

Municipal Partnership

Timeline

1. February 15, 2007: Governor Patrick issues Executive Order No. 480 “Strengthening the Level of Partnership and Collaboration Between State Government and Cities and Towns” establishing the Municipal Affairs Coordinating Cabinet, which coordinates the ways in which state government can provide additional services and assistance to cities and towns (A-2, B-33).
2. July 25, 2007: Governor Patrick signs “An Act to Reduce the Reliance on Property Taxes Through Municipal Health Care” and “An Act to Reduce the Stress on Local Property Taxes Through Enhanced Pension Fund Investment” into law. These laws give municipalities the option to join Massachusetts’ Group Insurance Commission (GIC) and identifies and requires the state’s lowest-performing pension systems to invest with the state Pension Reserve Investment Trust (PRIT), respectively (A-13, B-357, B-367).
3. September 26, 2007: Governor Patrick announces that Lieutenant Governor Murray will lead the first Municipal Cabinet listening tour across the Commonwealth (A-15).
4. July 31, 2008: Governor Patrick signs “An Act Establishing a State 911 Department, Single 911 Surcharge and an Enhanced 911 Fund” creating the State 911 Department, improving the Commonwealth’s ability to administer the statewide enhanced 9-1-1 system (B-447).
5. August 6, 2009: Governor Patrick signs “An Act Establishing a Regionalization Advisory Commission” creating the Regionalization Advisory Commission whose mission is to identify best practices, challenges, and recommendations for regionalization of a range of local services (B-355).
6. September 3, 2009: Governor Patrick announces that Lieutenant Governor Murray has awarded \$7.96 million to communities developing public safety answering points (PSAPS) (A-30).
7. July 27, 2010: Governor Patrick signs “An Act Relative to Municipal Relief” enacting many urgently needed provisions to modernize outdated state laws, helping cities and towns save money and increase efficiency (B-412).
8. May 10, 2011: Governor Patrick signs Executive Order No. 533 “Enhancing the Efficiency and Effectiveness of Executive Department Procurements and Establishing a Municipal Procurement Program” establishing, among other things, the Municipal Procurement Program (B-36).
9. July 12, 2011: Governor Patrick signs “An Act Relative to Municipal Health Insurance” providing significant and immediate savings to cities and towns, while preserving a meaningful role for organized labor in the process (A-56, B-370).
10. September 14, 2011: Governor Patrick signs Executive Order No. 537 “Strengthening the Level of Partnership and Collaboration Between State Government and Cities and Towns,” revoking and superseding Executive Order No. 480 and expanding the purview of the Municipal Affairs Coordinating Cabinet (B-46).

11. November 18, 2011: Governor Patrick signs “An Act Providing For Pension Reform and Benefit Modernization” saving cities and towns an estimated \$2 billion over the next 30 years (A-63, B-383).
12. March 16, 2012: Lieutenant Governor Murray announces the 28 recipients of the inaugural \$4 million Community Innovation Challenge (CIC) grant program awards, totaling \$4 million and spanning 138 communities across the Commonwealth (A-67).
13. January 9, 2013: Governor Patrick files “An Act Relative to Municipal Unemployment Insurance” with the Massachusetts’ Legislature following the release of the Municipal Unemployment Insurance Task Force Report (A-91, B-23).
14. February 12, 2013: Lieutenant Governor Murray announces 27 recipients of the second round of Community Innovation Challenge (CIC) grant program awards, totaling \$2.25 million and spanning 162 cities and towns across the Commonwealth (A-106).
15. December 12, 2013: The Patrick Administration announces over \$79 million for 33 MassWorks Infrastructure Program grants to support development throughout the Commonwealth (A-122).

Results

Executive Order No. 480 “Strengthening the Level of Partnership and Collaboration Between State Government and Cities and Towns” (2007, B-33)¹

- Establishes a Municipal Affairs Coordinating Cabinet chaired by the deputy commissioner for local services of the department of revenue (in this case, chaired by Lieutenant Governor Murray).
- The Cabinet shall have the responsibilities:
 - To implement policies and coordinate activities throughout the executive branch that are designed to enhance the partnership between local and state government.
 - To assess ways in which state government may provide assistance to local government in the provision of services, including but not limited to, technology, procurement, construction, employee benefits, and other areas where the assets of state government may be utilized to assist local governments.
 - To provide support to the Local Government Advisor Commission to analyze and implement recommendations that have been made by the LGAC and approved by the Governor;
 - To coordinate the implementation of municipal impact statements of legislation and executive orders.
 - To provide analysis of home rule legislation to determine if the particular provision should be applied broadly to all cities and towns thereby providing permanent local authority.

