Ann Arbor/Ypsilanti SmartZone

LDFA Final Program Progress Report

Contract period July 1, 2012 through June 30, 2013

<u>August 29, 2013</u>

3.3 The Contractor shall provide a written Final Program Progress Report to the LDFA no later than sixty (60) days after the end of the Project Service Term. The Final Program Progress Report shall disclose: 1) a census of the annual and cumulative number of jobs created within the Service Area (as defined in Attachment A) as of June 30, 2013 (with jobs defined as the incremental increase in the number of Full Time Equivalent employees (FTEs) beginning with the date a Business Accelerator proposal is signed, or a loan is provided, or when a SPARK Central Incubator agreement is first executed, or when participation in a Boot Camp session occurs); 2) a census of the annual and cumulative number of jobs related to Business Accelerator, SPARK Central Incubator, and Boot Camp attendees that have left the Service Area because of relocation, merger, acquisition, or business failure as of June 30, 2013; 3) a census of the number and identity of current and past clients the Contractor deems no longer eligible for LDFA funded services as of June 30, 2013; and 4) a census of the number and identity of clients for which information regarding jobs creation is no longer being collected as of June 30, 2013. The Contractor shall track companies for a period of five years through an annual survey and make efforts to achieve as high a participation rate as possible. The survey will not only include questions that update standard economic development data but also ask companies who leave the area why.

Annual and cumulative jobs created

The following table lists all companies that had **Business Accelerator** engagements in FY 2012-13, based on monthly billing. Retained jobs are those which the company reported at the time of the initial engagement of services. The current jobs are those jobs updated through recent contact with the company or the annual survey conducted each July and August. New jobs are the difference. FTE, for reporting purposes, means Full Time Equivalents. FTEs may or may not be paid and may be working for deferred compensation in cash or stock. They do not include interns or independent contractors. Full Time means a 40 hour per week commitment to the company.

This year, we asked companies about the number of independent contractors with whom they engage. Although this figure is not required to be reported by SPARK, we believe it reflects a more accurate economic impact by the start-up business. *FTEs and independent contractors are reported in this same manner for Boot Camp, microloans, and incubator tenants, as well.* Out of the companies that had Business Accelerator engagements this year, 46% responded to our Annual Survey.

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Independent Contractors
0479	Knowledge management platform for auto vertical	4	5	1	-
0659	Software for computational biology	6	6	0	3

1282*	Spectral analysis for red blood cells	3	5	2	0
1361	Microbiology System Consists of instrument, disposable vial filled with media and dedicated software.	18	18	0	-
1465	Self-Structuring Antenna for wireless applications	1	1.5	0.5	-
1587	Hand coded software for embedded systems	5	6	1	2
1648	Monitoring, awareness and data logging for patient behavior action.	3	2	-1	-
1852	Developing new family of nano-structured catalysts to transition metal carbide and nitrides replacing current precious metal material.	4	4	0	-
2316*	Vacuum and hermetic packaging of MEMS using solder.	2	5	3	2
2539	Hospital bed communication tablet	2	4	2	5
2792	Advertising tool for mobile platforms	1	2	1	2
3045	Online marketplace for food distribution	5	5	0	2
3052	On-site Insurance Medical Payment Solution Software	1	2	1	-
3368	SaaS model software to help companies find and access grants, and collaborate.	15	15	0	-
3428	behavioral modeling and monitoring systems	3	3.5	0.5	-
3476*	High quality, solid state lighting combining organic and inorganic materials, lower cost than other LEDs.	4	3	-1	2
3577	State-of-the-art protein mass spectrometry	4	4	0	-
3724	Medical technologies to address undesired behaviors	2	1	-1	-
4052	Creator of App for the Apple store dealing with children with disabilities	2	1	-1	0
4076*	Ophthalmic pharmaceuticals for vision loss due to photoreceptor cell death	4	4	0	-
4111*	Youth Risk Assessment tool	2	1	-1	6
4174	Creator of a conducting polymer	3	2	0	-
4210	Supply chain software development company	2	2	0	-
4255	Developers of physically secure computers	2	2	0	-
4383*	New material for cooling and power generation applications.	3	2	-1	-
4407	Digital instruments and software capable of accurately recreating the voices of valuable historic instruments.	4	1	-3	0
4471	Software that optimizes reward program participants' behaviors.	2	3	1	-
4472*	An online platform that empowers college students to showcase their work and skills to startups.	6	8	2	1
4501	Design and Mfg. of Innovative Smart-Home accessories.	2	2	0	-
4517	Innovative electro-mechanically assisted bass drum pedal	2	2	0	-
4519	Ad network for mobile gaming and applications.	2	2	0	2
4522*	Tissue Engineered Ligament replacement for dogs	3	3	0	-

