

## MASSACHUSETTS TECHNOLOGY COLLABORATIVE

### Grant Agreement

#### Between Massachusetts Technology Collaborative and ICMPartnerName

This Grant Agreement and any Attachments hereunder (collectively the "Agreement") is made and entered into by and between Massachusetts Technology Park Corporation d/b/a Massachusetts Technology Collaborative ("MassTech"), an independent public instrumentality of the Commonwealth of Massachusetts with a principal office and place of business at 75 North Drive, Westborough, Massachusetts, 01581, and ICMPartnerName, with a principal place of business at ICMPartnerPrimaryAddressLine1, ICMPartnerPrimaryAddressCity, ICMPartnerPrimaryAddressState ICMPartnerPrimaryAddressZipCode ("Participant").

**Whereas**, MassTech and Participant desire to enter into a contract under which Participant may perform certain work in accordance with the terms and conditions of this Agreement, and

**Whereas**, such work shall be specified in Statements of Work ("SOW" or "SOWs") set forth as Attachments hereto, and

**Whereas**, those SOWs may contain additional terms and conditions related to the work to be performed by the Participant.

**Now, therefore**, in consideration of the premises, mutual covenants and representations set forth herein and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows:

#### 1. **Term and Termination**

- a) This Agreement shall take effect as of ICMContractEffectiveDate (the "Effective Date") and shall remain in effect until ICMContractPeriodofPerformanceEndDate (the "Term").
- b) Extensions requested by Participant due to failure to meet the Required Match as set forth in Section 4 c) of Attachment 1 hereto shall be limited to one (1) extension per Term.
- c) This Agreement may be terminated by either MassTech or Participant at any time for a material breach of any term. The breaching party shall have thirty (30) days to cure such breach from the date of written notice, unless otherwise agreed to by the parties in writing.
- d) This Agreement may be terminated by MassTech for convenience upon thirty (30) days written notice to Participant. In the event of termination not the fault of Participant, Participant shall be reimbursed as specified in Attachment 1 for all costs and non-cancellable commitments incurred in connection with the Agreement, up to the date of termination notice.
- e) MassTech may terminate this Agreement in the event of loss of availability of sufficient funds for the purposes of work hereunder or in the event of an unforeseen public emergency or other change of law mandating immediate MassTech action inconsistent with performing its obligations.
- f) Upon termination Participant shall, unless otherwise agreed, cease work hereunder, and deliver to MassTech all written and tangible work product, whether in draft or final form at the time of termination, identified as deliverables in the SOW for which payment has been made, and all other property of MassTech, and all copies thereof in the direct or indirect possession or control of Participant, up to and including the date of termination.
- g) Sections 4 through 18 of this Agreement shall survive termination.

2. **Notices**

- a) All communications to MassTech regarding legal issues shall be emailed to MassTech General Counsel Jennifer M. Saubermann at [saubermann@masstech.org](mailto:saubermann@masstech.org) followed by hardcopy to the following address:

Massachusetts Technology Collaborative  
75 North Drive  
Westborough, MA 01581  
508/870-0312 (phone)  
508/898-2275 (fax)

**Attn: General Counsel**

- b) All communications regarding any other issues shall be emailed or delivered to the personnel specified in Section 2 of Attachment 1 (the SOW), **Project Personnel**.

Any notice hereunder shall be in writing and shall be effective (i) if dispatched by email and delivery is electronically confirmed by said media, the day such electronic confirmation is received, (ii) if sent by courier, one business day after dispatch, (iii) if sent by first class mail, five business days after its date of posting.

3. **Timely Performance**

Participant acknowledges that expeditious completion of work and delivery of related deliverables set forth under this Agreement and the attached SOW are of the utmost importance to MassTech.

