas of the County, including the three “downtown” areas in the County -- Prince George's Plaza in Hyattsville, New Carrollton Metro, and Largo Town Center – as well as the Innovation Corridor of the County.
- Of particular importance is to prioritize the provision of identity and branding services, marketing outreach through events and social media, and additional economic development services coordinated through PGCEDC for industry networking, business retention, infrastructure improvements and site developments in collaboration with private developers.
- Prince George’s County should seek a state amendment to reduce the required level of property owner approval required for a BID (like Montgomery County, which was able to lower the share from 80% approval to 51%) and allow the County Council to enact a BID in the four designated areas.
 - Note: A similar approach is done in South Carolina, where there are two pathways to enacting municipal improvement districts: either by property owner approval or by a local legislative body upon documentation of a clear public benefit.

Implementation

- **Resources Required:** No new additional county resources required
- **Lead Organization:** Prince George’s County Office of the Executive and County Council

Ensure Newly Zoning Reforms are Implemented Successfully

Why it Matters: Throughout the planning process, both innovation-oriented companies and real estate developers in Prince George’s County expressed similar concerns with hurdles related to development and permitting. Given the importance of these stakeholders in strengthening both the physical places of Prince George’s County and the structure of its underlying economy, adapting to meet these needs is critical.

Key Elements

- In October 2018, Prince George’s County Council approved a new zoning ordinance for the County, accomplishing one of the first objectives of Plan 2035.
- Implementation has been slowed by the need to complete the countywide map amendment and rezone the county as well as by the challenges of COVID-19, though the approach still holds great promise.
- Notably, the new zoning ordinance helps Prince George’s County advance its goals related to transit-oriented development by:
 - Allowing for new developments at higher densities in neighborhoods adjacent to transit
 - Exempting new developments in TOD areas from certain zoning requirements;
 - Lowering parking minimums in transit-oriented zones and for developments inside the beltway.
- To help strengthen its places and position them for holistic economic and community development, Prince George’s County should ensure that its newly enacted zoning reforms are fully implemented.

Implementation

- **Resources Required:** No new additional county resources required
- **Lead Organization:** Prince George’s County Office of the Executive and County Council

Promote New Uses for Underperforming Commercial/Retail Developments

Why it Matters: Large-scale shifts in the retail sector are having profound impacts on both Prince George's County's economy, and on its built environment. With numerous retail and office parks that are increasingly outmoded, undesirable, and sitting in locations that are underutilized, Prince George's County should seek to promote new uses for these underperforming commercial and retail developments.

Key Elements

There are a range of opportunities to promote new uses of underperforming commercial and retail developments, including::

- multi-family housing developments
- new commercial uses that align with industry clusters (e.g., conversion toward uses in health services, biosciences)
- uses to encourage entrepreneurship and small business development (e.g., incubators, coworking spaces, food halls, marketplaces, or other consumer-facing retail establishments).

Prince George's County should replicate New Jersey's 21st Century Redevelopment Program that provides grants up to \$50,000 and research/technical support for municipalities to look for ways to redevelop or repurpose empty or underutilized commercial and retail properties.

Implementation

- **Resources Required:** Less than \$250,000 to provide up to five feasibility grants to municipalities or community groups in Prince George's County to reimagine underutilized real estate assets and work with partners on new uses that promote economic growth and quality of life.
- **Lead Organization:** Prince George's County Planning Department and Prince George's Economic Development Corporation

Advance Lean Permitting Processes

Why it Matters: Continuous improvement programs such as Lean or Six Sigma are used across the nation to improve areas such as review times and results, as well as changing the culture of public departments. Lean can help the public sector optimize efficiencies by focusing on identifying and eliminating waste in all work activities.

Key Elements

- Prince George's County should initiate a lean permitting program under the direction of the Office of the Executive targeted initially at the Department of Permitting, Inspections and Enforcement and then expanded to other County agencies
- An excellent example are the number of localities in Washington State that implemented streamlining of government permitting processes using lean processes advanced by the Center for Government Innovation, an initiative of the Washington State Auditor's Office. Elements of successful initiatives include:
 - Begin with basic questions about the permitting process
 - Confirm clear requirements for applicants
 - Ensure complete applications prior to review process
 - Modify review based on level of complications
 - Promptly appoint each permit to a planner
 - Track applications
 - Rearrange offices and lobbies.

