

MINUTES

ONE HUNDRED FOURTEENTH MEETING

of the

BOARD of DIRECTORS

of the

MASSACHUSETTS TECHNOLOGY PARK CORPORATION

June 25, 2018

Boston, Massachusetts

The One Hundred Fourteenth Meeting of the Board of Directors of the Massachusetts Technology Park Corporation (“Mass Tech Collaborative”) was held on June 25, 2018, at Suite 200, Two Center Plaza, Boston, Massachusetts, pursuant to notice duly given to the Directors and publicly posted on the Mass Tech Collaborative website with corresponding notice provided to the Office of the Secretary of State.

The following Directors were present and participated: Secretary of Housing and Economic Development Jay Ash (represented by Damon Cox of the Executive Office of Housing and Economic Development), Carla Brodley, Albion Calaj, Julie Chen, Rupa Cornell, Leland Cheung (participated by phone due to geographic distance), Ernesto DiGiambattista, Joe Dorant, Alexandra Drane, Secretary for Administration and Finance Michael Heffernan (represented by Frank Gervasio of the Executive Office for Administration and Finance), Annmarie Levins, Anne Margulies, Christina Royal, Carlos Santiago (represented by Tye Brady of Amazon Robotics) and Bogdan Vernescu.

The following Mass Tech Collaborative staff was present: Michael Baldino, Lisa Erlandson, Mary Rose Greenough, Philip Holahan, Carolyn Kirk, Pat Larkin, Holly Lucas Murphy, Brian Noyes, Jennifer Saubermann and Laurance Stuntz.

The following individuals attended the meeting: Helena Fruscio Altzman, Executive Office of Housing and Economic Development; Bill Ennen, Executive Office of Housing and Economic Development; and Peter Larkin, Executive Office of Housing and Economic Development.

Mr. Cox observed the presence of a quorum and called the meeting to order at 2:33 p.m.

Agenda Item I Approval of Minutes

Following a period of brief discussion, and upon a motion duly made and seconded, it was unanimously and without abstention VOTED:

The Board of Directors of the Massachusetts Technology Park Corporation hereby adopts the Draft Minutes of the One Hundred Thirteenth Meeting of the Board of Directors of the Massachusetts Technology Park Corporation held on December 14, 2017, in Boston, Massachusetts, as the formal Minutes thereof.

Agenda Item II Report of the Chairperson

Mr. Cox delivered the report of the Chairperson. He observed that this is his first meeting that he has chaired of the full Board of Directors since he became the designee of Housing and Economic Development Secretary Jay Ash. Mr. Cox noted that he joined the Baker-Polito Administration approximately four months ago after leaving a position at the Boston Foundation. He thanked Ms. Kirk for stepping up and taking on the role of Interim Executive Director. He also expressed the gratitude of the Board for Mr. Holahan's service as Acting Executive Director. Mr. Cox informed the Board that he met with the Army Futures Command in connection with the Army's consideration of Massachusetts as the location for the Army Future Command's headquarters.

Agenda Item III Report of the Interim Executive Director

Ms. Kirk delivered the report of the Interim Executive Director. She noted that Secretary Ash's desire to have Ms. Kirk serve as Interim Executive Director is rooted in his interest in bringing reinforcements to the Mass Tech Collaborative to assist Mr. Holahan and the staff in implementing key programs. She indicated that she has extensive familiarity with many of the Mass Tech Collaborative's programs, most notably broadband and cybersecurity. She informed the Board of Directors that she will remain as an employee of the Executive Office of Housing and Economic Development ("EOHED) during her tenure as Interim Executive Director and will continue to perform her duties as EOHED Deputy Secretary. Ms. Kirk indicated that a very promising and qualified candidate has been identified to serve as Director of the MassCyberCenter and is undergoing final vetting.

Agenda Item IV Discussion Items

Mr. Cox informed the Board of Directors that the agenda item to appoint a new member to serve on the Executive Committee has been tabled. He requested that Ms. Kirk provide an update on the search for a new Executive Director. Ms. Kirk discussed the process of developing a new job description, which was informed by interviews with Executive Committee members, staff and others and yielded descriptions of the characteristics of the ideal candidate and what success will look like for the next Executive Director. She emphasized the need to achieve clarity regarding the Mass Tech Collaborative's mission and the ability to recruit and retain high quality employees. Ms. Kirk noted that a consensus emerged that the search process should be led by the Board of Directors and internally managed rather than outsourced.

Ms. Kirk discussed the operational elements of the search process, including the membership of the Ad Hoc Search Committee, which is chaired by Ms. Kirk, and the approach to sourcing candidates, which will leverage the networks of Board members. She mentioned that approximately 40 resumes have been received and will be screened by the Search Committee. She clarified that the Search Committee will select candidates to be interviewed and that the candidate pool will be narrowed down to a group of finalists. Finalists will also be interviewed by Secretary Ash and will meet with Mass Tech Collaborative executives. Ms. Kirk indicated that the Search Committee will be convened for an initial meeting in early July. She mentioned that the sourcing process with the Board has yielded mixed results and in some cases it is unclear whether a referral is a potential candidate or a source of candidate recommendations. A discussion of the existing candidate pool ensued and she noted that some of the candidates have experience that is too specialized to be a good fit for the Executive Director position. Ms. Kirk clarified that all candidates will need to apply for the position through the standard application process.