4. **Participant's Representations, Warranties and Certifications**

As of the Effective Date, Participant hereby represents, warrants and certifies as follows:

- a) Participant is duly authorized to enter into this Agreement, and the execution, delivery and performance of this Agreement will not conflict with any other agreement or instrument to which it is a party or by which it is bound and will not violate any law, regulation, order or other legal requirement by which Participant or any of its assets is bound.
- b) Participant and all Project Personnel of Participant are fully capable and qualified to perform the described work and Participant's other obligations hereunder, and have obtained all requisite licenses and permits to perform such obligations.
- c) Participant and its Project Personnel are familiar with, and are and will remain in compliance with, and will not take any actions contrary to the provisions of, any laws, rules, regulations, ordinances, orders or requirements of the Commonwealth and other local, state or federal governmental authorities applicable to or implicated by the subject matter hereunder.
- d) Participant and its employees are not employees, partners or joint-venturers of MassTech. Participant will be solely responsible for withholding and paying all applicable payroll taxes of any nature including social security and other social welfare taxes or contributions that may be due on amounts paid to its employees. Participant has filed and will continue to file all necessary state tax returns and reports, and has paid and will continue to pay all taxes and has complied and will continue to comply with all laws of the Commonwealth relating to contributions and payment in lieu of contributions to the Employment Security System, and with all laws of the Commonwealth relating to Worker's Compensation, Mass. Gen. Laws ch. 152.
- e) Participant shall not discriminate against any qualified employee or applicant for employment because of race, color, national origin, ancestry, age, sex, religion, physical or mental handicap, or sexual orientation. Participant agrees to comply with all applicable Federal and State statutes, rules and regulations prohibiting discrimination in employment including but not limited to: Title VII of the Civil Rights Act of 1964; the Age Discrimination in Employment Act of 1967; Section 504 of the Rehabilitation Act of 1973; the Americans with Disabilities Act of 1990; and Mass. Gen. Laws ch. 151B.

- f) Participant represents and warrants that all personnel performing work hereunder are eligible to work in the United States at the time of execution of this Agreement and that Participant has a continuing obligation to ensure such status during the term of the Agreement.
- g) Additional representations, warranties and certifications may be set forth in the SOW.

**5. Insurance**

Participant shall obtain and maintain in effect through the term of this Agreement appropriate insurance coverage for its activities hereunder including, but not limited to, comprehensive general liability insurance (bodily injury and property damage) and professional liability insurance. At MassTech's request, Participant will provide MassTech with copies of the certificates of insurance evidencing such coverage. Additional insurance requirements may be specified under the SOW.

**6. Indemnification and Liability**

a) Participant shall indemnify, defend and hold harmless the MassTech and its successors and assigns, and all of its officers directors, lenders, shareholders, beneficial owners, trustees, partners, affiliates, agents and employees from and against any and all claims, suits, actions, judgments, demands, losses, costs, attorney's fees, expenses, damages and liability to the extent caused by, resulting from, or arising out of the intentional acts, negligent acts, errors, omissions, or allegations thereof, of Participant, its employees, agents or representatives in the performance of work under the Agreement.

b) MassTech's liability under this Agreement shall be limited to the payments hereunder. In no event shall MassTech be liable for any additional amounts, including without limitation, any indirect, special or consequential damages.

**7. Assignment and Subcontracting**

Participant shall not assign or in any way transfer any interest in this Agreement without the prior written consent of MassTech, including subcontracting any services except as otherwise included in the SOW attached hereto.

**8. Conflicts of Interest**

Participant acknowledges that all MassTech employees are subject to the Massachusetts Conflict of Interest statute, located at Mass. Gen. Laws ch. 268A.

**9. Record Keeping, Audit, and Inspection of Records**

Participant shall maintain books, records and other compilations of data pertaining to its activities under this Agreement to the extent and in such detail as shall properly substantiate claims for payment and Participant's performance of its duties under the Agreement. All such records shall be kept for a period of not less than seven (7) years or for such longer period as may be required by law (the "Retention Period"). The Retention Period starts on the first day after final payment under this Agreement is made. If any litigation, claim, negotiation, audit or other action involving the records is commenced prior to the expiration of the Retention Period, all records shall be retained until completion of the action and resolution of all issues resulting therefrom, or until the end of the Retention Period, whichever is later. MassTech, the Commonwealth and their respective duly authorized representatives or designees shall have the right at reasonable times and upon reasonable notice, to examine and copy the books, records, and other compilations of data of Participant which pertain to the provisions and requirements of the Agreement. Such access shall include on-site audits, reviews, and copying of records. If such audit reveals that any portion of the fees was utilized for purposes not permitted under this Agreement, then Participant shall refund to MassTech the amount determined by such audit within thirty (30) days of Participant's receipt of such audit and demand.

**10. Publicity**

Concerning work hereunder, Participant shall get written consent from MassTech prior to issuing press releases, announcing events, or posting any signs or media, and shall coordinate with MassTech to plan for any news conferences. In any media produced by Participant, Participant will not represent that positions taken or advanced by it represent the opinion or position of MassTech.

