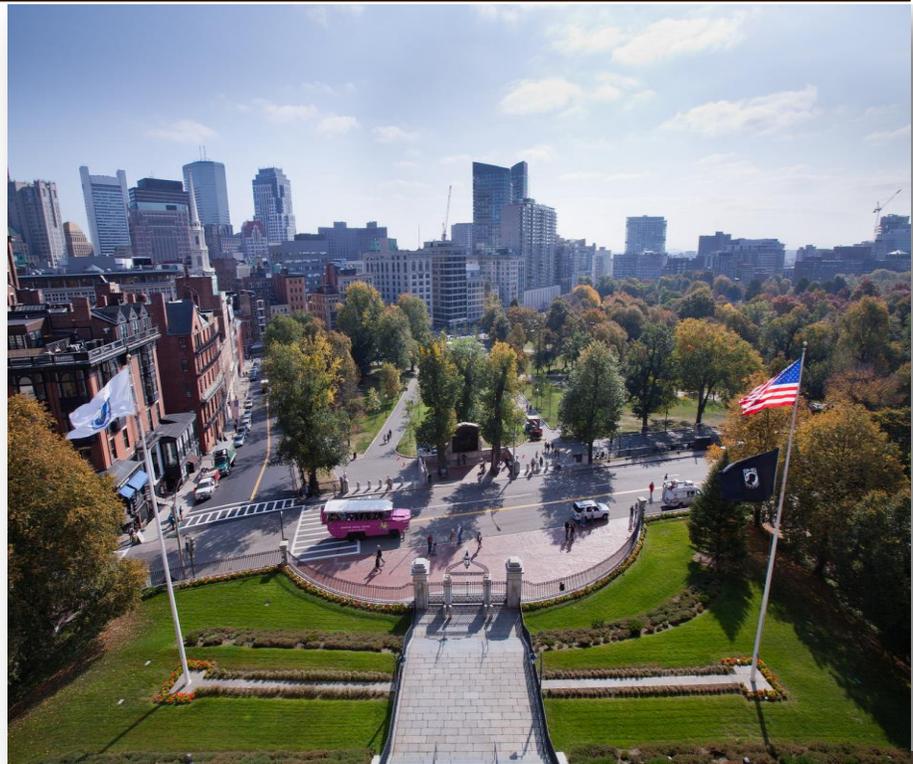


Executive Office of
Housing and Economic Development

Office of Performance Management and Oversight – 2014 Annual Report



Commonwealth of Massachusetts

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Executive Summary

The Office of Performance Management & Oversight (OPMO) oversees the effectiveness, accountability, and transparency of economic development efforts across the state. The OPMO was created by Chapter 240 of the [Acts of 2010](#) – An Act Relative to the Economic Development Reorganization. It includes all public and quasi-public* entities engaged in economic development and any private organizations under contract with the Commonwealth to perform economic development services. The nineteen organizations under this office provide a wide range of services and programs that drive economic development.

OFFICE OF PERFORMANCE MANAGEMENT AND OVERSIGHT		
Commonwealth Corporation	Massachusetts Cultural Council	Massachusetts Office of International Trade and Investment
Community Economic Development Assistance Corp.	MassDevelopment Finance Agency	Massachusetts Port Authority
Commonwealth Marketing Office	Massachusetts Export Center	Massachusetts Office of Travel and Tourism
Massachusetts Business Development Corporation	Massachusetts Growth Capital Corp.	Massachusetts Small Business Development Center
Massachusetts Clean Energy Center	Massachusetts Life Sciences Center	Massachusetts Technology Collaborative
Massachusetts Convention Center Authority	Massachusetts Office of Business Development	Massachusetts Technology Transfer Center
	MassDevelopment Finance Agency	MassVentures

This report and the reports from the nineteen organizations under the OPMO are filed with the clerks of the Senate and House of Representatives, the Chairs for the House and Senate Committees on Ways and Means and the House and Senate Chairs of the Joint Committee on Economic Development and Emerging Technologies. All information is available at our website at www.mass.gov/opmo.

Agencies work closely with the [Executive Office of Housing and Economic Development](#) to create annual plans that align with the Commonwealth's economic development plan and policy – [Choosing to Compete in the 21st Century](#). The plan includes five categories (*below*) identified as most important to drive the economy forward along with 55 action items to advance key initiatives.