4523	Technology for sorting berries by firmness, applicable to cranberries and blueberries for instance with possible application to sorting other small objects like perhaps tart cherries, or coffee cherries.	1	1	0	0
4544	Pharmaceutical for treatment of adrenal cancer.	3	3.5	0.5	3
4558*	High-end mechatronic back brace	2	2	0	4
4562*	Software that enables sports fans to access audio- and text-based commentary provided by other sports fans	1	1	0	-
4566	Provides mobile applications for large travel destinations	1	2	1	-
4569*	Design, assemble, and sell an innovative electric field sensor called the Charge Tracker for the electronic manufacturing sector to warn against electrostatic discharges.	2	2	0	-
4586*	H2eat technology generates nonelectric, reusable heat on demand.	5	4	-1	4
4591	Web-based and mobile attendee matchmaking software and mobile conference guide for professional events.	2	1	-1	-
4772	SalesForce	7	10	3	-
4791	Event Management Software	2	4	2	2
4792*	Hub to trade homemade and artisan foods.	4	2	-2	-
4797	A "Brain Fitness" assessment tool that includes predictive indices for current and future cognitive function. Recommendations on improvements of cognitive function are enabled as well.	1	1	0	0
4803*	An intuitive integrated display that retrieves medical data.	3	3	0	-
4807*	Software for cloud-based note taking	3	7	4	-
4821*	Medical imaging platform for ophthalmologists.	1	1.5	0.5	-
4898*	Intravenous formulation for patients with acute decompensated heart failure.	2	2	0	-
4964	Online health solution company focused on nutrition coaching	3	4	1	-
4982	Device for body temperature monitoring	2	1.5	-0.5	-
4983*	Next generation, targeted oncology therapeutics	2	6	4	-
5091	Bird recognition software w/cameras. Used at wind farms.	3	4	1	3
5135	Enterprise software platform that allows SMB's to communicate and collaborate more effectively across organizational boundaries	3	3	0	-
5541	Dental device to correct minor tooth alignment issues.	1	2	1	-
5600	Interactive flat panel displays and software.	3	5	2	3
5601	Digital content aggregation and distribution.	2	1	-1	1
6239	An online collaboration tool for co-creating customized, high quality books.	2	2	0	-

6245	Magnetic motor which is more efficient than current technologies.	2	2	0	-
6253	Barcode Surgical instruments and sponges	2	2	0	1
6297	On-Line test preparation software.	2	2.5	0.5	0
6301	Novel head-mounted display technology	2	1.5	-0.5	5
6350*	Alternative novel material to ceramics	3	4	1	-
6403	Chemical technology that enhances the performance of mass spec assays.	1	1	0	0
6405	Software to enable digital scrapbooking.	2	3	1	1
6511	Patented learning technology and accessories for smart phones	2	2	0	-
6522	Online legal warrant settlement software.	2	2	0	3
6575	Multifunctional antioxidant molecules that have potential as therapeutic drugs for a wide variety of diseases and conditions.	5	8	3	2
6621	A platform for tool owners to lease their tools to nearby renters in their area.	2	1.5	-0.5	1
6627	A product for digitally interacting with fitness equipment.	2	2	0	-
6634	A software platform that collects and analyses vehicle operational data obtained from automobiles and delivers actionable marketing information to companies in the automotive aftermarket.	3	3	0	4
Grand Totals (70 records)		**213**	**238**	**25**	**64**

*Denotes University of Michigan technology

ONL Therapeutics

ONL Therapeutics, which was spun out of the University of Michigan Kellogg Eye Institute, develops therapeutics to prevent blindness due to retinal disorders with breakthrough patent-protected technology and rapid, low-cost, and low-risk path to clinical proof-of-concept. The company has landed nearly $1 million in seed funding from a combination of federal Small Business Innovation Research grants and private capital from angel investors.

ONL has received $41K in Business Accelerator Grant support to provide INDS guidance, clinical consulting, toxicology consulting and regulatory assistance. ONL is also working under the leadership of the SPARK sponsored CEO in residence program. John Freshly, the former CEO of Compendia Biosciences is engaged to lead the company to their first round of private funding.

