

**MINUTES**  
**MASSACHUSETTS CLEAN ENERGY TECHNOLOGY CENTER**  
**BOARD MEETING**

**June 22, 2023**

**Attendees:**

**Directors:**

Secretary Rebecca Tepper (EEA), Chair  
Secretary Yvonne Hao (ED)  
Secretary Lauren Jones (LWD)  
Katelyn Kelly (Designee of Secretary Lauren Jones, LWD)  
Dr. Ramprasad Balasubramanian (Designee of President of the University of  
Massachusetts Martin Meehan)  
Terry Moran (Executive Director, Massachusetts Workforce Alliance)  
Commissioner Elizabeth Mahony (DOER)  
Dr. John Cook (President, Springfield Technical Community College)  
Dr. Aisha Francis (President, Franklin Cummings Tech)  
Lisa Theriault (Manager of Business Development, IBEW Local/National  
Electrical Contractors Association)  
Rear Admiral Francis McDonald (President, Massachusetts Maritime  
Academy)  
Tom Galvin (Director, RESHydro)

**Staff:**

Jennifer Daloisio (CEO)  
Rachel Perez (Treasurer)  
John Hitt, Esq. (General Counsel and Secretary)  
Jaclyn Leslie  
Alexandra Zaltman  
Galen Nelson  
Bruce Carlisle  
Hilary Flynn  
Jennifer Applebaum  
Connor Crowley, Esq.  
Michelle Beadle  
Edward Hsieh  
Daniel Gates  
Kathryn Niforos  
Jayne Lino  
Harriet Slaats  
George Blagdon  
Meg Howard  
Ștefanie Zidarescu  
Jennifer Robinson

Malia Ching  
Grace O'Connor  
Emily Pittsley  
Cassia Schuler  
Jeremy Belknap  
Isabella McKinney  
Anitra Ford  
Corrin Moss  
Lisa Dobbs  
Leslie Nash  
Jessi Duston  
Christine Jauregui  
Nils Bolgen  
Meryle Leonard  
Camila Bacolod  
Jeev Wadhwa  
Janel Granum  
Jess Hiltz  
Jordan Meier  
Elizabeth Youngblood  
Elizabeth Zhorov  
Tim Griffin  
Mary Bancroft  
Peter McPhee  
Rodney Gomez  
Lauren Farnsworth  
Elijah Sinclair  
Rhys Webb  
Susan Mlodozieniec  
Megan Lieu

**Others:** Michael Judge, Undersecretary of Energy (EEA)  
Ashley Stolba, Undersecretary of Economic Foundations (ED)  
Kevin O'Reilly (Elders Climate Action)  
Daniel Kyotor (RSM)  
Tina Grosowsky

The one hundred-twelfth (112<sup>th</sup>) meeting of the Massachusetts Clean Energy Technology Center (“MassCEC”) Board of Directors (the “Board”) was held on June 22, 2023 jointly at MassCEC’s office at 294 Washington Street, Boston, MA 02108 and via remote video conference. All participants could hear and be heard by each other throughout the meeting.

Seeing a quorum, Secretary Tepper called the meeting to order at 10:03 am.

**I. Adoption of the Meeting Minutes from the May 18, 2023 Meeting of the Massachusetts Clean Energy Center Board of Directors**

As the first order of business, the Board reviewed the draft minutes. Upon a motion made by Commissioner Mahony and seconded by Dr. Cook, the following roll call vote was taken at 10:03 am:

Secretary Tepper: Yea  
Commissioner Mahony: Yea  
Dr. Cook: Yea  
Ms. Kelly: Yea  
Mr. Galvin: Yea  
Dr. Balasubramanian: Yea  
Secretary Hao: Yea  
Rear Admiral McDonald: Yea

With 8 yeas and 0 nays it was VOTED, without discussion or abstention, at 10:03 am:

**To adopt the Meeting Minutes from the May 18, 2023 Meeting of the MassCEC Board of Directors.**

**II. Update from Chair Secretary Rebecca Tepper and CEO Jennifer Daloisio Updates**

Secretary Tepper indicated to members of the Board that she would be traveling to Ireland on June 25, 2023 with Governor Healey and others from the Healey-Driscoll Administration for the Governor to address the Irish senate in honor of the 30<sup>th</sup> anniversary of Ireland's decriminalization of homosexuality. Secretary Tepper also noted that she would be participating in a series of roundtable discussions related to business, technology, and clean energy.

