

## **EXECUTIVE SUMMARY**

The Maine Technology Institute (MTI) supports technology development by Maine businesses and entrepreneurs in the state's technology sectors, helping them bring to market cutting edge products and services. With MTI's support, companies become more competitive and provide higher-paying jobs for people across the state, thus stimulating Maine's economy.

Early-stage technology development is the most challenging step to finance on the way to profitability and growth. As the State's only financial support for private sector research and development, MTI funding provides the crucial link that helps drive ideas from the laboratory to the marketplace. There is a direct correlation between investment in R&D and job growth. With MTI's success in supporting new technologies, resulting in the growth of higher paying jobs, it is clear that Maine's economy would benefit greatly from an expansion of MTI's programs.

MTI accomplishes its purpose by cost-sharing research and development (R&D) and industry cluster building projects with Maine companies through several competitive award programs, and also by helping Maine companies secure federal funds for these projects. Per its legislative mandate (5MRSA §15302), MTI's funding programs target seven technology sectors designated by the State of Maine:

- Advanced technologies for forestry and agriculture
- Aquaculture and marine technology
- Biotechnology
- Composite materials technology
- Environmental technology
- Information technology
- Precision manufacturing technology

MTI also administers several state funds that aim to build the R&D capacity of Maine's nonprofit research laboratories, strengthening Maine's biomedical and marine industries while expanding the state's technology employment base.

The Institute is a private non-profit organization, governed by a private-sector led Board of Directors (Appendix A). The director of the Institute is appointed by the Governor and reports to the Commissioner of the Department of Economic and Community Development via the Director of the Office of Innovation.

MTI's success is due in large part to the dedication of more than 80 Maine experienced business people and technology experts who serve on MTI's seven technology boards (Appendix B). Each year these volunteers contribute over 5,000 hours to proposal evaluation, funding recommendations and advice to the Board of Directors in matters of policy and direction based on their in-depth knowledge of their industries' technologies and needs in Maine.

MTI employs a lean staff of five full time employees and one part time staffer who, together with its Governor appointed president, implement the policies and programs of the Board (Appendix C).

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Left to right:  
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Shane Beckim, programs and data  
Betsy Biemann, president  
Tucker Kimball, communications  
Elizabeth Crabtree, seed grants  
Joe Migliaccio, development awards  
Linda Adams, programs assistant

## **MTI FUNDS INNOVATION BY MAINE COMPANIES**

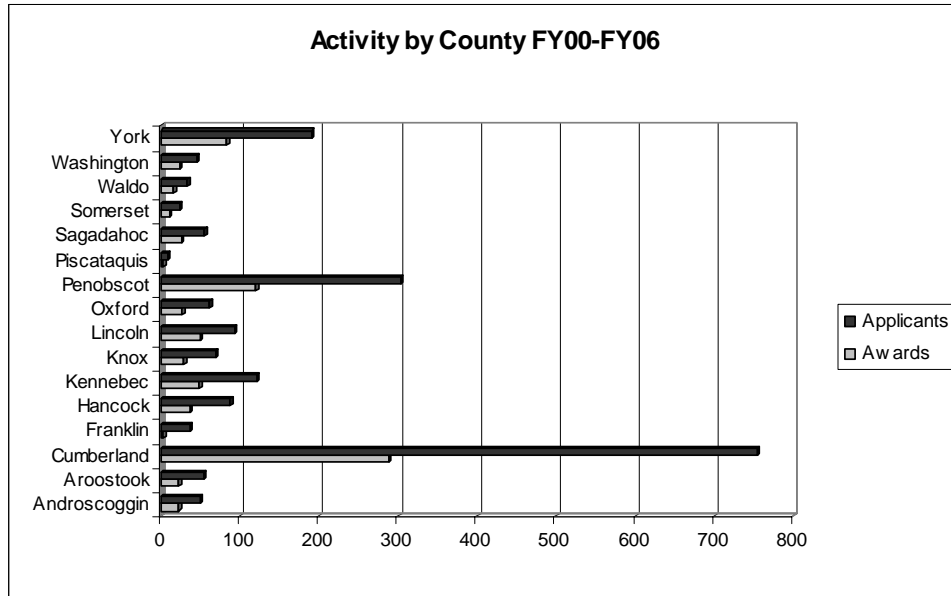
MTI fulfills its mission by co-funding innovative, tech-based projects of Maine companies that lead to commercialization, industry cluster building, and quality job creation. The Institute offers a portfolio of five programs:

- Seed Grants
- Development Awards
- Cluster Enhancement Awards
- SBIR/STTR Phase 0 Awards and Federal Funding Assistance
- Accelerated Commercialization Fund

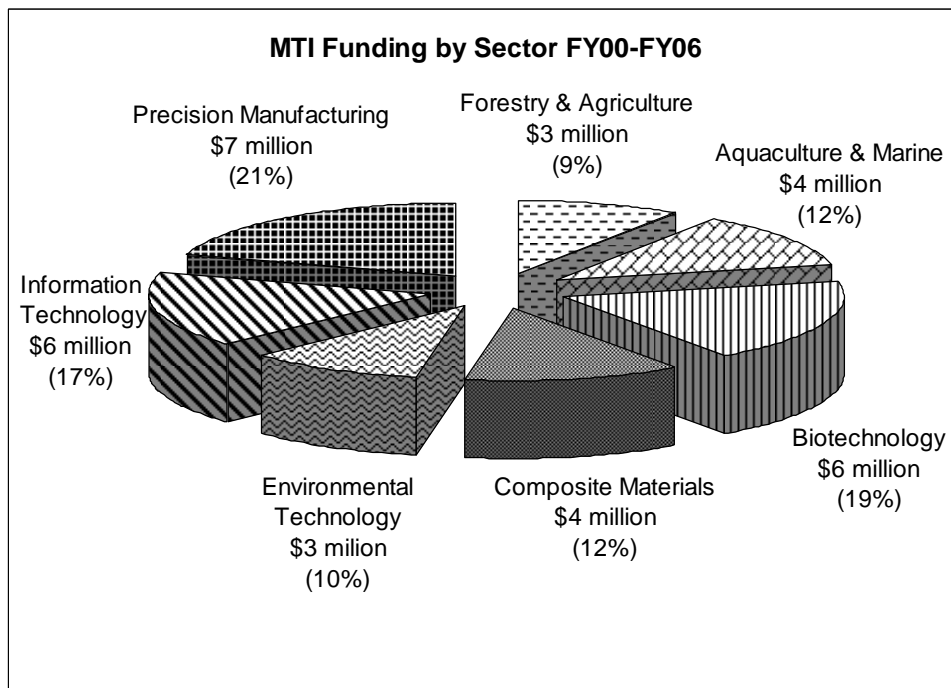
In FY06, MTI funded 148 new technology development projects, totaling more than \$5.9 million. This funding leveraged an additional \$11.6 million in matching capital investment by the companies themselves.

Since its inception in 1999, MTI has funded 791 technology development projects throughout the state of Maine, a financial commitment of \$32 million that has leveraged an additional \$53 million to total \$85 million. These resources have enabled Maine companies to secure their intellectual property, launch more competitive products and services, grow faster than average companies across the state, generate jobs, and purchase goods and services from other Maine companies.

These early stage R&D efforts will help drive new products and services to the market, creating jobs in the technology-intensive sectors. Independent researchers from the University of Southern Maine note that evidence already shows that ***“MTI programs have been very successful in a short time supporting substantial innovative activity, particularly in the private sector, that is likely to have positive economic impacts throughout Maine.”***



MTI funding continues to reach all 16 counties in Maine. While Cumberland County has received the most amount of funding, Lincoln County has received the most funding per capita.

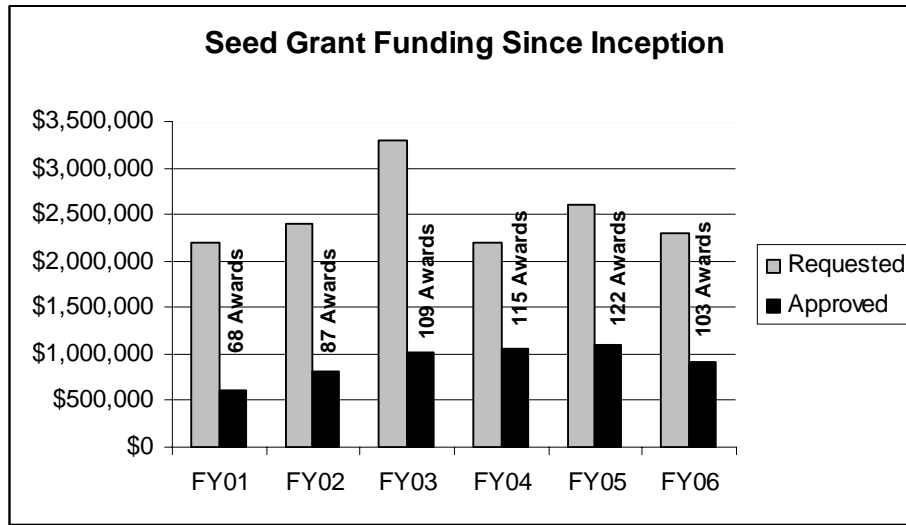


Through six years of activity, projects have been funded in all seven sectors. The number of awards among the sectors ranged from 88 for Biotechnology to 168 for Precision Manufacturing.

