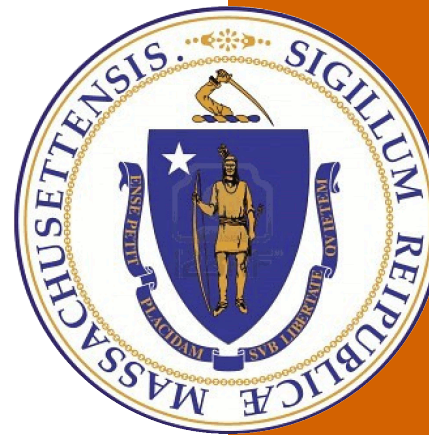


COMMONWEALTH OF MASSACHUSETTS

Executive Office for Housing and Economic Development



STRATEGIC PLAN
2013-2015

Greg Bialecki | Secretary

A MESSAGE FROM THE SECRETARY

The Executive Office of Housing and Economic Development is committed to supporting Massachusetts' diverse economies and communities, and making our Commonwealth a great place to work and live.

The drivers of our strong economy are a diverse, but inter-related, group of innovation-based industry clusters that compete successfully on a national and international level. These clusters include both well-established industry sectors such as health care, higher education, technology, financial services and tourism, and emerging sectors such as life sciences, clean energy and the creative economy. Massachusetts also has a host of entrepreneurs supported by a strong network of venture capital and angel investors, and of commercial lenders. Also, Massachusetts is well known for producing the best-educated workforce in the world due to our excellent elementary and secondary schools, and our world-class institutions of higher learning. This combination of world-class institutions, an atmosphere of innovation and an educated workforce uniquely situate the Commonwealth to grow with the new economy.

When we are not at work, we live in a variety of communities, ranging from the urban centers, to ocean-side vacation destinations, to picturesque small towns. We have a wide range of attractions and destinations that make Massachusetts a special place to live and we have a quality of life that is unmatched.

Despite these enviable strengths, Massachusetts faces many challenges. We are not immune to national and international economic downturns and resulting high unemployment rates. Many communities are struggling and need help attracting growth industries and ensuring the availability of good jobs. Affordable housing is scarce, squeezing the Commonwealth's at-risk residents and motivating valuable workers to leave the state. Consumers face a dizzying array of risks that they are often ill-equipped to understand. With these challenges in mind, the Executive Office for Housing and Economic Development developed the Fiscal Years 2013-2015 Strategic Plan.

A comprehensive plan that will guide EOHD's efforts over the next two years, the Strategic Plan results from our leadership team's active engagement in a collaborative process of analysis and discussion. The EOHD Strategic Plan sets forth four key overarching goals:

- Accelerated Job Creation
- Stabilized Housing
- Enhanced Consumer Awareness
- Improved Regulatory Solutions

These priorities mark our vision for sustained economic and community growth. They will be achieved through the combined efforts of stakeholders in the Massachusetts economy.

The EOHD Strategic Plan sets forth a clear agenda for growing jobs and communities over the next two years. Although challenges will inevitably arise, I am confident that the dedicated staff of EOHD and the peerless workers and businesses of the Commonwealth are equal to the task.

Greg Bialecki, Secretary
Housing and Economic Development

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This document was prepared pursuant to Executive Order 540, it is issued alongside the Fiscal Year 2014 Governor’s Budget Recommendation.

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MISSION, VISION AND POLICY CONTEXT

OVERVIEW

The Executive Office for Housing and Economic Development (EOHED) oversees a wide array of agencies that focus on helping to grow the Massachusetts economy, support vibrant communities, and foster a healthy atmosphere of competition for consumers and businesses. From infrastructure investment to international trade, the Secretariat is steering Massachusetts toward smart growth. Through professional licensing and oversight of Commonwealth businesses, EOHED protects consumers and ensures fair business practices. To care for the most vulnerable in our state, EOHED invests in programs and infrastructure to shelter the homeless, provide emergency housing for those in crisis, and transition needy families to housing self-sufficiency. The Executive Office of Housing and Economic development is committed to the long term growth and strength of Massachusetts' businesses and communities.

MISSION

The Executive Office of Housing and Economic Development is committed to making Massachusetts a great place to work and live.

VISION

A Commonwealth where: **vibrant cities and towns** across the state are supported by **growing businesses** and **modern infrastructure**; every resident has access to **housing** they can **afford** and those in crisis are sheltered; **consumers** are **protected** and businesses thrive on **healthy competition**; businesses and **education** foster **research and innovation locally, nationally and around the world**; and **visitors** flock to share our **vitality**, culture, history and natural beauty.

Helping Homeowners

Massachusetts is helping homeowners hit hard by the foreclosure crisis. EOHEd agencies have focused on prevention measures to keep homeowners in their homes. Since 2007, these agencies have implemented two foreclosure laws that established a “right to cure” period for troubled homeowners. Providing homeowners with additional time allowed EOHEd, through its Office of Consumer Affairs and Business Regulation, to host more than a dozen foreclosure prevention workshops throughout the Commonwealth. These workshops helped to connect nearly 4,000 Massachusetts homeowners with their lenders to work towards preventing foreclosure. Through its Division of Banks, Massachusetts has provided grants totaling \$5,600,000 to fund regional foreclosure education and prevention efforts. The Division of Banks has also effectively negotiated more than 2,400 voluntary stays for homeowners facing imminent foreclosure.

ACHIEVEMENTS

Amidst a changing economic climate, EOHEd has consistently addressed the challenges facing the businesses and residents of Massachusetts.

At EOHEd, we take pride in the success of our existing core programs and in the quality of services we provide, several of which are highlighted below.

- Through educating consumers and businesses, the Office of Consumer Affairs and Business Regulation (OCABR) is providing them with the tools to thrive in today’s competitive and high tech marketplace. Through such vehicles as its fake scam websites, market price and service surveys, the interactive educational program “Credit Smarts” for college-age consumers, the bi-monthly cable access television program “Consumer Affairs,” the senior-oriented educational manual and hands-on learning “Consumer University,” the Office of Consumer Affairs and Business Regulation reaches out across the Commonwealth to ensure that consumers of all ages know their consumer rights and responsibilities.
- For businesses, OCABR also provides training sessions on the Home Improvement Contractor law at trade shows; distributes its “Dealer’s Guide to the Used Vehicle Warranty Law”; and has prepared its “Guide for IT Professionals” to help businesses protect important personal information. OCABR agencies, including the Division of Banks, the Division of Insurance, the Department of Telecommunications and Cable, the Division of Professional Licensure and the Division of

Standards conduct outreach and educational sessions, provide guidance through bulletins, brochures, and web-based media, and staff hotlines to answer questions and in some cases negotiate resolutions for both businesses and consumers, to ensure that businesses operate on a level playing field, maintaining a fair, effective and safe marketplace for all the Commonwealth’s residents.