Larky

Larky was founded by two local Ann Arbor serial entrepreneurs. The company's application helps consumers manage discounts from retailers, membership organizations increase loyalty, and merchants generate business.

Larky, formerly known as Perk Perk, received $44,000 in Grant support to help the company re-brand itself and create its customer facing identity (website, etc). The business received additional support through a Micro Loan in 2012 and a $250K Pre-Seed Fund investment in 2013.

"Receiving investment from the Pre-Seed Capital Fund has helped Larky accelerate our growth in several meaningful ways," said Gregg Hammerman, co-founder of Larky. "The funds are helping us build our team with the recruitment of technical and business development hires. This funding is also helping us include more perks from associations like AAA, Blue Cross, Costco and hundreds more in Larky so our users can have a fun and free way to make sure they get every discount and benefit they deserve."

The following table lists all companies that attended **Boot Camp** this fiscal year. Fall Boot Camp was held November 29th and 30th. The spring Boot Camp session was held May 8th and 9th. Six Boot Camp companies had received Business Accelerator Phase III engagements by June 30. Nine teams were out of the University of Michigan*(Center for Entrepreneurship, Medical Innovation Center, Office of Tech Transfer and Zell Laurie Institute/Ross School of Business). Fourteen companies received LDFA scholarship funding to attend this fiscal year's Boot Camps. This year's Annual Survey had a 58% response rate from our twenty-four Boot Camp teams.

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Indep. Contractors
4791#	Event Management Software	1	4	3	2
4797#	A "Brain Fitness" assessment tool that includes predictive indices for current and future cognitive function. Recommendations on improvements of cognitive function are enabled as well.	1	1	0	0
4976#	Low-cost electronic fuel injection system for the small engine market.	2	2	0	7
5524#	Online Crowd Funding platform	1	1	0	-
5600	Interactive flat panel displays and software.	3	5	2	3
5603	Mobile devices for developers	1	1	0	-
5605	Solid State Contract Research Services (CRO) to the pharmaceutical industry	2	2	0	-
5619	Connects communities with clinical trial opportunities.	4	6.5	2.5	3
5634#*	Reviews website	2	2	0	-
6236	Innovative payments technology	1	1	0	-

6253#*	Barcode Surgical instruments and sponges	1	2	1	1
6274	3-wheeled vehicle	1	1	0	-
6281	Mobile catalog & product configurator	1	1	0	-
6285#*	Autonomous aerial vehicles for infrastructure inspection.	2	5	3	-
6287#	Quantitative multiplexed protein biomarker analysis kits and services.	1	1	0	0
6288	Social network	1	1	0	-
6514#*	A miniature biometric sensor system for patients discharged following hospitalization for heart failure, pneumonia, and heart attack.	1	1	0	0
6518#*	Creator of an eye drop assist device.	1	1	0	0
6522#*	Online legal warrant settlement software.	2	2	0	3
6542#*	A mobile augmented reality platform that helps tourists explore places through instant information display.	1	1	0	-
6543	Online parenting program that focuses on teaching effective skills for parents of children with externalizing behaviors.	1	1	0	0
6545	Applies predictive analytics to strategic decisions regarding intellectual property management.	1	1	0	0
6548#*	Marketing / Advertising system that connects consumers with merchants through first-time discounts, cash-back loyalty rewards using a mobile app platform combined with a Point-of-Sale gateway	2	2	0	2
6565#*	A medical device that decreases medical burns during surgeries that require small openings.	1	1	0	-
Grand Totals (24 records)		**35**	**46.5**	**11.5**	**21**

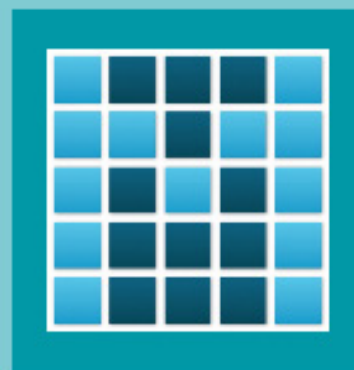*Denotes University of Michigan technology   #Received LDFA funding

Message Blocks

Message Blocks received the Best of Boot Camp award at the conclusion of Ann Arbor SPARK's 22nd Entrepreneurial Boot Camp. The company provides a platform for meeting planners to manage all the details of the event in one simple, easy to use place. Message Blocks provides professional planners with a comprehensive end-to-end solution to streamline workflow and team coordination.