## CORE FUNDING PROGRAMS

### Seed Grants

Seed grants of up to \$10,000 each are offered six times a year and support early stage R&D activities such as market research, patent filings, feasibility studies and early prototype development. A company may win multiple seed grants but can not exceed \$25,000 for any one technology development project. In FY06, 103 awards were granted through six rounds solicitation rounds that averaged 45 applications (Appendix D). MTI has approved 604 seed grants for funding since 2000, when the first seed grants were awarded (Appendix E).



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### Company Profile – BiODE

Located in Westbrook, BiODE manufactures high tech sensors that monitor fluid viscosity. In 2006 the company entered into a new strategic partnership with the multi-national company Vectron giving BiODE access to a global sales and marketing team and eight manufacturing facilities, including a 200 employee headquarters in Hudson, New Hampshire. This partnership has helped BiODE to leapfrog its growth so that the company is today filling major orders for its sophisticated viscometers in a variety of markets worldwide.

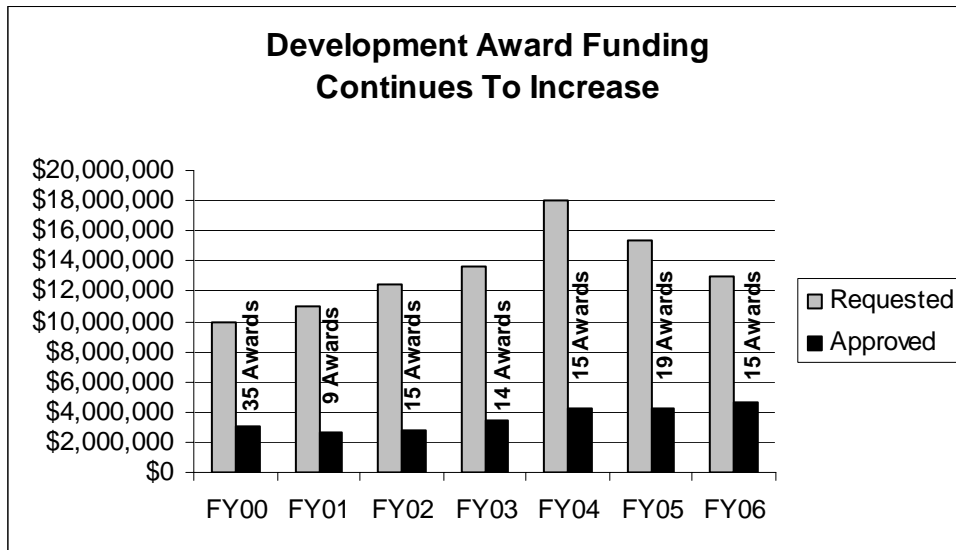
BiODE targets the automotive, petroleum and coatings industries with a customer list that includes Rolls Royce, Halliburton, and Sherwin Williams.



BiODE sensors are small enough to fit inside the oil bearing components of virtually any engine.

**Development Awards**

Development Awards for up to \$500,000 are offered three times a year to help fund later stage R&D activities leading to commercialization such as prototype development, testing, and manufacturing pilot projects. MTI Technology Boards reviewed a total of 38 applications with 11 still under review at the close of the fiscal year. In all, 19 proposals were funded for a total of \$4.2 million, an increase from the previous year (Appendix F and G). Companies that have received earlier development awards, which require repayment to MTI within two years of selling a new product or service, made payments back to MTI totaling just over \$600,000 during the fiscal year (one company’s payment made up the majority of this total). These repayments will be recycled back in support of technology-intensive businesses across the state during FY2007.



**Company Profile – MariCal**

A spin out from the Mount Desert Island Marine Biological Laboratory, this aquaculture/biotechnology company based in Portland provides a patented process that increases marine fish specie yields in aquaculture farms world wide. Recently, MariCal received a \$3.1 million investment from U.S. and Norwegian investors which will allow the company to grow its global staff from its current number of 22 to over 40 by the end of 2009. The jobs will be high paying R&D and business development support positions, many of which will be in Maine.



