Business Development

Public Private Partnership

Application

The following information is required by the Executive Office of Economic Development and Massachusetts Office of Economic Development as part of the application process for the Business Development Public Private Partnership.

Massachusetts Alliance for Economic Development, Inc.

and

Massachusetts Economic Development Foundation, Inc.

(operating together as MassEcon)

Fiscal Year 2027 Application

Date Submitted: August 5, 2026

PART I

ORGANIZATION AND CONTACT INFORMATION

Applicant Information

Field	Response
Organization Name	Massachusetts Alliance for Economic Development, Inc. and Massachusetts Economic Development Foundation, Inc. (operating together as MassEcon)
Doing Business As (DBA)	MassEcon; Massachusetts Growth Partnership
Type of Organization	501(c)(6) nonprofit membership association (Massachusetts Alliance for Economic Development, Inc.) and 501(c)(3) nonprofit (Massachusetts Economic Development Foundation, Inc.)
FEIN #	04-3172007
DUA #	
Website	www.massecon.com

Organization Address

Field	Response
Organization Address	**260 Arsenal Place, Unit 2, Watertown, MA 02472**

Executive Officer

Field	Response
Full Name	**Peter Jon Abair**
Title	**Chief Executive Office and Executive Director**
Phone Number	**617-924-4600**
Email Address	**pabair@massecon.com**
Is the Executive Officer mailing address different from the organization?	**No**
If yes, enter the Executive Officer's mailing address	

Executive Officer Designee

Field	Response
Full Name	
Title	
Phone Number	
Email Address	
Is the primary contact address different from the organization?	
If yes, enter the Designee's address	

Organization Overview

MassEcon's sole mission – proven through more than 30 years of successful partnership with industry and the state – is to promote and champion the Commonwealth of Massachusetts as the best place to start, grow and locate a business. As such, we are fully prepared to formalize that partnership with the state and scale our activities to meet the vision expressed in the Business Development Partnership RFP.

MassEcon is built upon a robust network of corporate, institutional and civic members, in partnership with the EOED, Regional Economic Development Organizations (REDO's), industry associations, municipalities, and business leaders across the entire Commonwealth of Massachusetts. MassEcon successfully leads economic development initiatives including:

- Actively promoting Massachusetts and engaging prospective employers with expansion or relocation needs. This includes direct outreach to MassEcon's proprietary list of over 800 corporate site selectors and their clients, through them,
- Provide concierge services in support of search teams, providing a bridge between the public and private sectors,
- Create and implement promotion materials and media (in multiple languages) to attract businesses,
- Convenes public and private sector leaders of industry to create an inclusive business ecosystem that enhances job growth across a diverse talent pool
- Support economic development capacity across the entire state through our Economic Development Academy, offered to municipal and regional economic developers,

· Promotes investment in all communities across the state, with 98 municipalities benefiting from MassEcon-assisted business relocations, market entries, and expansions,

· Expands equitable opportunities throughout the Commonwealth.

· Rally the business community in support of economic development through an engaged membership as evidenced by raising close over $8 million since 2011 in support of economic development services in Massachusetts,

· Generate business intelligence through research programs, reports, events and related initiatives.

Over the years, our efforts have assisted employers that created an announced 42,082 new jobs in over 32 million square feet of facility space in Massachusetts. [see additional points of accomplishment at attachments]

MassEcon is the operating name of two affiliated nonprofit entities that support a common statewide economic-development mission:

- The **Massachusetts Alliance for Economic Development, Inc.**, a 501(c)(6) nonprofit membership association established in 1993, manages MassEcon's membership, programs, business-development services, and most operating activities.
- The **Massachusetts Economic Development Foundation, Inc.**, a 501(c)(3) nonprofit established in 2004, is a supporting organization of the Alliance and is dedicated to public-purpose economic-development initiatives, research, educational programming, and open-access data platforms.

With these two closely affiliated entities already established, we are prepared to provide the services defined in the RFP on Day One.

MassEcon has consistently demonstrated a record of serving as a trusted steward of public resources. From 2003 through 2006, the Massachusetts Economic Development Foundation served as fiscal agent and operating partner for the Commonwealth's *It's All Here* business-recruitment campaign under an MOU with MassDevelopment, MOBD, and MOITI.

MassEcon maintains proprietary datasets, public-data research tools, and specialized expertise spanning tax policy, commercial real estate, construction, workforce, infrastructure, and site readiness. These

capabilities are strengthened by a diverse membership network whose subject-matter expertise enhances the depth, credibility, and practical value of the research delivered to clients.

PART II

GOVERNANCE

Board Composition

Describe your board's composition, including the number and types of members, membership requirements, leadership structure, term lengths, committee structure:

The Alliance is governed by a **25-member Board of Directors** representing banking, commercial real estate, engineering, construction, utilities, professional services, statewide and local economic-development organizations, and other industries essential to business recruitment and expansion. Upon award, MassEcon proposes to add an EOED designee as an ex-officio voting director, giving the Commonwealth a formal role in organizational oversight and strategic direction.

The Alliance holds quarterly board meetings, an annual meeting, and an annual election. Directors serve staggered three-year terms and elect officers annually. Existing committees address location intelligence, membership and programming, diversity and inclusion, leadership development, and government relations. The proposed Partnership committee structure will build on these established practices while creating dedicated bodies for strategy, fundraising, market development, industry intelligence, statewide delivery, and performance management.

Recommended Partnership Committee and Advisory Structure



The recommended Partnership Committee and Advisory Structure consists of five bodies:

1. **Growth Fund Oversight Committee** — Oversees administration, financial integrity, organizational capacity, legal compliance, risk management, and implementation discipline. One member designated by EOED. Convenes quarterly; provides monthly financial reporting to the Foundation Board.
2. **Growth Fund Investment Steering Committee** — Champions private-sector investment in the Massachusetts Growth Fund; tracks private-match commitments, sponsorships, philanthropy, and earned revenue; builds the investor value proposition, outreach strategy, sponsorship platform, and commitment pipeline.
3. **Domestic Recruitment & Retention Advisory Group** — Guides integrated domestic business-attraction, company-retention, industry-intelligence, and statewide-delivery strategy. Up to 11 members; includes one EOED designee. Convenes quarterly, with project-specific teams assembled as needed.
4. **The Global Advisory Group (GBAG)** — Guides foreign direct investment, international recruitment, and market-entry strategy in coordination with MOITI. Up to seven experienced business leaders. Co-chaired by the Executive Director of MOITI or designee. Meets quarterly and more frequently as required.
5. **The Massachusetts Growth Partnership Leadership Council** — Principal forum for shared strategic direction between MassEcon and the Commonwealth; translates Administration economic-development priorities into annual business-development objectives. Co-chaired by the

Secretary of Economic Development or designee and the MassEcon Chief Executive Officer or Partnership Executive Director.

Board of Directors' Experience with Out-of-State and International Business Development

MassEcon's directors bring substantial experience relevant to the RFP. All directors receive regular business-development pipeline updates and are familiar with MassEcon's recruitment, retention, and location-services activities. Four directors are active economic-development professionals; 19 of 25 represent organizations operating beyond Massachusetts; and five represent companies with global operations. Many directors have served multiple terms, including eight with more than a decade of board service. This combination of continuity, market reach, and subject-matter expertise enables the Board to provide informed oversight while connecting staff to specialized industry and geographic knowledge.

Board Member List (Appendix A)

Please complete the table in Appendix A. Have you included the board member list?

Response: The Board roster table to be completed in Appendix A.

PART III-A

MANAGEMENT AND STAFFING

Leadership and Management Qualifications

MassEcon offers an established governance platform and an experienced leadership team that can be adapted immediately to administer the Commonwealth's proposed Business Development Public-Private Partnership. The structure combines fiduciary accountability, meaningful Commonwealth participation, private-sector leadership, statewide partner engagement, and disciplined performance oversight.

MassEcon begins with key professional staff members already in place, including: the CEO; Senior Advisor for Business Recruitment; Senior Director of Economic Development Services; Marketing and Communications Manager; and Marketing Manager. With over 75 years of combined experience of success in economic development, business recruitment, and case management, these incumbents provide immediate launch capacity without a standing-start hiring delay. They bring exceptional knowledge in the field to the proposed partnership.