¹ “Executive Order No. 480 ‘Strengthening the Level of Partnership and Collaboration Between State Government and Cities and Towns’” (B-34).

- **NOTE: This executive order was revoked and superseded by Executive Order No. 537 (see below).**

*An Act to Reduce the Reliance on Property Taxes Through Municipal Health Care (2007, B-357)*²

- Lowers health care costs for municipalities by giving them the option to join the Commonwealth's Group Insurance Commission.
- Calls for the appointment of four additional members to the Commission to reflect a broader constituency, including a representative of management and of labor.
 - Another two municipal members will be appointed after 45,000 municipal subscribers are added to the GIC.
- Also includes a \$1 million appropriation to cover additional GIC costs.

*An Act to Reduce the Stress on Local Property Taxes Through Enhanced Pension Fund Investment (2007, B-367)*³

- Identifies and requires the state's lowest-performing pension systems to invest with the state Pension Reserve Investment Trust (PRIT). The criteria are based on the funding level and the average rate of return, as compared to PRIT, over the last 10 years.

*An Act Establishing a State 911 Department, Single 911 Surcharge and an Enhanced 911 Fund (2008, B-447)*⁴

- Creates the State 9-1-1 Department within Executive Office of Public Safety and Security (EOPSS) that has the authority to direct day to day administration of the statewide enhanced 9-1-1 system and has its own independent budgetary authority. Also transfers the Statewide Emergency Telecommunications Board (SETB) staff to the Department.
- Changes the 21-member SETB to a 19-member State 9-1-1 Commission that provides strategic oversight and guidance to the State 911 Department, advises the Department relative to its annual budget, and has approval authority over the distribution of grants, major contract issues, and the establishment of regulations and standards.
- Requires the formation of a State 9-1-1 Policy Advisory Committee to advise the Commission and Department on system and network issues.
- Changes the past scheme of separate wireline/wireless enhanced 9-1-1 surcharges and funds to create a single enhanced 9-1-1 surcharge and fund, with the surcharge to be assessed on wireline, wireless, and "other" (such as VoIP) users.
 - Sets the single enhanced 9-1-1 surcharge at 75 cents per month.

² "Governor Patrick Signs Key Parts of Municipal Partnership Act into Law" (A-13 & A-14).

³ Ibid.

⁴ "Summary of Chapter 223 of the Acts of 2008, 'An Act to Create a State 911 Department, ...'" (B-474).

- Establishes new grants in addition to the training grant to be made available directly to local cities and towns to cover select personnel and equipment costs.
 - PSAP and Regional Emergency Communication Center Grant: Reimburses primary, regional and regional secondary public safety answering points (PSAPs) and regional emergency communication centers for allowable expenses related to the training and certification of enhanced 911 telecommunicators.
 - Public Safety Answering Point and Regional Emergency Communications Center Support Grant: Reimburses primary, regional and regional secondary PSAPs and regional emergency communications centers for allowable expenses related to enhanced 9-1-1 personnel and equipment costs.
 - Wireless State Police Public Safety Answering Point Grant: Reimburses wireless state PSAPs for allowable expenses related to enhanced 9-1-1 personnel and equipment costs.
 - Regional Public Safety Answering Point and Regional Emergency Communications Center Incentive Grant: Provides regional safety answering points and regional emergency communication centers with funds in addition to amounts allocated as part of Public Safety Answering Point and Regional Emergency Communication Center Support Grant for reimbursement of expenses. Reimbursements use a formula that applies a specified percent of total surcharge revenues based on the number of municipalities to be served by the regional PSAP or regional emergency communication center.
 - Regional and Regional Secondary Public Safety Answering Point, and Regional Emergency Communication Center Development Grant: Supports the development and startup of regional secondary PSAPs and regional emergency communication centers, including the expansion or upgrade of existing regional and regional secondary PSAPs, to maximize effective emergency 9-1-1 and dispatch services. This also maximizes regional interoperability through the disbursement of funds according to guidelines established by the State 9-1-1 Department with approval of the Commission.

