

WORKFORCE

TRAINING FUND

ANNUAL REPORT



2020

SUBMITTED TO THE
MASSACHUSETTS
LEGISLATURE BY

**COMMONWEALTH
CORPORATION**
Building skills for a strong economy.

DATE ISSUED:

09/01/2020

ON BEHALF OF



THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE OF LABOR AND
WORKFORCE DEVELOPMENT

Contents

INTRODUCTION	02
GRANT PROGRAMS	05
COVID-19 PANDEMIC PIVOTS	06
GRANTS AWARDED IN 2020	08
SUCCESS STORY: COMMUNITY TEAMWORK	17
IMPACT ANALYSIS: GRANTS CLOSED IN 2020	18
SUCCESS STORY: ANALOG DEVICES	23
SUCCESS STORY: JOSEPH ABBOUD	24
LIST OF GRANTEES	25

Introduction

The purpose of the Workforce Training Fund is to provide resources to Massachusetts' businesses and workers to train current and newly hired employees, supporting businesses' productivity and competitiveness. In the face of unprecedented changes in the nature of work and learning caused by the global COVID-19 pandemic, the Workforce Training Fund Program (WTFP) pivots from an important resource for businesses coping with challenges recruiting and retaining workers in a full-employment economy to a lifeline for developing new skills for their workers that are essential to transforming the way they do business. For many organizations, this crisis exposed pain points, in some cases leading to an opportunity to adapt with the help of training.

During FY20 (July 2019 – June 2020), many grant recipients have been forced to suspend training, while others have been able to continue upskilling their workforce by shifting to remote training. We are pleased to report that even in the face of these challenges, measurable benefits remain apparent. The 127 employers that completed training initiatives through the WTFP General Program in FY20 collectively added new jobs at a rate of 5.8 percent over their two-year grant periods, compared to job growth rates of -13.3 percent statewide and -7.9 percent nationwide during the same two-year period. At the start of their grants, these employers projected that they would add 1,360 workers during their two-year grant periods. By the end, they actually added 1,109 workers – 82 percent of the projected growth.

On behalf of the Executive Office of Labor and Workforce Development, Commonwealth Corporation administers the Workforce Training Fund Program that is funded through an assessment on Massachusetts' employers' Unemployment Insurance contributions. The Workforce Training Fund Advisory Board provides input on policies and reviews Commonwealth Corporation's recommendations for grant awards to businesses.

The enabling legislation for the Workforce Training Fund (Massachusetts General Laws Chapter 29 Section 2RR) requires that the Director of the Department of Career Services provide the Joint Committee on Labor and Workforce Development and the House and Senate Ways and Means Committees with a report by September 1 of each year concerning grants made in the fiscal year ending on the preceding June 30, together with such recommendations and additional information as the Director considers appropriate. The Director's report must also include information concerning the collection of the workforce training contributions for the previous calendar year including (i) the amount collected in each quarter and the total amount collected for the calendar year; (ii) the total number of employers that contributed to the fund and the total number of employees employed by that group of employers; and (iii) the contribution rate.





5.8% JOB GROWTH

for employers that
completed WTFP grants
in FY20, vs. -13.3% in
MA and -7.9% in U.S.

1,109 WORKERS

added over two years:
82% of projected growth
for employers that
completed WTFP grants
in FY20

Grant Programs

In FY20, the Workforce Training Fund Program offered four different grant programs to Massachusetts businesses to upskill workers. Businesses receiving grant-funded training must contribute to the Workforce Training Fund. These grants support training for thousands of workers to improve the competitiveness and productivity of hundreds of businesses across the Commonwealth.

GENERAL PROGRAM

Businesses of any size are eligible to apply. (Intermediaries may lead a consortium application.) They may request up to \$250,000 for up to two years to support training for their workforce. Grant funds must be matched dollar-for-dollar. The match may be cash or in-kind (including wages paid to employees during training).

EXPRESS PROGRAM

Businesses with 100 or fewer Massachusetts employees are eligible to apply. Grant funds will pay for up to 50 percent of the cost of an employee's participation in training courses selected from a database of registered courses. Businesses may receive up to \$30,000 per calendar year; the maximum payment per trainee, per course is \$3,000.

SMALL BUSINESS DIRECT ACCESS

Addresses smaller-scale training needs by making training slots available in courses on high-demand topics, free of charge, to eligible businesses. Businesses with 100 or fewer Massachusetts employees that contribute to the Workforce Training Fund are eligible to access over 130 popular courses at no cost.

MANUFACTURING EMERGENCY RESPONSE TRAINING

In response to the global COVID-19 pandemic, the Baker-Polito Administration launched the Manufacturing Emergency Response Team (M-ERT), which is a coordinated response by the Baker-Polito Administration and leading academic and industry stakeholders to support the Commonwealth's manufacturers in their efforts to produce much-needed supplies for front-line workers and the health care system. The M-ERT was launched alongside \$10.6 million in new funding to help manufacturers scale their operations to produce PPE and other critical items. This includes \$1 million for workforce training through Workforce Training Fund Program's Manufacturing Emergency Response Training Grants. Approved businesses may receive \$2,000 for each employee that is retrained to support the production of PPE or other critical items. Grants of up to \$80,000 per company are awarded to support projects that have been vetted by experts to determine critical needs and viable production efforts.





COVID-19 PANDEMIC PIVOTS

Photo: Formlabs of Somerville received a Manufacturing Emergency Response Training Grant of \$20,000 to train 10 workers to support 3-D printing of diagnostic swabs for COVID-19 testing.

The COVID-19 pandemic has major implications on the organizations supported by the Workforce Training Fund Program. Virtually all WTFP grantees were forced to suspend, cancel, or postpone training activity. In order to mitigate the impact of the pandemic, Commonwealth Corporation staff works closely with grantees to provide guidance and support to help businesses manage changing training needs. Grantees were also informed about additional resources for Massachusetts businesses such as Rapid Response, WorkShare and Unemployment Insurance.

Many grantees have been able to pivot to deliver remote training in place of in-person instruction. Other grantees have not had the ability to effectively transition to a remote training environment. Much of the training planned requires in-person instruction and cannot be delivered remotely. Accordingly, many grantees have requested additional time to complete their training grants.

In conjunction with the Executive Office of Labor and Workforce Development and the Workforce Training Fund Advisory Board, the program adopted the following changes to help mitigate the impact of the pandemic on the businesses served:

1. **Extending Training Periods:** To allow extensions of up to one additional year for on-going, grant-funded training projects.
2. **Waiting Period Waiver:** To address newly emerging training needs that could not have been previously anticipated, the program has waived the customary one-year waiting period between grants. Accordingly, any eligible business in Massachusetts can immediately request funding to retrain staff in response to changing needs.
3. **Expanding Express Eligibility:** During this time of uncertainty, businesses have difficulties planning for long-term, large-scale training projects funded by the General Program. However, smaller scale training needs continue to occur. In order to meet the smaller scale needs of all Massachusetts businesses, eligibility for the Express Program will expand to include any size business, effective in FY 2021.
4. **English for Speakers of Other Languages (ESOL):** ESOL is a priority of the Workforce Training Fund. As businesses were forced to suspend operations and furlough workers the program adopted new policies and supports to enable ESOL training to continue remotely for furloughed or laid-off workers. In partnership with English for New Bostonians, a Boston-based grant-making and advocacy organization, technical assistance, and in some cases notebook computers were made available to support transition to remote instruction.
5. **Manufacturing Emergency Response Training Grant:** In addition to the changes to existing programming described above, a new grant program was created in response to the global pandemic. On April 13th, the Baker-Polito Administration Launched the Manufacturing Emergency Response Team (M-ERT), which is a coordinated response by the Baker-Polito Administration and leading academic and industry stakeholders to support the Commonwealth's manufacturers in their efforts to produce much-needed supplies for front-line workers and the health care system. Members of the M-ERT include representatives from: Massachusetts Life Sciences Center, Advanced Functional Fabrics of America (AFFOA), MIT, MIT Lincoln Labs, the University of Massachusetts Lowell, Worcester Polytechnic Institute (WPI), the Massachusetts Manufacturing Extension Partnership (MassMEP), Associated Industries of Massachusetts (AIM), and other industry partners.



The M-ERT was launched alongside \$10.6 million in new funding to help manufacturers scale their operations to produce PPE and other critical items. This includes \$1 million contributed by the Executive Office of Labor and Workforce for workforce training grants from the Workforce Training Fund. Businesses may apply for \$2,000 for each employee that is retrained to support the production of PPE and other critical supplies via the Workforce Training Fund's newly created Manufacturing Emergency Response Training Grant. Businesses may receive a maximum of \$80,000. Grants were awarded to support projects that have been vetted by experts to determine alignment with M-ERT PPE procurement needs and viable PPE production efforts.

Grants Awarded In 2020

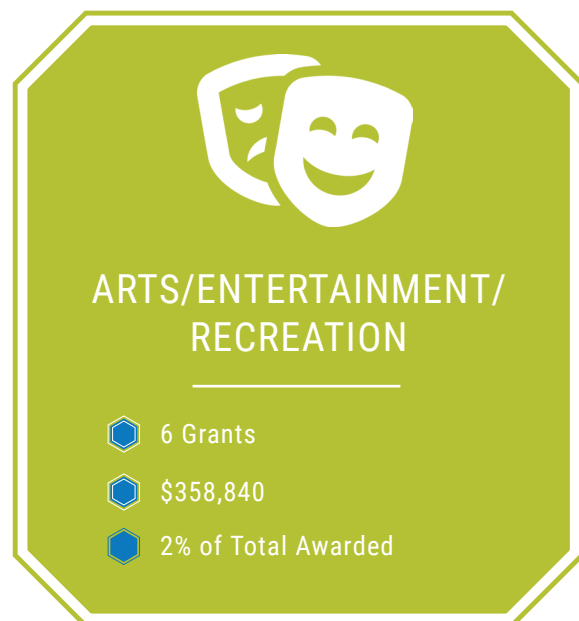
During FY20 \$20,691,324 in new training was approved, including \$19,917,748 in new grants from the General Program, Express Program, and Manufacturing Emergency Response Training Grant Program. Additionally, \$773,576 in new enrollments were approved to join on-going Small Business Direct Access Program grants that were awarded to training providers in prior years.