- Advance Education and Workforce Development for Middle-Skill Jobs Through Coordination of Education, Economic Development, and Workforce Development Programs
- Support Innovation and Entrepreneurship
- Support Regional Development Through Infrastructure Investments and Local Empowerment
- Increase the Ease of Doing Business
- Improve Cost Competitiveness

*Quasi-public agencies are state agencies created by statute that are funded to some extent with state tax dollars. They are headed by chief executive officers who report to boards of directors who in turn are appointed by state elected officials

Massachusetts has seen significant progress in all categories required for sustainable economic development and the improved collaboration across agencies has been an integral part of our success.

- **Economic Growth** — The Massachusetts economy grew at about twice the U.S. rate for 2007-2013
- **Job Growth** — By January 2013, Massachusetts was the seventh state to regain its pre-recession job peak, outpacing most other states and the country as a whole. In 2013, Massachusetts added over 55,000 jobs, growing by more than one percent over the previous year. It was the most jobs added since 2000.
- **Population Growth** — The U.S. Census reports that Massachusetts' population increased .72% from July 1, 2012 to July 1, 2013, the same rate of growth as the nation as a whole. The last time we matched the country's population growth was 1980.
- **Housing Growth** — Total housing starts in Massachusetts in 2013 are twice the number of starts in 2011—14,538 versus 7,260. Total multi-family starts in 2013 are nearly three times those for 2011—7,601 versus 2,752. This represents the strongest year since 2007 for total starts, and the strongest since 2006 for multi-family starts.

We continue to refine our performance management process to include measurements that most accurately and comprehensively depict our progress. The information included in this report highlights the progress being made across the 19 organizations. For more information, please visit the OPMO [website](#) as well as www.mass.gov/compete.

RESULTS

This section highlights some of the progress and accomplishments of the 19 economic development organizations under the Office of Performance and Management for Fiscal Year 2014. For comprehensive information on each agency, please visit the OPMO website – www.mass.gov/opmo.

The **Commonwealth Corporation** strengthens the skills of Massachusetts youth and adults by investing in innovative partnerships with industry, education, and workforce organizations. Commonwealth Corporation seeks to meet the immediate and emerging workforce needs of businesses and workers.

- **Workforce Training Fund** – awarded \$13.4 million to 151 businesses to support the training of 11,508 workers
- **Workforce Competitiveness Trust Fund** – awarded \$5 million to 15 businesses, educational, and workforce partnerships – these partnerships will train 850 individuals and represent engagement with over 100 businesses
- **YouthWorks Program** – awarded \$10 million to support 5,175 youth in summer employment experiences in 31 cities across the state
- **Juvenile Justice Re-Entry Programs** – provided comprehensive employability services including innovative and high quality career readiness, vocational and work-based training, industry certifications and subsidized employment experiences through the Bridging the Opportunity Gap (BOG) initiative. The summer program served 161 youths and the year round program served 230.
- **Health Care Workforce Transformation Fund** – awarded 51 grants totaling \$1.8 million to fund employee training and programs within the health care industry. Projects focused on adopting new methods of patient engagement, care coordination and the development and use of electronic health record systems.

The **Community Economic Development Assistance Corporation** provides technical assistance, pre-development lending, and consulting services to non-profit organizations involved in housing development, workforce development, neighborhood economic development, and capital improvements to childcare facilities.

- **Housing Finance and Development** – committed \$20.3 million to 45 projects, supporting 2,429 housing units.
- **Supportive Housing** – provided a combination of housing services to help people live more stable, productive lives. New loan commitments were awarded by Department of Housing and Community Development to 41 projects totaling \$30.5 million.
- **Workforce Development** – delivered eight trainings, and held 16 peer-learning meetings across five state regions. Over 875 people attended the Commonwealth Workforce Coalition (CWC) events representing 378 organizations.
- **The Children's Investment Fund** – committed \$1.8 million to six projects offering a full range of financing and technical advising services options for early education and after school programs.

The **Commonwealth Marketing Office** acts as a central entity and coordinating organization for marketing initiatives to advance economic development.

- Coordinated marketing and branding for the second annual Economic Development Summit held in April 2014 including a 16-page booklet that is available in digital format [here](#).

- Created a “[Come Early, Stay Late](#)” campaign for the millions of conferences attendees visiting Massachusetts annually, encouraging them to stay extra time to enjoy Massachusetts’ tourist attractions and providing a warm welcome to support the convention industry
- The new blog, [MassItsAllHere.com](#), launched in January has posted 42 blog stories, 60 + events, and has enlisted guest bloggers to contribute.