Peter Abair, CEO, with 25 years of experience in economic development, Abair has participated in numerous high-profile business recruitment and site selection projects throughout Massachusetts, including investments by Bristol Myers Squibb, Shire, GE Healthcare, Magellan Aerospace, Fujifilm Microdisk, Baxalta, LEGO, Eli Lilly, Oxford Foods and many others. He has played a leadership role in some of Massachusetts' most impactful economic development initiatives. He led the establishment of the Massachusetts BioReady® Communities Program, co-founded what became 1Berkshire, and has served in numerous senior economic development positions at both the state, municipal, and regional levels, including as the cabinet level Director of Economic Development, Associate Director of Housing and Economic Development, and Director of Economic Development and Global Affairs at MassBio.

Brandon Pyers, Senior Business Recruitment Advisor, Brandon Pyers is a national and global leader in economic development incentives, site selection, and public-private deal structuring, with more than 25 years of experience advising multinational corporations, venture backed technology companies, real estate developers, and government entities on large-scale capital investment projects. Over his career, he has negotiated and secured more than $10 billion in discretionary tax incentives and economic benefits across the U.S., Europe, and Asia-Pacific (APAC). He has held senior leadership roles at Deloitte, EY, and Ryan, LLC.

Douglas Kehlhem, Senior Director for Economic Development, has served 25 years at MassEcon and has assisted on over Massachusetts 3,000 business inquiries and opportunities. He has built Massecon's proprietary database of over 800+ corporate site selectors and enjoys direct, ongoing relationships with over 100 such advisors. Kehlhem is widely respected in the field, most recently receiving the Consultant's Connect National Top 50 Economic Developers Award at the Economix Conference in Phoenix in 2021. 12-year participant in Team New England, a six-state global business attraction effort.

As part of the Partnership, its ascending Partnership Executive Director will coordinate its committee, advisory-group, and council structure and ensure that recommendations are translated into assigned actions, budgets, timelines, and measurable outcomes. The Massachusetts Economic Development Foundation will serve as fiscal agent for Commonwealth funds, with oversight of its funds, all of which

will be designated exclusively for the purposes described in this RFP and state contract. Additional governance structure detailed in later application segments.

Staffing Structure

Rather than creating a separate bureaucracy, MassEcon will use its existing legal entities, board, staff, financial controls, and member network to launch and scale the Massachusetts Growth Partnership efficiently. The full Year 1 staffing model includes:

Existing Staff (in place at launch)

- Chief Executive Officer
- Senior Advisor for Business Recruitment
- Senior Director of Economic Development Services - Partnership Executive Director
- Marketing and Communications Manager
- Marketing Manager

New Hires to Be Completed During Year 1

- **Comptroller** — reinforces financial oversight and reporting
- **Manager, Data Research & Systems Integration** — ensures data performance and CRM integrity
- **Director of Marketing** — leads marketing plan working with vendors and EOED
- **Manager, Recruitment & Retention** — augments team launching initial recruitment and retention programming
- **Fund Development Director** — establishes the private-sector campaign to grow Year 2 and Year 3 match requirements

Staff Roster (Appendix B)

Please complete the table in Appendix B. Have you included the staffing list?

Response: No — Staff roster table to be completed in Appendix B.

Staffing Plan (for Positions Not Yet Filled)

The following positions are anticipated hires during Year 1:

Comptroller

Will reinforce financial oversight and reporting for the Massachusetts Growth Fund. Recruitment begins immediately upon award; target hire in Q1. Qualifications include nonprofit financial management, grant compliance, and public-sector reporting experience.

Manager, Data Research & Systems Integration

Will ensure data performance, CRM implementation, and integration of the Salesforce platform with EOED systems. Target hire Q1. Qualifications include CRM administration, data management, and economic development research background.

Director of Marketing

Hired during the Pre-Launch Phase (prior to funding release) to lead marketing strategy development, coordinate the Marketing Steering Committee, oversee agency procurement, and manage campaign execution. Qualifications include B2B marketing leadership, economic development sector experience, and agency management.

Manager, Recruitment & Retention

Hired in Q2 to complete the core team and lead active domestic and international business recruitment and retention programming. Qualifications include business development, site-selection support, and account management in an economic development context.

Fund Development Director

Will establish and manage the private-sector fundraising campaign to build matching resources for Years 2 and 3. Recruitment begins in Phase 0; qualifications include nonprofit fund development and corporate partnership experience.

PART III-B

ORGANIZATIONAL CAPABILITIES

Out-of-State and International Business Development Approach

The Partnership will implement a coordinated operating model that separates business development targeting from B2B marketing execution, while connecting both functions through shared technology, real estate, research, and performance-management systems. The objective is to source, attract, qualify, and advance investment opportunities from both domestic and international businesses.

The business development strategy will determine where the Partnership should compete and which companies, investors, consultants, and intermediaries it should pursue in the United States and abroad. The process will:

- Begin with the Commonwealth's established priority industry clusters, including life sciences and biotechnology; artificial intelligence and quantum technologies; climate technology and clean energy; defense, aerospace, and robotics; advanced manufacturing; and financial services and information technology.
- Evaluate domestic and international markets based on industry growth, capital investment, expansion activity, outbound foreign direct investment, reshoring and nearshoring trends, and alignment with Massachusetts' competitive assets.
- Validate, refine, or narrow existing industry targets and identify additional sectors or subsectors that warrant consideration.
- Identify priority U.S. regions, foreign countries, and international business corridors.
- Develop target-company and investor profiles and named-account lists.
- Map corporate decision-makers, international trade and investment intermediaries, site-selection consultants, private equity and venture investors, corporate real estate advisors, consulates, chambers, and other referral sources.
- Score prospects based on expansion signals, investment capacity, sector alignment, likely real estate requirements, market-entry needs, and probability of conversion.
- Establish qualification standards for advancing a company or investor from a target account to an active lead and business opportunity.

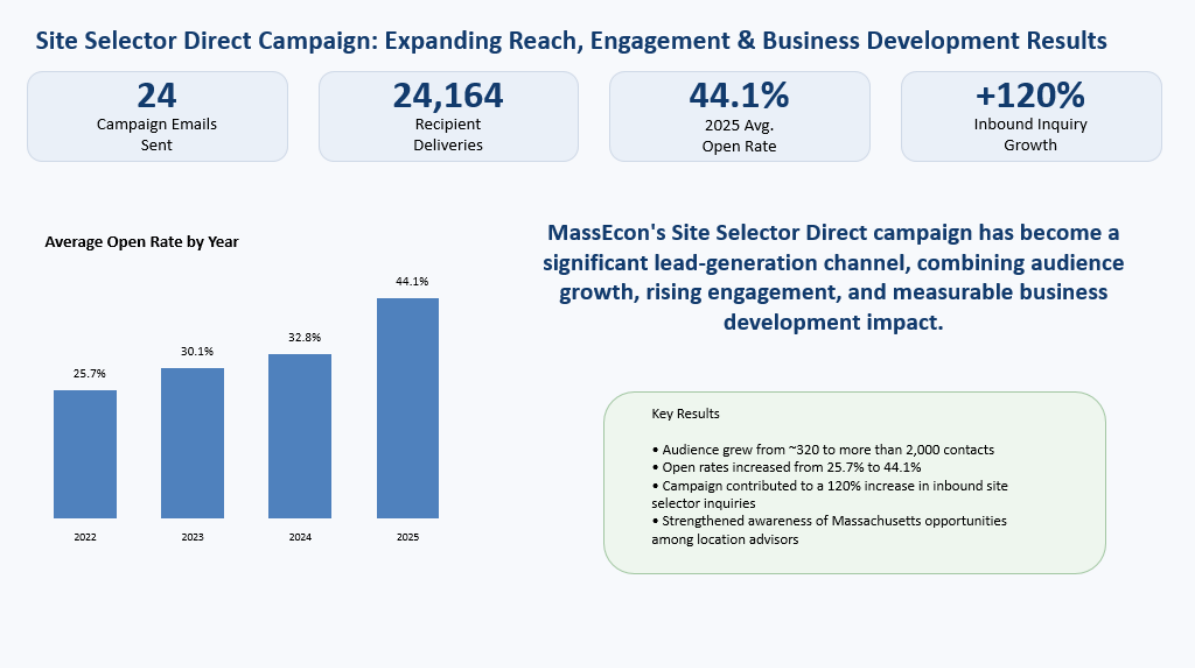
For **international markets**, the Partnership will prioritize: foreign companies seeking first-time U.S. market entry; international companies expanding an existing U.S. presence; foreign investors seeking Massachusetts-based technologies, companies, or projects; and multinational companies evaluating research, office, manufacturing, logistics, or regional headquarters investments.