2020	Trainees*	Amount	Employers
General Program	11,186	\$16,813,594	193
Express Program	2,722	\$3,004,154	351
Small Business Direct Access Program**	2,100	\$773,576	203
Manufacturing Emergency Response Training Grant Program	50	\$100,000	2
TOTAL	16,058	\$20,691,324	749

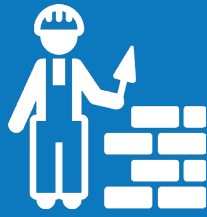
FY20 GENERAL PROGRAM TRAINING GRANT AWARDS

In FY20, Commonwealth Corporation awarded **157** General Program Training Grants involving **193 businesses**. (Note: this includes 15 consortium grants involving 51 businesses.) The total amount awarded was **\$16,813,594**. In total, the businesses plan to **train 11,186 workers** with these funds. The businesses project that by the end of their two-year grant periods they will **hire 1,985 additional workers**. Training topics included: process and quality improvement; English for Speakers of Other Languages (ESOL); quality assurance; technical and business software; productivity skills; sales and customer service; supervision and leadership; project management; and much more.

GENERAL PROGRAM AWARDS BY INDUSTRY



FY20 GENERAL PROGRAM TRAINING GRANT AWARDS



CONSTRUCTION

- 8 Grants
- \$901,892
- 5% of Total Awarded



EDUCATIONAL SERVICES

- 1 Grant
- \$15,000
- >1% of Total Awarded



FINANCE & INSURANCE

- 11 Grants
- \$972,288
- 6% of Total Awarded



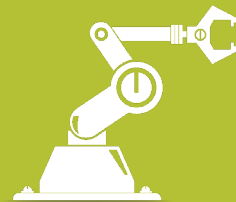
HEALTHCARE & SOCIAL ASSISTANCE

- 4 Grants
- \$499,480
- 3% of Total Awarded



INFORMATION

- 2 Grants
- \$320,208
- 2% of Total Awarded



MANUFACTURING

- 80 Grants
- \$8,377,588
- 50% of Total Awarded

FY20 GENERAL PROGRAM TRAINING GRANT AWARDS



OTHER SERVICES (EXCEPT PUBLIC ADMIN)

- 4 Grants
- \$220,943
- 1% of Total Awarded



PROFESSIONAL, SCIENTIFIC & TECHNICAL SERVICES

- 30 Grants
- \$3,581,822
- 21% of Total Awarded



REAL ESTATE/RENTAL/ LEASING

- 1 Grant
- \$89,600
- 1% of Total Awarded



RETAIL

- 3 Grants
- \$288,488
- 2% of Total Awarded



TRANSPORTATION & WAREHOUSING

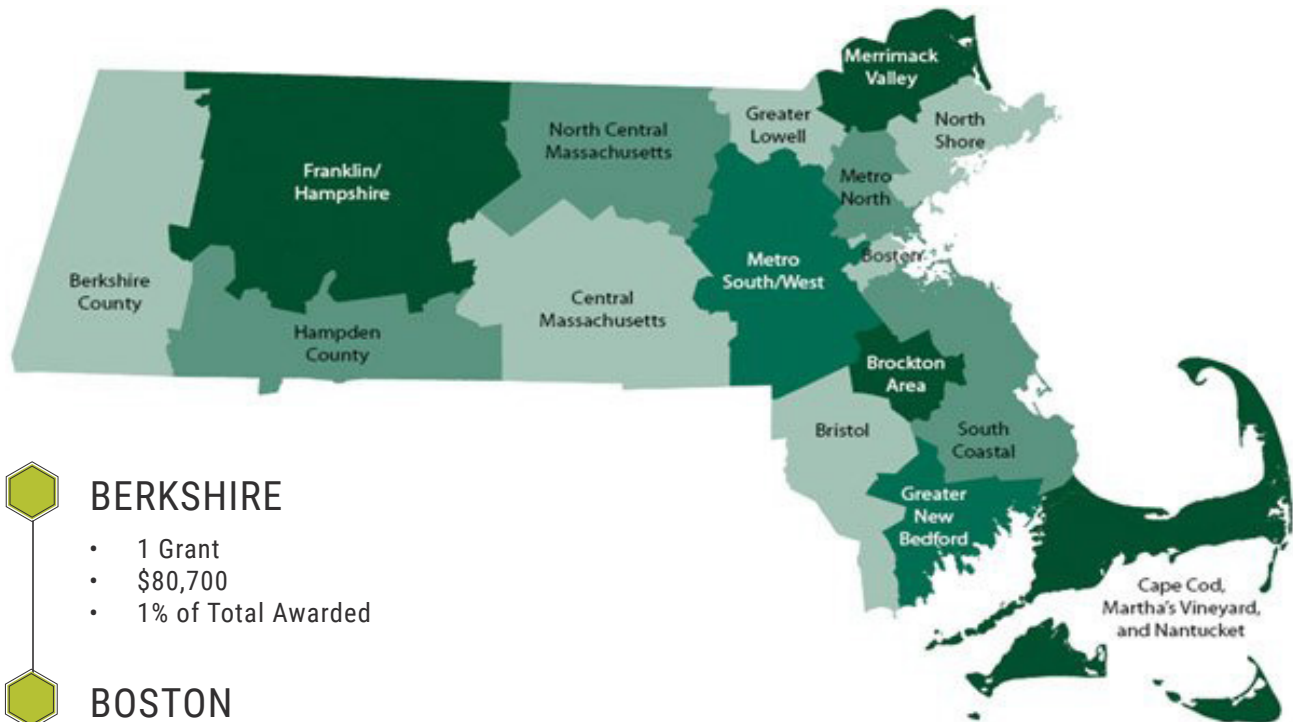
- 2 Grants
- \$394,025
- 2% of Total Awarded



WHOLESALE TRADE

- 1 Grant
- \$189,640
- 1% of Total Awarded

GENERAL PROGRAM AWARDS BY WORKFORCE BOARD REGION



BERKSHIRE

- 1 Grant
- \$80,700
- 1% of Total Awarded

BOSTON

- 15 Grants
- \$1,589,498
- 10% of Total Awarded

BRISTOL

- 1 Grant
- \$80,700
- 1% of Total Awarded

BROCKTON

- 5 Grants
- \$756,300
- 4% of Total Awarded

CAPE & ISLANDS

- 4 Grants
- \$634,098
- 3% of Total Awarded

CENTRAL MA

- 26 Grants
- \$2,514,891
- 17% of Total Awarded

FRANKLIN/HAMPSHIRE

- 5 Grants
- \$421,188
- 3% of Total Awarded

GREATER LOWELL

- 8 Grants
- \$1,103,170
- 5% of Total Awarded

GREATER NEW BEDFORD

- 5 Grants
- \$538,470
- 3% of Total Awarded

HAMPDEN

- 12 Grants
- \$1,219,388
- 8% of Total Awarded

MERRIMACK VALLEY

- 9 Grants
- \$1,015,983
- 6% of Total Awarded

METRO NORTH

- 16 Grants
- \$1,778,450
- 10% of Total Awarded

METRO SOUTH/WEST

- 26 Grants
- \$2,684,228
- 17% of Total Awarded

NORTH CENTRAL MA

- 6 Grants
- \$712,203
- 4% of Total Awarded

NORTH SHORE

- 5 Grants
- \$412,260
- 3% of Total Awarded

SOUTH SHORE

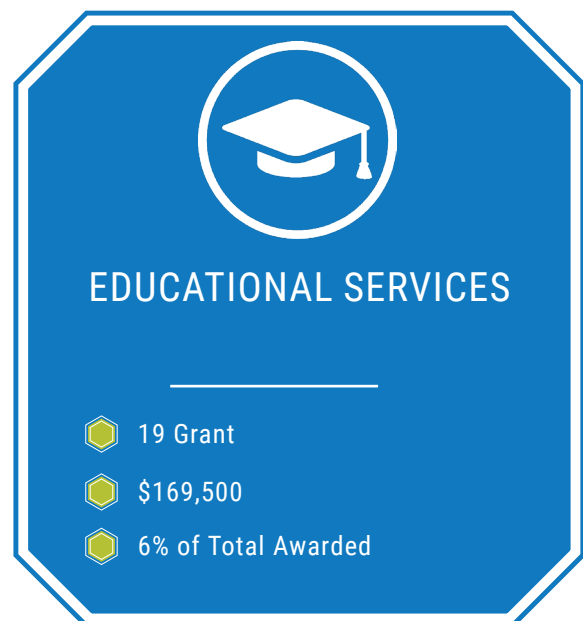
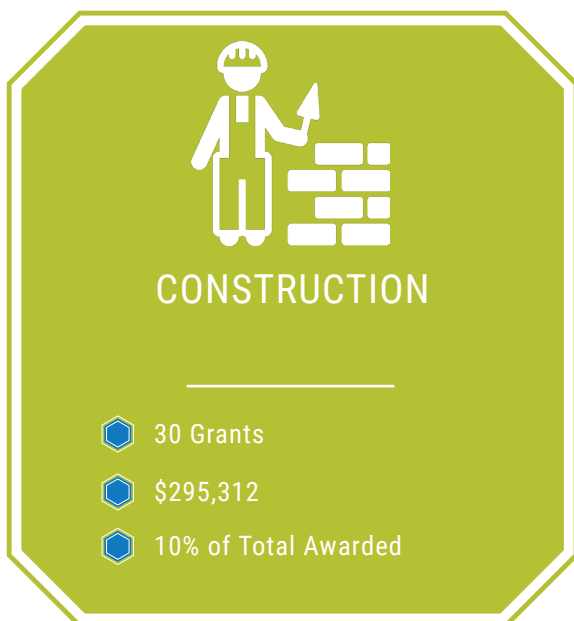
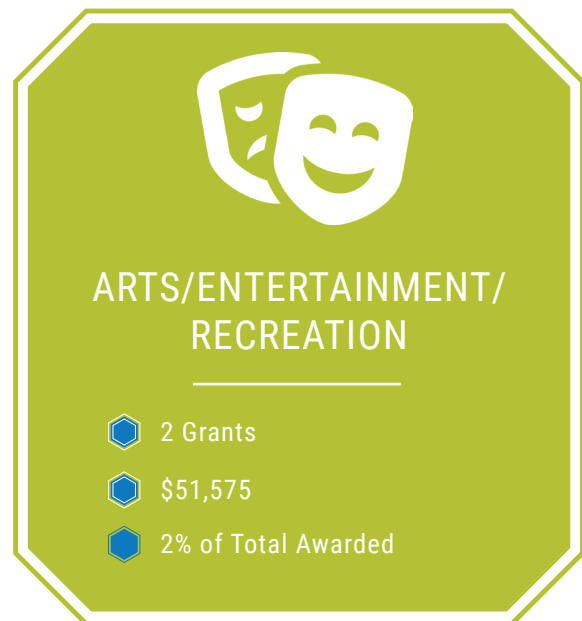
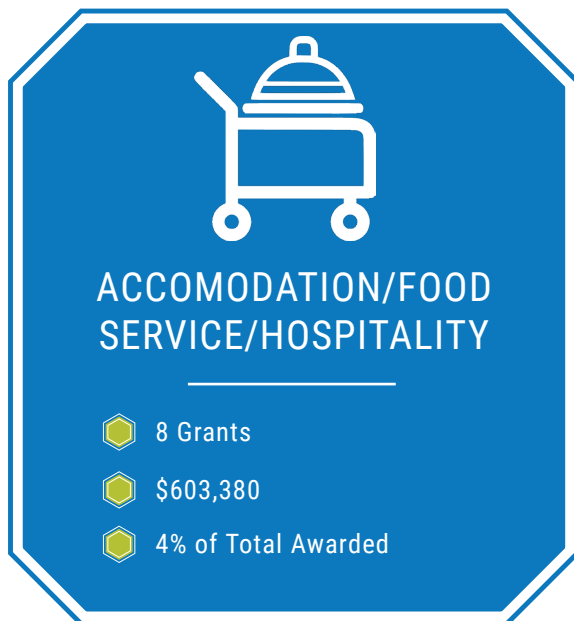
- 7 Grants
- \$625,442
- 4% of Total Awarded