The **Massachusetts Business Development Corporation** provides a loan guaranty program designed to target “main street” businesses with working capital and expansion financing.

- **Job Creation and Retention** – projected 2,072 created and retained jobs
- **Business Coverage** – assisted 261 ‘main street’ businesses
- **Financing** – provided \$15.6 million in private sector financing
- **Regional Coverage** – gave 17% of all loans to companies located in gateway cities
- **Cost Efficiency** – state funds cost per job is \$264

The **Massachusetts Clean Energy Center** is dedicated to accelerating the success of clean energy technologies, companies, and projects in Massachusetts while creating high-quality jobs and long-term economic growth for the people of Massachusetts.

- **MassCEC** confirmed 88,372 clean energy workers, which represents an increase of 10.5% over FY2013. There are now 5,985 clean energy firms identified representing an increase from 5,557 the prior year.
- **Innovate Mass** helps clean energy companies and their technologies move closer to commercialization. Technology teams are eligible to receive up to \$150,000 in funds as long as each team is matched by at least 50% outside funding. The Massachusetts technology teams receiving funding are:
 - [Nuvera Fuel Cells](#) (Billerica) – \$150,000 matched by \$830,740
 - [Sparkplug Power](#) (Somerville) – \$150,000 matched by \$223,000.
 - [Black Island Wind Turbines](#) (Amherst) – \$150,000 matched by \$75,000
 - [SolarOne Solutions](#) (Needham) – \$88,779 matched by \$57,772
- **Incubate Mass** provides funding to new clean energy incubators. Awarded \$300,000 to provide early-stage clean energy companies with affordable office space
 - Greentown Labs (Somerville) – \$190,000
 - North Shore InnoVentures (Beverly) – \$60,000
 - Advanced Technology Manufacturing Center (Dartmouth) – \$30,000
 - Scibelli Enterprise Center (Springfield) – \$20,000
- **Solarize Mass** is a partnership between the Massachusetts Clean Energy Center (MassCEC), the Green Communities Division of the Massachusetts Department of Energy Resources (DOER), and cities and towns across the Commonwealth. It has led to more than 2,400 (up from 900) residents and business owners signing contracts for small-scale solar electricity systems. Solarize Mass increased the adoption of small-scale solar electricity through facilitated energy planning workshops in 46 (up from 27) municipalities and has installed 16 megawatts of solar.

- **Learn and Earn Program** awarded \$435,000 for the first round providing funding for programs to prepare high school students for higher learning opportunities and careers in clean energy and science, technology, engineering and math (STEM) fields.
 - Brockton High School – Students will have the opportunity to earn college credit through Bridgewater State University’s “Energy and its Social Uses” course.
 - Greater Lawrence Technical School - Students will train on ground-level, full-sized practice roofs and students will install a fully-functional solar electric system at the school as a final project.
 - Northeastern University and John D. O’Bryant School of Mathematics and Science –25 students will be educated about clean energy topics, as well as supported with resources to help them pass Advanced Placement calculus exams.
- **Mass CEC Internship Program** has placed hundreds of students and recent graduates at clean energy companies across the Commonwealth since its inception in 2011. Over the past three summers, the program has placed 871 students and recent graduates in internships at 224 clean energy companies across the state. As a result, more than 54 students gained full-time or part-time employment.

The **Massachusetts Convention Center Authority** generates significant regional economic activity by attracting conventions, tradeshows, and other events to its world-class facilities while maximizing the investment return for the residents and businesses in the Commonwealth of Massachusetts.

- **Economic Activity** – \$570.2 million in economic activity, resulting in \$30.6 million in combined state and local taxes and supporting approximately 5,100 jobs
- **World Class Events** – hosted 94 events: 34 education, 21 technology, and 39 medical/pharma events
- **Entrepreneurial Government** – generated \$2.6 million through “entrepreneurial government” initiatives including leveraging non-revenue generating space to generate lease and advertising revenue
- **Job Training** – the Community Partnership Program Fund receives ten cents for each square foot of rented exhibit space and one dollar per admission ticket sold for each gate show. This year \$120,000 was awarded to 26 programs focused on job skills training and career development particularly for youth.
- **Innovation Leaderships** – invested \$2.6 million in technology upgrades including upgrading wireless capabilities to remain a technology leader in the convention industry
- **Hospitality Scholarships** – granted \$2,500 to four students in the hospitality/tourism industry.

