



Notice of Funding Opportunity for Massachusetts TechHubs
NOFO No. 2025-JAII-06

Massachusetts Technology Collaborative
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<http://www.masstech.org>

Program Manager:	Megan Marszalek
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Informational Webinar:	February 27, 2025
Questions Due:	March 3, 2025
Answers to Questions Posted:	March 10, 2025
Responses Due:	March 28, 2025
	By 5:00PM EST

1. INTRODUCTION

1.1 Overview

The Innovation Institute, a division of the Massachusetts Technology Collaborative ("Mass Tech Collaborative" or "MassTech") is issuing this Notice of Funding Opportunity for the Massachusetts TechHubs Program, (NOFO No.2025-JAII-06) (the "NOFO") to solicit responses from qualified firms ("Applicants") interested in **securing a Massachusetts 'TechHub' designation for a region demonstrating innovation capacity and/or receiving grant funding to develop, build, or scale dynamic, place-based innovation ecosystems that leverage regional strengths in emerging technologies or industry clusters** (the "Project"). Applicants will be competing against each other for designation and/or grant funding and the submissions of all Applicants shall be compared and evaluated pursuant to the evaluation criteria set forth in this NOFO.

The Massachusetts TechHub Program will be managed by the Innovation Institute at the Mass Tech Collaborative in close collaboration with MassTech's other divisions, including the Center for Advanced Manufacturing (CAM), the Mass eHealth Institute (MeHI), and the MassCyberCenter, as appropriate.

Mass Tech Collaborative will be the contracting entity on behalf of the Innovation Institute for the purposes of this NOFO, and (except where the specific context warrants otherwise), the Innovation Institute and Mass Tech Collaborative are collectively referred to as Mass Tech Collaborative or MassTech.

1.2 Mass Tech Collaborative and the Innovation Institute

Mass Tech Collaborative is an independent public instrumentality of the Commonwealth of Massachusetts chartered by the Commonwealth to serve as a catalyst for growing its innovation economy. Mass Tech Collaborative brings together leaders from industry, academia, and government to advance technology-focused solutions that lead to economic growth, job creation, and public benefits in Massachusetts. For additional information about Mass Tech Collaborative and its programs and initiatives, please visit our website at www.masstech.org.

Established in 2004 as a division of Mass Tech Collaborative, the **Innovation Institute** works to support key industry clusters and to improve conditions for growth in the Commonwealth's Innovation Economy. The 'Innovation Economy' can be described as the economy that transforms knowledge into new ideas, ways or patterns of thinking, products, processes and services that fuel economic growth, create employment and wealth, and generate significant improvements in the region's standard of living. The Innovation Institute provides targeted, expert services, often accompanied by investments, to support the growth and enhance the competitiveness of key industry clusters in the Commonwealth's knowledge economy. For more information about the Innovation Institute and its activities and investments, please visit the web site at www.masstech.org/innovation-institute.]

2. The Massachusetts TechHubs Program

2.1 Program Overview

The Massachusetts TechHubs Program (MA TechHubs) is a place-based economic development initiative intended to strengthen regional innovation ecosystems across the Commonwealth of Massachusetts. The program will designate regions across Massachusetts as 'TechHubs' to recognize their capacity for leadership in innovation-driven economic development and to enhance their visibility as centers of technological progress and opportunity. Through designations and strategic investments in infrastructure and scaling companies, the program aims to bridge regional disparities in innovation capacity to foster technology development, advance high-growth industries, and drive equitable economic growth.

A 'TechHub' represents a geographically cohesive region that demonstrates the capacity to drive innovation through its distinct combination of assets, partnerships, and industry or technology focus areas. By receiving the official TechHub designation, regions will become part of a collaborative network spanning the Commonwealth. Designation as a member of the TechHub network offers a unique opportunity for regions to elevate their profiles as leaders in innovation-driven economic growth. Additionally, membership in the TechHub network fosters ongoing collaboration, resource-sharing, and the exchange of best practices, helping each region strengthen its ecosystem and collectively advance Massachusetts' reputation as a global innovation leader. MassTech may, at its discretion, further differentiate TechHub designations based on demonstrated ecosystem readiness and maturity to better reflect each region's distinct stage of development.

TechHub designation status is awarded for a three-year period. During this time, regions are expected to actively participate in the TechHub network and demonstrate progress toward their stated innovation and economic development goals. Regions may apply to renew their designation status prior to the end of their three-year term by documenting their achievements, ongoing initiatives, and plans for continued ecosystem advancement. The renewal process ensures TechHub regions maintain their momentum in driving innovation-based economic growth while remaining active contributors to the broader Massachusetts innovation ecosystem.

MA TechHubs offers three distinct application tracks, each tailored to meet the varying needs of regions at different stages of ecosystem development:

1. **Designation-Only Track:** This track provides an official TechHub designation for regions demonstrating significant innovation capacity or potential to develop significant innovation capacity. Designation offers increased visibility, credibility, and recognition, helping regions attract partners, investment, and talent.
2. **Strategy Development Grants:** This track supports regions aiming to develop or refine their strategic plans for innovation-driven economic growth. Grants of up to \$100,000 fund activities such as stakeholder engagement, ecosystem assessment, and the development of strategic plans. All recipients of Strategy Development Grants automatically receive the TechHub designation in addition to development funding.
3. **Transformation Grants:** This funding track is designed to support regions ready to execute transformative large-scale projects aimed at enhancing their innovation ecosystems. Transformation grants are intended to fund initiatives that enhance innovation infrastructure, promote the development of local high-growth scaling companies, catalyze technology commercialization, and/or foster workforce development. Transformation awards are anticipated to be up to \$5 million over a period of up to three years.

For transformation projects of significant impact whose costs exceed funding available through this solicitation, transformation grant applicants are encouraged to propose the full project amount required to implement the project. While a maximum of \$5 million per grantee will be awarded through this solicitation, MassTech will work with selected applicants to identify additional federal and/or state funding resources where possible. To the extent that applicants can identify complimentary state or federal funding support, they are encouraged to identify those funding sources in their application.

The application process for transformation grants is administered in two phases: a concept paper and a full application. Finalists invited to submit full applications will also automatically receive the TechHub designation.

2.2 Context

The Massachusetts TechHubs Program was established as part of the Commonwealth's 2024 economic development bill – the Mass Leads Act - to provide grants to support industry-led

consortia focused on strengthening the state's leadership in key emerging technology sectors. The initiative is modeled after the U.S. Economic Development Administration's (EDA) Regional Technology and Innovation Hub Program (EDA Tech Hubs) and the National Science Foundation's (NSF) Regional Innovation Engines Program (NSF Engines) which sought to accelerate regional economic competitiveness across the United States. Recognizing the potential for transformative growth, Massachusetts sought to adapt this model to support its own regional innovation ecosystems.

