

# Office of Performance Management & Oversight

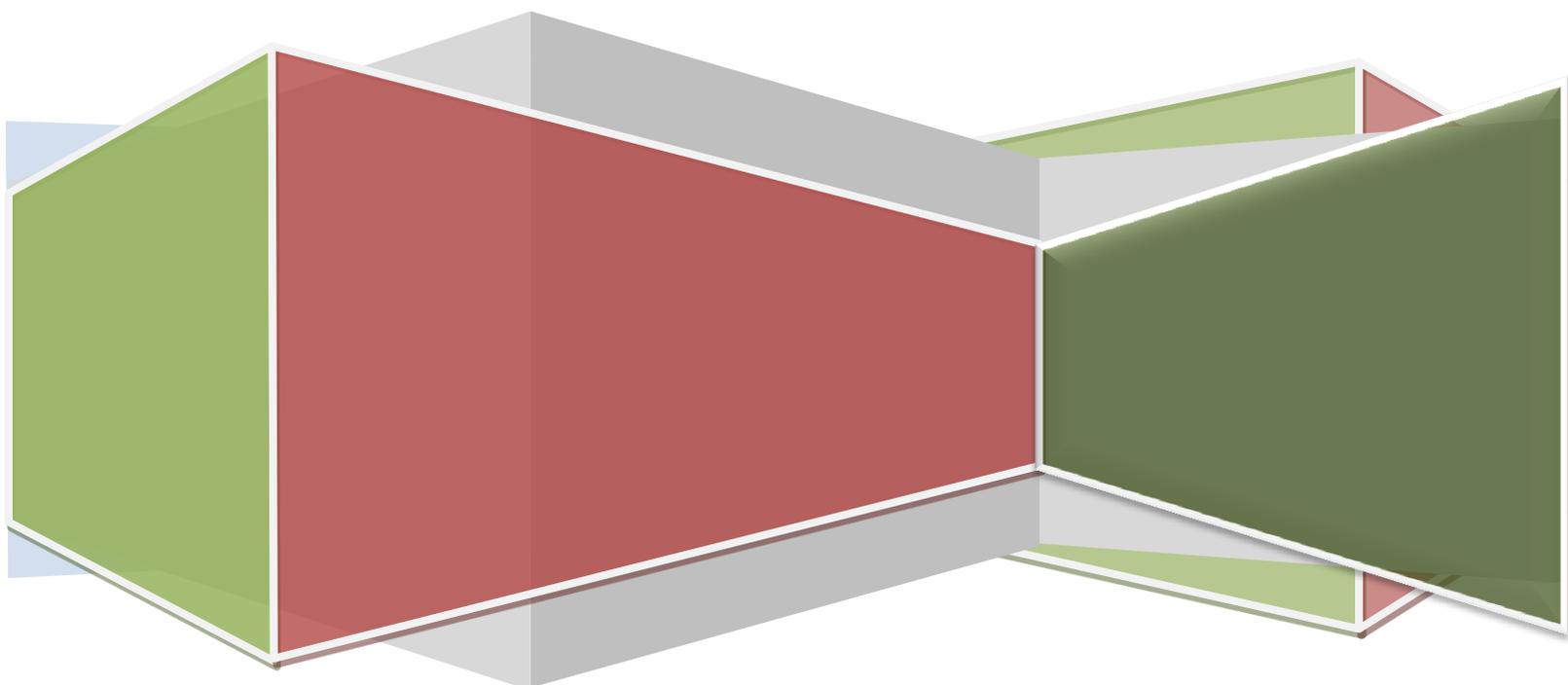
## MassDevelopment

MassDevelopment works with businesses, nonprofits, and local, state, and federal officials and agencies to strengthen the Massachusetts economy. Through these collaborations, we help create jobs, increase the number of housing units, eliminate blight, and address factors limiting economic growth including transportation, energy, and infrastructure deficiencies.

Offering a wide range of finance programs and real estate development services, MassDevelopment supports economic growth, development, and investment across all sectors of the Massachusetts economy: public and private; commercial, industrial, and residential; and nonprofit, including healthcare, educational, cultural, and human service providers. Our staff works in collaboration with private- and public-sector developers, businesses, and banks to identify investors and leverage public and private funds to support economic growth.