*An Act Establishing a Regionalization Advisory Commission (2009, B-355)*⁵

- Created the 19-member Regionalization Advisory Commission, chaired by Lieutenant Governor Murray.
 - The Commission is charged with reviewing all aspects of regionalization including possible opportunities, benefits and challenges to regionalizing a host of local services in the Commonwealth, including education, public safety, public health, public works, housing, veterans' services, workforce development, municipal finance and structure, elder services and transportation.

⁵ “Report of the Regionalization Advisory Commission” (B-301).

- The Commission submitted its findings and recommendations in the “Report of the Regionalization Advisory Commission.”

An Act Relative to Municipal Relief (2010, B-412)

- Increases the dollar threshold of the state and local amounts (\$5,000 and \$2,000, respectively) to \$25,000 for requiring a payment or security bond for more than one half of the state or local construction contract price.⁶
- Establishes a statewide public works mutual aid agreement to provide for the cross jurisdictional provision of public works services, materials, and facilities. Participation is at local option by the municipal executive.⁷
 - Assistance provided under the agreement includes, but is not limited to, public works, personnel, equipment, supplies and facilities to prepare for, prevent, mitigate, respond to and recover from public works incidents.⁸
 - Creates a statewide public works municipal mutual aid advisory committee to be chaired by the secretary of public safety and security or his designee.⁹
- Establishes a statewide public safety mutual aid agreement to provide for the cross-jurisdictional provision of emergency services and materials.¹⁰
 - Assistance provided under the agreement includes, but is not limited to, fire service, law enforcement, emergency medical services, transportation, communications, public works, health and medical services, search and rescue assistance, among others.¹¹
- Increases the maximum dollar amount for use of the “sound business practices” procurement process from contracts of less than \$5,000 to those under \$10,000.¹²
- Authorizes the Commissioner of the Department of Revenue to revise the three-year schedule for state certification of locally set property values. The goal of any revisions would be to even out the number of certifications each year, facilitate cooperative assessing agreements, and improve the administration of local assessment.¹³
- Updates the statutory provision that allows joint assessing agreements, limiting agreements to 25 years and allows the formation of a regional board of assessors.¹⁴
- Eliminates fixed statutory terms for borrowing for certain purposes (including the acquisition and improvement of land and the construction and reconstruction of

⁶ “Governor Signs ‘Municipal Relief’ Bill” (C-2).

⁷ Ibid.

⁸ “Letter to Elected Municipal Officials Regarding the Statewide Public Safety and Mutual Aid Laws” (B-136).

⁹ Ibid.

¹⁰ “Governor Signs ‘Municipal Relief’ Bill” (C-2).

¹¹ “Letter to Elected Municipal Officials Regarding the Statewide Public Safety and Mutual Aid Laws” (B-135).

¹² “Governor Signs ‘Municipal Relief Bill’ (C-2).

¹³ Ibid.

¹⁴ Ibid.

- roads, bridges and buildings among others) and replaces them with a term based on the useful life of the asset being financed, not to exceed 30 years.¹⁵
- Allows borrowing for the purpose of dredging rivers, streams, and other waterways as well as for the purpose of cleaning up or preventing pollution by certain operating or closed municipal facilities.¹⁶

Executive Order No. 533 “Enhancing the Efficiency and Effectiveness of Executive Department Procurements and Establishing a Municipal Procurement Program” (2011, B-36)¹⁷

- Among other things, orders that by October 1, 2011, the Operational Services Division (OSD) shall establish and implement, in consultation with the Commonwealth’s Inspector General and Commonwealth municipalities, a Municipal Procurement Program (MPP) within the OSD for purposes of providing the following services to cities and towns in the Commonwealth:
 - Outreach to municipalities and survey of their unique procurement needs that are not being fulfilled by current statewide, department or their own contracts.
 - Procurement of high volume goods and services that are needed by cities and towns.
 - Coordination and aggregation of planned municipal and state agency spending from statewide or department contracts.
 - Provision of training to cities and towns on how to use statewide and department contracts and how to navigate the Commonwealth’s procurement processes and systems.

