



Commonwealth of Massachusetts

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**OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT
Massachusetts Small Business Development Center (MSBDC)
Annual Report for 2017 Fiscal Year**

The Massachusetts Small Business Development Center's 2017 Annual Report complies with the requirements of the Office of Performance Management Oversight created by Chapter 240 of the Acts of 2010 – An Act Relative to Economic Development Reorganization. It includes goals set for the year and the performance metrics to evaluate goals, programs, and initiatives.

AGENCY OVERVIEW

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

The MSBDC provides free one-to-one comprehensive and confidential services focusing on business growth and strategies, financing and loan assistance, and strategic analysis. The statewide program has three integrated product lines: Business Advisory Services, Government Contracting and International Trade Services.

Services are delivered through a statewide network of skilled professionals supported by a vast network of federal, state, educational and private sector partners. In addition, low cost educational training programs are offered across the state targeted to the needs of small business. There is an MSBDC regional or satellite office located within 30 minutes of any potential client in the state through six regional centers and two specialty programs providing services at over 50 outreach sites across the state.

The MSBDC is a partnership of the U.S. Small Business Administration, the Massachusetts Office of Business Development and a consortium of higher education institutions led by the University of Massachusetts Amherst, Isenberg School of Management and includes Clark University, Salem State University, University of Massachusetts Boston and University of Massachusetts Dartmouth.

Annual Budget:

FY17 Budget: \$1,186,222 - line item 7007-0800;
\$2,212,578 SBA; \$77,003 private sector; \$1,274,852 UMass; DOD \$308,274 = \$5,058,929

** Each state dollar generates, on average, an additional \$3 from the Federal government, UMass and the private sector.*

FY2017 REPORT DETAILS

Goal: Support Innovation and Entrepreneurship		
Strategy	Measurement(s)	Outcome(s)
Provide high-quality, in-depth, one-on-one, professional management advisory services and training generating impact	<ul style="list-style-type: none"> • Strive to assist clients in creating and retaining 1,000 jobs • Strive to have clients generate 2M in tax revenue for the state • Assist clients to secure \$100M sales revenue • Assist clients to secure \$38M in capital • Assist clients to achieve \$100M in export sales • Assist clients in securing \$28M in government contracts 	<ul style="list-style-type: none"> • 1,400 jobs created and retained • \$8.4M in state tax revenues generated • \$158.7M incremental sales • \$50.9M in capital secured by clients • \$100M in export sales generated by clients • \$53.1M in government contracts secured
Goal: Support Innovation and Entrepreneurship		
Strategy	Measurement(s)	Outcome(s)
Strive for a healthy 50% preventure and 50% existing business client mix to track startups, financing and job creation and retention	<ul style="list-style-type: none"> • Through an internal MIS database system, track client status to maintain a 50/50 mix of preventure and existing businesses 	<ul style="list-style-type: none"> • 49.87% clients are preventure • 50.13% clients are existing businesses
Goal: Support Innovation and Entrepreneurship		
Strategy	Measurement(s)	Outcome(s)
Track and document impact at the advisor, center and state level	<ul style="list-style-type: none"> • Track jobs created, retained, capital secured, business starts, export sales, and tax revenues generated by clients via impact study and internal database with data verified and supplied by clients 	<ul style="list-style-type: none"> • 1,400 jobs created and retained • \$8.4M in state tax revenues generated • \$158.7M incremental sales • \$50.9M in capital secured by clients • \$100M in export sales generated by clients • \$53.1M in government contracts secured

Goal: Support Innovation and Entrepreneurship

Strategy	Measurement(s)	Outcome(s)
Continue to participate in third-party impact studies through the ASBDC and internal MSBDC Network state office evaluations.	<ul style="list-style-type: none">• Participation in national annual ASBDC impact survey and receive final report with data supplied directly by clients.• Verify impact with internal MIS system	<ul style="list-style-type: none">• Validation of KPI's including job creation, retention, sales growth, tax revenues granted capital secured and comparison of job growth for MSBDC clients verses all Massachusetts companies

