

# 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 Small Business Development Center Network

General Description

The Massachusetts Small Business Development Center (MSBDC) Network provides free and confidential one-to-one comprehensive 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 businesses. 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 five regional centers and two specialty initiatives, as well as 43 outreach locations across the state, services are available within 30 minutes of most potential clients in the state. The program is a partnership of the U.S. Small Business Administration (SBA), U.S. Department of Defense, the Massachusetts Office of Business Development, the private sector and a consortium of higher educational institutions led by University of Massachusetts Amherst, Isenberg School of Management.

Agency Mission

The Massachusetts Small Business Development Center Network fosters the start, growth and sustainability of small businesses by providing high-quality, in-depth advising, training, and capital access.

Agency Budget funded by the Commonwealth of Massachusetts

Line item 7007-0800: \$1,174,360 + MA Office of International Trade & Investment \$20,000 = \$1,194,360

Agency Total Budget (including Commonwealth of Massachusetts funding)

\$5,006,047.00

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

Yes

If Agency has additional mandatory reporting requirements - provide Details.

Semi-annual programmatic and fiscal reports submitted to U.S. Small Business Administration and Massachusetts Office of Business Development; Fiscal reports submitted to House Ways and Means; Monthly deliverable achievements chart sent to U.S. Small Business Administration and the Commonwealth; Financial and programmatic audits every two years by the U.S. Small Business Administration; Participation in annual single audits by UMass Amherst; Six-month financial and programmatic reports to federal agencies copying the Massachusetts Office of Business Development and House and Senate Ways and Means; Baldrige National Quality Program accreditation review every five years to maintain federal funding from the U.S. Small Business Administration.

Massachusetts Export Center is funded under the U.S. Small Business Administration award, so all the same terms apply.

The Procurement Technical Assistance Center submits financial reports every six months to U.S. Department of Defense and quarterly updates regarding program achievements.

## 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.

1

Citation for Legislation

Massachusetts General Law, Part 1, Title 11, Chapter 6A, Section 16G

Link to Legislation

<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleII/Chapter6A/Section16G>

2

Citation for Legislation

Conference Report H.4800

Link to Legislation

<https://malegislature.gov/Budget/ConferenceCommittee>

**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**

Foster the start, growth and sustainability of Massachusetts small business by providing high quality, in-depth business advising and training for 4,000 prospective and existing small businesses encompassing 16,000 hours of service.

**Metric Fiscal Year 2019 Goal # 1 will be measured by**

Hire, maintain and energize highly-qualified professional staff and ensure advising and training are responsive to client needs.

**Metric Source**

Update job descriptions as the needs of the region and small businesses change; require ongoing professional development for staff; monitor metrics and performance and share results weekly; recognize high performance staff using various awards (U.S. Small Business Administration, America's SBDC Star Performer); survey all clients about services they receive; collaborate on external needs assessments; and provide expertise to a wide range of clients.

**Target for Fiscal Year 2019 Goal #1**

Incorporate performance goals into work plans - professional staff achieve 24 hours of professional development, administrative staff 16 hours. Use of technology to enhance outcome. Alternate with face-to-face meetings to leverage effectiveness. Standardize job descriptions for positions. Achieve a minimum of 90% client satisfaction rate through surveys and annual third-party impact surveys.

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

**Yes**

**Fiscal Year 2019 Goal # 1**

Results - *or* - Details if not achieved

Provided advising and training to 4,820 individuals encompassing 18,666 hours of assistance (13,051 advising hours + 5,615 training hours). Continue to offer online training when appropriate. Maintained 92% satisfaction rate from clients. All staff maintained required professional development hours. Job descriptions standardized.

**Goal #2**

**Agency Fiscal Year 2019 Goal # 2**

Leverage funding by maintaining and expanding working relationships with stakeholders and other funding sources. Identify and pursue new funding sources consistent with the Massachusetts Small Business Development Center's mission.

Metric Fiscal Year 2019 Goal # 2 will be measured by

Partner with federal, state and private sector by participating in events and projects. Each office holds a minimum of one lender roundtable. Show evidence of partnering events. Each center supports a minimum of two nominations for Small Business Week to the U.S. Small Business Administration. Maintain 41 outreach sites across the state for advising and training clients.

Metric Source

Events and public speaking engagements reported by all centers. Continual and enhanced funding support from sponsors. Maintain support from educational institutions by commitment of continued waiver of indirect costs (currently valued at \$1.5 million). Maintain state line item support of \$1,174,360 in federal funds.

Target for Fiscal Year 2019 Goal # 2

Generate a minimum of \$1,077,308 as cash match for U.S. Small Business Administration and \$181,936 for the U.S. Department of Defense/Defense Logistics Agency federal funds. Maintain minimum \$1,077,545 in indirect waived cost sharing from higher educational institutions participating in the program. Each center raise a minimum of \$10,000 cash match from the private sector to leverage federal funds.

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

Yes

Fiscal Year 2019 Goal # 2

Results - *or* - Details if not achieved

Cash match generated during FY19 totaled \$1,065,757 for the U.S. Small Business Administration award and \$181,926 for the U.S. Department of Defense federal-funded award. Participating institutions waived a total of \$1,077,294.93 (\$958,586.27 for Massachusetts Small Business Development Center/Massachusetts Export Center + \$118,708.66 for PTAC). Each regional center held a minimum of one lenders roundtable and supported nominations for small business week. During the 2019 award ceremony, seven clients secured state and regional awards. Continued to support 41 regional outreach sites at chambers, economic development agencies and educational institutions. Participated on various boards including: EforAll, Governor's Latino Advisory Commission, Massachusetts Economic Development Council, South Eastern Economic Development (SEED) Corporation, and others.

### Goal #3

Agency Fiscal Year 2019 Goal # 3

Provide economic impact and a strong return on investment.

Metric Fiscal Year 2019 Goal # 3 will be measured by

Demonstrate strong, measurable economic impact and return on investment to stakeholders and the public.

Metric Source

Annual third-party impact surveys from National Business Research Institute and Dr. Chrisman  
Direct certification of data from clients through CenterIC (our MIS system)

Target for Fiscal Year 2019 Goal # 3

Generate \$2 million in tax revenue for the Commonwealth based on a \$1,174,360 investment. Create and retain 1,200 jobs. Secure \$45 million in capital for clients. Increase export sales for clients from \$100 million to \$110 million. Generate 100 business starts. Increase incremental sales for clients by \$70 million.

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

Yes

Fiscal Year 2019 Goal # 3

Results - *or* - Details if not achieved

Created and retained 1,241 jobs for the MSBDC program. Secured \$60,255,118 in capital for advisory clients. Increased export sales for clients from \$100 million to \$125 million. Generated 192 business starts. Increased incremental sales for clients by \$180.7 million. Results of the impact survey conducted in 2019 yielded the following results: generated \$9.1 million in state tax revenue for \$1,174,360 budget from the state.

## Goal #4

Agency Fiscal Year 2019 Goal # 4

Maintain a presence in Gateway Cities to service clients and generate economic impact.

Metric Fiscal Year 2019 Goal # 4 will be measured by

Number of clients advised and trained and the resulting economic impact such as: business starts, jobs created and retained, capital secured to launch ventures.

Metric Source

Third-party impact surveys

Direct feedback from client-certified evaluations

Data from CenterIC reports

Target for Fiscal Year 2019 Goal # 4

For Gateway Cities, based on Massachusetts Small Business Development Center advising, service 650 clients, secure \$4.5 million in capital for clients and retain and create 60 jobs.

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

Yes

Fiscal Year 2019 Goal # 4

Results - *or* - Details if not achieved

Provided assistance to 1,099 advising clients in Gateway Cities, secured \$16,370,745 million in capital for clients in Gateway Cities, and created and retained 281 jobs. Assisted in launching 60 businesses in the Gateway Cities.

## Goal #5

Agency Fiscal Year 2019 Goal # 5

Support growth to scale by investing budget and resources in specialty areas such as the Massachusetts Export Center, Small Business Innovation Research (SBIR) program initiatives and government contracting, to provide assistance to technology to high-growth companies. Assist young technology, high-growth companies in exploring global markets.

Metric Fiscal Year 2019 Goal # 5 will be measured by

Track number of clients receiving assistance. Track dollar volume of Small Business Innovation Research (SBIR) awards to clients. Track export sales. Track clients and training attendees for Export Center.

Metric Source

CenterIC (MIS system) results  
Third-party impact surveys  
Direct client-certified feedback

Target for Fiscal Year 2019 Goal # 5

Increase export sales for clients from \$100 million to \$110 million; conduct Partners for Trade export trainings; secure a minimum of \$3 million in Small Business Innovation Research (SBIR) awards for clients.

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

Yes

Fiscal Year 2019 Goal # 5

Results - *or* - Details if not achieved

Increased export sales for clients from \$100 million to \$125 million; secured \$12,178,136 in SBIR awards for clients.

# 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

##### Program Overview

Name

**Massachusetts SBDC (5 Regional Centers and Government Sales Advisory Program)**

Legislation - if applicable

Conference Report H.4800

Legislation Website Link - if applicable

<https://malegislature.gov/Budget/ConferenceCommittee>

Program / Initiative Website Link - if one exists

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

Description of Program / Initiative

Provide one-to-one business advising and training to the small business sector on a variety of topics. Regional offices provide services in the following areas, including, but not limited to: start-up assistance, business plan development, financial plan development, marketing and sales strategies, cash flow analysis and organizational and personnel Issues.

The Government Sales Advisory Program assists Massachusetts advanced technology and life sciences companies with making successful application(s) for Small Business Innovation Research (SBIR) funding. This funding helps companies with: funding of innovative, sometimes high risk, research and development; transitioning transformational ideas and technologies into products; and non-dilutive working capital. It provides free assistance in the areas of: business entity and formation, identifying Small Business Innovation Research (SBIR) funding opportunities, strategies for approaching Small Business Innovation Research (SBIR) funding, reviewing proposals, identifying potential partners, preparing for and understanding post-award issues, understanding and interpreting reviewer comments.

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

7007-0800

Fiscal Year 2019 Budget

\$736,264 from line item

Total Fiscal Year 2019 Budget expended

\$738,339.17

Total Budget (Total \$, including other sources)

\$3,741,596.00

Details of additional funding sources

U.S. Small Business Administration (SBA) Federal Funds - \$1,970,059  
Cash Match Private Sector - \$74,884  
Waiver of Indirect Costs (UMass Amherst, Clark, Salem) - \$960,389  
Total: \$3,005,332

## Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

*Goal #1*

Provide economic impact and strong return on investment through advising and training activities.

Metric Goal #1 will be measured by

Number of jobs created and retained, dollar volume of state tax generated, number of business starts, increased export sales, impact for Gateway City clients, volume of capital secured for clients.

Source of Metric for Goal #1

Third-party impact study  
Client-verified data in CenterIC (our MIS system)

Target for Fiscal Year 2019 Goal #1

Create and retain 1,200 jobs, generate \$2 million in state tax revenue for each \$1,174,360 invested by the state, 100 new business starts, increase export sales for clients from \$100 million to \$110 million, secure \$45 million in capital for clients, advise 650 clients in Gateway Cities, secure \$3 million in Small Business Innovation Research (SBIR) awards for clients.