FY20 EXPRESS PROGRAM GRANT AWARDS

In FY20, Commonwealth Corporation approved **495** grant applications from **351** businesses for a total of **\$3,004,154** in grant funds to train **2,722** employees. (Note: Businesses may submit multiple applications; employees may participate in multiple courses.)

Training topics included process and quality improvement, preparation for international industry standards certification, sales and customer service, supervision and leadership, occupation-specific skills training, project management, software and IT skills, and much more.

EXPRESS PROGRAM AWARDS BY INDUSTRY



FY20 EXPRESS PROGRAM GRANT AWARDS



FINANCE & INSURANCE

- 79 Grants
- \$323,291
- 11% of Total Awarded



HEALTHCARE & SOCIAL ASSISTANCE

- 18 Grants
- \$56,143
- 2% of Total Awarded



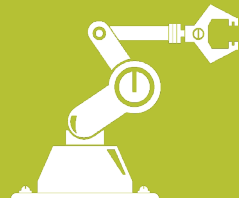
INFORMATION

- 12 Grants
- \$103,445
- 3% of Total Awarded



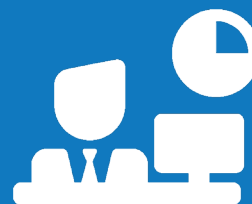
MANAGEMENT OF COMPANIES & ENTERPRISE

- 1 Grant
- \$1,750
- >1% of Total Awarded



MANUFACTURING

- 126 Grants
- \$956,142
- 32% of Total Awarded



OTHER SERVICES (EXCEPT PUBLIC ADMIN)

- 77 Grants
- \$381,860
- 13% of Total Awarded

FY20 EXPRESS PROGRAM GRANT AWARDS



PROFESSIONAL, SCIENTIFIC & TECHNICAL SERVICES

- 101 Grants
- \$377,957
- 13% of Total Awarded



REAL ESTATE/RENTAL/ LEASING

- 7 Grants
- \$95,850
- 3% of Total Awarded



RETAIL

- 7 Grants
- \$77,260
- 3% of Total Awarded



TRANSPORTATION & WAREHOUSING

- 3 Grants
- \$60,000
- 2% of Total Awarded



UTILITIES

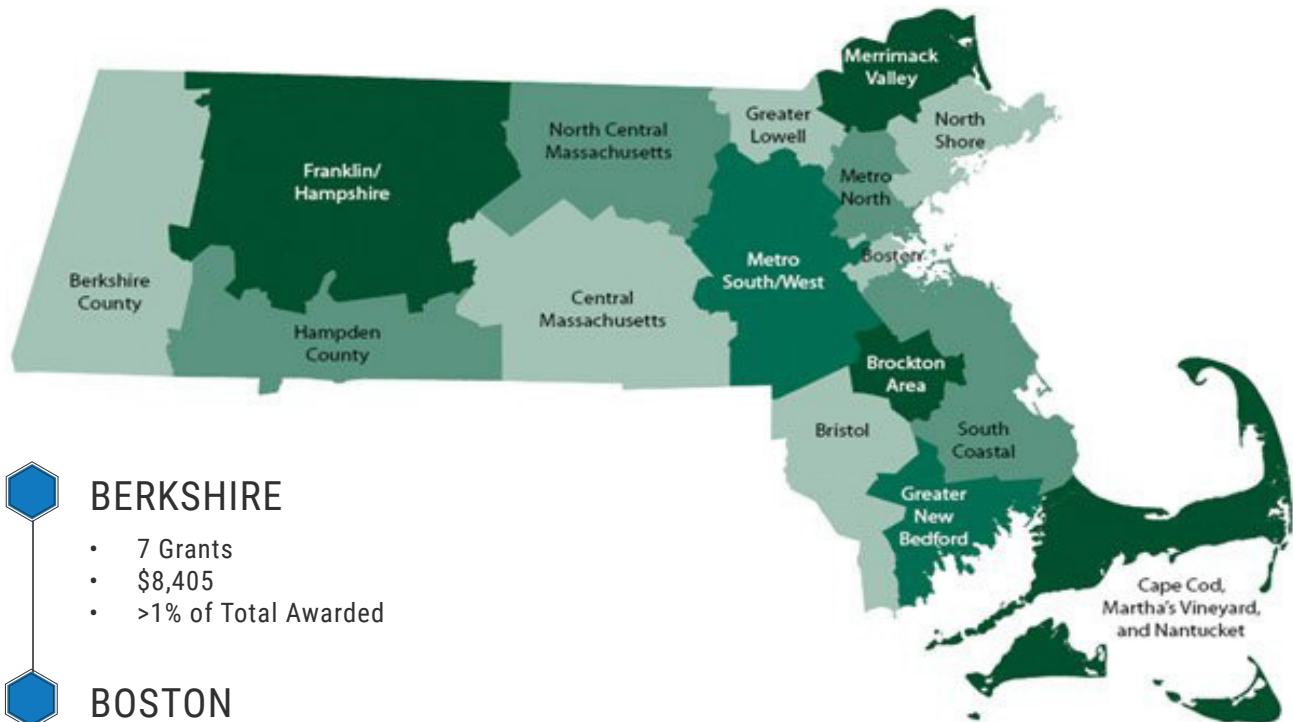
- 1 Grant
- \$7,500
- >1% of Total Awarded



WHOLESALE TRADE

- 6 Grants
- \$38,173
- 1% of Total Awarded

EXPRESS PROGRAM AWARDS BY WORKFORCE BOARD REGION



BERKSHIRE

- 7 Grants
- \$8,405
- >1% of Total Awarded



BOSTON

- 41 Grants
- \$276,851
- 9% of Total Awarded



BRISTOL

- 20 Grant
- \$150,148
- 5% of Total Awarded



BROCKTON

- 8 Grants
- \$44,325
- 1% of Total Awarded



CAPE & ISLANDS

- 21 Grants
- \$44,033
- 1% of Total Awarded



CENTRAL MA

- 47 Grants
- \$248,764
- 8% of Total Awarded



FRANKLIN/HAMPSHIRE

- 11 Grants
- \$81,879
- 3% of Total Awarded



GREATER LOWELL

- 15 Grants
- \$80,566
- 3% of Total Awarded



GREATER NEW BEDFORD

- 17 Grants
- \$120,469
- 4% of Total Awarded



HAMPDEN

- 49 Grants
- \$149,789
- 5% of Total Awarded



MERRIMACK VALLEY

- 18 Grants
- \$113,230
- 4% of Total Awarded



METRO NORTH

- 64 Grants
- \$437,474
- 15% of Total Awarded



METRO SOUTH/WEST

- 102 Grants
- \$708,923
- 24% of Total Awarded



NORTH CENTRAL MA

- 14 Grants
- \$192,838
- 6% of Total Awarded



NORTH SHORE

- 17 Grants
- \$115,318
- 4% of Total Awarded



SOUTH SHORE

- 44 Grants
- \$231,146
- 8% of Total Awarded

SMALL BUSINESS DIRECT ACCESS PROGRAM ENROLLMENTS

The Small Business Direct Access Program (SBDAP) addresses smaller-scale training needs by making training slots available in courses on high-demand topics, free of charge, to eligible businesses. Businesses with 100 or fewer Massachusetts employees that contribute to the Workforce Training Fund are eligible to access over 130 popular courses at no cost. Grants are awarded directly to training providers on a semi-annual basis. No new SBDAP grants were awarded during FY20. However, during FY20 203 employers enrolled 2,100 workers in training with a total value of \$773,576.

REIMAGINING ESOL



In December, Commonwealth Corporation led a Workplace English for Speakers of Other Languages (ESOL) Co-design Workshop to reimagine how the WTFP might increase access to and participation in Workplace ESOL. The goal was to understand the challenges businesses and providers face when it comes to incorporating ESOL training into their strategy so that we can make improvements to make ESOL more accessible.

