

Commonwealth of Massachusetts

FY2009-2013 Five-Year Capital Investment Plan

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INTRODUCTION

These are extraordinary times, and our country and our Commonwealth are facing extraordinary challenges. The economic crisis has caused job losses at levels not seen in over a generation. The credit markets have tightened considerably. Consumer confidence and spending are at record lows. State tax revenues are falling, and the need for the state to provide safety net services is rising.

One of the ways in which government can help address the economic hardship we face today is through increased investment in public infrastructure. Investing in infrastructure creates needed construction-related jobs now and literally builds a foundation for economic growth and job creation over the long-term. This means making investments needed to maintain our existing infrastructure – roads, bridges, schools, public housing, etc. – and it means making investments in new types of infrastructure needed to support economic growth in the 21st century – clean energy and energy efficiency, broadband expansion, life sciences, etc.

At the national level, President-Elect Obama has committed to taking bold action immediately upon taking office. He is already working with Congress, Governor Patrick and the nation's other Governors to develop a federal economic stimulus package that will, among other things, provide hundreds of billions of dollars to states for infrastructure investments like those described above. This funding is expected to be targeted to projects that can start quickly to increase the job-creation impact of the investments over the near term. In anticipation of this influx of federal funding, the Patrick-Murray Administration has already begun to plan and to mobilize to ensure that the funding is used promptly to fund needed projects throughout the Commonwealth.

At the state level, the Patrick-Murray Administration is well aligned with the direction being contemplated by the incoming administration and Congress and is well prepared to take the bold action these circumstances require. One of the Governor's top priorities since taking office has been to reverse years of neglect of our public infrastructure by increasing the level of state capital investment. Over the last year, the Governor worked in partnership with the Legislature to conclude the most productive legislative session in state history with respect to the authorization of capital investments for high-priority public infrastructure projects. Since this Administration took office, there have been 10 bond bills enacted into law, authorizing funding for the capital investments reflected in this five-year plan and, in some instances, for years beyond this plan. The capital investments authorized by the bond bills reflect shared priorities of the Governor and the Legislature, including investments in schools, infrastructure to support



economic development, roads and bridges, affordable housing, parks, a clean environment and the efficient functioning of state government.

In response to the need for bold action to stimulate job creation and to support long-term economic growth, the Patrick-Murray Administration is proud to release this five-year capital investment plan for fiscal years 2009-2013. This plan is built on the foundation of the Administration's work with the Legislature over the past year to begin reinvesting in our state's infrastructure in a fiscally responsible, targeted and transparent manner. The capital investments in this plan will create thousands of jobs in the near term and will ensure that Massachusetts continues to be a great place to live, work, start a business and raise a family for years to come.

This capital investment plan continues to implement the vision and priorities established in last year's, first-ever comprehensive and transparent five-year capital investment plan covering fiscal years 2008-2012. In large part, the investments included in this 2009-2013 plan continue projects launched last year or beforehand, or commence projects anticipated by last year's five-year plan. The current plan also reflects adjustments to target additional funding to "ready-to-go" repair and construction projects to increase the extent to which the capital investment plan serves as an economic stimulus for job creation in the near term. The plan also includes some refinements to the investment priorities identified in last year's plan, based on updated information about capital needs, project cash flows and project authorizations.

This capital investment plan is also fiscally responsible. Last year, the Administration developed and published a debt affordability analysis and policy to ensure that the annual borrowing needed to support the capital investment plan is set at affordable levels. This debt affordability analysis and policy was a first for the Commonwealth, and it was positively reviewed by the credit rating agencies. The Administration has updated and republished the debt affordability analysis with this capital investment plan, and the borrowing levels used to develop this plan were determined based on the debt affordability policy. The publication of this capital investment plan was delayed in order to ensure that changing economic conditions, tax revenue forecasts and interest rate levels could be taken into account in evaluating debt affordability under the policy.

Through this capital investment plan, the Patrick-Murray Administration is taking advantage of an opportunity to address the current challenges we face in a manner that will position the Commonwealth for economic growth and prosperity over the long-term. This plan provides for the Commonwealth to invest significant resources in infrastructure and other public assets that are critical to our quality of life, the strength of our economy, and the efficient functioning of government at every level. Among other things, these investments



will help build and maintain roads, bridges and rail we use for our daily commutes; public college facilities that educate our workforce and nurture our innovation economy; state parks and open space that enhance our landscape and protect our environment; and safe, affordable housing for the people of Massachusetts. Through the investments included in this plan, we will create thousands of jobs in the near term and we will create the environment needed to support job creation and economic growth over the long term.

There was a need for increased infrastructure investment in Massachusetts before the economic crisis; now the need is even more urgent. This capital plan answers the call for increased capital investment in a thoughtful and fiscally responsible manner. As the debt affordability analysis demonstrates, the issue is not whether we can afford to carry out the planned capital investments. Rather, we cannot afford not to make these planned investments.

Vision

The Patrick-Murray Administration has a vision of a network of high-quality infrastructure in the Commonwealth that makes our state one of the healthiest, safest and most attractive places in the world in which to live, work, raise a family and grow a business. This vision includes:

- public colleges and universities with world-class educational facilities, offering our young people an affordable, high-quality college education that enables them to succeed in a 21st century, information-age economy;
- high-quality public infrastructure that supports sustainable economic growth in the Commonwealth;
- well-maintained and strategically located roads, bridges and transit that provide easy mobility throughout the Commonwealth and thereby contribute to a high quality of life and vibrant economy in every part of Massachusetts;
- an environmentally sustainable Commonwealth, with energy-efficient public buildings, a transportation system that facilitates the use of environmentally-sensitive modes of transportation, well-maintained parks and recreational areas, and protected natural forests, landscapes and open spaces;
- attractive, well-maintained and affordable housing for our workforce and for our most vulnerable citizens;



- public infrastructure needed to support strong and vibrant communities where we live, work, raise our families and run our businesses;
- state-of-the-art facilities and equipment needed to ensure public safety and administer justice; and
- technologically-advanced systems and well-maintained facilities that make state government more efficient and customer-friendly.

The Patrick-Murray Administration believes that state capital investments in these areas are necessary to provide a foundation for economic growth in Massachusetts and a high quality of life for its citizens. In order to build this foundation and support these objectives, the Administration's vision requires a balanced approach to capital investments to ensure that we address both the need to maintain existing infrastructure and the need to invest in our future. There is a significant backlog of deferred maintenance needs for all types of state assets: roads and bridges, higher education campuses, state parks, public housing facilities, correctional facilities, courthouses, office buildings, information technology systems and more. Although we must address the existing infrastructure needs of our Commonwealth, we must also make targeted investments to support economic growth and improve the quality of life in Massachusetts. The long-term sustainability of the Commonwealth depends on both of these types of investments.

Challenges

The Patrick-Murray Administration has made significant progress in setting the Commonwealth's capital investment program on the right course toward achieving the Administration's vision of a high-quality network of public infrastructure that supports a strong economy and high-quality of life for citizens in the Commonwealth. However, much work remains to be done as the Commonwealth faces significant challenges in addressing its capital investment needs.

One of the most significant challenges facing the Administration is the backlog of deferred maintenance it inherited as a result of years of neglect of our public infrastructure. The Commonwealth has immense investment needs for every type of capital asset and throughout every region of our state. Many of these needs have long been evident but left unaddressed due to inadequate investment in our public assets.

At the same time, the size of the capital budget is subject to significant fiscal constraints. The Commonwealth's debt is among the highest in the nation by some measures. Moreover, the portion of the state's operating budget that



can be spent on debt service is limited not only by statute but, more importantly, by the fact that tax revenues are falling in the current fiscal environment.

Compounding this fiscal challenge, the need to cut spending in the operating budget in recent years resulted in capital project-related personnel being shifted from the operating budget to the capital budget. The FY08 capital budget funded approximately 2,000 full-time equivalent state employees (FTEs), almost twice the number of FTEs carried on the capital budget in 2001. These personnel expenses crowd out investments in capital as every dollar in the capital budget used to fund personnel costs results in one less dollar available to fund capital investments. Funding these employees on the capital budget is also more expensive than funding them on the operating budget due to the interest expense incurred on the related borrowings.

As a result of the immense backlog of capital investment needs, the need to continue to make targeted capital investments to support economic growth and the limited resources available to fund these needs, the Commonwealth simply cannot address all of its capital investment needs in the near term. The recently-enacted bond bills authorized approximately \$17 billion of capital investments. However, these bond authorizations were sized with the intention of funding multi-year capital investment programs – in some cases, 10-year capital investment programs. Consequently, the Administration will need to prioritize authorized capital investment needs within the fiscal constraints of the capital budget. Unfortunately, there are many worthy and needed projects that will not be funded in fiscal year 2009, or even in the next few years, because of the demands and constraints on our capital investment program.

Addressing the Challenges and Pursuing the Vision

In the face of these challenges in achieving the Administration's vision for a high-quality network of public infrastructure, the Administration has been guided by three core principles in the development of its capital investment plan – affordability, targeted investments in projects that maintain our existing infrastructure and in projects that promote economic growth, and transparency.

Last year, the Patrick-Murray Administration undertook a rigorous analysis of the Commonwealth's capacity to issue debt and adopted a policy to ensure that Commonwealth debt is kept to affordable levels. The policy ties the annual borrowing limit, or "bond cap", determination to the impact any new borrowing will have on debt service as a percentage of total budgeted revenues. This thoughtful, fiscally responsible approach allows not only for steady growth in the bond cap to increase capital investment in the near term, but also ensures that the budgetary impact of debt issued to fund the Commonwealth's capital program is managed within affordable levels. The policy strikes the right balance between maximizing our capital investment capacity without undermining other state



programs and services. The credit rating agencies have reviewed the Commonwealth's debt policy and have indicated that they view it as a positive step forward for debt management by the Commonwealth.

Based on the debt affordability policy, the annual bond cap for fiscal year 2009 will be \$1.575 billion. In addition, because legislative authorization for planned capital spending was obtained later than originally anticipated, capital spending was lower than originally planned in fiscal year 2008 and \$152.3 million of the unused bond cap from that year will be carried forward to support spending in fiscal year 2009 (additional unused fiscal year 2008 bond cap will be carried forward to future years). While the recently announced accelerated structurally-deficient bridge program will be funded outside of the bond cap, the related debt service costs of the program have been fully accounted for under the debt affordability policy in setting the bond cap at the designated levels.

As with the Administration's first five-year plan, the FY09-13 Five-Year Capital Investment Plan was developed following thorough consideration and careful decision-making aimed at striking the appropriate balance between maintaining our existing infrastructure and making targeted new investments to support job creation and economic growth over the long-term. Specific highlights of the FY09-13 capital plan include the following investments to maintain existing infrastructure and to support economic growth:

- Invest over \$720 million in higher education projects over the five-year plan, taking capital investments in higher education from just 3% to 10% of total state bond-funded capital investments over the five-year period.
- Initiate major new projects at many of our public higher education campuses in FY09, including projects at North Shore Community College, Greenfield Community College, Bridgewater State College, Massachusetts Maritime Academy and the University of Massachusetts campuses in Boston, Lowell and Amherst.
- Initiate a new growth district infrastructure program to support sustainable economic development at development-ready sites throughout the Commonwealth.
- Initiate the life sciences capital program, providing for approximately \$200 million of capital investments to support the life sciences industry that ramps up over the five-year period.
- Initiate the broadband initiative, providing for \$40 million of capital investments over the five-year period to expand access to broadband



service in Western Massachusetts and in other areas of the Commonwealth.

- Increase funding for the Massachusetts Opportunity Relocation and Expansion (MORE) capital grant program, investing \$30 million in FY09 for public infrastructure improvements to support private development that creates significant new jobs.
- Increase funding for “Leading By Example” initiatives to meet the Governor’s energy efficiency and clean energy goals detailed in Executive Order 484.
- Increase investments in municipal energy efficiency and renewable energy programs.
- Initiate the design of a new Dept. of Fish and Game facility in Westborough that will be the state’s first energy neutral building.
- Implement the new accelerated structurally-deficient bridge program, providing for the investment of \$3 billion over the next 8 years to reduce our backlog of structurally deficient bridges, create thousands of jobs and save the state hundreds of millions of dollars in avoided inflation and deferred maintenance costs.
- Increase state bond funding for transportation infrastructure in the regular capital budget to \$608 million in FY09 and ramping up to \$721 million by FY13.
- Maintain increased funding levels for Chapter 90 municipal road and bridge projects.
- Continue funding for legally-required state implementation plan transit projects, including the extension of the Green Line and improvements to the Fairmount Commuter Rail line.
- Increase funding for DCR roads and bridges in the regular capital budget.
- Invest a total of \$113 million in FY09 for maintenance of state transportation infrastructure through a new transportation maintenance fund, representing more than 20% of all bond-funded expenditures in the regular capital budget (excluding the cost of acquiring CSX rail property).



- Continue planning for South Coast Rail and other transit projects.
- Initiate \$150 million Fitchburg Commuter Rail improvement project, of which \$75 million is being funded by the federal government.
- Increase funding for capital improvements to public housing facilities across the Commonwealth to \$104 million in FY09, including funding to make 200 units habitable and available to new families in need of affordable housing.
- Invest \$40 million in FY09 to subsidize private development of affordable housing through the Affordable Housing Trust Fund (including contributions from MassHousing), and increase funding for the Capital Improvement and Preservation Fund and Housing Stabilization Fund.
- Increase funding for housing programs targeted to help disabled residents.
- Initiate new Chief Medical Examiner facility projects.
- Initiate construction of a new municipal police training facility.
- Continue construction of an expansion to the Massachusetts Firefighting Academy in Stow.
- Initiate a new fire training facility project in Springfield to serve Western Massachusetts.
- Complete the comprehensive master plan for state and county correctional facilities and commence the implementation of the capital improvements recommended in the plan.
- Continue to fund the construction of comprehensive new court facilities in Taunton, Salem and Fall River.
- Continue to fund the construction of a new state-of-the-art psychiatric hospital in Worcester to replace two obsolete state facilities.
- Initiate a new state data center project in Springfield.



- Initiate a number of mission-critical information technology projects, including projects to modernize and improve systems related to tax collections, the motor vehicle registry and public safety.
- Fund the development of a comprehensive child data system, a top priority recommendation of the Education Readiness-project.
- Include funding for “Reasonable Accommodations”, a new Access and Opportunity program to acquire equipment and make other capital investments that may be needed to accommodate disabled state employees in the workplace.

Lastly, the Administration believes the Commonwealth’s capital budget should be transparent. Transparency enhances public understanding of the Commonwealth’s capital investment program and thereby improves public discourse and accountability with respect to the capital budget. Historically very little was understood or known about the state’s capital budget. There was never a published explanation or rationale justifying the annual borrowing limits set by prior administrations. Moreover, there was little information published about how and when prior administrations planned to use bond authorizations to carry out particular capital projects or programs.

We have made significant improvements in the area of transparency. Last August, the Administration published for the first time ever a five-year capital investment plan. This FY09-13 plan is the second such publication, providing the public with comprehensive and detailed information concerning the Commonwealth’s capital investment program. Both last year’s published capital investment plan and this plan also include a debt affordability analysis and description of the Commonwealth’s debt policy, neither of which existed in the past. These publications have been posted on the Commonwealth’s website and have been made available in printed form.

Building on the Administration’s commitment to improving transparency, the version of the FY09-13 capital investment plan and updated debt affordability analysis posted on the Commonwealth’s website have increased functionality and information available to the public.

By adhering to these three principles in developing the capital investment plan – affordability, targeted investments in maintenance and in projects promoting economic growth, and transparency – the Patrick-Murray Administration has made great progress in pursuing the vision and addressing the challenges described above. The next section of this plan describes a number of the Administration’s accomplishments and initiatives to date, and the Administration is committed to continuing its work to overcome the challenges in



pursuit of its vision for a high-quality network of public infrastructure throughout the Commonwealth.

This plan embodies the Administration's commitment to promoting shared prosperity and economic opportunity across our entire state. The investments included in this plan – and the additional resources that they leverage – will make meaningful progress in meeting our state's immense inventory of capital needs and will fund high-priority projects that will make Massachusetts a better place to live, work, raise a family and grow a business. They will also provide an economic stimulus by creating thousands of construction jobs at a time when they are desperately needed. If matched with a significant infusion of federal funding for infrastructure projects, the citizens of the Commonwealth will experience the most comprehensive rebuilding of our state in decades – the type of bold action that the economic circumstances require and that the citizens deserve from their government.



ACCOMPLISHMENTS AND INITIATIVES

The Patrick-Murray Administration has made great progress in improving the Commonwealth's capital investment program since taking office less than two years ago. The following highlights some of the Administration's accomplishments in the areas of capital investments and capital finance generally.

First-Ever Debt Affordability Policy

The Patrick-Murray Administration developed and published the first-ever debt affordability policy, which was positively reviewed by the credit rating agencies. This analysis was updated and is presented in Appendix A.

First-Ever Five-Year Capital Investment Plan

The Administration published the first-ever comprehensive and transparent five-year capital investment plan based on the new debt affordability policy. This report represents the second annual five-year capital investment plan and it relies on the affordability policies developed in connection with last year's plan.

Immediate Needs Bond Bill

The Administration and legislature worked together to promptly enact the \$1.8 billion Immediate Needs Bond Bill early in 2007 to ensure completion of on-going capital projects, secure federal funding for transportation projects, and fund urgent capital investment needs of the Commonwealth.

Bond Bills to Fund Capital Investment Plan

After publication of its first five-year capital investment plan last year, the Governor filed a series of multi-year bond bills authorizing over \$16 billion in capital investments that reflected the capital investment priorities for the Commonwealth included in the five-year plan. The Legislature overwhelmingly approved each of the bond bills, which are described in more detail below.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2009-2013

Bond Bills

Immediate Needs	On March 23, 2007, the Governor approved a \$1.8 billion immediate needs bond authorization. The legislation provided for the completion of on-going capital projects, federal funding for transportation projects and funding for urgent capital investment needs of the Commonwealth including projects related to state buildings, energy and environment, public safety, health and human services, and transportation.
Transportation	On April 17, 2008, the Governor approved a \$1.6 billion bond bill for transportation improvements which will leverage an additional \$1.9 billion in federal reimbursements. This legislation included \$150 million for Chapter 90 grants to cities and towns for local roads and bridges in fiscal 2009 and \$700 million for certain mass transit improvements required as part of the state implementation plan. On August 8, 2008, the Governor approved a second transportation bond bill authorizing \$1.445 billion for road and bridge projects and other transportation-related capital investments.
Housing	On May 29, 2008, the Governor approved a \$1.275 billion affordable housing bond bill which includes \$500 million for the preservation and improvement of the Commonwealth's 50,000 units of state-owned public housing. The legislation also provides authorization for various programs that subsidize the development and preservation of privately owned affordable housing, including \$200 million for the Affordable Housing Trust Fund and \$125 million for the Housing Stabilization Fund.
Life Sciences	On June 16, 2008, the Governor approved legislation in support of the life sciences industry. Among other initiatives and provisions relating to the Massachusetts Life Sciences Center, the legislation authorizes borrowing \$500 million over a 10-year period to fund capital investments and infrastructure improvements around the state to support the life sciences industry.
Broadband	On August 4, 2008, the Governor approved legislation creating a Massachusetts Broadband Institute within the Massachusetts Technology Collaborative. The Institute is to administer a new Broadband Incentive Fund, to be capitalized by general obligation bonds in the amount of \$40 million, to invest in long-lived, publicly owned broadband infrastructure, enabling private firms to partner with the state to connect the Commonwealth's un-served and underserved communities to broadband services.
Bridges	On August 4, 2008, the Governor approved legislation authorizing \$2.984 billion in Commonwealth bonds to finance an accelerated structurally deficient bridge program. The program, which was developed in collaboration with the State Treasurer, is expected to finance over 250 bridge projects over the next eight years with approximately \$1.9 billion of special obligation bonds secured by a portion of the gas tax and \$1.1 billion of grant anticipation notes secured by future federal funds. By accelerating the investment in bridges, the Commonwealth expects to realize hundreds of millions of dollars of savings from avoided inflation and deferred maintenance costs.
Higher Education	On August 7, 2008, the Governor approved a \$2.2 billion higher education bond authorization. The legislation includes authorizations for new buildings, renovation projects and capital improvements at each of the Commonwealth's public higher education campuses. Of the \$2.2 billion total authorization, \$1.2 billion will be dedicated to capital investments at state and community colleges, and \$1 billion will be dedicated to capital investments at the University of Massachusetts. The authorized amounts are expected to be expended over a ten-year period.
General Government	On August 11, 2008, the Governor approved a \$3.3 billion general government bond bill making targeted investments in public safety, city and town facilities, state buildings, and information technology systems. Included in the bill is authorization to assist communities with local infrastructure needs, improvements to state and county correctional facilities, improvements to court facilities throughout Massachusetts and capital repairs, on-going maintenance and unforeseen emergency capital needs at state office buildings and facilities. The legislation also authorizes targeted infrastructure investments to spur economic development in our communities. To enhance government services provided to all citizens of the Commonwealth, the legislation includes funding to modernize critical state information technology systems, including funding to replace and upgrade the outdated and overburdened systems at the Department of Revenue and the Registry of Motor Vehicles.
Energy & Environment	On August 14, 2008, the Governor approved a \$1.64 billion land, parks and clean energy bond bill. This legislation includes funding for land protection and acquisition and funding to enhance state parks and rebuild related infrastructure. The legislation also includes authorization for new programs to address environmental challenges.



Initiation of Key Projects

A number of important new capital projects have been initiated by the Administration, including: the South Coast Rail, the new Worcester State Hospital, the Nano-Bio Manufacturing Facility at the Lowell campus of the University of Massachusetts, new courthouse projects in Taunton, Salem and Fall River, the correctional facilities master plan, the SIP transit projects legally-required as mitigation for the Central Artery project and many more. These and many other capital investment project highlights from FY08 are described later in this report in the respective investment category sections.

Accelerated Structurally-Deficient Bridge Program

The Administration, working with the Legislature and the Treasurer, developed a \$3 billion accelerated structurally-deficient bridge program which will repair hundreds of structurally-deficient bridges, create new construction jobs, build conditions for long-term economic growth, and save the Commonwealth hundreds of millions of dollars in avoided construction cost inflation and deferred maintenance costs. This program is discussed in more detail in the Transportation section of this report.

Implementation of Recommendations from the Joint Committee on Long-Term Bonding and Capital Assets

The legislative committee that oversees capital finance for the Commonwealth is the Joint Committee on Bonding, Capital Expenditures and State Assets. In its Report on Capital Investment and State Assets in the Commonwealth of Massachusetts (Fiscal Year 2006 Edition), the Committee made ten recommendations for improving various aspects of capital finance in the Commonwealth. The Patrick-Murray Administration has implemented all ten recommendations. For a detailed description of the Committee's recommendations and the Administration's approach to addressing them, see the table attached as Appendix B.

Refinancing and Defeating Debt for Savings

Pursuant to legislative authorization sought by the Governor and included in the Immediate Needs Bond Bill, the Executive Office for Administration and Finance worked with Treasurer Cahill to issue Commonwealth bonds to refinance bonds issued by other governmental entities that the Commonwealth was required to pay, saving the Commonwealth millions of dollars in debt service costs. Pursuant to further legislative authorization sought by the Governor and included in the Immediate Needs Bond Bill, the Administration also worked with Treasurer Cahill to use cash appropriated for certain capital projects to pay off



high interest cost bonds and to issue lower interest cost bonds to pay for the capital projects. This effort saved the Commonwealth millions of dollars in debt service costs.

State Facility Maintenance

The Administration has taken steps to improve maintenance of state facilities. Funding in the capital budget is dedicated for small capital maintenance and repair projects. By dedicating more and more funding to these types of projects, the state will defer less of its capital investment needs and avoid larger, more expensive capital project needs in the future. The funding for these projects is allocated based on a new, need-based evaluation process through the Division of Capital Asset Management and Maintenance. The Governor also included a provision in his FY09 budget proposal to establish a commission to evaluate and make recommendations regarding state facility maintenance practices and funding. This provision was not included in the final version of the FY09 budget enacted by the Legislature. The Administration is committed to continuing to build on its efforts to improve the maintenance of state facilities.

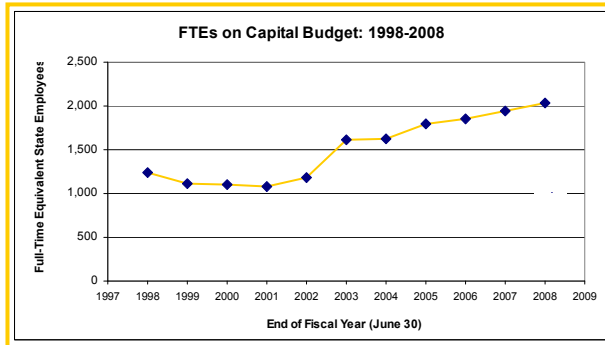
Transportation Infrastructure Maintenance

In the first Transportation Bond Bill, the legislature established a new transportation maintenance fund. Pursuant to this capital investment plan, the Administration plans to dedicate more than 20% of all of its bond-funded transportation spending (excluding funding for the acquisition of CSX rail property) for transfer to the new transportation maintenance fund to pay capital costs of maintaining the Commonwealth's transportation infrastructure. By dedicating more and more funding to these transportation maintenance projects, the state will defer less of its capital investment needs and avoid larger, more expensive capital project needs in the future.



Personnel Off of Capital Budget

The Governor has made two proposals to reduce the amount of bond proceeds used to fund personnel expenses in the capital budget. First, the



Governor included about \$10 million in his FY08 operating budget proposal to fund the transfer of employees off of the capital budget. The Governor's most recent proposal included in his FY09 budget proposal would have authorized the Administration to shift approximately \$50 million of capital equipment acquisition

costs funded from the state's operating budget to the capital budget and approximately \$50 million of personnel expenses from the capital budget to the operating budget. Neither of the Governor's proposals was ultimately enacted by the Legislature. While the current challenging fiscal environment makes it unlikely that the operating budget will be able to absorb the cost of personnel currently funded on the capital budget, the Administration is committed to continuing to pursue creative ways to begin to shift employees off of the capital budget.

Energy Efficiency Requirements for State Building Projects

Last year, Governor Patrick issued Executive Order 484 which, among other things, established the Governor's "Leading By Example Program" requiring that all state agencies reduce their environmental impact by promoting energy conservation and clean energy practices. Specifically, by FY12, all state building projects must contribute to a 25% reduction in greenhouse gas emissions, a 20% reduction in overall energy consumption and procure 15% of annual electricity consumption from renewable sources. In addition to beginning to fund energy efficiency and renewable energy efficiency improvements to state facilities, the Administration has been working on a parallel track to develop a detailed plan that will identify the specific energy efficiency and renewable energy projects, and funding sources available for such projects, to meet the goals established by the Governor in Executive Order 484. The Administration has also set high minimum "green building" standards for all new state building projects and is striving to go above and beyond such standards wherever possible, including plans for certain buildings to be "energy neutral".



Financing Initiatives

The Administration has pursued various financing initiatives to more effectively leverage state resources to fund more capital project needs. These initiatives include: increased allocation of private activity bond volume cap to multi-family affordable housing projects to leverage related federal tax credits to fund millions of dollars of affordable housing projects, including improvements to our public housing supply; “I-Cubed” legislation to finance infrastructure improvements needed to support new private development with the new state tax revenues generated from the development; and the financing of the East-West Parkway project at the former South Weymouth Naval Air Base from new state tax revenues to be generated from private development at the base.

Stronger Oversight and More Transparency through Finance Advisory Board

Through new gubernatorial appointments, staff support provided by the Executive Office of Administration and Finance, and greater oversight responsibilities included in recent legislation, the Administration has strengthened the role of this important Board in ensuring transparency, accountability and best practices among state entities that borrow, invest and manage public funds. For the first time in the Board’s history, the Administration assisted the Board in complying with its statutory obligation to gather information about and to report on outstanding debt of the Commonwealth and other debt-issuing state entities. This report also includes information about interest rate swap agreements related to debt issued by state entities. This report represents a first step in the Board’s efforts to improve transparency and public accountability with respect to debt, investments and other financial transactions involving public funds. The need for continued progress is even more important in the context of the recent turmoil in the financial markets.



CAPITAL FINANCE IN MASSACHUSETTS

Introduction

The Commonwealth is responsible for maintaining a large inventory of capital assets, including transportation infrastructure, courts, correctional facilities, state hospitals, office buildings, parks and more. In addition, the Commonwealth makes targeted capital investments to support economic growth, strengthen communities and improve the quality of life in the Commonwealth. These investments include funding for public infrastructure to support private development and job growth, local infrastructure improvements and protection of our natural resources.

These capital investments are planned and funded through the Commonwealth's capital budget, which is separate and distinct from the annual operating budget. The capital budget is funded primarily by borrowing through the issuance of bonds. The Commonwealth also receives federal funding to support a significant portion of the capital budget, particularly for transportation infrastructure improvements. There are also limited other sources of funding available to finance certain capital investment projects.

The issuance of bonds to fund the capital budget must be authorized by the Legislature. Pursuant to these legislative authorizations to borrow, the Governor determines the amount and timing of any authorized borrowing to fund capital investments. At the request of the Governor, the State Treasurer actually issues the bonds to borrow the funds. The Governor approves the use of the borrowed funds by agencies to pay for authorized capital projects. The Patrick-Murray Administration is the first to develop and publish a comprehensive, five-year plan for the funding of capital investments.

The primary factor constraining the amount of the Commonwealth's capital budget is affordability. The Commonwealth must pay principal and interest costs each year on the bonds it issues to fund its capital investment program. These annual debt service expenses on outstanding Commonwealth bonds are funded each year in the Commonwealth's annual operating budget. The Patrick-Murray Administration is the first to develop and publish an analysis of the amount of debt the state can afford in terms of its impact on debt service and the operating budget, and it is the first to develop a policy for determining the annual borrowing amount to fund the capital budget. This debt affordability analysis and policy is attached as Appendix A.

There are certain capital investments that are not funded by the Commonwealth through its capital budget and consequently are not reflected in



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this capital investment plan. There are a number of independent state authorities responsible for maintaining certain public infrastructure from revenues generated from those infrastructure assets or from dedicated state tax or other revenues that are not available to the Commonwealth for general budgeting purposes. Examples of these entities include the Massachusetts Bay Transportation Authority, Massport, the Turnpike Authority and the Massachusetts School Building Authority. Because these entities carry out their own capital projects and are solely responsible for financing them from their own funding sources, the capital investments made by these entities are not included in the state's capital investment plan. In addition, small equipment purchases and information technology projects funded by state agencies through their operating budgets are not reflected in the capital investment plan.

Historical Perspective

The Commonwealth's capital budget for the last five fiscal years (FY04-FY08) totaled nearly \$11 billion. The following table shows capital spending over the last five fiscal years by the spending categories used by the prior administration to report capital spending.

Commonwealth Historical Capital Spending

	(in millions)				
	FY04	FY05	FY06	FY07	FY08
Information Technology	\$ 75	\$ 61	\$ 88	\$ 53	\$ 65
Infrastructure	251	262	283	271	186
Environment	113	122	142	153	188
Housing	121	122	129	140	172
Public Safety	20	18	19	18	19
Transportation	1,458	1,300	1,189	1,120	1,109
Convention Centers	113	54	12	2	-
Other	64	39	30	29	43
School Building Assistance	-	565	435	-	-
Total Uses	\$ 2,215	\$ 2,543	\$ 2,327	\$ 1,786	\$ 1,782

The following chart shows the total sources of funding to support state capital investments during the previous five fiscal years.

Commonwealth Sources of Funds for Historical Capital Spending

	(in millions)				
	FY04	FY05	FY06	FY07	FY08
General Obligation Bonds	\$ 1,285	\$ 1,850	\$ 1,647	\$ 1,208	\$ 1,320
Special Obligation Bonds	119	64	9	2	-
Grant Anticipation Notes	-	-	-	-	-
Third-Party and Other	196	293	318	75	118
Federal Reimbursements	615	336	353	501	344
Total Sources	\$ 2,215	\$ 2,543	\$ 2,327	\$ 1,786	\$ 1,782



Process for Developing the FY09-13 Capital Investment Plan

Building on the process it initiated last year, the Patrick-Murray Administration engaged in a diligent, fiscally responsible, and comprehensive process for developing this five-year capital investment plan.

In order to establish the total amount of the bond-funded capital program within an affordable level, the Administration conducted a rigorous review of the Commonwealth's debt capacity within its debt affordability policy. The debt affordability analysis underlying the FY09-13 capital investment plan is attached as Appendix A. As indicated in that analysis, the Administration has set the bond cap for fiscal year 2009 and the projected bond caps for future fiscal years at lower levels than it had previously planned in order to ensure that the amount of debt issued to fund the capital program is kept within affordable levels consistent with the Administration's debt affordability policy.

The amount of debt authorized to fund capital projects pursuant to the recently enacted, multi-year bond bills described above far exceeds the amount of debt the Commonwealth can afford to borrow in fiscal year 2009 or even during the next five fiscal years. The Administration had to prioritize among the many authorized projects in order to develop a capital investment plan that is within the affordability limits described above. Consequently, there are many worthy authorized capital projects that will not be funded in fiscal year 2009 and, in many cases, will not be funded over the next few years.

To inform its development of the FY09-13 capital investment plan, the Administration broadly solicited information about capital spending needs and engaged in a diligent process to evaluate and prioritize those funding needs. State agencies provided a significant amount of detailed information regarding their capital investment needs, their priorities and the programmatic impacts of requested projects. A&F held more than 30 diligence sessions with agencies regarding their capital project requests. In addition, the Administration carefully reviewed the legislative authorizations for capital investments in the recently enacted bond bills, evaluated many written requests for capital project funding from legislators, municipalities and other interested parties, and Administration officials attended numerous meetings with legislators, municipalities and other interested parties regarding requests for capital funding.

A significant portion of the bond-funded fiscal year 2009 capital budget is needed to fund costs of multi-year capital projects that were commenced in prior fiscal years. The Administration has allocated remaining funds to authorized projects and programs based on the evaluation of project funding needs conducted through the diligence process described above and guided by the Governor's capital investment priorities. The entire fiscal year 2009 capital investment plan is presented in detail in Appendix C and descriptions of each of the funded capital projects and programs are included in



Appendix D. The highlights of the FY09-13 capital investment plan are described by investment category below.

Credit Market Disruption

The capital markets have been experiencing a severe dislocation over the last twelve months, which has impacted, and will continue to impact, the Commonwealth's issuance of bonds to fund its capital program and the issuance of bonds and notes by governmental entities throughout the country. This market turmoil stems primarily from over-leveraged real estate-related assets during the first half of this decade when interest rates were held at extremely low levels. Global financial institutions have been forced to record massive losses of mortgage-related assets, causing several firms to merge, be bailed out by the federal government, or, in the case of Lehman Brothers, to file for bankruptcy.

Excessive investment in these assets directly caused the credit deterioration and downgrades of once-triple-A rated bond insurers of municipal bonds. This in turn caused the collapse of the auction rate securities market and, to a more limited degree, the variable rate demand bond market, which have been largely dependent upon bond insurers triple-A ratings. In addition, there has been an unprecedented contraction of the world-wide credit markets, which continues to limit market access and increase the cost of borrowing for governmental entities. Attempts by the US Treasury and Federal Reserve Bank to craft government-assisted solutions have achieved limited results to date.

The Commonwealth has taken steps to refinance certain of the auction rate and variable rate demand bond debt that was adversely impacted by the market turmoil. In addition, the Commonwealth has been successful in accessing the market during the last few months to finance its capital program and to finance its cash flow needs, all at relatively favorable rates in light of current market conditions.

In today's market, in particular, the Commonwealth benefits from its strong credit ratings, which are based on each rating agency's assessment of the capacity and willingness of the Commonwealth to repay general obligation debt. The Commonwealth is currently rated Aa2/AA/AA by Moody's, Standard and Poor's and Fitch, respectively. The ratings, which have been confirmed as recently as December 2008, have been unchanged for the past ten years with the exception of an upgrade to double-A by Standard & Poor's in 2005.

The Administration expects that the State Treasurer will be able to continue to access the bond market to finance the Commonwealth's capital program. The Administration will continue to work with the State Treasurer to determine the most cost-effective approaches to issuing debt to finance the capital program in light of challenging market conditions.



AFFORDABILITY AND FISCAL RESPONSIBILITY

Because the capital program is funded primarily through bond proceeds, the total size of the capital program is determined to a large extent by the amount of debt the Commonwealth can afford to issue. Since fiscal year 1991, A&F has established what is known as the “bond cap” to limit annual bond issuance in support of the capital program to affordable levels. For the second consecutive year, the Patrick-Murray Administration engaged in a rigorous analysis of the state’s outstanding debt obligations and of the state’s capacity to issue additional debt within affordable levels. Based on this analysis, the Administration has established the FY09 bond cap at \$1.575 billion and it has projected a \$25 million increase in the bond cap in FY10 and a \$100 million increase in the bond cap in each succeeding fiscal year through FY13. These bond cap levels are lower in each fiscal year than was previously planned by the Administration in order to ensure that Commonwealth debt is kept to affordable levels within the constraints of the Administration’s debt affordability policy. A complete description of the Administration’s debt affordability analysis and policy is attached as Appendix A.

In summary, the Administration takes a fiscally responsible approach to setting the annual bond cap, analyzing the Commonwealth’s capacity for debt issuance from the point-of-view of affordability. Specifically, A&F sets annual constraints on both the size of the bond cap and its future rate of growth by keeping combined debt service and payment of debt-like obligations for existing and new debt within 8% of budgeted revenues and by keeping future annual growth in the bond cap to not more than \$125 million. As indicated in the updated affordability analysis, this latter constraint was not a factor in setting the bond caps for purposes of this five-year plan as the 8% limit was the overriding constraint.

For purposes of its analysis of existing payment obligations, A&F takes into account not only debt service on general obligation bonds, but also debt service on certain special obligations, contract assistance obligations and certain capital lease payments. Although the recently authorized accelerated structurally-deficient bridge program is being carried out in addition to the regular capital program in order to achieve savings from avoided cost inflation and deferred maintenance and to achieve the other objectives of the program, the debt service resulting from the bridge program is also taken into account within the 8% limit under the debt affordability analysis (see description of the bridge program below).

A&F also takes a conservative approach to projecting future budgeted revenues, basing its growth estimate on the lesser of 3% or the actual compound annual growth rate of the Commonwealth’s revenues from the last ten years – which included both economic booms and downturns. A&F models future debt



issuance using fiscally conservative assumptions about interest rates, maturities, dates of issuance and payment schedules. In light of the extraordinary current economic and market conditions, however, the Administration's updated debt affordability analysis upon which this capital plan is based includes a "Modified Analysis" with even more conservative assumptions regarding budgeted revenues and interest rates on Commonwealth borrowing.

Based on this analytic approach and the Modified Analysis assumptions referenced above and set forth in detail in Appendix A, A&F has projected that the Commonwealth will have the capacity to accommodate steady increases in the bond cap over the next four years while maintaining the percentage of the Commonwealth's budgeted revenues needed to pay debt service during that period below 8%. The projected increases in the bond cap are, however, lower than previously planned by the Administration, reflecting the impact of current economic conditions.

The Patrick-Murray Administration intends to limit the total amount of virtually all future bond-funded capital projects to the bond cap. As described in Appendix A, however, there are certain, limited circumstances in which the Administration plans to undertake borrowing outside the bond cap when there is a sound policy justification for doing so. For example, there are certain projects for which a dedicated stream of new, project-related revenues can be identified to support project costs.

The debt affordability analysis methodology is based on the Commonwealth's current available financing resources and mechanisms; changes in financing structures and resources in the future may impact how A&F examines the administrative bond cap and the state's capacity for additional borrowing. The Administration plans to revisit the debt capacity and affordability analysis every year, revising its estimates for future years by taking into account fluctuations in interest rates, budgeted revenues, and other changes impacting the Commonwealth's debt capacity. In addition, the Administration will annually assess the appropriateness of the methodology and constraints for establishing the bond cap described above.



FISCAL YEAR 2009-2013 CAPITAL INVESTMENT PLAN

The Patrick-Murray Administration's FY09-13 capital investment plan strategically allocates resources to invest in the Commonwealth's public facilities and programs and represents a strong step forward toward the Administration's vision for public infrastructure described above.

The full five-year capital investment plan by major investment categories is presented below. All specific projects and programs expected to be funded in FY09 to date are identified in Appendix C, and a description of all of these projects and programs is included in Appendix D. It should be noted that many of the projects funded in FY09 are multi-year projects with expenses that will be incurred in subsequent fiscal years; these projected future expenses have been taken into account in making investment category reservations for future years. It is also important to note that projects will evolve and change, and A&F intends to adjust the capital plan during the fiscal year as circumstances dictate. Before the start of each new fiscal year, A&F will also undertake a formal reassessment of capital investment needs to develop an annual update to the five-year capital plan.



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Total FY09-13 Capital Spending by Major Investment Category

The following tables show (a) the allocation of bond cap spending by major investment category for FY09-13 and (b) the allocation of total capital spending from all sources of funding by major investment category for FY09-13.

FY09-13 Capital Investment Plan - Total Bond Cap

(in thousands)							% of 5 Year	
	FY09	FY10	FY11	FY12	FY13	5 Year Total	Total	
Community Investment	\$ 253,971	\$ 243,968	\$ 248,417	\$ 248,406	\$ 242,743	\$ 1,237,505	13.88%	
Corrections	26,948	22,244	30,744	39,587	51,602	171,125	1.92%	
Courts	129,075	131,600	50,800	39,550	65,100	416,125	4.67%	
Economic Development	77,816	83,464	80,500	87,000	92,000	420,780	4.72%	
Energy & Environment	122,814	113,442	118,414	114,972	108,920	578,562	6.49%	
Health & Human Services	68,530	81,920	89,500	84,700	71,534	396,184	4.44%	
Higher Education	72,534	116,185	168,530	173,003	190,045	720,297	8.08%	
Housing	168,500	166,000	161,000	161,000	161,000	817,500	9.17%	
Information Technology	87,047	82,666	82,726	81,735	82,218	416,392	4.67%	
Public Safety	27,416	27,636	30,047	28,647	26,072	139,818	1.57%	
State Office Buildings & Facilities	84,119	75,729	80,581	84,138	87,115	411,682	4.62%	
Transportation	608,509	581,225	621,340	657,262	721,651	3,189,987	35.78%	
Total Capital Plan	\$ 1,727,279	\$ 1,726,079	\$ 1,762,599	\$ 1,800,000	\$ 1,900,000	\$ 8,915,957	100.00%	

FY09-13 Capital Investment Plan - All Sources of Funding

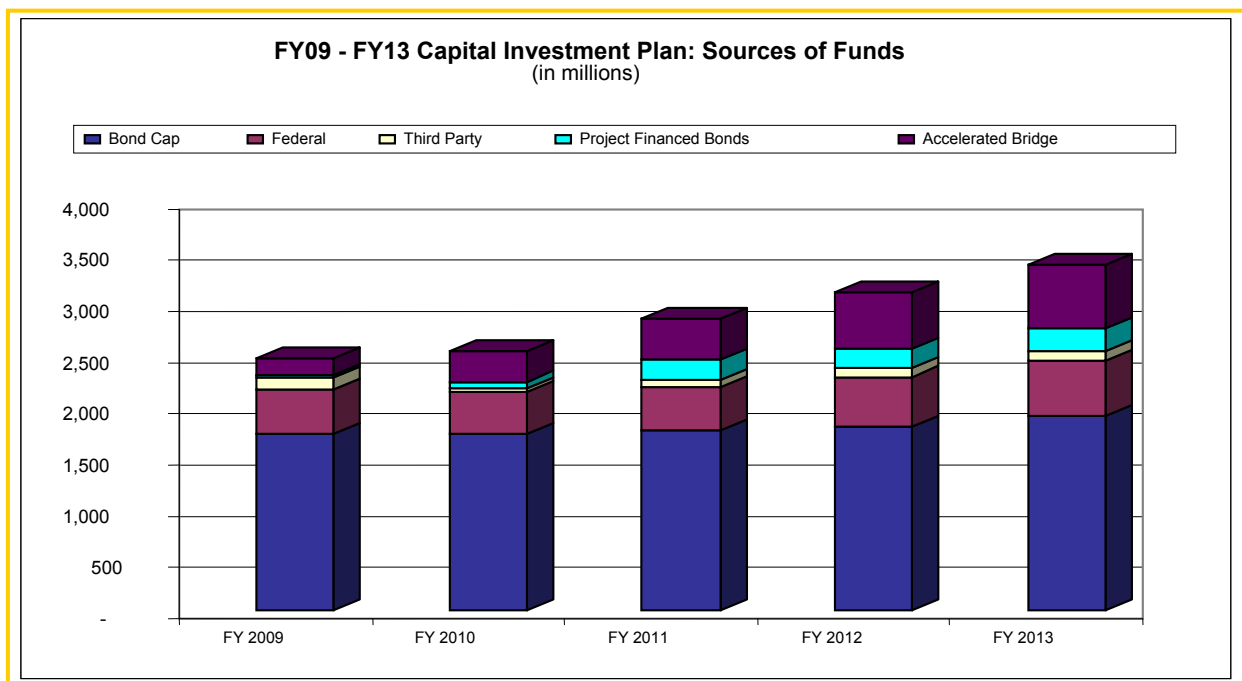
(in thousands)							% of 5 Year	
	FY09	FY10	FY11	FY12	FY13	5 Year Total	Total	
Community Investment	\$ 253,971	\$ 243,968	\$ 248,417	\$ 248,406	\$ 242,743	\$ 1,237,505	8.65%	
Corrections	27,348	25,244	33,744	39,587	51,602	177,525	1.24%	
Courts	129,075	131,600	61,446	48,227	74,046	444,394	3.10%	
Economic Development	84,816	128,464	165,500	167,000	167,000	712,780	4.98%	
Energy & Environment	125,014	116,442	118,614	114,972	108,920	583,962	4.08%	
Health & Human Services	68,530	81,920	89,500	84,700	71,534	396,184	2.77%	
Higher Education	81,634	120,985	174,530	179,003	190,045	746,197	5.21%	
Housing	193,000	166,000	161,000	161,000	161,000	842,000	5.88%	
Information Technology	111,887	82,666	82,726	81,735	82,218	441,232	3.08%	
Public Safety	42,566	45,636	39,547	31,147	26,072	184,968	1.29%	
State Office Buildings & Facilities	84,119	75,729	80,581	84,138	87,115	411,682	2.88%	
Transportation	1,259,083	1,313,380	1,589,347	1,865,198	2,106,886	8,133,894	56.83%	
Total Capital Plan	\$ 2,461,043	\$ 2,532,034	\$ 2,844,952	\$ 3,105,113	\$ 3,369,181	\$ 14,312,323	100.00%	



Total FY09-13 Capital Spending by Source of Funds

The following graph shows estimated total capital spending by source of funds for FY09-13. The different sources of funding for the capital program include:

- Bond cap – Commonwealth borrowing to support the regular capital program
- Federal – federal reimbursements for capital expenditures, primarily for transportation projects
- Third-party – contributions made by third-parties to capital projects being carried out by the Commonwealth and Commonwealth contributions to the Central Artery/Tunnel project from annual operating revenues
- Project-Financed Bonds – self-supporting bonds payable by the Commonwealth from a new project-related stream of revenue
- Accelerated Bridge – Commonwealth gas tax bonds or federal grant anticipation notes issued to fund the accelerated structurally-deficient bridge program



Estimates of the bond cap amounts shown in the table include the annual bond cap amounts described above and in the debt affordability analysis attached as



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Appendix A, together with a total amount of \$341 million of bond cap originally budgeted for FY08 that was not used in FY08 and that will carry forward to support planned spending in the following years: \$152.3 million in FY09; \$126.1 million in FY10; and \$62.6 million in FY11. The delay in obtaining legislative authorization for planned capital spending is the primary reason for the amount of the unused bond cap being carried forward from FY08.

