

**OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT**  
**REPORTING AGENCY OVERVIEW**

**Reporting Agency Overview**

*Provide Information below for the Agency for Fiscal Year 2019*

Reporting Agency Name

Massachusetts Life Sciences Center

General Description

The Massachusetts Life Sciences Center (MLSC) is a quasi-governmental investment agency that supports life sciences innovation, education, research & development, and commercialization in the Commonwealth of Massachusetts.

Agency Mission

Our mission is to ensure that the life sciences in Massachusetts remains the most dynamic, verdant ecosystem of its kinds in the world. These investments create jobs and support advances that improve health and well-being. Through our investments, programs, collaboration and partnerships, the MLSC is committed to creating jobs and economic impact, and supporting scientific advances that will improve the health and well-being of patients across the world.

Agency Budget funded by the Commonwealth of Massachusetts

up to \$62,000,000 (\$10,000,000 Consolidated Net Surplus, \$22,000,000 Capital Bond Authorization, \$30,000,000 Tax Incentives)

Agency Total Budget (including Commonwealth of Massachusetts funding)

up to \$62,000,000 (\$10M Consolidated Net Surplus, \$22,000,000 Capital Bond Authorization, \$30,000,000 Tax Incentives)

Does the Agency have additional mandatory reporting requirements? - select Yes or No

No

**OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT**  
**REPORTING AGENCY ENABLING LEGISLATION**

**Reporting Agency Enabling Legislation**

*Provide details for all Agency Enabling Legislation.*

**Include:** Mass General Law; Session Law (published in the Acts and Resolves); House Bills; Senate Bills (examples: Economic Development Bill)

General Law Citations: The General Laws are laws that are general in nature and are organized by subject. Private companies publish "annotated" editions of the General Laws. Notes are included at the end of each chapter and section of these editions, which include when the law was added and revised.

Acts and Resolves Citations: Acts and Resolves are yearly compilations of laws passed by the Massachusetts General Court, the state's legislature. These laws are arranged chronologically. These session laws provide the exact text of the law passed by the legislature, including what chapters and sections of the General Laws should be changed.

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Citation for Legislation

**AN ACT PROVIDING CONTINUED INVESTMENT IN THE LIFE SCIENCES  
INDUSTRY IN THE COMMONWEALTH**

Link to Legislation

<https://malegislature.gov/Laws/SessionLaws/Acts/2018/Chapter112>

**OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT**  
**REPORTING AGENCY'S FISCAL YEAR 2019 GOALS & TARGETS**

**Reporting Agency Fiscal Year 2019 Goals & Targets**

*All reporting agencies must provide 5 Agency Goals and Targets for Fiscal Year 2019.*

**Goal #1**

Agency Fiscal Year 2019 Goal # 1

Increase investments in innovation infrastructure and maintain cutting-edge capabilities of previous capital investments.

Metric Fiscal Year 2019 Goal # 1 will be measured by

Number of jobs (permanent and construction) created and the geographic distribution of the projects awarded.

Metric Source

Awardee self-report

Target for Fiscal Year 2019 Goal #1

Award \$30M in community-accessible capital grants to research universities, academic medical centers, research institutions and incubators for life sciences lab equipment, facilities, and other scientific infrastructure in the areas of biomanufacturing, neurology, microbiome, and big data; and up to \$1.5M in

Was Fiscal Year 2019 Goal #1 Achieved? *(yes, no, partially)*

Partially

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

\$30.5M was awarded to 11 institutions for capital equipment and infrastructure; \$6.7M for Bits to Bytes (Big Data Program). As these are multi-year projects, construction for these projects have just begun at the end of the fiscal year. No jobs have been created for these projects awarded in FY19.

**Goal #2**

Agency Fiscal Year 2019 Goal # 2

Increase educational and workforce development opportunities that lead to jobs in the life sciences.

Metric Fiscal Year 2019 Goal # 2 will be measured by

- Number of internships completed; percent interns and companies satisfied; interns hired full time.
- Number of students participating in after-school lab training; number of subsidized high school

Metric Source

Reported by employers via MLSC online database and on reimbursement request form.

Target for Fiscal Year 2019 Goal # 2

Placement of over 500 college students in paid internships with 280 companies throughout the Commonwealth and 100 interns hired for part or full-time employment at the conclusion of their internship.

Was Fiscal Year 2019 Goal # 2 Achieved? *(yes, no, partially)*

Yes

Fiscal Year 2019 Goal # 2

Results - *or* - Details if not achieved

During the 2018-19 Program Year, 300 companies hosted 554 college interns. 113 (20%) of this year's interns reported being hired for full or part-time positions directly following their internship. During the summer of 2018, the High School Apprenticeship Challenge placed 117 high school students in internships with 42 life sciences companies and research institutions. A total of 64 high school students participated in MLSC-sponsored OST lab training programs intended to prepare youth for internships.

### Goal #3

Agency Fiscal Year 2019 Goal # 3

Expand the pipeline of out-of-state relocation prospects and accelerate business growth and development of early stage companies.

Metric Fiscal Year 2019 Goal # 3 will be measured by

Dollar amount of leverage from third party investment.

Metric Source

MLSC Customer relationship management (CRM)

Target for Fiscal Year 2019 Goal # 3

Of secured business prospects, target 50% within Rte. 128, 50% outside of 128; 50% manufacturing and 50% non-manufacturing; 50% biopharma, and 50% medtech.

Was Fiscal Year 2019 Goal # 3 Achieved? (*yes, no, partially*)

Yes

Fiscal Year 2019 Goal # 3

Results - *or* - Details if not achieved

Major pipeline prospects secured include a North American HQ for global biopharma company and an R&D Hub for data science service provider inside 128, a development center for a global automation company and two biologics contract manufacturers outside 128.

### Goal #4

Agency Fiscal Year 2019 Goal # 4

Spur regionalization by incentivizing commercial investment in areas of high growth potential; Stimulate place making by identifying and promoting the strengths of regional assets.

Metric Fiscal Year 2019 Goal # 4 will be measured by

• Number of jobs created; types of jobs created; geographic diversity of jobs created and retained.