Mr. Larkin and Mr. Ennen provided an update on the activities of the Massachusetts Broadband Institute (“MBI”). Mr. Larkin reviewed the evolution of MBI’s approach to support last mile broadband projects for unserved towns in western Massachusetts. He noted that the Baker-Polito Administration exercised leadership in shifting from a “one size fits all” fiber-to-the-home approach to a flexible approach that embraces a broad array of solutions, including the development of broadband networks by private providers.

Mr. Larkin and Mr. Ennen reviewed progress that has been achieved through broadband programs administered by MBI and EOHEd. Mr. Larkin began by providing an update on the Broadband Extensions Program. He noted that Comcast is on track to complete the extension of cable networks in nine underserved towns by the end of August despite incurring delays in make-ready work on utility poles. He stated that each of the nine Broadband Extensions towns will achieve broadband coverage of at least 96%. Mr. Larkin mentioned that the MBI grant to Mount Washington has resulted in a municipally-owned broadband network that is fully operational. He explained that some towns that initially pursued a wireless option, such as Middlefield, are reevaluating their options.

Mr. Larkin discussed the shift in the focus of MBI’s last mile efforts to support privately owned broadband networks. He discussed the results of the two private provider RFPs issued by MBI. Mr. Larkin indicated that the initial private provider RFP focused on stable, well-capitalized providers and resulted in grant awards to Comcast and Charter to serve six towns. He explained that MBI subsequently created the Flexible Grant Program, which loosened up baseline coverage requirements (subject to town agreement) and opened up consideration of proposals involving providers that do not possess robust experience, stability or financial resources. Mr. Larkin mentioned some of the private provider options that towns are considering, including projects proposed by WiValley, Crocker and Matrix.

Mr. Ennen provided an update on the Last Mile Infrastructure Grant Program that serves towns seeking to build a municipally-owned fiber-to-the-home network. He explained that he is managing direct grants to 22 towns that have been awarded by EOHED. He explained that Westfield Gas & Electric is providing owner's project management services to the towns. Mr. Ennen explained that most of the EOHED grant towns are either in the design and engineering phase, going through the make-ready process or soliciting construction bids. Two of the towns that started their projects before EOHED launched their grant program, Otis and Alford, have already lit up parts of their network.

Mr. Ennen informed the Board of Directors that some towns are experiencing make-ready costs that are much higher than the earlier MBI desktop modeling estimates, due in part to a greater instance of pole replacements being needed. MBI and EOHED are supporting town efforts to challenge make-ready estimates, where appropriate, and have achieved significant savings in some instances. Ms. Kirk discussed the make-ready summit convened by Governor Baker that led to the formation of a working group that convenes weekly with the utility companies to discuss the status and priority of make-ready work in the pipeline. She noted that MBI and EOHED participate in the working group and that the summits are being convened on a quarterly basis.

Mr. Larkin and Ms. Greenough discussed the early stage activities of the MassCyberCenter, which had its genesis in a trip that Governor Baker took to Israel in 2016 that focused on digital health and cybersecurity. An ad hoc working group that including Ernesto DiGiambattista met on a regular basis and identified a set of initial priorities for the Commonwealth in the cybersecurity sector. He noted that these priorities included addressing the talent challenge and improving ecosystem engagement. Mr. Larkin also referenced the first annual cybersecurity forum that was convened in September 2017.

Mr. Larkin discussed Governor Baker's call to establish a cybersecurity center at the Mass Tech Collaborative that would be supported by a Strategy Council made up of cybersecurity leaders that would provide advice and guidance on the development of a strategy and action plan for the Commonwealth. He noted that the Strategy Council has been formed and is chaired by retired Real Admiral Michael Brown. He informed the Board of Directors that the Mass Tech Collaborative engaged DayBlink Consulting to assist in the development of a strategic plan. He noted that the DayBlink engagement is being led by Michael Morgenstern and his team interviewed over 40 stakeholders and has analyzed the status of leading competitor states, including California, Virginia and New York. Mr. Larkin explained that a strategic framework is being developed and vetted with the Strategy Council. The role of the Mass Tech Collaborative and other entities in implementing elements of the strategy and action plan has yet to be determined. Mr. Larkin discussed the structure of the second annual cybersecurity forum that will be convened on September 27th and he commended the work of Mary Rose Greenough, who is spearheading the cybersecurity efforts during the transition period leading up to the hiring of a director for the MassCyberCenter.

The following key points emerged from the ensuing discussion: (1) the Mass Tech Collaborative is assessing the resource needs of the MassCyberCenter and will seek stakeholder support for any future requests for funding from the Commonwealth; (2) it was suggested that the Mass Tech Collaborative explore the intersection between cybersecurity and care giving; (3) the MassCyberCenter has a linkage to the Advanced Cyber Security Center through Mr. Brown and should seek to align its efforts with this organization; (4) efforts to raise consumer awareness about cyber security threats in a way that resonates with average citizens should be undertaken; (5) the MassCyberCenter should address the needs of small and medium sized businesses that do not employ cybersecurity experts; (6) the MassCyberCenter should focus on a narrow range of issues where it can make a real difference, such as workforce/talent issues; and (7) a component of the strategic planning efforts for the MassCyberCenter will involve inventorying the strengths of the Massachusetts ecosystem.

There being no other business and upon a motion duly made and seconded, it was unanimously and without abstention voted to adjourn the meeting at 4:12 p.m.

A TRUE COPY

ATTEST: (Secretary)

DATE:

Materials and Exhibits Used at this Meeting:

1. Draft Minutes for the December 14, 2017 Board of Directors Meeting
2. Presentation – Executive Director Search
3. Presentation – MBI Status Report
4. Presentation – MassCyberCenter at the Mass Tech Collaborative