Jennifer Daloisio, MassCEC's Chief Executive Officer, proceeded to introduce Jaclyn Leslie, MassCEC's new Chief Financial Officer, and thanked Rachel Perez, MassCEC's outgoing Chief Financial Officer, for her 8-year tenure with MassCEC. Ms. Daloisio proceeded to note the bulk of the meeting was intended to cover MassCEC's FY24 budget, along with certain other administrative items. Ms. Daloisio prefaced the budget presentation by explaining that FY23 was an outlier for the organization in terms of receipt of one-time funding, as well as the subsequent deployment of that funding. Ms. Daloisio noted that the budget for FY24 is down

relative to FY23, but that this could change depending on what takes place with funding for MassCEC in the Legislature or with Federal funding opportunities.

Prior to moving further into the meeting, Secretary Hao posed clarifying questions regarding terminology in the budget, which Ms. Daloisio addressed.

[Ms. Theriault joined the meeting at 10:07 am; Dr. Francis joined the meeting at 10:13 am].

### **III. Appointment of Treasurer and Signature Authority for Jaclyn Leslie**

Ms. Daloisio proceeded to the next item on the agenda, explaining the need to formally appoint a new Treasurer given Ms. Perez's transition out of MassCEC. Ms. Daloisio reiterated the historical process for the Board to formally approve the delegation of MassCEC's signature authority to the individual holding the office of Treasurer and position of Chief Financial Officer.

Upon a motion made by Dr. Cook and seconded by Mr. Galvin, the following roll call vote was taken at 10:18 am:

Secretary Tepper: Yea  
Commissioner Mahony: Yea  
Dr. Cook: Yea  
Ms. Kelly: Yea  
Mr. Galvin: Yea  
Dr. Balasubramanian: Yea  
Secretary Hao: Yea  
Rear Admiral McDonald: Yea  
Dr. Francis: Yea  
Ms. Theriault: Yea

With 10 yeas and 0 nays it was unanimously VOTED, without discussion and abstention, at 10:19 am:

**To appoint Jaclyn Leslie as the Treasurer of MassCEC and to approve the delegation of the Executive Director's signature authority for MassCEC to Jaclyn Leslie.**

### **IV. Approval of FY24 Budget/Organizational Metrics**

Ms. Daloisio then invited Ms. Perez to present on MassCEC's FY24 budget. Ms. Perez began by noting she was excited for Ms. Leslie to be on board and that she would be assisting with transition. Ms. Perez thanked her team in the Finance department for their work in development of the FY 24 budget.

Ms. Perez explained that the budget is management's estimate at the time the budget is created, which does include some significant assumptions. She noted the process for creating the budget begins in January to present to the Board in June, and that staff then return to the Board

for program authorizations and for other miscellaneous items that arise outside of the Chief Executive Officer's awarding authority.

[Mr. Moran joined the meeting at 10:25 am.]

Ms. Perez proceeded to present an executive summary of the budget and reiterated FY23 was an outlier year. Ms. Daloisio proceeded to explaining the nature of MassCEC's budget in terms of what constitutes revenue, what constitutes awards, and what are MassCEC's operating expenditures. Ms. Perez proceeded to cover MassCEC's FY24 revenue budget, including sources, as well as the FY24 awards budget. Ms. Perez noted that there would be a decrease in the Offshore Wind budget due to the one-time ports funding that was present in FY23, and explained that otherwise each program area's budget has increased for FY24 over FY23 and the rationale in each case. Ms. Perez noted there is an anticipated award decrease from FY23 to FY24, driven largely by the one-time ports funding in FY23.

Ms. Perez proceeded to provide the Board with information regarding historical results for revenue, awards, and operating and capital expenditures by year, demonstrating the sharp increase in recent years regarding revenue and awards. Ms. Perez also provided information charting the amount of awards made and outstanding relative to the number of employees at MassCEC over time. Ms. Perez presented a five-year forecast as of June 2023, explaining the assumptions built into the forecast and stressing the need to secure long term additional funding.