The **Massachusetts Cultural Council** promotes excellence, access, education, and diversity in the arts, humanities, and interpretive sciences to improve the quality of life and contribute to the economic vitality of our communities.

GRANT PROGRAMS

- **Adams Arts Program** – provides support through the disbursement of cultural economic development grants including grants for cultural activities that have the capacity to revitalize communities, stimulate income, create or enhance jobs, and attract tourism.
- **Artist Fellowships** – gives fellowships to artists in recognition of exceptional work
- **Big Yellow School Bus** – provides grants to help schools meet the costs of providing educational field trips to cultural institutions and events across the Commonwealth.

- **Cultural Facilities Fund** – increases investments from both the public sector and the private sector to support the sound planning and development of cultural facilities in Massachusetts in partnership with MassDevelopment.
- **Cultural Investment Portfolio** – represents a partnership that will better position the cultural sector as vital components of Massachusetts' economy and the quality of life of our citizens.
- **Local Cultural Council Program** – serves every city and town in Massachusetts offer grants to projects benefiting their respective communities.
- **STARS Residencies** – gives grants to schools for residencies of 3 days or more with teaching artists, scientists, scholars, or cultural organizations.
- **Re-Grant/Project Programs** – refer to federal programs such as Poetry Out Loud, New England Foundation for the Arts, and contributions made to MassHumanites.
- **Traditional Arts Apprenticeships** – supports the teaching of traditional arts that are specific to a particular folk group or ethnic community through the [Folk Arts and Heritage Program](#)
- **YouthReach** – gives multi-year grants for partnerships that provide substantive arts activities for young people who are "at-risk."

Grant Program	Amount	Grants
Adams Arts Program	\$776,170	29
Artist Fellowships	\$366,000	67
Big Yellow School Bus	\$147,000	735
Cultural Facilities Fund	\$13,959,000	128
Cultural Investment Portfolio	\$3,882,400	384
Local Cultural Councils	\$2,632,500	329
Re-Grant/Project Programs	\$267,702	3
STARS Residencies	\$696,800	190
YouthReach	\$410,000	41
Total	\$23,137,572	1,906

The **Massachusetts Development Finance Agency** stimulates economic development and industrial growth, increases employment, builds communities, promotes prosperity and general welfare, and eradicates blight across the Commonwealth.

- **Advanced Manufacturing**
 - Financed 44 manufacturing projects with over \$46 million invested creating 6,341 permanent jobs and 8,983 construction jobs.
 - [AMPitup!](#) – provides an educational program that shows students, parents, guidance counselors, and teachers how to take advantage of the many great, highly skilled, well-paying advanced manufacturing jobs available in the state. Awarded 11 grants totaling \$108,950 that resulted in 33 events to promote manufacturing jobs. This included company tours, teacher professional development, and presentations to business leaders.
- **Innovation**
 - 9.5% increase in total housing production to support innovation and entrepreneurial activity

- 387 new and 1,234 in preserved rental-housing units
- **Regional Development**
 - Invested \$375 million on 95 projects in Gateway cities – over 3,000 new jobs projected
 - Conducted economic development academies in Gardner, Haverhill, Kingston, Franklin, and Adams. Academies were widely attended with over 275 participants. Since 2012 there has been 13 academies completed.
 - The number of municipalities that have completed Northeastern University’s Economic Development Assessment Tool (EDSAT) has increased to 68 from 60 in 2013 and 51 in 2012. EDSAT provides practical tools for local governments to better prioritize and position themselves to attract industry, private investment, a sustainable tax base and high quality good-paying jobs

The **Massachusetts Export Center** (*part of the Massachusetts Small Business Development Center*) helps companies achieve success in global markets by developing and providing targeted, high-impact services delivered through a statewide network of international trade professionals.

- Conducted 175 training sessions attracting 4,989 attendees
- Clients reported over \$150 million in export sales as a direct result of the assistance provided.
- Clients increased their export sales by over 8.5%

The **Massachusetts Growth Capital Corporation** creates and maintains jobs, especially in low and moderate-income areas by providing financing to small business, women, and minority owned firms, growing industries, and manufacturing companies through community development efforts.