Goal: Support Innovation and Entrepreneurship

Strategy	Measurement(s)	Outcome(s)
<p>Through the Massachusetts Export Center, provide targeted, customized technical assistance and training to clients in the areas of international business development, global trade regulatory compliance, global supply chain management and global risk mitigation.</p> <p>Provide a forum via the Compliance Alliance initiative for exporting firms to share best practices and stay current on export regulatory compliance issues.</p>	<ul style="list-style-type: none">• Track and report number of client advising hours, training attendees and Compliance Alliance members	<ul style="list-style-type: none">• For FY17, the Massachusetts Export Center provided 193 clients with 3,269 hours of advising.• For FY17, the Export Center had 97 member companies with 220 members in the Compliance Alliance.

Goal: Support Innovation and Entrepreneurship

Strategy	Measurement(s)	Outcome(s)
Through the Massachusetts Export Center, pursue STEP Grant funding from the U.S. Small Business Administration to support small business exporters in the Commonwealth.	<ul style="list-style-type: none">• Provide support for Massachusetts to secure STEP grant proposal, judge and rank application; advise potential awardees	<ul style="list-style-type: none">• For FY17, current funding for STEP grant is \$666,667 (\$500,000 from SBA and \$166,667 matched from the state).

Goal: Expand Our Culture of Innovation

Strategy	Measurement(s)	Outcome(s)
Maintain and expand working relationships with business and industry groups—i.e. chambers, Mass Life Sciences sector, and financial institutions.	<ul style="list-style-type: none">• Document client referrals and recognition as a valued advisor and partner regionally and locally to small businesses	<ul style="list-style-type: none">• Presence and recognition on websites, invitations to meetings, and speaking engagements, cross-client referrals

Goal: Expand Our Culture of Innovation

Strategy	Measurement(s)	Outcome(s)
Maintain advising offices in Gateway Cities (Barnstable, Brockton, Fall River, Fitchburg, Lawrence, Lowell, New Bedford, Pittsfield, Salem, Springfield, Taunton and Worcester).	<ul style="list-style-type: none">• Actual advising presence maintained in Gateway Cities• Collect impact data on clients advised in Gateway Cities, as well as economic impact data• Advise minimum of 600 clients to generate and track impact	<ul style="list-style-type: none">• Maintained presence in Barnstable, Brockton, Fall River, Fitchburg, Lawrence, Lowell, New Bedford, Pittsfield, Salem, Springfield, Taunton and Worcester• Advised 763 clients in Gateway Cities for a total of 4,228 advising hours• Secured \$4.8M in capital for Gateway Cities clients• Created and retained 155 jobs as certified by clients in Gateway Cities• Started 36 businesses in Gateway Cities

Goal: Expand Our Culture of Innovation

Strategy	Measurement(s)	Outcome(s)
Form new collaborations when feasible.	<ul style="list-style-type: none">• Evidence of engagements with outside partners	<ul style="list-style-type: none">• Increase referrals from partners, MIT, chambers, banks and local agencies

Goal: Expand Our Culture of Innovation

Strategy	Measurement(s)	Outcome(s)
Assist clients in securing SBIR funding.	<ul style="list-style-type: none">• Dollar volume for successful SBIR awards to individuals with assistance from MSBDC staff• Attempt to secure a minimum of \$2M in awards	<ul style="list-style-type: none">• FY17 award totals \$4M

Goal: Support Growth to Scale

Strategy	Measurement(s)	Outcome(s)
Identify and pursue new funding sources consistent with MSBDC Network mission and purpose.	<ul style="list-style-type: none"> Strive to have each Regional Center and the Massachusetts Export Center generate a minimum of \$10,000 in non-federal donations from the private sector, or \$70,000 statewide 	<ul style="list-style-type: none"> During FY17, a total of \$77,000 was raised in funds to augment a flat-funded state line item budget for over six years and take advantage of increased Federal funds available

Goal: Support Growth to Scale

Strategy	Measurement(s)	Outcome(s)
Provide advising to technology/high growth companies (expand SBIR initiative).	<ul style="list-style-type: none"> Continue to expand SBIR funding for clients and increase awards from FY16.level of \$2M 	<ul style="list-style-type: none"> Over \$4M in awards generated for clients for FY17.

