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TRACKING THE MONEY: PREVENTING WASTE, FRAUD, AND ABUSE OF RECOVERY ACT FUNDING

HEARING

BEFORE THE

COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM

HOUSE OF REPRESENTATIVES

ONE HUNDRED ELEVENTH CONGRESS

FIRST SESSION

JULY 8, 2009

Serial No. 111–87

Printed for the use of the Committee on Oversight and Government Reform



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TRACKING THE MONEY: PREVENTING WASTE, FRAUD, AND ABUSE OF RECOVERY ACT FUNDING

WEDNESDAY, JULY 8, 2009

HOUSE OF REPRESENTATIVES,
COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM,
Washington, DC.

The committee met, pursuant to notice, at 10:05 a.m., in room 2154, Rayburn House Office Building, Hon. Edolphus Towns (chairman of the committee) presiding.

Present: Representatives Towns, Maloney, Cummings, Tierney, Lynch, Quigley, Kennedy, Van Hollen, Cuellar, Hodes, Foster, Speier, Issa, Burton, Souder, Turner, Bilbray, Jordan, Flake, Chaffetz, and Schock.

Also present: Representatives Brady and Dent.

Staff present: Aaron Ellias, staff assistant; Linda Good, deputy chief clerk; Jean Gosa, clerk; Adam Hodge, deputy press secretary; Carla Hultberg, chief clerk; Marc Johnson, assistant clerk; Phyllis Love and Christopher Sanders, professional staff members; Mike McCarthy, deputy staff director; Jesse McCollum, senior advisor; Leah Perry, senior counsel; Jason Powell, counsel and special policy advisor; Jenny Rosenberg, director of communications; Leneal Scott, IT specialist; Mark Stephenson, senior policy advisor; Ron Stroman, staff director; Lawrence Brady, minority staff director; John Cuaderes, minority deputy staff director; Jennifer Safavian, minority chief counsel for oversight and investigations; Frederick Hill, minority director of communications; Dan Blankenburg, minority director of outreach and senior advisor; Adam Fromm, minority chief clerk and Member liaison; Kurt Bardella, minority press secretary; Howard Denis and Christopher Hixon, minority senior counsels; Brien Beattie, Alex Cooper, and Mark Marin, minority professional staff members; and Sharon Casey, minority executive assistant.

Chairman TOWNS. The committee will come to order. Good morning and thank you all for being here.

This is the third in a series of hearings this committee has held on the implementation of the American Recovery and Reinvestment Act of 2009. The purpose of this hearing is to examine the unique challenges faced by States, localities, and agencies in using and tracking Recovery Act funds. This hearing will also examine the paramount question: Is the Recovery Act working?

Five months ago, Congress committed nearly $790 billion of taxpayers' money in an effort to stave off and reverse a tidal wave of

State deficits, rampant layoffs, and sinking personal income. With billions of taxpayer money on the line, it is vital that we keep a watchful eye on the money being spent, the programs being executed, and the methods by which we measure progress toward revitalizing our economy.

Today, GAO is releasing its second bimonthly report on State and local use of Recovery Act funds. Frankly, there is good news and bad news.

The good news is that money is flowing from the Federal Government to the States at a faster rate than the Congressional Budget Office predicted at the beginning of this year.

I am also pleased that the Recovery Act has helped States and localities reduce the severity of budget cuts to the programs that unemployed people need most. In New York, for example, GAO found that the New York City School District anticipates saving 14,000 jobs as a result of the Recovery Act funding.

But there is also bad news. GAO found significant shortcomings in the targeting and tracking of Recovery Act spending.

The Recovery Act places a priority on directing funds toward projects in economically distressed areas. However, there are substantial variations among States as to what constitutes an economically distressed area. For this reason, it is unclear as to whether Recovery Act funds are going where they are needed most.

This is particularly important with respect to transportation-related spending in distressed areas. Therefore, today, I am requesting a personal meeting with the Secretary of Transportation to discuss the importance of ensuring that Recovery Act spending on highway and other transportation infrastructure projects is focused on these economically distressed areas. I believe this is one of the key ways in which we can help create real jobs and do it quickly.

I want to note, however, that without appropriate guidance from the Office of Management and Budget and other Federal agencies on spending and accounting for Recovery Act funds, it will be difficult to measure our true progress in creating jobs and in minimizing waste, fraud, and abuse of Recovery Act funds. GAO found this to be a critical issue for New York and for other States as well.

OMB's failure to provide timely and necessary guidance begs the question, are we asking the States to do the impossible? Can they really provide accurate and reliable data on Recovery Act spending and job creation by the October 10th reporting deadline? I look forward to hearing how OMB intends to resolve this problem.

I also remain concerned that the States are being asked to administer a funding program of unprecedented size without being given the necessary resources. They have been asked to fix the car but not given the mechanic or the tools to do so, or even the spare parts that are needed. And I see that GAO agrees with us that this is a serious problem.

In fact, that is why I introduced H.R. 2182, of course with the ranking member, Congressman Issa of California. Our bill increases the percentage of Recovery Act funds that may be used by States and localities to conduct administrative and oversight functions.

The House has passed H.R. 2182, but it has yet to be taken up in the Senate. I hope that one result of today's hearing and the re-

lease of the GAO's report is that it will reinforce the message to the Senate that this bill needs to be enacted as soon as possible. I would hope we can find ourselves in conference with the Senate prior to the August recess, at which time I also intend to address the Single Audit issues highlighted by GAO in its report.

Both this Congress and the administration have instituted an unprecedented level of oversight designed to ensure transparency and accountability of Recovery Act spending. In doing so, we have committed to an enormous undertaking to deal with the toughest economic times this country has faced since the 1930's.

I hope that our distinguished witnesses can help us identify what needs to be done, what lessons have been learned so far, and what best practices have been identified so that we can ensure that taxpayers' money is being used effectively and responsibly.

Again, I want to thank our witnesses for appearing today, and I look forward to your testimony.

At this time, I yield time to the ranking member from California, Congressman Issa, for his opening statement.

[The prepared statement of Chairman Edolphus Towns follows:]

HOUSE COMMITTEE ON
OVERSIGHT & GOVERNMENT REFORM

CHAIRMAN EDOLPHUS TOWNS

OPENING STATEMENT

HEARING

"TRACKING THE MONEY: PREVENTING WASTE, FRAUD AND ABUSE OF RECOVERY ACT FUNDING"

JULY 8, 2009

Good morning and thank you for being here.

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This hearing will also examine the paramount question: Is the Recovery Act working?

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I look forward to hearing how OMB intends to resolve this problem.

I also remain concerned that the states are being asked to administer a funding program of unprecedented size without being given the necessary resources. They have been asked to fix the car, but not given the mechanic, the tools, or the spare parts. And I see that GAO agrees with us that this is a serious problem.

In fact, that's why I introduced H.R. 2182, the Enhanced Oversight of State and Local Economic Recovery Act, which is cosponsored by Ranking Member Issa. Our bill increases the percentage of Recovery Act funds that may be used by states and localities to conduct administrative and oversight functions.

The House has passed H.R. 2182, but it has yet to be taken up in the Senate. I hope that one result of today's hearing and the release of the GAO report is that it will reinforce the message to the Senate that this bill needs to be enacted as soon as possible. I would hope we can find ourselves in conference with the Senate prior to the August recess, at which time I also intend to address the Single Audit issues highlighted by GAO in its report.

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Again, I want to thank our witnesses for appearing today, and I look forward to their testimony.

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Mr. ISSA. Thank you, Mr. Chairman. And thank you for holding this important hearing today.

Mr. Chairman, just today, the USA Today's headline read, "States Aren't Using Stimulus Funds as Intended." Mr. Chairman, thanks to your work on this issue, we were already well aware that ultimately a great deal of the money delivered to the States has, in fact, been cost-shifted to projects not originally intended and that our funds have gone toward maintenance of many jobs, including, as we will hear today I'm sure, the retention of teachers or even retention bonuses to hold on to teachers. I will be interested today to hear from the GAO and others how we score a job saved or created when, in fact, it goes to a retention bonus.

Mr. Chairman, when the government spends $787 billion in this make-work stimulus effort, in selling the stimulus package the administration promised the American people that the legislation would create or save 3.5 million jobs and prevent the U.S. unemployment rate from rising above 8 percent.

Mr. Chairman, I opposed the stimulus. And I might remind you, it was the second stimulus, having already tried handing out dollars under the previous administration. I voted for that stimulus. One might say, fool me once, shame on you; fool me twice, shame on me. In fact, I believe that the discredited Keynesian economic theory behind the effort is misguided, and I am convinced that it won't work.

Unfortunately, recent economic data has validated my opposition. The U.S. economy lost 433,000 net jobs in June, bringing the unemployment rate to 9.5 percent. These job losses come on the heels of other declining economic indicators that bring total American jobs lost since President Obama took office to 2.6 million.

Mr. Chairman, I might remind you, all those jobs lost are in the private sector. In fact, the public sector, and particularly the Federal Government, has increased employment. We are, in fact, a job factory.

As the committee Democrats rightfully noted in their briefing memorandum, the purpose of the stimulus was putting the unemployed back to work. Mr. Chairman, these troubling job numbers have shown beyond a doubt that so far the stimulus has failed to do that.

When Vice President Biden was asked to justify the administration's stimulus job promises in the face of economic reality, he admitted the administration, "misread the economy." The misreading, however, didn't stop the administration from touring the country, hyping the success of stimulus efforts creating 150,000 jobs.

These job claims are based on the same flawed macroeconomic models that the Vice President now admits were mistaken. These macroeconomic models also reflected the unaccountable measures of jobs saved. Since no one can possibly dispute or disprove the jobs-saved claims of the administration, in fact, we are by definition forced to say, "The jobs must be saved, but others were lost."

Mr. Chairman, I'm not going to dispute that the money was spent by the administration in good faith in order to help the economy. Many of the, "down payments" made on programs are, in fact, programs which the administration believes in the long run will do a great deal of good. Even the dollars sent in checks that ulti-

mately ended up being deposited, rather than spent, were intended to be spent to help stimulate the economy.

The OMB guidance fails to include today a requirement for receipt of reports to be accessible to the public in raw data feed. That is one of the areas I'm most concerned at and will be asking. Aren't the American people, in this day and age in which we can Google and find out what the neighbor's house next-door is worth, when it last sold, what it's appraised at, and when in fact it goes into escrow, why are we not in fact able to see when money was spent, no matter how spent, by the Federal, State, or local governments?

I look forward to discussing these issues today with OMB Deputy Director Rob Nabors, and I thank him for appearing before this committee. I also look forward to hearing from Mike Pickett, CEO of Onvia, the private-sector provider of Recovery.org.

And I know my time is expiring. I just want to ask unanimous consent to put the rest of it in the record and take just one moment to note that we're going to see today in written testimony that Recovery.org, in fact, outperforms and is out used by the Federal Government's own Recovery.gov.

And I think that's very telling of what we're going to ask our first panel today, which is: Why is it government, at greater expense, cannot equal the private sector? And if we cannot equal the private sector in providing information, then should we, in fact, simply dump our raw data and allow private-sector companies to monetize it or pay them to make it available rather than to continue to invest countless tens of billions of dollars into IT infrastructure that always seems to look pretty and seldom delivers its promise?

And, Mr. Chairman, I'll put the rest in for the record, and thank you for your indulgence. I yield back.

[The prepared statement of Hon. Darrell E. Issa follows:]

EDOLPHUS TOWNS, NEW YORK
CHAIRMAN

DARRELL E. ISSA, CALIFORNIA
RANKING MINORITY MEMBER

ONE HUNDRED ELEVENTH CONGRESS

Congress of the United States

House of Representatives

COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM

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Statement of Rep. Darrell E. Issa, Ranking Member
Hearing on "Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding."
July 8, 2009

Mr. Chairman, thank you for holding today's hearing. In response to the financial crisis, Congress and the Administration have pumped trillions of taxpayer dollars into the economy in the form of bailouts, rescue packages, and government spending. Part of this effort included a $787 billion make-work "stimulus" effort. In selling the stimulus package, the Administration promised the American people that the legislation would create or save 3.5 million jobs and prevent the U.S. unemployment rate from rising above 8%.

Mr. Chairman, I opposed the stimulus. I thought the outdated and discredited Keynesian economic theory behind the effort was misguided, and I was convinced it wouldn't work. Unfortunately, recent economic data has validated my opposition. The U.S. economy lost 433,000 jobs in June, bringing the unemployment rate to 9.5%. These job losses come on the heels of other declining economic indicators, and bring the total number of American jobs lost since President Obama took office to over 2.6 million.

As the Committee Democrats rightly noted in their briefing memorandum, the purpose of the stimulus was "putting the unemployed back to work." Mr. Chairman, these troubling job numbers have shown beyond doubt that so far the stimulus has failed.

When Vice President Biden was asked to justify the Administration's stimulus job promises in the face of economic reality, he admitted that the Administration "misread the economy." This misreading, however, didn't stop the Administration from touring the country hyping the success of the stimulus effort in creating 150,000 jobs. These job claims are based on the same flawed macroeconomic models that the Vice President now admits were incredibly mistaken.

These macroeconomic models also reflected the cleverly unaccountable measure of "jobs saved." Since no one can possibly disprove a "jobs saved" claim, the Administration has rigged the game in its own favor. As our Senate Democrat colleague Max Baucus said, the Administration has "created a situation where [it] cannot be wrong."

OMB, in its most recent guidance to stimulus recipients, has proposed an additional method of reporting the employment effects of the stimulus: the counting heads approach. The Administration has directed stimulus recipients to simply "count the people being paid out of Recovery act dollars." OMB's guidance is seriously deficient, as it ignores the crucial challenge of understanding whether people employed with stimulus funds were (or would have been) unemployed in the absence of the stimulus, or whether they simply would have been employed elsewhere. Thus, the guidance will likely lead to inflated job reports from stimulus recipients.

In addition, OMB's guidance fails to include a requirement that recipient reports be accessible to the public as a raw data feed. If a raw data feed were made available for the public to download and subscribe to, the vast army of e-transparency advocates, bloggers, and the watchdog community would use it to produce any number of interesting and informative ways to display the information. The lack of a data feed contradicts another Administration promise: that the stimulus would be implemented with an unprecedented level of transparency and accountability. As one nonpartisan watchdog group pointed out, "This is a significant failure by the Administration to live up to its promise for full and complete disclosure. Significant failure."

I look forward to discussing these issues today with OMB Deputy Director Rob Nabors, and I thank him for appearing before the Committee. I also look forward to hearing from Mike Pickett, CEO of Onvia, the private-sector provider of Recovery.org, which tracks stimulus spending using proprietary search technology and presents it free of charge to the public. By all accounts, the private-sector Recovery.org is significantly more effective than the public-sector Recovery.gov in accounting for stimulus spending. I look forward to learning about the methods behind the success of Recovery.org, and understanding what lessons learned can be applied to the federal government's efforts to track stimulus spending.

I would also like to thank the governors of Maryland, Massachusetts, and Pennsylvania for appearing before the Committee today. It is important that many of our states come to grips with their spending problems, and avoid turning to taxpayers in other states (through the federal government) to bail them out. My home state of California is currently suffering through this problem.

It is also important that we learn what the states are doing to prevent and detect waste and fraud in stimulus spending. Earl Devaney, Chairman of the Recovery Accountability and Transparency Board, suggested to the Committee in March that $55 billion of stimulus funds will be wasted. I look forward to learning what the governors are doing to prevent the waste of taxpayer money, and whether the guidance they've received from the federal government is sufficient.

Mr. Chairman, thank you again for calling this hearing.

Chairman TOWNS. Thank you very much, Congressman Issa.

In addition to receiving the testimony of the witnesses before us today, the committee has received statements for the record from the National Governors Association and the National Association of State Auditors, Comptrollers, and Treasurers. These organizations provide the financial support that the States need to create and preserve jobs. Of course, without objection, I enter these written statements into the record.

[The information referred to follows:]



Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding

Statement of the National Governors Association
to the
Committee on Oversight and Governmental Reform,
U.S. House of Representatives

July 8, 2009

Chairman Towns, Ranking Member Issa, members of the committee, on behalf of the nation's governors, thank you for holding a hearing to review and discuss state efforts to implement the American Recovery and Reinvestment Act (ARRA).

Background

The economic conditions governors face in their states are unprecedented. Earlier this year NGA estimated that state budget shortfalls for fiscal years 2009 and 2010 would top $230 billion as a result of falling revenues from the faltering economy. These shortfalls mean that governors must cut services or develop new sources of revenues to meet state balanced budget requirements -- actions that could slow an economic turnaround.

Furthermore, history has shown that states experience the worst fiscal conditions the year after a national recession ends. With economists forecasting that the economy will continue to contract through 2009, and unemployment rates increasing into 2010, governors are planning for difficult financial times through fiscal year 2011 and possibly 2012.

As a result, NGA issued a paper with recommendations regarding a possible federal stimulus bill to spur the economy and put people back to work. NGA's recommendations included countercyclical funding for states to reduce the need for cuts to services or tax increases; investments in infrastructure to create jobs and promote economic competitiveness; and funding for safety net programs to help individuals impacted by the downturn.

Governors also met with then President-elect Obama and Vice President-elect Biden to discuss the economy and encouraged the incoming administration to hold governors accountable for the use of federal recovery funds. Specifically, governors voiced support for use-it-or-lose it criteria to ensure rapid deployment of federal dollars.

The ARRA reflects each of these recommendations. It provides more than $135 billion to states in countercyclical funds through Medicaid and education. It invests in core infrastructure including highway, transit and water systems. It also provides additional funds to extend unemployment assistance and other benefits for individuals and families. All told, of the $787 billion provided by the ARRA, more than $246 billion will go to or be administered by states. This places states, and governors, on the front lines partnering with the federal government to make the ARRA work.

To one extent this hearing is premature. Having just passed in February, most ARRA funds remain in the hands of the federal government, and the federal agencies charged with distributing the funds are still developing or only recently completed the guidance and rules necessary for states to implement the act.

On the other hand, this hearing is well-timed because meeting the levels of transparency and accountability called for by the ARRA will take an extraordinary level of cooperation and coordination between federal agencies and state and local governments. If developed properly, federal and state rules should help spend federal funds efficiently and prevent waste, fraud and abuse. If, however, federal, state and local efforts are not well coordinated, funds may be spent too quickly or on projects that do not maximize job creation or economic growth.

As this committee reviews federal and state actions to implement the ARRA, NGA offers the following recommendations:

- **Coordinate and streamline reporting requirements and oversight**

Congress and the Administration should avoid duplicative or unnecessary reporting requirements by sharing information and developing common definitions to make state reporting easier and more usable. National and regional oversight activities also should be coordinated to avoid duplication and minimize the impact on limited state resources.

- **Provide resources for accountability and transparency**

Millions of dollars were provided to federal Inspectors General to conduct oversight and prevent waste, fraud and abuse. Flexibility in the use of ARRA funds by states to meet transparency and accountability standards is necessary to develop and improve state systems and capabilities to meet ARRA requirements. OMB efforts to allow states to use up to .5 percent of ARRA funds for administration are helpful, but not sufficient to adequately support state oversight and accountability efforts.

- **Allow time for planning**

ARRA's objective of spending money quickly must be tempered with the objective of spending federal taxpayer dollars wisely. Congress and the Administration should provide states flexibility to organize and plan after federal rules are finalized to ensure proper handling and priority setting at the state level. This would allow ready-to-go states to move forward immediately and provide others time to build capacity to meet ARRA requirements.

- **Communicate with and through Governor's Offices**

The ARRA provides states and governors with central responsibility for using and administering federal recovery funds. Federal officials should therefore ensure that the governor's office is kept informed of all federal spending and activities that occur in a state. Governors must also have access to all reporting information on both a transactional and aggregate basis to ensure accurate, consistent and quality reporting of expenditure and job creation data.

The State Role

During any economic downturn, states are key players from three major perspectives. First, they administer most of the safety net programs in the United States. The four major programs that can both help stabilize the economy and provide benefits to individuals in need are 1) Medicaid, 2) welfare benefits, 3) unemployment compensation and 4) food stamps. All of these are federal-state programs that receive major federal funding.

Second, states can quickly create jobs in the short-run through infrastructure investment such as highways, transit projects and water and sewer system modernization. States are able to do this quickly because states administer many infrastructure programs and have detailed information regarding unmet needs.

Third, because of balanced budget requirements[1], states typically react to downturns by cutting spending and raising taxes, which make the downturn more severe. Direct federal government payments to states to help offset these actions is therefore one of the most powerful countercyclical actions the federal government can take.

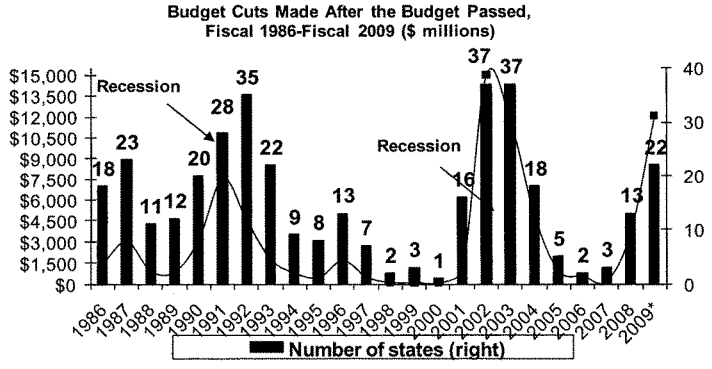
State Shortfalls

A survey of state fiscal conditions late last year projected state shortfalls of $230 billion for FY 2009 and FY 2010. NGA's best estimate is that without ARRA dollars, states would face budget gaps of $200 to $250 billion through fiscal year 2011. Tax collections continue to trend downward with sales tax, corporate business tax and personal income tax revenue all staying negative during the first quarter of 2009. Income tax revenues are likely to dip most after unemployment peaks, which could be as late as mid-2010.

State Impacts Lag the Downturn

Unfortunately, even with distribution of ARRA funds, states' fiscal picture will continue to deteriorate over the next two years. When the economy slows, state sales tax revenues decline as reductions in personal consumption often lead downturns. Rising unemployment is the next sign, which in turn leads to declines in state personal and corporate income tax revenues. The increase in unemployment also often leads to increases in the demand for food stamps, unemployment benefits and Medicaid payments, which is currently about 21 percent of state budgets.

The lag effect on states was evident in each of the last two recessions. The recession that ended in 1991 resulted in 28 states cutting budgets that year. States, however, continued to experience the recession's impact and in 1992, 35 states cut budgets. Similarly in 2001, when the most recent recession ended, 16 states cut budgets. However, 37 states cut budgets in each of the next two years—2002 and 2003. (See Chart: Budget Cuts Made After the Budget Passed). If the current downturn continues and follows the path of past recessions, most states will face budget shortfalls in 2010, 2011 and possibly 2012.



[1] All but one state has a balance budget requirement.

Managing the American Recovery and Reinvestment Act

With more than $246 billion in recovery funds flowing to or through states, governors have taken an aggressive approach to managing ARRA funds and programs. Governors are keenly aware of the inherent tension the ARRA's objectives pose for states: spend funds quickly; target funds effectively; and prevent waste, fraud and abuse. These objectives must also be measured against the fact that ARRA funds are temporary and cannot be counted on to fund long-term reforms or benefit expansions.

From a state perspective, it is critical to think in terms of the ARRA's various categories of spending because they have very different intents and many require different management structures, reporting requirements, and the involvement of state legislatures. Four categories are particularly important.

a. Countercyclical Funds

There are two major categories of the countercyclical funds, which are the most flexible funds. First, there is the $87 billion in estimated federal increase in Medicaid funds. Second, there is $48 billion in the State Fiscal Stabilization Fund, which includes $8.8 billion that can be used for any purpose as well as education, and $39.5 billion that must be used for elementary, secondary and higher education. Because education averages about 46 percent of state budgets, it provides considerable fiscal relief. It is important to note that local school districts will also receive an additional $25 billion in Title I and special education grants for education. The combination of Medicaid enhancements and the State Stabilization Fund means that the flexible funds provided under the act total about $135 billion.

This $135 billion is critical for states because it can be used to offset states' projected $200-$250 billion in shortfalls through fiscal year 2011. The new dollars are an appropriate amount that will help stabilize the economy and offset the most draconian cuts, but will keep the pressure on states to continue to consolidate, streamline and downsize state government. Already ARRA funds have had a positive economic impact: states postponed planned cuts and tax increases for fiscal year 2010. That being said, several state revenues fell well below worst-case-scenario projections during the first six months of this year. Consequently, while states hoped to use countercyclical funds in FY 2010 and 2011, many were forced to accelerate the use of such funds to close budget gaps in FY 2009.

Although the allocation of countercyclical funds across states could be better targeted, the Medicaid formula does account for economic stress, and therefore many of the states with the worst underlying economies get a larger allocation of funds. There are only a few small states—generally those that produce energy—that may receive funds above their needs. For most states, these flexible federal funds are far short of need. The fact that the Medicaid funds were retroactive to October 1, 2008, was extremely helpful in allowing states to postpone planned cuts. It is important to note, however, that even after the recovery package, states will continue to face a shortfall of more than $200 billion over the next three years, and will therefore continue to reduce spending and consider increasing taxes to balance their budgets.

b. Appropriated Programs

The ARRA contains a significant number of direct appropriations into existing federal-state programs, which run the gamut from $27.5 billion for highways to $1 billion for community services block grants to $3.1 billion for state energy grants. States have little flexibility here and must spend these additional funds in the specified program areas. Many of these grants are formula while others are discretionary or competitive grants. This category includes about 50 programs, and in many cases, states are required to obligate and spend these funds quickly to create jobs.

c. Safety Net

The ARRA also expands on a number of safety net programs such as transitional Medicaid assistance, food stamps and unemployment insurance. Most of these programs will require states to make decisions regarding new eligibility and benefit levels, which may require state legislative changes as well as major changes to business processes and management information systems. Safety net funds are generally spent quickly by recipients and, thus, have a positive macroeconomic impact.

d. Foundations for Economic Development

The ARRA also provides funds for several long-run investments with the potential for economic growth including: alternative energy and smart grid technology; Health IT; broadband deployment and access; high-speed rail; and funding for research and development. Most of the funding in these areas is for new programs that require significant planning and development by both the federal government and states. Maximizing these dollars requires a coordinated approach, governance structure and clear strategic goals. More than any other type of funding under the ARRA, these funds are targeted towards establishing capabilities to develop and promote long-term economic growth.

Accountability and Transparency

The legislation contains numerous provisions to ensure that the appropriated funds are spent as intended by Congress. As a result, state activities will be subjected to extensive public scrutiny and to enhanced oversight by a variety of federal entities, including federal program managers, agency inspectors general, and the Government Accountability Office (GAO). Federal efforts are being coordinated by the newly established Recovery Accountability and Transparency Board, which is charged with preventing potential waste, fraud and abuse and is made up of inspectors general from several federal agencies.

In addition, the legislation requires the board to operate the Web site, www.recovery.gov, as a portal or gateway to key information related to recovery efforts and to provide a window to other government Web sites with related information. States will be required to use this Web site to post information on the use of both operational funding and infrastructure investments. The required information is generally more detailed than mandated by current statutes including:

- Descriptions of the intended use of the funds;
- Impact on job development and preservation; and
- Copies of individual grants and contracts.

Finally, the legislation includes substantial increases in the appropriations for the GAO and departmental inspectors general. It also requires grantees to provide federal reviewers with unfettered access to state records and establishes new whistle-blower protections, including the authority for federal inspectors general to review and decide claims regarding retaliation. GAO has already identified and initiated reviews of implementation activities in 16 states.

Challenges for States

Governors expect to be held fully accountable for their use of ARRA funds. To best achieve these objectives, governors are acting to build or expand a capacity to:

- Plan and establish priorities;
- Obtain necessary legislative and public support;
- Coordinate the interaction between state and federal agencies;
- Oversee state agency implementation, including coordination and collaboration across agency and program lines;
- Expand workforce capacity to develop and monitor a rapid growth in contracts;
- Ensure compliance with grant requirements, including transparency and accountability provisions; and
- Facilitate local government and private sector opportunities to utilize federal grant and loan programs to the maximum extent.

State Planning

Governors understand that thoughtful planning and skilled implementation are necessary to achieve the full benefit of the opportunities encompassed in the ARRA. Planning is required to ensure that new spending is timed to provide necessary resources over the duration of the recession and initial recovery. Failure to plan early for the next two to three years could worsen the out-year impact because states may be hard pressed to meet service expectations or commitments one ARRA funds are exhausted.

Planning is also vital to ensure that available funds are used strategically to address both short-term needs of individuals adversely affected by the recession and opportunities to invest in future economic growth. A thoughtful planning process that involves multiple stakeholders at an early stage can help both to identify priorities and the opportunities to coordinate a variety of funding sources to help achieve broader goals. That process also can help identify and address issues relating to the sustainability of programs and services that may be initiated or expanded under the ARRA.

To organize ARRA planning and implementation efforts, states have tended to organize around a single individual or task force. These single points of authority provide the broad perspective and ability to coordinate funding across stove-piped federal programs to maximize job creation and economic growth. These are also generally the offices that will be in charge of fulfilling the ARRA's extensive public reporting provisions.

Good news about ARRA

Although the Act is only a couple of months old, there is positive news.

- The Administration, individual agencies and OMB have provided a substantial amount of guidance and funds are beginning to flow.

- Every governor has appointed key staff to serve as their leads and many have appointed task forces with private sector and community leaders.

- OMB, GAO and individual agencies have been accessible and cooperative in working with state organizations to solve problems as they become known.

- Perhaps most important, the recovery package was well timed. The history on fiscal policy changes to stimulate economic growth has been very poor. Specifically, past stimulus packages have generally come too late and the impact is often after the economy has already turned up. Given the length of this downturn, however, this package will likely moderate the downturn in two important ways. First, the flexible or countercyclical funds have already allowed many states to postpone planned budget cuts or tax increases. This has had the positive impact of limiting the magnitude of the downturn. Second, the economy is still deteriorating although more slowly, and funds from the stimulus are now being spent. Thus, this recovery package should be helpful over the next year in both limiting the downturn and perhaps helping the economy to turn the corner. Unlike most previous fiscal policy changes, the ARRA was not too late.

Ongoing Challenges

While there is some very positive news, it is also true that governors and states face a number of challenges.

- **Spend funds quickly and create jobs versus accountability and transparency**
  A major challenge for states is to spend the money quickly to maximize job creation while maintaining program stability and efficiency and filling a budget gap that will last at least three years. The three year projection is based on the assumption that it will take two years for GDP to return to the 2008 level and a third year, based on historical observations that the year after a recession is generally the most difficult fiscal period for states. Given that all of the economic stimulus funds are temporary, it will be extremely difficult for states to spend funds quickly, fill a three-year budget gap and maintain program stability and efficiency.

- **Unprecedented reporting and transparency**
  States will be accountable not only to the various agencies and OMB, but also the new Recovery Act Transparency and Accountability Board, GAO and the public. OMB only recently published recipient reporting requirements states must follow for their October 10th reports. It will be difficult for states to fully and accurately report all recipient data a mere 10 days after the close of the fiscal quarter as required by the statute. Additional time to reconcile and correct state reports also will be necessary to ensure accurate and quality information, especially for the initial reporting period.

- **Lack of funds for accountability and prevention of waste, fraud and abuse**
  While ARRA provided ample funding for federal oversight activities, little was provided for states. The transparency and accountability at the heart of the ARRA is quite different from

that of existing programs. Consequently, it will require tracking systems and capabilities that may differ from those currently employed by states. Existing state information systems will need to be upgraded or replaced to meet ARRA standards. OMB guidance providing access to up to .5 percent of ARRA funds for administrative purposes was welcomed, but the complexity of the system, the increased responsibilities being placed on state oversight and auditing resources and diminished state revenues mean that additional help is needed.

- **Uncoordinated requests for information**
  Multiple requests for information from the Administration and Congress are an issue because to date they have not been well coordinated. In some instances states are being asked for the same information from the national and regional branches of the same organization. Responding to these requests take time and occupy scarce state resources. NGA recommends that to the extent possible, future federal and congressional oversight activities rely primarily upon the massive volume of information the federal government will receive quarterly from states rather than requesting new or different information about the same projects.

- **Accurately counting jobs retained and created**
  A primary focus of ARRA is to save and create jobs. Although OMB established a single set of guidelines to calculate the number of jobs created and saved, the jobs data will likely be of limited value for making comparisons across projects, states or regions.

- **Launch new programs and run old programs with new requirements**
  States face significant challenges in those program areas where there was not an existing program before ARRA or where the budget increases were dramatic. The Weatherization Program is an example where states must scale up capacity to manage and distribute a massive influx of funds over the next 24 months. In addition, the application of "Buy American" and Davis-Bacon requirements to programs not traditionally subject to such provisions is proving problematic because without clear guidance and rules states are reluctant to sign contracts and expend funds that may result in future penalties.

- **Develop long-term plans to maximize ARRA dollars**
  States need time to plan and execute in the five areas (Health IT, broadband, high speed rail, R&D and alternative energy and smart grid) for long-run growth. The focus of these programs is different from short-run stimulus programs and thus effective and efficient planning, as opposed to accelerating spending, should be the priority.

- **Maintain and rebuild state capacity**
  Most states have cut budgets over the last two years and therefore have less capacity to execute significant increases in spending or take advantage of new programs requiring state matching funds. These cuts are likely to increase and continue throughout fiscal years 2010 and 2011. States will rebuild capacity to take advantage of ARRA opportunities, but it will take time.

- **Obtain access ARRA data to manage recovery**
  From the public's perspective, governors are responsible for all funds that go to a state regardless of whether they flow through a state or go directly to a quasi-independent agency, (e.g., a port authority), or a local government. In order for governors to effectively manage ARRA implementation for their states, governors must be notified in a timely manner of all investments made in their individual states. Governors must also have access to recovery information gathered at the federal level to ensure accurate, consistent and quality reporting of expenditure and job creation data from their states.

The National Governors Association appreciates the opportunity to provide its perspective on the implementation of ARRA by the states. We cannot stress vigorously enough that states are very early in the implementation process and therefore these comments must be viewed as preliminary. The nation's governors welcome the opportunity to work with you as you review ARRA implementation and the actions of states to put people back to work, make our nation more competitive and speed economic recovery.

Testimony for the Record

Presented by the National Association of State Auditors, Comptrollers and Treasurers

To the
Committee on Oversight and Government Reform
United States House of Representatives

Hearing on
"Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding"

July 8, 2009

Chairman Towns, Ranking Member Issa and Members of the Committee: Thank you for the opportunity to provide our views on issues surrounding the implementation of the American Recovery and Reinvestment Act of 2009 (ARRA).