Thank you to Steve Litcoff of Massasoit Community College, Patricia Barbosa & Nancy Labonte of Bristol Community College, Franklin Peralta of English for New Bostonians, Diane Palter-Gill and Helene VanDernoot of North Shore Community College, for participating!

Success Story

WTFP GRANTEE COMMUNITY TEAMWORK OFFERS CRUCIAL CONVERSATIONS CLASS THROUGH ZOOM



Community Teamwork based in Lowell provides housing and human services for thousands of individuals in Massachusetts. Their WTFP funded training includes communication, conflict management, supervisory skills, team building and leadership development. These skills are helping employees to collaborate better in order to improve client outcomes and streamline office work.

Training Provider Middlesex Community College, led by Laura Kangas, had 20 managers attend the Zoom class that addressed some of the issues that participants are dealing with as they learn to work remotely.

Participants felt that the material presented better prepared them to have some of the difficult conversations that they will need to have when employees return to the office. This is the first time that they have had the opportunity to communicate with each other and were happy to see each other.

Community Teamwork will continue remote learning through Zoom with a group of 17 managers for another course, "Managing Difficult People," also with Training Vendor MCC and led by Jeff Davis.

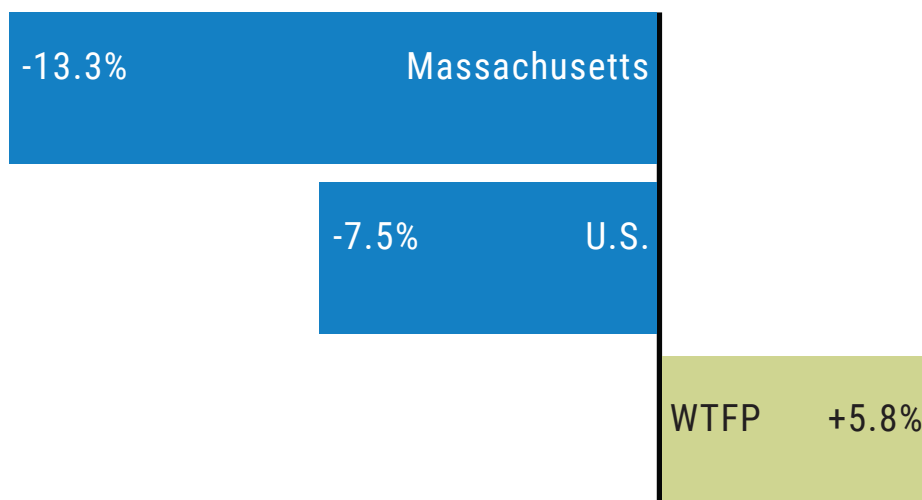
“ We are so pleased that we can keep the training momentum going during these challenging times. Thanks to Commonwealth Corp. and our partnership with Middlesex Community College, our staff are staying engaged and motivated and enhancing their management skills. — Community Teamwork ”

Impact Analysis: WTFP General Program Grants Closed in FY20

GENERAL PROGRAM TRAINING GRANTS COMPLETED IN FY20

In FY20, 127 General Program Training Grants closed after completing training initiatives. In total, the 127 grantees projected adding 1,360 workers by the end of the two-year grants. The actual number of net new jobs added by the end of their grant period was 1,109 which is 82 percent of estimated job growth. Overall, the grant recipients reported 5.8 percent employment growth over their two-year grant period compared to -13.3 percent statewide, and -7.9 percent nationally.

JOB GROWTH RATE COMPARISON 2018-2020



Businesses in the Manufacturing industry made up the largest share (71 out of 127) of the General Program Training Grants that ended during FY20. The next largest industry sector was Professional, Scientific and Technical Services, followed by Finance & Insurance.

Of the 127 grantees to complete training in FY20, 85 (67 percent) reported an increase in their Massachusetts workforce since the beginning of their grant period. Twenty-six (20 percent) reported their employment levels remained unchanged and 16 (13 percent) reported they had fewer employees at the end of the grant period.

The original contract amount for the 127 grantees totaled \$13,770,906; the final amount expended at the end of the grant periods was \$11,660,243 (85 percent of the contracted amount). 61 percent of grantees did not expend their full contract amount.

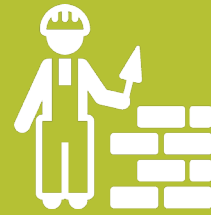


GENERAL PROGRAM TRAINING GRANTS COMPLETED IN FY20



ARTS/ENTERTAINMENT/ RECREATION

- 1 Grant
- 1% of Grants
- 0 New Jobs
- 0% of New Jobs



CONSTRUCTION

- 5 Grants
- 4% of Grants
- 163 New Jobs
- 15% of New Jobs



EDUCATIONAL SERVICES

- 1 Grant
- 1% of Grants
- 1 New Jobs
- >1% of New Jobs



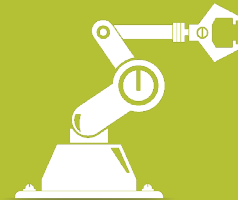
FINANCE & INSURANCE

- 11 Grants
- 9% of Grants
- 95 New Jobs
- 9% of New Jobs



HEALTHCARE & SOCIAL ASSISTANCE

- 7 Grants
- 6% of Grants
- 1 New Jobs
- >1% of New Jobs



MANUFACTURING

- 71 Grant
- 56% of Grants
- 524 New Jobs
- 47% of New Jobs

GENERAL PROGRAM TRAINING GRANTS COMPLETED IN FY20



OTHER SERVICES (EXCEPT PUBLIC ADMIN)

- 4 Grants
- 3% of Grants
- 31 New Jobs
- 4% of New Jobs



PROFESSIONAL, SCIENTIFIC & TECHNICAL SERVICES

- 12 Grants
- 9% of Grants
- 91 New Jobs
- 8% of New Jobs



REAL ESTATE/RENTAL/ LEASING

- 2 Grants
- 2% of Grants
- 0 New Jobs
- 0% of New Jobs



RETAIL

- 1 Grant
- 1% of Grants
- 0 New Jobs
- 0% of New Jobs



TRANSPORTATION & WAREHOUSING

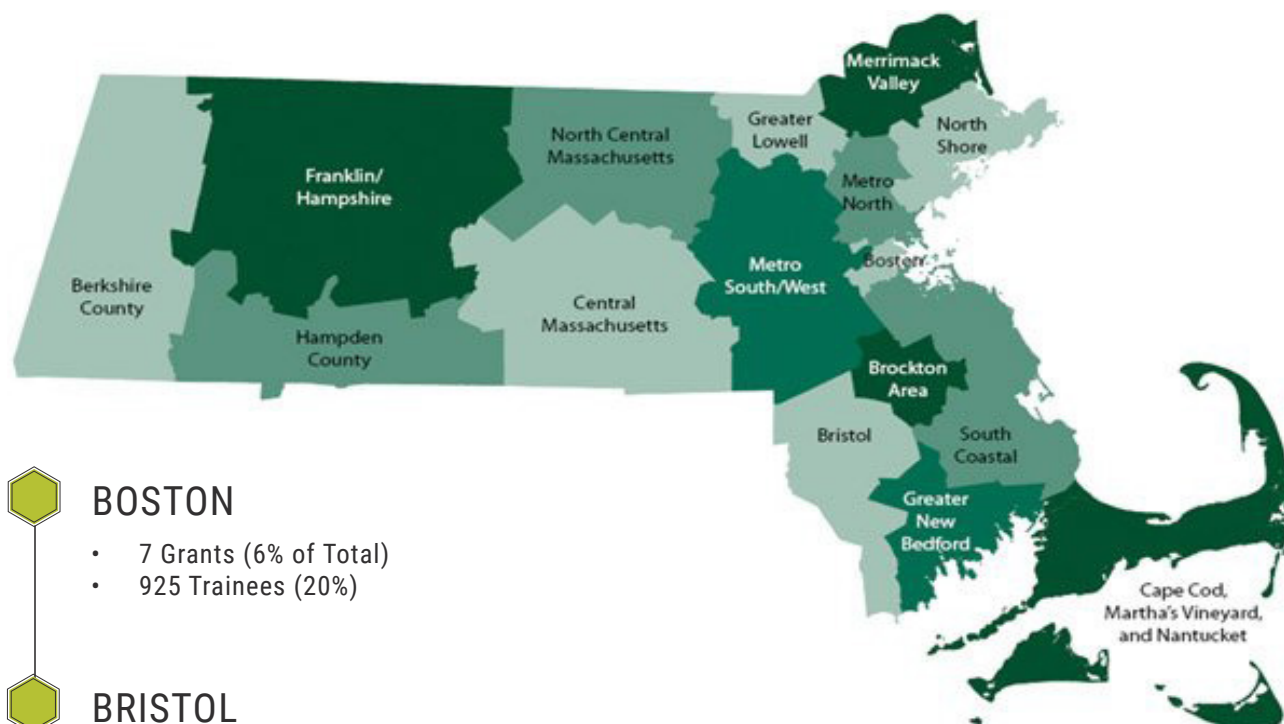
- 2 Grants
- 2% of Grants
- 4 New Jobs
- >1% of New Jobs



WHOLESALE TRADE

- 4 Grants
- 3% of Grants
- 9 New Jobs
- 1% of New Jobs

GENERAL PROGRAM GRANTS CLOSED BY WORKFORCE BOARD REGION



BOSTON

- 7 Grants (6% of Total)
- 925 Trainees (20%)

BRISTOL

- 6 Grants (5% of Total)
- 432 Trainees (4%)

BROCKTON

- 7 Grants (6% of Total)
- 440 Trainees (4%)

CAPE & ISLANDS

- 5 Grants (4% of Total)
- 295 Trainees (3%)

CENTRAL MA

- 14 Grants (11% of Total)
- 841 Trainees (8%)

FRANKLIN/HAMPSHIRE

- 2 Grants (2% of Total)
- 351 Trainees (3%)

GREATER LOWELL

- 9 Grants (7% of Total)
- 588 Trainees (6%)

General Program Training Grants Withdrawn in FY20

In FY20, 18 businesses that had been awarded General Program Training grants elected to withdraw from the program prior to completing training. These grants were intended to use a total of \$1,783,558 in WTFP funds, but used only \$657,346 (37 percent) prior to withdrawing due to unanticipated circumstances that resulted in cancelation of training. Unused funds will be reprogrammed for future grants.

