

MINUTES
MASSACHUSETTS CLEAN ENERGY TECHNOLOGY CENTER
BOARD MEETING

November 20, 2025

Directors: Secretary Rebecca Tepper, EEA, Chair
Designee: Michael Judge, Undersecretary of Energy
Ms. Ashley Stolba, Designee of Secretary Eric Paley, EOED
Mr. Robert Cohen, Designee of Secretary Lauren Jones, LWD
Assistant Secretary Kaitlyn Connors, Designee of Secretary Matthew Gorzkowicz, A&F (Remote)
Dr. Yanlai Chen, Designee of President of the University of Massachusetts Martin Meehan (Remote)
Mr. Ed O'Sullivan, MassHire North Shore Workforce Board (Remote)
Commissioner Elizabeth Mahony, DOER
Mr. Sven Karlsson, Previvor Edge
Mr. Tom Galvin, RESHydro
Rear Admiral Francis McDonald, Massachusetts Maritime Academy
Ms. Lisa Theriault, IBEW Local/National Electrical Contractors Association
Dr. John Cook, Springfield Technical Community College (Remote)
Dr. Grace Wang, Worcester Polytechnic Institute (Remote)

Staff: Dr. Emily Reichert, CEO
Alexandra Zaltman, Chief of Staff
Brooke Barton, COO
Summer Zeh, Esq., Deputy General Counsel and Assistant Board Secretary
Jaclyn Leslie, CFO and Board Treasurer
Taline Badrikian, VP Marketing and Communications
Dr. Jennifer Le Blond, Managing Director
Bruce Carlisle, Managing Director
Jim Stanislaski, Managing Director
Peter McPhee, Senior Program Director
Michelle Beadle, Sr Executive Assistant
Laurel Clark, Paralegal

Other Attendees: Ms. Zenobia Moochhala, Undersecretary of Business Strategies, EOED
Mr. Matthew Hunt, CliftonLarsonAllen (Remote)

A meeting of the Massachusetts Clean Energy Technology Center (“MassCEC”) Board of Directors (the “Board”) was held on November 20, 2025, in person and via remote video conference. All participants could hear and be heard by each other throughout the meeting.

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

I. Updates from Chair and CEO

Secretary Tepper gave remarks on Dr. Reichert's departure from the role of CEO. She recognized Dr. Reichert's contributions over the past two years and expressed gratitude for her leadership. Several Board members and Dr. Reichert offered remarks and appreciation for mutual collaboration.

Secretary Tepper introduced Dr. Jennifer Le Blond, Managing Director of Emerging Climatetech, who will step in as interim Executive Director and CEO. Dr. Reichert acknowledged contributions of MassCEC staff toward improved management and coordination of the Board and expressed her confidence in Dr. Le Blond's leadership through the transition.

Undersecretary Ashley Stolba introduced Zenobia Moochhala, Undersecretary of Business Strategies, EOED, who will attend future Board meetings as Undersecretary Stolba will step down from her role at EOED.

Assistant Secretary Connors announced that she is leaving her role at A&F, and Bran Shim, current Senior Advisor, A&F, will step in as interim designee for Secretary Gorzkowicz at future Board meetings.

II. Approval of Meeting Minutes from the October 16, 2025 Board Meeting

[Dr. Cook joined the meeting at approximately 10:12 am]

Next, the Board reviewed the draft minutes of the October 16, 2025 meeting. Upon a motion duly made and seconded, the following roll call vote was taken:

Secretary Tepper: Yea
Commissioner Mahony: Yea
Mr. Galvin: Yea
Mr. Karlsson: Yea
Dr. Cook: Yea
Mr. O'Sullivan: Yea
Assistant Secretary Connors: Yea
Admiral McDonald: Yea
Dr. Chen: Yea
Ms. Theriault: Yea
Undersecretary Stolba: Yea
Mr. Cohen: Yea
Dr. Wang: Abstain

With 12 yeas, 1 abstain, and 0 nays, it was VOTED, without further discussion:

To adopt the Meeting Minutes from the October 16, 2025 Meeting of the MassCEC Board of Directors.