Comparison of FY08 Projected Capital Spending and FY09 Capital Budget

The first table below shows a comparison of FY08 actual bond cap spending to FY09 budgeted capital bond cap spending by major investment category. The second table shows a comparison of the total capital spending from all funding sources between FY08 actual results and the FY09 budget. It should be noted that this presentation of bond cap spending by major investment categories was new last year – to the extent capital spending information was publicly presented prior to last year, it was typically categorized by the state agency authorized to carry out the spending. The Administration believes that the presentation by major investment category provides a more helpful and accurate portrayal of the purposes and priorities for which capital resources are being allocated. The detailed FY09 capital spending plan attached as Appendix C shows both the spending agency and major investment category for each project, and in addition notes the agency that will benefit from each capital investment.

FY08 v FY09 Bond Cap by Major Investment Category

	(in thousands)		Difference	% Change
	FY08	FY09		
Community Investment	\$ 257,900	\$ 253,971	\$ (3,929)	-1.52%
Corrections	15,600	26,948	11,348	72.74%
Courts	49,300	129,075	79,775	161.82%
Economic Development	7,600	77,816	70,216	923.89%
Energy & Environment	143,400	122,814	(20,586)	-14.36%
Health & Human Services	18,800	68,530	49,730	264.52%
Higher Education	29,700	72,534	42,834	144.22%
Housing	150,300	168,500	18,200	12.11%
Information Technology	44,500	87,047	42,547	95.61%
Public Safety	29,700	27,416	(2,284)	-7.69%
State Office Buildings & Facilities	54,300	84,119	29,819	54.92%
Transportation	518,500	608,509	90,009	17.36%
Total Capital Plan	\$ 1,319,600	\$ 1,727,279	\$ 407,679	30.89%



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FY08 v FY09 Total Spending by Major Investment Category

	(in thousands)			
	FY08	FY09	Difference	% Change
Community Investment	\$ 257,900	\$ 253,971	\$ (3,929)	-1.52%
Corrections	15,600	27,348	11,748	75.31%
Courts	49,300	129,075	79,775	161.82%
Economic Development	7,600	84,816	77,216	1016.00%
Energy & Environment	143,400	125,014	(18,386)	-12.82%
Health & Human Services	18,800	68,530	49,730	264.52%
Higher Education	29,700	81,634	51,934	174.86%
Housing	165,800	193,000	27,200	16.41%
Information Technology	64,700	111,887	47,187	72.93%
Public Safety	29,700	42,566	12,866	43.32%
State Office Buildings & Facilities	54,300	84,119	29,819	54.92%
Transportation	945,600	1,259,082	313,482	33.15%
Total Capital Plan	\$ 1,782,400	\$ 2,461,042	\$ 678,642	38.07%



Commonwealth of Massachusetts
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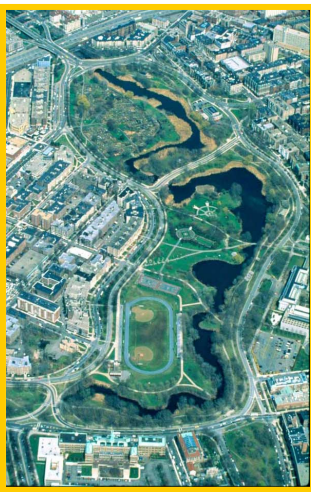


CAPITAL INVESTMENTS BY CATEGORY

Community Investments

The quality of municipally-owned infrastructure has an enormous impact on our daily lives. This infrastructure includes the local roads and bridges we drive on; the libraries we rely on for valuable community resources; the water and sewer systems that connect to our homes; the downtown parking areas that enable us to access goods and services; the parks and recreational facilities where we relax and congregate as a community; the public safety facilities that help protect us; and much more. This local infrastructure also provides the necessary foundation for business to grow and flourish.

Municipalities have struggled to invest adequately in local infrastructure. A recent analysis shows that from 1987-2004 total municipal spending grew more slowly than state spending net of local aid. Meanwhile, as municipal spending on education, debt service, and fixed costs (such as health care) outpaced state spending growth, municipal spending on public works *declined* during the same period.¹ Even as Massachusetts' cities and towns have decreased spending on municipal public works, research shows that the quality and capacity of local infrastructure ranks 4th out of 40 factors important to businesses in making plant and office location decisions.²



The Commonwealth is partnering with Boston, Brookline and the Army Corps of Engineers for the Muddy River Restoration project.

The Patrick-Murray Administration is committed to partnering with cities and towns to improve infrastructure, promote economic growth, and make Massachusetts a convenient and attractive place to do business. The Administration is also committed to supporting municipal grant programs that make important local investments in public safety, affordable housing, smart growth development strategies, and energy efficiency. The Administration changed the state's capital investment plan last year to provide for a separate investment category for "Community Investments".

FY08 highlights with respect to capital investments under the Community Investment category include:

¹ Massachusetts Municipal Association and Northeastern University Center for Urban and Regional Policy, "Revenue sharing and the Future of the Massachusetts Economy," January 2006.

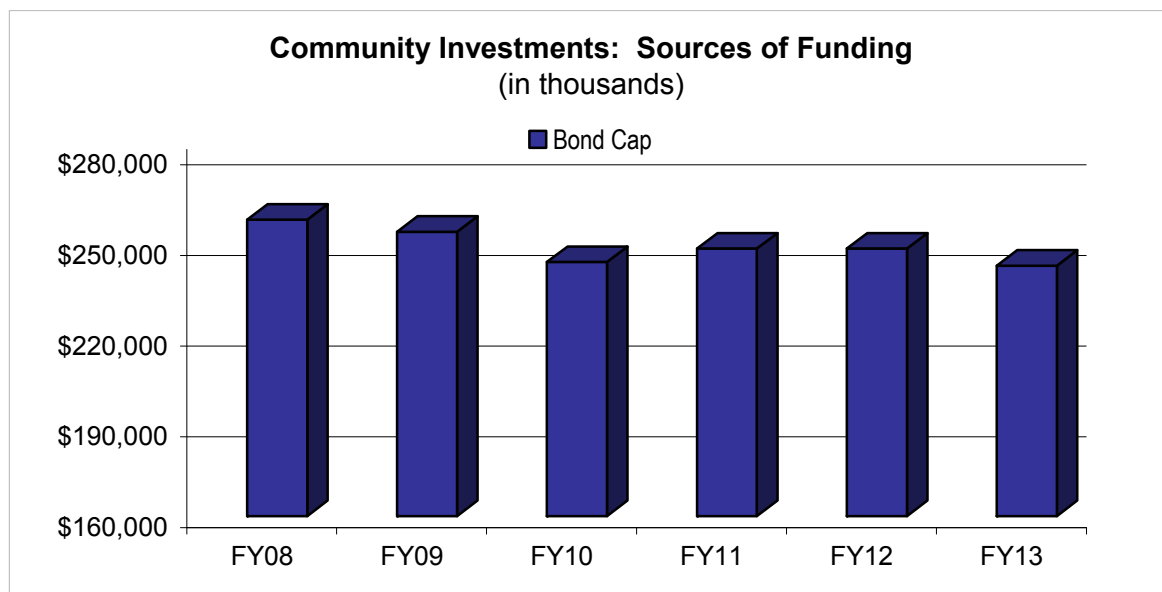
² Ibid, p. 15-16.



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- \$258 million was spent in FY08 community investments which was 25% more than spending on such projects and programs from FY07.
- The Commonwealth increased bond funding for municipal road and bridge projects to \$150 million through the Chapter 90 grant program.
- The Commonwealth Capital initiative was updated and expanded to include additional programs and measurements for the awarding of certain state capital funding assistance to localities as a means to encourage municipalities to adopt sustainable development principles. (See below for further description of Commonwealth Capital.)

The following chart reflects the Administration's total planned five-year capital investments in Community Investment programs, as compared to actual FY08 spending.



Highlights of Community Investment projects and grant programs funded in FY09 include the following:

- Continued commitment to fund \$150 million for Chapter 90 for municipal road projects, an increase of at least \$30 million over annual bond-funded Chapter 90 investments in prior Administrations.
- \$11.675 million to the Massachusetts Water Pollution Abatement Trust, which is expected to leverage \$58.4 million in federal funds and to support



- the financing of \$210.2 million of low-interest loans to municipalities for water and sewer infrastructure projects.
- \$20 million for Library Construction Grants to match municipal and private contributions for the construction of new town libraries.
 - \$8 million for the Parkland Acquisitions and Renovations for Communities (PARC; formerly Urban Self-Help program), which assists cities and towns with the acquisition and development of land for park and recreational facilities, and \$5 million for Local Acquisitions for Natural Diversity (LAND; formerly known as the Self-Help program), which provides funding for the municipal purchase of conservation lands.
 - \$2.5 million for the Energy Conservation Improvement Program which assists cities and towns with capital projects to improve energy efficiency and make use of renewable energy sources in municipally-owned buildings.
 - \$1.7 million for Municipal Police Matching Grants, a program that provides assistance to municipalities for public safety facility capital projects.
 - \$8 million for Community Development Action Grants which provides assistance for important community development infrastructure projects that support job retention and creation and affordable housing.
 - \$12 million for the Public Works Economic Development Program (PWED) grants and \$2 million for the Small Town Road Assistance Program (STRAP), each of which provide funding for local transportation infrastructure projects.
 - \$9.6 million for projects approved by the Seaport Council to enhance and develop the deep water commercial ports of the Commonwealth, with the emphasis on commercial aspects of the ports - cargo, cruise ships, and commercial/industrial maritime support.

Commonwealth Capital - The Commonwealth Capital program ensures that state capital funding decisions for municipal grants take into account the extent to which municipalities are partnering with the Commonwealth to advance our shared sustainable development objectives. Commonwealth Capital

Commonwealth Capital Criteria

The Commonwealth Capital application evaluates the consistency of a municipality's land use practices with the Sustainable Development Principles, focusing on key state interests including:

- Redevelopment of previously developed areas
- Sustainable housing production
- Protection of farms, forests, and other open space
- Energy conservation and use of renewable energy
- Drinking water supply protection



explicitly endorses planning and zoning measures that are consistent with Administration Sustainable Development Principles and encourages local implementation by linking state spending programs to municipal land use practices. Municipal smart growth/smart energy consistency is assessed through a Commonwealth Capital application that examines municipal implementation of 32 land use planning and regulatory practices. Resulting scores are part of the proposal evaluation process for each grant or loan program. Grant or loan programs included in the Commonwealth Capital Policy are funded with various capital program funds managed by various state agencies.

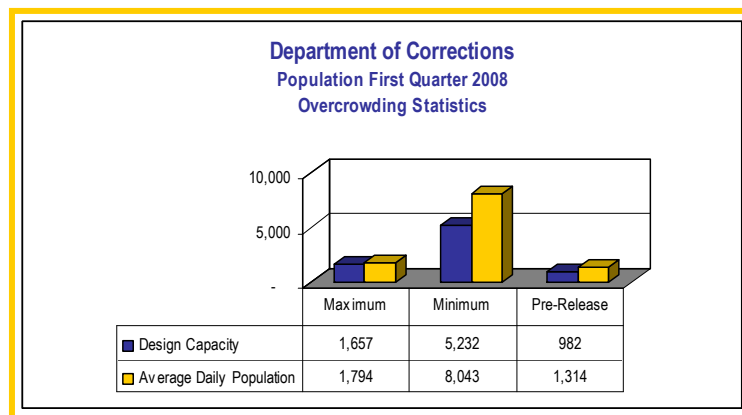
Corrections

In order to carry out justice and to protect the citizens of the Commonwealth, it is important that we have secure and safe jails and correctional facilities for individuals charged with and convicted of crimes. It is also in the interest of society as a whole that those convicted of crimes come out of correctional facilities after serving their terms with the skills and mind-set needed to become productive members of society rather than repeat offenders. The correctional facilities that house those who will be released must have the space and equipment necessary to accommodate the programs that teach these skills to prisoners.

Prison overcrowding has been a recognized problem in Massachusetts since 1986, when the Commonwealth took over certain county jails to ease local cost burdens and inmate overcrowding. Quarterly reports from the Department of Corrections,

however, show that the overcrowding problem persists more than 20 years later – according to DOC statistics for the first quarter of 2008, DOC facilities are operating at 142% (an extra 3,000 inmates) of design capacity³. Thus far in

2008, overcrowding throughout the sheriffs' correctional facilities has averaged 128%, with at least one facility over 200% of capacity. Prison overcrowding leads to unsafe conditions, for both inmates and officers; studies suggest that overcrowding increases violence and can have negative mental health impacts.



³ Quarterly Report on the Status of Prison Overcrowding, First Quarter 2008, Massachusetts Department of Correction, April 2008



In addition to the number of inmates, certain prison population characteristics also impact our correctional facilities needs. There are currently insufficient facilities for female inmates, who must be kept separate from male prisoners. An increasing number of inmates have mental health needs, and an aging prisoner population requires additional, more specialized medical care. Inflexible sentencing guidelines result in the incarceration of non-violent offenders, which exacerbates overcrowding. The current classification system places too many inmates in overly-secure facilities, which are more costly to maintain and are unable to provide proper programming for lower-risk inmates.

The Hayes Report, released in January 2007 in response to an alarming increase in the number of suicides at Department of Corrections (DOC) facilities, included important capital improvement recommendations for inmate housing. These recommendations included 21 specific suicide-proofing cell modifications, including lighting and plumbing; ventilation grates, bars, doors, windows, beds, and other fixtures; and video and audio monitoring devices.

Besides these important needs, our correctional facilities face significant ongoing capital maintenance needs. DCAM estimates that DOC's deferred maintenance needs (excluding numerous proposed expansion projects) exceed \$113 million, including such basic projects as replacing failing locks. In addition, many county correctional facilities require considerable capital repairs.



The North Central Correctional Institution at Gardner, originally established in 1902, is located on twenty acres of hillside near the Gardner/Westminster town line. This is a medium security facility with a perimeter consisting of two chain-linked fences topped with razor wire. The perimeter is manned by three towers and foot patrols of K9 teams.

In light of these significant systemic and capital facility challenges with the Commonwealth's correctional facilities, the Patrick-Murray Administration initiated a system-wide master planning process which began in 2007 and is scheduled to be completed in early 2009.

This master planning process was the primary focus in FY08.

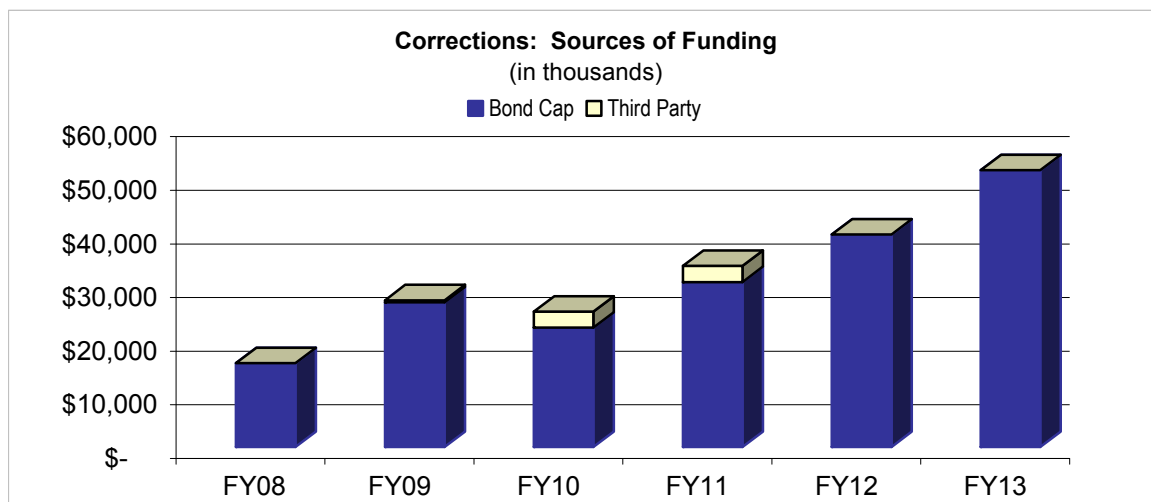
- This plan will assess the needs of the correctional system and make recommendations with respect to programs and capital investment decisions for correctional facilities statewide. Although certain facilities have compelling needs when evaluated in isolation, it is critical that our limited capital investment resources be invested in a thoughtful and cost-



effective manner to meet the programmatic demands and objectives of the entire correction system.

- Capital investments in FY08 were targeted to urgent repair needs, while investments in correctional facility expansions or replacements were put on hold until the completion of the master plan described above.
- In the meantime, the Executive Office of Public Safety and the sheriffs are pursuing short-term solutions to deal with urgent capacity needs.

The following chart shows the planned investments from all sources in correctional facilities from FY09-13, as compared to actual FY08 spending for correctional facilities.



FY09 investment highlights include:

- \$1.2 million to complete the master plan for correctional facilities by early 2009. This plan will provide guidance in prioritizing capital investment projects based on facility needs and cost-effective approaches to meeting system-wide programmatic objectives.
- \$1 million for initial improvements to inmate cells based on the recommendations of the Hayes Report; the Administration expects to invest approximately \$10 million on such improvements over the next few years.
- \$16 million for a number of needed repair and maintenance projects at several DOC and county jails and correctional facilities.



The capital investment plan provides increased funding for correctional facility projects over the next five years in order to begin funding the implementation of the master plan.

Courts

The Commonwealth of Massachusetts operates 61 court facilities, more than 4.1 million gross square feet of space, in 39 communities across the state. The Massachusetts Trial Court system also includes 25 county-owned courts and 28 other facilities. Capital spending for judiciary projects is administered through DCAM, which has spent approximately \$514 million on courts projects over the past five years, 34.5% of its total capital spending. Continued investment is necessary not only for the effectiveness of court operations, but also for the health and safety of court staff and members of the public who participate in the judicial system. A courts master plan was last completed in 1999, and this plan has guided judiciary capital spending, especially for major new facilities construction and comprehensive renovations of existing facilities. Some of the projects recently completed include ongoing work to improve access to judicial facilities for persons with disabilities, a new Downtown Worcester Trial Court, which brings all five trial court departments under a single roof, and a new Plymouth Courthouse (also a comprehensive justice center) which serves the rapidly growing South Shore community. Efforts have also been made in the last five years to address the most urgent repair needs at facilities not scheduled for major renovation or replacement; these projects have included roof and heating and cooling system replacements and the installation of fire alarms, sprinklers and other emergency systems.



Plymouth Trial Court Project

- 10 courtrooms
- Support spaces for Commission for the Blind, DSS, DYS and DA
- Three story public atrium space
- Building fully accessible

Capital needs for the judiciary remain significant. The average age of state-owned court facilities is 68 years; 50% of these facilities were built before 1950 (including 19% of state-owned courts built before 1900). DCAM estimates that the current deferred maintenance backlog for Massachusetts courts exceeds \$500 million, despite the recent major expenditures described above.

Highlights of the FY08 capital spending for courts include the following.

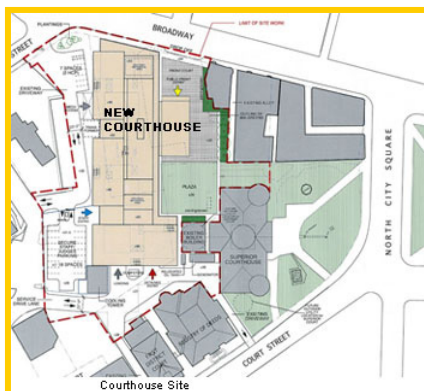
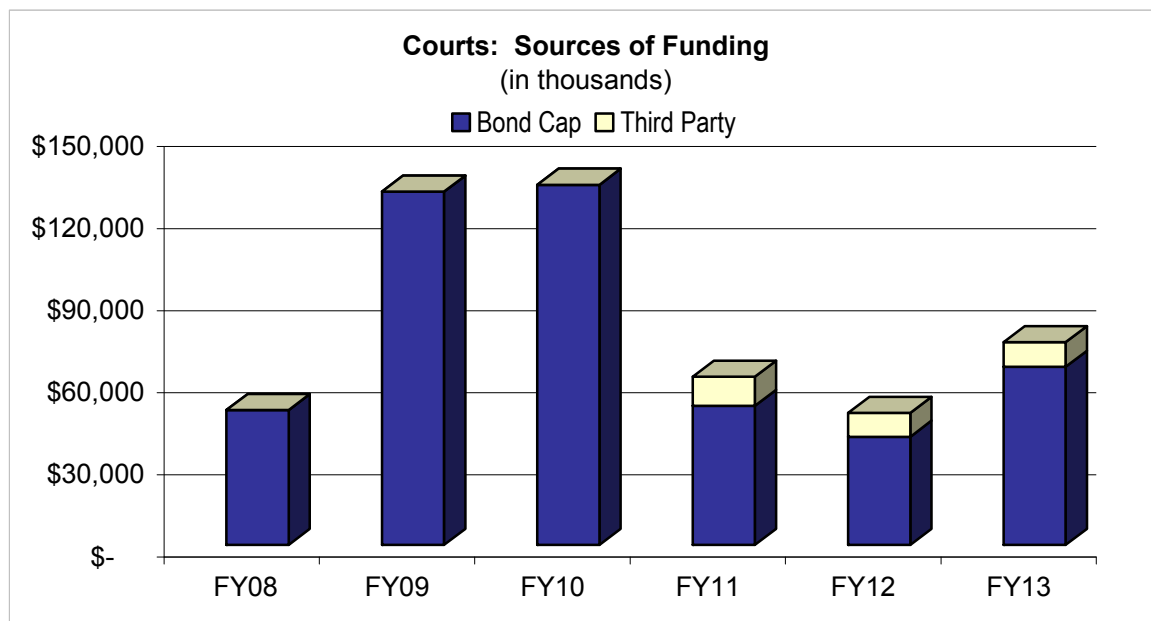
- \$11.1 million to begin construction of a new courthouse in Fall River.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2009-2013

- Nearly \$5 million for land acquisition and initial construction of a new court in Salem.
- \$2.2 million for early stages of demolition and construction for the new Taunton courthouse.

The FY09-13 Capital Investment Plan dedicates \$129 million for court projects in FY09. This amount is more than double what was spent in FY08 primarily to meet the increased project cash flow needs for the Taunton, Salem and Fall River court projects as they ramp up into full construction phases. Lower spending in FY11 and FY12 reflect the completion of the three major court projects currently underway and the initiation of the next wave of court projects, including projects in Lowell and Greenfield. The graph below shows the Administration's expected five-year capital investment in courts as well as actual FY08 spending.



Site for new Taunton courthouse.

The FY09-13 plan generally provides for the acceleration of spending for several large court projects to avoid costly delays. Highlights of the FY09 plan include:

- \$45 million to accelerate construction of the new courthouse in Fall River.



- \$30 million for land acquisition and initial construction costs for the new court in Salem.
- \$25 million for demolition and construction for the new Taunton courthouse.

The FY09 capital investment plan also includes funding for temporary relocation costs related to the closing of the Edward J. Sullivan Courthouse in Middlesex County. This building has significant asbestos and other issues which prompted DCAM and the Trial Court to make arrangements for vacating the building and temporarily relocating the court and other agencies. The Patrick-Murray Administration is evaluating all options for a permanent solution for the court and for the other agencies formerly housed in the building, including repairing the existing facility or replacing it at a new location.

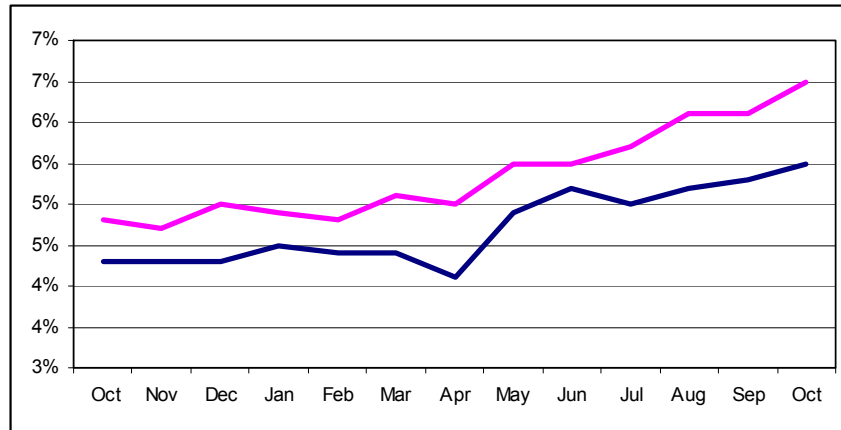
The General Government Bond Bill, enacted in August 2008, included bond authorization to fund court projects contemplated by this 5-year capital investment plan. The Administration has also obtained authorization to sell certain court facilities that may be or that are expected to be replaced by new court facilities and to apply the proceeds of the sale to help offset the costs of the new replacement court project. The Administration sought this authorization and will use it to help stretch our limited bond funds for court projects to invest in as many court projects as possible.

Economic Development

As with the nation as a whole, the Commonwealth's employment situation has worsened recently, and at an alarming rate. According to the U.S. Department of Labor, state employment in October 2008 declined by 7,000 from the previous month, and grew by only 0.1% on a year-over-year basis. Over the same period, the unemployment rate increased from 4.3% to 5.5% and is projected to average 5.7% to 5.9% for all of FY09 and 6.8% for FY10.



Unemployment Rates
Massachusetts (blue) and U.S. (pink)
October 2007 through October 2008



The Massachusetts economy is the largest in New England and the 13th largest in the nation⁴, and as such having a robust economy is important not only for the Commonwealth's own citizens, but also for the economic vitality of the region and the country. A critical component of economic development in Massachusetts over the next five years will be to increase the number and variety of jobs available in the state. The Patrick-Murray Administration is focused on doing just that through strategically targeted capital investments.

Highlights of FY08 capital investments in the Commonwealth's economy include the following.

- The Executive Office of Housing and Economic Development initiated the Massachusetts Opportunity Relocation and Expansion (MORE) Jobs capital program which provides grants for public infrastructure improvements that support business expansion and relocation. These grants are targeted to projects that create at least 100 new jobs, generate a significant portion of sales from outside the Commonwealth, or provide other significant economic benefits. This grant program was signed into law in June of 2006, and the first round of preliminary applications represented projects from more than 30 communities in all parts of the state, seeking nearly \$225 million in grant funds.
- The Commonwealth continued its commitment to invest in Devens. After serving as the Army's New England Headquarters for 79 years, Fort Devens was closed in 1996 and conveyed to MassDevelopment to provide municipal services, education, environmental protection and the

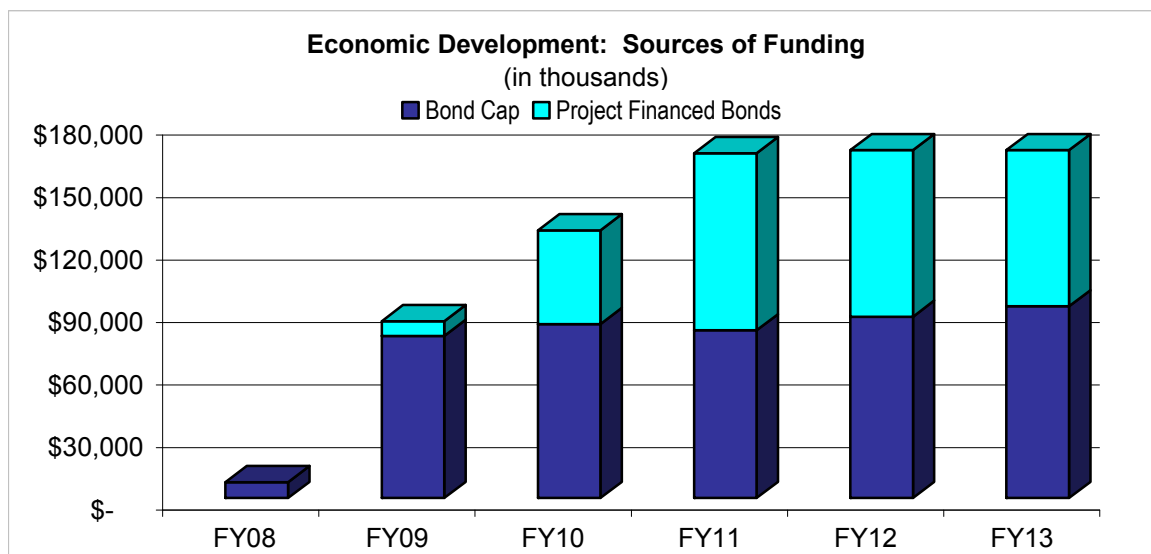
⁴ University of Massachusetts, Donahue Institute, Massachusetts State Data Center, 2008 Q3 data, p. 20.



infrastructure improvements to convert the former military installation into a planned community. Devens has become a national model for military base reuse. Biopharmaceutical giant Bristol-Myers Squibb decided in 2006 to make the largest capital investment (\$750 million) in its history in Devens, where it currently employs 180 people. Remarkably, Bristol-Myers Squibb received its permits for construction in a record-low 49 days. In 2007, solar-panel manufacturer Evergreen Solar, which had considered moving from Marlborough to Germany, decided to come to Devens instead where they have a capital investment of over \$150 million in a new manufacturing facility, adding over 400 jobs to the Commonwealth.

FY08 capital spending amounts were lower than originally planned as a result of the lack of bond authorization for developing programs, such as the Broadband and Life Sciences initiatives.

Recognizing that one important way in which the Commonwealth can support continued job growth is through its investment in infrastructure, the Administration's FY09-13 five-year capital investment plan makes targeted investments in economic development projects to help achieve this goal and to make Massachusetts more attractive and open to a wider range and greater number of businesses. The following graph reflects the Administration's planned capital investments in economic development projects and programs over the next five years, as compared to FY08 economic development-related spending.



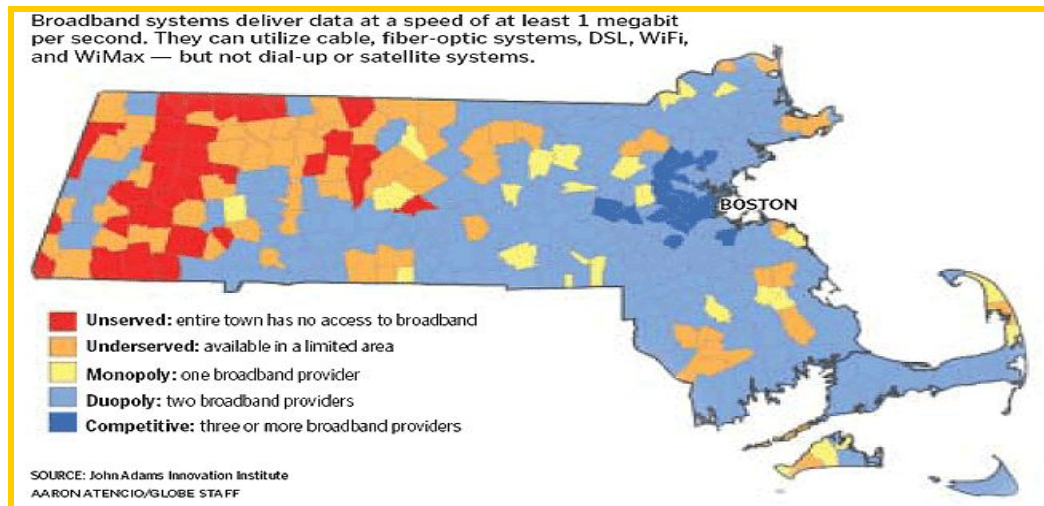
It should be noted that the capital investments reflected above in the Economic Development investment category include only the projects and programs in the FY09-13 capital investment plan that are designed first and



foremost for the purpose of supporting economic development. There are, however, hundreds of millions of dollars more in planned investments reflected in the Transportation, Community Investment and other investment categories in the capital investment plan that will support economic development and the creation of jobs in the Commonwealth.

Specific economic development investments in FY09 and throughout the five-year plan include the following.

- \$30 million in FY09 to fund grant commitments made under the MORE Jobs capital program.
- The capital investment plan also dedicates \$1.5 million in FY09 and a total of \$40 million over the next four years to a new Broadband Initiative. The 2007 New State Economy Index⁵ notes that while Massachusetts leads the nation in the high-tech economy, we rank only 21st in the percent of citizens who use the Internet – just 62.5%. Even more troubling, the Commonwealth ranks 33rd for technology in schools. The most recent



broadband access data collected by the Massachusetts Technology Collaborative John Adams Innovation Institute shows that more than a quarter of the state's cities and towns either lack broadband access entirely or have only partial access, most of which are in western Massachusetts. Convenient, reliable and affordable internet access is crucial to business development and growth –not to mention its importance to individual citizens, schools and local governments. The Massachusetts Broadband Initiative will invest capital funds in long-lived, carrier-neutral infrastructure assets to

⁵ Robert D. Atkinson and Daniel K. Correa, "2007 State New Economy Index," The Information Technology and Innovation Foundation and the Ewing Marion Kauffman Foundation, February 2007.



promote broadband expansion to unserved and underserved areas, starting with Western Massachusetts.

- The capital investment plan also dedicates \$15 million in FY09 and ramps up for a total of approximately \$200 million over the next five years for Governor Patrick's ten-year, \$500 million Life Sciences Initiative capital program. This capital program initiative will support continued growth in one of Massachusetts key industries. These capital investments will include the building of new research centers that will attract academic and industry leaders to Massachusetts from around the globe, including an advanced therapeutic research facility at the University of Massachusetts Medical School that will build on the work of Nobel Laureate Craig Mello, Ph.D.
- The Executive Office of Housing & Economic Development (EOHED) announced a "Growth Districts Infrastructure Investment Program" as a means of expediting commercial and residential development within designated areas in the Commonwealth. The initiative offers a focused approach to work with each community where a growth district is located to ensure that all required permits are secured, site preparation is completed, infrastructure improvements are identified, and marketing resources are made available on an expedited basis. As part of the broader initiative, the EOHED will be initiating a capital infrastructure grant program in FY09 to provide assistance to encourage development in growth districts.

Growth Districts as of December 2008

- **Innovation Square at WPI in Worcester**
- **Downtown Haverhill**
- **Chicopee River Business Park**
- **Devens**
- **SouthField in Weymouth**
- **Attleboro Industrial & Business Park**
- **Hicks Logan Sawyer District in New Bedford**
- **Pittsfield Urban Center**
- **Waterfront Square at Revere Beach**
- **Springfield**
- **Hamilton Canal in Lowell**
- **Northwest Park in Burlington**
- **Seaport at Cordage in Plymouth**
- **Foxborough**
- **Assembly on the Mystic in Somerville**

- The Administration has initiated several innovative financing tools that leverage new state revenue generated as a result of the Commonwealth's



investment in public infrastructure improvements necessary to support significant new private development to finance those infrastructure improvements. The new state revenue may then be applied to debt service on bonds issued to finance the public infrastructure improvements. An example is the Commonwealth's commitment (through the Massachusetts Development Finance Authority, or MassDevelopment) to finance up to \$43 million of the costs of a parkway at the former South Weymouth naval air base to support the development of the former base. Consistent with this financing model, the Governor approved legislation amending a 2006 law authorizing an "infrastructure investment incentive" program, known as "I-Cubed". Under the program, up to \$250 million may be invested in major public infrastructure improvements to support significant new private developments. These investments will be financed through the issuance bonds by MassDevelopment that will be secured by and payable from a general obligation pledge of contract assistance from the Commonwealth. The recently released regulations stipulate that the municipality must assess the developer amounts necessary to reimburse the Commonwealth for such debt until completion of the project. Once the project begins generating related new state revenue, that new revenue will be applied by the state to pay the debt service on the bonds and, if insufficient, the municipality is responsible for funding the shortfall.

Energy & Environment

Our environment has a significant impact on our health and well-being and on the health and well-being of all forms of life. We need clean water to drink; clean air to breathe; well-maintained parks and recreational areas to relax, stay physically fit and congregate with our community; open spaces, farms, forests and natural landscapes to enjoy and preserve the natural character of our environment and the life they support; and efficient and renewable forms of energy to reduce pollution and our dependence on foreign energy sources. We owe it to ourselves, to future generations, and to all other forms of life to be good stewards of our environment and to invest in its well-being.

The Executive Office of Energy and Environmental Affairs (EOEEA) stewards an incredible diversity of natural resources and infrastructure for the Commonwealth. Ten percent of the Commonwealth's land mass is in state parks, forests and other conservation lands – including 450,000 acres of state forest



MassWildlife is responsible for the conservation – including restoration, protection and management – of fish and wildlife resources for the benefit and enjoyment of the public.



and park systems (making Massachusetts the sixth largest owner of state park and forest acreage in the nation and first in state parks and forests as a percentage of all state-owned land). In addition to state parks and forests, the Department of Conservation and Recreation (DCR) alone manages 29 campgrounds, 87 beaches, 340 dams, 524 miles of urban parkways and 2,000 miles of trails. The Department of Fish and Game oversees over 157,000 acres of Wildlife Management Areas and maintains over 275 boat ramps and public access fishing and boating sites.

Managing these resources requires significant investments from both the operating and capital budgets. In particular, capital funds pay for important infrastructure projects, such as flood control measures, dam rehabilitation, improvements to recreational facilities, wildlife habitat protection, environmental hazard remediation, park and trail maintenance, and open space acquisition. Other agencies within EOEEA invest capital resources in projects and programs that contribute to clean water, clean air, clean energy, natural resources, agricultural resources and more.



Mount Greylock State Reservation became Massachusetts' first state park in 1898. The rehabilitation of the Mount Greylock Historic Parkway is the largest single capital improvement project ever undertaken in the Massachusetts state park system. The repairs to the Historic Parkway were completed ahead of schedule and within budget in the spring of 2008.

Our environmental agencies face major capital needs. Massachusetts recently ranked 48th in the nation in per capita state and local spending on parks and recreation.⁶ DCR's fiscal year 2006 annual report estimated capital needs of \$1.6 billion for the department, including \$637 million for park systems and recreational facilities, and \$745 million for parkways and bridge projects. The Environmental League of Massachusetts rated the state's environment as "fair" or "poor" in seventeen of twenty indicators in 2006.⁷ Statistics for land conservation are particularly alarming – a 2003 report by MassAudubon estimated that the Commonwealth loses about 15,000 acres of land to development every year.⁸

⁶ Environmental League of Massachusetts, "Environmental Briefing Book 2007."

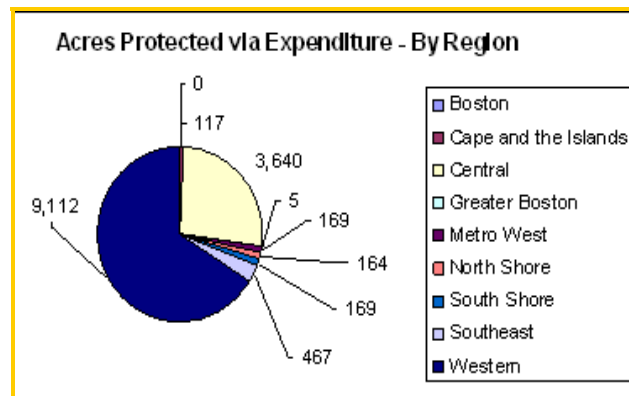
⁷ Environmental League of Massachusetts, "State of the Environment, 2006."

⁸ MassAudubon, "Losing Ground: At What Cost?" November 2003.



Highlights of FY08 capital investments include the following.

- On November 16, 2007, the Patrick-Murray Administration broke ground on a \$23 million project to expand and upgrade the Wall Experiment Station, the laboratory operated by MassDEP. The first lab was established in 1887, and this experiment station - viewed as the "birthplace of environmental analysis" - has a long history of leading the way in the protection of the public health and environment. The renovated building will be LEED (Leadership in Energy and Environmental Design) certified, and will include photo voltaic cells, rainwater recycling, storm water management systems, "green roof" design, efficient new heating and ventilating systems, and "day-lighting" efforts.
- Acceleration and completion of the rehabilitation of the Mount Greylock Historic Parkway, which was the largest single capital improvement project ever undertaken in the Massachusetts state park system.
- In FY08, EEA agencies and the MWRA together protected a total of 24,129 acres through both direct expenditures (13,844 acres) and conversation restrictions (10,285 acres) - nearly double the acreage conserved in FY07. The state was able to leverage significant outside funding to supplement its bond-funded land conservation activity (see graph for a breakdown of purchased land by region and table for a breakdown by funding source).





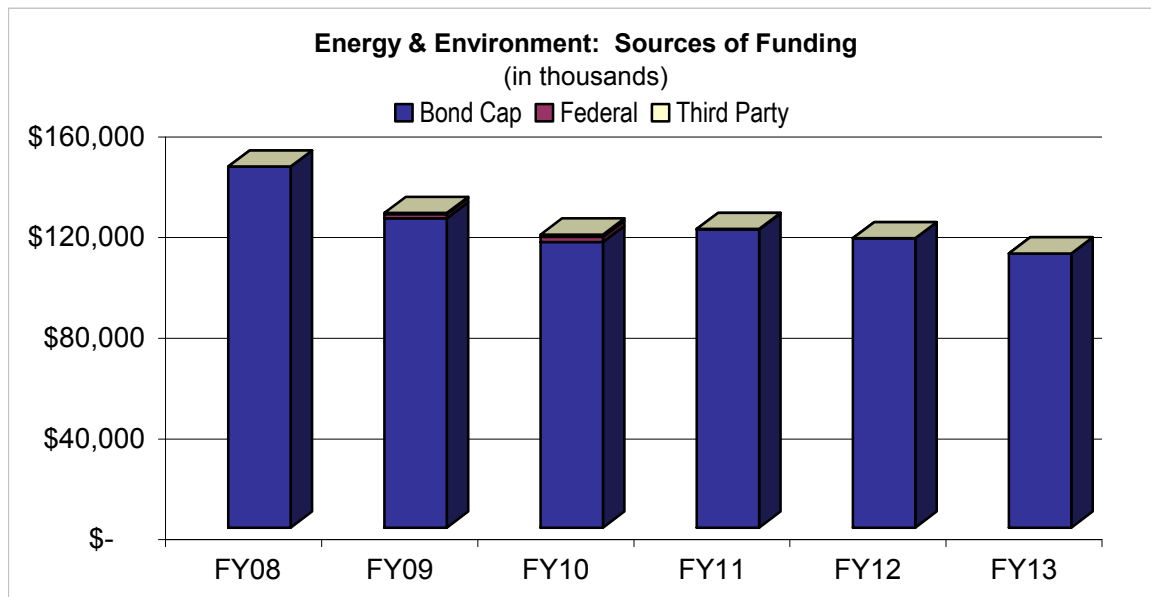
Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2009-2013

**FY08 Land Conservation Activity
Expenditures by Funding Source**

(in thousands)

State Sources	
Bond funding	\$ 49,501
Land stamp	1,337
MWRA	4,046
Total State Sources	<u>\$ 54,884</u>
Other Sources Leveraged	
Municipalities	\$ 18,649
Landowners	7,127
Federal	2,841
Nonprofits	2,497
Total Leveraged Sources	<u>\$ 31,114</u>
Total Expenditures	<u>\$ 85,998</u>

The Administration's FY09-13 capital investments in energy and the environment are shown on the following graph and compared to actual FY08 investments.