The MA TechHubs Program was created to address regional disparities in innovation capacity and economic opportunity. It aims to bridge gaps in ecosystem readiness, foster the growth of innovative local companies, and ensure that all communities can participate in and contribute to the Commonwealth's robust innovation economy.

The MA TechHubs Program aligns with the Commonwealth's commitment to sustaining its leadership in advanced technologies, enhancing economic resilience, and promoting equity. By supporting high-impact regional initiatives, the program will leverage Massachusetts' existing assets—its educated workforce, R&D infrastructure, entrepreneurial know-how, and history of successful public-private partnerships — to drive inclusive growth and long-term competitiveness. The program focuses on advancing innovation in key sectors and emerging technology areas, including but not limited to advanced manufacturing, aerospace & defense, artificial intelligence, bioindustrial manufacturing and nontherapeutic biomanufacturing (including alternative proteins), cybersecurity, digital health, quantum information sciences and technology, and robotics. A broader description of focus areas can be found in [section 2.4](#).

All funding decisions associated with this NOFO are contingent upon MassTech's approved spending authority under the MA TechHubs Program.

2.3 Goals & Objectives

The MA TechHubs Program aims to designate regional 'TechHubs' and build dynamic, place-based innovation ecosystems that align industry, academia, and government towards a common mission of accelerating the growth of strategically important industry sectors or emerging technology clusters. The following goals emphasize a holistic approach to place-based economic development, addressing both immediate opportunities for growth and the long-term sustainability of regional economies.

- **Enhance Regional Competitiveness:** Empower regions across Massachusetts to become leaders in emerging and high-growth industries, driving sustainable economic transformation through innovation and collaboration.
- **Support Scaling Companies:** Invest in scaling companies with high-growth potential that can serve as regional anchors, driving the development of robust industry clusters and attracting talent, suppliers, and investment to their regions.
- **Drive Inclusive and Equitable Job Growth:** Ensure that innovation-driven economic development creates opportunities for all, especially underserved and underrepresented communities, fostering broad-based regional prosperity.

2.4 Focus Areas & Priorities

The MA TechHubs Program seeks to fund regional innovation ecosystems that leverage the synergy between technology advancements and industry growth. **Proposals should focus on fostering innovation within sectors where emerging technologies can drive economic growth, strengthen regional competitiveness, and address critical challenges.**

Applicants are encouraged to identify a specific area(s) of focus which may encompass:

1. Advancing innovation within an existing or emerging **industry cluster** where the region can demonstrate potential for growth and leadership.
2. Developing, commercializing, or applying **transformative technologies** that can serve as a catalyst for new or evolving industries.

Applicants may choose to focus on a specific sector, technology, or a combination of sectors and technologies. Below is a non-exhaustive list of priority industry and technology areas. Please note the list is for illustrative purposes and is not intended to codify definitions for “industry sectors” or “emerging technology areas.” Applicants are welcome to define their focus area(s) in ways they deem best represent the specialties or emerging opportunities of their ecosystem.

Industry Sectors	Emerging Technology Areas
<ul style="list-style-type: none"> • Advanced Manufacturing • Aerospace & Defense • Bioindustrial Manufacturing • Nontherapeutic Biomanufacturing • Cybersecurity • Digital Health • FinTech • Marine Technology 	<ul style="list-style-type: none"> • Advanced Materials • Artificial Intelligence (AI) • Blockchain • Immersive Technologies (AR/VR) • Optics & Photonics • Quantum Technologies • Robotics

Mass Tech Collaborative is dedicated to supporting growth in the Commonwealth’s technology and innovation economy across a broad range of industries. Given that the Massachusetts Life Sciences Center supports innovation in the life sciences cluster and the Massachusetts Clean Energy Center supports innovation in climate tech, ecosystem development initiatives with a sole focus on advancing those industries will not be eligible for TechHub designation and/or grant funding under the MA TechHubs Program.

A "region" for the purposes of the MA TechHubs Program is defined as a geographically cohesive area within the Commonwealth where assets, activities, and partnerships are concentrated to drive place-based economic growth. While regions may collaborate with assets and partners beyond their geographic boundaries, the core activities must maintain a strong center of gravity within the identified region to ensure impactful, coordinated outcomes.

To assess a region’s ability to become a globally competitive TechHub, MassTech developed the Ecosystem Readiness Level (ERL) methodology. The ERL provides a structured framework to assess the maturity of a regional economy’s innovation ecosystem as it evolves toward becoming a global leader in a specific industry cluster. Modeled after the technology readiness (TRL) framework, ERLs feature nine progressive levels and incorporate the National Science Foundation (NSF) innovation ecosystem lifecycle phases: Development, Nascent, Emergent, Growth, and Mature phases.

Applicants will be required to identify their regional ecosystem’s current stage using the ERL framework. Proposals should demonstrate alignment between their planned activities and the specific needs and opportunities of their ecosystem’s identified ERL stage. Additionally, applicants should articulate how their proposed initiatives will advance their ecosystem to higher readiness levels and drive impactful economic and technological outcomes.

Ecosystem Readiness Levels (ERL)	
Development Phase	
ERL 1: Conceptualization & Awareness	Initial understanding of the regional economy’s potential for leadership in a specific industry cluster. Stakeholders recognize the need for an innovation ecosystem and begin informal discussions.
ERL 2: Strategic Planning	Initial scoping is conducted, identifying potential strengths, industry opportunities, and challenges. Strategic plans and objectives are developed, and initial resources are identified.
Nascent Phase	

ERL 3: Foundational Partnerships Established	Key stakeholders (industry, academia, government, and community) are engaged, and formal partnerships are established. Preliminary funding and resource commitments are secured to initiate innovation activities.
ERL 4: Early Innovation Activities	The ecosystem supports its first innovation initiatives, such as startup accelerators, pilot projects, innovation hubs, etc. Governance structures are formalized, and operational workflows are initiated.
Emergent Phase	
ERL 5: Initial Scaling & Regional Recognition	Early successes attract regional attention, including increased funding and engagement. Technological products, services, and workforce capabilities begin to scale.
ERL 6: External Validation and Expansion	Ecosystem gains recognition beyond the region, securing substantial external funding and partnerships. Innovation-based economic activity accelerates, attracting skilled talent and resources.
Growth Phase	
ERL 7: National Leadership	The ecosystem is recognized as a national leader in its industry cluster. Significant economic activity, business creation, and technology commercialization are driven by the ecosystem.
ERL 8: Advanced Specialization	The ecosystem demonstrates advanced specialization and is a magnet for global investment, talent, and partnerships. Collaborative innovation drives sustained industry growth, and new opportunities for cluster expansion emerge.
Mature Phase	
ERL 9: Global Leadership & Sustainability	The ecosystem is a global leader in the industry cluster. It sustains itself through diversified funding, robust private-sector support, and a self-reinforcing cycle of innovation, talent development, and economic activity.