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

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

Created and retained 1,241 jobs, 192 new business starts, increased export sales for clients from \$100 million to \$125 million, secured \$60,255,118 in capital for clients, advised 1,099 clients in Gateway Cities, secured \$12,178,136 million in Small Business Innovation Research (SBIR) awards for clients. Generated \$9.1 million in state tax revenue for each \$1,174,360 invested by the state (results from a 2019 impact study).

Program / Initiative's

Fiscal Year 2019

*Goal #2*

Leverage funding and expand working relationships with stakeholders (U.S. Small Business Administration, Massachusetts Office of Business Development, higher educational sponsors led by the University of Massachusetts Amherst, Isenberg School of Management, and a wide range of supporters in the business community).



Metric Goal #2 will be measured by

Regional centers and Massachusetts Export Center generate a minimum of \$10,000 in cash match and maintain current sponsors.

Source of Metric for Goal #2

Actual commitment letters from sponsors  
Cash match secured  
Joint training events and meetings with sponsors

Target for Fiscal Year 2019 Goal #2

Raise \$90,000 from the private sector and other sources  
Maintain line item 7007-0800 at \$1,174,360 for overall Massachusetts Small Business Development Center program

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

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

\$84,884 private sector + \$20,000 MA Office of International Trade & Investment = \$104,884

## Program / Initiative

### Program Overview

Name

**Massachusetts Export Center**

Legislation - if applicable

Conference Report H.4800

Legislation Website Link - if applicable

<https://malegislature.gov/Budget/ConferenceCommittee>

Program / Initiative Website Link - if one exists

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

Description of Program / Initiative

The Massachusetts Export Center offers small- and medium-sized Massachusetts companies business advice on assessing export opportunities, market research analysis and educational training programs through the Partners for Trade executive seminar series. Assistance includes elements of an international trade business plan, assisting in the development on an international marketing strategy, providing market research reports, and organizing multiple training programs.

Services are available statewide, with trade specialists assigned to cover different regions of the state. The Export Center works closely with the Massachusetts Office of International Trade & Investment on the Massachusetts State Trade Expansion Program (STEP)--a U.S. Small Business Administration grant to help eligible Massachusetts small businesses increase export sales. Maintain the Massachusetts Export Resource Center, a one-stop resource for accessing a wide range of instructional and practical information on exporting.

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

7007-0800

Fiscal Year 2019 Budget

\$256,160 line item + \$20,000 MA Office of International Trade & Investment

Total Fiscal Year 2019 Budget expended

\$254,084.83 line item + \$20,000 MA Office of International Trade & Investment

Total Budget (Total \$, including other sources)

\$587,903.00

Details of additional funding sources

U.S. Small Business Administration (SBA) Funding - \$184,557

Public Sector Cash - \$10,000

Indirect Costs Waived - \$117,186

Total: \$311,743

## Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

*Goal #1*

Continue with the Compliance Alliance and Partners for Trade export training.

Metric Goal #1 will be measured by

Increased export sales

Job creation and retention

Source of Metric for Goal #1

Certified client responses to internal evaluations

Third-party impact studies

Target for Fiscal Year 2019 Goal #1

Increase export sales for clients by \$10 million

Attract 400 training attendees with 90% positive evaluations

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

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

Increased export sales by \$25 million; provided training to 723 attendees at 19 training sessions.

Program / Initiative's

Fiscal Year 2019

*Goal #2*

Leverage funding by maintaining and expanding relationships with stakeholders and pursue new funding sources.

Metric Goal #2 will be measured by

Maintain private sector contributions at a minimum of \$10,000  
Pursue additional funding for FY19

Source of Metric for Goal #2

Actual checks received (i.e. \$10,000 from The Provident Bank for FY19)

Target for Fiscal Year 2019 Goal #2

Secure \$10,000 cash. Expand and maintain business participation in the Compliance Alliance.

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

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

\$10,000 from The Provident Bank

## Program / Initiative

### Program Overview

Name

**Massachusetts SBDC Procurement Technical Assistance Center**

Legislation - if applicable

Conference Report H.4800

Legislation Website Link - if applicable

<https://malegislature.gov/Budget/ConferenceCommittee>

Program / Initiative Website Link - if one exists

[www.msbdc.org/ptac](http://www.msbdc.org/ptac)

Description of Program / Initiative

Procurement advisors are dedicated to providing assistance in bidding, managing and performing on government contracts. Much of the counseling is performed at the client's business location, making the technical support delivery available in a timely and cost-effective manner. Clients receive an understanding of contracting requirements and the know-how to obtain and successfully perform federal, state and local government contracts. Small businesses headquartered in Massachusetts and in business for at least two years can subscribe to a free bid-matching service informing them of bidding opportunities matching their specific product and/or service profiles.

The Procurement Technical Assistance Center provides a wide range of assistance, such as: guidance on initial registrations and small business certifications, researching procurement histories, small business matchmaking conferences, proposal guidance and review, and contract performance issues.

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

7007-0800

Fiscal Year 2019 Budget

\$181,936 from line item

Total Fiscal Year 2019 Budget expended

\$170,002.46 from line item 7007-0800

Total Budget (Total \$, including other sources)

\$676,548.00

Details of additional funding sources

Federal Share Department of Defense - \$368,274

Waiver of Indirect as Cost Sharing - \$126,338

Total - \$494,612

## Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

*Goal #1*

Foster the start, growth and sustainability of small business.

Metric Goal #1 will be measured by

Hiring energized, qualified staff who meet client needs and generate impact

Source of Metric for Goal #1

Positive client evaluations, programmatic reports to Department of Defense/Defense Logistics Agency (i.e. government contracts secured)

Target for Fiscal Year 2019 Goal #1

Hire two new Procurement Technical Assistance Center (PTAC) advisors with expectation to generate a minimum of \$40 million in government contracts, 365 new clients, 1,980 hours of advising, and 46 participating events.

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

Partially

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

One advisor hired, second position in process. Secured \$145,280,461 in government contracts, assisted 324 new clients (89%), provided 1,003 hours of advising (51%), and 44 participating events (96%).

Program / Initiative's

Fiscal Year 2019

*Goal #2*

Leverage funding by maintaining and expanding relationship with stakeholders.

Metric Goal #2 will be measured by

Increase funding from outside sources, other than the state and the U.S. Department of Defense.

Source of Metric for Goal #2

Actual cash received

Target for Fiscal Year 2019 Goal #2

\$10,000

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

No

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

Due to a delay in hiring an advisor, federal and state funds budgeted were not totally expended. PTAC program manager did not need to pursue outside additional funding.

**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...) spell out	Municipality of Recipient *if regional or state-wide, please indicate
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

## 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

[illegible]

# OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT

## LOANS, REAL ESTATE LOANS, WORKING CAPITAL LOANS AND GUARENTEES DURING FISCAL YEAR 2019

Please provide details on loans and guarentees awarded or provided by the agency during fiscal year 2019

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
N/A	N/A	N/A	N/A	N/A	N/A	N/A	



# OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT

## OTHER FINANCIAL ASSISTANCE PROVIDED

Please provide details on any other financial assistance provided by the agency during fiscal year 2019

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
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

# OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT

## PATENTS & PRODUCTS RESULTING FROM AGENCY-FUNDED ACTIVITIES DURING FISCAL YEAR 2019

Please provide details on patents & products awarded or provided by the agency during fiscal year 2019

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
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A



# OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT

## POINT OF CONTACTS

### Point of Contact for Head of Agency

Name

Georgianna Parkin

Title

State Director

Agency

Massachusetts Small Business Development Center Network

Email Address

gparkin@msbdc.umass.edu

Phone Number (123-456-7890)

413-545-6301

### Point of Contact for Performance Reporting Matters

Name

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Title

Publications & Web Manager

Agency

Massachusetts Small Business Development Center Network

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413-545-6309

# MASSACHUSETTS SMALL BUSINESS DEVELOPMENT CENTER

## State Clients by Area of Counseling by City and Town

July 1, 2018 - June 30, 2019

City	Area of Counseling Main Group	Clients	Capital Formation	Contact + Prep Hours	Jobs Created	Jobs Retained	Started Business
ABINGTON		2	50,000	16	1		1
	Business Startup & Acquisition	2	50,000	13	1		1
	Sources of Capital	1		3			
ACTON		10		22			
	Business Startup & Acquisition	4		13			
	Financial Analysis & Cost Control	1		1			
	International Trade	1		2			
	Marketing & Sales	2		4			
	SBIR / STTR	1		1			
	Sources of Capital	1		2			
ACUSHNET		1		11			
	Business Startup & Acquisition	1		11			
ADAMS		10		28			
	Business Startup & Acquisition	9		21			
	Marketing & Sales	2		3			
	Sources of Capital	3		4			
AGAWAM		14	125,000	85	3	7	1
	Bus. Plan Development	1		2			
	Business Liquidation	1		2			
	Business Startup & Acquisition	8	25,000	27	3		1
	Financial Analysis & Cost Control	4		11			
	International Trade	2		6			
	Marketing & Sales	3		9			
	Personnel/Human Resources	2		14			
	Sources of Capital	3	100,000	15		7	
	Strategic Needs Assessment	1		2			
ALFORD		1		1			
	Business Startup & Acquisition	1		1			
ALLSTON		5	225,000	26			
	SBIR / STTR	5	225,000	26			
AMESBURY		8		34			
	Business Startup & Acquisition	5		20			
	International Trade	3		14			
AMHERST		29	5,000	172	1		1
	Business Liquidation	2		4			
	Business Startup & Acquisition	22	5,000	89	1		1
	Financial Analysis & Cost Control	1		3			
	Marketing & Sales	8		66			
	Personnel/Human Resources	1		2			
	Sources of Capital	4		10			
ANDOVER		9		20			
	Business Startup & Acquisition	3		9			
	International Trade	3		7			
	Mgmt / Oper. Analysis	1		1			
	SBIR / STTR	1		2			
	Technology	1		1			
ARLINGTON		5	100,000	46	2		1
	Business Startup & Acquisition	2		9			
	International Trade	1		13			
	SBIR / STTR	2		14			
	Sources of Capital	1	100,000	10	2		1
ASHBURNHAM		2		4			
	Business Startup & Acquisition	1		1			
	International Trade	1		3			
ASHFIELD		1		3			
	Business Startup & Acquisition	1		3			
ASHFORD		1		2			
	Business Startup & Acquisition	1		2			
ASHLAND		3		44			
	Business Startup & Acquisition	2		14			
	Government Procurement	1		23			

