

1. PRESIDENT'S REPORT

GOOD AFTERNOON.

- **THANK YOU TO BLUE CROSS FOR ACCOMMODATING US TODAY AT THIS TERRIFIC VENUE FOR THE THIRD YEAR IN ROW. I APPRECIATE YOUR GENEROSITY.**
- **THANK YOU TO THE ELECTED AND PUBLIC OFFICIALS WHO TOOK TIME OUT OF THEIR BUSY SCHEDULES TO ATTEND THIS AFTERNOON. I AM DELIGHTED YOU WERE ABLE TO JOIN US.**
- **THANK YOU TO MY MANY FRIENDS AND COLLEAGUES LEADING OTHER BUSINESS ORGANIZATIONS WHO ARE HERE. I VALUE OUR PAST COLLABORATIONS AND LOOK FORWARD TO WORKING WITH YOU ON SO MANY AREAS OF MUTUAL INTEREST IN THE WEEKS AND MONTHS AHEAD.**
- **MY GRATITUDE TO JOE ZUKOWSKI. DURING HIS TWO YEAR TENURE AS CHAIR, JOE HAS BEEN A GUIDING LIGHT, A CHEERLEADER FOR ME AND THE**

ORGANIZATION, AND AN ALL-AROUND GREAT GUY. JOE, I WISH YOU THE BEST AS YOU EMBARK UPON A NEW CHAPTER IN YOUR LIFE. I KNOW I SPEAK FOR THE MTF MEMBERS, AND THE BROADER GOVERNMENT AFFAIRS AND BUSINESS COMMUNITY, WHEN I SAY THAT YOU WILL BE SORELY MISSED. NO ONE CAN POSE A POINTED QUESTION LIKE YOU WITHOUT IN ANY WAY BEING OFFENSIVE.

- I WANT TO ACKNOWLEDGE OTHER LONG-SERVING TRUSTEES WHO ARE RETIRING THIS YEAR. PLEASE JOIN ME IN EXTENDING BEST WISHES TO JOHN REGIER FROM MINTZ LEVIN AND ED SEKSAY FROM ROCKLAND TRUST.
- YOU ALL KNOW THAT THE WORK OF THE FOUNDATION IS ONLY AS GOOD AS THE CALIBER OF ITS STAFF. WE ARE BLESSED TO HAVE SUCH HIGHLY CAPABLE PEOPLE WORKING AT MTF. I ASK THAT ANDY BAGLEY, ANDREA D'ATTILIO, DEB CARROLL AND HEALTH FAHLE STAND AND BE RECOGNIZED. PLEASE GIVE THEM A WELL-DESERVED ROUND OF APPLAUSE.

MANY OF YOU KNOW THAT I TRY TO STRUCTURE MY ANNUAL UPDATE AROUND A WORD OR A PHRASE, PROVIDING A THEME, IF YOU WILL, TO MY REMARKS.

THIS YEAR THE WORD IS “PIVOTAL.”

AS AN ORGANIZATION, WE HAVE FINALIZED A 5 YEAR STRATEGIC PLAN AND COMPLETED SOME IMPORTANT INITIAL STEPS OF IMPLEMENTATION; HIRED A FULL-TIME MEMBERSHIP PERSON; ARE REVAMPING OUR COMMUNICATION STYLE AND CHANNELS; AND TAKEN OTHER SUCH ACTION STEPS THAT ENSURE MTF’S CONTINUED RELEVANCE AND FUTURE VITALITY. IN THOSE ACTIONS, WE HAVE PIVOTED IN THE LITERAL SENSE OF THE WORD BY TURNING AND CHANGING COURSE, (OR LIKE IN BASKETBALL TAKING THE OFFENSE.

BUT PIVOTAL CAN ALSO MEAN “VITALLY IMPORTANT” OR “CRITICAL”, AND IT IS WITH THAT MEANING IN MIND THAT I TURN TO MTF’S POLICY AND RESEARCH AGENDA. SEVERAL ISSUES FOR WHICH MTF HAS ESTABLISHED EXPERTISE WILL BE AT THE FOREFRONT THIS LEGISLATIVE SESSION, AND MTF WILL PLAY A PIVOTAL ROLE IN THOSE DISCUSSIONS. I WANT TO BRIEFLY TOUCH ON FIVE OF THEM.

1. TRANSPORTATION

MTF'S REPORT, *TRANSPORTATION IN TRANSITION*, ISSUED IN THE FALL OF 2017 SET IN MOTION SOME IMPORTANT DEVELOPMENTS. IT LEAD TO THE COMMISSION ON THE FUTURE OF TRANSPORTATION, A MULTIDISCIPLINARY, FORWARD-LOOKING APPROACH TO TRANSPORTATION PLANNING. THE COMMISSION'S COMPREHENSIVE REPORT WAS RELEASED IN DECEMBER OF LAST YEAR AND IT HAS BEEN VERY WELL-RECEIVED BY THE BUSINESS COMMUNITY, ENVIRONMENTALISTS AND COMMUTERS ALIKE.