- In July 2008, Governor Patrick announced the first in the nation Neighborhood Stabilization Loan Fund, which provided \$20 million for the acquisition and rehabilitation of foreclosed properties, in an effort to combat the deterioration of communities hard hit by the foreclosure crisis.
- Launched the 2011 Massachusetts-Brazil Innovation Economy Mission, which highlighted to the companies, universities and government of Brazil the mutual benefit of a partnership between the two places. Expected to result in new life sciences, IT, clean energy, financial services and education sector jobs, the 2011 Mission built on the already strong Massachusetts-Brazil connection. EOHEd, in Brazil and beyond, is committed to competing for every job in every corner of the world.
- Produced the “495 MetroWest Development Plan” which outlined EOHEd’s strategy for creating jobs and promoting economic development along the I-495 corridor. The plan was created with input from residents and local businesses, and is an excellent example of our efforts to invest in growth

areas and promote long-term economic health, while protecting land and preserving natural resources in the region.

- Created an alliance between Massachusetts and Japan Airlines that has resulted in non-stop flights from Boston to Tokyo. This launch not only facilitates the creation of global companies in the Commonwealth, it also strengthens existing relationships between Massachusetts businesses and Asian companies.

CHALLENGES

The Massachusetts economy is recovering from the global financial crisis more quickly than most states. Despite this, EOHEd continues to operate in a challenging economic environment. As with other areas of state government, capacity is strained. The Commonwealth must do more with less.

A difficult federal budget climate threatens the budgets of EOHEd's programs that rely heavily on federal assistance. For the Department of Housing and Community Development (DHCD), the federal budget cuts are especially devastating, since so many of the most critical programs are dependent on federal dollars. Given that housing is an integral part of the economy, any decrease in support for housing holds back our recovery. DHCD is also dealing with a gap in the supply of housing, which demands the continued production and preservation of units, especially for households with low incomes.

A changing consumer environment brought about by technological advancement requires that we stay current in order to provide the highest level of

protection and ongoing education to consumers.

Through execution of the strategic plan outlined below, we are certain that we will be in a position to maintain reliability, consistency, integrity and regulatory authority as a service provider to the Commonwealth.

SUPPORTING THE GOVERNOR'S PRIORITIES

EOHEd plays a critical role in supporting Governor Patrick's top four priorities: job creation, eliminating youth violence, closing the achievement gap and containing health care costs.

Job Creation:

EOHEd and the Economic Development Planning Council recently published *Choosing to Compete in the 21st Century*, an economic development plan that identifies five key strategies to foster a more competitive economy that supports sustainable job creation and growth.

Eliminate Youth Violence and Closing the Achievement Gap:

EOHEd understands that its policies and mission must help the Governor combat sensitive social issues such as youth violence. Stable housing plays a key role in curbing youth violence, as well as in helping to close the achievement gap, and EOHEd continues to expand its provision of programs to meet the housing needs of vulnerable families, adolescents at risk, and young mothers with minor children.

Containing Health Care Costs:

EOHEd, through OCABR and the Division of Insurance (DOI), continues to work on improving

MassWorks

Under the leadership of the Patrick-Murray Administration, EOHEd established the MassWorks program to consolidate 6 former grant programs and provide a one-stop shop for municipalities and other public entities investing in infrastructure and supporting economic development and job creation. In the program's first year, EOHEd awarded 42 infrastructure grants totaling \$63.5-million funding housing, economic development and road safety in communities across the state. To ensure that grants were consistent with sustainable and smart growth, applications were considered by a diverse team of state reviewers and evaluated for consistency with program priorities and the state's Sustainable Development Principles.

the cost of doing business in Massachusetts through a number of methods, including the area of health care. We are working to make health care as affordable as it is accessible.

In April 2010, Governor Patrick directed DOI to use existing authority to review small-group health insurance rates and use statutory powers to disapprove rates that were unreasonable or excessive. The Division disapproved 235 of 274 rates at that time, and later negotiated lower rate increases with carriers. DOI has continued careful oversight. Since 2010, average increases in base rates have fallen dramatically.

Over the last year we have implemented limited network plans that offer employers plans that cost at least 12 percent less than “traditional” plans, overseen the implementation of new cost containment legislation, and started group purchasing cooperatives which allow small businesses and individuals to combine market power.

By putting the brakes on increases and offering small businesses more insurance plan options, Massachusetts is leading the nation in health care cost containment just as we have on access. EOHEd will continue to identify specific policy action that may help curb the cost of health coverage in the Commonwealth.

Keeping Graduates in Massachusetts

As part of the Governor’s jobs priority, EOHEd and Department of Labor and Workforce Development are focusing on keeping valuable employees in the state. Only 70.5% of New England’s college graduates remain in the region after graduation, lower than any other region in the country. To combat this trend and retain more of Massachusetts’ skilled young workers, Governor Patrick and representatives from businesses and academic institutions came together in March 2012 to support the expansion of internship programs.

Supporting this goal of retaining Massachusetts graduates, the Office of Business Development [MOBD] and partners launched the “Massachusetts: It’s All Here” program and website. Free for both college students seeking internships and businesses posting internships, this one-stop-shop for on-the-job training in Massachusetts is designed match students with potential long-term employers in the state. The Executive Office of Housing and Economic Development and the Department of Labor and Workforce Development will be tracking the success of this and other internship initiatives through the Governor’s Jobs Priority metrics.

Planning Ahead for Growth through Regional Collaboration

As a first step in working with communities to plan ahead for new growth throughout the state, EOHEd has collaborated with communities in the South Coast Rail region as well as the I-495 region to map areas appropriate for new growth and preservation on a local, regional and state level. In 2011, the 495 regional planning effort concluded with the release of the 495/MetroWest Development Compact Plan, an effort which included 37 communities in the 495 region, five regional planning agencies, environmental and business advocacy agencies, and state agencies. In total, EOHEd is working with 68 communities that have identified preservation and development areas. The Metropolitan Area Planning Commission and the Central Massachusetts Regional Planning Commission are advancing efforts on the local and regional level in 44 additional communities. EOHEd will work with state agencies and other organizations to promote future investments consistent with identified development and preservation goals.