Goal: Support Growth to Scale

Strategy	Measurement(s)	Outcome(s)
Through the Massachusetts Export Center, help young technology, high-growth companies begin exploring global markets.	<ul style="list-style-type: none"> Track number of clients receiving assistance 	<ul style="list-style-type: none"> From FY16 to FY17, a 10% increase in manufacturing clients from 63% to 73%. From FY16 to FY17, an increase in technology companies from 7% to 8.2%.

MSBDC ACHIEVEMENTS COMPARED TO PROJECTED State Fiscal Year 2017

	Projected	Achieved	Percentage
Jobs Created/Retained	1,000	1,400	140%
State Tax Revenues Generated	\$2,000,000	\$8,400,000	420%
Sales Revenues Generated	\$100,000,000	\$158,700,000	159%
Capital Secured	\$38,000,000	\$50,900,000	134%
Export Sales Increases	\$100,000,000	\$100,000,000	100%
Government Contracts Secured	\$28,000,000	\$53,125,007	190%
Businesses Started	50	121	242%
Gateway City Cases	600	763	127%

**MASSACHUSETTS SMALL BUSINESS DEVELOPMENT CENTER
JULY 2016 - JUNE 2017 ACHIEVEMENTS**

STATE FISCAL YEAR 2017	TOTAL CASES	TOTAL HOURS	LONG-TERM CASES >=5 Hrs Cont+Prep Current FY	BUSINESS STARTS	CAPITAL FORMATION	TRAINING UNITS	TRAINING ATTENDEES
CENTER	ACHIEVED	ACHIEVED	ACHIEVED	ACHIEVED	ACHIEVED	ACHIEVED	ACHIEVED
WESTERN REGIONAL OFFICE	382	1,358.88	76	18	\$3,069,350	31	368
NORTHEAST REGIONAL OFFICE	387	1,557.42	98	14	\$5,266,152	56	1,579
CENTRAL REGIONAL OFFICE	655	4,367.89	183	17	\$28,421,356	10	116
SOUTHEAST REGIONAL OFFICE	505	2,690.08	131	44	\$7,446,250	18	229
BOSTON REGIONAL OFFICE	94	344.38	18	2	\$370,000	5	84
BERKSHIRE REGIONAL OFFICE	215	1,383.83	75	26	\$3,298,025	11	155
MASS EXPORT CENTER / WEST	3	145.00	2				
MASS EXPORT CENTER / CENTRAL	65	1,183.00	44				
MASS EXPORT CENTER / S'EAST	22	309.50	15				
MASS EXPORT CENTER	103	1,632.01	74		\$987,805		
MASS EXPORT CENTER/TOTAL	193	3,269.51	135		\$987,805	21	864
GOVERNMENT SALES	174	1,165.43	76		\$2,094,326		
TOTAL	2,605	16,137.42	792	121	\$50,953,264	152	3,395

