

Commonwealth of Massachusetts



FY2015-2019 Five-Year Capital Investment Plan

July 2014

**Deval L. Patrick, Governor
Glen Shor, Secretary of Administration & Finance
Scott Jordan, Undersecretary of Administration & Finance**

Table of Contents

	<u>Page</u>
Governor's Message	1
Undersecretary's Message	3
Introduction	4
Administration Accomplishments	8
Capital Reforms	10
Impact on the Commonwealth's Operation Budget	13
Key Investments	
Growth and Opportunity	14
Self-Financing Projects	17
Climate Preparedness	19
Summary	23
Capital Investments by Category	24
<i>Community Investments</i>	26
<i>Corrections</i>	29
<i>Courts</i>	32
<i>Economic Development</i>	34
<i>Energy and Environment</i>	37
<i>Health and Human Services</i>	41
<i>Higher Education</i>	44
<i>Housing</i>	49
<i>Public Safety</i>	51
<i>State Government Infrastructure</i>	53
<i>Transportation</i>	57
Appendices	
<i>Debt Affordability and Fiscal Responsibility</i>	A
<i>Bond Bills</i>	B
<i>FY14 Capital Investment Project List by Investment Category</i>	C





Governor's Message

Seven years ago this Administration came into office with a focus on long-term growth and expanding opportunity. We believed that investing in education, innovation and infrastructure was the means to those ends. We believed that a stronger public higher education system would prepare our students to compete in the 21st century global economy. We believed that a stronger innovation economy would play to our strengths and create thousands of new jobs. And we believed that a modern, high-quality public infrastructure in every corner of the Commonwealth would make Massachusetts a healthier, safer and more attractive place to live, work, raise a family and grow a business.

So, we went to work with the Legislature to enact a series of bond bills to begin reversing a generation of underinvestment. And we've made great progress.

We've made targeted investments in our world-class higher education system because education is the Commonwealth's calling card around the world. Today, new labs, classroom buildings and other projects have been completed or are underway at all 29 of our public college and university campuses. Investments in our community colleges, from new science and technology buildings to new course offerings, have positioned them to close the skills gap between people looking for work and middle skills job opportunities.

We've invested in innovation projects and programs because nearly 40% of the Commonwealth's workforce is employed in the innovation economy. Investments in the life sciences sector have created jobs in Massachusetts at a faster pace than any other industry sector over the last 10 years. We've become a national leader in clean, renewable energy and energy efficiency, investing more than any other state and creating thousands more jobs.

We've invested in our public infrastructure -- improving the safety and condition of our roads and bridges, restoring our public housing, and modernizing our transportation system, even during the worst economic downturn since the Great Depression. And we've invested in high-speed broadband to connect businesses, students and communities to information, health care and commerce.

In fact, it was precisely these investments that led Massachusetts' recovery from the recession at a faster and stronger pace than the nation as a whole. By January 2013, Massachusetts had gained back all the jobs lost during the recession, and last month we achieved the highest level of employment in nearly 25 years. And throughout, we've invested responsibly, based on a debt affordability model developed in the first year of this Administration and vetted by Wall Street. That's why we have earned the highest bond rating in Commonwealth history.

Today, I am proud to release this Administration's 8th and final five-year capital investment plan for fiscal years 2015-2019. This plan continues to implement the vision and priorities established in each of our first seven plans, and proven by strong



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

economic performance. Investments in education, innovation, and infrastructure support long-term economic growth, create thousands of jobs, and build a better life for ourselves and our families. Positioning the Commonwealth to succeed in the 21st century and giving our children and grandchildren the opportunity to succeed is our generational responsibility.

Let's continue this work, inspired by our shared commitment to leave to others a better Commonwealth than we found.



Undersecretary's Message

In 2008, the Patrick Administration published the Commonwealth's first ever comprehensive capital investment plan. For the first time, the Commonwealth's capital spending was transparent, providing citizens detailed explanations and rationale behind project selection and spending decisions. This initial plan was the first step toward addressing billions of dollars in infrastructure needs left by a generation of underinvestment, and set a path towards high-quality public infrastructure that would support sustainable economic growth throughout the Commonwealth.

Recognizing a deferred maintenance backlog of over \$1 B and agency requests that far exceeded the bounds of affordability, the Patrick Administration established Massachusetts' first debt affordability policy backed by a rigorous annual analysis to set the maximum level, the "bond cap," as the basis of each capital investment plan. This policy struck a necessary balance between maximizing our capital investment capacity without undermining other state programs and services. Moody's, Standard & Poor's, and Fitch continue to look upon this policy favorably, currently assigning Massachusetts bond ratings of Aa1/AA+/AA+ respectively – the highest ratings in the Commonwealth's history.

When the recession began in 2008, we were quick to respond. As tax revenue declined and budgetary pressure increased, we reduced the Commonwealth's "bond cap" to maintain budgetary affordability, while prioritizing "ready to go" infrastructure projects. Investing in infrastructure, we created immediate construction-related jobs then and built a foundation for economic growth and job creation over the long-term.

Today we continue our approach to investing in education, innovation and infrastructure across all regions of the Commonwealth. We developed a comprehensive budgeting system to better allow the Commonwealth to make targeted investments in projects that leverage funding from private entities, municipalities and the federal government. We invest in clean energy projects that more than pay for themselves, and in IT projects that enable world-class customer service while saving taxpayer dollars. We are ending the costly practice of paying for transportation personnel on the capital budget, freeing up bond funds to build better roads, rail and bridges in every corner of the Commonwealth.

I am proud to serve the people of the Commonwealth under Governor Patrick, and proud of the accomplishments of the Patrick Administration. Many have worked hard over the last eight years to change the course of the Commonwealth, and none have worked harder than those who served on our capital finance team. In this, our final capital plan of this Administration, I would like to acknowledge James LeBlanc, Katie Hammer, Andy Munemoto, Nick Dantzer, Justin Sterritt, Marianne Conboy, Dana Clowes, Matt Demerle, Eve Margolis, Karen Dillard, Neil Montague, Val Valliant, Lori Hindle, Matt Cole, Karol Ostberg, Lonsdale Koester, Tom Ryan, and Secretaries Glen Shor, Jay Gonzalez and Leslie Kirwan. The investments made in the eight capital plans prepared by this team made real progress toward rebuilding a Commonwealth that will ensure opportunity for the people of Massachusetts today and for years to come.



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 investment plan, which is separate and distinct from the annual operating budget. The capital investment plan is primarily funded by borrowing through the issuance of bonds. There are certain other sources of funding for the capital budget, the largest of which is federal funds, primarily to reimburse transportation infrastructure improvements. In FY09-12, the American Recovery and Reinvestment Act of 2009 ("ARRA") provided additional federal funds which targeted to specific capital purposes.



Source: Commonwealth of Massachusetts

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 issues the bonds to borrow the funds. The Governor approves the use of the borrowed funds by agencies to pay for authorized and budgeted capital projects.

Affordability

The primary factor constraining the amount of the Commonwealth's capital investment plan 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 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.

Because the capital program is funded primarily through bond proceeds, the Executive Office for Administration and Finance (A&F) has established what is known as the "bond cap" as an administrative guideline for annual bond issuance in support of the capital program. For the eighth consecutive year, the Patrick Administration engaged in a rigorous analysis of the state's outstanding debt to determine the affordable level of



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

bond issuance. Based on this analysis, the Administration has established the FY15 bond cap at \$2.125 B and the FY16-19 bond caps at \$2.25 B. A complete description of the Administration's debt affordability analysis and policy is attached as Appendix A.

Development

The Fiscal Year 2015-2019 (FY15-19) Capital Investment Plan is the Patrick Administration's eighth and final five-year plan. One common challenge shared by each of the previous five-year plans is the fact that demand for capital improvements far exceeds affordable funding capacity. The inevitable consequence is that many worthy projects will not receive funding.



Over 90 percent of the bond-funded FY15-19 Capital Investment Plan is needed to fund previously-made commitments, including ongoing construction contracts, investments needed to leverage federal funds, legal commitments and personnel needed to carry out capital programs. This high level of commitments leaves limited budget capacity to start new projects in FY15.

The entire FY14 capital investment plan is presented in detail in Appendix C. For descriptions of each project, please consult the online only Appendices D located at www.mass.gov/capital.

There are certain capital investments that are not funded by the Commonwealth through its capital investment plan and consequently are not reflected in this report. There are a number of independent state authorities responsible for maintaining certain public infrastructure from revenues generated from those infrastructure assets or from



Commonwealth of Massachusetts

Five-Year Capital Investment Plan – FY2015-2019

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 Transit Authority, the Massachusetts Housing Finance 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, certain equipment purchases and information technology projects funded by state agencies through their operating budgets are not reflected in the capital investment plan.

Common Abbreviations in the FY15-19 Capital Investment Plan:

ABP	Accelerated Bridge Program
ADA	Americans with Disabilities Act
AEP	Accelerated Energy Program
ALARS	Automated License And Registration System
ANF	Executive Office for Administration and Finance
ARRA	American Recovery and Reinvestment Act
A&F	Executive Office for Administration and Finance
BCC	Bristol Community College
CASE	Capital Allocation Strategic Enhancement
CEIP	Clean Energy Investment Program
CMP	Corrections Master Plan
CPS	Current Population Survey
DCAMM	Division of Capital Asset Management and Maintenance
DCF	Department of Children and Families
DCR	Department of Conservation and Recreation
DDS	Department of Developmental Services
DEP	Department of Environmental Protection
DFG	Department of Fish and Game
DFS	Department of Fire Services
DFW	Division of Fisheries and Wildlife
DHCD	Department of Housing and Community Development
DMH	Department of Mental Health
DMU	Diesel Multiple Unit
DOC	Department of Correction
DOER	Department of Energy Resources
DPH	Department of Public Health
DTA	Department of Transitional Assistance
DYS	Department of Youth Services
EEA	Executive Office of Energy and Environmental Affairs
EHS	Executive Office of Health and Human Services
EO	Executive Order
EOHED	Housing and Economic Development
EOPPS	Executive Office of Public Safety and Security
FEIS	Final Environmental Impact Statement



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019

GHG	Greenhouse gas
HED	Housing and Economic Development
HILAPP	High Leverage Asset Preservation Program
HOC	House of Correction
I-Cubed	Infrastructure Investment Incentive
IFM	Integrated Facilities Management
IT	Information Technology
ITD	Information Technology Division
LBE	Leading by example
LEED	Leadership in Energy and Environmental Design
LHA	Local housing authority
LiDAR	Light and radar
LOS	Likelihood of success
MAAB	Massachusetts Architectural Access Board
MassDOT	Massachusetts Department of Transportation
MBI	Massachusetts Broadband Institute
MBTA	Massachusetts Bay Transit Authority
MCLA	Massachusetts College of Liberal Arts
MDT	Modular data terminal
MEMA	Massachusetts Emergency Management Agency
MLSC	Massachusetts Life Sciences Center
MOD	Massachusetts Office on Disabilities
ORU	Operational response unit
PVTA	Pioneer Valley Transit Authority
RFP	Request for proposal
RMV	Registry of Motor Vehicles
ROI	Return on investment
SMASST	School for Marine Science and Technology
STEM	Science, Technology, Engineering and Math
SWMI	Sustainable Water Management Initiative
TOD	Transit Oriented Development
TOM	Technical operations module
WRCH	Worcester Recovery Center and Hospital



Patrick Administration Accomplishments by the Numbers

The Patrick Administration has responsibly invested over \$13 B in capital projects in education, innovation, and infrastructure, supporting long-term economic growth, creating thousands of jobs, and building a better life for ourselves and our families. These investments, made within the limits of the debt affordability policy, achieved the following results for the Commonwealth:

- 155 bridge projects completed, with another 29 bridge projects in construction, and an additional 15 bridge projects scheduled to start construction within the next calendar year through the Accelerated Bridge Program, reducing the number of structurally deficient bridges by over 23%.
- Completing, constructing or initiating one or more critical capital projects at all of the 29 UMass, state university and community college campuses. This includes 25 new buildings and 15 renovations.
- A 1,200 mile fiber-optic network connecting over 1,200 schools, libraries, town halls, public safety, and health facilities in over 120 western and central Massachusetts communities.
- 15 new libraries built and 10 underway to provide free public access to books and information.
- 528 new cultural facilities grant awards, which has enriched our communities and attracted 16.8 million visitors.
- 110,000 acres of open space conserved to protect, sustain, and enhance our natural environment.
- 90,000 acres of private forest land preserved for our descendants to enjoy.
- Preservation of 20,000 acres of mountain peaks, wild rivers, and forests in ten unique intact ecosystems known as Habitat Reserves.
- Over 170 parks, pools, rinks repaired, reconstructed, or built for our families to enjoy, including 44 DCR pools and 8 rinks.
- 30 dams or seawalls reinforced, repaired, or constructed to protect our communities.
- An estimated \$214 M invested by the MassWorks Infrastructure Program in 126 municipal infrastructure projects.
- \$100 M in Green Bonds sold to socially-conscious investors, which funds projects that reduce our impact on the environment.
- 68 Accelerated Energy Projects launched at 265 sites into construction. These results keep the Commonwealth on pace to “green” 700 sites in 700 days, which is expected to achieve a projected annual savings of \$43 million and reduce energy consumption by an amount large enough to power over 6,000 homes. The projects will also result in a greenhouse gas (GHG) reduction of over 78,000 metric tons, which equates to taking over 16,000 cars off the road.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

- Leveraging federal dollars and the bond market to produce \$1.6 B in Water Pollution Abatement Trust projects and 382 loans to municipalities and creating an estimated 9,500 jobs.
- 155 IT projects completed, which have allowed the Commonwealth to deliver additional state services more efficiently and effectively while using fewer state employees.
- 4 outdated, large institutional campuses serving Department of Developmental Services clients have been or are in the process of closing and in their place, and community housing options have been created either through capital or leasing arrangements.
- 2 outdated, large institutions serving Department of Mental Health clients were closed, and the new \$302 M Worcester Recovery Center and Hospital was opened in 2012, providing 320 beds in an innovative plan that reflects the stages of recovery by using familiar environments, ranging from "house" to "neighborhood" to "downtown."
- 5 new state-of-the-art multi-departmental court facilities have been completed and opened, representing a total of 64 courtrooms. 3 additional court projects are underway, representing another 27 courtrooms.
- \$220 M in capital life science funding to ensure Massachusetts has the facilities needed to complete in the growing, cutting edge life science field.
- 1,423 homes modified to increase accessibility/improve safety for households with persons with disabilities.
- \$592 M in funding through the Department of Housing and Community Development awarded to 445 projects in 137 cities and towns across the Commonwealth.
- Approximately 20,000 units developed or preserved, including homes modified for accessibility (18,294 units preserved or developed, and 1,423 homes modified).
- 38,000 units of public housing for individuals and families preserved.
- 2,054 new police cruisers purchased and equipped to keep our roadways and residents safe.
- 4 new police helicopters deployed.
- 2 new state-of-the-art fire training facilities to give our local fire departments the training they need to keep us safe.



Capital Reforms and Initiatives

Over the past seven years, the Patrick Administration has improved the capital budgeting process by implementing new policies and programs designed to create a long-term capital plan which is sustainable and efficient. These policies and programs are the foundation on which the capital budget is built. This foundation provides the Commonwealth the confidence to make large scale investments in our future, while being certain that future generations are not over-burdened by current debt issuance. These policies have also reduced the Commonwealth's debt issuance costs as the Commonwealth now has its highest bond rating ever.

First-Ever Debt Affordability Policy – The Patrick Administration developed and published the first-ever debt affordability policy, which has been positively reviewed by credit rating agencies. This analysis ensures current capital spending does not overburden future operating budgets. This analysis has been updated annually and the current analysis is presented in Appendix A.

First-Ever Five-Year Capital Investment Plan – The Administration published the Commonwealth's first-ever comprehensive and transparent five-year capital investment plan based on the new debt affordability policy. Five year planning ensures that the impacts of new projects are thoughtfully considered before they are implemented. This report represents the Administration's eighth and final five-year capital investment plan and has been developed within the parameters set forth in the debt affordability policy.

Removing Payroll From the Capital Budget – As the result of operating budget pressures, payroll costs have accumulated on the capital budget. The Patrick Administration and the Legislature have worked to reverse this trend. The 2013 Transportation Finance Law marked the first large scale reversal of this trend. In their FY15 budget, MassDOT will remove all employees off of capital accounts.

Integrated Facilities Management – As one of the Administration's efforts to improve the way the Commonwealth does business, the Governor issued Executive Order 543 – Implementing Integrated Facilities Management (IFM). The vision for the IFM initiative is to put in place better stewardship of the Commonwealth's capital assets as the Division of Capital Asset Management and Maintenance (DCAMM) assumes more responsibility for providing customer-focused, high-quality and cost-effective facilities management services. This improved management will enable agencies to focus on program service delivery while seeing improved conditions for the users at their facilities. By dedicating more funding to IFM projects and standardizing the level of ongoing maintenance, the state will defer less of its capital investment needs and avoid larger, more expensive capital project needs in the future. In FY15, DCAMM will be managing 36 state facilities, comprised of over 261 buildings and 11 million square feet.

Oversight and More Transparency through the State Finance and Governance Board (formerly the Finance Advisory Board) – Through new gubernatorial appointments, staff support provided by the Executive Office for Administration and Finance (A&F),



and greater oversight responsibilities, the Administration has strengthened the role of this board. With these improvements, the board ensures transparency, accountability and best practices among state entities that borrow, invest and manage public funds. In furtherance of promoting transparency, accountability and best practices, the Board has adopted regulations with respect to debt issuance and derivative transactions. In the context of the uncertainty in the financial markets since 2008, this oversight is critical to ensure public confidence in the sound management of public funds.

Debt Affordability Committee – New legislation passed by the Legislature in 2012 created the Debt Affordability Committee to evaluate the Commonwealth's debt portfolio and assess how much debt can be affordably authorized in the next fiscal year. This is the first year the Committee has made a recommendation to the Governor based on their deliberations. The Committee has recommended that \$2.125 B can be issued. This amount was adopted by the Governor and used as the bond cap on capital spending in the FY15-19 Capital Investment Plan.

Innovative 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; and "I-Cubed" legislation to finance infrastructure improvements needed to support new private development with the new state tax revenues generated from the development.

IT Return on Investment – Through a new business case tool used at ITD, the Commonwealth will now systematically be able to determine the potential return on investment of information technology (IT) projects before work begins on them. This process will ensure that only the most worthy projects compete for limited state capital funding.

Capital Budgeting and Asset Management – The Patrick Administration has invested in a variety of different software systems designed to bring the Commonwealth's capital budgeting and asset management into the 21st century. The MassCap budgeting system creates a common budgeting platform that allows for a shared depository of information used to record project budgets, spending projections, and project attributes. Also, a new capital asset management system will allow DCAMM to more efficiently and effectively track spending related to the Commonwealth's capital assets.

Energy Efficiency Requirements for State Building Projects – 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. These practices will also reduce the amount the Commonwealth needs to expend in operating costs. This goal of increased energy efficiency and reduced costs was prioritized in the Accelerated Energy Program which set as a goal to "green" 700



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

sites in 700 working days. The Administration has also set high minimum “green building” standards for all new state building projects and major renovations and aims to go above and beyond such standards wherever possible, including plans for certain buildings to be “energy neutral.”

Clean Energy Investment Program – In January 2010, the Governor created the Clean Energy Investment Program as a means to affordably finance energy efficiency and renewable energy improvements to state facilities. These investments are crucial to achieving the goals of Executive Order 484.



Impact of the Capital Budget on the Operating Budget

Each year, as part of the annual development of the capital investment plan, the Executive Office for Administration and Finance evaluates the operating budget impacts for all requested projects. Every capital spending request must show the incremental and ongoing annual operating costs/savings that are expected to be incurred upon completion of the project. The decision on whether to fund a capital project depends on A&F's assessment of not only the programmatic need for the project, but also the affordability of the related operating costs. The following capital budget construction projects are expected to result in an FY15 operating budget impact that exceeds \$500 K:

- Middlesex Sheriff's Department – Billerica House of Correction
- Essex Sheriff's Department – New Intake Facility
- UMass Amherst – New Academic Building
- UMass Boston – Integrated Science Center
- UMass Lowell – South Campus Academic Facilities
- Division of Fish and Wildlife – New Headquarters

In addition, for construction projects that are commencing a study in FY15, those studies will project the operating cost impact and will be reported to A&F during the year. The Commonwealth also tracks operating impacts related to other significant investments such as information technology. Specifically, in FY15 the Information Technology Division (ITD) will continue to refine how they track and evaluate impacts on the operating budget that result from completed IT projects. In FY15 ITD will begin actively using the information gathered using a new return on investment (ROI) methodology, and in the new CASE (Capital Allocation Strategic Enhancement) tool, to inform their evaluation of operating impacts. When agencies are preparing their annual budget requests during A&F's spending plan process, they are asked that the additional operational costs associated with capital projects are reflected in their projected funding requirements.



Creating Growth and Opportunity

A central facet of Governor Patrick's vision and focus has been to create broad-based opportunity and shared prosperity through investments in education, innovation and infrastructure.

Education

Since taking office in 2007, Governor Patrick has been committed to building an affordable, world-class system of public higher education in the Commonwealth. The administration, in collaboration with the UMass system, the State Universities, and Community College campuses, has initiated new projects at all 29 higher education campuses in the state. These projects have included an expansive range of new Science, Technology, Engineering and Math (STEM) buildings, new academic and lab space, new libraries and student areas, and crucial infrastructure and deferred maintenance projects essential to allowing campuses to operate at the highest level.

These capital investments in new STEM buildings reflect a key Administration priority of providing students with the necessary skills to compete for careers in our growing innovation economy. These programs are located in specialized laboratories across the Commonwealth's campuses and are vital to graduating students with the skills needed to obtain jobs in the emerging science and technology fields. Completed and ongoing projects include:

State Universities and Community Colleges

- A new science and mathematics center at Bridgewater State University;
- Fitchburg State University's new science building;
- Bristol Community College's Technology and Learning Center in Fall River;
- Framingham State University's Hemenway Hall Science Center;
- Quinsigamond Community College's Science and Technology Building; and
- Cape Cod Community College's New Science Building.

UMass

- A new life sciences research facility at UMass Amherst;
- A new Health and Social Sciences Building on UMass Lowell's South Campus;
- The Sherman Center at the UMass Medical School in Worcester; and
- UMass Lowell's Emerging Technology and Innovation Center.