MariCal licenses a patented process that increases productivity for aquaculture of marine fish species, like cohiba, around the world

### **Cluster Enhancement Awards**

Recognizing that dynamic technology clusters require more than a group of individually successful companies, MTI offers this financing program on a rolling basis to support activities that will strengthen industrial activity within and among the seven targeted industry sectors. The Cluster Enhancement program is important to MTI's purpose because it supports activities that help make Maine a better place to grow innovative companies in the state's tech sectors.

In FY06, MTI approved funding for five new cluster enhancement awards, totaling over \$280,000 and matched by over \$358,000. All together MTI has provided over \$3.6 million in cluster awards, matched by more than \$9 million for 36 projects that support Maine's technology-driven businesses by improving the infrastructure, resources, connections and linkages necessary for the innovation economy to thrive (Appendix H and I).

New cluster enhancement awards made in FY 2006 included an initiative by Maine Built Boats to further develop Maine's boat building and composite materials clusters, and by the University of Maine Cooperative Extension to boost Maine's organic dairy farm industry – making it more profitable with improved feeding practices.

### **Accelerated Commercialization Fund**

In FY04, MTI introduced the Accelerated Commercialization Fund (ACF), to provide follow-on funding to help successful MTI-funded companies bring their new products or services to market. The fund is available for eligible companies that previously received an MTI development award, and requires a cash match from an outside equity investor(s) or institutional fund. This fund fills a growing gap for companies seeking to raise working or equity capital needed to bring their new products/services to market. In FY2006, MTI made its second \$100,000 ACF investment in Stillwater Scientific Instruments, an Orono company that spun out of the University of Maine. MTI's investment in this company was matched with \$950,000 from venture capital funds and individual angel investors. The firm has developed a cutting edge innovation that significantly improves the analytical capacity of mass spectrometry and electron spectroscopy instruments.

### **Phase 0 Awards**

MTI's Phase 0 Program provides financial assistance to Maine companies for federal Small Business Innovation Research/Small Business Technology Transfer (SBIR/STTR) SBIR proposal preparation. Proposals of up to \$5,000 are accepted and reviewed on a rolling basis to better coincide with the SBIR award schedules and allow maximum time for the preparation of the most competitive proposals. This increases the success rate of these proposals that bring in millions of dollars of federal R&D financing for Maine firms annually. In FY 2006, 25 Phase 0 awards were approved to 21 companies, totaling over \$112,596 in awards matched by company contributions of over \$136,697 (see Appendix J and K). Since the program's inception in 2005, more than \$165,000 in Phase 0 awards has been approved and matched by over \$217,000. This has leveraged \$1.3 million in federal SBIR/STTR funding.

### **Federal Funding Technical Assistance**

As set out in its founding legislation, MTI maintains an outreach, information, and technical assistance program helping Maine companies secure funding from the federal Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) award programs. These programs represent a \$2.3 billion potential market for Maine's technology intensive companies. During the last several years, MTI's efforts have contributed towards increasing the amount of federal funding received by Maine companies for innovative research and development under these programs, which contributes to the competitiveness and growth of these companies.

MTI's outreach and SBIR *pro bono* consulting support, along with the Phase 0 program, is paying off:

- Maine companies continue to secure SBIR/STTR funding. In FY06, 12 Maine small businesses received 12 SBIR awards and invested this additional \$2 million in research and development.
- Training/Promotion: MTI hosted the SBIR/STTR Summer Session where over 100 small businesses owners and entrepreneurs discussed their technology ideas with nine different federal program managers. SBIR overview workshops were also conducted throughout the state.
- Financial Assistance: MTI's Phase 0 program continued to fill the SBIR/STTR proposal pipeline.
- Since 1999 through FY06, 54 Maine small businesses have combined for 156 awards totaling \$32 million, an average of \$3.5 million in SBIR/STTR funding coming into Maine each year.

Following the close of FY06, an MTI funded company and MTI's SBIR/STTR assistance consultant were nationally recognized for their outstanding achievements in SBIR/STTR and subsequent economic impact. Karen West of C&P Management, the firm which MTI contracts to work with companies interested in SBIR funding, received a National Tibbetts Award for her outreach work and for helping companies all over Maine secure these federal awards. Tex Tech Industries, an innovative textile and fabrics manufacturing company in Monmouth, received a Tibbetts Award for their SBIR funded R&D activities.



David Erb, director of R&D and new product development at Tex Tech Industries and Karen West of C&P Management



## **MTI MATCH AND CO-INVESTMENT FUNDS**

MTI administers two funds that provide additional technology development resources for projects that aim to boost specific technology sectors in Maine.