Actual spending for energy and environment projects was higher in FY08 than projected for the next five fiscal years because unexpended amounts in other investment categories at the end of FY08 were reallocated to energy and environment projects that were ready-to-go. Spending will drop in FY10 as the renovation and expansion of the Wall Experiment Station in Lawrence ends and it is expected to drop again in the later years as the Muddy River flood control project is completed. The most significant increase in funding for energy and environment-related assets is planned for the urgent and costly repairs required



for DCR roads and bridges, particularly through the accelerated structurally-deficient bridge program. While under the purview of the Executive Office of Energy and Environment (EOEEA), these investments are reflected in the transportation category in recognition of the fact that these and other DCR roads and bridges truly are transportation assets. In addition, the energy and environment investments shown in the chart above do not reflect energy and environment-related community investments, particularly in the area of land conservation programs for which the Administration significantly increased funding beginning in FY08. There are also amounts budgeted for energy efficiency improvements in state facilities reflected in the State Office Buildings and Facilities category described below that are not reflected in the chart above.

Highlights of the FY09 energy and environment capital investments include:

- In FY09 design for a new Department of Fish and Game facility in Westborough will begin. This facility is slated to be the state's first energy neutral building.
- The capital investment plan provides \$50 million in FY09 dedicated to open space protection. Some of these land protection investments are in the form of grants to municipalities and are reflected in the community investment category described below. These land protection investments are being targeted to three main objectives: (1) the creation of urban parks, (2) the preservation of natural landscapes and habitats; and (3) the preservation of working landscapes.
- In 2007, Governor Patrick established the "Leading by Example – Clean Energy and Efficient Buildings Program" to implement higher energy-efficiency standards in the operation of state buildings that will reduce the overall environmental impacts of state government operations. The FY09 capital budget includes a \$715,000 investment to complete the development of a detailed plan for improved efficiency at state facilities and for financing those improvements in order to meet the objectives set forth in the Governor's Leading By Example program. Meanwhile, the capital plan includes \$4 million in FY09 for energy



In partnership with the North Shore Housing Trust, DCR helped install a 3,000 sq. ft. green roof on a building redeveloped as affordable housing for seniors in Ipswich.



efficiency improvements to state buildings and facilities to be carried out by DCAM in consultation with EOEEA and over \$2 million in FY09 for municipal energy grant programs administered by EOEEA, which are described in greater detail in the Community Investment section of this report.

Leading By Example

The Leading By Example Program was introduced by Governor Patrick on April 18, 2007 to help state agencies minimize the environmental impacts of their operations and activities while promoting innovative solutions to critical environmental problems. Growing climate concerns, increasing energy costs, and the desire to demonstrate clear leadership from state government were the driving forces behind the establishment of the Leading By Example Program. This program is consistent with the Sustainable Development Principles.

Leading By Example sets aggressive targets for state facilities in greenhouse gas emission reductions, energy conservation and efficiency, renewable energy, green buildings, and water conservation.

The Leading By Example Program has undertaken a large number of energy-related projects, including 10-solar photovoltaic (PV) projects. Other plans seek to initiate energy efficiency projects at sites such as Bristol Community College, UMass Dartmouth, Trial Courts, and Massasoit Community College. The Leading by Example Program will identify a host of additional projects and programs (such as retro-commissioning and small scale energy efficiency through utilities) that will reduce energy use at agencies. Additionally, DCAM will continue to spend available funding to manage energy projects and oversee green building efforts.

Significant progress has also been made in completing the Energy Information System, which will ultimately contain and provide on-line access to all electricity and natural gas data for all agencies and state campuses. The EIS will include data for nearly 6,000 accounts and 91 agencies and data from 55 utilities (investor-owned and municipal).⁹

- Increased investments to address the backlog of repair and maintenance needs in our state parks and recreational facilities: the FY09 capital investment plan invests more than \$102 million in DCR's parks and other facilities (in addition to investments in DCR land acquisition, municipal programs and the accelerated bridge program).

⁹ Leading By Example Accomplishments Report #1. January 1, 2008-June 30, 2008.



Health and Human Services

The provision of health care and other social services to those most in need has long been an important function of government. The way in which government provides these services has changed significantly over time, but it is still the provider of crucial support for the mentally ill, the mentally retarded, neglected and abused children, those who can not afford health care, and many others in need of special services or support.

The Executive Office of Health and Human Services (HHS) provides these critical services for the Commonwealth and is the largest segment of the executive branch, accounting for nearly half of the Commonwealth's operating budget each year. HHS facilities are numerous: more than 800 structures, encompassing over 9.9 million square feet of space, are spread over 85 different campuses statewide. These structures include hospitals, clinics, long and short-term care facilities, offices, and support facilities such as power plants and garages. Many of these facilities operate 24 hours per day, 7 days per week, year-round.

A 2003 assessment by HHS indicated that the average age of its facilities was 75 years since initial construction, with few facilities having undergone major upgrades in the recent past. In the spring of 2007, HHS estimated \$625 million in capital needs for its physical assets. This estimate included over \$81 million for repair and maintenance projects, which are necessary for maintaining service and care quality, as well as basic public safety. These projects involve activities like removing hazardous materials; correcting the failure of components such as roofs, wall, and heating and cooling systems; and complying with building and accessibility codes. In addition to repair and maintenance needs, the HHS facilities assessment included \$56 million for the demolition of obsolete and unsafe structures which are unsuitable candidates for surplus property disposition. Security for these vacant and unsafe buildings currently costs the state over \$3 million a year.

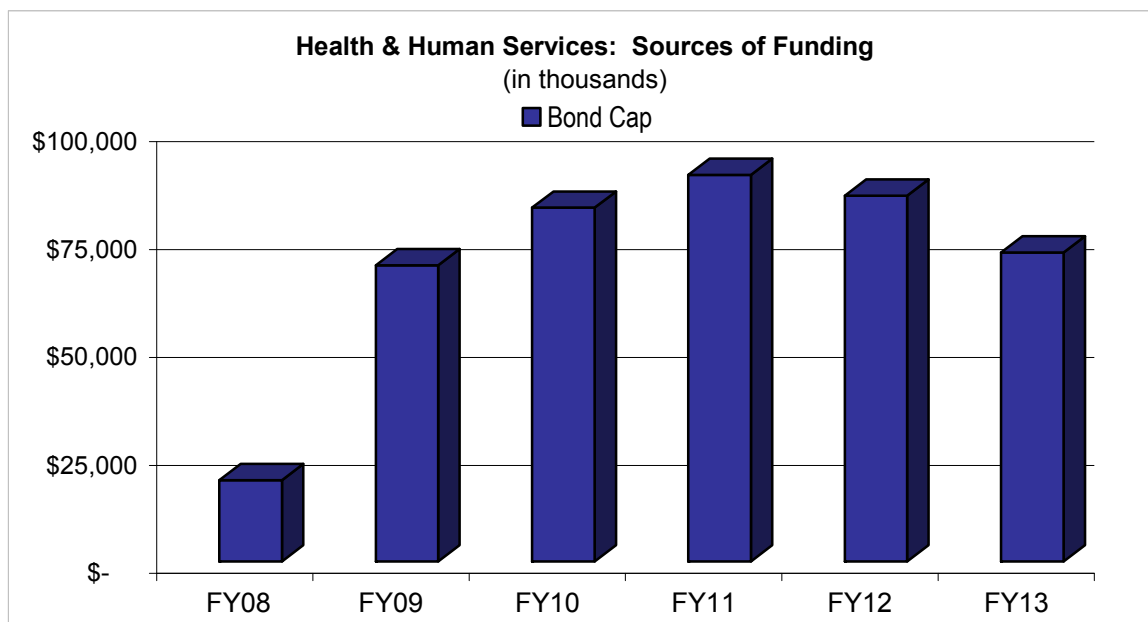
Investments in FY08 represented a first step toward addressing this backlog of physical plant needs in the state's health and human service facilities. Highlights of FY08 activity include the following.

- \$12 million to begin the construction phase of a new psychiatric facility on the grounds of Worcester State Hospital – a project that will replace and consolidate two outdated existing Department of Mental Health facilities, resulting in expected annual operating savings of approximately \$4.15 million from efficiencies such as reduced overhead and staffing costs and a more energy-efficient facility.



- \$700,000 to continue funding a study to determine the most cost-effective solution to deteriorating conditions at Lemuel Shattuck Hospital, the primary provider of in-patient and ambulatory care public health services in the Boston area.

The FY09-13 Capital Investment Plan continues to address the backlog of physical plant needs in the state's health and human service facilities, and also invests in a master plan to assess the programmatic needs of HHS facilities going forward. The following graph reflects the Administration's total planned capital investment from all funding sources for health and human services facilities over the next five years as compared to FY08 spending for health and human services facilities.



FY09 highlights include:

- The Executive Office of Health and Human Services will launch a 1 ½ year Master Plan which will be initially funded with \$1 million in FY09. This plan will provide a complete current assessment of all HHS facilities and program needs and make recommendations as to the most efficient investments to achieve HHS goals. No major new capital investment will be undertaken until the HHS Master Plan is completed in FY10.



- \$45 million to continue construction of the new psychiatric facility on the grounds of Worcester State Hospital – a project that will replace and consolidate two outdated existing Department of Mental Health facilities, resulting in expected annual operating savings of \$4.15 million from efficiencies such as reduced overhead and staffing costs and a more energy-efficient facility.
- \$19.8 million for urgent repair and replacement needs at various HHS facilities, such as oxygen delivery, ventilation, and heating and cooling systems.



Design of Worcester State Hospital

Higher Education

Massachusetts has long been a leader in education. The Commonwealth is home to America's first free public school, its first college, its first college for women, and its first school for the sight-impaired. Our public institutions of higher learning must be similarly first-class. Our public colleges and universities should have the infrastructure necessary to ensure student access and affordability, and be well-equipped to support academic achievement and learning for all students. They should also be responsive to the demand for a talented workforce ready and able to participate in a growing and increasingly global economy. Capital investments are critical to the mission and success of public higher education.

State capital spending on higher education has suffered a precipitous decline over the last several years. Massachusetts lags far behind the national average in higher education capital spending: according to the National Association of State Budget Officers, in 2006 the national average for capital spending on higher education was 14.9% of total capital



Accessibility improvements for Library & Campus Center,
Westfield State College
Project Cost: \$11.5 Million Gross Square Feet: 51,000
Est. Substantial Completion Date: Winter 2008



spending; for the same period, Massachusetts spent just 2.0% of total state capital spending on higher education, ranking 42nd among all states.¹⁰

Two projects are under way at the DuBois Library at U. Mass Amherst. Phase I, currently under construction, includes improvements to the main plaza concrete deck, waterproof membrane system and site. Phase II, now in design, consists of upgrades to the HVAC system and accessibility.



This chronic underinvestment in the state's public colleges and universities has had negative effects. To keep up with capital needs, the institutions have borrowed funds through the University of Massachusetts Building Authority, the State College Building Authority, and the Health and Educational Finance Authority, and they have paid for needed capital projects from operating funds. Not only does this practice put an undue strain on already tight operating budgets, but it also drives these institutions to seek new revenue sources. The Department of Higher Education (formerly the Board of Higher Education) had required state and community college campuses to provide matching funds for state capital investments, leading campuses to increase student fees. This had negative impacts on student access and affordability.

Even after taking such drastic measures to keep up with capital and other funding requirements and to maintain a competitive and relevant higher education system for its nearly quarter of a million enrollees, the Commonwealth's public colleges and universities face significant facilities needs and other capital challenges. The University of Massachusetts estimates its current deferred maintenance backlog for its five campuses to be over \$2.6 billion; the Amherst campus – the University's flagship campus - is in the worst condition. Ninety-three percent of the Amherst campus was built before 1980 (25% before the 1950's), and current estimates suggest that for approximately 10-15% of the campus, demolition and new construction would be more cost-effective solutions than repair and renovation. The Board of Higher Education reports similar needs at the Commonwealth's nine state colleges and 15 community colleges. A 2003 comprehensive study by Eva Klein & Associates identified significant capital needs; in today's dollars, the total project cost for completing the identified projects is estimated to be over \$2.9 billion. A space-utilization study and campus master-planning process done as a follow-up to the Eva Klein study shows that, based on current enrollment, the 24 state and community colleges have a classroom space deficiency approaching 93,000 square feet.

¹⁰ Based on National Association of State Budget Officers, "2006 State Expenditure Report."



These capital deficiencies at our public higher education institutions are alarming. In response, Governor Patrick dramatically increased planned spending for higher education capital projects in the first five-year capital plan last year, and he filed a \$2 billion, 10-year higher education bond bill last year as a key component of his 10-year education reform initiative. The \$2.2 billion higher education bond bill did not pass until the end of July 2008, delaying the Governor's planned increase in higher education capital spending and his 10-year capital program by one year.

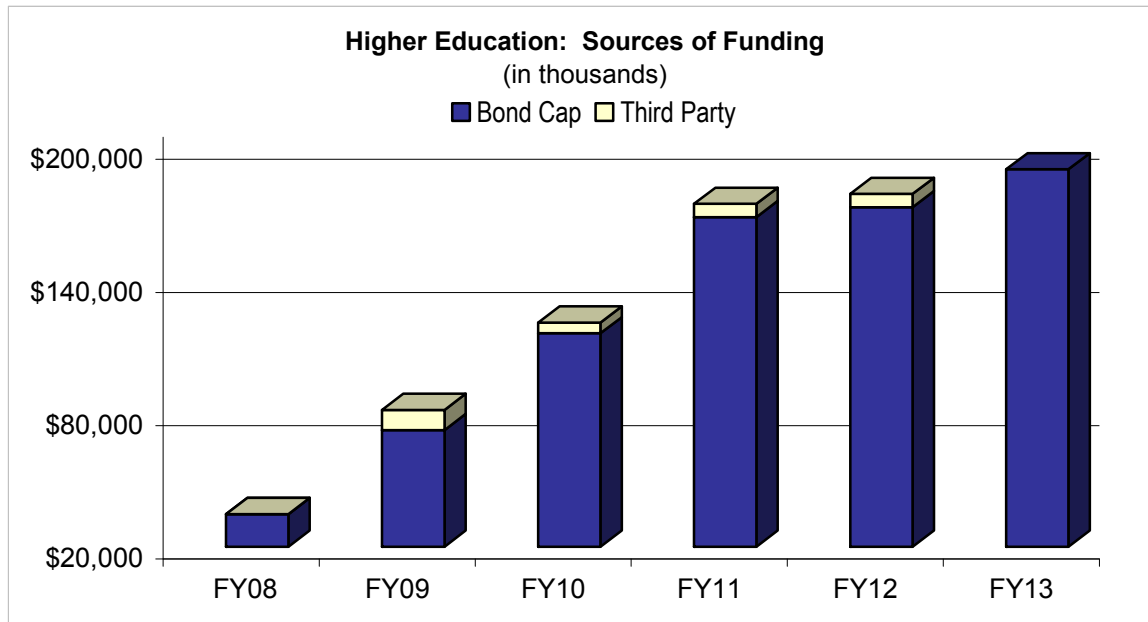
Without the necessary bond authorization in FY08, FY08 capital investments for higher education facilities were limited. Projects that received funding include the following.

- Studies at various campuses to enable DCAM to begin work as soon as practicable after bond authorization was made available.
- Access Improvements at Westfield State College
- Health & Wellness Center at Bunker Hill Community College
- Life Safety Improvements at UMass Medical School

The Patrick-Murray Administration's five-year capital investment plan for higher education will help to build world-class institutions that are ready to prepare our students for the demands of a 21st century economy. Thanks to the authorization obtained in the new bond bill, the FY09-13 capital investment plan includes a significant increase in the amounts invested in higher education. The following graph reflects the Administration's estimated capital commitment to public higher education over the next five years as compared to actual FY08 capital spending for higher education.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2009-2013



The state's capital investment in higher education will increase each year, and by 2013, higher education investments will represent 10% of the total bond-cap funded capital budget, compared to 3.0% in FY07. The \$2.2 billion bond bill recently approved by the Governor, contemplates spending on higher education assets over a ten-year period. In this five-year period, \$720 million of bond-funded capital investment in higher education is being divided between the University of Massachusetts and the 24 state and community colleges, as capital needs in the two systems are estimated to be about the same. This significant capital investment in higher education is exclusive of additional amounts that will be invested in public higher education facilities as a part of the Life Sciences Initiative capital program included in the Economic Development investment category described below.

FY09 capital investments in higher education will support the objectives and areas of strategic focus of our public colleges and universities. The projects authorized by the bond bill generally reflect the priority projects at each campus identified pursuant to the planning work done by the Board of Higher Education, the University of Massachusetts and DCAM.

Highlights of the FY09 capital plan for higher education include:

- \$5.9 million to commence major new projects at North Shore Community College, Greenfield Community College, Bridgewater State College and Massachusetts Maritime Academy.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2009-2013

- \$1.3 million to commence major new projects for UMass at the Amherst, Boston, and Lowell campuses.
- \$10 million to continue work on the Du Bois Library at the UMass Amherst campus.
- \$9 million to continue the substructure stabilization project at the UMass Boston campus.
- \$12.5 million to continue the Worcester State College Administration Building renovation project.
- \$4.7 million to complete the emergency repairs for interim library space at Salem State College.

The Commonwealth's capital investment in state and community colleges is an unprecedented direct state investment and is expected to bring about two important results. First, in order to help these institutions improve student access and affordability, the Board of Higher Education will be eliminating its requirement for campuses to provide matching contributions for state-funded capital projects from student fees. Second, it is expected that a portion of the other campus funds previously dedicated to these capital matching funds will be able to be redirected to address critical maintenance and repair needs, enhancing campus safety and quality of life for students, researchers and faculty.



UMass Boston Campus is the subject of a master plan scheduled to be completed in FY10.

The more than \$300 million of direct bond-funded state capital investment in University of Massachusetts capital projects over the next five years is expected to be complemented by capital spending by the University itself through borrowing and other funding sources. The University and its campuses are developing a capital fundraising plan to supplement future capital projects.

Housing

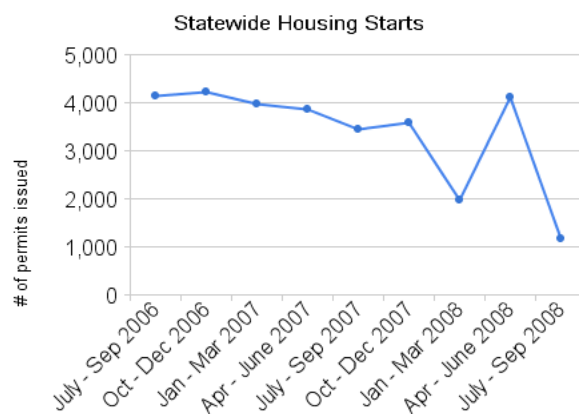
To a great extent, one's quality of life is a function of his or her home. Our homes impact our health, our options for employment, which schools our children attend, our access to goods and services, our proximity to parks and recreational





areas and, of course, our pocketbooks. As a result, the accessibility of desirable, affordable housing is a critical factor for the success of our economy, as new jobs will only be created if the workers needed to fill them can obtain desirable, affordable housing in close enough proximity to their place of employment. The accessibility of desirable, affordable housing for every citizen is also an objective we should have as a caring, civilized society, and there is much government does and can do toward meeting this objective.

State spending for housing in Massachusetts includes both state-supported public housing and private affordable housing development. The



Commonwealth's state-supported public housing is a unique and valuable resource, consisting of more than 50,000 units in 242 cities and towns. The state's public housing portfolio supports some of our most vulnerable citizens and includes more than 32,000 units of housing for the elderly, 12,900 units for veterans, and 2,000 units for clients of many of the state's human services agencies – in all, providing homes for more than 80,000

residents. The Commonwealth's private affordable housing development programs use a variety of financing resources, ranging from grants and loans to tax-credits, to support the production and preservation of affordable private housing.

The Commonwealth's capital needs for public housing continue to be significant. The Department of Housing and Community Development (DHCD) estimates that the current condition of the state's public housing stock is about *four times worse* than the typical real estate maintenance standard; in addition, DHCD estimates that at least 3% of the state's public housing stock is completely uninhabitable. Simply maintaining the status quo would cost about \$75 million per year; improving conditions to industry standards would cost an *additional* \$75-145 million each year for the next ten years.

Meanwhile, private housing in Massachusetts has become increasingly expensive, both for renters and owners. A 2007-2008 study by the National Low-Income Housing Coalition shows that Massachusetts is the 4th most expensive rental market in the nation, behind Hawaii, California and New York.¹¹ Homeowners have fared no better – the House Price Index for Massachusetts has risen in most quarters for the last ten years, with half of the past 40 quarters

¹¹ National Low-Income Housing Coalition, "Out of Reach 2007."



showing more than double-digit growth.¹² Although housing prices in Massachusetts and throughout the country have been decreasing over recent months as a result of a downturn in the housing market, home prices in Massachusetts are still high and present challenges for the Massachusetts economy and for citizens. It is no wonder that over two-thirds of Massachusetts residents in a recent poll cited housing costs as a major concern, surpassing the level of concern over both education and health care.¹³

Statewide housing starts have fallen precipitously in recent months: the number of permits issued from July through September 2008 is down 71% since the previous quarter, and down 66% compared to the same quarter last year (see graph at right). Foreclosure trends are also concerning: from January through September of 2008, recording of foreclosure deeds is up 72% compared to the same period in 2007 (9,609 deeds in the first nine months of 2008, compared to 5,593 in the first nine months of 2007)¹⁴.

Highlights of FY08 capital investments include:

- The 80-unit Norwell Elderly Public Housing Complex, pictured above, underwent a \$200,000 window replacement and selective waterproofing project in early FY08. The development immediately realized significant energy savings in the winter of 2007-2008, a 14% reduction of kilowatt hour usage compared to the previous year, mounting to a reduction in greenhouse gas emissions of 90,000 pounds.
- Comprehensive modernization of the Taunton Housing Authority's 102-unit Paul Bunker Drive family apartments was completed in FY08. This project included modernization of the kitchens and baths, new siding, new windows and mechanical and electrical upgrades.
- As part of a heating modernization project, the installation of two "freewatt" micro-CHP (combined heat and power) single family cogeneration units was completed in FY08 at the Plymouth Veterans' Housing Development. The micro-CHP units are produced by a Massachusetts company and use natural gas more efficiently than alternate sources to produce both heat and electricity.
- A \$400,000 Housing Stabilization Fund investment was leveraged in the adaptive re-use of a former bank and office building in downtown Fitchburg, into a mix of affordable rate and market rate rental units above re-designed commercial space.

¹² Office of Federal Housing Enterprise Oversight, state level house price indexes through 2008 Q1.

¹³ UMass Donahue Institute/CHAPA, "Housing Poll 2006," February 2007.

¹⁴ The Warren Group, as reported by the *Statehouse News Service*, October 22, 2008.

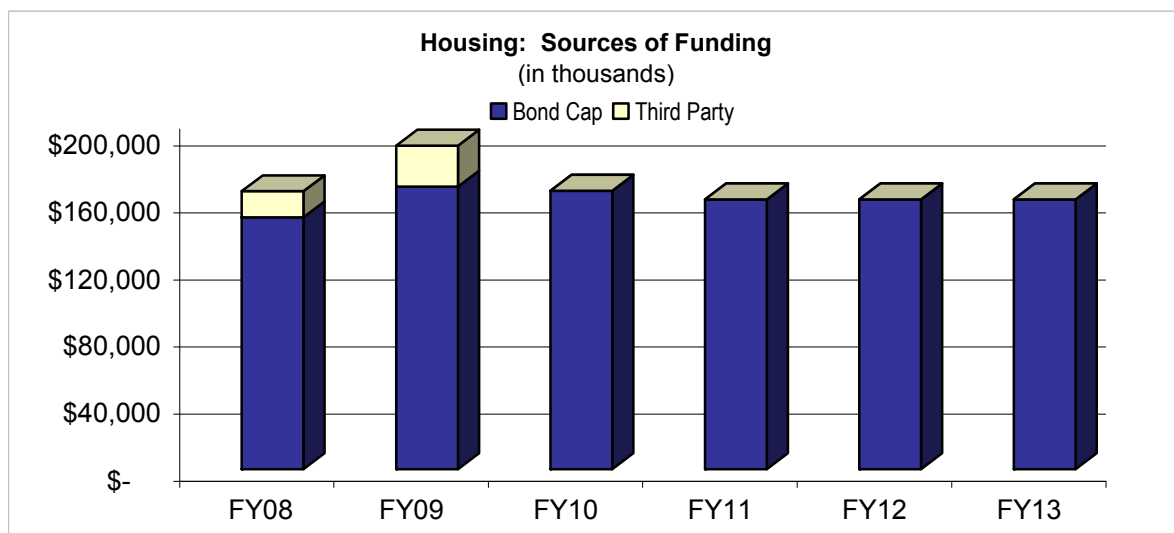


- The Print Shop development in Cambridge, which involves the new construction of 24 affordable condos. This development is a prime example of sustainable development, including the redevelopment of a former brownfield site, and with easy access to a variety of public transportation options, shopping and employment opportunities.

The national foreclosure crisis has taken a serious toll on Massachusetts (our state had the ninth highest foreclosure percentage in the nation in the second quarter of 2008), with some of our older cities and neighborhoods particularly hard-hit. A rash of foreclosures can destabilize a whole neighborhood, so the Patrick-Murray Administration has worked hard to give communities the tools to purchase foreclosed and vacant properties, and thus keep neighborhoods stable. The foreclosure crisis has made it harder for borrowers to obtain mortgages, which has in turn helped slow the housing market, as evidenced by falling home prices and sales in our Commonwealth.

In May, 2008, Governor Patrick approved a \$1.275 billion affordable housing bond bill to fund the capital spending for housing reflected in this five-year plan. The bill includes \$500 million for the preservation and improvement of the Commonwealth's stock of state-owned public housing and also provides authorization for various programs that subsidize the development and preservation of privately owned affordable housing, including funds specifically for Affordable Housing Trust Fund and the Housing Stabilization Fund.

The following graph reflects the Administration's estimated capital investment in affordable housing over the next five years, as compared to actual FY08 affordable housing-related capital spending.





Highlights of the FY09 capital budget include:

- \$104 million (including \$5 million through the Affordable Housing Trust Fund) invested in public housing. Continuing Governor Patrick's commitment to public housing, this is an 89% increase in funding for public housing compared to funding levels prior to the Patrick-Murray Administration.
- \$94 million in total spending for various private affordable housing development programs, including
 - \$35 million from the Affordable Housing Trust Fund (which is in addition to \$5 million in the Fund dedicated to public housing, for a total of \$40 million in the fund), of which \$24.5 million is being contributed by the Massachusetts Housing Finance Agency (MassHousing). Even after MassHousing's two-year funding commitment for the Affordable Housing Trust Fund ends after FY09, this five-year capital investment plan includes sufficient funding for housing in fiscal years 2010-2013 to ensure that the Fund is funded at the \$40 million level every year, double the annual funding level prior to the Patrick-Murray Administration, and
 - \$20 million from the Housing Stabilization Fund, one of DHCD's most flexible funding sources and a key means of supporting affordable home ownership.
- Consistent with the Administration's Sustainable Development Principles, the FY09 capital investment plan also includes \$3.5 million for housing near public transit: \$2 million for DHCD's "Housing at Transit Nodes" program and \$1.5 million for housing projects consistent with the Executive Office of Transportation and Public Works commitment to the Transit-Oriented Development program.
- Examples of projects underway and scheduled for completion in FY09 or projects that are scheduled to begin in FY09 include the following.
 - Housing Innovations Fund: \$500,000 investment in 20-unit home for homeless adults in Haverhill.
 - Community Based Housing: \$750,000 investment in renovation of affordable rental apartments for disabled individuals
 - Community Improvement & Preservation Fund: \$1 million investment in Charlton to preserve affordable housing units.



- Facilities Consolidation Fund: \$455,355 investment in Dracut for a home for 5 with mental retardation and mobility issues.
- Housing Stabilization Fund: \$400,000 investment in Fitchburg to adaptively re-use underutilized office as affordable rentals units.

Information Technology

Information technology spans all areas of government. IT enables customer-facing functions such as transaction processing, license and permit applications and renewals, and public information access and alerts; it also supports internal processes such as cross-agency information sharing, management efficiencies, and data security. IT needs are constantly growing and evolving as more highly-developed systems become available and as more areas of government require increasingly sophisticated technical capabilities. While some agencies pay for certain small-scale IT projects from their operating budgets, most major IT installations are paid for by the capital budget.

Massachusetts is losing ground to other states that have been investing in their governments' IT infrastructure and programs. The 2007 State New Economy Index reports that Massachusetts ranks 18th in "e-government," despite ranking 2nd overall in the category of the "digital economy." A separate 2006 survey of state government use of digital, networked technologies shows that while many states are improving, Massachusetts slipped from 11th to 15th in the nation from 2002 to 2006.¹⁵

More recently, the 2008 Government Performance Project "Grading the States" evaluation gave Massachusetts a grade of C in the area of Information. The grade was based on an examination of how well state officials deploy technology and the information it produces to measure the effectiveness and results of state programs, make budget and other management decisions and communicate with one another and the public. Massachusetts was ranked below the national average of C+ in this category with 15 states ranking above average and 22 states ranking below average.¹⁶

Although A&F had allocated \$91 million in capital funds to IT projects through the Information Technology Division (ITD) in FY08, bond authorization had been exhausted and initiation of new projects or continuation of existing projects were postponed pending passage of the general government bond bill. Nevertheless, ITD initiated several organizational and oversight initiatives in FY08 to better position it to manage the numerous large and complex projects.

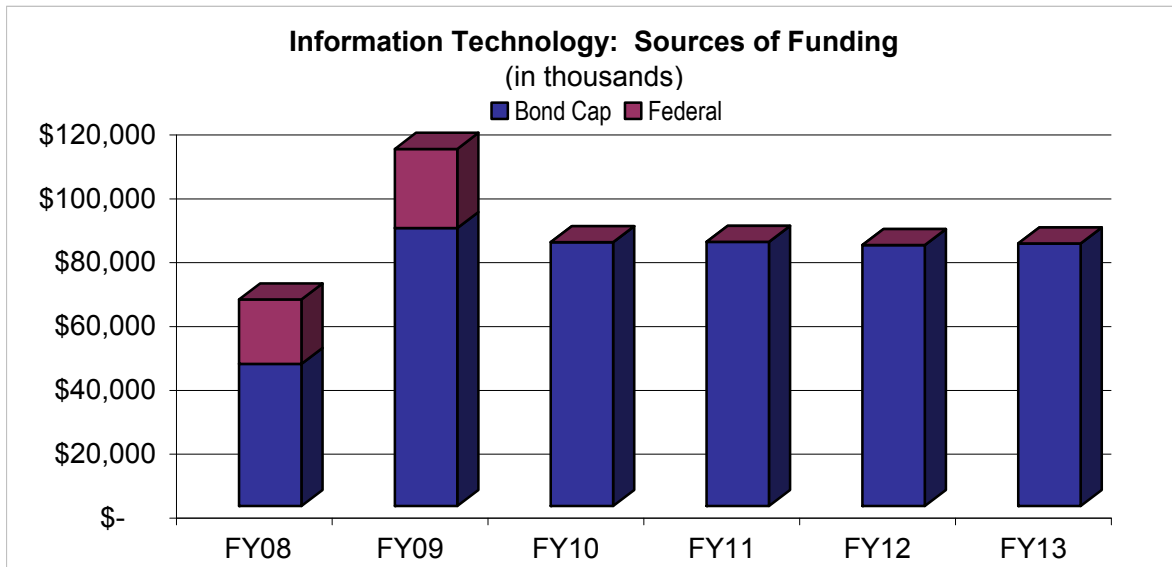
¹⁵ Center for Digital Government, "2006 Digital State Survey, Executive Summary."

¹⁶ Pew Center on the States and Governing Magazine, "[Grading the States 2008 Report, Massachusetts](#)"



- Previously approved projects that are underway will be subjected to an independent review to assess the projects' progress to date. Specifically, the review will measure the progress against schedule, budget and quality requirements; determine if the project is meeting key business and technical objectives; and determine the funding requirements.
- At the end of FY08, ITD re-aligned its organizational structure to strengthen its customer service focus and better align its resources around four lines of business: Business Services, Application Services, Infrastructure Services and Hosting Services.
- In January, 2008 the two principal Commonwealth IT governance groups – the IT Advisory Board and the Chief Information Officers Cabinet – kicked off a collaborative strategic planning process with the broader IT community to develop an IT strategy for the Commonwealth for the next three years. The plan is currently available for public comment and will be finalized by the end of September. (See below for further information.)
- Work is well underway to develop a standard project management methodology in collaboration with agency representatives. This will help standardize and strengthen capital project oversight.

The FY09-13 capital plan makes strategic investments in information technology; in FY09, the state's bond-funded investment of approximately \$82 million from the bond cap leverages an additional \$25 million in federal and other contributions. The following table shows the Administration's total planned five-year capital investments in information technology, as compared to actual FY08 spending.



Highlights of FY09 spending include:

- Strengthen project management and oversight by establishing a Project Management Office to ensure that each project follows clear, consistent practices and delivers successful results. It is expected that this prudent project management investment will increase the likelihood that contractors will adhere to the intended scope of projects and that projects will be completed on time and on budget.
- Investing \$6.8 million in the final component of implementation of the statewide state-of-the-art digital wireless public safety radio network in western Massachusetts.
- Investing \$500 thousand to initiate the Automated Licensing and Registration System (ALARS) modernization project, which is estimated to take one year to get to contract and five years to implementation.
- Investing \$6.1 million to initiate the MASSNET (formerly the Integrated Criminal Justice Information System) which will facilitate information-sharing across public safety and law enforcement agencies.



Public Safety

Our communities and our economy can thrive only if people and businesses are safe. There are many threats to public safety in today's world – criminal activity, terrorism and public health epidemics are but a few of the threats we must manage and work to prevent. The Commonwealth's capital spending supports important public safety projects and programs that ensure the safety of our citizens and communities. Public safety capital investments range from carrying out projects at Massachusetts military facilities to addressing the equipment and facilities needs of the state police, chief medical examiner, homeland security and emergency response agencies.

The Patrick-Murray Administration has made public safety a priority. The following are some of the Administration's public safety accomplishments in FY08 funded through the capital budget.

- Continued construction of a new state-of-the-art fire training facility in Stow to ensure our firefighters have access to first class training.
- Construction of a new Chief Medical Examiner's facility in southeastern Massachusetts to relieve pressure on the Boston facility.
- Acquisition of over 400 new state police cruisers to replace old, less reliable cruisers.



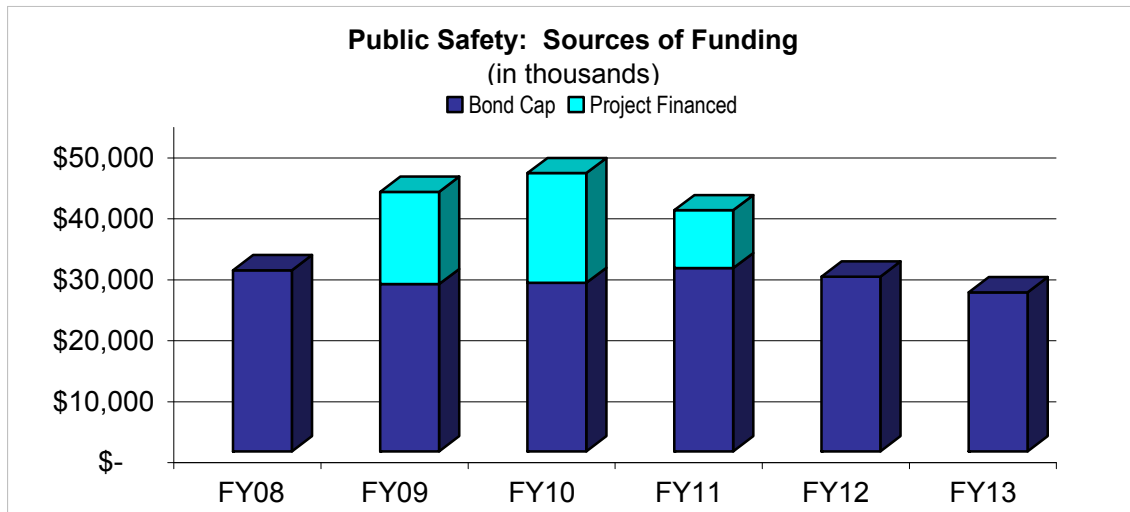
Massachusetts Fire Training Academy

- LEED certified at gold level.
- Will house approximately 175 personnel, most of whom are already on site, by replacing a number of temporary trailers and modular buildings with proper facilities.
- Will use less energy than the present building, in spite of being 150% larger.
- Will use less water for domestic purposes than is presently used, thanks to water saving fixtures and use of graywater for non-potable purposes.
- Approximately 7% of energy will be derived from solar energy.

The FY09-13 capital investment plan takes important steps toward adequately equipping and training our first responders. The state's \$43 million in FY09 total capital spending for public safety represents a \$13.7 million increase over FY08 projected spending. The graph below shows the planned five-year capital investments in public safety, as compared to actual FY08 capital spending for public safety.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2009-2013



FY09 public safety-related investment highlights include:

- Completion of new Chief Medical Examiner's office in southeastern Massachusetts and purchase of new equipment to alleviate the caseload at the CME's main facility in Boston;
- \$15 million for continuation of the expansion of the Massachusetts Firefighting Academy at Stow, the state's primary training center for fire fighters, and funding to begin construction of a new fire training facility in the City of Springfield. Recently enacted legislation authorizes the Commonwealth to raise the amounts needed to fund related debt service costs for fire training facility projects through assessments on property insurance policies. Thus, these projects will be funded outside of the bond cap.
- \$3.8 million to initiate construction of a new consolidated Municipal Police Training Facility in western Massachusetts.
- \$3.75 million to fund the purchase of a helicopter in order to begin the replacement of the State Police fleet.
- \$500 thousand for the initiation of a master plan for the State Police. This plan, expected to be completed in FY10, will include the assessment of existing facility conditions and future facility needs for the State Police, taking into account projected requirements for new technologies. Included in the study will be an examination of the need for additional space for the



Final phase of construction of the
Chief Medical Examiner's Office



State Crime Lab and the options for cost-effectively meeting any such space needs.

It should be noted that the investments shown above do not include public-safety related information technology investments or investments in correctional facilities, which instead are included in the specific information technology and corrections categories described elsewhere in this report.

State Office Buildings and Facilities

Safe, convenient and accessible state office buildings and facilities are necessary for the efficient and effective functioning of government and for providing programs and services. They are also important venues for active civic engagement.

State office buildings and facilities have important safety and accessibility needs for both workers and visitors.



Repairs on State House roof
over Senate President Murray's offices

As a result of years of neglect, many state office buildings require structural improvements, as well as repairs to roofs and building envelopes to prevent leaks that lead to further structural damage. Several state office buildings require elevator replacements and other improvements necessary to comply with building codes and ADA accessibility requirements. Fire alarms, sprinkler systems, power plants and HVAC systems must also be updated.

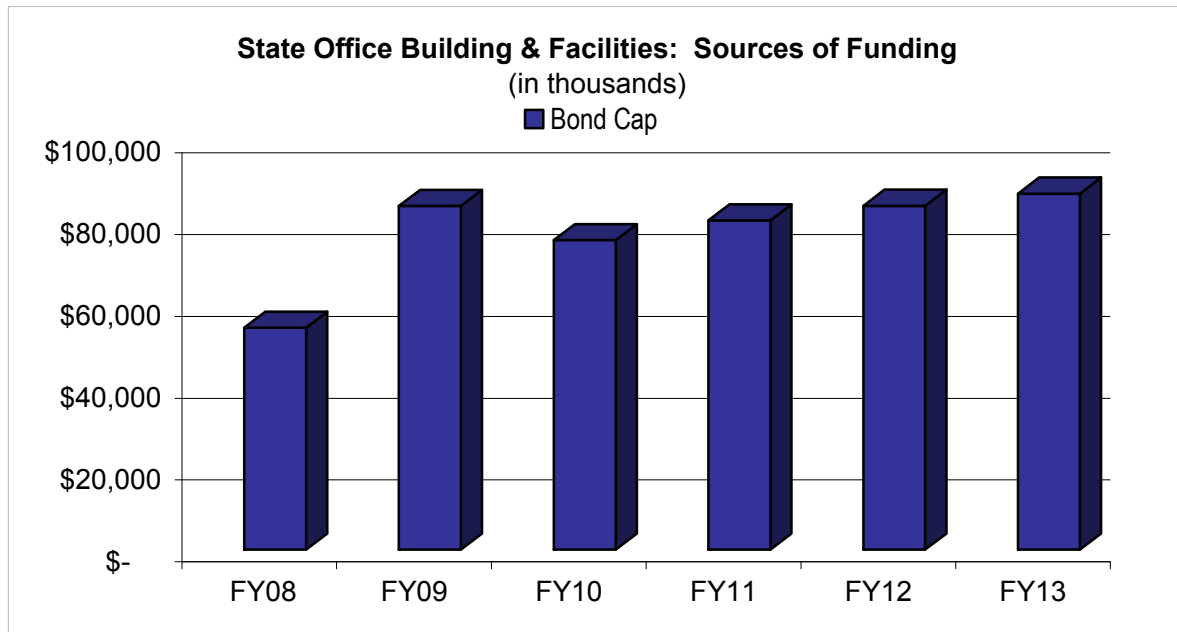
The Patrick-Murray Administration made progress in addressing the capital investment needs of state office buildings and facilities during the past year. The following are some of the Administration's accomplishments in FY08.

- Establishment of a competitive process for evaluating and distributing \$30 million to state agencies for desperately needed small maintenance and repair projects.
- Sought and obtained \$400 million of flexible bond authorization to address capital investment needs at state office buildings and facilities over the next few years.

The FY09-13 capital investment plan builds on the progress made over the last year to improve state office buildings and facilities. The following graph



reflects expected capital spending over the next five years, as compared to actual FY08 spending.



Highlights of the FY09 capital investment plan include:

- \$1.8 million to begin a project to construct a second data center in western Massachusetts needed to house critical information technology systems for the Commonwealth and to provide backup systems in the event of a failure at the Commonwealth's only existing data center in Chelsea.
- \$4.8 million in spending on elevator modernization in several state facilities.
- \$8 million for improvements to roof and exterior of the State House. The Administration will work with the Legislature and the Secretary of State to develop a long-term strategy for addressing the needs of this historic building.
- A \$4 million investment in energy conservation retrofits and renewable energy projects at state buildings and facilities. This investment is part of the Governor's "Leading By Example" initiative and represents a major step towards achieving the goals of Governor Patrick's Executive Order 484.



- Funding for a new capital investment program to acquire equipment needed to make reasonable accommodations for disabled employees pursuant to the Administration's Access and Opportunities initiative.

Transportation

Our network of transportation infrastructure is a critical factor affecting the strength of our economy, the quality of our environment and the quality of our lives. Our roads, bridges, mass transit and other modes of transportation provide us with access to work, school, and goods and services; they provide businesses with the ability to move their goods and services to meet demand; they impact our environment in different ways; and they provide us with the mobility and freedom to get where we want to go when we want to get there. High-quality, strategically developed transportation infrastructure is an essential component of a thriving economy, clean environment, and stable society.

Longfellow Bridge



Transportation has historically represented the largest share of the Commonwealth's capital spending, accounting for between one-half and two-thirds of the total capital budget over the last five years. There has been a shift in capital investment over the last five years away from the Central Artery/Third Harbor Tunnel (CA/T) project and toward other state transportation projects.

Despite the significant amounts devoted to transportation capital spending in the last five years, substantial funding gaps remain. A report released in March 2007 by the Massachusetts Transportation Finance Commission (TFC) noted that the cost to maintain our current surface transportation system and to make certain other required improvements, before accounting for new, discretionary enhancements or expansions, exceeds our anticipated available resources by \$15-19 billion over the next 20 years.

The TFC's projected funding shortfall included funding for assets owned by the Massachusetts Turnpike Authority, the Massachusetts Bay Transportation Authority, and certain other independent governmental entities. These entities are technically separate from the Commonwealth and have their own revenue sources to finance their capital investments and other costs. Consequently, capital investments for infrastructure owned by such entities are generally not the responsibility of the Commonwealth and are not included in the Commonwealth's capital investment plan. However, these independent transportation agencies



are facing significant financial challenges and it appears that they will be unable to address their identified funding shortfalls in any significant way¹⁷.

Furthermore, the TFC's findings regarding directly-owned state assets are startling. Roads and bridges owned by the Department of Conservation and Recreation (DCR) were estimated to have a 20-year funding gap of more than \$800 million, including the Longfellow Bridge and the Storrow Drive tunnel. The TFC report also estimated that MassHighway's funding shortfall for roads and bridges exceeds \$6 billion over 20 years. Nearly a third of state-owned roads have a "poor" pavement condition, compared to the national average of 16%.¹⁸ The 2007 National Bridge Inventory shows that 11.7% of our over 5,000 bridges are structurally deficient, which compares favorably to the national average of 12.1%.