GREATER NEW BEDFORD

- 4 Grants (3% of Total)
- 227 Trainees (2%)

HAMPDEN

- 6 Grants (5% of Total)
- 386 Trainees (4%)

MERRIMACK VALLEY

- 6 Grants (5% of Total)
- 507 Trainees (5%)

METRO NORTH

- 14 Grants (11% of Total)
- 1,556 Trainees (15%)

METRO SOUTH/WEST

- 26 Grants (20% of Total)
- 1,972 Trainees (20%)

NORTH CENTRAL MA

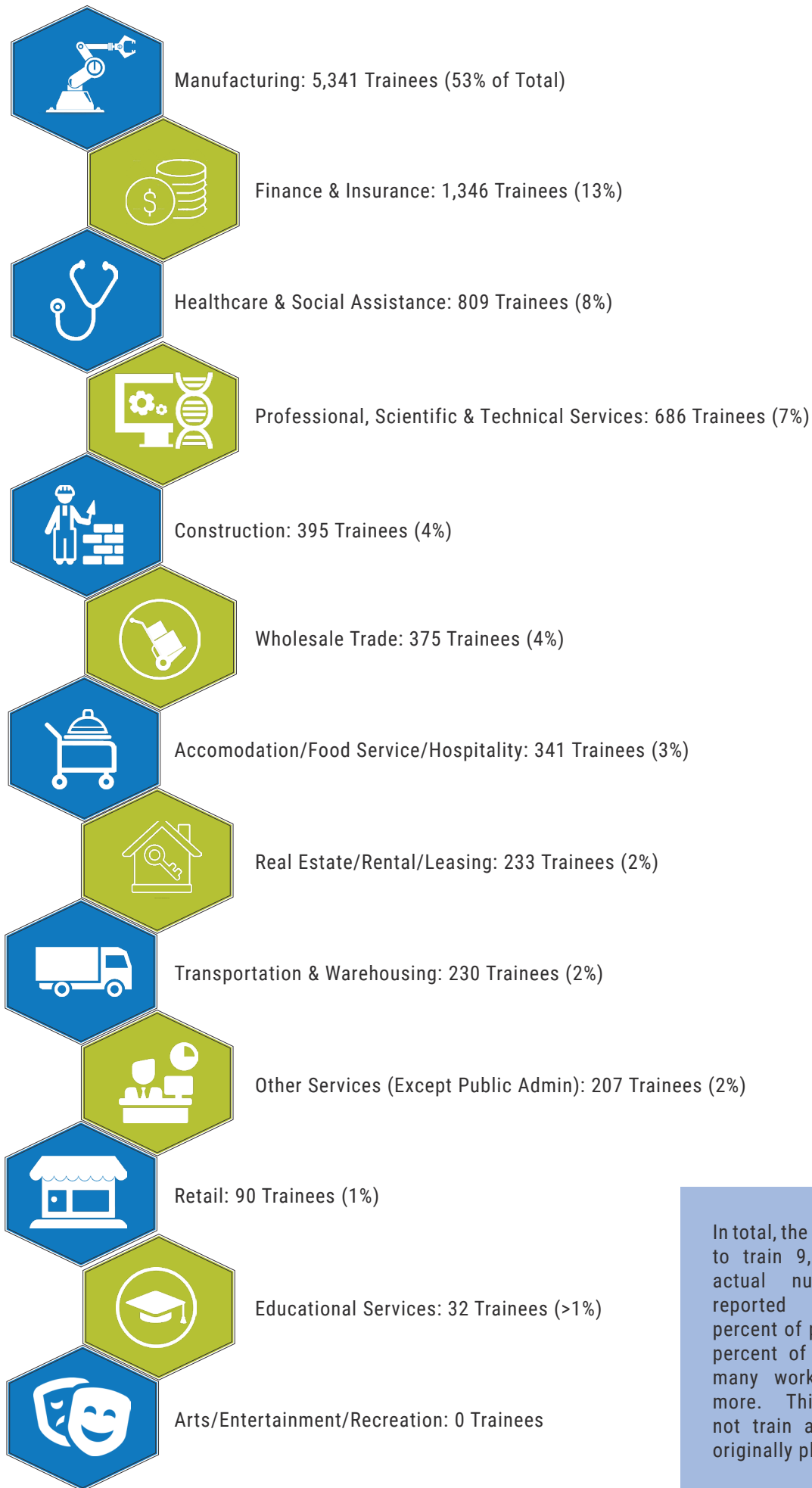
- 6 Grants (5% of Total)
- 363 Trainees (4%)

NORTH SHORE

- 5 Grants (4% of Total)
- 143 Trainees (1%)

SOUTH SHORE

- 10 Grants (8% of Total)
- 1,059 Trainees (11%)



In total, the 127 grantees planned to train 9,638 employees; the actual number of trainees reported was 10,085 (105 percent of planned). Sixty-seven percent of grantees trained as many workers as planned or more. Thirty-three percent did not train as many workers as originally planned.

Success Story: Analog Devices

Analog Devices (NASDAQ: ADI) – a multinational semiconductor company with its headquarter in Norwood, MA – is a world leader in the design, manufacture, and marketing of a broad portfolio of high-performance analog, mixed-signal, and digital signal processing (DSP) integrated circuits (ICs) used in electronic equipment. The company has expanded its capabilities in recent years to serve the rapidly growing industries of autonomous cars, 5G communication, digital healthcare, and the Internet of Things (IoT).



AHEAD OF WHAT'S POSSIBLE™



CHALLENGE: ADI's growth over the last four years has led to a 20% increase in the Massachusetts workforce to roughly 2,800 employees. This growth has brought together a diversity of talent and added complexity in creating a common language and shared best practices on scientific problem-solving methodologies. Employee skill development also needed to be supported to help lower production costs, eliminate production inefficiencies, and sustain gross margins. ADI needed to train managers and team members to lead in an increasingly dynamic environment and prepare employees to adapt more effectively to the demands of a rapidly changing business landscape.

TRAINING PLAN: Introduction to Continuous Improvement, Lean Leadership, Strategy Deployment, Standardized Work, Problem-Solving, Root Cause Analysis, Idea Systems, Six Sigma Yellow Belt and Green Belt training with a "Train the Trainer" component.

OUTCOMES



ADDED 122 NEW JOBS
ACROSS MASS. SITES



\$1.7M IN ANNUAL
COST SAVINGS

through scrap reduction and
initiatives in Massachusetts
manufacturing facilities.



>300% PRODUCTION
INCREASE

at Chelmsford facility on prod-
ucts supporting Aerospace and
Defense customers



The training on advanced problem-solving methodologies supported through the WTFP significantly expanded the workforce skills and frontline employees' engagement on continuous improvement. We saw improvement in communication between managers and team members, a greater sense of empowerment by frontline employees, and more capacity to innovate by our teams. These are critical areas in the team's work execution agility, especially in today's rapidly changing business environment.

***– Javier A. Salcedo, PhD., MBA.,
Engineering Manager.***

Success Story: Joseph Abboud Producing 100K+ Masks

After initially having to furlough a number of its employees at the end of March, Joseph Abboud's manufacturing facility in New Bedford quickly reopened in a large mask-making effort.

As of April 20, that effort had resulted in more than 7,000 masks being delivered to multiple organizations, including a large medical supply company and the city of New Bedford. The New Bedford Health Department posted their thanks to social media (photo) for the special masks made for them by the team at Joseph Abboud.

The company has committed to producing more than 100,000 masks at its New Bedford facility and the company continues to receive interest from new organizations in search of masks.



ANNUAL COLLECTIONS OF WORKFORCE TRAINING FUND CONTRIBUTIONS

For the calendar year January 1, 2019 - December 31, 2019, a total of 217,414 employers contributed to the fund. These employers employed a collective total of 4,696,592 employees* for the same time period.

The following chart shows the amount collected in each quarter and the total amount collected for the calendar year. The actual contribution rate is 0.056%.

Quarter	Amount
CY 2019 Q1 (January-March)	\$15,061,468.54
CY 2019 Q2 (April-June)	\$5,010,955.86
CY 2019 Q3 (July-September)	\$3,191,573.47
CY 2019 Q4 (October-December)	\$2,440,220.31
TOTAL COLLECTIONS	\$25,704,218.18

**includes duplication in cases where workers are employed by two or more different organizations during one calendar year*

FY20 WORKFORCE TRAINING FUND ADVISORY BOARD

The Workforce Training Fund Advisory Board brings together Massachusetts employers, nonprofits, labor organizations and experts in workforce training to provide guidance and oversight to Commonwealth Corporation and the Executive Office of Labor and Workforce Development. The Workforce Training Fund Advisory Board meets bi-monthly to provide input on policies, program administration, and funding decisions. Board members are appointed by the Governor for terms of up to six years.