An Act Relative to Municipal Health Insurance (2011, B-370)

- Allows cities and towns the choice of using a new, faster process to implement changes to health care plan design. This process will include expedited collective bargaining to negotiate new health plans for employees.¹⁸
 - Municipalities can use this process to adopt co-pays and deductibles, along with other cost-sharing health care plan design features that are not higher than those offered by the Group Insurance Commission.¹⁹
- The law also allows 25 percent of first year savings to be shared with employees (“mitigation”) and includes protections for retirees and employees with existing health concerns.^{20 21}

¹⁵ “Governor Signs ‘Municipal Relief Bill’ (C-2).

¹⁶ Ibid.

¹⁷ Executive Order No. 533 ‘Enhancing the Efficiency and Effectiveness of Executive Department Procurements and Establishing a Municipal Procurement Program’ (B-39).

¹⁸ “Governor Patrick Signs Municipal Health Care Reform to Save Millions for Massachusetts Communities” (A-56).

¹⁹ Ibid.

²⁰ “First Comprehensive Report on Savings from Municipal Health Reform” (B-49).

²¹ “Governor Patrick Signs Municipal Health Care Reform to Save Millions for Massachusetts Communities” (A-56).

- In the first year of reform:²²
 - 81 cities, towns, and school districts completed the new reform process.
 - 74 implemented changes to their local plan offerings.
 - 7 joined the GIC.
 - The resulting changes to employee health plans or joining the GIC produced \$70 million in total premium savings for employers and employees. These savings are shared almost equally after accounting for the sharing of savings with employees through mitigation programs as well as direct employee premium savings.
 - 122 cities, towns and school districts have used the new law as leverage to negotiate health plan insurance changes with local unions without actually adopting the reform, yielding more than \$137 million in total premium savings for employers and employees.
 - 113 made changes to their local plan offerings or contribution rates.
 - 9 joined the GIC.
- Since July 2011, 16 cities, towns, and school districts have agreed to join the 27 cities, towns, and school districts already in the GIC.²³
 - The GIC now has over 45,000 municipal subscribers, triggering the addition of a second municipal representative and an additional labor representative to the commission.²⁴
- Overall:²⁵
 - Between January 2011 when Governor Patrick proposed municipal health reform and January 2013, 204 municipalities and regional school districts came to agreements with employees, either by using the new reform process or negotiating outside of the reform, achieving \$205 million in premium savings.
 - 165 municipalities (47 percent) took action to address health care costs, saving over \$193 million in total premium costs.
 - 39 regional school districts (46 percent) took action to address health care costs, saving over \$12 million in total premium costs.
 - Additionally, 70 entities (56 municipalities and 14 regional school districts) that did not take action reported maximum possible savings totaling \$45 million if they had used the reform process to the fullest extent possible.
 - According to the Massachusetts Taxpayers Foundation, this reform could produce as much as \$2.8 billion in cumulative savings over 10 years if implemented by all communities and school districts.

²² “First Comprehensive Report on Savings from Municipal Health Reform” (B-50).

²³ Ibid.

²⁴ Ibid.

²⁵ Ibid (B-49).

Executive Order No. 537 “Strengthening the Level of Partnership and Collaboration Between State Government and Cities and Towns” (2011, B-46)

- **NOTE: Revokes and supersedes Executive Order No. 480.**
- Establishes a Municipal Affairs Coordinating Cabinet to be chaired by the deputy commissioner for local services of the department of revenue (in this case, chaired by Lieutenant Governor Murray).²⁶
- The Council shall have the following responsibilities:²⁷
 - To implement policies and coordinate activities throughout the executive branch that are designed to enhance the partnership between local and state government.
 - To assess ways in which state government may provide assistance to local government in the provision of services, including but not limited to, technology, procurement, construction, employee benefits, and other areas where the assets of state government may be utilized to assist local governments.
 - To assist in interpretation and implementation of the various municipal partnership bills signed into law over the past five years in order to assist cities and towns in reducing costs, streamlining operations and generating revenue.
- Municipal Cabinet Listening Tour:²⁸
 - Since September 2007, Lieutenant Governor Murray led more than 30 listening tours in communities across the Commonwealth.
 - Executive Order No. 537 replaced Executive Order No. 480 in order to formally include efforts to promote regionalization within the Cabinet’s mission.
 - Executive Order No. 537 subsequently led to a series of forums focused on regionalization and ultimately the release of the Commonwealth’s Community Innovation Challenge (CIC) grant program [see below].