The TFC report also noted that MassHighway employees are being paid almost exclusively from the capital budget, a practice that has steadily increased over the last eighteen years (rising from 15% to 79% of the MassHighway workforce from 1990 to 2008). As growth in operating budgets has been restricted, agencies have increasingly been forced to pay capital project-related employees from the capital budget. As a result, 1,457 full-time equivalent positions (FTEs) in MassHighway are currently being carried on the capital budget.

The fiscal impacts of funding such a large number of employees through the capital budget are significant. First, using limited capital funds to pay personnel costs means that less money is available for important projects. Second, using capital funds is very expensive – paying salaries on the capital budget costs approximately 60 cents more per dollar than paying them from the operating budget. As part of the overall reform measures, the Transportation Bond Bill signed by Governor Patrick on August 8, 2008 includes a provision that requires the Executive Office Transportation and Public Works to transfer 80% of all Executive Office and MassHighway employees currently funded through bond authorizations to operating accounts by FY13.

In addition to the costs of maintaining existing transportation infrastructure, the funding shortfall calculated by the TFC also included costs associated with State Implementation Plan (SIP) commitments, which are legally mandated projects intended to mitigate the environmental impacts of the CA/T project. These commitments include (1) Fairmount Commuter Rail improvements, (2) design of a Red Line-Blue Line connector, (3) extension of the Green Line to

¹⁷ For financial information on the Massachusetts Bay Transportation Authority, see http://www.mbta.com/about_the_mbta/financials/. For financial information on the Massachusetts Turnpike Authority, see <http://www.masspike.com/aboutus/financial.html>.

¹⁸ MassHighway, April 30, 2007 statistics.



Medford, and (4) the creation of 1,000 new parking spaces near transit stations. In total, the preliminary estimate of the capital costs for these projects exceeds \$800 million.

In addition to the maintenance and SIP needs noted in the TFC report, certain expansion projects have been identified that are considered necessary to improve mobility and support economic development. These projects include the South Coast Rail project to extend commuter rail service to Fall River and New Bedford, the extension of the Blue Line to Lynn, the Urban Ring and many others. In its report, the TFC acknowledged that “it is not practical, plausible, or prudent to pursue a course excluding any transportation enhancement or expansion projects for two decades. Such a course would put us at a significant competitive disadvantage. So as large as the funding gap is, it does not fully represent what the Commonwealth truly needs.”¹⁹

The Commonwealth’s transportation investment needs are extraordinary – the existing resources are insufficient to adequately address these transportation needs. The Administration, in partnership with the Legislature, has, however, made significant progress over the last year to increase funding for transportation infrastructure needs, to more efficiently manage the Commonwealth’s transportation assets, to improve collaboration with other state transportation agencies and to make our transportation finances and management more transparent. The following are some of the accomplishments of the Administration over the last year.

- More capital resources have been dedicated to transportation by the Commonwealth and, if sustained over time, would reduce the TFC funding gap by approximately \$4 billion.
- Passage of two transportation bond bills totaling \$3.033 billion to fund capital plan and leverage \$1.9 billion in federal funds over the next few years. The bond bills also include a broad array of reforms, including measures designed to create efficiencies in operations and budgetary savings.
- \$800 million of the transportation bond bills are for mass transportation projects required as part of the state implementation plan (SIP) commitments relating to the CA/T Project. Work on the SIP commitments began in FY08.
- Developed financing program to create millions of dollars of cost savings by accelerating repair of structurally deficient bridges

¹⁹ “Transportation Finance in Massachusetts: An Unsustainable System – Findings of the Massachusetts Transportation Finance Commission,” March 28, 2007, p. 27.



throughout the state. Bond authorization obtained in August, 2008. (See below for more detail on the bridge program.)

- New Transportation Maintenance Fund and legislative policy to dedicate at least 20% of all state bond-funded amounts for road and bridge improvements for maintenance.
- In an effort to improve transparency, MassHighway has established goals for measuring performance in the areas of project delivery, pavement quality, bridge health, and safety. MassHighway now publishes a quarterly report called Scorecard which compares actual results to the goals.
- By executive order, the Governor created the Massachusetts Mobility Compact with the purpose to improve the delivery of transportation services in the Commonwealth by adopting a cooperative and coordinated approach to transportation planning, design, construction, operation and maintenance among all transportation-related agencies, including the Massachusetts Bay Transportation Authority and the Massachusetts Turnpike Authority.
- A maintenance and expendable trust fund was created into which settlements or judgments related to the CA/T project are credited and to be used for non-routine maintenance repair of the CA/T project. There is approximately \$414 million (including interest) that has been credited to the fund.

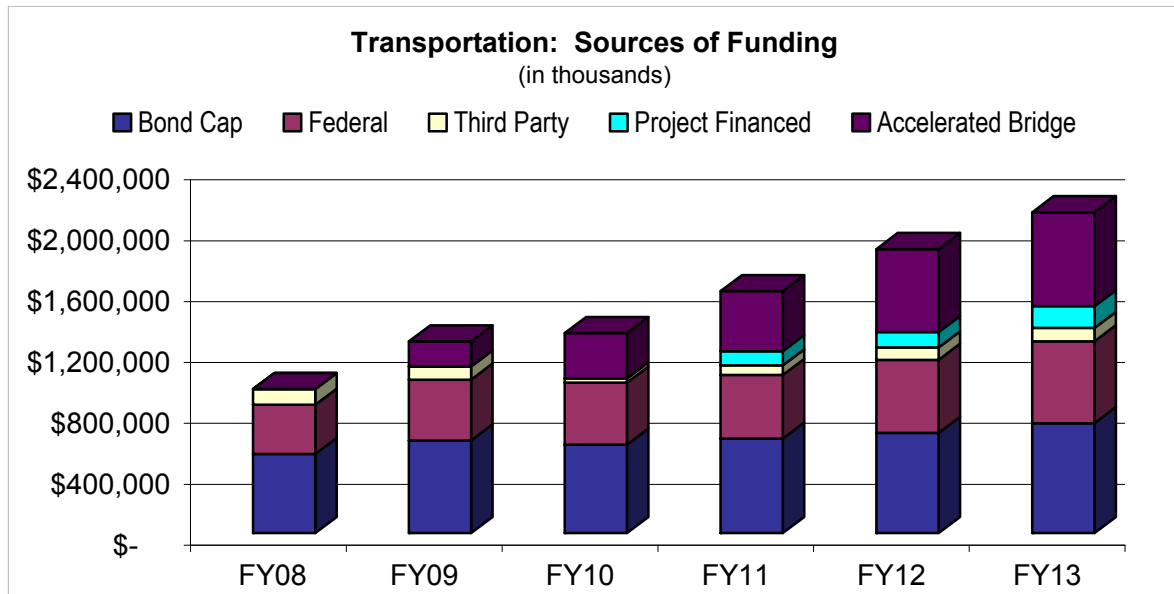
This FY09-13 investment plan continues to build on this progress in addressing the needs of our transportation system. The transportation-related capital budget for FY09 (exclusive of transportation-related investments included in the Community Investment category and exclusive of the accelerated bridge program) is 17% higher than FY08 spending, and by FY13, it is projected to be 39% more than FY08 spending. The chart below shows the expected transportation-related capital investments from all sources for the next five years, as compared to the actual FY08 transportation-related spending.



The Central Artery/
Tunnel Project



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2009-2013



The following are some of the specific capital investment highlights of the FY09 transportation capital investment plan:

- \$113 million to the Transportation Deferred Maintenance Trust Fund for maintenance of MassHighway and Department of Conservation and Recreation (DCR) roads and bridges, consistent with the new legislative policy that at least 20% of bond-funded road and bridge be applied for this purpose.
- \$88 million for federally-assisted statewide road and bridge projects, leveraging by nearly four times that amount in federal funds for road and bridge projects.
- Approximately \$17.5 million to address the SIP commitments, including \$10 million for the Fairmount Commuter Rail project, \$2 million for the Green Line extension, \$3 million for the Red Line-Blue Line connector study and \$2.5 million for the new parking spaces initiative.
- \$5.6 million to continue the planning phase of the South Coast Rail project, which will extend the MBTA's commuter rail service to Fall River and New Bedford; the Administration has committed to spending \$21.3 million in bond funds on the project's planning phase through FY10.
- \$38 million for DCR parkways and bridges, including major repairs to the Storrow Drive tunnel.



- Funding to begin the Fitchburg commuter rail improvement project to reduce commute times and improve safety. Half of the cost of the \$150 million project will be funded with federal funds.

The source of funding in the FY09 capital investment plan for the Central Artery/Tunnel project is primarily the excess registry fee revenues deposited in the Statewide Road and Bridge Transportation Infrastructure Fund (TIF), which are dedicated to paying costs of the project. Certain cost recoveries for the project are expected to be available to reimburse the Commonwealth for its investment in the project. To the extent these recoveries do not reimburse the Commonwealth for the total amount it borrows to fund its share of project completion costs in FY08 and FY09, the Turnpike Authority will be required to pay the difference to the Commonwealth.

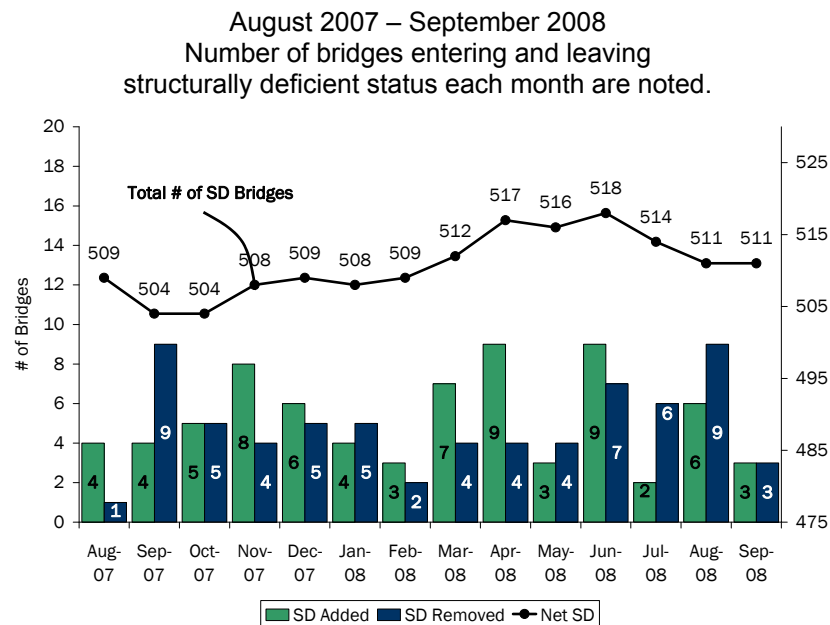
Now that the Central Artery/Tunnel project is essentially complete and we face significant transportation infrastructure needs built up over years of neglect, the Administration is intent on building on its progress over the last year and a half to maintain and develop a strong transportation system for the 21st century. Toward this end, the Administration is developing a long-term strategic plan for improvements to the transportation system and evaluating options for more effectively managing existing transportation assets and resources and for more adequately financing needed improvements.

Accelerated Structurally-Deficient Bridge Program

As of October 1, 2008, there were 511 structurally-deficient MassHighway and municipal bridges in the state, plus an additional 57 structurally-deficient bridges owned and managed by entities such as the MBTA, the Massachusetts Turnpike Authority, the Department of Conservation and Recreation (DCR) and others (see graph below). Without significant new investment, the number of structurally-deficient bridges is expected to rise to nearly 700 over the next eight years.



Trend in Massachusetts Structurally Deficient Bridges



Following on a pledge to repair the Commonwealth's most neglected bridges; on August 4, 2008 Governor Patrick signed into law a \$3 billion bond bill, known as the Accelerated Bridge Program bond bill. The Accelerated Bridge Program will repair bridges across the Commonwealth that are currently structurally deficient or would otherwise become structurally deficient during that time period. Instead of seeing the number of structurally deficient bridges increase by approximately 30% over the next eight years, the number will be reduced by approximately 15% during that time. Major bridge repair projects across the state will be accelerated, including the Longfellow Bridge over the Charles River, the Fore River Bridge in Quincy, the Whittier Bridge in Amesbury and the Rout 9 Bridge over Lake Quinsigamond in Shrewsbury and Worcester, as part of the program.

The goals and objectives of the Accelerated Bridge Program are to:

- Improve the safety and condition of bridges in the Commonwealth, with a focus on structurally deficient bridges and on bridges projected to become structurally deficient in the next eight years, so that by the end of the Program, the number of structurally deficient bridges will be approximately 250 fewer than would be the case under existing revenue streams;

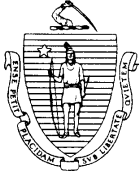


- Create thousands of construction-related jobs and maintain the critical infrastructure necessary for the long-term economic growth of the Commonwealth.
- Generate significant cost savings by accelerating projects now, thereby avoiding construction cost inflation and cost increases due to deterioration caused by deferred maintenance.
- Complete projects on time and on budget and with minimum disruption to people and commerce. Innovative means of contracting techniques will be employed.
- Conduct the entire Program with transparency and accountability by providing frequent and detailed reports to the public on the progress of the Program, develop project controls to ensure adherence to project schedules and budgets, and measure agency performance in streamlining design and construction schedules against benchmarks.

Approximately \$2.1 billion is allocated to MassHighway for bridges under its control or owned by cities and towns, and approximately \$900 million is allocated to the Department of Conservation and Recreation (DCR) for bridges under its control. Expenditures will occur over a period of eight years.



Appendix A



Commonwealth of Massachusetts Debt Affordability Analysis

**Executive Office for Administration & Finance
December 2008**

The Patrick-Murray Administration's capital investment program is guided by three key principles: (1) affordability, (2) strategic prioritization of capital investments, and (3) transparency. The Commonwealth faces a backlog of needed capital projects; at the same time, it faces the constraints of an increasingly tight operating budget and an already high debt burden. In light of this challenge, it is critical that the Commonwealth take a disciplined approach to capital budgeting that is guided by the three principles stated above.

The Patrick-Murray Administration is the first Administration to develop a debt affordability analysis and policy to ensure that the amount of debt issued to fund the capital investment program is kept to affordable levels. This debt affordability analysis and policy was first developed last year and is being followed again this year, as described below. With respect to strategic prioritization of capital investments, the Patrick-Murray Administration is the first to engage in a thorough process of reviewing and prioritizing capital investment needs and developing a comprehensive five-year capital investment plan within the fiscal constraints prescribed by the debt affordability analysis and policy. Finally, with respect to transparency, the Administration publishes its debt affordability analysis and its five-year capital investment plan in order to enhance public understanding of the Commonwealth's capital investment program and thereby improve public discourse and accountability with respect to the capital budget.

This publication addresses the first of the key principles guiding the Administration's approach to capital budgeting – affordability. The debt affordability analysis detailed below is an update to the analysis published on July 31, 2007. The Administration will update this analysis on an annual basis to inform its annual capital budgeting process.

The completion and publication of this year's updated analysis was delayed in order to take into account the impacts of the economic downturn and the turmoil in the financial markets. After experiencing declines in state tax revenues and receiving progressively worse projections of economic growth, the Secretary of Administration and Finance reduced the state tax revenue estimate for fiscal year 2009 by \$1.1 billion



on October 15, 2008. On that date, the Governor made budget cuts and took other actions to offset the reduction in budgetary revenues.

In addition, the credit crisis gripping the financial markets over the last several months has had significant implications for the municipal bond market. The auction rate bond market collapsed, the variable rate demand bond market has become highly illiquid and, for a period of time, the entire municipal bond market was inaccessible to governmental issuers. Although there have been positive developments in the municipal bond market in recent weeks, the Commonwealth and other governmental bond issuers will likely have a harder time selling bonds and will likely incur higher interest costs on bonds sold in the near term.

It is important that this debt affordability analysis take into account the impacts of the current challenging fiscal environment. It is also important, however, that the debt affordability analysis continue to be based in part on longer-term, historic trends rather than simply being reactive to current economic conditions. Trends reflecting experience over time are particularly relevant in the context of evaluating the affordability of long-term debt issued to fund investments in long-lived capital assets pursuant to a multi-year capital investment plan.

For these reasons, this debt affordability analysis presents two different analyses in evaluating debt affordability. The first is the “Base Case Analysis” that is consistent with the analytical approach presented in the debt affordability policy published last year. The second is a “Modified Analysis” that adjusts certain of the assumptions underlying the Base Case Analysis to evaluate debt affordability if the adverse impact of the economy on state tax revenues were to worsen and be sustained for a longer period of time and if interest rates on governmental bonds were to be sustained at levels higher than historic trends suggest. As a result of this Modified Analysis, the Administration has determined that it must set the annual bond cap for fiscal year 2009 and the projected bond caps for fiscal years 2010-2013 at lower levels than previously planned in order to comply with the debt affordability policy.

Based on the debt affordability analysis and policy set forth below, the Administration has set the annual borrowing limit - or “administrative bond cap” – to fund the Commonwealth’s regular capital budget for fiscal year 2009 at \$1.575 billion (plus \$152.3 million of the fiscal year 2008 administrative bond cap that was not used and that will carry forward into fiscal year 2009). In addition to this amount, the Administration expects to issue \$164.9 million of debt to fund the fiscal year 2009 costs of the recently authorized accelerated structurally-deficient bridge program. This is an affordable level of new debt that will allow the Commonwealth to responsibly invest in the general capital infrastructure needs of the state.

Introduction

Although a portion of the Commonwealth’s capital investments are funded from federal grants and other sources, the Commonwealth borrows funds through the



issuance of bonds and notes to fund the large majority of its capital investments. The issuance of bonds and notes to fund capital projects must be approved by a two-thirds vote of each house of the Legislature. The Governor determines the timing and amount of any authorized debt issuances. At the request of the Governor and with his approval, the State Treasurer is responsible for the issuance of the debt. The Governor, through the Executive Office for Administration & Finance (A&F), approves and manages the allocation of debt proceeds to pay the costs of authorized projects.

In addition to direct debt¹, the Commonwealth has a number of other debt-like, long-term liabilities. These liabilities include contract assistance payments and contingent liabilities.

Contract assistance payments are made by the Commonwealth to some independent authorities and political subdivisions of the state to support all or a portion of the debt service on certain bonds issued by such entities. Some of these contract assistance payment liabilities of the Commonwealth are secured by a general obligation pledge of the Commonwealth and others are subject to annual appropriation by the Legislature.²

Contingent liabilities of the Commonwealth exist with respect to certain debt issued by independent authorities and agencies of the Commonwealth. These debts are expected to be paid by the issuing entities, but the Commonwealth has guaranteed payment of debt service or replenishment of reserves if expected payment sources are inadequate.³

Statutory Debt Limits

Legislation enacted in December 1989 restricts the amount of the Commonwealth's outstanding direct debt.⁴ This legislation imposed a "statutory debt

¹ "Direct" debt includes general obligation debt (secured by a pledge of the full faith and credit of the Commonwealth), special obligation debt (secured by a pledge of receipts credited either to the Highway Fund or Convention Center Fund), and federal grant anticipation notes (secured by a pledge of federal highway construction grants).

² General obligation contract assistance liabilities (which, like general obligation debt, must receive 2/3 approval of the Legislature) include payments to the Massachusetts Water Pollution Abatement Trust and the Massachusetts Turnpike Authority. Under recently passed legislation, debt for public infrastructure improvements to support approved economic development projects may be issued by the Massachusetts Development Finance Agency that would also constitute a general obligation contract assistance liability of the Commonwealth. Budgetary contract assistance liabilities (which are the result of certain capital leases and other contractual agreements) include payments on behalf of the Chelsea Industrial Development Financing Authority, the Route 3 North Transportation Improvements Association, the Plymouth County Correctional Facilities Corporation, and the Saltonstall Building Redevelopment Corporation Project.

³ Contingent liabilities of the Commonwealth exist with respect to certain debt obligations of the Massachusetts Bay Transportation Authority, the Woods Hole, Martha's Vineyard and Nantucket Steamship Authority, the University of Massachusetts Building Authority, the Massachusetts State College Building Authority and the Massachusetts Housing Finance Agency. Under recently passed legislation, the Commonwealth is authorized to guarantee certain debt (subject to appropriation) that may be issued by the Massachusetts Turnpike Authority and to guarantee payment obligations of the Massachusetts Turnpike Authority under certain interest rate swap agreements. In addition, recently passed legislation reinstates a Commonwealth guarantee for revenue anticipation notes issued by regional transit authorities that was repealed in 2002.

⁴ M.G.L. Chapter 29, Section 60A.



limit” of \$6.8 billion in fiscal year 1991 and set the limit for each subsequent year at 105% of the previous fiscal year’s limit. The statutory debt limit is calculated according to certain rules⁵ and excludes several direct and contingent obligations of the Commonwealth.⁶ The statutory debt limit on “direct” debt during fiscal year 2008 was approximately \$15.6 billion, and the Commonwealth’s outstanding direct debt subject to the limit at June 30, 2008 was \$13.5 billion.⁷

Legislation enacted in January 1990 imposes a limit on debt service appropriations in Commonwealth operating budgets.⁸ No more than 10% of total budgeted appropriations may be spent on debt service (both interest and principal) on Commonwealth general obligation debt in any fiscal year. Payments on debt not subject to the statutory debt limit described above are also excluded from the debt service limit. In fiscal year 2008, budgeted debt service on debt subject to this limit was approximately \$1.6 billion, representing 4.9% of total budgeted expenditures, which were approximately \$32.8 billion.⁹

Administrative Bond Cap

The statutory debt limit and debt service limits represent only an upper limit on the amount of direct debt the Commonwealth may incur, and they do not count many types of Commonwealth debt and debt-like obligations (e.g., contract assistance payment liabilities). Since fiscal year 1991, A&F has established an “administrative bond cap” to limit annual bond issuance to affordable levels. However, growth in the bond cap has not always been based on transparent, analytical measures of affordability. Prior to the Patrick-Murray Administration, certain bonds issued outside of the stated cap do not appear to have been taken into account in determining debt affordability or in setting the annual bond cap (e.g., \$1 billion of bonds issued during fiscal years 2005 and 2006 to support the Massachusetts School Building Authority).

⁵ The statutory debt limit is calculated under the statutory basis of accounting, which, unlike GAAP, measures debt net of underwriters’ discount, costs of issuance, and other financing costs. In addition, the statutory debt limit excludes bonds that are refunded by the proceeds of Commonwealth refunding bonds once those refunding bonds have been issued.

⁶ Debt not counted in the calculation of the statutory debt limit includes: certain Commonwealth refunding and restructuring bonds issued in September and October 1991, federal grant anticipation notes, special obligation bonds, debt issued by certain counties that has been assumed by the Commonwealth, bonds issued to pay operating notes of the Massachusetts Bay Transportation Authority or to reimburse the Commonwealth for advances to the Massachusetts Bay Transportation Authority, bonds payable from the Central Artery and Statewide Road and Bridge Infrastructure Fund, bonds issued to finance the Massachusetts School Building Authority and bonds and notes issued to finance the accelerated structurally-deficient bridge program. Contract assistance payments, lease payments, and contingent liabilities are also excluded.

⁷ Commonwealth of Massachusetts, Statutory Basis Financial Report, Fiscal Year Ended June 30, 2008.

⁸ M.G.L. Chapter 29, Section 60B.

⁹ Commonwealth of Massachusetts, Office of the Comptroller.



Existing Debt Burden

Despite statutory and administrative debt limits, the Commonwealth's debt burden remains among the highest in the nation by certain measures. A recent U.S. Census Bureau study of state finances ranks Massachusetts third in the nation in outstanding debt and first in the nation in debt per capita.¹⁰ Moody's Investors Service ranks Massachusetts fourth in total net tax-supported debt, third in total gross tax-supported debt, second in net tax-supported debt as a percentage of personal income, and first in net tax-supported debt per capita.¹¹ Standard and Poor's Massachusetts rankings are similar: first in tax-supported debt per capita, second in tax-supported debt as a percentage of personal income, and fourth in total tax-supported debt.¹² It is important to note, however, that these measures include certain debt issued by entities other than the Commonwealth for which the Commonwealth is not liable (e.g., \$3.95 billion of debt issued by the Massachusetts School Building Authority). In addition, these measures tend to favor other states that have stronger county governments and other political subdivisions that issue debt to finance capital improvements that are financed by state government in Massachusetts. In fact, in the most recent U.S. Census Bureau report on the matter, Massachusetts ranked 49th out of 50 states in terms of local debt as a percent of total debt (local and state debt)¹³, indicating that relative to other states, many of the capital needs of the entire state are borne by the Commonwealth itself.

In light of the Commonwealth's large outstanding debt burden and significant need for capital investment, the Patrick-Murray Administration evaluated the administrative bond cap immediately after taking office in connection with the fiscal year 2008 capital planning process and the publication of the FY2008-2012 Five-Year Capital Investment Plan. This examination and analysis focused on the affordability of our current obligations and our capacity to pay additional debt obligations. This report represents the second annual update of the analysis and the results inform the FY2009-2013 Five-Year Capital Investment Plan.

Methodology and Model for Analysis

Consistent with last year's analysis, this updated analysis evaluates the affordability of issuing new debt, taking into account the Commonwealth's existing debt service and contract assistance payment obligations. In this analysis, affordability is measured by determining the annual cost of debt service and other debt-like payment obligations as a percentage of budgeted revenues. This measure (debt service as a percent of budgeted revenues) is a commonly accepted standard for measuring debt capacity. It provides a true indication of the relative cost of Commonwealth debt by

¹⁰ U.S. Census Bureau, "2006 State Government Finance Data" (<http://www.census.gov/govs/www/state06.html>).

¹¹ Moody's Investors Service, "2008 State Debt Medians."

¹² Standard and Poor's, "State Debt Issuances Are Likely to Accelerate with Substantial Infrastructure Needs," June 5, 2007.

¹³ U.S. Census Bureau, "State and Local Government Finances by Level of Government and by State: 2005-06".



taking into account the actual payment obligations on Commonwealth debt and the amount of revenue available to pay those obligations and other budgetary obligations.

Existing Obligations and Liabilities

A&F's debt capacity analysis includes an examination of existing Commonwealth debt service and contract assistance payment obligations. The analysis includes all general obligation debt issued through June 30, 2008, as well as projected general obligation debt required to be issued in fiscal year 2009 to reimburse capital expenses incurred in prior fiscal years.¹⁴ The analysis includes only the interest payments on federal grant anticipation notes (GANs); principal payments are made with grants from the Federal Highway Administration that are legally dedicated to such purpose and are not available for general budgeting purposes. Special obligation bonds secured by gas taxes are included in the analysis. Special obligation bonds for the Massachusetts Convention Center Authority are not included; although these bonds are obligations of the Commonwealth, they are secured and paid directly by a pledge of dedicated tax and excise revenues related to the convention center projects financed with proceeds of the bonds. Massachusetts Bay Transportation Authority (MBTA) and Massachusetts School Building Authority (MSBA) bonds are also not included because they are obligations of the respective authorities, and, although secured in part by a portion of the Commonwealth's sales tax revenues, the Commonwealth is not liable for such bonds and such sales tax revenues are legally dedicated to the MBTA and MSBA. The revenues legally dedicated for the convention center bonds and for the MBTA and MSBA bonds are not available for general budgetary purposes and are consequently not taken into account in the budgeted revenue figures taken into account in this analysis.

The Commonwealth's existing debt service obligations for fiscal years 2008 – 2013 are presented in the following tables for both the Base Case Analysis and the Modified Analysis.¹⁵ The only difference between the two analyses with respect to the

¹⁴ Commonwealth bonds in the amount of \$192.9 million must be issued in fiscal year 2009 to reimburse capital expenses incurred in prior fiscal years. It is estimated for purposes of this analysis that half of the bonds will be issued on a taxable basis with an interest rate assumption of 5.75% in the Base Case Analysis and of 6.75% in the Modified Analysis. The bonds are otherwise assumed to be issued in accordance with the assumptions used in this analysis for projecting the impact of future bond issues in the Base Case Analysis and in the Modified Analysis, respectively, as described below. In the General Obligations column of Table 1 – Base Case Analysis, the following portion of the existing direct debt service amount identified for each fiscal year between 2009 and 2013 is projected to result from the issuance in fiscal year 2009 of the \$192.9 million bonds to fund prior fiscal year expenditures: \$4.909 million in fiscal year 2009 and \$15.609 million in each of fiscal years 2010 through 2013. In the General Obligations Column of Table 1a – Modified Analysis, the following portion of the existing direct debt service amount identified for each fiscal year between 2009 and 2013 is projected to result from the issuance in fiscal year 2009 of the \$192.9 million bonds to fund prior fiscal year expenditures: \$6.356 million in fiscal year 2009 and \$17.643 million in each of fiscal years 2010 through 2013.

¹⁵ Unmatured crossover refundings are included. The actual results of the following Commonwealth bonds issued to refinance certain outstanding bonds and to fund a portion of the Commonwealth's fiscal year 2009 capital program are not included in this analysis: (1) \$652.8 million General Obligation Bonds Consolidated Loan of 2008, Series A issued on September 11, 2008, and (2) \$554.1 million General Obligation Refunding Bonds, 2008 Series A issued on November 25, 2008. It should be noted, however, that the terms of those recently-issued bonds are generally consistent with the assumptions made for purposes of this analysis described below.



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existing debt service obligations is the interest rate assumptions for the bonds that need to be issued in fiscal year 2009 to reimburse capital expenses incurred in prior fiscal years, as described in footnote 14.

Table 1 - Base Case Analysis
Existing Direct Debt Service Obligations
Fiscal Years 2008-2013
(\$000s)

Fiscal Year	General Obligations	Federal GANs (interest only)	Special Obligations (gas tax)	Total Existing Direct Debt Service Obligations
2008	1,721,055	81,469	64,201	1,866,725
2009	1,835,003	74,478	64,105	1,973,586
2010	1,736,631	66,835	64,112	1,867,578
2011	1,700,091	57,206	64,113	1,821,410
2012	1,534,603	45,694	64,119	1,644,416
2013	1,565,004	35,110	64,102	1,664,216

Table 1a - Modified Analysis
Existing Direct Debt Service Obligations
Fiscal Years 2008-2013
(\$000s)

Fiscal Year	General Obligations	Federal GANs (interest only)	Special Obligations (gas tax)	Total Existing Direct Debt Service Obligations
2008	1,721,055	81,469	64,201	1,866,725
2009	1,836,450	74,478	64,105	1,975,033
2010	1,738,665	66,835	64,112	1,869,612
2011	1,702,125	57,206	64,113	1,823,444
2012	1,536,637	45,694	64,119	1,646,450
2013	1,567,038	35,110	64,102	1,666,250

Contract assistance obligations, including certain capital lease obligations that relate to major capital projects, were also included in the examination of existing Commonwealth obligations.¹⁶ These obligations for fiscal years 2008 – 2013 are

¹⁶ The analysis includes major capital lease obligations, such as lease payments that support the Chelsea Industrial Development Financing Authority – Massachusetts Information Technology Center, the Route 3 North Transportation Improvements Association, the Plymouth County Correctional Facilities Corporation, and the Saltonstall Building Redevelopment Corporation Project, all of which are large-scale capital projects that were funded outside of the bond cap by prior administrations. For the Water Pollution Abatement Trust, the contract assistance payment obligations shown for fiscal years 2010 through 2013 assume new contract assistance payment obligations will be incurred by the Commonwealth in connection with future bond issues of the Trust. For the Chelsea bonds, Table 2 includes interest based on the fixed rate stipulated in an interest rate swap agreement associated with the bonds, which are auction rate securities. The counterparty to the swap, Lehman Brothers Special Finance, recently declared bankruptcy following the bankruptcy of its parent and guarantor, Lehman Brothers Holdings. The Commonwealth is currently in the process of refinancing the bonds and terminating the swap. For certain Route 3 North bonds, Table 2 includes interest based on the fixed rate stipulated in an interest rate swap agreement associated with the bonds. Actual interest costs in recent months have been higher because of changes in the terms of payments received under the swap agreement as a result of an inability to remarket certain of the variable rate demand bonds. On November



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provided in the following table and are the same for both the Base Case Analysis and the Modified Analysis.

Table 2
Existing Contract Assistance Obligations
Fiscal Years 2008-2013
(\$000s)

Fiscal Year	General Obligation		Budgetary				Total Contract Assistance Obligations
	Water Pollution Control Abatement Trust	Turnpike Authority	Chelsea Information Technology Center	Route 3 North Transportation Improvements Association	Plymouth County Correctional Facility	Saltonstall Building	
2008	67,971	25,000	6,465	23,700	10,243	9,557	142,936
2009	66,856	25,000	6,465	24,667	10,247	9,506	142,741
2010	70,000	25,000	6,465	24,145	10,244	9,578	145,432
2011	71,200	25,000	6,453	24,342	10,245	9,693	146,933
2012	73,000	25,000	6,453	22,756	10,240	9,770	147,219
2013	73,000	25,000	6,453	22,859	10,245	9,848	147,405

Exhibit A to this Debt Affordability Analysis lists the line items in the General Appropriations Act that provide for the debt service and contract assistance payment liabilities described above. It should be noted that the appropriated amounts may not match the amounts reflected in this Debt Affordability Analysis due to more conservative assumptions in this analysis of the timing of bond issues and the resulting impact on fiscal year budgets and different assumptions regarding interest rates.

Revenue Projections

The debt affordability analysis is based on projections of budgeted revenue that will be available to support debt service and other budgetary needs. The budgeted revenue projection for fiscal year 2009 in the Base Case Analysis is based on the budgeted revenue projection used for the General Appropriations Act for fiscal year 2009, as adjusted by the \$1.1 billion reduction in the tax revenue estimate announced by the Secretary of Administration and Finance on October 15, 2008. For purposes of projecting budgeted revenue in future fiscal years, the Base Case Analysis applies the lesser of the following percentage growth rates to the fiscal year 2009 budgeted revenue projection: (a) the compound annual growth rate (CAGR) in actual budgeted revenues as identified in the audited annual statutory basis financial statements for fiscal years 1998 through 2008, which is 4.35%; and (b) 3%.

In light of the current economic downturn and the likelihood that it will persist into the next fiscal year, the Modified Analysis is based on two more conservative

25, 2008, these variable rate demand bonds were refunded with Commonwealth general obligation, fixed-rate bonds. The results of this recent refinancing are not reflected in the tables and analysis herein, but the refunding results in virtually no change in total payment liability as the new debt service related to the general obligation refunding bonds has effectively replaced the contract assistance payment liabilities related to the Route 3 North bonds that were refinanced. Minor capital costs, such as equipment lease purchases made by Agencies, are funded through the Agency's respective operating budgets and are not part of the state's capital budget and, accordingly, are not included in this analysis.



assumptions with respect to projected budgetary revenues. First, the Modified Analysis assumes that state tax revenues will fall an additional \$300 million below the current revised estimate for fiscal year 2009, representing the high end of the range of potential state tax revenue shortfalls forecasted by economic models at the time of the recent tax revenue revision. This modified fiscal year 2009 tax revenue assumption results in essentially 0% growth in state tax revenues over fiscal year 2008. Second, the Modified Analysis assumes that there will be another year of 0% growth in state tax revenues in fiscal year 2010. The Modified Analysis assumes budgeted revenues will grow at a rate of 3% annually in fiscal years 2011, 2012 and 2013, still well below the 10-year historic CAGR of 4.35%.

To ensure consistency, the budgeted revenue projection for fiscal year 2009 takes into account the same revenues included in the actual budgetary revenue amounts reported in the audited statutory basis financial statements. Specifically, budgeted revenue includes all Commonwealth taxes and other revenues available to pay Commonwealth operating expenses, including debt service, pensions and other budgetary obligations.¹⁷ These budgeted revenue amounts do not include off-budget revenues or tax revenues dedicated to the Massachusetts Bay Transportation Authority, the Massachusetts School Building Authority, and the Massachusetts Convention Center Authority (the debt service obligations of these entities payable from such dedicated revenues have also been excluded from the analysis) or inter-fund transfers from budgeted funds, such as the Stabilization Fund.

The actual budgeted revenues in fiscal year 2008 were \$30.3 billion. The fiscal year 2009 budgeted revenue estimate used to support the fiscal year 2009 budget and used for purposes of the Base Case Analysis is \$30.6 billion, which is based in part on the consensus tax revenue estimate announced in January 2008 by the Secretary of A&F and the chairs of the House and Senate Ways and Means Committees, as revised on October 15, 2008 by the Secretary of A&F. The fiscal year 2009 budgeted revenue estimate used for purposes of the Modified Analysis is \$30.3 billion, \$300 million less than the current fiscal year 2009 budgeted revenue estimate. Budgeted revenue estimates used in the Base Case Analysis for fiscal years 2010-2013 are calculated based on the fiscal year 2009 budgeted revenue estimate and an annual growth rate of 3%. Budgeted revenue estimates used in the Modified Analysis for fiscal years 2010-2013 are calculated based on the modified fiscal year 2009 budgeted revenue estimate, 0% growth in fiscal year 2010 and an annual growth rate in each subsequent year of 3%. The CAGR for budgeted revenue from fiscal years 1998 through 2008 as reported

¹⁷ In the debt affordability analysis published last year, revenues applied to pay pensions were not included in the budgeted revenue projection for fiscal year 2008; this was inconsistent with the way in which budgeted revenues are calculated in the audited statutory basis financial statements, so such revenues are now included in the budgeted revenue projection in this updated analysis. Even if revenues applied to pay pension expenses were excluded from budgeted revenues for purposes of this analysis, debt service as a percentage of budgeted revenues would still be below the 8% limit in each fiscal year in both the Base Case Analysis (6.63% in fiscal year 2008; 7.44% in fiscal year 2009; 7.34% in fiscal year 2010; 7.46% in fiscal year 2011; 7.18% in fiscal year 2012; and 7.53% in fiscal year 2013) and in the Modified Analysis (6.97% in fiscal year 2008; 7.50% in fiscal year 2009; 7.67% in fiscal year 2010; 7.84% in fiscal year 2011; 7.58% in fiscal year 2012; and 7.99% in fiscal year 2013).



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in the audited statutory basis financial reports was actually 4.35%; however, based on the conservative policy described above, the Base Case Analysis and the later years of the Modified Analysis use the lesser growth rate of 3%.

The budgeted revenues from fiscal years 1998 through 2008 are shown in the table below, as are the fiscal year 2009¹⁸-2013 estimates for both the Base Case Analysis and the Modified Analysis.

Table 3
Actual and Projected Budgeted Revenues
(\$000s)

Fiscal Year	Actual	Annual Growth Rate
	Budgeted Revenues	
1998	19,799,839	n/a
1999	20,165,000	1.84%
2000	22,587,100	12.01%
2001	22,860,600	1.21%
2002	21,174,800	-7.37%
2003	21,987,100	3.84%
2004	23,998,300	9.15%
2005	24,373,500	1.56%
2006	26,305,500	7.93%
2007	28,615,800	8.78%
2008	30,313,200	5.93%

1998-2008 compound annual growth rate (CAGR): 4.35%

Projected - Base Case Analysis			Projected - Modified Analysis		
Fiscal Year	Projected Budgeted Revenue Growth	Annual Growth Rate	Fiscal Year	Projected Budgeted Revenue Growth	Annual Growth Rate
2009	30,624,600	n/a	2009	30,324,600	n/a
2010	31,543,338	3%	2010	30,324,600	0%
2011	32,489,638	3%	2011	31,234,338	3%
2012	33,464,327	3%	2012	32,171,368	3%
2013	34,468,257	3%	2013	33,136,509	3%

As a starting point for the analysis of future debt capacity, the following tables show existing debt service and contract assistance payment obligations in fiscal year 2008 and in each of the next five fiscal years as a percentage of the budgeted revenue projection for each of those fiscal years under both the Base Case Analysis and the Modified Analysis.

¹⁸ On or before October 15, January 15 and April 15, the Secretary of Administration and Finance is required to submit to the Governor and to the House and Senate Committees on Ways and Means revised revenue estimates for the current fiscal year unless no significant changes have occurred since the last estimate of total available revenues.



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Table 4 - Base Case Analysis
Existing Debt Obligations as Percentage of Budgeted Revenue
Fiscal Years 2008-2013
(\$000s)

Fiscal Year	Direct Debt Service	Contract Assistance	Total Existing Obligations	Projected Budgeted Revenue	Debt Service as % of Budgeted Revenue
2008	1,866,725	142,936	2,009,661	30,313,200	6.63%
2009	1,973,586	142,741	2,116,327	30,624,600	6.91%
2010	1,867,578	145,432	2,013,010	31,543,338	6.38%
2011	1,821,410	146,933	1,968,343	32,489,638	6.06%
2012	1,644,416	147,219	1,791,635	33,464,327	5.35%
2013	1,664,216	147,405	1,811,621	34,468,257	5.26%

Table 4a - Modified Analysis
Existing Debt Obligations as Percentage of Budgeted Revenue
Fiscal Years 2008-2013
(\$000s)

Fiscal Year	Direct Debt Service	Contract Assistance	Total Existing Obligations	Projected Budgeted Revenue	Debt Service as % of Budgeted Revenue
2008	1,866,725	142,936	2,009,661	30,313,200	6.63%
2009	1,975,033	142,741	2,117,774	30,324,600	6.98%
2010	1,869,612	145,432	2,015,044	30,324,600	6.64%
2011	1,823,444	146,933	1,970,377	31,234,338	6.31%
2012	1,646,450	147,219	1,793,669	32,171,368	5.58%
2013	1,666,250	147,405	1,813,655	33,136,509	5.47%

Accelerated Structurally-Deficient Bridge Program

In fiscal year 2009, the Commonwealth will implement a recently authorized capital investment program known as the “Accelerated Structurally-Deficient Bridge Program” (the Bridge Program). The Bridge Program is a \$3 billion, eight-year program to rehabilitate and repair bridges in the Commonwealth that are structurally-deficient or that would otherwise become structurally deficient within the next few years. The Bridge Program will be financed from two sources: (1) approximately \$1.9 billion from special obligation gas tax bonds of the Commonwealth, and (2) approximately \$1.1 billion from federal grant anticipation notes.

Based on current project cash flow projections and discussions with the Federal Highway Administration (FHWA) regarding eligibility for financing with federal grant anticipation notes, the following table shows the current estimate of annual special obligation gas tax bond and federal grant anticipation note issues to finance the Bridge Program. It should be noted that this table reflects only a preliminary estimate based on initial discussions with FHWA and not yet complete information regarding the scope of work and repair needs for eligible projects. These estimates are likely to change as this information is further developed, as FHWA reviews projects for approval for federal funding and as opportunities to accelerate bridge projects are further analyzed.



Table 5
Projected Issues to Fund Accelerated Bridge Program
Fiscal Years 2009-2016
(\$000s)

Fiscal Year	Gas Tax Bond Issues	Federal GANs Issues	Projected Issues to Fund Accelerated Bridge Program
2008			
2009	164,900	0	164,900
2010	289,800	8,000	297,800
2011	305,300	89,200	394,500
2012	284,200	261,600	545,800
2013	295,400	321,600	617,000
2014	302,800	280,500	583,300
2015	129,900	147,100	277,000
2016	103,700	0	103,700
Total	1,876,000	1,108,000	2,984,000

In addition to addressing the public safety and transportation concerns posed by the Commonwealth's backlog of structurally-deficient bridges, the Bridge Program is an intentional effort on the part of the Commonwealth to generate hundreds of millions of dollars of cost savings by doing these needed bridge projects sooner than it otherwise would. These savings will result from avoided cost inflation and avoided costs of further deferring maintenance and repair of the bridges.

In an effort to achieve the public safety and cost savings benefits through the acceleration of investment in structurally-deficient bridges, the amounts to be borrowed and expended for the Bridge Program over the next few years will be in addition to the bond cap for the regular capital program. The debt service impact of the Bridge Program financing will, however, be taken into account for purposes of determining the affordable level of debt to fund the regular capital program each year within the 8% of budgeted revenue limit described below. Specifically, the principal and interest payable on any special obligation gas tax bonds and the interest payable on any federal grant anticipation notes issued to finance the Bridge Program will be included in the total debt service payment obligations that must be constrained within 8% of budgeted revenues (principal on the federal grant anticipation notes will be payable from future federal grants which are not included within budgeted revenue). This treatment of the Bridge Program gas tax bond and federal grant anticipation note debt service is consistent with the manner in which this debt affordability analysis treats the Commonwealth's outstanding gas tax bonds and GANs.

The impact of the Bridge Program will be to constrain the bond cap in future years. As the debt service impact of the debt issued to finance the Bridge Program increases over the next few years, there will be less capacity than there otherwise would be to issue new debt to fund the regular capital program within the 8% limit. The reduced future capacity will result in less funding for transportation capital projects in future years than there otherwise would be. However, by accelerating this future



borrowing capacity (as well as accelerating the future federal grant spending capacity through the issuance of the federal grant anticipation notes) to invest in structurally-deficient bridge projects that must be undertaken by the Commonwealth, the Bridge Program will ensure that these projects are done cheaper and sooner than they otherwise would be.

Self-Supporting Project Financings

Unlike past practice in Commonwealth capital budgeting, the Patrick-Murray Administration is taking all debt service and debt-like payment obligations into account in determining the appropriate level of annual borrowing pursuant to the policy set forth below. The Administration recognizes, however, that exceptions to this policy may be justified in limited circumstances where a project financed with debt payable by the Commonwealth directly or indirectly generates new state revenue that is targeted to the payment of such debt. In these limited circumstances when new state revenue is generated as a result of a capital project and when that new revenue is directly linked to and covers the debt service payment liability related to the project, the Administration will exclude the debt from the annual bond cap and will exclude such debt service payment obligations, and the related new revenue used to pay such obligations, from the analysis set forth herein for purposes of determining the annual bond cap.

