

# Mass **BizWorks** Resource Guide

[www.mass.gov/bizworks](http://www.mass.gov/bizworks)

800-252-1591





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Important: The information provided in this guide may change without notice. For the latest information, please call your Mass BizWorks representative, or go to our website, [www.mass.gov/bizworks](http://www.mass.gov/bizworks).

## About the Mass BizWorks Resource Guide

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The development of the Mass BizWorks Resource Guide is an important part of the overall strategy for the Massachusetts Department of Career Services (DCS) – a department of the Massachusetts Executive Office of Labor and Workforce Development (EOLWD) – to promote and implement the federal Expanding Business Engagement (EBE) initiative in Massachusetts. The goal of the EBE initiative for the Commonwealth of Massachusetts is to enhance and align the services offered to Massachusetts businesses through State Workforce Development, Economic Development, and Education entities in order to help Massachusetts businesses grow and thrive.

To achieve this goal, the state of Massachusetts will:

- build strong relationships across agencies and with businesses
- develop standard staff business service knowledge and competencies across relevant state agencies
- coordinate and link resources and information

As a result of these efforts:

1. more Massachusetts businesses will be aware of and utilize relevant state resources and incentives,
2. there will be “no wrong door” for businesses to connect with business support, and
3. services and outcomes will be captured to demonstrate the impact of our efforts.

This guide serves as an overview of resources (organizations and programs), which offer benefits and services to address the workforce development and expansion needs of businesses and employers in Massachusetts. The guide is organized into four main categories:

1. Recruiting and Hiring;
2. Training, Consultation, and Workplace Safety;
3. Layoff Aversion and Management; and
4. Business Development and Partnerships.

There is also a list of external resources (non-state affiliated), important websites, and resource contacts (names, telephone numbers, email, etc.) for several programs listed in the guide for easy referencing. This guide is available as a hardcopy handbook produced by DCS as well as a downloadable document, which can be accessed at: [www.mass.gov/bizworks](http://www.mass.gov/bizworks).

# **Recruiting and Hiring**

## Department of Career Services — One Stop Career Centers

### What is the purpose of this resource?

The Department of Career Services (DCS) is one of several constituent departments of the Massachusetts Executive Office of Labor and Workforce Development. DCS oversees Massachusetts' network of One-Stop Career Centers (OSCCs). There are numerous career centers in Massachusetts.

A variety of employment-related services for businesses is available at the centers for little or no cost. Staff at the career centers can assist with recruiting and screening qualified applicants. They can also provide guidance on how to reach out to specific populations in employers' recruiting efforts, as well as hiring tax credits for which a company may be eligible.

### What benefits or services are offered to businesses by this resource?

The Massachusetts OSCCs can provide the following services to businesses:

- **Post a job opening:** Employment openings can be posted by career center staff on the Massachusetts One-Stop Employment System and JobQuest, making them accessible to thousands of job seekers at no cost.
- **Job fairs:** Job fairs, organized by career center staff, provide an opportunity for employers to meet a large number of qualified job seekers. Employers are able to recruit and screen job seekers in an effective and efficient manner, including interviewing and making offers to candidates at job fairs. There are also opportunities for employers to participate in industry-specific job fairs.
- **Use of center facility:** Many career centers make their conference rooms, resource rooms, and/or other areas available for employers to use for recruiting, interviewing, hiring, and training at little or no cost.
- **Labor market information:** Career centers have current labor market information and can provide employers with data on prevailing industry wages, employment data by community, and other state/national trends regarding employment and the labor market.
- **Initial pre-screening of applicants prior to referral:** Based on the qualifications desired by employers when job orders are filed, career center staff can pre-screen applicants for job openings prior to their referral to the employer.
- **Job matching:** Staff at the career centers can match qualified candidates with employers' openings. As job seekers work with career center specialists, the specialists will send employers the resumes of candidates who have the skills, education, and experience that the employer requires.
- **Targeted recruitments:** Career center staff can organize a specialized recruitment event exclusively for an employer at the career center. Staff will contact the candidates who have the qualifications, skills, and experience needed to fill an employer's vacancies, all of which are focused solely on the employer's requirements. The centers offer private facilities and professional atmosphere to interview candidates, staff assistance, and marketing of the company and its available openings to a large pool of skilled job seekers.
- **Outplacement services:** Career centers can provide programs and services to help dislocated workers find jobs after a layoff or reduction in force has occurred.
- **Youth engagement:** Career centers coordinate opportunities for employers to engage youth and teach them the skills needed to succeed and reach their full potential. Opportunities may include: student employment, internships, job shadowing, or guest speaking to a group of youth.

- **Information resources:** Career center staff can provide information and guidance on funding for training and employee skills development, working with individuals with disabilities, Unemployment Insurance, work opportunity tax credits, and other topics.
- Other specialized services for employers are available at certain career centers such as employer to employer networking opportunities, employer-of-the-month recognition with website advertisement, and other services.

### **What businesses are eligible for these benefits and services?**

All businesses can access services at a One-Stop Career Center.

### **Contact information:**

An employer may contact the nearest One-Stop Career Center and ask to speak with the Business Service Representative for more information. A list of centers can be found on the following page and links to Massachusetts career centers can be found at [www.mass.gov/careercenters](http://www.mass.gov/careercenters).

An employer may also call the Department of Career Services at 617-626-5300 or the federal American Job Center/One-Stop Career Center Helpline at 1-877-US-2JOBS (or 1-877-872-5627) to find a local career center.

In addition, a business/employer may post job openings online on JobQuest at: [www.mass.gov/jobquest/employers](http://www.mass.gov/jobquest/employers).



# Massachusetts One-Stop Career Centers (OSCCs)

A business/employer may ask to speak with a Business Service Representative at the OSCCs

Boston/Metro North Region		Central Region	
<b>Boston Career Link</b> 1010 Harrison Avenue Boston, MA 02119 617-541-1400 <a href="http://www.bostoncareerlink.org">www.bostoncareerlink.org</a>	<b>Career Source</b> 186 Alewife Brook Parkway Suite 310 Cambridge, MA 02138 617-661-7867 <a href="http://www.yourcareersource.com">www.yourcareersource.com</a>	<b>North Central Career Center</b> 100 Erdman Way Leominster, MA 01453 978-534-1481 <a href="http://www.ccncm.com">www.ccncm.com</a>	<b>Employment and Training Resources</b> 1671 Worcester Road Framingham, MA 01701 508-766-5700 <a href="http://www.etrcc.com">www.etrcc.com</a>
<b>CareerSolution</b> 75 Federal Street, Third Floor Boston, MA 02110 617-737-0093 <a href="http://www.careersolution.org">www.careersolution.org</a>	<b>Career Source*</b> 4 Gerrish Avenue Chelsea, MA 02150 617-884-4333 <a href="http://www.yourcareersource.com">www.yourcareersource.com</a>	<b>North Central Career Center*</b> 25 Main Street Gardner, MA 01440 978-632-5050 <a href="http://www.ccncm.com">www.ccncm.com</a>	<b>Employment and Training Resources</b> 275 Prospect Street Norwood, MA 02062 781-769-4120 <a href="http://www.etrcc.com">www.etrcc.com</a>
<b>The Career Place</b> 100 Trade Center Suite G100 Woburn, MA 01801 781-932-5500 <a href="http://www.careerplace.org">www.careerplace.org</a>		<b>Workforce Central Career Center</b> 425 Fortune Boulevard, Suite 201 Milford, MA 01757 508-478-4300 <a href="http://www.workforcecentralma.org">www.workforcecentralma.org</a>	<b>Workforce Central Career Center</b> 340 Main Street, Fourth Floor Worcester, MA 01608 508-799-1600 <a href="http://www.workforcecentralma.org">www.workforcecentralma.org</a>
Northeast Region		<b>Workforce Central Career Center</b> 5 Optical Drive, Suite 200 Southbridge, MA 01550 508-765-6430 <a href="http://www.workforcecentralma.org">www.workforcecentralma.org</a>	
<b>Career Center of Lowell</b> 107 Merrimack Street Lowell, MA 01852 978-458-2503 <a href="http://www.cclowell.org">www.cclowell.org</a>	<b>North Shore Career Center of Salem</b> 70 Washington Street, First Floor Salem, Massachusetts 01970 978-825-7200 <a href="http://www.nscareers.org">www.nscareers.org</a>		
<b>ValleyWorks Career Center</b> Heritage Place 439 South Union Street Building 2, Suite 106 Lawrence, MA 01843 978-722-7000 <a href="http://www.valleyworks.cc">www.valleyworks.cc</a>	<b>North Shore Career Center of Gloucester*</b> 5 Pleasant Street Gloucester, MA 01930 978-283-4772 <a href="http://www.nscareers.org">www.nscareers.org</a>	Western Region	
<b>Access Point – NSCC – Lynn*</b> North Shore Community College 300 Broad Street, LW 131 Lynn, MA 01901 781-691-7450 <a href="http://www.nscareers.org">www.nscareers.org</a>	<b>ValleyWorks Career Center</b> Northern Essex Community College Haverhill Campus, 100 Elliott Street, Student Center, First Floor Rm. SC118 Haverhill, MA 01830 978-241-4730 <a href="http://www.valleyworks.cc">www.valleyworks.cc</a>	<b>Franklin/Hampshire Career Center</b> One Arch Place Greenfield, MA 01301 413-774-4361 <a href="http://www.fhcc-onestop.com">www.fhcc-onestop.com</a>	<b>CareerPoint</b> 850 High Street Holyoke, MA 01040 413-532-4900 <a href="http://www.careerpointma.org">www.careerpointma.org</a>
<b>Franklin/Hampshire Career Center</b> 178 Industrial Drive Suite One Northampton, MA 01060 413-586-6506 <a href="http://www.fhcc-onestop.com">www.fhcc-onestop.com</a>		<b>BerkshireWorks Career Center</b> 160 North Street Pittsfield, MA 01220 413-499-2220 <a href="http://www.berkshireworks.org">www.berkshireworks.org</a>	
Southeast Region		<b>FutureWorks Career Center</b> STCC Technology Park 1 Federal Street Building 103-3 Springfield, MA 01105 413-858-2800 <a href="http://www.getajob.cc">www.getajob.cc</a>	
<b>Attleboro Career Center</b> 95 Pine Street Attleboro, MA 02703 508-222-1950 <a href="http://www.bristolwib.org">www.bristolwib.org</a>	<b>Career Opportunities Hyannis</b> 372 North Street Hyannis, MA 02601 508-771-JOBS (5627) <a href="http://www.capejobs.com">www.capejobs.com</a>		
<b>Taunton Career Center</b> 72 School Street Taunton, MA 02780 508-977-1400 <a href="http://www.bristolwib.org">www.bristolwib.org</a>	<b>Greater New Bedford Career Center</b> 618 Acushnet Avenue New Bedford, MA 02740 508-990-4000 <a href="http://www.newbedfordcareercenter.org">www.newbedfordcareercenter.org</a> (Services also provided in Wareham)	<b>Quincy Career Center</b> 152 Parking Way Quincy, MA 02169 617-745-4000 <a href="http://www.plymouthcareercenter.org">www.plymouthcareercenter.org</a>	<b>CareerWorks</b> 34 School Street Brockton, MA 02301 508-513-3400 <a href="http://www.careerworks.org">www.careerworks.org</a>
<b>Fall River Career Center</b> 446 North Main Street Fall River, MA 02720 508-730-5000 <a href="http://www.bristolwib.org">www.bristolwib.org</a>	<b>New Bedford Career Center*</b> Youth Annex, Five Dover Street New Bedford, MA 02740 (508) 990-4000 <a href="http://www.newbedfordcareercenter.org">www.newbedfordcareercenter.org</a>	<b>Plymouth Career Center</b> 36 Cordage Park Circle, Suite 200 Plymouth, MA 02360 508-732-5300 <a href="http://www.plymouthcareercenter.org">www.plymouthcareercenter.org</a>	

\* Limited Services

## Massachusetts Public Higher Education — State Colleges

### What is the purpose of this resource?

The Massachusetts Public Higher Education system has a growing record of achievement in meeting the workforce training needs of the Commonwealth's employers. The state's colleges are committed to offering timely, comprehensive assistance to businesses that want to provide training and educational opportunities.

The higher education system is comprised of 29 campuses divided into three segments, including 15 community colleges, nine state universities, and five campuses of the University of Massachusetts. These institutions serve approximately 300,000 students annually.

### What benefits or services are offered to businesses by this resource?

The Massachusetts Public Higher Education system can provide the following to businesses:

- A large pool of talented graduates that possess the skills and education levels that companies look to hire in order to compete in today's global economy. Nine out of every ten graduates of a Massachusetts public college or university remains in state one year after graduation, working or pursuing further studies. On campus, local employers will find opportunities to participate in career and internship fairs as well as hold information sessions.
- Contract workforce training is offered, on a fee-for-service basis, by community colleges to meet specific and immediate training needs of individual employers. Contract training courses are typically designed to improve the skills of incumbent workers or those of unemployed workers seeking jobs with the particular employer.
- Other specialized services for employers are offered by state colleges such as employer networking events or the opportunity to rent campus space for events.