The National Association of State Auditors, Comptrollers and Treasurers (NASACT) is a national organization whose members are comprised of the top finance officers in each state. Our members have the titles of state auditor, state comptroller, and state treasurer. Both elected and appointed, these officials assure that taxpayer dollars are invested, expended and accounted for and that the flow of money into states is monitored, not only for waste, fraud and abuse, but for efficiency and effectiveness.

While accountability and transparency seem to be the buzzwords of the day, these are not new concepts for state auditors, comptrollers and treasurers. Each of these officials plays a vital role in assuring transparent expenditures and accountable processes. The effective and efficient expenditure of funds, including those provided by the Recovery Act, is the number one priority for our members.

We share fully your commitment to minimizing opportunities for waste, fraud and abuse as the Recovery Act is implemented. However, we have a number of concerns regarding our ability to realistically meet the challenges that lay before us.

Topping this list is the lack of funding for state and local accountability professionals and our capacity to carry out the objectives of the Recovery Act. There seems to be significant emphasis on accountability of Recovery Act funds at the federal level, as is shown through the significant dollars given to the federal inspectors general community and the Recovery Accountability and Transparency Board in the act. However, there is no similar provision for direct funding at the state and local levels. Foremost on our minds is how to address the efforts needed to face the inherent risks of fraud and abuse when significant amounts of money are distributed quickly – particularly without the necessary resources to do so.

We sincerely appreciate the Chairman's previous concerns over the funding issues and applaud the introduction of a proposal (H.R. 2182) to set aside up to 0.5 percent to conduct oversight and planning activities. Unfortunately, since there are no requirements as to how the 0.5 percent may be spent by states, this proposal is unlikely to assist many of our members as they will be competing with higher

priorities for recovery dollars within the states. Money for audit or to upgrade dated accounting systems is not generally a priority when children lack needed school books. Given the option, most states will choose to carry out program objectives even where additional funding for administrative purposes is allowable. Thus, state accountability professionals are left without meaningful relief.

In March, Illinois Auditor General William G. Holland came before this committee to discuss several challenges facing the state audit community. These challenges remain today, although we now have a clearer picture of what will be required of state auditors and comptrollers in providing accountability over Recovery Act funds. It is very clear that our members will face additional responsibilities to accommodate the major emphasis placed on assuring unprecedented levels of accountability and transparency by both Congress and the Administration. Determining exactly how much work will be necessary to carry out the intentions of the Recovery Act however, remains an unknown, since information such as the final requirements for work conducted in accordance with the Single Audit is not yet available. This year, more than at any other time, timely guidance is sorely needed.

That being said, we should note that several of our members have been quite proactive in conducting audits, oversight, and review work on the front end to ensure that the appropriate internal controls are in place to minimize risk. We fear, however, that this work may cease if additional requirements are imposed without additional funding or Single Audit relief.

In terms of using the Single Audit for Recovery Act oversight, we understand that there is a desire to treat all, or substantially all, programs receiving ARRA funds as major programs. This anticipated directive would be particularly problematic as designating every federal program with ARRA expenditures as major, no matter how immaterial, would require a significant increase in staffing at a time when audit shops have had significant cuts in staff. In fact, we recently conducted a poll of our auditor and comptroller members to determine how the economic downturn has affected staffing in those offices. The findings are alarming and highlight the crisis we face in meeting the challenge of minimizing risk and conducting appropriate oversight of Recovery Act funds. Some state audit offices are reporting as much as a 26 percent reduction in staff just last year, and others have noted significant furloughs, hiring freezes and other cost savings measures that are having detrimental effects on their work. State comptroller offices are experiencing similar human capital and resource shortfalls. We remain very concerned that while the workload for our members continues to increase, staffing and resources will continue to decline.

Additionally, we believe that treating every program as major simply does not make sense since the vast majority of findings are repeat findings and the deficiencies are already known at the federal level. Since a large majority of ARRA funds will flow through existing programs, we do not feel that conducting additional work to reveal the same risk factors is the best use of our resources. There really is nothing distinctive about ARRA funds that should warrant special treatment and usurp the auditor's professional judgment within the existing guidelines and rules. We suggest that ARRA funds be considered with all other federal funds subject to the same existing processes that are used to determine major programs.

We also understand that there is a movement afoot to reduce the Single Audit submission deadline from nine to six months. A six-month deadline would be very difficult, if not impossible, to meet since most states' comprehensive annual financial reports (CAFRs) are not completed until December, approximately six-months after the end of the fiscal year. Changing the Single Audit deadline is not just an audit issue but rather an issue that must take into consideration a number of factors. Gathering the required financial statement information from component units remains the key obstacle for states to releasing financial statements in a timelier manner. Systems are also a problem in several states. States are not likely to compromise on receiving an unqualified audit opinion just to release their CAFRs earlier. A disclaimer

audit opinion would likely reduce a state's bond rating, a very undesirable result. Additionally, some states experience difficulties in preparing accurate and timely schedules of expenditures of federal awards, further delaying the auditor's ability to do timely Single Audit work.

Lastly, we understand that a proposal is being discussed that would require a certification on internal controls. From a practical point of view, it would be impossible to mandate specific internal controls in many cases. States and their myriad of agencies and systems are much too diverse for this. Entities will not be able to certify that controls are in place and operating without incurring significant costs to test the controls separately from their external audit. It also appears that the external auditor will be required to render an opinion on the effectiveness of internal control. In essence, it appears that the internal control aspects of Sarbanes-Oxley would be made applicable to Recovery Act funds. We should consider how much such measures cost the private sector and evaluate whether the value being added over current practice is really worth the additional work. We submit that current internal control reporting is almost as valuable as an opinion on internal control at a fraction of the cost.

So the real question is "How do we take on the additional work required to assure accountability and transparency over Recovery Act funds when staffing is at record lows?" Designated funding would provide some relief but will not fully solve the capacity issue. Finding experienced individuals to conduct this important work is elusive and concerning.

We believe that the money intended to help stabilize our country's economy should be expended in the most efficient and effective manner, and we intend to do our part. We hope, however, that we can work with Congress and others to establish proper channels to promote accountability and transparency over Recovery Act funds without placing an unrealistic workload on our already strained member offices.

We look forward to additional hearings on this important issue and would be happy to answer any questions or provide additional details. Mr. Chairman, Ranking Member Issa and members of the Committee, thank you for the opportunity to express our views.

Chairman TOWNS. We will now turn to our panel of witnesses. It is committee policy that all witnesses be sworn in, so if you will raise your right hands and repeat after me.

[Witnesses sworn.]

Chairman TOWNS. Let the record reflect that the witnesses have answered in the affirmative.

You may be seated.

Our witnesses today: Mr. Gene Dodaro is the Acting Comptroller General of the United States and leads the Government Accountability Office. Under the Recovery Act, GAO was charged with tracking stimulus dollars to promote efficiency and track waste and fraud. And today, GAO is issuing its second bimonthly report.

Welcome, Mr. Dodaro.

Mr. Rob Nabors is the Deputy Director of the Office of Management and Budget. Previously, Mr. Nabors served the House as clerk and staff director of the Appropriations Committee. OMB is also monitoring stimulus spending and is responsible for implementing the transparency requirement of the Recovery Act, including providing guidance to States.

At this time, I ask that each witness deliver their testimony within 5 minutes. And I'm sure you've been here before, but I just want to sort of re-emphasize, because every now and then we have to re-emphasize this. Starts out with a green light, then it goes to a yellow light, and then 1 minute later there's a red light. Now, red light everywhere means stop.

So with that in mind, Mr. Dodaro, why don't you start.

STATEMENTS OF GENE L. DODARO, ACTING COMPTROLLER GENERAL, GOVERNMENT ACCOUNTABILITY OFFICE; AND ROBERT L. NABORS II, DEPUTY DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET

STATEMENT OF GENE L. DODARO

Mr. DODARO. Thank you very much, Mr. Chairman, Ranking Member Issa, members of the committee. I'm very pleased to be here today to discuss GAO's second bimonthly review of the use of Recovery Act funds by selected States and localities.

In order to carry out our statutory responsibilities, we've selected 16 States and the District of Columbia to review over the next 2 to 3 years to do a longitudinal study of the use of the money by those localities, how they're safeguarding the money, and reporting on the impact. Now, these 17 jurisdictions will receive approximately two-thirds of the Recovery Act funds that will be flowing to these States and localities.

Now, one of the reasons we're doing a longitudinal study, as you can see from this chart here, while about $49 billion was estimated by CBO to flow to the States and localities in 2009, the peak period for Recovery Act funds to be outlaid will be 2010. And 2011 will continue the funds distributed to the State and localities in outlay. So the money will be distributed. Approximately $280 billion will be going to the State and localities. So far, of the $49 billion that was estimated to go to the States nationally, about $29 billion has been distributed there as well.

Now, the character of the spending is shown for this fiscal year, 2009, in this following chart. The predominant amount of money that will be outlaid to the States and localities is in the Medicaid program, where the Federal Government's matching share has been increased. Every State received an increase of 6.2 percent and then additional increases based upon unemployment rates in those States and localities. Among the 17 jurisdictions, ours range from an increased Federal share of 6.2 percent in Iowa up to 12.24 percent in Florida.

So far, the 17 jurisdictions that we looked at had drawn down $15 billion in the Medicaid spending area, about 86 percent of the approximately $17.5 billion that had been allocated to them through the third quarter of this fiscal year. They're using the money to maintain Medicaid benefit levels and provide services. Most of the States that we visited also had increased caseloads in the Medicaid area, and this has enabled them to be able to do that. The increased Federal share also freed up State moneys potentially that could be used in other areas and to help them with their fiscal stresses.

The second area is the State Stabilization Fund. About 82 percent of that money is to be used for education purposes and distributed to local education agencies or institutions of higher learning; 18 percent can be used to stabilize public services, particularly public safety, and could be—they have more discretion on using the money.

The 17 jurisdictions we visited had been allocated by the Department of Education almost $17 billion. So far, they've drawn down $4.3 billion or about 25 percent of the money that's been allocated.

And the highway area is the next largest area. The 17 jurisdictions we had received had been allocated about $15.5 billion. They've obligated about $9.2 billion or slightly over that. So about 59 percent of the money's been obligated.

Now, obligated here means that the Federal Department of Transportation and the State have agreed on the nature of the projects. The projects in the localities we visited, there were about 2,600 projects that had been approved already, most of them for paving roads or widening roads since that could be allocated more quickly, in the State's opinion.

So far, the way that program works is that States are reimbursed as they're making payments. So, of those 17 localities, so far they've been reimbursed $96 million. So that money is beginning to go through the system, but a lot more is obligated than has been outlaid at this point in time.

And, as you mentioned, Mr. Chairman, we believe that the Secretary of Transportation, in consultation with the Secretary of Commerce, needs to clarify the "economically distressed area" issue now before a lot of the money is spent, the remainder of the money.

Now, the Recovery Act funds have clearly helped States deal with fiscal stresses, but they've also increased the accountability requirements for the States. And we're concerned that, under fiscal stress, the States have been cutting back on some of their management and audit function areas, thereby reducing some of the safeguards.

So, Mr. Chairman, Ranking Member Issa, and the committee, we support passage of H.R. 2182. We think it's very much needed and in line with the recommendations in our report, which is to really increase the utility of the Single Audit area. And I can talk more about that in the Q&A session.

Also, while OMB has taken important steps to clarify the guidance, additional clarification is needed and better communication with the States is needed as well. And I'd be happy to elaborate on all these areas in the Q&A session.

Thank you very much. And we look forward to continuing to support the Congress in their important oversight over the Recovery Act spending.

[The prepared statement of Mr. Dodaro follows:]

United States Government Accountability Office

GAO

Testimony

Before the Committee on Oversight and Government Reform, House of Representatives

For Release on Delivery
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RECOVERY ACT

States' and Localities' Current and Planned Uses of Funds While Facing Fiscal Stresses

Statement of Gene L. Dodaro
Acting Comptroller General of the United States



GAO-09-831T

July 2009

GAO Accountability · Integrity · Reliability

Highlights

Highlights of GAO-09-831T a testimony before the Committee on Oversight and Government Reform, House of Representatives

RECOVERY ACT

States' and Localities' Current and Planned Uses of Funds While Facing Fiscal Stresses

Why GAO Did This Study

This testimony is based on a GAO report being released today—the second in response to a mandate under the American Recovery and Reinvestment Act of 2009 (Recovery Act). The report addresses: (1) selected states' and localities' uses of Recovery Act funds, (2) the approaches taken by the selected states and localities to ensure accountability for Recovery Act funds, and (3) states' plans to evaluate the impact of Recovery Act funds. GAO's work for the report is focused on 16 states and certain localities in those jurisdictions as well as the District of Columbia—representing about 65 percent of the U.S. population and two-thirds of the intergovernmental federal assistance available. GAO collected documents and interviewed state and local officials. GAO analyzed federal agency guidance and spoke with Office of Management and Budget (OMB) officials and with program officials at the Centers for Medicare and Medicaid Services, and the Departments of Education, Energy, Housing and Urban Development, Justice, Labor, and Transportation.

What GAO Recommends

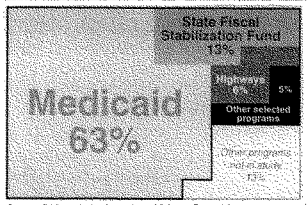
GAO makes recommendations and a matter for congressional consideration discussed on the next page. The report draft was discussed with federal and state officials who generally agreed with its contents. OMB officials generally agreed with GAO's recommendations to OMB; DOT agreed to consider GAO's recommendation.

View GAO-09-831T, GAO-09-829 or key components. For state summaries, see GAO-09-830SP.For more information, contact J. Christopher Mihm at (202) 512-6806 or mihmj@gao.gov.

What GAO Found

Across the United States, as of June 19, 2009, Treasury had outlayed about $29 billion of the estimated $49 billion in Recovery Act funds projected for use in states and localities in fiscal year 2009. More than 90 percent of the $29 billion in federal outlays has been provided through the increased Medicaid Federal Medical Assistance Percentage (FMAP) and the State Fiscal Stabilization Fund (SFSF) administered by the Department of Education.

GAO's work focused on nine federal programs that are estimated to account for approximately 87 percent of federal Recovery Act outlays in fiscal year 2009 for programs administered by states and localities. The following figure shows the distribution by program of anticipated federal Recovery Act spending in fiscal year 2009 for the nine programs discussed in this report.



87% of estimated federal Recovery Act outlays to states and localities in fiscal year 2009 will be in the nine programs reviewed by GAO.

1% IDEA Part B and C
1% WIA Youth Programs
1% ESEA Title I Part A
Less than 1%
- Byrne JAG
- Weatherization Assistance Program
- Public Housing Capital Fund

Source: GAO analysis of data from CBO and Federal Funds Information for States.

Increased Medicaid FMAP Funding

All 16 states and the District have drawn down increased Medicaid FMAP grant awards of just over $15 billion for October 1, 2008, through June 29, 2009, which amounted to almost 86 percent of funds available. Medicaid enrollment increased for most of the selected states and the District, and several states noted that the increased FMAP funds were critical in their efforts to maintain coverage at current levels. States and the District reported they are planning to use the increased federal funds to cover their increased Medicaid caseload and to maintain current benefits and eligibility levels. Due to the increased federal share of Medicaid funding, most state officials also said they would use freed-up state funds to help cope with fiscal stresses.

Highway Infrastructure Investment

As of June 25, the Department of Transportation (DOT) had obligated about $9.2 billion for almost 2,600 highway infrastructure and other eligible projects in the 16 states and the District and had reimbursed about $96.4 million. Across the nation, almost half of the obligations have been for pavement improvement projects because they did not require extensive environmental clearances, were quick to design, obligate and bid on, could employ people quickly, and could be completed within 3 years. Officials from most states considered project readiness, including the 3-year completion

requirement, when making project selections and only later identified to what extent these projects fulfilled the economically distressed area requirement. We found substantial variation in how states identified economically distressed areas and how they prioritized project selection for these areas.

State Fiscal Stabilization Fund
As of June 30, 2009, of the 16 states and the District, only Texas had not submitted an SFSF application. Pennsylvania recently submitted an application but had not yet received funding. The remaining 14 states and the District have been awarded a total of about $17 billion in initial funding from Education—of which about $4.3 billion has been drawn down. School districts said they would use SFSF funds to maintain current levels of education funding, particularly for retaining staff and current education programs. They also told us that SFSF funds would help offset state budget cuts.

Overall, states reported using Recovery Act funds to stabilize state budgets and to cope with fiscal stresses. The funds helped them maintain staffing for existing programs and minimize or avoid tax increases as well as reductions in services.

Accountability
States have implemented various internal control programs; however, federal Single Audit guidance and reporting does not fully address Recovery Act risk. The Single Audit reporting deadline is too late to provide audit results in time for the audited entity to take action on deficiencies noted in Recovery Act programs. Moreover, current guidance does not achieve the level of accountability needed to effectively respond to Recovery Act risks. Finally, state auditors need additional flexibility and funding to undertake the added Single Audit responsibilities under the Recovery Act.

Impact
Direct recipients of Recovery Act funds, including states and localities, are expected to report quarterly on a number of measures, including the use of funds and estimates of the number of jobs created and retained. The first of these reports is due in October 2009. OMB—in consultation with a range of stakeholders—issued additional implementing guidance for recipient reporting on June 22, 2009, that clarifies some requirements and establishes a central reporting framework.

In addition to employment-related reporting, OMB requires reporting on the use of funds by recipients and nonfederal subrecipients receiving Recovery Act funds. The tracking of funds is consistent with the Federal Funding Accountability and Transparency Act (FFATA). Like the Recovery Act, FFATA requires a publicly available Web site—www.USAspending.gov—to report financial information about entities awarded federal funds. Yet, significant questions have been raised about the reliability of the data on www.USAspending.gov, primarily because what is reported by the prime recipients is dependent on the unknown data quality and reporting capabilities of subrecipients.

GAO's Recommendations
Accountability and Transparency
To leverage Single Audits as an effective oversight tool for Recovery Act programs, the Director of OMB should

- develop requirements for reporting on internal controls during 2009 before significant Recovery Act expenditures occur, as well as for ongoing reporting after the initial report;
- provide more direct focus on Recovery Act programs through the Single Audit to help ensure that smaller programs with high risk have audit coverage in the area of internal controls and compliance;
- evaluate options for providing relief related to audit requirements for low-risk programs to balance new audit responsibilities associated with the Recovery Act; and
- develop mechanisms to help fund the additional Single Audit costs and efforts for auditing Recovery Act programs.

Matter for Congressional Consideration: Congress should consider a mechanism to help fund the additional Single Audit costs and efforts for auditing Recovery Act programs.

Reporting on Impact
The Director of OMB should work with federal agencies to provide recipients with examples of the application of OMB's guidance on recipient reporting of jobs created and retained. In addition, the Director of OMB should work with agencies to clarify what new or existing program performance measures are needed to assess the impact of Recovery Act funding.

Communications and Guidance
To strengthen the effort to track funds and their uses, the Director of OMB should (1) ensure more direct communication with key state officials, (2) provide a long range time line on issuing federal guidance, (3) clarify what constitutes appropriate quality control and reconciliation by prime recipients, and (4) specify who should best provide formal certification and approval of the data reported.

The Secretary of Transportation should develop clear guidance on identifying and giving priority to economically distressed areas that are in accordance with the requirements of the Recovery Act and the Public Works and Economic Development Act of 1965, as amended, and more consistent procedures for the Federal Highway Administration to use in reviewing and approving states' criteria.

Mr. Chairman, Ranking Member Issa, and Members of the Committee:

I am pleased to be here today to discuss our work examining the uses and planning by selected states and localities for funds made available by the American Recovery and Reinvestment Act of 2009 (Recovery Act).[1] As federal funds provided by the Recovery Act flow into the U.S. economy, state fiscal conditions continue to be stressed. Actual declines in sales, personal income, and corporate income tax revenues influenced state actions to begin to fill an estimated $230 billion in budget gaps for fiscal years 2009 through 2011.[2] The national unemployment rate also increased to 9.5 percent in June 2009, and high unemployment can place greater stress on state budgets as demand for services, such as Medicaid, increases. Some economists have pointed to signs of economic improvement, although associations representing state officials have also reported that state fiscal conditions historically lag behind any national economic recovery.

The Recovery Act specifies several roles for GAO, including conducting bimonthly reviews of selected states' and localities' use of funds made available under the act.[3] The report that is being released today, the second in response to the act's mandate, addresses the following objectives: (1) selected states' and localities' uses of Recovery Act funds, (2) the approaches taken by the selected states and localities to ensure accountability for Recovery Act funds, and (3) states' plans to evaluate the impact of the Recovery Act funds they received.[4] The report provides overall findings, makes recommendations, and discusses the status of actions in response to the recommendations we made in our April 2009 report. Individual summaries for the 16 selected states and the District of Columbia (District) are accessible through GAO's recovery page at www.gao.gov/recovery. In addition, all of the summaries have been compiled into an electronic supplement, GAO-09-830SP.

[1]Pub. L. No. 111-5, 123 Stat. 115 (February 17, 2009).

[2]The estimated budget gaps are reported by associations representing state officials. See The National Governors Association and the National Association of State Budget Officers, *The Fiscal Survey of States* (Washington, D.C., June 2009).

[3]Recovery Act, div. A, title IX, §901.

[4]GAO, *Recovery Act: As Initial Implementation Unfolds in States and Localities, Continued Attention to Accountability Issues Is Essential*, GAO-09-580 (Washington, D.C.: Apr. 23, 2009).

As reported in our April 2009 review, to address these objectives, we selected a core group of 16 states and the District that we will follow over the next few years.[5] Our bimonthly reviews examine how Recovery Act funds are being used and whether they are achieving the stated purposes of the act. These purposes include

- to preserve and create jobs and promote economic recovery;
- to assist those most impacted by the recession;
- to provide investments needed to increase economic efficiency by spurring technological advances in science and health;
- to invest in transportation, environmental protection, and other infrastructure that will provide long-term economic benefits; and
- to stabilize state and local government budgets, in order to minimize and avoid reductions in essential services and counterproductive state and local tax increases.

The states selected for our bimonthly reviews contain about 65 percent of the U.S. population and are estimated to receive collectively about two-thirds of the intergovernmental federal assistance funds available through the Recovery Act. We selected these states and the District on the basis of federal outlay projections, percentage of the U.S. population represented, unemployment rates and changes, and a mix of states' poverty levels, geographic coverage, and representation of both urban and rural areas. In addition, we visited a nonprobability sample of more than 175 local entities within the 16 selected states and the District.[6]

GAO's work for this report focused on nine federal programs primarily because they have begun disbursing funds to states or have known or potential risks.[7] These risks can include existing programs receiving significant amounts of Recovery Act funds or new programs. We collected

[5]The states we are following as part of our analysis are Arizona, California, Colorado, Florida, Georgia, Illinois, Iowa, Massachusetts, Michigan, Mississippi, New Jersey, New York, North Carolina, Ohio, Pennsylvania, and Texas.

[6]This total includes two entities in the District of Columbia that received direct federal funding that was not passed through the District government.

[7]For this report, GAO reviewed states' and localities' uses of Recovery Act funds for the (1) Medicaid Federal Medical Assistance Percentage (FMAP), (2) the State Fiscal Stabilization Fund (SFSF), (3) the Federal-Aid Highway Surface Transportation Program, (4) Public Housing Capital Fund, (5) Title I, Part A of the Elementary and Secondary Education Act of 1965 (ESEA); (6) Parts B and C of the Individuals with Disabilities Education Act (IDEA); (7) Weatherization Assistance Program; (8) Edward Byrne Memorial Justice Assistance Grant (JAG) Program; and (9) Workforce Investment Act (WIA) Youth Program.

documents from and conducted semistructured interviews with executive-level state and local officials and staff from state offices including governors' offices, "recovery czars," state auditors, and controllers. In addition, our work focused on federal, state, and local agencies administering the selected programs receiving Recovery Act funds. We analyzed guidance and interviewed officials from the federal Office of Management and Budget (OMB). We also analyzed other federal agency guidance on programs selected for this review and spoke with relevant program officials at the Centers for Medicare and Medicaid Services (CMS), the U.S. Departments of Education, Energy, Housing and Urban Development, Justice, Labor, and Transportation. Where attributed to state officials, we did not review state legal materials for this report, but relied on state officials and other state sources for description and interpretation of relevant state constitutions, statutes, legislative proposals, and other state legal materials. The information obtained from this review cannot be generalized to all states and localities receiving Recovery Act funding. A detailed description of our scope and methodology can be found in appendix 1, of the report being released today.

We conducted this performance audit from April 21, 2009, to July 2, 2009, in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

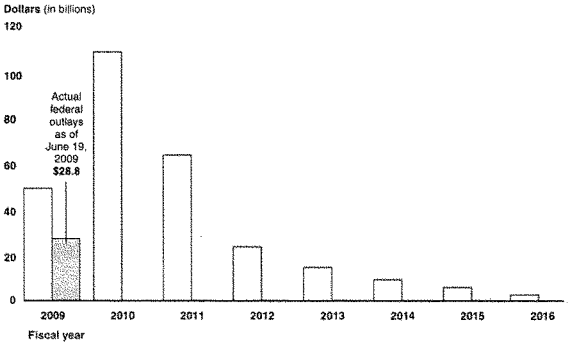
Background

Our analysis of initial estimates of Recovery Act spending provided by the Congressional Budget Office (CBO) suggested that about $49 billion would be outlayed to states and localities by the federal government in fiscal year 2009, which runs through September 30. However, our analysis of the latest information available on actual federal outlays reported on www.recovery.gov[8] indicates that in the 4 months since enactment, the

[8]The Web site www.recovery.gov is mandated by the Recovery Act to foster greater accountability and transparency in the use of the act's funds. The Web site is required to include plans from federal agencies; information on federal awards of formula grants and awards of competitive grants; and information on federal allocations for mandatory and other entitlement programs by state, county, or other appropriate geographical unit. The Web site is maintained by the Recovery Accountability and Transparency Board.

federal Treasury has paid out approximately $29 billion to states and localities, which is about 60 percent of payments estimated for fiscal year 2009. Although this pattern may not continue for the remaining 3-1/2 months, at present spending is slightly ahead of estimates. More than 90 percent of the $29 billion in federal outlays has been provided through the increased Federal Medical Assistance Percentage (FMAP) grant awards and the State Fiscal Stabilization Fund administered by the Department of Education. Figure 1 shows the original estimate of federal outlays to states and localities under the Recovery Act compared with actual federal outlays as reported by federal agencies on www.recovery.gov. According to the Office of Management and Budget (OMB), an estimated $149 billion in Recovery Act funding will be obligated to states and localities in fiscal year 2009.

Figure 1: Projected versus Actual Federal Outlays to States and Localities under the Recovery Act

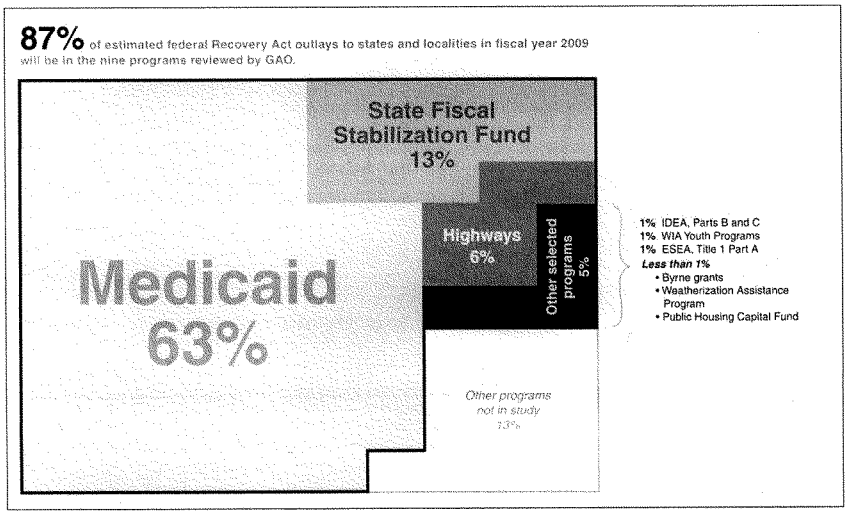


Source: GAO analysis of CBO, Federal Funds Information for States, and Recovery.gov data.

Our work for our July bimonthly report focused on nine federal programs, selected primarily because they have begun disbursing funds to states and include programs with significant amounts of Recovery Act funds, programs receiving significant increases in funding, and new programs. Recovery Act funding of some of these programs is intended for further disbursement to localities. Together, these nine programs are estimated to

account for approximately 87 percent of federal Recovery Act outlays to state and localities in fiscal year 2009. Figure 2 shows the distribution by program of anticipated federal Recovery Act spending in fiscal year 2009 to states and localities.

Figure 2: Programs in July Review, Estimated Federal Recovery Act Outlays to States and Localities in Fiscal Year 2009 as a Share of Total



Source: GAO analysis of data from CBO and Federal Funds Information for States.

States and Localities Are Using Recovery Act Funds for Purposes of the Act and to Help Address Fiscal Stresses

Increased FMAP Has Helped States Finance Their Growing Medicaid Programs, but Concerns Remain about Compliance with Recovery Act Provisions

The Recovery Act provides eligible states with an increased FMAP for 27 months between October 1, 2008, and December 31, 2010. [9] On February 25, 2009, CMS made increased FMAP grant awards to states, and states may retroactively claim reimbursement for expenditures that occurred prior to the effective date of the Recovery Act.

For the third quarter of fiscal year 2009, the increases in FMAP for the 16 states and the District of Columbia compared with the original fiscal year 2009 levels are estimated to range from 6.2 percentage points in Iowa to 12.24 percentage points in Florida, with the FMAP increase averaging almost 10 percentage points. When compared with the first two quarters of fiscal year 2009, the FMAP in the third quarter of fiscal year 2009 is estimated to have increased in 12 of the 16 states and the District.

[9]Recovery Act, div. B, title V, § 5001. Medicaid is a joint federal-state program that finances health care for certain categories of low-income individuals, including children, families, persons with disabilities, and persons who are elderly. The federal government matches state spending for Medicaid services according to a formula based on each state's per capita income in relation to the national average per capita income. The rate at which states are reimbursed for Medicaid service expenditures is known as the FMAP, which may range from 50 percent to no more than 83 percent. Generally, for fiscal year 2009 through the first quarter of fiscal year 2011, the increased FMAP, which is calculated on a quarterly basis, provides for (1) the maintenance of states' prior year FMAPs, (2) a general across-the-board increase of 6.2 percentage points in states' FMAPs, and (3) a further increase to the FMAPs for those states that have a qualifying increase in unemployment rates. The increased FMAP available under the Recovery Act is for state expenditures for Medicaid services. However, the receipt of this increased FMAP may reduce the funds that states would otherwise have to use for their Medicaid programs, and states have reported using these available funds for a variety of purposes.

From October 2007 to May 2009, overall Medicaid enrollment in the 16 states and the District increased by 7 percent.[10] In addition, each of the states and the District experienced an enrollment increase during this period, with the highest number of programs experiencing an increase of 5 percent to 10 percent. However, the percentage increase in enrollment varied widely ranging from just under 3 percent in California to nearly 20 percent in Colorado.

With regard to the states' receipt of the increased FMAP, all 16 states and the District had drawn down increased FMAP grant awards totaling just over $15.0 billion for the period of October 1, 2008 through June 29, 2009, which amounted to 86 percent of funds available.[11] In addition, except for the initial weeks that increased FMAP funds were available, the weekly rate at which the sample states and the District have drawn down these funds has remained relatively constant.

States reported that they are using or are planning to use the funds that have become freed up as a result of increased FMAP for a variety of purposes. Most commonly, states reported that they are using or planning to use freed-up funds to cover their increased Medicaid caseload, to maintain current benefits and eligibility levels, and to help finance their respective state budgets. Several states noted that given the poor economic climate in their respective states, these funds were critical in their efforts to maintain Medicaid coverage at current levels.

Medicaid officials from many states and the District raised concerns about their ability to meet the Recovery Act requirements and, thus, maintain

[10]The percentage increase is based on actual state enrollment data for October 2007 to April 2009 and projected enrollment data for May 2009, with the exception of New York, which provided projected enrollment data for March, April and May 2009. Three states—Florida, Georgia, and Mississippi—did not provide projected enrollment data for May 2009. We estimated enrollment for these states for May 2009 to determine the total change in enrollment for October 2007 to May 2009.

[11]Colorado was the only state in GAO's sample of states that had not drawn down increased FMAP funds as of GAO's first report in April 2009. However, the state completed its first draw down of funds on April 30, 2009.

eligibility for the increased FMAP.[12] While officials from several states spoke positively about CMS's guidance related to FMAP requirements, at least nine states and the District reported they wanted CMS to provide additional guidance regarding (1) how they report daily compliance with prompt pay requirements, (2) how they report monthly on increased FMAP spending, and (3) whether certain programmatic changes would affect their eligibility for funds. For example, Medicaid officials from several states told us they were hesitant to implement minor programmatic changes, such as changes to prior authorization requirements, pregnancy verifications, or ongoing rate changes, out of concern that doing so would jeopardize their eligibility for increased FMAP. In addition, at least three states raised concerns that glitches related to new or updated information systems used to generate provider payments could affect their eligibility for these funds. Specifically, Massachusetts Medicaid officials said they are implementing a new provider payment system that will generate payments to some providers on a monthly versus daily basis and would like guidance from CMS on the availability of waivers for the prompt payment requirement. A CMS official told us that the agency is in the process of finalizing its guidance to states on reporting compliance with the prompt payment requirement of the Recovery Act, but did not know when this guidance would be publicly available. However, the official noted that, in the near term, the agency intends to issue a new Fact Sheet, which will include questions and answers on a variety of issues related to the increased FMAP.

Due to the variability of state operations, funding processes, and political structures, CMS has worked with states on a case-by-case basis to discuss and resolve issues that arise. Specifically, communications between CMS and several states indicate efforts to clarify issues related to the contributions to the state share of Medicaid spending by political subdivisions or to rainy-day funds.

[12]For states to qualify for the increased FMAP available under the Recovery Act, they must meet a number of requirements, including the following: States generally may not apply eligibility standards, methodologies, or procedures that are more restrictive than those in effect under their state Medicaid programs on July 1, 2008. States must comply with prompt payment requirements. States cannot deposit or credit amounts attributable (either directly or indirectly) to certain elements of the increased FMAP into any reserve or rainy-day fund of the state. States with political subdivisions—such as cities and counties—that contribute to the nonfederal share of Medicaid spending cannot require the subdivisions to pay a greater percentage of the nonfederal share than would have been required on September 30, 2008.

States Are Using Highway Infrastructure Funds Mainly for Pavement Improvements and Are Generally Complying with Recovery Act Requirements

The Recovery Act provides funding to the states for restoration, repair, and construction of highways and other eligible surface transportation projects. The act requires that 30 percent of these funds be suballocated for projects in metropolitan and other areas of the state.[13] In March 2009, $26.7 billion was apportioned to all 50 states and the District of Columbia (District) for highway infrastructure and other eligible projects. As of June 25, 2009, $15.9 billion of the funds had been obligated[14] for over 5,000 projects nationwide, and $9.2 billion had been obligated for nearly 2,600 projects in the 16 states and the District that are the focus of GAO's review.