One example of debt the Administration expects to exclude from the annual bond cap and debt affordability analysis is debt the Massachusetts Development Finance Agency was recently authorized to issue for public infrastructure improvements necessary to support significant new private development. This debt will be excluded because the Commonwealth will ultimately be responsible for funding only the portion of the related debt service that is supported by new state tax revenue generated from the related private development. Another example is debt the Administration issues to fund fire training facility projects as legislation recently authorized the Commonwealth to raise the amounts needed to fund the related debt service costs for such projects through assessment on property insurance policies.

Fiscal Year 2009-2013 Debt Issuance Modeling

In analyzing potential levels of debt issuance to fund the Commonwealth's capital spending plan for the next five years, the Patrick-Murray Administration has made the following conservative and fiscally responsible assumptions:

- Timing of Debt. All debt issued to fund the capital spending program is assumed to be issued at the start of the fiscal year in which it will be spent. This assumption is a conservative one for modeling purposes, as it results in the debt service impact of bonds issued in a fiscal year being assumed as early as possible. In fact, some of the debt issued in fiscal year 2009 for the regular capital program and all of the debt issued for the Bridge Program in fiscal year 2009 will be issued in the second half of the fiscal year.



- Term of Debt. Although the Commonwealth has the statutory authority to issue virtually all of its authorized debt for a term of up to 30 years and the useful life of significantly more than one-third of the Commonwealth's annual capital investments are for assets with a useful life of 30 years or longer, the Administration has adopted a policy of issuing not more than one-third of the debt it issues each year to fund the regular capital program for a term of 30 years. Consequently, this analysis assumes that one-third of the debt to be issued each year to fund the regular capital program will have a 30-year term and two-thirds of the debt to be issued each year will have a 20-year term. For the Bridge Program financing, all of the federal grant anticipation notes are expected to be paid by fiscal year 2021 and this analysis assumes that the special obligation gas tax bonds will have a 30-year term for that portion expected to be issued to finance major bridge rehabilitation projects (33%) and a 20-year term for that portion issued to finance bridge preservation projects (67%).
- Interest Rates. Interest rates in the Base Case Analysis reflect market conditions for the last 24 months: the interest rate used for 20-year debt and for the federal grant anticipation notes for the Bridge Program is 4.43%, which is the average of the Bond Buyer 11 Index¹⁹ from mid-October 2006 through mid-October 2008; the interest rate used to model the 30-year debt is 4.61%, reflecting the approximate spread between 20 and 30 year general obligation bonds as of mid-October 2008, according to municipal market data published in The Bond Buyer. Interest rates in the Modified Analysis are assumed to be higher than the interest rates used for the Base Case Analysis as follows: 150 basis points higher in fiscal year 2009; 100 basis points higher for fiscal year 2010; and 50 basis points higher for fiscal years 2011 through 2013. This is a conservative interest rate assumption for the Modified Analysis as the maximum rate used is higher than the Bond Buyer 11 Index has been in any week during the 24-month period used in the analysis.²⁰ Exhibit B to this Debt Affordability Analysis shows the recent trend in interest rates upon which the assumptions made in this analysis were based.
- Principal Amortization. Principal amortization is structured to result in level annual debt service payments over the life of the related bonds, consistent with past practice by the Commonwealth. Specifically, the principal on bonds issued for a 20-year term is assumed to amortize on a level debt service basis over that 20-year period and the principal on bonds issued for a 30-year term is assumed to amortize on a level debt service basis over that 30-year period. The principal on the federal grant anticipation notes issued to finance a portion of the Bridge Program is assumed to be payable in the aggregate amount of \$150 million each year in fiscal years 2015 through 2021.

¹⁹ The Bond Buyer 11 Index tracks the interest rates of 11 issues of 20-year municipal debt with a double-A credit rating.

²⁰ Between mid-October 2006 and mid-October 2008, the highest point the Bond Buyer 11 reached was 5.89% on October 16, 2008.



- Carry Forward of Unused Bond Cap. There is a total of \$341 million of unused bond cap from fiscal year 2008 that will carry forward and be available for capital investments in the current and future fiscal years. Based on the fiscal year 2009-2013 Capital Investment Plan, this unused bond issuing capacity from fiscal year 2008 is expected to be carried forward and issued in the following amounts in the following fiscal years to support capital investments planned for those fiscal years: \$152.3 million in fiscal year 2009; \$126.1 million in fiscal year 2010; and \$62.6 million in fiscal year 2011. This analysis assumes that there will be no unused bond cap in fiscal year 2009 or any future fiscal year that will be carried forward and available for spending in a subsequent year. To the extent that there is unused bond cap in fiscal year 2009 or in future years, these amounts will be carried forward and considered available for the next year's capital budget, since the affordability analysis takes into account the full amount of the annual bond cap being issued at the start of each fiscal year.

In setting the annual administrative bond cap, the Administration has established a policy which sets a cap that will ensure debt service does not exceed 8% of annual budgeted revenues. By keeping total annual debt service within this limit, the Administration will be able to maximize desperately needed capital investments while ensuring that debt service levels remain affordable.

For purposes of projecting debt capacity in future fiscal years, we placed another restriction on our debt capacity model: growth in the annual bond cap for our regular capital program is limited to not more than \$125 million each year (excluding carry forwards of unused bond cap from prior years). This limit will apply even if in some years the actual revenue growth projection provides capacity to issue a greater amount of debt. This additional constraint ensures stable and manageable growth and avoids taking on an unaffordable long-term debt burden on the basis of unusually robust short-term revenue growth. As a result of the projected decreased levels of projected revenue growth reflected in the Modified Analysis, this secondary \$125 million cap on growth in the annual bond cap is not a factor as the primary 8% limit described above constrains growth in the annual bond cap to less than \$125 million per year.

As shown in the Base Case Analysis table below, the \$1.727 billion bond cap in fiscal year 2009 (\$1.575 billion of new borrowing capacity and \$152.3 million of borrowing capacity carried forward from fiscal year 2008), together with the \$164.9 million of borrowing for the Bridge Program, results in total projected debt service payment obligations in fiscal year 2009 equal to approximately \$2.116 billion, or 7.05% of budgeted revenues, which is within the 8% limit described above. The Modified Analysis table below shows that the fiscal year 2009 bond cap and the fiscal year 2009 Bridge Program borrowing result in total projected debt service payment obligations in fiscal year 2009 equal to approximately \$2.118 billion, or 7.17% of budgeted revenues, which is also within the 8% limit described above. It is assumed that the annual bond cap will increase by a maximum of \$100 million in each subsequent year through fiscal year 2013 (together with the \$126.1 million and \$62.6 million of unused fiscal year 2008 bond cap carried forward to fiscal years 2010 and 2011, respectively). The tables below



Commonwealth of Massachusetts Debt Affordability Analysis – FY2009-2013

show that, in both the Base Case Analysis and the Modified Analysis, the total annual debt service resulting from these bond cap amounts and from the projected Bridge Program borrowings is projected to be below 8% of budgeted revenues throughout the projection period.

Table 6 - Base Case Analysis
Projected Annual Debt Service as a Percentage of Budgeted Revenues
Fiscal Years 2008-2013
(\$000s)

Fiscal Year	Annual Bond Cap	Total Existing Obligations	Cumulative New Debt Service from Annual Bond Cap	Cumulative New Debt Service from Bridge Program	Total Annual Debt Service	Budgeted Revenue Growth Estimate 3% each year	Total Annual Debt Service as % of Revenues
2008	1,319,600	2,009,661			2,009,661	30,313,200	6.63%
2009	1,727,300	2,116,327	38,778	3,801	2,158,906	30,624,600	7.05%
2010	1,726,100	2,013,010	162,547	17,289	2,192,846	31,543,338	6.95%
2011	1,762,600	1,968,343	287,077	39,620	2,295,040	32,489,638	7.06%
2012	1,800,000	1,791,635	414,242	69,709	2,275,586	33,464,327	6.80%
2013	1,900,000	1,811,621	545,494	101,888	2,459,003	34,468,257	7.13%

Table 6a - Modified Analysis
Projected Annual Debt Service as a Percentage of Budgeted Revenues
Fiscal Years 2008-2013
(\$000s)

Fiscal Year	Annual Bond Cap	Total Existing Obligations	Cumulative New Debt Service from Annual Bond Cap	Cumulative New Debt Service from Bridge Program	Total Annual Debt Service	Budgeted Revenue Growth Estimate 0% in FY10 and 3% in FY11-13	Total Annual Debt Service as % of Revenues
2008	1,319,600	2,009,661			2,009,661	30,313,200	6.63%
2009	1,727,300	2,117,774	51,733	4,939	2,174,446	30,324,600	7.17%
2010	1,726,100	2,015,044	189,531	21,960	2,226,535	30,324,600	7.34%
2011	1,762,600	1,970,377	321,931	49,267	2,341,575	31,234,338	7.50%
2012	1,800,000	1,793,669	455,297	84,576	2,333,542	32,171,368	7.25%
2013	1,900,000	1,813,655	593,035	125,577	2,532,267	33,136,509	7.64%

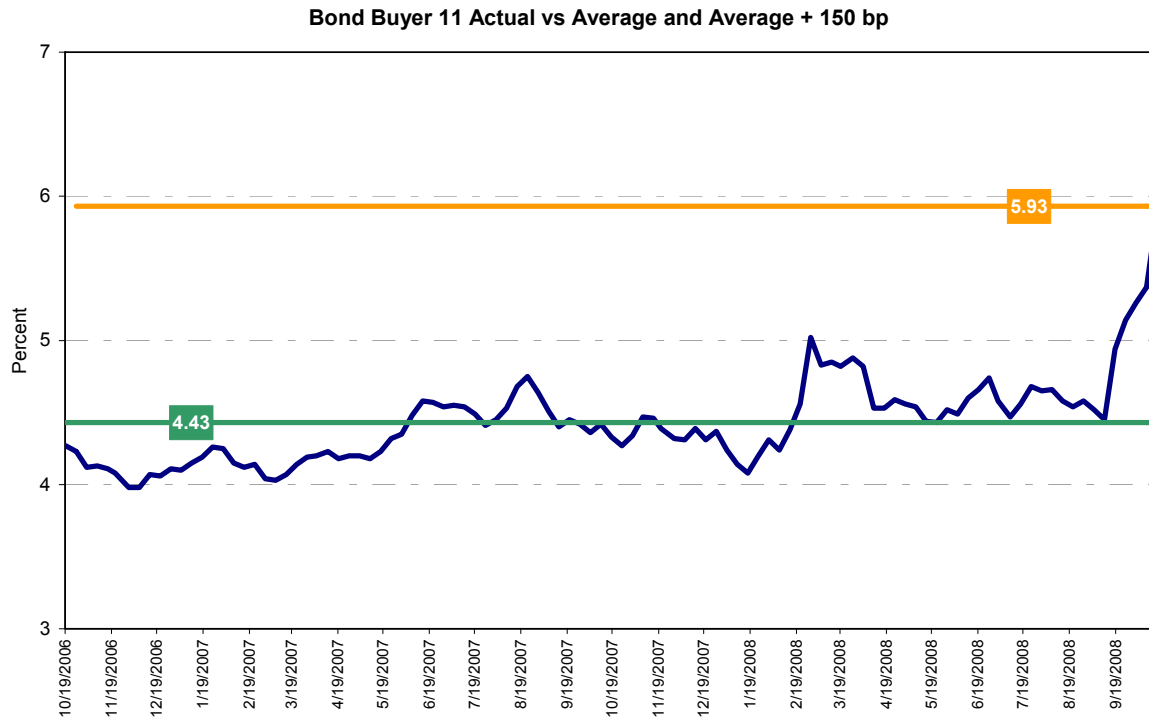
The Patrick-Murray Administration intends to revisit the assumptions underlying this affordability model each year as part of the development of the following fiscal year's capital plan, and to adjust the model's assumptions as needed to reflect new trends in revenue growth, interest rates, and other factors. As a part of this annual review, the Administration will also reassess the debt capacity model as a whole, including the limitation of keeping debt service below 8% of budgeted revenues and the additional limitation of keeping maximum annual bond cap increases for the regular capital program to the levels prescribed in this report, to ensure that it continues to be an appropriate and responsible model for measuring the Commonwealth's debt capacity in the future.

Exhibit A**FY2009 General Appropriations Act****Debt Service and Contract Assistance Payment Line Items**

Account	Description
0699-0015	Consolidated LT Debt Service
0699-2004	CA/T Debt Service
0699-9101	Federal Grant Anticipation Notes
1599-0093	Water Pollution Abatement Trust
1599-1970	Mass Turnpike Authority Contract Assistance
1599-3856	Chelsea – MITC
1599-0050	Route 3 North Contract Assistance
8910-0000	Plymouth County Correctional Facilities (included in County Sheriffs' joint line item)
1102-3224	Saltonstall Building Lease



Exhibit B



Appendix B

Recommendations of the Joint Committee on Bonding, Capital Expenditures and State Assets

<i>Recommendation 1: A detailed and transparent five-year capital spending plan should be developed, published and maintained</i>	This report is the second five-year capital investment plan produced by this Administration and, as with the first plan published last year, it is the most detailed, comprehensive and transparent plan produced by an Administration in recent memory.
<i>Recommendation 2: The five-year capital spending plan should incorporate all capital spending and all types of borrowing for which the state is responsible</i>	This five-year capital investment plan identifies all expected sources of funding for capital projects funded pursuant to the capital budget, including the borrowing expected to be needed to fund such projects. In addition, Appendix A to this report, the Debt Affordability Analysis, provides a detailed description of the Commonwealth's existing debt portfolio and a thorough analysis of the Commonwealth's capacity to afford the debt proposed to be issued pursuant to this plan.
<i>Recommendation 3: The state should employ the least expensive methods of borrowing, generally general obligation debt</i>	The Administration generally agrees with this statement. In fact, the Administration continues to work with the State Treasurer to refinance certain unconventional financing structures with general obligation debt of the Commonwealth. The Administration will, however, continue to evaluate other potential credit structures in order to determine whether there are other, prudent credit structures that could result in less expensive borrowing costs for the Commonwealth.
<i>Recommendation 4: The state should dedicate more funds to current and deferred capital maintenance</i>	The Administration agrees with this recommendation. Although it will not eliminate the backlog, the increase in the bond cap permits an increased investment in deferred capital maintenance.

<p><i>Recommendation 5: The state should continue efforts to de-authorize or otherwise eliminate old and unused capital authorizations</i></p>	<p>Four of the bond bills recently approved contained de-authorizations: Housing, Environment, General Government and Higher Education. As a result, \$271.2 million has been deauthorized from 287 line items since last year. The Administration looks forward to continuing to work with the Committee to identify further old authorizations that should be eliminated.</p>
<p><i>Recommendation 6: The state should allocate more funding to open space protection and preservation programs</i></p>	<p>The Administration agrees and, as described in this capital investment plan, has committed to doing so.</p>
<p><i>Recommendation 7: When available, the state should use surplus operating dollars to help address its capital spending needs</i></p>	<p>Any decision on the expenditure of surplus operating revenues should be made based on an evaluation of the merits of the various spending proposals. The Administration agrees, however, that surplus operating revenues should generally be used to fund one-time, non-recurring expenditures like capital project costs. In fact, last year, the legislature approved an Administration proposal to appropriating \$40 million of surplus funds to defease high-cost debt of the Commonwealth. This one-time expenditure freed up capacity to issue \$40 million of new low-cost bonds to fund legislatively-authorized capital projects and resulted in debt service savings for the Commonwealth which could not be realized if the surplus funds were appropriated directly to pay for capital project costs.</p>
<p><i>Recommendation 8: Operating expenses such as those for personnel should be eliminated from the capital budget</i></p>	<p>The Administration agrees that funding personnel from the capital budget is an imprudent practice that has been permitted to grow over the years and that poses a significant challenge to increasing our investments in capital infrastructure improvements. The Governor has made two proposals to reduce the amount of bond proceeds used to fund personnel expenses in the capital budget. First, the Governor included about \$10 million in his FY08 operating budget proposal to fund the transfer of employees off of the capital budget.</p>

	<p>The Governor's most recent proposal included in his FY09 budget proposal would have authorized the Administration to shift approximately \$50 million of capital equipment acquisition costs funded from the state's operating budget to the capital budget and approximately \$50 million of personnel expenses from the capital budget to the operating budget. Neither of the Governor's proposals was ultimately enacted by the Legislature. While the current challenging fiscal environment makes it unlikely that the operating budget will be able to absorb the cost of personnel currently funded on the capital budget, the Administration is committed to continuing to pursue creative ways to begin to shift employees off of the capital budget.</p>
<p><i>Recommendation 9: The amount of the bond cap should be increased</i></p>	<p>The Administration is not only raising the bond cap, but it is doing so in a fiscally responsible and transparent manner. For a thorough description of the Administration's approach to the bond cap, see the Debt Affordability Analysis attached as Appendix A.</p>
<p><i>Recommendation 10: Statutory provisions governing the disposition of state surplus land should be amended to provide for a speedier procedure but one which preserves legislative and municipal input and control</i></p>	<p>The Administration generally agrees with the need to develop a better process for the disposition of state surplus land and looks forward to working with the Committee and other interested parties on this issue.</p>



Appendix C - FY09 Capital Investment Plan
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Capital Agency	Project Name	ANF Spending Category Name	Description in Appendix D	Location	2009					
					1,727,814,054	426,164,441	120,550,000	164,900,000	22,150,000	2,461,578,495
					Bond-Cap	Federal	Third-Party	Accelerated Bridge Program	Project-Financed Bonds	Total - All Sources
DHCD	Community Development Action Grant Program (CDAG)	Community Investment Program	Page 1	Statewide	8,000,000	-	-	-	-	8,000,000
DHCD	Urban Revitalization Development Grant Program (URDG)	Community Investment Program	Page 1	Statewide	4,035,906	-	-	-	-	4,035,906
EOAF	Improvements to Melrose Memorial Hall	Community Investment Program	Page 1	Melrose	456,848	-	-	-	-	456,848
EOAF	Peabody Flood Control Project	Community Investment Program	Page 1	Peabody	2,000,000	-	-	-	-	2,000,000
EOAF	Board of Library Commissioners - Library Construction Grants	Community Investment Program	Page 2	Statewide	20,000,000	-	-	-	-	20,000,000
EOAF	Off-Street Parking Program	Community Investment Program	Page 2	Statewide	500,000	-	-	-	-	500,000
EOAF	Historic Preservation Grants	Community Investment Program	Page 2	Statewide	1,550,000	-	-	-	-	1,550,000
EOAF	Water Pollution Abatement Trust -- State Match	Community Investment Program	Page 2	Statewide	11,675,000	-	-	-	-	11,675,000
EOAF	Water Pollution Abatement Trust - Title V Community Septic Loan Program	Community Investment Program	Page 2	Statewide	2,000,000	-	-	-	-	2,000,000
EOEA	Lakes and Ponds Program	Community Investment Program	Page 2	Statewide	480,000	-	-	-	-	480,000
EOEA	Muddy River Flood Control, Water Quality and Enhancement and Historic Preservation Project	Community Investment Program	Page 2	Boston	2,500,000	-	-	-	-	2,500,000
EOEA	Public Private Partnerships Program	Community Investment Program	Page 3	Statewide	1,500,000	-	-	-	-	1,500,000
EOEA	Energy Conservation Improvement Program	Community Investment Program	Page 3	Statewide	2,500,000	-	-	-	-	2,500,000
EOEA	Coastal Pollutant Remediation (CPR) Grants	Community Investment Program	Page 3	Statewide	390,600	-	-	-	-	390,600
EOEA	LAND (formerly Self-Help)	Community Investment Program	Page 3	Statewide	5,000,000	-	-	-	-	5,000,000
EOEA	PARC (formerly Urban Self Help)	Community Investment Program	Page 3	Statewide	8,000,000	-	-	-	-	8,000,000
EOEA	Smart Growth	Community Investment Program	Page 3	Statewide	186,000	-	-	-	-	186,000
EOEA	Urban Signature Parks	Community Investment Program	Page 3	Statewide	4,000,000	-	-	-	-	4,000,000
EOEA	Wetlands Restoration Grants & Technical Assistance	Community Investment Program	Page 3	Statewide	372,000	-	-	-	-	372,000

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					1,727,814,054	426,164,441	120,550,000	164,900,000	22,150,000	2,461,578,495
Capital Agency	Project Name	ANF Spending Category Name	Description in Appendix D	Location	Bond-Cap	Federal	Third-Party	Accelerated Bridge Program	Project-Financed Bonds	Total - All Sources
EOEA	Municipal Drinking Water Protection	Community Investment Program	Page 4	Statewide	2,000,000	-	-	-	-	2,000,000
EOEA	Fall River Boat Ramp repair	Community Investment Program	Page 4	Fall River	25,000	-	-	-	-	25,000
EOEA	Seaport Council	Community Investment Program	Page 4	Statewide	9,600,000	-	-	-	-	9,600,000
EOPS	Municipal Public Safety Grants	Community Investment Program	Page 4	Statewide	1,700,000	-	-	-	-	1,700,000
EOTC	Ashland Redevelopment Study	Community Investment Program	Page 4	Ashland	500,000	-	-	-	-	500,000
EOTC	Chapter 90 - Municipal Roads and Bridges	Community Investment Program	Page 4	Statewide	150,000,000	-	-	-	-	150,000,000
EOTC	Public Works Economic Development Program (PWED)	Community Investment Program	Page 4	Statewide	12,000,000	-	-	-	-	12,000,000
EOTC	Small Town Road Assistance Program (STRAP)	Community Investment Program	Page 4-5	Statewide	2,000,000	-	-	-	-	2,000,000
EOTC	EOT - Transit Oriented Development	Community Investment Program	Page 5	Statewide	1,000,000	-	-	-	-	1,000,000
DCAM	Department of Correction Facility Repairs	Corrections	Page 6	Statewide	2,500,000	-	-	-	-	2,500,000
DCAM	Facility Improvements to Middlesex County Correctional Facilities	Corrections	Page 6	Billerica	1,000,000	-	-	-	-	1,000,000
DCAM	Corrections Master Plan	Corrections	Page 6	Statewide	1,200,000	-	-	-	-	1,200,000
DCAM	DOC-Hayes Report Retrofits for Suicide Prevention - DOC Facilities	Corrections	Page 6	Statewide	1,000,000	-	-	-	-	1,000,000
DCAM	HVAC Repairs - Old Colony Correctional Facility	Corrections	Page 6	Bridgewater	1,300,000	-	-	-	-	1,300,000
DCAM	Improvements in Correctional Facilities as per Master Plan	Corrections	Page 6	Statewide	500,000	-	-	-	-	500,000
DCAM	Roof and Other Building System Repairs - Norfolk Jail/HOC	Corrections	Page 6	Norfolk	1,800,000	-	-	-	-	1,800,000
DCAM	Waste Water Package Treatment Plant - MCI Norfolk	Corrections	Page 6	Norfolk	2,700,000	-	-	-	-	2,700,000
DCAM	Waste Water Package Treatment Plant - MCI Plymouth	Corrections	Page 6	Plymouth	3,000,000	-	-	-	-	3,000,000
DCAM	Central Control Locking System Replacement - Essex County Jail/HOC	Corrections	Page 6	Middleton	2,000,000	-	-	-	-	2,000,000

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					1,727,814,054	426,164,441	120,550,000	164,900,000	22,150,000	2,461,578,495
Capital Agency	Project Name	ANF Spending Category Name	Description in Appendix D	Location	Bond-Cap	Federal	Third-Party	Accelerated Bridge Program	Project-Financed Bonds	Total - All Sources
DCAM	Conversion of dry cells to wet cells in Buildings 4 & 8 at South Bay HOC	Corrections	Page 6	Boston	-	-	400,000	-	-	400,000
DCAM	Decommissioning and Demolishing the Wastewater Treatment Facility in Billerica	Corrections	Page 7	Billerica	40,000	-	-	-	-	40,000
DCAM	Emergency Repairs at Worcester County Jail & HOC	Corrections	Page 7	West Boylston	1,500,000	-	-	-	-	1,500,000
DCAM	Envelope Repairs - Suffolk County Jail and House of Correction	Corrections	Page 7	Boston	5,543,715	-	-	-	-	5,543,715
DCAM	Fire Alarm System Upgrade at Essex County Jail	Corrections	Page 7	Middleton	320,000	-	-	-	-	320,000
DCAM	Security Surveillance and Telecommunication Systems- Worcester County Jail/HOC	Corrections	Page 7	West Boylston	1,000,000	-	-	-	-	1,000,000
EOPS	Dept. of Corrections Equipment	Corrections	Page 7	Statewide	1,544,139	-	-	-	-	1,544,139
DCAM	Access Improvements - Taunton Probate & Family Court	Courts	Page 8	Taunton	510,000	-	-	-	-	510,000
DCAM	Access Improvements and Roof Replacements, Pittsfield Superior Court	Courts	Page 8	Pittsfield	400,000	-	-	-	-	400,000
DCAM	Cambridge Sullivan Courthouse project - Temporary Relocation Costs	Courts	Page 8	Cambridge	9,315,462	-	-	-	-	9,315,462
DCAM	Downtown Worcester Trial Court	Courts	Page 8	Worcester	2,000,000	-	-	-	-	2,000,000
DCAM	John Adams Courthouse	Courts	Page 8	Boston	1,200,000	-	-	-	-	1,200,000
DCAM	Lease for Cambridge District Ct from EJS	Courts	Page 8	Cambridge	4,000,000	-	-	-	-	4,000,000
DCAM	Life Safety/Holding Cell, paving repairs- Chicopee District Court	Courts	Page 8	Chicopee	900,000	-	-	-	-	900,000
DCAM	Lowell Superior Court Access Improvements	Courts	Page 8	Lowell	150,000	-	-	-	-	150,000
DCAM	New Fall River Trial Court	Courts	Page 8	Fall River	45,000,000	-	-	-	-	45,000,000
DCAM	New Lowell Trial Court - Site Acquisition and Preparation	Courts	Page 8	Lowell	6,000,000	-	-	-	-	6,000,000
DCAM	New Taunton Trial Court- New Construction & armory demo	Courts	Page 8	Taunton	25,000,000	-	-	-	-	25,000,000
DCAM	Northampton Court Master Plan	Courts	Page 8	Northampton	250,000	-	-	-	-	250,000

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					1,727,814,054	426,164,441	120,550,000	164,900,000	22,150,000	2,461,578,495
Capital Agency	Project Name	ANF Spending Category Name	Description in Appendix D	Location	Bond-Cap	Federal	Third-Party	Accelerated Bridge Program	Project-Financed Bonds	Total - All Sources
DCAM	Repairs for Northampton Superior/ District Court	Courts	Page 9	Northampton	850,000	-	-	-	-	850,000
DCAM	Repairs to Roxbury District Court	Courts	Page 9	Boston	1,500,000	-	-	-	-	1,500,000
DCAM	Salem/J.M. Ruane Judicial Center & Land Acquisition	Courts	Page 9	Salem	30,000,000	-	-	-	-	30,000,000
DCAM	Springfield HS/Juv Ct Repairs & Life Safety Improvements	Courts	Page 9	Springfield	700,000	-	-	-	-	700,000
DCAM	Upgrade Electrical Service/Replace 2 Boilers - Framingham District Court	Courts	Page 9	Framingham	1,000,000	-	-	-	-	1,000,000
DCAM	Various Construction Contract Settlements	Courts	Page 9	Statewide	300,000	-	-	-	-	300,000
DCAM	Cronin Rink - Revere	Energy and Environment	Page 10	Revere	150,000	-	-	-	-	150,000
DCAM	Renovation and Expansion of Division of Fish and Wildlife Headquarters	Energy and Environment	Page 10	Westborough	100,000	-	-	-	-	100,000
DCAM	Vietnam Veterans Pool Renovation	Energy and Environment	Page 10	Somerville	400,000	-	-	-	-	400,000
DCAM	Wall Experiment Station	Energy and Environment	Page 10	Lawrence	13,000,000	1,000,000	-	-	-	14,000,000
EOEA	Agricultural Environmental Enhancement Program (AEEP)	Energy and Environment	Page 10	Statewide	250,000	-	-	-	-	250,000
EOEA	Agricultural Preservation Restriction (APR)	Energy and Environment	Page 10	Statewide	9,500,000	-	-	-	-	9,500,000
EOEA	Agricultural Project Operations	Energy and Environment	Page 10	Statewide	350,000	-	-	-	-	350,000
EOEA	Farm Viability Enhancement Program (FVEP)	Energy and Environment	Page 10	Statewide	1,000,000	-	-	-	-	1,000,000
EOEA	Campground Modernization Program	Energy and Environment	Page 11	Statewide	200,000	-	-	-	-	200,000
EOEA	Canton Airport Site Remediation	Energy and Environment	Page 11	Canton	600,000	-	-	-	-	600,000
EOEA	Comfort Station Rehabilitation	Energy and Environment	Page 11	Statewide	1,000,000	-	-	-	-	1,000,000
EOEA	Communications / Infrastructure	Energy and Environment	Page 11	Statewide	100,000	-	-	-	-	100,000
EOEA	Dam Maintenance and Operation / PL 566 Flood Control	Energy and Environment	Page 11	Statewide	550,000	-	-	-	-	550,000

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					1,727,814,054	426,164,441	120,550,000	164,900,000	22,150,000	2,461,578,495
Capital Agency	Project Name	ANF Spending Category Name	Description in Appendix D	Location	Bond-Cap	Federal	Third-Party	Accelerated Bridge Program	Project-Financed Bonds	Total - All Sources
EOEA	Dam Rehabilitation Program	Energy and Environment	Page 12	Statewide	2,000,000	-	-	-	-	2,000,000
EOEA	Dam Safety and Inspection Program	Energy and Environment	Page 12	Statewide	360,000	-	-	-	-	360,000
EOEA	DCR Equipment	Energy and Environment	Page 12	Statewide	925,000	-	-	-	-	925,000
EOEA	DCR Land Protection	Energy and Environment	Page 12	Statewide	8,500,000	-	-	-	-	8,500,000
EOEA	DCR Project Operations	Energy and Environment	Page 12	Statewide	13,500,000	-	-	-	-	13,500,000
EOEA	Deferred Maintenance & Small Repairs DCR	Energy and Environment	Page 12	Statewide	6,500,000	-	-	-	-	6,500,000
EOEA	Environmental Remediation (Clean State)	Energy and Environment	Page 12	Statewide	2,400,000	-	-	-	-	2,400,000
EOEA	Flood Control Annual Maintenance	Energy and Environment	Page 12	Statewide	1,000,000	-	-	-	-	1,000,000
EOEA	Forest Management - Green Certification	Energy and Environment	Page 12	Statewide	200,000	-	-	-	-	200,000
EOEA	Georges Island Pier	Energy and Environment	Page 12	Boston	-	700,000	-	-	-	700,000
EOEA	Georges Island Visitor Center	Energy and Environment	Page 12	Boston	500,000	-	500,000	-	-	1,000,000
EOEA	Great Brook Farm - Farm complex improvements	Energy and Environment	Page 13	Carlise	900,000	-	-	-	-	900,000
EOEA	Greylock Glen -Outdoor Recreation and Environmental Education Center	Energy and Environment	Page 13	North Adams	160,000	-	-	-	-	160,000
EOEA	Historic Parkways Initiative	Energy and Environment	Page 13	Greater Boston	30,000	-	-	-	-	30,000
EOEA	Horseneck Beach SR Capital Improvements	Energy and Environment	Page 13	Westport	1,500,000	-	-	-	-	1,500,000
EOEA	Landscape Improvements	Energy and Environment	Page 13	Statewide	500,000	-	-	-	-	500,000
EOEA	Nantasket Beach Seawall/Beach Renourishment Flood Control Project	Energy and Environment	Page 13	Statewide	1,140,000	-	-	-	-	1,140,000
EOEA	Nickerson Park Water and Electrical Upgrades	Energy and Environment	Page 13	Brewster	300,000	-	-	-	-	300,000
EOEA	Norwottuck Rail Trail	Energy and Environment	Page 13	Northampton	100,000	-	-	-	-	100,000

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					1,727,814,054	426,164,441	120,550,000	164,900,000	22,150,000	2,461,578,495
Capital Agency	Project Name	ANF Spending Category Name	Description in Appendix D	Location	Bond-Cap	Federal	Third-Party	Accelerated Bridge Program	Project-Financed Bonds	Total - All Sources
EOEA	Payment in Lieu of Taxes (PILOT) to NH, VT	Energy and Environment	Page 13	Statewide	226,984	-	-	-	-	226,984
EOEA	Playground Improvements	Energy and Environment	Page 14	Statewide	550,000	-	-	-	-	550,000
EOEA	Plymouth Portico Rehabilitation	Energy and Environment	Page 14	Plymouth	240,587	-	-	-	-	240,587
EOEA	Ponkapoag Dam Safety Repairs	Energy and Environment	Page 14	Canton	1,750,000	-	-	-	-	1,750,000
EOEA	Pool Maintenance, Rehabilitation and Improvements	Energy and Environment	Page 14	Statewide	7,400,000	-	-	-	-	7,400,000
EOEA	Resource Management Planning	Energy and Environment	Page 14	Statewide	100,000	-	-	-	-	100,000
EOEA	Rink Maintenance, Rehabilitation and Improvements	Energy and Environment	Page 14	Statewide	1,000,000	-	-	-	-	1,000,000
EOEA	Storm Water Services	Energy and Environment	Page 14	Statewide	3,000,000	-	-	-	-	3,000,000
EOEA	Tennis & Basketball Court Rehabilitation	Energy and Environment	Page 14	Statewide	300,000	-	-	-	-	300,000
EOEA	Universal Access Demonstration Programs	Energy and Environment	Page 15	Statewide	50,000	-	-	-	-	50,000
EOEA	Upper Mystic Lake Dam	Energy and Environment	Page 15	Arlington	90,000	-	-	-	-	90,000
EOEA	US Geological Survey Cooperative Programs	Energy and Environment	Page 15	Statewide	1,194,384	-	-	-	-	1,194,384
EOEA	Waterways Division Program	Energy and Environment	Page 15	Statewide	1,650,000	-	-	-	-	1,650,000
EOEA	Well Drillers Program	Energy and Environment	Page 15	Statewide	75,000	-	-	-	-	75,000
EOEA	Winthrop Shores Restoration Design and Construction	Energy and Environment	Page 15	Winthrop	500,000	-	-	-	-	500,000
EOEA	Working Forest Preservation Restriction	Energy and Environment	Page 15	Statewide	500,000	-	-	-	-	500,000
EOEA	Energy Tracking and Public Education at State Facilities	Energy and Environment	Page 15	Statewide	150,000	-	-	-	-	150,000
EOEA	Leading By Example	Energy and Environment	Page 16	Statewide	715,000	-	-	-	-	715,000
EOEA	Coastal Resource Protection Program Support	Energy and Environment	Page 16	Statewide	372,000	-	-	-	-	372,000

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EOEA	Conservation Partnership	Energy and Environment	Page 16	Statewide	1,500,000	-	-	-	-	1,500,000
EOEA	ENV GIS Program	Energy and Environment	Page 16	Statewide	667,740	-	-	-	-	667,740
EOEA	ENV Program	Energy and Environment	Page 16	Statewide	794,243	-	-	-	-	794,243
EOEA	NRD Program Development	Energy and Environment	Page 16	Statewide	139,500	-	-	-	-	139,500
EOEA	Sustainable Growth Program	Energy and Environment	Page 16	Statewide	277,619	-	-	-	-	277,619
EOEA	Underwater Archeological Resources Program Support	Energy and Environment	Page 16	Statewide	172,818	-	-	-	-	172,818
EOEA	Water Policy Program	Energy and Environment	Page 16	Statewide	195,412	-	-	-	-	195,412
EOEA	Wetlands Restoration Program	Energy and Environment	Page 16	Statewide	357,233	-	-	-	-	357,233
EOEA	Ambient Air Monitoring	Energy and Environment	Page 17	Statewide	744,000	-	-	-	-	744,000
EOEA	Baird and McGuire Groundwater Treatment System	Energy and Environment	Page 17	Holbrook	1,400,000	-	-	-	-	1,400,000
EOEA	Emergency Response Risk Reduction & Remediation	Energy and Environment	Page 17	Statewide	2,325,000	-	-	-	-	2,325,000
EOEA	Enforcement Support and Brownfields	Energy and Environment	Page 17	Statewide	3,255,000	-	-	-	-	3,255,000
EOEA	EPA 10% Match on Superfund Clean Up Sites	Energy and Environment	Page 17	Statewide	2,000,000	-	-	-	-	2,000,000
EOEA	Existing Water Quality Preservation	Energy and Environment	Page 17	Statewide	292,020	-	-	-	-	292,020
EOEA	Infrastructure & GIS Program	Energy and Environment	Page 18	Statewide	3,326,330	-	-	-	-	3,326,330
EOEA	Massachusetts Estuaries Project	Energy and Environment	Page 18	Statewide	558,000	-	-	-	-	558,000
EOEA	Solid Waste Management and Recycling Technical Assistance and Regulatory Development Program	Energy and Environment	Page 18	Statewide	1,581,000	-	-	-	-	1,581,000
EOEA	Wetlands Change/Protection Project	Energy and Environment	Page 18	Statewide	744,000	-	-	-	-	744,000
EOEA	Boat Ramp Construction/Maintenance	Energy and Environment	Page 19	Statewide	750,000	-	-	-	-	750,000

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EOEA	Department of Fish and Game Facility Repairs	Energy and Environment	Page 19	Statewide	500,000	-	-	-	-	500,000
EOEA	Land and Habitat Programs	Energy and Environment	Page 19	Statewide	1,892,800	-	-	-	-	1,892,800
EOEA	Land Protection	Energy and Environment	Page 19	Statewide	10,800,000	-	-	-	-	10,800,000
EOEA	MA Endangered Species Act Implementation	Energy and Environment	Page 19	Statewide	245,520	-	-	-	-	245,520
EOEA	Marine Fisheries Institute	Energy and Environment	Page 19	Statewide	162,750	-	-	-	-	162,750
EOEA	River Revitalization & Riverine Habitat Restoration	Energy and Environment	Page 19	Statewide	148,800	-	-	-	-	148,800
EOEA	SPORT (DFG's on-line licensing & registration system)	Energy and Environment	Page 19	Statewide	150,000	-	-	-	-	150,000
EOEA	Sustainable Forest Management	Energy and Environment	Page 20	Statewide	93,000	-	-	-	-	93,000
EOEA	Upland Habitat Restoration for Declining Wildlife Species	Energy and Environment	Page 20	Statewide	162,750	-	-	-	-	162,750
EOAF	"I-cubed" Economic Development Projects	Economic Development	Page 21	Statewide	-	-	-	-	5,000,000	5,000,000
EOAF	Community Development Finance Corporation	Economic Development	Page 21	Statewide	2,000,000	-	-	-	-	2,000,000
EOAF	Life Sciences Capital Program	Economic Development	Page 21	Statewide	15,000,000	-	-	-	-	15,000,000
EOAF	Broadband Initiative	Economic Development	Page 21	Statewide	1,500,000	-	-	-	-	1,500,000
EOAF	Capital Improvements at Devens	Economic Development	Page 21	Devens	24,315,985	-	-	-	-	24,315,985
EOAF	Growth District Initiative	Economic Development	Page 21	Statewide	5,000,000	-	-	-	-	5,000,000
EOAF	MORE - Economic Development Grants	Economic Development	Page 21	Statewide	30,000,000	-	-	-	-	30,000,000
EOAF	Southfield East West Parkway	Economic Development	Page 21	Weymouth	-	-	-	-	2,000,000	2,000,000
DCAM	Closure of Solid Waste Area B - Rutland State Hospital	Health and Human Services	Page 22	Rutland	50,000	-	-	-	-	50,000
DCAM	Medfield State Hospital	Health and Human Services	Page 22	Medfield	1,840,000	-	-	-	-	1,840,000

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DCAM	Chelsea Soldiers Home Water Tank Repair	Health and Human Services	Page 22	Chelsea	1,400,000	-	-	-	-	1,400,000
DCAM	Demolition at Taunton State Hospital	Health and Human Services	Page 22	Taunton	1,300,000	-	-	-	-	1,300,000
DCAM	Dept. of Youth Services Master Plan	Health and Human Services	Page 22	Statewide	600,000	-	-	-	-	600,000
DCAM	Executive Office of Health and Human Services Master Plan	Health and Human Services	Page 22	Statewide	1,000,000	-	-	-	-	1,000,000
DCAM	Hogan Boiler Replacement	Health and Human Services	Page 22	Danvers	250,000	-	-	-	-	250,000
DCAM	Hogan Development Center - Install Central AC, Electrical Upgrades	Health and Human Services	Page 22	Danvers	2,100,000	-	-	-	-	2,100,000
DCAM	Master Plan for Lemuel Shattuck	Health and Human Services	Page 22	Statewide	700,000	-	-	-	-	700,000
DCAM	New Psychiatric Care Facility	Health and Human Services	Page 22	Worcester	45,000,000	-	-	-	-	45,000,000
DCAM	Renovation of Inpatient Units - Solomon Carter Fuller Mental Health Center	Health and Human Services	Page 22	Boston	1,900,000	-	-	-	-	1,900,000
DCAM	Roof & Building Envelope Repairs, Mass Hospital School	Health and Human Services	Page 23	Canton	200,000	-	-	-	-	200,000
DCAM	Roof Replacement - Chelsea Soldiers Home Hospital	Health and Human Services	Page 23	Chelsea	690,000	-	-	-	-	690,000
DCAM	Shattuck Hospital Emergency Façade Repairs	Health and Human Services	Page 23	Boston	1,000,000	-	-	-	-	1,000,000
DCAM	Structural/HVAC/Sprinkler Improvements at DYS in Springfield, MA	Health and Human Services	Page 23	Springfield	6,000,000	-	-	-	-	6,000,000
DCAM	Various Construction Contract Settlements	Health and Human Services	Page 23	Statewide	500,000	-	-	-	-	500,000
DCAM	Western MA Hospital, Main Building - Oxygen/Suction, HVAC, Etc	Health and Human Services	Page 23	Westfield	4,000,000	-	-	-	-	4,000,000
DCAM	Berkshire Community College - Exterior Masonry Repairs	Higher Education	Page 24	Pittsfield	500,000	-	-	-	-	500,000
DCAM	Bridgewater State - Conant Science Building Modernization & Expansion	Higher Education	Page 24	Bridgewater	3,000,000	-	-	-	-	3,000,000
DCAM	Bunker Hill Community College - Health and Wellness Center	Higher Education	Page 24	Boston	6,900,000	-	7,000,000	-	-	13,900,000
DCAM	Cape Cod Community College - Accessibility/Traffic/Parking Study	Higher Education	Page 24	Bourne	300,000	-	-	-	-	300,000

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Capital Agency	Project Name	ANF Spending Category Name	Description in Appendix D	Location	Bond-Cap	Federal	Third-Party	Accelerated Bridge Program	Project-Financed Bonds	Total - All Sources
DCAM	Fitchburg State College - Science Facility Modernization	Higher Education	Page 24	Fitchburg	1,000,000	-	-	-	-	1,000,000
DCAM	Greenfield Comm College - Handicapped Accessibility in North & South Wings	Higher Education	Page 24	Greenfield	409,250	-	-	-	-	409,250
DCAM	Greenfield Community College - Campus Core Modernization	Higher Education	Page 24	Greenfield	900,000	-	-	-	-	900,000
DCAM	Holyoke Comm College - Interior Building Renovations	Higher Education	Page 24	Holyoke	300,000	-	-	-	-	300,000
DCAM	Massachusetts Maritime Academy - Library Modernization	Higher Education	Page 24	Bourne	1,000,000	-	100,000	-	-	1,100,000
DCAM	North Shore CC - Danvers Campus Consolidation - New Allied Health & Science Building	Higher Education	Page 24	Danvers	1,000,000	-	-	-	-	1,000,000
DCAM	Northern Essex CC - New Lawrence Campus	Higher Education	Page 24	Lawrence	700,000	-	-	-	-	700,000
DCAM	Quinsigamond Community College - Loop Road Improvements	Higher Education	Page 25	Worcester	1,500,000	-	-	-	-	1,500,000
DCAM	Salem State College - Interim Library Repairs	Higher Education	Page 25	Salem	4,700,000	-	-	-	-	4,700,000
DCAM	Salem State College - Library Building Modernization	Higher Education	Page 25	Salem	1,000,000	-	-	-	-	1,000,000
DCAM	Various Construction Contract Settlements	Higher Education	Page 25	Statewide	50,000	-	-	-	-	50,000
DCAM	Westfield St College - Accessibility Improvements, Library & Campus Center	Higher Education	Page 25	Westfield	4,500,000	-	-	-	-	4,500,000
DCAM	Worcester State College - Administration Building Renovation	Higher Education	Page 25	Worcester	12,500,000	-	2,000,000	-	-	14,500,000
DCAM	Medical School Renovations to support enrollment growth	Higher Education	Page 25	Worcester	2,700,000	-	-	-	-	2,700,000
DCAM	UMass Amherst - GRC Wall Panel Joint Repairs	Higher Education	Page 25	Amherst	100,000	-	-	-	-	100,000
DCAM	UMass Amherst - New Academic Classroom Building	Higher Education	Page 25	Amherst	250,000	-	-	-	-	250,000
DCAM	UMass Amherst - New Laboratory Science Building	Higher Education	Page 25	Amherst	750,000	-	-	-	-	750,000
DCAM	UMass Amherst - Web Dubois Library Improvements	Higher Education	Page 25	Amherst	10,000,000	-	-	-	-	10,000,000
DCAM	UMass Amherst - Master Plan	Higher Education	Page 25	Amherst	1,000,000	-	-	-	-	1,000,000