An Act Providing for Pension Reform and Benefit Modernization (2011, B-383)

- Will generate over \$5 billion in pension funding savings over 30 years, including an estimated \$2 billion for cities and towns.²⁹
- Increases the retirement age for virtually all state workers and eliminates early retirement subsidies.³⁰
- Increases the period for averaging earnings for purposes of calculating a member’s retirement allowance from 3 to 5 years.³¹

²⁶ “Executive Order No. 537 ‘Strengthening the Level of Partnership and Collaboration Between State Government and Cities and Towns’” (B-47).

²⁷ Ibid (B-47 & B-48).

²⁸ “Municipal Affairs Coordinating Cabinet” (B-153).

²⁹ “Governor Signs Pension Reform Legislation” (A-65).

³⁰ “Pension Reform” (B-268).

³¹ Ibid.

- Introduces an anti-spiking rule limiting the annual increase in pensionable earnings to no more than 10 percent of the average pensionable earnings over the last two years.³²
- The retirement allowance for new employees who serve in more than one group will be pro-rated, taking into account the number of years of service in each group.³³
- Includes a COLA provision that increases the base salary on which retirees receive a cost-of-living increase from \$12,000 to \$13,000.³⁴
- Eliminates the right to receive a pension while receiving compensation for service as an elected official in the same position unless one year has passed from the end of the previous elected term.³⁵

*An Act Relative to Municipal Unemployment Insurance [as filed] (2013, B-23)*³⁶

- Creates a 65% unemployment insurance offset to retirees collecting a defined benefit pension, thereby significantly limiting a returning retiree's access to unemployment when laid off and collecting a pension.
- Eliminates the disparity between those employed directly by a school department and those providing services to the school but paid directly by the municipality.
- Prevents municipalities from being charged for wages earned by election workers.
- Allows the Department of Unemployment Assistance to participate in the US Treasury's Offset Program so that the agency can collect unemployment insurance debts as a result of an overpayment—this would be particularly significant to municipalities because all amounts recouped would go directly into their accounts.

Other:

*Gateway Plus Action Grant Program (2008)*³⁷

- In November 2008, the Department of Housing and Community Development awarded grants of up to \$75,000 each, for a total of \$1.35 million, to 18 Gateway Plus Cities.
 - These cities worked with consultants to complete plans responsive to locally identified needs and that included neighborhood visioning, feasibility and market analyses of specific sites, neighborhood/downtown improvement strategies, redevelopment of foreclosed and vacant properties, and urban renewal. The Grants identified short-, medium-, and long-term strategies for addressing identified neighborhood needs, and the parties responsible for implementation (e.g. city department, service provider, state).
- These grants were used for strategic planning in target neighborhoods to:

³² “Governor Signs Pension Reform Legislation” (A-65).

³³ Ibid.

³⁴ Ibid.

³⁵ Ibid (A-66).

³⁶ “An Act Relative to Municipal Unemployment Insurance: Filing Letter” (B-21).

³⁷ “Gateway Plus Action Grant Final Report” (B-53).

- Increase the diversity of housing options.
- Expand economic opportunities.
- Foster and strengthen civic engagement.
- Promote neighborhood stability.

Excerpts from “An Act Making Appropriations for the Fiscal Year 2010...” (2009, B-280)

- §§ 25 and 149 Taxation of Telecommunications Corporations Poles and Wires on Public Ways
 - Eliminates the historical tax exemption from local taxation for poles and wires owned by telephone and telegraph, cable television, internet, data service and other telecommunications corporations and located on public ways.³⁸
 - This initiative generates the potential for \$26 million annually in new property tax revenues for cities and towns across Massachusetts.³⁹
- Local Meals and Hotel Excise Taxes
 - §§ 50-52 and 154 Local Room Occupancy Excise⁴⁰
 - Rooms occupied in hotels or motels operated by public or private educational institutions will now be subject to the excise tax.
 - Communities may now set a local excise rate of up to 6 percent (6.5 percent for Boston). Previously, the maximum local rate was 4 percent (4.5 percent for Boston).
 - §§ 60 and 156 Local Meals Excise⁴¹
 - Adds a new local option tax statute, which allows a city or town, by local acceptance, to impose an excise of .75 percent on the sales of restaurant meals originating within the municipality.
 - These initiatives have the potential to generate over \$200 million in new local revenue statewide each year.⁴²

Housing Development Incentive Program (2010, B-288)⁴³

- Created by “An Act Relative to Economic Development Reorganization.”
- Provides two tax incentives to developers to undertake substantial rehabilitation of properties in Gateway Cities for sale or lease as multi-unit market rate housing:
 - A local option property tax exemption on all or part of the increased value resulting from improvements related to market rate units.
 - A state tax credit for substantial rehabilitation costs of market rate units.