	Marketing & Sales	2		6			
	SBIR / STTR	1		1			
	Sources of Capital	1		1			
ASHLEY FALLS		1		1			
	Business Startup & Acquisition	1		1			
ASSONET		3		13			
	Bus. Plan Development	1		3			
	Business Startup & Acquisition	3		10			
ATHOL		1		2			
	Business Startup & Acquisition	1		2			
ATTLEBORO		20	395,000	52	12	6	
	Accounting & Records	1		1			
	Business Startup & Acquisition	12		18			
	International Trade	3		20			
	Marketing & Sales	4		10			
	Sources of Capital	1	395,000	4	12	6	
ATTLEBORO FALLS		2		13	2		1
	Business Startup & Acquisition	1					
	International Trade	1		9			
	Marketing & Sales	1		4	2		1
AUBURN		10	125,000	44	20		1
	Business Startup & Acquisition	6	125,000	28	20		1
	Financial Analysis & Cost Control	2		3			
	International Trade	1		4			
	Marketing & Sales	1		2			
	Sources of Capital	3		8			
AUBURNDALE		1		4			
	International Trade	1		4			
AVON		1		2			
	Business Startup & Acquisition	1		2			
AYER		4	500	22			1
	Accounting & Records	1		1			
	Business Startup & Acquisition	1	500	3			1
	Government Procurement	1		15			
	International Trade	2		5			
BALDWINVILLE		1		3			
	Marketing & Sales	1		3			
BARNSTABLE		3	3,800	15	1	2	1
	Business Startup & Acquisition	2	3,800	9	1	2	1
	International Trade	1		2			
	Marketing & Sales	1		4			
BARRE		3		5			
	Business Startup & Acquisition	2		4			
	Personnel/Human Resources	1		1			
BARRINGTON		1		2			
	Business Startup & Acquisition	1		2			
BATTLE CREEK		1		8			
	Government Procurement	1		8			
BECKET		3		4			
	Business Startup & Acquisition	2		2			
	Marketing & Sales	1		2			
BEDFORD		4	460,000	53		4	
	Government Procurement	1		2			
	International Trade	2		25			
	SBIR / STTR	1		12			
	Sources of Capital	1	460,000	15		4	
BELCHERTOWN		7	65,000	28	6		1
	Business Startup & Acquisition	4		10			
	Marketing & Sales	1		1			
	Sources of Capital	3	65,000	17	6		1
BELLINGHAM		1		5			
	Government Procurement	1		5			
BELMONT		4		22			
	Business Liquidation	1		1			
	Business Startup & Acquisition	1		6			
	International Trade	2		12			
	SBIR / STTR	1		2			
	Sources of Capital	1		1			

BERLIN		1		2	1		1
	Business Liquidation	1		2	1		1
BERNARDSTON		1		2			
	Business Startup & Acquisition	1		2			
BEVERLY		16	3,457,477	59	27	4	
	Business Liquidation	1		1			
	Business Startup & Acquisition	7		25			
	Financial Analysis & Cost Control	2		4			
	International Trade	2		8			
	Sources of Capital	5	3,457,477	22	27	4	
BILLERICA		8	100,000	99	4		1
	Business Startup & Acquisition	4	100,000	7	4		1
	International Trade	4		92			
BLACKSTONE		4		13			
	Business Startup & Acquisition	3		9			
	Financial Analysis & Cost Control	1		3			
	Sources of Capital	1		2			
BOLTON		7	1,791,000	31	3		2
	Business Startup & Acquisition	5		24	3		2
	Government Procurement	2		5			
	Loan Package Development	1	1,791,000				
	Sources of Capital	1		2			
BOSTON		53	1,818,162	277	5	19	1
	Accounting & Records	1		1			
	Business Liquidation	1		2			
	Business Startup & Acquisition	14		45	1		1
	International Trade	11		67			
	Marketing & Sales	2	120,000	6	4	11	
	Personnel/Human Resources	1		2			
	SBIR / STTR	24	1,698,162	86		8	
	Sources of Capital	9		66			
	Technology	1		3			
BOURNE		1		4			
	Business Liquidation	1		1			
	Government Procurement	1		2			
	SBIR / STTR	1		1			
BOXBOROUGH		3		16			
	Government Procurement	1		1			
	International Trade	1		12			
	Marketing & Sales	1		1			
	Sources of Capital	1		2			
BOXFORD		2		5			
	Business Startup & Acquisition	2		5			
BOYLSTON		4		21			
	Accounting & Records	1		3			
	Business Startup & Acquisition	2		12			
	Financial Analysis & Cost Control	1		3			
	Marketing & Sales	1		1			
	Personnel/Human Resources	1		2			
BRAINTREE		6	53,000	28	5		3
	Business Startup & Acquisition	6	53,000	13	5		3
	Financial Analysis & Cost Control	1		2			
	Sources of Capital	1		14			
BRATTLEBORO		1		5			
	Business Startup & Acquisition	1		5			
BREWSTER		4		29	1		1
	Accounting & Records	1		1			
	Business Startup & Acquisition	4		20	1		1
	Marketing & Sales	3		8			
BRIDGEWATER		1		5			
	Business Startup & Acquisition	1		5			
BRIGHTON		6		24			
	Business Startup & Acquisition	5		11			
	SBIR / STTR	2		13			
BRIMFIELD		2		6			
	Business Startup & Acquisition	1		2			
	Sources of Capital	1		4			
BRISTOL		1		1			

	Business Startup & Acquisition	1		1			
BROAD BROOK		1		1			
	Business Startup & Acquisition	1		1			
BROCKTON		8	459,266	18	2		1
	Business Startup & Acquisition	7		14			
	Marketing & Sales	1		1			
	Sources of Capital	2	459,266	4	2		1
BROOKFIELD		1		2			
	Business Startup & Acquisition	1		2			
BROOKLINE		10	3,400,000	17	1		1
	Business Startup & Acquisition	4		7	1		1
	Financial Analysis & Cost Control	1		3			
	International Trade	2		4			
	SBIR / STTR	4	3,400,000	3			
BURLINGTON		8		45			
	Business Startup & Acquisition	2		3			
	International Trade	4		22			
	SBIR / STTR	2		18			
	Sources of Capital	1		2			
BUTLER		1		2			
	Sources of Capital	1		2			
BUZZARDS BAY		5	14,000	30	7		2
	Bus. Plan Development	1		1			
	Business Startup & Acquisition	4	14,000	19	7		2
	Marketing & Sales	2		7			
	Sources of Capital	1		4			
CAMBRIDGE		40	225,000	192			
	Business Startup & Acquisition	9		40			
	Financial Analysis & Cost Control	1		1			
	Government Procurement	1		1			
	International Trade	5		31			
	Marketing & Sales	2		3			
	SBIR / STTR	26	225,000	90			
	Sources of Capital	6		27			
CANTON		3		14			
	Business Startup & Acquisition	1		5			
	Marketing & Sales	1		1			
	Sources of Capital	1		8			
CARVER		5	50,000	23			
	Business Startup & Acquisition	4	50,000	10			
	Marketing & Sales	1		1			
	Personnel/Human Resources	1		1			
	Sources of Capital	1		11			
	Strategic Plan. / Facilitation	1		1			
CATAUMET		3		25			
	Government Procurement	1		1			
	International Trade	1		4			
	Marketing & Sales	1		4			
	SBIR / STTR	1		17			
CENTERVILLE		3		39			
	Business Startup & Acquisition	3		5			
	Disaster Assistance	1		1			
	Marketing & Sales	1		32			
	Personnel/Human Resources	1		2			
CHARLEMONT		2		25			
	Sources of Capital	2		25			
CHARLESTOWN		3		10			
	Accounting & Records	1		5			
	Business Startup & Acquisition	2		5			
CHARLTON		10	1,254,500	44	24		3
	Business Startup & Acquisition	7		23	1		1
	Financial Analysis & Cost Control	2		8			
	Marketing & Sales	1		2			
	Sources of Capital	3	1,254,500	12	23		2
CHARLTON CITY		2		5			
	Business Startup & Acquisition	1		1			
	International Trade	1		3			
	Sources of Capital	1		2			

CHELMSFORD		2		33			
	Business Startup & Acquisition	1		3			
	SBIR / STTR	1		30			
CHELSEA		1		5			
	Sources of Capital	1		5			
CHESHIRE		2		4			
	Business Startup & Acquisition	2		4			
CHESTER		1		1			
	Business Startup & Acquisition	1		1			
CHESTERFIELD		1		5			
	Business Startup & Acquisition	1		5			
CHESTNUT HILL		2		5			
	Business Startup & Acquisition	2		5			
CHICOPEE		28	44,500	136		4	1
	Accounting & Records	1		3			
	Business Liquidation	1		3			
	Business Startup & Acquisition	17		66			
	Computer Systems	1		3			
	Financial Analysis & Cost Control	2		3			
	International Trade	4		25		1	1
	Marketing & Sales	3		10			
	Personnel/Human Resources	1		2			
	Sources of Capital	6	44,500	21		3	
	Strategic Needs Assessment	1		1			
CLARKSBURG		2		2			
	Business Startup & Acquisition	2		2			
CLINTON		6		21			
	Business Startup & Acquisition	4		11			
	Financial Analysis & Cost Control	1		2			
	International Trade	1		4			
	SBIR / STTR	1		1			
	Sources of Capital	1		4			
COHASSET		2		7			
	Business Startup & Acquisition	1		5			
	Personnel/Human Resources	1		2			
CONCORD		4	520,000	31	2	6	1
	Business Startup & Acquisition	2		5			
	Government Procurement	1		11			
	Sources of Capital	2	520,000	15	2	6	1
CONWAY		2		20			
	Business Startup & Acquisition	2		5			
	Sources of Capital	1		15			
COTUIT		2		4	3	2	1
	Accounting & Records	1		1			
	Business Liquidation	1		1			
	Business Startup & Acquisition	1		1	3	2	1
	Financial Analysis & Cost Control	1		1			
	Marketing & Sales	1		1			
COVENTRY		1		2			
	Business Startup & Acquisition	1		2			
CUMBERLAND		1		6			
	Financial Analysis & Cost Control	1		3			
	Marketing & Sales	1		1			
	Strategic Plan. / Facilitation	1		2			
CUMMAQUID		1		3			
	Business Startup & Acquisition	1		3			
CUMMINGTON		1		1			
	Business Startup & Acquisition	1		1			
DALTON		5		16			
	Business Startup & Acquisition	3		12			
	Sources of Capital	2		4			
DANVERS		13		62			
	Business Startup & Acquisition	11		56			
	Marketing & Sales	2		4			
	Sources of Capital	1		3			
DARTMOUTH		4	400	17	1		1
	Business Startup & Acquisition	3	400	8	1		1
	Sources of Capital	2		9			