Metric Source

Self Report (Annual Reporting by awardees)

Target for Fiscal Year 2019 Goal # 4

At least 50% attainment of jobs committed. Ensuring that incentives are returned to Department of Revenue for those companies who did not meet the compliance requirements.

Was Fiscal Year 2019 Goal # 4 Achieved? (*yes, no, partially*)

Partially

Fiscal Year 2019 Goal # 4

Results - *or* - Details if not achieved

\$20M of Tax Incentive awards were made in April 2019 in exchange for 1,259 jobs in the life sciences across the Commonwealth (Estimated 462 in manufacturing, 355 in R&D). Companies are to hire by 12/31/19 and retain those jobs through 12/31/2023. At least 70% of the award recipients are located or expanding outside of Greater Boston. Annual Reporting is required for compliance with the program. Past program cohorts reported more than 7,400 jobs created as of 12/31/18, approximately 65% attainment of total jobs committed. Companies who failed to comply with program rules are terminated from the program and funds are required to be returned to DOR. 21 companies have declined the award and didn't claim the tax incentive, and 75 companies have terminated from the program and refunded the incentive (on a pro-rata basis) in the last ten years.

## Goal #5

Agency Fiscal Year 2019 Goal # 5

Cultivate an integrated ecosystem and foster sector convergence. Enhance the network of industry partners to develop a robust and streamlined system of innovation, commercialization and production.

Metric Fiscal Year 2019 Goal # 5 will be measured by

Number of companies contacted by the MLSC for recruitment purposes and percent that result in relocations and/or expansions in Massachusetts.

Metric Source

MLSC customer relationship management (CRM)

Target for Fiscal Year 2019 Goal # 5

Competitive awards of up to \$10M in digital/big data infrastructure to accelerate technology translation, with express conditions of public-private partnership, digital-biopharma partnerships, and life science data analyst workforce development.

Was Fiscal Year 2019 Goal # 5 Achieved? (*yes, no, partially*)

Yes

Fiscal Year 2019 Goal # 5

Results - *or* - Details if not achieved

\$6.7 million in capital funding to nine data-driven, cross-sector projects focused on imaging, cancer, neuroscience, drug discovery and clinical trial design.

**OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT**  
**PROGRAM & INITIATIVE OVERVIEWS, GOALS & TARGETS**

Provide program information, goals, and targets for all agency programs and initiatives that connect with economic development and that receive funding from the Commonwealth of Massachusetts.

**Program / Initiative Information, Goals, Targets**

**Program / Initiative #1**

**Program Overview**

Name

Internship Challenge

Program / Initiative Website Link - if one exists

[www.masslifesciences.com/programs/internship/](http://www.masslifesciences.com/programs/internship/)

Description of Program / Initiative

The Internship Challenge is a year-round workforce development program focused on enhancing the talent pipeline for life sciences companies in Massachusetts. The program creates hundreds of new internship opportunities each year for college students and recent graduates who are considering career opportunities in the life sciences by enabling startups and small companies to hire paid interns. Companies with 100 or fewer employees are eligible to receive reimbursement of up to \$8,160 per intern, based on \$17/hour for three months. The program also helps employers find the talent they need by providing access to an online platform with a searchable application database.

Fiscal Year 2019 Budget

\$3,700,000.00 (Program Year = 5/1/18-4/30/19)

Total Budget (Total \$, including other sources)

\$3,700,000.00

**Program Goals and Targets**

Program / Initiative's

Fiscal Year 2019

*Goal #1*

Enable small life sciences companies to hire paid college interns.

Metric Goal #1 will be measured by

Number of interns selected and the number of companies hosting them.

Source of Metric for Goal #1

Reported by employers via MLSC online database.

Target for Fiscal Year 2019 Goal #1

Placement of over 500 college students in paid internships with 280-300 companies throughout the Commonwealth.

Was Fiscal Year 2019 Goal #1 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

300 companies hosted 554 college interns

Program / Initiative's

Fiscal Year 2019

Goal #2

Provide industry-based hands-on experiential learning opportunities for college students, preparing them for entry-level employment in the life sciences.

Metric Goal #2 will be measured by

Number of students placed in internships and hired by companies for either part or full-time jobs in the industry directly following their internship.

Source of Metric for Goal #2

Reported by employers via MLSC online database and on reimbursement request form.

Target for Fiscal Year 2019 Goal #2

At least 100 interns hired for part or full-time employment at the conclusion of their internship.

Was Fiscal Year 2019 Goal #2 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

113 (20%) of this year's interns reported being hired for full or part-time positions directly following their internship.

## Program / Initiative #2

### Program Overview

Name

High School Apprenticeship Challenge

Program / Initiative Website Link - if one exists

[www.masslifesciences.com/programs/hsapprenticeship](http://www.masslifesciences.com/programs/hsapprenticeship)

Description of Program / Initiative

The program creates new internship opportunities for high school students by subsidizing intern stipends for small life sciences companies and academic researchers to enable them to hire paid interns. The program also helps connect employers with students through an online platform and facilitates direct placements for students that participated in an MLSC-sponsored pre-internship lab training program. The training program is currently available for under-represented minority or economically disadvantaged students residing in metro-Boston, Worcester, and Brockton, and takes place over several weeks either after school or during the summer.

Fiscal Year 2019 Budget

\$600,000 (Program Round = FY18-19)

Total Fiscal Year 2019 Budget expended

\$438,811.57

Total Budget (Total \$, including other sources)

\$600,000.00

### Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

Goal #1

Provide innovative biotech/lab training for underserved high school students to prepare them with skills needed for an internship opportunity.

Metric Goal #1 will be measured by

Number of students that participate in and successful complete the training.

Source of Metric for Goal #1

Training Program administrators.

Target for Fiscal Year 2019 Goal #1

At least 50 high school students participating in the training program.

Was Fiscal Year 2019 Goal #1 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

64 total high school students participated in 3 training programs

Program / Initiative's

Fiscal Year 2019

Goal #2

Provide paid internship opportunities for high school students to work in academic research labs or life sciences companies throughout the Commonwealth.