- **Working Capital** – closed 32 loans totaling over \$11 million
- **Management Assistance** – provided management assistance to 40 small businesses
- **Micro Loans** – loaned intermediaries \$500,000 and provided turnaround assistance for 30 firms
- **Bank Partnerships** – increased the number of bank participants to from 43 to 56
- **Small Business Assistance Grants** – awarded grants to 18 businesses ranging from \$20,000 to \$65,000 for a total of \$700,000

The **Massachusetts Life Sciences Center** creates and retains jobs in the life sciences super cluster by stimulating workforce development, strengthening the life sciences infrastructure and ecosystem, and promoting our global competitiveness.

- **Career Development**
 - Awarded \$3.3 million to 35 schools across the state for the purchase of equipment and supplies to train students in life sciences technology and research
 - Placed 443 interns within over 241 sponsor companies – the Internship program has placed over 1,000 interns to date
 - Awarded \$310,000 in grants to encourage STEM education in K-12 with a focus on demographics that are underrepresented in STEM fields

- **Accelerator Loan Program** – provided nearly \$2.5 million in working capital to three early stage companies. The Accelerator Program has invested or committed to fund \$18.7 million in loans to 28 companies, which have generated more than \$180 million in additional equity or acquisition proceeds
- **International Collaborative Industry Program** – provides a grant to the Massachusetts partner company and the international agency provides a grant to its country partner. Below are the awards from the first round.

Company	Location	Amount	Partnership
inviCRO, LLC	Boston	\$249,750	Biospective Quebec, Canada
Covaris, Inc.	Woburn	\$160,000	Coris Wallonia, Belgium
New England Biolabs, Inc.	Ipswich	\$250,000	Transgene Alsace, France
EMDMillipore Corporation	Billerica	\$400,000	Promethera Wallonia, Belgium

- **Capital Grant Program** – helps fund infrastructure projects from across the state. During the second round of competitive funding 11 new grants for 6 community colleges, 35 high schools, and 3 new Planning Grants were awarded, totaling more than \$50.5 million
- **Tax Incentive Program** – awarded \$24 million in tax incentives to 32 life sciences companies creating more than 1,200 projected new jobs
- **Business Plan Competitions** – awarded \$10,000 to the Massachusetts Institute of Technology for their business plan competitions and \$100,000 for MassChallenge at the “Platinum Level”

The **Massachusetts Office of Business Development** strengthens the Massachusetts economy by providing a highly responsive, pro-business climate that stimulates job and investment growth. By working directly with businesses as well as in collaboration with other agencies and key stakeholders, MOBD facilitates access to resources to help businesses thrive in Massachusetts.

- **Job Creation and Retention** – MOBD projects 5,306 new jobs, 20,235 retained jobs and private investment of over \$1 billion.
- **Business Coverage** – met with 851 businesses and 535 business partners (municipalities, regional economic development organizations, and other key stakeholders for business development.
- **Programs**
 - **Economic Development Incentive Program (EDIP)** – MOBD oversees the EDIP, which represents a partnership between a business, a municipality, and the state. In exchange for investment and job commitments, the municipality and state may provide tax incentives to foster business expansion. The program assisted 37 companies creating 2,528 new jobs, retaining 3,244 jobs and private investment of \$960 million. Since the program was reformed in 2009, 175 projects have received approval, leading to the creation of 12,666 new jobs, retention of 38,901 existing jobs and leveraging of over \$4.6 billion in private investment
 - **Regional Economic Development Organization (REDO) Grant Program** – MOBD oversees the REDO program, which represents a partnership between MOBD and regional economic

development organizations throughout the state. In FY14, 12 grants totaling \$850,000 were awarded to organizations across the state to provide a consistent and efficient response to businesses seeking assistance. REDO funds were used for regional market initiatives including workforce development and training, academic partnerships, advanced manufacturing, technical assistance, and innovation economy initiatives.

- **Database Management** – MOBD consolidates pipeline and project information from the major business development agencies. This centralized collection point provides a comprehensive understanding of regional needs and outcomes across the Commonwealth.

The **Massachusetts Office of International Trade and Investment** expands the Massachusetts economy by marketing the state’s business internationally, through focused export promotion, attracting foreign companies to invest in Massachusetts and handling protocol as it relates to trade and investment.

- Awarded \$720,856 to 71 companies as part of the STEP Grant Program, which provide grants to eligible Massachusetts small businesses to increase export sales of goods and services
- Held eight innovation partnership missions: United Arab Emirates, Israel, Panama, Mexico, Japan, Hong Kong, Singapore, and Canada
- Welcomed over 60 foreign trade delegations

The **Massachusetts Office of Travel and Tourism** markets Massachusetts as a destination for leisure travelers from domestic and international markets in order to generate state and local revenues and ultimately to grow and sustain jobs in the tourism sector.

