

Massachusetts Technology Collaborative

Business Plan

FISCAL YEAR 2013

PAMELA GOLDBERG

CHIEF EXECUTIVE OFFICER

Submitted for approval - MARCH 15, 2012

Executive Summary

Mission statement

[State your organization's mission statement.]

The Massachusetts Technology Collaborative, acting through its major divisions—the John Adams Innovation Institute, the Massachusetts eHealth Institute and the Massachusetts Broadband Institute—brings together leaders from industry, government and higher education to advance technology-based solutions that strengthen regional economies, improve the health care system, expand broadband access and stimulate economic growth throughout the Commonwealth.

John Adams Innovation Institute

The John Adams Innovation Institute is dedicated to fostering collaboration among business, government, universities and other economic and civic institutions to improve the conditions for economic growth. Using industry clusters as an organizing concept, John Adams contributes its expertise, investment-making and problem-solving know-how and access to thought leaders and decision makers, to support innovation and the technological changes that help bring it about. John Adams promotes innovation and economic growth through advancement of the following program goals: i) Provide accurate and reliable information, data and analysis to promote understandings and inform policymakers; ii) Improve the conditions that enable cluster growth and regional economic growth in the Innovation Economy; iii) Improve the competitiveness of institutions and industries in Massachusetts.

Massachusetts eHealth Institute

The Massachusetts eHealth Institute (MeHI) is working with physicians across the state to accelerate the adoption of electronic health records and develop a statewide health information exchange to electronically transmit clinical data in the Commonwealth. MeHI was designated by the Office of the National Coordinator (ONC) to develop one of 62 Regional Extension Centers across the country to help health care providers make the transition to electronic health records and was the first in the nation to reach its federal goal in the enrollment of 2,500 Massachusetts health care providers. Recognized by ONC for its vendor selection and other best practices, MeHI won and is now managing over \$28 million in competitive federal grants needed to make critical investments in health IT.

Massachusetts Broadband Institute

The Massachusetts Broadband Institute (MBI) is extending affordable, quality high-speed Internet access across the Commonwealth. The MBI is building a 1,338 mile Internet backbone to expand broadband services in communities throughout western and north central Massachusetts. The MBI was awarded \$45.4 million in federal stimulus funds for the **MassBroadband 123** project and is managing \$40 million in state bond funds to extend broadband access throughout the state. The **MassBroadband 123** fiber-optic network will create new economic opportunities, improve education and healthcare and strengthen public safety in the region.

International Enterprise

In today's economy, no state or region can thrive without vigorous efforts to engage global markets. MTC is supporting efforts to strengthen the global competitiveness of the Massachusetts IT sector and create conditions for new growth. We believe that the state is well positioned for success in the global arena, because it is a center of innovation, a leader in key growth industries, and home to world-class universities and research centers.

Strategic Goals, Action Steps and Performance Measures

[Detail the high-level goals, actions and metrics to evaluate goals, programs and initiatives. Include action steps outlined in Economic Development Plan & Policy]

Goal	Action	Measurement
Strengthen and support our innovation community 2.1.1 Establish a consistent pattern of state support for collaborative research and development among universities and businesses, building on the examples of the Holyoke Green High Performance Computing Center and the Massachusetts Life Sciences Center's cooperative research matching grant program	Support efforts to identify and attract new financial resources to university-based research efforts, including five existing research centers funded and supported by the John Adams Innovation Institute.	The number of increased interactions between universities and companies. Outcomes from follow-up efforts that demonstrate and showcase efficacy of research enterprise in economic growth.
Strengthen and support our innovation community 2.1.2 Under the leadership of the Massachusetts Technology Collaborative, identify three to five emerging areas of global innovation excellence in the Commonwealth and support public-private collaborations to accelerate the growth of such areas, building on the example of Mass Insight's Advanced Cyber Security Center initiative	The Emerging Tech Sector Forums initiative is intended to stimulate a public discussion on the next big opportunities for technology sector growth in Massachusetts. The goal is to develop policies and align existing state resources to support the most promising technology growth sectors (or sub-sectors) in the Commonwealth. Support a series of conversations in sectors ranging from Robotics, Big Data/Analytics, eHealth and Mobile applications to Digital Games and Social Media.	Level of participation in forums.
Strengthen and support our innovation community 2.1.3 Increase by 20% annually over the next five years state funding of capital, mentoring and advice, including incubator and/or accelerator programs, for	Support the work of the Tech Hub Collaborative Entrepreneurship Working Group, including 12x12 Entrepreneurship Initiative. Massachusetts: (i) provide management support for the initiative (i.e. maintain web,	Number of new companies mentored and accelerated through 12x12 initiative. Number of additional ways to support entrepreneurship in Massachusetts identified by Entrepreneurship Working