DEDHAM		1		2			
	Business Startup & Acquisition	1		2			
DEERFIELD		1		9			
	Business Startup & Acquisition	1		9			
DENNIS		1		1			
	Business Liquidation	1		1			
DERRY		1		4			
	Business Startup & Acquisition	1		4			
DIGHTON		1		3			
	Business Startup & Acquisition	1		3			
DORCHESTER		4	703,000	31	2	14	1
	Business Startup & Acquisition	4	703,000	15	2	14	1
	Sources of Capital	2		16			
DORCHESTER CENTER		3		33			
	Business Startup & Acquisition	1		20			
	Marketing & Sales	1		4			
	Sources of Capital	2		9			
DOUGLAS		4		12			
	Accounting & Records	1		1			
	Business Startup & Acquisition	2		2			
	Government Procurement	1		4			
	Sources of Capital	2		5			
DOVER		1		3			
	International Trade	1		3			
DRACUT		4	331,674	5	4		1
	Business Startup & Acquisition	2	331,674	2	4		1
	Government Procurement	1		1			
	International Trade	1		2			
DUDLEY		8		20			
	Business Startup & Acquisition	7		16			
	Marketing & Sales	1		1			
	Sources of Capital	2		4			
DUNSTABLE		1		2			
	Marketing & Sales	1		2			
DUXBURY		3		8			
	Business Liquidation	1		3			
	Business Startup & Acquisition	1		2			
	Inventory Control	1		2			
	Sources of Capital	1		2			
EAST BOSTON		3	905,000	10	9		1
	Business Startup & Acquisition	1		3			
	SBIR / STTR	1		1			
	Sources of Capital	2	905,000	7	9		1
EAST BRIDGEWATER		3		6			
	Business Startup & Acquisition	3		6			
EAST BROOKFIELD		5	30,000	36	5		2
	Business Startup & Acquisition	4	30,000	20	5		2
	Marketing & Sales	1		12			
	Sources of Capital	2		4			
EAST CHATHAM		1		1			
	Business Startup & Acquisition	1		1			
EAST FALMOUTH		4		32			
	Business Startup & Acquisition	3		18			
	International Trade	1		14			
EAST FREETOWN		1		3			
	Marketing & Sales	1		2			
	Sources of Capital	1		1			
EAST LONGMEADOW		10	228,000	129	8		2
	Business Startup & Acquisition	6	43,000	16	1		1
	International Trade	2		91			
	Marketing & Sales	2		4			
	Personnel/Human Resources	1		4			
	Sources of Capital	3	185,000	16	7		1
EAST SANDWICH		4		13			
	Business Liquidation	1		2			
	Business Startup & Acquisition	1		2			
	Marketing & Sales	2		6			
	Sources of Capital	2		4			

EAST TAUNTON		2		51			
	Business Startup & Acquisition	1		1			
	International Trade	1		50			
EAST WAREHAM		2		5			
	Business Liquidation	1		1			
	Business Startup & Acquisition	2		3			
	Marketing & Sales	1		1			
EAST WEYMOUTH		1		2			
	Marketing & Sales	1		2			
EASTHAM		1		8			
	Business Startup & Acquisition	1		5			
	Marketing & Sales	1		3			
EASTHAMPTON		19	379,500	90	5		4
	Accounting & Records	1		2			
	Business Startup & Acquisition	11	29,500	48	3		3
	Financial Analysis & Cost Control	1		3			
	Marketing & Sales	8		29			
	Sources of Capital	4	350,000	9	2		1
EASTON		1		9			
	Financial Analysis & Cost Control	1		4			
	Personnel/Human Resources	1		1			
	Sources of Capital	1		4			
EDGARTOWN		3		21			
	Business Liquidation	1		7			
	Business Startup & Acquisition	1		3			
	Financial Analysis & Cost Control	1		1			
	Marketing & Sales	1		8			
	Mgmt / Oper. Analysis	1		1			
	Sources of Capital	2		1			
	Strategic Needs Assessment	1		1			
ELLINGTON		1		4			
	Business Startup & Acquisition	1		3			
	Sources of Capital	1		2			
ELMWOOD		1		2			
	Sources of Capital	1		2			
ENFIELD		1		1			
	Business Startup & Acquisition	1		1			
ESSEX		2		6	2		1
	Business Liquidation	1		2			
	Business Startup & Acquisition	1		1	2		1
	Financial Analysis & Cost Control	1		3			
EVERETT		3		10			
	Business Startup & Acquisition	3		8			
	International Trade	1		3			
FAIRFIELD		1		4			
	Business Startup & Acquisition	1		4			
FAIRHAVEN		9	50,000	58		2	
	Accounting & Records	1		2			
	Business Startup & Acquisition	5		6			
	Financial Analysis & Cost Control	1		3			
	International Trade	1		3			
	Loan Package Development	1		2			
	Marketing & Sales	2	25,000	37			
	Sources of Capital	3	25,000	5		2	
FALL RIVER		69	431,500	238	12	13	2
	Accounting & Records	2		12			
	Bus. Plan Development	10		13			
	Business Liquidation	2		4			
	Business Startup & Acquisition	38	46,000	53	3	2	2
	Financial Analysis & Cost Control	4		6			
	Government Procurement	1		2			
	International Trade	4		26			
	Loan Package Development	2		13			
	Marketing & Sales	10		46			
	Mgmt / Oper. Analysis	2		2			
	SBIR / STTR	3		16			
	Sources of Capital	12	385,500	44	9	11	
	Strategic Plan. / Facilitation	1		2			

FALMOUTH		4		4			
	Business Startup & Acquisition	2		3			
	Marketing & Sales	1		1			
	SBIR / STTR	1		1			
FARMINGTON		1		1			
	Business Startup & Acquisition	1		1			
FEEDING HILLS		4		22			
	Business Startup & Acquisition	3		9			
	Marketing & Sales	1		1			
	Sources of Capital	1		12			
FISKDALE		6		19			
	Business Startup & Acquisition	6		18			
	Marketing & Sales	1		2			
FITCHBURG		10	3,000,000	61	15		1
	Business Startup & Acquisition	3		6			
	Financial Analysis & Cost Control	1		8			
	International Trade	6		43			
	Loan Package Development	1	3,000,000		15		1
	Marketing & Sales	1		3			
	Sources of Capital	1		3			
FLORENCE		17	118,000	74	2	1	2
	Accounting & Records	1		8			
	Business Startup & Acquisition	12	100,000	30	1		1
	Financial Analysis & Cost Control	1		1			
	Government Procurement	1		4			
	Marketing & Sales	5		25			
	Personnel/Human Resources	1		1			
	Sources of Capital	4	18,000	5	1	1	1
FLORIDA		1		1			
	Sources of Capital	1		1			
FORT PIERCE		1		5			
	Marketing & Sales	1		3			
	Sources of Capital	1		2			
FOXBORO		2		4			
	Business Startup & Acquisition	1		2			
	Marketing & Sales	2		2			
FRAMINGHAM		30		134	2		2
	Accounting & Records	1		2			
	Business Startup & Acquisition	18		62	2		2
	Financial Analysis & Cost Control	2		3			
	Government Procurement	4		22			
	International Trade	3		17			
	Marketing & Sales	4		7			
	SBIR / STTR	1		14			
	Sources of Capital	3		9			
FRANKLIN		10	1,800,000	145	2	126	1
	Business Liquidation	1		10			
	Business Startup & Acquisition	6		34	2		1
	International Trade	2		90			
	Loan Package Development	2	1,800,000			126	
	Sources of Capital	2		12			
GARDNER		4		9			
	Business Startup & Acquisition	4		8			
	Sources of Capital	1		2			
GEORGETOWN		2		8			
	Business Startup & Acquisition	1		5			
	Personnel/Human Resources	1		1			
	Sources of Capital	1		3			
GLOUCESTER		29	162,000	321	1		1
	Business Startup & Acquisition	14		45			
	Financial Analysis & Cost Control	1		7			
	International Trade	4		216			
	Marketing & Sales	5		17			
	Personnel/Human Resources	1		2			
	Sources of Capital	7	162,000	33	1		1
	Strategic Plan. / Facilitation	1		1			
GOSHEN		2		3			
	Business Startup & Acquisition	2		3			

GRAFTON		6	1,116,000	51	2	14	2
	Business Startup & Acquisition	5	1,116,000	17	2	14	2
	Financial Analysis & Cost Control	1		2			
	Government Procurement	1		6			
	Sources of Capital	1		26			
GRANBY		3		6			
	Business Startup & Acquisition	1		2			
	Marketing & Sales	1		1			
	SBIR / STTR	1		1			
	Sources of Capital	1		3			
GREAT BARRINGTON		32	20,000	185	1		1
	Accounting & Records	3		6			
	Business Liquidation	1		27			
	Business Startup & Acquisition	26		73	1		1
	Financial Analysis & Cost Control	6		20			
	International Trade	1		4			
	Marketing & Sales	6		22			
	Mgmt / Oper. Analysis	1		2			
	Personnel/Human Resources	3		5			
	Sources of Capital	8	20,000	29			
GREENFIELD		10	58,800	101	3	12	1
	Accounting & Records	1		3			
	Business Startup & Acquisition	8	23,800	33	3	6	1
	International Trade	1		62			
	Personnel/Human Resources	1		3			
	Sources of Capital	1	35,000			6	
GROTON		3		17			
	Business Startup & Acquisition	1		2			
	Government Procurement	2		14			
	Sources of Capital	1		2			
GROVELAND		1		3			
	Business Startup & Acquisition	1		3			
HADLEY		5	10,000	27	2		1
	Business Startup & Acquisition	3	10,000	8	2		1
	Marketing & Sales	2		17			
	Sources of Capital	2		2			
HALIFAX		2		13			
	Business Startup & Acquisition	1		2			
	International Trade	1		11			
HAMPDEN		4		21			
	Business Liquidation	1		2			
	Business Startup & Acquisition	2		4			
	Marketing & Sales	2		5			
	Sources of Capital	2		10			
HANCOCK		1		18			
	Business Startup & Acquisition	1		6			
	Marketing & Sales	1		6			
	Sources of Capital	1		7			
HANOVER		2		98			
	Accounting & Records	1		2			
	Business Startup & Acquisition	1		2			
	International Trade	1		21			
	Marketing & Sales	1		2			
	Sources of Capital	1		72			
HANSCOM AFB		1		1			
	Business Startup & Acquisition	1		1			
HANSON		1		1			
	Marketing & Sales	1		1			
HARDWICK		3	1,500	20	2		1
	Business Startup & Acquisition	3	1,500	16	2		1
	Sources of Capital	1		4			
HARVARD		2		22			
	Business Startup & Acquisition	1		11			
	Government Procurement	2		8			
	Sources of Capital	1		4			
HARWICH		5	22,000	38	3		1
	Accounting & Records	1		3			
	Business Startup & Acquisition	5		25			