- Joan Abbot Assistant Director, Boston Education, Skills, & Training Corp. (BEST)
- Julie E. Brady Political Coordinator, Teamsters Local 25
- Jennifer DeLucia Manager, John Leonard Employment Services
- Richard Lord (Chair) President (retired), Associated Industries of Massachusetts
- Franklin Peralta English Works Campaign Organizer, English for New Bostonians
- Julie Pinkham Executive Director, Massachusetts Nurses Association
- Eneida M. Roman, Esq. Founder, Roman Law; Co-founder, The Latina Circle

List of Grantees

DEVASSOCIATES LLC	AGAWAM
PARTS TOOL & DIE LLC	AGAWAM
ADVANCED BUILDING ANALYSIS, LLC	AMESBURY
DALTON MANUFACTURING GROUP, INC.	AMESBURY
M & K RECOVERY GROUP INC	AMESBURY
SLOAN	ANDOVER
SMITH & NEPHEW, INC.	ANDOVER
VICOR CORP	ANDOVER
W.T. KENNEY & CO., INC.	ARLINGTON
KIDDE-FENWAL INC.	ASHLAND
TERUMO CARDIOVASCULAR SYSTEMS CORP	ASHLAND
ATHOL SAVINGS BANK	ATHOL
CASTRO, THRESHER & OLIVEIRA, P.C.	ATTLEBORO
COMTRAN	ATTLEBORO
EMPIRE PROTOTYPE	ATTLEBORO
LARSON TOOL & STAMPING COMPANY	ATTLEBORO
SODEXO	ATTLEBORO
MASSMEP	AUBURN
R. H. WHITE COMPANIES, INC.	AUBURN
WEBSTER FIVE	AUBURN
WORCESTER ENVELOPE COMPANY	AUBURN
ACCUROUNDS	AVON
AMERICAN SUPERCONDUCTOR CORP	AYER
CATANIA OILS	AYER
CHAMP HOMES, INC.	BARNSTABLE
JOHN F KENNEDY HYANNIS MUSEUM FOUNDATION	BARNSTABLE
UNCARVED BLOCK INC.	BECKET
ANIKA THERAPEUTICS	BEDFORD
BOSTON NORTHWEST HOME CARE INC	BEDFORD
EGESTURES LLC	BEDFORD
EM4 PHOTONICS	BEDFORD
MABBETT & ASSOCIATES, INC.	BEDFORD
VIVONICS, INC.	BEDFORD
MEDICAL COMPONENT SPECIALISTS	BELLINGHAM
VAN-WAL MACHINE, INC.	BELLINGHAM

WRENTHAM TOOL GROUP INC.	BELLINGHAM
IORELLA'S EXPRESS BELMONT LLC	BELMONT
FRESH LAWN CARE INC.	BERLIN
BEVERLY BANK	BEVERLY
IXYS INTEGRATED CIRCUITS DIVISION, LLC	BEVERLY
MERIDIAN ASSOCIATES, INC.	BEVERLY
A.M.A. TRANSPORTATION CO. INC.	BILLERICA
AKITA INNOVATIONS LLC	BILLERICA
AMERICAN AUTOMOTIVE AFTERMARKET, INC.	BILLERICA
CONSOLIDATED STERILIZER SYSTEMS	BILLERICA
DURRIDGE COMPANY INC.	BILLERICA
EPOXY TECHNOLOGY, INC.	BILLERICA
SI2 TECHNOLOGIES, INC.	BILLERICA
ABRAMS LITTLE GILL TISHMAN & WITTY	BOSTON
ACEITUNA GRILL	BOSTON
AIR CHARTER CONSULTANTS LLC	BOSTON
BARGMANN HENDRIE + ARCHETYPE, INC.	BOSTON
BOSTON BAKING INC.	BOSTON
BOSTON CHINATOWN NEIGHBORHOOD CENTER, INC.	BOSTON
COMPASS WORKING CAPITAL, INC.	BOSTON
CORINTHIAN EVENTS LLC	BOSTON
CREATIVE LEADERSHIP SOLUTIONS, LLC	BOSTON
DESIGN MUSEUM FOUNDATION	BOSTON
EDVESTORS	BOSTON
F. B. PACKING CO., INC.	BOSTON
FAMILYAID BOSTON, INC.	BOSTON
FRIENDS OF THE CHILDREN - BOSTON	BOSTON
FUSION DESIGN CONSULTANTS INC.	BOSTON
GI DYNAMICS INC.	BOSTON
ICON ARCHITECTURE INC.	BOSTON
JOHN NAGLE CO.	BOSTON
MENTOR: THE NATIONAL MENTORING PARTNERSHIP	BOSTON
MINDS MATTER OF BOSTON, INC.	BOSTON
MOCA SYSTEMS, INC.	BOSTON
NANORAMIC LABORATORIES	BOSTON
NATIONAL QUALITY REVIEW	BOSTON
PILLO, INC.	BOSTON
PROJECT CITIZENSHIP, INC.	BOSTON
RAPHAEL AND RAPHAEL LLP	BOSTON

REBEL RESTAURANTS	BOSTON
REPSLY	BOSTON
SCHOOL THE WORLD, INC.	BOSTON
SOCIAL FULCRUM A TARGET DATA COMPANY	BOSTON
SUNSHINE LADY HUMANITARIAN GRANTS PROGRAM	BOSTON
TSOI KOBUS & ASSOCIATES	BOSTON
VERSION 2.0 COMMUNICATIONS, LLC	BOSTON
WILSON BUTLER ARCHITECTS INC.	BOSTON
WOLF & COMPANY, P.C.	BOSTON
COMMERCIAL ELECTRICAL SOLUTIONS INC.	BOURNE
HELICAL DRILLING, INC.	BRAINTREE
L.C. ANDERSON INC	BRAINTREE
ORION POINTS WEST, INC.	BRAINTREE
A&A METRO TRANSPORTATION	BRIDGEWATER
ATRENNE COMPUTING SOLUTIONS	BROCKTON
EVERETT'S AUTO PARTS	BROCKTON
HARBORONE BANK	BROCKTON
SIGN DESIGN INC.	BROCKTON
SOPHICOLOR - PRECISION TEXTILE COLOR	BROCKTON
CARAS & SHULMAN, PC	BURLINGTON
ERLAND CONSTRUCTION, INC.	BURLINGTON
KEURIG GREEN MOUNTAIN	BURLINGTON
NEW ENGLAND AUTOMATED CLEARING HOUSE ASSOCIATION	BURLINGTON
CAMBRIDGE TRUST COMPANY	CAMBRIDGE
CASMA THERAPEUTICS, INC.	CAMBRIDGE
ERINN PEARSON	CAMBRIDGE
EVELO BIOSCIENCES, INC.	CAMBRIDGE
FULCRUM THERAPEUTICS INC.	CAMBRIDGE
JUST-A-START CORPORATION	CAMBRIDGE
KYMERA THERAPEUTICS, INC.	CAMBRIDGE
KYTOPEN CORPORATION	CAMBRIDGE
METRO NORTH REGIONAL EMPLOYMENT BOARD	CAMBRIDGE
MODERNA THERAPEUTICS	CAMBRIDGE
PERKS CONVENTION LLC	CAMBRIDGE
ROAN SOLUTIONS, INC.	CAMBRIDGE
SLAW DOG	CAMBRIDGE
SOCCER WITHOUT BORDERS	CAMBRIDGE
STEPHEN STIMSON ASSOCIATES, INC.	CAMBRIDGE
WAVE LIFE SCIENCES USA, INC.	CAMBRIDGE

WENDEL KLEIN BUILDERS	CAMBRIDGE
ZAKIPOINT HEALTH INC	CAMBRIDGE
AMERICANBIO	CANTON
DRAPER KNITTING COMPANY	CANTON
F. M. GENERATOR, INC.	CANTON
CONSERVATION SOLUTIONS CORPORATION	CARLISLE
BD ELECTRICAL SERVICES & CONSTRUCTION, LLC	CARVER
ALPINE ENVIRONMENTAL	CHELMSFORD
BY APPOINTMENT ONLY (BAO)	CHELMSFORD
COMET PRODUCTS	CHELMSFORD
GANNON CPA, LLC	CHELMSFORD
GUSTAVO PRESTON COMPANY	CHELMSFORD
WALSH ENGINEERING SERVICES	CHELMSFORD
ZOLL MEDICAL CORPORATION	CHELMSFORD
COMPARE SUPERMARKET	CHELSEA
HOLDEN HUMPHREY CO.	CHICOPEE
LEONI WIRE INC	CHICOPEE
TCP COMMERCIAL FUNDING LLC	COHASSET
FRIEND BOX COMPANY	DANVERS
PHIL RICHARD INSURANCE, INC.	DANVERS
THE MORIN CAMERON GROUP, INC.	DANVERS
LIBERUM LEARNING	DEDHAM
CIRCUITHUB	DEERFIELD
A3 ARCHITECTS INC	DENNIS
CAPE COD COMMUNITY TELEVISION CORPORATION	DENNIS
BIO-TECHNE	DEVENS
MONALEX MANUFACTURING, INC.	DOUGLAS
I.F. ENGINEERING	DUDLEY
VERC ENTERPRISES, INC.	DUXBURY
MUELLER CORPORATION	EAST BRIDGEWATER
ASSOCIATES OF CAPE COD INC.	EAST FALMOUTH
AARON SMITH PC	EAST LONGMEADOW
VOLO AERO MRO	EAST LONGMEADOW
W.F.YOUNG INC.	EAST LONGMEADOW
HUMAN SYSTEMS INTEGRATION, INC.	EAST WALPOLE
CAPE CODS CHILDREN'S PLACE INC.	EASTHAM
LOWER CAPE COD COMMUNITY DEVELOPMENT CORPORATION	EASTHAM
HOGAN TECHNOLOGY, INC.	EASTHAMPTON
VOLANTE DESIGN, INC.	EASTHAMPTON

BEE INTERNATIONAL, INC	EASTON
CHAPPAQUIDDICK COMMUNITY CENTER, INC.	EDGARTOWN
COLLINS MANUFACTURING, INC.	ESSEX
NYE LUBRICANTS INC.	FAIRHAVEN
COMMONWEALTH SOAP & TOILETRIES INC.	FALL RIVER
FALMOUTH ARTISTS GUILD, INC.	FALMOUTH
HUTKER ARCHITECTS, INC.	FALMOUTH
THE 300 COMMITTEE LAND TRUST	FALMOUTH
THE SAMARITANS ON CAPE COD & ISLANDS	FALMOUTH
HEADWALL PHOTONICS, INC.	FITCHBURG
RED DOGS ROOFING LLC	FITCHBURG
WACHUSETT PRECISION TOOL, INC.	FITCHBURG
JED INSURANCE & FINANCIAL SERVICE AGENCY	FOXBOROUGH
LBP SOLUTIONS, LLC	FOXBOROUGH
TECHNIMETALS INC.	FOXBOROUGH
COMPLETE PAIN CARE LLC	FRAMINGHAM
E. L. MANN, PC	FRAMINGHAM
DAVID A. DOUCETTE CPA PLLC	FRANKLIN
DEAN BANK	FRANKLIN
JEM ELECTRONICS BUSINESS TRUST	FRANKLIN
PIPING SYSTEMS INC.	FREETOWN
PRECISION OPTICS CORPORATION, INC.	GARDNER
GEORGETOWN INSURANCE AGENCY INC	GEORGETOWN
GAP PROMO	GLOUCESTER
GORTON'S INC	GLOUCESTER
HUESON WIRE AND CABLE	GRAFTON
BAGLEY, GOODWIN & HRINDA PC	GREENFIELD
UNION MACHINE COMPANY OF LYNN, INC.	GROVELAND
GREATHORSE LLC	HAMPDEN
STURTEVANT INC	HANOVER
MAUGEL ARCHITECTS, INC.	HARVARD
BARIL CORPORATION	HAVERHILL
KOLEINI DENTAL CORPORATION	HAVERHILL
MERRIMAC INDUSTRIAL SALES	HAVERHILL
MORGAN SCIENTIFIC, INC.	HAVERHILL
DIVE TECHNOLOGIES, INC.	HINGHAM
DMI MARKETING	HINGHAM
MORGAN & MORGAN, PC	HINGHAM
INNER-TITE CORP	HOLDEN