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DCAM	UMass Boston - Master Plan	Higher Education	Page 25	Boston	300,000	-	-	-	-	300,000
DCAM	UMass Boston - New Academic Building	Higher Education	Page 26	Boston	400,000	-	-	-	-	400,000
DCAM	UMass Boston - Substructure Stabilization and Alternate Parking Improvements	Higher Education	Page 26	Boston	9,000,000	-	-	-	-	9,000,000
DCAM	UMass Dartmouth - Building and Retrofit of Vacated Spaces	Higher Education	Page 26	Dartmouth	75,000	-	-	-	-	75,000
DCAM	UMass Dartmouth - Library Renovations & Infrastructure Repairs	Higher Education	Page 26	Dartmouth	600,000	-	-	-	-	600,000
DCAM	UMass Lowell - New South Academic Building	Higher Education	Page 26	Lowell	200,000	-	-	-	-	200,000
DCAM	UMass Lowell - North Storm Water Management	Higher Education	Page 26	Lowell	900,000	-	-	-	-	900,000
DCAM	UMass Lowell Master Plan	Higher Education	Page 26	Lowell	700,000	-	-	-	-	700,000
DCAM	UMass Medical - Institute of Labs Life Safety Improvements	Higher Education	Page 26	Boston	500,000	-	-	-	-	500,000
DCAM	UMass Medical - Shriver Campus Improvements	Higher Education	Page 26	Waltham	400,000	-	-	-	-	400,000
DCAM	UMass Medical/Institute of Labs JP - Emergency Power Upgrade	Higher Education	Page 26	Boston	4,200,000	-	-	-	-	4,200,000
DCAM	Various Construction Contract Settlements	Higher Education	Page 27	Statewide	200,000	-	-	-	-	200,000
DHCD	Affordable Housing Trust Fund	Housing	Page 27	Statewide	10,500,000	-	24,500,000	-	-	35,000,000
DHCD	Capital Improvement and Preservation Fund	Housing	Page 27	Statewide	5,000,000	-	-	-	-	5,000,000
DHCD	Community Based Housing	Housing	Page 27	Statewide	5,000,000	-	-	-	-	5,000,000
DHCD	Facilities Consolidation Fund	Housing	Page 27	Statewide	7,500,000	-	-	-	-	7,500,000
DHCD	Housing at Transit Nodes	Housing	Page 27	Statewide	2,000,000	-	-	-	-	2,000,000
DHCD	Housing Innovations Fund	Housing	Page 27	Statewide	9,000,000	-	-	-	-	9,000,000
DHCD	Housing Stabilization Fund	Housing	Page 27	Statewide	20,000,000	-	-	-	-	20,000,000

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DHCD	Mass. Rehab's Home Modification Loan Program	Housing	Page 27	Statewide	4,000,000	-	-	-	-	4,000,000
DHCD	Public Housing - Affordable Housing Trust Fund	Housing	Page 27	Statewide	5,000,000	-	-	-	-	5,000,000
DHCD	Public Housing - General	Housing	Page 27	Statewide	99,000,000	-	-	-	-	99,000,000
EOTC	DHCD - Transit Oriented Development Housing	Housing	Page 28	Statewide	1,500,000	-	-	-	-	1,500,000
ITD	Attorney General's Office Business Improvement	Information Technology	Page 29	Statewide	1,140,560	-	-	-	-	1,140,560
ITD	48 Hour Recovery of Statewide Financial System	Information Technology	Page 29	Statewide	1,500,333	-	-	-	-	1,500,333
ITD	Administration & Finance Budgeting System	Information Technology	Page 29	Statewide	4,797,732	-	-	-	-	4,797,732
ITD	Human Resources Compensation Management System Upgrade	Information Technology	Page 29	Statewide	2,250,000	-	-	-	-	2,250,000
ITD	MAGNet Network assessment and strategy	Information Technology	Page 29	Statewide	500,000	-	50,000	-	-	550,000
ITD	Mass.gov 2.0	Information Technology	Page 30	Statewide	250,000	-	-	-	-	250,000
ITD	Maximizing Massmail Efficiencies	Information Technology	Page 30	Statewide	1,029,392	-	-	-	-	1,029,392
ITD	Quick Quote	Information Technology	Page 30	Statewide	2,067,417	-	-	-	-	2,067,417
ITD	Integrated Case Management System	Information Technology	Page 31	Statewide	500,000	-	-	-	-	500,000
ITD	Educator Database	Information Technology	Page 31	Statewide	115,076	-	-	-	-	115,076
ITD	Student Education Connection program	Information Technology	Page 31	Statewide	600,000	-	-	-	-	600,000
ITD	Child Support Enforcement Business Process Redesign	Information Technology	Page 31	Statewide	2,970,307	5,261,125	-	-	-	8,231,432
ITD	MassTax System	Information Technology	Page 32	Statewide	5,100,000	-	-	-	-	5,100,000
ITD	Department of Youth Services Juvenile Justice	Information Technology	Page 32	Statewide	2,028,960	-	-	-	-	2,028,960
ITD	Comprehensive Child Data System	Information Technology	Page 32	Statewide	4,874,906	-	-	-	-	4,874,906

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ITD	Enterprise Invoice/Service Management	Information Technology	Page 32	Statewide	6,058,179	-	-	-	-	6,058,179
ITD	EOHHS CTO Architecture and Technology	Information Technology	Page 33	Statewide	2,370,261	-	-	-	-	2,370,261
ITD	Exec. Office of Health and Human Services Data Warehouse/ Decision Support System	Information Technology	Page 33	Statewide	879,237	4,087,875	-	-	-	4,967,112
ITD	New Medicaid Management Information System	Information Technology	Page 33	Statewide	5,108,489	15,168,843	-	-	-	20,277,332
ITD	Next Generation Communications for Health & Human Services (VOIP)	Information Technology	Page 33	Statewide	6,777,800	-	-	-	-	6,777,800
ITD	Senior Information Management System	Information Technology	Page 33	Statewide	745,226	-	-	-	-	745,226
ITD	Vitals Information Processing (VIP)	Information Technology	Page 34	Statewide	500,000	273,000	-	-	-	773,000
ITD	Department of Labor and Workforce Development - Interactive Voice Upgrade	Information Technology	Page 34	Statewide	1,111,180	-	-	-	-	1,111,180
ITD	Unemployment Insurance System Replacement	Information Technology	Page 34	Statewide	6,775,160	-	-	-	-	6,775,160
ITD	Integrated Criminal Justice Information System	Information Technology	Page 35	Statewide	6,129,649	-	-	-	-	6,129,649
ITD	Sheriffs Info Reporting System	Information Technology	Page 35	Statewide	750,000	-	-	-	-	750,000
ITD	State Police 800 Mhz Radio Project	Information Technology	Page 35	Statewide	6,800,000	-	-	-	-	6,800,000
ITD	Group Insurance Commission - Modernization of the MAGIC system	Information Technology	Page 35	Statewide	939,750	-	-	-	-	939,750
ITD	Cash, Investment Management to MMARS	Information Technology	Page 36	Statewide	1,600,000	-	-	-	-	1,600,000
ITD	Enterprise Data Warehouse	Information Technology	Page 36	Statewide	1,000,000	-	-	-	-	1,000,000
ITD	IT Capital Program Management Office	Information Technology	Page 36	Statewide	1,637,950	-	-	-	-	1,637,950
ITD	ITD Strategic Plan Program	Information Technology	Page 37	Statewide	1,000,000	-	-	-	-	1,000,000
ITD	QRadar Phase II	Information Technology	Page 37	Statewide	200,000	-	-	-	-	200,000
ITD	Securing The Commonwealth Digital Assets	Information Technology	Page 37	Statewide	2,200,000	-	-	-	-	2,200,000

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ITD	Shared Application Infrastructure	Information Technology	Page 37	Statewide	750,000	-	-	-	-	750,000
ITD	MassCourts	Information Technology	Page 37	Statewide	3,488,960	-	-	-	-	3,488,960
ITD	Automated Licensing and Registration System	Information Technology	Page 38	Statewide	500,000	-	-	-	-	500,000
DCAM	New Medical Examiner's Facility-Southeast Region	Public Safety	Page 39	Bourne	700,000	-	-	-	-	700,000
DCAM	Replacement Facilities For Chief Med Examiner in Worcester & Holyoke	Public Safety	Page 39	Worcester & Holyoke	300,000	-	-	-	-	300,000
DCAM	Phase II Expansion at the Massachusetts Firefighting Academy	Public Safety	Page 39	Stow	-	-	-	-	15,000,000	15,000,000
DCAM	Western MA Fire Training Facility (Springfield)	Public Safety	Page 39	Springfield	-	-	-	-	150,000	150,000
DCAM	Building Security Improvements - Department of Public Safety, Statewide	Public Safety	Page 39	Statewide	1,000,000	-	-	-	-	1,000,000
DCAM	Municipal Police Training Committee Study	Public Safety	Page 39	Statewide	200,000	-	-	-	-	200,000
DCAM	Municipal Police Training Facility	Public Safety	Page 39	Statewide	3,800,000	-	-	-	-	3,800,000
DCAM	Security Upgrades, Mass. Military Reservation	Public Safety	Page 39	Statewide	1,100,000	-	-	-	-	1,100,000
DCAM	State Police Master Plan	Public Safety	Page 39	Statewide	500,000	-	-	-	-	500,000
DCAM	Various Construction Contract Settlements	Public Safety	Page 39	Statewide	300,000	-	-	-	-	300,000
EOPS	Medical Examiners Equipment	Public Safety	Page 40	Statewide	388,490	-	-	-	-	388,490
EOPS	Fire Services Facility Equipment Upgrades	Public Safety	Page 40	Statewide	975,000	-	-	-	-	975,000
EOPS	Cruiser replacement	Public Safety	Page 40	Statewide	10,000,000	-	-	-	-	10,000,000
EOPS	Domestic Security Equipment	Public Safety	Page 40	Statewide	102,164	-	-	-	-	102,164
EOPS	Mobile data terminal replacement	Public Safety	Page 40	Statewide	3,600,000	-	-	-	-	3,600,000
EOPS	Public Safety Facility Equipment Upgrades	Public Safety	Page 40	Statewide	700,000	-	-	-	-	700,000

Appendix C - FY09 Capital Investment Plan

Executive Office for Administration Finance

					1,727,814,054	426,164,441	120,550,000	164,900,000	22,150,000	2,461,578,495
Capital Agency	Project Name	ANF Spending Category Name	Description in Appendix D	Location	Bond-Cap	Federal	Third-Party	Accelerated Bridge Program	Project-Financed Bonds	Total - All Sources
EOPS	Purchase of new Helicopters	Public Safety	Page 40	Statewide	3,750,000	-	-	-	-	3,750,000
DCAM	Structural Improvements on grounds at McCormack Bldg	State Office Buildings & Facilities	Page 41	Boston	535,000					535,000
DCAM	Executive Office of Labor and Workforce Development renovations	State Office Buildings & Facilities	Page 41	Brockton	400,000	-	-	-	-	400,000
DCAM	Infrastructure Improvements at Hurley Building	State Office Buildings & Facilities	Page 41	Boston	2,000,000	-	-	-	-	2,000,000
DCAM	Life Safety Improvements at Hurley Building	State Office Buildings & Facilities	Page 41	Boston	2,000,000	-	-	-	-	2,000,000
DCAM	DCAM Project Operations	State Office Buildings & Facilities	Page 41	Statewide	14,000,000	-	-	-	-	14,000,000
DCAM	Elevator Modernization - McCormack State Office Bldg	State Office Buildings & Facilities	Page 41	Boston	2,300,000	-	-	-	-	2,300,000
DCAM	Elevator Modernization - Springfield State Office Bldg	State Office Buildings & Facilities	Page 41	Springfield	371,758	-	-	-	-	371,758
DCAM	Elevator Modernization - Transportation Office Bldg	State Office Buildings & Facilities	Page 41	Boston	2,100,000	-	-	-	-	2,100,000
DCAM	Energy Conservation Retrofits and Renewable Energy at State Facilities	State Office Buildings & Facilities	Page 41	Statewide	4,000,000	-	-	-	-	4,000,000
DCAM	Maintenance Transfers Total	State Office Buildings & Facilities	Page 41	Statewide	45,647,500	-	-	-	-	45,647,500
DCAM	Roof and Exterior Repairs - State House	State Office Buildings & Facilities	Page 41	Boston	8,000,000	-	-	-	-	8,000,000
DCAM	State House Interior Master Plan	State Office Buildings & Facilities	Page 41	Boston	140,000	-	-	-	-	140,000
DCAM	State House Interior Renovations as per Master Plan	State Office Buildings & Facilities	Page 42	Boston	250,000	-	-	-	-	250,000
DCAM	Structural Improvements on grounds at McCormack Building.	State Office Buildings & Facilities	Page 42	Boston	535,000	-	-	-	-	535,000
DCAM	Study for Massachusetts Information Technology Center Space Planning	State Office Buildings & Facilities	Page 42	Chelsea	130,000	-	-	-	-	130,000
DCAM	Study for Registry of Deeds into Salem District Court Building	State Office Buildings & Facilities	Page 42	Salem	75,000	-	-	-	-	75,000
DCAM	Various Construction Contract Settlements	State Office Buildings & Facilities	Page 42	Statewide	100,000	-	-	-	-	100,000
DCAM	Worcester State Hospital (including historic Clock Tower) Reuse Plan	State Office Buildings & Facilities	Page 42	Worcester	140,000	-	-	-	-	140,000

Appendix C - FY09 Capital Investment Plan

Executive Office for Administration Finance

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Capital Agency	Project Name	ANF Spending Category Name	Description in Appendix D	Location	Bond-Cap	Federal	Third-Party	Accelerated Bridge Program	Project-Financed Bonds	Total - All Sources
DCAM	Second Data Center, ITD	State Office Buildings & Facilities	Page 42	Springfield	1,829,835	-	-	-	-	1,829,835
EOAF	Reasonable Accommodation Capital Reserve Account	State Office Buildings & Facilities	Page 42	Statewide	100,000	-	-	-	-	100,000
EOEA	Accelerated Bridge Program - Department of Conservation and Recreation	Transportation	Page 43	Statewide	-	-	-	84,500,000	-	84,500,000
EOEA	DCR Bridge and Parkway Maintenance	Transportation	Page 43	Statewide	13,200,000	-	-	-	-	13,200,000
EOEA	DCR Bridge and Parkway Reconstruction	Transportation	Page 43	Statewide	25,000,000	-	-	-	-	25,000,000
EOTC	Route 3 North Project Settlement	Transportation	Page 43	Statewide	12,500,000	-	-	-	-	12,500,000
EOTC	Accelerated Bridge Program - MassHighway	Transportation	Page 43	Statewide	-	-	-	80,400,000	-	80,400,000
EOTC	Central Artery Tunnel Project	Transportation	Page 43	Boston	-	-	85,000,000	-	-	85,000,000
EOTC	MHD Project Operations	Transportation	Page 43	Statewide	200,000,000	54,404,421	-	-	-	254,404,421
EOTC	South Coast Rail	Transportation	Page 43	Southeastern Mass	5,613,670	-	-	-	-	5,613,670
EOTC	Statewide Road and Bridge NFA Maintenance	Transportation	Page 43	Statewide	100,000,000	-	-	-	-	100,000,000
EOTC	Statewide Road and Bridge Program (NFA) Construction	Transportation	Page 43	Statewide	65,400,000	-	-	-	-	65,400,000
EOTC	Statewide Road and Bridge Program Federally Assisted Construction (FA) - Interstate	Transportation	Page 43	Statewide	8,600,807	63,072,582	-	-	-	71,673,389
EOTC	Statewide Road and Bridge Program Federally Assisted Construction (FA) - Non Interstate	Transportation	Page 43	Statewide	79,593,911	282,196,595	-	-	-	361,790,506
EOTC	Massachusetts Aeronautics Commission	Transportation	Page 44	Statewide	9,000,000	-	-	-	-	9,000,000
EOTC	CSX Rail Purchase	Transportation	Page 44	Statewide	50,000,000	-	-	-	-	50,000,000
EOTC	EOT Equipment and Facilities	Transportation	Page 44	Statewide	2,000,000	-	-	-	-	2,000,000
EOTC	Fitchburg Commuter Rail Project - State Match	Transportation	Page 44	Statewide	1,000,000	-	1,000,000	-	-	2,000,000
EOTC	Intermodal Transportation	Transportation	Page 44	Statewide	2,000,000	-	-	-	-	2,000,000

Appendix C - FY09 Capital Investment Plan
Executive Office for Administration Finance

					1,727,814,054	426,164,441	120,550,000	164,900,000	22,150,000	2,461,578,495
Capital Agency	Project Name	ANF Spending Category Name	Description in Appendix D	Location	Bond-Cap	Federal	Third-Party	Accelerated Bridge Program	Project-Financed Bonds	Total - All Sources
EOTC	Mass Transit Planning	Transportation	Page 44	Statewide	1,000,000	-	-	-	-	1,000,000
EOTC	Mobility Assistance Program	Transportation	Page 44	Statewide	3,100,000	-	-	-	-	3,100,000
EOTC	Rail Transportation	Transportation	Page 44	Statewide	3,000,000	-	-	-	-	3,000,000
EOTC	Regional Transit Authority Capital Assistance	Transportation	Page 44	Statewide	7,000,000	-	-	-	-	7,000,000
EOTC	SIP - Fairmount Commuter Rail Improvements	Transportation	Page 44	Greater Boston	10,000,000	-	-	-	-	10,000,000
EOTC	SIP - Green Line Subway Extension to Medford	Transportation	Page 45	Greater Boston	2,000,000	-	-	-	-	2,000,000
EOTC	SIP - New Parking Spaces at Transit Nodes	Transportation	Page 45	Statewide	2,500,000	-	-	-	-	2,500,000
EOTC	SIP - Red-Blue Subway Line Connector Study	Transportation	Page 45	Greater Boston	3,000,000	-	-	-	-	3,000,000
EOTC	Water Transportation	Transportation	Page 45	Statewide	3,000,000	-	-	-	-	3,000,000





Commonwealth of Massachusetts

FY09 Capital Budget

Appendix D - Project and Program Descriptions

Executive Office for Administration & Finance

December 2008

Community Investment Program

Projects Managed by: **Department of Housing and Community Development (DHCD)**

Projects to Benefit: **(MUN)**

Community Development Action Grant Program (CDAG) - Statewide - \$8,000,000 MUN__001

This program leverages both public and private investment in an effort to increase the production of workforce housing, stimulate local economies and create jobs that would not occur by private enterprise alone. CDAG provides funding for publicly owned or managed projects that have a significant impact on the overall economic condition of a city or town, including activities that will significantly improve the conditions of low and moderate income persons through: (a) the support of workforce housing needs across a range of incomes; (b) the generation and/or retention of long term employment; (c) the leveraging of significant private investment; and (d) the improvement of physical conditions. Any city or town in the Commonwealth is eligible to apply to DHCD for CDAG funds. CDAG can be used in a variety of ways, including infrastructure improvements that support new workforce housing and commercial developments such as municipal water systems, sewer lines or other utility distribution systems, upgrades to streetscapes, sidewalks and roadways, site preparation and improvements to publicly-owned buildings, including demolition, new construction or rehabilitation of existing structures, and many other eligible activities.

Urban Revitalization Development Grant Program (URDG) - Statewide - \$4,035,906 MUN__002

This program funds the ongoing cost for 5 previously awarded grants for urban revitalization projects. URDG was created by section 21 of chapter 741 of the Acts of 1985 as an urban renewal assistance grant to meet in part the costs of approved urban renewal projects. The URDG statute is codified in chapter 121B sections 53-57 of the Massachusetts General Laws. Pursuant to the statute, grants may be issued only for projects in substandard areas that will significantly impact the economic condition of the city or town, including the generation of long-term employment. Redevelopment grants may be used for residential, commercial, industrial, recreational, medical or governmental redevelopment and must serve a public purpose in a depressed area. Payments are made in 20 annual installments. Remaining projects include: Lawrence, Pittsfield, Worcester, Fitchburg and Lowell.

Projects Managed by: **Office of the Secretary of Administration and Finance (EOAF)**

Projects to Benefit: **Office of the Secretary of Administration and Finance (ANF)**

Improvements to Melrose Memorial Hall - Melrose - \$456,848 ANFCH123

This completes the repairs to Memorial Hall.

Peabody Flood Control Project - Peabody - \$2,000,000 PLAN0088

This project funds phase 2 of the flood control mitigation plan to improve drainage along the North River in downtown Peabody. This project will reduce the frequency of flooding in Peabody Square and is being financed by state, municipal, and federal funding. The Commonwealth made this \$2M commitment in the beginning of FY08, but permitting issues have delayed the expenditures until FY09.



Community Investment Program

Projects Managed by: Office of the Secretary of Administration and Finance (EOAF)

Projects to Benefit: Board of Library Commissioners (BLC)

Board of Library Commissioners - Library Construction Grants - Statewide - BLC__001
\$20,000,000

This program provides matching grants to assist municipalities with improvements to their public library facilities by providing technical assistance in planning and carrying out construction projects, and through grants for planning, designing and constructing public libraries.

Projects to Benefit: (MUN)

Off-Street Parking Program - Statewide - \$500,000 OSPWORC

This program, as established in 1980, provides matching grants to municipalities for the construction of public off-street parking facilities in Commercial Area Revitalization Districts.

Projects to Benefit: Secretary of the Commonwealth (SEC)

Historic Preservation Grants - Statewide - \$1,550,000 SEC__001

This program provides funding assistance from the Massachusetts Preservation Projects Fund (MPPF) to preserve historic cultural resources to ensure their continued use and integrity.

Projects to Benefit: Office of the Treasurer and Receiver-General (TRE)

Water Pollution Abatement Trust - Title V Community Septic Loan Program - TITLE V
Statewide - \$2,000,000

The Water Pollution Abatement Trust administers, in partnership with Mass DEP, the Community Septic Loan Program pursuant to section two of chapter eighty-five of the Acts of 1994, to assist homeowners in complying with the revised state environmental code for subsurface disposal of sanitary waste, Title V. Under this program, loans are made to cities and towns enabling them to loan funds to individual homeowners with payment received through a betterment program.

Water Pollution Abatement Trust -- State Match - Statewide - \$11,675,000 WPATCLEAN

This program funds the Commonwealth's match to secure federal dollars for the Massachusetts State Revolving Fund (SRF) for water pollution abatement and drinking water projects. This program provides a low-cost funding mechanism to assist municipalities in complying with federal and state water quality requirements. The SRF Program is jointly administered by the Division of Municipal Services of the Department of Environmental Protection (Mass DEP) and the Massachusetts Water Pollution Abatement Trust. Each year Mass DEP solicits projects from Massachusetts municipalities to be considered for subsidized loans.

Projects Managed by: Office of the Secretary of Environmental Affairs (EOEA)

Projects to Benefit: Department of Conservation and Recreation (DCR)

Lakes and Ponds Program - Statewide - \$480,000 DCR2004062

This program protects and restores state and municipally owned lakes and ponds through a number of individual projects throughout the Commonwealth.

Muddy River Flood Control, Water Quality and Enhancement and Historic Preservation Project - Boston - \$2,500,000 DCR2004303

This funding is the Commonwealth's share of a US Army Corps of Engineer \$84 million project in Boston and Brookline. This project restores the existing infrastructure of the Muddy River to its original design capacity to prevent future flooding such as the \$60 million worth of flood damage in 1996.



Community Investment Program

Projects Managed by: Office of the Secretary of Environmental Affairs (EOEA)

Projects to Benefit: Department of Conservation and Recreation (DCR)

Public Private Partnerships Program - Statewide - \$1,500,000 DCR__004

This program matches private contributions focused on capital improvements to deteriorated DCR facilities. Private individuals, friends groups, foundations, financial institutions, academic institutions and municipalities provide funds to leverage programs or desired improvements at specific locations.

Projects to Benefit: Department of Energy Resources (ENE)

Energy Conservation Improvement Program - Statewide - \$2,500,000 ENE__001

This program provides energy conservation incentives and assured cost recovery for municipalities by offering capital upgrade grants, which involve certain required levels of energy cost savings.

Projects to Benefit: Office of the Secretary of Energy and Environmental Affairs (ENV)

Coastal Pollutant Remediation (CPR) Grants - Statewide - \$390,600 ENV2008015

This program will address coastal and ocean water quality and will implement coastal pollutant remediation grants to cities and towns to construct, re-construct, and otherwise improve boat pump out facilities and storm water drainage facilities along roads, highways, and bridges within the watersheds of the Massachusetts coastal zone. Additionally, this program will implement a program of coastal non-point source pollution grants to identify and implement solutions to control or eliminate non-point source pollution in coastal watersheds.

LAND (formerly Self-Help) - Statewide - \$5,000,000 ENV2008059

This program assists municipalities in acquiring conservation land based on Open Space and Recreation Plans approved by EOEEA. This program complements state agency acquisition programs by focusing on the best quality, highest priority local conservation acquisition projects. This program focuses on the best habitat, outdoor recreation, and other resource values on a local basis and is critical to helping to meet our Statewide Land Conservation Plan goals.

PARC (formerly Urban Self Help) - Statewide - \$8,000,000 ENV__001

This program funds the restoration and creation of new city parks and outdoor recreation facilities, often in under-served neighborhoods, and is a vital part of improving the quality of life in cities and of the smart growth initiative. Cities and towns must have an Open Space and Recreation Plan approved by EEA in order to apply for this grant and the need for the project must be ranked highly in the plan in order for the municipality to gain significant points in the EEA evaluation. Grants are evaluated by a panel of park experts.

Smart Growth - Statewide - \$186,000 ENV2008005

This program provides funding for state, regional, and local land use plans, zoning and other regulatory changes, and design and feasibility plans for smart growth/smart energy projects. This funds Transportation and Land Use Corridor plans and grants to municipalities to change outdated and poor performing zoning bylaws are the premier activities targeted by this program. The purpose of this program is to support regulatory changes that will protect the Commonwealth's natural resources, reduce vehicle miles traveled and greenhouse gas emissions, and result in higher performing development that preserves community character and quality-of-life.

Urban Signature Parks - Statewide - \$4,000,000 ENV2008062

This program will provide funding to create 10-15 large signature parks in cities to provide open space and recreation opportunities in underserved areas. This program allows for the assessment and clean up of brownfields in locations appropriate for parks as well as the design and construction of the parks.

Wetlands Restoration Grants & Technical Assistance - Statewide - \$372,000 ENV2008013

This project will address wetlands and other aquatic habitat restoration in the Massachusetts coastal zone and watersheds shall be implemented from this item, with functions including but not limited to infrastructure repair and replacement to



Community Investment Program

Projects Managed by: Office of the Secretary of Environmental Affairs (EOEA)

Projects to Benefit: Office of the Secretary of Energy and Environmental Affairs (ENV)

achieve restoration benefits, coordination with public and non-public entities, monitoring, research, planning, federal matching grants, assessment, technical assistance, mapping and implementation of improvements to degraded wetland areas.

Projects to Benefit: Department of Environmental Protection (EQE)

Municipal Drinking Water Protection - Statewide - \$2,000,000 ENV2008054
This program offers grants to municipalities to protect high priority surface and ground water drinking water sources. This program is a water supply protection program first and an open space protection program as a secondary benefit.

Projects to Benefit: Department of Fish and Game (FWE)

Fall River Boat Ramp repair - Fall River - \$25,000 PLAN0097
The program funds the reconstruction of the boat ramp located on the Taunton River basin in the city of Fall River, including incorporating floating boarding docks and drainage improvements in the existing parking area.

Projects to Benefit: Department of Business Development (SEA)

Seaport Council - Statewide - \$9,600,000 SEA__001
The Seaport Council grant program, as created by Executive Order #376, enhances and develops the deep water commercial ports of the Commonwealth, with the emphasis on commercial aspects of the ports - cargo, cruise ships, and commercial/industrial maritime support.

Projects Managed by: Executive Office of Public Safety (EOPS)

Projects to Benefit: (MUN)

Municipal Public Safety Grants - Statewide - \$1,700,000 MUN__003
This program awards grants to municipalities for repairs, renovation, and improvements to municipally owned public safety stations. This program is designed to provide municipalities with funding based on the following criteria: an assessment of fiscal and budgetary constraints facing the municipality; an analysis of the municipality's proposed budget and financing of the repair, renovation, or construction project; the municipality's need for the project; the benefits to the municipality that will result from the project; and an overall evaluation of the merits of the grant proposal as determined by the Executive Office of Public Safety.

Projects Managed by: Office of the Secretary of Transportation (EOTC)

Projects to Benefit: (MUN)

Ashland Redevelopment Study - Ashland - \$500,000 ASHL08
This study will focus on the transportation issues in the Town of Ashland in relation to the commuter rail line and possible reconfiguration of municipal buildings.

Chapter 90 - Municipal Roads and Bridges - Statewide - \$150,000,000 CH90000
This municipal reimbursement program provides funding for maintaining, repairing, improving and constructing municipal roads and bridges.

Public Works Economic Development Program (PWED) - Statewide - \$12,000,000 PWED000
This program assists municipalities in funding transportation infrastructure that will stimulate economic development. The PWED regulations (7.01 CMR 5.00 et seq.) are "designed to provide eligible municipalities with maximum flexibility and discretion as it relates to project development and implementation" (701 CMR 5.01), but vest in the Secretary of Transportation the responsibility for evaluating and selecting eligible projects that will facilitate economic growth consistent



Community Investment Program

Projects Managed by: **Office of the Secretary of Transportation (EOTC)**

Projects to Benefit: **(MUN)**

with applicable state policies (701 CMR 5.10).

Small Town Road Assistance Program (STRAP) - Statewide - \$2,000,000

STRP000

This program funds the ongoing cost for grants to municipalities with a population of not more than 7,000 persons as established by the most recent Federal census, for new road projects. Priority will be given to those projects which promote public safety, which encourage the retention of the applicant's economic base and where the urgency of the project can be demonstrated.

Projects to Benefit: **Office of the Secretary of Transportation and Public Works (TRP)**

EOT - Transit Oriented Development - Statewide - \$1,000,000

PLAN0076

This program funds capital grants on a competitive basis to public agencies for planning, design and construction of housing, parking, bicycle and pedestrian infrastructure.

Total Community Investment Program 253,971,354



Corrections

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Office of the Secretary of Administration and Finance (ANF)**

Department of Correction Facility Repairs - \$2,500,000 PLAN0226

This funds some emergency repairs and upgrades to correction facilities in order to transition from medium to maximum security standards.

Facility Improvements to Middlesex County Correctional Facilities - \$1,000,000 PLAN0227

This funds facility upgrades at the Billerica Jail and House of Correction in order to accommodate the transferring of inmates from Cambridge jail.

Projects to Benefit: **Department of Correction (DOC)**

Corrections Master Plan - Statewide - \$1,200,000 DOC0801

This program funds a comprehensive analysis of the State and County Correctional system and facilities. The result will be a prioritized investment plan and recommendations for efficiencies where appropriate.

DOC-Hayes Report Retrofits for Suicide Prevention - DOC Facilities - Statewide - \$1,000,000 PLAN0017

DOC facility improvements are required to decrease potential for inmate self harm and suicide, including providing specialized segregated units in specific prisons designed to maximize ability of staff to observe inmates identified as high risk.

HVAC Repairs - Old Colony Correctional Facility - Bridgewater - \$1,300,000 PLAN0018

This funds the emergency repairs to the heating system at the Old Colony Correctional facility in Bridgewater.

Improvements in Correctional Facilities as per Master Plan - Statewide - \$500,000 PLAN0021

A program for major projects identified in the Master Plan process as priorities to be studied, designed and constructed to address major program needs for the DOC and County systems.

Roof and Other Building System Repairs - Norfolk Jail/HOC - Norfolk - \$1,800,000 CNO0301

This project funds the design and construction costs to repair a failing roof and other structural needs at Norfolk County House of Corrections.

Waste Water Package Treatment Plant - MCI Norfolk - Norfolk - \$2,700,000 DOC0802

This funds the rehabilitation of two existing clarifiers and the addition of a clarifier to the waste water treatment plant at the facility.

Waste Water Package Treatment Plant - MCI Plymouth - Plymouth - \$3,000,000 DOC0803

This funds the replacement of existing waste water treatment plant system at the facility. Necessary to comply with the administrative consent order between DOC and DEP.

Projects to Benefit: **Massachusetts Sheriffs' Association (SDA)**

Central Control Locking System Replacement - Essex County Jail/HOC - Middleton - \$2,000,000 PLAN0020

This project funds the replacement of a failing locking system. This project will include a new PLC system, replacement of control systems, and the installation of additional cameras and monitors.

Conversion of dry cells to wet cells in Buildings 4 & 8 at South Bay HOC - Boston - \$400,000 CSU0701

This funds the renovation to convert dry cells to wet cells in two buildings at the Suffolk County HOC to facilitate improved



Corrections

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Massachusetts Sheriffs' Association (SDA)**

inmate conditions and management.

Decommissioning and Demolishing the Wastewater Treatment Facility in Billerica - CMI972
Billerica - \$40,000

This project funds the decommissioning and demolition of the wastewater treatment facility in Billerica.

Emergency Repairs at Worcester County Jail & HOC - West Boylston - \$1,500,000 PLAN0171

This funds emergency facility repairs and deferred maintenance at the Worcester County Jail and House of Correction.

Envelope Repairs - Suffolk County Jail and House of Correction - Boston - CSU0401
\$5,543,715

The project funds repairs to the existing leaking roofs at the Jail and HOC. Currently there is a study underway. This deterioration poses risks to inmates, employees and visitors.

Fire Alarm System Upgrade at Essex County Jail - Middleton - \$320,000 PLAN0172

This funds the upgrade of the existing failed fire alarm system.

Security Surveillance and Telecommunication Systems-Worcester County Jail/HOC PLAN0173
- West Boylston - \$1,000,000

This funds the installation of security surveillance and telecommunication systems at the facility, including the construction of a small structure to be located on department property equipped to properly accommodate the technology.

Projects Managed by: **Executive Office of Public Safety (EOPS)**

Projects to Benefit: **Department of Correction (DOC)**

Dept. of Corrections Equipment - Statewide - \$1,544,139 PSFM05

This project funds the ongoing cost for replacement of equipment at department of correction facilities.

Total Corrections 27,347,854



Courts

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Trial Court (TRC)**

Access Improvements - Taunton Probate & Family Court - Taunton - \$510,000 TRC0405

This project will provide accessibility upgrades - accessible entrance, toilets and elevator - to this facility for the use of the Bristol County - Taunton - Registry of Deeds.

Access Improvements and Roof Replacements, Pittsfield Superior Court - Pittsfield - TRC0701
\$400,000

This project will address accessibility issues at the historic Superior Court in Pittsfield. Relocation of the main entrance, upgrade or replacement of an interior elevator, accessible restrooms and other improvements are required by ADA.

Cambridge Sullivan Courthouse project - Temporary Relocation Costs - Cambridge - TRC__002
\$9,315,462

This project is the last step to vacating the EJS courthouse of all of the trial court activities. The central IT center and staff for all of the Trial Court system will be re-located from EJS to the Suffolk Trial Court high-rise in Pemberton Square.

Downtown Worcester Trial Court - Worcester - \$2,000,000 JWO9115

On-going project close-out costs for the new Worcester Trial Court.

John Adams Courthouse - Boston - \$1,200,000 AGO0610

This funds a needed transfer to the Attorney General to cover costs in defense of claims.

Lease for Cambridge District Ct from EJS - Cambridge - \$4,000,000 PLAN0182

This funds lease payments for Cambridge District Court temporary relocation to leased space in Medford.

Life Safety/Holding Cell, paving repairs- Chicopee District Court - Chicopee - TRC9921
\$900,000

This funds design and construction of handicap access modifications, renovations and upgrades to the holding cells, parking area repaving and other minor facility improvements.

Lowell Superior Court Access Improvements - Lowell - \$150,000 TRC0801

This funds the study, design, and construction for repair of the existing handicapped ramp and to add a vertical lift as required by the Access Board, at the Lowell Superior Court. The ramp is approx. 5 yrs old and has deteriorated. The scope will also include studying the feasibility of a "LULA" lift to provide access from the 1st to 2nd floor as required by the MAAB.

New Fall River Trial Court - Fall River - \$45,000,000 J9810

This funds the construction of new state-of-the-art District and Superior court facility on South Main Street in downtown Fall River. It replaces two out-dated, overcrowded and disparate facilities currently leased from the county.

New Lowell Trial Court - Site Acquisition and Preparation - Lowell - \$6,000,000 TRC0105

This funds the land acquisition and site preparation in advance of the new courthouse construction in Lowell.

New Taunton Trial Court- New Construction & armory demo - Taunton - TRC__001
\$25,000,000

This funds the construction of new Taunton Trial Court replacing three separate overcrowded, outdated facilities.

Northampton Court Master Plan - Northampton - \$250,000 PLAN0176

This funds a master plan for Northampton Courts in conjunction with City of Northampton with a focus on evaluating feasibility of an intermodal facility on the parking lot of the existing probate & family court.



Courts

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Trial Court (TRC)**

Repairs for Northampton Superior/ District Court - Northampton - \$850,000 TRC0605
This funds the design and construction of roof repairs to address water infiltration issues.

Repairs to Roxbury District Court - Boston - \$1,500,000 TRC0502
This project addresses several building conditions problems including roof and exterior envelope work, replacement of cooling tower and boilers and miscellaneous repairs.

Salem/J.M. Ruane Judicial Center & Land Acquisition - Salem - \$30,000,000 TRC9910
This funds the design and construction of new 11-courtroom consolidated justice facility, in downtown Salem adjacent to the existing Probate and Family Court building. The new court facility will incorporate a relocated historic church building with new construction.

Springfield HS/Juv Ct Repairs & Life Safety Improvements - Springfield - \$700,000 TRC0014
This funds the upgrades to address fire protection and suppression compliance and life safety/egress issues. The improvements respond to requirements identified by the state building inspector to address life safety concerns.

Upgrade Electrical Service/Replace 2 Boilers - Framingham District Court - TRC0007
Framingham - \$1,000,000
This funds the replacement of the existing boiler and upgrading the electrical service. The project also includes code required accessibility upgrades.

Various Construction Contract Settlements - Statewide - \$300,000 TRC__003
This funds the outstanding payments for bills due of DCAM's previous work at court facilities.

Total Courts 129,075,462



Energy and Environment

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Department of Conservation and Recreation (DCR)**

Cronin Rink - Revere - Revere - \$150,000 DCR__001

This project funds the ongoing cost to create a new rink in Revere. This includes the demolition of the outdated rink, creation of areas for public circulation, spectator seating, concession area, team locker rooms, and utility support spaces.

Renovation and Expansion of Division of Fish and Wildlife Headquarters - FWE0200
Westborough - \$100,000

Study, design & construction of new building and renovation to existing Cronin Building for Field HQ for the Division of Fisheries and Wildlife. This will replace and expand the outdated, severely overcrowded facilities and has potential to be Commonwealth's first net zero energy building.

Vietnam Veterans Pool Renovation - Chelsea - \$400,000 MDC0101

This project funds the ongoing cost to repair a pool and bathhouse building in Chelsea.

Projects to Benefit: **Office of the Secretary of Energy and Environmental Affairs (ENV)**

Wall Experiment Station - Lawrence - \$14,000,000 DEP0501

This funds the full renovation of the existing 3 story building and the development of a 10,000 square foot addition to house lab functions and a small storage facility.

Projects Managed by: **Office of the Secretary of Environmental Affairs (EOEA)**

Projects to Benefit: **Department of Agricultural Resources (AGR)**

Agricultural Environmental Enhancement Program (AEEP) - Statewide - \$250,000 AGR2008227

The purpose of the Agricultural Environmental Enhancement Program (AEEP) is to support the mitigation and prevention of negative impacts to natural resources that may result from agricultural practices. While primarily a water quality program, AEEP will also fund practices that promote energy efficiency, conserve water and reduce greenhouse gas emissions. Eligible practices include the installation of buffers, animal waste systems, pesticide storage facilities, fencing, culverts, seed and gutters. All farmers who actively farm five acres or more of land that could potentially impact a water resource are eligible. Examples of funded and implemented projects include: livestock farmers received funding towards installing or upgrading their manure management systems. Cranberry growers installed flumes and other measures to improve tail water recovery systems. Vegetable and/or orchard growers were awarded funds to build pesticide storage sheds and improve irrigation systems.

Agricultural Preservation Restriction (APR) - Statewide - \$9,500,000 AGR2008225

The Agricultural Preservation Restriction (APR) Program offers a non-development alternative to farmers and other owners of "prime" and "state important" agricultural land who are faced with a decision regarding the future use and disposition of their farms. Towards this end, the program offers to pay farmers the difference between the "fair market value" and the "agricultural value" of their farmland in exchange for a permanent deed restriction which precludes any use of the property that will have a negative impact on its agricultural viability.

Agricultural Project Operations - Statewide - \$350,000 AGR2004425

This program funds the ongoing costs of the Department of Agricultural Resources in carrying out its capital programs.

Farm Viability Enhancement Program (FVEP) - Statewide - \$1,000,000 AGR2008226

The Farm Viability Enhancement Program (FVEP) is intended to provide support toward the development and implementation of initiatives that are designed to address agricultural economic and environmental sustainability, research, industry promotion, technology transfer, education and to facilitate improvements to agricultural infrastructure, energy conservation and efficiency, as well as renewable energy projects. Included within the suite of program efforts is the



Energy and Environment

Projects Managed by: **Office of the Secretary of Environmental Affairs (EOEA)**

Projects to Benefit: **Department of Agricultural Resources (AGR)**

development and implementation of farm viability plans and the provision of other technical and engineering assistance to enhance the economic and environmental viability of farms through the integration of restrictive fixed term land covenants with business planning and management assistance.

Projects to Benefit: **Department of Conservation and Recreation (DCR)**

Campground Modernization Program - Statewide - \$200,000 DCR2008663

This program funds improvements to DCR campgrounds. DCR has over thirty campgrounds, with the first campground at Otter River in the 1930's. There has been little effort to redesign our campgrounds to reflect the significant changes in the camping market since these facilities were first opened. The campground modernization initiative calls for the redesign of two campgrounds each year for the next five years to begin a campground reinvestment plan based on the ongoing changes in the camping market. Beginning with Myles Standish State Forest and Pittsfield State Forest, the design process will lead out year investments to redevelop these facilities. Also, this program will also include capital funds targetted at updating water and electrical systems and the toilet and shower facilities serving DCR campsites.

Canton Airport Site Remediation - Canton - \$600,000 DCR2005012

The former MDC acquired the 338 acre former airport in two land acquisitions in the 1990's. During routine testing of the former operations (hanger) building prior to demolition, high levels of PCB's and heavy metals were detected within and adjacent to the buildings; the facility is now a federal Superfund site. The remainder of the site appears to be fairly benign but subsurface investigations are continuing to determine the exact extent of the contamination. The scope of the remediation work is programmed to proceed on a two-track basis with i) an MCP Phase II Investigation of the subsurface materials; and ii) demolition of two buildings to remove the heavily polluted and dilapidated airport operations structures from the site (the area which would then be assessed as part of the Phase II investigation. Due to the types and concentrations of pollutants located with the highly polluted area the DCR sought US EPA approval of a Risk Based Cleanup Plan for the former buildings and the debris within them in accordance with CFR 761.61 (c) . At the present time the consultant is moving toward the completion of the Phase III report and will proceed to a final RMA under a Phase IV Plan. DCR will continue with the mandated environmental activities and will complete a Master Plan for this site which determine the final use of this site and the resulting costs and schedule for remediation.

Comfort Station Rehabilitation - Statewide - \$1,000,000 DCR2007727

This program funds the ongoing cost for annual project repairs and reconstruction of comfort stations throughout DCR facilities. DCR has developed prototypes for three sizes of Comfort Stations which will be used as the model for each rehabilitation or replacement.

Communications / Infrastructure - Statewide - \$100,000 DCR2007740

This project will provide continued funding for network and telecommunications related equipment and software for improving connectivity to DCR's facilities throughout the state. In FY06 DCR began the process of upgrading the connectivity at campground and other facilities across the state for the Campground Reservation System (ReserveAmerica) and for connection to FAMIS. This work will ensure that our remote offices and facilities will be able to fully contribute to and utilize our business support applications such as FAMIS, Reserve America, MMARS, HRCMS, LMS, CIW, etc. In addition we will continue our efforts to reach industry standards for our servers, desktops and related support systems and facilities.

Dam Maintenance and Operation / PL 566 Flood Control - Statewide - \$550,000 DCR2004089

The Dam Operation and Maintenance program is responsible for assisting non-technical caretakers with inspecting, maintaining and repairing 150 DCR-owned dams throughout the state forests and parks system. It is also responsible for inspecting, maintaining and repairing 25 flood control facilities built in cooperation with the USDA Natural Resources Conservation Service under PL-566.