	Disaster Assistance	1		2			
	Marketing & Sales	2		3			
	Sources of Capital	1	22,000	6	3		1
HATFIELD		1		4			
	Business Startup & Acquisition	1		2			
	Government Procurement	1		2			
HAVERHILL		7	240,000	46	10	10	
	Business Startup & Acquisition	6		36			
	Financial Analysis & Cost Control	1		6			
	Sources of Capital	1	240,000	5	10	10	
HINGHAM		10		53			1
	Business Liquidation	1		1			
	Business Startup & Acquisition	4		6			1
	International Trade	2		8			
	Marketing & Sales	2		4			
	SBIR / STTR	2		8			
	Sources of Capital	4		27			
HINSDALE		3		22			
	Business Startup & Acquisition	2		15			
	Marketing & Sales	1		4			
	Sources of Capital	1		4			
HOLBROOK		5		47			
	Business Startup & Acquisition	3		24			
	International Trade	1		19			
	Marketing & Sales	1		1			
	Sources of Capital	1		1			
	Strategic Plan. / Facilitation	1		3			
HOLDEN		11		25			
	Accounting & Records	1		1			
	Business Startup & Acquisition	7		17			
	Marketing & Sales	2		3			
	Sources of Capital	2		3			
	Strategic Plan. / Facilitation	1		2			
HOLLAND		3		14			
	Business Startup & Acquisition	2		8			
	Personnel/Human Resources	1		3			
	Sources of Capital	1		4			
HOLLISTON		10		55	1		1
	Business Startup & Acquisition	2		4	1		1
	Government Procurement	4		17			
	International Trade	2		28			
	Marketing & Sales	1		1			
	Personnel/Human Resources	1		6			
HOLYOKE		27	154,500	121	3	13	3
	Accounting & Records	1		4			
	Business Startup & Acquisition	24	132,500	74	3	13	3
	Financial Analysis & Cost Control	4		10			
	Marketing & Sales	2		4			
	Sources of Capital	7	22,000	29			
HOPE		1		1			
	Marketing & Sales	1		1			
HOPEDALE		1		7			
	International Trade	1		7			
HOPKINTON		15		66	3		1
	Accounting & Records	1		3			
	Business Startup & Acquisition	6		22	3		1
	Government Procurement	5		22			
	International Trade	2		13			
	SBIR / STTR	2		4			
	Sources of Capital	1		3			
HOUSATONIC		7	5,600	48			
	Business Startup & Acquisition	6	5,600	21			
	Financial Analysis & Cost Control	1		4			
	Marketing & Sales	2		15			
	Sources of Capital	3		9			
HUBBARDSTON		2		3			
	Business Startup & Acquisition	2		3			
HUDSON		7	1,390,000	35	3	36	2

	Business Startup & Acquisition	5	1,390,000	18	3	36	2
	Government Procurement	1		11			
	International Trade	1		4			
	Sources of Capital	1		3			
HULL		2		5			
	Business Startup & Acquisition	1		2			
	International Trade	1		3			
HUNTINGTON		1		15			
	Financial Analysis & Cost Control	1		15			
HYANNIS		4		10			
	Business Startup & Acquisition	1		2			
	International Trade	1		5			
	Marketing & Sales	2		3			
HYDE PARK		11	100,000	39		12	
	Business Startup & Acquisition	8		26			
	SBIR / STTR	1	100,000	2		12	
	Sources of Capital	4		10			
	Strategic Plan. / Facilitation	1		2			
INDIAN ORCHARD		6		29			
	Bus. Plan Development	1		1			
	Business Startup & Acquisition	5		11			
	Marketing & Sales	2		8			
	Sources of Capital	2		9			
INDIANAPOLIS		1		4			
	Business Startup & Acquisition	1		4			
IPSWICH		2		5			
	Business Liquidation	1		2			
	Business Startup & Acquisition	1		3			
JAMAICA PLAIN		6		38	4		2
	Business Startup & Acquisition	3		13	4		2
	SBIR / STTR	3		19			
	Sources of Capital	1		7			
JEFFERSON		2		4			
	Business Startup & Acquisition	1		2			
	Sources of Capital	1		2			
KENSINGTON		1		8			
	Business Startup & Acquisition	1		8			
KINGSTON		4	475,000	11		2	
	Business Startup & Acquisition	3		11			
	Sources of Capital	1	475,000			2	
LAKEVILLE		8	15,000	50	1		1
	Business Liquidation	1		3			
	Business Startup & Acquisition	6	15,000	8	1		1
	Marketing & Sales	1		6			
	Sources of Capital	2		33			
	Strategic Needs Assessment	1		2			
LANCASTER		1		1			
	Business Startup & Acquisition	1		1			
LANESBORO		1		3			
	Business Startup & Acquisition	1		3			
LANESBOROUGH		1		4			
	Business Startup & Acquisition	1		1			
	Marketing & Sales	1		2			
LAWRENCE		10	182,000	53	8		2
	Business Startup & Acquisition	7	182,000	47	8		2
	International Trade	2		3			
	Sources of Capital	1		3			
LEE		8	450,000	18	2	4	
	Business Startup & Acquisition	6	450,000	9	2	4	
	Marketing & Sales	2		5			
	Sources of Capital	2		4			
LEEDS		3	2,000	8	1		2
	Business Startup & Acquisition	3	2,000	4	1		2
	Marketing & Sales	1		3			
	Mgmt / Oper. Analysis	1		1			
LEICESTER		1		2			
	Business Startup & Acquisition	1		2			
LENOX		12	6,800	80	1		1

LEOMINSTER	Business Startup & Acquisition	10	6,800	38	1	1
	Marketing & Sales	2		5		
	Sources of Capital	1		38		
LEOMINSTER	Business Startup & Acquisition	1		21		
	Sources of Capital	1		18		
		14	140,000	107	5	1
LEOMINSTER	Business Startup & Acquisition	8		18		
	Financial Analysis & Cost Control	1		10		
	Government Procurement	5		25		
LEOMINSTER	International Trade	2		11		
	Sources of Capital	4	140,000	42	5	1
	Strategic Plan. / Facilitation	1		2		
LEVERETT	Business Startup & Acquisition	3	1,500	13	1	1
	Marketing & Sales	3	1,500	12	1	1
		1		1		
LEXINGTON	Business Startup & Acquisition	4		11		
	International Trade	2		5		
	SBIR / STTR	1		3		
LINCOLN	Business Startup & Acquisition	1		4		
		2		3	1	1
		2		3	1	1
LITTLE COMPTON	Business Startup & Acquisition	1		1		
	Marketing & Sales	1		1		
		7		33		
LITTLETON	Accounting & Records	1		1		
	Government Procurement	4		15		
	International Trade	4		17		
LONGMEADOW	Business Startup & Acquisition	10	155,000	49	6	1
	Financial Analysis & Cost Control	7	125,000	32	5	1
	Marketing & Sales	1		2		
LOWELL	Sources of Capital	1		7		
		2	30,000	9	1	
		8		49		
LUDLOW	Business Startup & Acquisition	4		34		
	Government Procurement	1		7		
	International Trade	3		8		
LUNENBURG	Business Startup & Acquisition	11	642,589	60	10	10
	Marketing & Sales	8		31		
	Sources of Capital	2		5		
LUNENBURG	Business Startup & Acquisition	1	642,589	25	10	10
	International Trade	5		9	1	1
	Marketing & Sales	2		2	1	1
LYNN	Sources of Capital	1		4		
		1		1		
		1		2		
LYNNFIELD	Business Startup & Acquisition	23	300,000	71	5	1
	Business Liquidation	1		2		
	Financial Analysis & Cost Control	18	300,000	56	5	1
LYNNFIELD	International Trade	1		4		
	Marketing & Sales	1		1		
	Sources of Capital	2		5		
MALDEN	Marketing & Sales	2		4		
		1		5		
		2		4		
MANCHESTER	Business Startup & Acquisition	1		5		
	Financial Analysis & Cost Control	1		3		
	Marketing & Sales	1		2		
MANSFIELD	Accounting & Records	5		27	1	1
	Business Startup & Acquisition	1		4		
	Sources of Capital	4		19	1	1
MANCHESTER	Business Startup & Acquisition	1		4		
	Financial Analysis & Cost Control	4		14		
	Personnel/Human Resources	2		8		
MANSFIELD	Business Startup & Acquisition	2		3		
	Marketing & Sales	1		3		
	SBIR / STTR	14	18,897	49		
MANCHESTER	Business Startup & Acquisition	9		16		
	Marketing & Sales	4		8		
	SBIR / STTR	1		3		

MARBLEHEAD	Sources of Capital	1	18,897	23			
		9		33	1		1
	Business Liquidation	1		2			
	Business Startup & Acquisition	6		17	1		1
	Financial Analysis & Cost Control	1		6			
	Marketing & Sales	1		8			
MARION	SBIR / STTR	1		2			
		5		6			
	Business Startup & Acquisition	3		4			
	Financial Analysis & Cost Control	1		2			
MARLBOROUGH	International Trade	1		1			
		34	104,000	167	8	8	1
	Accounting & Records	1		1			
	Business Startup & Acquisition	16		59	1		1
	Financial Analysis & Cost Control	2		7			
	Government Procurement	7		17			
	International Trade	3		9			
	Marketing & Sales	6		17			
	SBIR / STTR	1		1			
	Sources of Capital	5	104,000	55	7	8	
MARSHFIELD	Strategic Needs Assessment	1		3			
		6	1,045,500	38	9		2
	Business Startup & Acquisition	6	1,045,500	13	9		2
	Marketing & Sales	2		3			
	Sources of Capital	2		22			
		2		5			
MASHPEE	Business Liquidation	1		3			
	Marketing & Sales	1		2			
MATTAPAN		1		2			
MATTAPOISETT	Business Startup & Acquisition	1		2			
		8		22			
	Business Liquidation	1		1			
	Business Startup & Acquisition	5		6			
	Financial Analysis & Cost Control	1		2			
	International Trade	1		4			
	Marketing & Sales	1		2			
	Sources of Capital	1		6			
	Strategic Plan. / Facilitation	1		1			
		7	250,000	78	12	13	1
MAYNARD	Business Startup & Acquisition	3	150,000	13	12	13	1
	International Trade	2		58			
	Marketing & Sales	1		3			
	SBIR / STTR	1	100,000	3			
	Sources of Capital	1		3			
		2		13			
MEDFIELD	Government Procurement	1		9			
	Strategic Needs Assessment	1		4			
		4	120,000	13		12	
MEDFORD	Business Startup & Acquisition	2		6			
	SBIR / STTR	1		2			
	Sources of Capital	1	120,000	5		12	
		5	30,000	11	2		2
	Business Startup & Acquisition	3	30,000	5	2		2
MEDWAY	Financial Analysis & Cost Control	1		1			
	Marketing & Sales	1		1			
	SBIR / STTR	1		3			
	Sources of Capital	1		2			
		5	35,000	46	1		1
	Business Startup & Acquisition	4	35,000	16	1		1
MELROSE	Marketing & Sales	1		2			
	SBIR / STTR	1		11			
	Sources of Capital	1		19			
		3		13			
	Business Startup & Acquisition	2		6			
MENDON	Government Procurement	1		7			
		8		19	1		1
	Business Startup & Acquisition	7		17	1		1
METHUEN	Marketing & Sales	1		2			