ECONOMIC IMPACT SURVEY CONDUCTED	2011	2012	2013	2014	2015	2016	2017
Calendar Year Surveyed	2009	2010	2011	2012	2013	2014	2015
Number of clients served by the MSBDC in the fiscal year surveyed	3,975	4,168	3,710	3,634	3,432	3,378	2,991
Number of hours expended on those clients	24,067	26,747	22,763	24,718	22,583	23,417	23,061
Average number of hours per case	6.05	6.42	6.14	6.80	6.58	6.93	7.71
Number of clients sampled in the survey	810	789	833	1,022	875	881	805
Number of respondents to the survey	243	258	247	270	260	235	192
Response rate	30%	32.8%	29.7%	27.6%	29.7%	26.7%	23.9%
Established business clients who would recommend MSBDC services	97%	98%	99%	97%	96%	97%	94%
Percent of clients who felt services were	92%	93%	96%	93%	92%	91%	94%
Long-term advising tax revenues for each \$1 expended on the MSBDC	\$5.25	\$3.88	\$4.57	\$2.26	\$2.57	\$2.57	\$2.99
Capital secured following advising	\$128.9 M	\$91.9 M	\$107.7 M	\$54.9 M	\$102.9M	\$126.9M	\$138.7M
Debt and equity leverage per \$1 expended on the MSBDC	\$32.64	\$21.51	\$17.75	\$12.70	\$24.85	\$29.43	\$31.47
Established client business sales growth vs. MA businesses in general	22.1% vs 5.4%	9.6% vs 3.7%	7.5% vs 3.8%	17.8% vs 3.5%	16.4% vs 4.4%	11% vs 4.8%	20% vs 4.5%
Established client employment growth vs. MA businesses in general	9.5% vs 0.2%	10.4% vs 0.6%	8.3% vs 1.4%	10.6% vs 1.4%	14% vs 1.6%	14.5% vs 1.7%	15.4% vs 1.7%
New sales revenues generated	\$102 M	\$236.7 M	\$77.9 M	\$131.7 M	\$123.4	\$98.4	\$158.7 M
Total tax revenues generated	\$8.2 M	\$6.6 M	\$7.64 M	\$9.77 M	\$10.64M	\$11.1M	\$13.2M
Federal tax revenues generated	\$2.8 M	\$2.3 M	\$3.26 M	\$2.95 M	\$4.0M	\$5.3M	\$4.8M
State tax revenues generated	\$5.4 M	\$4.3 M	\$4.38 M	\$6.82 M	\$6.64M	\$5.8M	\$8.4M
Tax revenues 'X' times greater than the amount spent on long-term established clients	4.74	3.12	2.83	4.98	4.70	2.92	3.31
New jobs created	838	717	1,010	1,009	1,366	1,813	1,622
Cost of each new job	\$4,713	\$5,960	\$4,130	\$4,282	\$3,030	\$2,379	\$2,716
Preserved jobs due to counseling	1,477	1,695	2,166	2,096	1,890	1,737	1,078
Preserved sales due to counseling	\$154.3M	\$236.7M	\$415.2M	\$239.1M	\$228.1M	\$263.6M	\$160.2M

MSBDC CLIENTS IN GATEWAY CITIES STATE FY2017

	# Clients	Contact + Prep Hours	Capital Formation	Jobs Created	Jobs Retained	Business Starts
Attleboro	13	76.25	\$3,000	1	-	1
Barnstable	1	2.00	-	-	-	-
Brockton	14	32.11	\$200,000	3	-	2
Chelsea	3	12.00	-	-	-	-
Chicopee	22	129.00	-	-	-	-
Everett	5	24.00	-	-	-	-
Fall River	65	364.39	\$303,149	3	16	2
Fitchburg	21	99.77	\$73,703	1	-	1
Haverhill	6	37.75	-	-	-	-
Holyoke	16	65.51	\$20,500	9	-	1
Lawrence	19	82.25	-	-	-	-
Leominster	16	177.00	-	-	-	-
Lowell	9	46.25	-	-	-	-
Lynn	34	129.00	\$106,000	3	-	1
Malden	7	20.75	-	-	-	-
Methuen	9	29.50	-	-	-	-
New Bedford	61	512.35	\$294,000	11	1	4
Peabody	26	119.85	\$3,000	1	-	1
Pittsfield	84	471.14	\$494,000	15	2	10
Quincy	12	135.85	\$59,500	5	-	2
Revere	5	23.01	-	-	-	-
Salem	45	214.00	\$64,952	1	1	1
Springfield	88	256.03	\$210,000	11	7	4
Taunton	16	101.31	\$222,500	5	10	3
Westfield	16	62.61	\$500	1	-	1
Worcester	147	988.79	\$2,753,401	15	33	2
TOTAL	760	4212.47	\$4,808,205	85	70	36

Massachusetts Export Center SBDC, University of Massachusetts Isenberg School of Management Honored with Massachusetts and New England SBDC Service Center Excellence and Innovation Award

The Small Business Administration (SBA) has named the Massachusetts Export Center led by Paula Murphy, the winner of the 2017 SBDC Service Center Excellence and Innovation Award for Massachusetts and New England.