The Patrick Administration is committed to bringing affordable, high-quality higher education opportunities to everyone. To accomplish this, the Administration has made



substantial investments in projects to bring world-class higher education programs to the Commonwealth's Gateway Cities. These projects include:

- UMass Amherst and UMass Lowell are underway in bringing satellite campuses to Springfield and Haverhill, respectively;
- UMass Lowell Perry Hall engineering building;
- UMass Lowell Pulichino Tong building at the Manning School of Business;
- Full-service consolidated campus in downtown New Bedford for Bristol Community College;
- New academic building and renovations of existing facilities for Middlesex Community College at the Lowell Campus; and
- Renovations to Building "19" and Building "20" on the campus of Springfield Technical Community College.

Infrastructure

As part of the Patrick Administration's efforts to stimulate job creation and support long-term economic growth, the MassWorks Infrastructure Program provides grants to support development throughout the Commonwealth. Through strategic investments in housing and economic development projects, the MassWorks Infrastructure Program has helped make communities across the Commonwealth great places to live, work, and raise a family. Through these grants, the Patrick Administration partners with cities and towns, making targeted investments in infrastructure such as roadways, streetscapes, water and sewer to facilitate and support new and sustained housing and economic growth throughout Massachusetts. Projects completed or ongoing during the Patrick Administration include:

- A \$1.5 M grant to help support the Amesbury Lower Millyard Improvement Project in the city's downtown area;
- A \$6 M grant for infrastructure improvements to support the Ashland Transit Oriented Development (TOD) Mixed Use District. The District has been permitted for the construction of over 900 housing units, 141,000 square feet of commercial development, 90 acres of open space and 5 miles of walking & bike trails;
- A \$1.6 M grant for roadway and parking improvements to support redevelopment opportunities in the Jackson Square neighborhood of Boston; and
- A \$2.2 M grant to support the construction of a public way from Route 202 to Campus Road providing additional access to Holyoke Community College in the City of Holyoke.

In addition to the MassWorks program, the Administration has committed funding in FY15 designed to support job creation and growth in Massachusetts, including:



- \$10 M for Research and Development Matching Fund Grants to provide grants to municipalities, quasi-public entities and non-profits to support economic development; and
- \$10 M for Manufacturing Training Equipment Grants for the purchase of equipment to prepare students for careers in advanced manufacturing at any Massachusetts Chapter 74 qualified high schools or institutions of public higher education.

The Patrick Administration has also invested in improving the Commonwealth's infrastructure as a means to stimulate job growth through a variety of other programs. The Infrastructure Investment Incentive (I-Cubed) program is ramping up to invest more in private, transit-oriented development projects. The I-Cubed program represents another innovative financing model that allows government to invest in economic growth while limiting taxpayer costs. This program allows for the issuance of bonds to finance public infrastructure improvements like train stations and road improvements only when developers can prove that the private development they propose will generate jobs and new state tax revenue that will more than repay the debt service on the bonds in each year. Several pending economic development proposals at various stages of review could increase the number of I-Cubed projects in Massachusetts to as many as nine in the next few years. Ongoing I-Cubed projects in Somerville (at Assembly Row) and Boston (at Fan Pier) are expected to leverage \$1 B in private investment, and generate over \$475 M in new state tax revenue over 30 years to repay the investment.

Also, the Massachusetts Broadband Institute (MBI) at the Massachusetts Technology Collaborative was created in August 2008 by the Patrick Administration and the Legislature with a mission to expand affordable broadband access to the underserved and unserved communities of the Commonwealth. The MBI was initially funded with \$40 M in state bond funds and has used these funds to leverage over \$110 M in additional public and private investment, including more than \$83 M in federal funds. These funds were used to successfully deploy the \$90 M, 1,200-mile fiber-optic MassBroadband 123 network, bringing high-speed Internet access directly to over 1,200 facilities in more than 120 western and central Massachusetts communities.

Innovation

Massachusetts has demonstrated its commitment to the life sciences community through investments in infrastructure to accelerate promising science, as well as the creation of a business-friendly environment. The Patrick Administration created the Massachusetts Life Sciences Center (MLSC) in recognition of the state's leading position in the biotechnology industry. The MLSC is committed to ensuring that there is a strong supporting platform for innovation in Massachusetts. This includes funding the creation of novel resources that companies and researchers will be able to find only in Massachusetts. The Governor has committed to investing \$1 B in life sciences funding over ten years. To date, MLSC has invested and committed nearly \$500 M throughout the Commonwealth, leveraging approximately \$1.2 B through matching outside investments and creating over 7,700 jobs.



Self-Financing Projects

A variety of capital programs in the FY15-19 Capital Investment Plan are designated as self-financing projects. In order to be eligible for this classification, a project must demonstrate that it can generate sufficient savings or revenue to create a positive return on investment (ROI). The Administration works closely with agencies to conduct a rigorous review of these projects to ensure the ROI forecasted by each project is attainable. Once this analysis is complete, these projects are carried outside the bond cap and tracked carefully to ensure the projected ROI is achieved. The Commonwealth has two main categories where self-financing projects are common: energy efficiency projects and information technology (IT) driven business transformation projects.

Administered by DCAMM, the Clean Energy Investment Program (CEIP) was established to comply with Executive Order 484 and to increase the energy efficiency of Commonwealth-owned buildings. This program sets targets for clean energy practices to reduce environmental impacts and create cost savings. To qualify for CEIP, projects must demonstrate an ROI of at least 1.1 times the cost of the project. The timeframe for financing each project must be less than or equal to the useful life of the installed equipment. Once each project has been completed, the resulting savings are used to fund the debt service payments associated with the project's initial costs. The energy team at DCAMM works with agencies throughout the life of these projects to track the ROI and ensure that the appropriate debt service payments are being made.

The Leading by Example (LBE) program is an initiative launched in FY13 by the Department of Energy Resources (DOER) aimed at reducing the Commonwealth's energy usage. This program focuses self-financed resources on energy efficiency opportunities at non-building state infrastructure. Examples include: outdoor lighting, tunnels and bridges, wastewater treatment sites, pumps and dams. LBE compliments CEIP, which primarily addresses building-related energy savings to ensure the Commonwealth is adequately improving energy efficiency. Each of the projects approved under LBE, much like the CEIP projects, are approved to finance themselves through savings to the Commonwealth. However, unlike the CEIP program, LBE also uses a combination of funding sources such as energy rebates. In using this combination of funding sources, energy savings will cover over 60% of the debt service associated with the investment. A dedicated team at DOER carefully tracks each of these projects to ensure they are meeting the criteria for self-financing and to ensure the benefits of the projects are being realized.

Business transformation projects driven by investments in IT allow the Commonwealth to offer higher customer service, often while using fewer resources. To evaluate projects, the Capital Allocation and Strategic Enhancement (CASE) initiative was launched as both a methodology and tool used for quantifying and estimating a project's costs, benefits and likelihood of success. Launched as a part of the FY15-19 Capital Investment Plan's development, CASE allows the Information Technology Division (ITD) to comprehensively evaluate projects proposed by other state agencies. Using CASE, Commonwealth agencies are able to create, review and submit requests for new and existing projects through the use of a web-based interface that provides step-by-step guidance. Instead of focusing on specific IT solutions and tasks, CASE allows users to focus on what matters by identifying overall value to the public and



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

Commonwealth. Projects with adequate financial benefits through either cost savings or increased revenue will qualify for funding outside of the annual bond cap. Once approved, ITD is also able to use CASE to track the progress of each project in the Commonwealth's portfolio. The CASE tool provides ITD with real-time data on each project once it has been launched that will improve benefit realization for both the user agency and the Commonwealth.



Climate Preparedness

Governor Patrick has made addressing climate change a priority throughout his Administration. Immediately upon taking office, Governor Patrick set out to reshape the Commonwealth's energy future, investing in policies and programs that have made Massachusetts a leader in emissions reductions, energy efficiency, clean energy technology and renewable energy installations. In 2007, Massachusetts became the first state in the nation to combine the environmental and energy agencies under one Cabinet Secretary, demonstrating a holistic commitment to reducing our dependence on fossil fuels and diversifying our energy sources.



Source: Commonwealth of Massachusetts

In 2008, through collaboration with the Legislature, Governor Patrick signed the Global Warming Solutions Act into law, creating a framework for reducing heat-trapping emissions to levels that scientists believe avoid the worst effects of global warming by ambitiously requiring all sectors of the economy to reach a target of a 25% reduction of greenhouse gas (GHG) emissions by 2020 and an 80% reduction by 2050. As of 2011, the Commonwealth has successfully reduced its GHG emissions by 16%. Also in 2008, Governor Patrick and the Legislature enacted the Green Jobs Act, which created the Massachusetts Clean Energy Center, tasked with accelerating the success of clean energy technologies, companies and projects in the Commonwealth while creating high-quality jobs and long-term economic growth for the people of Massachusetts. These efforts have proven to be successful, as clean energy jobs are projected to grow 48% from 2010 through the end of 2014.

The Patrick Administration has fostered a thriving, innovative clean energy economy in the Commonwealth. The state now has over 500 megawatts of solar energy generation capacity installed, four years ahead of the Governor's goal of 2017. The Commonwealth is also poised to be home to the nation's first offshore wind farm, Cape Wind. The Administration's investment in wind energy infrastructure, like the New Bedford Marine Terminal, has made Massachusetts a hub for this emerging industry.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

The Patrick Administration's Accelerated Energy Program aims to reduce energy consumption by 20-25% at state facilities, creating approximately 4,000 clean energy jobs while saving the Commonwealth roughly \$43 M annually. The program will save the environment an estimated 135,000 metric tons of greenhouse gas annually, the equivalent of removing 26,000 vehicles from the road per year. This has in part led to the Commonwealth being ranked the most energy-efficient state in the nation for three years in a row by the American Council for an Energy-Efficient Economy.

Despite these successes, climate change remains one of the most challenging issues the Commonwealth will face in the near and long term, with the potential to dramatically impact our way of life in Massachusetts. Scientific evidence overwhelmingly indicates that preventing climate impacts in our communities cannot be achieved through climate change mitigation alone. Key climate change predictions in Massachusetts include:

- More intense, longer lasting and more damaging storms, causing debilitating impacts on our infrastructure and environment, including widespread flooding from increased precipitation;
- Greater environmental stress on our power grids, subjecting our utilities to interrupted service, degraded energy reliability and increased costs;
- Rising sea levels potentially causing major disruptions to our coastal communities, strain on our emergency services and billions of dollars' worth of damage to residential and commercial property; and
- Public health concerns expanding due to exposure to high temperatures, poor air and water quality, extreme weather events and an increased risk of food-borne and vector-borne illnesses.

The Executive Office of Energy and Environmental Affairs (EEA) has served as the lead on Climate Change Adaptation throughout Governor Patrick's Administration, including producing the *Massachusetts Climate Change Adaptation Report* in 2011 with the help of over 200 stakeholders, and leading development of a plan in 2013 to advance key critical climate preparedness efforts through the end of the Administration. In FY14, Governor Patrick re-affirmed his Administration's commitment to these efforts and launched his Coordinated Climate Preparedness initiative to prepare our transportation system, harden our energy resources, create more resilient natural and built environments, and protect the public health of our residents. In addition to a range of policy measures, as part of this effort Governor Patrick committed \$50 M in available capital, operating and trust resources to programs that will directly benefit municipalities as they try to address the impacts they will face in their communities.



FY15 Capital Plan Highlights

In FY15, the Patrick Administration will build on its commitment to funding shovel-ready projects and critical vulnerability assessments that will protect infrastructure, public health and public safety and increase the resiliency of our communities in the long term.

- Following the success of the Critical Coastal Infrastructure programs in the Administration's FY14 Capital Plan, the Commonwealth will reinvest in these programs, allocating \$6 M of new funding for shovel-ready coastal infrastructure projects that increase community resilience to sea level rise and other climate impacts.
- The Commonwealth will invest \$6 M to facilitate the study of the Charles River Dam and Amelia Earhart Dam, and associated pump stations, to fully understand the impacts of climate change and associated sea level rise, on flood control operations. This funding will also support immediate-term improvements recommended as a result of this study, and flood control at Beaver Brook in Waltham.
- The Commonwealth will continue to pursue strategies that both mitigate and prepare for the impacts of climate change. A new \$5 M tree planting program will enhance quality of life in three Gateway Cities and increase energy efficiency while also reducing urban heat island effects that can have negative public health consequences. Reductions in heating and cooling costs in the selected areas are expected to be approximately 10%, with an average homeowner savings of \$230 a year, once the trees reach maturity. This investment leverages \$4 M of Department of Energy Resources Alternative Compliance Payment funds.
- Massachusetts is already experiencing routine flooding during heavy precipitation events and high tides due to changes in sea level in critical transportation corridors. One such site is Morrissey Boulevard, located between Neponset Circle and Kosciusko Circle in the Dorchester area of Boston, which serves as a critical link for surrounding communities and to a number of Commonwealth assets. The Administration will allocate \$25 M in the FY15-19 Capital Investment Plan to design reconstruction of this parkway, which will include elevation to address rising sea levels. The project will also provide improvements to address encroachments, new signalization, new lighting, and significant pedestrian and bike trail enhancements to reestablish the connections between the residential areas and recreational facilities.
- Another means by which the Patrick Administration is prioritizing the resiliency of the Commonwealth's infrastructure is through the Massachusetts Bay Transportation Authority's (MBTA) capital plan. Additionally, the MBTA is updating its Transit Asset Management systems to flag assets that are threatened by extreme storms or are critical to return to service after storms, thus allowing the MBTA to incorporate infrastructure upgrades that provide system resiliency. Also, the MBTA has committed \$7 M to complete light and radar (LiDAR) mapping of all MBTA tunnels and structures to assess the vulnerability of the tunnels to flooding and storm surge.



Planning for the Future

The Patrick Administration recognizes that it is necessary for the Commonwealth to engage in climate preparedness planning today to increase our resiliency before climate change impacts inevitably occur. As part of the Governor's Coordinated Climate Preparedness initiative, the Administration is engaged in resiliency planning that spans across sectors and across the Commonwealth. The results of these vulnerability studies, policy changes, and programs will ultimately lead to the Commonwealth's investment of capital resources in an increasingly climate resilient manner. Highlights include:

- The Massachusetts Department of Transportation will contract with a consultant this year to do a Phase 1 System-wide Transportation Asset Vulnerability Assessment in coordination with the Department of Conservation and Recreation;
- The Department of Public Health is engaged with local boards of health to conduct Health Impact Assessments of climate change impacts at the community level and is developing state-level resources to identify areas of special concern;
- The Massachusetts Emergency Management Agency (MEMA) has been included in Smart Growth Planning, to ensure the Commonwealth considers hazard mitigation as communities select priority preservation and priority development areas;
- The Department of Environmental Protection (DEP) will expand its proactive assistance to communities to help identify and address vulnerable elements of critical drinking water and wastewater infrastructure;
- The Administration plans to partner with UMass to formally appoint a state climatologist who will be responsible for advising state and local government on predicted climate change impacts in the Commonwealth and their implications for both economic and scientific needs;
- The Administration plans to utilize vulnerability assessments during updates and changes to the Commonwealth's building portfolio by better linking hazard mitigation data with facilities management;
- The Administration plans to complete LiDAR mappings of the Commonwealth in order to model river flooding and storm surge, as well as assess the vulnerability of the state's built infrastructure and critical habitats; and
- The Administration is actively engaged with stakeholders on efforts the Commonwealth should take to consider future climate patterns in various state regulatory processes, including the Massachusetts Environmental Policy Act, the Wetlands Protection Act, and the Massachusetts Public Waterfront Act, and intends to examine ways to consider resiliency into additional infrastructure financing programs.



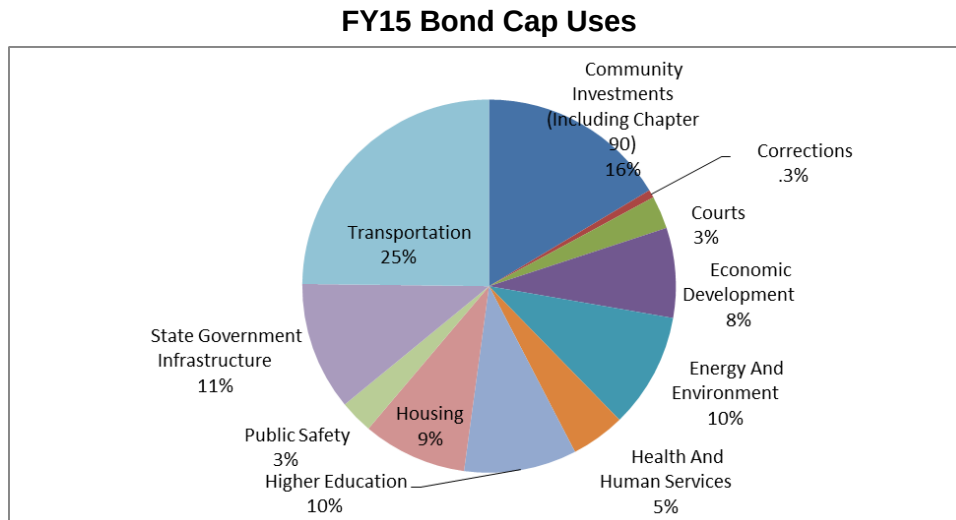
FY15-19 Capital Investment Plan Summary

The full five-year capital investment plan by major investment category is presented below. All specific projects and programs expected to be funded in FY15 are identified in Appendix C. It should be noted that many of the projects funded in FY15 are multi-year projects with costs that will be incurred in subsequent fiscal years. It is also important to note that projects will evolve and change, and A&F intends to adjust the capital investment plan during the fiscal year as circumstances dictate. 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 investment plan.



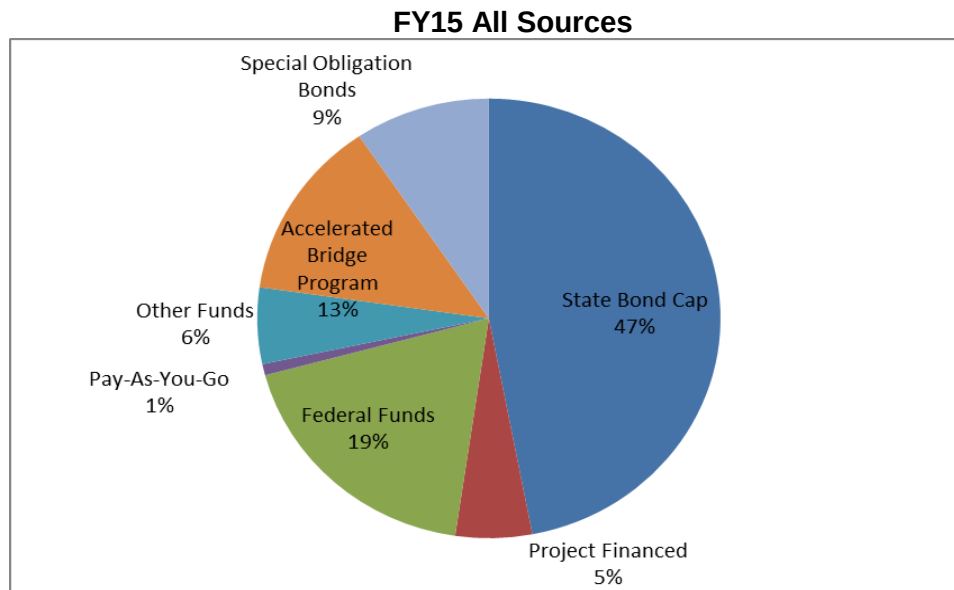
Total Bond Cap by Major Investment Category

The following chart shows the allocation of bond cap by major investment category.



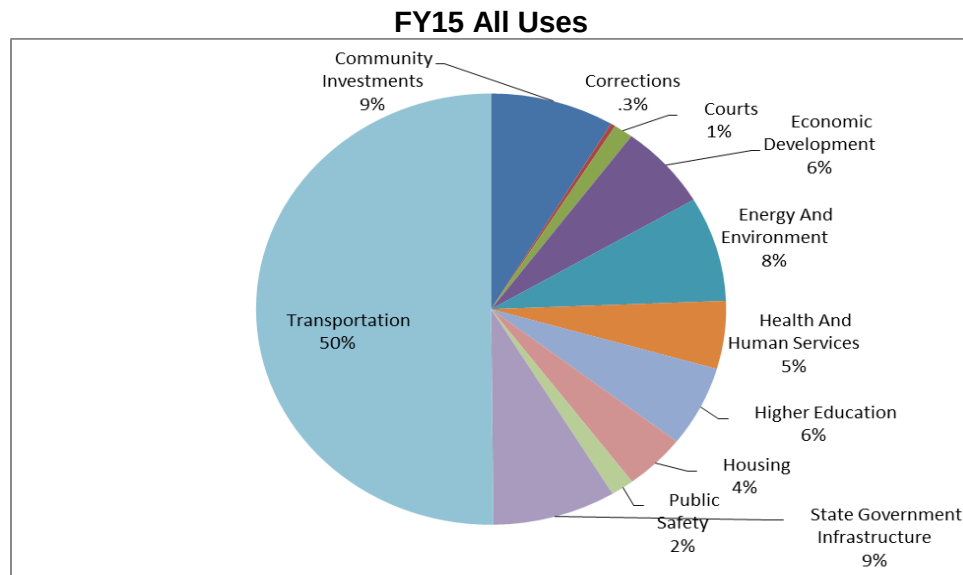
Total Capital Sources and Uses by Major Investment Category

The following charts show the allocation of total capital spending from all sources to all uses by major investment category.





Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019



Description of Sources of Funds

- *State Bond Cap* – Commonwealth borrowing to support the regular capital program.
- *Federal Funds* – Federal reimbursements for capital expenditures.
- *Other Funds* – Contributions made by third-parties to capital projects being carried out by the Commonwealth.
- *Project Financed* – Self-supporting bonds payable by the Commonwealth from a new stream of project revenue, including the CEIP program where Commonwealth bonds are payable with savings to be achieved as a result of energy efficiencies.
- *Pay-As-You-Go* – Funding from current revenue for capital projects. In Appendix C, this Pay-As-You-Go is shown in the Other Funds category.
- *Accelerated Bridge Program (ABP)* – Commonwealth special obligation bonds secured by revenues credited to the Commonwealth Transportation Fund or federal grant anticipation notes issued to fund the Accelerated Bridge Program. In Appendix C, ABP is shown in the Other Funds category.
- *Special Obligation Bonds* – In 2013, the Legislature enacted and the Governor signed a multi-year transportation finance bill that will provide additional funding to support investments in transportation infrastructure. This funding is supported through additional bonding enabled by a three cent increase to the gas tax, indexing the gas tax to inflation, dedicating the sales tax on motor vehicles to transportation, and transit fare and motor vehicle registry fee increases.