III. Authorization to Appoint Interim CEO

As noted by Secretary Tepper in the Chair's updates, current Executive Director and CEO Dr. Emily Reichert has informed the Board of Directors that she will resign from her position with MassCEC effective as of November 21, 2025. The Chair requested that the Board of Directors authorize the appointment of Jennifer Le Blond, current Managing Director of Emerging Climatetech, as the Interim Executive Director and CEO upon Dr. Reichert's resignation. Dr. Le Blond has extensive experience in government, technology transfer, and venture capital. She holds a PhD in Geology from the University of Cambridge, and other credentials from the University of Oxford and MIT Sloan.

Dr. Le Blond acknowledged Dr. Reichert's contributions and support during this period, as well as her own confidence in MassCEC's ability to successfully move through the transition.

Upon a motion duly made and seconded, the following roll call vote was taken:

Secretary Tepper: Yea
Commissioner Mahony: Yea
Mr. Galvin: Yea
Mr. Karlsson: Yea
Dr. Cook: Yea
Mr. O'Sullivan: Yea
Assistant Secretary Connors: Yea
Admiral McDonald: Yea
Dr. Chen: Yea
Ms. Theriault: Yea
Undersecretary Stolba: Yea
Mr. Cohen: Yea
Dr. Wang: Yea

With 13 yeas and 0 nays, it was VOTED, without further discussion or abstention:

To authorize the appointment and employment of Jennifer Le Blond as Acting Executive Director and Chief Executive Officer of the Massachusetts Clean Energy Technology Center, and Acting Director of the Renewable Energy Trust Fund, effective as of 5:00 p.m. on November 21, 2025.

IV. Authorization to Appoint New Board Secretary

Summer Zeh, Deputy General Counsel, informed the Board that John Hitt, General Counsel and Secretary of MassCEC, will retire from these positions at the end of the 2025 calendar year. Ms. Zeh will assume the General Counsel role effective January 1, 2026.

Upon a motion duly made and seconded, the following roll call vote was taken:

Secretary Tepper: Yea
Commissioner Mahony: Yea
Mr. Galvin: Yea

Mr. Karlsson: Yea
Dr. Cook: Yea
Mr. O'Sullivan: Yea
Assistant Secretary Connors: Yea
Admiral McDonald: Yea
Dr. Chen: Yea
Ms. Theriault: Yea
Undersecretary Stolba: Yea
Mr. Cohen: Yea
Dr. Wang: Yea

With 13 yeas and 0 nays, it was VOTED, without further discussion or abstention:

To appoint Summer Zeh as Secretary of the Massachusetts Clean Energy Technology Center effective January 1, 2026.

V. Authorization to Approve Audited Financials

Jaclyn Leslie, Chief Financial Officer, provided an update on the meeting of MassCEC's Finance and Audit Committee that occurred on November 13, 2025. MassCEC received a clean opinion from the third-party auditor, CliftonLarsonAllen (CLA), recognizing the best possible result of an audit. There were no internal control or compliance findings noted. A management letter will be issued with recommendations for improvements related to IT and the chart of accounts. These recommendations do not indicate significant deficiencies or material weaknesses. At the November Finance and Audit Committee Meeting, the Committee voted to recommend that the Board of Directors approve the FY25 Financial Statements.

Ms. Leslie noted that this year MassCEC was required to complete a federal funds audit, also called a Single Audit. As the *Compliance Supplement* for the Single Audit has not yet been finalized by the federal Office of Management and Budget, CLA cannot issue a report on the Single Audit. At this time, there are no findings.

Assistant Secretary Connors, Chair of the Finance and Audit Committee, thanked MassCEC's finance team for their work and reiterated that there were no issues that arose during the process. The Committee was informed about all matters related to the audit. She noted that all matters raised in last year's management letter have been resolved.