THE REPORT'S 18 RECOMMENDATIONS, EACH WITH SUGGESTED INITIAL STEPS, HAVE JUMPSTARTED THE CONVERSATION AND I AM PROUD TO HAVE SERVED AS THE COMMISSION'S VICE-CHAIR. BUT THE IMPORTANT WORK OF PRIORITIZING THE COMMISSION'S MANY RECOMMENDATIONS AND PROVIDING A CLEAR PATH FORWARD FOR POLICY MAKERS STILL LIES AHEAD.

THROUGH A COLLABORATION WITH THE BARR FOUNDATION, MTF CONTINUES TO PROVIDE UNPARALLELED FISCAL ANALYSIS OF MASSDOT AND THE MBTA. WE WILL BE RELEASING OUR MOST RECENT FINDINGS IN THE NEXT FEW WEEKS AND USING THEM AS THE BASIS FOR A MULTI-PRONG STRATEGY FOR TRANSFORMING OUR TRANSPORTATION SYSTEM. MTF WILL

ADVOCATE THAT THE STATE MUST ADDRESS CAPACITY, CLIMATE CHANGE, CONGESTION AND CAPITAL IF WE ARE TO GET THE MODERN, MULTI-MODAL SYSTEM WE ALL WANT AND EXPECT.

DOVETAILING WITH THESE EFFORTS, MTF IS PROUD TO BE WORKING WITH OTHER BUSINESS ORGANIZATIONS TO ESTABLISH A BUSINESS-FOCUSED AGENDA ON TRANSPORTATION THAT WILL ARTICULATE OUR IMMEDIATE PRIORITIES, PROVIDE STRATEGIES FOR ACHIEVING THEM, AND DETERMINE THE RESOURCES, INCLUDING ADDITIONAL REVENUES, IT WILL TAKE TO GET THERE. JIM ROONEY FORMED THE COALITION AND WANT TO THANK HIM FOR HIS LEADERSHIP IN THIS REGARD.

2. OPIOIDS

SINCE THE RELEASE OF MTF'S GROUNDBREAKING REPORT LAST FALL ENTITLED *THE ECONOMIC IMPACT OF THE OPIOID EPIDEMIC: AN ISSUE OF SUBSTANCE*, WE HAVE BEEN ACTIVELY SHARING OUR FINDINGS WITH DIFFERENT AUDIENCES TO EDUCATE MORE PEOPLE OF THE EPIDEMIC'S MAGNITUDE AS WELL AS ITS ASTRONOMICAL COSTS. THIS EPIDEMIC IS THE SOCIETAL CRISIS OF OUR TIME. IN

ADDITION TO THE HUMAN TOLL, THE ECONOMIC COSTS ARE ALARMING, BUT THE TRENDS ARE WORSE.

MTF WILL SOON BE UNVEILING ITS EMPLOYER INITIATIVE TO PROVIDE EMPLOYERS WHO WANT TO ENGAGE ON THE ISSUE WITH SOME ADDITIONAL RESOURCES AND TOOLS FOR DOING SO. ACTING COLLECTIVELY, WE CAN HELP REDUCE THE STIGMA ASSOCIATED WITH ADDICTION, STRENGTHEN OUR COMMUNITIES AND IMPROVE THE WORKFORCE PIPELINE. LET'S BEGIN.

3. HEALTHCARE

AS ONE OF THE LARGEST SPENDING ITEMS, MTF CONTINUES TO DEMONSTRATE THE IMPACT THAT RISING HEALTH CARE COSTS HAVE HAD ON THE STATE BUDGET AND EMPLOYERS' BOTTOM LINE.

WITH RESPECT TO STATE PROGRAMS, WE WILL CONTINUE TO ADVOCATE FOR REFORMS TO THE MASSHEALTH PROGRAM THAT REDUCE COST WHILE PRESERVING BENEFITS FOR THE MOST VULNERABLE AMONG US. WE WILL ALSO PUSH FOR THE CONSOLIDATION, ELIMINATION OR REPURPOSING OF THE 20 OFF-BUDGET HEALTH-RELATED

TRUST FUNDS WORTH \$2 BILLION CURRENTLY ON THE BOOKS.

ON THE COMMERCIALY INSURED FRONT, MTF IS PROUD TO BE A CO-FOUNDER OF THE **MASSACHUSETTS EMPLOYER HEALTH COALITION**. THIS MULTI-STAKEHOLDER EFFORT IS COMMITTED TO ADDRESSING THE HIGH AND RISING COST OF HEALTH CARE THROUGH EMPLOYER AND EMPLOYEE ENGAGEMENT. OUR INITIAL FOCUS IS ON REDUCING INAPPROPRIATE USE OF EMERGENCY DEPARTMENTS. OVER TIME MY HOPE IS THIS INITIATIVE WILL EMPOWER EMPLOYERS TO USE THEIR PURCHASING POWER TO AFFECT CHANGE MORE BROADLY IN HOW WE DELIVER AND PAY FOR CARE.