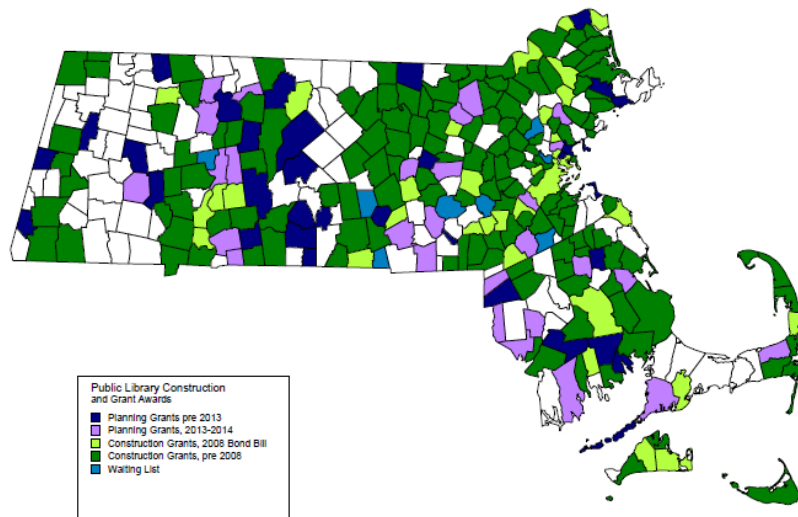
Community Investments

The Patrick Administration is committed to partnering with Massachusetts cities and towns to improve infrastructure, promote economic growth and make Massachusetts a convenient and attractive place to do business. The Administration is dedicated to supporting municipal grant programs that make important local investments in public safety, affordable housing, smart growth development strategies and energy efficiency. Additional investments in historical, educational and recreational facilities will enhance our residents' quality of life and encourage tourism throughout the Commonwealth.

Administration Accomplishments to Date

- The Patrick Administration continues to provide a historic level of Chapter 90 local road aid to cities and towns with an investment of \$200 M in FY15, an \$80 M increase in aid compared to the \$120 M annual investment when the Governor took office.
- The Administration has invested \$92.8 M in funding for 25 public library construction projects across the Commonwealth since 2008: fifteen completed facilities and ten currently underway. Eight additional projects have been approved and are waiting for funding from a pending bond bill.

Massachusetts Board of Library Commissioners
Public Library Construction Program



Library projects are engines of economic development statewide. For example, \$92 M in state funding generates approximately \$184 M in total local economic activity. Grants have helped five libraries build LEED certified sustainable facilities, with ten projects currently under construction that plan to pursue LEED certification and together will receive an additional \$2.3 M in Green Incentive awards.



- Since the inception of the Water Pollution Abatement Trust in 1989, the Trust has financed over \$6 B in low interest subsidized loans for water infrastructure projects impacting 97% of the state's population and approximately 300 borrowers. The Trust has accomplished this by leveraging \$2 B in federal and state grants in the bond market, becoming one of the top five ranked states in the nation for leveraging capability. The ability to efficiently leverage allows the Trust to average \$350 M in loan disbursements a year, creating approximately 2,100 jobs annually.
- The Seaport Advisory Council has partnered with coastal communities in over 95 projects with over \$50 M in grants matched by 20% in local investment into the ports of Massachusetts. This has resulted in modernized piers, wharfs, boardwalks, bulkheads and ferry terminals throughout the Commonwealth.
- The Administration has supported 179 completed historic preservation grant projects in 81 communities.
- Since the beginning of the Administration, the Cultural Facilities Fund has awarded 528 grants totaling \$69 M to cultural facilities for projects located in 99 cities and towns across the Commonwealth. A survey of grantees found that grantees employ more than 9,000 full-time equivalent employees with wages and salary over \$550 M.
- Since 2007, the Patrick Administration has invested \$120 M through EEA's community investment grant programs to protect municipal drinking water sources, conserve community open space, and create or renovate 170 parks, mostly in urban areas. The new parks and open space created are within a ten minute walk of 1.75 million residents – roughly 27% of the Commonwealth's residents.
- In FY14, the Patrick Administration launched a new Signature Parks initiative to invest in nine major downtown urban projects in seven cities across the Commonwealth, from Lawrence to Brockton, from Pittsfield to Fall River. In partnership with state agencies, municipalities, local community organizations and the public, the Signature Parks program is revitalizing urban communities by opening up or upgrading green spaces for outdoor recreation and improving access to natural resources such as waterways and historic neighborhood landmarks.

FY15 Highlights

- The Patrick Administration will invest \$20 M in grants in FY15 to local library construction projects around the Commonwealth.
- The Boston Public Market project will convert a vacant state building adjacent to the Rose Kennedy Greenway into a public market to offer a variety of local and culturally significant food products. This project will create 100 construction jobs and 200 permanent jobs.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

- The Administration will continue to fund the Springfield Union Station Parking Garage in FY15. A 480-space parking garage will be constructed in conjunction with the proposed development of the Union Station Regional Intermodal Transportation Center, a \$45 M project with multiple funding sources.
- In FY15, the Administration will continue its commitment to the arts by investing another \$15 M in the Cultural Facilities Fund to support nonprofit cultural facilities throughout the Commonwealth. Prior to FY14, cultural facilities grants were funded at \$5 M per year.
- In FY15, the capital investment plan will disburse \$1.1 M in equipment grants for vocational schools. This is the second year of this successful program, which allows vocational school students to train on equipment used in real world workplaces.
- The Commonwealth will reaffirm its investment in signature parks and urban playgrounds and spray parks during FY15, reflecting the Administration's priority focus in this area. These parks will be constructed in selected cities, with the dual goals of bolstering economic development efforts and creating distinctive green space.
- The Early Education and Out of School Time Capital Fund will invest in substandard space that hosts licensed, non-profit early education or out of school programs across the Commonwealth. These funds will be issued as competitive grants and are available to finance, plan, acquire, renovate, and construct facilities ensuring the Commonwealth's children have access to a quality and enriching learning environment.
- The FY15 capital plan will invest \$16.5 M in environmental community investment grants which will improve local parks, acquire land for preservation, and protect the safety of our drinking water.
- The Commonwealth will invest \$750 K to "green" the Gateway Cities by planting trees to reduce pollution and increase property values.



Corrections

The Department of Correction (DOC) operates 18 institutions with five security levels ranging from contract pre-release to maximum security. These facilities house over 10,000 criminally sentenced inmates in the jurisdiction of the DOC, 600 incarcerated as civil offenders and 575 pre-trial or awaiting trial offenders. In addition to the correctional facilities managed by the DOC, the Commonwealth has 18 jails, houses of correction and related correctional facilities located in 14 Massachusetts counties and managed by sheriffs.



Western Massachusetts Women's Regional Correctional Facility. Source: Commonwealth of Massachusetts

Administration Accomplishments to Date

- In 2012, Governor Patrick signed a balanced sentencing reform bill to allow many non-violent drug offenders to become immediately eligible for parole and eliminate parole eligibility for certain three-time violent offenders. In the long run, sentencing reform will help to mitigate the problem of overcrowding in jails and reduce the need for the Commonwealth to build new facilities, which was previously estimated to cost \$1.3 B to \$2.3 B.
- The Administration prepared and released the Corrections Master Plan (CMP) in 2012 which builds on sentencing reform and targets:
 - Improving existing correctional facilities; and
 - Increasing bed space to alleviate overcrowding and improve access to programs and services that help prevent recidivism.
- The Department of Correction (DOC) has established agreements with five county sheriff departments to participate in step-down. Each department takes



on a number of state sentenced inmates who are eligible and suitable for step down into the House of Correction (HOC) in their county of release prior to release. This program provides soon-to-be released offenders access to community resources and reentry services in the community to aid in their transition out of a correctional setting. Benefits of this program include:

- Shifting the number of inmates housed at the DOC to HOC's, opening up more minimum and pre-release beds for other state inmates; and
 - More than 150 state inmates are currently a part of the step-down program and are being housed in a HOC closer to their community.
- Massachusetts is one of thirteen states partnering with The Pew Center on the States using their "Results First" model to employ a cutting-edge cost benefit analysis to analyze our criminal justice policies.
- Construction was completed on the new intake facility for the Essex Sheriff, providing a vital facility for safe and secure processing of inmates and detainees at the Middleton site. The facility has been named the Regional Support Services Building and was dedicated in memory of former Assistant Deputy Superintendent Robert "Bongo" Marshall, who passed away in September 2013.
- The expansion of the Middlesex Jail and House of Correction in Billerica was completed in the spring of 2014, allowing for the relocation of all detainees from the overcrowded, outdated jail in the former Edward J. Sullivan Courthouse in East Cambridge.
- The Western Massachusetts Regional Women's Facility in Chicopee operated by the Hampden County Sheriff and serving western counties was completed. Women from Western Massachusetts were moved to a more local facility, easing overcrowding at the state women's facility at MCI Framingham.
- As part of the Accelerated Energy Program, the Division of Capital Asset Management and Maintenance (DCAMM) is completing a \$14 M comprehensive energy and water conservation project at the North Central Correctional Center (Gardner), including a major power plant system conversion from oil to natural gas. This project will yield significant greenhouse gas reductions and operating cost savings.
- Working with the Department of Environmental Protection (DEP), DCAMM identified two potential DOC sites for the development of anaerobic digesters. The project will be privately financed through a power purchase agreement. Anaerobic digesters provide a means for diverting organic waste from landfills and converting it to energy.



FY15 Highlights

- New reentry programming space will be created throughout the DOC system by renovating former administrative space at targeted locations. This space will be made available through the consolidation of DOC administration at the former National Guard headquarters in Milford, which is being managed by DCAMM as a shared central facility for several public safety agencies.
- As part of the Bridgewater State Hospital (BSH) policy recommendations, the Commonwealth will assess the feasibility of retrofitting an existing state facility or designing a new facility to accommodate individuals who require mental health treatment and clinical assessment in a medium-security setting.
- The capital plan also includes \$500 K for an infrastructural assessment of and improvements to BSH. The goal of the assessment and resulting renovation is to develop appropriate spaces for patient de-escalation and rehabilitation, which will afford BSH staff additional tools to manage challenging patients and to deescalate episodes that otherwise might require the use of seclusion or restraint.
- The Commonwealth will search for a site and continue planning for a new Southern Middlesex Justice Center to replace the Edward J. Sullivan Complex in Cambridge, as well as provide a Southern Middlesex Jail to serve the courts in that part of the county.
- A major, multi-year HVAC replacement and roof reconstruction project at South Bay for the Suffolk Sheriff will be completed.
- DCAMM will be initiating a \$10 M AEP project at MCI Framingham and Southeast Middlesex Correctional Center that will include conversion of the power plant from oil to natural gas. The project will address several deferred maintenance improvements.



Courts

The Commonwealth's judiciary operates over 100 active court facilities, with approximately 5.5 million gross square feet of space, in 60 communities across the Commonwealth. A majority of the facilities are state-owned and operated, but many are a combination of county and privately-leased facilities. Capital spending and leasing for judiciary projects is administered through the Division of Capital Asset Management and Maintenance (DCAMM), in collaboration with the Trial Court administration.

Administration Accomplishments to Date

- The Trial Court leadership and DCAMM completed a strategic plan in June 2013. This plan sets out a vision through 2025 and includes a three-year tactical plan centered on consolidated comprehensive justice centers and improvements to accessibility, energy efficiency and building conditions throughout the system. This vision and the recommendations of the tactical implementation teams will inform strategic capital investment planning for the Trial Court to address the outstanding infrastructure and deferred maintenance needs of the system.
- Energy projects have been completed at 17 courthouses in Suffolk, Middlesex, Bristol and Plymouth Counties, investing \$7 M in efficiency upgrades estimated to result in over \$500 K in annual savings.
- Since 2007, multiple new state-of-the-art multi-departmental court facilities have been completed and opened, representing a total of 64 courtrooms, 1.1 million square feet and over \$500 M of capital investment in new or renovated space. Completed projects include:
 - A new Worcester Trial Court on Main Street in downtown Worcester for a total project cost of \$180 M;
 - The Plymouth Trial Court, a state-of-the-art facility containing Superior, District, Juvenile, Housing and Probate & Family court departments, with a total project cost of \$71 M;
 - The new Fall River Trial Court which provides space for the Bristol County Superior Court criminal sessions and Fall River District Court, with a total project cost of \$85 M;
 - The new Taunton Trial Court which contains eight courtrooms serving the District Court, Juvenile Court, Housing Court, and Probate & Family Court, with a total project cost of \$147 M; and
 - The Salem Trial Court, which consists of a new judicial facility that houses 11 court rooms with a large jury pool room, 12 detainee cells in the lower level, the District Attorney's offices with a Grand Jury room and administrative offices for 225 staff, security officers and judges, for a total project cost of \$106 M.



FY15 Highlights

- Design of the new Lowell Trial Court will continue in FY15. This facility will replace two separate, overcrowded and outdated facilities as well as one leased space.
- Construction will begin on the Greenfield Trial Court facility, which will house all five trial court department operations, a law library and the Registry of Deeds in one facility. It will replace the existing under-sized and outdated courthouse and currently leased Juvenile and Housing Court space.
- Projects at the Greenfield Trial Court, Salem Probate and Family Court and Brighton District Court will continue in FY15.
- The MassCourts electronic case management system will be completed in FY15, providing the necessary infrastructure to automate case filings and provide document management services to the public, other state agencies and to registered users.



Economic Development

The Massachusetts economy is the largest in New England. 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. Our economic recovery has been fueled by support and investments in the innovation economy, advanced manufacturing and the life sciences. These investments have allowed the Massachusetts economy to regain all of the jobs lost during the recession and to continue growing.

A critical component of the Governor's recovery plan for Massachusetts is not only to stimulate job creation in the short-term, but to make investments that support long-term economic growth. The Patrick Administration is focused on accomplishing this through strategically targeted capital investments that attract private investment and support the innovation economy of the future.



Source: Commonwealth of Massachusetts

Administration Accomplishments to Date

- Through the START Matching Grant Program, MassVentures has provided grants totaling \$3 M to 20 companies selected by informed screening.
- The Massachusetts Broadband Institute (MBI) at the Massachusetts Technology Collaborative was created in August 2008 by Governor Patrick and the Legislature to expand broadband access within the Commonwealth. That initial state investment authorized by the Legislature, and the leadership and support of the Patrick Administration, positioned Massachusetts to capture substantial additional funding. MBI successfully leveraged the initial \$40 M investment to secure over \$105 M in additional public and private investment to date, including \$83 M in federal grant funding. MBI completed construction of their centerpiece initiative, the MassBroadband 123 network, in early 2014, which is a 1,200 mile fiber-optic network connecting over 1,200 schools, libraries, town halls, public safety, and health facilities in over 120 western and central Massachusetts communities.



- Massachusetts has demonstrated its commitment to the life sciences community through investments in infrastructure to accelerate promising science, as well as to create a business-friendly environment. The Massachusetts Life Sciences Center (MLSC) is committed to ensuring there is a strong and supportive platform for innovation in Massachusetts. This includes funding the creation of novel resources that companies and researchers will be able to find only in Massachusetts.

To date, the MLSC has committed more than \$360 M to capital projects across the state. Through its capital funding, the MLSC has created more than 3,100 jobs in the building trades and in the life sciences. The Governor has committed to investing \$500 M in life sciences capital funding over ten years.

The Administration created the MassWorks Program, which is a consolidation of six grant programs combined under one program through Chapter 238 of the Acts of 2012. The MassWorks Infrastructure Program and the associated prior grant programs have supported over 150 infrastructure projects to advance housing, economic development and small town transportation safety improvements across the Commonwealth since 2007. MassWorks Infrastructure Projects represent not only thousands of construction jobs but also the creation of thousands of new full and part-time jobs, hundreds of new housing units and millions of private funding investment which are leveraged through the strategic investment of the MassWorks Program funding. In FY14, the MassWorks program made awards to 33 communities.

FY15 Highlights

- \$81 M will be invested in Governor Patrick's Life Sciences Initiative in FY15. These capital investments provide funding for projects at a variety of organizations across the Commonwealth, including: the University of Massachusetts Amherst's new life sciences laboratories, Boston Children's Hospital, LabCentral, Northern Essex Community College, the University of the Massachusetts Dartmouth's Biomanufacturing facility, the Joslin Diabetes Center and the Dana Farber Cancer Institute.
- The Commonwealth will increase the commitment to regions of the state that need 21st century manufacturing equipment in colleges and schools in order to train workers for current jobs. A new \$10 M investment in the Advanced Manufacturing Training Capital Equipment Grant Program will enhance job opportunities in regions throughout the state and support the global competitiveness of the states over 7,000 manufacturing firms. Funds will be available to manufacturing training facilities located at any Massachusetts public high school and vocational school, as well as public institutes of higher education to replace and/or enhance existing equipment at these facilities.
- The Commonwealth will contribute \$3.2 M to MassVenture's START program which will continue to provide grants to help growing companies commercialize technologies developed under federal Small Business Innovation Research (SBIR) contracts.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

- The Commonwealth will provide \$10 M for the Broadband Last Mile initiative in FY15. This targeted expansion of broadband service will include engagement with municipalities lacking broadband infrastructure to develop solutions, development and launch of a program for communities partially-wired for broadband service, and procurement and the start of last-mile network design and related processes.
- In FY15, the MassWorks Infrastructure Program will announce its fourth annual funding awards for public infrastructure projects in the fall of 2014. Similar to the 2013 funding round, the upcoming competitive MassWorks round will continue to place an emphasis on mixed-use, multi-family housing opportunities throughout the state in support of the Governor's housing production goal announced in November 2012. MassWorks also has a number of significant, ongoing projects that it will continue to be supported in FY15 including:
 - \$1.65 M awarded for roadway improvements to support the redevelopment of the former Hewlett-Packard and Fidelity Investments sites into a mixed use development featuring 574 new housing units;
 - \$4.25 M awarded to support the mixed use redevelopment of the Pleasant Street Mills in Easthampton; and
 - \$1.5 M awarded for roadway infrastructure to support a new 152 room hotel, complete with a 250,000 square foot corporate center.
- Infrastructure Investment Incentive Program (I-Cubed) projects are underway at Assembly Square in Somerville and Fan Pier in Boston. The I-Cubed program has several pending economic development proposals at various stages of review which could increase the number of I-Cubed projects in the state to as many as 89 projects in the next few years. The ongoing I-Cubed projects in Somerville and Boston are expected to leverage \$1 B in private investment and create over 1,000 construction and 2,000 permanent jobs.
- A new \$10 M investment will be made in Research and Development Matching Fund Grants, including funding for the Massachusetts Open Cloud project, university-industry collaboration designed to create a new public cloud computing infrastructure to spur big data innovation. This grant program serves as a competitive lever to expand innovation capacity and is administered by the Innovation Institute and the Massachusetts Technology Collaborative.



Energy and Environment

The Executive Office of Energy and Environmental Affairs (EEA) develops policies and targets capital investments that balance sustainable economic development, quality of life, and resource protection, in order to ensure that Massachusetts is a great place to live, work, learn and play for generations to come.



John Sinclair Weeks Footbridge

Administration Accomplishments to Date

- Since 2007, the Patrick Administration has conserved over 120,000 new acres (188 square miles) of open space, protecting our drinking water, sustaining the character of our communities, providing children with a safe place to play, conserving forests containing roughly 15 million trees and habitat for thousands of animals, and supporting over 500 jobs in forestry, farming and tourism. This historic, \$300 M investment in land conservation has also:
 - Built and restored more than 170 parks, mostly in environmental justice neighborhoods, as well as initiating the Our Common Backyards program to create a new playground or spray park every city in Massachusetts;
 - Funded 10-year forest management agreements with about 1,200 landowners to advance long-term forest conservation and forestry on 110,000 acres of private forest land supporting about 880 jobs for foresters, loggers, and mill workers; and
 - Protected more than 20,000 acres of mountain peaks, wild rivers and forests in ten unique intact ecosystems called Habitat Reserves, which provide species habitats and will buffer climate change impacts.
- Projects have occurred in 310 communities and these new parks and conservation lands are within a 10 minute walk ($\frac{1}{2}$ mile) of 1.75 million residents – 27% of all residents of the Commonwealth.
- The Administration has invested \$73.5 M to protect 170 farms (10,250 acres), placed 12,828 acres under agricultural covenants and invested \$2.3 M to increase the efficiency and sustainability of agricultural operations.
- Access to fishing and boating activities has been greatly increased with \$7 M for 23 boat ramp projects (including large construction projects in New Bedford and Fall River), 7 floating dock systems, 14 canoe/kayak access projects, 4 shore fishing/pier access projects, 49 statewide maintenance and engineering projects, and 4 parking projects.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

- \$9.74 M invested in smart growth environmental projects through the Department of Fish and Game (DFG) Division of Ecological Restoration has:
 - Restored 911 acres of wetlands and 289 river miles;
 - Created or sustained over 624 jobs;
 - Leveraged \$40.2 M in non-state funds; and
 - Generated \$87.4 M in economic activity within Massachusetts.
- Massachusetts has bolstered capacity to ensure water quality across all 27 watersheds in the Commonwealth. 39 riverine and lake sites are now monitored on weekly rotation and are consistently evaluated to certify that cities and towns have access to clean water.
- The Administration has invested over \$225 M in Massachusetts parks, pools, parkways and other recreation facilities. An additional \$28 M was directed toward beach, bathhouse and comfort stations projects, including new structures at Salisbury, Nahant, Horseneck and Constitution Beaches, as well as improvements at Winthrop Shores, Canton Airport and Southbridge Pool.
- As part of the Sustainable Water Management Initiative (SWMI), the Administration initiated a competitive municipal grant program to help communities comply with water management regulations and standards. In FY14, 16 communities received 17 grants totaling \$1.1 M to support planning assistance, conservation and demand management, and withdrawal impact mitigation projects in local communities.
- The Administration has repaired and restored critical dam and seawall infrastructure by investing more than \$32 M in over 30 dam and coastal improvement projects.

FY15 Highlights

- The Commonwealth will complete a robust new investment of over \$30 M in municipal urban parks projects during FY15, reflecting the Administration's priority focus in this area. This will include new municipal playgrounds and spray parks in the Commonwealth's urban environmental justice neighborhoods. In addition, Signature Urban Parks will be constructed in selected cities, with the dual goals of bolstering economic development efforts and creating distinctive green space.
- The Commonwealth will invest \$1.25 M in the nationally recognized river and wetland restoration program, administered by the Division of Ecological Restoration at the DFG. These restoration projects are expected to leverage an additional \$5 M in federal and private funds, in addition to creating over 75 jobs every year.
- The Commonwealth will complete its investment in FY15 for the development of the New Bedford Marine Commerce Terminal, a unique seaport facility that will



provide a staging ground for the development of offshore wind and support hundreds of jobs on the South Coast of the Commonwealth.