"Through the Boot Camp process, we learned that customer discovery never ends, that we need to truly understand our customers pains and that there is an incredible support network available to start-ups through Ann Arbor SPARK and its partners," said Message Blocks founder Len Gauger. "With the information we learned during the Boot Camp process, our team made key pivots, conducted game changing discovery and have positioned our company to truly engage with professional planners at greater level. We feel confident and prepared for the road ahead."

Message Blocks has received $10K of Grant support from SPARK to assist with re-vamping their website and customer facing identity. The company is a current tenant at SPARK Central. Message Blocks has grown rapidly to 10 employees and 3 contractors since completing Bootcamp in the spring of 2013.

The following table lists all companies that received a **Microloan** through June 30, 2013. During the fiscal year, two new loans were issued in the amounts of $25,000 and $50,000, bringing the total principal of all loans provided to date to $848,460. Three loans were repaid in their entirety – two by Blockwork, LLC (aka Local Orbit) and one by Shepherd Intelligent Systems.

Local Orbit

Ann Arbor based Local Orbit connects restaurants, institutions and individuals with local farmers and food producers in one convenient online location. The company is building a marketplace that combines web-based business and community building tools with the best features of farmers markets and full-service grocery stores to streamline the process of purchasing local food.

Local Orbit has received over $40,000 in BA Grant support to assist with legal, design and UI/Ux, marketing, PR and Business Development work. The organization received additional support through SPARK's Summer Internship program along with becoming a tenant at SPARK Central. SPARK awarded a $50K Micro Loan to the company in 2010 and an additional $250K investment in 2012 through the Pre-Seed Fund.

"The loan is significant not only for the cash - which is enabling us to complete key work we need to launch our software service - but because we can leverage the funding to attract additional investment," said Erika Block, Local Orbit founder and CEO. "We're already seeing an impact as a result of the funding."

Out of the twenty-five companies that have received a microloan, five are now out of business. Of the twenty remaining companies, 30% responded to the Annual Survey.

Uniq ID	Account Name	Account Description	Loan Amount	Date of Investment	Return (Amount Repaid)	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Indep. Contractors
1585	Procuit Inc.	Educational software engines	$30,000	9/8/2009	-	4	5	1	-
2804	Allinnova LLC	Assessment tool for determining a corporation's capability to be successful in strategic partnering with another organization	$10,000	10/22/2009	-	1	1	0	-
1982	The Whole Brain Group, LLC	Web site design, social media	$50,000	11/9/2009	$50,000	5	8	3	-
2181	MemCatch - OUT OF BUSINESS	Web-based marketing services for education organizations and related non-profit and government entities	$25,000	12/14/2009	$0	1	0	-1	N/A
3045	Blockwork, LLC	Online marketplace for food distribution	$10,000	1/8/2010	$13,326	2	5	3	2

3105*	Ix Innovations, LLC	Electrical test and measurement instrumentation	$35,000	3/4/2010	$18,400	3	2	-1	-
2153	RiserCam, LLC - OUT OF BUSINESS	Designer, manufacturer, sales and marketer of specialized video equipment for shooting sports and outdoors industry.	$25,000	4/13/2010	$17,300	2	0	-2	-
1585	Procuit Inc.	Educational software engines	$20,000	4/27/2010	-	4	5	1	-
1885*	Akervall Technologies, Inc.	Commercializing dental appliance - mouthguard	$15,000	5/27/2010	$17,195	1	7	6	5
338	Digital Knowledge Corporation	Information and news aggregator and filter.	$29,000	6/17/2010	-	1	1	0	2
3176	Road to Rado, LLC	Web-based system that measures the confidence behind what students learn to increase knowledge retention	$25,000	6/22/2010	-	1	1	0	-
3045	Blockwork, LLC	Online marketplace for food distribution	$40,000	7/20/2010	$50,906	2	5	3	2
2868	MyBandStock Corporation - OUT OF BUSINESS	Online community that sells access to musicians in the form of virtual shares	$45,000	8/13/2010	$0	3	0	-3	N/A
3418	FamilyMint, Inc.	Children's financial learning program	$50,000	9/15/2010	-	2	2	0	-
2838*	Shepherd Intelligent Systems	Software for tracking vehicles using mobile phone GIS	$45,000	11/1/2010	$57,600	2	10	8	-
3600	AutoHarvest Foundation	A web-based, toll-free superhighway for the multidirectional exchange of Intellectual Property, Technology and Products	$25,000	12/20/2010	$6,750	2	3	1	-
3105*	Ix Innovations, LLC	Electrical test and measurement instrumentation	$15,000	1/28/2011	-	2	2	0	-
2880	Therapy Charts, LLC	SaaS for independently practicing therapists(SaaS)	$47,000	2/24/2011	-	3	5	2	-
2610	Buycentives, Inc - OUT OF BUSINESS	Online management system for automotive incentives	$25,000	3/16/2011	$0	3	0	-3	N/A
2578	Openworld Energy LLC	Manufactures and develops solid state lighting systems for commercial and industrial applications	$25,000	5/9/2011	-	3	1	-2	-
2679	FreeStride Therapeutics Inc.	Development of therapies for treatment of bone-related conditions	$28,000	8/31/2011	-	3	1	-2	0
4141	CareCheq, LLC - OUT OF BUSINESS	Creator of online portal to connect care consumers and care providers	$10,237	10/10/2011	-	4	0	-4	N/A
3010*	Reveal Design Automation, Inc.	Faster and more effective Integrated Circuit (IC) design quality control software.	$45,000	10/12/2011	-	3	3.5	0.5	-
4141	CareCheq, LLC - OUT OF BUSINESS	Creator of online portal to connect care consumers and care providers	$9,223	12/15/2011	-	4	0	-4	N/A
4425	Flock Tag LLC	Mobile loyalty system for quick service restaurants which creates a cross promotional platform with customized deals	$40,000	1/19/2012	-	1	12	11	-
4472*	Seelio, Inc.	An online platform that empowers college students to showcase their work and skills to startups.	$50,000	6/11/2012	-	7	8	1	1