**Fiscal 2014**

**Business Plan**





**FY14 Business Plan - Goals, Strategies, Measures**

Alignment With Choosing to Compete	GOAL	ACTION	MEASUREMENT	Champion/Board Committee
<i>Strategic Theme 1: Support Economic Growth In the Commonwealth - Foster and cultivate opportunities that equip businesses, nonprofits and communities with the tools they need to sustain and or expand, creating quality jobs to meet the needs of the Commonwealth's economy.</i>				
CtC - 1,2	Strengthen and champion the Commonwealth's manufacturing sector by implementing and rolling out Advanced Manufacturing Futures Fund.	Provide support to the sector by developing and implementing new financing and technical assistance supports and promote advanced manufacturing careers via AmpltUp!	Measure includes: <ul style="list-style-type: none"> <li>• modified/newly developed sector specific financing products</li> <li>• burn rate on AMFF dollars</li> <li>• new program/product to support each of AMCs 5 priority areas</li> <li>• # of AmpltUp! events</li> <li>• manufacturing jobs created</li> <li>• manufacturing dollars invested</li> </ul>	L. Canter & M. Sternman/O&C Committee, new "Sectors" Committee
CtC - 1,2,3	Work with federal, state, local, non-profit, and private partners to strengthen the Commonwealth's defense sector and military presence.	Develop and grow partnerships with key government and private sector stakeholders to prepare for possible BRAC processes.	Measure includes: <ul style="list-style-type: none"> <li>• execution of 1 capital project per installation</li> <li>• link small businesses to defense contractors with at least 2 events</li> <li>• completed FAA RFP</li> </ul>	A. Dowd/new "Sectors" Committee
<i>Strategic Theme 2: Build a Stronger &amp; More Competitive Commonwealth - Increase housing stock and investment in targeted communities, especially in distressed or Gateway cities and regions and Devens - in adding to their housing options and commercial property stock, eradicating blight, remediating troubled sites and applying effective redevelopment practices.</i>				
CtC - 2,3,5	Increase MassDevelopment's impact on the Commonwealth's cost competitiveness and support the Governor's goal of 10,000 new multi family housing units by implementing MassDev Multi Family Housing Project.	Execute technical assistance and financing efforts leading to <u>new</u> units of multi family housing.	Measure includes: <ul style="list-style-type: none"> <li>• 3-5 Growth District targeted MFH Technical Assistance efforts</li> <li>• 3 developer tours to highlight MFH development opportunities</li> <li>• # of new/rehabed multi family units developed/financed by MDFA</li> </ul>	R. Henderson & L. Canter/Real Estate Committee
CtC - 2,3	Establish and execute "Develop Devens" initiative to increase sources of revenue and continue to move towards long-term sustainability, self-sufficiency and accelerate completion of Devens build-out.	Implement Develop Devens initiative and achieve an increase in overall "developability" of the community.	Measure includes: <ul style="list-style-type: none"> <li>• Acres made development ready</li> <li>• Ft2 sold/leased</li> <li>• # new sites marketed by RE staff</li> <li>• Dollars invested from RE</li> <li>• Resolution on Salerno cleanup</li> <li>• Shirley Zoning swap to promote development</li> <li>• Tax revenue collected</li> <li>• % increase in assessed valuation</li> </ul>	R. Henderson & G. Ramirez/Real Estate Committee
CtC - 3,5	Support efforts to build the knowledge and capacity of regional and local economic development teams, working with Regional Economic Development Organizations (REDOs), and led by municipal officials who are "CEOs for Economic Development".	Develop, compile and share knowledge, expertise and tools that promote regional economic development team development and encourage planning ahead for growth in the Commonwealth.	Measure includes: <ul style="list-style-type: none"> <li>• # of academies held</li> <li>• #/% of communities completing EDSAT assessment</li> <li>• # communities participating in academies</li> </ul>	M. Sternman
CtC - 2,3,5	Strengthen and champion the Commonwealth's Gateway Cities by developing and launching a "Transformative Redevelopment Initiative (TRI)".	Develop and Implement TRI project in two targeted sites (specific geographic district within a Gateway city).	Measure includes: <ul style="list-style-type: none"> <li>• Proforma analysis of available properties for redevelopment in each district</li> <li>• Support municipalities in securing development opportunities in accordance with growth district priorities</li> <li>• Modify existing financing product terms/deploy new resources</li> </ul>	M. Jones & R. Henderson/Real Estate Committee



**FY14 Business Plan - Goals, Strategies, Measures**

*Strategic Theme 3: Strive for Organizational Excellence - Create a high-performing organization with efficient, effective and integrated delivery of services to external and internal customers.*