STRATEGIC GOALS & ACTIONS

STRATEGIC GOALS

Secretary Bialecki has defined four strategic goals for EOHEd: Accelerated Job Creation, Stabilized Housing, Enhanced Consumer Awareness and Improved Regulatory Solutions. Collectively, these four goals will drive our strategic direction over the coming years, and we will commit our energy and resources to their realization.

Moving forward, we will continue to support and ensure the provision of essential programs and services.

To the right is an overview of each EOHEd strategic goal. The pages that follow present a series of supporting goals and detail the high-level actions we will pursue to bring each to fruition.

Accelerated Job Creation

Stabilized Housing

Enhanced Consumer Awareness

Improved Regulatory Solutions

Four Overarching Goals

Accelerated Job Creation:

We will create an environment that encourages sustainable business growth and job creation where Massachusetts residents can find steady employment at good wages and Massachusetts employers can find qualified employees at competitive wages.

Stabilized Housing:

We will develop feasible and financially responsible approaches to ending homelessness and advancing the production and preservation of housing that is affordable across the income spectrum and that is consistent with Fair Housing Principles.

Enhanced Consumer Awareness:

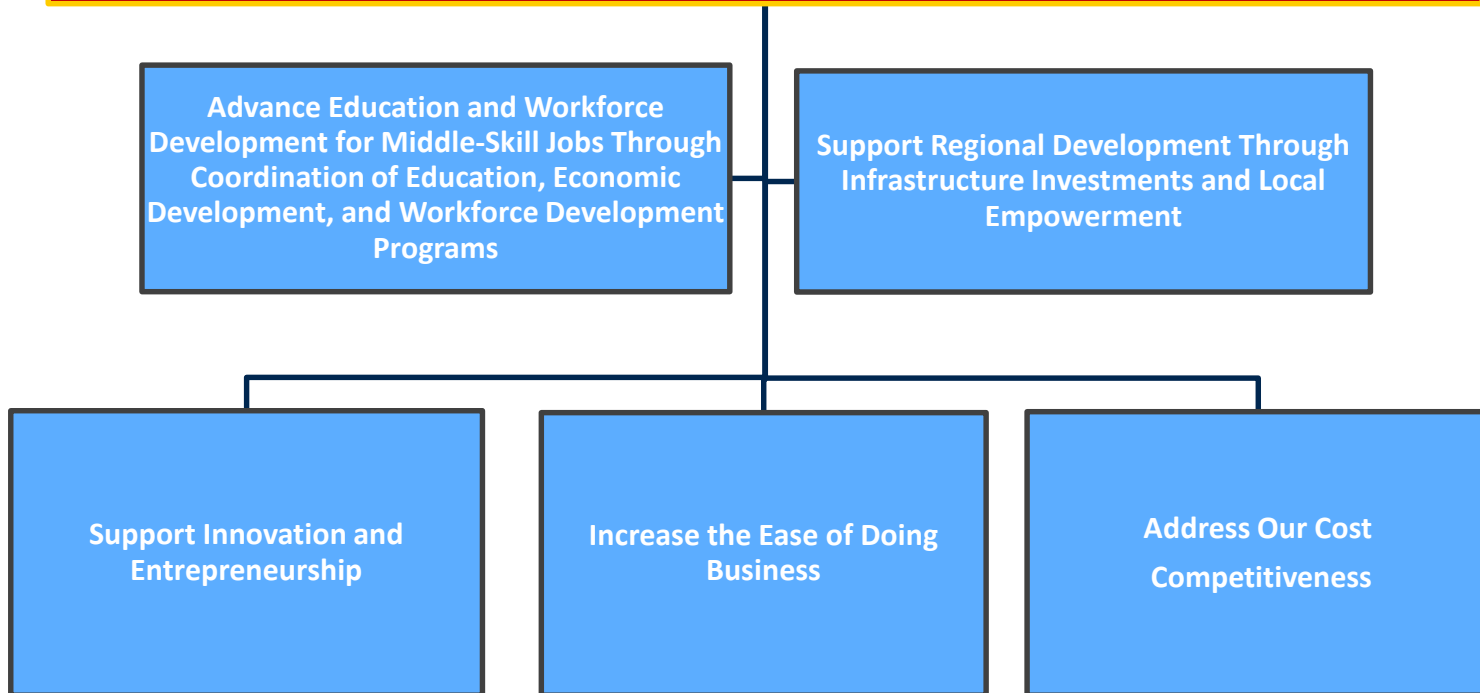
We will empower and educate consumers to protect themselves against fraud and abuse by expanding the range of EOHEd educational resources, taking advantage of new media and new approaches to consumer learning.

Improved Regulatory Solutions:

We will develop a fair and competitive marketplace that protects consumers without overburdening businesses.

Accelerated Job Creation

Five broad strategies to drive economic growth



STRATEGIC GOALS & ACTIONS

To Advance Education and Workforce Development for Middle-Skill Jobs Through Coordination of Education, Economic Development, and Workforce Development Programs, EOHD will:

- Design and develop a cohesive, coordinated workforce development system with clear leadership
 - Build a coordinated system with clear leadership that meaningfully includes all “middle skills” education and workforce training providers, such as community colleges and other higher education institutions, vocational-technical schools, workforce investment boards, community-based organizations and unions, together with coordinated participation by employers, and that directs funding to the most effective providers for each workforce need
 - Develop and build awareness of education and workforce training pathways that provide continuing “stackable” opportunities for additional achievement, from internship, apprenticeship, certificate and licensure programs through associate, bachelor’s and advanced degree programs--building on current pathways initiatives within our education and workforce training sectors
 - Develop consistent evaluation and accountability measures within the coordinated system to assess the quality and effectiveness of programs, including performance incentives
 - Protect and maintain full funding of currently well-performing programs such as the Workforce Training Fund
- Improve responsiveness of workforce programs for business and workers that will meet the demands of the marketplace
 - Continuously assess the workforce needs of regional employers in a collaborative process that includes all “middle skills” education and workforce training providers, building on the collaborative example of education, economic development and workforce development participants on the North Shore
 - Develop and implement education and workforce development programs that are responsive to the workforce needs of regional employers and that build on existing “best practice” models, starting with the health care, life science, technology and advanced manufacturing sectors
 - Increase the range of individuals effectively served by education and workforce training programs, particularly among low-skilled workers, unemployed and underemployed populations, new residents to the state, veterans, persons with disabilities, ex-offenders, drop-outs, non-graduating completers, and those seeking ABE/ESL (Adult Basic Education/ English as a Second Language) and remedial training
- Prioritize goals of the State STEM (Science, Technology, Engineering, and Mathematics) Plan that align with middle-skill jobs
 - Focus the efforts of public and private participants on the expansion of “best practice” STEM programs, building on the Commonwealth’s “@Scale” initiative.
 - Increase the attractiveness of STEM careers to both students and teachers, including increasing their exposure to role models in STEM careers, through expanded internship and externship opportunities and other means
 - Increase the number of STEM programs that provide effective “hands on” learning experiences, including by increasing the number of public school facilities that are appropriately equipped to enable such experiences
 - Ensure that STEM programs are designed in a way to increase STEM interest and achievement across all populations, especially those currently underrepresented in STEM careers