Almost half of Recovery Act highway obligations nationwide have been for pavement improvements. Specifically, $7.8 billion of the $ 15.9 billion obligated nationwide as of June 25, 2009 is being used for projects such as reconstructing or rehabilitating deteriorated roads, including $3.6 billion for road resurfacing projects. Many state officials told us they selected a large percentage of resurfacing and other pavement improvement projects because they did not require extensive environmental clearances, were quick to design, could be quickly obligated and bid, could employ people quickly, and could be completed within 3 years. In addition, $2.7 billion, or about 17 percent of Recovery Act funds nationally, has been obligated for pavement-widening projects and around 10 percent has been obligated for the replacement, improvement or rehabilitation of bridges.

As of June 25, 2009, $233 million had been reimbursed nationwide by the Federal Highway Administration (FHWA) and $96.4 million had been reimbursed in the 16 states and the District. States are just beginning to get projects awarded so that contractors can begin work, and U.S. Department

[13]Highway funds are apportioned to the states through federal-aid highway program mechanisms, and states must follow the requirements of the existing program, which include ensuring the project meets all environmental requirements associated with the National Environmental Policy Act (NEPA), paying a prevailing wage in accordance with federal Davis-Bacon requirements, complying with goals to ensure disadvantaged businesses are not discriminated against in the awarding of construction contracts, and using American-made iron and steel in accordance with Buy America program requirements. However, the maximum federal fund share of highway infrastructure investment projects under the Recovery Act is 100 percent, while the federal share under the existing federal-aid highway program is generally 80 percent.

[14]The U.S. Department of Transportation has interpreted the term obligation of funds to mean the federal government's contractual commitment to pay for the federal share of the project. This commitment occurs at the time the federal government signs a project agreement.

of Transportation (DOT) officials told us that although funding has been obligated for more than 5,000 projects, it may be months before states can request reimbursement. Once contractors mobilize and begin work, states make payments to these contractors for completed work, and may request reimbursement from FHWA. FHWA told us that once funds are obligated for a project, it may take 2 or more months for a state to bid and award the work to a contractor and have work begin.

According to state officials, because an increasing number of contractors are looking for work, bids for Recovery Act contracts have come in under estimates. State officials told us that bids for the first Recovery Act contracts were ranging from around 5 percent to 30 percent below the estimated cost. Several state officials told us they expect this trend to continue until the economy substantially improves and contractors begin taking on enough other work.

Funds appropriated for highway infrastructure spending must be used as required by the Recovery Act. States are required to do the following:

- Ensure that 50 percent of apportioned Recovery Act funds are obligated within 120 days of apportionment (before June 30, 2009) and that the remaining apportioned funds are obligated within 1 year. The 50 percent rule applies only to funds apportioned to the state and not to the 30 percent of funds required by the Recovery Act to be suballocated, primarily based on population, for metropolitan, regional, and local use. The Secretary of Transportation is to withdraw and redistribute to other states any amount that is not obligated within these time frames.[15]

- Give priority to projects that can be completed within 3 years and to projects located in economically distressed areas. These areas are defined by the Public Works and Economic Development Act of 1965, as amended.[16] According to this act, to qualify as an economically distressed area, an area must meet one or more of three criteria related

[15]Recovery Act, div. A, title XII, 123 Stat. 115, 206.

[16]*Id.*

to income and unemployment based on the most recent federal or state data.[17]

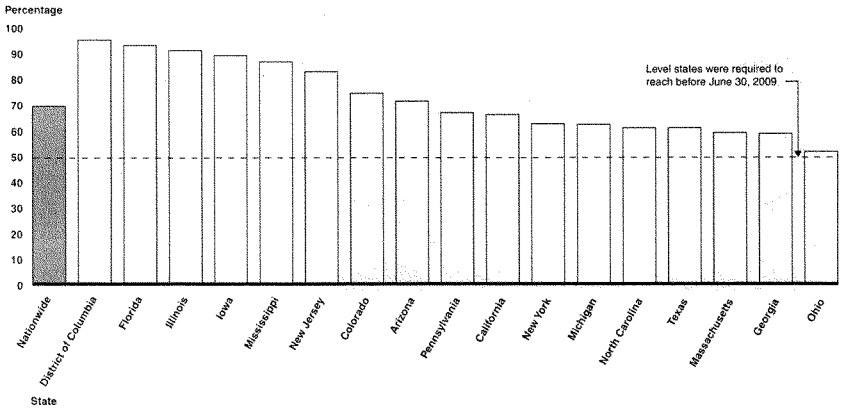
- Certify that the state will maintain the level of spending for the types of transportation projects funded by the Recovery Act that it planned to spend the day the Recovery Act was enacted. As part of this certification, the governor of each state is required to identify the amount of funds the state plans to expend from state sources from February 17, 2009, through September 30, 2010.[18]

All states have met the first Recovery Act requirement that 50 percent of their apportioned funds are obligated within 120 days. Of the $18.7 billion nationally that is subject to this provision, 69 percent was obligated as of June 25 2009. The percentage of funds obligated nationwide and in each of the states included in our review is shown in figure 3.

[17]According to these criteria, to qualify as an economically distressed area, the area must (1) have a per capita income of 80 percent or less of the national average; (2) have an unemployment rate that is, for the most recent 24-month period for which data are available, at least 1 percent greater than the national average unemployment rate; or (3) be an area the Secretary of Commerce determines has experienced or is about to experience a special need arising from actual or threatened severe unemployment or economic adjustment problems resulting from severe short-term or long-term changes in economic conditions (42 U.S.C. § 3161(a)). Eligibility must be supported using the most recent federal data available or, in the absence of recent federal data, by the most recent data available through the government of the state in which the area is located. Federal data that may be used include data reported by the Bureau of Economic Analysis, the Bureau of Labor Statistics, the Census Bureau, the Bureau of Indian Affairs, or any other federal source determined by the Secretary of Commerce to be appropriate (42 U.S.C. § 3161((c)).

[18]Recovery Act, div. A, title XII, § 1201.

Figure 3: Percentage of Recovery Act Highway Funds Obligated as of June 25, 2009



Source: GAO analysis of Federal Highway Administration data.

*This figure does not include obligations that are not subject to the 120-day redistribution requirement (including funds suballocated to localities) and obligations associated with apportioned funds that were transferred from FHWA to the Federal Transit Administration (FTA) for transit projects. Generally, FHWA has authority pursuant to 23 U.S.C. § 104(k)(1) to transfer funds made available for transit projects to FTA.

The second Recovery Act requirement is to give priority to projects that can be completed within 3 years and to projects located in economically distressed areas. Officials from most states reported they expect all or most projects funded with Recovery Act funds to be completed within 3 years. We found that due to the need to select projects and obligate funds quickly, many states first selected projects based on other factors and only later identified to what extent these projects fulfilled the requirement to give priority to projects in economically distressed areas. According to the American Association of State Highway and Transportation Officials, in December 2008, states had already identified more than 5,000 "ready-to-go" projects as possible selections for federal stimulus funding, 2 months prior to enactment of the Recovery Act. Officials from several states also told us they had selected projects prior to the enactment of the Recovery Act and that they only gave consideration to economically distressed areas after they received guidance from DOT.

States also based project selection on other priorities. State officials we met with said they considered factors based on their own state priorities, such as geographic distribution and a project's potential for job creation or other economic benefits. The use of state planning criteria or funding formulas to distribute federal and state highway funds was one factor that we found affected states' implementation of the Recovery Act's prioritization requirements. According to officials in North Carolina, for instance, the state used its statutory Equity Allocation Formula to determine how highway infrastructure investment funds would be distributed. Similarly, in Texas, state officials said they first selected highway preservation projects by allocating a specific amount of funding to each of the state's 25 districts, where projects were identified that addressed the most pressing needs. Officials then gave priority for funding to those projects that were in economically distressed areas.

We also found some instances of states developing their own eligibility requirements using data or criteria not specified in the Public Works and Economic Development Act, as amended. According to the act, the Secretary of Commerce, not individual states, has the authority to determine the eligibility of an area that does not meet the first two criteria of the act. In each of these cases, FHWA approved the use of the states' alternative criteria, but it is not clear on what authority FHWA approved these criteria. For example:

- Arizona based the identification of economically distressed areas on home foreclosure rates and disadvantaged business enterprises—data not specified in the Public Works Act. Arizona officials said they used alternative criteria because the initial determination of economic distress based on the act's criteria excluded three of Arizona's largest and most populous counties, which also contain substantial areas that, according to state officials, are clearly economically distressed and include all or substantial portions of major Indian reservations and many towns and cities hit especially hard by the economic downturn.

- Illinois based its classification on increases in the number of unemployed persons and the unemployment rate,[19] whereas the act bases this determination on how a county's unemployment rate

[19]The state based its classification on (1) whether the 2008 year-end unemployment rate was at or above the statewide average, (2) whether the change in the unemployment rate between 2007 and 2008 was at or above the statewide average, or (3) whether the number of unemployed persons for 2008 had grown by 500 or more.

compares with the national average unemployment rate. According to FHWA, Illinois opted to explore other means of measuring recent economic distress because the initial determination of economic distress based on the act's criteria did not appear to accurately reflect the recent economic downturn in the state. Illinois's use of alternative criteria resulted in 21 counties being identified as economically distressed that would not have been so classified following the act's criteria.[20]

In commenting on a draft of our report, DOT agreed that states must give priority to projects located in economically distressed areas, but said that states must balance all the Recovery Act project selection criteria when selecting projects including giving preference to activities that can be started and completed expeditiously, using funds in a manner that maximizes job creation and economic benefit, and other factors. While we agree with DOT that there is no absolute primacy of economically distressed area projects in the sense that they must always be started first, the specific directives in the act that apply to highway infrastructure are that priority is to be given to projects that can be completed in 3 years, and are located in economically distressed areas. DOT also stated that the basic approach used by selected states to apply alternative criteria is consistent with the Public Works and Economic Development Act and its implementing regulations on economically distressed areas because it makes use of flexibilities provided by the Act to more accurately reflect changing economic conditions. However the result of DOT's interpretation would be to allow states to prioritize projects based on criteria that are not mentioned in the highway infrastructure investment portion of the Recovery or the Public Works Acts without the involvement of the Secretary or Department of Commerce. We plan to continue to monitor states' implementation of the economically distressed area requirements and interagency coordination at the federal level in future reports.

Finally, the states are required to certify that they will maintain the level of state effort for programs covered by the Recovery Act. With one exception, the states have completed these certifications, but they face challenges. Maintaining a state's level of effort can be particularly

[20]Illinois's criteria resulted in 21 counties being classified as economically distressed areas that were not so classified by FHWA and 8 counties not being classified as economically distressed areas that were so classified by FHWA, for a net difference of 13 counties. The map tool that FHWA developed to help states identify which projects are located in is based on the criteria in the Public Works Act.

important in the highway program. We have found that the preponderance of evidence suggests that increasing federal highway funds influences states and localities to substitute federal funds for funds they otherwise would have spent on highways.[21] As we previously reported, substitution makes it difficult to target an economic stimulus package so that it results in a dollar-for-dollar increase in infrastructure investment.[22]

Most states revised the initial certifications they submitted to DOT. As we reported in April, many states submitted explanatory certifications—such as stating that the certification was based on the "best information available at the time"—or conditional certifications, meaning that the certification was subject to conditions or assumptions, future legislative action, future revenues, or other conditions. On April 22, 2009, the Secretary of Transportation sent a letter to each of the nation's governors and provided additional guidance, including that conditional and explanatory certifications were not permitted, and gave states the option of amending their certifications by May 22. Each of the 16 states and District selected for our review resubmitted their certifications. According to DOT officials, the department has concluded that the form of each certification is consistent with the additional guidance, with the exception of Texas. Texas submitted an amended certification on May 27, 2009, which contained qualifying language explaining that the Governor could not certify any expenditure of funds until the legislature passed an appropriation act. According to DOT officials, as of June 25, 2009, the status of Texas' revised certification remains unresolved. Texas officials told us the state plans to submit a revised certification letter, removing the qualifying language. For the remaining states, while DOT has concluded that the form of the revised certifications is consistent with the additional

[21] In 2004, we estimated that during the 1983 through 2000 period, states used roughly half of the increases in federal highway funds to substitute for funding they would otherwise have spent from their own resources and that the rate of substitution increased during the 1990s. The federal-aid highway program creates the opportunity for substitution because states typically spend substantially more than the amount required to meet federal matching requirements. As a consequence, when federal funding increases, states are able to reduce their own highway spending and still obtain increased federal funds. The federal share under the existing federal-aid highway program is generally 80 percent and the matching requirement for states is usually 20 percent. In 2004, we reported that in 2002, states and localities contributed 54 percent of the nation's capital investment in highways, while the federal government contributed 46 percent (in 2001 dollars). GAO, *Federal-Aid Highways: Trends, Effect on State Spending, and Options for Future Program Design*, GAO-04-802 (Washington, D.C.: Aug. 31, 2004).

[22] GAO, *Physical Infrastructure: Challenges and Investment Options for the Nation's Infrastructure*, GAO-08-763T (Washington, D.C.: May 8, 2008).

guidance, it is currently evaluating whether the states' method of calculating the amounts they planned to expend for the covered programs is in compliance with DOT guidance.

States face drastic fiscal challenges, and most states are estimating that their fiscal year 2009 and 2010 revenue collections will be well below estimates. In the face of these challenges, some states told us that meeting the maintenance-of-effort requirements over time poses significant challenges. For example, federal and state transportation officials in Illinois told us that to meet its maintenance-of-effort requirements in the face of lower-than-expected fuel tax receipts, the state would have to use general fund or other revenues to cover any shortfall in the level of effort stated in its certification. Mississippi transportation officials are concerned about the possibility of statewide, across-the-board spending cuts in 2010. According to the Mississippi transportation department's budget director, the agency will try to absorb any budget reductions in 2010 by reducing administrative expenses to maintain the state's level of effort.

Most States We Visited Have Received State Fiscal Stabilization Funds and Have Planned to Allocate Most Education Stabilization Funds to LEAs

The Recovery Act created a State Fiscal Stabilization Fund (SFSF) in part to help state and local governments stabilize their budgets by minimizing budgetary cuts in education and other essential government services, such as public safety.[23] Beginning in March 2009, the Department of Education issued a series of fact sheets, letters, and other guidance to states on the SFSF. Specifically, a March fact sheet, the Secretary's April letter to Governors, and program guidance issued in April and May mention that the purposes of the SFSF include helping stabilize state and local budgets, avoiding reductions in education and other essential services, and ensuring LEAs and public IHEs have resources to "avert cuts and retain teachers and professors." The documents also link educational progress to economic recovery and growth and identify four principles to guide the distribution and use of Recovery Act funds: (1) spend funds quickly to retain and create jobs; (2) improve student achievement through school improvement and reform; (3) ensure transparency, public reporting, and accountability; and (4) invest one-time Recovery Act funds thoughtfully to avoid unsustainable continuing commitments after the funding expires, known as the "funding cliff."

[23]Stabilization funds for education distributed under the Recovery Act must be used to alleviate shortfalls in state support for education to school districts and public institutions of higher education (IHEs). The U.S. Department of Education (Education), the federal agency charged with administration and oversight of the SFSF, distributes the funds on a formula basis, with 81.8 percent of each state's allocation designated for the education stabilization fund for local educational agencies (LEA) and public IHEs. The remaining 18.2 percent of each state's allocation is designated for the government services fund for public safety and other government services, which may include education. Consistent with the purposes of the Recovery Act—which include, in addition to stabilizing state and local budgets, promoting economic recovery and preserving and creating jobs—the SFSF can be used by states to restore cuts to state education spending. In return for SFSF funding, a state must make several assurances, including that it will maintain state support for education at least at fiscal year 2006 levels. In order to receive SFSF funds, each state must also assure it will implement strategies to advance education reform in four specific ways as described by Education: 1) Increase teacher effectiveness and address inequities in the distribution of highly qualified teachers; 2)Establish a pre-K-through-college data system to track student progress and foster improvement; 3) Make progress toward rigorous college- and career-ready standards and high-quality assessments that are valid and reliable for all students, including students with limited English proficiency and students with disabilities; and 4) Provide targeted, intensive support and effective interventions to turn around schools identified for corrective action or restructuring. Schools identified for corrective action have missed academic targets for 4 consecutive years and schools implementing restructuring have missed academic targets for 6 consecutive years. Along with these education reform assurances, additional state assurances must address federal requirements concerning accountability, transparency, reporting, and compliance with certain federal laws and regulations.

After meeting assurances to maintain state support for education at least at fiscal year 2006 levels, states are required to use the education stabilization fund to restore state support to the greater of fiscal year 2008 or 2009 levels for elementary and secondary education, public IHEs, and, if applicable, early childhood education programs. States must distribute these funds to school districts using the primary state education formula but maintain discretion in how funds are allocated to public IHEs. If, after restoring state support for education, additional funds remain, the state must allocate those funds to school districts according to the Elementary and Secondary Education Act of 1965 (ESEA), Title I, Part A funding formula. On the other hand, if a state's education stabilization fund allocation is insufficient to restore state support for education, then a state must allocate funds in proportion to the relative shortfall in state support to public school districts and public IHEs. Education stabilization funds must be allocated to school districts and public IHEs and cannot be retained at the state level.

Once education stabilization funds are awarded to school districts and public IHEs, they have considerable flexibility over how they use those funds. School districts are allowed to use education stabilization funds for any allowable purpose under ESEA, the Individuals with Disabilities Education Act (IDEA), the Adult Education and Family Literacy Act, or the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins Act), subject to some prohibitions on using funds for, among other things, sports facilities and vehicles. In particular, Education's guidance states that because allowable uses under the Impact Aid provisions of ESEA are broad, school districts have discretion to use education stabilization funds for a broad range of things, such as salaries of teachers, administrators, and support staff, and purchases of textbooks, computers, and other equipment. The Recovery Act allows public IHEs to use education stabilization funds in such a way as to mitigate the need to raise tuition and fees, as well as for the modernization, renovation, and repair of facilities, subject to certain limitations. However, the Recovery Act prohibits public IHEs from using education stabilization funds for such things as increasing endowments; modernizing, renovating, or repairing sports facilities; or maintaining equipment. Education's SFSF guidance expressly prohibits states from placing restrictions on LEAs' use of education stabilization funds, beyond those in the law, but allows states some discretion in placing limits on how IHEs may use these funds.

The SFSF provides states and school districts with additional flexibility, subject to certain conditions, to help them address fiscal challenges. For example, the Secretary of Education is granted authority to permit waivers

of state maintenance-of-effort (MOE) requirements if a state certified that state education spending will not decrease as a percentage of total state revenues. Education issued guidance on the MOE requirement, including the waiver provision, on May 1, 2009. Also, the Secretary may permit a state or school district to treat education stabilization funds as nonfederal funds for the purpose of meeting MOE requirements for any program administered by Education, subject to certain conditions. Education, as of June 29, 2009, has not provided specific guidance on the process for states and school districts to apply for the Secretary's approval.

States have broad discretion over how the $8.8 billion in the SFSF government services fund are used. The Recovery Act provides that these funds must be used for public safety and other government services and that these services may include assistance for education, as well as modernization, renovation, and repairs of public schools or IHEs.

On April 1, 2009, Education made at least 67 percent of each state's SFSF funds[24] available, subject to the receipt of an application containing state assurances, information on state levels of support for education and estimates of restoration amounts, and baseline data demonstrating state status on each of the four education reform assurances. If a state could not certify that it would meet the MOE requirement, Education required it to certify that it will meet requirements for receiving a waiver—that is, that education spending would not decrease relative to total state revenues. In determining state level of support for elementary and secondary education, Education required states to use their primary formula for distributing funds to school districts but also allowed states some flexibility in broadening this definition. For IHEs, states have some discretion in how they establish the state level of support, with the provision that they cannot include support for capital projects, research and development, or amounts paid in tuition and fees by students. In order to meet statutory requirements for states to establish their current status regarding each of the four required programmatic assurances, Education provided each state with the option of using baseline data Education had identified or providing another source of baseline data. Some of the data provided by Education was derived from self-reported data submitted annually by the states to Education as part of their Consolidated State

[24]This was phase I funding. A state will receive the remaining allotment of its SFSF allocation in phase II after Education approves the state's comprehensive plan for making progress with respect to the four education reform assurances. Education anticipates that phase II funds will be awarded by September 30, 2009.

Performance Reports (CSPR), but Education also relied on data from third parties, including the Data Quality Campaign (DQC), the National Center for Educational Achievement (NCEA), and Achieve.[25]

Education has reviewed applications as they arrive for completeness and has awarded states their funds once it determined all assurances and required information had been submitted. Education set the application deadline for July 1, 2009. On June 24, 2009, Education issued guidance to states informing them they must amend their applications if there are changes to the reported levels of state support that were used to determine maintenance of effort or to calculate restoration amounts.

As of June 30, 2009, of the 16 states and the District of Columbia covered by our review, only Texas had not submitted an SFSF application. Pennsylvania recently submitted an application but had not yet received funding. The remaining 14 states and the District of Columbia had submitted applications and Education had made available to them a total of about $17 billion in initial funding. As of June 26, 2009, only 5 of these states had drawn down SFSF Recovery Act funds. In total, about 25 percent of available funds had been drawn down by these states.

Three of the selected states—Florida, Massachusetts, and New Jersey—said they would not meet the maintenance-of-effort requirements but would meet the eligibility requirements for a waiver and that they would apply for a waiver. Most of the states' applications show that they plan to provide the majority of education stabilization funds to LEAs, with the remainder of funds going to IHEs. Several states and the District of Columbia estimated in their application that they would have funds remaining beyond those that would be used to restore education spending in fiscal years 2009 and 2010. These funds can be used to restore education spending in fiscal year 2011, with any amount left over to be distributed to LEAs.

[25]DQC is a national collaborative effort involving more than 50 organizations working to encourage and support state policymakers to improve the availability and use of high-quality education data to improve student achievement. NCEA, a nonprofit organization owned by ACT Inc.—a company that develops and markets assessments—focuses on raising student achievement based on higher college and career readiness standards. Achieve, created in 1996 by the nation's governors and corporate leaders, is an independent, bipartisan, nonprofit education reform organization focused on raising academic standards and graduation requirements, improving assessments, and strengthening accountability.

States have flexibility in how they allocate education stabilization funds among IHEs but, once they establish their state funding formula, not in how they allocate the funds among LEAs. Florida and Mississippi allocated funds among their IHEs, including universities and community colleges, using formulas based on factors such as enrollment levels. Other states allocated SFSF funds taking into consideration the budget conditions of the IHEs.

Regarding LEAs, most states planned to allocate funds based on states' primary funding formulae. Many states are using a state formula based on student enrollment weighted by characteristics of students and LEAs. For example, Colorado's formula accounts for the number of students at risk while the formula used by the District allocates funds to LEAs using weights for each student based on the relative cost of educating students with specific characteristics. For example, an official from Washington, D.C. Public Schools said a student who is an English language learner may cost more to educate than a similar student who is fluent in English.

States may use the government services portion of SFSF for education but have discretion to use the funds for a variety of purposes. Officials from Florida, Illinois, New Jersey, and New York reported that their states plan to use some or most of their government services funds for educational purposes. Other states are applying the funds to public safety. For example, according to state officials, California is using the government services fund for it corrections system, and Georgia will use the funds for salaries of state troopers and staff of forensic laboratories and state prisons.

Officials in many school districts told us that SFSF funds would help offset state budget cuts and would be used to maintain current levels of education funding. However, many school district officials also reported that using SFSF funds for education reforms was challenging given the other more pressing fiscal needs.

Although their plans are generally not finalized, officials in many school districts we visited reported that their districts are preparing to use SFSF funds to prevent teacher layoffs, hire new teachers, and provide professional development programs. Most school districts will use the funding to help retain jobs that would have been cut without SFSF funding. For example, Miami Dade officials estimate that the stabilization funds will help them save nearly two thousand teaching positions. State and school district officials in eight states we visited (California, Colorado, Florida, Georgia, Massachusetts, Michigan, New York, and North Carolina)

also reported that SFSF funding will allow their state to retain positions, including teaching positions that would have been eliminated without the funding. In the Richmond County School System in Georgia, officials noted they plan to retain positions that support its schools, such as teachers, paraprofessionals, nurses, media specialists and guidance counselors. Local officials in Mississippi reported that budget-related hiring freezes had hindered their ability to hire new staff, but because of SFSF funding, they now plan to hire. In addition, local officials in a few states told us they plan to use the funding to support teachers. For example, officials in Waterloo Community and Ottumwa Community School Districts in Iowa as well as officials from Miami-Dade County in Florida cited professional development as a potential use of funding to support teachers.

Although school districts are preventing layoffs and continuing to provide educational services with the SFSF funding, most did not indicate they would use these funds to pursue educational reform. School district officials cited a number of barriers, which include budget shortfalls, lack of guidance from states, and insufficient planning time. In addition to retaining and creating jobs, school districts have considerable flexibility to use these resources over the next 2 years to advance reforms that could have long-term impact. However, a few school district officials reported that addressing reform efforts was not in their capacity when faced with teacher layoffs and deep budget cuts. In Flint, Michigan, officials reported that SFSF funds will be used to cope with budget deficits rather than to advance programs, such as early childhood education or repairing public school facilities. According to the Superintendent of Flint Community Schools, the infrastructure in Flint is deteriorating, and no new school buildings have been built in over 30 years. Flint officials said they would like to use SFSF funds for renovating buildings and other programs, but the SFSF funds are needed to maintain current education programs.

Officials in many school districts we visited reported having inadequate guidance from their state on using SFSF funding, making reform efforts more difficult to pursue. School district officials in most states we visited reported they lacked adequate guidance from their state to plan and report on the use of SFSF funding. Without adequate guidance and time for planning, school district officials told us that preparing for the funds was difficult. At the time of our visits, several school districts were unaware of their funding amounts, which, officials in two school districts said, created additional challenges in planning for the 2009-2010 school year. One charter school we visited in North Carolina reported that layoffs will be required unless their state notifies them soon how much SFSF funding

they will receive. State officials in North Carolina, as well as in several other states, told us they are waiting for the state legislature to pass the state budget before finalizing SFSF funding amounts for school districts.

IHEs Plan to Use SFSF Funds for Faculty Salaries and Other Purposes and Expect the Funds to Save Jobs and Mitigate Tuition Increases

Although many IHEs had not finalized plans for using SFSF funds, the most common expected use for the funds at the IHEs we visited was to pay salaries of IHE faculty and staff.[26] Officials at most of the IHEs we visited told us that, due to budget cuts, their institutions would have faced difficult reductions in faculty and staff if they were not receiving SFSF funds. Other IHEs expected to use SFSF funds in the future to pay salaries of certain employees during the year.

Several IHEs we visited are considering other uses for SFSF funds. Officials at the Borough of Manhattan Community College in New York City want to use some of their SFSF funds to buy energy saving light bulbs and to make improvements in the college's very limited space such as, by creating tutoring areas and study lounges. Northwest Mississippi Community College wants to use some of the funds to increase e-learning capacity to serve the institution's rapidly increasing number of students. Several other IHEs plan to use some of the SFSF funds for student financial aid.

Because many IHEs expect to use SFSF funds to pay salaries of current employees that they likely would not have been able to pay without the SFSF funds, IHEs officials said that SFSF funds will save jobs. Officials at several IHEs noted that this will have a positive impact on the educational environment such as, by preventing increases in class size and enabling the institutions to offer the classes that students need to graduate. In addition to preserving existing jobs, some IHEs anticipate creating jobs with SFSF funds. Besides saving and creating jobs at IHEs, officials noted that SFSF monies will have an indirect impact on jobs in the community. IHE officials also noted that SFSF funds will indirectly improve employment because some faculty being paid with the funds will help unemployed workers develop new skills, including skills in fields, such as health care, that have a high demand for trained workers. State and IHE officials also believe that SFSF funds are reducing the size of tuition and fee increases.

[26]During our review, we met with IHEs and state officials responsible for IHE oversight in 8 states—California, Florida, Georgia, Illinois, Mississippi, New York, North Carolina, and Ohio.

Other Selected Programs

Our report provides additional details on the use of Recovery Act funds for these three programs in the 16 selected states and the District. In addition to Medicaid FMAP, Highway Infrastructure Investment, and SFSF, we also reviewed six other programs receiving Recovery Act funds. These programs are:

- Title I, Part A of the Elementary and Secondary Education Act of 1965 (ESEA)
- Parts B and C of the Individuals with Disabilities Education Act (IDEA)
- Workforce Investment Act (WIA) Youth Program
- Public Housing Capital Fund
- Edward Byrne Memorial Justice Assistance Grant (JAG) Program
- Weatherization Assistance Program

Additional detail regarding the states' and localities' use of funds for these programs is available in the full report also being released today, GAO-09-829. Individual state summaries for the 16 selected states and the District are accessible through GAO's recovery page at www.gao.gov/recovery and in an electronic supplement, GAO-09-830SP.

Recovery Act Funding Helped States Address Budget Challenges

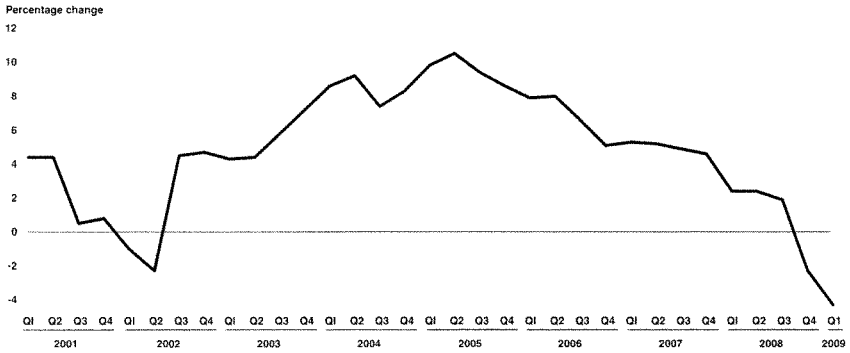
State revenue continued to decline and states used Recovery Act funding to reduce some of their planned budget cuts and tax increases to close current and anticipated budget shortfalls for fiscal years 2009 and 2010.[27] Of the 16 states and the District, 15 estimate fiscal year 2009 general fund revenue collections will be less than in the previous fiscal year.[28] For two of the selected states —Iowa and North Carolina—revenues were lower than projected but not less than the previous fiscal year. As shown in figure 4, data from the Bureau of Economic Analysis (BEA) also indicate that the rate of state and local revenue growth has generally declined since

[27]According to the National Association of State Budget Officers (NASBO), most states have balanced-budget requirements for general funds, which may include requirements such as (1) requiring governors to submit a balanced budget, (2) mandating that their legislatures pass a balanced budget, (3) directing governors to sign a balanced budget, or (4) requiring governors to execute a balanced budget. According to NASBO, all of the states we visited have balanced-budget requirements. (In its report, NASBO did not provide information on the District of Columbia's balanced budget requirements.) See NASBO, *Budget Processes in the States* (Washington, D.C.: Summer 2008).

[28]Michigan—along with the District of Columbia—has a fiscal year that begins October 1. New York's fiscal year begins April 1, and the fiscal year for Texas begins on September 1. All other states we visited have fiscal years beginning July 1.

the second quarter of 2005, and the rate of growth has been negative in the fourth quarter of 2008 and the first quarter of 2009.[29]

Figure 4: Year-Over-Year Change in State and Local Government Current Tax Receipts



Source: GAO analysis of BEA data.

Officials in most of the selected states and the District expect these revenue trends to contribute to budget gaps (estimated revenues less than estimated disbursements) anticipated for future fiscal years. All of the 16 states and the District forecasted budget gaps in state fiscal year 2009-2010 before budget actions were taken.

Consistent with one of the purposes of the act, states' use of Recovery Act funds to stabilize their budgets helped them minimize and avoid reductions in services as well as tax increases. States took a number of

[29]Recent reports provide additional details regarding revenue declines beyond our selected states. For example, see The National Governors Association and the National Association of State Budget Officers (NASBO), *The Fiscal Survey of States* (Washington, D.C., June 2009); National Conference of State Legislatures, *Budget Update: April 2009* (Washington, D.C., April 2009); Lucy Dadayan and Donald J. Boyd, The Nelson A. Rockefeller Institute of Government, *April is the Cruelest Month: Personal Income Tax Revenues Portend Deepening Trouble for Many States* (Albany, N.Y., June 18, 2009).

actions to balance their budgets in fiscal year 2009-2010, including staff layoffs, furloughs, and program cuts. The use of Recovery Act funds affected the size and scope of some states' budgeting decisions, and many of the selected states reported they would have had to make further cuts to services and programs without the receipt of Recovery Act funds. For example, California, Colorado, Georgia, Illinois, Massachusetts, Michigan, New York, and Pennsylvania budget officials all stated that current or future budget cuts would have been deeper without the receipt of Recovery Act funds.

Recovery Act funds helped cushion the impact of states' planned budget actions but officials also cautioned that current revenue estimates indicate that additional state actions will be needed to balance future-year budgets. Future actions to stabilize state budgets will require continued awareness of the maintenance-of-effort (MOE) requirements for some federal programs funded by the Recovery Act. For example, Massachusetts officials expressed concerns regarding MOE requirements attached to federal programs, including those funded through the Recovery Act, as future across-the-board spending reductions could pose challenges for maintaining spending levels in these programs. State officials said that MOE requirements that require maintaining spending levels based upon prior-year fixed dollar amounts will pose more of a challenge than upholding spending levels based upon a percentage of program spending relative to total state budget expenditures. In addition, some states also reported accelerating their use of Recovery Act funds to stabilize deteriorating budgets.

Many states, such as Colorado, Florida, Georgia, Iowa, New Jersey, and North Carolina, also reported tapping into their reserve or rainy-day funds in order to balance their budgets. In most cases, the receipt of Recovery Act funds did not prevent the selected states from tapping into their reserve funds, but a few states reported that without the receipt of Recovery Act funds, withdrawals from reserve funds would have been greater.[30] Officials from Georgia stated that although they have already used reserve funds to balance their fiscal year 2009 and 2010 budgets, they may use additional reserve funds if, at the end of fiscal year 2009, revenues are lower than the most recent projections. In contrast, New York officials stated they were able to avoid tapping into the state's reserve funds due to

[30]According to NASBO, the selected states have varying legal requirements regarding contributions to and withdrawals from various types of reserve funds.

the funds made available as a result of the increased Medicaid FMAP funds provided by the Recovery Act.