### What businesses are eligible for these benefits and services?

All businesses can access business services and participate in career events of the Massachusetts public higher-education system.

### Contact information:

An employer may contact any community college and state university to reach a school's career services or workforce development department and inquire about how to recruit students and graduates or to inquire about contract training. A list of Massachusetts community colleges and state universities can be found on the following page, and links to the colleges and universities can be found at: [www.mass.edu/campuses/phecampuses.asp](http://www.mass.edu/campuses/phecampuses.asp)



# Massachusetts Public Higher Education

## Community Colleges

<b>Berkshire Community College</b> 1350 West Street Pittsfield, MA 01201 413-236-1000 <a href="http://www.berkshirecc.edu">www.berkshirecc.edu</a>	<b>Holyoke Community College</b> 303 Homestead Avenue Holyoke, MA 01040 413-538-7000 <a href="http://www.hcc.edu">www.hcc.edu</a>	<b>North Shore Community College</b> One Ferncroft Road Danvers, MA 01923 978-762-4000 <a href="http://www.northshore.edu">www.northshore.edu</a>
<b>Bristol Community College</b> 777 Elsbree Street Fall River, MA 02720 508-678-2811 <a href="http://www.bristolcc.edu">www.bristolcc.edu</a>	<b>Massachusetts Bay Community College</b> 50 Oakland Street Wellesley Hills, MA 02481 781-239-3000 <a href="http://www.massbay.edu">www.massbay.edu</a>	<b>Northern Essex Community College</b> 100 Elliott Street Haverhill, MA 01830 978-556-3000 <a href="http://www.necc.mass.edu">www.necc.mass.edu</a>
<b>Bunker Hill Community College</b> 250 New Rutherford Avenue Boston, MA 02129 617-228-2000 <a href="http://www.bhcc.mass.edu">www.bhcc.mass.edu</a>	<b>Massasoit Community College</b> 900 Randolph Street Canton, MA 02021 508-588-9100 <a href="http://www.massasoit.mass.edu">www.massasoit.mass.edu</a>	<b>Quinsigamond Community College</b> 670 West Boylston Street Worcester, MA 01606 508-853-2300 <a href="http://www.qcc.edu">www.qcc.edu</a>
<b>Cape Cod Community College</b> 2240 Iyannough Road West Barnstable, MA 02668 508-362-2131 <a href="http://www.capecod.edu">www.capecod.edu</a>	<b>Middlesex Community College</b> 33 Kearney Square Lowell, MA 01852 978-656-3370 <a href="http://www.middlesex.mass.edu">www.middlesex.mass.edu</a>	<b>Roxbury Community College</b> 1234 Columbus Avenue Roxbury, MA 02120 617-427-0060 <a href="http://www.rcc.mass.edu">www.rcc.mass.edu</a>
<b>Greenfield Community College</b> One College Drive Greenfield, MA 01301 413-775-1000 <a href="http://www.gcc.mass.edu">www.gcc.mass.edu</a>	<b>Mount Wachusett Community College</b> 444 Green Street Gardner, MA 01440 978-632-6600 <a href="http://www.mwcc.edu">www.mwcc.edu</a>	<b>Springfield Technical Community College</b> One Armory Street Springfield, MA 01105 413-781-7822 <a href="http://www.stcc.edu">www.stcc.edu</a>

## State Universities

<b>Bridgewater State University</b> 131 Summer Street Bridgewater, MA 02325 508-531-1000 <a href="http://www.bridgew.edu">www.bridgew.edu</a>	<b>Massachusetts College of Art and Design</b> 621 Huntington Avenue Boston, MA 02115 617-879-7000 <a href="http://www.massart.edu">www.massart.edu</a>	<b>Salem State University</b> 352 Lafayette Street Salem, MA 01970 978-542-6000 <a href="http://www.salemstate.edu">www.salemstate.edu</a>
<b>Fitchburg State University</b> 160 Pearl Street Fitchburg MA 01420 978-665-3000 <a href="http://www.fitchburgstate.edu">www.fitchburgstate.edu</a>	<b>Massachusetts College of Liberal Arts</b> 375 Church Street North Adams, MA 01247 413-662-5000 <a href="http://www.mcla.mass.edu">www.mcla.mass.edu</a>	<b>Westfield State University</b> 577 Western Avenue Westfield, MA 01086 413-572-5300 <a href="http://www.westfield.ma.edu">www.westfield.ma.edu</a>
<b>Framingham State University</b> 100 State Street Framingham, MA 01701 508-620-1220 <a href="http://www.framingham.edu">www.framingham.edu</a>	<b>Massachusetts Maritime Academy</b> 101 Academy Drive Buzzards Bay, MA 02532 508-830-5000 <a href="http://www.maritime.edu">www.maritime.edu</a>	<b>Worcester State University</b> 486 Chandler Street Worcester, MA 01602 508-929-8000 <a href="http://www.worcester.edu">www.worcester.edu</a>

## University of Massachusetts

<b>University of Massachusetts Amherst</b> 300 Massachusetts Avenue Amherst MA 01003 413-545-0111 <a href="http://www.umass.edu">www.umass.edu</a>	<b>University of Massachusetts Dartmouth</b> 285 Old Westport Road North Dartmouth, MA 02747 508 999-8000 <a href="http://www.umassd.edu">www.umassd.edu</a>	<b>University of Massachusetts Worcester - Medical Center</b> 55 Lake Avenue North Worcester, MA 01655 508-856-8989 <a href="http://www.umassmed.edu">www.umassmed.edu</a>
<b>University of Massachusetts Boston</b> 100 Morrissey Boulevard Boston, MA 02125 617-287-5000 <a href="http://www.umb.edu">www.umb.edu</a>	<b>University of Massachusetts Lowell</b> One University Avenue Lowell, MA 01854 978-934-4000 <a href="http://www.uml.edu">www.uml.edu</a>	

## Tax Benefits for Hiring and Accommodating Individuals of Target Groups

The Internal Revenue Service (IRS) has a range of tax credits and deductions for which businesses may qualify. More detailed information may be found at the IRS website: [www.irs.gov](http://www.irs.gov). Businesses that hire and accommodate individuals from specific target groups (unemployed veterans, individuals with disabilities, ex-felons, individuals that receive TANF and SNAP, and others) may qualify for some of the following Federal tax credits and deductions:

- Work Opportunity Tax Credit
- Disabled Access Credit
- The Architectural Barrier Removal Tax Deduction

Note: Businesses may use the Disabled Access Tax Credit with the Architectural Barrier Removal Tax Deduction in the same tax year, if the expenses meet the requirements of both sections. To use both, the deduction must be equal to the difference between the total expenditures and the amount of the credit claimed.

### 1. Work Opportunity Tax Credit (WOTC)

#### What is the purpose of this resource?

The Department of Career Services (DCS) oversees a number of labor and workforce development programs including the Work Opportunity Tax Credit (WOTC) program. WOTC is a federal income tax credit incentive provided to private sector employers. An employer may be eligible for WOTC when they hire and retain Veterans and individuals from other target groups with significant barriers to employment. The WOTC tax credit is a one-time tax credit for each new hire—and there is no limit to the number of new hires who can qualify an employer for a tax credit. The requirements for this program are set by the IRS and the U.S. Department of Labor, Employment and Training Administration. Employers claim about \$1 billion in tax credits each year under the WOTC program.

#### What benefits or services are offered to businesses by this resource?

The tax credit employers can claim depends on the target group of the individual hired, the wages paid to that individual in the first year of employment, and the number of hours that individual worked. The maximum tax credit for each target group ranges from **\$1,200** to **\$9,600**, depending on the employee hired.

- If the individual works at least 120 hours, the employer may claim a tax credit equal to 25% of the individual's first year wages, up to the maximum tax credit.
- If the individual works at least 400 hours, the employer may claim a tax credit equal to 40% of the individual's first year wages, up to the maximum tax credit.

Only for the Long-term Temporary Assistance for Needy Families (TANF) target group, the credit is available to employers who hire members of this group for a two-year period. In the first year, employers may claim a tax credit equal to:

- 25% of the first-year wages, up to the maximum tax credit, if the individual works at least 120 hours.
- 40% of the first-year wages, up to the maximum tax credit, if the individual works at least 400 hours.

In the second year, employers may claim a tax credit equal to:

- 25% of the second-year wages, up to the maximum tax credit, if the individual works at least 120 hours.
- 50% of the second-year wages, up to the maximum tax credit, if the individual works at least 400 hours.

## What businesses are eligible for these benefits and services?

Businesses that hire individuals from certain target groups are eligible for WOTC tax credits. Target groups include:

1. Veterans,
2. TANF (Temporary Assistance for Needy Families) recipients,
3. SNAP (Food Stamp) recipients,
4. Designated community residents (living in Empowerment Zones/Rural Renewal counties),
5. Vocational rehabilitation referral,
6. Ex-felons,
7. Supplemental Security Income (SSI) recipients, or
8. Summer youth employees (living in Empowerment Zones).

### Target Group eligibility definitions:

A **Veteran** who is:

- A member of a family that received SNAP benefits (Food Stamps) for at least a three-month period during the 15-month period ending on the hiring date; or
- Entitled to compensation for a service-connected disability, who has been:
  - Hired within one year of discharge or release from active duty, or
  - Unemployed at least six months in the year ending on the hiring date; or
- Unemployed for:
  - At least four weeks in the year ending on the hiring date; or
  - At least six months in the year ending on the hiring date.

Please note that to be considered a Veteran eligible for WOTC, an individual must have served on active duty (not including training) in the U.S. Armed Forces for more than 180 days or have been discharged or released from active duty for a service-connected disability; and not have a period of active duty (not including training) of more than 90 days that ended during the 60-day period ending on the hiring date.

**Long-term Temporary Assistance for Needy Families (TANF) Recipient** – A member of a family that meets one of the following circumstances:

- Received TANF benefits for at least 18 consecutive months ending on the hiring date.
- Received TANF benefits for at least 18 consecutive or non-consecutive months after August 5, 1997, and has a hiring date that is not more than two years after the end of the earliest 18-month period after August 5, 1997.
- Stopped being eligible for TANF payments during the past two years because a federal or state law limited the maximum time those payments could be made.

**Short-term TANF Recipient** – A member of a family that received TANF benefits for any nine-month period during the 18-month period ending on the hiring date.

**SNAP (Food Stamp) Recipient** – An 18-39 year old member of a family that received Supplemental Nutrition Assistance Program (SNAP) benefits for the six months ending on the hiring date or received SNAP benefits for at least three of the five months ending on the hiring date.

**Designated Community Resident** – An 18-39 year old who lives within one of the federally-designated Rural Renewal Counties or Empowerment Zones.

**Vocational Rehabilitation Referral** – An individual with a disability who completed or is completing rehabilitative services from a state-certified agency, an Employment Network under the Ticket to Work program, or the U.S. Department of Veteran Affairs.

**Ex-felon** – An individual who has been convicted of a felony and has a hiring date that is not more than one year after the conviction or release from prison.

**Supplemental Security Income (SSI) Recipient** – An individual who is a recipient of SSI benefits for any month that ends during the 60-day period ending on the hire date.

**Summer Youth Employee** – A youth who is 16 or 17 years old, works for the employer between May 1 and September 15, and resides in an Empowerment Zone (EZ).

WOTC is not retroactive for current employees and the individual must be a “new” employee—not a rehire. The tax credit is time sensitive (28 days from employee’s start date).

### **What is the process for a business to apply or register?**

1. Complete page one of IRS *Form 8850* by the day the job offer is made.
2. Complete page two of IRS *Form 8850* after the individual is hired.
3. Complete ETA *Form 9061* or ETA *Form 9062* if the employee has been conditionally certified as belonging to a WOTC target group by a state workforce agency, vocational rehabilitation agency, or another participating agency.
4. Submit the completed and signed IRS and ETA forms to the Massachusetts Department of Career Services (DCS). Forms must be submitted within 28 calendar days of the employee’s start date.
5. Wait for a final determination from DCS. The determination will indicate whether the employee is certified as meeting the eligibility for one of the WOTC target groups.

