

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 Office of Business Development (MOBD)

General Description

Massachusetts Office of Business Development (MOBD) is to serve as the umbrella organization for all business development activity on behalf of the state. The Commonwealth is divided into six regions, each led by a regional Director who reports to Executive Director.

MOBD offers a range of expertise and services to help business flourish in Massachusetts. MOBD's staff operates regionally statewide, so that the Agency can provide on-the-ground knowledge and viable connections for businesses. MOBD works closely with the private and public sectors to coordinate a range of resources, including financing opportunities, workforce training and site selection.

Agency Mission

MOBD's mission is to strengthen the economy of Massachusetts by promoting job growth and retention, specifically with EDIP program which is designed for eligible businesses that seek to relocate or expand their operations in Massachusetts; and by facilitating access to resources, helping businesses thrive in the

Agency Budget funded by the Commonwealth of Massachusetts

\$10,184,313.00

Agency Total Budget *(including Commonwealth of Massachusetts funding)*

\$10,184,313.00

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

Yes

If Agency has additional mandatory reporting requirements - provide Details.

No

OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT

REPORTING AGENCY ENABLING LEGISLATION

Reporting Agency Enabling Legislation

Provide details for all Agency Enabling Legislation.

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

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

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

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

In addition to tax credit projects, MOBD connects businesses directly to relevant resources or to organizations who could potentially help businesses to grow.

Metric Fiscal Year 2019 Goal # 1 will be measured by

Number of non-EDIP opportunities MOBD assisted; if available, number of jobs potentially created and retained along with private investment amount

Metric Source

Salesforce

Target for Fiscal Year 2019 Goal #1

Assist and close 120 businesses/opportunities in the fiscal year

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

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

Closed a total of 95 opportunities in FY19, of which 69 were successfully assisted. 36 opportunities are still in pipeline.

Goal #2

Agency Fiscal Year 2019 Goal # 2

Continue to build a pipeline of opportunities.

Metric Fiscal Year 2019 Goal # 2 will be measured by

Number of opportunities created and closed in the fiscal year

Metric Source

Salesforce

Target for Fiscal Year 2019 Goal # 2

Create at least 70 new opportunities in fiscal year and close at least 60% of total opportunities

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

Yes

Fiscal Year 2019 Goal # 2

Results - *or* - Details if not achieved

Total of 187 projects were created in the year, closed 111 projects with 76 still open.

Goal #3

Agency Fiscal Year 2019 Goal # 3

Effectively strengthen partnerships with quasi agency Mass Growth Capital Corp (MGCC), and REDOs to provide technical assistance across all regions of Massachusetts.

Metric Fiscal Year 2019 Goal # 3 will be measured by

Number of businesses received assistance

Metric Source

MGCC report

Target for Fiscal Year 2019 Goal # 3

Continue to assist businesses and increase prior year's mark.

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

Yes

Fiscal Year 2019 Goal # 3

Results - *or* - Details if not achieved

MGCC provided services to 3,567 entrepreneurs and small businesses in FY19, creating 1,494 jobs and retaining 2,565.5.

Goal #4

Agency Fiscal Year 2019 Goal # 4

Stay engaged with REDOs, chambers, and others to provide technical assistance across all regions of Massachusetts.

Metric Fiscal Year 2019 Goal # 4 will be measured by

Number of businesses assisted by REDO and/or with MOBD's involvement

Metric Source

REDO reports

Target for Fiscal Year 2019 Goal # 4

Continue to increase the number of businesses assisted from prior year and stay engaged with partners

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

Yes

Fiscal Year 2019 Goal # 3

Results - *or* - Details if not achieved

Total of 417 small businesses assisted by REDOs, of which 52 had MOBD's involvement.

Goal #5

Agency Fiscal Year 2019 Goal # 5

Collaborate with key partners to better facilitate economic development efforts.