For **domestic markets**, the Partnership will prioritize: U.S. companies considering expansion, relocation, consolidation, or reshoring within the United States.

The Partnership Marketing Committee, working with EOED, MOBD, MOITI, and relevant industry and regional stakeholders, will review research findings and recommend final sector, geographic, company, and investor priorities. Go-to-market activity may be phased according to market readiness, opportunity, available funding, campaign costs, and expected return.

Out-of-State and International Business Development Capacity

With its Site Selector Direct initiative, a highly researched outreach campaign focused to highlight competitive advantages of Massachusetts by region, industry, and incentives programs, MassEcon has grown the volume of direct-to-MassEcon inquiries from site selectors by 120 percent since 2022.



MassEcon has participated in or conducted 13 business development events outside of Massachusetts in the past three years (34 over the past 10 years), including site selector engagements in LA, Atlanta, Chicago, Dallas, and Charlestown, and targeted industry trade events, including autonomous vehicles, medical device design and manufacturing, renewable energy, and photonics. These recruitment generating events expanded MassEcon's site selector database by 37 and resulted in a subsequent 8 qualified recruitment leads. Among validated business recruitment successes of these recruitment events in the past two years are the Veralto Corporation headquarters project via CBRE Consulting Chicago and Astellas Institute for Regenerative Medicine project via True Partners Consulting.

MasssEcon also sponsored the publication of the *Massachusetts Economic Development Guide, 2023-24*, which was widely used by stakeholder partners, as well as MOBD, MOITI, and EOED. MassEcon distributed over 900 hard copies of the magazine, while another 614 electronic versions were downloaded.

MassEcon has a demonstrated record in working in **international business development**. Its successful engagement with Lego included communications with multiple US and Denmark offices. MassEcon enjoys a longstanding collaboration with MOITI, as well as numerous foreign consulates and trade organizations based in Massachusetts and abroad. MassEcon also produces the state's only foreign language promotional videos of Massachusetts as a business destination. These have seen substantial use by MassEcon partners, including MOITI and MassEcon's commercial estate members. Through its two recognition events, the Team Mass Impact Awards and the Massachusetts Corporate Welcome Reception, MassEcon has developed direct, ongoing relationships with 74 foreign based companies in 22 countries.

MassEcon International Business Development
Global Relationships, Successful FDI Recruitment

FDI Lead Generation

21%

of 43 FDI Team MA/MassEcon opportunities in 2022-2025 were direct-to-MassEcon leads



3,671

foreign-based visits to our foreign language Massachusetts promotional video page, 2022-2025

Recruitment & Relationships Work: *Sampling* of Direct to MassEcon FDI Wins

2003 straumann — 2009 Crucell — 2014 CRCC 中国铁建 — 2023 LEGO

1,060 Jobs

Through its recognition events, MassEcon has established direct ties to 76 foreign companies in just the last 10 years

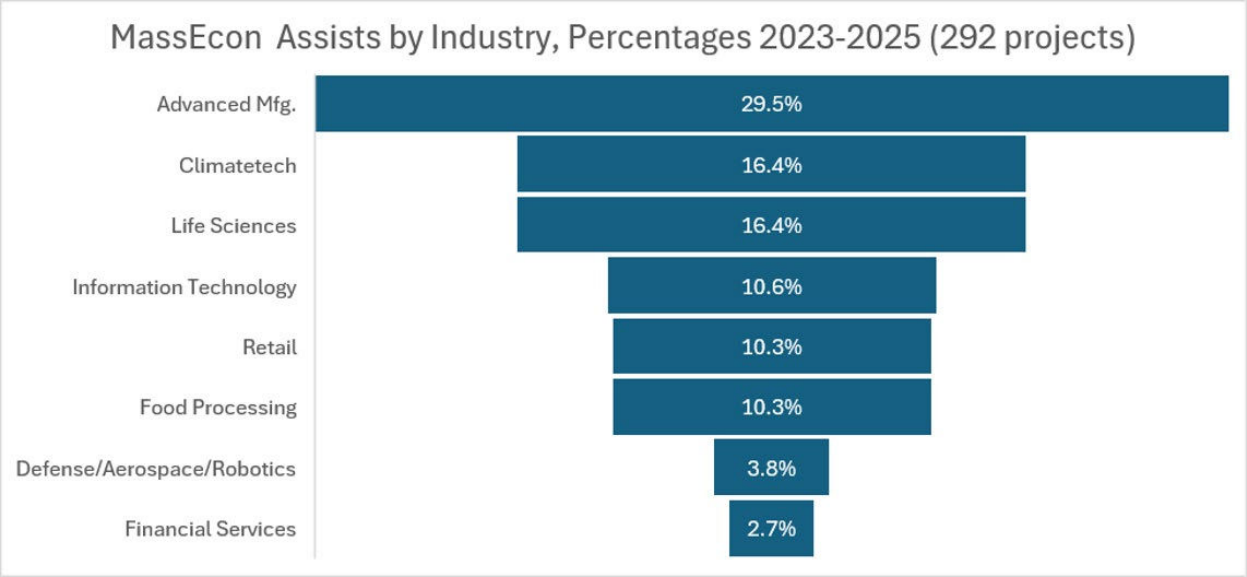


The MassEcon-driven Massachusetts Growth Partnership will establish a Global Advisory Group (GBAG), which will guide and oversee the Partnership's foreign direct investment, international recruitment, and market-entry strategy in close coordination with MOITI. The GBAG will consist of up to seven experienced business leaders representing a variety of home nations and industries, including Massachusetts-based expatriate entrepreneurs, business executives, international advisers, and leaders familiar with market-entry decisions. The Group will be co-chaired by the Executive Director of MOITI or designee.

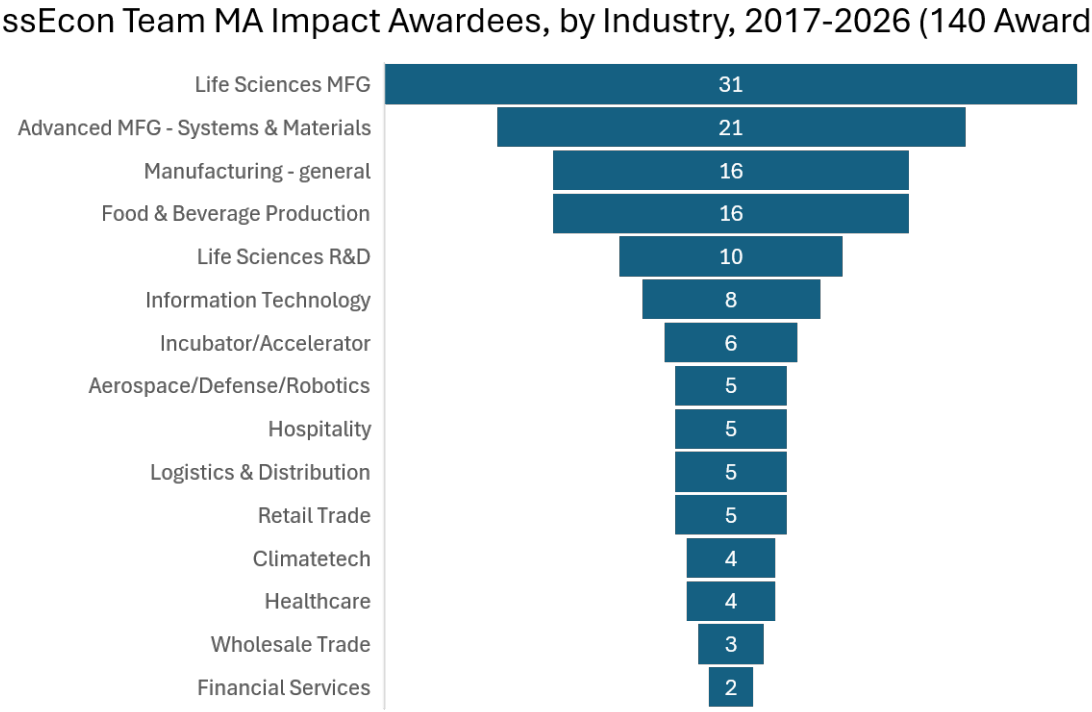
Industry Engagement

MassEcon has a deep knowledge of the seven industry areas of focus of the EOED. In producing its business recruitment pages, MassEcon consulted state industry research assets such as the Donahue Institute and Federal Reserve Bank. It also conducted its own research using labor market analysis, shift-share analysis, and national business cost data.