4552	ChildCare Daily App, Inc,	Child Care facility backend and customer facing software.	$25,000	9/10/2012	-	5	5	0	-
4591	CrowdJuice Corporation	Web-based and mobile attendee matchmaking software and mobile conference guide for professional events.	$50,000	11/6/2012	-	1	1	0	-
Subtract duplicates						(9)	(7)	2	(2)
Grand Totals (25 companies, 28 loans)			**$848,460**		**$231,477**	**66**	**86.5**	**20.5**	**10**

*Denotes University of Michigan technology

The following table lists all companies that are or were **Incubator tenants** this year. Virtual and seated tenants are reported together. 44% of this year's tenants responded to our Annual Survey.

SPARK Central graduates include: ThinkTech Labs and Quantalux. Both are still located in the City of Ann Arbor.

Tenants

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Indep. Contractors
0271	Risk Management- IT security, etc.	1	3	2	-
0338	Information and news aggregator and filter.	1	1	0	2
1282*	Spectral analysis for red blood cells	1	5	4	0
2156	Specializes in vision-assisted robot guidance applications	3	3	0	-

2539	Hospital bed communication tablet	1	4	3	5
2550	Patent advisor	1	1	0	1
2821	A firmware application for collecting/analyzing multiple patient parameters in an ICU in real time	2	2.5	0.5	3
2854	MI state incubator association	0	0.5	0.5	-
2945	Energy monitoring technology for residential applications	1	1	0	2
2966	Enterprise level internet e-commerce solutions for small to medium sized businesses	1	1	0	-
3045	Online marketplace for food distribution	5	5	0	2
3052	On-site Insurance Medical Payment Solution Software	2	2	0	-
3221	Provider of advanced software solutions for sewer modeling to municipalities and engineering consultants	3	3	0	-
3502*	Developer of onsite alternative energy, anaerobic digestion of food waste to energy	4	1.5	-2.5	-
3616	Gasoline systems**	4	4	0	-
3637	Therapeutic for treatment of retinal diseases	2	2	0	-
3645*	Mass Spec results data improvement for the purpose of discovering diagnostic biomarkers	2	2	0	-
4227	Engineering services, including advanced FEA, CAD, and high-end design solutions	1	1	0	2
4243	Website for building construction project, repair and supply bids.	1	1	0	0
4255	Developers of physically secure computers	2	2	0	-
4349	Consultant firm focusing on Chinese relations	2	2	0	-
4383*	New material for cooling and power generation applications.	2	2	0	-
4409	Software solution provides for real-time claims adjudication between the provider and payer and is HIPPA 5010 compliant.	1	1	0	-
4431*	Assistive technology to allow people with fine motor disabilities to interact with the mobile and touch screen	1	2.5	1.5	-
4566	Provides mobile applications for large travel destinations	1	2	1	-
4772	SalesForce	2	10	8	-
4790	Technology to support small scale waste-to-energy systems based on anaerobic digestion	1	2.5	1.5	-
4791	Event Management Software	1	4	3	2
4913	Technology that encapsulates a drug for delivery in stable per fluorocarbon liquid	1	1	0	-
5091	Bird recognition software w/cameras. Used at wind farms.	2	4	2	3
5524	Online Crowd Funding platform	1	1	0	-
5557	Digital Marketing Intelligence	1	4	3	5
5600	Interactive flat panel displays and software.	3	5	2	3
5601	Digital content aggregation and distribution.	1	1	0	1
6245	Magnetic motor which is more efficient than current technologies.	2	2	0	-
6260	Industrial Cluster	0	0	0	-