Metric Goal #2 will be measured by

Number of students hired.

Source of Metric for Goal #2

Reported by employers via MLSC online database.

Target for Fiscal Year 2019 Goal #2

At least 100 high school interns hired throughout the Commonwealth.

Was Fiscal Year 2019 Goal #2 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

117 high school students were placed in internships with 42 life sciences companies and research institutions.

### Program / Initiative #3

#### Program Overview

Name

Tax Incentive Program

Legislation - if applicable

MGL Chapter 23I Section 5, Chapter 112 of the Acts (2018) Section 4

Legislation Website Link - if applicable

<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleII/Chapter23I/Section5>

Bill Item Number - if applicable

Bill H.4501

Program / Initiative Website Link - if one exists

<http://www.masslifesciences.com/programs/tax/>



## Description of Program / Initiative

In order to expand life sciences related employment opportunities, promote health-related innovations and stimulate research, development, manufacturing and commercialization in the life sciences, the Massachusetts Life Sciences Center offers tax incentives to companies engaged in life sciences research and development, commercialization and manufacturing in Massachusetts. The primary goal of the program is to incentivize life sciences companies to create new long-term jobs in Massachusetts.

Fiscal Year 2019 Line Item Number (##### - #####) - if applicable

not applicable

Fiscal Year 2019 Budget

up to \$30,000,000 (actual amount determined by A&F in November/December 2018)

Total Budget (Total \$, including other sources)

up to \$30,000,000, no other sources

Details of additional funding sources

Number of new permanent jobs created and retained by awardees.

## Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

*Goal #1*

To incentivize life sciences companies to create new long-term jobs in the State.

Metric Goal #1 will be measured by

Number of new permanent jobs created and retained by awardees.

Source of Metric for Goal #1

Self Report (Annual Reporting by awardees)

Target for Fiscal Year 2019 Goal #1

At least 50% attainment of jobs committed. Ensuring that incentives are returned to Department of Revenue for those companies who did not meet the compliance requirements.

Was Fiscal Year 2019 Goal #1 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

\$20M of Tax Incentive awards were made in April 2019 in exchange for 1,259 jobs in the life sciences across the Commonwealth (Estimated 462 in manufacturing, 355 in R&D). Companies are to hire by 12/31/19 and retain those jobs through 12/31/2023. At least 70% of the award recipients are located or expanding outside of Greater Boston. Annual Reporting is required for compliance with the program. Past program cohorts reported more than 7,400 jobs created as of 12/31/18, approximately 65% attainment of total jobs committed. Companies who failed to comply with program rules are terminated from the program and funds are required to be returned to DOR. 21 companies have declined the award and didn't claim the tax incentive, and 75 companies have terminated from the program and refunded the incentive (on a pro-rata basis) in the last ten years.

Program / Initiative's

Fiscal Year 2019

*Goal #2*

To spur regionalization by incentivizing companies to create new long-term jobs in various geographic areas of the Commonwealth.

Metric Goal #2 will be measured by

Geographic diversity of awards made.

Source of Metric for Goal #2

Company application (company's headquarters address in MA, or related expansion location stated in application).

Target for Fiscal Year 2019 Goal #2

At least 40% of awards are made to companies outside of Boston and Cambridge

Was Fiscal Year 2019 Goal #2 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

19 out of 27 companies are either headquartered or expanding their facilities outside of Greater Boston. The 19 companies received \$15.2M out of \$20M incentive (76%).

## Program / Initiative #4

### Program Overview

Name

National Institute for Innovation in Manufacturing Biopharmaceuticals Project Call

Program / Initiative Website Link - if one exists

<https://niimbl.org/index.php>

Description of Program / Initiative

The National Institute for Innovation in Manufacturing Biopharmaceuticals (NIIMBL) is a public-private partnership dedicated to advancing biopharmaceutical manufacturing innovation. The organization is comprised of companies from large pharma, as well as small-to-medium enterprises. Additionally, non-profit partners from academia, institutes, and the state/federal government round out the program membership. Project Call 2.1 is a multi-stage process, comprised of initial concept paper submissions, invitations to submit a full proposal, followed by vetting of the proposals by both the MLSC and NIIMBL. The MLSC will provide funding for capital equipment, and these funds will be matched by NIIMBL and the project teams.

Fiscal Year 2019 Budget

Up to \$4,000,000

Total Budget (Total \$, including other sources)

Up to \$20,000,000 from MLSC, to be matched by NIIMBL and member groups

Details of additional funding sources

This program is organized and primarily executed by NIIMBL. Applicants submit proposals to NIIMBL, and eligible proposals are shared with the MLSC for evaluation. The MLSC, with the help of external experts, provides feedback on proposals which we would be willing to fund through a cost-share arrangement. NIIMBL then makes its own funding decisions based on the input of its members. This program requires differing cost share levels based on the award size, ranging from a 1:1 to 1:1.25 minimum cost share for each funded proposal.

Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

Goal #1

Foster collaboration and innovation in biomanufacturing technologies

Metric Goal #1 will be measured by

Funding small and large technical projects in collaboration with NIIMBL

Source of Metric for Goal #1

Approval from both MLSC and NIIMBL to fund technical project proposals

Target for Fiscal Year 2019 Goal #1

Develop and optimize biomanufacturing processes by investing capital funds in project team awardees consisting of non-profit and industry partners

Was Fiscal Year 2019 Goal #1 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal # 1

Results - or - Details if not achieved

Three new biomanufacturing projects were selected for funding in FY19. Teams from MIT and MassBiologics partnered with organizations such as Celgene, Millipore Sigma, Genentech, Merck, WhirlCell, and Repligen to advance innovation in biomanufacturing processes. A fourth project from the University of Massachusetts at Lowell was initially approved for funding by MLSC and NIIMBL, however, this project was later discontinued per NIIMBL's request. Up to \$740,871 in MLSC funds were approved for the three selected projects, and these dollars are leveraging investments of \$1.5M and \$1.4M by NIIMBL and the project teams, respectively.

Program / Initiative's

Fiscal Year 2019

Goal #2

Develop biomanufacturing workforce training programs through non-profit/industry partnerships.