STRATEGIC GOALS & ACTIONS

To Support Innovation and Entrepreneurship, EOHD will:

- Strengthen and support our innovation community
 - 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
 - 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
 - Increase by 20% annually over the next five years state funding of capital, mentoring and advice, including incubator and/or accelerator programs, for early stage entrepreneurs and small businesses, building on the example of Mass Challenge
- Build and retain talent for the innovation economy
 - 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
- Expand our culture of innovation
 - Increase the production of rental apartment housing available in communities and regions of high market demand over the next five years, especially in or near locations with high levels of innovation and entrepreneurial activity, with the goal of significantly reducing the premium in rents between Massachusetts and the states with which we compete most directly for talent in our key industry clusters
 - 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
 - Establish a national reputation within state and local government as “first adopters” of local innovation, building on the example of the “Mayor’s Office of New Urban Mechanics” in the City of Boston and of the Department of Housing and Community Development’s initiative to bring clean energy and energy efficiency innovations into public housing developments

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STRATEGIC GOALS & ACTIONS

To Support Innovation and Entrepreneurship, EOHEd will (cont.):

- Support Growth to Scale
 - 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
 - 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 Massachusetts
 - 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
 - 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

To Support Regional Development Through Infrastructure Investments and Local Empowerment, EOHEd will:

- Make public infrastructure investments that support regional growth Opportunities
 - Plan ahead for growth by identifying priority development areas for job and housing growth through regional planning efforts that include public and private participation, building on the example of the recently completed South Coast regional plan and the currently on-going 495/MetroWest regional plan
 - Target state infrastructure investments to identified priority development areas where prompt and predictable permitting has been established by local communities
 - Enlist state agencies such as Mass Development and Mass Housing to provide targeted assistance to accelerating development within identified priority areas
 - Identify or develop additional innovative public and private financing mechanisms for infrastructure investments in support of growth that would allow faster decision-making and execution and more local control
- Create regional and local economic development teams led by municipal officials who are “CEOs for Economic Development”
 - Within two years, ensure that at least 10% of the Commonwealth’s cities and towns have engaged in a structured process, building on the example of Northeastern University’s Economic Development Self-Assessment Tool, for establishing and implementing a collaborative local economic development strategy that includes regional and private sector participants and is led by the senior-most municipal officials

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STRATEGIC GOALS & ACTIONS

To Support Regional Development Through Infrastructure Investments and Local Empowerment, EOHEd will (cont.):

- Educate regional and local officials, municipal leaders and their staff
 - Establish and run annually a series of regionally-based economic development “academies” at which public and private participants experienced in economic development will conduct focused, intensive workshops on effective economic development strategies and techniques; economic development “best practices” will be shared and municipal accomplishments in economic development will be celebrated
- Empower municipal leaders and their staffs with more local input and control
 - Give priority in state infrastructure investments to local priorities that have been evaluated and supported by a regional process, building on the examples of the South Coast regional plan and the infrastructure priorities established by the South Shore Chamber of Commerce
 - Establish accountability that state infrastructure investments are being made in a manner responsive to local priorities, building on the example of Executive Order 525, which requires annual state reporting on the consistency of state investments with local priorities in the South Coast region
 - Create a clear and transparent feedback mechanism for municipalities when local priorities are not funded.

To Increase the Ease of Doing Business, EOHEd will:

- Engage in on-going state regulatory review
 - Building on recent legislative reforms, establish and implement a consistent and transparent process, which includes business and public participation and comment, for all Commonwealth regulatory agencies to identify the small business impacts of new regulations
 - Appoint a senior member of the Executive Office of Housing and Economic Development to serve as an internal regulatory “ombudsman” and work in partnership with the State Permit Ombudsman to address regulatory matters of interest to the business and development community
 - Establish an advisory group representing business interests to advise and inform the state decision-making process on regulation
 - Building on recent legislative reforms, identify (with public and business participation) existing regulations within all Commonwealth regulatory agencies whose small business impacts could be reduced by limiting or eliminating the regulations, or by replacing them with model regulations widely accepted in other jurisdictions
 - Provide periodic training to Commonwealth regulatory personnel on how to identify the small business impacts of regulation and how to reduce those impacts

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STRATEGIC GOALS & ACTIONS

To Increase the Ease of Doing Business, EOHD will (cont.):

- Ensure that when regulatory agencies issue “guidance”, the guidance should be explanatory and illustrative, and not a substitute for or addition to binding legal obligations, which should only be imposed through formal regulation
- Re-align business development efforts
 - Building on recent legislative reforms, continue the consolidation of state economic development agencies
 - Building on recent legislative reforms, establish annual business plans for all state economic development agencies, each having clear alignment with the Commonwealth’s economic development strategy
 - Building on recent legislative reforms, make regional economic development organizations true partners in all Commonwealth business development activities
- Market the strengths of doing business in Massachusetts
 - Under the leadership of MassEcon and the Massachusetts Marketing Partnership, increase by 20% annually over the next five years the number of private sector “ambassadors” sharing their knowledge and enthusiasm about the Commonwealth with businesses interested in locating or growing here, with a corresponding increase in the number of networking events, forums and marketing channels in which these ambassadors participate
 - 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
 - Under the leadership of the Massachusetts Marketing Partnership, in collaboration with MassPort, increase the number of direct flights between Massachusetts and other global centers of activity for our key industry clusters
 - Under the leadership of MassEcon and the Executive Office of Housing and Economic Development, develop and distribute marketing information showcasing an attractive variety of truly “development ready” sites across the Commonwealth, with supporting information regarding regional strengths, such as regions with a lower cost of doing business and a lower cost of living