### **Contact information:**

Department of Career Services -Work Opportunity Tax Credit Unit  
Charles F. Hurley Building,  
19 Staniford Street, 1st Floor,  
Boston, MA 02114  
617-626-5353  
[www.mass.gov/dcs/wotc](http://www.mass.gov/dcs/wotc)

## **2. Disabled Access Credit**

### **What is the purpose of this resource?**

The Disabled Access Credit provides a non-refundable credit for small businesses that incur expenditures for the purpose of providing access to persons with disabilities. These expenditures are amounts paid or incurred by the eligible small business in order to comply with applicable requirements under the Americans with Disabilities Act of 1990 (Public Law 101-336) as in effect on November 5, 1990. A disability of an individual is defined as a physical or mental impairment that substantially limits one or more major life activities, a record of such an impairment, or being regarded as having such an impairment.

### **What benefits or services are offered to businesses by this resource?**

Businesses can receive a non-refundable credit up to \$5,000 annually. This credit is part of the general business credit. A business may take the credit each and every year they incur access expenditures.

Eligible access expenditures include amounts paid or incurred:

1. To remove barriers that prevent a business from being accessible to or usable by individuals with disabilities;
2. To provide qualified interpreters or other methods of making audio materials available to hearing-impaired individuals;

3. To provide qualified readers, taped texts, and other methods of making visual materials available to individuals with visual impairments; or
4. To acquire or modify equipment or devices for individuals with disabilities.

The expenditures must be reasonable and necessary to accomplish the above purposes. Eligible expenditures do not include expenditures under number one listed above that are paid or incurred in connection with any facility first placed in service after November 5, 1990. Eligible access expenditures must meet those standards issued by the Secretary of the Treasury as agreed to by the Architectural and Transportation Barriers Compliance Board and set forth in regulations.

### **What businesses are eligible for these benefits and services?**

Small businesses can benefit from the disabled access credit. An eligible small business is one that earned \$1 million or less or had no more than 30 full time employees in the previous year. An employee is considered full time if they are employed at least 30 hours per week for 20 or more calendar weeks in the tax year.

### **What is the process for a business to apply or register?**

Eligible small businesses should complete and file *Form 8826* to claim the disabled access credit for the tax year. Businesses should refer to *Publication 535* and *Form 8826, Disabled Access Credit* (PDF), for more information.

## **3. The Architectural Barrier Removal Tax Deduction**

### **What is the purpose of this resource?**

The Architectural Barrier Removal Tax Deduction encourages businesses of any size to remove architectural and transportation barriers to the mobility of persons with disabilities and the elderly.

### **What benefits or services are offered to businesses by this resource?**

Businesses may claim a deduction of up to \$15,000 a year for qualified expenses that normally must be capitalized. Also, businesses can add any costs over this limit to the basis of the property and depreciate these excess costs. The deduction can be used for a variety of costs to make a facility or public transportation vehicle, owned or leased for use in the business, more accessible to and usable by persons with disabilities. The barrier removal must meet the guidelines and requirements issued by the Architectural and Transportation Barriers Compliance Board under the Americans with Disabilities Act (ADA) of 1990.

Examples include:

- Providing accessible parking spaces, ramps, and curb cuts;
- Providing telephones, water fountains, and restrooms that are accessible to persons in wheelchairs;
- Posting signage and symbols of accessibility; or
- Widening walkways to at least 48 inches wide.

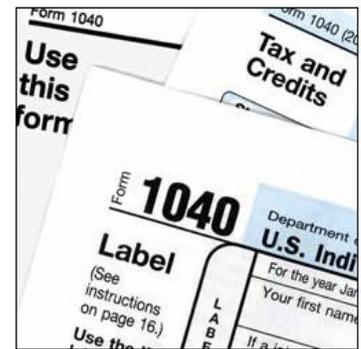
The deduction may NOT be used for expenses incurred for new construction, a complete renovation of a facility, public transportation vehicle, or for the normal replacement of depreciable property.

### **What businesses are eligible for these benefits and services?**

Businesses that employ and/or serve individuals with disabilities or the elderly can take advantage of the Architectural Barrier Removal Tax Deduction.

## What is the process for a business to apply or register?

A business should claim the deduction by listing it as a separate expense on their income tax return for the tax year that the expenses were paid or incurred. The business must maintain adequate records to support their deduction. A business must file their return by its due date, including extensions. However, if a business timely filed their return for the year without claiming the deduction, they can still do so by filing an amended return within six (6) months of the due date of the return (excluding extensions). A business should clearly indicate the deduction on their amended return and write "Filed pursuant to section 301.91002." Then they should file the amended return at the same address they filed the original return. Claiming the deduction is irrevocable after the due date, including extensions, of the return.



## Accessing Candidates from Target Groups with Related Tax Benefits

The following organizations provide access to motivated candidates that are part of specific target groups and possess the skills and qualifications businesses are looking to hire. Hiring jobseekers from these organizations can result in the various benefits also listed below.

### Department of Career Services – Reentry Reemployment Unit

The Reentry Reemployment Unit of the Department of Career Services (DCS) works on the employer-demand side of the reentry process by providing the following:

**Access to job candidates:** The unit provides employers with motivated job candidates who were formerly incarcerated and are ready to be productive citizens. Employers have access to a pool of screened and job-ready candidates to interview and hire.

**Support for hiring ex-offenders:** The work of the unit also involves educating employers on the benefits of hiring ex-offenders as well as developing relationships to give the employer a sense of support.

**Opportunities to collaborate:** The unit collaborates with correction agencies and core groups of employers that result in “Second Chance” Job Fairs, Employer Breakfasts, and Employer Advisory Groups. This approach allows the Reentry Reemployment Unit to work with companies that will measure interviewees and hires on what they can do for the companies and not what they have done in the past.

#### Related Tax Credit and other benefits include:

- Federal Bonding: A business insurance policy that insures businesses up to \$5,000 against any potential theft or loss of money resulting from hiring an ex-offender.
- Work Opportunity Tax Credit (for hiring ex-felons)

#### Contact information:

617-626-5733

[www.massworkforce.org/WorkforcePrograms/DCSPProgramService/DCS/Rru/Index.htm](http://www.massworkforce.org/WorkforcePrograms/DCSPProgramService/DCS/Rru/Index.htm)

### Massachusetts Rehabilitation Commission (MRC)

For many years, MRC has placed thousands of qualified candidates with businesses across all industries, looking to build an efficient and effective workforce, by providing the following:

**Access to job candidates:** MRC’s customized sourcing and staffing programs identify talented professionals with disabilities who possess the skill set and expertise that Massachusetts's businesses want and need to help their businesses grow. Many of their pre-screened candidates are equipped and prepared with the knowledge to contribute from day one.

**On the Job Training:** MRC also offers an On the Job Training (OJT) partnership, which defrays hiring and training costs, to help a business gain a skilled employee without impacting their bottom line. Through an OJT partnership, a business has the flexibility and support to carefully evaluate candidates’ abilities as they work for the business. MRC’s expert team of employment professionals can offer businesses critical guidance on how to maximize use of OJT supports.

**Support for hiring and serving persons with disabilities:** In addition, MRC can provide a business with technical assistance on understanding the Americans with Disabilities Act, accommodation solutions, as well as state and federal tax incentives.

**Related Tax Credit and other benefits include:**

- Work Opportunity Tax Credit (for hiring vocational rehabilitation referrals)
- Disabled Access Credit (for employing and serving individuals with disabilities)
- Architectural Barrier Removal Tax Deduction (for employing and serving individuals with disabilities)

**Contact information:**

1-800-245-6543

[www.mass.gov/eohhs/consumer/disability-services/vocational-rehab/ses/employer-services/](http://www.mass.gov/eohhs/consumer/disability-services/vocational-rehab/ses/employer-services/)

**Department of Career Services – Veterans’ Employment and Training Services (VETS) Program**

The Massachusetts VETS program is committed to helping America’s veterans and transitioning service members by preparing them for meaningful careers and providing employment resources and expertise to both veterans and the employers who hire them. Employers can benefit from working with the VETS Program including:

**Access to job candidates:** Employers receive assistance in recruiting qualified transitioning service members and veterans in the state as well as have access to a pool of screened and job-ready Veteran candidates to interview and hire.

**Related Tax Credit and other benefits:**

- Work Opportunity Tax Credit (for hiring veterans)

**Contact information:**

508-977-1407 or 508-990-4121

[www.mass.gov/dcs/veterans](http://www.mass.gov/dcs/veterans)

**Department of Transitional Assistance (DTA)**

The Employment Services Program (ESP) is a joint federal and state funded program administered by DTA whose primary goal is to assist clients in finding jobs, resolving barriers to employment, and providing a way to self-sufficiency. Employers can benefit from working with ESP including:

**Access to job candidates:** Employers have access to a pool of screened and job-ready candidates to interview and hire. Employers also have the option to work with candidates through ESP’s internship program in order to determine if the candidate is a good fit for the position before hiring them. Candidates receive support services from DTA, which increases the rate of job retention and overall success.

**Related Tax Credit and other benefits:**

- Work Opportunity Tax Credit (for hiring individuals who receive SNAP or TANF benefits)
- Federal and state Earned Income Tax Credits (EITC) for employees who meet the EITC income requirements.

**Contact information:**

617-348-5957

[www.mass.gov/dta/work](http://www.mass.gov/dta/work)

## Massachusetts Commission for the Blind (MCB)

MCB provides the highest quality rehabilitation and social services to individuals who are legally blind. This includes providing employment-related services to eligible participants of the Vocational Rehabilitation (VR) Program. Employers can benefit from working with MCB including:

**Access to job candidates:** Employers have access to a pool of screened and job-ready candidates to interview and hire. The MCB Employment Specialist works cooperatively with the VR counselor to prepare individuals for job employment.

**On the Job Training:** MCB offers an Internship Program and On the Job Training (OJT) collaboration, which assists the company in reducing hiring and training costs. Through an Internship Program partnership or OJT collaboration, a business has the flexibility and support to carefully evaluate candidates' abilities as they work for the business. MCB's team of employment service specialists can offer businesses critical guidance on how to maximize use of internships or OJT supports.

**Additional Support:** MCB also offers free consultation on accommodations and assistive technology, on-site training, and other employment-related supports to employers and their employees with disabilities.

### Related Tax Credit and other benefits include:

- Work Opportunity Tax Credit (for hiring vocational rehabilitation referrals)
- Disabled Access Credit (for employing and serving individuals with disabilities)
- Architectural Barrier Removal Tax Deduction (for employing and serving individuals with disabilities)

### Contact information:

617-727-5550 or 1-800-392-6450 (toll free)

[www.mass.gov/mcb](http://www.mass.gov/mcb)



# **Training, Consultation, and Workplace Safety**

## Adult and Community Learning Services — Workplace Education Programs

### What is the purpose of this resource?

Adult and Community Learning Services (ACLS) is a unit at the Massachusetts Department of Elementary and Secondary Education (Department of ESE). ACLS oversees and improves adult basic education programs and services in Massachusetts. Several adult basic education programs in Massachusetts offer workplace education programs. Workplace education programs provide basic skills classes to entry-level workers at their work sites or union hall. Classes can include English for Speakers of Other Languages (ESOL) and adult basic education (ABE), which is reading, writing, and computation below the skills of a high school graduate. These programs may also integrate computer instruction into the curriculum. Workplace education classes are often accessible to those who cannot attend community-based classes because of work schedules. Workplace education teachers also have access to workplace and union materials and themes to build concrete skills. This can help them develop curricula that address workers' job-related English, writing, reading, communication, and/or math needs, as well as other goals.

### What benefits or services are offered to businesses by this resource?

Employers who implement workplace education classes within their place of business are helping to improve their employees' basic skills. This can lead to increase productivity and efficiency, improve communication with customers or clients, reduce worker turnover, and/or improve worker morale. Employees also benefit from workplace education. Workers can improve work-related skills, earn a high school diploma, learn skills they feel they missed out on in school, take more control over their work and personal lives, or just gain confidence. Participating in classes can also help to build workers' knowledge and understanding of workplace structures and policies, company benefits, the union contract, as well as job requirements. As a result, workers can better advocate for themselves, perform their job more effectively, or move into higher-skilled/paying jobs.

### What businesses are eligible for these benefits and services?

Workplace education programs are for businesses with employees that could benefit from improving their basic skills.

### What is the process for a business to apply or register?

Employers should contact a local ABE/ESOL program and contract directly with the program for a fee. Employers may also partner with an ABE/ESOL program and apply for funding through the Workforce Training Fund or through ACLS to pay for the classes. ACLS delivers grants in two phases. In the first phase, the education provider and the business (or business and labor union, where applicable) jointly plan for implementation of an instructional workplace education program. Phase Two requires the delivery of Workplace Education services consistent with the recommendations of the Phase One planning process and an on-site Planning and Evaluation Team to oversee program implementation.

### Contact information:

An employer can visit ACLS's ABE/ESOL directory at: <http://acls.doemass.org/pDirectorySearch> or English Works' ABE/ESOL directory at: [www.english-works.org/search.php](http://www.english-works.org/search.php) to find a local program in their area that offers workplace education programs.



