

Department of Commerce

MISSION

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.

KEY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

Goal 1. Achieve operational excellence through the adoption of customer service standards, training, orientations, and performance reviews.

Obj. 1.1 Create a comprehensive program for ongoing training strategies encompassing all needs within the Department.

Obj. 1.2 Achieve "outstanding" results on customer service survey from stakeholders.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Percentage of staff completing customer service training	N/A	N/A	N/A	N/A	N/A	100%	100%
Percentage of stakeholders rating Commerce as "outstanding" in customer service	N/A	N/A	N/A	N/A	N/A	100%	100%

Goal 2. Foster a competitive business environment by assessing the impacts of taxes and the effectiveness of financing programs and tax credits.

Obj. 2.1 Leverage private sector capital of at least 5:1 in the fiscal year for financing programs operated by the Department.

Obj. 2.2 Create a return on incentive of at least 10:1 on settled transactions with contractually obligated employment reporting in the fiscal year for the Maryland Economic Development Assistance Authority and Fund (MEDAAF) Capability 1, 2, 3 and Sunny Day.

Obj. 2.3 Maryland Biotechnology Investment Tax Credit Reserve Fund (BIITC) will have stimulated private investment in qualified Maryland biotechnology companies (QMBCs) annually that is at least 200 percent of the tax credit amount that is issued each year.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Number of financing transactions approved	N/A	N/A	46	57	38	47	47
Number of financing transactions settled	65	61	41	38	34	38	38
Dollar amount of total project costs (capital investment) anticipated for projects settled (millions)	\$323	\$399	\$348	\$509	\$308	\$388	\$388
Private sector dollars leveraged	N/A	N/A	15:1	18:1	23:1	18:1	18:1
Return On incentive (ROi) over 5 years	N/A	N/A	9.4:1	19.2:1	24.5:1	13:1	13:1
Number of applications: Form B - Biotechnology Companies	N/A	36	35	41	34	40	45
Number of applications: Form A – Investors	N/A	191	233	230	229	250	250
Private Investment in QMBCs (millions)	\$19	\$15	\$20	\$24	\$24	\$24	\$24
Number of investors receiving the BIITC	157	134	147	157	164	175	200
Number of QMBCs receiving investment	19	23	25	24	23	25	35
New jobs created through the BIITC	33	26	25	25	39	45	50
Number of QMBCs receiving investment that have remained viable in Maryland for 5 years or more	11	17	20	19	18	16	25

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Goal 3. Advance innovation and entrepreneurship by tapping into education and innovation communities through workforce development initiatives and embracing a culture of commercialization.

Obj. 3.1 Develop customized training, workforce and apprenticeship programs for individual businesses and industries.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Number of companies utilizing the new WorkSmart training centers developed for use at Community Colleges	N/A	N/A	N/A	N/A	N/A	35	50

Goal 4. Expand targeted growth clusters and industries by means of collaboration, ambassador programs, workforce development initiatives, partnerships, and industry advisory boards.

Obj. 4.1 Develop and maintain a pipeline of projects resulting in successful facility location decisions and other projects creating and retaining jobs in Maryland.

Obj. 4.2 Jobs created and retained resulting from successful facility location decisions, export assistance and resolving issues for Maryland businesses.

Obj. 4.3 Increase outreach efforts to Maryland investors, incubators, universities and federal facilities to connect with entrepreneurs and early stage companies to assist in promoting innovation and securing business locations in Maryland.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Direct outreach	N/A	983	1,218	1,051	2,263	3,750	3,995
Group outreach	N/A	522	583	549	548	1,390	1,475
Issues resolved	N/A	1,515	1,602	1,617	1,670	1,725	1,770
Facility location opportunities	N/A	215	224	220	226	235	240
Facility location decisions	N/A	70	89	62	70	80	75
Total jobs retained	N/A	5,731	3,573	4,950	3,689	4,315	4,575
Total jobs created	N/A	5,098	7,054	6,811	7,616	7,590	7,780
Total jobs	10,576	10,829	10,627	11,761	11,305	11,905	12,355

Obj. 4.4 Engage no less than 400 foreign corporations per year to consider Maryland as an ideal location for their U.S. operations.

Obj. 4.5 Attract no less than 40 potential Foreign Direct Investment (FDI) business decision makers to explore potential sites in Maryland per year.

Obj. 4.6 Annually increase the number of investment decisions as FDI "wins."

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Number of foreign companies engaged	N/A	N/A	415	435	654	450	500
Number of foreign company location decisions	15	12	13	9	11	12	15
Number of foreign prospects visiting Maryland buildings and/or sites	43	45	48	50	43	50	55
Value of private sector export sales resulting from Commerce assistance (\$ millions)	\$111	\$60	\$73	\$85	\$94	\$95	\$100

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Goal 5. Create one Maryland and enhance community development by increasing touchpoints by Commerce staff in the local jurisdictions and engaging underserved populations and businesses of all sizes.

Obj. 5.1 Facilitate job creation, retention and capital expenditure through the Maryland Small Business Development Financing Authority (MSBDFA).