Members of the Board posed various questions during the course of Ms. Perez's presentation, including: (i) clarification regarding MassCEC's status in the Commonwealth's budget; (ii) MassCEC's planning process for funds it may receive in the future; (iii) the process for tracking MassCEC's success rate in bidding for federal or other awards; and (iv) what a best case scenario for consistent funding for MassCEC would be to accomplish its various goals, each of which were addressed. Members of the Board also provided feedback, including a desire for a report back on the outcome of MassCEC's involvement in the Commonwealth's budget process and other legislative actions relative to MassCEC's funding, and the need to monitor staff needs over time relative to revenue and awards.

Ms. Perez then invited Elizabeth Cleveland, MassCEC's Director of Special Projects, to present on organizational metrics. Ms. Cleveland indicated the organization has undergone a process to re-think our organizational metrics and collection process to make them easier to understand and relevant to the status of MassCEC's operations at present. Ms. Cleveland noted MassCEC programming is very diverse, and that certain programming may take several years to demonstrate meaningful results. Ms. Cleveland presented general organizational metrics with annual targets, as well as examples of additional impact metrics that would be collected depending on the program in question. Ms. Cleveland noted that overall GHG emission reductions was being tracked state wide by EEA's dashboard. Secretary Tepper inquired about this, and Galen Nelson, MassCEC's Chief Program Officer, explained that quantity of GHG emissions impacted by MassCEC programming may not always be a helpful metric where our programs are pilots that are geared towards market development and adoption to create a more significant impact by private sector activity. Secretary Tepper encouraged staff to consider how other organizations (e.g., NYSERDA) track GHG reductions; Mr. Nelson indicated MassCEC could conceivably distinguish metrics between type of program run and track GHG reduction where it would be appropriate/meaningful.

Upon a motion made by Ms. Theriault and seconded by Rear Admiral Francis, the following roll call vote was taken at 11:10 am:

Secretary Tepper: Yea  
Commissioner Mahony: Yea  
Dr. Cook: Yea  
Ms. Kelly: Yea  
Mr. Galvin: Yea  
Dr. Balasubramanian: Yea  
Secretary Hao: Yea  
Rear Admiral McDonald: Yea  
Dr. Francis: Yea  
Ms. Theriault: Yea  
Mr. Moran: Yea

With 11 yeas and 0 nays it was unanimously VOTED, without discussion and abstention, at 11:10 am:

**To: (i) approve the Fiscal Year 2024 Budget for the Massachusetts Clean Energy Technology Center as presented to the Board; and (ii) to find that the intended expenditure of funds from the Renewable Energy Trust (the “RET”) is consistent with the public purposes and public interests set forth in M.G.L. c. 23J s. 9.**

**V. Approval of Annual Transfer from RET to ACE Trust**

For the next agenda item, Ms. Daloisio explained to the Board that MassCEC is statutorily required to make an annual transfer of funds from the Renewable Energy Trust Fund (RET) to the Alternative and Clean Energy Investment Trust Fund (ACE) to continue to fund various programmatic efforts. Ms. Perez indicated we historically evaluate expenses needed to run programming and transfer an amount from the RET to the ACE to cover these expenses, as needed. Ms. Perez noted that for this fiscal year, the status of the ACE is that it is currently holding funds almost double that of the RET, so the intention is to scale back the transfer in this year from past years to balance out the trusts.

Upon a motion made by Dr. Cook and seconded by Commissioner Mahony, the following roll call vote was taken at 11:15 am:

Secretary Tepper: Yea  
Commissioner Mahony: Yea  
Dr. Cook: Yea  
Ms. Kelly: Yea  
Mr. Galvin: Yea  
Dr. Balasubramanian: Yea  
Secretary Hao: Yea  
Rear Admiral McDonald: Yea  
Dr. Francis: Yea

Ms. Theriault: Yea  
Mr. Moran: Yea

With 11 yeas and 0 nays it was unanimously VOTED, without discussion and abstention, at 11:15 am:

**To: (i) authorize the transfer of \$10 million from the Massachusetts Renewable Energy Trust Fund (“RET”) to the Massachusetts Alternative and Clean Energy Investment Trust Fund (“ACE”) to comply with the MassCEC’s enabling legislation; and (ii) to find that the expenditure of said funds from the RET is consistent with the public purposes and public interests set forth in M.G.L. c. 23J s. 9.**

**VI. Approval of CEO Authority for Benefit Plan Management and Administration**

Ms. Daloisio invited John Hitt, MassCEC’s General Counsel to discuss the next agenda item. Mr. Hitt indicated this is another administrative housekeeping item based on an older, standing authorization made by the Board. Mr. Hitt indicated that the intention was to renew and clarify the Chief Executive Officer’s authority regarding the management and administration of MassCEC’s benefit plans, and to give the Chief Executive Officer the ability to delegate authority for these plans to other officers of MassCEC. Ms. Daloisio reminded the Board that MassCEC is not part of the state’s pension plan, and that MassCEC has separate benefits and retirement plans for employees.

Upon a motion made by Ms. Theriault and seconded by Dr. Francis, the following roll call vote was taken at 11:17 am:

Secretary Tepper: Yea  
Commissioner Mahony: Yea  
Dr. Cook: Yea  
Ms. Kelly: Yea  
Mr. Galvin: Yea  
Dr. Balasubramanian: Yea  
Secretary Hao: Yea  
Rear Admiral McDonald: Yea  
Dr. Francis: Yea  
Ms. Theriault: Yea  
Mr. Moran: Yea

With 11 yeas and 0 nays it was unanimously VOTED, without discussion and abstention, at 11:18 am:

**To further authorize the Executive Director, acting in their sole discretion, to establish, implement, amend, revise, manage and administer the employment policies and benefit plans of MassCEC;**

**To authorize the Executive Director to delegate the authority granted pursuant to this resolution to such other officers and employees of MassCEC as the Executive Director may deem necessary or appropriate in their sole discretion; and**

**To ratify and affirm any and all prior actions taken by the Executive Director pursuant to the authority previously granted to the Executive Director pursuant to the Existing Authorization.**

**VII. Compensation Committee Update: CEO Salary Approval.**

Ms. Daloisio then introduced Undersecretary of Energy Michael Judge, who chaired the last meeting of the Board of Directors' Compensation Committee, to report the outcome of that meeting to the Board. Undersecretary Judge indicated that compensation policies for the organization were reviewed, as well as executive level compensation and MassCEC's Chief Executive Officer compensation. Undersecretary Judge noted a market adjustment was made to staff salary across the organization for first time in several years in 2022, but that the Chief Executive Officer's compensation remained stagnant at the time. Undersecretary Judge explained the process behind MassCEC's most recent compensation study and Board approved philosophy of targeting the 50<sup>th</sup> percentile of the market for salaries across the organization. Undersecretary Judge explained the Committee evaluated a proposal to make a market adjustment to Ms. Daloisio's salary and voted to recommend that the Board adopt that market adjustment. Members of the Board expressed approval for this market adjustment and for Ms. Daloisio's important role for the Commonwealth.

Upon a motion made by Commissioner Mahony and seconded by Mr. Galvin, the following roll call vote was taken at 11:22 am:

Secretary Tepper: Yea  
Commissioner Mahony: Yea  
Dr. Cook: Yea  
Ms. Kelly: Yea  
Mr. Galvin: Yea  
Dr. Balasubramanian: Yea  
Secretary Hao: Yea  
Rear Admiral McDonald: Yea  
Dr. Francis: Yea  
Ms. Theriault: Yea  
Mr. Moran: Yea

With 11 yeas and 0 nays it was unanimously VOTED, without discussion and abstention, at 11:22 am:

**To increase the salary of Jennifer Daloisio, MassCEC's Executive Director and CEO, from \$206,000 to \$244,050.**



**VIII. Workforce Development: Strategy, FY24 Authorization, and Program Update**

Jennifer Applebaum, MassCEC's Managing Director for Workforce Development, introduced herself and explained she would be presenting the strategy and authorization request for MassCEC's Workforce Development Programs in FY24. Her presentation was substantially similar to the presentation given to the Workforce Development Committee on May 3, 2023, which was reviewed favorably by the Committee.