- Design will begin on the School for Marine Science and Technology (SMAST) facility in New Bedford. The building will include space for the Division of Marine Fisheries and UMass Dartmouth's marine scientists to address issues critical to the fishing industry and the local economy.
- A new tree planting program will enhance quality of life in three Gateway Cities, while reducing heating and cooling costs in the selected areas by approximately 10 percent, with an average homeowner saving approximately \$230 a year, once the trees reach maturity.
- The Administration will invest \$10 M to leverage \$33 M in federal funds for the restoration of the Herring River in Wellfleet and Truro.



Source: Commonwealth of Massachusetts

- Over \$2 M will be made available as part of a public-private partnership for the restoration of the Schooner Ernestina, which will both preserve an historic state treasure and create marine training and educational opportunities.
- A new \$500 K annual investment in aquatic recreation and habitat restoration will help to bring lakes, rivers and ponds back to a level that makes them safe for public recreation.
- After a successful pilot program for Urban Agriculture grants, the Administration will extend and enhance the program to invest \$400 K annually to encourage and help facilitate cities to grow their own food.
- The Administration will roll out a \$200 K pilot program to support Massachusetts agriculture with matching grants for food safety infrastructure.
- Improvements to the Walden Pond Visitor Center and surrounding landscape will be funded with over \$7 M in capital dollars, as well as with funds raised by local advocacy groups.
- A sandbar in the Charles River near Brighton will be removed in order to ensure the free flow of navigation along the Charles River and comply with Coast Guard regulations.
- A range of investments in public recreation facilities will enhance the visitor experience and better meet growing public demand, including over \$17 M in rink improvements, \$7 M in trails, rail trails and multi-use greenways, \$6.5 M for site



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

design and rehabilitation of the historic Fort Independence and the 22-acre park at Castle Island, \$330,000 for improvements to the Trailside Nature Center Otter Exhibit, a comprehensive strategic plan to guide investments in the more than 30 campgrounds throughout the Commonwealth.



Health and Human Services

The Executive Office of Health and Human Services (EHS) provides the safety net for the Commonwealth's most vulnerable citizens. The 16 agencies of EHS provide critical services to veterans, elders, children, the mentally ill and the developmentally disabled. EHS agencies administer the Commonwealth's Medicaid program (MassHealth), programs at the Department of Public Health (DPH), comprehensive disability services, the Department of Children and Families (DCF) and the Department of Transitional Assistance (DTA), among others.

More than 700 buildings are operated or occupied by EHS agencies, encompassing over 10 million square feet of space and spread over 36 state-owned properties. These structures include hospitals, clinics, long and short-term care facilities, regional offices, as well as support facilities like power plants and garages. Many of these facilities operate 24 hours per day, 7 days per week, year-round. In addition, information technology (IT) solutions throughout EHS agencies support over 800 applications and 20 enterprise systems that serve mission-critical functions such as program eligibility determination, health care provider communication, case management efficiencies and financial management services.



DYS Middleton Center. Source: Commonwealth of Massachusetts

Administration Accomplishments to Date

- The Worcester Recovery Center and Hospital (WRCH) was the first new mental health facility to open in the Commonwealth in decades. Opening in the fall of 2012, this regional facility exemplifies the new model of mental health care and focuses on recovery rather than prolonged hospitalization. The 320-bed recovery center and hospital serves 260 adults and 60 adolescents and provides a state-of-the-art environment for both patients and staff. A patient-centered design supporting a healthy recovery, WRCH's sustainable construction and green design also earned it a LEED Gold certification.



- IT capital funding has helped support the implementation of the Commonwealth's first Health Information Exchange. The first phase has created the Mass HiWay infrastructure and enabled the secure exchange of health information from one hospital or provider to another, irrespective of provider affiliation, location or differences in technology. This new exchange allows health information to be securely transmitted between health care providers and organizations, assisting in the coordination of care, improving patient safety and is a critical factor in lowering health care costs in the Commonwealth.
- Consistent with the Patrick Administration's Community First policy to serve people with disabilities in smaller and more individual settings, many community-based residences have been or are being constructed to replace four large outdated and impersonal Department of Developmental Services' (DDS) residential campuses. The Community First policy empowers and supports people with disabilities and elders to live with dignity and independence in the community by expanding, strengthening and integrating systems of community-based long-term support.
- In cross-agency collaboration involving the Information Technology Division (ITD), DPH and the Department of Mental Health (DMH), the Meditech Health Care Information System that hospitals and health care providers rely on for patient care was upgraded and virtualized. Moving this system from a physical to a virtual environment lowers costs and allows health care providers to more easily and securely access the clinical information they need to treat patients.

FY15 Highlights

- Ongoing construction of the 45 bed Department of Youth Services (DYS) residential facility at the existing site in Middleton will continue in FY15. This project will create a DYS operations center in the northeast region of the state and through this enhanced capacity, youth in custody at Middleton can be ensured a safe and secure environment with a full complement of educational and recreational opportunities in a residential setting.
- Improvements to the DDS Wrentham Developmental Center will begin in FY15, including the demolition of the Raymond Hospital Building, a building with structural and environmental concerns, and improvements and upgrades to the facility's waste water treatment center.
- Three new community-based residences will be completed on the Templeton Developmental Center campus in FY15, and planning for an additional DDS home in Middleton will begin.
- DCAMM will initiate a comprehensive energy and water savings project at the Massachusetts Hospital School.
- Study and design will begin for the continued updating and renovation to the exterior of the Solomon Carter Fuller Mental Health Center in Boston's South End. The project will address a façade failure and provide an opportunity to improve the performance of the energy efficiency of the exterior envelope.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

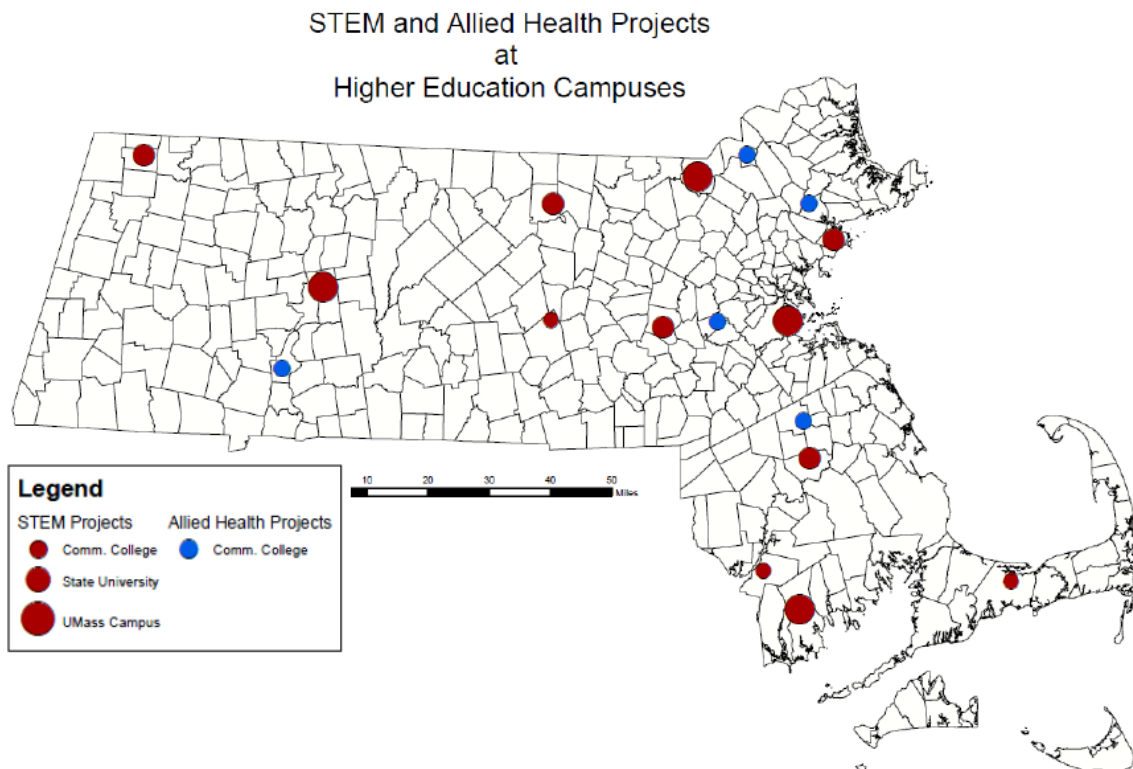
- Following a major and multi-stakeholder planning effort initiated in FY14, the study of the Shattuck Hospital and state labs in Jamaica Plain will continue in FY15 to identify the best opportunities for replacement. The planning team is currently evaluating consolidation and co-location options to enhance resource-sharing for the multiple agencies served by these valued DPH facilities.
- Critical life safety repairs and improvements are continuing at the Chelsea Soldiers' Home facility in a multi-year project that has been carefully planned to take place in the occupied facility with minimal disruption to the day-to-day activities of the veterans.
- Planning and design work will begin on the renovations to the Goss Building on the Taunton State Hospital campus for a permanent facility to accommodate the DYS programs on the site and to help serve the southeast region of the Commonwealth. This \$30 M project will include upgrades to the buildings and create the needed educational and recreational space to support residential programs.
- Planning will begin for interior renovations to accommodate an adult day healthcare program at Holyoke Soldiers' Home in FY15. These, and other efforts led by the Patrick Administration, help ensure the most modern and appropriate care for the Commonwealth's veteran population.
- To facilitate the Commonwealth's continuing leadership in health care access and affordability and to meet the requirements of the Affordable Care Act (ACA), the FY15 capital plan provides a state match to leverage federal funding to support for the implementation of the next phase of the Health Insurance Exchange (HIX). The FY15 plan helps guarantee that our residents will have easier access to the ACA's increased choices, benefits and expanded subsidies by supporting the Commonwealth's dual-track approach, which aims to reduce technological risks and ensure timely completion.



Higher Education

The Patrick Administration is committed to building an affordable, world-class system of public higher education in Massachusetts. The continued success of the Commonwealth's knowledge-based economy depends on a highly educated and well-skilled workforce.

The Commonwealth's public higher education system, which serves approximately 260,000 students, is comprised of 29 campuses divided into three segments: 15 community colleges; 9 state universities; and 5 University of Massachusetts (UMass) campuses. In response to the alarming capital deficiencies at many of these institutions when he took office in 2007, Governor Patrick dramatically increased planned investments in higher education capital projects in the first five-year capital investment plan in FY08, and, working with the Legislature, obtained passage of a \$2.2 B higher education bond bill in 2008 as a key component of his 10-year education reform initiative. Currently, construction is underway, completed, or has been announced on projects at all 29 public campuses, many of which are focused on the areas of STEM and allied health.





Administration Accomplishments to Date

State Universities and Community Colleges

The Commonwealth's investment in public higher education has increased substantially during the Patrick Administration. As more projects advance from design into construction and the level of investment continues to grow, Governor Patrick will leave office with capital investments in Higher Education at approximately six times higher than when he was elected Governor.

During Governor Patrick's tenure, his Administration has completed or initiated over \$920 M in capital projects at all 24 of the Commonwealth's State Universities and Community Colleges. These capital investments reflect a key Administration priority of providing students with the necessary skills to compete for careers in emerging sectors. These workforce development programs in specialized laboratories across campuses are vital to graduating students of our future workforce with the requisite skills to obtain jobs in the emerging science and technology fields. Specifically, the Patrick Administration has provided \$400 M to State Universities and Community College campuses with Science, Technology, Engineering and Math (STEM) teaching facilities to add new academic space or renovate and retrofit existing buildings. These projects include:

- A completed new science and mathematics center at Bridgewater State University that demolished outdated space modernized existing space and expanded the facility to provide state-of-the-art labs.
- Fitchburg State University's new science facility was opened and renovations of the existing science building are complete, allowing for full use of the facility beginning in the fall 2014 semester.
- Construction will begin shortly to modernize the Quinsigamond Community College's Science and Technology Building. This modernization will increase available science and technology instructional space and create a home base for the Honors Center and the Center for Academic Excellence.



Quinsigamond Community College Science and Technology Building.
Source: Commonwealth of Massachusetts



In addition, over \$110 M has been dedicated to build state of the art Allied Health and science laboratories essential to training our workforce in the latest technologies, including:

- The recently completed Northern Essex Community College El Hefni Health and Technology Center in downtown Lawrence opened in the spring of 2014. This new facility provides simulated environments for students including a hospital intensive care unit, a trauma room, an acute care hospital room, an apartment, an ambulance, and a doctor's office, and classrooms and computer labs.
- Massasoit Community College's new Allied Health and Science Building was kicked off with the purchase of land near the college's existing conference center. The project will fund the College's first new building on the Brockton campus since the mid-1970s and will house the college's nursing, respiratory care and radiological technology programs.
- Massachusetts Bay Community College's new Allied Health Building will be the cornerstone of the new Framingham Campus for the college. The acquisition of a new site in downtown Framingham has been released via a Request for Proposals (RFP), and the scope of new campus will be finalized in FY15 and design will be started.

By providing these new learning environments, the Commonwealth is addressing significant deferred maintenance needs and upgrading accessibility to ensure improved access and opportunity on the Commonwealth's campuses.

University of Massachusetts

Through collaboration with the Universities and the UMass Building Authority across the five UMass campuses, over \$1 B of investment in capital projects is completed or underway. This investment reflects Governor Patrick's drive to reinforce the Commonwealth's knowledge-based economy which depends on a highly-educated and highly-skilled workforce.

Almost half of this investment provides the campuses with 1 million square feet of state-of-the-art science and engineering facilities that assures the campuses remain competitive in the global arena in STEM programs, the life sciences and advanced manufacturing. These projects include:

- A new life sciences research facility at UMass Amherst that highlights Governor Patrick's focus on using STEM as an essential tool for academic, workforce and industry development;
- A new Health and Social Sciences Building on UMass Lowell's South Campus is complete, bringing the University to the forefront of academic delivery models with state-of-the-art teaching spaces;
- Through Governor Patrick's Life Sciences Initiative, the Sherman Center at the UMass Medical School in Worcester and UMass Lowell's Emerging Technology and Innovation Center has been completed.



Another third of the investment will be geared towards academic facilities, providing the campuses with over one-half million square feet of new and renovated space, guaranteeing that the campuses can deliver an affordable, world class and up-to-date teaching environment. These projects include:

- A modernized and expanded state-of-the-art Clare T. Carney Library at UMass Dartmouth provides students with access to information through advanced technology and is a center of student life and activity;
- UMass Amherst completed construction on the new Integrative Learning Center. The project will provide 2,000 new state-of-the-art classroom seats for the Communications, Journalism, Linguistics and Film Studies departments. In addition, it will provide new studios and editing rooms for television broadcasting and production, specialized teaching spaces designed to encourage interactive and team learning, critical thinking and trans-disciplinary learning and research.

FY15 Highlights

The FY15-FY19 plan furthers the Patrick Administration's commitment to investing in the Commonwealth's State Universities and Community Colleges to provide students with strong educational foundations and relevant workforce training opportunities which will prepare them for success in the local job market or further academic study.

Community Colleges

- Bunker Hill Community College will modernize and expand the existing library to address the needs for a new learning resource center according to the outcomes in the ongoing master plan update.
- Renovations to buildings "D" and "E" to complete the original campus design at Bunker Hill Community College.
- A new academic building and renovations of existing facilities for Middlesex Community College at the Lowell Campus.
- Improvements and accessibility upgrades to Mount Wachusett Community College parking lots and walkways.
- Berkshire Community College will initiate the first phase in addressing considerable deferred maintenance needs.
- Greenfield Community College will commence the construction of a childcare training facility.
- A joint campus between Massasoit Community College, Bridgewater State University and UMass Boston will continue to be developed in downtown Brockton.



State Colleges and Universities

- A new Academic Building for Massachusetts Maritime Academy to focus on Energy and Environmental studies and provide much needed lab, high-tech classroom, and administrative and support space.
- The Westfield State University's Dever Auditorium Renovations, which includes accessibility and HVAC upgrades.
- The renovation and replacement work for the Massachusetts College of Art's Tower building. This structure was constructed in the 1980's and longer-term planning will explore creative options and opportunities to replace this outdated facility.

University of Massachusetts

The FY15-19 capital plan launches multiple UMass projects, underlining the Patrick Administration's commitment to grow the Commonwealth's knowledge-based economy by developing a highly-skilled workforce through a world-class public higher education system including:

- Renovations for the \$41 M Lederle Graduate Research Center at UMass Amherst. This project will upgrade the mechanical, electrical and plumbing systems that support wet and dry research labs, office, and lab support facilities for laboratory research programs in the chemical and physical sciences.
- UMass Amherst's Machmer Hall \$12.6 M renovation project, which will replace and upgrade the building's heating, ventilation and electrical systems, as well as upgrades and modernization to classrooms and office spaces.
- UMass Lowell's Coburn Hall \$19 M renovation project to update this landmark building to become the focal point of the University's plan for a renewed and expanded landscape mall for the South Campus and will provide much-needed state-of-the-art classroom space.
- UMass Lowell's Olson Hall \$25 M project to renovate, modernize and expand the upper floors of Olsen Hall to provide fully contemporary research space in support of the growing biological science and engineering programs on UMass Lowell's North Campus. This project will address the obsolete mechanical and infrastructure systems of the building and is part of the larger effort to provide sufficient up-to-date teaching and research space to support the recent rapid growth in UMass Lowell's Science and Engineering Schools.



Housing

The Department of Housing and Community Development (DHCD) administers eight bond programs, all of which are critical to the Department's mission. These programs have the capacity to produce or preserve affordable units, create housing opportunities for special populations and create housing for homeless individuals and families who currently live in shelters or overflow facilities. Some of these programs focus on helping people with disabilities move from nursing homes or other institutions into comfortable settings with appropriate services. Other programs can be used to create housing for veterans who have served in combat and are readjusting to civilian life.

Every bond program administered by DHCD can support the creation of additional units to serve homeless individuals and families. The creation of permanent housing for this population is critically important for many reasons. In addition to achieving social goals, it also relieves pressure on the state operating accounts that support homeless shelters and overflow facilities. Some programs also provide for the new construction and preservation of affordable family units that help stabilize and/or advance neighborhood housing efforts, many of which are close to transit and within walking distance of retail and commercial opportunities.

The Patrick Administration goals for housing include reducing homelessness; creating additional housing for veterans and other special populations; creating 1,000 supportive housing units; revitalizing neighborhoods; preserving existing housing; and building housing wherever possible near transit, services, jobs and educational opportunities.

Administration Accomplishments to Date

Consistent with the Administration's goals, DHCD has recently funded capital projects that have the following impacts:

- Produce or preserve affordable units for homeless families or individuals;
- Produce or preserve affordable units for veterans, persons with disabilities, and other special populations; and
- Help produce or preserve affordable housing for families in locations near public transit, health care facilities, schools, retail opportunities, and other services.

In addition, many of these projects help revitalize the neighborhoods in which they are located. Many projects preserve existing affordable units, while other projects create new supportive and family housing projects. Administration accomplishments from 2013 to present include:

- Funds awarded to meet our goal of creating 1,000 units of supportive housing;
- Funds awarded to create 311 units of veterans housing, serving both individual veterans in single room occupancy units and veterans and their families in affordable family sized units; and



- An additional \$10 M in bond funds was added to the portfolio in FY14 to serve priority populations and was combined with the Housing Stabilization and Preservation Trust Fund, creating 303 units of housing for homeless individuals and families, veterans, persons with disabilities and persons with special needs in its first year of existence.

FY15 Highlights

- DHCD will continue to expand funding for special initiatives that make targeted, strategic capital investments in the state-aided portfolio. While formula funding is a predictable source of funds that allows local housing authorities to plan for and prioritize the replacement of expired components, special initiatives address specific, acute needs across the entire portfolio. These initiatives help lower utility costs, address long-term unit vacancy, and minimize risks to the health and safety of residents. The planned FY15 funding levels for these initiatives total \$15.5 M and are divided up into:
 - \$2 M for Sustainability Projects: low-flow toilets, HVAC systems, envelope work, and energy efficient refrigerators;
 - \$2 M for Health and Safety Projects: site and common area improvements that reduce hazards that endanger the safety of residents;
 - \$4 M for Second Elevators and Emergency Generators: multi-story elderly buildings where the only elevator has exceeded its useful life and backup energy supply is not available;
 - \$2.5 M for Accessible Units: converting units to be fully accessible by code;
 - \$5 M for Vacant Units: repairing or reprogramming chronically vacant and congregate elderly;
- A \$13.5 M investment for the High Leverage Asset Preservation Program (HILAPP) program will be made in FY15. DHCD will be awarding a second round of funding awards to projects that address significant capital needs, while leveraging private and local funds. DHCD anticipates spending more than \$20 M per year on the HILAPP pipeline beginning in FY17. The intention is to do a funding round in every fiscal year and rebuild the large project pipeline.
- In FY15 a \$2.5 M investment will be made for a full condition assessment. DHCD is procuring a private contractor for a portfolio-wide facility condition assessment that will lead to the recalibration of CPS and, therefore, a recalculation of all LHA annual formula funding awards. This assessment will also include an accessibility needs assessment which will help DHCD to more accurately quantify the need for accessible units and the cost of bringing the portfolio up to current ADA and MAAB codes.



Public Safety

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 improvements to Massachusetts military facilities to addressing the equipment and facilities needs of the State Police, Chief Medical Examiner, homeland security and emergency response agencies.

Administration Accomplishments to Date

- The Administration completed construction of the Natick National Guard Readiness Center, leveraging federal investments for 75% of the \$15 M new facility.
- The Administration purchased land and existing burn facilities from the City of Springfield to serve as the site for a new state-of-the-art training facility for Fire Services.
- A total of 27 energy efficiency upgrades at State Police barracks, including the headquarters in Framingham, will be completed. This \$6 M investment is estimated to result in an annual savings of \$470 K for the Commonwealth.
- Over the last 8 years, the State Police have replaced approximately 2,600 cruisers. The new cruisers provide enhanced safety and functionality to first responders and are more energy efficient than the outgoing fleet.
- The Administration completed construction on the \$43 M renovation and addition to the Massachusetts Firefighting Academy in Stow.