### **Maine's Renewable Resources Fund**

This fund was established by the Legislature in 1999 (5MRSA Title 35-A §3210) to allow retail consumers of electricity to make voluntary, tax deductible contributions to fund renewable resource research and development and to fund demonstration community projects using renewable energy technologies. The Public Utilities Commission collects contributions, and the State Planning Office contracts with MTI to administer the fund as match for cluster enhancement award proposals that are submitted, thus encouraging eligible renewable resources projects.

In FY06 one cluster enhancement awardee received funds from the Renewable Resources Fund. The Northern Maine Development Commission used MTI cluster enhancement and renewable resources funding to conduct a feasibility study determining the economic viability of processing vegetable oil feed-stocks (principally from rapeseed, which is intercropped with potatoes) and available animal fat into biodiesel fuel in the northern Maine/New Brunswick region. The purpose of this initiative is to further develop the agriculture technology industry cluster in northern Maine. The organization received a \$44,700 cluster enhancement award matched by \$51,700 including \$10,000 from the Renewable Resources Fund.

### **North Star Alliance Technology Fund**

The North Star Alliance Technology Fund is part of a \$15 million United States Department of Labor (DOL) Workforce Innovation and Economic Development (WIRED) grant to the State, announced in February of 2006. Maine's North Star Alliance aims to grow Maine's boatbuilding, composite manufacturing, and related marine trade industries emphasizing job creation in high-growth, high-skill occupations.

As part of this award, the Maine Department of Community and Economic Development contracts with MTI to manage the fund of approximately \$1,210,000 over the three years of the Initiative's program. The funds are available for eligible companies and non-profit organizations in Maine's boatbuilding, composite materials and related marine trade industries that win MTI seed grants, development awards and cluster enhancement awards. Fund resources can be used for a co-investment of up to 75% of an MTI award. The goal of the Fund is to further the development and commercialization of new technologies in these industries, thus boosting the competitiveness and growth of Maine companies in these sectors and creating quality jobs for Maine people.

As part of its contract with DECD, additional funding will be used for outreach activities in an effort to promote the North Star Alliance Initiative and the Technology Fund. In the spring of 2006 these activities included an MTI informational workshop held in

Brunswick, brochure development, and radio advertising. The Fund was launched at the end of FY06, so the first awards were made in early FY07.

## **BUILDING RESEARCH CAPACITY IN MAINE**

MTI administers two bond-funded programs, approved by Maine voters, aimed at expanding Maine's research capacity in biomedical and marine research.

### **Maine Biomedical Research Fund**

As required in statute, MTI administered the Maine Biomedical Research Fund (MBRF). MTI executed its agreement with the Maine Biomedical Research Board (MBRB) and received the funds according to its grant agreement with DECD. MTI continued its contractual agreement with a grant administrator to carry out the duties stipulated in this agreement and plans to continue its contractual duties with the MBRB for FY2007 fund administration.

In November 2005, Maine voters approved a \$20 million economic development bond that included an additional \$8 million for the MBRF. In May 2006, the MBRB allocated the \$8 million to the following organizations: the Jackson Laboratory, Mt. Desert Island Biological Laboratory, Maine Medical Center, Foundation for Blood Research, University of New England, and the Maine Institute for Human Genetics and Health.

During FY2006, MTI disbursed \$4.3 million to this Fund's awardees as they achieved project milestones.

### **Maine Marine Research Fund**

In November 2005, Maine voters approved \$4 million for the Maine Marine Research Fund, part of the same \$20 million economic development bond that included the MBRF. This fund was created to support marine research and create jobs in Maine, through investment in eligible Maine non-profit institutions, state government and quasi-governmental agencies and academic institutions.

Pursuant to its legislation, MTI administered this fund. To ensure a competitive and thorough review process, MTI contracted with the American Association for the Advancement of Science (AAAS) to conduct technical reviews of all proposals in the spring of 2006. AAAS and MTI then coordinated a three day interview panel including four marine research experts from outside Maine and four in state economic development panelists.

Two weeks after the close of FY06, MTI approved \$4 million in grants to ten marine research institutions across Maine. They are: Bigelow Laboratory for Ocean Sciences, Gulf of Maine Ocean Observing System, Gulf of Maine Research Institute, Maine Aquaculture Innovation Center, Maine Department of Marine Resources, Mount Desert Island Biological Laboratory, University of Maine in Orono, University of Maine Center for Cooperative Aquaculture Research, University of Maine in Machias, University of New England.