Metric Fiscal Year 2019 Goal # 5 will be measured by

Number of events that MOBD hosts, co-hosts, participates

Metric Source

MOBD calendars

Target for Fiscal Year 2019 Goal # 5

Host or cohost at least 4 events, and hold office hours

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

Yes

Fiscal Year 2019 Goal # 3

Results - *or* - Details if not achieved

Assisted with 9 listening sessions for the economic development plan; held 26 days of office hours with partners and municipalities.

OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT

PROGRAM & INITIATIVE OVERVIEWS, GOALS & TARGETS

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

Program / Initiative Information, Goals, Targets

Program / Initiative #1

Program Overview

Name

Economic Development Incentive Program (EDIP)

Program / Initiative Website Link - if one exists

<https://www.mass.gov/service-details/economic-development-incentive-program-edip>

Description of Program / Initiative

EDIP is a tax incentive program designed to foster job creation and stimulate business growth throughout the Commonwealth.

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

n/a

Fiscal Year 2019 Budget

20,000,000 (in tax credits)

Total Budget (Total \$, including other sources)

20,000,000 (in tax credits)

Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

Goal #1

Support municipalities and potential eligible businesses that want to expand or relocate in the Commonwealth.

Metric Goal #1 will be measured by

Number of jobs created, retained, private investments

Source of Metric for Goal #1

Approved EDIP and TIF/STA applications

Target for Fiscal Year 2019 Goal #1

Create 70 opportunities

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

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

Total 90 tax credit opportunities were created in FY19; closed 51 projects and 40 are open.

Program / Initiative's

Fiscal Year 2019

Goal #2

Conduct information sessions for municipalities on regulatory changes.

Metric Goal #2 will be measured by

Number of sessions

Source of Metric for Goal #2

Calendar

Target for Fiscal Year 2019 Goal #2

At least 6 sessions

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

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

9 sessions

Program / Initiative #2

Program Overview

Name

Regional Economic Development Organizations (REDO) Grant Program

Program / Initiative Website Link - if one exists

<https://www.mass.gov/regional-economic-development-organization-grant-program-redo>

Description of Program / Initiative

The REDO grant supports regional economic development organizations as they work to support the business community and promote significant clusters. The grant supports regionally based efforts to stimulate, encourage, facilitate and nurture economic growth and prosperity in the Commonwealth including, but not limited to, the identification of regional competitive strengths, challenges and opportunities, regional cluster development strategies, the development of long-range regional workforce skills pipelines in collaboration with workforce and education partners, transportation and land use planning, and support of existing small businesses and downtown districts, and other systems-based activities related to the growth and retention of existing businesses and the attraction of new businesses into the Commonwealth.

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

7007-0150

Fiscal Year 2019 Budget

\$1,000,000.00

Total Budget (Total \$, including other sources)

\$1,000,000.00

Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

Goal #1

Provide support to regional and/or local businesses from regulatory to site search to financing.

Metric Goal #1 will be measured by

Number of technical assistance provided to small businesses

Source of Metric for Goal #1

REDO reports

Target for Fiscal Year 2019 Goal #1

Assist 100 small businesses

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

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

Total of 417 small businesses assisted by REDOs, of which 52 had MOBD's involvement.

Program / Initiative's

Fiscal Year 2019

Goal #2

Host or co-host events, workshops in supporting the entrepreneurs and businesses.

Metric Goal #2 will be measured by

Number of workshops, events hosted or participated

Source of Metric for Goal #2

REDO reports

Target for Fiscal Year 2019 Goal #2

250 total

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

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

396 workshops, fairs, forums, tours (not including all the meetings and other events)

Program / Initiative #3

Program Overview

Name

Manufacturing Matching Grant (SBANE)

Description of Program / Initiative

SBANE's Manufacturing Matching Grant Program, formerly known as Lay-off Aversion program. The program helps Massachusetts -based manufacturing companies hire 3rd party consultants for projects needed to improve the company's bottom line or assist as they undergo a business transition.

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

7007-1641

Fiscal Year 2019 Budget

\$250,000.00

Total Fiscal Year 2019 Budget expended

\$250,000.00

Total Budget (Total \$, including other sources)

\$250,000.00

Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

Goal #1

Support the award recipients in projects to increase their payroll.