FY15 Highlights

- The Division of Capital Asset Management and Maintenance (DCAMM), in collaboration with the Department of Conservation and Recreation (DCR) and the State Police, will continue the planning effort to renovate and expand the State Police Lower Basin. This high-priority facility serves the State Police during major events on the Esplanade and downtown Boston.
- A statewide emergency management assessment was completed and new emergency management space will be created at the State House as part of the Executive Suite renovation project. This space will provide a collaborative work environment for the Governor and representatives from various state, federal and local agencies to coordinate major events and respond to emergency situations.
- Design will begin for renovations to the National Guard Concord Armory building to provide appropriate space for the Massachusetts National Guard Military Museum.



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

- The Commonwealth will begin construction of a new Massachusetts Chief Medical Examiner facility in Western Massachusetts that will consolidate two leases and provide the department with a modern facility.
- The State Police will continue the cruiser replacement program with an investment of \$13 M for cruisers and mobile data terminals (MDTs). This will investment will replace approximately 370 cruisers and equip them with the MDTs. MDTs provide each trooper with the information they need to protect public safety while on the roadways.
- The Department of Fire Services (DFS) will continue increasing its Technical Operations Modules (TOMs) and Operational Response Units (ORUs). This is the first phase in a project to increase the Hazardous Materials Response program fleet. Over the next five years, the Administration and DFS will invest approximately \$8.25 M for 17 units (7 TOMs and 9 ORUs and 1 long term logistics/supply vehicle).
- An additional \$6 M will be invested in critical, shovel-ready coastal infrastructure projects. This funding builds on top of a \$10 M investment made in FY14 for the same purposes, which will also provide for a sweeping risk assessment of the entire Massachusetts coastline and stimulate the development of sustainable, soft infrastructure projects to mitigate coastal risk.

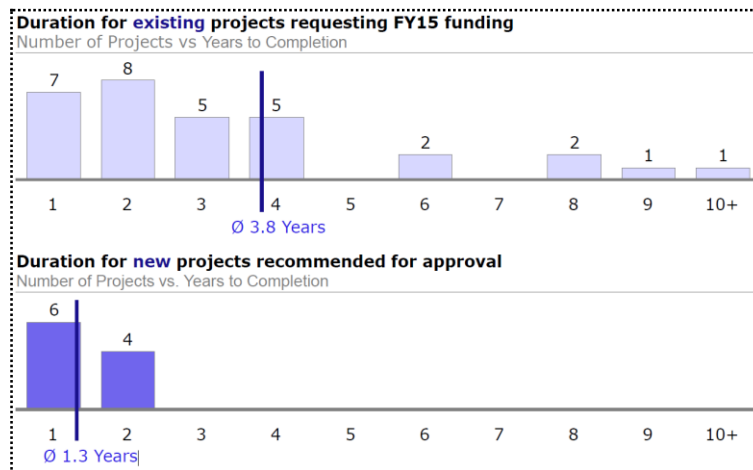


State Government Infrastructure

In an effort to improve transparency in the budgeting process, the Patrick Administration believes state government infrastructure should be looked at holistically. This approach began with the FY14-18 Capital Investment Plan and continues with the FY15-19 plan. The Patrick Administration believes this approach will allow the public to gain a better understanding of how their tax dollars are being used to improve both the physical infrastructure of the state and the Information Technology (IT) infrastructure that is vital to improving the efficiency of service delivery.

IT transforms the way government does business and delivers critical services to constituents in a better, faster and more efficient manner than would otherwise be possible. During the prolonged economic downturn, constituent demands for government services increased as budgets were reduced. As a result, agencies have increasingly sought to take advantage of technology to meet constituent needs.

In accordance with Executive Order 549, the Information Technology Division (ITD) has developed a systematic approach to decrease the length and total cost of IT projects within the Commonwealth's portfolio.



In FY15, ITD has made large strides to invest in shorter projects with quicker impacts. New projects commencing in FY15 have a projected duration of 1.3 years and a payback of 1.8 years. Conversely, existing projects within the portfolio have on average durations of 3.8 years and payback periods of 9.2 years, respectively.

The Commonwealth has also taken several critical steps to improve the safety and accessibility of its facilities and buildings. Safe, convenient and accessible state office buildings and facilities are essential for government to function in an efficient and effective way and to provide programs and services for citizens of the Commonwealth. The Division of Capital Asset Management and Maintenance's (DCAMM) Integrated Facilities Management (IFM) initiative is a



central, portfolio-driven approach to managing the Commonwealth's buildings in an efficient, effective and secure manner. Constituents are experiencing dramatically improved and expanded service delivery in person and online.

Administration Accomplishments to Date

- As prescribed in Executive Order 543, DCAMM published an IFM Blueprint to:
 - Reform facility management practices;
 - Enhance maintenance standards;
 - Utilize state owned space more efficiently;
 - Modernize the workforce;
 - Improve the work environment for employees; and
 - Achieve cost-effectiveness.
- DCAMM currently manages 19 facilities using the IFM model. As DCAMM continues to expand the IFM portfolio, they will be working closely with agencies to ensure that all buildings undergo a complete needs assessment. This process will allow DCAMM to improve the tracking and completion of deferred maintenance projects across the portfolio. All deferred maintenance projects at new or existing IFM facilities will undergo a complete needs assessment prior to the start of the project.
- The Patrick Administration has consistently prioritized improving access to facilities for persons with disabilities. DCAMM has worked closely to ensure that all Commonwealth facilities are accessible to persons with disabilities. Working in conjunction with the Massachusetts Office on Disabilities and the Undersecretary of Access and Opportunity at A&F to initiate a series of staff trainings, Americans with Disabilities Act (ADA) compliance assessments as well as planning/design for accessibility improvements across the Commonwealth.
- Design began on upgrades to the mission critical uninterruptable power service at the Massachusetts Information Technology Center in Chelsea, ensuring the reliability of the facility to meet the IT infrastructure needs in conjunction with the newly-opened Springfield Data Center.
- COMMBUYS, a single, transparent statewide system to provide vendor registration, procurement, purchasing, invoicing, payment and spend management, was successfully launched in FY14. This program is accessible to all state agencies, municipalities and other eligible public purchasing entities within the borders of Massachusetts.



FY15 Highlights

- The capital plan continues to invest in ADA compliance assessments, accessibility upgrades, and project reviews throughout the Commonwealth.
- Infrastructure improvements and independent heating operations will be completed to reduce the operating costs at the largely vacated Fernald Developmental Center campus.
- A Master Plan for the Registry of Deeds will be initiated to determine the capital needs for the modern Registries throughout the Commonwealth – capitalizing on the strides they have made to provide online services online.
- A statewide study of state office needs will be initiated to identify opportunities for multi-tenant state office sharing in key locations, reducing the need for costly private leases, and ensuring greater stability in the facility accommodations for state office functions.
- As part of continuing E.O. 549's goal of Enhancing the Efficiency and Effectiveness of the Executive Department's Information Technology Systems and reforming IT, the Commonwealth will be looking once again to solicit proposals for innovative uses of technology to help the Commonwealth better serve its residents and save money. The Commonwealth Chief Information Officer (CCIO) will evaluate pilots of the best ideas and determine how such pilots can be implemented across the Commonwealth.
- As a part of reforming IT across the Commonwealth in FY15, the CCIO has both the task and authority to define and work with projects to follow basic principles and ensure a project's likelihood of success remains high. Part of this task includes adopting a new approach to projects which:
 - Improves our investment strategy by not capitalizing or building beyond useful life;
 - Increases efficiency of larger projects by breaking them into small manageable initiatives;
 - Reforms IT Procurement to be more open and competitive;
 - Protects our investments by considering technology refresh cost in capital planning so projects are not building outdated technology systems; and
 - Increases public value by getting the finished product in front of customers and constituents in a shorter amount of time.
- The Commonwealth, through the Government Innovation Officer (GIO), will begin to explore the feasibility of a Commonwealth-wide software and data assets database and a source code repository, where all code



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

produced for the benefit of the Commonwealth will be stored for reuse. In this way, ITD hopes to reduce future development needs and allow agencies to adopt codes already owned by the Commonwealth.



Transportation

The Massachusetts Department of Transportation (MassDOT) is responsible for the management and oversight of the statewide transportation network of roads, bridges, tunnels and airports. The Department is organized into five divisions – Registry, Aeronautics, Rail & Transit (including the MBTA), Highway and the Office of the Secretary.

Over the past seven years, the Patrick Administration has implemented reforms that achieved significant improvements for residents and business of the Commonwealth.

- The Patrick Administration created the Massachusetts Department of Transportation (MassDOT) on November 1, 2009, eliminated the Turnpike Authority, and integrated more than 4,000 employees and five overlapping transportation agencies into one unified organization.
- The Commonwealth has achieved tens of millions of dollars annually in savings through refinanced debt and reduced employee retirement and health care costs. Moving thousands of MBTA and former Turnpike employees to lower-cost Group Insurance Commission health plans alone saved more than \$35 M annually.
- MassDOT has made customer service a top priority, implementing nationally-recognized open data and technology initiatives. The MBTA answered the questions, “Where’s the Bus?” and “Where’s the Train” with real-time location and arrival information and debuted the “mTicket” first in the nation mobile ticketing program. MassDOT delivered new real-time travel information with the Real Time Travel smart phone app and “Go-Time” highway message boards displaying travel times on major state highways.
- The RMV debuted a new website, massrmv.com, the first state vehicle administration website in the nation to accept advertising to generate revenue while serving 16 million website visitors per year.
- MassDOT reformed highway and transit project delivery by slashing the average time for projects from start to completion by 35% and using innovative construction methods such as “Heavy Lift” projects that replaced a bridge in a single weekend. The Medford I-93 “Fast14” project earned national acclaim by replacing 14 major interstate highway bridges during just 10 weekends in 2011.
- MassDOT doubled statewide road and bridge investment over seven years, from \$520 M in 2007 to \$1.16 B in 2013, while the Administration’s Accelerated Bridge Program reduced the number of structurally-deficient bridges by nearly 20%.
- MassDOT launched the GreenDOT Policy Directive and GreenDOT Implementation Plan to “green” the transportation system by promoting healthy transportation options of walking, bicycling, and public transit and reducing greenhouse gas emissions while supporting smart growth development.
- MassDOT announced the mode shift goal of tripling the share of travel in Massachusetts by bicycling, transit and walking.



- MassDOT relaunched the Office of Performance Management and Innovation with the goals of restoring public trust by providing data measuring transportation outcomes and establishing a culture of innovation.
- MassDOT began the elimination of cash toll booths and implementation of All-Electronic Tolling (AET) on the Tobin Bridge, with the I-90 tolls from Boston to the Berkshires to be converted to the AET in the next two years.
- MassDOT delivered the Statewide Airport Economic Impact Study to guide future investments in public airports. The study found that state public airports generate \$11.9 B in economic activity and support 124,000 jobs.

FY2015 Highlights

This capital investment program funds hundreds of projects and programs across the Commonwealth, resulting in access to high quality transportation options for residents and businesses and over 20,000 direct construction jobs. Despite ongoing and increased investment in our infrastructure, our transportation system is under constant pressure from growing demand. Investments in technology will provide commuters with real-time information to help to avoid the worst congestion spots in our highway, rail and transit networks. The completion of an All-Electronic Tolling pilot on the Tobin Bridge, and the possibilities it presents through innovative management of congestion by charging tolls based on the time of day and/or volume will reduce time wasted in traffic.

Projects funded through this capital plan include:

- A statewide portfolio of aeronautics projects focused on maintenance and repair of runways, hangers and navigation systems;
- Construction of the Green Line Extension; enabling full service to Somerville;
- The replacement of 43-year old Red Line vehicles and 31-year old Orange Line vehicles, as well as improvements to stations, tracks, and signals;
- Continued work on the South Coast Rail, which will create a rail connection between Boston and Southeastern Massachusetts;
- Implementation of diesel multiple unit service (DMU), expansion of the Silver Line to Chelsea and other improvements to bus, rail and subway services provided by the MBTA;
- Funding for the regional transit initiatives that include the purchase of senior citizen transportation vans for local Council on Aging, replacement of regional transit authorities' buses and improvements to maintenance depots, including the Springfield PVTa facility, and other intermodal facilities;
- Advancing the "Reimagining RMV" plan, including replacement of the nearly twenty year old ALARS computer system and significantly upgrading branch offices, increasing the number of online transactions and implementing other projects that reduce wait times and improve customer service;



Commonwealth of Massachusetts Five-Year Capital Investment Plan – FY2015-2019

- Hundreds of local and regional highway projects, including the the I-90 Springfield Viaduct, the 93/95 Interchange and various bikeway and bike paths; and
- Funding of \$1.5 B to wind down projects in the Accelerated Bridge Program such as the Longfellow Bridge, the Whittier Bridge in Amesbury and the Braga Bridge in Fall River.

The 2013 Transportation Finance Legislation provided new revenue for improvements and expansion of our transportation network, and the 2014 Transportation Bond Bill authorized over \$12 B of state bonding to support these projects. Today we are moving forward with an ambitious plan to address the Commonwealth's infrastructure needs. Completion of all the investments outlined in this plan over the next five years depends on continued federal highway funding, which will require Congressional support, and continued implementation of the 2013 Transportation Finance Legislation, including indexing of the gas tax to inflation. While investments in this capital investment plan are responsible within the Administration's debt affordability policy (outlined in Appendix A), future administrations and legislatures may need to update the statutory debt limit, which was lowered in 2012 prior to the enactment of the 2013 Transportation Finance Legislation.





Debt Affordability Analysis

The Patrick Administration's capital investment program continues to be 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 a challenging, albeit improving, economic climate and a high debt burden. In light of these challenges, it is as critical as ever that the Commonwealth take a disciplined approach to capital budgeting that is guided by the three principles stated above.

The Patrick 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. The debt affordability analysis is formally updated each year. This report is the Administration's eighth publication of the debt affordability analysis and five-year capital investment plan. With respect to strategic prioritization of capital investments, the Patrick 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 (www.mass.gov/eoaf) 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 debt affordability analysis 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 in December 2013. This analysis will continue to be updated to inform the annual capital budgeting process.

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. Keeping total annual debt service within this limit will maximize needed capital investments while ensuring that debt service levels remain affordable.

For purposes of constraining growth in debt, the Administration has placed another restriction on its debt capacity model: growth in the annual bond cap for the regular capital program is limited to not more than \$125 M 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.



In addition to reflecting the current fiscal environment, it is important 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.

This debt affordability analysis is consistent with the basic analytical approach presented in the debt affordability analyses published previously. All of the underlying assumptions have been reviewed and, where appropriate, updated to reflect new information and revised outlooks.

Based on the debt affordability analysis and policy described in more detail below, the Administration has set the annual borrowing limit - or “administrative bond cap” – to fund the Commonwealth’s regular capital budget for fiscal year 2015 at \$2.125 B. As this analysis demonstrates, the planned bond cap levels for fiscal years 2015 through 2019, together with the continuation of the planned borrowings for the Accelerated Bridge Program, Special Obligation Transit Bonds and self-supporting project financings, represent an affordable level of new debt that will allow the Commonwealth to responsibly invest in the general capital infrastructure needs of the state.

Introduction

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 and Finance (A&F), approves and manages the capital budget and the allocation of debt proceeds to pay the costs of authorized projects.

In addition to direct debt,¹ 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

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 Commonwealth Transportation Fund, formerly the Highway Fund, or to the Convention Center Fund), and federal grant anticipation notes (secured by a pledge of federal highway construction grants).



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 obligations 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 Limit

Legislation enacted in December 1989, and amended in 2012, restricts the amount of the Commonwealth's outstanding direct debt.⁴ As amended, this legislation imposes a "statutory debt limit" of \$17.07 B in fiscal year 2012 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 State finance law was further amended, effective January 1, 2013, to change the statutory definition of outstanding debt from net proceeds to principal.⁷ For fiscal year 2014, the Commonwealth's outstanding direct debt subject to that limit was \$17.218 B in May.⁸

Administrative Bond Cap

The statutory debt limit represents only an upper limit on the amount of direct debt the Commonwealth may incur, and does 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

² General obligation contract assistance liabilities (which, like general obligation debt, must receive two-thirds approval of the Legislature) include certain payments to the Massachusetts Water Pollution Abatement Trust, the Massachusetts Development Finance Agency and the Massachusetts Department of Transportation, as successor to the Massachusetts Turnpike Authority. Budgetary contract assistance liabilities (which are the result of certain capital leases and other contractual agreements) include payments on behalf of the Route 3 North Transportation Improvements Association 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, the Massachusetts Housing Finance Agency and regional transit authorities.

⁴ M.G.L. Chapter 29, Section 60A.

⁵ 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 1991, federal grant anticipation notes, certain 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, certain debt issued to fund costs of the Central Artery/Tunnel project, bonds issued to finance the Massachusetts School Building Authority and bonds and notes issued to finance the Accelerated Bridge Program. Contract assistance payments, lease payments, and contingent liabilities are also excluded.

⁷ Chapter 22 of the Acts of 2013. For fiscal years prior to 2013, the debt limit was calculated using net proceeds. The statutory debt limit was calculated under the statutory basis of accounting, which, unlike GAAP, measures debt net of underwriters' discount, costs of issuance and other financing costs. For fiscal years 2013 and beyond, the debt limit is calculated using only principal amounts.

⁸ Commonwealth of Massachusetts Information Statement, May 7, 2014.



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 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 B of bonds issued during fiscal years 2005 and 2006 to support the Massachusetts School Building Authority).

Existing Debt Burden

Since the Patrick Administration instituted rigorous debt affordability policies, the Commonwealth's rankings in terms of debt burden have improved by several measures from what the Administration inherited. Nevertheless, the Commonwealth's debt burden remains among the highest in the nation by certain measures. Moody's Investors Service ranks Massachusetts fourth in total net tax-supported debt, sixth in total gross tax-supported debt (down from third in 2007), third in net tax-supported debt as a percentage of personal income and second in net tax-supported debt per capita (down from first in 2007).⁹ Standard and Poor's Massachusetts rankings are similar: second in tax-supported debt per capita (down from first in 2007), third in tax-supported debt as a percentage of personal income (down from second in 2007) and fifth in total tax-supported debt.¹⁰

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., \$5.2 B of outstanding debt issued by the Massachusetts School Building Authority, as of June 30, 2013). In addition, these measures 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, a U.S. Census Bureau report on the matter, Massachusetts ranked 50th out of the 50 states in terms of local debt as a percent of total debt (local and state debt)¹¹, indicating that relative to other states, many of the capital needs of the entire state are borne by the Commonwealth itself. Based on this statistic, it is safe to assume Massachusetts would likely rank lower when measuring debt as a percentage of personal income or per capita if both state and local debt were taken into account.

In light of the Commonwealth's large outstanding debt burden and significant need for capital investment, the Patrick 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 the Commonwealth's current obligations and its capacity to support additional debt obligations. This report represents the eighth annual update of the analysis and the results inform the FY2015-2019 Five-Year Capital Investment Plan.

⁹ Moody's Investors Service, "2014 State Debt Medians Report", May 22, 2014.

¹⁰ Standard and Poor's, "2013 State Debt Review", July 10, 2013.

¹¹ U.S. Census Bureau, "State and Local Government Finances by Level of Government and by State: 2008".



Methodology and Model for Analysis

Consistent with prior years' 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 amount 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 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 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 tax and motor vehicle registry fees 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 included in the budgeted revenue figures taken into account in this analysis.

The Commonwealth's existing direct debt service obligations for fiscal years 2014 through 2019 are presented in the following table.



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix A - Debt Affordability Analysis

Table 1
Existing Direct Debt Service Obligations
Fiscal Years 2014-2019
(\$000s)

Fiscal Year	General Obligations	Federal GANs, CAT and ABP (net interest only)	Special Obligations Non ABP (gas tax only)	Special Obligations ABP	Total Existing Direct Debt Service Obligations
2014	2,030,092	28,509	52,704	57,607	2,168,911
2015	2,115,437	20,246	52,225	66,448	2,254,356
2016	2,054,947	14,631	50,906	66,573	2,187,057
2017	1,762,557	13,658	51,276	66,690	1,894,181
2018	1,739,018	12,615	29,825	66,993	1,848,451
2019	1,565,698	11,298	29,818	67,286	1,674,100

Contract assistance obligations, including certain capital lease obligations that relate to major capital projects, were also included in the examination of existing Commonwealth obligations.¹² These obligations for fiscal years 2014 through 2019 are presented in the following table.

¹² The analysis includes major capital lease obligations, such as lease payments that support the Route 3 North Transportation Improvements Association and the Saltonstall Building Redevelopment Corporation Project, each of which are large-scale capital projects that were funded outside of the bond cap by prior administrations. Contract assistance for infrastructure development-related bonds issued by Massachusetts Development Finance Agency are not included in this analysis as they will be fully reimbursed from incremental state tax revenues resulting from the development or from other sources (see Table 7). Minor capital costs, such as equipment lease purchases made by state agencies, are funded through their respective operating budgets and are not part of the state's capital budget and, accordingly, are not included in this analysis.



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix A - Debt Affordability Analysis

Table 2
Existing Contract Assistance Obligations
Fiscal Years 2014-2019

(\$000s)					
Fiscal Year	General Obligation		Budgetary		Total Contract Assistance Obligations
	Water Pollution Abatement Trust	MassDOT (Turnpike Authority)	Route 3 North Transportation Improvements Association	Saltonstall Building	
2014	63,056	125,000	1,130	9,431	198,617
2015	59,376	125,000	1,128	9,569	195,073
2016	54,463	125,000	1,129	9,688	190,280
2017	47,290	125,000	1,116	9,759	183,165
2018	41,485	125,000	0	9,832	176,317
2019	41,187	125,000	0	9,907	176,094

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 with respect to the timing of bond issues, 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 2015 is \$37.877 B. This estimate is based in part on the tax revenue estimate of \$22.778 B, on which the fiscal year 2015 Governor's Budget Recommendation (House 2) was based. For purposes of projecting budgeted revenue in future fiscal years, a growth factor of 3.00% was applied to fiscal year 2015 revenues and to each year thereafter. This is consistent with established policy of applying the lesser of (a) the compound annual growth rate (CAGR) of historical budgeted revenues, which is 4.48%; and (b) 3%.

To ensure consistency, the budgeted revenue projection for fiscal year 2015 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. These budgeted revenue amounts do not include off-budget revenues or tax or toll revenues dedicated to the Massachusetts Department of



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix A - Debt Affordability Analysis

Transportation, 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. Any one-time federal stimulus funding received (or expected to be received) pursuant to the American Recovery and Reinvestment Act of 2009 (ARRA) in fiscal years 2009, 2010 and 2011 was excluded from the calculation of budgeted revenues for purposes of this debt affordability analysis.