It has grown a reservoir of data and knowledge based on its business recruitment and site location services activities. In the past three years, MassEcon has assisted 292 recruitment projects, across 7 industry areas.



MassEcon builds its industry knowledge base annually through its research and review of hundreds of Team Massachusetts Economic Impact Award nominees. Over the past 10 years, MassEcon has developed and sustains direct and ongoing relationships with 140 businesses presented awards by MassEcon. These relationships have been intelligence assets in assisting MassEcon with business recruitment. These businesses are also sources for Massachusetts ambassadors to assist in recruitment. They will continue to serve as assets for the Massachusetts Growth Partnership.



In addition, MassEcon's 121-member organization network spans banking, commercial real estate, engineering, construction, utilities, professional services, statewide and local economic-development organizations, and other industries essential to business recruitment and expansion. This broad membership base provides the Partnership with an existing statewide network of organizations already committed to Massachusetts economic growth and prepared to contribute expertise, market intelligence, prospect referrals, sponsorship, and program support.

The Massachusetts Growth Partnership will include a Domestic Recruitment & Retention Advisory Group informed by time-limited sector working groups for life sciences, advanced manufacturing, robotics, climatetech, artificial intelligence, quantum technologies, defense, aerospace, financial services, and other priority clusters. Working groups will be activated based on the annual strategy.

MassEcon's cluster targeting approach uses the Commonwealth's priority industry clusters as the starting universe of opportunity, applying a broader business development and marketing analysis to determine which component subsectors, company cohorts, and geographic markets are most likely to generate investment over the next three to five years. The analysis combines secondary research, direct market engagement (including Voice of Customer engagement with at least 100 companies, consultants, partners, and influencers), competitive benchmarking, real estate intelligence, and B2B marketing analysis.

Marketing

The B2B marketing strategy determines how Massachusetts reaches, engages, and influences domestic and international companies and investors. The program focuses on the rational factors that influence corporate investment and location decisions, including: talent and workforce; real estate availability; infrastructure and utilities; industry clusters and supply chains; research and commercialization assets; market access; operating costs; incentives and financing; regulatory and permitting conditions; speed to market; long-term operating risk; and U.S. market-entry support for international companies.

For each priority sector and geography, the Partnership will establish: audience segmentation; target-account, investor, and intermediary lists; market-specific positioning; differentiated value propositions; supporting data, proof points, and case studies; domestic and international outreach channels; and calls to action designed to generate meetings, inquiries, site searches, market-entry consultations, and qualified opportunities.

An annual marketing campaign drives awareness of Massachusetts' competitive advantages — innovation ecosystem, workforce quality, research and academic assets, quality of life, and the full suite of Commonwealth business development programs — and generates direct calls to action to the Partnership and the Massachusetts Business Front Door.

A coordinated series of quarterly virtual engagement programs supplements the campaign:

- Quarterly Virtual Growth Partnership Lunches (via MESA, focused on incubator business growth)
- Quarterly Virtual Growth Brunches (via MassVentures and MATTO, focused on tech transfer and emerging commercialization-stage companies)
- Quarterly Virtual Commercial Real Estate Sessions (via MassEcon, featuring site location case studies)
- Bi-annual Commercial Lenders Virtual Meetings (via MassDevelopment, focused on lending case studies)

International messaging may require localization by market, including language, business culture, investment motivations, sector maturity, U.S. entry barriers, and the role of government and private intermediaries.

Financial Management

The Massachusetts Economic Development Foundation, Inc. (501(c)(3)) will serve as fiscal agent for Commonwealth funds and eligible non-state matching resources. The Foundation will maintain dedicated accounts for the Massachusetts Growth Fund, while MassEcon staff manage program delivery under policies, budgets, workplans, performance measures, and reporting requirements approved through the governance structure. The Growth Fund Oversight Committee will monitor grant compliance, allowable costs, procurement, internal controls, audit readiness, records retention, and financial reporting. The Partnership comptroller will provide monthly financial reporting to the Foundation Board and the Committee, and the Committee will convene quarterly to review fund activity. The Foundation Board and Growth Fund Oversight Committee will jointly support an annual Growth Fund report and the Partnership's annual performance review and annual report to EOED.

Financial Sustainability

MassEcon's existing 121-member organization network, coupled with the Growth Fund Investment Steering Committee's private-sector fundraising program, provides the foundation for long-term financial sustainability beyond the Commonwealth's investment. The Growth Fund Investment Steering Committee will track private-match commitments, sponsorships, philanthropy, earned revenue, and other eligible non-state funding sources; build the investor value proposition, outreach strategy, sponsorship platform, and commitment pipeline needed to meet match requirements; and engage employers, foundations, institutions, and professional-service firms as investors, sponsors, and advocates.

Corporate (Private Sector) Fundin

The Partnership will establish a vigorous private-sector fundraising campaign led by a dedicated Fund Development Director and supported by the Growth Fund Investment Steering Committee. The Committee's early work will focus on maintaining Year 1 commitments of $755,000 (as of 8/5/2026) while building the momentum and investor pipeline required to meet the larger Year 2 and Year 3 match requirements. Revenue-generating services include MassEcon's existing membership dues, program sponsorships, and fee-for-service research and site-finder services.

The **Growth Fund Steering Committee** will initially include:

David Bugbee, Regional Executive MA, NH, RI, Citizens
Odile Smith, Site Head and Vice President, Bristol Myers Squibb

Robert Coughlin, Managing Director and New England's Life Science and Healthcare Practice Group lead, Jones Lang LaSalle

Marty Jones, Principal, MLJ Insights

Michael Houlihan, Executive Director & Market Executive, JP Morgan

Bill Kane, BioMed Realty, President, East Coast & UK Markets

Stephen Prozinski, Chief Executive Officer and Chief Operating Officer, Hunneman

Lauren Liss, Senior Counsel, Greenberg Traurig

Revenue-Generating Services

MassEcon's existing revenue-generating activities include membership dues from 121 member organizations, program sponsorships, event revenue, and fee-for-service research and site-finder engagements through the ReadyMass 100 platform. These activities have supported the organization's business recruitment and related economic development programs and will continue to contribute to the Partnership's financial base alongside Commonwealth investment and private-sector match.

Existing and Anticipated Funds (Appendix C)

Complete the table in Appendix C. Have you included the funding table?

Response: No — Funding table to be completed in Appendix C.

Risk Management

The Growth Fund Oversight Committee oversees organizational risk, including data security, insurance, conflicts of interest, reputational exposure, and business continuity. Operational risk is mitigated by the Partnership's phased implementation approach, which builds on MassEcon's established infrastructure rather than creating a new organization from scratch.

Data security risk is addressed through the Salesforce CRM's role-based permissions, field-level controls, and record-sharing rules, which protect confidential company and project information. The integration-first architecture reuses or connects to the Commonwealth's existing CRM, Business Front Door, identity-management, and reporting environments wherever technically and contractually feasible, subject to applicable EOED, EOTSS, security, privacy, procurement, and data-governance approvals.

Financial risk is managed through dedicated Foundation accounts for Commonwealth funds, monthly financial reporting to the Foundation Board and Growth Fund Oversight Committee, and quarterly fund activity reviews. The Foundation Board and Growth Fund Oversight Committee jointly support an annual Growth Fund audit and report.

PART IV

PERFORMANCE, ACCOUNTABILITY, OUTCOMES, LONG-TERM IMPACT, AND OTHER BENEFITS

Performance Management

Describe your approach to goal setting and continuous improvement:

A governing principle of the Partnership's top-of-funnel system is that win or lose, every project improves Massachusetts' operating picture: requirements, competitive strengths, constraints, and next actions. After every qualified lead reaches a final decision, the project lead completes a structured win/loss analysis capturing the company's decision criteria, factors favoring Massachusetts, factors favoring competing locations, competitive intelligence about peer states and markets, and any site, infrastructure, workforce, incentive, or permitting issues that arose. This analysis is entered into the shared project record maintained by MassEcon and made available — in appropriately aggregated and anonymized form — to EOED, the advisory group, REDOs, and relevant state agency partners.