Metric Goal #1 will be measured by

Amount of payroll

Source of Metric for Goal #1

Reports from recipients

Target for Fiscal Year 2019 Goal #1

Increase the number of recipients to 40 or more.

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

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

Awarded 51 companies, total of payroll \$162.3 million

Program / Initiative's

Fiscal Year 2019

Goal #2

Support the companies in job creation and retention.

Metric Goal #2 will be measured by

Number of jobs created/retained

Source of Metric for Goal #2

Reports from recipients

Target for Fiscal Year 2019 Goal #2

Use 20 or more consultants based in MA.

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

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

35 consultants (70%) in MA were used.

Program / Initiative #4

Program Overview

Name

Worcester Biotech

Description of Program / Initiative

For the operation and maintenance of the Massachusetts Biotechnology Research Institute for the commercialization of new, academic-based research and development, and raising the scientific awareness of the communities of the Commonwealth. && collaborate to increase diversity in the fields of life sciences and biotechnology in the Commonwealth; will work across the continuum to recruit and prepare high school and adult students for careers in STEM; to support and graduate greater numbers of diverse college students engaged in STEM fields; and to assist foreign-born adult students with STEM backgrounds with entry into the workforce.

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

7007-0500

Fiscal Year 2019 Budget

\$500,000.00

Total Budget (Total \$, including other sources)

\$500,000.00

Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

Goal #1

Support the operation of three lab facilities in Worcester.

Metric Goal #1 will be measured by

Percentage of occupancy of all sites

Source of Metric for Goal #1

MBI report

Target for Fiscal Year 2019 Goal #1

85% - 90% occupancy

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

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

Over 90% to almost full for occupancy rate

Program / Initiative's

Fiscal Year 2019

Goal #2

Partnership with educational institutions on the diversity initiative - to build a diverse workforce for STEM.

Metric Goal #2 will be measured by

Number of students enrolled in STEM programs

Source of Metric for Goal #2

From MBI, QCC, and WSU

Target for Fiscal Year 2019 Goal #2

100 students and 100 adults enroll in the 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

Over 3000 students were impacted by the universities' engagement initiatives in STEM majors.

Program / Initiative #5

Program Overview

Name

Zoo

Description of Program / Initiative

Funding for the operation of the Commonwealth Zoological Corporation pursuant to Chapter 92B of the General Laws. Capital line for Zoo New England - Funding will be used for capital improvements, upgrades, upkeep, purchases of equipment, and management of all zoo facilities

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

7007-0952 & 7007-6300

Fiscal Year 2019 Budget

4,675,000 (operating) + 3,000,000 (capital)

Total Budget (Total \$, including other sources)

4,675,000 (operating) + 3,000,000 (capital)

Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

Goal #1

Promote attendance or membership

Metric Goal #1 will be measured by

Increase 5% in attendance/membership and 8% in private funding

Source of Metric for Goal #1

Zoo reports

Target for Fiscal Year 2019 Goal #1

Increase 5% in attendance/membership

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

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

FY19 attendance was 708,278 (an 11.7% increase from FY18). FY19 membership was 19,382 (an 9.8% increase).

Program / Initiative's

Fiscal Year 2019

Goal #2

Increase education programs with schools and communities

Metric Goal #2 will be measured by

Number of attendees and programs provides

Source of Metric for Goal #2

Zoo report

Target for Fiscal Year 2019 Goal #2

increase at least 10% of school programs and/or school field trips

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

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

In FY19, ZNE's education department conducted over 230 programs for almost 7000 MA school students.

Program / Initiative #6

Program Overview

Name

Microlending

Description of Program / Initiative

The Microlending Program seeks to spur job creation across the Commonwealth, support entrepreneurship and small business growth, and build community wealth, by lowering the barriers to capital access faced by small businesses.