Implementation

- **Resources Required:** Allocate up to \$250,000 to undertake a lean permitting program
- **Lead Organization:** Prince George's County Office of the Executive

Explore Using By-Right Zoning in Areas Beyond Data Centers

Why it Matters: In early 2021, Prince George’s County Council voted unanimously to define a new use for Qualified Data Centers, and within its zoning ordinance, permitting its use by right a variety of zones. With this framework in place, the County can drive further growth for other targeted sectors and areas in the County, such as biosciences, advanced manufacturing (around fields such as quantum computing or instruments and electronics), and perhaps the priority downtown areas and the Innovation Corridor.

Key Elements

- To explore the use of by right zoning in areas beyond data centers, Prince George’s County should:
 - **Demonstrate success:** Ensure that this approach to zoning for data centers is competitive with other counties and shows a demonstrated value that would be applicable to other industries or uses.
 - **Identify potential uses:** While advanced manufacturing and biosciences stood out in external stakeholder interviews, the County should explore other opportunities for by-right zoning.
 - **Implement changes to zoning:** Work with City Council and other important partners to advance by right zoning when reasonable.

Implementation

- **Resources Required:** No new County resources required.
- **Lead Organization:** Prince George’s County Office of the Executive, Prince George’s Economic Development Corporation and County Council

Support Small-Scale Makers

Why it Matters: Support for small-scale makers is an opportunity for Prince George’s County to encourage the development of entrepreneurs of color and encourage inclusive economic growth. Makers create a range of jobs that typically pay higher wages and offer greater career mobility and opportunities for wealth building. Small-scale makers can positively contribute to vibrant/walkable downtown districts and development.

Key Elements

- Prince George’s should provide matching grants for build-out and operations of makerspaces with one for each priority TOD District, including Prince George’s Plaza, New Carrollton Metro, Largo Town Center and the Innovation Corridor.
- Best Practices in supporting small-scale makers suggests the importance of both a place-based and entrepreneurial-based development approach. Notable elements of successful approaches include:
 - Developing a physical home for small-scale manufacturers (makerspaces)
 - Offering a range of membership options to ensure inclusive participation
 - Intentionally engaging the community and measuring and communicating success

Implementation

- **Resources Required:** Up to \$200,000 in total for matching grants. Renewal will depend upon annual performance.
- **Lead Organization:** Prince George’s County Economic Development Corporation

Outline of Economic Development Strategic Action Plan:

Strategic Priorities

Partnership Initiatives

Supporting Actions

Growth Opportunities:
Support Innovation and Entrepreneurship Across and Within Targeted Industry Clusters



Sustain County's Focus on Targeted Industry Clusters

Advance a First Customer Program

Incentivize Growing Startups in Targeted Industry Clusters to Stay or Re-locate In County

Establish an Economic Gardening Program for BIPOC Businesses

Launch Pre-Accelerator Program

Advance Corporate Innovation Centers with UMCP and Bowie

Human Capital:
Cultivating Talent and Connecting Prince George's County Residents with Economic Opportunity



Foster Presence of Non-Profit Skills Development Service Providers

Ensure that program alumni are connected to higher-ed and career opportunities

Connect Higher Education Students with County Employers

Pursue Target Industry Workforce Critical Skills Consortium

Advance Corporate-Higher Education K-12 STEM Activities

"Blacks in Tech" Network of Computer Scientists, Engineers and Others

Strong Places:
Improving Places Across Prince George's County and Enhancing the Core Business Environment



Develop Business Improvement Districts at select TOD/Downtown areas

Advance Lean Permitting Processes

Ensure Newly Enacted Zoning Reforms are Implemented Successfully

Explore use of by-right zoning in areas beyond data centers (e.g., biosciences, advanced manufacturing)

Promote new uses for County's underperforming comm./retail developments

Support Small-Scale Makers