2.5 TechHub Designation & Funding Opportunities

Recognizing the varying stages of ecosystem development, the MA TechHubs Program offers tailored tracks to meet the specific needs of regions as they progress toward becoming globally competitive technology hubs. Applicants may pursue one of the following three tracks:

1. **Designation-Only Applications:** Any region demonstrating innovation capacity may apply for designation without seeking grant funding. Designation signals a region's demonstrative ability, readiness, or potential to lead in technology-driven economic development and provides key benefits such as:
 - Increased visibility and credibility as an emerging or established innovation hub.
 - Greater potential to attract external partners, investments, and talent.
 - Enhanced recognition from state-wide stakeholders, which may strengthen future grant applications or funding opportunities.
 - Inclusion in a peer TechHub network to collaborate and share resources and best practices around ecosystem building.

For more details and requirements for Designation-Only applications, see [Section 3.4](#).

2. **Strategy Development Grants:** This funding track is designed to support regions seeking to develop or refine strategic plans and partnerships that advance their innovation ecosystems. Strategy Development Grants provide up to \$100,000 in funding over a period of 12 - 18 months to facilitate activities such as stakeholder engagement, ecosystem assessment, and strategic planning.

All recipients of Strategy Development Grants will automatically receive the Massachusetts TechHub designation as part of their award.

Strategy Development Grant Applicants must outline a clear vision and strategy for advancing their ecosystem's readiness and competitiveness. Funded activities may include, but are not limited to:

- Conducting comprehensive assessments of regional assets, capabilities, and opportunities within the targeted technology or industry focus area.
- Developing strategic plans to align stakeholders and identify actionable goals for ecosystem growth.
- Identifying and prioritizing critical infrastructure, workforce development, and resource needs required to advance the ecosystem's readiness.

Robust strategic plans may help position Strategy Development Grant recipients and their regions to submit strong applications for potential future funding opportunities under the MA TechHubs Program, contingent on additional appropriations from the Commonwealth.

For more details and application requirements for strategy development grants, see [Section 3.5](#).

3. **Transformation Grants:** This funding track is designed to support regions ready to execute transformative large-scale projects aimed at enhancing their innovation ecosystems. Transformation Grants provide up to \$5 million in capital funding over a period of up to three years and are intended to fund initiatives that enhance innovation infrastructure, promote the development of local high-growth scaling companies, catalyze technology commercialization, and foster workforce development.

For projects whose full transformation costs exceed the \$5 million available through this NOFO, applicants may include in their proposals the total project amount required for successful transformation investments. While a maximum of \$5 million will be awarded through this program, MassTech may work with selected applicants to identify additional federal and/or state funding resources. Applicants are encouraged to identify in their applications any complementary state or federal funding opportunities that could support their proposed projects.

The Transformation grant application process will be administered in two phases. Upon review of concept paper submissions, MassTech will select finalists who will be invited to submit a full application. All finalists invited to submit full Transformation applications will automatically receive the MA TechHub designation.

Applicants must propose transformative projects designed to address the most pressing challenges or opportunities within the regional innovation ecosystem. Successful applicants will include multiple workstreams (e.g., 2-5 tightly aligned projects) that contribute collectively to advance the ecosystem's capacity for sustained economic growth and competitiveness in the targeted technology or industry focus area.

Applicants are encouraged to propose bold initiatives that leverage existing assets and align with Massachusetts' broader innovation and economic development priorities. Eligible activities to be supported by a MA TechHubs Transformation award may include but are not limited to:

- Developing or expanding physical and digital infrastructure to support use-inspired or applied R&D, technology commercialization, testing and evaluation, and training or workforce development.

- Building or scaling innovation hubs, accelerators, test-bed facilities and/or incubators to foster startups and support small and medium-sized enterprises (SMEs) in the region.
- Supporting the growth of scaling companies by addressing their needs for infrastructure or other strategic resources critical for achieving market leadership in the targeted focus area.

The Transformation grant funding from the MA TechHubs Program can only be applied to capital assets such as the development of physical and digital infrastructure, technology platforms, and other assets critical to the long-term sustainability of the TechHub ecosystem. Capital expenses must be recorded as capital expenditures under Generally Accepted Accounting Principles (GAAP). In addition to the capital assets themselves, capital expenses may include capital labor, subcontractors, materials, and overhead directly tied to the development or implementation of the capital assets.

Transformation grant applicants may also request up to \$200,000 in additional operating funds to support programming and activities in alignment with their TechHub vision such as:

- Salaries and wages for staff not directly associated with the build-out or implementation of capital projects.
- Business acceleration or incubation program operational costs
- industry-driven workforce training programs, apprenticeships, and certifications tailored to regional needs.
- Promotion and marketing efforts related to the TechHub
- Overhead or indirect costs, including administrative fees or general operational costs not tied to a specific capital project.

Applicants pursuing Transformation grants must provide a 20% match of the requested capital funding, which can be in cash or in-kind. See [Section 5](#) for more details on match requirements and use of funds.

For more details and application requirements for Transformation grants, see [Section 3.6](#).

2.6 Eligibility & Partnerships

The lead or primary applicant for all program tracks must be a nonprofit entity legally organized in Massachusetts. Eligible lead applicants include economic development agencies, local governments, colleges, universities, incubators, accelerators, and other nonprofit organizations with a demonstrated commitment to advancing regional economic development and innovation. The lead applicant will serve as the central coordinator of the TechHub and its activities.

All applicants must provide a letter of support/endorsement from the Chief Executive/Administrative Officer of the municipality that has the greatest concentration of contributing resources to the TechHub. This letter should indicate the municipality's understanding of and support for the TechHub initiative and its potential impact on the community.

Given the scale and complexity of TechHub projects, applicants are encouraged to develop a partnership and governance model that ensures strategic alignment, effective coordination, and robust stakeholder engagement. The governance structure should be designed to manage multiple workstreams and to ensure that the proposed transformative initiatives are delivered efficiently and equitably.

Partnerships should include a diverse set of stakeholders, including but not limited to academic or research institutions, private companies (including startups, scaling companies, small-to-medium sized enterprises, supply chain and service organization, and large corporations), local government, economic development agencies, workforce development organizations, and other

community-based entities. The roles and contributions of each partner should be clearly articulated, ensuring they are meaningfully engaged in advancing the region’s innovation ecosystem.

Key Partnership Considerations for Transformation Grant Applicants:

1. Scaling Company Involvement: Given the critical role of scaling companies in driving regional growth, applications must demonstrate their active involvement, such as direct project support to catalyze R&D or expand operations, participation in governance, providing strategic resources, or otherwise contributing to project workstreams. Proposals that show clear pathways for scaling companies to achieve significant market leadership will be viewed favorably. Applicants can consider proposing the exclusive use of equipment and facilities for a high-growth, scaling technology company.