6356	A new-marketing based, platform agnostic, real-time media alert solution.	1	1	0	-
6358*	Developed a smart phone case that retracts and stores a user's headphones/earbuds within a slim profile case.	2	2	0	-
6402	Developing web and mobile tools to address the long-standing inefficiencies in property rental markets of matching renters with properties.	2	2	0	-
6405	Connects personal digital voice to everyday items.	1	3	2	1
6464*	A mobile app that allows users to record and share 12-sec sound clips with their networks.	1.5	1.5	0	-
6522*	Online legal warrant settlement software.	2	2	0	3
6545	Applies predictive analytics to strategic decisions regarding intellectual property management.	1	1	0	0
6600	Medical device for vision enhancement in persons with partial loss of sight	1	2	1	1
6635	A VIP lead generation service for the disaster restoration industry.	1	1	0	-
Grand Totals (45 records)		**72.5**	**105**	**32.5**	**36**

*Denotes University of Michigan technology

**Had previously been reported as 1,300 FTEs. Only 4 seats are located in the Incubator, so only 4 FTEs are being counted as being in Ann Arbor. Monthly reports to the MEDC also count only 4 FTEs.

AlertWatch

AlertWatch, a spin out from technology developed by University of Michigan physician Dr. Kevin Tremper, is testing its program which color codes each of a patient's body systems in a display used by surgeons at hospitals in the University of Michigan Hospital System. The technology is also working "in the background" and gathering data at the University of Tennessee and the University of Vermont. The data is a key component to the software being approved by the Food and Drug Administration.

"With so much innovation occurring in the healthcare monitoring space, a strong portfolio of intellectual property is a great asset," CEO Justin Adams said in a statement. "Our firm is fortunate to have a founding team that is literally creating the future of patient monitoring."

AlertWatch has raised $1 million in venture funding including $250,000 from the Michigan Pre-Seed Capital Fund. The company has also received $10,000 in grant support to re-brand and develop a new website to assist with their business development and sales efforts.

Methodology utilized in the census.

Contractor uses Salesforce.com as its Customer Relationship Management system to record data about companies. Information about all companies is gathered through a variety of methods.

1. Implemented in late 2008 was a procedure requiring all entrepreneurs requesting assistance of Ann Arbor SPARK for Business Acceleration services, incubator space or applying to Boot Camp to fill out an online form which could be accessed through the SPARK website. Basic information including name, address, phone, email and brief description of company are required. This information is automatically fed into our CRM system.

2. An effort is made to connect with all inquiries within 48 hours. In an initial communication additional data is gathered by SPARK personnel to determine if the entrepreneur meets minimum criteria to warrant further discussion and assistance. At that time a better description of the persons needs are captured and put into the system.

3. We capture the jobs or full time equivalent workers that a company had at the time of an engagement of any kind. This number becomes our retained jobs number and is not altered. However, for reporting purposes it is possible the retained jobs number can change for a company if that company takes advantage of multiple services and their FTE count changes between those services. For example, when a company attends Boot Camp there may be only one employee, the entrepreneur. When that company returns for Business Accelerator services there may be two or three partners/employees. So when reported based on Boot Camp attendees the retained jobs is one. When reporting on BA clients the retained jobs are two or three.

4. Throughout the year 'current jobs' is collected anecdotally. When SPARK employees meet entrepreneurs in the community or in more formal sessions we try to get an FTE update and record that new information in the CRM system. A more formal attempt to capture all company information is done through an annual survey. This survey of all SPARK engaged clients is sent asking for several pieces of data including current employment and new hires the previous year. Unfortunately the response to our surveys has been less than 100%. The response rates for each of the four areas are listed in each section.

5. To calculate the number of new hires for a company we merely subtract the retained jobs for the particular service we provided from the current job count which gives us the added jobs since that particular engagement.

Contractor continues to refine procedures to capture data more efficiently, accurately and timely.