## **MTI SUSTAINS EFFECTIVE PARTNERSHIPS**

### **Small Business Development Centers (SBDC)**

MTI and SBDC completed the fourth year of a contractual partnership to cost-share a business counselor focusing on technology-based businesses in Maine, and to develop a competency in technology-based business counseling at the SBDC. This agreement has led to intensive, technology-focused joint training sessions on technology commercialization, funding programs and strategies for readying MTI clients for investment. Additionally, each Maine SBDC counselor actively promotes MTI's message and mission throughout the state. As the 4<sup>th</sup> state in the nation with an accredited SBTDC (Small Business & Technology Development Centers), which MTI hosts, Maine has received national recognition and praise for its innovative and comprehensive approach to technology-based economic development.

The Maine SBTDC Director is housed at MTI, working with over 70 MTI clients annually. Maine SBTDC/MTI clients have generated \$11.8 million in capital formation. MTI clients received 413 hours of counseling from their Maine SBDC counselors, and Maine SBTDC clients have received 555 hours of direct counseling; both groups worked on issues of business development and commercialization of innovative technologies. MTI contributed \$100,000 to the SBDC to support a portion of the costs of these business development services.

### **Maine Manufacturing Extension Partnership (Maine MEP)**

For the sixth year, MTI continued its partnership with Maine MEP to complement MTI's outreach program and to introduce advanced manufacturing technical assistance to MTI seed grant and development awardees. In return, at no cost to MTI, Maine MEP continued to issue checks for MTI funding of its awardees.

To improve the global competitiveness and new product introduction success rate of Maine companies, Maine MEP engaged with 50 MTI clients for follow-on technical assistance. Additional formal projects relating to quality management systems, lean manufacturing, facility layout, strategic and technology road-mapping, and workforce development planning accounted for over 1400 hours of focused training and consulting services. Maine MEP used its federal resources and partnerships to offset approximately 70% of the costs for the 1400 project hours. These combined state and federal resources yielded over \$290,000 in training cost savings for MTI clients working with the Maine MEP.

### **Maine Procurement Technical Assistance Center (PTAC)**

Maine PTAC fulfills its federal mandate to support the federal SBIR program by partnering with MTI's SBIR assistance and outreach program. MTI's SBIR program expenses provided approximately \$239,000 of in-kind match funding for PTAC's federal procurement assistance program in FY06.

### **University of Maine System**

Active collaboration between the University system and MTI continued in FY06. The Director of the Department of Research and Economic Development continued to represent the Chancellor on the MTI Board of Directors. The University of Maine is the primary recipient of 22 MTI awards for technology development, and has provided assistance to nearly 40 percent of MTI-funded companies, including direct technical assistance, informal advising, commercialization of University-developed technologies and graduate student support. The University of Southern Maine is the primary recipient of one MTI award.

### **Maine's Technology Development Centers**

MTI continued to build a strong relationship with the seven of Maine's Technology Centers. Six of the seven Center directors serve on MTI technology boards, and thereby actively participate in MTI award review processes. In addition, the Centers provided facilities for many of MTI's workshops and seminars and actively promoted MTI programs to their clients. Moreover, the MTI president sits on the Technology Center coordinating board, in order to maximize the impact of both MTI and the Centers. The partnership is paying off – 60% of companies affiliated with the Maine Center for Enterprise Development, which recently moved into the Bioscience Research Wing on the USM campus in South Portland, and 75% of those affiliated with the Target Technology Center in Orono have obtained MTI funding.

### **Maine Patent Program**

MTI continued to fund intellectual property-related activities as part of its awards to Maine companies. However, this work is only funded after companies have received assistance from the Maine Patent Program MPP, as agreed to in the MTI-Maine Patent Program memorandum of understanding. In FY2006, 14% of MPP clients received funding from MTI.

### **Small Enterprise Growth Board**

MTI continued a close and mutually supportive relationship with the State-sponsored venture capital fund, the Small Enterprise Growth Fund (SEGF). In FY06, the Commissioner of DECD designated the director of the Office of Innovation to sit on both the MTI and SEGF boards, providing an important link between MTI funding assistance and the equity investments made by SEGF. Seven out of the 29 SEGF portfolio companies previously secured financing and other assistance from MTI. This confirms that MTI is helping to build a pipeline of companies ready for equity financing here in Maine.