The real-time dashboard operationalizes shared intelligence on an ongoing basis, providing EOED and Partnership members with a current view of pipeline demand, site and building capacity signals, workforce availability indicators, infrastructure constraints surfaced through active projects, competitive threats from peer states, and emerging sector-specific demand patterns. The dashboard is updated continuously as new project records, retention conversations, referral activations, and engagement outcomes are entered into the CRM — ensuring EOED and the broader Commonwealth economic development network operate from current intelligence, not lagging indicators.

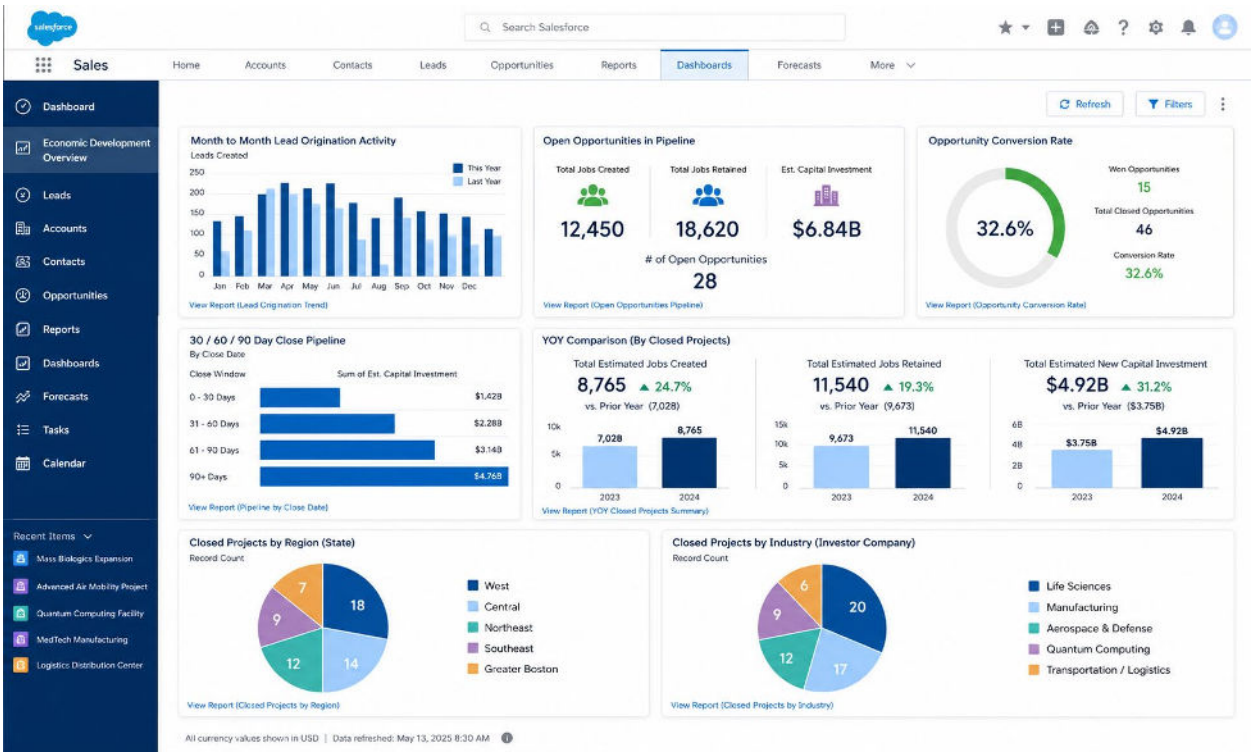
Accountability

The Massachusetts Growth Partnership Leadership Council serves as the principal forum for shared strategic direction between MassEcon and the Commonwealth and oversees the Partnership's performance-management framework. It will review quarterly pipeline, investment, job-creation, financial, operational, and ROI results; approve strategic adjustments as needed; and conduct the annual performance review with annual report approval by the Secretary of Economic Development.

The reporting cadence includes:

- A **real-time dashboard** providing EOED with continuous visibility into pipeline status, lead volumes, and referral activity;
- A **monthly pipeline review**;
- A **quarterly advisory group update** delivered to the Domestic Business Retention and Recruitment Advisory Group, co-chaired by an EOED designee;
- An **annual review** delivering comprehensive performance analysis, win/loss assessment, benchmarking findings, and target and strategy recommendations.

What the Real-time Dashboard can look like:



Data Management Practices and System

MassEcon will design and implement a Salesforce-based CRM solution specifically configured to align with and — subject to EOED's technical, security, procurement, and data-governance requirements — integrate directly with EOED's existing CRM and Business Front Door environment. Rather than introduce a disconnected platform or separate data silo, MassEcon's integration-first approach will extend the Commonwealth's existing technology investment and establish a coordinated system for managing business-development activity across Team Massachusetts.

Implementation will be governed by a clear operating model:

- **Common data model:** Define required fields, project stages, status definitions, geographic categories, industry classifications, and KPI calculation rules.
- **Role-based access:** Assign permissions according to organizational role, project involvement, and confidentiality requirements.
- **Integration-first architecture:** Reuse or connect to the Commonwealth's existing CRM, Business Front Door, identity-management, and reporting environments wherever technically and contractually feasible.
- **Data accountability:** Establish update expectations, validation rules, exception reports, duplicate-management procedures, and periodic data-quality reviews.
- **Phased deployment and adoption:** Pilot the workflow with a defined partner group, validate reporting and security, provide role-specific training, and scale participation based on documented lessons learned.

The technology ecosystem includes:

- **Esri ArcGIS** — integrated spatial intelligence
- **CoStar** — real estate market intelligence
- **Workforce Analytics** — occupation, skills, wage, and employment-trend analysis
- **IMPLAN** — economic impact, investment evaluation, and accountability
- **Salesforce** — enhanced client management and operational scalability

OUTCOMES AND KPIs

Performance Measurement Framework

The Partnership's performance measurement and reporting framework tracks outcomes across every pipeline stage from initial prospect identification through qualified lead economic impact assessment and partner referral activation. Baseline data will be formally established in Q1 of the contract period, drawing on existing CRM records, the BI database, prior-year campaign attribution data, and partner engagement logs. Targets will be refined in collaboration with EOED following that establishment.

Benchmarking draws on three reference points: historical Massachusetts business attraction and expansion performance (MOBD and EOED data); peer state economic development partnership performance (IEDC and Site Selectors Guild survey data); and the Partnership's own year-over-year trend data as the program matures.

Top of the Funnel Business Development KPIs

> Note:
>
> All targets designated "TBD post-baseline" will be established in collaboration with EOED following formal Q1 baseline data collection. Interim targets and performance expectations will be documented in the Partnership's Q1 Performance Report submitted to EOED.

#	KPI Name	Definition	Data Source	Reporting Frequency	Baseline / Benchmark	Target (Annual)	Notes
1	**Total Prospects Identified**	Companies identified through market signals, referrals, sector research, or partner network	CRM; BI database; partner intake reports	Quarterly; Annual	Established Q1 of contract; benchmarked against peer EDO prospect volumes	TBD post-baseline	Includes domestic and international signals; all prospect sources coded in CRM

#	KPI Name	Definition	Data Source	Reporting Frequency	Baseline / Benchmark	Target (Annual)	Notes
		intelligence per quarter					
2	**Total Leads Engaged**	Companies that have entered active dialogue, direct outreach, or responded to Partnership engagement	CRM engagement records; campaign attribution data	Monthly; Quarterly	Established Q1; benchmarked against prior year engagement volumes	TBD post-baseline	Includes inbound and outbound-generated leads; linked to originating prospect record
3	**Leads Converted to Qualified Leads**	Companies meeting defined MA expansion criteria: sector alignment, scale, timeline, and decision-readiness	CRM pipeline stage records; project lead qualification assessment	Quarterly; Annual	Established Q1; benchmarked against site selection industry qualification norms	TBD post-baseline	Qualification criteria documented and applied consistently across all regions and sectors
4	**Qualified Lead Conversion Rate**	Percentage of total leads that progress to qualified lead status in the reporting period	CRM pipeline analytics	Quarterly; Annual	Established Q1; compared to national site selection funnel benchmarks	TBD post-baseline	Tracks pipeline quality and qualification rigor over time; monitored for trend improvement
5	**Qualified Lead Economic Impact Potential — Jobs**	Estimated total jobs associated with companies in qualified lead status in the active pipeline	Project lead economic impact assessments; company-provided projections; EOED impact models	Quarterly; Annual	Established Q1; benchmarked against Commonwealth historical pipeline job potential	TBD post-baseline	Reported as range (low/mid/high estimate); updated as company information evolves
6	**Qualified Lead Economic Impact Potential —**	Estimated total capital investment associated	Project lead economic impact assessment	Quarterly; Annual	Established Q1; benchmarked against	TBD post-baseline	Reported in dollars; includes real property,