Alignment With Choosing to Compete	GOAL	ACTION & MEASUREMENT	MEASUREMENT	Champion/Board Cmte
CtC - 2,3,4,5	Develop and execute plans to assure the availability of adequate resources for general and restricted fund lending programs.	Pursue partnerships and secure commitments from new and traditional sources to recapitalize general and restricted lending pools.	Measure includes: <ul style="list-style-type: none"> <li>• Completion of efforts to borrow from lenders to recapitalize general fund</li> <li>ETF fund burn rate monitoring</li> <li>• Brownfields fund burn rate monitoring</li> <li>• Analysis of options for Brownfields funding</li> </ul>	L. Canter & S. Gerlin/Administration Committee & O&C Committee
CtC - 4	Modernize and Revamp Agency Web presence to support key initiatives. (Devens/AmplUp Websites)	Develop and implement new websites for Devens and AmplUp.	Measure includes: <ul style="list-style-type: none"> <li>• Timeliness of development of sites based on timelines</li> <li>• Web stats</li> </ul>	M. Sternman/Real Estate Committee & new "Sectors" Committee
CtC - 4	Make MassDevelopment operate more efficiently and build staff involvement in developing solutions to agency's challenges.	Reestablish Efficiency Committee and solicit feedback from staff.	Measure includes: <ul style="list-style-type: none"> <li>• # recommendations produced</li> <li>• # recommendations implemented</li> </ul>	S. Gerlin/Administration Committee

*Strategic Theme 4: Build MassDevelopment Workforce Capacity for the Future -Develop and support a diverse, highly-qualified workforce with the right skills in the right jobs to carry out our mission now and in the future.*

CtC - 1	Categorize and catalogue agency workforce satisfaction to inform development of human resource/organizational development strategies.	Develop and implement comprehensive employee satisfaction survey.	Measures include: <ul style="list-style-type: none"> <li>• % of employees highly satisfied</li> </ul>	D. Lindsay/Administration Committee
---------	---------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------	-------------------------------------



### Agency Wide Scorecard - Key Performance Indicators

Alignment With Choosing to Compete	GOAL	ACTION	MEASUREMENT
<p><i>Strategic Theme 1: Support Economic Growth In the Commonwealth - Foster and cultivate opportunities that equip businesses, nonprofits and communities with the tools they need to sustain and or expand, creating quality jobs to meet the needs of the Commonwealth's economy.</i></p>			
CtC - 1,2	Provide access to programs and activities that supports the Commonwealth and Patrick Administration goal of growing jobs in the Commonwealth.	Create new permanent and construction jobs.	Measure includes: <ul style="list-style-type: none"> <li>• new permanent jobs</li> <li>• construction jobs</li> </ul>
CtC - 1,2,3	Provide access to capital that supports the Commonwealth and Patrick Administration goal of building a more competitive Massachusetts economy.	Provide bond, loan and other financing.	Measure includes: <ul style="list-style-type: none"> <li>• finance programs closing amounts</li> <li>• real estate investments</li> <li>• other investments (Defense, special grants, etc.)</li> </ul>
<p><i>Strategic Theme 2: Build a Stronger &amp; More Competitive Commonwealth - Increase housing stock and investment in targeted communities, especially in distressed or Gateway cities and regions and Devens - in adding to their housing options and commercial property stock, eradicating blight, remediating troubled sites and applying effective redevelopment practices.</i></p>			
CtC - 3,5	Provide access to capital and programs that supports the Commonwealth and Patrick Administration goal of increasing the availability of housing stock in the Commonwealth to support economic competitiveness.	Develop and or finance new and/or substantially renovated housing units.	Measure includes: <ul style="list-style-type: none"> <li>• projected new/rehabed units</li> </ul>
<p><i>Strategic Theme 3: Strive for Organizational Excellence - Create a high-performing organization with efficient, effective and integrated delivery of services to external and internal customers.</i></p>			
CtC - 4	Improve Agency processes and procedures to maximize ability to attain mission, provide services to customers and ensure responsible stewardship of public trust.	Develop systems providing all stakeholders with openness and transparency in agency operations needed to support transparency and accountability and highest levels of customer service.	Measure includes: <ul style="list-style-type: none"> <li>• new public engagement processes</li> </ul>
<p><i>Strategic Theme 4: Build MassDevelopment Workforce Capacity for the Future -Develop and support a diverse, highly-qualified workforce with the right skills in the right jobs to carry out our mission now and in the future.</i></p>			
CtC - 1	Recruit, develop and retain a highly skilled and satisfied MassDevelopment workforce to support attainment of agency mission.	Demonstrate agency progress towards recruiting and retaining a highly qualified, diverse workforce.	Measure includes: <ul style="list-style-type: none"> <li>• Diversity data</li> <li>• % employee turnover</li> <li>• % employees participating in job related skills training</li> </ul>