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

7007-0801

Fiscal Year 2019 Budget

\$300,000.00

Total Budget (Total \$, including other sources)

\$300,000.00

Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

Goal #1

Provide loans to small businesses

Metric Goal #1 will be measured by

Number of businesses being assisted

Source of Metric for Goal #1

Recipients' reports

Target for Fiscal Year 2019 Goal #1

Assist at least 100 small businesses

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

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

346 businesses received technical assistance.

Program / Initiative's

Fiscal Year 2019

Goal #2

Grow and retain jobs through lending

Metric Goal #2 will be measured by

Number of loans made and/or jobs created and retained

Source of Metric for Goal #2

Recipients' reports

Target for Fiscal Year 2019 Goal #2

70 loans for small businesses

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

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

72 loans with over 250 jobs created and retained

Program / Initiative #7

Program Overview

Name

Community Development Finance Agency

Description of Program / Initiative

Capital item under HED. Funding is for CDFI federal matching.

Fiscal Year 2019 Budget

\$250,000.00

Total Budget (Total \$, including other sources)

\$250,000.00

Program Goals and Targets

Program / Initiative's

Fiscal Year 2019

Goal #1

Provide loans to small businesses

Metric Goal #1 will be measured by

Number of businesses being assisted

Source of Metric for Goal #1

Recipients' reports

Target for Fiscal Year 2019 Goal #1

Assist at least 100 small businesses

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

Yes

Fiscal Year 2019 Goal # 1

Results - *or* - Details if not achieved

346 businesses received technical assistance.

Program / Initiative's

Fiscal Year 2019

Goal #2

Grow and retain jobs through lending

Metric Goal #2 will be measured by

Number of loans made and/or jobs created and retained

Source of Metric for Goal #2

Recipients' reports

Target for Fiscal Year 2019 Goal #2

70 loans for small businesses

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

Yes

Fiscal Year 2019 Goal #2

Results - *or* - Details if not achieved

72 loans with over 250 jobs created and retained

OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT
INVESTMENTS AND GRANTS AWARDED OR PROVIDED BY THE AGENCY

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

| Award Overview | | | | Award Address Information | | | |
|---|--|--|---------------------------|---------------------------|---------------|---|---|
| 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 |
| Commonwealth Zoological Programs | Commonwealth Zoological Corp | For the operations of the Franklin Park and Stoneham zoos | \$4,600,000.00 | 1 | Franklin Park | Road | Regional |
| Commonwealth Zoological Programs | Forest Park Zoological Society | For the operation of the zoo | \$ 75,000.00 | 293 | Sumner | Avenue | Regional |
| Microlending | Common Capital | to support the organization's lending and technical assistance activities | \$ 100,000.00 | 120 | Maple | Street | Regional |
| Microlending | Lower Cape Community Development | to support the organization's lending and technical assistance activities | \$ 35,000.00 | 3 | Main | Street | Regional |
| Microlending | North Central Massachusetts Development Corp | to support the organization's lending and technical assistance activities | \$ 65,000.00 | 860 | South | Street | Regional |
| Microlending | South Eastern Economic Development | to support the organization's lending and technical assistance activities | \$ 100,000.00 | 80 | Dean | Street | Regional |
| Worcester Biotech | MassBio | For the operation and maintenance of the Massachusetts Biotechnology Research Institute for the commercialization of new, academic-based research and development, and raising the scientific awareness of the communities of the Commonwealth; and through partnerships to increase diversity in the fields of life sciences and biotechnology in the commonwealth, including investments in minority-owned businesses, grants to schools for developing curricula, and strategies to recruit and retain diverse workforce. | \$ 500,000.00 | | | | Regional |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | 88 Acres | Expansion of bakery operation to increase production capacity | \$ 3,500.00 | 196 | Quincy | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Aegis Energy Services, LLC | Renovations to existing facility to accommodate surge in sales of products and services | \$ 5,800.00 | 55 | Jackson | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Artaic | Preparation for 2 SBIR grant proposals - NIH and NSF - for up to \$5 million which would lead to job growth, higher projected sales and opening a new division | \$ 3,500.00 | 1 | Design Center | Place | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Arteriocyte, Inc. | Hire a consultant to assist in preparing and filing a regulatory document of PLUS human platelet lysate (hPL) product | \$ 3,600.00 | 45 | South | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Atlas Devices | Continued improvement to manufacturing and development processes financial restructuring, financial reporting & planning, project management, strategic business advice | \$ 3,600.00 | 56 | Roland | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Automatic Machine Products Co. | Outsourced marketing services in the form of lead generation execution, content creation, digital marketing | \$ 5,800.00 | 400 | Constitution | Drive | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Battery Resourcers | Development of marketing materials to reflect change in focus. Project includes branding and printed and digital materials and trade show equipment | \$ 3,800.00 | 54 | Rockdale | Street | Statewide |