Approaches to Developing Exit Strategies for End of Recovery Act Funding Influenced by Nature of State Budget Processes

States' approaches to developing exit strategies for the use of Recovery Act funds reflect the balanced-budget requirements in place for all of our selected states and the District. Budget officials referred to the temporary nature of the funds and fiscal challenges expected to extend beyond the timing of funds provided by the Recovery Act. Officials discussed a desire to avoid what they referred to as the "cliff effect" associated with the dates when Recovery Act funding ends for various federal programs.

Budget officials in some of the selected states are preparing for the end of Recovery Act funding by using funds for nonrecurring expenditures and hiring limited-term positions to avoid creating long-term liabilities. A few states reported that although they are developing preliminary plans for the phasing out of Recovery Act funds, further planning has been delayed until revenue and expenditure projections are finalized.

States Have Implemented Various Internal Control Programs: However, Single Audit Guidance and Reporting Does Not Adequately Address Recovery Act Risk

Given that Recovery Act funds are to be distributed quickly, effective internal controls over use of funds are critical to help ensure effective and efficient use of resources, compliance with laws and regulations, and in achieving accountability over Recovery Act programs. Internal controls include management and program policies, procedures, and guidance that help ensure effective and efficient use of resources; compliance with laws and regulations; prevention and detection of fraud, waste, and abuse; and the reliability of financial reporting. Management is responsible for the design and implementation of internal controls and the states in our sample have a range of approaches for implementing their internal controls.

Some states have internal control requirements in their state statutes and others have undertaken internal control programs as management initiatives. In our sample, 7 states - California, Colorado, Florida, Michigan, Mississippi, New York, and North Carolina –have statutory requirements for internal control programs and activities. An additional 9 states – Arizona, Georgia, Illinois, Iowa, Massachusetts, New Jersey, Ohio, Pennsylvania, and Texas – have undertaken various internal control programs. In addition, the District of Columbia has taken limited actions related to its internal control program. An effective internal control program helps manage change in response to shifting environments and evolving demands and priorities, such as changes related to implementing the Recovery Act.

Risk assessment and monitoring are key elements of internal controls, and the states in our sample and the District have undertaken a variety of actions in these areas.

- Risk assessment involves performing comprehensive reviews and analyses of program operations to determine if internal and external risks exist and to evaluate the nature and extent of risks which have been identified. Approaches to risk analysis can vary across organizations because of differences in missions and the methodologies used to qualitatively and quantitatively assign risk levels.

- Monitoring activities include the systemic process of reviewing the effectiveness of the operation of the internal control system. These activities are conducted by management, oversight entities, and internal and external auditors. Monitoring enables stakeholders to determine whether the internal control system continues to operate effectively over time. Monitoring also provides information and feedback to the risk assessment process.

Challenges Exist in Tracking Recovery Act Funds

States and localities are responsible for tracking and reporting on Recovery Act funds.[31] OMB has issued guidance to the states and localities that provides for separate identification—"tagging"—of Recovery Act funds so that specific reports can be created and transactions can be specifically identified as Recovery Act funds.[32] The flow of federal funds to the states varies by program, the grantor agencies have varied grants management processes and grants vary substantially in their types, purposes, and administrative requirements.[33]

Several states and the District of Columbia have created unique codes for their financial systems in order to tag the Recovery Act funds. Most state and local program officials told us that they will apply existing controls

[31]Recovery Act, div. A, title XV, § 1512.

[32]OMB memoranda, M-09-10, *Initial Implementing Guidance for the American Recovery and Reinvestment Act of 2009*, February 18, 2009, and M-09-15, *Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009*, April 3, 2009.

[33]GAO, *Grants Management: Additional Actions Needed to Streamline and Simplify Process*, GAO-05-335 (Washington, D.C.: April 2005).

and oversight processes that they currently apply to other program funds to oversee Recovery Act funds.

In addition to being an important accountability mechanism, audit results can provide valuable information for use in management's risk assessment and monitoring processes. The single audit report, prepared to meet the requirements of the Single Audit Act,[34] as amended (Single Audit Act), is a source of information on internal control and compliance findings and the underlying causes and risks. The report is prepared in accordance with OMB's implementing guidance in OMB Circular No. A-133, *Audits of States, Local Governments, and Non-Profit Organizations*,[35] which provides guidance to auditors on selecting federal programs for audit and the related internal control and compliance audit procedures to be performed.

In our April 23, 2009 report, we reported that the guidance and criteria in OMB Circular No. A-133 do not adequately address the substantial added risks posed by the new Recovery Act funding. Such risks may result from (1) new government programs, (2) the sudden increase in funds or programs that are new to the recipient entity, and (3) the expectation that some programs and projects will be delivered faster so as to inject funds into the economy. With some adjustment, the single audit could be an effective oversight tool for Recovery Act programs, addressing risks associated with all three of these factors.

[34]The Single Audit Act requires states, local governments, and nonprofit organizations expending over $500,000 in federal awards in a year to obtain an audit in accordance with requirements set forth in the Act. A single audit consists of (1) an audit and opinions on the fair presentation of the financial statements and the Schedule of Expenditures of Federal Awards; (2) gaining an understanding of and testing internal control over financial reporting and the entity's compliance with laws, regulations, and contract or grant provisions that have a direct and material effect on certain federal programs (i.e., the program requirements); and (3) an audit and an opinion on compliance with applicable program requirements for certain federal programs.

[35]The auditor identifies the applicable federal programs, including "major programs," based on risk criteria, including minimum dollar thresholds, set out in the Single Audit Act and OMB Circular No. A-133. Guidance on identifying compliance requirements for most large federal programs is set out in the Compliance Supplement to OMB Circular No. A-133. OMB has 14 requirements that generally are to be tested for each major federal program to opine on compliance and report on significant deficiencies in internal control over compliance with each applicable compliance requirement.

Our April 2009 report on the Recovery Act included recommendations that OMB adjust the current audit process to:

- focus the risk assessment auditors use to select programs to test for compliance with 2009 federal program requirements on Recovery Act funding;
- provide for review of the design of internal controls during 2009 over programs to receive Recovery Act funding, before significant expenditures in 2010; and
- evaluate options for providing relief related to audit requirements for low-risk programs to balance new audit responsibilities associated with the Recovery Act.

Since April, although OMB has taken several steps in response to our recommendations, these actions do not sufficiently address the risks leading to our recommendations. To focus auditor risk assessments on Recovery Act-funded programs and to provide guidance on internal control reviews for Recovery Act programs, OMB is working within the framework defined by existing mechanisms—Circular No. A-133 and the Compliance Supplement. In this context, OMB has made limited adjustments to its single audit guidance and is planning to issue additional guidance in mid-July 2009.

Focusing Auditors' Program Risk Assessments on Programs with Recovery Act Funding

On May 26, OMB issued the 2009 edition of the Circular A-133 Compliance Supplement. The new Compliance Supplement is intended to focus auditor risk assessment on Recovery Act funding by, among things (1) requiring that auditors specifically ask auditees about and be alert to expenditure of funds provided by the Recovery Act, and (2) providing an appendix that highlights some areas of the Recovery Act impacting single audits. The appendix adds a requirement that large programs and program clusters with Recovery Act funding cannot be assessed as low-risk for the purposes of program selection without clear documentation of the reasons they are considered low risk. It also calls for recipients to separately identify expenditures for Recovery Act programs on the Schedule of Expenditures of Federal Awards.

However, OMB has not yet identified program groupings critical to auditors' selection of programs to be audited for compliance with program requirements. OMB Circular A-133 relies heavily on the amount of federal expenditures in a program during a fiscal year and whether findings were reported in the previous period to determine whether detailed compliance testing is required for that year. Although OMB is considering ways to

cluster programs for single audit selection to make it more likely that Recovery Act programs would be selected as major programs subject to internal control and compliance testing, the dollar formulas would not change under this plan. This approach may not provide sufficient assurance that smaller, but nonetheless significant, Recovery Act-funded programs would be selected for audit.

In addition, the 2009 Compliance Supplement does not yet provide specific auditor guidance for new programs funded by the Recovery Act, or for new compliance requirements specific to Recovery Act funding within existing programs, that may be selected as major programs for audit. OMB acknowledges that additional guidance is called for and plans to address some Recovery Act-related compliance requirements by mid-July 2009.

Reviewing the Design of Internal Controls over Recovery Act-funded Programs before Significant Expenditures in 2010

To provide additional focus on internal control reviews, OMB has drafted guidance it plans to finalize in July 2009 that indicates the importance of such reviews and encourages auditors to communicate weaknesses to management early in the audit process, but does not add requirements for auditors to take these steps. Addressing this recommendation through the existing audit framework, however, would not change the reporting timeframes and therefore would not address our concern that internal controls over Recovery Act programs should be reviewed before significant funding is expended. In addition, if the guidance is limited to major programs this may not adequately consider Recovery Act program risks. Further, if this is done within the current single audit framework and reporting timelines, the auditor evaluation of internal control and related reporting will occur too late—after significant levels of federal expenditures have already occurred.

Providing relief to Balance Expected Increased Workload

While OMB has noted the increased responsibilities falling on those responsible for performing single audits, it has not issued any proposals or plans to address this recommendation to date. A recent survey conducted by the staff of the National State Auditors' Association (NSAA) [36] highlighted the need for relief to over-burdened state audit organizations that have experienced staffing reductions and furloughs.

[36]NSAA's mission is to unite state auditors by encouraging and providing opportunities for the free exchange of information and ideas between auditors on the state, federal and local levels.

OMB officials told us they are considering reducing auditor workload by decreasing the number of risk assessments of smaller federal programs. Auditors conduct these risk assessments as part of the planning process to identify which federal programs will be subject to detailed internal control and compliance testing. We believe that this step alone will not provide sufficient relief to balance out additional audit requirements for Recovery Act programs. Without action now audit coverage of Recovery Act programs will not be sufficient to address Recovery Act risks and the audit reporting that does occur will be after significant expenditures have already occurred.

Congress is currently considering a bill that could provide some financial relief to auditors lacking the staff capacity necessary to handle the increased audit responsibilities associated with the Recovery Act. H.R. 2182 would amend the Recovery Act to provide for enhanced state and local oversight of activities conducted pursuant to the Act. As passed by the House, H.R. 2182 would allow state and local governments to set aside 0.5 percent of Recovery Act funds, in addition to funds already allocated to administrative expenditures, to conduct planning and oversight. Chairman Towns, Ranking Member Issa, and this Committee are to be commended for their leadership in crafting H.R. 2182.

Single Audit Reporting Will Not Facilitate Timely Reporting of Recovery Act Program Findings and Risks

The single audit reporting deadline is too late to provide audit results in time for the audited entity to take action on deficiencies noted in Recovery Act programs. The Single Audit Act requires that recipients submit their Single Audit reports to the federal government no later than nine months after the end of the period being audited.[37] As a result an audited entity may not receive feedback needed to correct an identified internal control or compliance weakness until the latter part of the subsequent fiscal year. For example, states that have a fiscal year end of June 30th have a reporting deadline of March 31st, which leaves program management only 3 months to take corrective action on any audit findings before the end of the subsequent fiscal year. For Recovery Act programs, significant expenditure of funds could occur during the period prior to the audit report being issued.

[37]Single Audit Act Section 7502(b)(2). The guidance provides that under certain conditions, Single Audit auditees may be audited biennially instead of annually. For entities that are audited biennially, it is longer before internal control and compliance weaknesses are identified and remediated.

The timing problem is exacerbated by the extensions to the 9 month deadline that are routinely granted by the awarding agencies, consistent with OMB guidance. For example, 13 of the 17 states in our sample have a June 30 fiscal year end and 7 of these 13 states requested and received extensions for their March 31, 2009 submission requirement of their fiscal year 2008 reporting package.[38] The Health and Human Services Office of Inspector General (HHS OIG) is the cognizant agency for most of the states, including all of the states selected for review under the Recovery Act. According to a HHS OIG official, beginning in May 2009 HHS IG adopted a policy of no longer approving requests for extensions of the due dates for single audit reporting package submissions. OMB officials have stated that they plan to eliminate allowing extensions of the reporting package, but have not issued any official guidance or memorandum to the agencies, OIGs, or federal award recipients.

In order to realize the single audit's full potential as an effective Recovery Act oversight tool, OMB needs to take additional action to focus auditors' efforts on areas that can provide the most efficient, and most timely, results. As federal funding of Recovery Act programs accelerates in the next few months, we are particularly concerned that the Single Audit process may not provide the timely accountability and focus needed to assist recipients in making necessary adjustments to internal controls so that they achieve sufficient strength and capacity to provide assurances that the money is being spent as effectively as possible to meet program objectives.

Efforts to Assess the Impact of Recovery Act Spending

As recipients of Recovery Act funds and as partners with the federal government in achieving Recovery Act goals, states and local units of government are expected to invest Recovery Act funds with a high level of transparency and to be held accountable for results under the Recovery Act. Under the Recovery Act, direct recipients of the funds, including states and localities, are expected to report quarterly on a number of measures including the use of funds and an estimate of the number of jobs created and the number of jobs retained. These measures are part of the recipient reports required under section 1512(c) of the Recovery Act and

[38]Department of Health and Human Services is the cognizant agency for the 16 states and District of Columbia that are included in our study. According to OMB Circular No. A-133 §.400(a)(2), if an entity needs an extension for submission of their single audit report, the cognizant agency must consider auditee requests for extension to the report submission due date.

will be submitted by recipients starting in October 2009. OMB guidance described recipient reporting requirements under the Recovery Act's section 1512 as the minimum performance measures that must be collected, leaving it to federal agencies to determine additional information that would be required for oversight of individual programs funded by the Recovery Act, such as the Department of Energy Weatherization Assistance Program and the Department of Justice Edward Byrne Memorial Justice Assistance Grant (JAG) Program.

In general, states are adapting information systems, issuing guidance, and beginning to collect data on jobs created and jobs retained, but questions remained about how to count jobs and measure performance under Recovery Act-funded programs. Over the last several months OMB met regularly with state and local officials, federal agencies, and others to gather input on the reporting requirements and implementation guidance. OMB also worked with the Recovery Accountability and Transparency Board to design a nationwide data collection system that will reduce information reporting burdens on recipients by simplifying reporting instructions and providing a user-friendly mechanism for submitting required data. OMB will be testing this system in July.

In response to requests for more guidance on the recipient reporting process and required data, OMB, after soliciting responses from an array of stakeholders, issued additional implementing guidance for recipient reporting on June 22, 2009.[39] In addition to other areas, the new OMB guidance clarifies that recipients of Recovery Act funds are required to report only on jobs directly created or retained by Recovery Act-funded projects, activities, and contracts. Recipients are not expected to report on the employment impact on materials suppliers ("indirect" jobs) or on the local community ("induced" jobs). The OMB guidance also provides additional instruction on estimating the number of jobs created and retained by Recovery Act funding. OMB's guidance on the implementation of recipient reporting should be helpful in addressing answers to many of the questions and concerns raised by state and local program officials. However, federal agencies may need to do a better job of communicating the OMB guidance in a timely manner to their state counterparts and, as appropriate, issue clarifying guidance on required performance measurement.

[39]OMB memoranda, M-09-21, *Implementing Guidance for the Reports on Use of Funds Pursuant to the American Recovery and Reinvestment Act of 2009* (June 22, 2009).

OMB's guidance for reporting on job creation aims to shed light on the immediate uses of Recovery Act funding; however, reports from recipients of Recovery Act funds must be interpreted with care. For example, accurate, consistent reports will only reflect a portion of the likely impact of the Recovery Act on national employment, since Recovery Act resources are also made available through tax cuts and benefit payments.[40] OMB noted that a broader view of the overall employment impact of the Recovery Act will be covered in the estimates generated by the Council of Economic Advisers (CEA) using a macro-economic approach. According to CEA, it will consider the direct jobs created and retained reported by recipients to supplement its analysis.[41]

Concluding Observations and Recommendations

Since enactment of the Recovery Act in February 2009, OMB has issued three sets of guidance—on February 18, April 3 and, most recently, June 22, 2009[42] —to announce spending and performance reporting requirements to assist prime recipients and subrecipients of federal Recovery Act funds comply with these requirements. OMB has reached out to Congress, federal, state, and local government officials, grant and contract recipients, and the accountability community to get a broad perspective on what is needed to meet the high expectations set by Congress and the administration. Further, according to OMB's June guidance they have worked with the Recovery Accountability and Transparency Board to deploy a nationwide data collection system at www.federalreporting.gov.

As work proceeds on the implementation of the Recovery Act, OMB and the cognizant federal agencies have opportunities to build on the early efforts by continuing to address several important issues.

[40]The recipient reporting requirement only covers a defined subset of the Recovery Act's funding. The reporting requirements apply to recipients who receive funding through discretionary appropriations, not recipients receiving funds through entitlement programs, such as Medicaid, or tax programs. Recipient reporting also does not apply to individuals.

[41]Executive Office of the President, Council of Economic Advisers, *Estimates of Job Creation From the American Recovery and Reinvestment Act of 2009* (May 2009).

[42]OMB Memorandum M-09-15, *Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009* (Apr. 3, 2009). This guidance supplements, amends, and clarifies the initial guidance issued by OMB on February 18, 2009. OMB memoranda, M-09-21, *Implementing Guidance for the Reports on Use of Funds Pursuant to the American Recovery and Reinvestment Act of 2009* (June 22, 2009).

These issues can be placed broadly into three categories, which have been revised from our last report to better reflect evolving events since April: (1) accountability and transparency requirements, (2) reporting on impact, and (3) communications and guidance.

Accountability and Transparency Requirements

Recipients of Recovery Act funding face a number of implementation challenges in this area. The act includes new programs and significant increases in funds out of normal cycles and processes. There is an expectation that many programs and projects will be delivered faster so as to inject funds into the economy, and the administration has indicated its intent to assure transparency and accountability over the use of Recovery Act funds. Issues regarding the Single Audit process and administrative support and oversight are important.

Single Audit: The Single Audit process needs adjustments to provide appropriate risk-based focus and the necessary level of accountability over Recovery Act programs in a timely manner.

In our April 2009 report, we reported that the guidance and criteria in OMB Circular No. A-133 do not adequately address the substantial added risks posed by the new Recovery Act funding. Such risks may result from (1) new government programs, (2) the sudden increase in funds or programs that are new to the recipient entity, and (3) the expectation that some programs and projects will be delivered faster so as to inject funds into the economy. With some adjustment, the Single Audit could be an effective oversight tool for Recovery Act programs because it can address risks associated with all three of these factors.

April report recommendations: Our April report included recommendations that OMB adjust the current audit process to focus the risk assessment auditors use to select programs to test for compliance with 2009 federal program requirements on Recovery Act funding; provide for review of the design of internal controls during 2009 over programs to receive Recovery Act funding, before significant expenditures in 2010; and evaluate options for providing relief related to audit requirements for low-risk programs to balance new audit responsibilities associated with the Recovery Act.

Status of April report recommendations: OMB has taken some actions and has other planned actions to help focus the program selection risk assessment on Recovery Act programs and to provide guidance on auditors' reviews of internal controls for those programs. However, we

remain concerned that OMB's planned actions would not achieve the level of accountability needed to effectively respond to Recovery Act risks and does not provide for timely reporting on internal controls for Recovery Act programs. Therefore, we are re-emphasizing our previous recommendations in this area.

To help auditors with single audit responsibilities meet the increased demands imposed on them by Recovery Act funding, we recommend that the Director of OMB take the following four actions:

- Consider developing requirements for reporting on internal controls during 2009 before significant Recovery Act expenditures occur as well as ongoing reporting after the initial report.
- Provide more focus on Recovery Act programs through the Single Audit to help ensure that smaller programs with high risk have audit coverage in the area of internal controls and compliance.
- Evaluate options for providing relief related to audit requirements for low-risk programs to balance new audit responsibilities associated with the Recovery Act.
- To the extent that options for auditor relief are not provided, develop mechanisms to help fund the additional Single Audit costs and efforts for auditing Recovery Act programs.

Administrative Support and Oversight

States have been concerned about the burden imposed by new requirements, increased accounting and management workloads, and strains on information systems and staff capacity at a time when they are under severe budgetary stress.

April report recommendation: In our April report, we recommended that the director of OMB clarify what Recovery Act funds can be used to support state efforts to ensure accountability and oversight, especially in light of enhanced oversight and coordination requirements.

Status of April report recommendation: On May 11, 2009, OMB released a memorandum[13] clarifying how state grantees could recover administrative costs of Recovery Act activities.

Matter for Congressional Consideration

Because a significant portion of Recovery Act expenditures will be in the form of federal grants and awards, the Single Audit process could be used as a key accountability tool over these funds. However, the Single Audit Act, enacted in 1984 and most recently amended in 1996, did not contemplate the risks associated with the current environment where large amounts of federal awards are being expended quickly through new programs, greatly expanded programs, and existing programs. The current Single Audit process is largely driven by the amount of federal funds expended by a recipient in order to determine which federal programs are subject to compliance and internal control testing. Not only does this model potentially miss smaller programs with high risk, but it also relies on audit reporting 9 months after the end of a grantee's fiscal year—far too late to preemptively correct deficiencies and weaknesses before significant expenditures of federal funds. Congress is considering a legislative proposal in this area and could address the following issues:

- To the extent that appropriate adjustments to the Single Audit process are not accomplished under the current Single Audit structure, Congress should consider amending the Single Audit Act or enacting new legislation that provides for more timely internal control reporting, as well as audit coverage for smaller Recovery Act programs with high risk.
- To the extent that additional audit coverage is needed to achieve accountability over Recovery Act programs, Congress should consider mechanisms to provide additional resources to support those charged with carrying out the Single Audit act and related audits.

Reporting on Impact

Under the Recovery Act, responsibility for reporting on jobs created and retained falls to nonfederal recipients of Recovery Act funds. As such, states and localities have a critical role in identifying the degree to which Recovery Act goals are achieved.

[13]OMB memoranda, M-09-18, *Payments to State Grantees for Administrative Costs of Recovery Act Activities* (May 11, 2009).

Performance reporting is broader than the jobs reporting required under section 1512 of the Recovery Act. OMB guidance requires that agencies collect and report performance information consistent with the agency's program performance measures. As described earlier in this report, some agencies have imposed additional performance measures on projects or activities funded through the Recovery Act.

April report recommendation: In our April report, we recommended that given questions raised by many state and local officials about how best to determine both direct and indirect jobs created and retained under the Recovery Act, the Director of OMB should continue OMB's efforts to identify appropriate methodologies that can be used to (1) assess jobs created and retained from projects funded by the Recovery Act; (2) determine the impact of Recovery Act spending when job creation is indirect; (3) identify those types of programs, projects, or activities that in the past have demonstrated substantial job creation or are considered likely to do so in the future and consider whether the approaches taken to estimate jobs created and jobs retained in these cases can be replicated or adapted to other programs.

Status of April report recommendation: OMB has been meeting on a regular basis with state and local officials, federal agencies, and others to gather input on reporting requirements and implementation guidance and has worked with the Recovery Accountability and Transparency Board on a nationwide data collection system. On June 22, OMB issued additional implementation guidance on recipient reporting of jobs created and retained. This guidance is responsive to much of what we said in our April report. It states that there are two different types of jobs reports under the Recovery Act and clarifies that recipient reports are to cover only direct jobs created or retained. "Indirect" jobs (employment impact on suppliers) and "induced" jobs (employment impact on communities) will be covered in Council of Economic Advisers (CEA) quarterly reports on employment, economic growth, and other key economic indicators. Consistent with the statutory language of the act, OMB's guidance states that these recipient reporting requirements apply to recipients who receive funding through discretionary appropriations, not to those receiving funds through either entitlement or tax programs or to individuals. It clarifies that the prime recipient and not the subrecipient is responsible for reporting section 1512 information on jobs created or retained. The June 2009 guidance also provides detailed instructions on how to calculate and report jobs as full-time equivalents (FTE). It also describes in detail the data model and reporting system to be used for the required recipient reporting on jobs.

The guidance provided for reporting job creation aims to shed light on the immediate uses of Recovery Act funding and is reasonable in that context. It will be important, however, to interpret the recipient reports with care. As noted in the guidance, these reports are only one of the two distinct types of reports seeking to describe the jobs impact of the Recovery Act. CEA's quarterly reports will cover the impact on employment, economic growth, and other key economic indicators. Further, the recipient reports will not reflect the impact of resources made available through tax provisions or entitlement programs.[41]

Recipients are required to report no later than 10 days after the end of the calendar quarter. The first of these reports is due on October 10, 2009. After prime recipients and federal agencies perform data quality checks, detailed recipient reports are to be made available to the public no later than 30 days after the end of the quarter. Initial summary statistics will be available on www.recovery.gov. The guidance explicitly does not mandate a specific methodology for conducting quality reviews. Rather, federal agencies are directed to coordinate the application of definitions of material omission and significant reporting error to "ensure consistency" in the conduct of data quality reviews. Although recipients and federal agency reviewers are required to perform data quality checks, none are required to certify or approve data for publication. It is unclear how any issues identified under data quality reviews would be resolved and how frequently data quality problems would have been identified in the reviews. We will continue to monitor this data quality and recipient reporting requirements.

Our recommendations: To increase consistency in recipient reporting or jobs created and retained, the Director of OMB should work with federal agencies to have them provide program-specific examples of the application of OMB's guidance on recipient reporting of jobs created and retained. This would be especially helpful for programs that have not previously tracked and reported such metrics.

[41]Consistent with GAO's past work showing that tax expenditures receive less scrutiny than outlay programs (e.g., GAO, *Government Performance and Accountability: Tax Expenditures Represent a Substantial Federal Commitment and Need to Be Reexamined*, GAO-05-690 (Washington, D.C.: Sept. 23, 2005), we have begun work to determine the level of transparency and oversight that will be provided for the Recovery Act tax provisions. Administration officials are formulating plans for what information will be collected, analyzed, and reported for the tax provisions. See also: GAO, *American Recovery and Reinvestment Act: GAO's Role in Helping to Ensure Accountability and Transparency*, GAO-09-453T (Washington, D.C.: Mar. 5, 2009).

Because performance reporting is broader than the jobs reporting required by section 1512, the Director of OMB should also work with federal agencies—perhaps through the Senior Management Councils—to clarify what new or existing program performance measures—in addition to jobs created and retained—that recipients should collect and report in order to demonstrate the impact of Recovery Act funding.[45]

In addition to providing these additional types of program-specific examples of guidance, the Director of OMB should work with federal agencies to use other channels to educate state and local program officials on reporting requirements, such as Web- or telephone-based information sessions or other forums.

Communications and Guidance

Funding notification and program guidance: State officials expressed concerns regarding communication on the release of Recovery Act funds and their inability to determine when to expect federal agency program guidance. Once funds are released there is no easily accessible, real-time procedure for ensuring that appropriate officials in states and localities are notified. Because half of the estimated spending programs in the Recovery Act will be administered by nonfederal entities, states wish to be notified when funds are made available to them for their use as well as when funding is received by other recipients within their state that are not state agencies.

OMB does not have a master timeline for issuing federal agency guidance. OMB's preferred approach is to issue guidance incrementally. This approach potentially produces a more timely response and allows for mid-course corrections; however, this approach also creates uncertainty among state and local recipients responsible for implementing programs. We continue to believe that OMB can strike a better balance between developing timely and responsive guidance and providing a longer range

[45]According to OMB guidance, rather than establishing a new council, agencies are encouraged to leverage their existing Senior Management Councils to oversee Recovery Act performance across the agency, including risk management. The Senior Management Council should be composed of the Chief Financial Officer, Senior Procurement Executive, Chief Human Capital Officer, Chief Information Officer, Performance Improvement Officer, and managers of programmatic offices. The agency's Senior Accountable Official should also participate and assume a leadership role. Agencies should also consider having their Office of General Counsel and Office of Inspectors General serve in advisory roles on the Senior Management Council.

time line that gives some structure to states' and localities' planning efforts.

April report recommendation: In our April report, we recommended that to foster timely and efficient communications, the Director of OMB should develop an approach that provides dependable notification to (1) prime recipients in states and localities when funds are made available for their use, (2) states—where the state is not the primary recipient of funds but has a statewide interest in this information—and (3) all nonfederal recipients on planned releases of federal agency guidance and, if known, whether additional guidance or modifications are recommended.

Status of April recommendation: OMB has made important progress in the type and level of information provided in its reports on Recovery.gov. Nonetheless, OMB has additional opportunities to more fully address the recommendations we made in April. By providing a standard format across disparate programs, OMB has improved its Funding Notification reports, making it easier for the public to track when funds become available. Agencies update their Funding Notification reports for each program individually whenever they make funds available. Both reports are available on www.recovery.gov. OMB has taken the additional step of disaggregating financial information, i.e., federal obligations and outlays by Recovery Act programs and by state in its Weekly Financial Activity Report.

Our recommendation: The Director of OMB should continue to develop and implement an approach that provides easily accessible, real-time notification to (1) prime recipients in states and localities when funds are made available for their use, and (2) states—where the state is not the primary recipient of funds but has a statewide interest in this information. In addition, OMB should provide a long range time line for the release of federal guidance for the benefit of nonfederal recipients responsible for implementing Recovery Act programs.

Recipient financial tracking and reporting guidance: In addition to employment related reporting, OMB's guidance calls for the tracking of funds by the prime recipient, recipient vendors, and subrecipients receiving payments. OMB's guidance also allows that "prime recipients may delegate certain reporting requirements to subrecipients." Either the prime or sub-recipient must report the D-U-N-S number (or an acceptable alternative) for any vendor or sub-recipient receiving payments greater than $25 thousand. In addition, the prime recipient must report what was purchased and the amount, and a total number and amount for sub-awards

of less than $25 thousand. By reporting the DUNS number, OMB guidance provides a way to identify subrecipients by project, but this alone does not ensure data quality.

The approach to tracking funds is generally consistent with the Federal Funding Accountability and Transparency Act (FFATA). Like the Recovery Act, the FFATA requires a publicly available Web site—USAspending.gov—to report financial information about entities awarded federal funds. Yet, significant questions have been raised about the reliability of the data on USAspending.gov, primarily because what is reported by the prime recipients is dependent on the unknown data quality and reporting capabilities of their subrecipients.

For example, earlier this year, more than 2 years after passage of FFATA, the Congressional Research Services (CRS) questioned the reliability of the data on USAspending.gov. We share CRS's concerns associated with USAspending.gov, including incomplete, inaccurate, and other data quality problems. More broadly, these concerns also pertain to recipient financial reporting in accordance with the Recovery Act and its federal reporting vehicle, www.FederalReporting.gov, currently under development.

Our recommendation: To strengthen the effort to track the use of funds, the Director of OMB should (1) clarify what constitutes appropriate quality control and reconciliation by prime recipients, especially for subrecipient data, and (2) specify who should best provide formal certification and approval of the data reported.

Agency-specific guidance: DOT and FHWA have yet to provide clear guidance regarding how states are to implement the Recovery Act requirement that economically distressed areas are to receive priority in the selection of highway projects for funding. We found substantial variation both in how states identified areas in economic distress and how they prioritized project selection for these areas. As a result, it is not clear whether areas most in need are receiving priority in the selection of highway infrastructure projects, as Congress intended. While it is true that states have discretion in selecting and prioritizing projects, it is also important that this goal of the Recovery Act be met.

Our recommendation: To ensure states meet Congress's direction to give areas with the greatest need priority in project selection, the Secretary of Transportation should develop clear guidance on identifying and giving priority to economically distressed areas that are in accordance with the requirements of the Recovery Act and the Public Works and Economic

Development Act of 1965, as amended, and more consistent procedures for the Federal Highway Administration to use in reviewing and approving states' criteria.

Agency Comments and Our Evaluation

We received comments on a draft of our report from the U.S. Office of Management and Budget (OMB) and the U.S. Department of Transportation (DOT) on our report recommendations.

U.S. Office of Management and Budget: OMB concurs with the overall objectives of our recommendations made to OMB in our report. OMB offered clarifications regarding the area of Single Audit and did not concur with some of our conclusions related to communications. What follows summarizes OMB's comments and our responses.

Single Audit Act

OMB agreed with the overall objectives of our recommendations and offered clarifications regarding the areas of Single Audit. OMB also noted it believes that the new requirements for more rigorous internal control reviews will yield important short-term benefits and the steps taken by state and local recipients to immediately initiate controls will withstand increased scrutiny later in the process.

OMB commented that it has already taken and is planning actions to focus program selection risk assessment on Recovery Act programs and to increase the rigor of state and local internal controls on Recovery Act activities. However, our report points out that OMB has not yet completed critical guidance in these areas. Unless OMB plans to change the risk assessment process conducted for federal programs under Circular A-133, smaller, but significantly risky programs under the Recovery Act may not receive adequate attention and scrutiny under the Single Audit process.

OMB acknowledged that acceleration of internal control reviews could cause more work for state auditors, for which OMB and Congress should explore potential options for relief. This is consistent with the recommendations we make in this report. OMB also noted that our draft report did not offer a specific recommendation for achieving acceleration of internal control reporting. Because there are various ways to achieve the objective of early reporting on internal controls, we initially chose not to prescribe a specific method; however, such accelerated reporting could be achieved in various ways. For instance, OMB could require specific internal control certifications from federal award recipients meeting certain criteria as of a specified date, such as December 31, 2009, before

significant Recovery Act expenditures occur. Those certifications could then be reviewed by the auditor as part of the regular single audit process. Alternatively, or in addition, OMB could require that the internal control portion of the single audit be completed early, with a report submitted 60 days after the recipient's year end. We look forward to continuing our dialog with OMB on various options available to achieve the objective of early reporting on internal controls. We will also continue to review OMB's guidance in the area of single audits as such guidance is being developed.

Communications

OMB has made important progress relative to some communications. In particular, we agree with OMB's statements that it requires agencies to post guidance and funding information to agency Recovery Act websites, disseminates guidance broadly, and seeks out and responds to stakeholder input. In addition, OMB is planning a series of interactive forums to offer training and information to Recovery Act recipients on the process and mechanics of recipient reporting and they could also serve as a vehicle for additional communication. Moving forward and building on the progress it has made, OMB can take the following additional steps related to funding notification and guidance.

First, OMB should require direct notification to key state officials when funds become available within a state. OMB has improved Funding Notification reports by providing a standard format across disparate programs, making it easier for the public to track when funds become available. However, it does not provide an easily accessible, real-time notification of when funds are available. OMB recognized the shared responsibilities of federal agencies and states in its April 3, 2009 guidance when it noted that federal agencies should expect states to assign a responsible office to oversee data collection to ensure quality, completeness, and timeliness of data submissions for recipient reporting. In return, states have expressed a need to know when funds flow into the state regardless of which level of government or governmental entity within the state receives the funding so that they can meet the accountability objectives of the Recovery Act. We continue to recommend more direct notification to (1) prime recipients in states and localities when funds are made available for their use, and (2) states-where the state is not the primary recipient of funds but has a statewide interest in this information.