Obj. 5.2 Prepare early stage biotechnology companies to be successful, leading to job creation.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Jobs created through MSBDFA	N/A	N/A	131	211	212	185	185
Jobs retained through MSBDFA	N/A	N/A	223	282	227	240	240
¹ Number of people employed by life sciences companies based on North American Industry Classification System (NAICS)	36,593	33,789	34,753	35,903	36,412	36,930	37,458

Goal 6. Improve brand and attract talent by leveraging the Maryland Public-Private Partnership (P3), Marketing Corporation and the State's major economic drivers and regional organizations.

Obj. 6.1 Provide outstanding customer service and visitor experience at welcome centers, call centers, and web site.

Obj. 6.2 Generate an additional \$30 million in State sales tax revenue in tourism tax categories determined in the Tourism Promotion Act by fiscal year 2017.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Travel media exposure (dollars)	15,378,375	13,868,844	9,604,256	9,518,650	12,104,822	12,467,967	12,842,006
Number of welcome center visitors	298,980	333,001	295,484	319,824	340,070	348,433	358,856
Literature distribution	892,955	1,085,610	727,417	939,733	835,070	860,122	885,926
Tourism-related sales tax revenues (millions)							
Restaurants, lunchrooms, delis w/o beer, wine, liquor (BWL)	\$103	\$108	\$112	\$120	\$128	\$131	\$135
Hotels, motels selling food with BWL	\$42	\$43	\$42	\$42	\$36	\$37	\$38
Restaurants and night clubs with BWL	\$74	\$82	\$83	\$87	\$88	\$90	\$93
General merchandise	\$8	\$8	\$8	\$11	\$25	\$26	\$27
Automobile, bus and truck rentals	\$58	\$56	\$58	\$60	\$57	\$58	\$60
Commercial airlines	\$0.2	\$0.1	\$0.2	\$0.2	\$0.3	\$0.3	\$0.3
Hotels, motels, apartments, cottages	\$89	\$92	\$94	\$100	\$96	\$99	\$102
Recreation and amusement places	\$3	\$3	\$3	\$4	\$4	\$5	\$5
Total tourism-related sales tax revenues	\$377	\$392	\$401	\$426	\$444	\$447	\$460

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Obj. 6.3 Increase leisure and hospitality jobs (U.S. Bureau of Labor Statistics (BLS) estimate) by 2 percent by fiscal year 2017.

Jobs generated							
Arts, entertainment, and recreation	36,875	40,008	42,408	47,258	48,233	49,680	51,170
Accommodation	23,667	24,175	24,050	22,750	23,475	24,179	24,904
Food services and drinking places	178,183	185,617	190,658	193,933	201,233	207,270	213,488
Total jobs generated	238,725	249,800	257,117	263,942	272,941	281,129	289,563

Obj. 6.4 Maximize gross sales by Maryland non-profit arts industry.

Obj. 6.5 Maximize State and local taxes generated by Maryland's non-profit arts industry.

Obj. 6.6 Provide quality arts-in-education programs for Maryland students.

Obj. 6.7 Promote Maryland's competitive business advantages through events and advertising, leveraging at least \$1 for every \$1 spent.

Obj. 6.8 Annually increase digital communication audience - email subscribers, social audience and web visitors.

Performance Measures	2012 Act.	2013 Act.	2014 Act.	2015 Act.	2016 Act.	2017 Est.	2018 Est.
Gross sales by Maryland non-profit arts industry (billions)	\$1.0	\$1.0	\$1.1	\$1.4	\$1.2	\$1.5	\$1.6
Total number of jobs (FTE) supported by non-profit arts industry	N/A	12,000	12,155	14,000	12,500	13,000	13,250
Number of attendees at arts events supported by Maryland State Arts Council (millions)	\$7.9	\$7.6	\$8.3	\$8.3	\$8.5	\$8.7	\$8.8
Individual Artists program – number of participants	403	593	400	388	585	387	400
State and local taxes paid by Maryland non-profit arts industry (millions)	\$37.8	\$45.0	\$48.8	\$49.0	\$49.0	\$52.0	\$54.0
Arts organizations payroll (millions)	\$92.5	\$102.0	\$103.0	\$103.0	\$103.0	\$105.0	\$106.0
Per capita arts investment	\$2.2	\$2.2	\$2.6	\$2.7	\$2.9	\$3.2	\$3.5
Number of schools served	N/A	507	528	473	480	490	500
Number of children served through performances/residencies (thousands)	213	199	194	152	164	170	175
Number of teaching artists and ensembles on MSAC roster	N/A	135	124	124	112	120	120
Value of media coverage (millions)	\$1.9	\$2.4	\$1.5	\$2.5	\$1.4	\$1.7	\$2.0
Number of engagements on social networks	N/A	N/A	2,453	27,504	53,197	55,000	58,000
Dollars leveraged for every dollar spent	N/A	\$1.8	\$1.0	\$1.0	\$0.3	\$1.0	\$1.0
Social networking audience size (Twitter, Facebook, LinkedIn)	N/A	N/A	16,582	22,302	28,462	33,000	37,000
Number of unique email subscribers	27,866	26,537	24,699	17,053	19,127	20,000	22,000

NOTES

¹ Data for 2016 is estimated.