### **Private Capital Sources**

To help assure that MTI-funded companies have access to follow-on funding from private venture capital sources as well, MTI maintained close relationships with many of the venture capital funds and investors in the State and regionally. The MTI president serves as a member of the Maine Investment Exchange (MIX) Advisory Committee, and in that role helps to introduce Maine technology-intensive companies with early stage

equity investors. In FY06, three MIX Forums were held; 11 of the 14 companies that presented had received MTI funding. MTI also co-sponsored and promoted Peak Pitch 06 at Sunday River Ski Resort, hosted by Borealis Ventures of Hanover, NH. The event gave Maine entrepreneurs the opportunity to present their companies to multiple investors. Finally, two of MTI's Board of Directors represent the finance sector and include a venture capitalist and a banker. They are also able to advise the MTI president and staff on how MTI can best help Maine companies secure private capital to fund the commercialization of new technologies.

## **MTI IMPACT AND ACCOUNTABILITY**

### **MTI Independent Evaluation and State Evaluations**

All MTI-funded companies are required to fill out a survey annually for five years following a project's completion. The compiled data are independently evaluated to determine the impact on Maine's economy, with a report to the Legislature prepared every odd-numbered year.

At the time of this annual report, data from the 2005 and 2006 surveys were being analyzed by the Center for Business and Economic Research at the University of Southern Maine led by Dr. Charles Colgan. These results will be presented to the Joint Standing Committee on Business, Research and Economic Development in January of 2007.

In January 2005, Dr. Colgan and Bruce Andrews from the Center for Business and Economic Research at the University of Southern Maine issued their previous report, noting the preliminary impact of the MTI-funded projects that had been completed as of June 30, 2004. This represented approximately \$8.1 million in MTI awards to Maine companies. Their evaluation report concluded that:

- 46% of these R&D activities had already led to new products and services, with 24% already offered for sale;
- 45% of MTI-funded projects had or would seek patent protection and 84% would seek other intellectual property protection (trademarks, etc.);
- Employment in MTI-funded companies grew at a rate of 11%, compared with the average Maine company, which grew by less than 1%;
- MTI financing had been a substantial catalyst for Maine businesses seeking external financing – firms had raised over \$95 million in private investment and \$100 million in federal R&D support.

Overall, the evaluators stated that ***“MTI programs have been very successful in a short time supporting substantial innovative activity, particularly in the private sector, that is likely to have positive economic impacts in Maine. MTI funds have catalyzed more than \$20 in federal R&D support and private investment for every \$1 of MTI funding.”***

In 2006, an independent evaluation of Maine's investment in R&D evaluation over the last five years was completed by the University of North Carolina's Center for

Competitive Economies. In addition, the Washington D.C. based Brookings Institution published a report recommending additional investment in Maine's innovation economy. Both reports highlighted MTI as one of the more robust and effective programs that Maine has to offer.

Following the close of FY06, the Office of Program Evaluation and Government Accountability (OPEGA) found MTI to be a "low risk" economic development program, one that is effective in meeting its stated purposes, goals and objectives and has strong controls in place to measure success. MTI was one of eight state-supported economic development organizations out of 46 to receive this ranking.

## OUTREACH

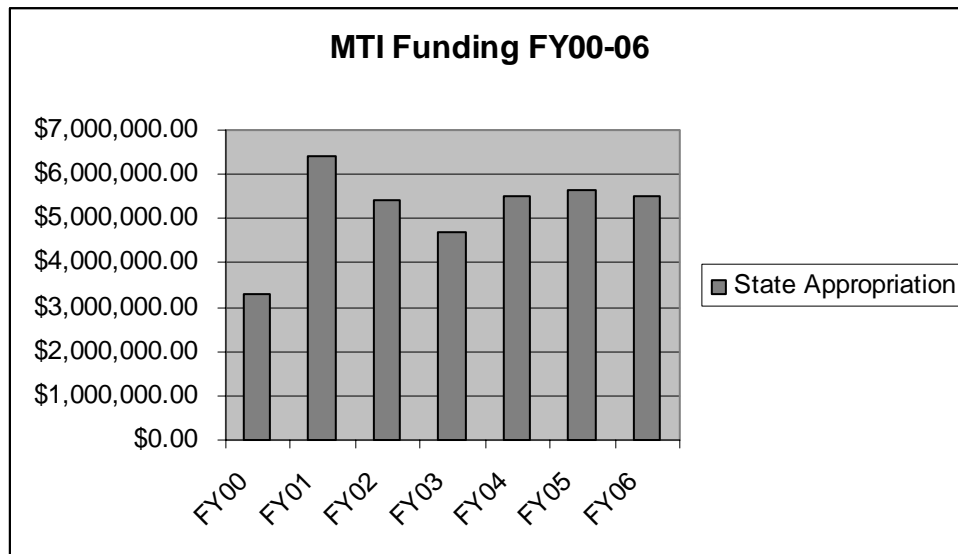
It is important that all MTI programs be available and accessible to all eligible entrepreneurs and businesses throughout the State of Maine. In the past year, MTI promoted its programs in a variety of ways, including:

- MTI prepared **statewide press releases** and **worked closely with media outlets** in an effort to promote its programs, program milestones, and to highlight companies who received MTI funding. MTI also sent statewide press releases after each round of awards.
- MTI broadcast its **bi-monthly e-news** to over 1,500 individuals, companies, and organizations. "MTI eNews" includes special updates, upcoming award deadlines, award recipient announcements, upcoming workshops and seminars, and announcements of relevance to the targeted industry sectors.
- MTI continued to highlight the technologies brought to market by MTI funded companies and the employment impact that these companies are having in their communities through its **newsletter** "The Innovator." The newsletter is sent to Maine's legislators, small businesses, economic service providers, state and federal officials, and various trade associations around the state.
- **MTI workshops and overviews** were presented by MTI to the general public. Publicized in the press and through the economic development community, these educate the public on MTI programs and help entrepreneurs develop competitive applications and proposals for MTI funding. Cities and towns include: Brunswick, Saco, Gardiner, Augusta, South Portland, Orono, Rockland, Calais and Millinocket.
- Information regarding MTI was made available on our **Web site**, <http://www.mainetechnology.org/>, including all of the information and documents necessary to apply for funding. The site features a calendar of events, MTI News and a "Directory of Professionals", where businesses that provide services to the business community (grant writers, consultants, marketing/PR firms, etc.) can post a listing at no charge. MTI also posts its workshops on [www.mainebusinessworks.com](http://www.mainebusinessworks.com).

- MTI attendance, sponsorship, or presentations at **sector-related events** continued to increase. In the past year these events included: Washington County Business Conference, Androscoggin Business to Business Conference, USM Student Business Plan Competition, UMaine Entrepreneurship Day, Maine Fisherman’s Forum, Future of Maine Forests Meeting, Maine Investment Exchange (MIX) Forums, Maine Metal Products Association Annual Meeting, Financing Fast Growth Summit, Innovators and Entrepreneurs Meeting, Annual Economic Development Council of Maine Summit, Maine Wood Products Association Annual Meeting, Maine Forest Products Council Meeting.
- MTI’s **annual MIXER**, again, brought together MTI funded technology companies/entrepreneurs, state and federal policy makers, economic development assistance providers, state and regional press, MTI partners and others interested in technology-based businesses development in Maine.

## FINANCES

MTI is funded through an appropriation to the Department of Economic and Community Development (DECD), and is limited by statute to using no more than 7% of the appropriated funds for its operations.



MTI received a state appropriation totaling \$ 5.5 million in FY2006. Other sources of MTI’s income during FY2006 included: \$101,000 in federal grants to provide commercialization assistance, \$17,775 as a subcontractor to DECD for the North Star Alliance Initiative, and approximately \$600,000 in development award repayments. Finally, assets under MTI’s management earned over \$473,000 in interest, an increase over the previous year due to higher interest rates and renegotiated money market account rates.

MTI approved funding of approximately \$6 million to 148 projects in FY2006. MTI had just over \$4.3 million in outstanding commitments to awardees, not including approximately \$2 million in approved awards with unsigned contracts as of June 30, 2006. (These were signed early in the next fiscal year.) MTI disbursed over \$5.7 million according to agreed-upon and approved milestone schedules for each award. Administrative and operating costs were approximately \$794,000. MTI's operating expenses were paid for by 7% of the State's appropriation, plus interest received.

For detailed audited financial information for FY2006, see Appendix L.

## **PLANNING FOR THE FUTURE**

This fiscal year marked the sixth year of MTI's existence. Starting in FY2006, MTI conducted a strategic planning process that concluded in early FY2007. The Learning and Action Planning (LEAP) process included MTI staff, its Board of Directors, members of its seven Technology Review Boards, its USM evaluators, and representatives of high-performing programs from other states. It set out to pinpoint lessons learned during its first five years, identify ways to fine-tune its current programs, determine priorities for the future and identify how to strengthen and sustain MTI's organizational capacity to ensure that the Institute is able to continue its success cultivating new technologies and job creation in Maine. The MTI Board and staff will be implementing recommendations that came out of this process in FY2007.