## Commonwealth Corporation — Workforce Training Fund Program

### What is the purpose of this resource?

Commonwealth Corporation designs and executes workforce programs in partnership with businesses, educators, and providers across the state. These programs address persistent workforce challenges, such as the skills gap for targeted industries and populations. They seek to meet the immediate and emerging workforce needs of businesses and workers so that they can thrive in our dynamic economy. Moreover, Commonwealth Corporation is recognized as a national leader in creating sector strategies that address the skill needs of employers in targeted industries. Also, Commonwealth Corporation works to create multiple pathways that meet the needs of young people who are disconnected from education and employment. Commonwealth Corporation is also dedicated to advancing the entire field of workforce development. One grant program that they administer which helps address business productivity and competitiveness is the Workforce Training Fund Program (WTFP).

The Workforce Training Fund is a state fund enacted into law in July 1998. The program's purpose is to provide funds/resources to Massachusetts businesses and labor organizations to train current and newly hired employees and assist in upgrading the skills of Massachusetts workers. The program funds projects that:

- Promote job growth, job retention, or increased wages.
- Improve productivity, competitiveness, and ability to do business in Massachusetts.
- Include employers who have made a commitment to provide significant private investment in training during and after the grant.

The Workforce Training Fund consists of two programs:

- the General Program
- the Express Program

### What benefits or services are offered to businesses by this resource?

**General Program Training Grants** are direct grants awarded competitively to employers, employer organizations, labor organizations, training providers, or a consortium of such entities, to train current and newly hired workers. The maximum amount of a training grant is **\$250,000**. Grant funds may be used to pay for employee training delivered by qualified training vendors of the applicant's choosing. Training must be completed within 24 months. The company/organization contribution requirement is: Funds must be matched dollar-for-dollar; match may be cash or in-kind, including wages paid to employees during training.

**General Program Technical Assistance Grants** are grants designed to assist a consortium of businesses determine their training needs and develop a curriculum to satisfy those needs as well as costs associated with the training. This in turn will lead to a General Program Training Grant application. The minimum amount of a technical assistance grant is **\$5,000** and the maximum amount is **\$10,000**. Grant activity must be completed in six (6) months. The company/organization contribution requirement is: Funds must be matched dollar-for-dollar; match may be cash or in-kind; this can include staff time, materials, or other expenses directly related to the grant.

**Express Program Training Grants** are designed to help pay for up to 50% of the cost of training courses which must be selected from a database of pre-qualified courses. The maximum award is **\$30,000** per company for up to **\$3,000** per employee per course. Training must be completed within 24 months. The company/organization contribution requirement is: Companies will be reimbursed for 50% of the total cost of training, up to \$3,000 per employee, per course.

## What businesses are eligible for these benefits and services?

**General Program Training Grants:** Employers of any size or a consortium of employers are eligible to receive training grants of up to \$250,000. Participating employer(s) must contribute to the Workforce Training Fund.

**General Program Technical Assistance Grants:** Individual employers serving as the lead applicant on behalf of a consortium of businesses that hire the services of a technical assistance provider, community colleges, labor organizations, industry associations, and administrative entities for local workforce investment areas are eligible to receive Technical Assistance Grants of up to \$10,000. Participating employer(s) must contribute to the Workforce Training Fund.

**Express Program Training Grants:** Employers with 100 or fewer employees in Massachusetts are eligible to receive Express Training Grants of up to \$30,000. Participating employers must contribute to the Workforce Training Fund.

## What is the process for a business to apply or register?

- Employers can download, complete, and e mail the General Program Training Grant application. The General Program Technical Assistance and Express Grant applications are located and can be submitted online. All applications can be accessed at [www.commcorp.org/wtftp](http://www.commcorp.org/wtftp). Workshops and informational sessions are facilitated to assist candidates in completing the applications.
- A Certificate of Good Standing, obtained from the Massachusetts Department of Revenue, must accompany any grant application. This can be obtained online through the Massachusetts Department of Revenue website or by a link on the Workforce Training Fund website.
- The General Program does not have a deadline; applications may be submitted at any time. In most cases, decisions are made within 60 days. Training may begin as soon as an application has been approved and a contract executed. The Express Grant also does not have a deadline; applications may be submitted at any time. Decisions are often made within 21 days. Training may begin within six weeks.

### Contact information:

Commonwealth Corporation  
2 Oliver Street, 5th Floor  
Boston, MA 02109  
617-727-8158  
[www.commcorp.org/wtftp](http://www.commcorp.org/wtftp)



## Department of Career Services — On-the-Job Training Program

### What is the purpose of this resource?

The Department of Career Services (DCS) oversees Massachusetts's network of One-Stop Career Centers, which assist employers in finding qualified workers and administer the On-the-Job Training (OJT) Program. The OJT Program supports employers with the cost of hiring and training a new employee. It is funded through the federal Workforce Innovation and Opportunity Act (WIOA). The OJT Program enables employers to hire new, eligible employees and train them at their place of business while being reimbursed a percentage of their wages during the training period. The OJT model is an "earn while you learn" strategy that provides training by an employer to a paid employee while they are engaged in productive work in a job, which provides knowledge or skills essential to the full and adequate performance of the job.

### What benefits or services are offered to businesses by this resource?

Employer Benefits:

- Reduction in the cost of hiring and training.
- Pre-screened applicants for a position—the employer decides who to hire.
- Customized training for new hires.
- Reimbursement to the employer for a percentage of the wages during the predetermined training period. Reimbursement rate is based on the size of the employer.

Employee Benefits:

- Workers are provided with employment.
- Workers can earn as they learn.
- Workers receive supervision and job coaching during the training period.

### What businesses are eligible for these benefits and services?

OJT is available to private companies and non-profit organizations. OJT is subject to employer eligibility and available funding.

The OJT Program is a contractual agreement. Employers must agree to:

- Hire a trainee for a full-time permanent position.
- Support the development and implementation of a training plan to guide the employee's training period.
- Pay trainees wages and provide benefits commensurate with other employees doing similar work and with similar experience. OJT trainees are employees and are subject to the employer's policies.
- Commit to continued employment upon successful completion of the training period.
- Provide substantive on-the-job training. Training takes place at the employer's location, with their equipment, under their guidelines. The length of training will be determined by the job description and demonstrated participant skill gaps. The maximum length of the training period is 1040 hours.
- Submit monthly trainee evaluations and payroll records to the Career Center for wage reimbursement.

## What is the process for a business to apply or register?

To participate in the OJT Program, employers must:

- Meet with a Career Center representative at the employer's place of business to learn more about the OJT Program and to determine employer eligibility.
- Speak with the Career Center representative about OJT opportunities and the type of trainee that the employer seeks. The Career Center representative will work with the employer to find pre-screened candidates that meet the employer's qualifications.
- Hire the OJT trainee according to the employer's hiring process and hiring needs. As an employee, the employer trains the trainee the employer's way. The Career Center representative will assist the employer in designing a training plan to ensure successful on-the-job training.
- Submit payroll records and monthly evaluations to the Career Center to get reimbursed a percentage of the OJT trainee's wages during the training. The Career Center representative will be there to assist every step of the way.
- Provide permanent employment to the trainee after successful completion of the OJT period.

### Contact information:

An employer may contact the nearest One-Stop Career Center and ask to speak with the Business Service Representative for more information on the OJT program. Links to Massachusetts career centers can be found at [www.mass.gov/careercenters](http://www.mass.gov/careercenters). An employer may also visit the Massachusetts OJT website at: [www.mass.gov/dcs/ojt](http://www.mass.gov/dcs/ojt).



## Division of Apprentice Standards — Apprenticeship Programs

### What is the purpose of this resource?

The Division of Apprentice Standards (DAS), previously called Division of Apprentice Training (DAT), is the agency responsible for promoting, developing, and servicing registered apprenticeship programs in the Commonwealth of Massachusetts. Having skilled workers is critical to the success of any business. As society progresses in the 21st century, this need will become even more critical. By participating in registered apprenticeship, employers can build a dynamic, self-empowered workforce that will lead their business into the future.

### What benefits or services are offered to businesses by this resource?

Apprentices work and train from day one, which helps sponsoring employers address two problems at once: the shortage of skilled workers and the need for a highly skilled workforce.

- An apprentice is in the workforce from day one; training is coupled with work and productivity.
- Apprenticeships allow employers to tailor their employee training to fit their specific needs: in their facility, on their equipment, in their environment, and meeting their standards and goals.
- An apprenticeship provides employers an internal career ladder and is a mechanism to promote current unskilled workers.

### Top Ten Reasons Why Employers Choose Apprenticeship

1. Earn a return on investment
2. Become more competitive
3. Increase productivity
4. Increase safety
5. Replenish skilled workforce
6. Benefit from skilled workers
7. Gain a more knowledgeable workforce
8. Retain skilled employees
9. Instill company values and procedures
10. Attract better applicants

### What businesses are eligible for these benefits and services?

Any business in Massachusetts that is in good standing on their state taxes and open to finding an apprentice can participate in the apprenticeship program.

### What is the process for a business to apply or register?

An employer may start the application process by calling the DAS office to schedule a meeting with field personnel. DAS staff will schedule a meeting within two weeks of initial contact. At the meeting, field staff will verify the place of business and explain the requirements of the apprenticeship model. Sponsor applicants may view a sample copy of the sponsor application, standards and all statutes, regulations, and policies on the DAS website.

Only original copies of the Standards as supplied by staff will be accepted. Field staff will help the applicant fill out the necessary forms and explain how the apprenticeship model works. A meeting will be scheduled at the applicant's place of business and the nearest Career Center. These meetings can occur at any point in the process prior to approval. At the Career Center meeting, staff will familiarize the applicant with the services available. The applicant will not be required to register with the Career Center. The sponsor need only become knowledgeable with the Career Center services, location, and contact person.

The sponsor will be required to have:

- Program Standards as supplied by the Division or the Sponsor. Standards describe the guidelines of the program and may be modified with the approval of the Director.
- A written apprentice intake policy is required for all apprenticeship programs. As an example, this policy might include:
  - Placing job requests with a Career Center.
  - Intake through a Vocational School (Articulation Agreement).
  - Print or electronic media, such as newspaper or internet ads.
  - Walk-ins or personal contacts.
- A written related training program specifying the curriculum and with whom the 150 hours of training will be conducted for the term of the apprenticeship. Training may be conducted in-house or be contracted to a training provider approved by DAS.
- On the job work processes for the term of the apprenticeship. The field staff can provide the applicant with most work processes in the construction occupations.

The fees associated with the Division are as follows:

- Annual sponsor fee \$300.
- Annual Apprentice ID fee \$35.
- Sponsor verification \$50.

The approval process can take between four to six weeks depending on the complexity of the program and scheduling. All new programs will have a one-year probationary period.

### **Contact information:**

Department of Labor Standards  
Division of Apprentice Standards  
Charles F. Hurley Building  
19 Staniford Street, Second Floor  
Boston, MA 02114  
617-626-5409  
[www.mass.gov/das](http://www.mass.gov/das)



## Department of Industrial Accidents — Safety Grant Program

### What is the purpose of this resource?

The Department of Industrial Accidents (DIA), through the Office of Safety, awards up to \$25,000 to qualifying employers and is the only State agency in the Commonwealth of Massachusetts whose primary function is to:

1. Provide financial assistance for the prevention of occupational injury, illness, and death in the workplace.
2. Determine the eligibility for a safety grant, walk employers through the process, and answer their questions in terms they can understand.

Each fiscal year (July 1 through June 30 of the following year), the Department of Industrial Accidents awards up to **\$25,000** to various organizations to fund workplace safety training. The goal of this program is to:

1. Promote safe and healthy conditions in the workplace through training, education, and other preventative programs.
2. Encourage training programs in languages other than English, if that pertains to the organization applying for the grant.

### What benefits or services are offered to businesses by this resource?

Safety grants:

- Are intended to fund Massachusetts based employees and Massachusetts based training providers.
- Cover training costs, which are paid on a per-class or per-person basis. Those costs should incorporate the cost of all training materials and certifications where practical.
- Pay administrative costs up to seven percent of the total amount expended.

### What businesses are eligible for these benefits and services?

Employers operating within the Commonwealth of Massachusetts and whose entire staff, including consultants, are covered by Massachusetts Workers' Compensation Law (M.G.L. Chapter 152) are eligible for grants. Employers may call the Office of Safety to determine your eligibility. Strong preference will be given to employers and organizations who demonstrate a compelling program design that addresses an injury history, potential injury, or provides a proactive approach to injury prevention.