The Massachusetts Export Center earned the recognition for exceeding goals, successfully organizing the annual Export Expo, expanding the Compliance Alliance Initiative, and developing a variety of training programs for businesses in the region. The Export Center offers a full-range of targeted, customized services to Massachusetts businesses at any stage in the export process, including: export strategy and business plan development; assessment of export markets; international channel development; international payment and financing; export regulatory compliance; export logistics and supply chain; free trade agreement compliance; and more.

“Under Paula Murphy’s direction, the center supported over \$162 million in export sales and \$987K in capital infusion,” said Robert Nelson, SBA Massachusetts District Director. “On average, over a thousand companies participate in the

Export Center's training programs annually. They are an amazing resource for our small businesses that want to expand or grow a global presence."

At the core of the Export Center's effectiveness are the employees, who are staff of UMass Amherst Isenberg -- all holding private sector international business experience and stay up-to-date on the latest issues, regulatory changes, market trends, and credentials. Kathleen Newell is the international trade compliance manager who: provides one-on-one technical assistance, coordinates training programs, manages the market research program, and manages operations for the Export Center's Compliance Alliance initiative -- a membership-based forum for exporters to share best practices.

Darmann Abrasive Products Awarded Small Business Manufacturer of the Year

The Small Business Administration (SBA) has named Darmann Abrasive Products the 2017 Small Business Manufacturer of the Year for Massachusetts.

Darmann earned the recognition for its success as a leading producer of high-quality abrasives for the automotive, medical, maritime, bearing, and hydraulic industries. Darmann designs, manufactures and markets fine grit, bonded abrasive products for superfinishing, precision grinding and honing applications. Innovation, combined with superior engineering and customer service has made Darmann a world-wide leader in the industry. The company has customers in 36 different countries in Asia, Europe, South America and North America.

"Darmann started out as an idea from an engineer named Darrell Wickman", said Robert Nelson, SBA Massachusetts District Director. "He knew there existed a worldwide need for high-quality abrasives and realized the opportunity to fulfill this niche market."

Darmann produces 3 million stones and wheels per year, coming in over 1,500 different custom sizes and specifications. As of 2015, the business had 78 employees -- and revenues have increased substantially over the years as a result of diversified sales outside of the United States. Exports have steadily grown to represent more than 51% of what is produced in the Clinton factory with the help of the Massachusetts Export Center.

The employees of Darmann also share in the profitability of the company through an ESOP (employee stock ownership plan). As an employee-owned company, all of the employees have an equity interest in the success and provides for a rewarding work culture that is more enjoyable for employees.

Although small in size, the company also makes a point to support and contribute to local charitable causes including: WHEAT Community Services (A Division of the United Way of Tri-County), First Concern, Animal Shelters, and Clinton Hospital Capital Campaign.

McLane Awarded as a Top Small Business Exporter

McLane Research Laboratories, Inc. has been selected by the Small Business Administration (SBA) as a 2017 Exporter of the Year for the Commonwealth of Massachusetts.

"McLane has not only been a recipient of SBA STEP grants that have assisted in defraying costs to promote American exports, but has also worked with the MA Export Center and the Small Business Development Center to reach new markets globally," said SBA Massachusetts District Director Robert Nelson. "It is truly amazing what our small businesses in the Commonwealth are doing internationally due to a combination of passion and hard work."

Located in Cape Cod, McLane manufactures time-series in situ oceanographic instrumentation for scientific deployments in the open ocean and freshwater environments. McLane manufactures three main oceanographic product lines: profilers, samplers and flotation.

“We are so fortunate to be part of the extraordinary science community here on Cape Cod and to work with the world leaders of ocean sciences,” said Dr. Yuki Honjo, owner of McLane. “We are immensely proud of our team here at McLane and what we have accomplished in furthering the frontier of autonomous in-situ ocean instrumentation.”