Metric Goal #2 will be measured by

The development of workforce training programs in various biopharmaceutical areas by non-profit/industry teams.

Source of Metric for Goal #2

Updates and reports from awardees.

Target for Fiscal Year 2019 Goal #2

Generate online and in-person training modules to train students, as well as existing workers, across the Commonwealth in new techniques that are in demand at biomanufacturing facilities throughout Massachusetts.

Was Fiscal Year 2019 Goal #2 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

In FY19, the MLSC executed a grant agreement with Worcester Polytechnic Institute to fund the creation and implementation of a network of universities, including North Carolina State University and the University of Maryland, who partnered to develop a short course of online and hands-on training materials, standardized protocols and reports for use with automated biomanufacturing systems. WPI held its first workforce training session based on this work in August 2019.



## Program Overview

Name

Massachusetts Next Generation Initiative (MassNextGen)

Program / Initiative Website Link - if one exists

<http://www.masslifesciences.com/programs/massnextgen>

Description of Program / Initiative

MassNextGen is a five year \$1.125 million commitment to ensure greater gender parity in the next generation of life science entrepreneurs. Increasing the number of diverse, successful entrepreneurs is in the best interest of the life sciences industry. Each year, following a competitive application process, women-led early-stage life science companies will be awarded a year-long customized package of support. This includes non-dilutive grant funding and access to a network of seasoned Executive Coaches from the life sciences ecosystem to refine their business strategies and effectively raise capital. The program launched during FY19 will represent the second program round of the MassNextGen initiative. During this year at least \$125,000 of non-dilutive capital will be available to be distributed to winners of the competitive process, made available through donations from corporate sponsors. Additional in-kind support and coaching from an illustrious network of seasoned entrepreneurs and life science investors will be available to the winners.

Fiscal Year 2019 Budget

\$250,000.00

Total Budget (Total \$, including other sources)

\$1,125,000.00

Details of additional funding sources

The MLSC is working with corporate sponsors to secure additional funding for the MassNextGen program. Currently two sponsors have committed to aiding in sponsoring this program:

Takeda Pharmaceuticals- \$250,000 total for \$50,000 every year for five years

King Street Properties- \$125,000 total for \$25,000 every year for five years

Members of the industry team are working to secure additional funding from more corporate sponsors.

In addition, an executive coaching network has donated in kind coaching sessions.

## Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

*Goal #1*

Increase visibility of female entrepreneurs in the life sciences investment community to aid in the elimination of gender bias that many women face when attempting to secure funding.

Metric Goal #1 will be measured by

Measuring the number of times female awardee companies are featured in local newspapers, number of social media interactions about these women, and number of attendees at MassNextGen Events.

Source of Metric for Goal #1

Self reported by MLSC

Target for Fiscal Year 2019 Goal #1

Increase visibility over previous year.

Was Fiscal Year 2019 Goal #1 Achieved? - select yes, no, or partially

Partially

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

For the women awarded in FY19 we were able to attract more people to the announcement event, over 80 at the second up from about 60 at the first year event. The FY19 awardees have not yet completed the yearlong coaching and support to determine if visibility has increased yet. However, in FY 19 the MLSC offered opportunities for visibility within the communities such as a feature on our website viewed by over 350 people, and personalized stories about two of the cohort one awardees which saw between 130-200 views. In total, all MassNextGen content on the website was seen over 6,000 times. Beyond the website, the Program was featured in the newsletter 13 times and had 3 targeted e-blasts, highlighting the awardees.

Program / Initiative's

Fiscal Year 2019

Goal #2

Execute coaching sessions for women entrepreneurs that are attended by individuals with a wide range of expertise and that cover a wide range of topics related to fundraising and business plan development.

Metric Goal #2 will be measured by

Number of coaching sessions and number of executive coaches present at each session.

Source of Metric for Goal #2

Self reported by MLSC

Target for Fiscal Year 2019 Goal #2

10 coaching sessions with 5 executive coaches present at each session.

Was Fiscal Year 2019 Goal #2 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

The Cohort awarded in FY18 that received coaching in FY19, attended 11 coaching sessions with a wide array of coaches present. Six of the sessions were with the larger executive coaching group. At each session there were on average 5-10 coaches present and discussed fundraising, reimbursement strategy, pitching, and term sheet negotiation. In addition, five sessions were held with Marc Cote, a coach who worked with the women on EQ; Mission, Vision, and Purpose; and Communications Styles. These coaching sessions allowed for a wide variety in topics covered and skills discussed.

Program / Initiative #6

## Program Overview

Name

Massachusetts Transition and Growth Program (Masstag)

Program / Initiative Website Link - if one exists

<http://www.masslifesciences.com/programs/masstag/>

Description of Program / Initiative

The Massachusetts Transition and Growth Program ("Masstag") will provide grant funding to encourage companies to establish operations in the Commonwealth of Massachusetts, the world's leading ecosystem for life sciences innovation and growth.

Critical objectives for this program are job creation, scientific advancement that will benefit patients and further growth of the Massachusetts life sciences ecosystem. The program will focus on companies that do not initially qualify for the MLSC's tax incentive program due to a lack of existing operations in the Commonwealth.

Fiscal Year 2019 Budget

\$2,000,000.00

Total Budget (Total \$, including other sources)

\$2,000,000.00

## Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

*Goal #1*

Attract companies pioneering new modalities or bringing unique benefits to the ecosystem in target areas that are new to Massachusetts or otherwise ineligible for the Tax Incentive Program.

Metric Goal #1 will be measured by

Improved attraction of new-to-MA companies in target areas, including biomanufacturing, and living therapeutics.

Source of Metric for Goal #1

MLSC Customer relationship management (CRM)

Target for Fiscal Year 2019 Goal #1

Enhanced diversity of the ecosystem.

Was Fiscal Year 2019 Goal #1 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

Attracted Lykan Biosciences to Hopkinton. Lykan is a contract manufacturer focused on cell therapy.

Program / Initiative's

Fiscal Year 2019

*Goal #2*

Enhance MA standing as a destination for international relocation or US expansion.