- Provided \$7.5 million in 38 regional tourism grants to 22 organizations that provide services for tourism, convention, travel, and recreation
- MOTT’s website, massvacation.com, is one of the top 20 global travel websites and ranks #2 of the 50 U.S. State Tourism Offices in digital and social media engagement. This year, MOTT’s digital program measured over 700 million impressions.

Economic Impact	Calendar Year 2013	Calendar Year 2012
Direct domestic and international spending	\$18.5 billion	\$17.7 billion
Jobs supported	129,400	126,500
Number of visitors	25 million	22.1 million
State and local taxes	\$1.2 billion	\$1.1 billion

The **Massachusetts Port Authority** operates an integrated transportation network that delivers world-class safety, security, facilities, and customer services in an environmentally responsible manner. Massport promotes economic growth and opportunity, enhances the quality of life of New England residents, and protects the freedom to travel safely, securely, efficiently and cost-effectively

- **Safety and Security** – Received annual FAA Certifications; Increased camera coverage by adding 164 new cameras
- **Customers Served** – 29.4 million aviation passengers at Logan Airport and 369,000 cruise passengers
- **Facilities Improvement** – installed passenger information digital signage system in Terminal C and construction underway in Terminal E
- **Concessions** – Authority earned \$72.5 million in concessions revenue increasing 4.3 % over last year
- **Airport and Air Service Expansion**
 - Worcester Regional Airport – JetBlue service began November 7, 2013.
 - Hanscom Airport – Complete permitting and planning for new hanger being built by Rectrix
 - Logan Airport -Record 29.4 million total passengers serviced at Logan Airport in fiscal year 2013.
 - Logan Airport – Added new airlines: COPA, Emirates, Turkish and Hainan Airlines services will contribute over \$580 million to the regional economy
- **Maritime Operations** – Serviced 116,800 containers exceeding goal by 9%.

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

- **Business Advisory Services** – provided advisory services to 3,459 individuals comprising over 22,493 hours of assistance. There are 874 clients located in Gateway Cities.
- **Jobs** – created 489 new jobs and retained 619 jobs
- **Training** – MSBDC’s six regional offices and Mass Export conducted 175 training sessions.
- **MSBDC 2013 Economic Impact Survey** – According to client responses businesses had \$131.7 million in new sales revenue adding \$9.77 million in total tax revenue.

The **Massachusetts Tech Collaborative** promotes new economic opportunity and fosters a more favorable environment for the formation, retention, and expansion of technology-related enterprises.

- **Innovation Institute**
 - 184 interns where placed within 118 companies. The majority of students placed in these internships were enrolled at schools such as Boston University, MIT, Northeastern University, the UMass campuses, and Worcester Polytechnic Institute (WPI)
 - Awarded \$150,000 each to three mentorship programs to encourage innovation and entrepreneurship across the Commonwealth
 - E for All – (formerly Merrimack Valley Sandbox)
 - Interise, Inc. – South Coast

- Valley Venture Mentors – Western Mass
 - The Collaborative Research Matching Grant Program approved awards of \$7 million leveraging over \$28.7 million in matching funds
- **MassBroadband Institute**
 - Installed 950 miles of new fiber optic cables
 - Installed equipment in nearly 800 facilities located in over 120 towns and cities.
 - Awarded 46 small business technical assistance grants to incorporate internet technologies
- **Massachusetts eHealth Institute**
 - 2,376 Medicare Electronic Health Records (EHR) applications have been successfully processed for payment
 - \$55 million in Medicaid Meaningful Use Incentives have been distributed
 - Enrolled additional 107 providers in the Regional Extension Center

The **Massachusetts Technology Transfer Center** supports technology transfer activities from public and private research institutions to companies in Massachusetts resulting in the creation of more technology based companies and improving the competitive edge of existing companies.

- **Catalyst Program**
 - Encourages the commercialization of clean energy technologies developed in the Commonwealth
 - Awarded 19 grants used to demonstrate the feasibility of technologies in specific industry applications in order to obtain increased industry and investor interest
 - Prior Catalyst grant awardees have raised over \$35 million in follow-on funding.
- **Platform Program**
 - Enabled 22 entrepreneurs to present business plans to “dream team” of successful investors and consultants who provide valuable feedback
- **Technology Events**
 - Highlighted new and enhanced technologies to potential collaborators and investors. Event themes included Early Stage Life Sciences (20 companies represented), Mass Life Sciences Innovation Day life sciences (22 companies represented), and Global Clean Tech Meet Up (37 companies represented)

MassVentures stimulates the innovation economy by providing capital and one-on-one mentoring to high-growth potential technology companies.