2. Governance Structure: While applicants have flexibility in designing their governance model, it is essential that the structure facilitates effective decision-making, accountability, and stakeholder coordination. Governance models should include:
 - A Lead Organization: Responsible for overall project coordination, ensuring milestones are met, and serving as the primary point of contact for MassTech.
 - A Regional Innovation Officer: Applicants are encouraged to designate a Regional Innovation Officer (RIO)—a leadership role tasked with managing the coordination of all TechHub activities, facilitating collaboration, and ensuring alignment with Massachusetts’ broader innovation and economic priorities.
 - Advisory Committees: Applicants may form an advisory group(s) representing key stakeholder categories or workstreams to provide guidance on strategy and execution.

Lack of debarment status by either the state or federal government is also required.

3. APPLICATION PROCESS

Applicants are cautioned to read this NOFO carefully and to conform to its requirements. Failure to comply with the requirements of this NOFO may serve as grounds for rejection of an application.

The MA TechHubs Program features three distinct application processes depending on whether the applicant is pursuing designation-only, a strategy development grant, or a transformation grant. Detailed application instructions for each funding track can be found in [Section 3.4](#) (Designation), [Section 3.5](#) (Strategy Development) and [Section 3.6](#) (Transformation).

3.1 Timeline

The application process will proceed according to the following schedule. Applicants should review the dates carefully to ensure alignment with the correct program track. The target dates are subject to change. Therefore, applicants are encouraged to check Mass Tech Collaborative’s website frequently for updates to the schedule.

Task	Date
NOFO Release	February 18, 2025
Informational Webinar	February 27, 2025 @ 11:00 AM EST
Questions Due	March 3, 2025 by 5:00 PM EST
Q&A File Posted	March 10, 2025
Proposals Due	March 28, 2025 by 5:00 PM EST
Invitation to Submit Full Application	Transformation Grants: April 18, 2025
Full Transformation Application Due	Transformation Grants: May 16, 2025 by 5:00 PM EST

Notification of Awards (targeted time frames)	Designation-Only: by end of May Strategy Development: by end of May Transformation: by end of July
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3.2 Questions

Questions regarding this NOFO must be submitted by electronic mail to proposals@masstech.org, the program manager, Megan Marszalek marszalek@masstech.org and the grant manager, James Byrnes byrnes@masstech.org with the following Subject Line: "Questions – NOFO No. 2025-JAII-06". All questions must be received by 5:00 p.m. EST on March 3, 2025. Responses to all questions received will be posted on or before March 10, 2025, to Mass Tech Collaborative and Commbuys website(s).

3.3 Informational Webinar

An informational webinar will be held on February 27, 2025, at 11:00 AM EST. To register, please sign up using this [registration link](#). Mass Tech Collaborative will post summary responses to procedural questions and issues addressed during the webinar on the Mass Tech Collaborative and the Commbuys websites.

3.4 Designation-only Application Process

Applicants pursuing designation-only status as a 'TechHub' will submit a concise application that outlines their region's existing or emerging innovation capacity. Successful applicants will be required to execute a Letter Agreement outlining the terms of the TechHub designation.

All Applications must be submitted electronically [HERE](#) by March 28, 2025, at 5:00 PM EST.

A. Application Requirements for Designation-Only Applications

Applications must be no more than 5 pages in length with a minimum font of 11pt and 1-inch margins. Applications must include the following elements:

1. **Region:** Define your region's geographic boundaries and provide a summary of its demographics, economic context, and innovation capacity.
2. **Technology or Industry Focus Area(s):** Clearly define the technology or industry focus area(s) of the region and explain its significance to the region and state. Discuss why this focus area is critical for regional economic growth and how it aligns with Massachusetts' broader innovation priorities.
3. **Ecosystem Readiness & Regional Assets:** Identify your region's current [Ecosystem Readiness Level \(ERL\)](#). Provide evidence to justify this classification, such as examples of existing stakeholder engagements, innovation initiatives, startup success, technology commercialization, or defined technology-based economic development priorities. Describe the gaps and barriers preventing advancement to the next ERL. Provide an overview of the region's existing assets, such as universities, R&D infrastructure, startups, established companies, or workforce capabilities, relevant to the focus area.
4. **Goals for Designation:** Outline specific goals and expected outcomes of receiving the designation, such as new partnerships formed, increased visibility, increased investment in the ecosystem and its companies, etc. Describe how you plan to track progress towards those goals and measure the impact of the TechHub designation.
5. **Stakeholder Engagement:** Develop and list a committee of key stakeholders responsible for overseeing the activities related to the TechHub designation such as branding, ecosystem promotion, and coordinating partnerships, events and activities that will help the region make progress towards its stated goals as a Massachusetts TechHub.

Required Attachments *(not included in the page count)*

- Authorized Application Signature and Acceptance Form (**Attachment A**)
- Letter of support/endorsement from the Chief Executive/Administrative Officer of the municipality that has the greatest concentration of contributing resources to the TechHub.

B. Evaluation Criteria for Designation-Only Applications

Designation-only applications will be evaluated based on the region's demonstrated innovation capacity and potential to help shape the future of Massachusetts' innovation economy. Each submission will be evaluated according to the following key outcome areas:

Regional Strengths & Assets

- Does the application demonstrate a strong foundation of regional assets and existing innovation capacity within a targeted industry sector or technology area?

Potential Impact of the TechHub Designation

- How well does the application articulate the goals and expected outcomes of receiving the designation?

Stakeholder Engagement

- Does the application describe a committee of relevant stakeholders who are meaningfully engaged in the pursuit and promotion of the TechHub designation?

C. Key dates for Designation-only Applicants:

- **Application Deadline:** March 28, 2025, by 5:00 PM EST.
- **Award Notifications:** targeted by the end of May 2025.

3.5 Strategy Development Grant Application Process

Applicants pursuing strategy development grants will submit a concise application that outlines their proposed initiative and its potential to advance regional innovation and economic growth. Successful applicants will be required to execute an [Combined Operating and Capital Funds Matching Grant Agreement](#).

All Applications must be submitted electronically [HERE](#) by March 28, 2025, at 5:00 PM EST.