³⁸ “Relevant Excerpts...” (B-281).

³⁹ “Patrick Administration Commitment to Communities” (B-262).

⁴⁰ “Relevant Excerpts...” (B-282 & B-283)

⁴¹ Ibid (B-284).

⁴² “Patrick Administration Commitment to Communities” (B-262)

⁴³ “Housing Development Incentive Program Implementation Assistance” (B-90).

MassWorks Infrastructure Program (2011—first year awards were given out)

- The MassWorks Infrastructure Program provides a one-stop shop for municipalities and other public entities seeking public infrastructure funding to support.⁴⁴
 - Economic Development and job creation and retention.
 - Housing Development at density of at least 4 units to the acre (both market and affordable units).
 - Transportation improvements to enhancing safety in small, rural communities.
- The Program represents an administrative consolidation of 6 former grant programs:⁴⁵
 - Public Works Economic Development (PWED)
 - Community Development Action Grant (CDAG)
 - Growth Districts Initiative (GDI) Grant Program
 - Massachusetts Opportunity Relocation and Expansion Program (MORE)
 - Small Town Rural Assistance Program (STRAP)
 - Transit Oriented Development (TOD) Program
- 2013 Summary:⁴⁶
 - In 2013, the Program awarded 33 infrastructure grants totaling \$79.6 million to support housing, economic development and road safety in communities across the Commonwealth.
 - During the 2013 funding round, the average grant amount was \$2.4 million and grants were awarded to municipalities of all sizes ranging in population from less than 200 to over 150,000.
 - 108 applications were submitted requesting \$263 million in public infrastructure grants.
 - Applications were considered by a team of state reviewers representing a diversity of disciplines and evaluated for consistency with Program priorities, including readiness and consistency with the Commonwealth’s Sustainable Development Principles. Each of the projects for an award was consistent with a regional plan.
 - The 2013 funding round prioritized projects that promoted multi-family housing in mixed-use environments. Of the 33 projects for an award, 20 met this criterion. These 20 projects will result in the near-term creation of 2,518 housing units.

Community Innovation Challenge (CIC) Grant Program (2012)

- The Community Innovation Challenge grant program was developed in 2012 to encourage and incentivize regionalization based on the belief that the most crucial and visible interactions between government and citizens occur locally.⁴⁷

⁴⁴ “What Is It?” (B-479).

⁴⁵ Ibid.

⁴⁶ “2013 MassWorks Round Results” (B-18).

⁴⁷ “Community Innovation Challenge Grant Program - Description” (B-32).

- The program provides incentives, such as technical assistance, training, and other one-time or transition funding for municipal leaders to work together to pursue innovative ways to deliver critical services to taxpayers more efficiently.⁴⁸
- In two years, the CIC grant program invested \$6.25 million in 49 unique projects that involve 197 municipalities across the Commonwealth.⁴⁹
 - In two years, municipalities requested \$41,008,402 in funding through the CIC grant program.
 - 3,686,311 residents total live in the 197 municipalities participating in CIC programs. This equates to 56 percent of the Commonwealth's population.
 - 18 of 26 Gateway Cities are part of at least one CIC program.
 - Of the 49 total projects, 84 percent are regionalization projects and 16 percent are internal efficiencies.
 - The CIC program has funded projects in 11 municipal service delivery areas (facilities management, education, financial services, public health, public works, information technology, transportation, library public safety, veteran's services, and housing).

*Municipal Performance Management Program with the Collins Center at the University of Massachusetts at Boston (2012)*⁵⁰

- The original program was launched in August 2012, was funded through the CIC program, and included 20 municipalities. In the first year of the program realized multiple accomplishments, including:
 - Over 60 performance-based meetings were held in nearly 40 departments across all 20 participating municipalities.
 - Designing new workload and efficiency measures to help departments improve performance management efforts.
 - Changing data coding to allow for better data analysis, including categorizing overtime to identify causes and redesigning regular crime reports provided to patrolmen.
 - Increasing inter- and intra-municipality collaboration on best practices and problem solving.
 - Helping municipal employees to learn new technical or software skills, including was to reduce data entry inefficiency and improve accuracy.
 - Completing significant analyses on usage of sick time and overtime.
 - Analyzing injuries on duty, which led to new safety training for most common injuries and monthly safety reports.
 - Working on collecting lessons learned and building templates for a toolkit as well as working on developing common indicators and measures to improve data comparability.
- The program expanded and added new communities in the spring of 2013.