**11. Public Records**

As a public entity, MassTech is subject to the Massachusetts Public Records Law (set forth at Mass. Gen. Laws ch. 66) and thus all documents and other materials made or received by MassTech and/or its employees are subject to public disclosure. Participant should not submit any information to MassTech that it does not want publically disclosed, and should assume that all submissions are subject to public disclosure without any prior notice, even if marked confidential. If Participant wishes to have MassTech treat certain information or documentation as confidential, Participant must submit a written request to MassTech's General Counsel specifying the type of information that the Participant wishes to be treated as confidential along with a detailed explanation of the statutory exemption(s) from the Public Records Law. MassTech's General Counsel is the sole authority within MassTech for making determinations on the applicability and/or assertion of an exemption to the Public Records Law.

**12. Choice of Law**

This Agreement shall be construed under, and governed by, the laws of the Commonwealth of Massachusetts, without giving effect to its conflict of laws principles. The Participant agrees to bring any Federal or State legal proceedings arising hereunder in which the Commonwealth or MassTech is a party in a court of competent jurisdiction within the Commonwealth of Massachusetts. This Section shall not be construed to limit any other legal rights of the parties.

**13. Force Majeure**

Neither party shall be liable to the other, or be deemed to be in breach of this Agreement for any failure or delay in rendering performance arising out of causes beyond its reasonable control and without its fault or negligence. Such causes may include, but are not limited to, acts of God or of a public enemy, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, or unusually severe weather. Dates or times of performance including the Term may be extended to account for delays excused by this Section, provided that the party whose performance is affected notifies the other promptly of the existence and nature of such delay.

**14. Amendments and Waivers**

The terms of this Agreement and any attachments thereto can be amended only through a written document executed by both Parties. Conditions, covenants, duties and obligations contained herein may be waived only by written agreement between the parties. Forbearance or indulgence in any form or manner by a party shall not be construed as a waiver, nor in any way limit the remedies available to that party.

**15. Severability**

Each provision of this Agreement shall be treated as a separate and independent clause and any decision from a court of competent jurisdiction to the effect that any clause or provision of this Agreement is null or unenforceable shall in no way impair the validity, power or enforceability of any other clause or provision of this Agreement.

**16. Headings**

The headings and captions of the various subdivisions of this Agreement are for convenience of reference only and will in no way modify or affect the meaning or construction of any of the terms or provisions hereof.

**17. Counterparts**

This Agreement may be executed in two or more counterparts, and by different parties hereto on separate counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.

**18. Entire Agreement, Amendments and Attachments**

The parties understand and agree that this Agreement and its attachments supersedes all other verbal and written agreements and negotiations by the parties regarding the matters set forth herein, and can only be amended by written agreement of the parties. The following, including without limitation any schedules, milestones, deliverables, budgets, and other terms relative to the nature of the work to be performed, are attached and incorporated into this Agreement:

- i. Attachment 1 – Statement of Work

**The Massachusetts Technology Park Corporation  
d/b/a Massachusetts Technology Collaborative**

**ICMPartnerName**

**By:** \_\_\_\_\_

**By:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Date:** \_\_\_\_\_

## Attachment 1

### Statement of Work

Pursuant to the terms and conditions of the Agreement and this SOW, MassTech and Participant agree as follows:

#### 1. Performance of Work, Deliverables and Schedule

- a) Participant shall perform the work in accordance with the Project Plan in Attachment A (Project Plan), the Project Budget in Attachment B (Budget), and the Budget Template in Attachment C (Budget & Invoice Template). Participant is solely responsible for all project decisions, the preparation of all plans and specifications, and for developing the project in accordance with the Project Plan.
- b) *Deliverables.* Participant shall submit the required deliverables, set forth in the Project Plan below (the "Deliverables") with invoices.
- c) *Schedule.* The parties acknowledge that the dates listed in the schedule in the Project Plan are estimates and subject to change. Any changes to the schedule must be approved by the MassTech Project Manager in writing in advance (electronic mail acceptable), and shall be accepted without need for a formal amendment to this SOW provided that such changes shall not exceed the Term as set forth in Section 1, Term and Termination, of this Agreement.

