

OPMO Strategic Planning

MassCEC FY 2013

Priorities, Goals and Metrics

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MassCEC's Mission

- MassCEC will accelerate economic growth and job creation in all areas of Massachusetts' clean energy sector by deploying strategic initiatives that are replicable and scalable, create a clean energy ecosystem, encourage people to make better energy choices and reduce the real costs of energy.

- We operationalize our mission statement into four goals against which we measure our programs:
 1. Create clean energy jobs in Massachusetts
 2. Accelerate the commercialization of new clean energy technologies
 3. Increase clean energy generation capacity (megawatts, MW) and energy efficiency measures (negawatts, NW) installed in Massachusetts
 4. Eliminate barriers critical for market and industry growth

MassCEC Goals & Metrics

Goal	Metrics
Create clean energy jobs	<ul style="list-style-type: none"> •Number employed in clean energy jobs in Massachusetts •Number graduating from sponsored clean energy training programs •Number of trainee graduates offered full time employment •Number of trainee graduates retained for 1 year
Accelerate clean energy technology commercialization	<ul style="list-style-type: none"> •Number of clean energy companies in Massachusetts •Number of patents filed by supported clean energy companies in Massachusetts •Number of follow-on investment rounds by supported clean energy companies •Volume of follow-on investment raised by supported clean energy companies •Number of deals sourced •Number of investments closed •Leverage on MassCEC investment
Increase clean energy generation and energy efficiency	<ul style="list-style-type: none"> •Installed renewable energy capacity in Massachusetts, by technology type •Annual renewable energy generation in Massachusetts, by technology type •Reduction in installed cost (\$/kW), by technology type •Cost per kilowatt hour generated, by technology type •Kilowatt hours saved by supported energy efficiency projects •Dollars saved by supported energy efficiency projects
Eliminate market/industry barriers (FY13 priorities below): <ol style="list-style-type: none"> 1. Facilitate beta testing sites 2. Increase access to international markets 3. Increase secondary ed. pipeline 4. Increase workforce diversity 5. Facilitate municipal energy planning 6. Increase public acceptance of RE 	<p>Metrics associated with each barrier necessarily differ. The critical measures of success for MassCEC's FY13 market barrier priorities are:</p> <ol style="list-style-type: none"> 1. Number of beta testing sites; Number of technologies; Patents, financings, and sales by site users 2. Number of MA companies abroad & sales volume; Number of international companies in MA & related jobs 3. Number of STEM majors, graduates 4. Diversity profile of trainees, STEM graduates, sector workforce 5. Number of cities/towns adopting energy plans & savings (financial and energy) 6. Permitting time for projects; Supporter turnout at local meetings for renewable energy projects



MassCEC's Participation in EDPC

- MassCEC's mission, goals and FY13 priorities are closely aligned with the Governor's economic development strategy. Each of MassCEC's four goals is directly tied to multiple Action Items called for under the EDPC Plan Implementation Matrix, and many of the Action Items relate to more than one of MassCEC's goals.
- The tables on the following slides set out MassCEC's strategy for aligning our goals and activities with the EDPC Action Items.

EDPC/MassCEC Alignment Overview

EDPC Action Item	MassCEC Goals			
	<i>Create Jobs</i>	<i>Accelerate Technology</i>	<i>Increase MW & NW</i>	<i>Eliminate Market Barriers</i>
1.3.2 (Increase STEM attractiveness)	X			X
1.3.4 (Increase STEM diversity)	X			X
2.1.1 (State-support for collaborative R&D)		X		
2.1.2 (Identify emerging areas of innovation and support public-private collaboration)	X	X	X	X
2.1.3 (Increase support for incubators & innovators)		X		X
2.2.1 (Increase internship program activities)	X			
2.3.2 (Promote state as “first adopter”)		X	X	X
2.4.1 (Increase support for prototyping facilities)		X		X
4.3.2 (Increase conferences & related marketing presence)				X
5.2.1 (Develop test beds for renewables & efficiency tech)		X		X
5.2.2 (Keep energy supply costs competitive)			X	
5.2.3 (Pursue hydro and other renewable generation)			X	
5.4.1 (Use non-tax incentives to grow industry)		X		X

EDPC/MassCEC Alignment (detailed)

Goal	Associated EDPC Matrix Action Item
<p>Create Clean Energy Jobs</p>	<p>1.3.2 Increase the attractiveness of STEM careers to both students and teachers, including increasing their exposure to role models in STEM careers, through expanded internship and externship opportunities and other means</p>
	<p>1.3.4 Ensure that STEM programs are designed in a way to increase STEM interest and achievement across all populations, especially those currently under-represented in STEM careers</p>
	<p>2.1.2 Under the leadership of the Massachusetts Technology Collaborative, identify three to five emerging areas of global innovation excellence in the Commonwealth and support public-private collaborations to accelerate the growth of such areas, building on the example of Mass Insight’s Advanced Cyber Security Center initiative</p>
	<p>2.2.1 Increase by 20% annually over the next five years the number of internship placements made by multi-school, multi-employer internship programs, building on the examples of programs currently run by the Greater Boston Chamber of Commerce, the Federal Reserve Bank of Boston, Mass Technology Leadership Council, the Massachusetts Marketing Partnership, the Massachusetts Clean Energy Center and the Massachusetts Life Sciences Center, as well as newly proposed programs such as the Massachusetts Startup Fellows Program. The internship programs should, in particular, focus on facilitating the flow of young students into young companies to help them integrate into the local innovation economy.</p>