#	KPI Name	Definition	Data Source	Reporting Frequency	Baseline / Benchmark	Target (Annual)	Notes
	Capital Investment ($)	with companies in qualified lead status in the active pipeline	s; company disclosures; site selector projections		Commonwealth historical pipeline capital potential		equipment, and operational investment estimates
7	**Qualified Lead Economic Impact Potential — Tax Revenue ($)**	Estimated state and local tax revenue potential associated with companies in qualified lead status	EOED impact modeling tools; project lead assessments	Quarterly; Annual	Established Q1; benchmarked against Commonwealth revenue impact norms per job/investment type	TBD post-baseline	Provides forward-looking fiscal return estimate; supports Commonwealth investment prioritization
8	**Referrals Generated to Commonwealth Partners**	Number of formal referrals made to EOED, REDOs, MOBD, MOITI, municipalities, CDFIs, and other Commonwealth programs	CRM referral records; partner intake confirmation	Quarterly; Annual	Established Q1; benchmarked against prior year referral volumes	TBD post-baseline	Each referral coded by receiving partner type and originating opportunity
9	**Referrals Accepted and Activated by Partners**	Number of referrals accepted by receiving partners and resulting in active engagement with the company or project	CRM referral follow-up records; partner confirmation reports	Quarterly; Annual	Established Q1; activation rate benchmarked against referral network norms	TBD post-baseline	Tracks full referral cycle completion; unactivated referrals flagged for follow-up
10	**Average Time from Prospect ID to Qualified Lead Status**	Average number of days from initial prospect identification to achievement	CRM pipeline stage timestamps	Quarterly; Annual	Established Q1; benchmarked against site selection industry cycle time norms	TBD post-baseline	Tracks pipeline velocity; shorter cycle times indicate stronger qualification infrastructure

#	KPI Name	Definition	Data Source	Reporting Frequency	Baseline / Benchmark	Target (Annual)	Notes
		of qualified lead status (pipeline velocity)					
11	**Pipeline Coverage Ratio**	Total estimated economic impact of active qualified lead pipeline compared to annual Commonwealth Partnership investment	CRM economic impact assessments; EOED investment records	Quarterly; Annual	Established Q1; compared to peer EDO pipeline coverage ratios	TBD post-baseline	Demonstrates return-on-investment case for Partnership funding at pipeline stage
12	**Prospects from International / Out-of-State Market Signals**	Companies identified through corporate site selectors, global corporate real estate advisors, or international BD channels	CRM prospect source codes; MOITI collaboration records; MassEcon site selector network	Quarterly; Annual	Established Q1; benchmarked against Massachusetts MOITI attraction baseline	TBD post-baseline	Subset of Total Prospects; tracked separately to monitor global attraction pipeline breadth
13	**New Prospects from Retention Intelligence**	Expansion opportunities generated from existing business retention conversations through the Partnership and BI database	CRM retention-linked prospect records; BI database monthly engagement list	Monthly; Quarterly	Established Q1; tracked against retention visit volume as leading indicator	TBD post-baseline	Demonstrates integration of retention and attraction functions; key system differentiation
14	**Partner-Generated Leads**	Leads originating from MassEcon member network, sector specialists, or partner	CRM lead source attribution; member engagement records	Quarterly; Annual	Established Q1; benchmarked against member network engagement metrics	TBD post-baseline	Validates health and engagement of the Partnership's network-based lead generation model

#	KPI Name	Definition	Data Source	Reporting Frequency	Baseline / Benchmark	Target (Annual)	Notes
		referrals (not direct BD outreach)					
15	**Marketing Campaign-Generated Leads**	Leads directly attributed to the annual marketing campaign or quarterly virtual engagement series	CRM campaign attribution tags; event registration and follow-up records; Business Front Door referral tracking	Quarterly; Annual	Established Q1; benchmarked against prior campaign lead attribution volumes	TBD post-baseline	Tracks campaign ROI; attributed by specific campaign touchpoint (event, digital, outreach)

Financial Performance KPIs

Financial KPIs will be extensive, including traditional measures of financial performance to be provided by monthly Profit & Loss, Balance Sheet, Account receivable and Accounts Payable reporting.

Other KPIs will include center on Fundraising performance:

Donor Acquisition Rate, Year/Year Donor Lapse Rate, Donor Retention Rate, Recurring Giving Rate, Donor Engagement Rate.

Operational Performance and Efficiency KPIs

Operational KPIs include:

- Phase milestone completion per quarterly transition plan schedule (Phases 0–4)
- Number of recruitment and retention missions completed per quarter
- Partner network activation status (REDOs, municipalities, MOBD, MOITI, MABI, MassVentures, MATTO, CDFIs)

- CRM implementation and EOED integration status (Q1 target: operational)
- Marketing plan approval and campaign launch status
- Salesforce dashboard operational and accessible to EOED (Q1 target)
- Annual Report published and Year 2 Operating Plan approved (Q4 Year 1 target)

Return on Investment KPIs

IMPLAN economic impact modeling will enable MassEcon to quantify the economic value of corporate investment decisions and support transparent public-sector incentive and policy analysis, including: direct job creation and retention impacts; labor income, value-added, and economic output estimates; supplier, indirect, and induced multiplier effects; state and local tax-impact modeling; and return-on-investment and incentive-sizing analysis. The Pipeline Coverage Ratio (KPI 11 above) will track the ratio of total estimated economic impact of the active qualified lead pipeline compared to the annual Commonwealth Partnership investment on a quarterly basis.

Other Benefits — Public Benefit

The top-of-funnel business development framework is not an end in itself. It is the entry point to a system designed to grow and diversify Massachusetts' economy, strengthen regional economic resilience, support existing employers, and ensure that the Commonwealth remains one of the most competitive business locations in the United States and the world. Every prospect identified, every lead engaged, every qualified lead stewarded, and every referral activated represents a potential job, a potential investment, a potential tax revenue contribution, and a potential confirmation of Massachusetts' value proposition to the global business community.

The "all doors open" principle ensures that any partner in the Commonwealth ecosystem — a REDO, a municipality, a commercial real estate professional, a commercial lender, a CDFI, or a MassEcon member — can receive an initial inquiry and route it into the same coordinated five-stage process. This distributed intake model expands the system's referral surface area well beyond what a single point of entry could achieve, ensuring no qualified opportunity is lost.

The Domestic Recruitment & Retention Advisory Group includes representation from regional economic-development organizations, municipalities, industry associations, chambers, workforce and higher-education partners, quasi-public agencies, and the invested business community — ensuring statewide geographic representation and diverse community engagement.

MassEcon's 121-member network spans all regions of the Commonwealth and includes Gateway City economic development partners, CDFIs, workforce partners, and utilities — ensuring that business investment benefits and referrals reach all communities.

Other Benefits — Climate Benefit

As part of its mission, MassEcon strives to expand equitable opportunities throughout the Commonwealth. In practice, this has meant a firm adherence to the principles of environmental justice. This is on display in how MassEcon evaluates nominees for the Team Massachusetts Economic Impact Awards. Candidates that demonstrate community engagement and commitment, including . . . "commitment to minimizing impacts on natural resources and investments in clean energy" receive higher weighted by judges.

Climate KPIs include, but are not limited to:

- Energy efficiency projects with kWh savings, GHG reductions, and avoided energy import costs (kWh generated on site).
- Renewable energy investments, such as MW installed, jobs created, and reduction in fossil fuel dependence.
- Efficiencies gained in water dependency reduction investments (Gallons per day reduction, GPD gray water reuse, GPD wastewater pretreatment)
- Projects resulting in permanent preservation of open space (acres), use of rainwater permeable surfaces (square feet).