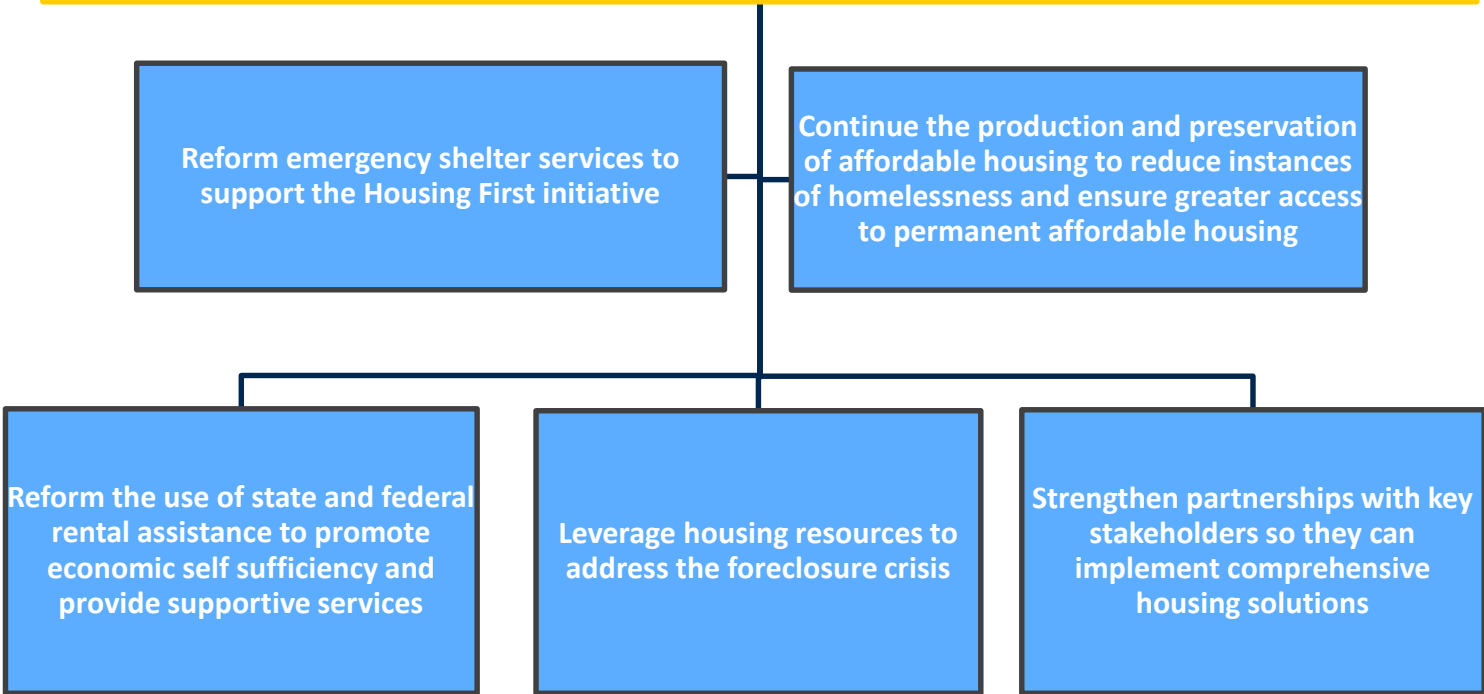
STRATEGIC GOALS & ACTIONS

To Address Our Cost Competitiveness, EOHD will:

- Contain the increasing cost of health care while protecting access and quality
 - Continue to move away from fee-for-service health care payments and towards value-based global payments, with the goals of converting most health care payments (public and private) to other than fee-for-service by 2014 and of reducing disparities in pricing for services of comparable quality
 - Continue to enhance the role of consumer information and consumer choice, building on recent movements towards selective networks and tiered health care insurance products
 - Accelerate use of e-health technologies to support lower cost delivery of health care with equal or greater access and improved quality
- Reduce energy costs while creating a diversified energy portfolio that balances competitive pricing with sustainability.
 - Develop Holyoke and other well-suited locations as test beds for cost-competitive renewable energy and energy efficient technologies
 - Keep energy supply costs competitive based on market conditions in the region
 - Pursue large scale hydro with other cost-competitive low carbon alternatives along with renewable generation under the Commonwealth's renewable portfolio standards
- Manage the impact on business of long-term cost pressures within state and local government
 - Conduct an assessment of the competitiveness and sustainability of the unemployment insurance system
 - Continue to develop additional reforms as needed to further improve the sustainability of the pension system and to accelerate the attainment of a "well-funded" pension system as defined by industry and federal government standards
- Make the tax structure more simple, competitive, and predictable by addressing the use of tax-based business incentives
 - Focus on use of non-tax business incentives (such as workforce training, infrastructure investments and financing assistance) in developing and growing industry clusters
 - Establish standards for effectiveness and accountability for existing tax-based business incentives and use them to periodically evaluate existing incentives
 - Only consider new tax-based business incentives to develop and grow industry clusters where such incentives meet established standards for effectiveness and accountability

Stabilized Housing

Develop a feasible and financially responsible system for ending homelessness and advancing regional production and preservation of affordable housing developments



STRATEGIC GOALS & ACTIONS

To deliver Stabilized Housing, EOHEd will:

- Implement new subsidy strategy for producing units for homeless families and individuals in DHCD funding competitions
- Promote greater agency coordination on proposed developments to more readily identify and address specific housing demands in each municipality
- Ensure the strategic investments of state-controlled housing subsidy through refinement of the Qualified Allocation Plan and coordination with MassWorks investments
- Ensure ongoing focus on preservation projects through interagency working group, funding priorities, and implementation of Chapter 40T
- Coordinate strategies to increase the number of housing units for “workforce,” “low-income,” and market-rate housing
- Convene private owners of assisted housing to determine the best possible referral system to place more homeless families in this housing stock
- Implement Emergency Assistance Regulations to target Emergency Assistance and HomeBASE to families that are in emergency situations.
- Administer expanded homelessness prevention (RAFT) program
- Implement recommended reforms contained in the Governor’s Commission on Public Housing Sustainability and Reform
- Launch new Local Housing Authority (LHA) trainings in cooperation with the Massachusetts Chapter of the National Association of Housing and Redevelopment Officials (MassNAHRO)
- Convene a working group to design and implement new approaches that address cost-containment issues across state public housing
- Develop and expand the new mixed finance program
- Identify and revise programs and policies in the emergency shelter system needed to ensure greater alignment with Housing First Principles
- Launch new Massachusetts Rental Voucher Program (MRVP) mobile vouchers and expand Home and Healthy for Good program
- Work with individual shelters to increase the number of homeless that receive medical, case management services, and discharge planning and support
- Meet with municipal and community leaders to explore new ways to build support for affordable housing at the local level
- Plan statewide housing and community development conferences to discuss new initiatives and promote Administration’s goals
- Provide information and advice to local and state authorities on proposed zoning reform actions and legislation
- Utilizing outreach to legislators, municipal officials and sister state agencies, enact reforms to RAFT, MRVP, HomeBase, supported housing, and Emergency Assistance (EA) eligibility
- Convene a working group to reach out to local employers and identify new strategies or reforms to educational/job-skills support programs offered to those in state public housing
- Implement Section 8 Moving to Work program
- Coordinate with Housing and Urban Development (HUD), national organizations and our municipal partners to bring additional funding resources to the Commonwealth
- Lead the interagency group mandated by the Legislature to create 1,000 units of supportive housing by 12/31/2015