THE GOAL IS TO GENERATE \$100 MILLION IN SAVINGS OVER THE NEXT TWO YEARS BY DIRECTING CARE TO THE RIGHT PLACE AT THE RIGHT TIME AT THE RIGHT PRICE. THE STEERING COMMITTEE HAS BEEN FORMED AND THE WORK HAS BEGUN IN EARNEST, BUT THERE IS STILL AN OPPORUNTIY FOR YOU TO GET INVOLVED.

MY CO-FOUNDER RICK LORD FROM AIM IS HERE AS IS THE HPC TEAM STAFFING THIS INITIATIVE AND I WANT TO ACKNOWLEDGE AND THANK THEM FOR THEIR HARD WORK.

4. TAX POLICY.

MTF CONTINUES TO BE THE ONLY ORGANIZATION IN THE COMMONWEALTH DEDICATED TO A COMPREHENSIVE UNDERSTANDING OF BOTH HOW YOUR TAX DOLLARS ARE RAISED (THROUGH TAX POLICY) AND HOW THEY ARE SPENT (THROUGH THE BUDGET PROCESS). BOTH ARE ESSENTIAL IN POSITIONING THE STATE FOR FISCAL STABILITY AND LONG-TERM GROWTH.

I AM PLEASED TO BE A PARTICIPANT IN THE NEWLY-FORMED SENATE WORKING GROUP ON REVENUE. ITS GUIDING PRINCIPLE IS TO ENSURE THAT THE MASSACHUSETTS' SYSTEM OF REVENUE COLLECTION GENERATES SUFFICIENT FUNDS TO SUPPORT STATE GOVERNMENT OPERATIONS IN A SUSTAINABLE, MODERN AND FAIR MANNER IN A WAY THAT CONTRIBUTES TO A VIBRANT ECONOMY.

THIS THOUGHTFUL APPROACH IS PREFERABLE TO USING THE BALLOT INITIATIVE PROCESS TO MAKE TAX POLICY AND I LOOK FORWARD TO ROLLING UP MY SLEEVES AND GETTING TO WORK REPRESENTING THE TAXPAYER'S PERSPECTIVE ON THIS SUBSTANTIVE WORK. SENATOR

HINDS WHO IS WITH US TODAY WILL BE LEADING THE EFFORT.

5. EDUCATION REFORM.

MASSACHUSETTS POLICY MAKERS ARE DEBATING THE BEST WAY TO IMPROVE PUBLIC K-12 EDUCATION IN ORDER TO CLOSE THE PERSISTENT ACHIEVEMENT GAPS AMONG ENGLISH LANGUAGE LEARNERS, AND LOW-INCOME AND SPECIAL EDUCATION STUDENTS. IN THE COMMONWEALTH, WE KNOW THAT HUMAN CAPITAL IS OUR PRIMARY CAPITAL AND WE MUST DO ALL WE CAN TO ENSURE THAT EVERY CHILD HAS ACCESS TO A QUALITY, PUBLIC EDUCATION THAT WILL LEAVE THEM WELL-PREPARED FOR COLLEGE OR A CAREER, CIVIC ENGAGEMENT AND PRODUCTIVE LIVES.

MTF SUPPORTS ENSURING THAT ANY ADDITIONAL REVENUES BE TIED TO CLEARLY ARTICULATED GOALS, ACCOUNTABILITY FOR HOW THE MONEY IS SPENT, METRICS FOR MEASURING SUCCESS AND ANNUAL PROGRESS REPORTS THAT ENABLES THE COMMONWEALTH TO CHANGE COURSE IF NECESSARY. OUR CHILDREN ARE THE FUTURE WORKFORCE AND ECONOMIC BACKBONE OF MASSACHUSETTS, AND IT IS ESSENTIAL THAT WE GET THIS RIGHT.

FISCAL AND BUDGET ANALYSIS.

FINALLY, MTF WILL CONTINUE TO PROVIDE THE TIMELY AND ACCURATE FISCAL AND BUDGETARY ANALYSIS THAT YOU HAVE COME TO EXPECT FROM US. IN FACT, THIS AFTERNOON, THE HWM COMMITTEE RELEASED ITS BUDGET. MTF'S ANALYSIS WILL BE IN YOUR INBOX TOMORROW. AND THIS FRIDAY AT 10:00 AM, YOU CAN JOIN US BY TELECONFERENCE FOR A BUDGET OVERVIEW.

I THANK YOU FOR THE TRUST YOU HAVE PLACED IN ME TO LEAD MTF, A RESPONSIBILITY I TAKE VERY SERIOUSLY, AND FOR THE OPPORTUNITY TO WORK ON MEANINGFUL ISSUES THAT CAN IMPROVE THE LIVES OF MY FELLOW RESIDENTS OF THE COMMONWEALTH.

THAT CONCLUDES MY UPDATE, MADAME CHAIR.

I NOW ASK MIKE CALJOUW TO INTRODUCE OUR SPECIAL GUEST.