### What is the process for a business to apply or register?

- Safety Training Grant applications will be accepted beginning in May. The timetable for funding is determined by the fiscal year, therefore, **all training must be completed on or before June 30 of the following year.**
- Although the application process is open and grants will be evaluated on a rolling basis, businesses are encouraged to apply as soon as possible to have the maximum practical opportunity for funding.
- Programs can begin once applicants are in full compliance with all obligations to the Department of Unemployment Assistance, Department of Industrial Accidents, and any other obligations to the Commonwealth of Massachusetts and final contract documentation is completed.

### Contact information:

Department of Industrial Accidents -Office of Safety  
One Congress Street,  
Boston, MA 02114  
617-727-4900 or 1-800-323-3249  
Safety@massmail.state.ma.us  
[www.mass.gov/dia/safety](http://www.mass.gov/dia/safety)



## Department of Labor Standards — OSHA Consultation Program

### What is the purpose of this resource?

The Department of Labor Standards (DLS) offers a free consultation service designed to help employers recognize and control potential safety and health hazards at their worksites, improve their safety and health program, assist in training employees, and possibly qualify for a two-year exemption from programmed Occupational Safety and Health Administration (OSHA) inspections.

### What benefits or services are offered to businesses by this resource?

OSHA Consultation can be very beneficial to businesses including to:

- Help employers recognize hazards in their workplace.
- Suggest control measures and options for solving a safety or health problem.
- Provide technical support and guidance.
- Monitor worker exposures to air contaminants and other potential health hazards.
- Assist employers in writing and implementing OSHA required written programs.
- Help employers establish or strengthen a safety and health program.
- Provide training and education for the employer and employees.
- Help employers gain membership into the Safety and Health Achievement Recognition Program (SHARP).

The consultation service is completely separate from federal OSHA inspection and enforcement efforts. The consultation service consists of highly-trained safety and health professionals. Consultants issue no citations or penalties for non-compliance. The employer's obligation is to correct all serious safety and health hazards in a timely manner. It is a confidential service in which the firm's name, other information, and any unsafe or unhealthy working conditions found, will not be reported routinely to OSHA.

### What businesses are eligible for these benefits and services?

All private employers in Massachusetts are eligible. However, priority is given to small employers in high-hazard industries (e.g. construction, healthcare, manufacturing, etc.). Small employers are defined by OSHA as having 250 or fewer employees at a worksite and 500 or fewer employees nationwide.

### What is the process for a business to apply or register?

1. The first step is for the employer to contact the consultation service by phone or email to request a consultation visit.
2. A consultant will be assigned to the employer and will make contact to schedule a visit.
3. During the visit, a consultant will describe the process further as well as perform a safety and health assessment with monitoring, interviews, and debriefing. The visit typically takes one full day.
4. Following the visit, the consultant will provide the employer with a written report explaining all findings, listing possible control measures, and confirming abatement periods, as discussed in the debriefing meeting.
5. The employer is required to correct all serious and imminent hazards listed in the report.
6. Once completed, the employer will submit confirmation the hazards have been abated.
7. The consultant may return for a follow-up survey, although this is rarely necessary.

### Contact information:

OSHA Consultation Program  
37 Shattuck Street  
Lawrence, MA 01843  
(508) 616-0461  
[www.mass.gov/dols/consult](http://www.mass.gov/dols/consult)



# **Layoff Aversion and Management**

## Department of Career Services — Rapid Response

### What is the purpose of this resource?

Rapid Response is a pro-active, business-focused, and flexible program designed for two major purposes. First, to help growing companies access an available pool of skilled workers from other companies that are downsizing or who have been trained in the skills a company needs to be competitive.

The second is to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers. Rapid Response teams will work with employers and any employee representative(s) to quickly maximize public and private resources to minimize the disruptions on companies, affected workers, and communities that are associated with job loss. Rapid Response can provide customized services on-site at an affected company, accommodate any work schedules, and assist companies and workers through the painful transitions associated with job loss. The State Rapid Response team also works with the Massachusetts AFL-CIO Rapid Response Services for Unionized Workers to provide information and assist unions and its workers who are experiencing layoffs or downsizing.

### What benefits or services are offered to businesses by this resource?

#### Layoff aversion

- Match businesses that are in transition with similar skill sets.
- Communicate directly with employers on their needs and what is necessary to avoid layoffs.
- Educate employers on various state and local programs and agencies such as the WorkShare Program, Workforce Training Fund, tax incentives, business loans, growth-based systems for manufacturing, employee ownership and succession plans, export opportunity identification, SBA information, etc.
- Provide information and assistance if an employer is considering selling a business to a buyer, several buyers, a management group, or employees.

#### Managing a layoff

Benefits for employees/dislocated workers include:

- On-site workshops on looking for a job, resume preparation, interviewing, the Unemployment Insurance process, and other relevant topics.
- One-on-one career counseling and job-search assistance.
- Leads to jobs in similar companies that are hiring.
- Information on the local labor market; education and training opportunities; health benefits and pensions; access to computers, telephones, and fax machines for job searches; and special services for Veterans and adults with disabilities.
- Introduction to representatives of other organizations and programs that can help dislocated workers through this transition including, but not limited to, One-Stop-Career Centers.
- Information on Trade Adjustment Assistance (TAA) benefits to workers whose jobs are lost due to foreign trade or shifts in production out of the United States if the company is certified as trade-affected.

Benefits for businesses include:

- Information for companies about any state or federal requirements/laws for notification, including the Worker Adjustment and Retraining Notification (WARN) Act, which requires most employers with 100 or more employees to provide 60-day advance notification of plant closings and mass layoffs of employees.
- Assistance, with the help of AFL-CIO, with unions and its workers during layoffs.
- Higher productivity and worker morale and lower absenteeism during layoff events due to reduced stress.

- Lower Unemployment Insurance costs as workers are re-employed more quickly when services are begun prior to layoff.
- Decreased likelihood of sabotage or work disruptions.
- Media and rumor management. Rapid Response teams understand the often confidential nature of layoffs, and will work with the company to ensure confidentiality at all times.
- Better public relations for an employer. Rapid Response teams can also work with the media to highlight services an employer is providing to its workers during a layoff period, which will improve a company's public image.

### **Expansion and growth**

Work with businesses to develop growth and expansion plans including:

- Linking growing companies to skilled workers from similar/downsized companies.
- Providing access to job posting boards, job fairs, and recruitment activities.
- Assisting in finding qualified, pre-screened candidates.
- Testing and accessing applicants.
- Providing information on the labor market, training grants, and tax credits.

### **What businesses are eligible for these benefits and services?**

- Businesses facing a downturn in sales and looking for alternatives to layoffs.
- Businesses who need to lay off staff and are seeking to make the transition as smooth as possible for the company, affected workers, and the community as a whole.
- Businesses who are growing quickly and looking to hire skilled workers from companies that are downsizing.

### **What is the process for a business to apply or register?**

Businesses should contact their Rapid Response team or state's Dislocated Worker Unit to notify them of impending layoffs or to inquire about other services for their company. A Rapid Response Team member will then contact the employer to discuss options available and set up an on-site meeting.

### **Contact information:**

Rapid Response Unit  
 Charles F. Hurley Building  
 19 Staniford Street, First Floor  
 Boston, MA 02114  
 617-626-5300  
[www.mass.gov/dcs/rapidresponse](http://www.mass.gov/dcs/rapidresponse)



## Department of Unemployment Assistance — Unemployment Insurance Program

### What is the purpose of this resource?

The Department of Unemployment Assistance (DUA) is one of several constituent departments of the Massachusetts Executive Office of Labor and Workforce Development. DUA offers several programs designed to support businesses during times of hardship including the Unemployment Insurance (UI) program.

UI provides Massachusetts workers with valuable benefits – temporary income protection and training during periods of unemployment and uncertainty. Employers play an important role in providing these benefits to Massachusetts workers. Employers fund the UI program, and serve as a resource for unemployed workers seeking UI benefits.

### What benefits or services are offered to businesses by this resource?

Since employers fund the UI program, DUA offers the following support services to employers to better facilitate the UI process:

**On the web:** Employers may handle all their UI-related business needs by visiting UI Online at [www.mass.gov/dua](http://www.mass.gov/dua). Through DUA’s online system, employers can:

- Register their business,
- Set up a UI Online account as well as view and manage account information,
- Process wage and employment reports,
- Calculate and pay taxes,
- View benefit charges and rate notices, and
- Designate third-party administrators to manage activities on the business’ behalf.

DUA also provides online access to *The Employer’s Guide to Unemployment Insurance* at [www.mass.gov/lwd/docs/dua/business/employer-handbook.pdf](http://www.mass.gov/lwd/docs/dua/business/employer-handbook.pdf). This guide is a resource to help employers understand the Massachusetts Unemployment Insurance Law and navigate DUA’s policies and procedures.

**By telephone:** Employers may also call the DUA Revenue Department at 617-626-5075, where they will hear the following prompts:

Press	...if an employer requires support with the following
1	Accessing an online account previously activated or registered
2	Changing ownership; purchasing, selling, or transferring a business; changing organizational type or reporting a new Federal Tax ID
3	Registering a business or activating, updating, or closing an account
4	Filing employment and wage data, make payments, or request refunds or adjustments to previously filed wages
5	Obtaining information regarding reimbursable accounts or benefit charges
6	Following up on a notice of amount due, a court order, bank levies and liens, tax intercept, bankruptcy, or payment plans
7	Inquiring about an audit for employers located in the greater Boston area
8	Accessing experience rating information, voluntary contribution option, or annual rate notice

Other employer support services	Phone
Economic Research	617-626-6872
24-Hour Fraud Hotline	800-354-9927
Audit Information located in the Western Region	413-452-4725
Municipalities Hotline	617-626-6262
Federal, Military, Interstate, and Combined Wage Claims	617-626-4749
Benefits Questions	617-626-6800

## What businesses are eligible for these benefits and services?

### Requirements for employers to contribute to the UI Trust Fund:

- For private, for-profit employers, the Massachusetts Unemployment Insurance law requires such employers to contribute to the UI Trust Fund if their businesses meets the following conditions:
  - Have employees working one or more days in 13 weeks during a calendar year. The weeks of employment need not be consecutive nor must the employees remain the same.
  - Pay wages of \$1,500 or more in any calendar quarter.
- For certain types of employers, different thresholds must be met before they are required to make UI contributions. These include agricultural employers, domestic workers, and out-of-state employers. More information on these thresholds can be found in DUA's *Employer's Guide to Unemployment Insurance*.
- In addition to the factors above, DUA considers other factors (including the type of legal entity of the business, the type of management structure, and the location of where the work was performed) in determining whether an organization is required to contribute to UI, such as for a sole proprietor and/or for a partnership.
- Government and non-profit employers are exempt from Federal Unemployment Tax Act (FUTA) tax. In addition, governmental and non-profit employers may choose to reimburse DUA dollar-for-dollar for all regular UI benefits paid to their workers via the reimbursable method instead of paying quarterly contributions.

### Requirements for employees to receive UI benefits:

- With some exceptions, the Unemployment Insurance program covers most workers in public, private, and non-profit (organizations holding 501(c)3 status) sectors. A list of workers not covered under UI can be found in DUA's *Employer's Guide to Unemployment Insurance*.
- Eligibility for UI benefits is based upon three sets of criteria: wages, reason for employment separation, and intent to work. More information on these criteria can be found in DUA's *Employer's Guide to Unemployment Insurance*.
- Weekly UI payment is based primarily on several factors: worker's wages, pension benefits, and part-time or reduced wages. More information on these thresholds can be found in DUA's *Employer's Guide to Unemployment Insurance*.
- Claimants may be **denied** UI benefits if they are unemployed for specific reasons including, but not limited to: quitting a job voluntarily; being discharged by the employer for deliberate misconduct or a knowing violation of a reasonable and uniformly enforced rule or policy of the employer; losing a job due to conviction of a felony or misdemeanor; taking a seasonal break; being unemployed during any period covered by the receipt of vacation pay, pay in lieu of dismissal notice, continuation pay, severance pay, termination pay, or Workers' Compensation for total temporary disability; being unavailable for work, not capable of working, or not actively seeking work; participating in a labor dispute (i.e., strike) that results in a substantial curtailment of the employer's business do not qualify for benefits; and working in self-employment on a full-time basis.

## What is the process for a business to apply or register?

- Employers should register online and set up a UI account at [www.mass.gov/dua](http://www.mass.gov/dua)
- Once employers set up a UI account with UI Online, they will be better equipped to manage their UI responsibilities which include:
  - maintaining their account,
  - filing their quarterly *Employment and Wage Detail* reports,
  - making timely UI payments,
  - participating in benefit determinations,
  - keeping accurate payroll and time records,
  - tracking benefit charge activities,
  - corresponding with DUA,
  - and corresponding with workers.
- Employers may call 617-626-5075 for questions about account activation and/or registration.