Metric Goal #2 will be measured by



Attraction of international companies relocating to Massachusetts or choosing MA as a US point of market entry.

Source of Metric for Goal #2

MLSC Customer relationship management (CRM)

Target for Fiscal Year 2019 Goal #2

Promote MassTAG in meetings with large multinational medical device companies at Medica in Dusseldorf, Germany, and to visiting international delegations.

Was Fiscal Year 2019 Goal #2 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

Promoted MassTAG to international audiences at Medica and other major conferences. Standardized and increased engagement with visiting international delegations.

## Program / Initiative #7

### Program Overview

Name

Capital Program

Description of Program / Initiative

Provide grants for capital programs that enhance the Commonwealth's collaborative life sciences ecosystem by investing in human capital for current and future workforce needs; developing technological innovations that deliver higher outcome, lowering cost therapies to patients and leading the convergence revolution in digital health, biopharma, medical devices and engineering.

Fiscal Year 2019 Budget

\$50,000,000.00

### Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

Goal #1

Increase investments in innovation infrastructure and maintain cutting-edge capabilities of previous capital investments.

Metric Goal #1 will be measured by

Number of jobs created (permanent and construction) created.

Source of Metric for Goal #1

Awardees self-report

Target for Fiscal Year 2019 Goal #1

Award \$30M in community-accessible capital grants to research universities, academic medical centers, research institutions and incubators for life sciences lab equipment, facilities, and other scientific infrastructure in the areas of biomanufacturing, neurology, microbiome, and big data

Was Fiscal Year 2019 Goal #1 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

The projects approved in FY19 are multi-year projects and have just begun the planning phase of their construction. MLSC has 115 capital projects since its inception, 72 have been completed and 43 are currently still ongoing. The past projects have resulted in approximately 6000 trade jobs as well as new permanent positions.

Program / Initiative's

Fiscal Year 2019

*Goal #2*

Invest in innovation to sustain Massachusetts' prominence in education and commercial endeavors in the life sciences.

Metric Goal #2 will be measured by

Funds leveraged by investments.

Source of Metric for Goal #2

Awardees self-report

Target for Fiscal Year 2019 Goal #2

Invest up to \$1.5M in STEM education grants to up to six Massachusetts public school districts to advance life sciences education at middle and high school levels.

Was Fiscal Year 2019 Goal #2 Achieved? - select yes, no, or partially

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

\$1M was awarded to five school districts: Boston, Brockton, Lawrence, Lowell, and Springfield

**OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT**  
**INVESTMENTS AND GRANTS AWARDED OR PROVIDED BY THE AGENCY**  
**DURING FISCAL YEAR 2019**

Please provide details on Investments and Grants awarded or provided by the agency

Award Overview				Award Address Information where project/award is located			
Name of Award Program - or - Investment	Name of Recipient	Description of Award or Investment	Amount (if applicable)	Street #	Street Name	Street Ending (Avenue, Street, Lane...) <i>spell out</i>	Municipality of Recipient *if regional or state-wide, please indicate
Investment Fund	Quincy College	Grant to fund Quincy College's Biotechnology & Good Manufacturing Practice training program.	\$ 8,820	1250	Hancock	Street	Quincy
FY19-20 Internship program	Various	Funding to support 500+ college internship throughout the state in the life sciences industry.	\$ 3,700,000				Various - Statewide
2019 High School Apprenticeship program	Various	Funding to support lab training and apprenticeships to high school students for summer 2019.	\$ 650,000				Various - Statewide

Award Overview				Award Address Information where project/award is located			
Name of Award Program - or - Investment	Name of Recipient	Description of Award or Investment	Amount (if applicable)	Street #	Street Name	Street Ending (Avenue, Street, Lane...) spell out	Municipality of Recipient *if regional or state-wide, please indicate
Business Plan Competition	MassMedic's IGNITE	IGNITE is a competitive program, providing the medtech start up community with training, mentorship, and networking opportunities for founders and entrepreneurs	\$ 100,000	650	Albany	Street	Boston
Capital - NIIMBL	UMass Lowell	Additional funding for software and hardware tools for pharmaceutical lyophilization scale--up project.	\$ 300,000	1	University	Ave.	Lowell
Capital	Baystate Health	Expand capacity to perform clinical trials in Western Massachusetts by building a clinical trials unit at Baystate Medical Center in Springfield and a satellite unit at Baystate Franklin Medical Center in Greenfield, and enhancing training in clinical research in collaboration with local community colleges.	\$ 3,949,912	759	Chestnut	St.	Springfield

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Capital	Boston University Medical School	The Center for Translation Neurotrauma Imaging at Boston University Medical School will establish a start-of-the-art research facility to accelerate development of transformative brain imaging techniques, applications, protocols, and markers to detect and track subtle changes in the brain that result from neurotrauma and increase risk for neurodegenerative diseases such as chronic traumatic encephalopathy (CTE) and Alzheimer's disease.	\$ 4,991,000	72	E. Concord	St.	Boston
Capital	Brigham & Women's Hospital	Capital and equipment to provide a unique resource in the United States by combining quantitative metabolomics and high-resolution spatial mass spectrometry imaging, including a high-resolution 15 Tesla mass spectrometer.	\$ 5,000,000	75	Francis	St.	Boston
Capital	Children's Hospital	The MLSC's funding will support the launch of a multi-disciplinary initiative at Boston Children's Hospital focused on advances in precision medicine in the treatment of cardiac disease.	\$ 1,545,050	300	Longwood	Ave.	Boston