A. Application Requirements for Strategy Development Grants

Applications must be no more than 7 pages in length with a minimum font of 11pt and 1-inch margins. Applications must include the following elements:

1. **Region:** Define your region's geographic boundaries and provide a summary of its demographics, economic context, and innovation capacity.
2. **Technology or Industry Focus Area:** Clearly define the selected technology or industry focus area and explain its significance to the region and state. Discuss why this focus area is critical for regional economic growth and how it aligns with Massachusetts' broader innovation priorities.
3. **Ecosystem Readiness & Regional Assets:** Identify your region's current [Ecosystem Readiness Level \(ERL\)](#). Provide evidence to justify this classification, such as examples of existing stakeholder engagement, early initiatives, preliminary plans, startup success, or defined technology-based economic development priorities. Describe the gaps and barriers preventing advancement to the next ERL. Provide an overview of the region's existing assets, such as universities, R&D infrastructure, startups, established companies, or workforce capabilities, relevant to the focus area.

Identify specific gaps or areas requiring further analysis during the strategy development phase.

4. **Proposed Activities:** Outline the proposed activities to be undertaken with Strategy Development Grant funding. Examples may include establishing planning committees or working groups, conducting assessments, forming partnerships, or developing strategic plans, etc.
5. **Partnerships and Stakeholder Engagement:** Present a clear partnership model and engagement strategy designed to ensure broad stakeholder participation and effective coordination throughout the strategy development process. Identify and provide brief qualifications of a lead individual responsible for facilitating the overall process, managing stakeholder engagement, and ensuring progress toward key milestones. Identify an initial strategy development committee comprised of key stakeholders, such as representatives from industry, academia, economic development agencies, local government, and other relevant organizations. Clearly identify committee members and briefly describe their qualifications and roles in the planning process. Highlight any plans for engaging additional stakeholders throughout the process.
6. **Expected Outcomes and Milestones:** Describe the expected outcomes of the strategy development process, such as a strategic plan, partnership agreements, or identified infrastructure needs. Include a high-level timeline with key milestones to measure progress over the grant period.
7. **Budget Narrative:** Provide an overview of the proposed budget and allocation of funds. Detail how the funding will support the proposed activities. Include preliminary plans for sustaining ecosystem development efforts beyond the grant period.

Required Attachments (*not included in the page count*)

- Authorized Application Signature and Acceptance Form (**Attachment A**)
- Strategy Development Budget Template (**Attachment B**)
- Letter support/endorsement from the Chief Executive/Administrative Officer of the municipality that has the greatest concentration of contributing resources to the TechHub.
- Letters of commitment from partner organizations
- Respondent's W9
- Exceptions, if any, to the **Combined Operating and Capital Funds Matching Grant Agreement**, located [HERE](#).

B. Evaluation Criteria for Strategy Development Grants

Strategy Development applications will be evaluated based on their potential to lay a strong foundation for advancing the region's innovation ecosystem. Each submission will be evaluated against the evaluation criteria for Designations (see above) and according to the following key outcome areas:

Vision and Ecosystem Context

- How well does the applicant articulate a clear and compelling vision for the region's innovation ecosystem?
- Does the selected technology or industry focus area align with regional strengths and economic goals?
- Does the applicant provide a realistic and thoughtful assessment of the region's current ERL and the gaps or barriers to advancing readiness?

Feasibility of Proposed Activities

- Are the proposed activities realistic and aligned with the goals of the Strategy Development Grant?

- Is the proposed budget appropriate and well-justified, with clear alignment to the activities and objectives of the grant?

Partnerships and Stakeholder Engagement

- Did the applicant identify a qualified individual to lead the strategy development process?
- Is the initial planning committee comprised of a diverse group of ecosystem stakeholders representing industry, academia, economic development, government, etc.? Is there a plan to engage additional stakeholders throughout the strategy development process?

Potential for Future Impact in an underserved region or community

- How well does the application demonstrate the potential of the region's unique assets and stakeholders to collectively pursue a transformative innovation-driven regional economic development plan in an underserved region?
- Are there thoughtful considerations for equity and inclusion to ensure broad-based benefits during the strategy development process?

C. Key dates for Strategy Development Grants:

- **Application Deadline:** March 28, 2025, by 5:00 PM EST.
- **Award Notifications:** targeted by the end of May 2025.

3.6 Transformation Grant Application Process

The Transformation Grant application process will be administered in two phases. Applicants pursuing transformation grants will first submit a concise concept paper that outlines their proposed initiative and its potential to advance regional innovation and economic growth. Finalists will be invited to submit a full application to expand upon details of their proposed project.

Successful applicants will be required to execute either a Capital Matching Grant Agreement or Combined Operating and Capital Funds Matching Grant Agreement, depending on the funding source, which can be found [HERE](#).

All Concept Papers must be submitted electronically [HERE](#) by March 28, 2025, at 5:00 PM EST.

A. Concept Paper Requirements for Transformation Grants

Concept papers must be no more than 7 pages in length with a minimum font of 11pt and 1-inch margins. Concept papers must include the following elements:

1. **Region:** Define your region's geographic boundaries and provide a summary of its demographics, economic context, and innovation capacity.
2. **Technology or Industry Focus Area:** Clearly define the selected technology or industry focus area and explain its significance to the region and state. Discuss why this focus area is critical for regional economic growth and how it aligns with Massachusetts' broader innovation priorities.
3. **Ecosystem Readiness & Regional Assets:** Describe the current state of your region's innovation ecosystem and identify its Ecosystem Readiness Level (ERL). Provide evidence to support your ERL classification, including examples of current partnerships, infrastructure, and activities. Highlight key assets that position your region for leadership in the chosen technology or industry focus area. Assets may include universities, R&D infrastructure, startups, SMEs, large corporations, workforce capabilities, or other unique regional strengths. Clearly articulate how these assets contribute to the region's innovation capacity and the proposed projects' success.

4. **Challenges and Opportunities:** Identify the key challenges your region must address to advance its innovation ecosystem. Highlight specific opportunities that the proposed projects aim to leverage for regional growth and competitiveness.
5. **Project Design:** Propose 2-5 transformative projects designed to address the most pressing challenges or opportunities in your region's innovation ecosystem. Describe how these projects collectively advance the ecosystem's capacity for sustained economic growth and competitiveness in the targeted technology or industry focus area. Include key activities, anticipated outcomes, and how the projects will support regional scaling companies, foster workforce development, enhance infrastructure, or catalyze innovation.
6. **Partnerships and Governance:** Applicants must present a detailed partnership and governance model designed to ensure effective coordination, strategic alignment, and robust stakeholder engagement. Identify a Regional Innovation Officer (RIO) to be responsible for coordinating all TechHub activities, managing stakeholder engagement, and overseeing project execution. Provide a brief description of the RIO's qualifications and relevant experience in leading large, multi-stakeholder initiatives. Clearly identify key partners—such as academic institutions, private companies (startups, scaling companies, SMEs, large corporations), local government, and workforce development organizations—and articulate their roles and contributions. Describe the proposed governance structure, including any advisory or working groups, and outline how decision-making will be handled.
7. **Budget Narrative:** Provide an estimated project budget, detailing the anticipated allocation of funding across projects. Describe the sources or potential sources and amounts of matching commitments. For applicants requesting full project funding beyond the available award size, provide a clear justification for why the additional funding is necessary to achieve transformational outcomes and a preliminary scaling plan demonstrating the region's capacity to effectively deploy larger funding amounts. To the extent possible, identify complimentary state or federal funding support that may be leveraged to secure full project funding.
8. **Impact:** Describe the anticipated near-term and long-term impacts of the proposed projects, including specific metrics for success. Highlight how the projects will promote equity, inclusion, and broad-based regional economic benefits. Explain how the proposed activities will advance the region's Ecosystem Readiness Level (ERL) and position the region for sustained growth and competitiveness.