Second, OMB should provide a long range time line for the release of federal guidance. In an attempt to be responsive to emerging issues and questions from the recipient community, OMB's preferred approach is to

issue guidance incrementally. This approach potentially produces a more timely response and allows for mid-course corrections; however, this approach also creates uncertainty among state and local recipients. State and local officials expressed concerns that this incremental approach hinders their efforts to plan and administer Recovery Act programs. As a result, we continue to believe OMB can strike a better balance between developing timely and responsive guidance and providing some degree of a longer range time line so that states and localities can better anticipate which programs will be affected and when new guidance is likely to be issued. OMB's consideration of a master schedule and its acknowledgement of the extraordinary proliferation of program guidance in response to Recovery Act requirements seem to support a more structured approach. We appreciate that a longer range time line would need to be flexible so that OMB could also continue to issue guidance and clarifications in a timely manner as new issues and questions emerge.

U.S. Department of Transportation: DOT generally agreed to consider the recommendation that it develop clear guidance on identifying and giving priority to economically distressed areas and more consistent procedures for reviewing and approving states' criteria. DOT agreed that states must give priority to projects located in economically distressed areas, but said that states must balance all the Recovery Act project selection criteria when selecting projects including giving preference to activities that can be started and completed expeditiously, using funds in a manner that maximizes job creation and economic benefit, and other factors. While we agree with DOT that there is no absolute primacy of economically distressed area projects in the sense that they must always be started first, the specific directives in the act that apply to highway infrastructure are that priority is to be given to projects that can be completed in 3 years, and are located in economically distressed areas. DOT also stated that the basic approach used by selected states to apply alternative criteria is consistent with the Public Works and Economic Development Act and its implementing regulations on economically distressed areas because it makes use of flexibilities provided by the Public Works Act to more accurately reflect changing economic conditions. However the result of DOT's interpretation would be to allow states to prioritize projects based on criteria that are not mentioned in the highway infrastructure investment portion of the Recovery or the Public Works Acts without the involvement of the Secretary or Department of Commerce. We plan to continue to monitor states' implementation of the economically distressed area requirements and interagency coordination at the federal level in future reports.

Mr. Chairman, Representative Issa, and Members of the Committee this concludes my statement. I would be pleased to respond to any questions you may have.

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Chairman TOWNS. Thank you very much for your testimony.
Mr. Nabors.

STATEMENT OF ROBERT L. NABORS II

Mr. NABORS. Chairman Towns, Ranking Member Issa, members of the committee, I appreciate the opportunity to speak with you today about the status of our economic recovery and, more particularly, the Recovery Act's role in restoring sustainable economic growth to our country.

To understand where we are, it's important to recognize just how dangerous a path our economy was on just a few months ago. We are working on coming out of the worst economic crisis since the Great Depression. For the fourth quarter of 2008, the United States experienced a negative growth rate of 6.3 percent, the worst since the recession of 1982. Employment fell every month in 2008. The economy has lost a record 5.7 million jobs over the past year and 6.5 million since the recession began in December 2007.

After a long and unprecedented boom, housing prices have fallen 11 percent since their peak in April 2007. And over that same period, residential investment has fallen by more than 40 percent.

$9.8 trillion of wealth has been lost in the market. The financial crisis has choked off lending, contributing to further economic decline. And some of our most prominent businesses have closed, merged, or been forced to take drastic steps to stay afloat.

In January and February, when Congress and the President worked in concert to approve the Recovery Act, all of us knew the economic situation was bad. None of us anticipated just how weak the economy truly was, though.

The financial meltdown contributed mightily to this situation, but so did deficiencies in the foundation of our economic growth: infrastructure, health care, education, and clean energy. When we have failing drinking water systems, crumbling roads and highways, substandard or nonexistent broadband service, bridges that are graded as dangerous for travel, wastewater treatment plants in poor condition, schools that are overcrowded and falling apart, thousands of dams labeled as high-hazard or unsafe, the picture is clear.

While these deficiencies are not the only cause of the economic problems we face, it is a significant contributing factor. It places substantial strain on State and local governments and inhibits the ability of businesses to compete.

From the moment he was elected, the President has put the economy front and center. Working with Congress, the administration has stabilized the financial market and started to see stabilization on housing. We are slowing the economic freefall.

As a Nation, we are moving from a long period of economic slowdown to a time of new industry, opportunity, and innovation. The Recovery Act is an important part of that effort. The Recovery Act is designed to help millions of families weather this downturn, create new jobs, and spark the engines of long-term growth.

It's a work in progress, but it's steady progress. Just this month, 8 days into July, the Department of Education is helping States with their increasing budgetary pressures by accelerating more than $2.7 billion in Recovery Act funds well ahead of schedule. The

administration opened competition on more than $15 billion in high-speed rail, smart grid, and broadband programs. All 50 States obligated at least half of their highway funds before the July 1st deadline, and, as a result, right now there are more than 1,900 highway projects under way across the country.

Also this month, the Department of Energy moved forward with more than $460 million for cutting-edge emission reduction projects that will be central to the Nation's innovative clean energy future; the Interior Department pressed forward with another $134 million for critical water reclamation projects in the West; the Department of Veterans Affairs completed $500 million in recovery payments to approximately 1.9 million veterans and beneficiaries to help them keep pace with their bills.

Overall, more than 20,000 Recovery Act projects have been approved. Almost $201 billion of all Recovery Act funding has been obligated or distributed.

These are many of the things on which the Recovery Act focuses, but more importantly, the Recovery Act invested in people. Within a few weeks of the act becoming law, we implemented the broadest tax cut in history. The Recovery Act provided $288 billion in tax cuts and incentives to families and businesses.

We extended and expanded unemployment benefits and medical coverage for people who are still looking for work. We have modified the First-Time Homebuyers Tax Credit so it can be used for a down payment or for closing costs, helping to stabilize the housing market. And, to date, nearly 1.1 million new homeowners have claimed the $8,000 credit.

And the Recovery Act does more, focusing on improving the skills and abilities of the American people so we can build better products more efficiently and effectively. That means improved schools and teachers, specialized training for cutting-edge industries, and financial help for those men and women ready to start their own businesses.

The American people know that getting out of the economic hole will not be easy or quick. They also have every right to know that these investments are making a difference. To that end, the administration has put forward an unprecedented transparency effort that is reliable, accurate, and open. This has never been done before at the Federal level. Beginning in October, as Congress mandated, the American people will be able to see how dollars are being spent in their local community, who is getting the funds, for what projects, and when will the project be finished, and what is the benefit to their community.

The Recovery Accountability and Transparency Board, led by Earl Devaney, has the responsibility to track how dollars are being spent. OMB is working in full partnership with the board to make sure that the dollars are invested smartly and to stop waste, fraud, and abuse.

Our mission is simple: Fund projects that can make a difference today with new jobs and opportunities while building strength for the economy for many years to come.

Is this easy? No. Is our work complete? Not even close. But we are on the right path. Last month, the economy lost 467,000 jobs. And let's be very clear about this: 467,000 jobs lost in a month is

467,000 jobs too many, but is much slower than the pace that we saw in the first quarter, when the average monthly job loss was 691,000 jobs.

We are making progress, but we still have a long way to go. A 9.5 percent unemployment rate is not acceptable. Neither are the daily——

Chairman TOWNS. Mr. Nabors, could you summarize? Your time is up.

Mr. NABORS. I thank you again for the opportunity to testify before you, and I look forward to answering any questions that you have.

[The prepared statement of Mr. Nabors follows:]

Robert L. Nabors II
Deputy Director of the Office of Management and Budget
Testimony for the House Committee on Government Oversight and Reform
July 8, 2009

Chairman Towns, Ranking Member Issa, Members of the Committee, thank you for inviting me to speak to you today about the implementation of the American Recovery and Reinvestment Act.

To understand where we are, it is important to recognize how dangerous a path our economy was on just a few months ago. We are working to come out of the worst economic crisis since the Great Depression. For the fourth quarter of 2008, the United States experienced a negative growth rate of 6.3 percent, the worst since the recession of 1982. Employment fell in every month of 2008. The economy has lost a record 5.7 million jobs over the past year and 6.5 million since the recession began in December 2007. The manufacturing and construction sectors have accounted for nearly half of total job losses.

After a long and unprecedented housing boom, house prices have fallen 11 percent since their peak in April 2007, and, over the same period, residential investment has fallen by more than more than 40 percent.

$9.8 trillion of wealth has been lost in the market. The financial crisis has choked off lending, contributing to further economic decline. And some of our most prominent businesses have closed, merged, or been forced to take drastic steps to stay afloat.

In essence, we are facing a significant gap between what our economy is capable of producing and what it is actually producing. Equal to about $1 trillion in 2009, this output gap is equivalent to roughly seven percent of the estimated potential output of our economy.

In January, when this Congress was sworn in and when the President took the Oath of Office, when we worked in concert to approve the Recovery Act, no one knew the full depth of this recession. Make no mistake, all of us knew the economic situation was bad; none of us expected that it was so terribly off track.

Immediately after taking office, the President and the Congress focused on restoring the demand for goods and services that our economy could produce with its existing capacity as the key to returning the nation to a path of economic growth. Passing the Recovery Act was an important step to provide immediate relief to struggling families, create and save jobs, and jumpstart the economy. Signed just 28 days after the President took office; the Recovery Act is bigger than any comparable effort in American history—amounting to about 2.5 percent of GDP each year for the next two years. By contrast, Federal stimulus during the first year of Franklin Roosevelt's first full year in office amounted to 1.5 percent of GDP and was mostly reversed the next year.

The Recovery Act was crafted to address both the immediacy of this recession and invest in rebuilding our economic foundation. For too long, core infrastructure building blocks have been

neglected. As an example, the American Society of Civil Engineers gives the nation's infrastructure a dismal grade of "D," noting the country's failing drinking water systems, crumbling roads and highways, and inland waterways that cannot handle today's capacity.

Add to that crumbling foundation the skyrocketing costs of health care, the inconsistent education in our classrooms, the incredible pressures of global competition, and the overreliance on foreign energy, and it quickly becomes clear that our challenge is more than most of us ever imagined.

Priorities

President Obama has put the economy front and center. Working with Congress, the Administration has stabilized the financial markets and started to see stabilization on housing. We are slowing the economic freefall. As a nation, we are moving from a long period of economic slowdown to a time of new industry, opportunity, and innovation. The Recovery Act is an important part of that effort.

The Recovery Act invests in those things that create jobs now while strengthening the foundation for sustainable economic growth. It also invests in people, providing direct support to families and small businesses struggling to keep ahead of the recession's pressures.

Just this month, eight days into July, the Department of Education is helping states with their increasing budgetary pressures by accelerating more than $2.7 billion in Recovery Act funds well ahead of schedule. The Administration opened competition on more than $15 billion in high-speed rail, smart grid, and broadband programs. All 50 states obligated at least half of their highway funds before the July 1 deadline. As a result, right now, there are more than 1,900 highway projects underway across the country.

An important point on transportation funds: States are routinely receiving low bids for highway and airport construction projects that are 10 to 20 percent and, in some cases, 30 percent lower than expected. These lower bids are allowing states to stretch taxpayer dollars, complete additional projects, and create more jobs.

Also this month, the Department of Energy moved forward with more than $460 million for cutting-edge emission-reduction projects that will be central to the nation's innovative clean-energy future. The Interior Department pressed forward with another $134 million for critical water reclamation projects in the West. The Department of Veterans Affairs completed $500 million in Recovery payments to approximately 1.9 million Veterans and beneficiaries to help them keep pace with their bills. And the EPA released more than $82 million for clean diesel projects throughout the country.

Overall, about 34 percent of Recovery Act funding is being distributed through grants or direct Federal spending by the Federal agencies. Of those funds, about 80 percent are grants. Of these grants, approximately $88 billion are competitive awards and approximately $135 billion are distributed through block or formula-funds to States and localities.

Investments in people are providing immediate help to struggling families.

Approximately 37 percent of the funding is in tax credits and incentives that increase Americans' disposable income and help spur the production of consumer goods and put people back to work.

Tax relief began to appear in Americans' paychecks in April. So far, there has been about $15 billion in tax breaks through the Making Work Pay tax provision that increases 95 percent of working American households' take-home pay. It is anticipated that this tax cut will increase consumer spending on products that they haven't been buying over the past year-and-a-half. Such spending in turn helps to create economic activity that would not have otherwise occurred, and thus stimulate further job growth through a multiplier effect.

Another important piece of the Recovery Act is the change to the First-Time Homebuyers Tax Credit. The Act modifies the credit so it can be used for a down payment or closing costs, helping to stabilize the housing market. To date, nearly 1.1 million new homeowners have claimed the $8,000 credit.

And the Act does more, focusing on improving the skills and abilities of the American people so we can build better products more efficiently and effectively. That means improved schools and teachers, specialized training for green jobs and cutting-edge industries, and financial help for those men and women ready to start their own business.

Helping people also means strengthening the resources available to people who find themselves without work and in need of assistance.

The Recovery Act extends or expands programs like Unemployment Insurance, Social Security Income and FMAP. These programs account for about 29 percent of total Recovery Act funds. They are focused on providing people with a safety net during these difficult times while moving money back into the economy by increasing demand for basic necessities like groceries and medical supplies.

Additionally, recession-related job losses threaten health coverage for many families. To help people maintain coverage, the Recovery Act provides a 65 percent subsidy for COBRA continuation premiums for up to nine months for workers who have been involuntarily terminated and for their families. With COBRA premiums averaging more than $1,000 a month, this assistance is vitally important.

At a time when private sector spending is low, these government investments are creating and saving jobs as well as completing important work that needs to be done.

The Committee undoubtedly will hear from these Governors about the fiscal pressures facing states. They face very difficult choices. A recent analysis by the Center for Budget and Policy Priorities found that the Recovery Act – through these safety-net and fiscal stabilization investments -- is providing states with much-needed relief, reducing the size and extent of budget cuts and closing 30 to 40 percent of state fiscal shortfalls. We will continue to work with states in the months ahead to make sure that we keep our eye on the future – reforming health care and

bringing down its cost, investing in health care, and creating new clean energy jobs – so that we can build a new, solid foundation for our children and grandchildren.

Impact

The investments we are making through the Recovery Act are having an impact. They are stimulating the economy, creating jobs, providing aid to hard-hit individuals and communities, and advancing key longer term priorities.

As of June 30, almost $201 billion, or approximately 26 percent, of all Recovery Act funding had been obligated or distributed. This includes $157.7 billion of obligations, representing all major agencies—of which over a third has been outlaid—and $43.2 billion of tax relief.

Improvements to safety-net programs are providing immediate relief to the nation's most vulnerable citizens. For example, 54 million seniors are receiving $250 Social Security payments in the mail, and Veterans are receiving similar payments. States have received more than $21.9 billion in assistance to avoid Medicaid cuts. This accounts for nearly 90 percent of the total amount that was appropriated for the program under the Recovery Act. Last week, the Bureau of Economic Analysis reported that Recovery Act benefits – like the $250 relief payments and the tax credits – boosted personal income by $17 billion in May.

Investments in discretionary programs are creating or saving jobs and improving communities. For example, 40 states have now qualified for their share of the $44 billion in State Fiscal Stabilization Funds under the Recovery Act, an investment that is expected to create or save hundreds of thousands of education-related jobs.

Since April, Recovery Act tax cuts and spending program increases have contributed to increases in real disposable personal income (DPI). DPI increased by 1.6 percent in May and 1.2 percent in April, after decreasing in February and stagnating in March. According to the Bureau of Economic Analysis, the May change in DPI was boosted by the Recovery Act provisions that reduced taxes and increased government social benefit payments. Absent these factors, BEA estimates that DPI would have increased by just 0.2 percent in May, and 0.9 percent in April. Real Personal Consumption Expenditures also increased slightly in May, after stagnating or declining in all months since February.

Further, the Recovery Act is making significant resources available to States that are struggling during these difficult economic times. Since almost all States have to balance their fiscal budgets, even in the face of recession, 40 have cut benefits and services, 28 have raised taxes, and more are considering both measures. These actions deepen the impact of the downturn, but the cuts and tax increases would have had to be much larger without the Recovery Act.

There is clear evidence that these investments are helping States to weather this recession. As outlined in the GAO report released today, Recovery Act funding has relieved pressure on state budgets, allowing them to provide better service and avoid job cuts. States reported that because of the Recovery Act, they were able to maintain current Medicaid benefits and eligibility levels and meet the rising level of need. School district officials reported that the State Fiscal Stabilization Fund (SFSF) would offset budget cuts so that they could maintain staffing levels.

The New York City School district estimated that this would save approximately 14,000 jobs. In California, the SFSF is helping to keep college more affordable by enabling the State to raise tuition by 9.2 percent instead of 26 percent.

Last week's report on the employment situation made it clear that we face important challenges as we work to end this severe recession. But, the fact that leading indicators, such as building permits, orders for advanced durable goods, and measures of consumer confidence, have turned upward is an encouraging sign that the Recovery Act and our programs to stabilize the housing sector and financial markets are having a positive impact. Both the Administration's estimates and those of private forecasters suggest that the impact of the Recovery Act will increase substantially over time, and will move from leading indicators to genuine economic expansion and crucial job creation.

Implementation

To maximize the effectiveness of the Recovery Act, it is crucial that all levels of government take extraordinary measures to implement its programs quickly yet wisely.

From the moment that the President signed the Recovery Act, he stressed the great responsibility that comes with implementing a recovery package of this size, and that all levels of government would be held accountable for the results. The Act is an unprecedented response to a record recession; similarly, the transparency and oversight involved are also unprecedented.

Both the President and Congress have been active in assembling a strong leadership structure for Recovery Act implementation. Within a week of signing the Act, the President designated Vice President Biden to coordinate the Federal response to the Act. The Vice President's office—together with OMB—has set up a Recovery Act implementation team, and Vice President Biden is regularly engaged with their efforts. Since February 11, the Vice President has participated in over 40 events, cabinet meetings, and conference calls related to the Recovery Act.

In order to develop a structure for creating transparency and accountability, there are a number of other entities that play critical roles in Recovery Act implementation.

Within the Act, Congress established the independent Recovery Accountability and Transparency Board—which is chaired by Earl Devaney and includes 12 Federal inspectors general. The Board is responsible for coordinating and conducting oversight of Recovery Act funds to prevent fraud, waste, and abuse. It is tasked with producing quarterly and annual reports on the use of Recovery Act funds. It also makes recommendations to agencies about how they can spend money better. Pursuant to the requirements of the Act, the Board also maintains Recovery.gov, which is designed to make information about Recovery Act spending available to the public to provide greater accountability and transparency. The Administration initially launched the website on the day that the Act was signed and the Board was established. However, the Board now has full control over website and makes all decisions with respect to what content is included and how it is displayed.

In addition to the Vice President and the Board, the responsibility for oversight and implementation is a shared responsibility of Federal, State, and local governments. To name a few:

- The Government Accountability Office (GAO) is tasked with a range of responsibilities including conducting bimonthly reviews on how funds are used by select States and localities; reviewing certain areas like education, small business and health care; and commenting on recipient funding reports.

- The Council on Economic Advisers (CEA), in consultation with OMB and the Treasury Department, submits quarterly reports to the House and Senate Appropriations committees on the impact that Recovery Act programs are having on employment, estimated economic growth, and other key economic indicators.

- The Congressional Budget Office (CBO), along with GAO, will provide comments on quarterly reports within 45 days of their submission.

- The inspectors general for Federal departments and agencies conduct audits and respond to the public's concerns about the use of Recovery Act funds.

- The Federal agencies themselves are responsible for producing detailed spend plans, reporting on their specific programs, and have the principal responsibility for executing those programs. They do all of this in close partnership with the State and local governments who receive funding for most discretionary programs and are responsible for executing them at the ground level.

- Almost all states have appointed Recovery Coordinators who communicate regularly with the Administration about reporting guidance and other significant issues.

Role of OMB

The role of the Office of Management and Budget is to coordinate the "nuts and bolts" of Recovery Act implementation within the Executive branch and make sure that these implementation efforts are consistent with the Act's mission and the President's priorities.

We work closely with the agencies to oversee their progress on Recovery Act implementation — from planning, to implementation, to audit and evaluation. In practice, this means everything from designating officials within agencies to be accountable for Recovery Act implementation, to reviewing agency Recovery plans and projects, to coordinating the technology and processes for collecting data.

One of our principal responsibilities is to uphold the President and Congress' commitment to the American people that the Recovery Act be implemented with an unprecedented level of transparency and accountability. Section 1512 of the Recovery Act holds recipients of Recovery Act funding accountable for reporting data with greater detail and speed than ever before.

Section 1512 requires that within 10 days of the end of each quarter (beginning in October 2009), all recipients of Recovery Act funds submit reports to the agencies from which they received funds. Those reports are to be published by the Recovery Board within 30 days of each quarter's end. By law, these reports require recipients across the nation to publicly present new information on how dollars are being spent, including:

- The total amount of recovery funds received from the agency;
- The amount of recovery funds received that were expended or obligated to projects or activities; and
- A detailed list of all projects or activities for which recovery funds were expended or obligated, including the name of the project or activity, description, and an evaluation of its completion status, an estimate of the number of jobs created and retained, a rationale for cases of infrastructure investments, and detailed information on any subcontracts or sub-grants awarded by the recipient (aggregate reporting is allowed on awards below $25,000).

To initiate these reporting requirements, OMB has released three rounds of implementing guidance. The first was issued just one day after the President signed the Recovery Act. From the very beginning, our guidance has called on agencies to go beyond standard operating procedures and recognize the need for an unprecedented degree of transparency. We have consistently asked for information beyond what is required by the Recovery Act itself in order to uphold the President's commitment to the American people.

While the Recovery Act does not require full and comprehensive financial reporting or name a specific date at which reporting must begin, we wanted to have information as soon as possible. Our initial implementing guidance established a financial reporting system effective immediately that was more comprehensive than that mandated by law. We asked agencies to report their total obligations and outlays, and their block grant allocations, and major communications each week. In order to make sure that agencies were distinguishing Recovery Act dollars from other funds, we required unique Treasury appropriation fund symbols in agency financial systems that would clearly identify Recovery Act dollars to anyone looking at the data. Much of the data that is currently available on Recovery.gov was collected because of the financial reporting requirements that were included in OMB's initial guidance.

As we worked to achieve unprecedented levels of disclosure, it quickly became clear that there was a huge public demand for this information. Recovery.gov received 3,000 hits per second the day it was launched and more than 150 million hits by early March. In early April, we responded to the public appetite for more information in our second round of guidance, which asked agencies to provide "significant" funding announcements to OMB as they occur in order to provide a better "real-time" sense of what projects are being funded, where they are, and how much funding they are receiving.

This round of guidance also took a forward-looking approach by beginning preparations for meeting the October 10 funding disclosure deadline. The guidance provided details on the

recipient reporting requirements that would begin at this time and established standard data-definitions, as well as standardized Terms and Conditions for Federal grants, loans, contracts, and other awards. The guidance also announced for the first time that OMB and the Recovery Board would oversee the development of a centralized technological platform to streamline the process through which data is collected and made available to the Recovery Board for publication on Recovery.gov.

Finally, we used this round of guidance to underscore the importance of facilitating an open discussion with the American people about the implementation of the Recovery Act by establishing a "comment period" that allowed the public to provide additional input and feedback on our guidance. We have taken this feedback seriously, as is reflected in our third and most recent round of guidance, issued on June 22.

This latest guidance further clarifies the reporting process as we approach the October 10 deadline and addresses continued demand for more information. On the technology front, the guidance includes a clear overview of how the central reporting platform—Federalreporting.gov—will function, and what this will require of recipients.

The guidance explains that, by October 10, recipients will be required to report on project descriptions, the status of funds, job creation, and sub-recipient information, as established by Section 1512 of the Recovery Act. It also includes detailed information on each of these elements, focusing on specific areas where we know particular public concern exists.

For example, since the Recovery Act became law, uncertainty has remained about the methodology for counting the number of jobs that have been created or retained. The new guidance gives primary Recovery funding recipients' two options to report on the jobs that they are creating or saving. The preferred option is direct counting, and OMB strongly encourages prime recipients to make a direct employment count for each Recovery-funded project. However, we were mindful of the burden that this might place on some recipients, and realized that this could distract attention from critical recovery activities. So, the guidance offers prime recipients the option of extrapolating the jobs impact after collecting a set of verifiable project data. Funding departments and agencies will provide instructions on the standards for implementing this method.

In addition to meeting the data elements required by Section 1512, OMB also responded to public desire in expanding the depth of reporting requirements on Recovery Act expenditures. We felt that it was within the spirit of the Recovery Act to do this, so we asked prime recipients (e.g., States) and sub-recipients (e.g., localities receiving awards from the States) to report on any vendors paid more than $25,000 to help with a project as dealers, distributors, merchants, or other providers of goods and services needed to conduct a Federal program. We worked closely with the Recovery Board to develop this additional requirement, and we listened to the Congressional and public input that we received. We believe that this additional requirement will provide a valuable tool for tracking dollars down to the local entities and their vendors. This level of visibility has never before been available to the public on grants.

For federal contracts, the prime contractor has the primary responsibility for collecting and reporting information on the use of Recovery funding, including significant products or services provided, totals for invoices submitted to the government, and specific information on the prime's subcontracts. Required subcontract information includes subcontractor name, location, dollar value of the subcontract, and products or services to be provided. Once again, OMB's guidance goes beyond the transparency requirements included in the Recovery Act and also requires compensation information from prime contractors. This information will be available to the public for the first time in October.

The OMB analysis shows that, for about 95 percent of Recovery Act dollars subject to reporting requirements, data on prime recipients and sub-recipients will capture virtually all critical spending information. This means that most of the significant spending on projects and activities will be initiated by the either the prime recipient or sub-recipient. For example, in transportation and energy programs, the prime recipient (i.e., state) or that prime recipient's sub-recipient (i.e., local municipality) will do most of the actual spending (to pay contractors or vendors) for projects funded by Recovery dollars. In these program areas, our analysis has determined that the existence of a second tier sub-recipient (i.e., a lower-level municipality receiving funds from a sub-recipient) doing any significant spending of Recovery dollars will be limited.

Part of OMB's job in determining the scope of reporting requirements is help maintain an appropriate balance between gathering information and creating undue burden. When adding specific data elements, it is critical to weigh the potential benefit of specific information against the burden that collecting it would place on recipients.

There is a rigorous process of assessment before making these kinds of decisions. For example, prior to adding the vendor data requirements into our most recent guidance, OMB vetted the concept with recipients, the Recovery Board, and GAO. Together, we determined that it was feasible to require prime recipients to report on vendor identity, purchase amount, and purchase description. Likewise, we determined that more planning and outreach would be necessary before extending similar requirements to smaller sub-recipients, and so we required that they report only on vendor identity.

Responsiveness

The Administration will continue to monitor progress and work with agencies to improve our processes for data collection. We've shown ourselves to be responsive to concerns raised by Agencies, States and localities, members of Congress, and the public.

As noted in the GAO report issued this week, OMB has worked very closely with a broad array of stakeholders on the development of guidance materials and each policy we have issued reflects critical input from the public. Specifically, OMB's regular communications with groups like the National Governors' Association and the National Conference of State Legislatures have informed our guidance. In addition, we hold weekly conference calls with groups representing State Auditors, Comptrollers, Treasurers, CIOs, and Budget and Procurement officers. Representatives from OMB have also participated in the National State Auditors Association Conference, the National Association of State Treasurers Conference, and the Association of

Government Accountants Conference. OMB has also held "town hall" meetings with representatives from agencies, States, and localities.

In short, we listen to feedback. We view ourselves as being part of an ongoing conversation with Agencies, States and localities, and the American people, and we look forward to their continued feedback over the coming weeks and months.

As we approach the October 10 reporting deadline and beyond, we will continue to focus on exactly this sort of self-assessment. We will actively solicit feedback and think about how to perfect the reporting process so that we can get the best information possible while avoiding placing excessive burdens on recipients.

Between now and the deadline, we are running trials on FederalReporting.gov to make sure that it will operate smoothly during the upcoming data collection period, while also working closely with the Recovery Board to plan a series of seminars to train agencies and recipients about how to use this new technology. We have already begun to explore options for expanding the system so that if we do decide that any additional data elements are necessary, we will be able to implement those changes efficiently.

After October 10, we will conduct aggressive outreach and fact-finding to see how the process is working for recipients so that we can help them troubleshoot and determine whether there is a need to collect further data elements and a capacity to do so without taxing the system beyond the point that is productive.

We are committed to undertaking a thorough analysis of burden before making further decisions. In doing this analysis, we will consult Congress to help us understand the nature of the reporting burden at the local level, its potential impact, and strategies for overcoming these hurdles so that critical spending data can be made available to the public.

Next Steps

Perfecting our reporting requirements and data collection will feature prominently in our efforts over the next two to three months. These are important steps that we have to take in order to live up to the President's promise of transparency and accountability. However, we need to do so without losing sight of the big-picture—putting Americans back to work, increasing consumption and the demand for goods and services, and providing people with resources and services that will help them to weather difficult times.

We have accomplished a lot in a short time, but we still have a long way to go, and we need to steadily increase the pace of our Recovery Act work. The President and the Vice President have outlined an aggressive agenda for the next two-to-three months with the goal of creating or saving hundreds of thousands of jobs by the time that the second "hundred days" of the Recovery Act are completed.

As we move forward into the summer and the final months of the fiscal year, we need to continue to balance the conflicting pressures of speed, quality, and accountability. We are

committed to doing what it takes to sustain that balance, implement the Recovery Act effectively, and help overcome this recession and make progress towards long-term prosperity.

Is any of this easy? No. Is our work complete? Not even close. But are we on the right path? Yes, without question.

The President is not satisfied -- and will not be satisfied -- until we are adding jobs again, providing Americans with the dignity of a job and a dependable income, and ensuring that everyone who wants to can get to the middle class and stay there. That's why we will continue to do whatever is necessary to put Americans back to work.

Mr. Chairman, we know that, in times of past economic crisis, the government did not make the solutions. Rather, government gave the American people the tools to fix what was broken. Government catalyzed private enterprise. Government energized people and opportunity. That is what we are working to accomplish again today.

I thank you, again, for this opportunity, and I look forward to answering any questions you might have.

Chairman TOWNS. Thank you very much.

We will now move to the question period. Each Member will have 5 minutes, and, of course, I will begin.

Mr. Dodaro, has the act helped to lessen the financial burden on States, or are we currently in a wait-and-see mode?

Mr. DODARO. In terms of the current financial crisis in the States? I'm sorry, Mr. Chairman, I——

Chairman TOWNS. Yes. Has the act helped to lessen the financial burden on States, or is it too early to tell?

Mr. DODARO. No, I think it's clear that the Recovery Act has helped in accomplishing one of its objectives, which was to help stabilize State and local government budgets. I mean, the States are under fiscal stress.

If I might, Mr. Chairman, there's a chart that I brought here in anticipation of this question. If you look at the solid line, this is the estimated path of the Federal Government's annual deficit. You can see it's on a downward trajectory under current expectations. And this chart hasn't been fully updated yet because we're using State data.

If you look at the trajectory for State governments in the aggregate in terms of their fiscal condition to the Federal Government, you get the dotted line on the bottom, which means that the States and localities are on the same unfortunate trajectory that the Federal Government is with regard to a protracted period of time of deficit situations.

So I think—and you can see the drop in 2009 there in the beginning. And we report in our latest update that the State revenue projections are falling short in virtually every State due to the economic recovery. But this is not a short-term phenomenon, we believe, with the States and local governments, and there's a long-term structural problem with the Federal Government's financing, as well.

But, in the short term, the Recovery Act is helping the States deal with their fiscal stresses. But we haven't seen the full story here that will unfold over the next few years.

Chairman TOWNS. Now, in the 16 different States measuring the progress of the implementation of the Recovery Act, in your opinion, what is the greatest difficulty that may prevent States from being ready to report on October 10th? What do you see as a problem?

Mr. DODARO. I think the States face the same challenges that the Federal Government faces in that the time objectives here, the timeliness of the reporting and the accuracy and the completeness of the reporting will be a stretch goal for the States, as well as it will be for the Federal departments and agencies.

Now, I think OMB, in their latest guidance, has made a good step to clarify a number of areas regarding the reporting area. They've given some guidelines on data that's required and what formats. So I think that's a good step in the right direction. We've made some recommendations for OMB to continue to work with the States to clarify some of the reporting guidance, give some examples of how it's to be implemented.

But I think underlying it all is the timeliness of the reporting and the accuracy and completeness of the reporting. I see that as

the biggest challenge. And that's why we recommended increased support on the part of the Federal Government to help with the oversight structures in the States.

Chairman TOWNS. Right.

Let me ask you this, Mr. Nabors. How great is the risk of inaccurate job creation and preservation numbers?

Mr. NABORS. Could you repeat that question, sir?

Chairman TOWNS. Well, let me ask another one first. June guidance, the definition of a full-time job is basically left up to the States and other entities receiving Recovery Act dollars. How great is the risk of inaccurate job creation and preservation numbers?

Mr. NABORS. I think with all of our data collection efforts we're very concerned——

Chairman TOWNS. Is your mic on?

Mr. NABORS. Yes.

I think with all of our data collection efforts we are very sensitive about the possibility of incorrect or inaccurate data.

One of the things that we are planning on doing in order to followup with State and local governments, in part based on recommendations from GAO and in part based on comments and concerns that we've heard from the Hill and from the States, is we are planning on doing a series of Web-based seminars so that we can walk through with the States exactly what we are looking for in terms of the various reporting requirements that we have, to help clarify exactly what we intend to do and what we expect them to report with regard to all of the data elements due in October.

Chairman TOWNS. Could you be specific? When exactly do you expect to have that?

Mr. NABORS. We are actually planning, I believe, to announce today the specific dates on the Web-based seminars. And that will be occurring in the next few weeks.

Chairman TOWNS. My time is up. I have to respect the red light, too, my staff just said.

Thank you very much.

I now yield to the ranking member, Mr. Issa.

Mr. ISSA. Mr. Chairman, you know, now that the gentleman, the Capitol Hill policeman who used to occupy C Street has retired, you could, in fact, be known as the Red Light King, replacing him. But I thank you for your holding us all to that high standard. That's an inside thing for those of us who tried to cross at that street over the years.

Mr. Nabors, a quick question. If the Governors we're going to speak to later, if they issue a retention bonus—in other words, new dollars, additional dollars—to retain State employees, is that a job retained, those dollars, in your opinion?

Mr. NABORS. I would have to look at explicitly what they are doing, but I would not necessarily include it as a job retained.

Mr. ISSA. OK, so you will come back to us with a written answer, whether you're discounting that?

Mr. NABORS. Absolutely, sir.

Mr. ISSA. Now, the American people are not enjoying cost-of-living increases, for the most part. As a matter of fact, in many cases, their pay is going down.

If a State uses stimulus money to support a cost-of-living increase across the board for State employees, would you discount that, because if they didn't receive it and chose to do a freeze on cost-of-living increases, wouldn't they, in fact, have retained every job while not spending our money?