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Capital	Gloucester Marine Genomics Institute	Build out and equip a new, state-of-the-art cell culture laboratory. The lab will enhance student experience and training at GMGI's Gloucester Biotechnology Academy, while also addressing an industry need for entry-level technicians with cell culturing experience and advance its genomics research goals	\$ 174,383	417	Main	St.	Gloucester
Capital	Massachusetts General Hospital	MLSC investment will support the launch of a "Big Data & Digital Health Hub", administered by the Clinical and Translational Research Unit (CTRU) at Massachusetts General Hospital.	\$ 4,805,000	55	Fruit	St.	Boston
Capital	Northeastern University	Establish a training program in biomanufacturing analysis and quality control, by providing hands-on training in state-of-the-art facilities at its Burlington campus.	\$ 4,271,867	360	Huntington	Ave.	Boston
Capital	Quincy College	MLSC funding will enable Quincy College to continue its leadership in providing comprehensive workforce training and education in manufacturing. The college's bio manufacturing certificate and associate degree programs have been at capacity enrollment consistently for the past seven years.	\$ 725,739	1250	Hancock	St.	Quincy

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Capital	MassBay Community College	Create a Center for Therapeutics and Genomics Training at MassBay Community College that aims to transform community college technical education by preparing underrepresented students for employment and research positions in the Massachusetts life sciences ecosystem.	\$ 500,000	50	Oakland	St.	Wellesley Hills
Capital	Massachusetts Biomedical Initiatives	MBI will redevelop 17 Briden Street within Worcester's Gateway Park by establishing additional incubator space, which will include a "Stage II" incubator. MBI will operate more than 20,000 square feet of a renovated facility to expand its business incubation operations, including 19 additional suites and supporting office space.	\$ 3,494,256	60	Prescott	St.	Worcester
Capital	North Shore InnoVentures	Expand infrastructure capacity at NSIV and obtain key instrumentation for both the NSIV and Endicott facilities that will serve as a catalyst for startups' product development and facilitate training of a highly skilled workforce for the life sciences industry	\$ 1,500,000	100	Cummings	Center	Beverly
Capital - NIIMBL	MIT/Mass Biologics	Continuous Cell Culture for Viral Vaccines	\$ 418,000	77	Massachusetts	Ave.	Cambridge

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Capital - NIIMBL	MIT	Nanofluidic Analytics Platform for Multi-Modal Bioprocess Monitoring and Real-Time Product Release	\$ 50,225	77	Massachusetts	Ave.	Cambridge
Capital - NIIMBL	MIT	Small-scale Membrane-less Perfusion Bioreactor System for High-throughput Cell Line Development and Process Optimization	\$ 272,646	77	Massachusetts	Ave.	Cambridge
Capital - Building Breakthroughs	MIT	Model Predictive Control for Improved Product Quality in the Production of Viral Vectors	\$ 750,000	77	Massachusetts	Ave.	Cambridge
Capital - Building Breakthroughs	MIT	Continuous Countercurrent Tangential Chromatography (CCTC) Capture Operation for Monoclonal Antibody Manufacturing	\$ 750,000	77	Massachusetts	Ave.	Cambridge



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Capital - Building Breakthroughs	University of Massachusetts Lowell	Integrated Continuous Biopharmaceutical Manufacturing Utilizing Robust In-Line NIR Mediated Control	\$ 746,118	1	University	Ave.	Lowell
Capital - Building Breakthroughs	WPI	Revolutionizing Recombinant Adeno-Associated Virus Production with Synthetic Biology	\$ 580,500	100	Institute	Road	Worcester
STEM Equipment and Professional Development	STEM District - Boston	Equipment program to support coordinated implementation, enhancement, or expansion of life sciences curriculum and programming.	\$ 421,668				Boston
STEM Equipment and Professional Development	STEM District - Brockton	Equipment program to support coordinated implementation, enhancement, or expansion of life sciences curriculum and programming. Funding also include professional development component for educator training.	\$ 200,000				Brockton

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STEM Equipment and Professional Development	STEM District - Lawrence	Equipment program to support coordinated implementation, enhancement, or expansion of life sciences curriculum and programming. Funding also include professional development component for educator training.	\$ 134,373				Lawrence
STEM Equipment and Professional Development	STEM District - Lowell	Equipment program to support coordinated implementation, enhancement, or expansion of life sciences curriculum and programming. Funding also include professional development component for educator training.	\$ 65,317				Lowell
STEM Equipment and Professional Development	STEM District - Springfield	Equipment program to support coordinated implementation, enhancement, or expansion of life sciences curriculum and programming. Funding also include professional development component for educator training.	\$ 316,697				Springfield
CEO Discretionary	National Society of Black Engineers - Boston	Grant to support NSBE Boston chapter to impact students in the Greater Boston region through a focus on strengthening the pipeline of underrepresented minorities in the fields of science, technology, engineering and math via various workshops, programs and events.	\$ 25,000				Boston

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CEO Discretionary	Life Science Cares	Grant to support Project Onramp, a new program that matches talented, first-generation students from low-income backgrounds with well-paid summer internships.	\$ 7,500				Various - Statewide
Seed Fund	FY19 Seed Fund	Seed Investment Fund program piloted in 5 areas: Lowell, Worcester, Amherst, Springfield, and Pittsfield—all of which have the foundations of a strong innovation cluster, but lack the robust investment support of Greater Boston. The Center will provide up to \$250,000 in convertible notes to pre-seed to early stage companies who have innovative technologies in all major life sciences sectors.	\$ 1,000,000				Lowell, Worcester, Amherst, Springfield, and Pittsfield
Tax Incentive Program	Abiomed, Inc.	Tax incentive in exchange for 30 net new jobs in Danvers.	\$ 459,125	22	Cherry Hill	Drive	Danvers

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Tax Incentive Program	Alkermes, Inc.	Tax incentive in exchange for 79 net new jobs in Waltham.	\$ 1,185,000	852	Winter	St.	Waltham
Tax Incentive Program	Alnylam Pharmaceuticals, Inc.	Tax incentive in exchange for 150 net new jobs in Cambridge and Norton (new biomanufacturing facility currently under construction)	\$ 2,250,000	101	Main	St.	Cambridge
Tax Incentive Program	Astellas Institute for Regenerative Medicine	Tax incentive in exchange for 25 net new jobs in Marlborough and Westborough.	\$ 382,605	33	Locke	Drive	Marlborough
Tax Incentive Program	Berkshire Sterile Manufacturing, Inc.	Tax incentive in exchange for 20 net new jobs in Lee.	\$ 215,000	480	Pleasant	St.	Lee