PART V

IMPLEMENTATION, COORDINATION, AND CONTINUOUS IMPROVEMENT STRATEGY

Transition Plan — Milestones, Activities, and Progress Outcomes

The Massachusetts Growth Partnership will launch from an advantageous position, leveraging MassEcon's established economic development expertise, relationships, systems, and statewide

reputation. The transition will be executed through a phased implementation strategy aligned to investments in people, systems, programs, and products.

PHASE 0: PRE-LAUNCH (90–120 Days Prior to Funding Release)

Objectives: Stakeholder engagement, governance formation, marketing preparation, fundraising mobilization, organizational readiness.

Activities:

- Launch transitional Massachusetts Growth Partnership website (public-facing platform for updates, committee activities, timelines, and implementation progress)
- MassEcon leadership works directly with EOED to finalize implementation priorities, confirm launch expectations, establish committee appointments, and execute contractual agreements
- Activate two foundational steering committees: Marketing Steering Committee and Growth Fund Investment Steering Committee
- Hire Director of Marketing; retain professional fundraising firm for Growth Fund campaign

Deliverable Category	Phase 0 Deliverables
People	Director of Marketing hired; Growth Fund fundraising consultant retained
Process	EOED/MassEcon agreement finalized; initial committee meetings convened; governance framework established; initial fundraising campaign launched
Systems	Transitional Partnership website activated
Products	Marketing KPIs established; Marketing services RFP released; initial Growth Fund commitments secured

PHASE 1: Q1 — FIRST QUARTER (Days 1–90)

Objectives: Activate operational systems, staff key leadership positions, launch recruitment and retention programming.

Activities:

- Develop comprehensive Year 1 Recruitment & Retention (R&R) Plan in partnership with EOED defining target industries, partner participation models, lead management processes, event strategies, performance measures, and reporting protocols

- Activate two advisory bodies: Domestic Business Recruitment & Retention Advisory Group and Global Business Advisory Group (both with EOED participation)
- Implement Salesforce CRM creating seamless coordination among EOED, MOBD, MOITI, and Business Front Door
- Deploy initial KPI dashboards and reporting systems
- Acquire IMPLAN economic impact database
- Conduct public launch event to formally introduce the Massachusetts Growth Partnership

Deliverable Category	Q1 Deliverables
People	Executive Director hired; Comptroller hired; Manager of Data, Research & Systems Integration hired; Marketing agency selected and contracted
Process	Year 1 R&R Plan approved; Domestic and Global Advisory Groups activated; Partnership launch event conducted
Systems	Salesforce CRM implemented; IMPLAN implemented; Initial KPI dashboard launched
Products	Baseline KPI framework established; Target business inventory completed; First out-of-state recruitment mission completed

PHASE 2: Q2 — SECOND QUARTER (Days 91–182)

Objectives: Expand organizational capacity and transition from implementation to active operations.

Activities:

- Hire Manager of Recruitment & Retention, completing the core organizational team
- Advance marketing strategy development, resulting in approval of Year 1 Marketing Plan and multi-year framework
- Fully activate statewide partner network with regular stakeholder meetings, formal reporting, and communication channels
- Generate measurable business leads and engagement opportunities
- Select vendor to develop Partnership's long-term website platform

Deliverable Category	Q2 Deliverables
People	Manager of Recruitment & Retention hired
Process	Year 1 Marketing Plan approved; Partner engagement framework operational; Quarterly stakeholder meeting cadence established
Systems	Fully integrated Salesforce environment; EOED access and reporting protocols established
Products	Multi-year marketing framework completed; Initial marketing campaigns launched; KPI reporting operational; Additional recruitment missions completed; Qualified business leads entering business development pipeline

PHASE 3: Q3 — THIRD QUARTER (Days 183–274)

Objectives: Public visibility, performance evaluation, and continuous improvement.

Activities:

- Launch coordinated business attraction campaign supported by first-generation Partnership website
- Conduct comprehensive operational assessment evaluating staffing, systems, marketing, recruitment activity, stakeholder engagement, and KPI performance
- Establish continuous improvement framework

Deliverable Category	Q3 Deliverables
People	Full operational team functioning
Process	Mid-year performance evaluation completed; Continuous Improvement Framework adopted
Systems	Initial public website launched
Products	Massachusetts marketing campaign launched; KPI reporting expanded; Dashboards fully operational; Additional recruitment missions completed

PHASE 4: Q4 — FOURTH QUARTER (Days 275–365)

Objectives: Full operational maturity — all Year 1 systems, staffing, programs, governance, marketing, and reporting fully operational.

Activities:

- KPIs measuring not only activities and outputs but meaningful outcomes (lead generation, project conversion, business engagement, partner participation, investment attraction, organizational effectiveness)
- Develop comprehensive Year 2 Operating Plan informed by Year 1 performance data and lessons learned
- Publish public annual report detailing accomplishments, outcomes, investments, and future priorities

Deliverable Category	Q4 Deliverables
People	Fully staffed organization retained and evaluated
Process	Year 2 Operating Plan approved; Year 1 performance review completed
Systems	Fully integrated reporting environment operational
Products	Annual Report published; Outcome-based KPI reporting established; Additional recruitment missions completed; Year 2 strategic implementation roadmap finalized

Have you included the transition plan? Yes

Coordination

MassEcon, in all things, is a good and honest partner that delivers results. Today, all MassEcon activity with qualified business leads is communicated and coordinated with the EOED and its sub-agencies. MassEcon operates in a position of trust, gained over years of collaboration and transparency with the EOED. We are honored to be the only non-state agency that is part of the Friday BFD Navigators meeting. We are proud that we have achieved this position of trust with and service to the EOED and the Commonwealth, with formal contract or mandate in place. Our mission is to serve Massachusetts and support its economic growth. The Partnership, built on this foundation of trust, will further grow coordination with the EOED.

The Massachusetts Growth Partnership Leadership Council — co-chaired by the Secretary of Economic Development or designee and the MassEcon President or Partnership Executive Director — will coordinate EOED, MOBD, MOITI, MassEcon, quasi-public agencies, and Team Massachusetts partners around shared roles and project-response activity. Standing membership includes MOBD, MOITI, MassEcon leadership, and selected Commonwealth or quasi-public partners.

The Partnership coordinates with the full spectrum of Commonwealth programs: EOED and its constituent offices, MOBD, MOITI, the full network of Regional Economic Development Organizations (REDOs), MassDevelopment, MassVentures, the Massachusetts Technology Transfer Office (MATTO), the Massachusetts Association of Business Incubators (MABI), local municipalities (with focus on Gateway Cities), workforce partners, utilities, Community Development Financial Institutions (CDFIs), and the Massachusetts Business Front Door.

The CRM referral tracking system records both the generation and acceptance/activation of referrals by receiving partners, enabling the Partnership to report the full referral cycle to EOED quarterly. The Salesforce dashboard will provide a shared project-management and reporting environment for MassEcon, state agencies, regional economic development organizations, municipalities, utilities, and other authorized partners, subject to applicable EOED, EOTSS, security, privacy, procurement, and data-governance approvals.

Communication and Continuous Improvement

The Partnership will keep EOED informed through: a real-time dashboard (continuous pipeline and referral visibility); monthly pipeline reviews; quarterly advisory group structured KPI reporting against baseline and targets; and an annual comprehensive performance analysis with win/loss assessment and benchmarking.

The Massachusetts Growth Partnership Leadership Council will manage and communicate critical changes affecting scope, schedule, resources, or outcomes. Unresolved matters are elevated from advisory groups/committees to the Leadership Council or Growth Fund Oversight Committee based on subject matter.

Stakeholder feedback and lessons learned are incorporated through the structured win/loss analysis process (completed after every qualified lead reaches a final decision), accumulated into the shared project record, synthesized into system-wide trend analysis, and delivered at quarterly advisory group updates and the annual review. The mid-year operational assessment in Q3 (Phase 3) will produce a Continuous Improvement Framework adopted by the Partnership. By Q4, outcome-based KPI reporting will measure not only activities and outputs but meaningful final outcomes to drive continuous improvement for Year 2 and beyond.