Mr. NABORS. Well, it's not clear that Recovery Act dollars can be used specifically for that purpose.

Mr. ISSA. All money is fungible, Mr. Nabors. The question very specifically, because I need to know your standard if I'm going to appreciate the numbers that you say are so hard to get: If, in fact, the assumption is that States are not using money for cost-of-living increases but they do cost-of-living increases, isn't that reasonable to discount off the jobs saved, since not doing cost-of-living increase is likely not to lead to mass losses and a 10, 11, 12 percent unemployment, depending upon the State?

Mr. NABORS. I think that is a fair——

Mr. ISSA. OK. Well, I would appreciate, when your numbers come back, if you'd address those two issues, of whether they were calculated in or out.

Mr. Dodaro, your chart there—like most people who got business degrees, we were required to take stats, and we hated it. But the one thing I learned about statistics and a curve like that is that, if you begin the start date at a particular time, any curve can look like almost anything. That curve begins when, since it's so far away?

Mr. DODARO. I think it's 2008. It's 2008.

Mr. ISSA. It's 2009, isn't it?

Mr. DODARO. 2009 is the second data point where you see the drop-off—oh, I'm sorry, excuse me. It starts at 2005, and then the next data point is 2009. I'm sorry.

Mr. ISSA. OK. So the big dip, what is that big dip year?

Mr. DODARO. The big dip is the effect of the recession on revenues, both at the Federal Government level and at the State government level, and, in addition, the additional Federal expenditures for both the stability for the banking system as well as the economic stimulus.

So it's the net effect. This is the net deficit figures.

Mr. ISSA. OK. I wanted to understand that because it is an unusual chart to see.

Mr. Nabors, I was very interested in your testimony and particularly a statement which I'll read quickly that says, "Since almost all States have to balance their fiscal budgets even in the face of recessions, 40 have cut benefits and services"—which is why I prompted the first question—"28 have raised taxes, and more are considering both measures. These actions deepen the impact of the downturn, but the cuts and tax increases would have been much larger without the Recovery Act."

Now, it seems like you're saying tax increases are bad there. Is that true?

Mr. NABORS. I think in a time of an economic recession we believe that we should try to avoid additional tax increases.

Mr. ISSA. OK. So you would join me in saying that the tax increases with cap-and-trade last week were probably a bad idea in Congress at a time of deep recession?

Mr. NABORS. I don't necessarily agree with that.

Mr. ISSA. Oh, so you're out of step with the administration in this statement.

OK. Well, I'll take it as appropriate that, in fact, tax increases should be avoided, but I do have a question. When you say 40 have cut benefits and services and more are considering both measures, just taking the benefits and services as my final question, at a time when there's 10 percent unemployment, at a time when the burden and the deficits—is it your opinion and the administration's opinion that these cuts are inappropriate? Or is it your opinion that States should look for opportunities to cut any program that is not essential in their services?

Mr. NABORS. I think the President has been very clear at the Federal level, and we would look at this at the State and local level as well, is that inefficient programs should always be reduced or cut.

I think that the concern that we have right now is that the chief problem facing the economy is a demand problem. We need to ensure that there's appropriate amounts of goods spending going on in the economy to make sure that the demand is increased so that economic growth can actually occur.

What we are concerned about is that, because of the balanced budget amendments in various States, that States are making unwise choices right now simply to balance their budget, not based on the relative success or failures of particular programs.

Mr. ISSA. Thank you.

And thank you for your indulgence, Mr. Chairman.

Chairman TOWNS. Thank you very much.

I now yield 5 minutes to the gentleman from Maryland, Mr. Cummings.

Mr. CUMMINGS. Thank you very much, Mr. Chairman.

Mr. Dodaro, let me ask you this. You were talking a little bit earlier about—you showed the chart, you were pointing to the chart and showing how the Federal economic situation is and then comparing it to the States.

Mr. Nabors just mentioned something that's so significant. States, many of them—I guess all of them, most of them, have some kind of requirement that they have a balanced budget. That's a real problem, isn't it?

Mr. DODARO. Well, it's——

Mr. CUMMINGS. The reason why I'm trying to make this comparison is, when they are trying to balance a budget, and they've got to have one, that is kind of an unfair comparison, isn't it?

Mr. DODARO. Well, we're not trying to compare it from the standpoint of saying that it's not a difficult challenge. In fact, most of the States in the discussions we've had with them—and I have a lot of contact with State auditors, as well. What we're trying to illustrate is that the States are going to be under fiscal stress.

So the challenge for them to balance their budget right now is difficult, and it will be difficult for the foreseeable future based on these trends. So we're trying to just illustrate it that they have a significant challenge ahead of them that's similar to the Federal Government's challenge in dealing with its deficits.

Mr. CUMMINGS. And so, Governors play a very significant role in this process, is that right?

Mr. DODARO. That's definitely true.

Mr. CUMMINGS. And on that note—I know our Governor from Maryland will be testifying shortly, Governor O'Malley, who has done an outstanding job with regard to this stimulus program.

But, speaking of Governors, Mr. Nabors, in Governor Rendell's written testimony—I don't know if you've seen it, but he comments on behalf of the National Governors Association. Governor Rendell expressed concern that Governors are not informed when Recovery Act funds are sent from a Federal agency directly to recipients located within their State. For instance, the Department of Housing and Urban Development approves and sends funding directly to local public housing authorities.

GAO recommended in its April 2009 report and again in their report today that OMB take steps to notify States of such funds flowing into a State. Mr. Dodaro just said that Governors play a significant role. We'll have three of them here in just a few minutes.

The question becomes, why has not GAO taken on those recommendations and done that?

Mr. NABORS. Well, I think as we continue to work on developing our relationships with our State and local partners and with our Governors, we are looking at the mechanisms by which we can do that. We take GAO's recommendation very seriously. And I think, going into the future, you will see us do a better job of informing the Governors when those types of allocations are made.

Mr. CUMMINGS. Is that a—I take it that now that you have made that twice, GAO, I guess that's something very significant? Is that right?

Mr. DODARO. Yes, Congressman Cummings. The reason it's important is that the States are going to be in a position to make decisions themselves on how to fund money at the local level, and, if they don't know what Federal money is going directly to the localities, there could be some duplication, there could be gaps. And, also, I think they feel some level of responsibility for understanding the full impact of the program.

So we think it's very important. We're going to continue to keep making the recommendation until it gets implemented.

Mr. CUMMINGS. Well, no, no, no, no, no. You can't keep making recommendations and they not be followed.

I would suggest, Mr. Nabors, that you adopt the President's words, the "urgency of now." Because we are holding these Governors responsible, and if they don't even know what's going on with regard to money coming into their States, I think that's very unfair to them, very unfair. And I think we want to be most effective and efficient with these funds, and we don't want folks saying that they're not being used properly. So basically what happens is that if they don't know where the money is going, they can say, well, we don't know. We don't want that position.

And I guess the reason why I'm spending so much time on this is that the recommendation's already been made twice, and we're still talking about, "We're thinking about it," "We are trying to figure it out." No, no, no, time out. We've got to do it.

Mr. NABORS. Well, Mr. Cummings, let me be clear on this, then. I have heard what you have said, and we will go back and we will find a way to implement that recommendation.

Mr. CUMMINGS. So do we have a deadline then? Can we set a deadline? Because around here you could be next year doing it.

Mr. NABORS. It's not going to be next year. I need to go back and talk to our technical folks and figure out. But you will receive a phone call from me, and I will tell you specifically how we are doing it and when we are doing it.

Mr. CUMMINGS. Would you give it in writing to the chairman, please?

Mr. NABORS. I would be happy to do that.

Mr. CUMMINGS. Thank you.

Mr. Dodaro or Mr. Nabors, there have been reports that the Department of Transportation, specifically Federal highway infrastructure investment programs, are running much smoother and quicker than many of the other programs under the Recovery Act.

Can you comment on this observation? What exactly has DOT done differently from other Federal agencies, and how can DOT's best practices be implemented across other agencies that may have greater challenges?

Mr. Dodaro.

Mr. DODARO. First, I would say—I mean, the Department of Transportation has a set program that's been in existence for a number of years, and so they're following that same basic Federal program. So they really have not had to make that many adjustments for the Recovery Act purposes.

Mr. CUMMINGS. So they basically were already set to go.

Mr. DODARO. Right, right.

Mr. CUMMINGS. OK. And so these other programs, they've had to, sort of, create to use the money; is that what you're saying?

Mr. DODARO. Yes. I mean, some of the programs, like the State Stabilization Fund, is brand-new. I mean, that's a brand-new effort. The Medicaid matching has gone smoothly, as well. So I wouldn't want to say that the highway program is the only program that's operated effectively. Where there have been existing programs in place, they've carried out their normal processes, and that's helped to distribute the money quicker.

Mr. CUMMINGS. Thank you, Mr. Chairman.

Chairman TOWNS. Thank you very much.

I now yield 5 minutes to Mr. Turner of Ohio.

Mr. TURNER. Thank you, Mr. Chairman. I thank you for holding this important hearing and the important issue that we have facing us today.

And, Mr. Nabors, Mr. Dodaro, I want to thank you for being here and the tough work that you have, for both of you.

I know that everyone wants this money to be spent wisely. They want this money to be spent in a way that moves the economy forward and in a way that creates jobs. Now, personally, I voted against the stimulus dollars, and I voted against them because I thought that the purpose was not well-defined, that it would create a lot of waste, and that there would be spiraling deficits.

So, in knowing what the framework was of the original bill and the authorization of these dollars, I personally believe that your job

is that much more difficult to try to fashion out of the stimulus package funding and approval for projects that will actually achieve its goal. And we want you to be successful in that goal.

Mr. Nabors, I was looking at your written testimony, and you have told us that "the role of the Office of Management and Budget is to coordinate the nuts and bolts of the Recovery Act implementation within the executive branch and make sure that these implementation efforts are consistent with the act's mission and the President's priorities."

So, today, my question to you is going to be pretty important and goes directly to what your responsibilities are even in your testimony.

I represent the Third District of Ohio, and in that district, a company that had been located in our district, with its corporate headquarters for over 100 years, NCR, recently made an announcement that it would be relocating to Georgia, to some suburbs around Atlanta, Georgia, and communities around Atlanta.

News reports indicate that Columbus, GA, plans to use stimulus dollars as part of the implementation package for the relocation dollars that were offered to NCR to move these jobs from Ohio to Georgia.

Now, as you know, Ohio's economy has been significantly impacted. Hundreds and thousands of jobs are being lost throughout Ohio, and this corporate headquarters has 1,200 jobs that will be moving from my community to Georgia.

Obviously, my community is very upset about the prospects of stimulus dollars—dollars that, in fact, they will have to pay for—being used to fund the relocation of jobs from their community to another.

Now, I believe this is a nonpartisan issue. The Governor of Georgia is a Republican, the Governor of Ohio is a Democrat. The Governor of Ohio thinks this is the wrong thing to do; I'm assuming the Governor of Georgia thinks this is the right thing to do. I'm a Republican; our President is a Democrat. I believe that three out of four of those ought to believe that this is the wrong use of stimulus dollars.

So my question to you, Mr. Nabors, the individual who fashions the guidance and implementation, is, is this an appropriate and allowable expense under the stimulus guidelines? And once the administration knows that a State or community intends to use stimulus dollars to, in effect, buy or steal jobs from one community to another, how do you stop it? How, Mr. Nabors, can you assure the people of Ohio that their stimulus dollars, their tax dollars that they're going to have to pay back with interest, are not being used to merely move jobs from one State to another?

Mr. NABORS. Well, let me answer your first question first.

I don't have the specifics on this example, but it is disturbing. Based on what you have just said, that does not sound like an appropriate use of recovery dollars. As the ranking member has pointed out, dollars are fungible, and I would like to get smarter about exactly what dollars were used to do what.

With regard to your second question—but before I leave, let me say that I will followup on this specific example. I will talk to our

general counsel and I will talk to people at OMB to find out specifically what happened in this case.

With regard to what tools OMB and the administration has with regard to the way specific dollars are spent, there have been various instances that have come up through the last 4 months where we have expressed concern about the way certain States or certain local communities have proposed to use their funds.

In certain instances, we believe that we actually had the authority to stop the use of those funds, and we've exercised that use. In other instances, based on the existing statutes and the existing legal authorities, we've had less of an ability to stop the funds, but we've tried to make it very clear that we do not think that is an appropriate use of Recovery Act dollars and goes against the spirit of the dollars. And I think the Vice President has been very clear in those types of instances.

I'd like to go back and look at this example more specifically and be able to get back to you on that.

Mr. TURNER. I would appreciate that.

I'll give you a copy as you leave, also a copy of a June 3rd letter that myself and the minority leader, John Boehner, sent to the President detailing this issue when it came to light, when the announcement was made in the news media by officials in Georgia of their intent to use these dollars. We've not received a response to this yet, and I'd appreciate your attention to it.

Mr. NABORS. Will do.

Chairman TOWNS. The gentleman's time has expired.

I now yield 5 minutes to the gentleman from Massachusetts, Mr. Tierney.

Mr. TIERNEY. Thank you, Mr. Chairman.

The Government Accountability Office, Mr. Dodaro, indicated that in Massachusetts and the Boston school officials noted a difference between the guidance that the Department of Education was giving and the goal that was in the Recovery Act. The goal in the Recovery Act on education funding is job creation, and the guidance that the Department of Education was giving was that districts should invest those one-time funds thoughtfully to minimize the funding cliff that would occur once the funds are no longer available.

So I want to ask each of you a question on that, especially since the Title I funds are said by the Education Department to be only for limited purposes. So, Mr. Nabors, what's your impression of that, sort of, seemingly contradiction on that?

Mr. NABORS. Well, I think that the bridge between the contradiction is that we always view the Recovery Act as being a short-term effort. The President has been very clear that we need to get the economy jump-started. We need to expend resources now to actually get that started. But, over the long term, the funding levels that are contained within the Recovery Act should not be thought of as permanent.

And what we are asking States to do is to do the things necessary to maintain the employment that they have currently, but, at the end of the day, they can't count on these funds being here in 2011, 2012, 2013. This is a short-term stimulus program in order to jump-start the economy.

Mr. TIERNEY. All right. I'm not certain I see the bridge.

Let me ask you, Mr. Dodaro. I mean, what do you propose States do in order to meet those two criteria, one of job creation and the other of making sure that they spend the money so that they aren't falling off of a cliff, so to speak, when the money is no longer available?

Mr. DODARO. Yeah, I think the act gives great flexibility to the States in order to do that. In a number of areas, there are multiple objectives—often, as you're pointing out and we're pointing out, some of the officials, conflicting objectives and some tensions between what to do. And I think it depends on the specific circumstances of those State and local levels in order to understand what would be the best use of the money, from their perspective. And, if they have questions, what we've urged is greater communication between the Federal departments and agencies and the State and local governments.

So, you know, I think some States are having a lot of fiscal stress right now. They would have to lay off teachers, whatever. I think they're in a different situation than other States that aren't in that situation. But they have to balance these objectives.

Mr. TIERNEY. I think what they're doing is having trouble balancing the objectives.

Mr. DODARO. I agree.

Mr. TIERNEY. What I'm looking for in the question was a little guidance here. What they're finding is that there's one intent, where the money was to be used to retain jobs, and the other intent is that just means that in the next year twice as many jobs are going to have to go by the by because the money is gone. Then they haven't really used the money for a long-term purpose.

Neither one of you seem to be able to meet that crossover there, probably deal with both of those issues. But if you think about it a little bit and want to share something, I would be happy to share with my districts who are in that dilemma and appreciate that.

Mr. Nabors, on the reporting and transparency aspect of it, we have had some communication with your office on the idea that you do require in your guidelines that when the money goes to the Federal, to the State government, that is all reportable; when it goes from the Federal Government to a city or town, that is reportable. But your requirement guidelines that if the city or town puts it out to a contractor or subcontractor, that information is reported as well. The statute allows for that.

When do you think your guidelines will push a little further down to make that mandatory?

Mr. NABORS. We have done two things. The first thing our guidance did in response to some of the concerns that you raised was we did push the system as much as we thought we could do right now, and we are collecting vendor information from the subrecipients at the point. So to the extent that cities are hiring vendors, for example, in weatherization types of activities, we will be capturing that type of information.

We are also designing our systems such that in the future, as we get better information from State and local governments, we will have the capacity to grow our system to collect that subcontract information.

Mr. TIERNEY. Right now, you only require the identity of the vendor.

Mr. NABORS. Correct.

Mr. TIERNEY. Wouldn't it be useful to have not only the identity of the vendor but also the amount of money that they received and the location of where that vendor is?

Mr. NABORS. Those are all things that we are looking at possibly expanding. We thought that in talking to the Recovery Board, the things that they emphasized to us the most was, "please don't let the audit trail go cold," we at least need the identity. And we thought that from what we have heard from a number of smaller communities in particular, this information is very hard to track normally, so even maintaining just the vendor names was going to be difficult.

But in terms of ensuring that the Federal Government, GAO, the Recovery Board, the IGs have the ability to follow the money chain, that getting the vendors' name was absolutely critical. We are starting with that, but that won't be the end.

Chairman TOWNS. I yield to Mr. Chaffetz from Utah.

Mr. CHAFFETZ. Thank you, Mr. Chairman. I appreciate it.

Thank you both for being here. I know you want to do what is best for the United States of America, and we appreciate that. But I do have some questions, particularly for Mr. Nabors, if I could.

How many jobs have been created?

Mr. NABORS. Based on the last estimate that we have done, the Recovery Act created 150,000 jobs.

Mr. CHAFFETZ. And how do you come up with that number?

Mr. NABORS. At this point what we are doing is we are using an economic model created by the CEA. The specifications behind that model are similar to the specifications that we developed in terms of describing the impact that the Recovery Act would have when we were first pushing for the——

Mr. CHAFFETZ. In the essence of time, that formula—if you could share with us in writing what that formula is and how you could achieve that, I would be fascinated to see that.

Mr. NABORS. I believe that the CEA report is on line, but we will share it with your committee.

Mr. CHAFFETZ. How many jobs have been saved?

Mr. NABORS. We do not make a distinction between the jobs created and jobs saved.

Mr. CHAFFETZ. Why not?

Mr. NABORS. I think it becomes increasingly difficult from a macrolevel to make that determination. What we are able to say is, based on looking at what we believe the trends of the economy are, we can say—we can compare what the Recovery Act is doing and how many jobs currently exist versus what we were predicting——

Mr. NABORS. Yes.

Mr. CHAFFETZ. If you look over at this chart here, right, the goal was jobs, jobs, jobs. And you look at that unemployment number, and you claim that we are slowing the free fall; how can you justify that number?

Mr. NABORS. I think—let me start with two points. We are not happy with the unemployment number. The unemployment number——

Mr. CHAFFETZ. I understand that. My question is how do you justify saying that you are slowing the free fall?

Mr. NABORS. I think what we would do is we would look back at the job loss that we saw in the first quarter, which was approaching 700,000 jobs a month, and look at where we are right now. We are not happy with the job——

Mr. CHAFFETZ. I know you are not happy. We are not happy either. But the projections that the administration put forward and what would happen or not happen if we did or didn't do the stimulus are dramatic. They are unacceptable.

Mr. NABORS. We believe that the job loss is unacceptable as well.

Mr. CHAFFETZ. The President is quoted as saying that the stimulus "has done its job." Is that true or not true?

Mr. NABORS. We believe this stimulus has had the impact which we had predicted, which is job creation.

Mr. CHAFFETZ. The Vice President said—I think it was just yesterday—that it hasn't had the impact.

Mr. NABORS. I think what the President said is accurate. The President has made it clear that——

Mr. CHAFFETZ. That it has or has not done its job?

Mr. NABORS. The President has said two things: One, he has said that we did not have full information at the time concerning the growth of the economy; and two, that the Recovery Act has had an impact in putting people back to work.

Mr. CHAFFETZ. I still do not understand how you justify that it is "slowing the free fall."

On page 3 of your written testimony, you said the Recovery Act extends or expands programs like unemployment insurance. Does unemployment insurance create or save a job?

Mr. NABORS. Unemployment insurance ensures that people have money to——

Mr. CHAFFETZ. I recognize there are benefits to it, but the question is: Does it create or save a job?

Mr. NABORS. We believe that any dollar spent in the Federal system will create or save a job, because what is going on is we are putting dollars into people's pockets to spur demand.

Mr. CHAFFETZ. What about Social Security income and FMAP? Because the rest of your quote is, "These programs account for about 29 percent of total Recovery Act funds."

If 29 percent of the Recovery Act funds are being used for these three things that you cite, do they directly create or save a job?

Mr. NABORS. They directly put money into the economy so that demand can be increased. Absolutely.

Mr. CHAFFETZ. But they do not, dollar for dollar, save or create a job.

Mr. NABORS. I don't see how you can say that, because every dollar spent—when you go to a store and spend a dollar, that is a dollar more that the business will have in terms of profits in order to either ensure that a business doesn't shut down or to hire new staff.

Mr. CHAFFETZ. My time is short here.

Going to the very end of your testimony on page 11, second to last paragraph. "Mr. Chairman, we know that, in times of economic crisis the government did not make the solutions. Rather, government gave the American people the tools to fix what was broken."

What tools have you given the American people to fix what is broken?

Mr. NABORS. I think that what we are doing is the following:

One, we are ensuring that in the short term, that people who are out of work or who are facing difficult economic situations have the resources in order to sustain their current existence.

The second thing we are doing is we are putting—we are creating job opportunities through infrastructure projects and the like, to make sure there are jobs for people.

Mr. CHAFFETZ. But what tools are we giving the American people to fix what is broken?

Mr. NABORS. And third, we are providing tax relief in the short term, the broadest tax cut in American history through the Making Work Pay.

Mr. CHAFFETZ. I would happen to agree with you that tax relief is probably the No. 1 thing we can do to stimulate the economy and get people back to work.

Thank you, Mr. Chairman.

Chairman TOWNS. I now recognize the gentleman from Illinois, Mr. Quigley, for 5 minutes.

Mr. QUIGLEY. I wasn't here for this vote, for this package. So it is easier to second guess or use hindsight; I just don't think it's appropriate.

Watching from afar, it was easy to understand the exigency of what was taking place, the extraordinary circumstances that haven't been seen in 80 years in this country, probably, from a financial point of view.

So I also think it is important to recognize the obvious, that beyond the attempt at laser-point precision of how many jobs were created or retained, what is being said here today is that it had more than one purpose. And it is also important to recognize that previous administrations have attempted, often, to calculate the number of jobs created, retained with their programs. It has been borne out that this is extraordinarily difficult to do.

So gentlemen, I recognize that having said all of that and recognizing that this program needs to move forward, I do have concerns, to a large extent at the State level, we are flying blind. You yourselves have talked about their cutbacks from auditors and people who would be, I guess, called fiscal watchdogs, given the vast amounts of dollars and the speed at which it had to go out.

What is your best guess on timeframe to do things you started talking about: clarification on rules, Internet access—which was talked about in the GAO report—improved communication, and a specific understanding of what the States can and can't do?

Both of you would be great.

Mr. DODARO. I will start with our recommendations.

There is a process in place called the Single Audit Act. It was passed in 1984. And it is a primary accountability vehicle for overseeing State use of Federal funds that have been provided along with States' use of money. The Single Audit legislation could be

modified here and guidance put out to make it a more effective, timely tool for Recovery Act purposes. From our perspective at GAO, this is a potential huge missed opportunity unless the guidance is changed to require earlier reporting.

If I might put up the chart on the distribution of funds, please.

What this chart shows, Congressman, that a lot of the money at the State and local level—not that one. The one by year. Shows that most of the outlays to the States and localities will occur in 2010 and 2011. So there is an opportunity to look at what controls are going to be in place over those moneys, up front, through the Single Audit Act. But guidance needs to be modified and the auditors need to be funded to do the work. This is a very important investment, could pay big dividends down the road.

Second, there is a need for continual dialog between OMB and the States, to communicate with the States and provide them information, particularly on the amount of money going directly to the localities in their State, not going through the State entities.

And third, there needs to be some flexibility given to States to make sure they have the proper systems and the proper people and the safeguards on the management side on the programs that are being funded, to have adequate management oversight.

Some strengthening of those things is important.

Mr. QUIGLEY. Are you talking about dictating that?

Mr. DODARO. I am talking about, in part, giving requirements for early internal control reporting, and funding it. But unless that is done, OMB has certain flexibilities administratively. Some of this could be done legislatively. H.R. 2182, it is important that gets passed as well.

Mr. QUIGLEY. It would appear that there are almost no ramifications for not following the rules a, because the rules seem loose or not tight enough; and b, because there are no actual restrictions on what will happen if you don't use the money in the way we described.

Mr. DODARO. There are some areas where if money is not obligated, it can be redirected; for example, in the highway area. But most States have met those requirements. And there are some maintenance-of-effort requirements that the States maintain their spending both for highways and education. We are following those requirements to make sure that they are met going forward.

But by and large, your point is right. And that is why it is important to have these safeguards in place.

Mr. NABORS. We are very sensitive about the concerns that GAO has raised, and for the most part we agree. We are supportive of the chairman and ranking member's bill to increase the funding that would be available for administrative types of activities, and we are looking to what extent we can relieve some of that pressure administratively.

I think we want to continue to explore options with regard to single audits. We believe that the single audit is a key component of appropriate oversight. We do have some concerns about how quickly and effectively we can shrink the reporting deadline, but it is something we want to work very closely with GAO and State auditors.

With regards to communications, we couldn't agree more with the comments that GAO has made or the committee has made. The State and local governments are our partners. Every day we are trying to improve our communications. It is not something where traditional mechanisms have worked.

So we are exploring new options, such as doing more work through the Internet and making ourselves more available to conferences; the NCSL, the NGA, wherever we can find opportunities to communicate directly with our State and local partners, we are going to take advantage of those efforts.

Chairman TOWNS. The gentleman's time has expired.

Mr. QUIGLEY. Thank you, Mr. Chairman. If someone could follow-up and talk about the Internet a little bit more.

Chairman TOWNS. I now yield 5 minutes to the gentleman from California, Mr. Bilbray.

Mr. BILBRAY. Mr. Nabors, Patrick and I are sailors. If you look at the course that—basically the graph off over here to your left—and look at it as being a course that is projected by a navigator, as opposed to the course that is actually steered, according to that course our navigator was 80 degrees off course. From what was projected by the administration to what really happened was 80 degrees off.

Now, I don't know about you, but I am not so sure I would get on a ship or a boat with a navigator with that kind of navigation skills. So the projected course of our economy, our job market, and the actual course were 80 degrees off.

Now, do you really think that is an example for the future, that the same navigator ought to be used in the future? Or do we have to go back and take a look at who predicted the course that we were setting, because it definitely wasn't anywhere close to the course that we have taken?

Mr. NABORS. Well, sir, I am not a sailor so I wouldn't get on any boat with me.

But with regards specifically to the economic projections, what I would say is that the projections that the administration made at the time were fully consistent with the Federal Reserve Board, outside economic analysts, people like Mark Zandie, and private sector analysts.

What happened was something that was unpredicted by any of the observers at the time.

Mr. BILBRAY. In other words, the experts were all wrong and had no idea what they were talking about at the time because, obviously, we are talking a right-hand turn being made, or a lack of a right-hand turn, when you are predicting we were going to take a hard to starboard. And we kept full bore, basically, the pattern we were going otherwise, and did not see any change in the course set by the job market after we committed a trillion dollars in stimulus.

Mr. NABORS. I think the general economic consensus was that the economy was going to be bad. I don't think anybody predicted it was going to be as bad as it was.

Mr. BILBRAY. So we accept that. The experts didn't know what the hell they were talking about at the time they predicted this.

Mr. NABORS. I think predicting economic performance is always difficult.

Mr. BILBRAY. One hundred fifty thousand jobs created or saved; how much money have we spent?

Mr. NABORS. Based on the most recent information that we have, we have obligated $57 billion.

Mr. BILBRAY. How much of that per job?

Mr. NABORS. I can do the math real quick, but I haven't done the big calculation completely.

Mr. BILBRAY. I think that is least—if we are going to claim—it is kind of interesting the way we work this thing, because the credibility of this administration is going to be threatened if we do not come up with the facts and justifications for the people.

We already saw what happened before with the previous administration, when you didn't have people that were willing to call down the previous administration for making statements they couldn't verify. We want to make sure the new administration doesn't fall into that same trap, because credibility means a lot during this crisis. And frankly, with this navigation course, this promise that was made 5 months ago or 3 months ago or 6 months ago, and then seeing what reality is, you see why the average citizen doesn't believe the so-called experts in Washington, including the new administration, if that is the kind of result we are going to have.

I think that we need to justify how much money we are spending and where are the jobs saved and where have they been preserved. And I think we have a major credibility crisis here, and I think we just can't continue to say that—just because you keep saying it doesn't make it right and doesn't make it the truth. And the American people are sophisticated enough to know that Washington is not going to be able to sell its bill of goods when you end up with a failure rate of over 50 percent when you are going to hard to port when you are saying you are going to hard to starboard. No man in the world would get on a ship or a ship of State and follow this navigation for the future. So I think we need to straighten this out.

Mr. ISSA. Would the gentleman yield? Mr. Nabors, I just have one followup question on the gentleman. And I, too, am not a sailor so I won't go that way.

How many jobs are created when you obligate money?

Mr. NABORS. The CEA estimates that roughly $92,000 of government spending equals one job.

Mr. ISSA. OK. But let me go through that. I understand if I start handing out $92,000, I can get a lot of people to work for me for a year each. But when you obligate, don't you create no jobs? And when you spend, you create a job. I mean, obligating is an interesting term because it is the amount that, in fact, is disbursed that creates a job, at least for that day. Isn't that right, that obligating alone creates no jobs?

Mr. NABORS. That is correct. We have obligated $158 billion, and we have outlaid, actually spent, about $57 billion.

Chairman TOWNS. The gentleman's time has expired.

I now yield 5 minutes to the gentleman from Illinois, Mr. Foster.

Mr. FOSTER. I have a specific question regarding the weatherization formula. And it is my understanding there is a formula that

allocates funds among different States. Have you been able to develop whether—an opinion whether that formula is actually all right in the sense of you are actually putting weatherization funds where you are going to save BTUs?

And as a follow-on to that, is there a system in place for actually tracking the energy savings that are occurring as a result of this program?

Mr. DODARO. I will yield to Mr. Nabors on the details of the program. We at GAO have, just in this last 2-month assessment, started looking at how States were using weatherization. So far only about 10 percent of the money had been allocated to the States to begin planning activities there. More money is going to be coming down the road. We have not yet looked at the allocation formula yet. We will be happy to do so, and also look at the measures of performance.

Now the agencies—OMB has allowed the individual agencies to identify performance measures beyond jobs created or saved, and so we will be looking at that going forward. But since that program is just getting started, so is our work.

Mr. FOSTER. In a similar vein, in The Economist about a month ago, I believe they were reporting work from the Peterson Institute that indicated that the technologies that we were subsidizing as part of the AARA had costs of between, I believe, $60 and $140 per ton of carbon averted, which makes them not very promising in terms of—I was wondering, are we putting in place a mechanism to track how effective we will be at actually avoiding greenhouse gases in programs where that is a goal?

Mr. DODARO. I will defer to Mr. Nabors on that.

Mr. NABORS. That is one of the things that we are looking at as far as developing performance metrics for all of our programs.

Mr. FOSTER. So they will extend to the environmental goal as well as to the job creations?

Mr. NABORS. Correct.

Mr. FOSTER. A little more on this economic modeling. I would like to say I am at least one Member of Congress who understands that the predictive power of these models in a differential sense is much better; that they are more accurate at predicting the difference between turning a policy option on and off rather than just the absolute predictive power, which was missed in terms of the big downturn we had.

And the CEA model that you reported, is it similar to the Zandie model?

Mr. NABORS. It is.

Mr. FOSTER. I have looked in some detail at the formulas behind the Zandie model, and it was not entirely satisfactory, frankly, on things like the interest rate models going out and stuff like this. Are the CEA reports or the details of that model, are they published?

Mr. NABORS. They are available on our Web site, and I will provide it to the committee for the record.

Mr. FOSTER. Another thing that we ought to be tracking is the fraction of jobs that are created offshore in this. So, for example, when we put a lot of money into health IT, obviously we are going

to buy a bunch of Chinese-made computers. If we put a lot into Smart Meter on grids, most of those are produced offshore.

And so I was wondering, are we actually separately tracking the jobs created onshore versus offshore for the different programs?

Mr. NABORS. We are not currently. Currently we are only attempting to estimate the number of jobs created within the United States.

Mr. FOSTER. I guess those are my questions.

I yield back.

Chairman TOWNS. I now recognize the gentleman from Indiana, Mr. Burton.

Mr. BURTON. Thank you, Mr. Chairman.

Mr. Nabors, I served with Ronald Reagan during his administration, and when he came into office we had 12 percent unemployment and 14 percent inflation. And he decided against some of his economists' recommendations to cut taxes instead of just throwing money at everything. And as a result, we created millions of jobs in one of the longest economic expansions in U.S. history. And the economy at that time was as bad or worse than it is right now.

Now you said, and Mr. Issa quoted you, you said since almost all States have to balance their fiscal budgets, even in the face of recession, 40 have cut benefits and services and 28 have raised taxes and more are considering both measures. These actions deepen the impact of the downturn.

It sounds a little bit like you may have agreed with what President Reagan did, because instead of raising taxes which would have precipitated a bigger downturn when we had 12 percent unemployment and 14 percent inflation, he chose to cut taxes. And he believed that if you did that, you would get more disposable income to individual citizens, their families, and to businesses so that they could make more investment in their businesses, in plant equipment, and it would create more jobs. People would have more money to buy more products; therefore, you create more jobs because they had to be produced.

So what I can't understand is why we're are doing what we are doing. The President has proposed raising taxes on health care. It is going to hit everybody. I mean, I think everybody in the place knows that. He's talking about a carbon tax for cap-and-trade that is going to cost the average family about $3,100, $3,200, maybe $4,000 a year. We have already appropriated—authorized and appropriated $787 billion for the stimulus package, $350 billion for the omnibus, $54 billion so far for the auto bailout. And, of course, the stimulus is $787 billion, and now you're talking about another stimulus.

How can you square blowing all of this money when it is not creating jobs? Vice President Biden said the stimulus created 150,000 jobs, and President Obama asserted on June 8th that the stimulus would create 600,000 jobs over a hundred days. And they said it wouldn't go above 8 percent when you started throwing all of this money at it, and now it is 9½ percent.

It seems like the approach that Reagan took was the more realistic approach because it let people make the decisions and let companies make the decisions on how to get themselves out of that

mess instead of having the government trying to do everything. And I just want to quote a couple things real quick.