Required Attachments *(not included in the page count)*

- Authorized Application Signature and Acceptance Form (**Attachment A**)
- Transformation Grant Budget Template (**Attachment C**)
- Letter support/endorsement from the Chief Executive/Administrative Officer of the municipality that has the greatest concentration of contributing resources to the TechHub.
- Letters of commitment from partner organizations
- Applicant's W9
- Exceptions to the **Combined Operating and Capital Funds Matching Grant Agreement**, located [HERE](#).

B. Evaluation Criteria for Transformation Grants

Transformation concept papers will be evaluated based on their potential to achieve transformative outcomes and advance the region's innovation ecosystem. Each submission will be evaluated against the evaluation criteria for Designations (see above) and according to the following key outcome areas:

Vision & Ecosystem Context:

- How well does the concept paper articulate a clear and compelling vision for the region's innovation ecosystem?
- Does the concept paper provide a realistic and thoughtful assessment of the region's current ERL and the gaps or barriers to advancing readiness?
- Does the selected technology or industry focus area align with regional strengths and economic goals?

Feasibility of Proposed Activities:

- Are the proposed projects and activities realistic, well-designed, and capable of addressing the region's key challenges and opportunities?
- Do the projects demonstrate strong alignment with the chosen technology or industry focus area?
- Is the proposed budget realistic and well-justified, with potential or secured matching commitments clearly articulated?

Partnerships and Stakeholder Engagement:

- How well does the concept paper present a comprehensive partnership model with clearly defined roles and contributions for key stakeholders?
- Is the designated Regional Innovation Officer (RIO) qualified, with relevant experience in managing complex, multi-stakeholder initiatives?
- Does the proposal demonstrate strong involvement from scaling companies?

Potential for Impact in an Underserved Region or Community:

- Does the proposal include specific, relevant metrics for evaluating project success?
- How effectively do the proposed activities promote equity, inclusion, and broad-based regional economic benefits?
- Does the concept paper demonstrate how the proposed initiatives will advance the region's Ecosystem Readiness Level (ERL) and contribute to sustained growth and competitiveness?
- How compelling is the case that the proposed impacts will position the region as a leader in innovation-driven economic development?

C. Phase 2: Full Application Requirements for Transformation Grants

Transformation grant applicants will be notified of finalist selections by April 18, 2025. Finalists are invited to submit a full application to expand on their concept paper by providing detailed plans, budgets, and evidence of collaboration with key partners. Comprehensive requirements for transformation grant finalists can be found in [Exhibit 1](#). Full applications will undergo a comprehensive review process to assess their feasibility, alignment with program goals, and potential impact.

D. Key dates for Transformation Grant Applicants:

- **Concept Paper Deadline:** March 28, 2025, by 5:00 PM EST.
- **Finalist Selection:** Finalists will be sent invitations to submit full applications on April 18, 2025
- **Full Application Deadline:** May 16, 2025, by 5:00 PM EST.
- **Award Notifications:** Selected finalists will be notified by the end of July 2025 (targeted time frame).

4.0 REPORTING REQUIREMENTS

Within 30 days after the execution of a Grant Agreement, the awardee and Mass Tech Collaborative will mutually schedule a launch meeting to review the activities to be conducted under the Agreement, schedule, and reporting requirements.

All TechHub designees will be required to submit semi-annual reports over the three-year designation period, beginning with a 6-month post-designation report and a 12-month post-designation report detailing how the designation has been leveraged. The designee will include self-reported evidence of new partnerships, inquiries, or projects resulting from the designation.

Strategy Development grantees will be required to meet all the expectations of designees as well as provide the following minimum deliverables to Mass Tech Collaborative:

- quarterly progress reports on planning activities, participation, and milestones; and
- final strategic plan with key recommendations.

Transformation grantees will be required to meet all the expectations of designees as well as provide the following minimum deliverables to Mass Tech Collaborative:

- Quarterly progress reports with updates on milestones and metrics for each project.
- Annual impact report summarizing outcomes against all tracked metrics.
- Final evaluation report summarizing cumulative impacts, lessons learned, and recommendations for sustainability.

All awardees will be required to report on the following metrics, as applicable. A final set of metrics tailored to each grantee will be more fully detailed in the Grant Agreement:

- Awareness & Visibility
 - # of news articles or media mentions citing the TechHub designation
 - # of events or presentations highlighting the designation (e.g., conferences, workshops).
- Stakeholder Engagement
 - # of partnerships or consortia formed
 - # of key stakeholders actively engaged
 - % of stakeholders representing underserved or minority populations actively participating in planning sessions, decision-making bodies, or project activities
- Infrastructure
 - # and \$ value of new or upgraded facilities
 - # and \$ value of new pieces of R&D equipment acquired
 - # of R&D projects utilizing new infrastructure or equipment
- Workforce
 - # of trainees completing workforce development programs
 - % of trainees representing underserved or minority populations
- Innovation & Commercialization
 - # of new products/prototypes developed
 - # of startups launched
 - # of scaling companies supported
 - % of scaling companies reporting significant growth (revenue, jobs, market expansion)
 - \$ amount of external investment raised by startups and scaling companies
- Ecosystem Development
 - ERL advancement
 - # jobs created
 - # jobs retained

Mass Tech Collaborative will work with awardees to establish additional metrics in order to evaluate the success of the project. Awardees may occasionally be required to host project site visits by MassTech staff and contractors and participate in interviews by MassTech or its designees for purposes of monitoring and evaluation.

5.0 INFORMATION REGARDING GRANT FUNDS

5.1 Disbursement of Funds

The Mass Tech Collaborative will disburse funds on a reimbursement basis in accordance with the budget, payment terms, schedules, and other terms and conditions established in the Grant Agreement and Statement of Work. Among other conditions, payment will be subject to: (i) execution of an agreement or contribution letter between or to the grantee and each entity providing matching funds (for transformation grants only); (ii) evidence of receipt of the matching funding (for transformation grants only); (iii) submission of agreed upon deliverables, valid invoices and supporting detail from the grantee evidencing the expenditures to be reimbursed, match funds recognized (as applicable), and certifying to the capital nature of the expenditure (if applicable); and (iv) Mass Tech Collaborative's access to sufficient funding from the Commonwealth.