A short discussion ensued on IT matters raised in the management letter, which largely pertain to documentation of internal processes.

Upon a motion duly made and seconded, the following roll call vote was taken:

Secretary Tepper: Yea
Commissioner Mahony: Yea
Mr. Galvin: Yea
Mr. Karlsson: Yea

Dr. Cook: Yea
Mr. O'Sullivan: Yea
Assistant Secretary Connors: Yea
Admiral McDonald: Yea
Dr. Chen: Yea
Ms. Theriault: Yea
Undersecretary Stolba: Yea
Mr. Cohen: Yea
Dr. Wang: Yea

With 13 yeas and 0 nays, it was VOTED, without further discussion or abstention:

To approve the Massachusetts Clean Energy Center's Financial Statements for the fiscal year ended June 30, 2025.

To authorize the Board Chair to review the final Massachusetts Clean Energy Center's Single Audit report for the fiscal year ended June 30, 2025, and, if there are no material changes to the findings as presented at this meeting, approve the Single Audit on behalf of the Board of Directors.

VI. Study Spotlight: Cost Saving Initiative – Electric Rate for Heat Pumps

Peter McPhee, Senior Program Director, presented a heat pump rate study, which was conducted through a partnership between MassCEC's Accelerating Decarbonization division and DOER. The study helped to establish a new heat pump rate structure that went into effect this winter. The new rate structure is expected to deliver over \$800 million in savings over the next four years, with affected households seeing an estimated \$500-\$1,000 in savings per year.

Questions were asked and answered regarding whether electricity demand peaks will eventually move to from summer to winter, the efforts taken to communicate with customers and enroll them in the new rate, and trends in heat pump adoption across the Commonwealth.

VII. Compensation and Personnel Committee Update

In anticipation of Secretary Tepper's necessary departure from the Board Meeting, Undersecretary Michael Judge took over chairing the meeting at about 10:50am.

Undersecretary Judge presented an update from the Compensation and Personnel Committee, which met on October 1, 2025, to discuss compensation changes for the upcoming year. Undersecretary Judge outlined the obligations of the Committee and described significant points of discussion during the meeting. The Committee discussed executive compensation, deciding to approve an annual 2% cost-of-living increase for executive positions in lieu of a merit increase. The Committee also discussed three executive positions that were deemed by the last compensation study to be compensated below 90% of market average. MassCEC's policy is to target the 90th percentile. Undersecretary Judge acknowledged that the Committee would like to revisit this issue and work to align compensation levels with those at other quasi-state agencies. However, due to the current fiscal environment, the Committee decided not to

make changes at this time.

There was a short discussion between Board members regarding the timeline for addressing this issue and the compensation study that identified market averages.

VIII. Adjourn

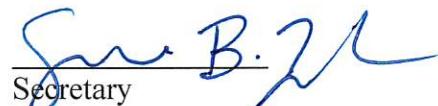
Upon a motion duly made and seconded, the following roll call vote was taken:

Undersecretary Judge: Yea
Commissioner Mahony: Yea
Mr. Galvin: Yea
Mr. Karlsson: Yea
Dr. Cook: Yea
Mr. O'Sullivan: Yea
Assistant Secretary Connors: Yea
Admiral McDonald: Yea
Dr. Chen: Yea
Ms. Theriault: Yea
Undersecretary Stolba: Yea
Mr. Cohen: Yea
Dr. Wang: Yea

With 13 yeas and 0 nays, it was VOTED, without further discussion or abstention, at 10:58am:

To adjourn.


Chair


Secretary

Public Meeting Documents and Exhibits:

Meeting Agenda

Prior Meeting Minutes

PowerPoint Presentation on FY25 Audited Financial Statements

PowerPoint Presentation on Heat Pump Affordability Study Spotlight

PowerPoint Presentation on Compensation and Personnel Committee Updates