- **START Program** – Awarded \$2 million in Small Business Innovation Research (SBIR) related funding to help 17 growing companies commercialize technology developed under the SBIR contracts
- Invested \$1.8 million in seven Massachusetts companies, including 1 new investment, leveraged by over \$67 million of private capital
- Mentored 50 companies and built relationships with new co-investors, venture capital firms and the entrepreneur community; reviewed 256 business plans; met with 171 businesses.

Next Steps

The Office of Performance Management and Oversight has served to improve the efficiency and delivery of economic development efforts throughout the state. The increased collaboration as well as the alignment with the economic development plan, [Choosing to Compete in the 21st Century](#), has been an integral part of our progress. We recommend the following to further improve the effectiveness, accountability, and transparency of economic development efforts across the state.

- **Communication** – Continued ongoing communication with the agencies on progress against plan – progress will be posted on economic development plan website and communicated to key stakeholders.
- **Information Management System** – Recommend incorporating measurable data into the Commonwealth’s information management system (under development) to enable periodic, high level snapshots and reports of key economic data across the Secretariat and agencies.
- **Fiscal Year 2016 Agency Plans** – Typically, we receive the first drafts of the fiscal year plans two months prior to the beginning of the new fiscal year. All plans include specific goals, performance measurements and demonstrate alignment with the Commonwealths economic development plan & policy. We recommend working with the new administration to determine the scope, timing, and content of FY16 plans.
- **Fiscal Year 2015 Annual Reports** – Reports are typically received mid fall for filing and posting by calendar year end. We recommend working with the new administration to confirm timing and process to meet the calendar year end deadline. Fiscal year 2015 plans for the 19 economic development organizations are posted on the OPMO [website](#).
- **Best Practices Workshops** – We recommend a midyear workshop to provide status updates and collaborative successes to build on.

APPENDIX

Mission Statements

Agencies under the Office of Performance Management and Oversight provide a wide spectrum of services that advance economic development. Mission statements are highlighted below:

Agency	Mission Statement
Commonwealth Corporation	Meets the immediate and emerging workforce needs by strengthening the skills of Massachusetts youth and adults by investing in innovative partnerships with industry, education, and workforce organizations
Community Economic Development Assistance Corporation	Provides technical assistance, pre-development lending, and consulting services to non-profit organizations involved in housing development, workforce development, neighborhood economic development, and capital improvements to childcare facilities
Commonwealth Marketing Office	Provides consistent, statewide business and student marketing effort
Mass Business Development Center	Impacts “Main Street” business creation and expansion through lending to smaller businesses throughout the Commonwealth
Mass Clean Energy Center	Accelerates economic growth and job creation in all areas of Massachusetts’ clean energy sector by deploying strategic initiatives that are replicable and scalable, create a clean energy ecosystem, encourage people to make better energy choices and reduce the real costs of energy
Mass Convention Center Authority	Generates significant regional economic activity by attracting conventions, tradeshow, and other events to its world-class facilities while maximizing the investment return for the residents and businesses in the Commonwealth of Massachusetts
Mass Cultural Council	Promotes excellence, access, education and diversity in the arts, humanities, and interpretive sciences to improve the quality of life for all Massachusetts residents and contribute to the economic vitality of our communities
MassDevelopment	Stimulates economic development and industrial growth, increase employment, build communities, promote prosperity and general welfare, and eradicate blight across the Commonwealth
Mass Export Center	Helps businesses achieve and expand success in global markets by developing and providing targeted, high-impact services delivered through a statewide network of international trade professionals <i>(part of Mass Small Business Development Center)</i>
Mass Growth Capital Corporation	Creates and maintain jobs, especially in low and moderate income areas by providing financing to small business, women and minority owned firms, growing industries, manufacturing companies through community development efforts
Mass Life Sciences Center	Creates and retain jobs in the life sciences super cluster – stimulate workforce development, strengthen the life sciences infrastructure and ecosystem, and promote our global competitiveness
Mass Office of Business Development	Strengthens the Massachusetts economy by providing a highly responsive, pro-business climate that stimulates job and investment growth and builds on the core economic strengths of every region