5.2 Use of Proceeds

Transformation grant funds to be provided by Mass Tech Collaborative must be used for funding capital projects that are an integral part of the overall project or initiative being undertaken by the applicant. As part of their application, applicants must submit the budget for their overall collaborative project, including operating expenses, capital expenses, and the portions of the project not funded by the Mass Tech Collaborative. In that overall budget, applicants should specify which portions of the expenditures are proposed to be funded by the Mass Tech Collaborative. Any capital expenditure to be funded by the Mass Tech Collaborative under this program must be one that will be accounted for by the recipient in its financial records as a capital expenditure under Generally Accepted Accounting Principles ("GAAP"). Examples of such capital expenditures could include expenditures for the purchase of equipment and the development of new technology platforms or systems, the acquisition of land and existing facilities, construction of new buildings and the renovation of existing buildings. Such capital expenditures may in certain projects also include salaries of staff directly engaged in managing capital projects to the extent such expenditures are capitalizable under GAAP. Salaries of individuals engaged in operations, as well as other non-personnel operating costs, are not capital expenditures.

5.3 Mandatory Cost Sharing/Match Requirements

A requirement for transformation grant awards will be additional, companion expenditures of awards by the Federal Government, State Government, universities, nonprofits, foundations, or corporations that equal no less than twenty percent (20%) of the state capital investment through the Massachusetts TechHubs grant program. All contributions, including cash and in-kind contributions, will be accepted as part of the grant recipient's cost sharing requirement provided that such contributions meet all of the following criteria: (i) are necessary to accomplish the objectives of the collaborative project; (ii) are included in the approved budget for the collaborative project; (iii) are allocated separately for the MA TechHubs award; (iv) are verifiable from recipient's records; and (v) are not included as matching contributions for any other federal or state-supported project. To the extent the Respondent's application deviates from these expectations, the Respondent must clearly describe and justify the proposed alternative approach. The Mass Tech Collaborative will evaluate the composition of the project team's cost share within the context of the project team's demonstrated commitment to the project and financial capacity.

6.0 GENERAL CONDITIONS

6.1 General Information

- a) Any and all responses, applications, data, materials, information and documentation submitted to Mass Tech Collaborative in response to this NOFO shall become Mass Tech Collaborative's property and shall be subject to public disclosure. As a public entity, the Mass Tech Collaborative is subject to the Massachusetts Public Records Law (set forth at Massachusetts General Laws Chapter 66). There are very limited and narrow exceptions to disclosure under the Public

Records Law. If an Applicant wishes to have the Mass Tech Collaborative treat certain information or documentation as confidential, the Applicant must submit a written request to the Mass Tech Collaborative's General Counsel's office no later than 5:00 p.m. fourteen (14) business days prior to the required date of Application submission. The request must precisely identify the information and/or documentation that is the subject of the request and provide a detailed explanation supporting the application of the statutory exemption(s) from the public records cited by the Respondent. The General Counsel will issue a written determination within ten (10) business days of receipt of the written request, the Applicant shall clearly label the relevant information and/or documentation as "**CONFIDENTIAL**" in the Application. Any statements in an Application reserving any confidentiality or privacy rights that is inconsistent with these requirements and procedures will be disregarded.

- b) If an Application fails to meet any material terms, conditions, requirements or procedures, it may be deemed unresponsive and disqualified. The Mass Tech Collaborative reserves the right to waive omissions or irregularities that it determines to be not material.
- c) This NOFO, as may be amended from time to time by Mass Tech Collaborative, does not commit Mass Tech Collaborative to select any organization(s), award any grant funds pursuant to this NOFO, or pay any costs incurred in responding to this NOFO. Mass Tech Collaborative reserves the right, in its sole discretion, to withdraw the NOFO, to engage in preliminary discussions with prospective Applicants, to accept or reject any or all Applications received, to request supplemental or clarifying information, to negotiate with any or all qualified Applicants, and to request modifications to Applications in accordance with negotiations, all to the same extent as if this were a Request for Information.
- d) On matters related solely to this NOFO that arise prior to an award decision by the Mass Tech Collaborative, Applicants shall limit communications with the Mass Tech Collaborative to the program manager and grant manager and such other individuals as the Mass Tech Collaborative may designate from time to time. No other Mass Tech Collaborative employee or representative is authorized to provide any information or respond to any questions or inquiries concerning this NOFO. Applicants may contact the Program Manager for this NOFO in the event this NOFO is incomplete.
- e) The Mass Tech Collaborative may provide reasonable accommodations, including the provision of materials in an alternative format, for Applicants with disabilities or other hardships. Applicants requiring accommodations shall submit requests in writing, with supporting documentation justifying the accommodations, to the Project Manager. The Mass Tech Collaborative reserves the right to grant or reject any request for accommodations.
- f) Respondent's Application shall be treated by the Mass Tech Collaborative as an accurate statement of Respondent's capabilities and experience. Should any statement asserted by Respondent prove to be inaccurate or inconsistent with the foregoing, such inaccuracy or inconsistency shall constitute sufficient cause for Mass Tech Collaborative in its sole discretion to reject the Application and/or terminate of any resulting Agreement.
- g) Costs that are not specifically identified in the Respondent's response and/or not specifically accepted by Mass Tech Collaborative as part of the Agreement will not be compensated under any contract awarded pursuant to this NOFO.
- h) Mass Tech Collaborative's prior approval is required for any subcontracted services under any Agreement entered into as a result of this NOFO. The selected Respondent will take all appropriate steps to assure that minority firms, women's business enterprises, and labor surplus area firms are used when possible. The selected Respondent is responsible for the satisfactory performance and adequate oversight of its subcontractors. Subcontractors are required to meet the same requirements and are held to the same reimbursable cost standards as the selected Respondent.
- i) Submitted responses must be valid in all respects for a minimum period of sixty (60) days after the deadline for submission.

- j) Mass Tech Collaborative reserves the right to amend the Agreement at any time prior to execution. Applicants should review the Agreement as they are required to specify any exceptions to the Agreement and to make any suggested counterproposal in their Application. A failure to specify exceptions and/or counterproposals will be deemed an acceptance of the Agreement's general terms and conditions, and no subsequent negotiation of such provisions shall be permitted.

6.2 Posting of Modifications/Addenda to NOFO

This NOFO has been distributed electronically using the Mass Tech Collaborative and Commbuys websites. If Mass Tech Collaborative determines that it is necessary to revise any part of this NOFO, or if additional data is necessary to clarify any of its provisions, an addendum will be posted to the websites. It is the responsibility of each potential Respondent to check the Mass Tech Collaborative, the Innovation Institute and Commbuys websites for any addenda or modifications to the NOFO. The Mass Tech Collaborative accepts no liability and will provide no accommodation to Applicants who submit a response based on an out-of-date NOFO.