Energy and Environment

Projects Managed by: **Office of the Secretary of Environmental Affairs (EOEA)**

Projects to Benefit: **Department of Conservation and Recreation (DCR)**

Dam Rehabilitation Program - Statewide - \$2,000,000 DCR__002

This program funds repairs to DCR dams that are rated high hazard potential, poor condition, significant hazard potential dam, and poor/failing condition. Dams repaired or replaced under this program are the responsibility of the Commonwealth and failure to make the necessary repairs will negatively impact public safety and the local economy.

Dam Safety and Inspection Program - Statewide - \$360,000 DCR2004027

This program conducts inspections, studies & emergency remedial work on dams that have been abandoned by dam owners and have been determined to be a threat to public safety in their current condition. It also provides technical assistance to municipalities as requested.

DCR Equipment - Statewide - \$925,000 DCR2007744

This program funds the purchase of equipment and related materials to be used by the agency to allow DCR staff to do their work efficiently and effectively. This program funds marine, heavy equipment, staff equipment, rolling stock and forestry equipment.

DCR Land Protection - Statewide - \$8,500,000 DCR__005

This program funds the Department of Conservation and Recreation (DCR) Land Protection program to acquire and develop parcels of environmentally significant land for both conservation and recreation functions throughout the state.

DCR Project Operations - Statewide - \$13,500,000 DCR2004090

This program funds the ongoing costs of the Department of Conservation and Recreation to carry out its capital programs.

Deferred Maintenance & Small Repairs DCR - Statewide - \$6,500,000 DCR__003

This program funds projects that include design and construction costs and where required demolition cost for deferred maintenance projects at parks, forests, reservations, beaches, pools and rinks statewide. This program allows DCR to address problems, generally less than \$500,000 per location, which negatively impact the structural integrity, safety and visitor use of a location.

Environmental Remediation (Clean State) - Statewide - \$2,400,000 DCR2006939

On a statewide basis, DCR has approximately 80 active projects involving asbestos, lead and hazardous materials remediation. Currently 15 of these DCR properties are undergoing active investigation / remediation under the Massachusetts Contingency Plan (MCP); many other sites are former urban defense (FUD) sites which may involve cost sharing arrangements with US Army Corps of Engineers when federal funding is available. The increased awareness of asbestos, lead and other hazardous materials has generated increased environmental remediation work. DCR staff, contractors and private parties are bringing these site conditions to the attention of DCR and DEP.

Flood Control Annual Maintenance - Greater Boston - \$1,000,000 DCR2004251

This program funds the annual repairs program for Flood Control Facilities including the Charles River Dam, the Amelia Earhart Dam and associated flood control structures in the Metropolitan Boston Area.

Forest Management - Green Certification - Statewide - \$200,000 DCR2004176

The 320,000 acres that make up the state forest and park system are scattered across the Commonwealth in tracts ranging in size from several acres to 16,000 acres. This program includes a number of committed and uncommitted projects relating to Green Certification Program. Benefits include: Natural Resource protection, silvicultural benefits, enhanced planning.

Georges Island Pier - Boston - \$700,000 PLAN0118

This project is for the design and repair or replacement of the Georges Island Pier which is the primary access point to this important historic site in the Boston Harbor Islands Region. This work will allow for continued visitor access to this facility.



Energy and Environment

Projects Managed by: Office of the Secretary of Environmental Affairs (EOEA)

Projects to Benefit: Department of Conservation and Recreation (DCR)

Georges Island Visitor Center - Boston - \$1,000,000 PLAN0110

This project is the design and construction of the visitors Center at Georges Island which is the home of Fort Warren. Fort Warren is one of the original United States Coastal defensive forts built in the early 1800 of the similar construction as Fort Sumpter. This fort served as a Civil War POW site.

Great Brook Farm - Farm complex improvements - Carlisle - \$900,000 DCR2007732

This project funds the rehabilitation of the barn/farm complex at Great Brook Farm State Park for improved public access and continued operation of the dairy farm. Massachusetts is the only state with a fully operating dairy farm on state park property.

Greylock Glen -Outdoor Recreation and Environmental Education Center - North Adams - \$160,000 DCR2006542

The funding will used for project infrastructure (roads, utilities), art and nature facilities, trails and other outdoor recreation amenities in the development of the Greylock Glen site. The project embodies the state's sustainable development principles and has the potential to leverage almost \$35 million in non-state money.

Historic Parkways Initiative - Greater Boston - \$30,000 DCR2004197

This provides for the continued implementation of the Historic Parkways Initiative. Request provides funding for continuing work on guidelines, training development, and other means of technical assistance. This program promotes a strategic approach to the management and maintenance of parkways resulting in extended the life of those resources as well as an improved fiscal cost effectiveness.

Horseneck Beach SR Capital Improvements - Westport - \$1,500,000 DCR2005765

This project funds the completion of a master plan, design and construction of 2 new day-use comfort stations, new boardwalks, parking lot improvements, landscaping, and removal of existing bath-house buildings. These public safety improvements will enhance visitor service and revenue at this high use facility.

Landscape Improvements - Statewide - \$500,000 DCR2004374

This project funds tree planting, annual flower planting, and other related landscape components including benches efforts. This program is critical to maintaining a healthy tree stock by replacing aged trees throughout the system.

Nantasket Beach Seawall/Beach Renourishment Flood Control Project - Hull - \$1,140,000 DCR2004045

This funds design, permit and construct shore protection improvements and develops a master plan for the Nantasket Beach Reservation in Hull. This is a multiphase project for which emergency repairs and Phase I have been completed and the Phase 2 improvements to beach access ways including AAB compliant ramp construction are underway. Remaining work includes: Alternative Analysis, Development of the Master Plan, Environmental Permitting and final construction.

Nickerson Park Water and Electrical Upgrades - Brewster - \$300,000 DCR2006969

This funds the completion of the upgrades the water and electrical systems at this heavily used state park.

Norwottuck Rail Trail - Northampton - \$100,000 DCR2008685

This project is a partnership with MassHighways and provides for the design of the entire corridor for full depth reconstruction.

Payment in Lieu of Taxes (PILOT) to NH, VT - Statewide - \$226,984 DCR2004063

This program funds the annual Payment in Lieu of Taxes to New Hampshire and Vermont for flood control as required by



Energy and Environment

Projects Managed by: **Office of the Secretary of Environmental Affairs (EOEA)**

Projects to Benefit: **Department of Conservation and Recreation (DCR)**

Federal Law and interstate agreements executed in 1957.

Playground Improvements - Statewide - \$550,000 DCR2004492

This program funds improvements to playgrounds within the DCR statewide system in need of rehabilitation. This includes, if necessary, new playground structures, new ground cover which meets safety standards, accessibility requirements and security requirements.

Plymouth Portico Rehabilitation - Plymouth - \$240,587 DCR2008640

This project includes the rehabilitation of the historic Plymouth Rock Portico, electrical upgrades and small repairs within Pilgrim Memorial State Park. Work will include the rehabilitation of the Plymouth Rock Portico in response to structural deterioration. The Neo-Classical Revival structure was built 1921 to shelter Plymouth Rock. The rehabilitation of the Portico will involve repairing past damage from water infiltration, stopping current deterioration, and preventing future damage to the structure. Work will include exterior cleaning, mortar repairs, cleaning rust from interior steel and in kind replacement of terra cotta ceiling tiles. The result will be a more stable but visibly unchanged Portico. Work will also include repair of railings and other small projects to improve public safety and enhance the surrounding parkland.

Ponkapoag Dam Safety Repairs - Canton - \$1,750,000 DCR2004493

This two part project is the design and rehabilitation of the so called Ponkapoag Dam at the Ponkapoag Golf course. The major repair of the leaking Ponkapoag Pond dam, which has a Significant Hazard Classification, is necessary because it constitutes a safety hazard to properties below the dam if the dam wall is breached and because it impounds the Ponkapoag Pond, the home to endangered species and a well utilized recreation area. Failure to pursue this project may result in the permanent loss of this area of the golf course as the area below the dam could be declared wetlands. The dam will be restored to current standards.

Pool Maintenance, Rehabilitation and Improvements - Statewide - \$7,400,000 DCR2008660

This program funds improvements to DCR pools which must be upgraded to present safety standards. It also includes funding necessary for annual open close activities, design services, repair and renovation currently closed facilities.

Resource Management Planning - Statewide - \$100,000 DCR2004217

This program funds the statutory mandates for resource management plans for all DCR facilities in order to determine future and long term use, management plans and resource protection plans.

Rink Maintenance, Rehabilitation and Improvements - Statewide - \$1,000,000 DCR2008659

DCR has responsibility for 13 ice skating rinks. This program funds activities necessary to open and operate the DCR Ice Skating Rinks each season as well as any major improvements which are required to keep the Rinks in operation. These improvements include but are not limited to the replacement of chillers and boards.

Storm Water Services - Statewide - \$3,000,000 DCR2006992

The Stormwater Management Program is designed to meet requirements of NPDES General Permit for stormwater discharges from DCR beaches, state forests, parks, parkways, and water supply facilities where those facilities have drainage systems that meet definitions for small municipal separate storm sewer systems (MS4s). The program establishes best management practices (BMPs) for public education, public participation, illicit discharge detection and elimination, construction and post-construction site monitoring, good municipal housekeeping practices and pollutant discharge limits for those waterways where EPA has established total maximum daily loads (TMDLs).

Tennis & Basketball Court Rehabilitation - Statewide - \$300,000 DCR2004722

This program funds the replacement of bituminous concrete court surfaces, line striping, and net assemblies for various tennis and basketball courts throughout DCR facilities.



Energy and Environment

Projects Managed by: Office of the Secretary of Environmental Affairs (EOEA)

Projects to Benefit: Department of Conservation and Recreation (DCR)

Universal Access Demonstration Programs - Statewide - \$50,000 DCR2004473

This program increases accessible recreation programming in state parks. The Universal Access Program provides outdoor recreation opportunities in Massachusetts State Parks for visitors with disabilities as part of meeting compliance requirements for accessibility.

Upper Mystic Lake Dam - Arlington - \$90,000 DCR2005521

This funds the design, permit and construction for a full rehabilitation of the Upper Mystic Lake Dam. The dam is classified as a significant hazard dam in poor condition and the spillway capacity does not meet dam safety standards. This is a safety concern and this dam is in a watershed area that experiences flooding.

US Geological Survey Cooperative Programs - Statewide - \$1,194,384 DCR2004103

This program leverages federal funds to provide essential basic water resources information to the Commonwealth, including stream gauging at 73 sites across the state, which provide data crucial to regulators for managing watersheds.

Waterways Division Program - Statewide - \$1,650,000 DCR2004091

For the Division of Waterways design, permitting, and small projects related to the operation and maintenance of inland and coastal waterways. This also includes the operation and maintenance of four state piers at New Bedford, Fall River, Gloucester, and Plymouth and the operation and maintenance of the Cape Cod Disposal Site (CCDS). It is the ocean disposal location for dredged materials from Public and Private dredging jobs in Cape Cod. Dredging is the operation of clean, deepen, or widen harbors, channels, mooring basins and waterways, it is a kind of underwater mining.

Well Drillers Program - Statewide - \$75,000 DCR2006140

This program funds the capital expenses of the well driller program, as established pursuant to section 16 of chapter 21 of the General Laws.

Winthrop Shores Restoration - Design and Construction - Winthrop - \$500,000 DCR2004134

This project funds improvements to Winthrop Beach Reservation including Winthrop Shore Drive, including beach nourishment for shore protection, full depth parkway reconstruction, reconstruction of storm drainage, landscaping, improved lighting, water fountains, sand showers, benches, & shade shelter.

Working Forest Preservation Restriction - Statewide - \$500,000 ENV2008055

This program has dual goals of protecting high quality forest land and supporting rural economic development via sustainable forestry. It is modeled after the nationally renowned MA Agricultural Preservation Restriction Program. Like APR, Working FPR would be an application program for landowners and with a committee of forest landowners and forestry experts reviewing applications based on the quality of the forest resource and the viability of the land to support sustainable forest businesses. Working FPR easements would be held by DCR or DAR. Funding from the new bond bill will enable both agencies to develop projects. This program fills a needed niche in the land conservation matrix by reducing state management costs via private ownership and enhancing sustainable forest and forest conservation via a voluntary, application program.

Projects to Benefit: Department of Energy Resources (ENE)

Energy Tracking and Public Education at State Facilities - Statewide - \$150,000 ENV2005930

This funds the collection of state government energy consumption data for inclusion in on-line energy data management system designed to track energy consumption at state facilities. This will measure progress toward meeting the goals of E.O. 484 and help prioritize facilities for energy improvement projects. Also this will develop and install on-site energy tracking and information materials and equipment to identify methods to influence energy use behaviors in state buildings.



Energy and Environment

Projects Managed by: Office of the Secretary of Environmental Affairs (EOEA)

Projects to Benefit: Department of Energy Resources (ENE)

Leading By Example - Statewide - \$715,000 PLAN0130

This proposed program provides funding for efficiency and renewable energy facilities assessments, efficiency improvements, energy and renewables and leading by example equipment.

Projects to Benefit: Office of the Secretary of Energy and Environmental Affairs (ENV)

Coastal Resource Protection Program Support - Statewide - \$372,000 ENV2004026

This program funds the primary source of state match for Coastal Zone Management's (CZM) NOAA federal grant and helps to cover specific project costs which cannot be covered under the main NOAA grant.

Conservation Partnership - Statewide - \$1,500,000 ENV2008049

This program funds grants to land trusts to assist with the acquisition of priority land and requires a conservation easement to be held by an EEA agency and at least a 1:1 match is required. Grants are reviewed by a panel of land experts.

ENV GIS Program - Statewide - \$667,740 ENV2004538

This program funds the ongoing costs of the EOEEA geographic information system (GIS) program.

ENV Program - Statewide - \$794,243 ENV2005606

This program funds the ongoing costs of the Executive Office of Energy and Environmental Affairs to carry out its capital programs.

NRD Program Development - Statewide - \$139,500 ENV2008065

This program provides contractor support to assist EOEEA, in developing the framework for a state-wide comprehensive Natural Resource Division (NRD) program and provides expert assistance in case assessment for simplified cases. The NRD Program targets the restoration of those resources managed by, controlled by, owned by, or held in Trust by the Commonwealth which have been injured by releases by oil and hazardous materials. The restoration of these injured resources to functional ecological systems will result in benefits to wildlife and habitat as well as the public's use of the resources.

Sustainable Growth Program - Statewide - \$277,619 ENV2007025

This program funds the ongoing costs of the EOEEA sustainable growth program. This includes ensuring that state policies, programs, and investments encourage smart growth and seeking municipal plans, regulations, and investments that do the same.

Underwater Archeological Resources Program Support - Statewide - \$172,818 ENV2004343

The program provides technical services and guidance to Board of Underwater Archeological Resources members, local, state, and federal agencies, organizations, and the general public. The staff conducts site inspection and field investigation in addition to organizing public meetings and hearings, and undertaking a program of public education.

Water Policy Program - Statewide - \$195,412 PLAN0072

This funds the costs to operate the water policy program at EOEEA.

Wetlands Restoration Program - Statewide - \$357,233 ENV2004791

This program funds the ongoing costs of the EOEEA Wetlands Restoration program to carry out its capital programs.



Energy and Environment

Projects Managed by: Office of the Secretary of Environmental Affairs (EOEA)

Projects to Benefit: Department of Environmental Protection (EQE)

Ambient Air Monitoring - Statewide - \$744,000 EQE2004117

This funds the ambient air monitoring network to provide a comprehensive assessment of air quality. This monitoring is a critical part of our efforts to achieve and maintain healthy air for all of the Commonwealth's citizens.

The Air Assessment Branch (AAB), located at the Wall Experimental Station in Lawrence, operates 139 instruments at 30 locations across the state as well as laboratory equipment in Lawrence. AAB also oversees a separate industry-funded network (required by the permits for those facilities) of six stations located at industries in 3 municipalities.

Baird and McGuire Groundwater Treatment System - Holbrook - \$1,400,000 EQE2004572

Baird and McGuire is the site of a former manufacturing facility with several classes of contaminants - pesticides, volatile organic compounds, pah's and dioxin. The contamination caused the shut down of municipal water supply wells. This site is formerly a superfund site and the remediation has been done by EPA, with a 10% match from the state. The approximate \$160 million cost of remediation included incineration of contaminated soils on site, groundwater recovery and treatment, dredging of contaminated sediments from the Cochato River and evaluation of options to replace lost water supplies. Per the terms of the superfund agreement, EPA turned the groundwater treatment system over to DEP to manage in on June 23, 2004. Because this groundwater recovery and treatment system is one of the largest of its kind, it was agreed that EPA would run it first for 10 years before turning it over to the state. It is expected that this treatment system will be needed for at least another thirty years.

Emergency Response Risk Reduction & Remediation - Statewide - \$2,325,000 EQE2004120

The Emergency Response & Risk Reduction program is one of the most visible and critical in the Department, as it successfully leverages cleanups by private parties in almost all cases, but the DEP's Risk Reductions capabilities are a crucial backstop if a responsible party cannot or will not perform needed cleanup activities in the timeframe required. Other core services such as risk reduction activities and operation and maintenance services follow up the initial work conducted at spills and other releases to the environment. Emergency situations include responses to incidents involving weapons of mass destruction, roadway spills, explosive levels of vapor in indoor air, spills to coastal ocean waters, lakes and rivers, and explosions at manufacturing facilities, and other sudden releases of oil and or hazardous materials to the environment.

Enforcement Support and Brownfields - Statewide - \$3,255,000 EQE2004771

These services and contracts provide crucial technical, scientific and financial support to enable the Department to pursue enforcement activities against polluters and to recover costs and secure revenue to maintain ongoing program activities.

EPA 10% Match on Superfund Clean Up Sites - Statewide - \$2,000,000 EQE2004119

The Commonwealth is contractually responsible for 10% of the costs expended by EPA on Superfund assessments. Massachusetts has 34 hazardous waste sites on the National Priority List (NPL), also known as Federal Superfund sites. Match funds paid by the Commonwealth have leveraged tens if not hundreds of millions of dollars of assessment and cleanup work by the federal government at these sites. The Department, on behalf of the Commonwealth, provides State-level review, oversight and management at NPL (Superfund) sites, and fulfills the Operation & Maintenance (O&M) obligation at fund lead (government funded) Superfund Sites once the sites have reached that stage of cleanup. The Commonwealth is responsible by the Federal statute known as The Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) for 10% of the costs expended by EPA on Superfund assessments and remedial actions throughout the state, and for 100% of operation and maintenance costs once treatment systems are operational.

Existing Water Quality Preservation - Statewide - \$292,020 EQE2004699

This program seeks to assess and develop solutions to the lack of water in the most severely impacted rivers in the state, to develop the network needed to monitor and establish the water quality in water statewide and to develop the detailed solution needed to restore the dirtiest of these waterways. This project provides the basic understanding needed to determine where development can be sustained and which water resources need certain levels of protection. This project is needed if the Smart Growth agenda is to be successfully implemented.



Energy and Environment

Projects Managed by: Office of the Secretary of Environmental Affairs (EOEA)

Projects to Benefit: Department of Environmental Protection (EQE)

Infrastructure & GIS Program - Statewide - \$3,326,330 EQE2004116

This funds the maintainance and electronic management of DEP's environmental resource data, permit applications, certifications and facility specific data and compliance data. DEP's ability to meet its core mission to protect public health and the environment relies heavily on the efficiencies that arise from robust and responsive data management systems. This project provides the funds necessary to enable the Department to commit to greater reliance on automated systems as the alternative to higher levels of staff.

Massachusetts Estuaries Project - Statewide - \$558,000 EQE2004770

The Estuaries Project will provide the technical analyses necessary to understand the impacts of nitrogen on each major estuary south of Plymouth and the technical basis upon which to develop and implement cost effective strategies to restore the economic and environmental integrity of these precious resources. The Massachusetts Estuaries Project, through the University of Massachusetts Dartmouth School of Marine Science and Technology (SMST) is providing the scientific and technical support to the Massachusetts Department of Environmental Protection (DEP) for the development and implementation of remediation and preservation action plans for nitrogen sensitive embayments. The 6-year program is performing the data collection and modeling required on roughly 15 estuaries per year for the management and restoration of the 89 embayment systems comprising the coastline of southeastern Massachusetts. The Project is bringing new technologies, approaches and regulatory guidance forward to reduce the present costs of on-going community efforts in conducting estuarine restoration.

Solid Waste Management and Recycling Technical Assistance and Regulatory Development Program - Statewide - \$1,581,000 EQE2004052

This project is the funding for core solid waste management and recycling activities: technical assistance and administrative procedures for assessment and closure of landfills; review and site supervision of ongoing closure activities; provision of technical and management assistance to municipal and regional solid waste staff in assessment of activity for regulated solid waste landfill facilities; oversight of the state's recycling facility and data development and technical assistance and coordination with local officials to implement recycling initiatives, coordinate regional recycling program. Reducing the need for additional waste disposal capacity (landfills/incinerators) has immediate public health benefits by reducing the impact these facilities have on Massachusetts air and water. Success of municipal recycling/waste reduction programs has a positive impact on municipal finances, prevents pollution to our environment and fosters Smart Growth by reducing the need for new landfills and incinerators.

Wetlands Change/Protection Project - Statewide - \$744,000 EQE2004843

This funds wetlands protection in the Commonwealth. This project takes a two pronged approach: defining with certainty the resources at risk while at the same time providing direct technical resources to communities charged with implementing the Wetlands Protection Act. The restoration of the wetland circuit rider program will provide the tools needed to limit ongoing wetland loss while the redesign of the wetlands long term program is underway. The project will identify the extent and reasons for wetlands loss and reduce future losses by proactively addressing sectors and geographic areas that contribute the most to loss and reduce future unlawful wetlands alteration by targeting enforcement and compliance work toward identified concentration of unlawful activity. Funding supports the Wetlands Conservancy Mapping Program, an on-going effort to complete an accurate wetlands mapping of the entire state.



Energy and Environment

Projects Managed by: Office of the Secretary of Environmental Affairs (EOEA)

Projects to Benefit: Department of Fish and Game (FWE)

Boat Ramp Construction/Maintenance - Statewide - \$750,000 FWE2008840

This program funds the maintenance and reconstruction of aging boat ramps to maintain safe public use of these facilities. These projects remediate public safety hazards and enhance opportunities for the public to access the water and enjoy water-based recreation. DFG's Office of Fishing and Boating Access oversees more than 275 boat ramps and piers statewide. The facilities include public boat ramps, handicapped-accessible sportfishing piers, shore fishing access areas, and associated parking areas and access roads.

Department of Fish and Game Facility Repairs - Statewide - \$500,000 FWE2008868

This program funds the maintenance and repair of the Department of Fish and Game's facilities, which include five DFW district office buildings, DFW field headquarters in Westboro, four DFW fish hatcheries, and four DMF field stations/offices. The proper and timely upkeep of DFG facilities prevents major and costly repairs in the future and allows the agency's staff to most efficiently and effectively carry out DFG's programmatic needs. In addition to the 240+ DFG employee's who work at these facilities, DFG facilities are also used and visited by the public who wish to obtain information about department activities, resources, and services. Maintenance and repair of the agency's facilities will allow the public to better access agency resources.

Land and Habitat Programs - Statewide - \$1,892,800 FWE2006927

This program funds the ongoing costs of the EOEEA land and habitat protection capital programs.

Land Protection - Statewide - \$10,800,000 FWE2008854

This program funds the Department of Fish and Game's Land Protection program to acquire parcels of environmentally significant land for protection of important species throughout the state. This program also provides public access on the land acquired for recreational uses including hunting and fishing.

MA Endangered Species Act Implementation - Statewide - \$245,520 FWE2008841

This program funds the implementation of the revised MA Endangered Species Act (MESA) regulations. This includes: 1.) prioritizing the endangered species habitat polygons for the urgency of a site assessment to verify & update the species occurrence and plan for land protection; 2.) assess each species' overall outlook and place it in trend categories (i.e. recovering species, declining, stable, or present population status unknown), and 3.) prepare species conservation goals and strategies for the 400+ listed species.

Marine Fisheries Institute - Statewide - \$162,750 FWE2008866

This program funds the Massachusetts Marine Fisheries Institute (MFI) in order to complete the relocation of the Division of Marine Fisheries shellfish bacteria testing lab from Cape Cod to MFI campus, complete build-out of a storage facility, and complete construction of a satellite office dedicated to DMF staff.

River Revitalization & Riverine Habitat Restoration - Statewide - \$148,800 FWE2008843

This program provides proactive restoration and revitalization of rivers through selected private and municipally-owned dam removals & revitalization of rivers to improve in-stream habitat and the health of rivers & their corridors. Results include improved habitat, fish passage, river & riverfront aesthetics, access and restoration of functions such as flood capacity & water quality.

SPORT (DFG's on-line licensing & registration system) - Statewide - \$150,000 FWE2004351

This program funds the SPORT electronic licensing system (a.k.a. "MassOutdoors") managed by the Department of Fish and Game that generates many millions of dollars in recreational license sales annually. SPORT provides an on-line interface that citizens can use over the Internet to buy Massachusetts hunting licenses, fishing licenses, ATV/snowmobile/motorboat registrations, and non-commercial lobster permits.



Energy and Environment

Projects Managed by: **Office of the Secretary of Environmental Affairs (EOEA)**

Projects to Benefit: **Department of Fish and Game (FWE)**

Sustainable Forest Management - Statewide - \$93,000 FWE2008844

This program funds the Department of Fish and Game to maintain the independent, third-party, "Green" certification of sustainable forest management practices that was awarded to the Division of Fisheries and Wildlife (DFW) by the international Forest Stewardship Council (FSC) on over 140,000 acres of DFW land. Maintaining certification assures the citizenry that harvesting of renewable wood products on DFW lands to enhance wildlife habitat is conducted in an ecologically, economically, and socially sustainable manner.

Upland Habitat Restoration for Declining Wildlife Species - Statewide - \$162,750 FWE2008842

This program funds the state-wide recovery of wildlife species experiencing long-term population declines, and fosters numerous private/public partnerships to access both federal and private sector funding to defray management costs to the Commonwealth. This program constitutes sound economic and environmental policy in that mitigation of species declines preserves the Commonwealth's biological diversity and potentially avoids myriad costs associated with listing declining species as endangered.

Total Energy and Environment 125,014,490



Economic Development

Projects Managed by: Office of the Secretary of Administration and Finance (EOAF)

Projects to Benefit: Office of the Secretary of Administration and Finance (ANF)

"I-cubed" Economic Development Projects - Statewide - \$5,000,000 PLAN0089

The Infrastructure Investment Incentive Program or I-Cubed, will finance significant new public infrastructure improvements necessary to support major new private development. These investments will be financed through an innovative cost and risk sharing arrangement among the Commonwealth, the Municipality and the private developer. The new private development will result in new jobs and tax revenue for the Commonwealth and in increased commercial property values and real estate tax revenue for the Municipality.

Community Development Finance Corporation - Statewide - \$2,000,000 PLAN0086

This funds grants to small businesses through the MA Community Development Finance Corporation.

Life Sciences Capital Program - Statewide - \$15,000,000 PLAN0087

This funds grants through the Massachusetts Life Science Center to promote job growth, business expansion, discovery and innovation in the industry and the larger Commonwealth economy.

Projects to Benefit: Office of the Secretary of Housing and Economic Development (EED)

Broadband Initiative - Statewide - \$1,500,000 PLAN0085

This funding will leverage private sector investment in broadband infrastructure throughout the Commonwealth. Rather than building or operating broadband networks, the fund will invest in long-lived infrastructure assets, such as fiber, conduits and wireless towers, in unserved and underserved areas.

Capital Improvements at Devens - Devens - \$24,315,985 MDFADEVENS

This program funds ongoing capital costs related to the Devens economic development project authorized by chapter 23 of the acts of 1997 this includes reimbursement to MassDevelopment for building rehabilitation, engineering costs, environmental remediation, road construction and other infrastructure needs.

Growth District Initiative - Statewide - \$5,000,000 PLAN0208

This funds the Executive Office of Housing and Economic Development "Growth District Initiative" for grants to municipalities.

MORE - Economic Development Grants - Statewide - \$30,000,000 EED__001

This program provides grant funding to help finance the public infrastructure associated with business expansion and relocation projects. Grants are awarded by the Secretary of Housing & Economic Development on a competitive basis. In order to be eligible for a grant, the business associated with a project must: Generate substantial sales from outside the Commonwealth, create at least 100 new permanent full-time jobs in Massachusetts within 24 months, and maintain the newly created jobs for at least 5-years.

Southfield East West Parkway - Weymouth - \$2,000,000 PLAN0222

This funds a new east-west parkway through SouthField, an award-winning, smart-growth community on the 1,400 acre site of the former South Weymouth Naval Air Station. The construction of the parkway is vital to the redevelopment of the base into a thriving model of smart-growth development and will bring significant relief to regional traffic ills. The total amount of state financial assistance is based on projections of new state revenues to be created by the project.

Total Economic Development 84,815,985



Health and Human Services

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Office of the Secretary of Administration and Finance (ANF)**

Closure of Solid Waste Area B - Rutland State Hospital - Rutland - \$50,000 DCP9804
Project for assessment and closure for Solid Waste Area B at the Rutland State Hospital Property. The closure must be conducted in accordance with the requirements of 310 CMR 40.0000 Massachusetts Contingency Plan and the Massachusetts DEP.

Projects to Benefit: **Office of the Secretary of Health and Human Services (EHS)**

Chelsea Soldiers Home Water Tank Repair - Chelsea - \$1,400,000 CHE0602
This funds emergency repairs to a leaking water storage tank.

Demolition at Taunton State Hospital - Taunton - \$1,300,000 EHS__003
This funds the demolition of buildings damaged by fire in 2007. The fire damaged buildings are close to or contiguous to an operating DYS facility and represent a severe safety hazard.

Dept. of Youth Services Master Plan - Statewide - \$600,000 DYS0803
This funds a strategic, comprehensive facilities capital master plan to address statewide DYS residential facility needs.

Executive Office of Health and Human Services Master Plan - Statewide - \$1,000,000 PLAN0167
This funds a strategic, comprehensive facilities capital master plan to address statewide Executive Office of Health and Human Services facility needs.

Hogan Boiler Replacement - Danvers - \$250,000 DMR0120
This funds the study, design, and construction for replacement oversized central power plant with smaller, more efficient local system.

Hogan Development Center - Install Central AC, Electrical Upgrades - Danvers - \$2,100,000 DMR0102
This funds a study to evaluate feasibility and costs associated with the installation of central air conditioning system and associated electrical needs at the facility.

Master Plan for Lemuel Shattuck - Boston - \$700,000 DPH0601
The master plan will develop a plan for the future of the Shattuck state hospital due to the existing structurally deficient facilities, including clarification of the service planning needs for the facility and exploration of alternatives for delivery of services.

Medfield State Hospital - Medfield - \$1,840,000 PLAN0218
This funds study, design, and remediation services to address environmental conditions at the former Medfield State Hospital.

New Psychiatric Care Facility - Worcester - \$45,000,000 EHS__001
This project funds the first new construction of a major mental health hospital in 100 years. This project follows a 2006 special commission report on the future of the Department of Mental Health's inpatient psychiatric care in Massachusetts.

Renovation of Inpatient Units - Solomon Carter Fuller Mental Health Center - Boston - \$1,900,000 DMH0502
This funds design and construction for renovation of three floors (4,5, and 8) of the Solomon Carter Fuller Community Mental Health Center in the South End area of Boston.



Health and Human Services

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Office of the Secretary of Health and Human Services (EHS)**

Roof & Building Envelope Repairs, Mass Hospital School - Canton - \$200,000 DPH0705

This funds the study, design, and construction of building envelope and roof repairs at this school for severely physically handicapped children.

Roof Replacement - Chelsea Soldiers Home Hospital - Chelsea - \$690,000 CHE0001

This funds roof and window replacement, new doors, painting, new metal panel siding, lightning protection and miscellaneous other repairs.

Shattuck Hospital Emergency Façade Repairs - Boston - \$1,000,000 PLAN0168

This funds repairs to stabilize the structural deficiencies at this operating hospital in order to ensure the safety of the occupants and staff.

Structural/HVAC/Sprinkler Improvements at DYS in Springfield, MA - Springfield - DYS0801
\$6,000,000

Structural, HVAC, electrical, sprinkler improvements related to a utility company energy project. Reinstallation of rooftop HVAC units previously removed under emergency project DYS0801EM1

Various Construction Contract Settlements - Statewide - \$500,000 EHS__002

This funds the outstanding payments for bills due of DCAM's previous work at HHS facilities.

Western MA Hospital, Main Building - Oxygen/Suction, HVAC, Etc - Westfield - DPH0203
\$4,000,000

This project addresses fire safety systems - providing sprinklers throughout the facility - and creates the code required accessible entrance, toilets, drinking fountain.

Total Health and Human Services 68,530,000



Higher Education

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Department of Higher Education (RGT)**

Berkshire Community College - Exterior Masonry Repairs - Pittsfield - \$500,000 BCC0701
This funds the much needed exterior masonry repairs to address water infiltration.

Bridgewater State - Conant Science Building Modernization & Expansion - BSC0401
Bridgewater - \$3,000,000
This funds the comprehensive renovation and expansion of BSC's Conant Building to provide a state-of-the-art teaching facility for the biological, earth, chemical, and computer sciences, along with math and physics.

Bunker Hill Community College - Health and Wellness Center - Boston - BHC0401
\$13,900,000
This funds the construction of a new two story Health and Wellness Center with utilities and an elevator connected to Building E. The project also includes construction of a double height Lower Level Lobby addition to Building B.

Cape Cod Community College - Accessibility/Traffic/Parking Study - Barnstable - PLAN0096
\$300,000
This funds a study for improved access to facilities on an uneven campus.

Fitchburg State College - Science Facility Modernization - Fitchburg - \$1,000,000 FSC0501
This funds study and design phase for future improvements to science labs through a combination of new construction and renovation.

Greenfield Comm College - Handicapped Accessibility in North & South Wings - GCC0801
Greenfield - \$409,250
The scope was originally intended to be part of the Campus Core Modernization project but is being broken out as a separate package in order to accelerate the work. The addresses high priority handicapped accessibility issues in the North and South Wings of the Main Building and the East Building at the college.

Greenfield Community College - Campus Core Modernization - Greenfield - GCC0601
\$900,000
Renovation and backfill of space previously vacated for asbestos abatement. New additions will provide new front door and accessible entrance.

Holyoke Comm College - Interior Building Renovations - Holyoke - \$300,000 PLAN0095
This funds renovation and expansion including building envelope repairs for Building G.

Massachusetts Maritime Academy - Library Modernization - Bourne - \$1,100,000 PLAN0148
This funds the design phase and future construction to provide a new library that will replace an outdated facility.

North Shore CC - Danvers Campus Consolidation - New Allied Health & Science Building - Danvers - \$1,000,000 NSC0601
This funds the design and future construction to provide a new facility at the Danvers Campus relocated from adjacent Essex Agricultural School Campus.

Northern Essex CC - New Lawrence Campus - Lawrence - \$700,000 NEC0801
This funds the study phase for a new allied health facility in downtown Lawrence to address expansion of the program.



Higher Education

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Department of Higher Education (RGT)**

Quinsigamond Community College - Loop Road Improvements - Worcester - QCC0810
\$1,500,000

This funds improvements to roads at the college to address accessibility.

Salem State College - Interim Library Repairs - Salem - \$4,700,000 E991
This funds the emergency renovation to provide interim library space pending redevelopment of the existing library program.

Salem State College - Library Building Modernization - Salem - \$1,000,000 SSA0701
This funds the study and design for a new building to accommodate all library and related learning resources.

Various Construction Contract Settlements - Statewide - \$50,000 RGT__001
This funds the outstanding payments for bills due of DCAM's previous work at higher education facilities.

Westfield St College - Accessibility Improvements, Library & Campus Center - WSC0201
Westfield - \$4,500,000
This funds the construction for an emergency egress and accessibility improvements to the Ely Library and Campus Center.

Worcester State College - Administration Building Renovation - Worcester - WOR0101
\$14,500,000
This funds the renovation of the Administration building, including replacement of all major building systems, repairs to the building envelope, and reconfiguration of the building to accommodate administrative offices.

Projects to Benefit: **University of Massachusetts (UMS)**

Medical School Renovations to support enrollment growth - Worcester - \$2,700,000 PLAN0207
This funds the study and design for potential building and expansion and additions at UMass medical school facilities.

UMass Amherst - GRC Wall Panel Joint Repairs - Amherst - \$100,000 UMA0412
Funding to complete the critical repairs to joints in wall panels at the Graduate Resource Center.

UMass Amherst - Master Plan - Amherst - \$1,000,000 PLAN0180
This funds a strategic campus-wide master plan, to address repair, renovation and long term capital improvement needs for the Amherst campus.

UMass Amherst - New Academic Classroom Building - Amherst - \$250,000 UMA0801
This funds the comprehensive academic and classroom facilities plan to provide additional classroom space in response to increased enrollments at the Amherst campus.

UMass Amherst - New Laboratory Science Building - Amherst - \$750,000 PLAN0029
This funds Phase II of an integrated sciences complex intended to consolidate major science programs in a single location at the Amherst campus.

UMass Amherst - Web Dubois Library Improvements - Amherst - \$10,000,000 UMA0102
This funds HVAC upgrades, removal, and replacement of five air handling units (AHUs) serving the Main and Plaza Levels of the Du Bois Library at the Amherst campus.

UMass Boston - Master Plan - Boston - \$300,000 UMB0501
This funds a strategic campus-wide master plan aligned with Institutional Master plan, to address repair, renovation and long term capital improvement needs for the Boston campus.



Higher Education

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **University of Massachusetts (UMS)**

UMass Boston - New Academic Building - Boston - \$400,000 PLAN0160

This funds the study and design of a new academic facility at the Boston campus, as recommended by master plan.

UMass Boston - Substructure Stabilization and Alternate Parking Improvements - UMS__001
Boston - \$9,000,000

This funds interim structural stabilization of the areas formerly used for parking. Support for gravity loads, lateral loads, safe passage through the garage, MEP relocation, support, and repair.

UMass Dartmouth - Building and Retrofit of Vacated Spaces - Dartmouth - \$75,000 PLAN0035

This funds a study to address backfill and retrofit requirements for vacated spaces within the Dartmouth campus.

UMass Dartmouth - Library Renovations & Infrastructure Repairs - Dartmouth - PLAN0038
\$600,000

This funds miscellaneous infrastructure repairs and library renovations including MEP and life safety, accessibility at the Dartmouth campus.

UMass Lowell - New South Academic Building - Lowell - \$200,000 PLAN0044

This funds the study for a new academic building on UMass Lowell South Campus intended to consolidate currently fragmented programs in a single state of the art facility.

UMass Lowell - North Storm Water Management - Lowell - \$900,000 PLAN0047

This funds improvements to storm water management at the UMass Lowell North Campus.

UMass Lowell Master Plan - Lowell - \$700,000 UML0801

This funds a strategic campus-wide master plan to address repair, renovation and long term capital improvement needs for the Lowell campus.

UMass Medical - Institute of Labs Life Safety Improvements - Boston - \$500,000 DPH0702

This funds plan for renovations, and potential addition and/or replacement to accommodate upgrades to facilities for DPH and UMass operations at the State Lab site in Jamaica Plain.

UMass Medical - Shriver Campus Improvements - Waltham - \$400,000 PLAN0054

This funds improvements to Shriver Building at Waltham to accommodate UMass activities relocated from other locations.

UMass Medical/Institute of Labs JP - Emergency Power Upgrade - Boston - DPH0703
\$4,200,000

This funds the necessary improvements to upgrades the electrical needs of UMass Medical school's facility in Jamaica Plain.

Various Construction Contract Settlements - Statewide - \$200,000 UMS__002

This funds the outstanding payments for bills due of DCAM's previous work at UMass facilities.

Total Higher Education 81,634,250



Housing

Projects Managed by: **Department of Housing and Community Development (DHCD)**

Projects to Benefit: **Department of Housing and Community Development (OCD)**

Affordable Housing Trust Fund - Statewide - \$35,000,000 AHTF09

This program funds the creation or preservation of affordable housing for households whose incomes are not more than 110% of area wide median income.

Capital Improvement and Preservation Fund - Statewide - \$5,000,000 OCD__002

This program funds the preservation and improvement to existing privately owned, state or federally assisted affordable rental developments. Eligible properties include housing at risk of losing affordability restrictions due to the potential for the prepayment of its mortgage or housing in which a project-based rental assistance contract has expired.

Community Based Housing - Statewide - \$5,000,000 OCD__005

This program funds resources for people with disabilities including frail elders or those either in nursing homes or at risk of becoming institutionalized.

Facilities Consolidation Fund - Statewide - \$7,500,000 OCD__004

This program funds community-based housing for clients of the Department of Mental Health (DMH) and Department of Mental Retardation (DMR).

Housing at Transit Nodes - Statewide - \$2,000,000 OCD__006

This program funds the development of housing, commercial space, services, and job opportunities in close proximity to public transportation. The goal of this program is to reduce dependency on cars and time spent in traffic, which protects the environment and can ease traffic congestion, as well as increasing opportunity by linking residents to jobs and services.

Housing Innovations Fund - Statewide - \$9,000,000 OCD__003

This program helps special needs populations and has primarily been used to develop single room occupancy housing for the homeless, shelters and residences for battered women and other homeless families, veterans housing, housing for the head-injured, and supportive housing for individuals in recovery from substance abuse.

Housing Stabilization Fund - Statewide - \$20,000,000 OCD__001

This program funds the acquisition and rehabilitation of existing structures, including distressed or failed properties, for sale to income-eligible first-time homebuyers.

Mass. Rehab's Home Modification Loan Program - Statewide - \$4,000,000 OCD__007

This program funds renovation to the primary residences of elders, adults with disabilities, and families who have children with disabilities. Examples of eligible modifications include access ramps, lifts, sensory adaptations, bathroom and kitchen wheelchair access and other renovations that allow disabled individuals to continue to live in their homes and communities.

Public Housing - Affordable Housing Trust Fund - Statewide - \$5,000,000 AHTF08

This program funds the repair, rehabilitation and modernization of existing public housing units. The fund shall expend for this purpose not less than \$5 million per year as stated in section 8 of Chapter 121D of the Massachusetts General Laws.

Public Housing - General - Statewide - \$99,000,000 OCD__008

This program supports over 50,000 public housing units located in 242 separate cities and towns across the Commonwealth, serving approximately 80,000 citizens.



Housing

Projects Managed by: **Office of the Secretary of Transportation (EOTC)**

Projects to Benefit: **Department of Housing and Community Development (OCD)**

DHCD - Transit Oriented Development Housing - Statewide - \$1,500,000 PLAN0077

This program funds the development of housing units at transit hubs or commercial/downtown areas through a joint effort by the Executive Office of Transportation and the Department of Housing and Community Development.

Total Housing 193,000,000



Information Technology

Projects Managed by: Information Technology Division (ITD)

Projects to Benefit: Office of the Attorney General (AGO)

Attorney General's Office Business Improvement - Statewide - \$1,140,560 AGO099

This project encompasses the re-engineering of the business and supporting IT infrastructure of the Office of Attorney General. This includes improving and automating all input sources of data to the Office, consolidating and modernizing all case and event tracking as well as digitizing paper documents and creating electronic interfaces between data sources and case/event tracing. The project also encompasses an ease of use component for residents lead by significant improvement in the web services component of user input inclding a subject approach to the web site rather than the current departmental approach. Finally, the improvements to the inforastructure must also meet basic business continuity models and ensure essential services continue to be available in the event of failure to the main Boston office environments.

Projects to Benefit: Office of the Secretary of Administration and Finance (ANF)

48 Hour Recovery of Statewide Financial System - Statewide - \$1,500,333 PLAN0200

ITD has been providing offsite disaster recovery of infrastructure and mission critical applications for the Commonwealth for over twelve years. ITD has implemented a new business continuity planning program where agencies identify their essential functions, the IT systems that support these services and the recovery time requirements for those systems in case of a disaster. The scope of this project is to reduce recovery time to 48 hours or less, from 96 to 120 hours today, by staging new equipment in ITD's current offsite facility and providing new services to transfer data directly on a daily basis.

Administration & Finance Budgeting System - Statewide - \$4,797,732 ANF008

ANF is currently being asked to consider how to incorporate Program-Based Budgeting into the \$28 Billion operating budget spending plans, and there have been discussions about projecting costs into multiple future years as well. The primary goals of this project are to: 1. Meet current needs, 2. Provide flexibility to incorporate and support future changes, 3. Expand upon current reporting functions, and 4. Make those reports available to state government agencies. House and Senate Ways and Means produce very similar spending plans at different months of the year. The different dates and formats require agencies to expend significant time redoing their work to produce essentially the same response. ANF has had ongoing dialogues with Ways & Means about streamlining these efforts. It is anticipated that the new system would be able to update spending projections going forward throughout the year based on year-to-date spending and current payroll information. This will help agencies to manage ongoing budget projections, and would also enable ANF and Ways & Means to update current and future year budget projections, which should sharing of the same data structure.