Actual and projected budgeted revenues are shown in the table below.

Table 3
Actual and Projected Budgeted Revenues

(\$000s)			
Fiscal Year	Budgeted Revenues (Excluding ARRA Revenues)	Annual Growth Rate	Compound Annual Growth Rate
2004	23,988,400	9.10%	4.48%
2005	24,373,400	1.60%	
2006	26,305,600	7.93%	
2007	28,615,900	8.78%	
2008	30,313,200	5.93%	
2009	28,412,300	-6.27%	
2010	29,125,400	2.51%	
2011	31,690,320	8.81%	
2012	32,314,700	1.97%	
2013	33,755,800	4.46%	
2014	35,904,900	6.37%	Projections
2015	37,878,000	5.50%	
2016	39,014,340	3.00%	
2017	40,184,770	3.00%	
2018	41,390,313	3.00%	
2019	42,632,023	3.00%	

As a starting point for the analysis of future debt capacity, the following table shows existing debt service and contract assistance payment obligations in fiscal year 2014 and in each of the next five fiscal years as a percentage of the budgeted revenue projection for each of those fiscal years.



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix A - Debt Affordability Analysis

Table 4
Existing Debt Obligations as Percentage of Budgeted Revenue
Fiscal Years 2014-2019

(\$000s)					
Fiscal Year	Existing Direct Debt Service	Existing Contract Assistance	Total Existing Obligations	Projected Budgeted Revenue	Debt Service as % of Budgeted Revenue
2014	2,134,360	198,617	2,332,977	35,904,900	6.50%
2015	2,254,356	195,073	2,449,429	37,878,000	6.47%
2016	2,187,057	190,280	2,377,337	39,014,340	6.09%
2017	1,894,181	183,165	2,077,346	40,184,770	5.17%
2018	1,848,451	176,317	2,024,768	41,390,313	4.89%
2019	1,674,100	176,094	1,850,194	42,632,023	4.34%

Accelerated Bridge Program

In fiscal year 2009, the Commonwealth launched a new capital investment program known as the “Accelerated Bridge Program” (“ABP”). The Accelerated Bridge Program is a \$2.984 B, 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 Accelerated Bridge Program is being financed with a combination of two sources: (1) special obligation bonds secured by the Commonwealth Transportation Fund and (2) federal grant anticipation notes.

The following table shows the cumulative to date and projected ABP spending between fiscal years 2009 and 2017. In December 2010, the Commonwealth issued the inaugural series of bonds to support ABP: \$100 M in grant anticipation notes and \$576.125 M in Commonwealth Transportation Fund special obligation revenue bonds. In May 2012, \$419.260 M in additional Commonwealth Transportation Fund special obligation bonds was issued. In November 2013, \$676.265 M in additional ABP bonds was issued.



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix A - Debt Affordability Analysis

Table 5
Accelerated Bridge Program Spending
Fiscal Years 2009-2018

(\$000s)

Fiscal Year	Actual Spending	Cumulative Spending	Bonds Issued To Date	Projected Financing Needs
2009	90,929	90,929		
2010	206,799	297,728	-	-
2011	309,602	607,330	676,125	-
2012	298,292	905,622	1,095,385	-
2013	347,679	1,253,301	1,095,385	
2014	431,747	1,685,048	1,771,650	
2015	-	-	-	600,833
2016	-	-	-	428,858
2017	-	-	-	164,506
2018	-	-	-	52,560

In addition to addressing the public safety and transportation concerns posed by the Commonwealth's backlog of structurally-deficient bridges, the Accelerated 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 borrowed and expended for ABP are in addition to the bond cap for the regular capital program. The debt service impact of the ABP financing is, however, 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 herein. Specifically, the principal and interest payable on any Commonwealth Transportation Fund revenue bonds and the interest payable on any federal grant anticipation notes issued to finance ABP is included in the total debt service payment obligations that must be constrained within 8% of budgeted revenues (principal on the federal grant anticipation notes is payable from future federal grants which are not included in budgeted revenue). This treatment of the Accelerated Bridge Program Commonwealth Transportation Fund revenue bond and federal grant anticipation note debt service is consistent with the manner in which this debt affordability analysis treats the Commonwealth's other outstanding special obligation gas tax bonds and federal grant anticipation notes.

The impact of ABP will be to constrain the bond cap in future years. As the debt service impact of the debt issued to finance the 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 prescribed limits. 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 throughout the Commonwealth, ABP will ensure that these projects are done cheaper and sooner than they otherwise would be.

Special Obligation Transit Bonds

In July 2013, the Legislature enacted a transportation finance bill, Chapter 46 of 2013, which dedicated \$753 M (preliminary estimate) in additional annual resources to transportation by fiscal 2018. The \$753 M would be generated by increasing the motor fuels tax by 3¢ and indexing it to the rate of inflation (\$158 M), mandating a combination of reforms, efficiencies and increases in fares, fees and tolls at MassDOT and the MBTA (\$354 M), shifting motor vehicle sales tax collections currently dedicated to the General Fund to the Commonwealth Transportation Fund while also redirecting the 0.385% of regular and meals sales tax that is currently dedicated to the Commonwealth Transportation Fund to the General Fund (\$115 M), dedicating the revenue from the existing underground storage tank fee to transportation (\$85 M) and requiring a transfer from the General Fund (\$40 M).

In April 2014, the Legislature approved and the Governor signed a \$12.8 B bond bill, Chapter 79 of the Acts of 2014, which included funding for road and bridge construction, rail construction, MBTA projects, RTA projects, and airport projects. In addition, this legislation authorized the issuance of special obligation bonds for certain improvements to mass transit. These bonds are to be repaid from the Commonwealth Transportation Fund, including additional revenue raised under Chapter 46 of 2013.



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix A - Debt Affordability Analysis

Table 6
Special Obligation Transit
Bonds
Fiscal Years 2015-2019

(\$000s)	
Fiscal Year	Projected Financing Needs
2014	0
2015	427,360
2016	395,640
2017	0
2018	0
2019	0

By expediting spending on transportation, Special Obligation Transit Bonds will allow the Commonwealth to create costs savings by avoiding costly maintenance and price inflation and generate revenue by capturing federal funding for long awaited projects. In order to accelerate transportation spending, the amounts financed by Special Obligation Transit Bonds are in addition to the bond cap for the regular capital program. Similar to the Accelerated Bridge Program, the debt service impact of Special Obligation Transit Bonds financing is, however, taken into account for purposes of determining the affordable level of debt to fund the regular capital program each year. The principal and interest payable on any Special Obligation Transit Bonds issued is included in the total debt service payment obligations that must be constrained within 8% of budgeted revenues. This treatment of Special Obligation Transit Bonds is consistent with the manner in which the debt affordability analysis treats the Accelerated Bridge Program and the Commonwealth's other outstanding special obligation bonds.

Similar to the Accelerated Bridge Program, Special Obligation Transit Bonds will constrain the bond cap in future years. As the debt service impact of the debt issued to finance the program increases, there will be less capacity to issue new debt to fund the regular capital program within the prescribed limits. The reduced future capacity will result in less funding for capital projects in future years than there otherwise would be. However, by accelerating this future borrowing capacity to invest in necessary transportation infrastructure projects, Special Obligation Transit Bonds will ensure that these projects cost less and are completed in the near future to ensure Massachusetts has a 21st Century transportation network.

Special Obligation Transit Bonds are, unlike the Accelerated Bridge Program, subject to the statutory debt limit imposed by Section 60A of Chapter 29 of the General Laws. Under this limit, and in addition to our general obligation bond program, our current capacity to issue these special obligations is \$823 M.



Self-Supporting Project Financings

Unlike past practice in Commonwealth capital budgeting, the Patrick 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 in this report. 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 or budgetary savings that is targeted to the payment of such debt. In these limited circumstances, the Administration will exclude the debt from the annual bond cap and will exclude such debt service payment obligations from the debt affordability analysis. In the instances where such debt service is supported by a new or budgeted stream of state revenue, the related new revenue used to pay such obligations will also be excluded from the analysis set forth herein for purposes of determining the annual bond cap.

There are three examples of debt the Administration will exclude from the annual bond cap and debt affordability analysis. The first is debt that the Massachusetts Development Finance Agency issues for public infrastructure improvements necessary to support significant new private development, pursuant to the infrastructure investment incentive program known as “I-Cubed”. 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. The second example of debt that will be excluded from the debt affordability analysis is debt the Administration issues to fund fire training facility projects, as legislation authorizes the Commonwealth to raise the amounts needed to fund the related debt service costs for such projects through assessments on property insurance policies. The third example is debt associated projects deemed to be self-funded based on a rigorous return on investment (ROI) analysis. These projects result in cost avoidances, increased revenue, or other savings that are in excess of the project’s cost. There are two categories of self-funded projects based on their return on investment. The first is the Clean Energy Investment Program (CEIP) initiated by the Governor in January 2010, in which the Commonwealth issues general obligation bonds to fund energy efficiency and renewable energy projects at state facilities. These projects result in energy cost savings from less energy use and a portion of the related budgetary savings will be used to cover the debt service associated with the general obligation bonds issued to finance the projects. For FY15, this idea is expanded to include energy efficiency and renewable energy projects in the state’s outdoor and recreational areas. The second category consists of IT projects that go through a rigorous analysis proving that costs will be decreased or eliminated or additional revenue will be created. Business transformation projects funded by ITD will be subject to the ROI analysis and are candidates for self-funded status. The table below shows the amounts of incremental tax revenue, assessments and captured energy savings projected to be applied to pay debt service on bonds issued to fund the construction of the infrastructure development projects, fire training facilities and energy efficiency projects, respectively.



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix A - Debt Affordability Analysis

Table 7
Self-Supporting Project Financings
Fiscal Years 2014-2019

(\$000s)

Fiscal Year	Infrastructure Development Projects Debt Service	DFS Insurance Assessments	Energy Efficiency Projects Debt Service	IT ROI Debt Service	Total Self-Supporting Debt Service
2014	2,176	3,122	6,305	0	11,603
2015	13,118	3,189	5,615	3,390	25,311
2016	16,473	3,710	14,877	13,236	48,297
2017	16,672	3,799	20,871	18,114	59,457
2018	16,670	3,799	22,465	20,976	63,911
2019	16,672	3,799	22,465	21,996	64,933

Consistent with the approach described above, Table 9 excludes the above amounts listed for Infrastructure Development Projects Debt Service and Department of Fire Service (DFS) Insurance Assessments from both the debt service and the budgeted revenue estimates, and excludes Energy Efficiency Projects Debt Service from debt service estimates.

Fiscal Year 2015-2019 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 Administration has made the following conservative and fiscally responsible assumptions:

- Timing of Debt. All debt issued to fund the capital spending program, including the Accelerated Bridge Program and Special Obligation Transit Bonds, is assumed to be issued at the start of the fiscal year in which it will be spent. This assumption is conservative for modeling purposes, as it results in the debt service impact of bonds issued in a fiscal year being assumed as early as possible.
- 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 Accelerated Bridge Program and Special Obligation Transit Bonds financing, all of the federal



grant anticipation notes are expected to be paid by fiscal year 2027 and this analysis assumes that the special obligation Commonwealth Transportation Fund revenue bonds will have a 30-year term.

- Interest Rates. The interest rate used for 20-year debt and for the federal grant anticipation notes for the Accelerated Bridge Program is 4.25%, which is conservatively above the 3.89% average of the 24 month period ending June 19, 2014 of the Bond Buyer 11 Index.¹³ The interest rate used to model the 30-year debt is 4.50%, reflecting the approximate spread between 20 and 30-year general obligation bonds according to municipal market data published in The Bond Buyer.
- Principal Amortization. Consistent with past practice by the Commonwealth, the principal on bonds issued for a 20-year term is structured to result in level annual debt service payments over that 20-year period and the principal on bonds issued for a 30-year term is structured to result in level annual debt service payments over that 30-year period.

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 needed capital investments while ensuring that debt service levels remain affordable.

For purposes of constraining growth in debt, the Administration has placed another restriction on its debt capacity model: growth in the annual bond cap for the regular capital program is limited to not more than \$125 M 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.

The table below shows the level of annual bond funding planned to meet projected capital investment needs to be funded within the bond cap, Accelerated Bridge Program and the Special Obligation Transit Bonds.

¹³ The 11-Bond Index uses a select group of 11 bonds in the 20-Bond Index. The average rating of the 11 bonds is roughly equivalent to Moody's Aa1 and S&P's AA-plus.



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix A - Debt Affordability Analysis

Table 8
Capital Spending
Fiscal Years 2014-2019

(\$000s)

Fiscal Year	Bond Cap	Accelerated Bridge Program	Special Obligation Transit Bonds
2014	2,000,000	431,747	
2015	2,125,000	600,833	427,360
2016	2,250,000	428,858	395,640
2017	2,250,000	164,506	0
2018	2,250,000	52,560	0
2019	2,250,000		0

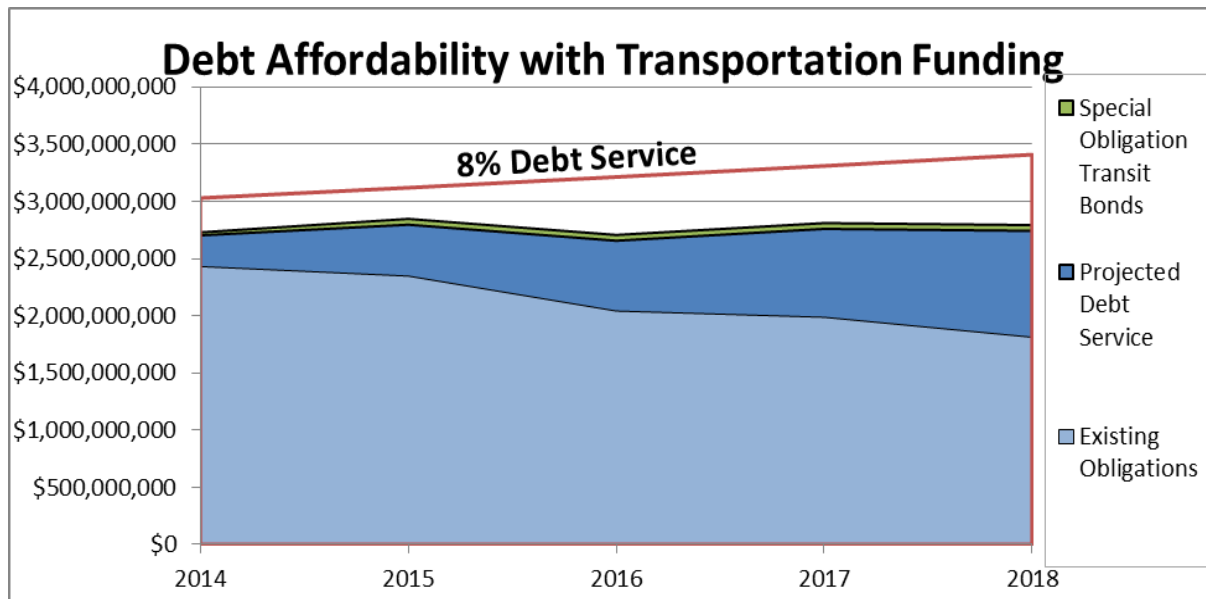
As shown in Table 9, funding the annual bond cap, the Accelerated Bridge Program and the Special Obligation Transit Bonds in the amounts shown above, together with the existing obligations, results in total projected annual debt service as a percent of budgeted revenues that is within the 8% limit described above.¹⁴

Table 9
Projected Annual Debt Service as a Percentage of Budgeted Revenues
Fiscal Years 2014-2019

(\$000s)

Fiscal Year	Debt Service						
	Total Existing Obligations less Self-Supporting Projects	Cumulative New Debt Service from Annual Bond Cap	Cumulative New Debt Service from Accelerated Bridge Program	Cumulative New Debt Service from Build Mass Bond Spending	Total Annual Debt Service	Budgeted Revenue Growth (Less Self Supporting Projects)	Total Annual Debt Service as % of Revenues
2014	2,323,549				2,323,549	35,899,602	6.47%
2015	2,430,335	220,725	51,527	26,236	2,728,824	37,861,693	7.21%
2016	2,347,085	391,102	58,198	50,525	2,846,909	38,994,157	7.30%
2017	2,041,011	555,529	59,130	50,525	2,706,196	40,164,299	6.74%
2018	1,986,839	715,742	57,288	50,525	2,810,394	41,369,844	6.79%
2019	1,812,265	874,748	55,372	50,525	2,792,910	42,611,551	6.55%

¹⁴ Table 9 excludes debt service on infrastructure development projects, fire fighting academy projects and energy efficiency projects which are self-supporting and funded with incremental new tax revenues or assessments and budgetary savings, respectively. Table 9 also excludes an equal amount from Budgeted Revenue for those projects, excluding budgetary savings resulting from energy efficiency projects. (See Table 7.)



The Patrick Administration will revisit the assumptions underlying this affordability model each year as part of the development of the following fiscal year's capital investment plan to adjust the model's assumptions as needed to reflect new trends in revenue growth, interest rates, and other factors. The Administration will also reassess the debt capacity model as a whole, including the limitations of keeping debt service below 8% of budgeted revenues and 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.



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix A - Debt Affordability Analysis

Exhibit A

FY2013 General Appropriations Act

Debt Service and Contract Assistance Payment Line Items

Account	Description
0699-0015	Consolidated Long Term Debt Service
0699-0014	Accelerated Bridge Program Debt Service
0699-2005	CA/T Debt Service
0699-9101	Federal Grant Anticipation Notes
0699-0018	Agency Debt Service Programs
1599-0093	Water Pollution Abatement Trust Contract Assistance
1599-1970	Massachusetts Department of Transportation Contract Assistance
1599-0050	Route 3 North Contract Assistance
1599-1977	Commonwealth Infrastructure Investment Assistance Reserve
1102-3224	Saltonstall Building Lease



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix B – Bond Bills

Bond Bills	
Immediate Needs	On March 23, 2007, the Governor approved a \$1.8 B 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 B bond bill for transportation improvements which will leverage an additional \$1.9 B in federal reimbursements. This legislation included \$150 M for Chapter 90 grants to cities and towns for local roads and bridges in fiscal 2009 and \$700 M 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 B for road and bridge projects and other transportation-related capital investments. On April 11, 2011 and June 29, 2012 the Governor approved two \$200 M bond bills for local Chapter 90 road and bridge construction. On August 9, 2012 the Governor approved an additional \$885 M bond authorization in order to leverage federal funding for transportation improvement projects totaling \$1.5 B. On May 23, 2013 the Governor approved a \$300 M bond bill for local Chapter 90 road and bridge construction. On April 18, 2014 the Governor approved a \$12.8 B bond bill which included funding for road and bridge construction, rail construction, MBTA projects, RTA projects, and airport projects.
Housing	On May 29, 2008, the Governor approved a \$1.275 B affordable housing bond bill which includes \$500 M 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 M for the Affordable Housing Trust Fund and \$125 M for the Housing Stabilization Fund. On November 14, 2013 the Governor approved of a \$1.4 B housing bill which funds 11 capital funding programs that rehabilitate and modernize state-assisted public housing; preserve the affordability and income mix of state-assisted multifamily developments; and support homeownership and production of rental housing opportunities for low and moderate income residents, elderly, persons experiencing homelessness, persons with disabilities and veterans.
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 M 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 M, 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 B 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 B of special obligation bonds secured by a portion of the gas tax and \$1.1 B 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 B 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 B total authorization, \$1.2 B will be dedicated to capital investments at state and community colleges, and \$1 B will be dedicated to capital investments at the University of Massachusetts. The authorized amounts are expected to be expended over a ten-year period.



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix B – Bond Bills

General Government	On August 11, 2008, the Governor approved a \$3.3 B 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 B 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.
Economic Development	On August 5, 2010, the Governor approved an economic development bill, which, among other matters, provided for the recapitalization of key economic development programs financed through the Commonwealth's capital plan. On August 7, 2012 the Governor approved an economic development bill which formally creates the MassWorks Infrastructure Program, creates the Local Infrastructure Development Program, increases funding for the I-Cubed program, and creates new, innovative programs in order to spur investment and growth in manufacturing, business development, and the innovation economy.
Capital Supplemental	On June 21, 2013, the Governor approved a \$375 M capital supplemental bond authorization. The legislation provided for the continued funding of IT projects, state facility deferred maintenance and energy projects.
Military	On March 14, 2014, the Governor approved of a military bond bill for \$177 M to make investments in the Commonwealth's military bases. This funding will help protect 46,500 direct and indirect jobs on our six military bases that collectively have an economic impact of \$14.2 B on the Commonwealth's economy.

<i>Proposed Bond Bills</i>	
General Government	In March, the Governor proposed a general government bond bill for \$928 M to support a wide range of capital projects from state facility improvements to public safety equipment to municipal grants for library construction.
Information Technology	In March, the Governor proposed an information technology and innovation bond bill for \$869 M to ensure the delivery of critical services to constituents in a better, faster and more efficient manner than would otherwise be possible, including building on the Commonwealth's successful public safety information systems network modernization and Health Insurance Exchange to promote health care cost containment.
Energy & Environment	In March, the Governor proposed an energy and environment bond bill for \$911.5 M to support the Executive Office of Energy and Environment's diverse capital program, including a new fund to address necessary coastal repair projects highlighted in the February storm. The bill also includes funding for the Accelerated Energy Program which aims to reduce energy consumption by 20 to 25 percent at 700 state sites, creating about 4,000 clean energy jobs and saving the Commonwealth an estimated \$43 M annually.