⁴⁸ “Community Innovation Challenge Grant Program - Description” (B-32).

⁴⁹ “Community Innovation Challenge Grant Program” (B-27).

⁵⁰ “Massachusetts Municipal Performance Management Program” (B-150).

Vocational School Equipment Program (2013)⁵¹

- The Vocational School Equipment Program provides grant funding to qualifying institutions to purchase necessary equipment at their facilities.
 - 165 applications were received, totaling more than \$4.7 million.
 - 100 percent of regional vocational school districts applied for grant funding, as did 82 percent of all schools in Massachusetts with Chapter 74-approved vocational programs.
 - The grants provide over \$1,149,997 in funding, benefiting 1,671 students in 184 municipalities across the Commonwealth.
 - Approximately \$1,925,553 in matching funds and in-kind donations will be leveraged to support these programs, a \$1.67 match for every \$1 investment.
 - Funded programs represent 9 of 10 occupational clusters as identified by the Department of Elementary and Secondary Education (DESE), with the largest investments going to manufacturing, engineering and technology.

State Support for Municipal Information Technology (IT) Challenges⁵²

- The Patrick Administration partners with local governments to address local government information technology (IT) challenges, by leveraging existing state resources needed by communities, as well as sharing expertise. Activities include:
 - Developing a series of IT models for the benefit of local governments, based upon successful IT-focused CIC Grant projects.
 - Promoting the Springfield Data Center (SDC) to municipalities.
 - Establishing a State-Local IT Committee to develop working relationships and identify new opportunities.
 - The Commonwealth’s MassGIS mapping and planning service now provide online tools for cities and towns, eliminating the burden on cities and towns to purchase and manage their own local systems.

Other Education Investments⁵³

- Since taking office, Governor Patrick has increased the K-12 Chapter 70 aid to cities and towns by \$445 million, the highest levels in the history of the Commonwealth. In FY14, Governor Patrick proposed a \$225 million increase in Chapter 70 aid.

Other Infrastructure and Economic Development Investments

- Broadband
 - MassBroadband 123⁵⁴
 - As of March 31, 2013:

⁵¹ “Lieutenant Governor Murray Announces \$1.1 Million in Grants to Benefit Vocational Schools Across Massachusetts” (A-116).

⁵² “Patrick Administration Commitment to Communities” (B-267).

⁵³ Ibid (B-264).

⁵⁴ “Quarterly Performance Progress Report for Broadband Infrastructure Projects—Q1 2013” (B-269).

- 31,603 Verizon pole licenses received (96% complete).
- 29,428 electric utility pole licenses received (97% complete).
- 895 miles of fully licensed fiber miles released to construction for aerial installation (96% complete).
- 775 miles of messenger strand and 676 miles of aerial fiber optic cable installed (83% and 72% complete, respectively).
- 582 Community Anchor Institution site installations and 17 Point of Interconnection and collocation site equipment installations complete (72% and 63% complete, respectively).
- Through the Commonwealth's commitment of \$31.2 million in capital funding, Massachusetts has leveraged over \$83 million in federal stimulus funding for broadband infrastructure and improvement projects to connect homes, businesses, and community anchor institutions in more than 120 towns in the western, north central, and Cape Cod regions.⁵⁵
- Infrastructure⁵⁶
 - Since taking office in 2007 the Patrick Administration has:
 - Invested a total of \$255 million in annual increases to Chapter 90.
 - Increased the level of state capital investments in the Commonwealth's infrastructure by about 200 percent over the Romney administration in a fiscally responsible, targeted, and transparent manner.
 - Increased the Commonwealth's capital funding for community investments by \$69 million (35 percent) to \$265 million, providing historic levels of investment in infrastructure projects including municipal grant programs, municipal roads and bridges, seaports, municipal libraries, water infrastructure, public housing, economic development, and more.

⁵⁵ "Patrick Administration Commitment to Communities" (B-265).

⁵⁶ Ibid.