Attachment A
Massachusetts Technology Collaborative
Authorized Applicant's Signature and Acceptance Form

The undersigned is a duly authorized representative of the Applicant listed below. The Applicant has read and understands the NOFO requirements. The Applicant acknowledges that all of the terms and conditions of the NOFO are mandatory. By executing this Authorized Applicant's Signature and Acceptance Form, Applicant certifies that they (1) are in compliance with the terms, conditions and specifications contained in this NOFO, (2) acknowledges and understands the procedures for handling materials submitted to the Mass Tech Collaborative as set forth above, (3) agrees to be bound by those procedures, and (4) agrees that the Mass Tech Collaborative shall not be liable under any circumstances for the disclosure of any materials submitted to the Mass Tech Collaborative pursuant to this NOFO or upon the Applicant's selection.

The Applicant understands that, if selected by the Mass Tech Collaborative, the Applicant and Mass Tech Collaborative will execute an Agreement specifying the mutual requirements of participation. The undersigned has either (*please check one*):

- specified exceptions and counter-proposals to the terms and conditions of the type of [Grant Agreement](#) specified above for track to which the Respondent applies; or
- agrees to the terms and conditions set forth therein;

The undersigned acknowledges and agrees that the failure to submit exceptions and counter-proposals with this response shall be deemed a waiver, and the Agreement shall not be subject to further negotiation.

Applicant agrees that the entire proposal will remain valid for sixty (60) days from receipt by the Mass Tech Collaborative.

I certify that Applicant is in compliance with all corporate filing requirements and State tax laws.

I further certify that the statements made in this response to the NOFO, including all attachments and exhibits, are true and correct to the best of my knowledge.

Applicant: _____
(Printed Name of Applicant)

By: _____
(Signature of Authorized Representative)

Name: _____

Title: _____

Date: _____

Attachment B
Strategy Development Budget Template

SEE EXCEL SPREADSHEET

Attachment C
Transformation Grant Budget Template

SEE EXCEL SPREADSHEET

Exhibit 1: Application Requirements for Transformation Grants Finalists

Full applications must be no more than 20 pages in length with a minimum font of 11pt and 1-inch margins. Full applications must include the following elements:

1. Executive Summary (1 page)

Provide a high-level summary of the project, including:

- Vision and goals for the TechHub
- Region's unique strengths and opportunities
- Core strategies to advance the region's ecosystem readiness and competitiveness
- Expected outcomes and impact on the region's economic growth and equity.
- Total funding request and the amount and source of the required match.

2. Project Narrative

A. Regional Context & Vision

- Define the geographic region and its economic, demographic, and innovation characteristics.
- Highlight the selected technology or industry focus area and its significance to the region and the Commonwealth.
- Articulate the long-term vision for the region as a leading innovation ecosystem.

B. Ecosystem Readiness & Current Capabilities

- Identify the current Ecosystem Readiness Level (ERL) using the MA TechHubs framework.
- Summarize the region's existing assets, including research institutions, startups, scaling companies, workforce, and infrastructure.
- Describe gaps and challenges limiting the region's growth and competitiveness.

C. Strategic Goals & Objectives

- Define the project's strategic goals, emphasizing clear, actionable, and measurable outcomes that demonstrate how the project will transform the region into a competitive and sustainable innovation ecosystem
- Include a list of objectives for each strategic goal with corresponding benchmarks and milestones that demonstrate how progress will be achieved.

D. Proposed Strategies & Activities

- Provide a structured narrative of proposed strategies and activities, organized around major themes or workstreams (e.g., infrastructure, scaling companies, workforce, commercialization, etc.).
- Describe each major strategy or activity, including:
 - Objectives: What the activity aims to achieve.
 - Key Steps: The specific actions involved in transformation.
 - Partners or Team Members: The organizations or individuals responsible for executing or supporting the activity, along with their specific roles and contributions.
 - Timeline: The expected duration and key milestones for the activity.

E. Partnerships & Stakeholder Engagement

- Identify key partners and their roles.
- Describe the governance structure for the proposed TechHub in terms of:
 - Leadership
 - Partner Roles & Expectations
 - Advisory Committees
 - Discuss plans for engaging underserved communities and ensuring equitable participation

F. Expected Outcomes & Impact

- Clearly articulate the expected outcomes and their alignment with the proposed activities and ERL progression.
- Outcomes should tie back to the project's strategic goals and may include success metrics such as:
 - Job creation
 - Business formation and expansion
 - Investment attraction
 - Increased workforce skills and diversity

G. Sustainability Plan

- Explain how the project will sustain and evolve beyond the grant period.
- Include plans for securing additional funding or institutionalizing programs.
- Discuss strategies to ensure continued collaboration among stakeholders.

4. Budget Narrative

- Indicate the total funding requested and the amount and source of the required match (cash or in-kind contributions and who is providing them).
- Include a detailed budget narrative explaining how funds will be allocated across projects and partners to achieve project goals.
- Indicate how operations and programmatic elements of the project will be funded.

5. Appendices (not included in the page count)

- Letters of commitment from providers of matching funds
- Letter support/endorsement from the Chief Executive/Administrative Officer of the municipality that has the greatest concentration of contributing resources to the TechHub.
- Letters of support from other relevant stakeholders (optional)

6. Attachments

- Updated Transformation Grant Budget Template (Attachment C)

Evaluation Criteria for Full Transformation Grant Applications

Vision & Strategic Planning

- How well does the application articulate a comprehensive and achievable vision aligned with regional strengths and Massachusetts' innovation priorities?
- Does the application demonstrate a sophisticated understanding of the region's ERL status and provide a clear pathway for advancement?
- Are the strategic goals and objectives well-defined, measurable, and aligned with addressing identified ecosystem gaps?

Project Design & Feasibility

- How thoroughly are the proposed activities detailed, with clear workstreams, timelines, and roles?
- Is the budget well-justified and realistic, with strong matching commitments and a viable plan for sustaining activities beyond the grant period?

Partnership & Governance Structure

- How robust is the proposed governance model, with clear decision-making processes and accountability measures?
- Does the Regional Innovation Officer demonstrate the necessary qualifications and leadership experience?
- Is there meaningful engagement from scaling companies and other key stakeholders, with well-defined roles and contributions?
- Are there strong letters of commitment that validate partner engagement and support?

Potential for Transformative Impact

- How compelling and measurable are the anticipated outcomes in terms of job creation, business growth, and ecosystem advancement?
- Does the application present a clear strategy for promoting equity and ensuring broad-based regional economic benefits?
- How well does the sustainability plan position the ecosystem for continued growth and competitiveness beyond the grant period?
- Is there a robust framework for tracking and evaluating progress toward stated goals?