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### Contacting a local Hearings office:

Region	Address	Phone
<b>Greater Boston</b>	19 Stanford Street, First Floor, Boston, MA 02114	617-626-5200
<b>Northeastern Massachusetts</b>	11 Lawrence Street, Second Floor, Lawrence, MA 01840	978-738-4400
<b>Southeastern Massachusetts</b>	36 Main Street, First Floor, Brockton, MA 01840	508-894-4777
<b>Western/Central Massachusetts</b>	88 Industry Avenue, Suite A, Springfield, MA 01104	413-452-4700

### Contact information:

Department of Unemployment Assistance  
Charles F. Hurley Building  
19 Staniford Street, First Floor  
Boston, MA 02114  
Tel: 617-626-6800  
[www.mass.gov/dua](http://www.mass.gov/dua)



## Department of Unemployment Assistance — WorkShare Program

### What is the purpose of this resource?

Sometimes employers have to cut costs. Often that means layoffs. The Department of Unemployment Assistance (DUA) WorkShare Program gives employers a way to avoid layoffs. Enacted into law on January 6, 1988, the WorkShare Program allows workers in an entire company, a company department, or even a small unit within the company, to share reduced work hours while also collecting Unemployment Insurance benefits to supplement their reduced wages.

### What benefits or services are offered to businesses by this resource?

Businesses that use WorkShare:

- Keep their trained workers working for them.
- Avoid the extra cost of having to recruit and train new workers.
- Keep their business running smoothly and poised for a heavier workflow.
- Maintain employee morale and productivity.
- Stay focused on their primary business goals.

### What businesses are eligible for these benefits and services?

WorkShare is for any Massachusetts company (small or large), non-profit organization, or government agency. To be eligible to participate in the WorkShare Program, the business' employees must all:

- Have the same level of reduced hours (between 10-60%). The decrease in the normal weekly hours must be shared equally by all employees.
- Be full-time or permanent part-time.
- Continue to receive the same level of benefits (Health Insurance, Retirement, etc.) as before.
- Work in the same "group." The group can be a whole company, a building, department, shift, job category, etc., and all eligible employees in that group must be in WorkShare.

### What is the process for a business to apply or register?

To apply for WorkShare, a business should:

1. Log into their UI Online Employer Account at [www.mass.gov/dua](http://www.mass.gov/dua).
2. Click on *Account Maintenance* at the *Employer Home* page and complete a WorkShare application online. They must certify that they are reducing hours and using WorkShare to avoid layoffs.

Employers may call 617-626-5075 for questions about account activation and/or Employer Network registration. During the application process, employers must provide:

- The name of the department(s) to participate in WorkShare.
- Their reason(s) for reducing employee hours.
- The number of weeks they want to use WorkShare, including the start and end dates.
- Information about the employees that will be participating in the WorkShare Program, including their: names, current work schedules, proposed reduced work schedules, and Social Security Numbers.

If their employees have a union, the union must agree to the business' WorkShare Plan, and the union must sign the Workshare application. Businesses must also:

- Stay up-to-date with their Unemployment Insurance contributions or other payment(s) and any interest or penalty charges they owe DUA. Negative balance employers cannot participate in the DUA WorkShare Program.
- Provide DUA with any report, record, or other information that DUA may need for the WorkShare Plan.

**Contact information:**

DUA WorkShare Department  
Charles F. Hurley Building  
19 Staniford Street, First Floor  
Boston, MA 02114  
617-626-5521  
[www.mass.gov/dua/workshare](http://www.mass.gov/dua/workshare)



# **Business Development and Partnerships**

## Massachusetts Office of Business Development — The Economic Development Incentive Program

### What is the purpose of this resource?

The mission of the Massachusetts Office of Business Development (MOBD) is to strengthen the economy and increase job growth throughout Massachusetts by providing to (businesses that are seeking to expand or locate in the Commonwealth) a highly responsive, central point of contact that facilitates access to resources, expertise, and incentive programs available in the Commonwealth.

Housed within MOBD, the Economic Development Incentive Program (EDIP) is a tax-incentive program designed to foster full-time job creation and stimulate business growth throughout the Commonwealth. Participating companies may receive state and local tax incentives in exchange for full-time job creation, retention, and private investment commitments. The Economic Assistance Coordinating Council (EACC) is the governing board of the EDIP.

### What benefits or services are offered to businesses by this resource?

The EACC may certify four categories of projects for expanding companies that generate substantial sales outside of Massachusetts and are seeking the EDIP Investment Tax Credit (ITC). In consultation with MOBD, the EACC will determine a project's appropriate category.

- **Certified Expansion Project:** A full-time job creation and investment project within an Economic Target Area (ETA), which includes a local tax exemption and approval by the municipality.
- **Enhanced Expansion Project:** A project with exceptional employment growth of at least 100 new full-time jobs within two years, anywhere in Massachusetts.
- **Manufacturing Retention and Job Growth Project:** A project within a Gateway Municipality that either retains at least 50 full-time manufacturing jobs and/or creates at least 25 new full-time manufacturing jobs.
- **Job Creation Project:** A project with employment growth of at least 100 new full-time jobs within two years, anywhere in Massachusetts where the increment would make a Tax Increment Financing (TIF) negligible or the private investment is modest.
- **Local-Only Incentives Projects:** A municipally supported project seeking the real property tax benefits available or the tax exemption

#### Certified Expansion Project (EP)

In return for full-time job creation and private investment commitments, the EACC may certify Expansion Projects (EP) within ETA communities and award up to a 10% EDIP Investment Tax Credit (ITC) to support the project. EPs are most similar to those EDIP Projects certified prior to January 1, 2010. However EPs must have substantial sales outside of the Commonwealth. A municipally-driven, three-stage process is required for an EP (the first two stages may have been completed ahead of the project application). The project must receive municipal approval of local tax incentives either Tax Increment Financing (TIF) or a Special Tax Assessment (STA) and municipal approval of the Certified EP prior to being considered by the EACC.

#### Enhanced Expansion Project (EEP)

The EACC may certify Enhanced Expansion Projects (EEPs) that will create at least 100 new full-time, permanent jobs in the Commonwealth within two years to be retained for at least five years. EEPs that will strengthen the Massachusetts economy and contribute to the Commonwealth's fiscal health may be considered for an EDIP-ITC incentive of up to 10% eligible capital investment. The project may also seek local tax incentives.

### **Manufacturing Retention and Job Growth Project (MRP)**

The EACC may certify Manufacturing Retention and Job Growth Projects (MRPs) that will create at least 25 new manufacturing jobs and/or maintain at least 50 full-time, permanent manufacturing jobs for at least five years in a gateway community. The project must receive municipal approval of the MRP prior to being considered by the EACC and may also seek local tax incentives from the city or town.

### **Job Creation Project (JCP)**

A JCP Project must create at least 100 permanent full-time jobs within two years and be located anywhere in the Commonwealth. Regarding JCPs, the private investment in a facility and equipment either does not raise the assessed value of the property, meaning no increment exists for a TIF to be awarded or the TIF would be negligible. The awards are \$1,000 per new job or \$5,000 per new job in a Gateway City and are awarded in the following year after job creation is verified.

### **Local-Only Incentives Projects**

A municipally supported project seeking the real property tax benefits available under a tax increment financing (TIF) plan and/or the tax exemption for personal property situated at a parcel receiving a tax increment financing exemption; or, as an alternative, a special real property tax assessment schedule (STA).

## **What businesses are eligible for these benefits and services?**

Businesses statewide are eligible to work with MOBD.

## **What is the process for a business to apply or register?**

### **1. EDIP application process:**

- Participate in an introductory meeting with the MOBD.
- Work with MOBD to introduce project to municipality in order to seek any necessary approvals.
- Send a “Letter of Intent” to municipality and copied to the MOBD.
- Complete and return the EDIP Preliminary Application by the published deadline.
- Following review and upon the invitation of the MOBD, complete and return the EDIP Supplementary Application.
- If applicable, submit local approvals and agreements to MOBD.
- Upon invitation, attend an EACC meeting to present project details and request certification.

### **2. EDIP award process:**

Unless additional information is required, the EACC will generally make decisions on project certification during their scheduled quarterly meetings. Projects will receive written notification of the EDIP-ITC award after the EACC meeting, usually within 48 hours.

### **3. EDIP monitoring process:**

At the end of each year, certified projects are required to submit a report to the EACC and municipality in which the project is located.

### **Contact information:**

Massachusetts Office of Business Development  
10 Park Plaza, Suite 3730  
Boston, MA 02116  
617-973-8600  
[www.mass.gov/mobd](http://www.mass.gov/mobd)



## MassDevelopment

### What is the purpose of this resource?

MassDevelopment works with businesses; nonprofits; and local, state, and federal officials and agencies to strengthen the Massachusetts economy. Through these collaborations they 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; as well as nonprofit, including healthcare, educational, cultural, and human service providers. Their 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.

### What benefits or services are offered to businesses by this resource?

#### Financing

- **Tax-exempt Bonds:** MassDevelopment issues tax-exempt bonds on behalf of borrowers to finance eligible capital projects at the lowest possible interest rates. Bonds can be sold on the capital markets or placed directly with a borrower's bank as the lender.
- **Commercial Loans:** MassDevelopment provides loans to renovate or construct commercial, industrial, or residential rental real estate or even to purchase equipment. Advance rates can be up to 90% for real estate and 100% for new manufacturing equipment. Term working capital loans are also available for manufacturing and technology companies.
- **Loan Guarantees:** MassDevelopment offers loan guarantees allowing primary lenders to advance larger loans against collateral for real estate and equipment projects.

#### Real estate services

MassDevelopment provides advisory services and planning assistance to cities and towns for real estate projects that spur economic activity across Massachusetts. Services include:

- Providing development expertise to complete complex projects.
- Conducting market or technical studies to advance real estate projects that serve the public good.
- Assistance with seeking potential matching funds to extend MassDevelopment's impact.

### What businesses are eligible for these benefits and services?

MassDevelopment works with businesses, nonprofits, and local, state and federal officials, and agencies.

#### Contact information:

MassDevelopment  
99 High Street  
Boston, MA 02110  
1-800-445-8030  
[www.massdevelopment.com](http://www.massdevelopment.com)



MASSDEVELOPMENT

## Massachusetts Growth Capital Corporation

### What is the purpose of this resource?

The Mission of the Massachusetts Growth Capital Corporation (MGCC) is to create and preserve jobs at small businesses, women- and minority-owned businesses, and to promote economic development in underserved, gateway municipalities and low- and moderate-income communities. MGCC provides a centralized resource at the state level that offers working capital, loan guarantees, and targeted technical assistance to solve specific financial and operational problems. MGCC will provide 50% of the cost of such assistance, while the company being assisted will invest the other 50%.

### What benefits or services are offered by this resource to employers?

Loan Officers at MGCC have the experience to help a prospective borrower identify the most appropriate loan product for its needs and to structure the loan accordingly:

- **Subordinated Loans:** Many of MGCC's loans are made in conjunction with bank financing. Typically, the bank will have a senior position on assets and MGCC will be in a subordinated position. These loans are usually written as five-year Term Loans.
- **Lines of Credit:** When a company needs to receive partial advances of loan proceeds to meet working capital needs, such as for a seasonal business, a one year Line of Credit may be appropriate. A Line of Credit may be renewed for a second year or may be converted to a Term Loan.
- **Term Loans:** Working capital requirements are not often easily handled within one year. Cash flow is typically insufficient to repay all but the smallest loan in a year. Five-year Term Loans therefore provide a useful time frame – long enough for cash flow to increase and to allow MGCC to be repaid.
- **Contract and Purchase Order Financing:** Winning a contract or a purchase order usually requires a firm to support labor, materials, and overhead cost before billing and being paid for the work. Contract and Purchase Order financing can bridge this timing gap. Typically, a percent of the order value will be loaned, and repaid when the firm receives payment.
- **Guarantees:** If a bank cannot extend needed credit because the collateral is inadequate, MGCC can provide a partial and limited Guarantee to enable the bank to make the loan.
- **Working Capital:** Working capital can be provided for most business operational purposes. MGCC does not typically finance real estate development.
- **Technical Assistance:** MGCC provides targeted technical assistance to solve specific financial and operational problems. MGCC will provide 50% of the cost of such assistance while the company being assisted will invest the other 50%.

### Who is eligible for these benefits and services?

Small businesses (as defined by the U.S. Small Business Administration) as well as women- and minority-owned businesses are eligible for MGCC loans.

### What is the process for an employer to apply?

MGCC does not use a loan application, but does request the same information from all prospective borrowers. The preparation and delivery process includes:

1. MGCC learning of the loan requests directly from a prospective borrower, from a bank, by referral, by a Loan Officer's contact, through another State Agency, etc.
2. An MGCC Loan Officer is assigned, and informs the prospective borrower of the basic information required. The Loan Officer schedules a visit to the company or speaks with the company by phone and prepares a one-page summary of the request.
3. The Loan Officer meets with the Chief Lending Officer and the Chief Investment and Risk Officer to discuss the credit.