Here's where some of this money is going. Did you know the Florida Department of Transportation is planning to spend $3.4 million recovery funding on the road-crossing for turtles and other animals on U.S. 127; that in Minneapolis they are going to spend $2 million for the theater for dance and music events; that in Kansas the Tall Grass Prairie National Preserve's new visitor center and pedestrian bike project over the highway is going to be—they are going to spend how much on that—a couple million. A million dollars in Michigan for decorative sidewalks and crosswalk planters, landscaping, and so on and so on.

It just seems to me that a more realistic approach to solving the problems—and I hope you will carry this back to the administration—would be instead of throwing money at it and talk about another stimulus package, we should be cutting taxes, stimulating economic growth by letting people have more of their own money to spend, and letting businesses have their money to invest in things they need to be invested in, instead of this sort of stuff, so they can expand their business and sell their products.

You can respond.

Mr. NABORS. I will take your comments back to the administration. I do feel the need to clarify a few points.

No. 1, no one in the administration is talking about a second stimulus at this point. What we are focused on right now is implementing the Recovery Act that Congress has already passed, and doing the best that we can with the dollars you've entrusted us with. So that's where our focus is right now.

Second, with regard to the way the package is actually structured. I think it's important to note that over one-third of the package is actually focused on dedicated targeted tax relief, which we believe is a part of a very balanced package to——

Mr. BURTON. Pardon me for interrupting, but Laura Tyson yesterday did mention a second stimulus. I just thought I would clarify that.

Mr. NABORS. Laura Tyson is not an administration official.

Mr. BURTON. She's an economic adviser.

Mr. NABORS. She's an outside economic adviser. She does not work for the administration.

But to clarify, the package that was signed into law actually does include what we believe is effective tax relief for the middle class, and we think it will have benefits. But in addition, because of the output deficiencies that the economy is currently facing, spending has to be part of the equation. And what the President has said is that over the long term, this spending—we need to bring the entire Federal budget back under control.

So I recognize the point that you were saying that there has been a lot of spending that has been done, and it's something that the President is very sensitive to and very focused on. It's one of the reasons why he is pushing so hard to make sure that comprehensive health care reform is completed.

Over the long term, the key to long-term deficit reduction is going to be bringing our health care costs under control. In addition, we made it very clear that the Recovery Act spending is some-

thing that we are looking at as a short-term stimulative impact into the economy. It is not something that we believe is sustainable over the long term, or even visible over the long term.

Chairman TOWNS. The gentleman's time has expired.

I now yield 5 minutes to Mr. Hodes from New Hampshire.

Mr. HODES. Gentlemen, thank you for being here.

The Recovery Act was put in at a time of global financial collapse and severe economic distress in this country, and we are still facing a stubborn recession.

I am a sailor, and I know that sometimes when you set course from point A to point B, sometimes the wind changes and you need to adjust. And that happens, and sometimes the predicted course isn't the course that you end up sailing.

The good news for me from New Hampshire is that I was able to go out on the highway with Secretary LaHood and know that New Hampshire was the first State to put highway funds to use. So the transportation dollars seem to be flowing OK.

What I am hearing from home is that other agencies are having a hard time implementing and reporting the funds that are coming in. The States are implementing billions of dollars of funds, but the concern is that the Federal Government, we aren't providing the clear, coherent guidance that we really need to put Americans back to work faster and to provide taxpayers with a comprehensive, transparent accounting of those funds that everybody understands.

And the chart that, Mr. Dodaro, you have put up, shows that it looks like the projections for when the full impact of the stimulus dollars is going to hit is a little bit later than what we had originally projected. Is that so?

Mr. DODARO. Actually that chart, the white bars are the estimates that CBO made during the time the bill was in conference. So that was always the estimated outlays contemplated under the act. I think Mr. Nabors can corroborate that.

The gray bar, in terms of what has been actually outlaid already, we think is, you know, potentially slightly ahead of the pace that was estimated; and I think it is because the unemployment rates have been higher, so that means more Medicaid and Federal matching assistance is there. And given the fact that the States are under fiscal stress, I think they are moving as expeditiously as they can.

The other factor, I would say, is most of the States, as you know, end the fiscal years on June 30th. So they were waiting for a lot of approval from those State legislatures. Now that's occurred, I think the funds will flow according to pace.

Mr. HODES. So it's fair to say that while there are some—including some in this room—who are complaining about job creation, that as we see more of the stimulus dollars flowing to the States—and the quicker the better we can get them flowing—the more job creation, preservation we are going to see. Is that true, Mr. Nabors?

Mr. NABORS. That is absolutely correct.

Mr. HODES. Now, in New Hampshire and around the country, the growth of small businesses is very critical to creating jobs. OMB has stated that in its implementing guidelines that one of the goals of the Recovery Act is to provide opportunities for small busi-

ness, and the SBA has estimated that 60 to 80 percent of new jobs annually over the last decade are small business jobs.

Have you at OMB set targets for the amount of Recovery Act funds directed to small businesses?

Mr. NABORS. We have not set targets, but there are targets in the statutes that we are trying very hard to meet. And we believe that we have been able to increase the initial amount of small business funding dramatically. Originally, we were looking at spending at about 4 percent. We went back and talked to the agencies and made it clear that it was a priority of the administration that small business be an engine for the Recovery Act, and that amount of spending through small business has gone up dramatically.

Mr. HODES. Are you providing any education or outreach to small businesses to ensure that they know how they can access the opportunities for them in the Recovery Act?

Mr. NABORS. Absolutely. Both through OMB, but specifically through the individual agencies that have existing relationships with small businesses and small business consortiums, we are trying to get the word out what type of Recovery Act money is available.

Mr. HODES. Mr. Dodaro, do you think that the reporting requirements to which recipients of Recovery Act dollars must adhere are discouraging small businesses from pursuing or accessing Recovery Act funds?

Mr. DODARO. I think that the reporting requirements—first of all, I don't have an empirical basis to that answer that question. We have not consulted any small businesses or talked with them. I do think we made a recommendation, apart from the one here, about making sure that small businesses and others knew of the availability of the funding opportunities and made recommendations to OMB because the Web site grants.gov was unable to handle the volume and there would be other avenues explored to make people aware of how to apply for the funding. So that is the extent of our recommendations there so far.

Mr. HODES. Thank you.

Mr. Nabors, I encourage you to continue your efforts to make sure that small businesses have access to easily getting these funds to help create jobs in America.

And with that, I yield back.

Chairman TOWNS. Mr. Schock of Illinois.

Mr. SCHOCK. Thank you both for your testimony.

I have two quick questions. Mr. Dodaro, I come from the State of Illinois, a State that has roughly a $9 billion deficit. Our Governor has proposed a 60 percent increase in the income tax, and we are struggling with the programs and services that our State currently has. A part of the stimulus plan—and part of your testimony speaks to the maintenance effort and the commitment by States that they have to make in order to get the requisite stimulus dollars.

My question is specifically, what are we doing as a Federal Government, and what—to ensure that when a State says yes, we will continue to maintain these programs to get X funding now, what are we doing to ensure that actually happens, No. 1.

And then No. 2, what happens in 2 years from now in a State like mine in Illinois where we don't have the money for the services we have today, and now we have additional services we don't have today that we will have to support on into the future, and what true force can we take or what measures are you suggesting that we have that can force them to basically come up with the money at the State level?

Mr. DODARO. First of all, there are a number of maintenance-of-efforts requirements in the Medicaid program. For example, that eligibility standards remain the same as they were through June 2008. In the Medicaid program, there are maintenance-of-effort requirements in the Medicaid program, in the highway program, and the education programs. Those are the big three so far.

We are carefully looking at how the Federal agencies are monitoring those maintenance-of-effort requirements. In Medicaid, it hinges on eligibility requirements, highways, they have to provide—Governors have to provide certifications. Transportation is reviewing those certifications right now. And there are waiver provisions, however, in there that the agency heads have in order to entertain waivers from the States.

Mr. SCHOCK. That is for today. What happens in 2 years when the agreement that was signed by Governor A, who is no longer in office, and Governor B is now having to deal with the reality of whatever commitments were made by that State to maintain those Medicaid reimbursement levels or income levels to qualify for Medicaid? What happens in 3 years from now when the legislature—who is duly elected and has a fiduciary responsibility to balance their budget—decides, you know what, we can't afford these new rates that were specified in the Recovery Act 3 years ago that a former Governor, and maybe a former legislator, agreed to?

Mr. DODARO. Well, first of all in the Medicaid area, that money ends December 2010. So it is only for a 27-month period in any event. I do think there is a responsibility on the part of the Federal agencies to make sure that they monitor as it's going along. They shouldn't wait——

Mr. SCHOCK. What specific action can we take to force them to honor their word? Because I guess what I am confused about is we have some Governors saying, "thanks for the money, we will take it;" and we have other Governors saying in 3 years, "we can't afford the commitment that you are all asking us to take in exchange for taking the money today."

And yet I am having difficulty seeing where our power in the Congress or the President or your office has in 3 years to ensure that a new Governor and a new legislature has to honor that commitment.

Mr. DODARO. You are raising a good point. I think that is something that needs to be monitored all along and——

Mr. SCHOCK. I know I am cutting you off. I have a question for Mr. Nabors.

My question is, why shouldn't every Governor take the money, tell you whatever you want to hear? Because up until now, I haven't heard a good explanation from you as to how we are going to force them to honor the commitment that we are expecting them to take in exchange for the money.

Mr. DODARO. For example, in the Medicaid area, if they don't honor commitments then they don't get the matching share of——

Mr. SCHOCK. For the first 2 years.

Mr. DODARO. That is the only amount of funding that is available. I will go back and provide you with a specific answer for the record for each of these programs of what mechanisms are in place to make sure that those commitments are honored.

Mr. SCHOCK. I am specifically interested in not how we are going to monitor and tell them they didn't do it, but what specifically, in years 3 and 4 which, from talking to the Governors who haven't taken the funding, is their concern in keeping those higher income levels and places and so on, what our force will be to go after them if they don't; because I guess my suggestion to those Governors who haven't taken the money, it sounds like you take the money, tell them whatever you want to hear, because there's not a whole lot we can do in year 3 and 4 and into the future.

Mr. Nabors, real quick. Reviewing what I have heard in the testimony, I couldn't agree with your final several paragraphs in your testimony which basically said it's not government that creates jobs, it's not government spending that will stimulate the economy, it's private investment, private entrepreneurs and risk taking. And I truly believe that to be the case.

Chairman TOWNS. The gentleman's time has expired.

Mr. SCHOCK. Can I have 30 seconds?

Chairman TOWNS. Thirty seconds.

Mr. SCHOCK. I guess what we know, and it's been said by my companions up here, you know, the President said unemployment would peak at 8 percent. It is at 9½ percent. He is conceded that it's going to reach double digits by the end of the summer.

Your testimony here today, $75 billion has been spent to create 150,000 jobs. That comes out to half a million dollars a job. Your comment earlier was roughly $92,000 in government spending should create a job.

So my question specifically is in the jobs number, if we are not going to say we failed in terms of being off course on what the unemployment rate would actually be, we are not even near what the expectation is in terms of job cost of government spending to create a job. We are usually operating under a $92,000 per job creation number and we have spent 75 billion to create.

Chairman TOWNS. The gentleman's time has long expired.

I now yield 5 minutes to Congresswoman Speier of California.

Ms. SPEIER. Mr. Chairman, thank you.

As we look at the chart that the GAO has provided us, we are going to be outlaying twice as much money next year as we have this year, which would suggest that if there's going to be waste and abuse, it is going to be twice as bad next year as it is this year, unless we take steps to make sure that it doesn't happen.

So I would like to understand what happens when an outlay has been made to a particular entity. Let's say it is $10 million. And when the first reporting period occurs, they've spent half that money, and we now are aware of the fact that they didn't really generate new jobs, or the program that was anticipated to be constructed is not followed up with.

How do we, one, rescind the rest of that money; and, two, do you have enough resources to go out there and determine whether the money is being spent appropriately or not?

Mr. DODARO. The answer to your first question is there are sanctions for withholding some of the future funding for certain programs, but it differs by programs. So there are some options if there's disclosures that requirements aren't being met for action to be taken by the Federal agencies; but they have to be aware of it and they have to make sure that they promptly address it.

On the second question is, no, we do not have at the GAO enough resources to go out and monitor all of the activity across the country, and that is why we are suggesting that the single audit process where the State auditors are already in place and they audit this money annually, that they be required to do earlier internal control reporting now, before a lot of the money is spent in 2010, and that they are provided some funding to make sure that they can carry out their normal activities.

If changes aren't made, the single audits for the fiscal year 2009 won't be issued until 6 to 9 months after the end of the fiscal year. So you will already be into the next fiscal year.

There is a network in place through the single audit that can be exercised, with modifications, to provide greater assurance that the money is being spent properly. But OMB and the Congress need to act on the recommendations in order to effectuate those changes.

Ms. SPEIER. Mr. Nabors, what is your position on that?

Mr. NABORS. We concur that the single audit is an important component of ensuring that there is appropriate oversight. We want to make sure there is appropriate money to the State and local governments to make sure that they don't have to reduce the administrative staff and the oversight staff that we have, and we are dedicated to making sure of that. We are working with the chairman and the ranking member to—in support of their bill to make sure that even more funding could be available to State and local governments to conduct those audits.

A second piece that we are doing, which I don't want to get lost, is that working with Earl Devaney, who is the head of the Recovery Oversight Board—he has made it very clear that he sees one of his primary responsibilities is getting in on the front end of projects to make sure that as much as possible we can make smart decisions and we can help the agencies make smart decisions so that we have the mechanisms in place so that money isn't wasted. Once the money is wasted, it's a shame for all of us. If we can get in and shape the programs ahead of time so that we can minimize the amount of waste that comes out the other side, that would be best for the American taxpayers and for the Congress. So we are working very hard with Earl and with the various IGs to try to set up those mechanisms ahead of time as well.

So I think between the State auditors, the local auditors, and the IGs and the Recovery Oversight Board, we are trying as much as possible to create a network of oversight that will try to minimize the amount of waste that could occur from Recovery Act spending.

Ms. SPEIER. Final question. If there is fraud, there should be a means by which that money could be returned to the Federal Gov-

ernment. Have you put that in place? Have you thought about it? What are you going to do about fraud?

Mr. DODARO. That's the basic responsibility of the Federal Government agency. If we find fraud or potential fraud, we will refer the matter to the Justice Department for further investigation. We don't have law enforcement authorities, but we do make referrals to inspectors general and the IGs. We have made available to the public a hot line where people can submit allegations of fraud. The Recovery Act also requires the inspectors general to do the same.

Ms. SPEIER. How do you advertise that hotline?

Mr. DODARO. It's on our Web site. We have put out press notices regarding it.

Ms. SPEIER. How many calls have you received?

Mr. DODARO. We have received about 61 allegations so far. We have referred some things to the inspectors general. There are about 25 or so that we are looking into more deeply to assess the merits of it. We will be following that up.

Ms. SPEIER. Could you report back to the committee on what you find from those hotline inquiries?

Mr. DODARO. I would be happy to.

Chairman TOWNS. I now yield 5 minutes to the gentleman from Arizona, Congressman Flake.

Mr. FLAKE. I thank the chairman, and I thank the witnesses. I'll ask a series of questions and if I could get a quick answer, I'll get to more.

The Vice President has said that he is kind of the sheriff on this, that his role is to provide oversight. What specific role does he play? Does he go to meetings? What does he do?

Mr. NABORS. The Vice President holds regular meetings with the Cabinet agencies and with the implementation officials with the agencies, and he is also very involved in terms of reviewing agency plans with regard to broad goals of Federal spending.

Mr. FLAKE. When we see programs that we are told are getting funding, it kind of makes us wonder when you say no—if you say no. For example, we are told that $800,000 of this recovery funding will be used for a runway at an airport in Pennsylvania that has around 20 passengers a day that fly to Washington. Why wasn't that money turned down? And if it's not, can you give me any specific examples where you've said no?

Mr. NABORS. There are a number of examples where we have gone back to the agencies and asked a series of very hard questions, and projects were removed. With this specific project, I would have to go back to the Department of Transportation and find out more about the criteria that were used to make this award.

Mr. FLAKE. But you don't know of any examples where you just said no? Just hard questions?

Mr. NABORS. Most of this work is done at the agencies. I would want to go back to the specific agencies and get the examples of them.

Mr. FLAKE. The Vice President has said that some people have been scammed already. That is his quote. Can you give any examples of that?

Mr. NABORS. I am not sure what the Vice President was referring to there.

Mr. FLAKE. Should we ever take anything serious said by the Vice President or somebody assigned to go and retract what is said?

Mr. NABORS. I take what the Vice President said very seriously.

Mr. FLAKE. It would be good to know what he's referring to.

Mr. NABORS. I'm just not familiar with that quote.

Mr. FLAKE. CNN Money just put something out saying that $75 billion had been allocated already, paid out. You say $57 billion. Which is correct?

Mr. NABORS. The most recent information I have is $57 billion.

Mr. FLAKE. And you say 150,000 jobs have been created. That is some $380,000 per job where the goal is $92,000 per job.

Mr. NABORS. I think there is a discrepancy. I'm giving you the most recent information that we have with regard to obligations. It's $57 billion to date. I would have to go back and look at when the job creation number was actually calculated. It's not the exact same time period.

Mr. FLAKE. But it's safe to say that we are considerably north of the figure of $92,000. That's the goal.

Mr. NABORS. I would have to go back and take a look at that, but I will provide that information for the record.

Mr. FLAKE. So with projects—and we were told initially that they needed to be shovel-ready. I have to tell you, I grew up on a farm and my dad always had projects that were shovel-ready. They usually involved rubber boots and a corral.

I'm just wondering if there is any other criteria, again going back to this thing. I still have not heard of examples coming from any agencies. And, again, going back to this one—and Mr. Burton named some others—these projects where you would have to say, you know, unless you just concede that throwing money out is going to create jobs somehow or improves the economy, that perhaps it would be better to give it in the form of tax relief and allow individuals to spend it.

But I still would love for you to come back to the committee and give us information on at least one instance sometime where an agency has said no. Just because it's shovel-ready doesn't mean it's worthy.

Mr. NABORS. I'll be happy to provide that information for the record.

Mr. FLAKE. I yield to Mr. Issa.

Mr. ISSA. If they could put the "Federal Deficit Will Reach Levels Never Seen Before" up on the board.

Mr. Dodaro, earlier you showed us your declining one. This one appears to be your chart, but referred to in positive deficit. And I want to make sure, because again I told you I had to take stats and I hated it. Your downward one appears to be the equivalent of that one; same thing, but everything in reverse, that obviously states a little different. And if I read it correctly, we have increasing deficits as far as the eye can see projected. When you express it positive—because we are in deficit and your chart was a negative deficit because you have these minus numbers.

Can you explain the difference between those two charts?

Mr. DODARO. It's basically just the reverse explanation. I mean, there are different ways to explain this and to display it.

One, the chart I am showing is the annual deficit, what it is expected to be as a percent of gross domestic product. There are also measures that you could show where there is a percent of debt held by the——

Mr. ISSA. My time is expiring.

Isn't it more standard when you talk about deficit to have it as a positive deficit? In other words, a growth in deficit normally is an upward number. In your case, the downward might have people think that things are getting better, when in fact, down in your case or up in the other case, both are growing deficits.

Mr. DODARO. Right. "Down" in our case means you are going bad. You are heading in the very wrong direction.

Mr. ISSA. I wanted to make everybody understand that downward chart is really bad and that's where we are headed right now.

Mr. DODARO. Correct.

Chairman TOWNS. The committee will adjourn, and we will reconvene 5 minutes after the last vote.

[Recess.]

Chairman TOWNS. Let me just reconvene the committee and to say to Mr. Nabors and, of course, Mr. Dodaro that we really appreciate your being here; and, as you know, that, based on the comments made by Members, there's a lot of things that we need to sort of get clarification on, you know. And one in particular, that if jobs are retained, how is that in terms of job creation, you know, and that a lot of areas, you know, they would have had to lay a lot of people off, but as a result of the money, they were able to retain them. And I think in many instances it just made so much sense to do that. Because when you look at education where you're able to have teachers, you know, that would have been laid off and would have these huge class sizes that now are able to have their jobs, I think it makes sense.

And, of course, I want to thank you and want you to look into these issues, because we're going to always have these until we come up with some clarification.

So, OMB, you really have to have some guidelines to make certain that people understand, you know, what job creation means. Is it a part-time job, half-time job, whatever. I mean, these things need to be sort of made clear so we know where we're going so we can answer questions when they come up.

And I now yield to the ranking member, and then after the ranking member we're going to dismiss this panel.

Mr. ISSA. I would like to echo the chairman's accolades of your being here today and your willingness to respond both here today and some of the followup that you've promised.

This committee is dedicated to have you back essentially every time there's a new report, which is every 2 months; and I hope you will indulge us in something close to that schedule. Based on what the chairman may want, we may do it informally or formally, but it's very clear we feel it's one of the core responsibilities of this committee and one that we want to work on on a bipartisan basis.

And with that, Mr. Chairman, I agree we should go to the next panel; and I thank you for your service.

Chairman TOWNS. Thank you very much.

And now we will move to panel two.

Our next panel, the Honorable Deval Patrick is Governor of the Commonwealth of Massachusetts. Governor Patrick's career includes leadership experience at the top of levels of business and nonprofits and government, including as Assistant Attorney General for Civil Rights at the Justice Department.

Governor Patrick recently signed into law legislation to maximize the Commonwealth's eligibility to receive Recovery Act funding. The new law builds on the work and ideas of hundreds of people who have participated in a task force to establish a plan for the best use of Federal stimulus dollars.

Governor, will you stand and let me swear you in.

[Witness sworn.]

Chairman TOWNS. Let the record reflect that he answered in the affirmative. You may be seated.

Governor, we would allow you 10 minutes. You know, after all you're a Governor. You get 10 minutes. So if you can proceed.

STATEMENTS OF DEVAL PATRICK, GOVERNOR, COMMONWEALTH OF MASSACHUSETTS; MARTIN O'MALLEY, GOVERNOR, STATE OF MARYLAND; AND EDWARD RENDELL, GOVERNOR, COMMONWEALTH OF PENNSYLVANIA

STATEMENT OF DEVAL PATRICK

Governor PATRICK. Well, Mr. Chairman, thank you, I think, for the 10 minutes.

I'm going to be brief, and I want to apologize in advance that I have to leave early for an appointment elsewhere in the city, but my staff and I will be happy to followup with you and Congressman Issa and members of the committee, our own members of the Massachusetts delegation and others and their staff on any specific questions you might have.

Chairman TOWNS. We respect your time constraints.

Governor PATRICK. Thank you very much, Mr. Chairman; and thank you for the opportunity to testify today about the American Recovery and Reinvestment Act and its impact on the Commonwealth of Massachusetts.

I want to ask that you accept my written statement for the record and permit me to just summarize it.

Chairman TOWNS. Without objection.

Governor PATRICK. Thank you.

First, I want to acknowledge and thank the Congress and the President for providing these much-needed resources. These are the tools that we need to help us weather these unprecedented economic times and to begin to transition our economy over time to the next chapter of sustained growth.

So far, Massachusetts has received close to $2.6 billion in Federal recovery funds. Most, I think like most States, has come for Medicaid and education; some as the first installment on transportation projects.

While we've not been able to avoid all layoffs and cuts in State services, without our funds these cuts would have been much more drastic and disruptive. With them, Massachusetts has been able to sustain critical safety net programs and services such as in edu-

cation and health care, and I just want to get into that a little bit more.

In education, Recovery Act funds enabled us to maintain our investments in education reform, a 15-year commitment that has placed our students first in the Nation on the NAIPs scores and in the top six in the world on the TIMSS measure of science and math.

The recovery funds have also enabled us to continue our pioneering experiment in health care reform where over 97 percent of our residents are insured today, the highest level in the Nation.

In fiscal year 2010, the increased FMAP will allow us to maintain eligibility and benefits for hundreds of thousands of low-income residents who rely on State-subsidized health insurance.

We estimate that the Recovery Act's education and FMAP funding have helped us retain thousands of teachers, social workers, health care workers and others.

Our initial highway funds are putting people back to work today and laying the foundation for future growth. We're using highway stimulus funds in Fall River, an area especially hard hit by the recession, for a new interchange opening up 300 acres of property for commercial and industrial development. Investments are also being made in the western part of the State for an intermodal facility to allow for the more efficient interaction of different transportation methods.

We are ready to put forthcoming Recovery Act funding and our people to work especially in the innovation economy. The clean energy field is the fastest growing sector in the State, with 20 percent growth in 2007. Today, we have more than 500 firms and 14,000 people working in those—in that field. With a program I announced just last week to use Recovery Act funds to install solar panels on State buildings, including all four terminals at Logan Airport, those numbers will grow. Town halls, libraries, and other municipal buildings are also set to receive funds for solar installations and homeowners for weatherization, and small businesses are likely to undertake the majority of this work, which I think is very good news for that important sector of our economy.

Our plans are ready to implement for investments in transportation projects, labor, and work force development programs and new technology, including broadband expansion to unserved and underserved communities. These Federal investments, coupled with State bonding resources we have committed, will create jobs today and improve our infrastructure for tomorrow.

I just want to point out, 4,900 jobs were created in the Massachusetts economy in May, the first new jobs created in a year in the Commonwealth. And while not all of those can necessarily be attributed to the Recovery Act, I can tell you that certainly they helped. It's way too soon, in my view, to unfurl the mission accomplished banner, but we're on the right track.

The Recovery Act has provided an opportunity to make fundamental changes to the way we do business. For instance, the use-it-or-lose-it requirements helped motivate us to examine and improve the process for contract awards. As a result, the time from bid opening to notice to proceed has been cut from 120 days to less than 60 days without any loss of oversight, and the members of the

Massachusetts delegation will know that this has been a particular challenge of ours in Massachusetts over the years and a real focus of our administration.

In the same vein, I commend the Congress for insisting that we deliver on the goal of maximum transparency and accountability. In Massachusetts, we have been focused on creating a transparent, accessible way for both professional watchdogs and average citizens to track recovery spending; and we have taken a number of steps to protect against waste, fraud, and abuse.

First, even before the Recovery Act's enactment, we identified the State agencies and programs through which recovery funds were likely to flow and directed those agencies to review, update, and amend their existing internal controls to satisfy the most rigorous compliance oversight requirements. We then vetted those control plans with the State Auditor, Inspector General and Attorney General, all independent officials in Massachusetts, to see if they saw any gaps that we had missed.

Second, we established a centralized Recovery Act project management office. We call it the Office of Infrastructure Investment. This office coordinates projects between State agencies and municipalities, helping to streamline the process of obtaining regulatory approvals and ensuring compliance with Federal and State regulations. The office will include a compliance and monitoring manager who will oversee internal control processes, assess compliance risks, and conduct periodic compliance reviews across all State agencies receiving these funds.

And, third, we've developed a State Web site, a recovery Web site, mass.gov/recovery, on which we publish recovery expending by type and by region for money that flows through the State. The site will contain all the information required by the act, including a detailed description of each Recovery Act funded project and activity.

Finally, I want to mention two items that need I believe the continuing attention and partnership of the Congress, the administration, and the States.

No. 1, we are still waiting for the bulk of the money. I understand that much of the funds will be released this summer, and that's very good, but I would be remiss if I didn't make the point that we, as Governors, are ready to go and want to work with our Federal partners to ensure projects start quickly. We can do this, I believe, without sacrificing the important goals of transparency and effective oversight. Both goals are possible, and both must be achieved simultaneously. But no funds, no projects; and no projects, no jobs. So, with due respect, passing the bill, as important as that was, creates no jobs. Spending the money creates the jobs.

No. 2, although I commend Congress for authorizing States to utilize a small portion of Recovery Act funds for central reporting and accountability systems, the process that States have to go through to obtain authorization to begin spending these funds needs to be simplified. States have been instructed that in order to access Recovery Act funds to pay for centralized systems, including that transparency and accountability that I referred to, States must follow longstanding cost allocation procedures set forth in OMB administrative circular No. 87 and then submit proposed

amendments to their existing State-wide cost allocation plans to Health and Human Services for review and approval.

Now, we are currently in negotiations with HHS over the details of our proposed plan, because we have concerns about whether those procedures adequately account for the Recovery Act's unique issues and requirements. In the meantime, however, we can't access the funds until we finish those negotiations, and it's unclear when those negotiations will conclude. And, to the best of my knowledge, there is no other State that's in a different position. Everybody is stuck on this particular point right now.

Now, our comptroller has shared these concerns with OMB. The issues are complicated. We have a very productive working relationship and discussion with OMB, but we need to conclude this as promptly as possible in order to allow the time to build those accountability and transparency systems to track Recovery Act spending.

So, again, I just want to thank you for inviting me today. I thank you for the initial investment in the long-term effort to help America recover from this economic crisis, and I am happy to take any questions that you may have.

[The prepared statement of Governor Patrick follows:]

Governor Deval L. Patrick

Testimony before United States House Oversight and Government Reform Committee

Washington, DC

Wednesday, July 8, 2009

Good morning. Thank you Chairman Towns, Ranking Member Issa, and members of the Committee for the opportunity to testify today about the American Recovery and Reinvestment Act and its impact on the Commonwealth of Massachusetts. I first want to acknowledge and thank President Obama for his leadership and commitment to ensuring that the states have the tools they need to weather these unprecedented economic challenges. I also want to thank Congress for providing these much needed funds, and for their long-term vision for economic sustainability.

To date, Massachusetts has been awarded close to $2.6 billion in federal recovery funds for Medicaid, education, and transportation projects. These federal funds have helped Massachusetts sustain critical safety net programs and services while avoiding laying off thousands of teachers, public safety workers, human service

providers and other government employees It also is allowing us to make infrastructure investments that are both creating jobs now and laying the foundation for long term economic growth in the future. Of course, even with ARRA funds, we have been forced to make difficult cuts to balance the state budget. I am not under any illusions that ARRA funding is a panacea. We continue to make the hard choices to ensure our long-term economic health.

In Massachusetts, we have a rich history of education achievement. Our fourth and eighth graders outscored the nation, and most of their international peers, in math and science on the world's largest study of student performance in those subjects. According to the results of the 2007 Trends in International Mathematics and Science Study (TIMSS), Massachusetts 4th graders ranked second worldwide in science achievement and tied for third in mathematics; the state's 8th graders tied for first in science and ranked sixth in mathematics.

With the influx of federal recovery dollars through the State Fiscal Stabilization Fund we have been able to protect the gains we

have already made and continue the work to adopt an even more rigorous set of academic standards and assessment that will best equip tomorrow's leaders with the tools for success.

This past fiscal year, ARRA funds prevented a 10 percent cut to education spending in Massachusetts. We used $412M of stabilization funds to ensure that we fully funded all 328 of our school districts.

While we have asked districts to use these one-time funds in strategic ways to drive education reform, we are also mindful that superintendents across the state are seeing their "funding cliffs" right now. Therefore, some of these stabilization funds are being used to avoid massive layoffs in the short-term, and they have helped bridge the gap until our state revenue picture begins to turn around.

ARRA funds have also enabled Massachusetts to continue its pioneering experiment in health care reform. Today, over 97 percent of Massachusetts residents have health insurance – the highest of any state in the nation. In FY 2009, enhanced Medicaid matching funds allowed us to continue our successful health reform programs

by claiming an additional $860 million in federal reimbursements. In FY 2010, the increased FMAP will allow the Commonwealth to maintain eligibility and benefits for hundreds of thousands of low income residents who rely on state-subsidized health insurance.

These are important steps to secure the safety net for Massachusetts residents. But ARRA funding is also about long-term thinking and bringing better tomorrows within our reach. The opportunity in this crisis is to ensure that we do everything we can to position ourselves for the upswing by preparing our states for sustainable long-term growth in the 21st century innovation economy.

Our focus in Massachusetts has always been on the future of the innovation economy. We have been working to position the Commonwealth for success regardless of the economic climate by making strategic investments in the engines we believe will drive tomorrow's economy. We are leading the way out of the fossil fuel era towards a clean energy future. The clean energy field is the fastest growing sector in the state with 20% growth over the previous year in 2007. Today, we have more than 500 firms and 14,000 jobs

in this field. Just last week, I announced a program with ARRA funds to install solar panels on state buildings, including all four terminals at Logan Airport. Town halls, libraries and other municipal buildings are also set to receive funds for solar installations and small businesses are likely to undertake the majority of this work.

The Commonwealth's highly educated workforce, academic research centers, and our entrepreneurial spirit ensure that we will remain an international clean energy leader in the years ahead.

Under the leadership of the President and the Congress, Massachusetts will continue to compete for millions of dollars for shared priorities in transportation projects, labor and workforce development programs and technology investments, including broadband expansion to un-served and underserved communities. These federal investments coupled with continued state funds will yield increased employment and better infrastructure today and will open the doors of opportunity to more citizens to share in tomorrow's prosperity.

Our initial highway funds are also immediately putting people back to work, and laying the foundation for future growth. We are using highway stimulus funds in Fall River, an area hard-hit by the recession, for a new interchange opening up 300 acres of property for commercial and industrial development. Investments are also being made in the western part of the state for an intermodal facility to allow for the efficient interaction of different transportation methods.

ARRA funding has not only enabled us to get people back to work more quickly and invest in our infrastructure and future growth, but it has provided an opportunity to make fundamental changes to the way we do business. For instance, the "use it or lose it" requirements motivated MassHighway to examine and improve the process for contract awards. Previously, the time from bid opening to notice to proceed took around 120 days. Through a concerted effort the Commissioner and her staff reduced this time for ARRA projects to less than sixty days without any loss of oversight.

From the beginning, we have been committed to maximum transparency and accountability. I commend the Congress for

insisting that we deliver on this goal. In Massachusetts, we have been focused on creating a transparent, accessible way for citizens to track ARRA spending and we have taken a number of steps to protect against waste, fraud, and abuse. In January, prior to ARRA's enactment, we identified the state agencies and programs through which ARRA funds were expected to flow and directed those agencies to review, update and/or amend their existing internal control plans to satisfy ARRA's compliance/oversight requirements.

We transmitted copies of those control plans to the state auditor, inspector general and attorney general and requested that they review the plans and inform us if they perceived any potential vulnerabilities or concerns.

We also developed a centralized ARRA project management office, the Office of Infrastructure Investment. This office coordinates projects between state agencies and municipalities, helping to streamline the process of obtaining regulatory approvals and ensuring compliance with federal and state regulations. The office will include a Compliance and Monitoring Manager, who will oversee

internal control processes, assess compliance risks and conduct compliance reviews across all state agencies receiving ARRA funds.

With respect to transparency, we have developed a state recovery website – www.mass.gov/recovery. We currently publish on that site ARRA allocations and spending by type and by region for money that flows through the State. Consistent with the guidance that OMB just issued, we also plan to publish on the site all of the information required by section 1512 of ARRA, including a detailed description of each ARRA-funded project and activity. Our goal is to develop a robust, centralized oversight mechanism which can identify and resolve issues as quickly as possible, and can continue to provide enhanced financial oversight after ARRA expires.