#### 2. Project Personnel

Both MassTech and Participant have designated the following persons to serve as Project Manager to support effective communication between MassTech and the Participant and to report on the work's progress. Each party will endeavor to maintain the continuity of its respective project personnel.

For MassTech: ICMProjectManager ( @masstech.org) (508-870-0312)

For Participant: ICMPrimaryContactPersonFirstName ICMPrimaryContactPersonLastName  
(ICMPartnerContactEmail) (ICMPartnerContactPhone)

Participant Contact for Invoicing Matters: ICMPrimaryContactPersonFirstName  
ICMPrimaryContactPersonLastName (ICMPartnerContactEmail) (ICMPartnerContactPhone)

Written notice shall be provided to personnel at the email addresses set forth in this Section 2 in the event of any change in Project Personnel.

#### 3. The Grant

As full compensation for MassTech's share of the costs for the performance of all work and in respect of all other direct and indirect costs, charges or expenses incurred in connection therewith, MassTech shall pay to the Participant a maximum amount of WRITE OUT Dollars (\$ ICMContractAmount ) for the cost elements identified in the Project Budget to be funded with MassTech funds, subject to the provisions and restrictions contained herein. In executing this SOW, Participant acknowledges and agrees that its receipt of the Grant does not create any rights of preference for Participant to receive subsequent funding from MassTech, and the release of Grant funding by MassTech is subject to MassTech's receipt of funding for this project from the Commonwealth of Massachusetts in sufficient amounts to reimburse Participant for eligible expenses.

#### 4. Other Requirements

- a) *Program Evaluation.* Participant agrees to support MassTech's program evaluation activities, and MassTech's goal to disseminate information regarding Participant's experiences. To this end, the Participant agrees that its key personnel and contractors working on the project will be available at reasonable times with advance notice to be interviewed by MassTech or its authorized representatives for purposes of program evaluation or case study development.
- b) *Cost Reimbursement.* The Participant shall be compensated on a cost-reimbursement basis for actual direct costs incurred in the performance of the Project Plan.

- c) *Required Match.* As a condition of the Grant, Participant is required to provide matching funds for the costs incurred in the performance of the project (the “Required Match”).
- i. *Match Ratio:* Participant must match MassTech funds at a 1:1 ratio during the grant period, however to the extent practicable match should be expended ratably with the reimbursable costs. Participant’s total Required Match contribution shall be a minimum of WRITE OUT Dollars (\$ ICMContractAmount ).
  - ii. *Acceptable Forms and Source of Match:* The Required Match may be either an actual expenditure or an in-kind contribution towards projects and activities that are complementary to those in the Project Plan and SOW and that further the objectives and intended outcomes. In-kind contributions are typically in the form of labor, services, software licenses, and equipment. Actual expenditures shall be recognized in conformance with the Generally Accepted Accounting Principles. Match funds may be from the Participant or third parties, to the extent the funds are not sourced by, or considered discretionary funds under the control of, a state agency, as defined in Mass. Gen. Laws ch. 6, § 39.
  - iii. *Match Documentation:* At the start of the project, and each time a new match source is identified, Participant shall provide a description of the match and relation to the project, which should be included either with the invoice or in the corresponding report for the invoice period. Participant shall document the recognized Required Match on each invoice submitted to MassTech as set forth in Section 5, Payments and Invoices, below, which must be accompanied by the Invoice Certification Form in Attachment D. Final payment is specifically contingent on MassTech’s approval of the nature, form and amount of the Required Match.

## 5. Payments

The Participant shall follow Generally Accepted Accounting Principles (“GAAP”) as well as any applicable accounting standards related to the Participant’s receipt of other federal or state funds.