4. The Loan Officer schedules a visit to the company, begins the underwriting process, negotiates terms with any other lenders, proposes a loan structure to the borrower, and prepares a loan proposal for the MGCC Credit Committee.
5. The Loan Officer makes a presentation to the MGCC Credit Committee.
6. If approved by the Credit Committee, a commitment letter is issued to the borrower, and when that is executed the loan enters the closing stage and funds are disbursed according to the loan terms.

**Contact information:**

Massachusetts Growth Capital Corporation  
529 Main Street  
Schrafft Center, Suite 1M10  
Charlestown, MA 02129  
[www.mcdfc.com](http://www.mcdfc.com)



## Massachusetts Small Business Development Center Network

### What is the purpose of this resource?

The Massachusetts Small Business Development Center (MSBDC) Network contributes to the entrepreneurial growth of small businesses throughout Massachusetts by providing high-quality, in-depth advising, training, and capital access.

The MSBDC Network provides one-to-one free comprehensive and confidential services focusing on, business growth and strategies, financing and loan assistance as well as strategic, marketing and operational analysis. In addition, low cost educational training programs are offered across the state targeted to the needs of small business. This is achieved through three integrated product lines: Business Advisory Services, Government Contracting, and International Trade Assistance.

Services are delivered through a statewide network of skilled professionals supported by a vast network of federal, state, educational, and private sector partners. With eight regional and specialty offices and over 50 outreach locations across the state, services are available within 30 minutes of most potential clients in the Commonwealth.

### What benefits or services are offered by this resource to employers?

The MSBDC Network provides free, confidential, one-to-one management advising, technical assistance, and low-cost educational training programs to prospective and existing small businesses throughout the Commonwealth. The MSBDC provides specialized services in the areas of capital formation, minority business assistance, business and industry data, international trade, and procurement technical assistance which further augment services.

- **Business Advisory Services:** A full-time staff of business advisors, supported by the resources of their host academic institutions, provides free assistance to small businesses. Services are delivered statewide through a network of eight regional centers. Services are not available at the State Office. Areas of assistance include, but are not limited to: Start-up Businesses; Business Plan Development; Financial Plan Development; Marketing and Sales Strategies; Cash Flow Analysis; Organizational and Personnel Issues; Government Procurement Assistance; Minority Business Assistance; and International Trade Assistance.
- **Outreach Sites:** To better serve the Massachusetts small business community, the MSBDC has offsite business advisory locations (outreach sites) in conjunction with chambers of commerce and economic development entities. In addition to office hours at the regional centers, services are provided at the outreach sites, which are listed on the MSBDC website. For most small businesses, this means that MSBDC services are no further than 30 minutes away. Appointments are made on a weekly or as needed basis, depending on site.
- **Business Training:** The MSBDC conducts free and low-cost seminars, workshops, courses, and conferences addressing a wide range of concerns for both startup and existing businesses. Many of these programs are cosponsored with local chambers of commerce, colleges and universities, community development organizations, banks, and trade associations.
- **Quality Control and Accountability:** The MSBDC places great importance on monitoring and measuring the quality and economic impact of the services that they provide. MSBDC has put several measures in place (annual deliverables, surveying clients, various reviews, etc.) to ensure that they are focusing on their mission and delivering the best service possible to small businesses in Massachusetts.

## Who is eligible for these benefits and services?

Small businesses (as defined by the U.S. Small Business Administration) are eligible for MSBDC services.

## Contact information:

The Massachusetts Small Business Development Center Network's State Office headquarters are located at the University of Massachusetts Amherst.

Regional offices and specialty centers are located at host universities and colleges around the state:

- Berkshire Regional Office (Pittsfield) 413-499-0933
- Boston Regional Office and Minority Business Center (Boston) 617-287-7750
- Central Regional Office (Worcester) 508-793-7615
- Massachusetts Export Center (Boston) 617-973-8664
- Procurement Technical Assistance Center (Amherst) 413-545-6303
- Northeast Regional Office (Salem) 978-542-6343
- Southeast Regional Office (Fall River) 508-673-9783
- Western Regional Office (Springfield) 413-737-6712

MSBDC Network - State Office

Tillson House

University of Massachusetts

23 Tillson Farm Road

Amherst, MA 01003

Office: 413-545-6301

Fax: 413-545-1273

[www.msfdc.org](http://www.msfdc.org)



## Massachusetts Operational Services Division

### What is the purpose of this resource?

The Massachusetts Operational Services Division (OSD) helps government and business customers succeed in meeting their goals by providing opportunities for commerce between the two entities. In addition, OSD offers outstanding customer service, competent advice and guidance, objectivity in the division's work, as well as high quality products and services that exceed the expectations of those whom OSD serves. OSD offers the following resources and programs to businesses:

1. The COMMBUYS Market Center,
2. Small Business Purchasing Program (SBPP),
3. Supplier Diversity Program (SDP), and
4. Support and other opportunities.

### What benefits or services are offered by this resource to employers?

**The COMMBUYS Market Center:** COMMBUYS is the official procurement record system for the Commonwealth of Massachusetts' Executive Departments that is managed by OSD. It supports online commerce between government purchasers and businesses. Specifically, COMMBUYS offers free internet-based access to all public procurement information posted on the system in order to promote transparency, increase competition, and achieve best value for Massachusetts taxpayers. COMMBUYS registered vendors receive automatic email notification of procurement opportunities issued by Executive Departments and other entities, and are able to submit electronic responses to such opportunities.

**Small Business Purchasing Program (SBPP):** SBPP offers small businesses targeted contract opportunities with all Executive Departments conducting procurements of non-construction goods and services with total values of less than or equal to \$150,000 over the life of the contract. In addition, businesses that participate in SBPP receive a subscription to COMMBUYS and are included in the COMMBUYS business directory. SBPP participants also appear in the searchable COMMBUYS business directory and are specifically identified as small businesses.

**Supplier Diversity Program (SDP):** SDP offers Minority-Owned Business Enterprises (MBEs), Women-Owned Business Enterprises (WBEs), Veteran-Owned Business Enterprises (VBE), and Service-Disabled Veteran-Owned Business Enterprises (SDVOBEs) opportunities in all areas of state contracting, including construction, design, goods, and services. Similar to the SBPP, businesses receive a subscription to COMMBUYS and are included in the COMMBUYS business directory. The SDP also provides procurement policies and guidance to Executive Branch departments and participating state entities to assist them in implementing SDP objectives for procurements. In an effort to increase the use of MBEs, WBEs, VBEs, and SDVOBEs in statewide purchasing, the SDP has a liaison in each of the Executive Branch departments and is responsible for tracking participating departments' procurement expenditures with certified MBEs, WBEs, VBEs, and SDVOBEs.

**Support and other opportunities:** OSD offers free trainings and workshops to help businesses better understand and utilize COMMBUYS, SBPP, and SDP, as well as opportunities to network with contractors and other businesses through conferences and events. In addition, OSD collaborates with other agencies such as the Executive Office of Access and Opportunity, which also promotes opportunities for MBEs, WBEs, and other diverse businesses. Therefore, participants of OSD programs will have opportunities to connect with other agencies and their services, as well.

## Who is eligible for these benefits and services?

**COMMBUYS:** Any business is eligible to register and utilize the COMMBUYS Market Center.

**Small Business Purchasing Program:** A business entity may participate in the SBPP if that entity (with all of its affiliates combined) meets all of the program eligibility criteria:

1. Has its principal place of business in Massachusetts;
2. Has been in business for at least one year;
3. Currently employs a combined total of 50 or fewer full-time equivalents in all locations;
4. Has gross revenues, as reported on the appropriate Massachusetts Department of Revenue tax form, of \$15 million or less, based on a three-year average; and
5. is either a “For-Profit” that is organized under the laws of the Commonwealth or is properly registered to do business in the Commonwealth as well as independently owned and operated OR a “Non-Profit” that is registered as a non-profit or charitable organization, is up to date on its filings with the Massachusetts Attorney General's Office, and is tax-exempt under Section 501(c) of the Internal Revenue Code.

**Supplier Diversity Program:** MBEs and WBEs that are certified by the Supplier Diversity Office, a subdivision of OSD, as well as federally-certified Service-Disabled Veteran-Owned Business Enterprises (SDVOBEs) firms are eligible for SDP on the business-side of the program. Commonwealth Executive Branch Departments are also participants in the SDP, but on the contracting side of the program. Additionally, the Supplier Diversity Office accepts certification of Lesbian, Gay, Bisexual, and Transgender Business Enterprises (LGBTBE) and Disability-Owned Business Enterprises (DOBE), conducted by the National Gay and Lesbian Chamber of Commerce (NGLCC) and/or the US Business Leadership Network (USBLN), respectively. However, no spending goals are set at this time as these two programs progress through a two or three year capacity building process.

## What is the process for an employer to register/apply?

**COMMBUYS:** Businesses should simply go to [www.COMMBUYS.com](http://www.COMMBUYS.com) and complete the registration form to gain access to COMMBUYS.

**Small Business Purchasing Program:** Registration for the SBPP is part of the COMMBUYS vendor registration process. The registration wizard includes an optional set of SBPP terms and an eligibility questionnaire, which interested businesses will need to complete to participate in the SBPP. Participation in SBPP is renewed annually by agreeing to program terms and updating the company eligibility questionnaire in COMMBUYS. Information provided by vendors on the SBPP eligibility questionnaire at the time of initial program application or at the time of renewal is subject to verification of eligibility.

**Supplier Diversity Program:** To participate in SDP as an MBE and/or WBE, eligible businesses should first attend an SDO certification workshop to learn about the certification process. Dates and locations for workshops are listed online at: [www.mass.gov/sdo](http://www.mass.gov/sdo). At the workshop, the business will be given the certification application to complete and mail to the Supply Diversity Office. To participate as a VBE or SDVOBE, firms should first become certified as such through the US Business Leadership Network or the US Department of Veteran Affairs. Once certified, the business should log on to COMMBUYS to research and identify contract opportunities. SDP participants will be required to submit a Supplier Diversity Plan Form for all large procurements (\$150,000+) and Statewide Contracts. The OSD website offers webinars that teach bidders how to submit an effective plan.

**Contact information:**

The Commonwealth of Massachusetts  
Executive Office for Administration and Finance  
Operational Services Division  
One Ashburton Place, Room 1017  
Boston, MA 02108-1552  
617-720-3300  
[www.mass.gov/osd](http://www.mass.gov/osd)



Questions about COMMBUYS? Contact the  
COMMBUYS Help Desk via email at  
[COMMBUYS@state.ma.us](mailto:COMMBUYS@state.ma.us) or 1-888-627-8283.

## Workforce Development Boards

### What is the purpose of this resource?

The Massachusetts Workforce Development Boards (WDBs), previously referred to as Workforce Investment Boards (WIBs), lead the workforce development system through regional policy and oversight responsibilities for multiple federal and state funding streams as well as programs associated with all aspects of workforce development. WDBs conduct labor market studies to identify trends and develop innovative partnerships and strategies to address those trends, so that business and labor stay ahead of the curve to remain competitive. They also charter and oversee the One-Stop Career Centers.

A majority of a WDB's membership must come from private businesses. These business-led Boards are charged with creating a more cohesive demand-driven workforce development system, reflective of their region's specific needs and resources, indicated by local market factors. Seats are also designated for representatives from community-based organizations, labor unions, educational institutions, community development/economic development agencies, vocational rehabilitation, state employer services, and other non-profit entities. WDB members leverage their experience and their connections to enhance the training and educational programs available to both jobseekers and the employers wishing to hire them.

### What benefits or services are offered to businesses by this resource?

- Several WDBs in Massachusetts also organize consortia/partnerships in specific industries in which employer representatives may also participate in order to connect with other entities as well as help align training curriculum with employers' needs.
- Businesses may receive labor market information from WDBs to help make workforce development decisions.
- Through the One-Stop Career Centers that the WDBs oversee, employers can access recruiting and hiring services.
- WDBs also oversee several youth employment and internship programs, which allows employers to assist with exposing youth to workplace expectations and career opportunities.
- WDBs can also provide support in applying for funding opportunities such as the Workforce Training Fund Program, The Workforce Competitiveness Trust Fund, and others.

### What businesses are eligible for these benefits and services?

Representatives from businesses, non-profits, and government agencies of all sizes, levels, and industries participate on WDBs and in related activities.

### Contact information:

An employer may contact its local WDB to inquire about employer engagement opportunities.

A list of WDBs can be found on the following page and links to the WDBs sites can be found at [www.massworkforce.com/region-map.php](http://www.massworkforce.com/region-map.php).