ABBESS INSTRUMENTS AND SYSTEMS, INC.	HOLLISTON
NANMAC CORPORATION	HOLLISTON
OX PAPER TUBE MASSACHUSETTS LLC	HOLLISTON
WARD PROCESS, INC	HOLLISTON
WEB INDUSTRIES	HOLLISTON
GATEWAY OFFICE FURNITURE	HOLYOKE
RUWAC INC	HOLYOKE
PRECISION DIGITAL CORP	HOPKINTON
CHAVES HEATING & AIR CONDITION	HUDSON
FOURSTAR CONNECTIONS, INC	HUDSON
INTERIM FURNISHINGS LLC	HUDSON
RAIL TRAIL FLATBREAD COMPANY	HUDSON
SPILL CENTER, INC.	HUDSON
SENCORPWHITE, INC.	HYANNIS
PECK'S FLOORING INC	KINGSTON
STEVEN BEHAN	KINGSTON
TITUS & BEAN GRAPHICS INC.	KINGSTON
DENNISON LUBRICANTS, INC.	LAKEVILLE
LINDA KAURANEN	LAKEVILLE
RIGHT KEY MORTGAGE, LLC	LAKEVILLE
THE WATKA CORPORATION	LAKEVILLE
CICCONE CHIROPRACTIC, INC	LANCASTER
GROUNDWORK LAWRENCE	LAWRENCE
ICT INC.	LAWRENCE
IMAJINE THAT	LAWRENCE
LAWRENCE COMMUNITY WORKS, INC.	LAWRENCE
BOB JOHNSON ASSOCIATES, INC	LEOMINSTER
F&M TOOL AND DIE	LEOMINSTER
LEOMINSTER CREDIT UNION	LEOMINSTER
NEW ENGLAND FABRICATED METALS	LEOMINSTER
PEAK PERFORMANCE COMPOUNDING, INC.	LEOMINSTER
US PACK, INC.	LEOMINSTER
NORTHEAST ENERGY EFFICIENCY PARTNERSHIPS, INC.	LEXINGTON
DIAMOND ANTENNA AND MICROWAVE CORPORATION	LITTLETON
IBM	LITTLETON
MIDDLESEX CORPORATION	LITTLETON
NASHOBA AIR, INC.	LITTLETON
OCTOSCOPE, INC.	LITTLETON
SAJAWI CORPORATION	LITTLETON

SMALL WATER SYSTEMS SERVICES, LLC	LITTLETON
TRIUMPH MODULAR INCORPORATED	LITTLETON
PIONEER VALLEY PEDIATRICS	LONGMEADOW
ENO MARTIN & DONAHUE LLP	LOWELL
LOWELL ASSOCIATION FOR THE BLIND	LOWELL
PETER WITTS CPA PC	LOWELL
THE CENTER FOR HOPE AND HEALING, INC.	LOWELL
LUDLOW BOYS & GIRLS CLUB, INC.	LUDLOW
BOSTON WHOLESALE LOBSTER CORP.	LYNN
COMMUNITY CREDIT UNION OF LYNN	LYNN
HOUSING FAMILIES INC.	MALDEN
NES GROUP, INC.	MANSFIELD
SOUTH COAST IMPROVEMENT COMPANY	MARION
DENTAL ASSOCIATES OF MARLBOROUGH	MARLBOROUGH
J & J MACHINE COMPANY, INC	MARLBOROUGH
K&M ENGINEERING, INC.	MARLBOROUGH
SHEAUMANN LASER INC.	MARLBOROUGH
THE DAVIS COMPANIES	MARLBOROUGH
ELLIS BROTHERS REALTY CORP.	MARSHFIELD
STILES & ASSOCIATES, LLC	MARSHFIELD
DG SERVICE COMPANY INC.	MATTAPOISETT
PRECISION SENSING DEVICES, INC	MEDFIELD
MELROSE COOPERATIVE BANK	MELROSE
CASTAWAY TECHNOLOGIES LLC	METHUEN
CENTURY BOX	METHUEN
JENNIFER A BORISLOW INSURANCE AGE	METHUEN
INTELLICUT INC	MIDDLETON
MILARA INC.	MILFORD
THAT CORPORATION	MILFORD
WATERS CORPORATION	MILFORD
MILLBURY NATIONAL BANK	MILLBURY
STELLAR INDUSTRIES CORP	MILLBURY
G T REILLY & COMPANY	MILTON
MONSON SAVINGS BANK	MONSON
CENTAGE CORP	NATICK
MUTUALONE BANK	NATICK
RICHARDSON & ASSOCIATES, INC.	NATICK
ZACK & COMPANY, PC	NATICK
ACRISURE ARONSON, LLC	NEEDHAM

CONSTRUCTION COORDINATORS, INC	NEEDHAM
FORTUNE METAL FINISHING, INC.	NEEDHAM
INVENIEM, LLC	NEEDHAM
KAPLANSKY INSURANCE AGENCY INC	NEEDHAM
KERIVAN-LANE, INC.	NEEDHAM
LEVINE, CAUFIELD, MARTIN & GOLDBERG PC	NEEDHAM
EPEC, LLC	NEW BEDFORD
FIBER OPTIC CENTER	NEW BEDFORD
H. LOEB CORPORATION	NEW BEDFORD
NFI CORP	NEW BEDFORD
NORPEL	NEW BEDFORD
BIXBY INTERNATIONAL	NEWBURYPORT
FUNCTIONAL COATINGS, LLC	NEWBURYPORT
ALKON & LEVINE, PC	NEWTON
ANOTHER CAFE FIORELLA, INC.	NEWTON
DAVID J. PROTHERO, CPA, P.C.	NEWTON
EDUPORIUM	NEWTON
ELAINE CONSTRUCTION COMPANY, INC.	NEWTON
H.C. STARCK	NEWTON
LIFE IMAGE INC.	NEWTON
MAINSTAY SUPPORTIVE HOUSING & HOME CARE	NEWTON
VINODIVINO 1, LLC	NEWTON
AP PRECISION MACHINE INC	NORFOLK
DIAGNOSTIC EQUIPMENT SERVICE CORPORATION	NORFOLK
NORTHERN BERKSHIRE PEDIATRICS	NORTH ADAMS
BOSTON HUMAN CAPITAL PARTNERS, INC.	NORTH ANDOVER
GEFRAN NORTH AMERICA	NORTH ANDOVER
MICROWAVE ENGINEERING CORPORATION	NORTH ANDOVER
STAR ENGINEERING INC	NORTH ATTLEBOROUGH
TAYLOR & COMPANY PC	NORTH ATTLEBOROUGH
NORTH BROOKFIELD SAVINGS BANK	NORTH BROOKFIELD
VIBRAM CORPORATION	NORTH BROOKFIELD
CENTER FOR INTERNATIONAL STUDIES	NORTHAMPTON
CHARTPAK INC.	NORTHAMPTON
HYGENIKS INC.	NORTHAMPTON
MARKETING DOCTOR, INC.	NORTHAMPTON
WEBBER AND GRINNELL INSURANCE AGENCY, INC	NORTHAMPTON
DARIO DESIGNS INC.	NORTHBOROUGH
ABORN & CO. INC	NORWELL

CONGRUITY360 LLC	NORWELL
WOODLAND CONTRACTING CORP	NORWELL
ELASTOMERIC SOLUTIONS DIVISION	NORWOOD
QRGA, LLP	NORWOOD
LA TANZI, SPAULDING & LANDRETH, LLP	ORLEANS
MATKIM INDUSTRIES, INC	OXFORD
OXFORD INSURANCE AGENCY, INC.	OXFORD
VARTANIAN CUSTOM CABINETS	PALMER
EAGLE BANK	PEABODY
MRG CONSTRUCTION MANAGEMENT, INC.	PEABODY
PAUL LYSAN CPA	PEABODY
SEMINEX CORPORATION	PEABODY
SJB ENTERPRISES, INC.	PEABODY
STAHL USA	PEABODY
THE WARREN GROUP INC	PEABODY
ACELLA CONSTRUCTION CORP	PEMBROKE
CONSUMERMEDICAL	PEMBROKE
GLOBAL DATA SYSTEMS, INC.	PEMBROKE
HYER INDUSTRIES	PEMBROKE
BRAZEE & HUBAN, CPAS	PITTSFIELD
LOMBARDI CLAIRMONT & KEEGAN	PITTSFIELD
SAMPCO, INC.	PITTSFIELD
UNISTRESS	PITTSFIELD
GASKIN MANUFACTURING CORP	PLAINVILLE
1040 FIT CORP, INC.	PLYMOUTH
BAKKEN CPA PC	PLYMOUTH
BLADE TECH SYSTEMS INC.	PLYMOUTH
PILGRIM INNOVATIVE PLASTICS LLC	PLYMOUTH
VACMOTION INC.	PLYMOUTH
BENSON YOUNG & DOWNS INSURANCE AGENCY, INC.	PROVINCETOWN
LOWER CAPE COMMUNICATIONS INC	PROVINCETOWN
SEAMEN'S BANK	PROVINCETOWN
ALBERT J. MARCHIONNE INSURANCE AGENCY	QUINCY
DELLBROOK JKS	QUINCY
GIRI HOTEL MANAGEMENT	QUINCY
TONRY INSURANCE GROUP, INC.	QUINCY
XPITAX, LLC	QUINCY
CITYWIDE MASS PAINTING INC	RANDOLPH
OCEANAIR, INC.	REVERE