PART VI

BUDGET

Annual Budget — Line-Item Budget for Years 1–3

See attached

Have you included the 3-year budget? Yes

Budget Narrative

The proposed budget is designed to provide day-one operating capacity, complete the transition from planning to implementation, and scale the Partnership into a durable business development platform over the three-year period. Each major budget item is tied directly to the work plan: establishing accountable staffing and financial controls; building an integrated data, research, and customer relationship infrastructure; launching market-facing business development and lead generation; deploying coordinated marketing and promotion; and expanding programming as private-sector engagement and deal flow increase. Cost estimates are based on the scope of activities described in the proposal, expected effort levels by function, known or benchmarked vendor costs where available, and the principle that each line item must be necessary, reasonable, allocable, and connected to a defined project activity.

Personnel and Fringe Benefits

Personnel is the largest and most important budget category because the initiative depends on a professional team that can manage public-sector coordination, private-sector engagement, lead generation, retention and expansion activity, marketing, data systems, performance reporting, and fund development. MassEcon's existing leadership, staff, systems, and partner network provide immediate operating capacity upon contract award. Year 1 personnel costs therefore reflect a phased staffing approach, with existing staff supporting Partnership activities from Day One while newly created positions are recruited and onboarded over the course of the year. Certain new positions are consequently budgeted for partial-year costs in Year 1 and annualized in subsequent years.
MassEcon begins with key professional staff members in place, including: CEO; Executive Director of the Partnership; Senior Director of Economic Development Services; Marketing and Communications Manager; and Marketing Manager. Key additional hires — Comptroller, Manager Data/Research &

Integration, Director of Marketing, Manager of Recruitment & Retention, and Fund Development Director — can begin as soon as approved by EOED. Fringe benefits are calculated as a necessary cost of employing staff and maintaining competitive compensation consistent with organizational practice.

Business Development, Lead Generation, and Missions

These costs support the core market-facing strategy: identifying priority sectors and geographies, cultivating prospects, conducting domestic and global business development missions, supporting company recruitment and retention, and converting market intelligence into qualified opportunities. Year 1 activity is intentionally measured as the Partnership and EOED integrate operating protocols and shared lead-management practices, incorporate advisory board and competitive-market intelligence, and refine ROI criteria for expanded market activity. Costs increase in Years 2 and 3 as the pipeline matures, missions become more targeted, and programming expands based on evidence from Year 1 implementation.

Marketing and Promotion

Marketing and promotion costs are front-loaded to establish the initiative's identity, messaging, campaign strategy, collateral, digital assets, earned and paid media approach, and coordinated communications with EOED. Year 1 includes higher one-time development costs and related vendor support. In Years 2 and 3, the mix shifts from campaign development to campaign deployment, market penetration, content refresh, targeted promotion, and support for business development missions.

Data and Technology

The Partnership begins with several key data systems in which MassEcon has already invested and that will be available in Year 1. MassEcon will acquire the Salesforce CRM to establish integration with EOED's lead management system, enabling migration of retention and growth opportunities to the Business Front Door. The subscription to IMPLAN will provide a key tool to quantify the economic value of corporate investments and support transparent public-sector incentive and policy analysis. Existing subscriptions include: daily CoStar subscription; the GIS-based ReadyMass platform; and Gazelle.ai for investment-attraction prospect research. Targeted investments in Esri ArcGIS build on (not replace) these existing tools. Together, these existing and targeted investments allow the Partnership to begin with an established research and data infrastructure rather than requiring the Commonwealth to fund a standing-start technology build.

Leveraged Funding and Sustainability

MassEcon's Year 1 private fundraising target exceeds the minimum amount required to match Commonwealth funding. The additional approximately $143,000 in private resources will fully fund the proposed Year 1 program without requiring additional Commonwealth support. This commitment reflects MassEcon's confidence in the Partnership model and demonstrates its willingness to invest alongside the Commonwealth in establishing the initiative.

Year 1 – Launch and Integration. Year 1 emphasizes immediate deployment of MassEcon's existing capacity while recruiting and onboarding new Partnership staff, integrating data and lead-management systems with EOED, developing initial marketing assets, and beginning measured business development activity. Personnel costs for certain new positions therefore reflect partial-year staffing assumptions.

Year 2 – Deployment and Expansion. Year 2 assumes that the core Partnership staffing structure is substantially in place and shifts a greater share of resources toward direct market activity. Business development missions, prospecting, targeted marketing, and company engagement increase as Year 1 intelligence and pipeline development identify the markets and activities offering the strongest potential return.

Year 3 – Scale and Optimization. Year 3 expands the activities demonstrating the strongest results while maintaining the core systems, staffing, and data infrastructure established in Years 1 and 2. Resource deployment will increasingly be informed by pipeline performance, conversion rates, economic impact potential, and other agreed-upon KPIs.

PART VII

APPENDIX AND ATTACHMENTS

Appendices

1. **Appendix A: Board of Directors** — Table listing each board member's name, title, role and committee(s) participation, qualifications, relevant experience, term commitment, and affiliations with the Commonwealth of Massachusetts or other Massachusetts-based businesses, nonprofit organizations, or public entities.

2. **Appendix B: Management and Staff** — Table listing key staff names, titles, responsibilities, qualifications, relevant experience, % time committed, and affiliations

3. **Appendix C: Existing and Anticipated Funding** — Table listing source type, source, committed vs. pending, amount ($), purpose, funding period, and notes.

Attachments

1. **3-Year Budget Spreadsheet (XLSX)** – PDF of Excel File
2. **Massachusetts Growth Partnership Response Summary** – PDF summary of key proposal elements.
3. **Letters of Support** – inventory of letters written by supporters and collaborators within Massachusetts economic development ecosystem.
4. **List of Accomplishments** – historical accounting of key economic development projects wins, Massachusetts marketing events – intra/extra state – and key supporters located in all regions of the state.
5. **Consultant Testimonials** – sample of assembled soundings from site selections and corporate investors detailing their experience working directly with MassEcon on business investment projects.
6. **Competitor Analysis** – Third-party study of internal economic development organizations best suited to administer this RFP; and organizational analyses of other state's agencies what can serve as best practice models.

PART VIII

AFFIRMATIONS & DISCLOSURES

Affirmations

I affirm that this business will not unlawfully misclassify workers as self-employed or as independent contractors, and certify compliance with applicable state and federal employment laws and regulations, including but not limited to minimum wages, unemployment insurance, workers' compensation, child labor, and the Massachusetts Health Care Reform Law, Chapter 58 of the Acts of 2006, as amended.

I affirm that this business will not knowingly employ developers, subcontractors, or other third parties that unlawfully misclassify workers as self-employed or as independent contractors, or that fail to comply with applicable state and federal employment laws and regulations, including but not limited to minimum wages, unemployment insurance, workers' compensation, child labor, and the Massachusetts Health Care Reform Law, Chapter 58 of the Acts of 2006, as amended.

I affirm that this business adheres to the Immigration and Nationality Act.

I affirm that the business' hiring practices adhere to an Equal Opportunity Employment/Affirmative Action Statement or Plan.

Disclosures

If, within the past five years, the applicant or any of its officers, directors, employees, agents, or subcontractors:

Mark	Disclosure Item	Explanation
☐	Indictment, judgment, conviction, or grant of immunity, including pending actions, for any business-related conduct constituting a crime under state or federal law.	
☐	Government suspension or debarment, rejection of any bid or disapproval of any proposed contract or subcontract, including pending actions, for lack of responsibility, denial or revocation of prequalification or a voluntary exclusion agreement.	
☐	Governmental determination of a violation of any public works law or regulation, or labor law or regulation or any OSHA violation.	

Please disclose any pending litigation: N/A

PART IX

CERTIFICATION & AUTHORIZATION

Certification

Document	Included?
Proof of good tax standing — Massachusetts DOR Certificate of Good Standing	**Yes**
Proof of good standing — Massachusetts DUA Certificate of Compliance	**Yes**
Proof of good standing — Secretary of the Commonwealth Certificate of Good Standing	**Yes**

Authorization

As the applicant business applying for the Commonwealth of Massachusetts Business Development Public Private Partnership grant, I hereby certify that I have been authorized to file this application and to provide the information within and accompanying this application and that the information provided herein is true and complete and that it reflects the applicant's intentions to the best of my knowledge after having conducted reasonable inquiry.