| Award Overview | | | | Award Address Information | | | |
|---|---------------------------------------|--|---------------------------|---------------------------|----------------|--|---|
| Name of Award Program - or - Investment | Name of Recipient | Description of Award or Investment | Amount (if applicable) | Street # | Street Name | Street Ending (Avenue, Street, Lane...) <i>spell out</i> | Municipality of Recipient *if regional or state-wide, please indicate |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Bodkin Design & Engineering, LLC | Sales infrastructure and development and fulfillment of outsourced sales enablement | \$ 3,500.00 | 77 | Oak | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Boston Baking, Inc. | Development of operational excellence production model to know the cost of every product in terms of ingredients, labor and other direct costs | \$ 3,600.00 | 101 | Sprague | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Bristol Tape Corporation | Development of digital marketing strategy to attract, convert and nurture prospects; includes digital marketing audit, installation of new software, development of strategic plan | \$ 5,800.00 | 598 | Airport | Road | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | C&K Components | Accounting assistance to analyze accounting requirements per Accounting Standards Codification (ASC) 842; exploring new facilities and negotiating new lease contracts | \$ 3,600.00 | 15 | Riverdale | Avenue | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Carpe Diem Technologies | Relocating the entry to the building so that traffic is not traversing the space; expertise required in framing and welding steel; project needed to create cleanroom space | \$ 3,600.00 | 34 | Saxon | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | CeraNova Corporation | Mapping of company and Navy SBIRs to program insertion points at the DoD weapon/seeker & hypervelocity vehicle primes; opportunity identification and strategy plan with POCs. | \$ 3,500.00 | 85 | Hayes Memorial | Drive | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Chelsea Clock | Radiological Safety and Compliance on clocks containing radioluminescent paint on dials and hands; assistance with preparing internal procedures and documentation; assure compliance with state and federal regulatory requirements | \$ 5,800.00 | 101 | Second | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Communications & Power Industries LLC | Provide training and certification for new hires to IPC and JSTD solder standard | \$ 3,500.00 | 150 | Sohier | Road | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Custom Machine | Project to manage raw material, work-in-process and finished goods inventory | \$ 3,600.00 | 30 | Nashua | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | dataCon, Inc. | Implementation of Account Based Marketing (ABM); consultant will oversee evaluation of marketing software and its implementation, oversee design of customized brochures, manage digital advertising, track program progress | \$ 3,600.00 | 60 | Blanchard | Road | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Davico Manufacturing | Advocacy for policy changes to help maintain and grow US and international sales, hire more employees and further reduce emissions from motor vehicles | \$ 5,800.00 | 95 | Brook | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Device Technologies Inc. | Digital Transformation Launch to include Market Research & Target List Development; Sales & Marketing Strategy & Plan Creation | \$ 3,500.00 | 155 | Northboro | Road | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Diamond-Roltran, LLC | Provide technical consulting and program assistance for the response effort for space mechanism inquiries; objectives are to qualify, quote and land new space mechanism business | \$ 3,500.00 | 59 | Porter | Road | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Fairview Machine Company | Increase efficiency and visibility in Accounts Payable process; increase automation of vendor invoices | \$ 3,600.00 | 427 | Boston | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Fancypants Baking Co. | Development of finance-related projects: corporate vision and goals, product line pricing analysis, business valuation and raising capital | \$ 3,500.00 | 160 | Elm | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Fourstar Connections | Strategic planning by looking beyond current industry customers to explore potential new industries that could be penetrated to fuel future growth | \$ 3,500.00 | 1 | Bonazzoli | Avenue | Statewide |