Human Resources Compensation Management System Upgrade - Statewide - \$2,250,000 HRD017

The purpose of this project is move the Commonwealth to a consolidated HRIS System under Oracle/Peoplesoft. This will provide more overall functionality, particularly in e-services and recruitment than our current stovepiped/standalone applications. The first phase of this project is to Upgrade HRCMS to the most current release of PeopleSoft (version 9.0) to maintain a supported version of the software.for receiving regulatory Tax Updates, Application Bundles, Patches/Fixes and functionality support. All of these are critical for payroll execution for employees and contractors, implementing collective bargaining agreements and following federal and state tax and payroll laws. Additionally, upgrading to the latest version will enable the Commonwealth to utilize new application features, self service enhancements, better performance monitoring capability and a more robust technical environment delivered with the latest release. It will also enable the Commonwealth to move to a central HRIS application by adding the Peoplesoft e-Services, e-Performance, Enterprise Learning Management, and Talent Acquisition/e-Recruit modules to the HRCMS application base.

MAGNet Network assessment and strategy - Statewide - \$550,000 PLAN0201

The Commonwealth's Wide Area Network, Magnet, has grown to become a large and complex network, and yet many agencies have found it necessary to create their own networks to connect remote offices together. Over the next couple of years there are major projects being executed and being planned (i.e. EOHS Voice Over IP Telecommunications project, second data center, etc.) that will add significantly to the size and complexity of Magnet.



Information Technology

Projects Managed by: Information Technology Division (ITD)

Projects to Benefit: Office of the Secretary of Administration and Finance (ANF)

This project is intended to assess the current state of Magnet, establish a future desired state, perform a gap analysis between current and future state, and develop a 3 to 5 year roadmap to achieve the desired state. The plan is to engage a consulting organization via an open and fair competitive procurement, proficient in network mapping and design, to help with this endeavor. Agencies requiring Wide Area Network (WAN) capabilities will be interviewed to gather requirements for data sensitivity, access control, and regulatory requirements.

Mass.gov 2.0 - Statewide - \$250,000

ITD143

Mass.Gov would like to undertake one or more consulting engagements to help us determine how to address four key, interrelated challenges, and bring ourselves into the Web 2.0 age. These engagements would likely lead to subsequent capital investment in software/hardware and professional services. The project will consist of professional research and requirements gathering and will culminate in one or more proofs of concept and specific recommendations with a detailed roadmap. This project will benefit ITD and the Commonwealth by giving Mass.Gov a clear roadmap for making sound capital investments that will ultimately lead to less costly, more efficient content publishing; increased agility (which agencies and the public have come to expect); better service to citizens through improved websites; more effective web-based outreach programs; and increased civic engagement.

Maximizing Massmail Efficiencies - Statewide - \$1,029,392

ITD006

MassMail is an enterprise class service providing a suite of e-mail services at an economical cost for over 30,000 users. ITD has completed migration 80 agencies and is recommending migration of the remaining executive branch agencies. Our project scope is to migrate an additional 12,000 users to MassMail. Agencies are migrated using a customer driven process with an analysis, pilot, and migration process. The business benefits for maximizing Mass Mail efficiencies are significant. By migrating 12,000 users to Mass Mail, we will provide an annual infrastructure and staff savings of \$1.2 million per year. Agencies currently using Mass Mail will benefit with further cost savings and/or added feature benefits at no additional cost as the additional 12,000 users maximize our economies of scale. Agencies will directly benefit with the ability to re-assign staff from supporting a common infrastructure service to agency specific business and projects. Agencies also benefit with statewide calendar/directory services and internet e-mail access, blackberry/windows mobile device support. The commonwealth as a whole will benefit by reducing security risks to the state's personal identifiable information as Mass Mail can support centralized security controls to minimize the risk of data theft.

Quick Quote - Statewide - \$2,067,417

OSD020

The objective of this project is to enable Quick Quote bidding functionality in the existing Comm-PASS system, the Commonwealth's sole online procurement record management tool. This project's task list includes specification for functionality and business rules, pre- and post-implementation testing, implementation and training. Quick Quote functionality will support efficient online bid posting, bid submission, and bid award for low-dollar procurements that make up the majority of procurement volume. For executive departments, cities and towns and other eligible entities, the tool will enable an efficient, automated method for posting procurements less than \$50,000 as allowed by public procurement law, regulation, statute, policy and practice within the borders of Massachusetts. In addition, Quick Quote functionality enables procurement efficiencies and supports all procuring entities, including executive agencies, in gathering more competitive prices from statewide contractors as ITD has required for their own internal acquisitions and as they are recommending for executive agency acquisitions over certain dollar levels. Also, Quick Quote functionality in Comm-PASS will enable the Operational Services Division to conduct strategic analysis of procurement activity to develop and meet mission-critical spend management objectives.



Information Technology

Projects Managed by: Information Technology Division (ITD)

Projects to Benefit: Office of the Chief Medical Examiner (CME)

Integrated Case Management System - Statewide - \$500,000 PLAN0196

The goal of the project is to obtain a case management system that will support the business model of the agency. The system will be accessible to agency staff in multiple office locations and in limited and controllable ways by Agency stakeholders such as District Attorneys' Offices, the Department of Public Health, the University of Massachusetts Forensic Toxicology Laboratory, the Registry of Motor Vehicles and others. The expected benefits of this project include faster case turnaround time, greater consistency and validation of data collection, reduction of errors rates, privacy and security improvements and data sharing abilities.

Projects to Benefit: Department of Elementary and Secondary Education (DOE)

Educator Database - Statewide - \$115,076 DOE033

This project funds the ongoing cost to support statewide training, support and implementation and is a continuation of the Educator Database project. The focus on this project is to roll out the web based, secure data collection application created in FY06 to all Massachusetts school districts.

Student Education Connection program - Statewide - \$600,000 PLAN0221

The Massachusetts Education Reform Act of 1993 set into motion the establishment of the state's Student Information Management System (SIMS). This system has provided secure, reliable, individual student identification numbers and data since 2002. It is the SIMS ID that is imbedded into the state's assessment system (MCAS) linking students to their MCAS test results.

This school year, ESE completed the first statewide implementation of the Education Personnel Information Management System (EPIMS). This system collects educator and staff data at the individual level as SIMS does for students. The link between EPIMS and the state's Educator Licensure and Recruiting (ELAR) system is in the final stages of implementation. This connection will enable ESE to have a comprehensive view of the teaching workforce in Massachusetts' public schools. This funding would make the final link between these four systems: SIMS, MCAS, EPIMS, and ELAR. The final link will be to connect EPIMS to SIMS via the subject and class information currently being collected in EPIMS. To do so, ESE must modify the SIMS collection to accept data for multiple classes and multiple teachers per student, expanding the database beyond its current capacity. The proposed major change will provide meaningful analysis and contribute to higher student academic performance by linking student performance (MCAS) to student study (SIMS) to teaching (EPIMS) to teacher preparation (ELAR)

Projects to Benefit: Department of Revenue (DOR)

Child Support Enforcement Business Process Redesign - Statewide - \$8,231,432 DOR034

Child Support Enforcement (CSE) provides services to individuals, whether or not they receive public assistance, to establish paternity and to establish, enforce and modify child support and health insurance orders. CSE's mission is to make a difference in the lives of children by enforcing the financial responsibilities of parenthood. Much of our success depends on collaborations with a wide variety of state agencies and private entities, including the Probate and Family Court, DTA, DSS, DPH, MassHealth, DUA, DOC, employers, insurance companies, banks, criminal justice, licensing agencies, and others. This project will improve CSE's performance and deliver better service to families, resulting in operational efficiencies, cost savings and increased child support collections. Through document imaging and automated workflow management, CSE will streamline case processing, minimize manual data entry and eliminate searching for lost paper. Workflow support will be incorporated to route documents and streamline tracking of casework through tasks and alerts, enabling CSE to respond better to parents' requests for service. Through improved interfaces with our partners in state government, we will improve performance and customer service by enabling both CSE and partner agencies to get needed data need quickly, correctly and efficiently. We will save staff time spent tracking down missing data and performing manual transactions to correct errors, while also ensuring that we have all the data we need to meet federal performance measures. The result will be freeing staff for human interactions with parents so that we can better meet their needs and collect more support for families.



Information Technology

Projects Managed by: Information Technology Division (ITD)

Projects to Benefit: Department of Revenue (DOR)

MassTax System - Statewide - \$5,100,000

DOR032

The Department of Revenue (DOR) originally developed MASSTAX in the 1980's. In order to meet the processing and data demands of its high-volume, complex operations, DOR has since implemented numerous modules to the core systems using different technologies. However, the capabilities of these aging systems have reached the limits of the technologies and are no longer cost effective to maintain or enhance. DOR envisions that MASSTAX2 will be a secure, user-friendly system that will integrate all tax administration functions. The system will be scalable to meet increased production and user demands, and readily adaptable to implement legislative and organizational changes, without requiring extensive programming or redesign. The resulting capabilities will maximize voluntary compliance with tax laws and filing requirements by facilitating self-education of internal and external customers, capture, edit and process tax data at the source, making the data reliable and available for timely use throughout the organization, and provide immediate, seamless and direct data access to internal and external customers.

Projects to Benefit: Department of Youth Services (DYS)

Department of Youth Services Juvenile Justice - Statewide - \$2,028,960

PLAN0229

This funding will allow the Department of Youth Services to procure a software product to create a web-based client-centered enterprise management and client tracking system.

Projects to Benefit: Department of Early Education and Care (EEC)

Comprehensive Child Data System - Statewide - \$4,874,906

EEC001

The Legislature established the Department of Early Education and Care (EEC) on July 1, 2005, by merging all existing early education and care services formerly managed by OCCS and the Early Learning Services unit of DOE into one agency. The Legislature also mandated that EEC develop an IT strategic plan, to facilitate integration of these programs and services, maximize staff efficiency, and streamline financial and programmatic processes. This project enables EEC to apply technology to maximize agency effectiveness. Today, many of our business processes are paper-based and require duplicate data entry. These processes will be automated, simplified, or eliminated. We have begun planning the EEC Web portal and constructed a single sign in security system, to improve access to all EEC resources. For our child care financial assistance system it will eliminate arithmetic errors in the calculation of eligibility and reimbursement amounts, and duplicate data entry, minimize opportunities for fraud by both families and providers, replace a paper referral process with our sister agencies, DTA and DSS, with automated data exchanges with Beacon and FamilyNet, decrease the time between providers delivering services and receiving payment from one month to at most one week, and insure child and family confidentiality, in accordance with regulations and laws. For child care licensing it will facilitate better communication and interaction with providers, freeing staff from cumbersome paperwork to focus on technical assistance to both potential and existing providers and save the Commonwealth thousands of dollars in postage, supplies, and staff resources annually by replacing the paper, mail-in background record check process with an on-line system. For Universal PreSchool and other Quality Initiatives it will provide a means to evaluate these programs on a short- and long-term basis through program assessment and collaboration with DOE for longitudinal studies.

Projects to Benefit: Office of the Secretary of Health and Human Services (EHS)

Enterprise Invoice/Service Management - Statewide - \$6,058,179

EHS033

The EIM/ESM Service streamlines \$2.6 billion in contact management and invoicing processes between over 1,100 community human service providers and 13 state agencies. By replacing manual, paper based processes with a standard web-based system, EIM/ESM presents a single face of government to the public, improves internal controls, and generates a single system of record across all human service programs in the Commonwealth. Prior to EIM/ESM, most reporting and billing activity was done on paper and was extremely labor intensive for both state and contract management staff. Prior to EIM/ESM it took an average of 31 days for a provider to receive payment after sending an invoice for service delivery to an agency. The paper-based process also lacked automated internal controls, systematic payment authorization, and audit



Information Technology

Projects Managed by: Information Technology Division (ITD)

Projects to Benefit: Office of the Secretary of Health and Human Services (EHS)

tracking. Finally, with each agency conducting business separately, there was no single system of record to track which providers were receiving payments for what clients – affording no systematic means for coordinating service delivery, provider performance assessment, or expenditure analysis across agencies. The EIM/ESM service is live today and in use by DMH, DPH, DMR, DYS, DTA, ORI, MRC and VET. However, it only supports 30% of the target \$2.6B in annual spending that the system will support when deployment is complete. Remaining activities include development of additional functionality required to support POS billing and Early Intervention, remediation of technical architecture challenges, and business implementation for remaining contracts and providers.

EOHHS CTO Architecture and Technology - Statewide - \$2,370,261

PLAN0199

This project will continue building the technological underpinnings of EOHHS by expanding the successful Service Oriented Architecture (SOA) focus, providing a services architecture to enable identify cross-program clients within populations that are at risk, consolidating cross-agency technical processes and technologies in order to improve overall efficiency and effectiveness of business application deployments and operation, implementing ITIL as the basis for process management in the IT development and operational life cycle, and providing a standard service-based approach for managing message data aligned to standards, providing cross-integration between the HHS Access and Identity Management System and the Microsoft Active Directory mechanism, and providing processes and tools to drive SOA standards and practices, educate developer and operations communities, and measure adherence.

Exec. Office of Health and Human Services Data Warehouse/ Decision Support System - Statewide - \$4,967,112

EHS038

This project funds the ongoing cost of the Mass Health User Focused Data Enhancement Project. This project will continue to expand the data sources and enhance the ways all types of business users access the data.

New Medicaid Management Information System - Statewide - \$20,277,332

EHS025

This project funds the ongoing cost for an application that will facilitate the Commonwealth's ability to control costs of health care, facilitate the EOHHS reorganization, improve customer service for member and providers, improve program administration

Next Generation Communications for Health & Human Services (VOIP) - Statewide - \$6,777,800

ITD103

HHS currently has 256 offices at 197 physical locations across the Commonwealth. Voice communications is currently provisioned by individual voice solution (47 Centrex sites and 208 PBXs) by office, encompassing 73 different vendor solutions. The Data networks (primarily Magnet users) are in varying degrees of technical proficiency and reliability with most network equipment at end of life. Early in FY2004 HHS partnered with ITD and began an effort to convert all of HHS to one integrated converged voice and data network (Voice over Internet Protocol, VoIP) solution across the Commonwealth. This project will upgrade the current data network and the current voice/telephony systems and implement VOIP as part of the Commonwealth's intranet, known as the Massachusetts' Access to Government Network (MAGNet) to provide a high quality VOIP service that is cost effective, provides wide feature functionality, and is able to route calls and data between locations on the network.

Senior Information Management System - Statewide - \$745,226

EHS034

This project funds the ongoing cost of the Elders' Service Management System (ESM) to create a central database with various reporting capabilities that will be integrated with the larger HHS applications including IE&R and the NEWMMS. The goals of this project are to improve efficiency of maintenance and support in Aging Service Access Points (ASAP) network, improve consistency of data collection across ASAPs, streamline processing of Long Term Care and Community based care, and provide quicker access to information across the elder network.



Information Technology

Projects Managed by: Information Technology Division (ITD)

Projects to Benefit: Office of the Secretary of Health and Human Services (EHS)

Vitals Information Processing (VIP) - Statewide - \$773,000 PLAN0197

Rapid access to vital records information is critical to the mission and funding of many local, state and federal agencies working to secure health care reform, national security, protection of individual identities, establishment of paternity, pandemic and emergency preparedness, and the health of the Commonwealth's children and other citizens. The number of agencies that rely on these data is growing more rapidly than current disparate and manual processes can accommodate. This need has become dramatically more time sensitive as agencies such as MassHealth, Department of Revenue, the Registry of Motor Vehicles, and the U.S. State Department require verifications of identity, paternity and citizenship to meet mandates and guidelines including the federal Intelligence Reform and Real ID Acts. EOHHS programs rely on these data for evaluation and enrollment for health care reform, public health programs, including pandemic flu surveillance and identifying infants at risk. The Vitals Information Processing (VIP) project will reengineer processes within a centralized, secure database and system that leverages existing infrastructure and shared services reducing response time from months to minutes. VIP will implement a flexible IT system to streamline the long-term needs of the Registry of Vital Records and Statistics (RVRS), multiple data partners, and citizens. Building on a robust set of requirements, documentation, and shared services, RVRS is ready to move forward with core components of the project including a centralized database and a web-based registration, reporting, and issuance system that will integrate a cost-effective and maintainable EOHHS-compatible solution.

Projects to Benefit: Office of the Secretary of Labor and Workforce Development (ELW)

Department of Labor and Workforce Development - Interactive Voice Upgrade - PLAN0228 Statewide - \$1,111,180

This is an emergency project to replace Department of Workforce Development's voice response phone system to service unemployment insurance claims. The funding will ensure that DWD continues to maintain a functional and flexible system to collect and deliver information to clients using the telephone and web-based applications.

Projects to Benefit: Department of Workforce Development (EOL)

Unemployment Insurance System Replacement - Statewide - \$6,775,160 EOL010

In June of 2001, Deloitte Consulting was hired to assess the current systems and business environment at the Division of Unemployment Assistance (DUA). Their Assessment concluded that the current legacy system is not feasible for the long term, is not documented and does not lend itself to self-service or internet use. Their recommendations was to pursue replacement with full attention!

This project will ultimately produce a modern, integrated UI system, with appropriate interfaces to support all customer service, transaction processing, and management reporting channels within the agency and externally.

The goal is to improve antiquated business processes, streamline workflow processing, eliminate duplicative data, integrate several disparate unemployment insurance systems and utilize modern technology to provide more intuitive and productive tools for staff and customers.

In addition, use of technology will eliminate the current UNISYS Main Frame, COBOL Programming and patchwork quilt of systems and interfaces. Successful implementation will provide (almost) 7x24 availability of integrated online applications that are accessible to staff, customers, management, and business partners in a manner that is more efficient and responsive to change.

The applications will eliminate delays and reduce the expense of producing reports, calculating over 350,000 claims benefit payment amounts, and determining the status of over 180,000 active employer payroll tax accounts.



Information Technology

Projects Managed by: Information Technology Division (ITD)

Projects to Benefit: Office of the Secretary of Public Safety and Security (EPS)

Integrated Criminal Justice Information System - Statewide - \$6,129,649 EPS010

This program is a Secretariat-led and sponsored effort to re-build, deploy and maintain the Commonwealth's enterprise public safety and justice information services and network. In 2006, the Integrated Criminal Justice Planning Council directed the study of existing information systems and to recommend a strategic roadmap for the future. From this strategic roadmap; a set of defined information technology projects and support services have been identified as critical to the success of the program. Specifically, this program will support the following high-level projects or services: Criminal Justice Information Systems (CJIS) modernization; Public Safety and Justice Network Infrastructure Design and Refreshment; Automated Fingerprint Identification System (AFIS) modernization; Integrated Inmate Management System and the establishment and maintenance of the Program Management Office (PMO). The modernization and refreshment of the CJIS, public safety network and AFIS are considered critical path and essential foundation for the development of the integrated information sharing system. This project includes a redesign and upgrade of the Sherriff's Information Reporting System application.

Sheriffs Info Reporting System - Statewide - \$750,000 MSA001

The goal of this project was to implement an enterprise Inmate Management System for the County Sheriffs, thereby improving inmate management, tracking, and reporting, as well as enabling secure and reliable offender data sharing for the Massachusetts Sheriffs and the related communities of interest throughout the Commonwealth. The project's current scope is to support the Sheriff's Inmate Management System (V1.0).

State Police 800 Mhz Radio Project - Statewide - \$6,800,000 POL020

This project provides the primary public safety network for the Commonwealth. It does not adhere to traditional business case models, in that it does not generate revenue but benefits the Commonwealth by providing improved public safety radio communications for more than 100 agencies. A negative impact of not completing this project: the state will not have a radio system capable of providing portable radio coverage in western Massachusetts, leaving this section of the state isolated from the rest of the statewide radio system. This project represents the final component of the statewide 800 MHz radio network. Originally begun in 1994, this project has been implemented as an analog 800 MHz trunked radio network throughout eastern and central Massachusetts. The current project entails implementation of a state-of-the-art digital wireless public safety radio network, designed to be compatible with the existing radio infrastructure. When the final design is complete, the project will include construction and implementation of this statewide radio network into western Massachusetts. This will provide primary voice radio communications for the 2300 officers of the Massachusetts State Police, enable State Police troopers to use portable radios statewide, including in western Massachusetts where the network is incomplete, provide voice communications for more than 100 other state and local public safety agencies including MEMA, Corrections, Fire Marshall's Office, Sheriff/County jail transportation, and provide the voice telecommunications infrastructure for statewide radio interoperability.

Projects to Benefit: Group Insurance Commission (GIC)

Group Insurance Commission - Modernization of the MAGIC system - Statewide - \$939,750 GIC002

The Group Insurance Commission is seeking to undertake a phased project to update its legacy system, MAGIC. The ultimate objective of the MAGIC Modernization project is to streamline the existing application with new technology that will allow for future growth and flexibility while easing usability for in-house users as well as external vendors and customers. The main objective of this exercise is to modernize the infrastructure and functionality of this system. By fully automating and integrating these processes within the MAGIC environment we hope to increase the efficiency of the system. The payback should yield several benefits including, a more timely delivery of information between the GIC and Health Plan Providers, faster response to ad hoc reporting and more efficient and responsive customer service. The demands on the GIC at the present time are escalating due to additional responsibilities with a leaner staff. A more efficient approach should



Information Technology

Projects Managed by: **Information Technology Division (ITD)**

Projects to Benefit: **Group Insurance Commission (GIC)**

help alleviate the burden of some time consuming tasks and provide more effective staff utilization.

Projects to Benefit: **Information Technology Division (ITD)**

Cash, Investment Management to MMARS - Statewide - \$1,600,000

PLAN0204

The Cash Management System (CMS) is a custom Unisys application developed in the 1980's. The current process is inefficient for operating agencies as well as central control departments (CTR, TRE) and does not provide timely data through MMARS or the Commonwealth Information Warehouse. This project has been evaluated to provide significant cost savings in addressing upgrades to Treasury systems compared with the acquisition, implementation and support of a standalone system that would need to be interfaced with MMARS. Three Treasurers have partnered with CTR to request funding for a replacement. Time is of the essence in replacing outdated technology with a system that is maintainable and integrated with the Commonwealth's financial management system. Forecasting revenue and cash needs is essential to effective financial management of the Commonwealth. Short-term borrowing needs are affected by accuracy and timeliness of cash flow information available to state government. MMARS was upgraded to a web based financial system in May, 2004. The Advantage product on which MMARS is build has detailed Treasury Accounting functionality which the Commonwealth owns even though we are not using most of it. This project will focus on reviewing the functionality in the latest version of the system, determining what, if any, enhancements are needed to support cash management businesses processes and implementation of the solution. This will allow MA to use the existing system rather than purchasing standalone Treasury systems that would require custom interfaces to MMARS (saving the Commonwealth potentially millions of dollars). The enhanced Treasury Accounting processes will eliminate manual work at TRE and CTR as well as at 140+ departments who deposit funds with the Treasurer, consolidate cash management and reporting to a common platform, make payment information available more quickly, and allow more timely and efficient management reporting. In addition, integration of treasury investment management software with Advantage will automate and streamline the current manual tracking of investments for nearly 400 funds and subfunds and nearly 47 billion dollars of cash inflows and outflows invested each year. For years, the independent auditors have highlighted the complexity of managing separate systems and this project would leverage functionality in existing enterprise systems to streamline operations.

Enterprise Data Warehouse - Statewide - \$1,000,000

ITD142

The Commonwealth is experiencing an increasing demand from business users for the ability to analyze historical and emerging trends, track key performance indicators and test hypotheses in order to make better decisions and provide the best possible service to constituents. The infrastructure supporting this architecture will be flexible and scalable to allow for the rapid addition of data, while serving its users with the highest possible reliability, performance, and accuracy. The Commonwealth of Massachusetts has maintained and enhanced the Commonwealth Information Warehouse (CIW) for over 10 years. With the integration of data from a new financial accounting and reporting system (NewMMARS) and Labor Cost Management (LCM), the existing CIW infrastructure is breaking under the growing data volumes and increasingly complex user queries. This project funds the ongoing cost to mitigate the ongoing degradation of the existing Commonwealth Information Warehouse (CIW); a complete re-platforming is needed in order to provide customer agencies with reliable data that can be accessed in a timely manner.

IT Capital Program Management Office - Statewide - \$1,637,950

ITD151

This project will fund the personnel and activities of the IT Capital Project Management Office (IT Capital PMO) in response to mandates from the Legislature and Administration to ensure that the Commonwealth receives best value for its capital investments and to improve forecasting of project spending needs to maximize use of annual IT capital funds across the Commonwealth. The IT Capital PMO's primary responsibility will be to provide full oversight of the IT Capital portfolio of projects. The PMO will develop and maintain a scalable project management methodology based on best practices and industry standards that will be used by all capital projects. This project will also provide funding to modernize ITD's current investment brief and capital planning software application to ease the process of entering and updating investment briefs for agencies and improve ITD's ability to collect, synthesize and report on agency requests. This solution will also provide a document repository for critical documents, and strengthen internal controls for the disbursement of funds and that will



Information Technology

Projects Managed by: Information Technology Division (ITD)

Projects to Benefit: Information Technology Division (ITD)

enable ITD to proactively support and monitor IT investment progress.

ITD Strategic Plan Program - Statewide - \$1,000,000

PLAN0230

This funding will permit ITD to carry out proposals to streamline and to achieve operating budget savings. Specifically, it would support three initiatives - secretariat consolidation of IT management, enhanced procurement processes and an enterprise security plan.

QRadar Phase II - Statewide - \$200,000

PLAN0203

ITD owns and/or manages an array of critical public-sector assets including applications, support systems, and sensitive information. Given the significant negative impact that will result from unauthorized disclosure, modification, or disruption to one or more of these assets (i.e., to prevent the type of system and information breaches recently experienced in the private sector), it is essential to ensure minimally necessary management, operational and technical security controls are deployed and operating as expected. Expansion of the QRadar security incident management system requires deployment of a standards-based (PCI-like) self assessment questionnaire (SAQ) to expedite critical asset vulnerability exposures; mitigation requirements awareness, and a critical system security assessment assurance based planning tool that will capture, store, and maintain critical asset and system specific security and information.

Securing The Commonwealth Digital Assets - Statewide - \$2,200,000

PLAN0202

The constant imperative for ever-more efficient government through the expansion of online services delivery creates a corollary need to ensure the security and privacy of the digital assets entrusted to the Commonwealth's keeping. The Information Technology Division (ITD) is responsible for protecting the Commonwealth's complex of digital borders, networks, communications, information, and service delivery systems for more than one hundred and sixty cross-government sector agencies and organizations. ITD has developed a enterprise information systems security strategy to create a cyber-security culture, protect Commonwealth's digital assets from known cyber-threats, detect attempted and/or successful breach activities, and correct & communicate fixes.

Shared Application Infrastructure - Statewide - \$750,000

ITD149

The Shared Application Infrastructure will allow the Commonwealth to realize the potential business benefits of technology investments across all branches of state government. By fostering the sharing and repurposing of agency information and business functionality, the Information Technology Division will be able to become a true enabler of cross-boundary collaboration and technical facilitation. The Shared Application Infrastructure will develop and implement both the technical and human resources needed to ensure that customers, business partners and Commonwealth constituents are able to access and interact with the services offered by the Commonwealth in the most seamless, efficient, secure and cost effective manner available. The Shared Application Infrastructure directly provide infrastructure needed to support responsible and sustainable economic growth, facilitates the effective and efficient delivery of desired government services, maximizes the value and life of our capital assets by adequately maintaining them, and maximizes the extent to which the other sources of funding are leveraged to increase our capital investments.

Projects to Benefit: Trial Court (TRC)

MassCourts - Statewide - \$3,488,960

TRC001

MassCourts will provide an integrated statewide case management system to Massachusetts. This project has the support and backing of all Trial Court departments and offices. The current application being modified is a case management application purchased from a 3rd Party vendor as a result of a competitive procurement process in FY03. Although there has been success in rolling out interim applications across Trial Court Departments (BasCOT applications at District Court, Probate and Family, Land and the Boston Municipal Court), MassCourts will be the vehicle that will provide a comprehensive database to the Trial Court. The system is also the tool to allow the standardization of common business processes across the various departments and offices. It will be the infrastructure to provide automated case filing and document management services to the public and registered users (attorneys, judges, agencies). MassCourts will provide a robust case



Information Technology

Projects Managed by: Information Technology Division (ITD)

Projects to Benefit: Trial Court (TRC)

management application that will handle case initiation, case disposition and post adjudication requirements. MassCourts will also be capable of accommodating future interfaces with external agencies with which the Trial Court does business. The resulting system will replace the legacy and interim applications in place in the Trial Court and is intended to be a fully functional, uniform statewide application. Detailed inquiry, search capabilities and interface options to the other systems and agencies, training and ongoing support and maintenance planning are envisioned for this project.

Projects to Benefit: Office of the Secretary of Transportation and Public Works (TRP)

Automated Licensing and Registration System - Statewide - \$500,000

RMV008

The RMV is responsible for the issuance of all driver's licenses, vehicle registrations and titles and the collection for the associated fees and sales tax; and for the collection of all civil motor vehicle infraction revenue. This generated \$1.8b in revenues in FY2008. In addition, the RMV is also directly responsible for vehicle safety inspections and administers the Safety and Emissions inspection program (1600 garages on line; \$40m in revenue), vehicle insurance (80 insurers and 1200 agents on-line), Excise Tax billing (\$715m to municipalities in FY2008) and is the enforcement tool via either license/registration suspensions or non-renewals for the collection of un-paid Parking Tickets, Excise Tax, Child Support and default Warrants. Additional ancillary services include collection and analysis of vehicle crash data, licensing of Driver Education programs, inspection of school buses, setting of medical policy and standards both for driver licensing and the issuance of handicapped parking placards. The Merit Rating Board, a separate agency that is part of the RMV with the Registrar acting as Chairperson, administers the Safe Driver Insurance Program and provides driving records to insurers that are used to rate private passenger policies. Both agencies utilize the same system known as the Automated License and Registration System (ALARS). This project will fund a complete replacement of ALARS and is a six year project allowing one year for the procurement, response, evaluation and contract signing.

Total Information Technology 111,887,367



Public Safety

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Office of the Chief Medical Examiner (CME)**

New Medical Examiner's Facility-Southeast Region - Bourne - \$700,000 CME0301

This funds the construction of a new medical examiner's building for the southeast region of Massachusetts.

Replacement Facilities For Chief Med Examiner in Worcester & Holyoke - Statewide - \$300,000 PLAN0022

This funds new regional Medical Examiner facilities to replace antiquated leased facilities in Central mass (Worcester), and Western mass (Holyoke). They will be based on the prototype developed for the new Cape Cod facility.

Projects to Benefit: **Department of Fire Services (DFS)**

Phase II Expansion at the Massachusetts Firefighting Academy - Stow - \$15,000,000 DFS991

This funds the expansion of the academy by creating a new administration building, demolition of existing modular building, new roadways, new walkways, additional parking spaces, a new water line to a connection, and an on-site wastewater disposal system.

Western MA Fire Training Facility (Springfield) - Springfield - \$150,000 PLAN0170

This funds the study, design and construction to acquire and convert the existing Springfield Fire Department Training Center into the western site for Department of Fire Services.

Projects to Benefit: **Office of the Secretary of Public Safety and Security (EPS)**

Building Security Improvements - Department of Public Safety, Statewide - Statewide - \$1,000,000 EPS0401

This funds security improvements at various Dept. of Public Safety facilities as part of Homeland Security and includes security upgrades to Barracks at Concord, Danvers, Holden, Middleboro, Northampton, S. Boston & Shelburne Falls.

Municipal Police Training Committee Study - Statewide - \$200,000 PLAN0024

This funds a master plan critical to ensuring that appropriate training facilities are available within various geographic locations, as MPTC is statutorily mandated to provide training for municipal police officers for cities and towns throughout the state.

Municipal Police Training Facility - Springfield - \$3,800,000 STC0101

This funds the proposed new MPTC training facility in Springfield to create new classrooms, an indoor firing range, drill hall, IT facilities, and a force simulator room.

Security Upgrades, Mass. Military Reservation - Statewide - \$1,100,000 MIL0401

This funds the installation of new video cameras, digital video recording system for all video components, new exterior site lighting, card access on exterior/interior doors and new pop-up gate barriers and emergency generators at MA military reservations.

State Police Master Plan - Statewide - \$500,000 PLAN0213

This funds a master plan for facility condition assessment and development of a strategic analysis to identify capital priorities needs. The study will include feasibility of consolidation and potential disposition of some existing properties.

Various Construction Contract Settlements - Statewide - \$300,000 EPS__001

This funds the outstanding payments for bills due of DCAM's previous work at public safety facilities.



Public Safety

Projects Managed by: **Executive Office of Public Safety (EOPS)**

Projects to Benefit: **Office of the Chief Medical Examiner (CME)**

Medical Examiners Equipment - Statewide - \$388,490 PLAN0091

This program funds the ongoing cost for facility and equipment needs for the Office of the Chief Medical Examiner, including upgrading the airflow system and improving lab space in Boston, Holyoke, and Worcester.

Projects to Benefit: **Department of Fire Services (DFS)**

Fire Services Facility Equipment Upgrades - Statewide - \$975,000 MO03

This program funds the ongoing cost for facility and equipment needs for the Department of Fire Services.

Projects to Benefit: **Office of the Secretary of Public Safety and Security (EPS)**

Cruiser replacement - Statewide - \$10,000,000 MO01

This program funds the ongoing cost for the replacement of high mileage State Police vehicles.

Domestic Security Equipment - Statewide - \$102,164 PLAN0093

This program funds the ongoing cost for homeland security equipment through a grant application process with EOPS.

Mobile data terminal replacement - Statewide - \$3,600,000 CO01

This program will fund the ongoing cost for the purchase and installation of laptop, printers, scanners, and mounting brackets into new State Police vehicles.

Public Safety Facility Equipment Upgrades - Statewide - \$700,000 LA03

This program funds the ongoing cost for facility and equipment needs for the Department of Public Safety.

Purchase of new Helicopters - Statewide - \$3,750,000 PLAN0092

This funds the purchase of one helicopter under the scheduled replacement of the current State Police patrol aircraft fleet.

Total Public Safety 42,565,654



State Office Buildings & Facilities

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Office of the Secretary of Administration and Finance (ANF)**

Structural Improvements on grounds at McCormack Building. - Boston - \$535,000 PLAN0162
This funds the repair to the traffic island outside the McCormack Building that is deteriorated due to subsurface water damage. There are concerns about the structural integrity of the flag pole and the foundation below.

Projects to Benefit: **Bureau of State Office Buildings (BSB)**

Executive Office of Labor and Workforce Development renovations - Brockton - PLAN0216
\$400,000
This funds ADA improvements and other HVAC repairs.

Infrastructure Improvements at Hurley Building - Boston - \$2,000,000 BSB0910
This funds the repairs of structural damage to prevent water damage from leaks in the windows and ceilings throughout the Hurley building.

Life Safety Improvements at Hurley Building - Boston - \$2,000,000 PLAN0215
This funds the installation of an updated fire alarm system at the Hurley building.

Projects to Benefit: **Division of Capital Asset Management and Maintenance (DCP)**

DCAM Project Operations - Statewide - \$14,000,000 DCP__002
This program funds the ongoing costs of the Division of Capital Asset Management and Maintenance to carry out its capital programs.

Elevator Modernization - McCormack State Office Bldg - Boston - \$2,300,000 DCP0607
This funds the design and construction to modernize the elevators and escalators in the McCormack state office building.

Elevator Modernization - Springfield State Office Bldg - Springfield - \$371,758 DCP0406
This funds the elevator upgrades at Springfield state office building.

Elevator Modernization - Transportation Office Bldg - Boston - \$2,100,000 G0801
This funds the design and construction to modernize the twelve elevators in the state transportation building.

Energy Conservation Retrofits and Renewable Energy at State Facilities - Statewide DCP__004
- \$4,000,000
This program funds several components of Executive Order 484 – Clean Energy and Efficient Buildings. This will identify and implement low-cost and no cost energy conservation measures at state facilities.

Maintenance Transfers Total - Statewide - \$45,647,500 DCP__005
This funds small repairs and maintenance projects at statewide facilities. The Office of Facilities Maintenance within DCAM manages this funding for the preservation of capital assets through the development of comprehensive and cost-effective maintenance and management strategies.

Roof and Exterior Repairs - State House - Boston - \$8,000,000 G0502
This funds the repair and replacement of multiple roof conditions at the State House to address water infiltration problems.

State House Interior Master Plan - Boston - \$140,000 DCP__003
This funds the comprehensive master plan to evaluate all systems of building, current use and historic features, define problems and opportunities and recommendation for modernization of systems including HVAC, communications and IT, security, circulation and accessibility.



State Office Buildings & Facilities

Projects Managed by: **Division of Capital Asset Management and Maintenance (DCAM)**

Projects to Benefit: **Division of Capital Asset Management and Maintenance (DCP)**

State House Interior Renovations as per Master Plan - Boston - \$250,000 PLAN0002

A program for modernization of heating and electrical systems, communications and information technology, security, circulation and accessibility at the State House as identified in the Master Plan.

Study for Massachusetts Information Technology Center Space Planning - Chelsea - PLAN0163
\$130,000

This funds a study to evaluate the space needs of the current occupants of the MITC and identify approaches to achieving expansion capacity.

Study for Registry of Deeds into Salem District Court Building - Salem - \$75,000 PLAN0004

This funds a feasibility and cost analysis study for the relocation of the Southern Essex Registry of Deeds into the Salem District Court building, once the new J. M. Ruane Judicial Center is completed and the District Court department has moved out.

Various Construction Contract Settlements - Statewide - \$100,000 DCP__001

This funds the outstanding payments for bills due of DCAM's previous work at ANF facilities.

Projects to Benefit: **Office of the Secretary of Health and Human Services (EHS)**

Worcester State Hospital (including historic Clock Tower) Reuse Plan - Worcester - DMH0403
\$140,000

This funds a study to preserve the vacant historic Worcester State Hospital Clock Tower building and the reuse of other property at the hospital campus.

Projects to Benefit: **Information Technology Division (ITD)**

Second Data Center, ITD - Springfield - \$1,829,835 ITD__001

This funds the proposed Second Data Center, with review of the site selection as required by the Inspector General. The future design and construction of the facility will provide expansion capacity as well as redundancy for statewide information technology needs.

Projects Managed by: **Office of the Secretary of Administration and Finance (EOAF)**

Projects to Benefit: **Office of the Secretary of Administration and Finance (ANF)**

Reasonable Accommodation Capital Reserve Account - Statewide - \$100,000 PLAN0214

This will fund necessary assets and improvements as identified through the Access and Opportunity initiative at the Executive Office for Administration and Finance.

Total State Office Buildings & Facilities 84,119,093



Transportation

Projects Managed by: Office of the Secretary of Environmental Affairs (EOEA)

Projects to Benefit: Department of Conservation and Recreation (DCR)

Accelerated Bridge Program - Department of Conservation and Recreation - DCR__006
Statewide - \$84,500,000

This funds the spending in the accelerated bridge financing program, for DCR assets.

DCR Bridge and Parkway Maintenance - Statewide - \$13,200,000 DCR2009809
This funds the ongoing maintenance efforts of for the DCR bridges and parkways.

DCR Bridge and Parkway Reconstruction - Statewide - \$25,000,000 DCR2009801
This funds the construction and significant renovations of DCR bridges and parkways.

Projects Managed by: Office of the Secretary of Transportation (EOTC)

Projects to Benefit: Office of the Secretary of Administration and Finance (ANF)

Route 3 North Project Settlement - Statewide - \$12,500,000 PLAN0195
As required by a settlement with the construction company, the Commonwealth is obligated to pay for previous work on the completed Route 3 North expansion project.

Projects to Benefit: Highway Department (DPW)

Accelerated Bridge Program - MassHighway - Statewide - \$80,400,000 DPW__006
This funds the spending in the accelerated bridge financing program, for MassHighway assets.

Central Artery Tunnel Project - Boston - \$85,000,000 DPW__005
This project funds the Commonwealth's share of the Central Artery Tunnel Project.

MHD Project Operations - Statewide - \$254,404,421 PLAN0078
This program funds the ongoing costs of Mass Highway to carry out its capital programs.

South Coast Rail - Southeastern Mass - \$5,613,670 DPW__001
This project funds the planning and permitting costs for a commuter rail line from Boston to the South Coast of the Commonwealth.

Statewide Road and Bridge NFA Maintenance - Statewide - \$100,000,000 PLAN0210
This funds the ongoing maintenance efforts for the roads and bridges controlled by MassHighway.

Statewide Road and Bridge Program (NFA) Construction - Statewide - \$65,400,000 DPW__004
This program funds transportation projects that are not eligible for reimbursement by the federal government.

Statewide Road and Bridge Program Federally Assisted Construction (FA) - DPW__002
Interstate - Statewide - \$71,673,389
This program funds the Commonwealth's share for federally assisted transportation projects on Interstate roads and bridges. These projects receive over 80% of the costs reimbursement by the federal government.

Statewide Road and Bridge Program Federally Assisted Construction (FA) - Non DPW__003
Interstate - Statewide - \$361,790,506
This program funds the Commonwealth's share for federally assisted transportation projects on Non-Interstate roads and bridges. These projects receive over 70% of the costs reimbursement by the federal government.



Transportation

Projects Managed by: Office of the Secretary of Transportation (EOTC)

Projects to Benefit: Massachusetts Aeronautics Commission (MAC)

Massachusetts Aeronautics Commission - Statewide - \$9,000,000 MAC__001

This program funds the ongoing costs for grants to public use airports for airport development and improvements, aviation safety, aircraft accident investigation, navigational aids and statewide aviation planning.

Projects to Benefit: Office of the Secretary of Transportation and Public Works (TRP)

CSX Rail Purchase - Statewide - \$50,000,000 CSXPURCH

This funds the acquisition of rail road lines to improve commuter service between Boston and Central Massachusetts.

EOT Equipment and Facilities - Statewide - \$2,000,000 PLAN0220

This funds computer and security equipment at transportation facilities, as directed by the Executive Office of Transportation.

Fitchburg Commuter Rail Project - State Match - Statewide - \$2,000,000 PLAN0081

This funds the state's match for improvements to the commuter rail line to Fitchburg. The federal government is matching the state's funding for this project.

Intermodal Transportation - Statewide - \$2,000,000 TRP__001

This program funds the ongoing cost for improvement grants to Regional Transit Authorities (RTAs) for planning, design and construction of Intermodal transportation centers. These grants are a 20% match leveraging 80% federal funds for these projects, which are developed to provide convenient links between travel modes – local and intercity bus, commuter rail, Amtrak, water and air services, bicycles and pedestrians in combinations appropriate at the particular geographic location. These projects not only create or restore vital transportation services but also provide significant local economic benefits.

Mass Transit Planning - Statewide - \$1,000,000 PLAN0082

This funds the Executive Office of Transportation study and planning phases for future rail expansion projects.

Mobility Assistance Program - Statewide - \$3,100,000 MV

This program assists Regional Transit Authorities (RTAs), Councils on Aging (COAs), and municipal organizations. MAP funds are used to purchase vehicles (vans and mini-buses) and related equipment for provision of transportation services specifically for the elderly, persons with disabilities, and others on a seats-available basis. These services are provided to individuals for whom existing public and/or private mass transit is unavailable, insufficient, or inappropriate.

Rail Transportation - Statewide - \$3,000,000 TRP__002

This program funds the ongoing cost for grants to municipalities and other public entities for projects that preserve or upgrade rail infrastructure. Eligible projects include right-of-way acquisition, construction of public intermodal freight facilities and safety improvements. Funds can also be utilized for technology development or to perform feasibility studies for new or expanded rail services and facilities.

Regional Transit Authority Capital Assistance - Statewide - \$7,000,000 TRP__003

This program funds the ongoing cost to acquire and maintain transit vehicles for the Commonwealth's fifteen regional transit authorities. This program also provides support for other equipment and facility needs.

SIP - Fairmount Commuter Rail Improvements - Greater Boston - \$10,000,000 FAIRMTMBTA

This project funds improvements to the Fairmount commuter rail line in Boston as required under the 2006 State Implementation Plan settlement agreement.



Transportation

Projects Managed by: **Office of the Secretary of Transportation (EOTC)**

Projects to Benefit: **Office of the Secretary of Transportation and Public Works (TRP)**

SIP - Green Line Subway Extension to Medford - Greater Boston - \$2,000,000 GREENLINE

This project funds the extension of the Green subway line as required under the 2006 State Implementation Plan settlement agreement.

SIP - New Parking Spaces at Transit Nodes - Statewide - \$2,500,000 PLAN0080

This program helps fund the creation of 1000 new parking spaces at transit centers as required under the 2006 State Implementation Plan settlement agreement.

SIP - Red-Blue Subway Line Connector Study - Boston - \$3,000,000 PLAN0083

This project funds a study on the possible connection of the Red and Blue subway lines in Boston, as required under the 2006 State Implementation Plan settlement agreement.

Water Transportation - Statewide - \$3,000,000 TRP__004

This program funds planning, design, and construction of water transportation infrastructure. Eligible projects consist chiefly of new or expanded commuter-based transportation and accessibility improvements. Pier expansion projects (Provincetown and New Bedford), accessibility improvements (Salem and Hull), and berth dredging (Boston) have received funding through this Program. EOT has sponsored studies to investigate the viability of new routes and to develop watershed management plans. EOT also coordinates water transportation policy among other agencies and represents the Secretary at key regional transportation initiatives.

Total Transportation 1,259,081,986

Capital Budget Grand Total 2,461,043,495