McLane instruments have been deployed worldwide in some of the most remote oceans on earth. Products are delivered worldwide both directly and through international sales representatives. McLane instrumentation is used by researchers in over 50 countries worldwide including the Americas (Canada, Mexico, Brazil, Chile), Asia/Oceania (India, Japan, Korea, China, Indonesia, Vietnam, Australia), Europe/ME (UK, Ireland, Middle East, Spain, Portugal, France, Russia, and Germany).

Camio Custom Cabinetry Awarded Family-Owned Business of the Year for Massachusetts and New England

The Small Business Administration (SBA) has named Camio Custom Cabinetry the 2017 Jeffrey Butland Family-Owned Business of the Year for Massachusetts and New England.

Camio Custom Cabinetry earned the recognition for its success as a third generation family business -- committed to its customers, employees and manufacturing high-quality products with old-fashioned craftsmanship. Camio manufactures custom cabinetry and millwork for residential projects that include custom kitchen and bath remodeling; as well as commercial projects consisting of working mostly with general contractors and builders on office space buildouts, medical buildings, and apartment and condo projects.

“The Jeff Butland Family-Owned Business of the Year Award is very special here in New England, being named for the late New England Regional Administrator Jeff Butland, a tireless advocate of family owned small businesses,” said Robert Nelson, SBA Massachusetts District Director. “70 years ago, Mr. Domenic Constantino started his family business out of a 350-square-foot building in Boston’s Hyde Park neighborhood with little more than a handheld saw and a few dozen boxes of nails and the business has now passed on to the third generation which is phenomenal in this day and age. The business website speaks to the importance Camio places on family and community, which is what makes family owned businesses so special.”

Through the years, the quality of their work became well known in the industry and Camio kept outgrowing facilities -- moving to larger spaces to keep up with demand. Domenic’s grandson, Michael Shea, eventually brought his talents in woodworking to the company. Dominic’s other grandson Chris, later joined the company as Vice President of Business Operations, focused on streamlining operations and expanding marketing, customer relations and business development efforts. Cousins Chris and Michael began taking over the management of the business -- and in 2011 officially purchased the business from Robert and Donald.

In early 2011, Chris started receiving counseling from Melinda Ailes, Senior Business Advisor at the Massachusetts Small Business Development Center network to explore the possibilities of purchasing the business -- her assistance turned out invaluable, in having a trusted advisor to independently look at things for him. Chris has also taken classes with Cliff Robbins also of the MSBDC network to assist with various business development programs.

“I can’t put enough value to the advice and education I received from both Melinda and Cliff,” said Chris Constantino, President. “On top of that, the work I did with Beth Davis in the SBA Emerging Leaders Program gave you the confidence to strike out and make things happen. I couldn’t be more grateful.”

Today, with the third generation continuing to build the business – Chris as the President and Michael as the Vice President and Chief Operating Officer – a new chapter had begun. Camio is keeping pace with a changing industry and

continues to grow by staying current with the latest state-of-the-art machinery and equipment. Camio is currently located in Canton and has become a leader in the manufacturing of frameless cabinetry throughout New England. Sales have continued increasing exponentially as a result of the investment in new equipment and change in the manufacturing process. At the end of 2016, Camio purchased a countertop manufacturing company that will lead to another expansion for manufacturing. Camio plans to open a 4,500 square foot design center on the first floor of the newly acquired space.

President Chris Constantino also stays active in the community and continues to grow the business with the support of the SBA small business resource network. Chris received SCORE counseling in 2012 and was a graduate of SBA's Emerging Leaders Initiative program. He also completed the Goldman Sachs 10,000 Small Businesses program – all of which helped Camio grow its business from the six employees in 2011 to fourteen employees today.

Mr. Constantino has also served on the board of directors for the Northern New England Chapter of the National Kitchen and Bath Association for eight years - including service as President. Chris also founded Trips for Kids Boston – a mountain biking program for underprivileged kids, and was awarded the Neighborhood Hero Award and the Boston Celtics Heroes Among Us Award. He has also raised over \$75,000 for various charities on cycling rides and is the Treasurer for Plymouth Youth Soccer and the Boy Scouts Troop 9.