| Award Overview | | | | Award Address Information | | | |
|---|---------------------------------|--|---------------------------|---------------------------|-------------|---|---|
| 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 |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Globe Composite Solutions, Ltd. | Implementation of SEIM (Security Information Event Management) system to monitor, analyze, and audit logs from all network devices | \$ 3,500.00 | 200 | Shuman | Avenue | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Golden Cannoli Shells Company | Financial consulting for risk assessment and mitigation, evaluation and restructuring current debt, operational enhancements, process improvement, product mix optimization, tightening accounting and finance reporting, new product roll-outs, determine optimal product mix | \$ 5,800.00 | 99 | Crescent | Avenue | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | GridEdge Networks Inc. | Sales Infrastructure and Development, including sales planning, sales infrastructure development, sales recruiting | \$ 3,600.00 | 6 | Lyberty | Way | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | HDM Systems | ISO9001: 2015 Gap Assessment; implementation of Lean practices | \$ 3,500.00 | 226 | Lincoln | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Headwall Photonics, Inc. | Create streamlined and interactive workflow to generate precise orthorectified imagery from hyperspectral line scanning system co-mounted with IMU / GPS hardware | \$ 3,500.00 | 580 | Main | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Janna Ugone and Company | Development of state-of-the-art approach to online, print and local marketing to expand retail and online business | \$ 3,600.00 | 1 | Cottage | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Lutco Inc. | Development of marketing, advertising and promotion strategy and plan, including site redesign & migration, persona & messaging | \$ 5,800.00 | 677 | Cambridge | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Marzilli Machine Co., Inc. | Additional programming seat for Mastercam, CNC programming software, to keep up with demand; training for QC department; upgrade the network | \$ 5,800.00 | 621 | S Almond | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Moduform Inc. | Improve information supplied to customer, sales reps and dealers about delivery data through the implementation and use of financial modelling | \$ 5,800.00 | 172 | Industrial | Road | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | MRSI Systems | Design and implementation of Salesforce dashboard for each salesperson to include quarterly Gap analysis, PO performance vs target, YTD, age of leads, age of opportunities, next steps, last date of activity; forecasting; management of marketing KPIs | \$ 3,500.00 | 101 | Billerica | Avenue | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Mueller Corporation | Develop and produce a series of videos for use in attracting new customers | \$ 3,600.00 | 530 | Spring | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | New England Wheels, Inc. | Design a new production line and production process that would allow company to increase production of Front Runner bus to 2 buses per week from 2 buses per month | \$ 5,800.00 | 33 | Manning | Road | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Newcastle Systems | Development of sales & sales leadership program, including sales coaching, ad hoc coaching for individual team members, executive coaching | \$ 3,500.00 | 73 | Ward Hill | Avenue | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Nortek Inc. | Enhancements to extend current functionality of ERP system to allow more visibility to the parts and enhance and streamline operations | \$ 5,800.00 | 70 | Doty | Circle | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Parlee Cycles | Ongoing and enhancements to financial management processes | \$ 3,500.00 | 69 | Federal | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Precision Component Group | Design and implementation of quality management system and registration to ISO9001 / AS9011 | \$ 5,800.00 | 500 | Lincoln | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Product Resources | Conduct analysis of internal network and internet facing systems | \$ 3,000.00 | 4 | Mulliken | Way | Statewide |