### a) *Allowable Charges.*

- i. Direct Costs. The Participant shall be reimbursed for direct costs incurred in the performance of the Project Plan and as specified on a line item of the Project Budget, as follows:
  1. Direct Labor: services performed by Participant’s employees under the terms of this SOW at the actual labor rate per hour for each employee or the rate set forth in the Project Budget for the employee, whichever is less;
  2. Subcontractors/Consultants: services provided by Participant’s subcontractors/consultants at the actual cost paid for project services which shall not exceed the amount set forth in the Project Budget;
  3. Direct Materials: the actual cost of direct materials purchased which shall not exceed the amounts set forth in the Project Budget;
  4. Other Direct Costs: the actual cost of other direct materials purchased or costs incurred which shall not exceed the amounts set forth in the Project Budget. (e.g., postage, telephone, publications, graphics, etc.); and
  5. Travel: the reasonable and necessary actual costs incurred for travel, lodging, meals and incidental expenses, as set forth in the Project Budget. Any and all claims for meal expenses shall be supported by detailed, itemized receipts. Mass Tech Collaborative will not reimburse for any alcoholic beverages. Reimbursement for the use of personal vehicles shall be limited to the Internal Revenue Service business standard mileage rate in effect at the time of travel.
- ii. Indirect Costs. The Participant shall be reimbursed for such indirect costs (e.g., General and Administrative Overhead) at their government-approved rate or at the Participant’s actual indirect cost rate calculated in accordance with the Participant’s applicable regulation, which shall not exceed the rate set forth in the Project Budget.

- b) *Budget Adjustments.* The foregoing notwithstanding, the parties acknowledge that the costs listed in the Project Budget are estimated. Therefore, Participant may shift funds between the line items associated with each category provided that the totals for each category as set forth in

the Project Budget are not exceeded. Any variance between budget categories or other budget modifications will be reviewed in accordance with MassTech's Budget Guidelines in effect at the time.

- c) *Payment Terms.* MassTech shall pay the Participant within thirty (30) days after receipt of a complete invoice and determination by MassTech that all proper documentation has been provided, unless MassTech should determine that any such payment or any part thereof is otherwise not properly payable pursuant to the terms of this SOW. Payment is contingent upon performance of the work, and submission of deliverables as specified in Attachment A.
- d) *Invoices/Payment Schedule*
- i. **Invoices must be addressed to all MassTech and Participant personnel identified in Section 2, Project Personnel, of this SOW. Invoices must be submitted electronically to [InnovationInstituteinvoices@masstech.org](mailto:InnovationInstituteinvoices@masstech.org). [modify if not an Innovation grant]**
  - ii. Participant Invoice shall be submitted along with the Invoice Budget Template included with the contract and must include an explanation for any variances to the contract budget on the supporting schedule. The invoice must include any deliverables that are due at the time of submission. Any invoice submitted without all of the required documentation will be found to be incomplete and will not be processed for payment.
  - iii. **[Cost Reimbursement language]**

Participant shall invoice MassTech no more frequently than monthly nor less frequently than quarterly. Invoice documentation must be in accordance with the project requirements set forth in Attachment A. Invoices shall provide reasonable documentation including system-generated detailed transaction based activity reports showing income and expenses to provide evidence of costs incurred for both the costs for which reimbursement is being requested and any Required Match that is being submitted for the invoice period. Additional supporting documentation to support costs may be requested by MassTech from time to time and may include:

1. *Direct Labor:* for each employee, the name, title, and number of hours worked or, if supported by an appropriate allocation methodology, the percentage of effort expended;
2. *Subcontractors/Consultants:* copies of invoices for such subcontractors/consultants which have been reviewed and approved by Participant prior to submission to MassTech; and
3. *Direct Costs/Travel:* all direct costs and travel expenses shall be itemized on the invoice and supported by documentation such as vendor invoices, travel vouchers, expense receipts or other documentation as required by MassTech.
4. *Matching Funds:* all matching funds expensed during the invoice period must be supported and documented in a format similar to that listed above and as deemed acceptable to MassTech and to the extent not previously explained, a description of the match source, nature of the match, and relation to the Project. For third party cash contributions not yet expended, grantee must provide a contribution letter and documentation of receipt of funds. The contribution letter must indicate the intended purpose of the funds. Documentation of the income may be achieved with either a copy of the check or a system-generated report showing the income of cash received.

To the extent Participant has an accounting-system that can track and generate detailed transaction reports, for this project alone, which would tie back to invoice amounts and budget line items and categories, MassTech may review this in lieu of documentation as listed in this section, subject to MassTech approval of form and format.

**OR [Milestone or Fixed Price language]**

- iii. Participant may submit invoices for payment upon completion of the work or milestone in



accordance with the schedule set forth in Attachment A (Project Plan), and Attachment B (Budget).