<p>early stage entrepreneurs and small businesses, building on the example of Mass Challenge</p>	<p>organize deal flow, coordinate support of benefactors for member companies); (ii) assist with project communications & outreach; and (iii) support quarterly meetings of 12x12 Entrepreneurship Initiative.</p> <p>Support the identification and mentoring of firms and related new business formation associated with the 12x12 initiative.</p>	<p>Group.</p>
<p>Build and retain talent for the innovation economy</p> <p>2.2.1 Increase by 20% annually over the next five years the number of internship placements made by multi-school, multi-employer internship programs, building on the examples of programs currently run by the Greater Boston Chamber of Commerce, the Federal Reserve Bank of Boston, Mass Technology Leadership Council, the Massachusetts Marketing Partnership, the Massachusetts Clean Energy Center and the Massachusetts Life Sciences Center, as well as newly proposed programs such as the Massachusetts Startup Fellows Program. The internship programs should, in particular, focus on facilitating the flow of young students into young companies to help them integrate into the local innovation economy.</p>	<p>Support for Tech Hub Collaborative Talent Working Group: i) pilot three workshops entitled <i>Computing Connections: Connecting Students to the Computer Industry</i>; ii) support partnership with Department of Education to improve computer science education.</p> <p>Support for Advanced Manufacturing Collaborative Workforce and Education Working Group: (i) inventory and assess the current supply of workforce training and education services in Massachusetts; ii) identify key workforce needs; and iii) and strengthen linkages between industry and educational institutions.</p> <p>Support the Precision Machining Regional Alliance Project (PMRAP): (i) assess the training needs of precision manufacturers in pioneer valley; (ii) piloting an accelerated, weekend-based Associate's degree training program; and (iii) expand membership of the Regional Precision Machining</p>	<p><u>Tech Hub Collaborative Talent Working Group:</u></p> <ul style="list-style-type: none"> • Number of participants in workshops <p><u>Advanced Manufacturing:</u></p> <ul style="list-style-type: none"> • Number of participants in working group <p><u>PMRAP:</u></p> <ul style="list-style-type: none"> • Number of participants in Associates degree training program • Number of members of Regional Precision Machining Technology.

	Technology	
<p>Expand our culture of innovation</p> <p>2.3.1 Identify locally-based accelerators for innovation and entrepreneurship in five of our "Gateway Cities" over the next two years and provide support for their growth through a competitive process</p>	<p>The Holyoke Innovation District program aims to improve regional infrastructure and help grow the Innovation Economy in the underserved Pioneer Valley region of the Commonwealth.</p> <p>Convene monthly meetings with the local leadership team, implement a web-based project management tool, and provide project and communications support for each of the nine Holyoke Innovation District Strategies.</p> <p>Provide project and communications support for the development of nine discrete economic development strategies – each with its own local leadership team.</p>	<p>Level of participation in monthly meetings of the local leadership team.</p> <p>Extent to which new web-based project management tool is utilized.</p>
<p>Support Growth to Scale</p> <p>2.4.1 Increase by 20% annually over the next five years state funding of capital, mentoring and advice, including shared facilities for the making and testing of product prototypes, to support the growth of small and mid-sized businesses, building on the examples of the Massachusetts Growth Capital Corporation and the Treasurer's Small Business Banking Partnership</p> <p>2.4.2 Increase the participation of our small and mid-sized businesses in the supply chain of our major corporate operations, building on the example of the "BuyHere" initiative of the Associated Industries of</p>	<p>Support Advanced Manufacturing Collaborative (AMC) 'Access to Capital' working group: (i) map financial resources available to manufacturers; and ii) facilitate dialogue among sources of capital, industry and government to assess further need for capital.</p> <p>Support the New England Textile Industry Roundtable (NE-TIR): (i) provide management support for the textile industry leaders; (ii) support 4 roundtables; (iii) launch an industry focused website; and (iv) create an integrated presence for textile firms in major upcoming conferences and</p>	<p><u>Advanced Manufacturing Collaborative:</u></p> <ul style="list-style-type: none"> • Number of discussions facilitated among sources of capital, industry and government. <p><u>Textile Industry Roundtable:</u></p> <ul style="list-style-type: none"> • Number of participants in roundtables • Number of hits on new website • Number of conferences and tradeshow at which Massachusetts textile firms are represented.