| Award Overview | | | | Award Address Information | | | |
|---|-----------------------------------|--|---------------------------|---------------------------|--------------|---|---|
| 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 |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | RC Cubed, Inc. | Development of comprehensive marketing plan and path for pre-orders and future orders, including print and we production, identification of sales pattern per client persona, creation of inbound and interactive product website | \$ 5,800.00 | 40 | Jackson | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Rexa Inc. | Establish if IT infrastructure is compliant with industry best practices as well as assess overall security of the environment | \$ 3,800.00 | 4 | Manley | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Riptide Autonomous Solutions | Development of new markets and new partners through publications and presentations and attendance at various industry-specific events January through May 2019 | \$ 3,500.00 | 10 | Cordage | Park | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Saloom Furniture Co., Inc. | Development of strategic plan to transition from old-school marketing to digital marketing and branding; result will be lower marketing costs and higher effectiveness in reaching out to new customers | \$ 3,500.00 | 256 | Murdock | Avenue | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Samtan Engineering Corporation | Development of new relationships to aid business development and government procurement efforts | \$ 5,800.00 | 127 | Wyllis | Avenue | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Si2 Technologies | Advocate for funding for 2 separate program - NextFlex and a new consortium of small defense companies seeking R&DS funding from the Department of Defense | \$ 3,500.00 | 267 | Boston | Road | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | SMC Ltd. | Development of digital marketing strategy to strengthen current marketing efforts, build a lead generation roadmap that will drive pipeline, create marketing dashboard that will track and measure marketing campaign results | \$ 3,600.00 | 18 | Independence | Drive | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | South Shore Millwork | Develop strategic plan to increase marketing of capability to architects, millworkers and contractors throughout the US; activities include print and web advertising, direct outreach, trade shows, online advertising | \$ 3,600.00 | 7 | Maple | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | TEK Microsystems, Inc. | Business development and sales activities to engage existing customer base and potential customers | \$ 3,500.00 | 300 | Apollo | Drive | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | Triton Systems, Inc. | Expand product portfolio and develop additional products for targeted DoD primes/platforms through diversification of product portfolio and manufacturing planning | \$ 3,500.00 | 200 | Turnpike | Road | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | U.S. Bedding, Inc. | Development of comprehensive marketing plan to promote new products and deplete \$35 m inventory; includes brand development, test market, develop strategy for new products, assist with patents, assist in securing national exposure, explore opportunities with HSN, QVC | \$ 5,800.00 | 451 | Quarry | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | United Tool & Machine Corporation | Legal assistance for costs associated with acquisition of a \$3.5m competitor | \$ 3,600.00 | 98 | Eames | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | WAAV, Inc | Provide first-order automation and coordination for manufacturing process from vendor Purchase Order to Customer Shipment | \$ 3,500.00 | 151 | Pearl | Street | Statewide |
| Small Business Layoff Aversion Grant Program/Manufacturing Matching Program | XTechnology Global | Develop a robust sales hiring and training program, upgrading CRM technology and implement other best practices to facilitate growth | \$ 3,500.00 | 30 | Log Bridge | Road | Statewide |