MIDDLEBORO		7	118,000	46	7	4	2
	Business Startup & Acquisition	6	80,000	10	6	4	1
	Financial Analysis & Cost Control	1		1			
	International Trade	1		31			
	Personnel/Human Resources	1	38,000		1		1
	Sources of Capital	1		4			
MIDDLETON		3		14			
	Business Startup & Acquisition	2		11			
	Sources of Capital	1		3			
MILFORD		6		22			
	Business Startup & Acquisition	3		18			
	Government Procurement	1		1			
	Marketing & Sales	2		3			
MILLBURY		9		73			
	Business Startup & Acquisition	5		27			
	Financial Analysis & Cost Control	2		7			
	Marketing & Sales	2		3			
	Mgmt / Oper. Analysis	1		5			
	Sources of Capital	2		32			
MILLERS FALLS		1		11			
	Business Startup & Acquisition	1		8			
	Sources of Capital	1		4			
MILLIS		3		33			
	Business Startup & Acquisition	2		6			
	Marketing & Sales	1		1			
	Sources of Capital	1		26			
MILLVILLE		1		1			
	Business Startup & Acquisition	1		1			
MILTON		6	15,000	14	1		1
	Business Startup & Acquisition	6	15,000	12	1		1
	Marketing & Sales	2		2			
MINNEAPOLIS		1	225,000	10			
	SBIR / STTR	1	225,000	10			
MONSON		1		6			
	International Trade	1		6			
MONTCLAIR		1		27			
	SBIR / STTR	1		26			
	Technology	1		1			
MONTEREY		2		25			
	Business Liquidation	1		2			
	Business Startup & Acquisition	1		5			
	Sources of Capital	1		18			
MONTGOMERY		2		11			
	Business Startup & Acquisition	1		3			
	Financial Analysis & Cost Control	1		5			
	Sources of Capital	1		4			
MOOSUP		1		2			
	Business Startup & Acquisition	1		2			
NAHANT		1		6			
	Business Startup & Acquisition	1		3			
	Financial Analysis & Cost Control	1		3			
NANTUCKET		2		6			
	Business Startup & Acquisition	1		1			
	SBIR / STTR	1		5			
NASHUA		1		3			
	Business Startup & Acquisition	1		3			
NATICK		16		81	1		1
	Accounting & Records	1		1			
	Business Startup & Acquisition	10		26	1		1
	Government Procurement	3		16			
	International Trade	1		9			
	Marketing & Sales	1		4			
	Sources of Capital	3		25			
NEEDHAM		2		11			
	International Trade	1		7			
	Marketing & Sales	1		4			
NEEDHAM HEIGHTS		6	218,992	34	1	2	1
	Business Startup & Acquisition	2		8	1		1

	International Trade	1		8			
	SBIR / STTR	3	218,992	18		2	
NEW ASHFORD		2		4			
	Business Startup & Acquisition	2		4			
NEW BEDFORD		66	13,000	269	5		5
	Accounting & Records	2		1			
	Bus. Plan Development	2		5			
	Business Liquidation	1		1			
	Business Startup & Acquisition	34	13,000	45	5		5
	Financial Analysis & Cost Control	4		8			
	International Trade	9		78			
	Marketing & Sales	11		14			
	Mgmt / Oper. Analysis	3		3			
	Personnel/Human Resources	3		2			
	Sources of Capital	7		10			
	Strategic Plan. / Facilitation	5		103			
NEW HAVEN		1		3			
	Business Startup & Acquisition	1		3			
NEW MARLBOROUGH		1		1			
	Business Startup & Acquisition	1		1			
NEW YORK		2		20			
	Business Startup & Acquisition	2		9			
	Sources of Capital	1		11			
NEWBURY		1		4			
	Business Startup & Acquisition	1		1			
	Sources of Capital	1		3			
NEWBURYPORT		1	174,000	2	2	3	1
	Sources of Capital	1	174,000	2	2	3	1
NEWPORT		1		7			
	Business Startup & Acquisition	1		3			
	Sources of Capital	1		4			
NEWTON		4	820,000	29		5	
	International Trade	2		14			
	SBIR / STTR	1		8			
	Sources of Capital	1	820,000	8		5	
NEWTON CENTER		5		10			
	Business Startup & Acquisition	3		5			
	Government Procurement	1		1			
	SBIR / STTR	2		5			
NEWTON LOWER FALLS		1		29			
	Business Startup & Acquisition	1		29			
	Sources of Capital	1		1			
NEWTONVILLE		2		6			
	Business Startup & Acquisition	1		1			
	SBIR / STTR	1		5			
NORFOLK		2		4			
	Business Startup & Acquisition	1		1			
	SBIR / STTR	1		3			
NORTH ADAMS		12	260,000	109	2		1
	Business Liquidation	1		1			
	Business Startup & Acquisition	10	10,000	59	2		1
	Marketing & Sales	2		22			
	Personnel/Human Resources	1		1			
	Sources of Capital	4	250,000	27			
NORTH ANDOVER		7	135,000	38	1	3	
	Business Startup & Acquisition	7	85,000	26	1	3	
	Sources of Capital	1	50,000	11			
	Technology	1		2			
NORTH ATTLEBORO		10	3,590,000	76	3		1
	Bus. Plan Development	1		1			
	Business Liquidation	1		2			
	Business Startup & Acquisition	6		28			
	Government Procurement	1		2			
	Loan Package Development	1	1,390,000		3		1
	Marketing & Sales	3		6			
	Sources of Capital	3	2,200,000	36			
	Strategic Needs Assessment	1		2			
NORTH BILLERICA		3		14	1		1

	Business Liquidation	1		2		
	Business Startup & Acquisition	2		10	1	1
	Financial Analysis & Cost Control	1		2		
	International Trade	1		1		
	Sources of Capital	1		1		
NORTH BROOKFIELD		3		8		
	Business Startup & Acquisition	3		8		
NORTH DARTMOUTH		7		8		
	Business Startup & Acquisition	3		4		
	Financial Analysis & Cost Control	1		1		
	Marketing & Sales	3		3		
NORTH DIGHTON		1		1		
	Business Startup & Acquisition	1		1		
NORTH EASTON		4		4		
	Business Startup & Acquisition	1		1		
	Marketing & Sales	2		2		
	Sources of Capital	1		1		
NORTH EGREMONT		1		36		
	Business Startup & Acquisition	1		19		
	Financial Analysis & Cost Control	1		6		
	Marketing & Sales	1		6		
	Sources of Capital	1		5		
NORTH FALMOUTH		1		8		
	International Trade	1		8		
NORTH GRAFTON		10		89		
	Business Startup & Acquisition	5		11		
	Government Procurement	1		8		
	International Trade	1		60		
	Personnel/Human Resources	1		7		
	Sources of Capital	1		1		
	Strategic Needs Assessment	1		2		
NORTH GROSVENORDALE		1		2		
	Marketing & Sales	1		2		
NORTH OXFORD		4		10		
	Business Startup & Acquisition	3		9		
	SBIR / STTR	1		1		
NORTH PROVIDENCE		2		3		
	Business Startup & Acquisition	2		3		
NORTH UXBRIDGE		2		3		
	Business Startup & Acquisition	1		2		
	Mgmt / Oper. Analysis	1		1		
NORTH WEYMOUTH		1		9		
	Business Startup & Acquisition	1		6		
	Sources of Capital	1		3		
NORTHAMPTON		26	145,000	125	13	2
	Accounting & Records	1		4		
	Business Liquidation	1		3		
	Business Startup & Acquisition	17	10,000	57	1	1
	Financial Analysis & Cost Control	2		21		
	International Trade	1		2		
	Marketing & Sales	8		29		
	Mgmt / Oper. Analysis	1		3		
	Personnel/Human Resources	2		7		
	Sources of Capital	3	135,000	2	12	1
NORTHBOROUGH		10		69	15	2
	Business Startup & Acquisition	6		31	15	2
	Financial Analysis & Cost Control	1		3		
	Government Procurement	2		29		
	International Trade	2		6		
NORTHBRIDGE		3	15,000	30	1	1
	Business Startup & Acquisition	2	15,000	25	1	1
	International Trade	1		4		
	Strategic Needs Assessment	1		1		
NORTHFIELD		1		6		
	Business Startup & Acquisition	1		6		
NORTON		9	20,000	33	1	1
	Business Startup & Acquisition	6	20,000	16	1	1
	International Trade	3		8		

	SBIR / STTR	1		2			
	Sources of Capital	2		7			
NORWELL		4		11			
	Business Startup & Acquisition	2		4			
	International Trade	1		2			
	Marketing & Sales	1		5			
NORWOOD		6		33			
	Business Startup & Acquisition	1		1			
	Financial Analysis & Cost Control	1		16			
	International Trade	1		2			
	Loan Package Development	1		1			
	Marketing & Sales	2		2			
	Sources of Capital	2		9			
	Strategic Plan. / Facilitation	1		2			
OAK BLUFFS		1		4			
	Bus. Plan Development	1		1			
	Business Startup & Acquisition	1		2			
	Financial Analysis & Cost Control	1		1			
OAKHAM		1		2			
	Business Startup & Acquisition	1		2			
ORANGE		2	35,000	16			1
	Business Startup & Acquisition	2	25,000	15			1
	Marketing & Sales	1		1			
	Sources of Capital	1	10,000				
ORLEANS		1		1			
	Marketing & Sales	1		1			
OSTERVILLE		1	5,000	59	1		1
	Business Startup & Acquisition	1		30			
	Marketing & Sales	1	5,000	29	1		1
OTIS		1		2			
	Business Startup & Acquisition	1		2			
OXFORD		4	5,500	28	2		1
	Business Startup & Acquisition	3	5,500	17	2		1
	Government Procurement	1		6			
	International Trade	1		2			
	Marketing & Sales	1		1			
	Sources of Capital	1		2			
PALMER		6		13			
	Business Startup & Acquisition	5		10			
	Marketing & Sales	1		3			
PASCOAG		1			2		1
	Business Startup & Acquisition	1			2		1
PAWTUCKET		1		1			
	Business Startup & Acquisition	1		1			
PAXTON		2		87			
	Business Startup & Acquisition	2		12			
	Financial Analysis & Cost Control	1		17			
	Sources of Capital	1		59			
PEABODY		14	3,074,000	63		1	
	Bus. Plan Development	1		3			
	Business Liquidation	1		1			
	Business Startup & Acquisition	8		38			
	SBIR / STTR	1	3,000,000				
	Sources of Capital	6	74,000	22		1	
PELHAM		2	3,000	3	1		1
	Business Startup & Acquisition	2	3,000	3	1		1
PEMBROKE		5		10			
	Business Startup & Acquisition	2		3			
	International Trade	1		4			
	Marketing & Sales	1		2			
	Sources of Capital	1		1			
PEPPERELL		2		12			
	Financial Analysis & Cost Control	2		10			
	Marketing & Sales	1		2			
PERU		1		1			
	Business Startup & Acquisition	1		1			
PHILLIPSTON		1		5			
	Government Procurement	1		5			