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Tax Incentive Program	Charm Sciences, Inc.	Tax incentive in exchange for 10 net new jobs in Lawrence.	\$ 153,042	659	Andover	St.	Lawrence
Tax Incentive Program	Corbus Pharmaceuticals, Inc.	Tax incentive in exchange for 35 net new jobs in Norwood.	\$ 525,000	500	River Ridge	Drive	Norwood
Tax Incentive Program	Day Zero Diagnostics, Inc.	Tax incentive in exchange for 10 net new jobs in Allston.	\$ 150,000	125	Western	Ave.	Boston
Tax Incentive Program	Dicerna Pharmaceuticals, Inc.	Tax incentive in exchange for 75 net new jobs in Cambridge and Lexington (new facility expansion)	\$ 1,125,000	87	Cambridgepark	Drive	Cambridge

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Tax Incentive Program	EMD Holding Corporation	Tax incentive in exchange for 75 net new jobs in Burlington and Danvers.	\$ 1,125,000	400	Summit	Drive	Burlington
Tax Incentive Program	Freudenberg Medical, LLC	Tax incentive in exchange for 10 net new jobs in Gloucester and Beverly.	\$ 153,042	92	Blackburn	Center	Gloucester
Tax Incentive Program	Gritstone Oncology, Inc.	Tax incentive in exchange for 22 net new jobs in Cambridge.	\$ 330,000	40	Erie	St	Cambridge
Tax Incentive Program	Homology Medicines, Inc.	Tax incentive in exchange for 60 net new jobs in Bedford.	\$ 918,250	One	Patriot's	Park	Bedford

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Tax Incentive Program	Instrumentation Laboratory Company	Tax incentive in exchange for 23 net new jobs in Bedford.	\$ 351,996	180	Hartwell	Road	Bedford
Tax Incentive Program	Insulet Corporation	Tax incentive in exchange for 85 net new jobs in Acton.	\$ 1,700,000	100	Nagog	Park	Acton
Tax Incentive Program	inviCRO, LLC	Tax incentive in exchange for 50 net new jobs in Boston.	\$ 595,000	27	Drydock	Ave.	Boston
Tax Incentive Program	Ipsen Biopharmaceuticals, Inc.	Tax incentive in exchange for 50 net new jobs in Cambridge.	\$ 1,225,000	650	E. Kendall	St.	Cambridge

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Tax Incentive Program	Kiniksa Pharmaceuticals Corp.	Tax incentive in exchange for 55 net new jobs in Lexington.	\$ 825,000	100	Hayden	Ave.	Lexington
Tax Incentive Program	Masy Systems, Inc.	Tax incentive in exchange for 10 net new jobs in Pepperell.	\$ 153,042	10	Lomar	Park	Pepperell
Tax Incentive Program	Medidata Solutions, Inc. & SHYFT Analytics, Inc.	Tax incentive in exchange for 25 net new jobs in Boston.	\$ 500,000	110	High	St.	Boston
Tax Incentive Program	ModernaTX, Inc.	Tax incentive in exchange for 160 net new jobs in Cambridge and Norwood biomanufacturing facility.	\$ 2,400,000	1	Moderna	Way	Norwood



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Tax Incentive Program	Nova Biomedical Corporation	Tax incentive in exchange for 75 net new jobs in Waltham and Billerica.	\$ 1,147,814	200	Prospect	St.	Waltham
Tax Incentive Program	Quanterix Corporation	Tax incentive in exchange for 20 net new jobs in Lexington and Billerica.	\$ 306,084	113	Hartwell	Ave.	LEXINGTON, MA
Tax Incentive Program	Solid Biosciences Inc.	Tax incentive in exchange for 25 net new jobs in Cambridge.	\$ 375,000	141	Portland	St.	Cambridge
Tax Incentive Program	Stoke Therapeutics, Inc.	Tax incentive in exchange for 20 net new jobs in Bedford.	\$ 300,000	45	Wiggins	Ave.	Bedford

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Tax Incentive Program	Wuxi Biologics USA, LLC	Tax incentive in exchange for 10 net new jobs in Cambridge and Worcester (currently facility under construction).	\$ 400,000		North Main	St.	Worcester
Tax Incentive Program	Zoll Medical Corporation	Tax incentive in exchange for 50 net new jobs in Chelmsford.	\$ 750,000	269	Mill	Road	Chelmsford
Milestone Achievement Program (MAP)	Flashworks, LLC	End user testing and validation of Flashwork's BATON System for personalized cellular immunotherapies	\$ 200,000	38	Wareham	St.	Boston
Milestone Achievement Program (MAP)	Gel4Med, Inc.	Manufacturing scale up and commercialization for lead product, G4Derm	\$ 200,000	110	Canal	St.	Lowell

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Milestone Achievement Program (MAP)	Lumme, Inc.	Develop a regulatory and reimbursement strategy to integrate the platform with organizations	\$ 197,500	34	Main	St.	Amherst
Milestone Achievement Program (MAP)	MyTide Therapeutics, Inc.	Build and validate 2 <sup>nd</sup> generation fully automated manufacturing platform system	\$ 200,000	75	Kneeland	St.	Boston
Milestone Achievement Program (MAP)	PhAST Corp.	Evaluate performance of rapid antibiotic susceptibility testing technology, using standard FDA metrics	\$ 200,000	325	Vassar	St.	Cambridge
Milestone Achievement Program (MAP)	Prapela, Inc.	Complete clinical trial for stochastic vibro-tactile stimulation (SVS) hospital bassinet pad to treat NAS infants	\$ 200,000	625	Lowell	Road	Concord

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Milestone Achievement Program (MAP)	Reveal Pharmaceuticals, Inc.	Manufacture and scale up first GMP batch of drug product	\$ 200,000	37	Rear Prentiss	St.	Cambridge
Milestone Achievement Program (MAP)	UrSure, Inc.	FDA regulatory approval for rapid Tenofovir test	\$ 196,800	127	Western	Ave.	Allston
Milestone Achievement Program (MAP)	Versatope Therapeutics, Inc.	Develop master and working cell banks for universal influenza vaccine candidate	\$ 193,000	110	Canal	St.	Lowell
Milestone Achievement Program (MAP)	XGenomes LLC	Develop full-function prototype to deliver specifics of fluid droplets from a single oligo species	\$ 200,000	125	Cambridgepark	Drive	Cambridge

