We are pleased to share the essential components of MassEcon's proposal to the Massachusetts Executive Office of Economic Development (EOED) in response to its RFP for the provision of public-private business recruitment partnership serving Massachusetts.

Built upon MassEcon's expertise, history, and success as a statewide economic development partner with the Commonwealth, MassEcon will drive and steward the **Massachusetts Growth Partnership**, a broad and deep, highly networked partnership of organizations focused on maximizing the competitive advantages of doing business in Massachusetts and delivering the best state business development system in the nation.

The Partnership will include regional economic development organizations, municipalities, statewide industry associations, business incubators, tech transfer offices, and the invested business community. This partnership will establish a seamless and transparent business retention and recruitment network, which will work in synchronization with the EOED and its sub-and quasi-public agencies, as it delivers qualified business retention and domestic and global recruitment leads that will grow job opportunities in every region of the Commonwealth.

Business Recruitment and Marketing

Informed by cluster and market analysis, business intelligence data focused on the state's priority industries, and partner-sourced qualitative insights, the Mass Growth Partnership will pursue an evidence-based B2B strategy rather than a broad consumer-oriented campaign. The elements of this recruitment and retention growth engine will be in constant motion, enabling a networked system that is continually learning and improving. The governance will include:

- *The Domestic Recruitment & Retention Advisory Group* — Guides integrated domestic business attraction, company-retention, industry-intelligence, and statewide-delivery strategy. Up to 11 members; includes regional, industry, incubator, and tech transfer partners, and one EOED designee.

- *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.

Performance Management

The Massachusetts Growth Partnership's Leadership Council will serve 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. Lead and performance management will include:

- Real-time dashboards providing Partnership members and the EOED with continuous visibility into pipeline status, lead volumes, and referral activity;
- A monthly pipeline review;
- A quarterly update delivered to the Domestic Business Retention & Recruitment Advisory Group and GBAG,
- An annual review delivering comprehensive performance analysis, win/loss assessment, benchmarking findings, and target and strategy recommendations.

The Massachusetts Growth Fund

To meet the required 1:1 match to state funds for this initiative, 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 initial focus will be on maintaining and growing Year 1 commitments of $755,000 (as of 8/6/2026), while building the momentum and investor pipeline required to meet the larger Year 2 and Year 3 match requirements. Nine distinguished members of the business and economic development community have agreed to serve on Growth Fund Steering Committee, including a former Massachusetts governor. A separate Growth Fund Oversight Committee will oversee the administration of the Fund, ensuring investments that meet the requirements of the initiative and implementation of all good accounting practices.

Structure – Ready on Day One

MassEcon is the operating name of two affiliated non-profit 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, MassEcon already provides the organizational foundation to the services defined in the EOED RFP on Day One. This same structure supported the *Masschusetts, It's All here* campaign between 2003-2006.

MASSACHUSETTS GROWTH PARTNERSHIP

SUPPORTED BY THE MASSACHUSETTS EXECUTIVE OFFICE OF ECONOMIC DEVELOPMENT AND MISSION-DRIVEN BY MassEcon

SHARED IMPACT

An integrated, robust, transparent business retention and recruitment network.

Working in synchronization with the Executive Office of Economic Development and its sub- and quasi-public agencies to deliver qualified business retention and domestic and global recruitment leads.

STRATEGIC PARTNERSHIPS

A diverse network of partners aligned to drive economic growth across Massachusetts.

- Executive Office of Economic Development & Agencies
- Regional Economic Development Organizations (REDOs)
- Statewide & Quasi-state Organizations
- Corporate Site Selectors
- MassEcon Members
- Gateway Cities
- Municipal Economic Developers
- Higher Education Institutions
- Technology Transfer Offices & Incubator Network

ORGANIZATIONS WORKING TOGETHER

Share insights and intelligence → Coordinate outreach and engagement → Align resources and capabilities → Drive business retention and recruitment → Strengthen Massachusetts' economic growth

RESOURCES & EXPERTISE

- Market Intelligence
- Industry Expertise
- Data & Analytics
- Global Networks
- Outreach & Communications
- Project Support

One network. One mission. Stronger together for a more competitive Massachusetts.