EDPC/MassCEC Alignment, cont'd

Goal	Associated EDPC Matrix Action Item
Accelerate Clean Energy Technology Commercialization	<p>2.1.1 Establish a consistent pattern of state support for collaborative research and development among universities and businesses, building on the examples of the Holyoke Green High Performance Computing Center and the Massachusetts Life Sciences Center's cooperative research matching grant program</p>
	<p>2.1.2 Under the leadership of the Massachusetts Technology Collaborative, identify three to five emerging areas of global innovation excellence in the Commonwealth and support public-private collaborations to accelerate the growth of such areas, building on the example of Mass Insight's Advanced Cyber Security Center initiative</p>
	<p>2.1.3 Increase by 20% annually over the next five years state funding of capital, mentoring and advice, including incubator and/or accelerator programs, for early stage entrepreneurs and small businesses, building on the example of Mass Challenge</p>
	<p>2.3.2 Establish a national reputation within state and local government as "first adopters" of local innovation, building on the example of the "Mayor's Office of New Urban Mechanics" in the City of Boston and of the Department of Housing and Community Development's initiative to bring clean energy and energy efficiency innovations into public housing developments</p>
	<p>2.4.1 Increase by 20% annually over the next five years state funding of capital, mentoring and advice, including shared facilities for the making and testing of product prototypes, to support the growth of small and mid-sized businesses, building on the examples of the Massachusetts Growth Capital Corporation and the Treasurer's Small Business Banking Partnership</p>
	<p>5.2.1 Develop Holyoke and other well-suited locations as test beds for cost-competitive renewable energy and energy efficient technologies</p>
	<p>5.2.2 Keep energy supply costs competitive based on market conditions in the region</p>

EDPC/MassCEC Alignment, cont'd

Goal	Associated EDPC Matrix Action Item
<p>Increase Clean Energy Generation and Energy Efficiency</p>	<p>2.1.2 Under the leadership of the Massachusetts Technology Collaborative, identify three to five emerging areas of global innovation excellence in the Commonwealth and support public-private collaborations to accelerate the growth of such areas, building on the example of Mass Insight's Advanced Cyber Security Center initiative</p>
	<p>2.3.2 Establish a national reputation within state and local government as "first adopters" of local innovation, building on the example of the "Mayor's Office of New Urban Mechanics" in the City of Boston and of the Department of Housing and Community Development's initiative to bring clean energy and energy efficiency innovations into public housing developments</p>
	<p>5.2.2 Keep energy supply costs competitive based on market conditions in the region</p>
	<p>5.2.3 Pursue large scale hydro with other cost-competitive low carbon alternatives along with renewable generation under the Commonwealth's renewable portfolio standards</p>

EDPC/MassCEC Alignment, cont'd

Goal	Associated EDPC Matrix Action Item
Eliminate Critical Market and Industry Barriers	1.3.2 Increase the attractiveness of STEM careers to both students and teachers, including increasing their exposure to role models in STEM careers, through expanded internship and externship opportunities and other means
	1.3.4 Ensure that STEM programs are designed in a way to increase STEM interest and achievement across all populations, especially those currently under-represented in STEM careers
	2.1.2 Under the leadership of the Massachusetts Technology Collaborative, identify three to five emerging areas of global innovation excellence in the Commonwealth and support public-private collaborations to accelerate the growth of such areas, building on the example of Mass Insight's Advanced Cyber Security Center initiative
	2.1.3 Increase by 20% annually over the next five years state funding of capital, mentoring and advice, including incubator and/or accelerator programs, for early stage entrepreneurs and small businesses, building on the example of Mass Challenge
	2.3.2 Establish a national reputation within state and local government as "first adopters" of local innovation, building on the example of the "Mayor's Office of New Urban Mechanics" in the City of Boston and of the Department of Housing and Community Development's initiative to bring clean energy and energy efficiency innovations into public housing developments
	2.4.1 Increase by 20% annually over the next five years state funding of capital, mentoring and advice, including shared facilities for the making and testing of product prototypes, to support the growth of small and mid-sized businesses, building on the examples of the Massachusetts Growth Capital Corporation and the Treasurer's Small Business Banking Partnership
	4.3.2 Under the leadership of the Massachusetts Marketing Partnership, in collaboration with the Massachusetts Convention Center Authority, leverage our status as a leading host of international scientific, medical and technical conferences to better connect and market our key industry clusters
	5.2.1 Develop Holyoke and other well-suited locations as test beds for cost-competitive renewable energy and energy efficient technologies
	5.4.1 Focus on use of non-tax business incentives (such as workforce training, infrastructure investments and financing assistance) in developing and growing industry clusters