Enhanced Consumer Awareness

Empower and educate consumers to protect themselves against fraud

Enhance consumer knowledge of information, advocacy and protection services available through EOHEd

Improve the effectiveness and efficiency of consumer-oriented EOHEd services by leveraging technology

Educate citizens about their options, rights and entitlements

STRATEGIC GOALS & ACTIONS

To deliver Enhanced Consumer Awareness, EOHEd will:

- Increase consumer knowledge of arbitration programs through electronic communication and informational brochures
- Hold in-person training events in a variety of locations around the state, focusing event scheduling on convenience to consumers
- Expand use of social media to alert consumers to new scams and developing trends in the marketplace through short, targeted messages
- Promote use of hotline services through increased use of email inquiry/dispute communication and increased consumer awareness of available services
- Cultivate relationships with media outlets and business reporters for increased visibility of OCABR services and programs
- Undertake surveys of consumers at in-person events, tracking suggestions to improve future events
- Expand the reach of consumer newsletters by growing the list of online participants
- Provide and improve searchable online databases with consumer-oriented data
- Expand outreach services through OCABR by providing additional web-based content including web based instructional videos for consumers and web-linking to additional valuable consumer production content in state and federal agencies

Improved Regulatory Solutions

A fair and competitive marketplace that protects consumers without overburdening businesses

Streamlined licensing, inspection
and compliance monitoring process

Efficient and judicious regulatory
environment

To deliver Improved Regulatory Solutions, EOHEd will:

- Division of Professional Licensure (DPL) will work with small businesses to effectively communicate licensing and inspection timeframes
- Implement e-licensing where cost effective and appropriate
- Increase EOHEd staff interaction with legislative staffers to bring about needed changes to enabling legislation when required to modify regulations

OUTCOME MEASURES

EOHED and its agencies capture and track a broad range of outcome based performance data. For the purposes of tracking our success in achieving the four strategic goals, EOHED will utilize the high level measures presented in the table below.

| GOAL | MEASURE | DEFINITION/NOTE | DATA SOURCE | FREQ. |
|--------------------------|--|--|---|-----------|
| ACCELERATED JOB CREATION | Net employment growth | This measure shows a raw number of employments added to Massachusetts' economy. | Bureau of Labor Statistics | Monthly |
| | State employment growth versus United States | This measure shows a raw number of employments added to the Massachusetts' economy and compares it to the national average. | Bureau of Labor Statistics | Monthly |
| | State unemployment rate versus national | Massachusetts unemployment rate considers people that have not work at all in previous weeks, people that are actively looking for job, and people that are available for work. The rate equals the number of unemployed divided by the labor force. Then, the rate is compared to the US rate. Note: This measure does not consider the dynamic of the labor market (fractional unemployment, cyclical unemployment, structural unemployment). | Bureau of Labor Statistics | Monthly |
| | MA GDP growth versus US | Massachusetts gross domestic product (GDP) measures the market value of all final goods and services produced at the state level and compares it to the US GDP. Note: Because GDP is measured in dollars, it does not consider variation caused by inflation. | National Income and Product Accounts. Bureau of Economic Analysis. US. Department of Commerce | Quarterly |
| | Median household income growth | This measure considers the sum of all income received by household, minus pertinent deductions. Statistically speaking the Median Household Income is the middle value in a ordered list of Income scale. It can be measured by size of family, age of householder and by race or ethnicity. Note: Household income measures information lags behind one year. Median measure is not affected by outliers. | SIPP, Survey of Income and Program Participation. United States Census Bureau | Annually |
| | Job postings | This measure shows a raw number of state's unfilled jobs, meaning the number and types of positions for immediate hire. | Job Vacancy Survey. Executive Office of Labor and Workforce Development | Monthly |

OUTCOME MEASURES

| GOAL | MEASURE | DEFINITION/NOTE | DATA SOURCE | FREQ. |
|----------------------------------|--|---|--|-----------|
| ACCELERATED JOB CREATION (Cont.) | Unemployment insurance claimants | This measure shows a raw number of new and additional claims for unemployment insurance benefits filled at One-Stop Career Centers of the Department of Labor and Workforce Development. Note: This measure tracks claimants' profiles by industry, race and ethnicity and length of status. | Executive Office of Labor and Work Force Development | Monthly |
| STABILIZED HOUSING | # of families in the Emergency Assistance system | Continue to pursue the Administration's goals to advance Housing First; a decrease in this percentage should reflect effective implementation. | DHCD | Quarterly |
| | # of families that exit shelter/HomeBASE into permanent housing situations | To evaluate the success of the Housing First Initiative, the number families utilizing emergency assistance shelters and HomeBASE should decrease. | DHCD | Quarterly |
| | # units created or preserved for Low Income (LI), Very Low Income (VLI), and Extremely Low Income (ELI) households | Under the Housing First initiative, the state aims to eradicate instances of chronic homelessness by providing greater access to housing. | DHCD | Annually |
| | # of supportive housing units created that year and cumulative since 2012 | Under S1967, the state is charged with creating up to 1,000 units of supportive housing by December, 2015. This will measure progress against that mandate. | DHCD | Annually |
| | # of housing units for persons with disabilities | According to Objective #6 contained in the FY 2012 HUD Action Plan, the state must ensure Massachusetts residents with disabilities greater access to affordable, accessible community housing options | DHCD | Annually |
| | # of municipalities that have achieved 10% affordable housing goal | The state's goal is to ensure that there is affordable housing across the Commonwealth. | DHCD | Annually |