<b>Massachusetts Workforce Development Boards</b>	
<b>Boston/Metro North Region</b>	<b>Central Region</b>
<b>Massachusetts Workforce Investment Board</b> One Ashburton Place, Suite 2112 Boston, MA 02108 <a href="http://www.mass.gov/mwib">www.mass.gov/mwib</a> 617-626-7112	<b>Partnerships for a Skilled Workforce, Inc.</b> 420 Lakeside Ave, Suite 301 Marlborough, MA 01752 <a href="http://www.pswinc.org">www.pswinc.org</a> 508-281-6910
<b>Boston Private Industry Council</b> Two Oliver Street Boston, MA 02109 <a href="http://www.bostonpic.org">www.bostonpic.org</a> 617-423-3755	<b>Central Massachusetts Workforce Investment Board</b> 340 Main Street, Suite 400 Worcester, MA 01608 <a href="http://www.cmwib.org">www.cmwib.org</a> 508-799-1590
<b>Metro North Regional Employment Board</b> 186 Alewife Brook Parkway, Second Floor Cambridge, MA 02138 <a href="http://www.mnreb.org">www.mnreb.org</a> 617-864-1500	<b>North Central Mass. Regional Employment Board</b> 1355 Central Street Leominster, MA 01453 <a href="http://www.ncmwib.org">www.ncmwib.org</a> 978-534-1023
<b>Northeast Region</b>	<b>Western Region</b>
<b>Greater Lowell Workforce Investment Board</b> 107 Merrimack Street Lowell, MA 01852 <a href="http://www.glwib.org">www.glwib.org</a> 978-937-9816	<b>Franklin Hampshire Regional Employment Board, Inc.</b> One Arch Place Greenfield, MA 01301 <a href="http://www.franklinhampshirereb.org">www.franklinhampshirereb.org</a> 413-773-1835
<b>Merrimack Valley Workforce Investment Board</b> 439 South Union Street, Suite 102 Lawrence, MA 01843 <a href="http://www.mvwib.org">www.mvwib.org</a> 978-682-7099	<b>Regional Employment Board of Hampden County, Inc.</b> 1441 Main Street, First Floor, Suite 111 Springfield, MA 01103 <a href="http://www.rebhc.org">www.rebhc.org</a> 413-787-1547
<b>North Shore Workforce Investment Board</b> 70 Washington Street, Suite 314 Salem, MA 01970 <a href="http://www.northshorewib.com">www.northshorewib.com</a> 978-741-3805	<b>Berkshire County Regional Employment Board, Inc.</b> 66 Allen Street Pittsfield, MA 01201 <a href="http://www.berkshirereb.org">www.berkshirereb.org</a> 413-442-7177
<b>Southeast Region</b>	
<b>South Shore Workforce Investment Board</b> 15 Cottage Avenue, Suite 302 Quincy, MA 02169 <a href="http://www.southshorewib.org">www.southshorewib.org</a> 617-328-7001	<b>Greater New Bedford Workforce Investment Board, Inc.</b> 227 Union Street, Suite 206 New Bedford, MA 02740 <a href="http://www.gnbwib.org">www.gnbwib.org</a> 508-979-1504
<b>Brockton Area Workforce Investment Board</b> 34 School Street, Second Floor Brockton, MA 02301 <a href="http://www.bawib.org">www.bawib.org</a> 508-584-3234	<b>Cape and Islands Workforce Investment Board</b> 426 North Street, Suite Nine Hyannis, MA 02601 <a href="http://www.ciwib.org">www.ciwib.org</a> 508-775-5900
<b>Bristol Workforce Investment Board</b> One Government Center, Fifth Floor Fall River, MA 02722 <a href="http://www.bristolwib.org">www.bristolwib.org</a> 508-675-1165	



# **External Resources**

**(Non-State Government Affiliated)**

## External Resources (Non-State Government Affiliated)

The following resources have more of an independent structure – compared to the previous resources – that fall outside the overall umbrella of the Commonwealth of Massachusetts government structure:

1. **Massachusetts Manufacturing Extension Partnership (MassMEP)**
2. **Office of Federal Contract Compliance Programs (OFCCP)**
3. **U.S. Small Business Administration (SBA)**

### 1. Massachusetts Manufacturing Extension Partnership (MassMEP)

MassMEP transforms companies and drives manufacturing growth and innovation into the 21st century. It is funded by the state and federal government to work primarily with manufacturers and warehouse distribution businesses. Ideally, companies are small to midsize (under 500 employees). MassMEP is also an affiliate of NIST's Hollings Manufacturing Extension Partnership (MEP), a national network of 57 centers that provide assistance to small and midsize manufacturers. The three core competencies of the center are: Operational Excellence, Workforce Strategies, and Innovative Growth Solutions. MassMEP provides:

1. Workshops and simulations conducted at various locations including, but not limited to, a company's facility or at MassMEP's facility.
2. Mentoring and leadership guidance to transform manufacturing companies.
3. In-house training at a company's facility.
4. Case studies about various manufacturers which support the impact that the Next Generation Manufacturing (NGM) framework of strategies can have on a company.

#### Contact information:

Massachusetts Manufacturing Extension Partnership  
100 Grove Street, Suite 108, Worcester, MA 01605  
Main Office: 508-831-7020  
[www.massmep.org](http://www.massmep.org)

### 2. Office of Federal Contract Compliance Programs (OFCCP)

The purpose of the Office of Federal Contract Compliance Programs is to ensure that employers doing business with the Federal government comply with the laws and regulations requiring nondiscrimination. In carrying out its responsibilities, the OFCCP uses the following enforcement procedures:

1. Offers technical assistance to federal contractors and subcontractors to help them understand the regulatory requirements and review process.
2. Conducts compliance evaluations and complaint investigations of federal contractors and subcontractors personnel policies and procedures.
3. Obtains Conciliation Agreements from contractors and subcontractors who are in violation of regulatory requirements.
4. Monitors contractors and subcontractors progress in fulfilling the terms of their agreements through periodic compliance reports.
5. Forms linkage agreements between contractors and Labor Department job training programs to help employers identify and recruit qualified workers.
6. Recommends enforcement actions to the Solicitor of Labor.

#### Contact information:

U.S. Department of Labor for OFCCP - Northeast Region  
201 Varick Street, Room 750, New York, NY 10014  
Main Office: 646-264-3170

Fax: 646-264-3009  
TTY: 1-877-889-5627  
Pre-Award Email: [OFCCP-NE-PreAward@dol.gov](mailto:OFCCP-NE-PreAward@dol.gov)  
Complaint Department Email: [OFCCP-NE-CC4@dol.gov](mailto:OFCCP-NE-CC4@dol.gov)  
[www.dol.gov/ofccp](http://www.dol.gov/ofccp)

### **3. U.S. Small Business Administration (SBA)**

The SBA helps Americans start, build, and grow businesses. Through an extensive network of field offices and partnerships with public and private organizations, SBA delivers its services to people throughout the country. SBA provides assistance primarily through its four programmatic functions:

1. Access to Capital including business financing,
2. Entrepreneurial Development including education, information, technical assistance and training,
3. Government Contracting including federal procurement, and
4. Advocacy for small businesses. The SBA also assesses the impact of the regulatory burden on behalf of small businesses as well as conducts a vast array of research on American small businesses and the small business environment.

#### **Contact information:**

U.S. Small Business Administration; Region I  
10 Causeway Street; Room 265,  
Boston, MA 02222  
Main Office: 617-565-5590  
[www.sba.gov](http://www.sba.gov)



# Helpful Websites

## Helpful Websites

### **Mass.gov Business Portal**

[www.mass.gov/portal/business](http://www.mass.gov/portal/business)

The Mass.gov business portal is an online resource for current businesses or entities starting up and provides information, tools, and more in an effort to help businesses succeed in Massachusetts.

### **Health Connector**

<https://www.mahealthconnector.info>

The Health Connector is an independent state agency that helps Massachusetts employers find the right plan for their business including how to contribute toward a Commonwealth Choice plan for employees or receive tax-free savings to buy an independent plan for a business.

### **Massachusetts AFL-CIO Rapid Response Services for Unionized Workers**

[www.massafclcio.org/rapid-response](http://www.massafclcio.org/rapid-response)

The Massachusetts AFL-CIO Rapid Response Team partners with the State Rapid Response team to assist unions and workers who are experiencing layoffs or downsizing.

### **MassRIDES**

<http://www.commute.com/employer-options>

MassRIDES is a free program of the Massachusetts Department of Transportation (MassDOT) designed to help reduce traffic congestion and improve air quality and mobility. To accomplish these goals, MassRIDES works with both employers and commuters within the Commonwealth to promote the use of commute options. Specifically for businesses, MassRIDES assists employers with the implementation of commute options that help reduce the number of cars traveling to a worksite, improve air quality, and reduce traffic congestion, while saving employers and employees money. Commute options programs complement existing benefit packages and environmental efforts and are low or no cost to employers.

# Contact List

## Contact List

Name	Title	Telephone	Email	Other
<b>Department of Career Services (DCS)</b>				
Jack Sprince	State Coordinator, Work Opportunity Tax Credit (WOTC)	617-626-5730	jackson.e.sprince@massmail.state.ma.us	617-727-8671 (Fax)
Brian Ottlinger	Program Coordinator, Veterans Employment and Training	508-977-1407	brian.j.ottlinger@massmail.state.ma.us	

<b>Commonwealth Corporation – Workforce Training Fund Programs (WTFP)</b>				
Kristen Rayne	Outreach Manager	617-717-6915	krayne@commcorp.org	

<b>The Division of Apprentice Standards (DAS) – Apprenticeship Programs</b>				
Henry Mattuchio	Director	617-626-5403	henry.mattuchio@massmail.state.ma.us	617-626-5427 (Fax)
Celina Dias Pendexter	Compliance Officer, Boston and North Shore Region	617-626-5407	celina.pendexter2@massmail.state.ma.us	617-626-6955 (Fax)
Madeleine McGuire	Compliance Officer, South Shore, Cape Cod, and Islands	617-626-5989	madeleine.mcguire@massmail.state.ma.us	508-824-1303 (Fax)
	Compliance Officer, West Region	413-732-1139	francis.mooney@massmail.state.ma.us	413-732-6374 (Fax)

<b>Department of Industrial Accidents (DIA) – Safety Grant Program</b>				
Kathy Manson	Director	617-727-4900 extension 7374	kathy.manson@massmail.state.ma.us	
Maria Pesantes	Program Coordinator	617-727-4900 extension 7376	maria.pesantes@massmail.state.ma.us	
Deven Awalt	Program Coordinator	617-727-4900 extension 7404	deven.awalt@massmail.state.ma.us	

<b>Department of Labor Standards (DLS) - OSHA Consultation Program</b>				
Kathy Flannery	Program Supervisor	508-616-0461	kathy.flannery@state.ma.us	978-687-0013 (Fax)

<b>Department of Career Services (DCS) – Rapid Response</b>				
Ken Messina	Rapid Response Business Engagement Manager	617-626-5703	ken.messina@massmail.state.ma.us	617-727-8671 (Fax)
Chuck Bennett	Coordinator, Boston/Metro North Region	617-661-7867 Extension 246	charles.bennett@massmail.state.ma.us	617-661-7571 (Fax)
Norca Disla-Shannon	Coordinator, Northeast Region	978-722-7013	norca.disla-shannon@massmail.state.ma.us	978-722-7090 (Fax)
Pat Yanovich	Coordinator, Southeast Region	617-745-4013	patricia.yanovich@massmail.state.ma.us	617-745-4049 (Fax)
Sandra Foley	Coordinator, Central Region	978-534-1481 Extension 237	sandra.foley@massmail.state.ma.us	978-534-1375 (Fax)
Carol Snyder	Coordinator, Western Region	413-586-6506 Extension 104	carol.snyder@massmail.state.ma.us	413-784-1170 (Fax)

<b>Department of Unemployment Assistance (DUA) – WorkShare Program</b>				
Wendy Hamlett	Integration, DUA and DCS	617-626-6099	wendy.hamlett@massmail.state.ma.us	

<b>Massachusetts Office of Business Development (MOBD) – The Economic Development Incentive Program (EDIP)</b>				
Peter Milano	Senior Regional Director, Northeast Region	978-970-1193	peter.milano-sea@massmail.state.ma.us	
Maria DiStefano	Regional Director, Northeast Region	978-745-2387	maria.g.distefano@massmail.state.ma.us	
Maria Marasco, Esq.	Regional Director, Southeast Region	617-833-1498	maria.marasco@massmail.state.ma.us	
Richard Dalton	Regional Director, Greater Boston Region	617-973-8537	dick.dalton@massmail.state.ma.us	
TBD	Regional Director, Central Region	978-970-1193	peter.milano-sea@massmail.state.ma.us	
Debra Boronski	Regional Director, Western Region	413-733-5357	debra.boronski@massmail.state.ma.us	