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MassNextGen	Envision Endoscopy	Azadeh Khanicheh, President, is leading her company in developing a suturing adjunct that can be used with any endoscope reducing steps and procedure time.	\$ 87,500	15	Fairfax	St.	Somerville
MassNextGen	LivOnyx, Inc.	Carmela Mascio, President and CSO, is leading her company in decreasing the number of health care associated infections, Mascio and LivOnyx are developing a rapid hand disinfection system.	\$ 87,500	24	Denby	St.	Allston
MassNextGen	Lucy Therapeutics, Inc.	Amy Ripka, CEO and President is leading her company to develop a pharmaceutical to treat Rett Syndrome by targeting the mitochondria.	\$ 87,500	1446	Main	St.	Reading
MassNextGen	PhagePro, Inc.	Minmin Yen, CEO, is leading her company to combat cholera outbreaks. PhagePro provides an oral cholera vaccine that offers immediate protection to families of patients infected with cholera. The work is an extension of Yen's PhD.	\$ 87,500	71	Park	St.	Somerville

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MassNextGen	See Yourself Health, LLC	Suzanne Mitchell, CEO, is leading her company in providing diabetes patients a digital health platform to empower and prepare patients to reverse the course of diabetes.	\$ 87,500	4	Ives	St.	Beverly
MassTAG	Lykan Bioscience, LLC	A new venture from a team with significant experience in cell therapy manufacturing, Lykan Bio will build out a 60,000 SF contract manufacturing facility in Hopkinton, creating at least 26 new jobs in its initial year. The company's initial focus will be to provide end-to-end manufacturing solutions for new CAR-T therapies.	\$ 420,000	97	South	St.	Hopkinton
CEO Discretionary	i2 Learning	A grant to support STEM professional development workshops in Gateway Cities.	\$ 50,000				Attleboro, Everett, Methuen, Peabody, and Westfield.
Capital - Bits to Bytes	Boston Children's Hospital	Image informatics: very large datasets in high-resolution visualization of subcellular dynamics	\$ 658,167	300	Longwood	Ave.	Boston

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Capital - Bits to Bytes	Brigham and Women's Hospital	Serum miRNA neural networks for early diagnosis of cancers in women	\$ 748,826	75	Francis	St.	Boston
Capital - Bits to Bytes	Brigham and Women's Hospital	Serum miRNA neural networks for early diagnosis of cancers in women	\$ 750,000	75	Francis	St.	Boston
Capital - Bits to Bytes	Broad Institute	Accelerating drug discovery via the Joint Undertaking for Morphological Profiling with Cell Painting (JUMP-CP)	\$ 821,000	415	Main	St.	Cambridge
Capital - Bits to Bytes	Broad Institute	Data-driven Approaches to Cardiovascular Diseases: New Tools and Algorithms for Leveraging Large-scale Biobank Data.	\$ 750,000	415	Main	St.	Cambridge

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Capital - Bits to Buy	Harvard Medical School	Integrating Metabolomics and Big Data to Improve Cancer Therapy	\$ 750,000	25	Shattuck	St.	Boston
Capital - Bits to Buy	Harvard School of Public Health	The microbiome in chronic disease management and population health	\$ 736,750	677	Huntington	Ave.	Boston
Capital - Bits to Buy	Northeastern University	In Silico Design of an Array of Multicolor, Hybrid Fluorescent and Photodynamic Chromophores for Cancer Surgery and Light-Activated Therapy	\$ 750,000	360	Huntington	Ave.	Boston
Capital - Bits to Buy	UMass Medical School	Artificial Intelligence in High-Resolution Neurovascular Imaging for Improving the Treatment of Stroke	\$ 750,000	55	N. Lake	Ave.	Worcester



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Capital - Other	LabCentral @ 2	Construction build out and equipment for LabCentral @238 Main for biomanufacturing.	\$ 5,000,000	238	Main	St.	Cambridge

**OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT**

Technical Assistance PROVIDED BY THE AGENCY

DURING FISCAL YEAR 2019

Please provide details on Technical Assistance provided by the agency

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MassNextGen	Elizabeth O'Day, CEO, Olaris Therapeutics	Year long customized coaching session with a group of executive coaches. Includes, admission to relevant events through MLSC, promotion on MLSC social media, and additional meetings with key stakeholders. Note: This is a FY18 awardee as the coaching occurs in the year following the award	N/A	45	Moulton	Street	Cambridge

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MassNextGen	Vera Hoffman, CEO, Reveal Pharmaceuticals	Year long customized coaching session with a group of executive coaches. Includes, admission to relevant events through MLSC, promotion on MLSC social media, and additional meetings with key stakeholders. Note: This is a FY18 awardee as the coaching occurs in the year following the award	N/A	700	Main	Street	Cambridge
MassNextGen	Yue Shao, President, Buy Time Medical	Year long customized coaching session with a group of executive coaches. Includes, admission to relevant events through MLSC, promotion on MLSC social media, and additional meetings with key stakeholders. Note: This is a FY18 awardee as the coaching occurs in the year following the award	N/A	9	Cornerstone	Square	Westford

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MassNextGen	Akshaya Shanmugam, CEO, Lumme	Year long customized coaching session with a group of executive coaches. Includes, admission to relevant events through MLSC, promotion on MLSC social media, and additional meetings with key stakeholders. Note: This is a FY18 awardee as the coaching occurs in the year following the award	N/A	34	Main	Street	Amherst
MassNextGen	Laura Indolfi, President and CEO, PanTherapeutics	Year long customized coaching session with a group of executive coaches. Includes, admission to relevant events through MLSC, promotion on MLSC social media, and additional meetings with key stakeholders. Note: This is a FY18 awardee as the coaching occurs in the year following the award	N/A	37 rear	Prentiss	Street	Cambridge









**OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT**  
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