AMERICAN SURGICAL COMPANY LLC	SALEM
HORSLEY WITTEN GROUP, INC.	SANDWICH
IONSENSE INC.	SAUGUS
SEEKONK MANUFACTURING COMPANY, INC.	SEEKONK
SIMPLEX JANITORIAL SUPPLIES	SHARON
TIZIANI & WHITMYRE, INC.	SHARON
BURKART PHELAN FLUTES & PICCOLOS	SHIRLEY
WELTON TECHNOLOGY L.L.C.	SHIRLEY
DONAHUE INDUSTRIES, INC.	SHREWSBURY
MCLAREN AND ASSOCIATES CPA	SHREWSBURY
METSO	SHREWSBURY
MLS PROPERTY INFORMATION NETWORK, INC.	SHREWSBURY
SOMER SUBARU INC.	SOMERSET
BUILT ENVIRONMENT PLUS	SOMERVILLE
DESIGN CONSULTANTS, INC.	SOMERVILLE
FORMLABS INC.	SOMERVILLE
GREENTOWN.ORG	SOMERVILLE
POP TOPS CO. INC.	SOUTH EASTON
EIS WIRE AND CABLE INC.	SOUTH HADLEY
FSI OIL AND PROPANE INC	SOUTH HADLEY
KNIGHT MACHINE AND TOOL COMPANY, INC.	SOUTH HADLEY
FITTS INSURANCE AGENCY, INC.	SOUTHBOROUGH
UPSTART POWER, INC.	SOUTHBOROUGH
MBS FABRICATION, INC.	SOUTHBRIDGE
SAVERS BANK	SOUTHBRIDGE
SAVERS COOPERATIVE BANK	SOUTHBRIDGE
UNITED LENS COMPANY, INC.	SOUTHBRIDGE
WHALLEY PRECISION, INC.	SOUTHWICK
WHIP CITY TOOL & DIE CORPORATION	SOUTHWICK
BLUESHIFT MATERIALS, INC.	SPENCER
ASTRO CHEMICALS, INC.	SPRINGFIELD
BOSTON CHILDREN'S CHORUS	SPRINGFIELD
FREEDOM CREDIT UNION	SPRINGFIELD
GRAND PRIX INTERNATIONAL, INC	SPRINGFIELD
HAYDEN CORPORATION	SPRINGFIELD
KITCHENS BY CURIO, INC	SPRINGFIELD
MARKET MENTORS, LLC	SPRINGFIELD
METROCARE OF SPRINGFIELD	SPRINGFIELD
MITCHELL MACHINE INC	SPRINGFIELD

SHATZ, SCHWARTZ AND FENTIN, P.C.	SPRINGFIELD
SIX-POINT CREATIVE WORKS, INC.	SPRINGFIELD
UNEMPLOYMENT TAX CONTROL ASSOCIATES, INC. (UTCA)	SPRINGFIELD
NORTHEAST MANUFACTURING	STONEHAM
RJ O'CONNELL & ASSOCIATES, INC.	STONEHAM
STONEHAM BANK	STONEHAM
ANGSTROM ADVANCED INC.	STOUGHTON
CPI RADANT TECHNOLOGIES DIVISION INC.	STOW
PHOTONIS USA INC.	STURBRIDGE
METHODS MACHINE TOOLS, INC.	SUDBURY
SIMPLYDIRECT CORPORATION	SUDBURY
SOURCE INTERNATIONAL CORP.	SUTTON
PARTNERS INSURANCE GROUP, LLC	SWANSEA
AUTOMATIC MACHINE PRODUCTS CO.	TAUNTON
BRISTOL COUNTY SAVINGS BANK	TAUNTON
C A CROWLEY ENGINEERING INC.	TAUNTON
GREEN BROTHERS FABRICATION	TAUNTON
NORWELL MFG CO. INC	TAUNTON
DEI SYSTEMS LLC	TEWKSBURY
MIDDLESEX GLASS COMPANY	TEWKSBURY
WAMESIT ENTERTAINMENT CENTER INC.	TEWKSBURY
ISLAND HOUSING TRUST CORPORATION	TISBURY
MARTHA'S VINEYARD CENTER FOR LIVING	TISBURY
BRAINSELL TECHNOLOGIES	TOPSFIELD
PRECISION TECHNOLOGIES, INC.	TYNGSBOROUGH
B2B HOLDINGS INC.	UXBRIDGE
PRECISION ENGINEERING INC	UXBRIDGE
3XR INC.	WAKEFIELD
FITZ MACHINE	WAKEFIELD
JOHNSON O'CONNOR FERON & CARUCCI LLP	WAKEFIELD
OPTIKOS CORPORATION	WAKEFIELD
POWERS & SULLIVAN, LLC	WAKEFIELD
TONNESON & COMPANY, PC	WAKEFIELD
NATUREWORKS LANDSCAPE SERVICES, INC.	WALPOLE
APPLIED MARKETING SCIENCE, INC.	WALTHAM
BOSTON ENGINEERING CORPORATION	WALTHAM
DATAPPOINT MEDIA, INC.	WALTHAM
GALVIN ONE TOUCH INTERFACE, LLC	WALTHAM
LAMACCHIA REALTY INC.	WALTHAM

MARYBETH LYNCH CONSULTING, INC.	WALTHAM
MINDEGE INC	WALTHAM
OLYMPUS SCIENTIFIC SOLUTIONS AMERICAS (OSSA)	WALTHAM
RODMAN & RODMAN, P.C.	WALTHAM
SUSTAINABLE ENERGY ANALYTICS, INC.	WALTHAM
QUABBIN WIRE & CABLE CO. INC.	WARE
QUABOAG VALLEY COMMUNITY DEVELOPMENT CORPORATION	WARE
BANANAS INC.	WAREHAM
DESIGN MARK	WAREHAM
TAMARACK TECHNOLOGIES, INC.	WAREHAM
ADVANCED MECHANICAL TECHNOLOGY, INC.	WATERTOWN
MARKARIAN ELECTRIC	WATERTOWN
MOUNT AUBURN ATHLETIC CLUB INC.	WATERTOWN
PARESKY FLITT & COMPANY, LLP	WAYLAND
HAYES MANAGEMENT CONSULTING LLC	WELLESLEY
LIVINGSTON & HAYNES, P.C.	WELLESLEY
TANKEL ROSENBERG & CO., P.C.	WELLESLEY
COGMEDIX	WEST BOYLSTON
EMUGE	WEST BOYLSTON
DOUBLE E	WEST BRIDGEWATER
HAYNES GROUP INC	WEST BRIDGEWATER
ADAMS & RUXTON CONSTRUCTION COMPANY	WEST SPRINGFIELD
AMP ELECTRICAL INC.	WEST SPRINGFIELD
BURKHART, PIZZANELLI, P.C.	WEST SPRINGFIELD
CHANDLER ARCHITECTURAL PRODUCTS, INC.	WEST SPRINGFIELD
LLUMIN INC.	WEST SPRINGFIELD
NICHOLAS LAPIER CPA PC	WEST SPRINGFIELD
UNITED INDUSTRIAL TEXTILE PRODUCTS	WEST SPRINGFIELD
VALENTINE PLATING	WEST SPRINGFIELD
MASTER MILLWORK LLC	WEST WAREHAM
AAFCPAS	WESTBOROUGH
AALANCO SERVICE CORP	WESTBOROUGH
CSI MFG INC.	WESTBOROUGH
HUGARD INC.	WESTBOROUGH
INTEPLAST ENGINEERED FILMS WESTBOROUGH, INC	WESTBOROUGH
LEHI SHEET METAL CORP	WESTBOROUGH
PATRIOT FINANCIAL GROUP	WESTBOROUGH
SMITH SULLIVAN & BROWN PC	WESTBOROUGH
COLUMBIA MANUFACTURING	WESTFIELD

GENSWISS	WESTFIELD
MESTEK INC.	WESTFIELD
TRANSOM SCOPES INC.	WESTFIELD
GRIDEDGE NETWORKS INC	WESTFORD
MARBLE AND GRANITE, INC.	WESTWOOD
MEREDITH HOBAN DUNN, CPA, PC	WESTWOOD
TELAMON INSURANCE & FINANCIAL NETWORK	WESTWOOD
ELERTS CORPORATION	WEYMOUTH
VAN POOL TRANSPORTATION	WILBRAHAM
ENERGETIQ TECHNOLOGY INC.	WILLMINGTON
INDUSTRIAL MOTIONS ENGINEERING, INC	WILMINGTON
PVD PRODUCTS, INC.	WILMINGTON
OLYMPIC SYSTEMS CORP.	WINCHESTER
WINCHESTER SAVINGS BANK	WINCHESTER
ALLEN & MAJOR ASSOCIATES, INC.	WOBURN
ANALYTIX BUSINESS SOLUTIONS, LLC	WOBURN
CAM OFFICE SERVICES, INC.	WOBURN
COASTAL CALIBRATION LABORATORIES, INC.	WOBURN
COATING APPLICATION TECHNOLOGIES INC	WOBURN
FITZMEYER & TOCCI ASSOCIATES, INC.	WOBURN
IONIC MATERIALS	WOBURN
M & K INDUSTRIES, INC.	WOBURN
ABBVIE BIORESEARCH CENTER	WORCESTER
BIG BROTHERS BIG SISTERS OF WORCESTER COUNTY	WORCESTER
GLICKMAN KOVAGO & CO.	WORCESTER
HOWARD PRODUCTS	WORCESTER
NPWS, INC.	WORCESTER
S. I. HOWARD GLASS, INC.	WORCESTER
STOLBERG, EBBELING,& BLANCHETTE, LLP	WORCESTER
WORCESTER CREDIT UNION	WORCESTER
WORCESTER ROOTS PROJECT, INC.	WORCESTER
THE CAPE COD FOUNDATION INC.	YARMOUTH