PITTSFIELD		111	1,466,073	476	15	8	3
	Accounting & Records	2		2			
	Bus. Plan Development	1	120,000		11		1
	Business Liquidation	1		2			
	Business Startup & Acquisition	87	1,346,073	196	4	8	2
	Financial Analysis & Cost Control	7		18			
	Government Procurement	1		1			
	International Trade	3		10			
	Marketing & Sales	10		14			
	Sources of Capital	25		230			
	Technology	1		2			
PLAINVILLE		2		2			
	Business Startup & Acquisition	2		2			
PLYMOUTH		21	600,000	172	14	12	3
	Accounting & Records	1		4			
	Business Liquidation	1		7			
	Business Startup & Acquisition	11		65	14		3
	Disaster Assistance	1		1			
	Financial Analysis & Cost Control	1		2			
	International Trade	1		18			
	Marketing & Sales	5		11			
	Personnel/Human Resources	1		8			
	Sources of Capital	9	600,000	58		12	
PLYMPTON		2		6			
	Business Startup & Acquisition	1		4			
	Sources of Capital	1		2			
PORTSMOUTH		1		1			
	Personnel/Human Resources	1		1			
PRINCETON		1		2			
	Business Startup & Acquisition	1		2			
PROVIDENCE		2		6			
	Business Startup & Acquisition	2		5			
	Regulatory Issues	1		2			
PUTNAM		2		4			
	Business Startup & Acquisition	2		4			
QUINCY		16	1,323,000	109	9	16	3
	Business Liquidation	1		1			
	Business Startup & Acquisition	11	35,000	29	3		2
	Marketing & Sales	2		18			
	SBIR / STTR	1	225,000	3			
	Sources of Capital	6	1,063,000	58	6	16	1
RANDOLPH		5		13			
	Business Startup & Acquisition	2		3			
	Government Procurement	1		1			
	International Trade	3		10			
RAYNHAM		6	62,000	28	4	3	1
	Business Startup & Acquisition	2	50,000	2	4		1
	Financial Analysis & Cost Control	1		3			
	International Trade	1		9			
	Marketing & Sales	2		3			
	Sources of Capital	2	12,000	11		3	
READING		2	1,000,000	25		26	1
	Business Startup & Acquisition	2		10			
	Financial Analysis & Cost Control	1		10			
	Loan Package Development	1	1,000,000			26	1
	Sources of Capital	1		5			
REHOBOTH		3	280,000	34	9	6	
	Business Startup & Acquisition	1		3			
	Marketing & Sales	2		4			
	Personnel/Human Resources	1			4	1	
	Sources of Capital	2	280,000	25	5	5	
	Strategic Plan. / Facilitation	1		2			
REVERE		5		26			
	Business Startup & Acquisition	5		26			
RICHMOND		2		12			
	Business Startup & Acquisition	2		12			
ROCHESTER		1		2			
	Business Startup & Acquisition	1		2			

ROCKLAND		3		7			
	Business Startup & Acquisition	3		5			
	Marketing & Sales	1		3			
ROCKPORT		4		18			
	Business Startup & Acquisition	3		10			
	Marketing & Sales	1		3			
	Sources of Capital	2		6			
ROSLINDALE		4		13			
	Business Startup & Acquisition	2		9			
	Marketing & Sales	3		4			
ROWE		1		4			
	Business Startup & Acquisition	1		4			
ROWLEY		2		2			
	International Trade	2		2			
ROXBURY		5	625,000	39	2	2	1
	Business Startup & Acquisition	5		13			
	Financial Analysis & Cost Control	1		2			
	Personnel/Human Resources	1		1			
	Sources of Capital	2	625,000	24	2	2	1
ROXBURY CROSSING		1		1			
	SBIR / STTR	1		1			
RUTLAND		6		34	3		2
	Business Startup & Acquisition	6		26	3		2
	Sources of Capital	2		8			
RYE		1		4			
	Business Startup & Acquisition	1		4			
SAGAMORE		1		7			
	Marketing & Sales	1		7			
SAGAMORE BEACH		1		6			
	Business Startup & Acquisition	1		2			
	Sources of Capital	1		4			
SALEM		39	2,860,006	174	4	18	4
	Business Liquidation	1		3			
	Business Startup & Acquisition	31		95	4		4
	Disaster Assistance	1		1			
	Financial Analysis & Cost Control	4		10			
	Marketing & Sales	4		9			
	Personnel/Human Resources	2		4			
	Regulatory Issues	1		8			
	Sources of Capital	6	2,860,006	45		18	
	Strategic Needs Assessment	1		3			
SALISBURY		4		16			
	Business Startup & Acquisition	1		2			
	International Trade	1		4			
	Marketing & Sales	1		3			
	Sources of Capital	1		7			
SANDISFIELD		1		5			
	Business Startup & Acquisition	1		5			
SANDWICH		7	1,140,000	34		7	
	Business Startup & Acquisition	2		3			
	Financial Analysis & Cost Control	1		14			
	Government Procurement	1		2			
	Marketing & Sales	3		7			
	Mgmt / Oper. Analysis	1					
	Personnel/Human Resources	1					
	Sources of Capital	3	1,140,000	9		7	
SAUGUS		5		18			
	Business Startup & Acquisition	4		16			
	Marketing & Sales	1		2			
SEEKONK		7		19			
	Bus. Plan Development	1		1			
	Business Startup & Acquisition	3		7			
	Loan Package Development	1		1			
	Sources of Capital	2		10			
SHARON		6	25,000	39	2		1
	Business Startup & Acquisition	4	25,000	22	2		1
	International Trade	1		6			
	Marketing & Sales	2		10			

	Strategic Plan. / Facilitation	1		2			
SHEFFIELD		2		3			
	Business Startup & Acquisition	2		3			
SHELBURNE FALLS		1		2			
	Business Startup & Acquisition	1		2			
SHERBORN		1		1			
	Business Startup & Acquisition	1		1			
SHIRLEY		1		20			
	Business Startup & Acquisition	1		4			
	Sources of Capital	1		16			
SHREWSBURY		18	36,500	117	4		2
	Business Startup & Acquisition	14	36,500	45	4		2
	Government Procurement	2		27			
	Marketing & Sales	1		1			
	Personnel/Human Resources	2		4			
	Regulatory Issues	1		1			
	Sources of Capital	5		40			
SHUTESBURY		2		6			
	Business Startup & Acquisition	1		1			
	Marketing & Sales	1		4			
	Personnel/Human Resources	1		1			
SOMERSET		3	10,000	6			
	Business Startup & Acquisition	1	10,000				
	Marketing & Sales	2		5			
	Strategic Plan. / Facilitation	1		2			
SOMERVILLE		20	970,982	106			
	Business Startup & Acquisition	3		10			
	Government Procurement	1		9			
	International Trade	2		4			
	SBIR / STTR	16	970,982	79			
	Sources of Capital	2		5			
SOUTH BOSTON		8		42			
	Business Startup & Acquisition	4		12			
	Financial Analysis & Cost Control	1		4			
	Marketing & Sales	1		2			
	SBIR / STTR	2		6			
	Sources of Capital	2		19			
SOUTH DARTMOUTH		4		14			
	Bus. Plan Development	1		2			
	Business Startup & Acquisition	3		11			
	Financial Analysis & Cost Control	1		1			
SOUTH DEERFIELD		3		6			
	Business Startup & Acquisition	2		3			
	International Trade	1		3			
SOUTH EASTON		3		12	1		1
	Business Startup & Acquisition	2		3			
	International Trade	1		8			
	Marketing & Sales	1		2	1		1
SOUTH EGREMONT		2		2			
	Business Startup & Acquisition	2		2			
SOUTH GRAFTON		5		7	2		2
	Business Startup & Acquisition	5		7	2		2
SOUTH HADLEY		9	1,250,000	61	7	66	2
	Business Startup & Acquisition	6	1,250,000	24	7	66	2
	Financial Analysis & Cost Control	1		12			
	Marketing & Sales	2		5			
	Sources of Capital	3		20			
SOUTH HAMILTON		1		2			
	Business Startup & Acquisition	1		2			
SOUTH WALPOLE		1		2	1		1
	Business Startup & Acquisition	1		2	1		1
SOUTH WEYMOUTH		3		10			
	Business Startup & Acquisition	3		5			
	Sources of Capital	1		5			
SOUTH YARMOUTH		1		4			
	International Trade	1		4			
SOUTHAMPTON		4		13			
	Business Startup & Acquisition	3		8			

SOUTHBOROUGH	Marketing & Sales	1		5			
		4		14			
	Business Startup & Acquisition	1		1			
	Government Procurement	2		3			
SOUTHBRIDGE	International Trade	2		10			
		9		27			
	Business Startup & Acquisition	5		9			
	Government Procurement	1		2			
SOUTHFIELD	International Trade	2		5			
	Marketing & Sales	1		11			
	Sources of Capital	1		2			
		1		1			
SOUTHWICK	Business Startup & Acquisition	1		1			
		5		14			
	Business Startup & Acquisition	3		11			
	Government Procurement	1		2			
SPENCER	Marketing & Sales	1		1			
	Sources of Capital	1		1			
		10		22			
	Business Startup & Acquisition	6		12			
SPRINGFIELD	Financial Analysis & Cost Control	1		2			
	Government Procurement	1		6			
	International Trade	1		1			
	Marketing & Sales	1		1			
SPRINGFIELD		147	455,600	482	42	15	20
	Accounting & Records	3		4			
	Business Startup & Acquisition	119	70,000	323	32		17
	Financial Analysis & Cost Control	6		14			
STERLING	Government Procurement	2		4			
	International Trade	1		2			
	Marketing & Sales	25		48			
	Personnel/Human Resources	2		2			
STOCKBRIDGE	Sources of Capital	26	385,600	85	10	15	3
	Strategic Needs Assessment	1		2			
		2		14			
	Business Startup & Acquisition	1		2			
STONEHAM	Government Procurement	1		10			
	Sources of Capital	1		3			
		9		31			
	Business Liquidation	1		3			
STOUGHTON	Business Startup & Acquisition	8		19			
	Marketing & Sales	3		8			
	Personnel/Human Resources	1		1			
		3		7			
STOW	Business Startup & Acquisition	2		4			
	Marketing & Sales	1		3			
		12	70,000	45	1		1
	Business Liquidation	1		3			
STRAFFORD	Business Startup & Acquisition	9	70,000	32	1		1
	Marketing & Sales	2		3			
	Sources of Capital	3		6			
	Technology	1		2			
STURBRIDGE		3		14	3		1
	Business Startup & Acquisition	2		6	3		1
	Government Procurement	1		6			
	Sources of Capital	1		2			
SUDBURY		1		1			
	Sources of Capital	1		1			
		8		34	1		1
	Business Startup & Acquisition	4		7	1		1
SOUTHBRIDGE	Financial Analysis & Cost Control	1		4			
	Government Procurement	2		7			
	International Trade	1		16			
	Sources of Capital	1		1			
SOUTHFIELD		4	1,500,000	37			
	Business Startup & Acquisition	1		2			
	Government Procurement	1		18			
	International Trade	1		1			