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix C – Project List by Investment Category

					FY 2015						
					Approved by Funding Source (in dollars)						
Cap Agency	Plan Item	Project Name	Location	Policy Area	Bond Cap	Non Bond Cap	Operating Funds	Federal Funds	Trust Funds	Other Funds	Total
EOAF	A007	Board of Library Commissioners - Library Construction Grants	Statewide	Community Investments	20,000,000						20,000,000
EOAF	A010	Cultural Facilities Fund	Statewide	Community Investments	15,000,000						15,000,000
EOAF	A012	Equipment for Vocational Schools	Statewide	Community Investments	1,000,000						1,000,000
EOAF	A014	Historic Preservation Grants	Statewide	Community Investments	1,550,000						1,550,000
EOAF	A021	Thompson Street School Historic Renovation	New Bedford	Community Investments	63,874						63,874
EOAF	A022	Water Pollution Abatement Trust -- State Match	Statewide	Community Investments	22,241,262						22,241,262
EOAF	A024	Springfield Union Station Parking Garage	Springfield	Community Investments	5,927,842						5,927,842
EOAF	A025	Levi Standish House	New Bedford	Community Investments	1,000,000					500,000	1,500,000
EOAF	A028	Broadband Last Mile	New Bedford	Community Investments	10,000,000						10,000,000
EOAF	A030	Belchertown State School	Belchertown	Community Investments	1,000,000						1,000,000
EOAF	A032	Early Education and Out of School Time Capital Fund	Statewide	Community Investments	4,000,000						4,000,000
EHED	D003	Zoo New England Capital Costs	Statewide	Community Investments	3,000,000		3,500,000				6,500,000
EOEA	E022	Coastal Pollutant Remediation (CPR) Grants	Statewide	Community Investments	500,000			400,000			900,000
EOEA	E039	Boston Public Market	Boston	Community Investments	6,000,000					6,000,000	12,000,000
EOEA	E044	Community Investment Grant Programs	Statewide	Community Investments	16,500,000						16,500,000
EOEA	E048	Urban Agriculture	Boston	Community Investments	400,000						400,000
EOEA	E053	Greening the Gateway Cities	Statewide	Community Investments	750,000						750,000
EOEA	E058	Signature Parks	Statewide	Community Investments	17,000,000						17,000,000
EOEA	E071	Columbia Greenway Bike Trail Design and Construction, Westfield	Westfield	Community Investments	900,000						900,000
DHCD	H005	Community Development Block Grant	Statewide	Community Investments				27,000,000			27,000,000
DHCD	H015	Urban Revitalization Development Grant Program (URDG)	Boston	Community Investments	1,242,896						1,242,896
ITDC	I154	School IT Infrastructure	Statewide	Community Investments	5,000,000						5,000,000
DCRC	R008	Walden Pond Visitors Center	Concord	Community Investments	1,900,000						1,900,000
DCRC	R009	Ponkapoag Golf Course Irrigation Design Engineering and Construction	Canton	Community Investments	2,000,000						2,000,000
DCRC	R035	Canton Airport Site Remediation	Canton	Community Investments	450,000						450,000
DCRC	R036	DCR Deferred Maintenance and Small Repairs	Statewide	Community Investments	6,650,000						6,650,000
DCRC	R041	Emergency Storm Reimbursements	Statewide	Community Investments	300,000						300,000
DCRC	R042	Jackson Square Complex	Boston	Community Investments	1,886,333						1,886,333
EOTC	T009	Chapter 90 - Municipal Roads and Bridges	Statewide	Community Investments	200,000,000						200,000,000
Community Investments Total					346,262,207		3,500,000	27,400,000		6,500,000	383,662,207
DCAMM	B056	Essex Sheriff's Department Intake Center	Middleton	Corrections	1,000,000						1,000,000
DCAMM	B061	Middlesex Jail and House of Correction Project	Billerica	Corrections	500,000						500,000
DCAMM	B069	Hayes Report Retrofits for Suicide Prevention - Correctional Facilities	Walpole	Corrections	3,900,000						3,900,000
DCAMM	B121	Suffolk Sheriff's Department Roof and Exterior Repairs	Boston	Corrections	2,000,000						2,000,000
DCAMM	B172	Norfolk DOC Potable Water and Conservation	Norfolk	Corrections	2,800,000						2,800,000



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix C – Project List by Investment Category

					FY 2015						
					Approved by Funding Source (in dollars)						
Cap Agency	Plan Item	Project Name	Location	Policy Area	Bond Cap	Non Bond Cap	Operating Funds	Federal Funds	Trust Funds	Other Funds	Total
DCAMM	B203	State Police Crime Lab	Statewide	Corrections	200,000						200,000
DCAMM	B204	Norfolk Sheriff's Department Security Upgrade	Dedham	Corrections	1,600,000						1,600,000
EOPS	S003	Department of Correction Equipment	Statewide	Corrections	1,860,000						1,860,000
EOPS	S010	Department of Correction Radio Replacement	Statewide	Corrections	625,000						625,000
Corrections Total					14,485,000						14,485,000
DCAMM	B004	New Lowell Trial Court	Lowell	Courts	5,500,000						5,500,000
DCAMM	B036	New Middlesex Justice Center Project	Cambridge	Courts	7,219,875						7,219,875
DCAMM	B066	Greenfield Trial Court Renovation	Greenfield	Courts	21,706,431						21,706,431
DCAMM	B072	Independent Heating Plant for 3rd District Court Cambridge	Cambridge	Courts	950,000						950,000
DCAMM	B110	Salem Probate & Family Court Renovation	Salem	Courts	17,189,038						17,189,038
DCAMM	B117	Strategic Master Plan for Courts	Statewide	Courts	500,000						500,000
DCAMM	B144	Taunton Superior Court Renovation	Taunton	Courts	300,000						300,000
DCAMM	B198	Haverhill District Court ADA Upgrades Energy Efficiency & Code Compliance	Haverhill	Courts	1,500,000						1,500,000
DCAMM	B212	Brighton District Court Envelope Improvements	Boston	Courts	1,500,000						1,500,000
DCAMM	B268	TRC - SCCH - Highrise - Elevator renovations	Boston	Courts	300,000						300,000
DCAMM	B276	TRC - Springfield Trial Court - Electrical Replacement	Springfield	Courts	750,000						750,000
ITDC	I034	MassCourts	Statewide	Courts	1,556,770						1,556,770
ITDC	I120	Supreme Judicial Court E-File	Statewide	Courts	1,095,000						1,095,000
Courts Total					60,067,114						60,067,114
EOAF	A003	I-cubed Economic Development Projects	Statewide	Economic Development						121,050,000	121,050,000
EOAF	A009	Capital Improvements at Devens	Devens	Economic Development	3,000,000						3,000,000
EOAF	A016	Life Sciences Capital Program	Statewide	Economic Development	81,000,000						81,000,000
EOAF	A036	Doriot Climatic Chambers at Natick Labs	Statewide	Economic Development	900,000						900,000
EOAF	A037	Soldier Performance Center at Natick Labs	Natick	Economic Development	900,000						900,000
EOAF	A038	Hangar Renovations at Westover Metropolitan Airport and Air Reserve Base	Statewide	Economic Development	100,000						100,000
EHED	D001	MassWorks - Infrastructure Grant Awards	Statewide	Economic Development	53,500,000						53,500,000
EHED	D029	Economic Development Investments	Statewide	Economic Development	5,000,000						5,000,000
EHED	D032	Research and Development Matching Fund Grants	Statewide	Economic Development	10,000,000						10,000,000
EHED	D033	Manufacturing Training Equipment Grants	Statewide	Economic Development	10,000,000						10,000,000
Economic Development Total					164,400,000					121,050,000	285,450,000
EOAF	A017	New Bedford Marine Commerce Terminal	New Bedford	Energy And Environment	18,800,000						18,800,000
EOAF	A040	Military Base Energy Trust Fund	Statewide	Energy And Environment	5,000,000						5,000,000
DCAMM	B041	Accelerated Energy Program (AEP)	Statewide	Energy And Environment	41,500,000	118,768,162				10,000,000	170,268,162
DCAMM	B043	New DCR Maintenance Facility in Cambridge	Cambridge	Energy And Environment						500,000	500,000
DCAMM	B046	Division of Fish and Wildlife Headquarters	Westborough	Energy And Environment	2,500,000						2,500,000



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix C – Project List by Investment Category

					FY 2015						
					Approved by Funding Source (in dollars)						
Cap Agency	Plan Item	Project Name	Location	Policy Area	Bond Cap	Non Bond Cap	Operating Funds	Federal Funds	Trust Funds	Other Funds	Total
EOEA	E018	Wetlands Change/Protection Project	Statewide	Energy And Environment	240,000						240,000
EOEA	E019	Agricultural Environmental Enhancement Program (AEEP)	Statewide	Energy And Environment	250,000						250,000
EOEA	E021	Agricultural Project Operations	Statewide	Energy And Environment	360,000						360,000
EOEA	E023	Coastal Resource Protection Program Support	Statewide	Energy And Environment	470,000			470,000			940,000
EOEA	E024	Marine Fisheries Institute Facility Repairs	Statewide	Energy And Environment	450,000						450,000
EOEA	E025	Boat Ramp Construction and Maintenance	Statewide	Energy And Environment	1,250,000						1,250,000
EOEA	E026	Ambient Air Monitoring	Statewide	Energy And Environment	736,000						736,000
EOEA	E028	EEA Project Operations	Statewide	Energy And Environment	848,000						848,000
EOEA	E029	Sustainable Water Management Initiative (SWM)	Statewide	Energy And Environment	2,000,000						2,000,000
EOEA	E030	Emergency Response Risk Reduction and Remediation	Statewide	Energy And Environment	1,000,000						1,000,000
EOEA	E031	Farm Viability Enhancement Program (FVEP)	Statewide	Energy And Environment	1,000,000						1,000,000
EOEA	E032	River Revitalization and Riverine Habitat Restoration	Statewide	Energy And Environment	1,250,000					5,000,000	6,250,000
EOEA	E034	Executive Office of Energy and Environment Land Planning	Statewide	Energy And Environment	1,255,243						1,255,243
EOEA	E035	Federal Superfund Site Restoration	Statewide	Energy And Environment	1,400,000						1,400,000
EOEA	E036	Solid Waste Management and Recycling Program	Statewide	Energy And Environment	1,564,000						1,564,000
EOEA	E037	Energy and Environment Consolidated IT Program	Statewide	Energy And Environment	840,000						840,000
EOEA	E038	Land and Habitat Programs	Statewide	Energy And Environment	2,131,725						2,131,725
EOEA	E040	EPA Match on Superfund Clean Up Sites	Statewide	Energy And Environment	3,000,000						3,000,000
EOEA	E041	Enforcement Support and Brownfields	Statewide	Energy And Environment	3,220,000						3,220,000
EOEA	E043	Land Protection Grant Programs	Statewide	Energy And Environment	3,000,000						3,000,000
EOEA	E045	EEA Agency Land Protection Programs	Statewide	Energy And Environment	15,500,000						15,500,000
EOEA	E046	Department of Fish and Game Dam Safety Repair	Statewide	Energy And Environment	290,000						290,000
EOEA	E049	Leading By Example	Boston	Energy And Environment	1,500,000	6,000,000					7,500,000
EOEA	E052	Urban Playgrounds and Spray Parks	Statewide	Energy And Environment	8,159,195					1,300,000	9,459,195
EOEA	E060	EEA Facilities Deferred Maintenance	Statewide	Energy And Environment	250,000						250,000
EOEA	E061	Agricultural Food Safety Improvement Program (AFSIP)	Statewide	Energy And Environment	200,000						200,000
EOEA	E063	Herring River Estuary Restoration Project, Federal Funding Leverage	Wellfleet	Energy And Environment	675,000			675,000			1,350,000
EOEA	E064	Research Vessel	Statewide	Energy And Environment	275,000						275,000
EOEA	E065	Land Deferred Maintenance	Statewide	Energy And Environment	2,000,000						2,000,000
EOEA	E074	Massachusetts Estuaries Project	Statewide	Energy And Environment	493,820						493,820
ITDC	I110	Energy and Environmental Information and Public Access System (EIPAS)	Statewide	Energy And Environment	10,010,900						10,010,900
DCRC	R001	Nantasket Beach Seawall and Beach Renourishment Flood Control Project	Statewide	Energy And Environment	2,200,000						2,200,000
DCRC	R010	Campground Modernization Program	Statewide	Energy And Environment	950,000						950,000
DCRC	R014	Recreational Facility Improvements	Statewide	Energy And Environment	750,000						750,000
DCRC	R015	Dam Maintenance and PL 566 Flood Control	Statewide	Energy And Environment	600,000						600,000



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix C – Project List by Investment Category

					FY 2015						
					Approved by Funding Source (in dollars)						
Cap Agency	Plan Item	Project Name	Location	Policy Area	Bond Cap	Non Bond Cap	Operating Funds	Federal Funds	Trust Funds	Other Funds	Total
DCRC	R016	Landscape Improvements	Statewide	Energy And Environment	600,000						600,000
DCRC	R019	Working Forest Preservation Restriction	Statewide	Energy And Environment	750,000						750,000
DCRC	R020	Winthrop Shores Restoration - Design and Construction	Winthrop	Energy And Environment	13,200,000						13,200,000
DCRC	R022	Comfort Station Rehabilitation	Statewide	Energy And Environment	1,500,000						1,500,000
DCRC	R023	DCR Equipment	Statewide	Energy And Environment	1,500,000						1,500,000
DCRC	R025	Muddy River Flood Control and Historic Preservation Project	Boston	Energy And Environment	12,550,600						12,550,600
DCRC	R026	Rink Maintenance, Rehabilitation, and Improvements	Statewide	Energy And Environment	1,500,000						1,500,000
DCRC	R029	Public Private Partnerships Program	Statewide	Energy And Environment	1,000,000					500,000	1,500,000
DCRC	R030	Waterways Division Program	Statewide	Energy And Environment	1,400,000						1,400,000
DCRC	R032	Environmental Remediation (Clean State)	Statewide	Energy And Environment	2,000,000						2,000,000
DCRC	R033	Storm Water Management Program	Statewide	Energy And Environment	3,400,000						3,400,000
DCRC	R037	Pool Maintenance, Rehabilitation and Improvements	Statewide	Energy And Environment	5,000,000						5,000,000
DCRC	R040	DCR Project Operations	Statewide	Energy And Environment	13,905,000						13,905,000
DCRC	R043	Shaffer Paper Remediation	Dorchester	Energy And Environment	1,000,000						1,000,000
DCRC	R057	Norwood Ice Rink	Statewide	Energy And Environment	2,195,000						2,195,000
DCRC	R060	Aquatic Recreation and Habitat Restoration	Statewide	Energy And Environment	500,000						500,000
DCRC	R061	Rink Major Capital Improvements	Statewide	Energy And Environment	2,400,000						2,400,000
DCRC	R062	Wompatuck Trail Restoration	Hingham	Energy And Environment	500,000						500,000
DCRC	R063	Schooner Ernestina Restoration	New Bedford	Energy And Environment	1,000,000						1,000,000
DCRC	R064	Charles River Sandbar Removal	Brighton	Energy And Environment	800,000						800,000
DCRC	R065	Southwest Corridor Irrigation Assessment	Boston	Energy And Environment	50,000						50,000
DCRC	R066	Building Assessments for Blue Hills Observatory and Eliot Memorial Tower	Milton	Energy And Environment	75,000						75,000
DCRC	R068	Pedestrian Bike and Multi Use Trail Construction and Reconstruction	Statewide	Energy And Environment	1,000,000						1,000,000
DCRC	R069	Castle Island and Historic Building Design and Restoration	Boston And Statewide	Energy And Environment	500,000						500,000
DCRC	R070	Bridges: Emergency Repairs, Maintenance, and Reconstruction	Statewide	Energy And Environment	2,200,000						2,200,000
DCRC	R071	Sea Level Inundationand Flood Control	Statewide	Energy And Environment	130,000						130,000
DCRC	R072	Forestry Tower and Building Improvements and Hazardous Tree Management	Statewide	Energy And Environment	265,000						265,000
DCRC	R075	Roofing and Building Envelope Assessment and Capital Repairs	Statewide	Energy And Environment	500,000						500,000
DCRC	R081	Trailside Nature Center Otter Exhibit	Boston	Energy And Environment	20,000						20,000
DCRC	R084	Otter River Water Line	Leominster	Energy And Environment	1,000,000						1,000,000
Energy And Environment Total					210,359,483	124,768,162		1,145,000		17,300,000	353,572,645
EOAF	A041	Dimock Community Health Center	Boston	Health And Human Services	500,000						500,000
DCAMM	B023	EHS - Campus Consolidation and Closure Planning	Statewide	Health And Human Services	1,000,000						1,000,000
DCAMM	B037	Chelsea and Holyoke Soldiers' Homes Master Plan	Chelsea	Health And Human Services	500,000						500,000
DCAMM	B038	Chelsea Soldiers' Home Immediate Life Safety Upgrade	Chelsea	Health And Human Services	3,360,000						3,360,000



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix C – Project List by Investment Category

					FY 2015						
					Approved by Funding Source (in dollars)						
Cap Agency	Plan Item	Project Name	Location	Policy Area	Bond Cap	Non Bond Cap	Operating Funds	Federal Funds	Trust Funds	Other Funds	Total
DCAMM	B088	DYS Middleton - Northeast Regional Youth Service Center	Middleton	Health And Human Services	12,750,000						12,750,000
DCAMM	B092	Clocktower Reconstruction at the Worcester Recovery Center	Worcester	Health And Human Services	3,300,000						3,300,000
DCAMM	B169	Hinton Lab Elevator and Accessibility improvements	Boston	Health And Human Services	2,900,000						2,900,000
DCAMM	B185	Shattuck Hospital Study and Review	Boston	Health And Human Services	250,000						250,000
DCAMM	B195	Department of Youth Services Chelmsford Improvements	Chelmsford	Health And Human Services	400,000						400,000
DCAMM	B201	DDS Templeton - New Group Homes	Templeton	Health And Human Services	3,500,000						3,500,000
DCAMM	B202	Solomon Carter Fuller Mental Health Center Facade Repair (study only)	Boston	Health And Human Services	3,000,000						3,000,000
DCAMM	B217	Lemuel Shattuck Hospital Facade Stabilization	Boston	Health And Human Services	1,500,000						1,500,000
DCAMM	B220	Goss Building Renovations on the Taunton State Hospital Campus	Taunton	Health And Human Services	2,550,000						2,550,000
DCAMM	B277	Health and Human Services - Required Repairs	Statewide	Health And Human Services	700,000						700,000
DCAMM	B284	Bridgewater State Hospital Infrastructure Assessment and Improvements	Bridgewater	Health And Human Services	1,000,000						1,000,000
ITDC	I011	Comprehensive Child Data System	Statewide	Health And Human Services	804,696						804,696
ITDC	I021	i-FamilyNet	Statewide	Health And Human Services	4,958,166						4,958,166
ITDC	I022	Integrated Eligibility System (IES) Phase 1	Statewide	Health And Human Services	20,638,900			97,627,273			118,266,173
ITDC	I038	MITA & Meditech	Statewide	Health And Human Services	1,543,789		3,000,000	4,500,000			9,043,789
ITDC	I040	New MMIS 5010 and ICD10 Conversion	Statewide	Health And Human Services				4,602,152			4,602,152
ITDC	I065	Virtual Gateway Infrastructure v4 Upgrade	Statewide	Health And Human Services	2,787,000						2,787,000
ITDC	I067	Pharmacy Information System Replacement	Statewide	Health And Human Services	8,325,080				200,000		8,525,080
ITDC	I107	EHS VOIP Upgrade	Statewide	Health And Human Services	1,901,960						1,901,960
ITDC	I108	Vitals Information Partnership (VIP) System Transformation Project	Statewide	Health And Human Services	2,972,434		600,000				3,572,434
ITDC	I109	IES Phase 2 - Shared Services	Statewide	Health And Human Services	4,529,596			3,530,296			8,059,892
ITDC	I111	MAGIC Modernization Phase 2	Statewide	Health And Human Services	1,625,000						1,625,000
ITDC	I117	IES Phase 2 - DTA Enhancements	Statewide	Health And Human Services	7,503,484						7,503,484
ITDC	I118	IES Phase 2 - MA21 Medicaid Enhancements	Statewide	Health And Human Services	1,740,470			15,664,217			17,404,687
ITDC	I133	Provider Data Management System 5.0	Statewide	Health And Human Services	1,189,840						1,189,840
ITDC	I152	Money Follows the Person	Statewide	Health And Human Services	1,166,520						1,166,520
Health And Human Services Total					98,896,935		3,600,000	125,923,938	200,000		228,620,873
EOAF	A039	Umass Amherst Training and R&D Center at Westover Air Reserve Base	Chicopee	Higher Education	5,000,000					15,000,000	20,000,000
DCAMM	B034	Bristol Community College Fall River Technology and Learning Center	Fall River	Higher Education	22,000,000						22,000,000
DCAMM	B054	Essex North Shore Agricultural and Technical School	Danvers	Higher Education	4,622,156						4,622,156
DCAMM	B062	Fitchburg State University - Science Facility Modernization	Fitchburg	Higher Education	2,500,000						2,500,000
DCAMM	B063	Framingham State University - Hemenway Hall Modernization	Framingham	Higher Education	23,850,000					2,150,000	26,000,000
DCAMM	B076	Massachusetts College of Liberal Arts - Center for Science & Innovation	North Adams	Higher Education	2,000,000						2,000,000
DCAMM	B079	Massachusetts College of Art - Center for Design & Media	Boston	Higher Education	12,500,000					6,000,000	18,500,000
DCAMM	B083	State and Community College Master Plan Updates	Statewide	Higher Education	250,000					200,000	450,000



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix C – Project List by Investment Category

