

DRAFT MINUTES

ONE HUNDRED TWELFTH MEETING

of the

BOARD of DIRECTORS

of the

MASSACHUSETTS TECHNOLOGY PARK CORPORATION

September 28, 2017
Boston, Massachusetts

The One Hundred Twelfth Meeting of the Board of Directors of the Massachusetts Technology Park Corporation (“Mass Tech Collaborative”) was held on September 28, 2017, 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 Carolyn Kirk of the Executive Office of Housing and Economic Development), Kyle Armbrester, Albion Calaj, Julie Chen, Rupa Cornell, Leland Cheung (arrived at 2:53 p.m.), Ernesto DiGiambattista, Joe Dorant, Alexandra Drane (arrived at 3:52 p.m.), Annmarie Levins, Anne Margulies, Christina Royal, Andrei Ruckenstein, Carlos Santiago (represented by Tye Brady of Amazon Robotics), Alok Tayi and Mitch Tyson.

The following Mass Tech Collaborative staff was present: Michael Baldino, Tim Connelly, Ed Donnelly, Dan Haro, Mary Rose Greenough, Philip Holahan, Ira Moskowitz, Garrett Quinn, Laurance Stuntz and Maeghan Welford.

Ms. Kirk observed the presence of a quorum and called the meeting to order at 2:38 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 with Mr. Armbrester, Mr. Brady and Ms. Chen abstaining VOTED:

The Board of Directors of the Massachusetts Technology Park Corporation hereby adopts the Draft Minutes of the One Hundred Eleventh Meeting of the Board of Directors of the Massachusetts

**Technology Park Corporation held on June 28, 2017, in Boston,
Massachusetts, as the formal Minutes thereof.**

Agenda Item II Report of the Chairperson

Ms. Kirk delivered the report of the Chairperson. She noted that this is her first meeting since replacing Katie Stebbins as the designee of Secretary Jay Ash on the Mass Tech Collaborative Board of Directors. Ms. Kirk indicated that three new Board members are in attendance – Kyle Armbrester, Tye Brady and Alok Tayi. She discussed the cybersecurity forum sponsored by the Mass Tech Collaborative and characterized the event as a “big success” that effectively highlighted the Commonwealth’s ecosystem.

Ms. Kirk also discussed the Commonwealth’s efforts, being led by EOHEE Secretary Jay Ash, to respond to Amazon’s Request for Proposals for a site for Amazon’s second headquarters. She mentioned that the Mass Tech Collaborative is actively supporting this effort along with other quasi-public economic development agencies. Ms. Kirk indicated that Amazon may ultimately hire as many as 50,000 people to work at its second headquarters. She observed that the Mass Tech Collaborative’s extensive involvement with the talent and innovation aspects of the Amazon effort reflects Governor Baker’s confidence in the work being done by the organization.

Agenda Item III Report of the Executive Director

Mr. Connelly delivered the report of the Executive Director. He discussed a recent meeting of Mass Tech Collaborative employees that he recently convened to discuss the changes that he has implemented since he joined the organization eleven months ago. Mr. Connelly provided a condensed version of the speech he gave to the staff that laid out his vision for the direction of the organization. He indicated that the organization has to respond to the challenges posed by a shifting landscape that has seen a proliferation of quasi-governmental entities focused on economic development that has spurred intense competition for scarce state resources. Mr. Connelly also identified the digitization of society as another theme that underscores the need for a nimble, flexible organization like the Mass Tech Collaborative that can work across sectors to address the unique needs of the innovation economy.

Mr. Connelly discussed how he is reorganizing and deploying the organization’s personnel and resources to support the strategic direction of the organization. He mentioned that he has organized the staff to create “centers of excellence.” Mr. Connelly mentioned that some employees working in operational support roles are being shifted to direct, outward facing programmatic work. He observed that the Mass Tech Collaborative is involved with Governor Baker’s top economic development priorities, including cybersecurity and digital health. Mr. Connelly also cited the organization’s involvement in supporting the Commonwealth’s proposal to Amazon.

Mr. Armbrester initiated a discussion about the long term vision for the Mass Tech Collaborative. Mr. Connelly mentioned the work of the Board’s Long Range

Planning Committee and the organization's focus on issues related to scaling and the convergence of sectors. Ms. Kirk emphasized the importance of achieving financing sustainability by securing stable and reliable sources of funding, which requires the Baker-Polito Administration to have confidence in the work of the Mass Tech Collaborative.

Agenda Item IV Discussion Items

At the request of Mr. Connelly, program updates were provided by Ira Moskowitz (advanced manufacturing), Mary Rose Greenough (cybersecurity), Laurance Stuntz (digital health) and Ed Donnelly (broadband). Mr. Moskowitz noted that the Massachusetts Manufacturing Innovation Initiative ("M2I2") is a nation-leading effort that has already resulted in the Commonwealth committing over \$100 million in capital funding to support projects at five Manufacturing USA Institutes. He discussed projects in the M2I2 pipeline and the eligibility criteria for grant funding. Mr. Moskowitz responded to a question from Mr. Ruckenstein and explained the approach to metrics, which includes annual reporting by each grantee on a range of statistics, including jobs created and workers trained. He also noted that UMass Lowell is involved in the first collaboration between two Institutes. Ms. Levins mentioned that the New England Council produced an advanced manufacturing report and offered to help facilitate contact between the Mass Tech Collaborative and the New England Council.