Massachusetts	<p>tradeshows.</p> <p>Build on BuyHere Initiative by identifying eligible companies across a variety of innovation-based sectors.</p>	
<p>Support Growth to Scale</p> <p>2.4.3 Raise the profile of advanced manufacturing as an integral part of our innovation economy by encouraging young people to enter the sector and by facilitating the adoption of local innovations into our small and mid-sized manufacturing businesses</p> <p>2.4.4 Make a systematic effort to work with growing Massachusetts companies to locate their call centers, other sales / marketing/ customer service offices and other administrative offices within the state</p>	<p>Support Advanced Manufacturing Collaborative (AMC) 'Promoting Manufacturing' working group: (i) support development of framework for key messages highlighting advanced manufacturing; ii) evaluate the potential for organizing a June Advanced Manufacturing Summit; and iii) support the design and implementation of a targeted promotional campaign for advanced manufacturing.</p> <p>Support Tech Hub Collaborative (THC) 'Growing Companies to Scale' initiative by supporting development of a leadership group that will encourage CEO's to stay and grow in Massachusetts.</p> <p>Work with MOBD to identify and conduct outreach for firms in need of call centers.</p>	<p><u>Advance Manufacturing Collaborative 'Promoting Manufacturing' Working Group:</u></p> <ul style="list-style-type: none"> Level of exposure for advanced manufacturing promotional campaign <p><u>Tech Hub Collaborative 'Growing Companies to Scale Initiative':</u></p> <ul style="list-style-type: none"> Level of participation in leadership group <p><u>Call Centers:</u></p> <ul style="list-style-type: none"> Number of firms contacted through outreach efforts. Number of new call centers located in Massachusetts.
<p>Market the strengths of doing business in Massachusetts</p> <p>4.3.2 Under the leadership of the Massachusetts Marketing Partnership, in collaboration with the Massachusetts Convention Center Authority, leverage our status as a leading host of international scientific, medical and technical conferences to better connect and market our key industry clusters</p>	<p>Publish annual Index of the Massachusetts Innovation Economy.</p> <p>Work with Tech Hub Collaborative communications working group and Advanced Manufacturing Collaborative promotional working group to integrate key messages and increase outreach to market the state.</p>	<p><u>Publication of Index:</u></p> <p>Number of times Index is cited in publications, articles, reports , etc.</p> <p>Number of times Index is downloaded from MTC website.</p> <p><u>Tech Hub and Advanced Manufacturing Collaborative Communications:</u></p> <p>Amount of marketing materials generated.</p>

		Number of global industry clusters and individual firms contacted through outreach efforts.
<p>Reduce energy costs while creating a diversified energy portfolio that balances competitive pricing with sustainability</p> <p>5.2.1 Develop Holyoke and other well-suited locations as test beds for cost-competitive renewable energy and energy efficient technologies</p>	<p>The John Adams Innovation Institute has developed and will continue to manage a 'Holyoke Clean Energy Test Bed Steering Committee' to support formation of a clean energy technology test bed at Holyoke Gas & Electric (HG&E).</p>	<p>Number of 'test bed' projects supported.</p>
<p>Contain the increasing cost of health care while protecting access and quality</p> <p>5.1.3 Accelerate use of e-health technologies to support lower cost delivery of health care with equal or greater access and improved quality.</p>	<p>Fully engage providers and patients in discovering how the adoption and optimization of health IT will benefit the patient through more effective and efficient healthcare delivery.</p> <p>Integrate Electronic Health Records (EHRs) and sub-state Health Information Exchanges (HIEs) with the statewide HIE:</p> <ul style="list-style-type: none"> • Conduct full market analysis of those Electronic Health Record systems that will connect the greatest number of providers to Phase 1 of the statewide HIE. • Contract with vendors to develop a scalable approach to interfaces, adaptors, and gateways for their current and future products to ensure ongoing compliance with HIE connectivity requirements. <p>Develop strategy to ensure ongoing support for healthcare transformation efforts in Massachusetts</p>	<p><u>Provider and Patient Engagement:</u></p> <p>Engage 4,000 providers through multi-channel media and provide education through outreach events and one-on-one contact</p> <p>Functional capabilities of website fully enabled, utilized, maintained and kept up to date, including social media and Communities of Practice</p> <p><u>EHR Integration:</u></p> <p>Identification of EHRs that support the greatest number of providers.</p> <p>Contracting with a sufficient number of qualified vendors to ensure a high volume of transactions when the HIE is deployed.</p> <p><u>Strategy for Ongoing eHealth Support:</u></p> <p>Identify two external third party funding sources to support e-health activities</p>

Enhance Broadband Infrastructure in Western & North Central MA	Complete construction of MassBroadband 123 fiber optic network.	<p>Connect approximately 120 towns and cities to the network.</p> <p>Connect approximately 1,300 community anchor institutions connected to the network.</p> <p>Network built on time and on budget.</p>
Increase Access to Broadband Services in Western & North Central MA	<p>Implement "last mile" broadband planning and deployment grants.</p> <p>Stimulate "last mile" investments by municipalities and broadband service providers to deploy high speed internet access to unserved and underserved residences and businesses in the project area.</p>	25% of unserved residences and business in the project area will have access to broadband services by end of FY13.
Increase Broadband Availability and Adoption by Target Populations	<p>Implement federally funded broadband adoption grants that will target veterans and small business and non-profit organizations.</p> <p>Implement federally funded broadband availability grant to better understand where the underserved areas are within the Commonwealth.</p>	<p>Register 75% of Veterans' Service Officers and 30% of Non-Profit Service Providers for veteran's web portal.</p> <p>At least 16 small businesses/ non-profits selected by partnering Community Development Corporations shall complete technology plans.</p> <p>Achieve at least 85% response rate from service providers for both annual broadband availability submissions.</p>

Additional Opportunities/Challenges for FY2013