					FY 2015						
					Approved by Funding Source (in dollars)						
Cap Agency	Plan Item	Project Name	Location	Policy Area	Bond Cap	Non Bond Cap	Operating Funds	Federal Funds	Trust Funds	Other Funds	Total
DCAMM	B084	Massachusetts College of Liberal Arts - Bowman Hall Renovation	North Adams	Higher Education	11,300,000						11,300,000
DCAMM	B087	Middlesex Community College - New Academic Arts Center	Lowell	Higher Education	1,000,000						1,000,000
DCAMM	B093	North Shore Community College - Lynn Expansion and Renovation	Lynn	Higher Education	1,500,000						1,500,000
DCAMM	B096	Northern Essex Community College - Allied Health & Technology Building	Lawrence	Higher Education						250,000	250,000
DCAMM	B097	Quinsigamond Community College - Science and Technology Building	Worcester	Higher Education	12,000,000						12,000,000
DCAMM	B111	Salem State University - Library and Learning Commons	Salem	Higher Education	2,500,000						2,500,000
DCAMM	B124	UMass Amherst - New Academic Classroom Building	Amherst	Higher Education	4,500,000					8,000,000	12,500,000
DCAMM	B125	UMass Amherst - New Laboratory Science Building	Amherst	Higher Education	1,000,000					3,000,000	4,000,000
DCAMM	B126	UMass Boston - New Integrated Science Building	Dorchester	Higher Education	21,500,000					3,000,000	24,500,000
DCAMM	B128	UMass Dartmouth - Carney Library Renovation	Dartmouth	Higher Education	500,000						500,000
DCAMM	B129	UMass Dartmouth - Marine Sciences Facility Improvements	Dartmouth	Higher Education	2,500,000						2,500,000
DCAMM	B134	UMass Boston Substructure Stabilization and Quad Development	Boston	Higher Education	750,000						750,000
DCAMM	B137	Westfield State University - New Science Center	Westfield	Higher Education	4,500,000						4,500,000
DCAMM	B141	Worcester State University - Wellness Center	Worcester	Higher Education	750,000					12,300,000	13,050,000
DCAMM	B145	Roxbury Community College - Academic & Media Arts Building	Boston	Higher Education	1,100,000						1,100,000
DCAMM	B146	Springfield Technical Community College - Building 19 Renovation Phase II	Springfield	Higher Education	1,000,000						1,000,000
DCAMM	B147	UMass Amherst - Lederle Graduate Research Center modernization	Amherst	Higher Education	400,000						400,000
DCAMM	B148	UMass Amherst - Morrill Science Center	Amherst	Higher Education	900,000						900,000
DCAMM	B149	UMass Boston - New Academic Classroom Building	Boston	Higher Education	1,500,000						1,500,000
DCAMM	B150	UMass Dartmouth - New Academic Building	Dartmouth	Higher Education	500,000						500,000
DCAMM	B152	UMass Lowell - Perry Hall	Lowell	Higher Education	700,000						700,000
DCAMM	B157	Berkshire Community College - Hawthorne and Melville Halls	Pittsfield	Higher Education	1,250,000						1,250,000
DCAMM	B160	MassBay Community College - New Allied Health Academic Building	Wellesley	Higher Education	5,000,000						5,000,000
DCAMM	B161	Massasoit Community College - New Allied Health and Science Building	Massasoit	Higher Education	314,000						314,000
DCAMM	B162	Bunker Hill Community College - New Learning & Resource Ctr & Renovations	Charlestown	Higher Education	200,000						200,000
DCAMM	B163	Cape Cod Community College - New Science Building	W. Barnstable	Higher Education	1,000,000						1,000,000
DCAMM	B164	Mount Wachusett Community College - Haley Academic Center Modernization	Leominster	Higher Education	13,500,000						13,500,000
DCAMM	B165	Holyoke Community College - Renovation & Addition of Building G	Holyoke	Higher Education	500,000					500,000	1,000,000
DCAMM	B166	UMass Amherst - Physical Science Building	Amherst	Higher Education	2,000,000						2,000,000
DCAMM	B167	UMass Lowell - New Management Building	Lowell	Higher Education	2,000,000						2,000,000
DCAMM	B177	Holyoke Community College - Health Care Facility	Holyoke	Higher Education						3,250,000	3,250,000
DCAMM	B178	Massachusetts Maritime Academy - Hurley Library Renovation	Bourne	Higher Education	2,500,000					1,050,000	3,550,000
DCAMM	B179	Springfield Technical Community College - Building Envelope Repairs	Springfield	Higher Education	500,000						500,000
DCAMM	B183	UMass Lowell North - Olson Hall - Biology Renovation	Lowell	Higher Education	300,000						300,000
DCAMM	B186	Massachusetts College of Art - Building Envelope Repair	Boston	Higher Education	3,000,000						3,000,000



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix C – Project List by Investment Category

					FY 2015						
					Approved by Funding Source (in dollars)						
Cap Agency	Plan Item	Project Name	Location	Policy Area	Bond Cap	Non Bond Cap	Operating Funds	Federal Funds	Trust Funds	Other Funds	Total
DCAMM	B200	Cape Cod Community College-Campus Wide-Sewage Disposal Upgrade	W. Barnstable	Higher Education	2,700,000						2,700,000
DCAMM	B209	Salem State University - Mainstage Theater Renovations	Salem	Higher Education						6,500,000	6,500,000
DCAMM	B222	Salem State University - Meier Hall Integrated Science Center	Salem	Higher Education	700,000						700,000
DCAMM	B223	Westfield State University Dever Auditorium Renovations	Westfield	Higher Education	100,000						100,000
DCAMM	B226	Bunker Hill Community College Building D & E Modernizations	Boston	Higher Education	300,000						300,000
DCAMM	B227	Middlesex Community College - New General Academic Building	Bedford	Higher Education	800,000						800,000
DCAMM	B228	Middlesex Community College New General Academic Building, Lowell Campus	Lowell	Higher Education	150,000						150,000
DCAMM	B229	Mount Wachusett Community College Parking Lot Improvements	Gardner	Higher Education	200,000						200,000
DCAMM	B230	Quinsigamond Community College- New General Academic Building	Worcester	Higher Education	600,000						600,000
DCAMM	B231	Northern Essex Community College - Spurr Building	Haverhill	Higher Education	500,000						500,000
DCAMM	B233	UMass Dartmouth - Master Plan	Dartmouth	Higher Education	350,000						350,000
DCAMM	B235	Bridgewater State University - Welcome Center	Bridgewater	Higher Education						5,500,000	5,500,000
DCAMM	B236	Bridgewater State University - New Academic Building	Bridgewater	Higher Education						600,000	600,000
DCAMM	B243	Reggie Lewis Center	Roxbury	Higher Education	1,300,000						1,300,000
DCAMM	B263	Middlesex Community College - HVAC Improvements	Lowell	Higher Education						2,000,000	2,000,000
DCAMM	B264	Massachusetts Maritime Academy - New Academic Building	Buzzards Bay	Higher Education	750,000						750,000
DCAMM	B279	Berkshire Community College Immediate Deferred Maintenance Needs	Pittsfield	Higher Education	3,000,000						3,000,000
DCAMM	B280	Greenfield Community College Childcare Training Center	Greenfield	Higher Education	500,000						500,000
DCAMM	B281	Downtown Brockton Collaborative Higher Education Campus	Brockton	Higher Education	700,000						700,000
DCAMM	B282	Edward M. Kennedy Institute	Boston	Higher Education	5,000,000						5,000,000
DCAMM	B283	UMass Boston Infrastructure Immediate Needs	Boston	Higher Education	10,000,000						10,000,000
Higher Education Total					202,836,156					69,300,000	272,136,156
DHCD	H002	Affordable Housing Trust Fund	Boston	Housing	35,000,000						35,000,000
DHCD	H003	Capital Improvement and Preservation Fund	Boston	Housing	5,000,000						5,000,000
DHCD	H004	Community Based Housing	Boston	Housing	5,000,000						5,000,000
DHCD	H006	Facilities Consolidation Fund	Boston	Housing	11,600,000						11,600,000
DHCD	H007	Housing at Transit Nodes	Boston	Housing	2,000,000						2,000,000
DHCD	H008	Housing Innovations Fund	Boston	Housing	12,438,194						12,438,194
DHCD	H009	Housing Stabilization Fund	Boston	Housing	21,175,000						21,175,000
DHCD	H010	Mass. Rehab's Home Modification Loan Program	Boston	Housing	6,500,000						6,500,000
DHCD	H011	Public Housing - Affordable Housing Trust Fund	Boston	Housing	5,000,000						5,000,000
DHCD	H012	Public Housing - General	Boston	Housing	85,000,000						85,000,000
ITDC	I140	Public Housing Central Wait List	Statewide	Housing	771,890						771,890
ITDC	I141	State Rental Voucher Management System	Statewide	Housing	1,015,400						1,015,400
Housing Total					190,500,484						190,500,484



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix C – Project List by Investment Category

					FY 2015						
					Approved by Funding Source (in dollars)						
Cap Agency	Plan Item	Project Name	Location	Policy Area	Bond Cap	Non Bond Cap	Operating Funds	Federal Funds	Trust Funds	Other Funds	Total
DCAMM	B086	Emergency Management Strategic Plan and Improvements	Statewide	Public Safety	850,000						850,000
DCAMM	B089	New National Guard Readiness Center	Natick	Public Safety	200,000						200,000
DCAMM	B101	Chief Med Examiner Replacement Facility - Central / Western Regions	Holyoke	Public Safety	650,000						650,000
DCAMM	B136	Western Massachusetts Fire Training Facility	Springfield	Public Safety						7,000,000	7,000,000
DCAMM	B187	State Police Lower Basin Barracks Renovation & Addition	Boston	Public Safety	800,000						800,000
DCAMM	B211	Essex Sheriff's Department Roof and HVAC Upgrades	Middleton	Public Safety	1,600,000						1,600,000
DCAMM	B240	MIL Concord - Renovations for Military Museum	Concord	Public Safety	100,000						100,000
DCAMM	B244	Pre-Release Programmatic Space	Statewide	Public Safety	250,000						250,000
DCAMM	B285	Norfolk County Regional Stabilization Center	Dedham	Public Safety	500,000						500,000
EOEA	E050	Critical Coastal Infrastructure and Resilience Grants	Statewide	Public Safety	13,630,000						13,630,000
EOEA	E066	Environmental Police Vehicle and Mobile Data Terminal Replacement	Statewide	Public Safety	540,000						540,000
ITDC	I020	Integrated Criminal Justice Information System (ICJIS)	Statewide	Public Safety	13,010,900						13,010,900
DCRC	R012	Dam Safety and Inspection Program	Statewide	Public Safety	390,000						390,000
DCRC	R017	Charles River Dam and Amelia Earhart Dam Lock Replacement Program	Statewide	Public Safety	3,000,000						3,000,000
DCRC	R018	US Geological Survey Cooperative Programs	Statewide	Public Safety	800,000						800,000
DCRC	R024	Flood Control Annual Maintenance	Statewide	Public Safety	1,100,000						1,100,000
DCRC	R031	Dam Rehabilitation Program	Statewide	Public Safety	2,000,000						2,000,000
EOPS	S001	Cruiser and Mobile Data Terminal Replacement	Statewide	Public Safety	14,700,000						14,700,000
EOPS	S002	Department of Fire Services - Equipment	Stow	Public Safety	4,122,342	4,120,000					8,242,342
EOPS	S007	Public Safety Equipment	Statewide	Public Safety	500,000						500,000
EOPS	S008	Body Armor Replacement Program	Statewide	Public Safety	350,000						350,000
EOPS	S009	Helicopter Replacement	Statewide	Public Safety	1,400,000						1,400,000
EOPS	S013	Regional Public Safety Center	Lawrence	Public Safety	400,000						400,000
Public Safety Total					60,893,242	4,120,000				7,000,000	72,013,242
EOAF	A019	Reasonable Accommodation Capital Reserve Account	Statewide	State Government Infrastructure	150,000						150,000
EOAF	A033	Employee Safety Improvements	Statewide	State Government Infrastructure	250,000						250,000
DCAMM	B031	ADA and Universal Access Improvements	Statewide	State Government Infrastructure	8,000,000						8,000,000
DCAMM	B042	DCAMM Project Operations	Statewide	State Government Infrastructure	33,700,000						33,700,000
DCAMM	B075	Life Safety Improvements at Hurley Building - Fire Alarm & Sprinklers	Boston	State Government Infrastructure	250,000						250,000
DCAMM	B078	Deferred Maintenance - Statewide	Statewide	State Government Infrastructure	44,437,920						44,437,920
DCAMM	B085	Medfield State Hospital Remediation & Demolition	Medfield	State Government Infrastructure	4,000,000						4,000,000
DCAMM	B114	Equipment for Springfield Data Center	Springfield	State Government Infrastructure	2,700,000						2,700,000
DCAMM	B176	State House Gardner Auditorium, House Chamber and Executive Office Renova	Boston	State Government Infrastructure	10,450,000						10,450,000
DCAMM	B188	DCAMM Surplus Property Management and Maintenance	Statewide	State Government Infrastructure	8,879,000						8,879,000
DCAMM	B189	Government Center Facility Management	Boston	State Government Infrastructure	3,260,000						3,260,000



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix C – Project List by Investment Category

					FY 2015						
					Approved by Funding Source (in dollars)						
Cap Agency	Plan Item	Project Name	Location	Policy Area	Bond Cap	Non Bond Cap	Operating Funds	Federal Funds	Trust Funds	Other Funds	Total
DCAMM	B197	Treasurer's Office Renovations	Boston	State Government Infrastructure	3,500,000						3,500,000
DCAMM	B199	Liberty Street State Office Relocation, Springfield	Springfield	State Government Infrastructure	1,260,000						1,260,000
DCAMM	B206	Surplus Property Demolition	Statewide	State Government Infrastructure	2,500,000						2,500,000
DCAMM	B207	MITC Uninterruptable Power Supply System Replacement	Chelsea	State Government Infrastructure	800,000						800,000
DCAMM	B215	IFM Facility Conditions Assessment and Improvements	Statewide	State Government Infrastructure	9,135,580						9,135,580
DCAMM	B218	Worcester Site Stabilization and Planning	Worcester	State Government Infrastructure	1,000,000						1,000,000
DCAMM	B241	Registry of Deeds Master Plan	Statewide	State Government Infrastructure	300,000						300,000
DCAMM	B248	State Building Critical Needs Assessment and Improvements	Boston	State Government Infrastructure	6,400,000						6,400,000
DCAMM	B251	SEC - State Archive Building - Comprehensive Assessment	Statewide	State Government Infrastructure	250,000						250,000
DCAMM	B252	ITD Springfield - DRUPS Electric Bypass	Springfield	State Government Infrastructure	850,000						850,000
DCAMM	B253	ITD Springfield - Buildout work for State of CT	Springfield	State Government Infrastructure	2,500,000						2,500,000
DCAMM	B262	Milford Campus Redevelopment	Milford	State Government Infrastructure	2,000,000						2,000,000
ITDC	I008	ANF IT Consolidation	Statewide	State Government Infrastructure	1,200,000						1,200,000
ITDC	I013	e-Licensing	Statewide	State Government Infrastructure	17,120,000						17,120,000
ITDC	I023	IT Capital Portfolio Management and Shared Technologies	Statewide	State Government Infrastructure	2,751,325						2,751,325
ITDC	I033	Mass.Gov 2.0	Statewide	State Government Infrastructure	1,000,000						1,000,000
ITDC	I037	GeniSys	Statewide	State Government Infrastructure		27,798,169			4,805,372		32,603,541
ITDC	I042	Commonwealth Shared Application Infrastructure	Statewide	State Government Infrastructure	2,100,000						2,100,000
ITDC	I043	State Auditor's Performance and Transparency Initiative	Statewide	State Government Infrastructure	3,400,000				1,010,000		4,410,000
ITDC	I047	Transparency Open Checkbook Initiative	Statewide	State Government Infrastructure	1,217,448						1,217,448
ITDC	I049	Upgrade and Expand MassMail	Statewide	State Government Infrastructure	349,576						349,576
ITDC	I053	CSE COMETS HD	Statewide	State Government Infrastructure				15,218,783	15,461,150		30,679,933
ITDC	I057	Oracle ULA	Statewide	State Government Infrastructure	450,000						450,000
ITDC	I061	CPAT Federal Grants Management Initiative	Statewide	State Government Infrastructure		5,772,135					5,772,135
ITDC	I063	MassResults Performance Management Initiative	Statewide	State Government Infrastructure	4,813,800						4,813,800
ITDC	I064	Massachusetts Transparency	Statewide	State Government Infrastructure	459,200						459,200
ITDC	I073	MassNET	Statewide	State Government Infrastructure		5,975,250					5,975,250
ITDC	I074	MMARS Upgrade to Version 3.9	Statewide	State Government Infrastructure					3,752,000		3,752,000
ITDC	I075	UFR eFile Upgrade and Redesign	Statewide	State Government Infrastructure	4,421,600						4,421,600
ITDC	I077	COMMBUYS	Statewide	State Government Infrastructure		21,306,581					21,306,581
ITDC	I080	Electronic Document Management System	Statewide	State Government Infrastructure	960,000						960,000
ITDC	I083	Vendor Self Service	Statewide	State Government Infrastructure	1,200,000						1,200,000
ITDC	I090	HRCMS 9.2 Upgrade	Statewide	State Government Infrastructure	3,900,000						3,900,000
ITDC	I091	Commonwealth Government Innovation	Statewide	State Government Infrastructure	2,656,601						2,656,601
ITDC	I092	Capital Benefit Realization Shared Services	Statewide	State Government Infrastructure	4,918,750						4,918,750



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix C – Project List by Investment Category

					FY 2015						
					Approved by Funding Source (in dollars)						
Cap Agency	Plan Item	Project Name	Location	Policy Area	Bond Cap	Non Bond Cap	Operating Funds	Federal Funds	Trust Funds	Other Funds	Total
ITDC	I103	DCAMM IT Strategy	Statewide	State Government Infrastructure	1,200,000						1,200,000
ITDC	I104	New CAMIS Integrated Workplace Management System	Statewide	State Government Infrastructure	1,905,001						1,905,001
ITDC	I112	MassAnalytics (CIW Modernization)	Statewide	State Government Infrastructure	3,000,000						3,000,000
ITDC	I113	Local Enhancements to GIS Mass Parcel Mapping	Statewide	State Government Infrastructure	450,000		107,800				557,800
ITDC	I115	Legislative Documents Digitization Project	Statewide	State Government Infrastructure	500,000						500,000
ITDC	I116	New Lottery Support Systems and Peripherals	Statewide	State Government Infrastructure		52,000,000					52,000,000
ITDC	I119	Strategic Capital Information Technology Procurement Team	Statewide	State Government Infrastructure	1,067,600						1,067,600
ITDC	I121	Interagency Data Services	Statewide	State Government Infrastructure	2,270,000						2,270,000
ITDC	I131	EOE Enterprise Document & Workflow Platform	Statewide	State Government Infrastructure	2,504,900						2,504,900
ITDC	I134	Statement of Financial Interests Filing & Mgt Application (SFI-FMA)	Statewide	State Government Infrastructure	412,500						412,500
ITDC	I135	ANF Virtual Desktop Initiative	Statewide	State Government Infrastructure	1,269,000						1,269,000
ITDC	I136	Program Integrity Audit Tracker	Statewide	State Government Infrastructure	438,880						438,880
ITDC	I137	Program Integrity Vendor Debarment List	Statewide	State Government Infrastructure	372,800						372,800
ITDC	I138	Modernization of DLS Gateway Portal	Statewide	State Government Infrastructure	1,225,000						1,225,000
ITDC	I139	Hire Now (Automated Hiring)	Statewide	State Government Infrastructure	5,528,500						5,528,500
ITDC	I142	TRE - Legacy System Modernization	Statewide	State Government Infrastructure	1,500,000						1,500,000
ITDC	I143	TRE - Secure Mobile Document Management System	Statewide	State Government Infrastructure	250,000						250,000
ITDC	I144	TRE - Unclaimed Property System Modernization	Statewide	State Government Infrastructure	1,500,000						1,500,000
ITDC	I145	UI Online Optimization for Compliance and Benefits	Statewide	State Government Infrastructure	12,000,000						12,000,000
ITDC	I146	Commonwealth Disaster Recovery and Business Continuity	Statewide	State Government Infrastructure	3,000,105						3,000,105
ITDC	I147	Commonwealth Datacenter Integration Services	Statewide	State Government Infrastructure	2,903,903						2,903,903
ITDC	I148	Governemant Application Innovation Infrastructure	Statewide	State Government Infrastructure	1,955,800						1,955,800
ITDC	I149	eDiscovery on MassMail	Statewide	State Government Infrastructure	2,450,424						2,450,424
ITDC	I150	Learning Management System (LMS)	Statewide	State Government Infrastructure	1,610,500						1,610,500
ITDC	I151	Commonwealth Application and Interoperability Shared Services	Statewide	State Government Infrastructure	4,010,100						4,010,100
State Government Infrastructure Total					252,815,813	112,852,135	107,800	15,218,783	25,028,522		406,023,053
EOAF	A034	Connery Avenue/Greenway Road Repaving at Joint Base Cape Cod	Statewide	Transportation	2,500,000						2,500,000
DCRC	R038	DCR Parkway Maintenance	Statewide	Transportation	9,500,000						9,500,000
DCRC	R039	DCR Parkway Reconstruction	Statewide	Transportation	10,000,000						10,000,000
DCRC	R055	Blue Hills Parkway	Milton	Transportation	1,275,000						1,275,000
EOTC	T002	Statewide Road and Bridge Program - Non Federal Aid Construction	Statewide	Transportation	251,634,458						251,634,458
EOTC	T005	Accelerated Bridge Program	Statewide	Transportation		600,832,959					600,832,959
EOTC	T017	MassDOT - Aeronautics Division	Statewide	Transportation	19,690,187			35,743,687			55,433,874
EOTC	T018	MassDOT - Office of Planning and Programming	Statewide	Transportation	55,175,659			25,370,000			80,545,659
EOTC	T019	South Station Rail Line Improvements	Boston	Transportation		50,000,000					50,000,000



Commonwealth of Massachusetts
Five-Year Capital Investment Plan – FY2015-2019
Appendix C – Project List by Investment Category

					FY 2015						
					Approved by Funding Source (in dollars)						
Cap Agency	Plan Item	Project Name	Location	Policy Area	Bond Cap	Non Bond Cap	Operating Funds	Federal Funds	Trust Funds	Other Funds	Total
EOTC	T021	Rail Transportation	Statewide	Transportation	36,450,000	17,000,000		800,000			54,250,000
EOTC	T024	Statewide Improvement Plan - Fairmount Commuter Rail Improvements	Hyde Park	Transportation		4,863,082					4,863,082
EOTC	T025	Statewide Improvement Plan - Green Line Subway Extension	Boston	Transportation		259,663,000		61,106,951			320,769,951
EOTC	T027	South Coast Rail	Statewide	Transportation		4,133,000					4,133,000
EOTC	T030	Statewide Road and Bridge Federally Assisted - Interstate	Statewide	Transportation	8,309,478			72,470,001			80,779,479
EOTC	T031	Statewide Road and Bridge Federally Assisted - Non Interstate	Statewide	Transportation	72,348,784			471,861,395			544,210,179
EOTC	T034	Tobin Bridge	Statewide	Transportation			16,593,915				16,593,915
EOTC	T035	Western Turnpike	Statewide	Transportation			20,616,198				20,616,198
EOTC	T037	ALARS Modernization	Statewide	Transportation	37,000,000						37,000,000
EOTC	T044	Registry of Motor Vehicles	Statewide	Transportation	3,000,000						3,000,000
EOTC	T045	MBTA Projects	Statewide	Transportation		35,420,963					35,420,963
EOTC	T046	Red and Orange Line Cars	Statewide	Transportation	16,600,000						16,600,000
EOTC	T047	Red and Orange Line Vehicles and Improvements	Statewide	Transportation		56,280,372					56,280,372
Transportation Total					523,483,566	1,028,193,376	37,210,113	667,352,034			2,256,239,089
Grand Total					2,125,000,000	1,269,933,673	221,150,000	837,039,755	25,228,522	221,150,000	4,522,769,863