Ms. Greenough discussed Governor Baker's recent announcement to create a cybersecurity center at the Mass Tech Collaborative. Mr. Connelly noted that the "executive in residence" model utilized with advanced manufacturing will be replicated for the cybersecurity center. He mentioned that Ms. Greenough's involvement with cybersecurity will wind down as she transitions to a prominent role addressing workforce development issues. Ms. Greenough discussed the cybersecurity event hosted by the Mass Tech Collaborative and acknowledged the work of Mr. DiGiambattista in helping to form a working group that supported foundational work on cybersecurity issues. She mentioned that the cybersecurity event attracted over 200 attendees, including good representation from cybersecurity customers in the Commonwealth. Ms. Greenough also mentioned that there were 15 sponsors for the event, which helped the Mass Tech Collaborative to recover all of its costs for the event. Ms. Cornell noted that the event produced excellent content and was very well run. Ms. Kirk mentioned that the cybersecurity event fulfilled a promise made by Governor Baker during the trade mission to Israel.

Mr. Stuntz discussed digital health activities, including the Massachusetts eHealth Institute's ("MeHI") support of the work of the Governor's Digital Health Council and the activities of the Digital Health Marketplace Program. He mentioned that the primary goal of the Marketplace Program is to shorten the time to market for digital health products. Mr. Stuntz discussed the Mass Tech Collaborative's ongoing commitment to provide financial support for PULSE@MassChallenge and TechSpring. He informed the Board that MeHI will be launching a startup assessment tool and an online digital health directory that aggregates resources and that will serve as online hub for the digital health

community. Mr. Stuntz discussed MeHI's focus on aging and caregiving issues and Mr. Brady referenced the intersection with robotics and the Internet of Things.

Mr. Donnelly provided an updated on the Massachusetts Broadband Institute's ("MBI") efforts to bring last mile broadband connectivity to the remaining unserved towns in western Massachusetts. He reviewed the broadband connectivity projects that MBI has supported, including private provider grants to Comcast and Charter and grants to Mt. Washington (fiber-to-the-home) and Warwick and Royalston (wireless) for municipally-owned broadband networks. Mr. Donnelly also mentioned that three towns conducted a joint broadband service procurement and are negotiating with Frontier Communications. He noted that the Executive Office of Housing and Economic Development ("EOHED") is managing the grant program for towns that are pursuing a municipally-owned broadband network.

Mr. Donnelly indicated that the MBI is focused on the remaining eight towns that do not currently have a path forward to a broadband solution. He mentioned that MBI will soon launch the Flexible Grant Program that will seek creative solutions for the second round of private provider grants. Ms. Kirk lauded the teamwork between EOHED and MBI and stated that the Baker-Polito Administration is committed to bringing broadband access to every town. She invited members of the Board to attend the upcoming ceremony to celebrate the lighting up of Mt. Washington's broadband network. Mr. Cheung commended the staff for the amazing turnaround and indicated that he would like to see a goal of achieving fiber speeds in every town. Ms. Royal emphasized the benefits to students of broadband access and the social justice impact – broadband access will change lives.

Mr. Haro provided an overview of the Mass Tech Collaborative's Business Assistance Services ("BAS"). He explained that BAS is grounded in the Mass Tech Collaborative's mission to support the growth of the Commonwealth's innovation economy while strengthening the performance of individual firms and industry clusters. Mr. Haro noted that BAS enables the organization to engage with "top of the house" priority sectors – advanced manufacturing, cybersecurity, digital health and the Internet of Things. He discussed how BAS fills existing gaps and the needs of the tech sector by providing a one-stop, "front door" portal for companies at each stage of growth and a personalized concierge service to assist firms to navigate the myriad of incentives, programs and resources available in Massachusetts. It was explained that firms will interact directly with Mass Tech Collaborative staff, who will provide guidance and will match companies with appropriate resources in the ecosystem.

Mr. Connelly noted BAS reflects a substantial change in the Mass Tech Collaborative's culture. He observed that BAS is an important priority even though the Mass Tech Collaborative is not receiving any financial support from the state for this initiative. The following points were raised during the ensuing discussion: (1) Mr. Tyson suggested that the Mass Tech Collaborative clarify how BAS will work with the Massachusetts Office of Business Development; (2) Mr. Calaj and Ms. Cornell indicated that BAS should leverage existing mentorship programs at universities; (3) It was

suggested that the Mass Tech Collaborative should consider changing the name from “business assistance” to something that more accurately captures the role that the organization is playing; (4) Mr. Brady reinforced the point that the Mass Tech Collaborative should be the integrator of existing programs that work well and should not be a competitor; and (5) the Mass Tech Collaborative should solicit feedback and suggestions on implementation from industry groups.

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 4:33 p.m.

A TRUE COPY

ATTEST: (Secretary)

DATE:

Materials and Exhibits Used at this Meeting:

1. Draft Minutes for the June 28, 2017 Board of Directors Meeting
2. Presentation – Program Updates for Broadband, Cybersecurity, Digital Health and Advanced Manufacturing
3. Presentation – Tech Sector Business Assistance