Overall, Ms. Applebaum: (i) reiterated challenges and opportunities relative to meeting the need for climate critical jobs; (ii) highlighted ways in which strategic workforce development programming intervention is important when growing the clean energy industry; (iii) explained MassCEC's role in workforce development from supply and demand sides; (iv) identified MassCEC's key goals and strategies relative to workforce development programming; (v) stressed the need to leverage additional funding in addition to MassCEC's increased budget for workforce development efforts; (vi) provide the Board with an overview of her team's approach to mapping barriers and solutions; (vii) provided information regarding existing clean energy training programs in environmental justice neighborhoods in the Commonwealth; (viii) presented the Board with a progress update as of June 22, 2023 regarding her team's priorities for the past fiscal year; (ix) explained that she was seeking an authorization for \$27,139,200, as well as the nature and scope of the programs that this funding would be allocated towards; and (x) provided an overview of MassCEC's current workforce development programming and revised and/or new planned programs.

Members of the Board provided feedback to Ms. Applebaum including encouragement to approach sourcing needed workers with an "outside the box approach" when able, the need to engage universities and training centers to ensure they understand needs in the clean energy workforce, and the desire to see additional tracking of outcomes from workforce programming. Members of the Board also posed several questions, each of which were addressed in the ensuing discussion.

[Secretary Jones joined the meeting at 11:32 am.]

[Dr. Francis and Dr. Cook departed the meeting at 12:00 pm].

Upon a motion made by Mr. Galvin and seconded by Ms. Theriault, the following roll call vote was taken at 12:14 pm:

Secretary Tepper: Yea  
Commissioner Mahony: Yea  
Secretary Jones: Yea  
Mr. Galvin: Yea  
Dr. Balasubramanian: Yea  
Secretary Hao: Yea  
Rear Admiral McDonald: Yea  
Ms. Theriault: Yea

Mr. Moran: Yea

With 9 yeas and 0 nays it was unanimously VOTED, without discussion and abstention, at 12:13 pm:

**To authorize the expenditure of up to \$27,139,200 for the Workforce Development Program, and further to authorize MassCEC's Chief Executive Officer (i) to enter into contracts and issue individual awards under the program in a manner consistent with the staff memorandum and (ii) to make program modifications, including modifications to award levels, provided that such modifications are consistent with the program goals set forth in the staff memorandum.**

Edward Hsieh, one of MassCEC's Senior Program Managers, presented the Board with an update regarding the status of MassCEC's equity focused workforce development programming. Ms. Applebaum provided the Board with an update regarding the status of MassCEC's internship programs. Elizabeth Youngblood, one of MassCEC's Senior Program Managers, provided the Board with an update regarding the status of the Workforce Needs Assessment and an overview of some of what the assessment will contain.

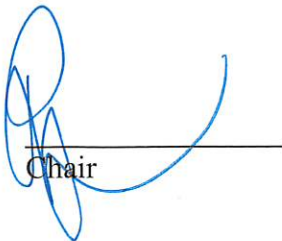
**IX. Adjourn.**

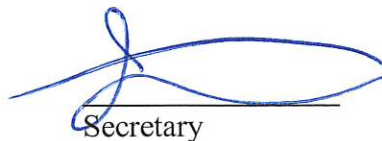
Upon a motion made by Commissioner Mahony and seconded by Mr. Galvin, the following roll call vote was taken at 12:28 pm:

Secretary Tepper: Yea  
Commissioner Mahony: Yea  
Secretary Jones: Yea  
Mr. Galvin: Yea  
Dr. Balasubramanian: Yea  
Secretary Hao: Yea  
Rear Admiral McDonald: Yea  
Ms. Theriault: Yea  
Mr. Moran: Yea

With 9 yeas and 0 nays it was unanimously VOTED, without discussion and abstention, at 12:28 pm:

**To adjourn.**

  
Chair

  
Secretary

**Public Meeting Documents and Exhibits:**

Meeting Agenda

PowerPoint Presentation on FY24 Budget and Organizational Metrics

PowerPoint Presentation on Workforce Development Strategy, FY24 Authorization, and Program Update