| Award Overview | | | | Award Address Information | | | |
|--|---|---|---------------------------|---------------------------|-------------|---|---|
| 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 |
| Regional Economic Development Organization program | 1Berkshire | Serving 32 communities, 1Berkshire is a strong stakeholder in the region and has numerous programs, including Berkshire Starts, the Berkshire Blueprint 2.0 and a new Site Selector Tool that will allow for increased support of the local business community. | \$90,746.00 | 66 | Allen | Street | Regional |
| Regional Economic Development Organization program | 495/MetroWest Partnership | 495/MW Partnership is an active partner of state government and a leading convener in the region for the 35 cities and towns it serves. | \$109,141.00 | 200 | Friberg | Parkway | Regional |
| Regional Economic Development Organization program | Cape Cod Economic Development Corp Plymouth Area Chamber of Commerce Partnership | Cape Cod EDC and the Plymouth Area Chamber of Commerce continue their partnership for FY19, serving 32 cities and towns. The application is strongly focused around the Blue Economy Plan which is a significant regional economic driver. For special project: The council aims to strengthen regional connections in the region's Blue Economy through the development of an online platform called BlueConnect. This will consist of a business contact database on bluecapecod.org and an entrepreneur register. Additionally, CCEDC will produce a linked online portal for blue job and career connections. | \$94,000.00 | 5 | Patti Page | Way | Regional |
| Regional Economic Development Organization program | Central Regional EDA Partnership | The partnership between Blackstone Valley Chamber of Commerce and Worcester Regional Chamber of Commerce continues to serve 35 cities and towns in Central MA. They focus on the manufacturing industry and expand on training curriculum. | \$109,141.00 | 670 | Linwood | Avenue | Regional |
| Regional Economic Development Organization program | Metro South Chamber of Commerce | MSCC serves 18 cities and towns with a business focused approach on serving the region. BRE program, developers' tours and workforce skills support will continue into FY19. | \$109,141.00 | 60 | School | Street | Regional |
| Regional Economic Development Organization program | Middlesex3 Coalition | Middlesex 3 serves 10 cities and towns and has gradually been expanding. The application indicated some support for small businesses. | \$50,000.00 | 365 | Boston | Road | Regional |
| Regional Economic Development Organization program | North Central Massachusetts Development Corp | NCMDC serves 26 cities and towns in the North Central Region. A collaborative partner to MOBD, the organization has a thriving micro-lending program and understanding of the region. | \$109,141.00 | 860 | South | Street | Regional |
| Regional Economic Development Organization program | North Shore Alliance for Economic Development | Serving 30 cities and towns, North Shore Alliance is an active partner of MOBD. They propose a consistent programming schedule to support small businesses and the region's economic development activity. | \$29,500.00 | 121 | Loring | Avenue | Regional |

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 | | | |
|---|---|--------------------------------------|------------------------|---------------------------|-------------|---|--|
| Name of Award Program - or - Investment | Name of Recipient | Description of Award or Investment | Amount (if applicable) | Street # | Street Name | Street Ending (Avenue, Street, Lane...) <i>spell out</i> | Municipality of Recipient *if regional or state-wide, please indicate |
| EDIP | A&P Coat, Apron & Linen Supply LLC dba Unitex | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Aetna Inc. / Aetna Resources LLC | State tax incentive credit recipient | | | | | Statewide |
| EDIP | B&B Micro Manufacturing, Inc. / 161 River Mill, LLC | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Candela Corporation / Syneron, Inc. | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Fall River Hat Co. dba Korber Hats | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Gourmet Specialty Foods, LLC / JAFCO Foods, Inc. | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Hardline Heat Treating, Inc. | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Humana Insurance Company | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Maibec Eastern Inc. | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Millstone Medical Outsourcing LLC | State tax incentive credit recipient | | | | | Statewide |
| EDIP | New Balance Athletics, Inc. | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Northern Wind, Inc. / Streetside Realty, LLC | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Plastic Distributors & Fabricators, Inc. | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Prodrive Technologies, Inc. | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Spencer Technologies, Inc. | State tax incentive credit recipient | | | | | Statewide |

| Award Overview | | | | Award Address Information | | | |
|---|---|--------------------------------------|------------------------|---------------------------|-------------|--|--|
| 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...) <small>spell out</small> | Municipality of Recipient *if regional or state-wide, please indicate |
| EDIP | TOG Manufacturing Co., Inc. / Stanley Black & Decker, | State tax incentive credit recipient | | | | | Statewide |
| EDIP | Wayfair LLC / SK Retain, Inc. | State tax incentive credit recipient | | | | | Statewide |



Point of Contact for Head of Agency

Name

Nam Pham

Title

Assistant Secretary of Business Development and International Trade

Agency

EOHED/MOBD

Email Address

nam.pham@mass.gov

Phone Number (123-456-7890)

617-973-8540

Point of Contact for Performance Reporting Matters

Name

Nhat Le

Title

Chief Operating Officer

Agency

MA Office of Business Development

Email Address

nhat.le@mass.gov

Phone Number (123-456-7890)

617-973-8535