OUTCOME MEASURES

| GOAL | MEASURE | DEFINITION/NOTE | DATA SOURCE | FREQ. |
|----------------------------|---|--|-------------|----------|
| STABILIZED HOUSING (Cont.) | # of newly-created/preserved housing units targeted to homeless individuals and families. | The production/preservation of housing units targeted to homeless families and individuals supports the Housing First initiative. | DHCD | Annually |
| | # newly-created units targeted to veterans | Executive Order 538 Section 2 promotes increased delivery services to veterans, including health care, education and housing. | DHCD | Annually |
| | # of newly-created housing units targeted to the "workforce" cohort (80% - 150% Area Median Income or higher) | Pursuant to Objective # 5 contained in the FY 2012 HUD Action Plan, this number should increase to reflect the call for an increased supply of "workforce housing." Providing housing for moderate and middle-income residents is essential for the continued economic growth of the Commonwealth. | DHCD | Annually |
| | # of newly-created housing units created through use of 40R or Compact Neighborhoods programs | Chapter 40 R is the Commonwealth's "Smart Growth" legislation, which encourages denser development near transit, and provides incentive and bonus payments; Compact Neighborhoods allows denser development, with no state payment. | DHCD | Annually |
| | # of Gateway Cities that have approved Housing Development Incentive Program zones | The number of eligible Gateway cities is defined by Chapter 23A section 3A; the goal being 100% | DHCD | Annually |
| | # state-assisted public housing units not in service | Pursuant to Objective # 2 contained in the FY 2012 HUD Action Plan, the goal being 0% | DHCD | Annually |
| | # Public Housing units with energy efficient upgrades | This measures the number of units which are more energy efficient - the state aims to increase cost predictability and cost containment. | DHCD | Annually |
| | # municipalities with certified Housing Production Plans | The certified Housing Production Plan is an indication of a municipality's commitment to build affordable housing in a deliberate manner. | DHCD | Annually |

OUTCOME MEASURES

| GOAL | MEASURE | DEFINITION/NOTE | DATA SOURCE | FREQ. |
|------------------------------------|---|---|------------------------------------|-------------|
| ENHANCED CONSUMER AWARENESS | % increase in consumers utilizing arbitration (by arbitration program) | Arbitration programs to be included: Lemon Law, Home Improvement Contractor Program | OCABR | Bi-annually |
| | % increase consumers educated at in-person training events | Consumers attending in person events, including (but not limited to) Consumer University and Consumer Days. | OCABR | Bi-annually |
| | % of media stories in representative media outlets mentioning OCABR in stories | A subset of Massachusetts print media will be selected to follow for relevant stories, and mentions of OCABR's role in relevant stories will be counted. | Database Searches of Media Records | Quarterly |
| | % growth in the number of users of OCABR consumer dispute resolution/complaint services | Only calls or emails resulting in bona-fide complaints (not general inquiry or non-violation reports) will be included. This will be disaggregated by agency where appropriate. | OCABR | Monthly |
| | % growth in OCABR educational website hits and database searches | This metric may be disaggregated by agency, depending on data sources and quality, as more agencies add publically accessible databases. | OCABR | Quarterly |
| | % growth in the number of users of OCABR advisory/inquiry services | This tracks usage of the general OCABR hotline. | OCABR | Monthly |
| | % increase in number of consumers OCABR can directly access electronically | This will include email list serve addresses, twitter/Facebook and other social media followers. | Social Media/OCABR | Quarterly |

OUTCOME MEASURES

| GOAL | MEASURE | DEFINITION/NOTE | DATA SOURCE | FREQ. |
|-------------------------------------|---|---|-------------|-------------|
| ENHANCED CONSUMER AWARENESS (Cont.) | Decrease in the average time from initiation to close of consumer OCABR dispute resolution/complaint requests | Data will be reported separately for each relevant agency, and disaggregated by type of dispute where appropriate. | OCABR | Bi-annually |
| | % of OCABR consumer service users reporting satisfaction with consumer services | Surveys of participant satisfaction with OCABR services (sampling, where appropriate). | OCABR | Bi-annually |
| IMPROVED REGULATORY SOLUTIONS | % of small business startup licensing and inspections by DPL occurring within target timeframes | DPL has a commitment to decreasing small business costs by rapidly undertaking necessary licensing and inspection for small business starts. Different targets for different business types can be used as necessary. | OCABR | Monthly |
| | % of OCABR services with web portal/electronic filing for registration and/or licensing | Many agencies have this as short/mid/long-term goals, and it is at different levels of implementation for each agency. Without additional funding and initiatives, 100% will not be reached. | OCABR | Quarterly |
| | % of new licenses/business registrations applications processed within target timeframes | Target timeframes will be customized for each license/registration situation. | OCABR | Quarterly |
| | % of small business regulations reviewed for small business impact | Regulatory reform will review and reevaluate the continued need for "old" regulations. | OCABR | Quarterly |
| | % of suggested regulatory amendments and rescissions implemented | Agencies will pursue regulatory amendments and rescissions following the public process set forth in state law until all of the reforms have been implemented. | OCABR | Quarterly |

APPENDICES

APPENDIX A: EOHED AGENCIES

Executive Office of Housing and Economic Development (EOHED): Led by Greg Bialecki, EOHED's mission is the creation of homes and jobs in the Commonwealth. The Office of the Secretary includes the Permit Regulatory Office, the Office of Policy and Planning, and the Mass Marketing Partnership. The Permit Regulatory Office manages the Growth District Initiative, the Recovery Zone Bond Program, the Expedited State Permitting Program and the MassWorks Infrastructure Program.

Massachusetts Office of Business Development (MOBD): The mission of the Massachusetts Office of Business Development (MOBD) is to strengthen the Massachusetts economy by providing a highly responsive, pro-business climate that stimulates job growth and builds on the core economic strengths of every region. MOBD facilitates access to resources and incentive programs that help businesses thrive in Massachusetts. By providing guidance and expertise, MOBD creates a dynamic environment for business expansion and growth across the Commonwealth. James A. Ermilio is MOBD's Executive Director.

Office of Small Business and Entrepreneurship (OSBE): OSBE, a division within MOBD, has the mission of providing small business with resources to grow and create jobs. Andre Porter leads the OSBE as its Executive Director.

Massachusetts Marketing Partnership (MMP): MMP was established in the Economic Development legislation of 2010. MMP includes the Commonwealth Marketing Office (CMO), the Massachusetts Office of Travel and Tourism (MOTT) and the Massachusetts Office of International Trade and Investment (MOITI). The mission of the MMP is to coordinate marketing efforts on behalf of the Commonwealth and act as the central entity and coordinating organization for marketing initiatives on behalf of the Commonwealth. Betsy Wall is the Executive Director for the Partnership.