SUNDERLAND	SBIR / STTR	2	1,500,000	11			
	Sources of Capital	1		6			
		6	759,000	40	8	20	
	Accounting & Records	1		1			
	Business Startup & Acquisition	6		30			
SUTTON	Financial Analysis & Cost Control	1		3			
	Sources of Capital	3	759,000	5	8	20	
	Strategic Needs Assessment	1		1			
		11	800,000	49	22		2
	Business Startup & Acquisition	4		23			
SWAMPSCOTT	Financial Analysis & Cost Control	1		1			
	Government Procurement	2		17			
	Loan Package Development	1	310,000		2		1
	Sources of Capital	4	490,000	8	20		1
		11	750,000	71	25		1
SWANSEA	Business Startup & Acquisition	8		36			
	Financial Analysis & Cost Control	1		3			
	Loan Package Development	1	750,000		25		1
	Marketing & Sales	1		6			
	Personnel/Human Resources	2		4			
SWANZEY	Sources of Capital	3		24			
		6	5,000	14	1		1
	Business Liquidation	2		10			
	Business Startup & Acquisition	2	5,000	2	1		1
	Financial Analysis & Cost Control	1		2			
TAUNTON	Marketing & Sales	1		1			
		1		2			
	Business Startup & Acquisition	1		2			
		16	5,000	59	1		1
	Accounting & Records	2		3			
TEATICKET	Business Liquidation	1		1			
	Business Startup & Acquisition	12	5,000	23	1		1
	Marketing & Sales	3		15			
	SBIR / STTR	1		6			
	Sources of Capital	4		11			
TEWKSBURY		2		5			
	Business Startup & Acquisition	1		3			
	Marketing & Sales	1		2			
		5		20			
	Business Startup & Acquisition	2		7			
THOMASTON	International Trade	2		3			
	SBIR / STTR	1		11			
		1		1			
	Marketing & Sales	1		1			
		1		2			
TIVERTON	Business Startup & Acquisition	1		2			
		5		19			
	Business Startup & Acquisition	3		12			
	Marketing & Sales	1		3			
	Personnel/Human Resources	1		3			
TOPSFIELD	Sources of Capital	1		1			
		2		5			
	Business Startup & Acquisition	1		1			
	Financial Analysis & Cost Control	1		4			
		1		5			
TURNERS FALLS	Business Startup & Acquisition	1		5			
		4		32			
	International Trade	4		32			
		3		11			
	Business Liquidation	1		7			
TYNGSBORO	Business Startup & Acquisition	2		3			
	Sources of Capital	1		2			
		8		52	1		1
	Business Startup & Acquisition	5		22	1		1
	Government Procurement	1		4			
UPTON	International Trade	3		15			
	Sources of Capital	2		11			
		1		2			
	Business Liquidation	1		7			
	Business Startup & Acquisition	2		3			
UXBRIDGE	Sources of Capital	1		2			
		8		52	1		1
	Business Startup & Acquisition	5		22	1		1
	Government Procurement	1		4			
	International Trade	3		15			
VEGA BAJA	Sources of Capital	2		11			
		1		2			

	Business Startup & Acquisition	1		2			
VINEYARD HAVEN		2		10			
	Business Startup & Acquisition	1		2			
	Financial Analysis & Cost Control	1		2			
	International Trade	1		2			
	Sources of Capital	1		4			
W. CHELMSORD		1		6			
	Business Startup & Acquisition	1		6			
WAKEFIELD		5		16			
	Business Startup & Acquisition	3		8			
	Marketing & Sales	1		5			
	Sources of Capital	1		4			
WALPOLE		5		27	1		1
	Business Startup & Acquisition	2		12	1		1
	International Trade	1		4			
	Marketing & Sales	1		8			
	Sources of Capital	1		4			
WALTHAM		17		62	2		1
	Business Startup & Acquisition	10		16	2		1
	International Trade	6		25			
	SBIR / STTR	1		1			
	Sources of Capital	2		21			
WARE		4		13			
	Business Startup & Acquisition	3		7			
	Government Procurement	1		2			
	International Trade	1		4			
WAREHAM		1		2			
	Marketing & Sales	1		2			
WARREN		4		9			
	Business Startup & Acquisition	3		6			
	Government Procurement	1		3			
WATERTOWN		7		30			
	Business Startup & Acquisition	6		11			
	SBIR / STTR	1		15			
	Sources of Capital	1		5			
WEBSTER		9		26			
	Business Startup & Acquisition	8		20			
	Financial Analysis & Cost Control	1		4			
	Sources of Capital	2		3			
WELLESLEY		3		45			
	Business Startup & Acquisition	3		28			
	Sources of Capital	1		18			
WELLESLEY HILLS		3		24			
	Business Startup & Acquisition	2		18			
	SBIR / STTR	1		2			
	Sources of Capital	1		4			
WENDELL		2		5			
	Business Startup & Acquisition	2		5			
WEST BARNSTABLE		1		5			
	Business Startup & Acquisition	1		4			
	Marketing & Sales	1		1			
WEST BOYLSTON		6	65,000	10		3	
	Business Startup & Acquisition	3		5			
	Government Procurement	1		1			
	International Trade	1		2			
	SBIR / STTR	1	65,000	2		3	
WEST BRIDGEWATER		3		32			
	Business Startup & Acquisition	1		2			
	International Trade	1		27			
	Sources of Capital	1		4			
WEST BROOKFIELD		2		3			
	Business Startup & Acquisition	2		3			
WEST CHESTERFIELD		1	30,000	8		2	
	Business Startup & Acquisition	1	10,000	4		2	
	Marketing & Sales	1		2			
	Sources of Capital	1	20,000	2			
WEST HARTFORD		1		25			
	Accounting & Records	1		7			

	Financial Analysis & Cost Control	1		3			
	Marketing & Sales	1		10			
	Sources of Capital	1		5			
WEST NEWBURY		1		3			
	Business Startup & Acquisition	1		3			
WEST NEWTON		1		1			
	Business Startup & Acquisition	1		1			
WEST ROXBURY		2		4			
	Business Startup & Acquisition	1		1			
	International Trade	1		2			
	Marketing & Sales	1		1			
WEST SPRINGFIELD		21	434,000	101	7	2	1
	Business Startup & Acquisition	11	16,000	45	1	1	1
	Government Procurement	1		8			
	International Trade	3		11			
	Marketing & Sales	2		5			
	Personnel/Human Resources	1		2			
	Sources of Capital	7	418,000	29	6	1	
	Strategic Needs Assessment	1		2			
WEST STOCKBRIDGE		6	570,000	17	11		1
	Business Startup & Acquisition	4	570,000	6	11		1
	Marketing & Sales	1		3			
	Sources of Capital	3		9			
WEST SUFFIELD		1		2			
	Business Startup & Acquisition	1		2			
WEST WAREHAM		2		15			
	Business Startup & Acquisition	2		3			
	Government Procurement	1		1			
	Marketing & Sales	1		4			
	Sources of Capital	1		6			
	Strategic Needs Assessment	1		2			
WEST YARMOUTH		3	32,000	18	1		1
	Business Liquidation	1		5			
	Business Startup & Acquisition	1	32,000	4	1		1
	Marketing & Sales	3		9			
WESTBOROUGH		14		102			
	Business Startup & Acquisition	3		10			
	Financial Analysis & Cost Control	1		2			
	Government Procurement	2		7			
	International Trade	6		68			
	Marketing & Sales	2		7			
	Sources of Capital	1		9			
WESTFIELD		12	200,000	48	8		3
	Business Startup & Acquisition	10	48,000	39	3		2
	Financial Analysis & Cost Control	1		3			
	International Trade	1		1			
	Marketing & Sales	1		1			
	Sources of Capital	3	152,000	4	5		1
WESTFORD		11	79,000	58	10		1
	Business Startup & Acquisition	6		33			
	Financial Analysis & Cost Control	1		2			
	International Trade	1		2			
	Marketing & Sales	3		4			
	Mgmt / Oper. Analysis	1		2			
	Personnel/Human Resources	1		3			
	SBIR / STTR	1		4			
	Sources of Capital	3	79,000	9	10		1
WESTMINSTER		5		56			
	Business Startup & Acquisition	5		33			
	Sources of Capital	2		24			
WESTON		2		10			
	SBIR / STTR	2		10			
WESTPORT		5		7			
	Bus. Plan Development	1		2			
	Business Startup & Acquisition	2		2			
	Marketing & Sales	1		2			
	Personnel/Human Resources	1		1			
WESTPORT POINT		1		3			

	Business Startup & Acquisition	1		3			
WESTWOOD		2		2			
	International Trade	1		1			
	Marketing & Sales	1		1			
WEYMOUTH		5	2,035,000	30	41		2
	Business Startup & Acquisition	4	2,035,000	12	41		2
	Sources of Capital	2		18			
WHATELY		1		1			
	Marketing & Sales	1		1			
WHITINSVILLE		2		8			
	Business Startup & Acquisition	2		8			
WILBRAHAM		5		25			
	Business Startup & Acquisition	4		13			
	Marketing & Sales	2		12			
WILLIAMSTOWN		6		66			
	Business Liquidation	1		4			
	Business Startup & Acquisition	6		20			
	Financial Analysis & Cost Control	1		7			
	Marketing & Sales	1		1			
	Personnel/Human Resources	2		4			
	Sources of Capital	4		31			
WILMINGTON		5	125,000	17			
	Business Startup & Acquisition	1		3			
	International Trade	1		2			
	Marketing & Sales	1		1			
	SBIR / STTR	1		3			
	Sources of Capital	2	125,000	8			
WINCHENDON		1		1			
	Business Startup & Acquisition	1		1			
WINCHESTER		2	225,000	13			
	Business Startup & Acquisition	2		3			
	SBIR / STTR	1	225,000	6			
	Sources of Capital	1		4			
WINDSOR		2		13			
	Business Startup & Acquisition	2		6			
	Financial Analysis & Cost Control	1		1			
	Marketing & Sales	1		1			
	Personnel/Human Resources	1		2			
	Sources of Capital	1		3			
WINTHROP		1		3			
	Marketing & Sales	1		3			
WOBURN		17		173			
	Accounting & Records	1		1			
	Business Liquidation	1		4			
	Business Startup & Acquisition	4		15			
	International Trade	10		145			
	Marketing & Sales	2		5			
	SBIR / STTR	1		4			
WOODSTOCK		6		20			
	Business Startup & Acquisition	6		20			
WORCESTER		171	1,623,500	569	19	1	10
	Accounting & Records	4		10			
	Business Startup & Acquisition	122	155,000	336	13	1	10
	Financial Analysis & Cost Control	5		21			
	Government Procurement	19		94			
	International Trade	6		19			
	Marketing & Sales	17		29			
	Sources of Capital	22	1,468,500	60	6		
	Strategic Needs Assessment	1		1			
WRENTHAM		4		17	1		1
	Business Startup & Acquisition	3		5	1		1
	Financial Analysis & Cost Control	1		3			
	Marketing & Sales	2		8			
	Sources of Capital	1		2			
YARMOUTH		1		20			
	Government Procurement	1		5			
	Sources of Capital	1		12			
	Strategic Needs Assessment	1		4			

YARMOUTH PORT	3		10			
Business Startup & Acquisition	2		2			
Marketing & Sales	1		2			
Sources of Capital	1		7			
<b>Grand Total</b>	<b>2,677</b>	<b>60,255,118</b>	<b>13,051</b>	<b>655</b>	<b>586</b>	<b>192</b>