The Family-Owned Business of the Year award is presented annually to a family-owned business with at least a 15-year track record that has passed from one generation to another.

Camio Custom Cabinetry was nominated by Kathleen Kelly, VP, SBA Relationship Manager of Leader Bank. Chris Constantino and Michael Shea will be honored at an SBA awards lunch along with the other 2017 Massachusetts Small Business Week winners at Granite Links Golf Club on May 2, 2017.

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Massachusetts Small Business Development Center

Annual Plan for 2017 Fiscal Year

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Note: This plan includes goals, strategies and measurements for the MSBDC Massachusetts Export Center.

FISCAL YEAR 2017 ANNUAL PLAN

Goals	Strategy	Metric
Support Innovation and Entrepreneurship	<ul style="list-style-type: none"> • Provide high-quality, in-depth, one-on-one, professional management advisory services and training • Strive for a healthy 50% pre-venture and 50% existing business client mix to track startups, financing and job creation and retention • Assist high impact clients, including technology, manufacturing, and export businesses • Identify, support and collaborate with economic development organizations and programs that affect small business • Track and document impact at the advisor, center and state level • Continue to participate in third party impact studies through the ASBDC and internal MSBDC Network state office evaluations. • Through the Massachusetts Export Center, provide targeted, customized technical assistance and training to clients in the areas of international business development, global trade regulatory compliance, global supply chain management and global risk mitigation. • Through the Massachusetts Export Center's Compliance Alliance initiative, provide a forum for exporting firms to share best practices and stay current on export regulatory compliance issues. • Through the Massachusetts Export Center, continue to take a leadership role in the Massachusetts Export Outreach Team initiative to harness the resources of federal and state export service providers for coordination, collaboration and promotion of export opportunities to businesses. 	<ul style="list-style-type: none"> • 1,000 jobs created and retained by clients through statewide business assistance • \$2M in state tax revenues generated by clients through statewide business advising • \$100M in sales revenues generated by clients through business advising • \$38M in capital secured by clients through statewide business advising • \$100M in export client sales increases thru the Mass Export Center • Maintain the Mass Export Center's Compliance Alliance membership to help businesses enhance their export compliance and global trade competitiveness • \$28M in government contracts secured by clients through advising

	<ul style="list-style-type: none"> • Through the Massachusetts Export Center, pursue STEP Grant funding from the U.S. Small Business Administration to support small business exporters in the Commonwealth. 	
Expand Our Culture of Innovation	<ul style="list-style-type: none"> • Maintain and expand working relationships with business and industry groups—i.e. Chambers, Mass Life Sciences sector, and financial institutions. • Maintain advising offices in Gateway Cities (Barnstable, Brockton, Fall River, Fitchburg, Lawrence, Lowell, New Bedford, Pittsfield, Salem, Springfield, Taunton and Worcester) • Forming new collaborations when feasible • Assist clients to secure SBIR funding 	<ul style="list-style-type: none"> • 50 businesses started by clients through advising services • Provide advising services at the ATMC, Biotech Incubator, Harvard I-Lab, Quincy Center for Innovation/co-working space, Entrepreneurship for All, Worcester Medical Ctr) • 600 clients serviced in Gateway cities • Collaborations with MOBD, MEP, Mass Life Sciences, MA Economic Development council, Mass Ventures, the Medical Device sector, WPI, Mass Development • SBIR contract awards
Support Growth to Scale	<ul style="list-style-type: none"> • Identify and pursue new funding sources consistent with MSBDC Network mission and purpose. • Provide advising to technology/high growth companies (expand SBIR initiative) • Help young technology/high growth companies to begin exploring global markets through the Massachusetts Export Center. 	<ul style="list-style-type: none"> • Financing obtained and jobs created by new technology/high growth companies through advising • Assisting new technology/high growth companies to launch • Expand export markets of emerging technology clients

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