Massachusetts Office of International Trade and Investment (MOITI): MOITI is the Commonwealth's primary international business development agency charged with promoting trade and investment with global partners in Massachusetts and around the world. Its Executive Director is Ken Brown.

Massachusetts Office of Travel and Tourism (MOTT): MOTT is the state agency dedicated to promoting Massachusetts as a leisure-travel destination. Betsy Wall serves as its Executive Director.

Commonwealth Marketing Office (CMO): Part of the MMP, CMO's focus is on the promotion of Massachusetts in order to further economic development.

Department of Housing and Community Development (DHCD): Undersecretary Aaron Gornstein leads DHCD. DHCD is the agency responsible for providing leadership, professional assistance and financial resources to promote safe, decent and affordable housing opportunities, to promote the economic vitality of communities and sound municipal management. DHCD manages the Emergency Assistance Program, the Massachusetts Rental Vouchers Program and Subsidies to Public Housing Authorities, among others. DHCD also administers Federal Grants such as the Section 8 Housing Choice Voucher Programs and the Low-Income Home Energy Assistance Program, along with nineteen more federal grants.

Division of Housing Development (DHD): The Division of Housing Development supports the preservation and production of affordable housing for families and individuals, including seniors, persons with disabilities, and persons with special needs. Projects supported by the Division are located throughout the state, and include historic rehabilitation, new construction, neighborhood revitalization projects, and projects located close to major public transit. Housing Development programs are available to for-profit and non-profit developers. DHD also encourages the development of affordable rental projects that serve both families and individuals with annual incomes at or below 80% of area median income.

Division of Housing Stabilization (DHS): This Division is charged with preventing homelessness, sheltering those for whom homelessness is unavoidable (both families and individuals), and rapidly re-housing the homeless in stable, permanent housing. The Division administers the Emergency Assistance shelter program, with 15 field offices throughout the state, and manages the federal Emergency Solutions Grant program. The Associate Director is Robert Pulster.

Division of Community Services (DCS): DCS works in partnership with cities and towns to address the complex challenges of development, growth and revitalization in a multidisciplinary way that fosters sustainability. DCS offers programs, funding, and technical assistance to support the advancement towards self-sufficiency of low-income households and the revitalization of our cities and towns. DCS administers programs such as the Business Improvements Districts; Smart Growth Zoning and the Massachusetts Downtown Initiative, among others. Leverett Wing is the Associate Director.

Division of Public Housing and Rental Assistance: Lizbeth Heyer is the Associate Director at the Division. This Division has the responsibility for administrative oversight of all Local Housing Authorities (LHA) that own and operate state-aided public housing programs that address the housing needs of extremely low, low- and moderate-income families, the elderly and persons with disabilities. The Division also directly administers state and federal rental assistance programs through local and regional housing non-profit organizations.

Office of the General Counsel (OGC): In connection with the agency's programs, the General Counsel advises the agency with respect to the applicability, interpretation and enforceability of state and federal statutes that relate to DHCD, as well as DHCD regulations and executive orders. The OGC includes the Housing Appeals Committee and the Emergency Assistance Hearing Division, has primary responsibility for the agency's fair housing and civil rights programs and policies, the Subsidized Housing Inventory, rulemaking and public record requests. The OGC is responsible for conducting appeals of relocation awards made by state agencies, as well as reviewing admission denials for state public housing. Deborah Goddard is the General Counsel.

Housing Appeals Committee (HAC): The HAC is an independent, quasi-judicial panel within DHCD that hears and rules on appeals of decisions by local zoning boards pursuant to M.G.L. ch. 40B. The Committee is comprised of five members, one of whom must be an employee of the agency. Werner Lohe is the agency representative to the Committee, and serves as its Chairperson.

Indian Affairs Commission: The Commission assists Native American individuals, tribes and organizations in their relationship with state and local government agencies and advises the Commonwealth in matters pertaining to Native Americans. The Commission consists of seven members who are recommended by tribal councils and groups and appointed by the Governor. It administers the Native American Tuition Waiver Program, and the Native American Graves Protection and Repatriation Program.

Manufactured Homes Commission: Established by M.G.L. ch. 6, Sec. 108, the mission of Manufactured Homes Commission is to provide prompt, impartial service to all parties affected by or concerned with matters pertaining to manufactured housing communities, to the maximum extent permitted by law. The Commission meets four times each year at locations throughout the Commonwealth in order to address problems and concerns of both owners and tenants.

Office of Consumer Affairs and Business Regulation (OCABR): Undersecretary Barbara Anthony at OCABR and her team are committed to protecting consumers through consumer advocacy and education. The Division of Banks, Division of Insurance, Division of Professional Licensure, Division of Standards, State Racing Commission, and the Department of Telecommunication and Cable all fall under the OCABR umbrella. OCABR also manages the Lemon Law Program and the Home Improvement Contractor Program.

Division of Banks (DOB): The mission of DOB is to advance the public interest with the highest level of integrity and innovation by ensuring a sound, competitive and accessible banking and financial services environment. Commissioner David Cotney leads the Division. DOB comprises five subunits: Policy Group; Depository and Non-Depository Institutions Supervision; Legal Affairs and Bank Structure; Enforcement and Investigation; and Consumer Assistance and Public Information.

Division of Insurance (DOI): DOI protects consumers and promotes a fiscally sound insurance marketplace. Commissioner Joseph Murphy leads DOI, which comprises nine subunits: State Rating Bureau; Financial Examinations; Bureau of Managed Care; Policy Form Review; Special Investigations; Financial Analysis; External Relations; Administration; Legal.

Division of Professional Licensure (DPL): DPL works under the leadership of Mark Knetz to protect the public welfare by issuing licenses to qualified individual who provide services to consumer. DPL consists of five dependencies: Investigations, Health Care Fraud; Board of Administration; Prosecution and Enforcement; Policy and Planning.

Division of Standards (DOS): DOS includes under its umbrella three subunits: Compliance Division; Administration and Licensing. Charles Carroll is its Deputy Director. The primary mission of the Division of Standards is to provide uniformity in the marketplace by enforcing standard accuracy requirements for devices used in the weighing or measuring of any item sold by weight, measure or count.

Department of Telecommunication and Cable (DTC): Commissioner Geoffrey Why leads DTC. Telecommunication and Cable comprises four subunits: the Competition Division, the Consumer Division, the Administration Division and the Legal Division. Its overall mission is to empower Massachusetts consumers through education and outreach and maintains a fair and competitive marketplace.