Agency	Mission Statement
Mass Office of International Trade & Investment	Expands the Massachusetts economy by marketing the state’s business internationally, through focused export promotion, attracting foreign companies to invest in Massachusetts and handling protocol as it relates to trade and investment
Mass Office of Travel and Tourism	Markets Massachusetts as a destination for leisure travelers from domestic and international markets in order to generate state and local revenues and ultimately to grow and sustain jobs in the tourism sector
Mass Port Authority	Operates an integrated transportation network that delivers world-class safety, security, facilities, and customer services in an environmentally responsible manner. Massport promotes economic growth, enhances the quality of life of New England residents and protects the freedom to travel safely, securely, and efficiently
Mass Small Business Development Center	Contributes to the entrepreneurial growth of small business throughout Massachusetts by providing high quality, in-depth advising, training and capital access
Mass Technology Collaborative	Promotes new economic opportunity and foster a more favorable environment for the formation, retention and expansion of technology-related enterprises
Mass Technology Transfer Center	Supports technology transfer activities from public and private research institutions to companies in MA resulting in the creation of more technology based companies and improving the competitive edge of existing companies
Mass Ventures	Stimulates the innovation economy by providing capital and one-on-one mentoring to high-growth potential technology companies

Key Performance Measurements

We continue to refine our process and the measurements used to accurately and comprehensively depict economic development progress. Below are some of the key performance measurements used to demonstrate progress against plan.

Agency	Key Performance Measurements				
Commonwealth Corporation	Workers trained through the Workforce Training Fund	Youth employed via YouthWorks program	Training participants placed into employment	Products/events and participants attending events	Number of jobs created over the 2-year training plan
Community Economic Development Assistance Corporation	New loan commitments	Workforce development outreach	Number of housing units supported	Number of technical assistance projects	
Commonwealth Marketing Office	Increased internships	Increased “Ambassadors” for State	Coordinated marketing and messaging		
Mass Business Development Center	Companies assisted	Jobs created and retained	Private sector financing leveraged	State funds invested per job impacted	cities and towns assisted
Mass Clean Energy Center	Jobs created or retained	New, commercial technologies	Other investment leveraged	Megawatts & negawatts created	Market and industry barriers eliminated
Mass Convention Center Authority	Economic impact and taxes generated through activities	Jobs supported; direct, indirect and induced	Events hosted associated with innovative, knowledge based regional industries	Investments related to entrepreneurial government initiatives	Education/ training support of tuition reimbursement and ESOL programs
Mass Cultural Council	STARS grants – supports teaching artists	Jobs created through Cultural Facilities Fund (CFF) – supports new building projects	Jobs supported	Number of programs	
MassDevelopment	Projects financed or managed	Project investment generated	Jobs created	Housing units created	

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Agency	Key Performance Measurements				
Mass Export	Increased export sales	Businesses attending events			
Mass Growth Capital Corporation	Loans & investments	Targeted management assistance	Private sector financing leveraged	Jobs created & maintained	Micro-loan intermediary assistance
Mass Life Sciences Center	Net new life science jobs created by MLSC programs and investments	Number of and amount of investments companies	Number of interns placed through the MLSC Internship Challenge Program and number of participating industry sponsors	Amount of square feet of new or upgraded research and bio manufacturing space funded by MLSC capital projects	Leverage delivered on the public dollars invested by the MLSC
Mass Office of Business Development	Net new & retained jobs/private investment	Investment per job	Small business results	Gateway, regional and industry results	
Mass Office of International Trade & Investment	Jobs created	Private investment	Companies assisted	Amount of increased exports	
Mass Office of Travel and Tourism	Direct spending by visitors	State tax revenue	Local tax revenue	Market share from origin markets	
MassPort Authority	Operating revenues and net position	New direct flights	Total number of airport passengers	Safety and Security Measures	FAA Certificates of Approval
Mass Small Business Development Center	New and retained jobs	Business starts	Capital infusion secured for clients	Tax revenues generated	
Mass Technology Collaborative	Industry cluster employment and wages	Occupations and wages	Household income	Productivity	Industry output and manufacturing value added
Mass Technology Transfer Center	Researchers and/or business supported	New investment raised by companies	Additional business activity by companies	Event metrics - companies showcased and investors attending	Technology Transfer Office support initiatives – including portal data

Agency	Key Performance Measurements				
MassVentures	Mentoring to more than 30 companies	Investment in new start-ups	Leverage investment at least 8x with private capital	Exit from existing investments	Number of business plan reviews