1. *Matching Funds*: all matching funds expensed during the invoice period must be supported and documented as deemed acceptable to MassTech. For third party cash contributions not yet expended, Participant must provide a contribution letter and documentation of receipt of funds. The contribution letter must indicate the intended purpose of the funds. Documentation of the income may be achieved with either a copy of the check or a system-generated report showing the income of cash received. Expenditure of the cash contribution, will be required as part of subsequent invoice documentation up to the cash amounts approved.

e) *Failure to Meet Required Match*

- i. *Holdback*: To the extent Participant has not met the Required Match or properly demonstrated the capability to meet the Required Match before the end of the Term of the Agreement, MassTech shall holdback ten percent (10%) of the Grant amount until such time that the Participant can verify that the remaining Required Match has been met.
- ii. *Clawback*: In the event that Participant does not meet the Required Match, as outlined in Section 4 c) of this Attachment 1, by the end of the Term or any requested extension as set forth in Section 1 b) of the Agreement, MassTech shall have the right to request repayment of Grant funds dispersed in excess of the match funds appropriately documented. Participant shall return funds within thirty (30) days of receipt of request by MassTech.

## 6. Ownership and Licensing

MassTech shall own all right, title and interest in the Deliverables provided under this SOW. Participant shall retain ownership in all Participant Property, defined as pre-existing material, including, but not limited to, any products, software, materials and methodologies proprietary to Participant or provided by Participant and any trade secrets, know-how, methodologies and processes related to Participant's products or services. Participant shall make best efforts to not include Participant Property within Deliverables, but should this not be possible then Participant agrees to license or otherwise make available to MassTech in perpetuity, without charge, such included Participant Property for MassTech's non-commercial use and dissemination in whole or in part, for activities including but not limited to production of summaries, case studies or similar information resources. Participant understands all Participant Property provided under this Agreement is subject to disclosure as set forth above in Section 11, Public Records.

## 7. Lobbying

No Grant funds may be used to pay for or otherwise support any activities intended to influence any matter pending before the Massachusetts General Court or for activities covered by the law and regulations governing "legislative agents" or "executive agents" set forth in the Massachusetts Lobbying Law, M.G.L. c.3, §39.

## 8. Amendments and Attachments

All conditions, covenants, duties and obligations contained in this SOW *and* its attachments may be amended only through a written amendment signed by Participant and MassTech. The following are attached and incorporated into this SOW:

- i. Attachment A - Project Plan
- ii. Attachment B - Budget
- iii. Attachment C - Budget & Invoice Template

## **Attachment A**

### **Project Plan**

#### Overview

#### Tasks

#### Funding by Fiscal Year [Delete if not relevant]

Based upon MassTech's expected availability of funds for this project, Parties anticipate that grant funding shall be eligible for reimbursement according to the following schedule:

Participant shall notify MassTech through its semi-annual reports, or in writing as needed in between reporting periods, of any potential material variances to the above expenditure schedule. MassTech shall also notify grantee of any changes in availability of funding that it expects could impact the above schedule.

#### Deliverables

##### **1. [Quarterly or Semi-Annual Reports] [Add specifics as needed]**

These reports are to update progress on all key tasks involved in the development of each activity and otherwise identified within this Project Plan. Each report shall include current status of the project, detail on any variation of the tasks completed, lessons learned, explanations of any new match sources and a summary of Required Match recognized to date and status of remaining Required Match, and, with regards to agreed-upon goals, any relevant data and the progress made against these goals. The reports will also include information about any foreseeable changes to this Project Plan. Any documentation: (e.g. agendas, attendees, minutes, and communication documents) from advisory or working groups (including, but not limited to, those of any governance/advisory boards) supporting or participating in the project will also be submitted with each report.

**Due:**

##### **2. [Quarterly Metrics Report] [Delete if not needed]**

These reports will include updates on a set of Metrics to be agreed upon by the Participant and MassTech.

Form and format of this report, in addition to submittal method, will be provided by MassTech on or before \_\_\_\_\_.

**Due:**

##### **3. Final Report**

To be submitted with the final invoice. The Final Report will include an overview of all tasks completed, including detail on any variation of the projects completed, lessons learned, current status, Required Match final summary including source (and any match amounts in excess of the

Required Match), amounts and project benefits, and brief overview of achievements as well as any subsequent plans for future activity relating to this Project.

**Due:**

**\*MassTech will not process payments on invoices if there are outstanding deliverables. Please refer to Section 5 c) of Attachment 1 above.**

Schedule [Delete if not set]

**Attachment B**

**Budget**

**Attachment C**

**Budget & Invoice Template**

**SEE EXCEL SPREADSHEET**