While we have taken many positive steps forward in the areas of transparency and accountability, we have encountered a few bumps in the road.

We all know that the implementation of the Recovery Act is a huge endeavor. I believe that all parties have been trying to balance

the need for appropriate oversight and transparency with the requisite expediency needed to spur economic activity. We await the bulk of the money to come through. It is true that the funds we have received through FMAP and education are enormously helpful to shore up the safety net and I've already talked about the impact of those funds. And the transportation money is already proving beneficial as we begin to undertake various projects throughout the state that put people to work. Additionally, I do not think you can discount the impact that these images of folks working can have on the public.

I commend Congress for authorizing states to utilize a small portion of ARRA funds for central reporting and accountability systems. One concern I have, however, involves the process states must go through to obtain authorization to begin spending these funds. Per OMB Guidance dated May 11, 2009, states have been instructed that in order to access ARRA funds to pay for centralized systems - including transparency and accountability systems - states must follow longstanding cost allocation procedures set forth in OMB Administrative Circular 87, and submit proposed amendments to their

existing statewide cost allocation plans to Health and Human Services for review and approval. Massachusetts has done so and is currently in negotiations with HHS over the details of its proposed plan amendment. In the meantime, however, we cannot access the funds and it is unclear when we will be able to do so. To the best of my knowledge, no other state has been able to access their funds either.

I appreciate why OMB may have initially believed that it would be most efficient to use existing Circular 87 procedures. However, we have growing concerns about whether those procedures adequately take into account ARRA's unique issues and requirements. Unless these differences are recognized and addressed, I fear we will not be able to access the funds we need in sufficient time to build the reporting and oversight systems that ARRA requires.

My comptroller has shared these concerns with OMB. The issues are complicated, but we have a very productive working

relationship with OMB and will continue working with them to find solutions.

Again, thank you for inviting me today. I look forward to our continued partnership as we work to help America recover from this economic crisis. I am happy to take any questions you might have.

Chairman TOWNS. Thank you very much, Governor.

Let me just inform the Members that we have two other Governors that will be joining us, and we'll just swear them in at that time.

I would like to yield 5 minutes to the gentleman from Massachusetts, Mr. Lynch, and the reason for it is that he yielded his time. Mr. Lynch.

Mr. LYNCH. Thank you, Mr. Chairman.

Governor, I appreciate you coming here and helping the committee with its work. I do have a copy of Gene Dodaro's—well, the report on the Recovery Act funding and the results that his periodic review has done in Massachusetts; and I would say that, at least according to this report, you got pretty strong marks. There are some questions, but, for that which he could determine, Mr. Dodaro has I think expressed some confidence in the way that you're handling in Massachusetts, and I appreciate that.

Governor PATRICK. Thank you.

Mr. LYNCH. I do want to say that, originally, the Recovery Act was all about creating jobs, and that's how it was announced to the public, and that's how its success or lack of success is being measured, and I think that's fair. When you think about the difficulties we're having, the focus on job creation was the simplest way I think to address that crisis.

But through the legislative process, it became more than a jobs creation bill. It became a massive health care supplemental and education supplemental, which were desperately needed in Massachusetts and around the country but not necessarily job creation measures, desperately needed, but the money that we spent on education, the money we spent on health care wasn't necessarily resulting in the creation of jobs, and I think some people forget that fact.

The other piece that I think has confounded us all is the fact that it has taken so long for some of this money to get out on the street, get out on the job sites, create those transportation jobs that we were hoping for. And I want to ask you, it seems to me, in reading the report by Mr. Dodaro and the Government Accountability Office, that there was a pipeline for the health care money to get out there that was all set up. There's a pipeline for the education money to get out there. There are systems in place to spend that money.

But—and one-of-a-kind projects, transportation projects, infrastructure projects, there was not a—these were one-of-a-kind projects. They were basically established by the Governors, and so—in terms of priorities. So there's been a delay in getting—look, I'm a former iron worker. Nothing makes me happier than when I see the iron workers and the building trades people go to work.

Governor PATRICK. Right.

Mr. LYNCH. And I just want to ask you about the difficulty that we're seeing that you expressed in your own comments about getting that money out on the job sites and creating these jobs. What do you think is—where do you think is the holdup? What is the key component here that we're missing in seeing this very long delay in getting that money out to create the jobs?

Governor PATRICK. Congressman, thank you for your comments and questions, and let me respond to both of them.

First, the job creation versus job retention, both are important because if the—and to your point, I agree with you. The bill is trying to accomplish more than one thing, and that those different or added goals were developed in the course of the legislative process, and we not only respect but we appreciate that. Because, frankly, if we are unable to maintain services, particularly those where the demand goes up because the economy is in stress, then that compounds some of the economic stresses that we are dealing with in my State and in others. So I think the job retention counts and being able to maintain our investments in education and health care are enormously important.

In terms of the length of time of moving the money out, again I make the point—and I have made it privately to agencies as well—no—no—no funds, no projects; no projects, no jobs. That's where the job creation comes from.

I think that everyone is trying to balance another objective of the act and of good policymaking, which is utterly thorough oversight and to make sure that we—because I think there is a sensitivity that a misstep could, rightly or wrongly, discredit the whole program.

And so in many—in the cases you talked about, we're having—the agencies are having to create new guidelines, new frameworks for moving the money out. They have been very open to consultation from Governors and others about what those guidelines ought to be, but until those are in place we are told the money won't flow. Most of them are in place at this point, and so I think this summer is when we will see a lot of those funds coming our way.

Governor RENDELL. Could I jump in on that?

Mr. LYNCH. Please do, Governor.

Chairman TOWNS. Governor, we didn't swear you in yet. So you're going to have to hold it for a second.

Governor RENDELL. I promise I'll tell the truth.

Chairman TOWNS. You're going to have to hold it a second. I tell you, let me swear you in. If you'll stand now, we'll swear both of you in.

[Witnesses sworn.]

Chairman TOWNS. You may be seated. Now you can participate.

Governor RENDELL. I think the point that Governor Patrick made is a very good one; and I think the administration worries about it and we do, too. I mean, I have personally said that I am going to oversee every dime of the stimulus money for my last 18 months in office because I want it to go well.

And I see—and I don't mean yourself because you're certainly not alone. But I read in the newspapers, Politico today, stimulus money getting out too slow, etc. If this money had been thrown out the door without proper planning, if this money had been rushed out in the streets, a compacted RFP process so that really the Governors could pick who the contractors were, etc., well, there would be hell to pay. Because there were two things that all of us worried about; and I think the administration did, too: getting it done fast but getting it done right. And I think the administration has struck the proper balance, and I think we have.

I saw Mr. Dodaro's answer—I don't know if it was Congressman Issa's question—but he said, look, where there are existing streams like the transportation money, transportation money we just handled like any Federal money funds. The money flowed to the regional planning organizations by formula. They made the decisions on projects, gave them back to PennDOT.

Where that was the case we're out—we're in the ground on more than a half of our 242 transportation projects. We have a billion plus in transportation dollars. That's incredible to do it in less than 4 months. The transportation plan was approved March 12th. It's less than 4 months. That's an incredible record of success.

But for other things like the energy program or things like that, the Federal Government's developing their own guidelines, and they shouldn't rush. In fact, if you looked at my testimony as chairman of the NGA, one of the things the NGA asked for is a little bit more time, not to be quite so rushed so we can have a little bit more time in the planning process. Because it's our rear ends on the line. If something in Pennsylvania or Maryland or Massachusetts gets screwed up, there's waste or fraud or the money goes to projects that aren't worthwhile, we're going to get it before the administration.

I think they've struck the proper balance. If you're frustrated, so am I. I believe that this program will, in fact, have a significant effect in not only job retention but in job creation. But, remember, it's just barely July. July, August, September, October, you will see unbelievable amounts of people coming back to work on the infrastructure portions of this and orders going into factories all over the country. So I think we tried, and the administration did, to do the two things: do it fast but do it right.

Chairman TOWNS. The gentleman's time has expired.

Mr. LYNCH. Thank you. I yield back.

Governor RENDELL. Sorry.

Chairman TOWNS. Mr. Issa.

Mr. ISSA. Governor Patrick, I appreciate you being here; and I understand you have to leave shortly. I'll be brief. This may not come as a surprise to you at all, but I have a concern specifically in your State, and correct me if anything in the Boston Globe is wrong.

Governor PATRICK. There isn't time.

Mr. ISSA. I do it with the LA Times whenever I can, too.

But the Federal prevailing wage is $37.45. It was reported in a couple sources here. But I have the prevailing wage, if you will, the actual market wage in your area in the Boston area is $27.09. So Federal prevailing wage is higher than the actual prevailing wage of sort of everybody, and that's not uncommon. But Massachusetts has chosen a prevailing wage of $58.84, and it's been reported by the Boston Globe and others that this represents, depending upon which figure you look at, $141 million to—I have figures up in the $174 million range, but just using the Globe $141 million of wasted money.

Now, can you explain to us why you would pay higher than the Federal prevailing page if the money was delivered to you by the Federal Government in order to maximize the, if you will, gain in jobs or minimize the loss of jobs?

At the earlier testimony, the $141 million would be at least 1,500 jobs that would have been saved had you used the Federal prevailing wage and, of course, even more had market forces allowed for, if you will, in a tough time the lowest wage, the highest return to Massachusetts and, of course, the greatest amount of people not laid off.

Governor PATRICK. Congressman, thank you for the question. If you give me the cite of whatever article it is you were referring to, I'd be happy to check on and followup.

I think you know that we have different prevailing wages for different—for different trades——

Mr. ISSA. Right.

Governor PATRICK [continuing]. And different jobs. And, as you said, the average prevailing wage in Massachusetts is lower than the Federal average on prevailing wage, but I'd be happy to check on those facts.

Mr. ISSA. Right, and the actual $141 million total was from the Beacon Hill Institute; and, as I say, I will give you a copy of this.

But this goes to, you know, this—the Congress passed this with a Davis-Bacon provision. So there's no question that you were required to use a Federal prevailing wage. You were not allowed to use, if you will, what I might have considered, which was get the maximum amount of people working.

My grandfather worked in WPA; and, trust me, that was not a Federal prevailing wage as we understand it today. They were paid very little, but they were paid every day, and it really made a difference in knocking down unemployment.

And to a certain extent this is fashioned after WPA. We're asking you to find projects, in this case shovel ready, but find projects, get them out, get the maximum amount of people. You've been, to a certain extent, incentivized to do it based on number of jobs, not necessarily dollars spent. So wouldn't it be—as Governors, chief executive, wouldn't it be reasonable for you to have tried to maximize the number of jobs it created rather than the maximum dollars to those who were fortunate enough to get those jobs?

Governor PATRICK. Well, Congressman, I appreciate the question, but in my original line of work as a lawyer that would be called a question that presumes a fact not in evidence. You've told me what you have read in the newspaper. I don't know. I haven't seen this article. I would not—it's——

Mr. ISSA. I understand the Boston Globe is not as widely read.

Governor PATRICK. It's not a dig at the Globe. It's just that I don't know what you're referring to. I do know that we have, in the view of our own oversight and the Inspector General's oversight, complied fully with the—with the expectation of that.

Mr. ISSA. There's no prohibition to you paying more than Davis-Bacon. I understand you have that right. But as chief executive, would you say—and this is not based on facts not in evidence—but would you say that your obligation is to get the maximum work done, the maximum number of employment and, therefore, the least expensive cost of each production? Meaning, if you will, if you can pay less or mandate a lower figure than you currently might mandate for a particular job, wouldn't it be consistent with the in-

tent of Congress and with the best interests of the people of your State that you in fact do that?

Governor PATRICK. Well, not only would it be consistent but I think it's what we do. We have our own State laws that require an open and transparent bidding process and that—and that decisions be made based on the most effective and least—least expensive.

Mr. ISSA. OK. I thank you, and we'll provide you a copy of this, and perhaps you can give me your response to that.

Governor PATRICK. Great. Thank you.

Chairman TOWNS. Governor Patrick, thank you very much for your participation. According to the agreement, it's now 1:02, and I'm 2 minutes behind my schedule with you. Thank you so much for coming. Thank you.

At this time, I would like to yield to Congressman Van Hollen to introduce the Governor of Maryland.

Mr. VAN HOLLEN. Thank you, Mr. Chairman.

I want to thank all the Governors here but a special greeting to our Governor from the great State of Maryland, Governor Martin O'Malley.

We have two other Marylanders on this committee. This has been—as you know, schedules got moved around, but on behalf of Elijah Cummings and John Sarbanes as well, we welcome you, and just, Mr. Chairman, to say that we are very proud of the fact that our Governor was ready to go as soon as the economic recovery money hit the street.

I know a number of States have vied for this position, but I think we—the record will show that we, when it came to transportation money, had the first project to hit the street shovel ready; and he's combined that with an accountability system that he's carried over from his days as Mayor of Baltimore and now as Governor, that this money is being well-spent in our State of Maryland.

So I want to thank you for having this hearing and thank Governor O'Malley for being here.

STATEMENT OF MARTIN O'MALLEY

Governor O'MALLEY. Congressman, thank you very much for your introduction.

Chairman Towns, thank you. Ranking Member Issa, members of the committee, it's an honor to be here with all of you today.

Mr. Chairman, I'm encouraged and congratulate you on the passage, in the House, anyway, of your legislation on enhanced oversight of State and local economic Recovery Act which provides some additional guidance and some greater flexibility and clarity for us at the State.

And, again, I want to thank Congressman Chris Van Hollen for his leadership on these issues—we were together when we were breaking ground on some of these recovery projects in Montgomery County—and also Congressman Elijah Cummings, who was here earlier, and Congressman John Sarbanes.

For those of us working for our citizens in State government, the American Recovery and Reinvestment Act has really been a lifeline. It is helping us to create and save jobs in Maryland. It is allowing us to position our State's economy to bounce from this recession; and in these tough times it's helping us to protect some of our

most important priorities, namely, the health of our people and the education of our children.

In Maryland, we share President Obama's commitment to investing our American Recovery and Reinvestment Act funds with maximum efficiency, maximum openness, maximum transparency; and to guide us in this process, we're using an initiative and a system of management that we call StateStat. StateStat is born out of CitiStat, which in turn was born out of ComStat, the system that the NYPD used to dramatically reduce crime in New York City.

Its first tenet of all of those stats is timely, accurate information shared by all. Timely, accurate information shared by all. We took CitiStat with us to State government in 2007, so that when the recovery and reinvestment dollars were appropriated and passed, we already had a tracking system in place; and we used StateStat and our first-in-the-Nation IMAP—which, by the way, was developed in cooperation with ESRI, I believe a San Diego-based company that's terrific on GIS—to strategically target our Recovery and Reinvestment Act investments.

We routinely and relentlessly meet with key agency officials. We collect and analyze benchmark data in order to change tactics and strategies where necessary to achieve our goals. We use GIS technology to map and track our progress, connecting these important dollars not only to the programs from which they're coming but to the places, the towns, the municipalities, the counties, the neighborhoods to which they're going, making real differences in the lives of real people. And, again, we've made the data available on our Web site for all of our citizens to see.

I'm going to run through a brief slides here as I wrap up.

This is our StateStat Web site. If we click here on this recovery tab, we call up a special page dedicated to the Recovery and Reinvestment Act. We tried to make sure that stylistically, design-wise this flowed from the Federal site. If you look on the left, we have tabs which lead to two GIS maps which are part of our IMAP. One is an overview; the other is more detailed.

Here on the overview map we display the overall State-wide breakdown of Recovery and Reinvestment Act funding areas. We also allow citizens to click on their own county to retrieve local information. For example, if we click on Prince Georges County, you can see the county is receiving $319.9 million in stimulus funds; and, again, you see the breakdown and the dollar amounts by category of education, health, transportation, and so on.

If we click on the individual slices of the investment pie, we learn that of these investments $117.9 million are targeted toward protecting educational achievement this year. That is the largest piece of the recovery dollars that are going to Prince Georges County. We're very proud in Maryland to have the No. 1 school system in America, according to Education Week magazine. It's a top priority. It is our economic competitive strength, and we want to make sure that we protect the future of our kids in these troubled times.

If you want more information on how we are investing education resources in Prince Georges, again, you can click on the map. You can see a breakdown of what amount of this is Title I, what amount is special education, what amount is State adequacy and equity funding and other aid.

Now, let's move to the physical capital investments, those job-creating rather than job-saving investments. On the left, we can click to access again the more detailed map. If you look toward the top of the screen, we give citizens the option of putting their own address and ZIP code in Maryland.

For the sake of this demonstration, we haven't inserted Congressman Van Hollen's address but rather the Rockville Volunteer Fire Co. at 380 Hungerford Drive, 20850. By clicking the "show individual projects" on the map button, you can see every Recovery and Reinvestment Act-related project in proximity to this address highlighted on the map.

Then we can click on, for example, this highway project; and, as you can see from the information again posted on the map for all to see, it's a $1.7 million project on Maryland Route 28. We're expecting bids on July 16th, and we aim to have a contract to begin work in September. And, again, all of that information is on the map.

We're also mapping our water quality and drinking water upgrades projects. You can see this is a WWSC project in Prince Georges County.

We can also click on the weatherization data to see how many units each county is expected to—expects to weatherize. Prior to the Recovery and Reinvestment Act, we were weatherizing approximately 400 houses a year. With these important investment dollars, we've set a goal of 3,000 houses in 18 months.

The Web site allows citizens to track our progress, again, in Maryland county and State-wide; and, through StateStat, we are looking at the same data to ensure that we're meeting our goals and to hold relevant agencies accountable for changing course, if necessary.

Only two more slides, Mr. Chairman.

StateStat also updates the map on a weekly basis to reflect the fast pace of the implementation of our transportation projects.

Let's click on transportation, Beth, if you will and zoom in.

For each county, we have a level of specificity available that allows any citizen to easily view things such as who has been awarded the contract for specific transportation projects; also, the bid and award date of these projects, the amount; also, the degree of minority business participation as part of this contract. As I mentioned, for every awarded contract, we're also tracking that minority business enterprise participation. Once the contract is awarded, we're able to show the level of minority business participation, and Congressman Cummings has been a national leader in these efforts, and we appreciate his leadership and partnership.

In conclusion, Mr. Chairman, these are just a few examples, but all of the information's available. Most of these programs are already in existence. We've made all of this available to see on our recovery Web site, broadly sharing information instead of hoarding it, providing for maximum degree of openness and maximum transparency, giving our public the tools that they need to monitor the progress of their own government.

For those who are rightfully concerned about the integrity of these Recovery and Reinvestment Act dollars, we agree with the words of the great Louis Brandeis who said that sunlight is the

best of disinfectants. And by measuring performance, by promoting openness and transparency, by using tools like mapping and the Internet, we believe that our efforts can go a long way in conjunction with other States toward guarding against waste, fraud, or abuse and, perhaps more importantly, strengthening the connection between citizens and their government and the results that all of us want to see from these recovery and reinvestment dollars, namely, an economy that's expanding, an American economy that's creating more opportunity and more jobs.

Thank you very much.

[The prepared statement of Governor O'Malley follows:]

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Testimony of Governor Martin O'Malley
Third Stimulus Oversight Hearing to Examine Challenges Facing States, Local Governments
July 8, 2009

Chairman Towns, Ranking Member Issa, and Members of the Committee, it is an honor to be before you today to talk about how Maryland is taking full advantage of the immense opportunities provided by the American Reinvestment and Recovery Act, or ARRA. Mr. Chairman, I am encouraged by the passage of your legislation, the Enhanced Oversight of State and Local Economic Recovery Act, which provides additional guidance from OMB on calculating and reporting job creation data, and allows states the flexibility of using Recovery dollars for administrative functions that are critical to our ability to maintain accountability. The task of expeditiously and responsibly using these funds to revitalize our economy, to keep our families supported in times of economic hardship, and to put people back in jobs has been—and will continue to be—one that is done not only by the states, but with the federal government and our local jurisdictions.

A large part of the issue, which has been brought up throughout the debate on the Recovery Act, is whether we are able to use this critical resource solely to do the work it's intended to do. The other part is whether we are able to implement the Act in a manner that avoids waste, fraud, and abuse – ensuring that every dollar is being used to improve our economy and to create jobs.

The strong emphasis on measurement, reporting, oversight and accountability, prevalent in the ARRA executive guidance and the GAO's evaluations is a critical component, not only of implementation of the ARRA, but of good governance generally. In our public life, we have to be extremely good at measuring inputs in order to serve our taxpayers in an effective manner. We typically refer to those inputs as the budget, and it is typically done on an annual basis, but we have often neglected to pay enough attention to outputs, to the product of government.

However, the Recovery Act has quickly changed that trend. In drafting this law, Congress did not simply want to give money out; it wanted to make sure that this country had the resources it needed to recuperate. President Obama and Congress wanted to make sure that we measured the outputs of the Recovery Act—not just dollars spent, but the jobs created. They had this goal in order to show the American people how this strategic investment impacts their states, their county, their cities, their neighborhoods, and even their neighbors' homes.

And in Maryland, we are doing just that. I want to share with you today how some of our efforts with performance-based governing strategies—specifically the use of "Stats"—have been applied to tracking the implementation of the Recovery Act and its critical outcomes.

I was first introduced to this model of governing about nine and a half years ago when I began my first term as Mayor of the then very troubled City of Baltimore. In Baltimore I was inheriting

decades of population loss, one of the highest violent crime rates, one of the highest addiction rates in the nation, underperforming schools, underperforming and unresponsive city services, littered streets and alleys, thousands of vacant buildings and worse yet, vacant hearts.

Through CitiStat, we began measuring and mapping every conceivable service, problem, and opportunity, and we adopted the NYPD's "ComStat" tenets so that we could act upon our findings. These tenets are: timely, accurate information shared by all, rapid deployment of resources, effective tactics and strategies, and relentless follow-up and assessment.

We made information on our progress available for all to see on our City's website. And together, with the citizens of Baltimore, we were able to make progress for all: making a city where some neighborhoods—once considered ungovernable—function again, reducing violent crime by 40%, more than quadrupling our City's Rainy Day Fund, and reversing four decades of seemingly insurmountable population loss.

Subsequently, in 2007, when we were given the keys to an even larger organization, namely the State government of the great people of Maryland, we took this model with us and created a program called StateStat. StateStat has allowed us to track and measure progress on a level that has never been achievable before throughout Maryland's history.

Every month, State agencies submit data on metrics they obtain for critical programs that support our key governance goals and objectives. We then take this data, analyze it, and meet with agency leadership on a bi-weekly or monthly basis to confront the policy-makers and measure the progress we are making together.

So when the Recovery Act was passed, we were already systematically looking at data and outputs closely, and agencies were already accustomed to analysis of their results on a regular basis by my team. This method gave us an already up-and-running and highly transparent reporting process that could benefit our efforts to track Recovery Act implementation and the impact it would have on our economy in terms of dollars expended and of jobs created and retained. We were poised for both detailed tracking and transparent reporting of the stimulus we were set to receive.

Through StateStat, we are working to track our recovery funds and respond fully to the federal reporting requirements. We are also using this innovative tool to track the outcomes of the recovery dollars spent in Maryland. This tool and related methods are beginning to take root in other states as well, and we feel that it is a model that can and should be replicated.

In StateStat, we regularly use GIS mapping technology to chart our path to better governance. With the Recovery Act, we have engaged the same technologies. We are using our GIS mapping technology to track ARRA funds from the moment they enter the State's coffers through the time they flow through agencies and down to local jurisdictions. Through our interactive website, we are giving those maps to the public, live, in real time. We do this because we want to share with everyone not just how much money we get, but where it goes and why it went there, right down

to the neighborhood where a street is being repaved or a house that is being weatherized. Most of all, we want the public to see the outcomes of our efforts.

I'd like to take the next few moments to show you, briefly, how we are maximizing the opportunities provided by the Recovery Act in Maryland and how we are using our StateStat process to track these resources and meet the reporting guidelines for transparency and accountability in a most expeditious way – in accordance with the intent of the legislation.

Weatherization—Setting Goals and Meeting Them

The first effort I'd like to talk about is the tremendous boost to weatherization programs provided by ARRA. The increased funding to this program was by far the largest enhancement, and we will keep a critical eye on how these new dollars are invested. By way of our proximity to Washington and our program personnel readiness, we hope to make Maryland a true testing ground for the rest of the nation on ways to handle the influx of resources responsibly and to ensure that the neediest communities are served by the program. Before the Recovery Act, Maryland's weatherization program had a $5 million dollar budget—now it's a $65 million dollar program. And as you know, this program helps low-income households weather-proof their homes and make them more energy efficient - ultimately leading to lower utility bills. To meet the needs of the program, local weatherization agencies and their contractors will hire hundreds of people to go into houses and perform energy audits that will produce projects for contractors to complete in order to make homes more energy efficient. This process will reduce heating bills and reliance on energy assistance programs while continuing to grow our green sector job market.

To help adjust to this new level of funding, we are setting higher goals to help us rethink what we can do with this program. In the past, we were weatherizing about 400 units a year statewide. Now, we have a goal of weatherizing over 3,000 units in the next 18 months, and we know how many we want to weatherize in every part of our state - by jurisdiction and by month. So, we don't just care that we have a lot more money to weatherize houses, we are focused on setting real goals for houses and units weatherized so that we can, in turn, show people that we are making progress that will make the lives of Marylanders easier.

Furthermore, we are committed to a detailed tracking of the weatherization process. When we first started this effort, we met with Secretary Skinner and his staff at the Department of Housing and Community Development (DHCD), with the goal of making ours a model program for the nation, and we set the goals we wanted for every jurisdiction in Maryland. All of us, as a team, have committed to that goal. Since the dispersal of ARRA funds, Secretary Skinner and his staff from DHCD have continued to come in for their StateStat meetings, and they have sat down with my team - which includes me, by the way. The first thing we have done is to project the map and the data, and ask, "OK, have we met our goals?" If we didn't meet a goal—which the agency helped create—we have figured out the reasons: identifying barriers or perceived barriers to implementation, identifying possible solutions and problem-solving until we are all confident that this investment was paying off. And where we have met our goals, we have seen that we

were making progress in the right direction.

Not only will we see the homes weatherized, but we will see every contract dollar and all of the other information required for tracking on the federal level - the funding source, the contractor ID number, and the jobs created. This is how we plan to create a transparent reporting system, by tracking all of the money and all of our goals down to a very local level using the StateStat process, and then collecting the information and reporting it all back to the federal government – and to the public by way of our web resources.

Transportation Projects—Showing Impact on the Community

Another area in which we have had success is transportation infrastructure. In Maryland, we had the first shovel in the ground using ARRA funds nationally. That project, a one-mile stretch of New Hampshire Avenue in Montgomery County, is not too far from here, only about 13 miles north, near Silver Spring. We were able to achieve this just days after ARRA was enacted because we were prepared to act. We knew what opportunities we had, and we took a "fix-it first" strategy to use those funds to start projects that we had on our list—projects that only needed the resources to initiate.

We are receiving $610 million dollars for highway projects and another $179 million for transit projects from the Recovery Act, and we are applying those dollars to roads and bridges that need repair and to make Maryland's roads safer. We also are using these resources in the expansion and revitalization of our mass transit system. In total, we hope to support over 17,000 jobs related to this transportation stimulus.

To track our progress, you can use our interactive Recovery map which details each project and provides contractor information and the percentage of the contract that went to minority and small businesses. In Maryland, we have committed to maintaining our aggressive statutory 25% goal in Minority Business Enterprise participation – by Maryland law, this continues to be the standard for every Recovery dollar spent as well, and we are applying our transparency and accountability principles to its implementation.

As a state, we were not insulated from the declining economy. The revenue resources we have historically relied on in Maryland were eroding before our eyes as the recession deepened for all Americans. So when this game-changing Act was signed, we were in a position to avoid budget cuts. The lion's share of the transportation projects that are now underway were critical safety and system preservation projects that were initially put on hold as a result of the economic downturn.

We knew what projects we had ready, and we put ourselves on the line. Within days, we announced our Phase I projects. In 20 days, we had them certified, rather than the 120 days permitted by the Act. As a result, we were able to get a project that would produce 70 jobs out in days and start filling the 17,000 jobs that ARRA transportation funding can create for Maryland.

Using ARRA to Help our Budget--Medicaid Funds through FMAP

Another issue we have been working on is how to best use the Act's State Fiscal Stabilization funds to assist our state budget and continue to provide services to Maryland families.

When we took office, one of our goals was to use StateStat to cut down on unnecessary expenses, and indeed we were able to cut our overtime expenditures down and close facilities that were dangerous and costly. Because we started tracking outputs, we were able to identify programs that were not working and shift our resources to programs that did work. The inputs were already measured, but by tracking outputs, we were able to make sure for our Administration and for all Marylanders that our investments were strategic and that our efficiencies were not eroding the progress we have worked so hard to achieve.

For example, we had already increased Medicaid enrollment by about 60,000 individuals from the previous January alone. [January 2008—510,561, January 2009—571,580] How did we do this? We made a commitment when we took office to make healthcare more available; we set a goal, tracked our efforts to achieve it, and made sure that people were connected to the opportunity to apply for it.

But when we began our annual Legislative Session back in Annapolis, looking down the barrel of those hard budget decisions—uncertain about the ultimate impact of ARRA—we were forced to articulate a budget that proposed devastating cuts. These cuts were going to impact programs and services which were at the core of our missions. We had some very difficult choices to make.

We wanted to protect the number one education system in America and continue the progress we have made with healthcare. Furthermore, we were faced with the possibility of having to lay off 700 state employees or impact the quality of the comprehensive healthcare benefits that we are offering to Medicaid-eligible adults, children, and families.

Thankfully, the Recovery Act did pass, and we went to work using these resources to not just maintain our programmatic funding levels but to continue the investments we had already made. As of April 2009, we had 597,000 people enrolled in Medicaid, an additional 20,000 Marylanders insured between passage of ARRA and *today,* and we're working to get more people covered.

We are using the resources to provide an increase of about 13% for food stamp benefits, about $80 a month for a family of four. Given that every dollar from the food stamp program gives us $1.73 in economic activity, that increase alone could provide significant economic activity.

And we're going further. We have used ARRA funds to hire 100 contractual workers and to train them to process food stamp applications; some of those hired are recipients of welfare assistance. Our success was in processing all of our applications on time while getting people back to work.

With the recovery funds, we are not just temporarily protecting the families that have been hardest hit by the recession. Instead, we are using this opportunity to create lasting jobs for those families and to provide economic assistance at the same time. Our Department of Human Resources, which administers the food stamp program, will also be able to process applications within the federally mandated timeframe. Everyone wins here.

So when we received the recovery funds, we were already tracking the outputs, but now we show how the increased FMAP funds, the increased education funds, and the other critical elements of the Act not only helped stabilize our budget but produced real outcomes for the people of our state. You can also see this on our online Recovery Map with the allocation broken down by county and by program. We did all of this because early on, we made a commitment to track the outcomes of our programs, apply a real, rational effort to achieve our goals, and make them a reality. ARRA gave us an opportunity to share our ethic with our federal partners.

Federal Reporting Requirements and Oversight

In closing, I would like to comment on how StateStat and Maryland's internal oversight will help our state as we start to prepare for our federal reporting requirements. These requirements are an unprecedented shift on the part of the federal government to require performance-based management strategies to the use of federal funds.

The OMB has just released guidance on how we must report. The good news is that, from preliminary guidance and work we have done in Maryland through StateStat and at our state agencies, we are in position to respond by September when we have to begin submitting the reports. We are not 100% there, and we still have some work to do with our state agencies to be sure we get it done right, but we have the key parts in place and intend to report timely.

In addition, we are trying to figure out how to track the jobs. While challenges exist, we have made substantial progress. In all of the contracts we have already put out that are funded by ARRA, we have tried to include placeholder language or amendments requiring the contractor to track job creation. The contractors are getting used to the idea that it will be a requirement, and we are working with them and with our agencies to make sure we produce complete job data.

Another issue that we have faced is how to track and display the dollars that go directly to local governments or are allocated by formula in the most comprehensive and expeditious way. We are reaching out to local jurisdictions and working with them in our reporting process. There is certainly more work to do, but with StateStat, we have the right foundation. As we continue to engage the local jurisdictions, they too begin to see the value of the process.

In Maryland, we have strived to instill a culture of responsibility and accountability in our administration and have been successful. StateStat has been tracking inputs and outputs on a regular basis, so we were ready to respond to federal investment opportunities like the Recovery Act. We were ready to develop our spreadsheets, fill them with data, populate our maps, and

report the data to the federal government and to the people of our state. It is due to this culture of accountability that we could implement sections of the Recovery Act, spend the dollars, produce good jobs, and track the process faster than anyone with off-the-shelf software and rational human effort – in a responsible and expedient manner. Maryland is proud to have developed a model of good governance and stands ready to share it with the Congress, the Administration, and other jurisdictions.

Chairman TOWNS. Thank you very much, Governor O'Malley.

I'd like to ask unanimous consent that Congressman Dent from Pennsylvania be allowed to sit and that Congressman Robert Brady of Pennsylvania be allowed to sit. They're not on the committee but be allowed to sit.

And I would like to yield at this time for Congressman Brady to introduce the Governor of Pennsylvania, Governor Rendell.

Mr. BRADY. Thank you, Mr. Chairman, and also thank the ranking member and the members of the committee for allowing me to participate. It's my honor to introduce to you my Governor, our Governor, from the State of Pennsylvania.

When we first passed the stimulus package and we heard it wasn't going through congressional districts, there was a little bit of concern out there with all of us. But when I heard it was going through the State, through our executive director or executive officeholder or Governor through the State of Pennsylvania, I was really relieved.

Because I've known the Governor for 8 years as a District Attorney, 8 years as our Mayor and now 6 years as our Governor. He's extremely fair. He's extremely knowledgeable. He's doing the right things with the money, putting them in the right places where it needs to be. He's venting them out transparently throughout the whole State. And I do appreciate it, and I do appreciate what he does. And we're—our funding and money that we do get into the State of Pennsylvania is going to the best use possible.

Also, and I do appreciate you letting me sit up here, because it may help him to take another little look at the First Congressional District in the State of Pennsylvania, to be a little more helpful than he has, and I do appreciate his helpfulness.

Again, my honor and my pleasure to introduce to you our Governor, Governor Rendell.

Chairman TOWNS. I think you're introducing and lobbying at the same time.

Governor.

STATEMENT OF EDWARD G. RENDELL

Governor RENDELL. It's an honor to be here, Chairman Towns. Of course, Congressman Brady is, to me, my chairman. Because, as you all know, he's been chairman of the Philadelphia Democratic Party for a long time, most all of the time I've been an elected official; and he will always be Chairman Brady to me.

Let me begin by thanking you for the opportunity to come down here, and I know Governor O'Malley and I will welcome questions. So I will try to be brief.

Let me also point out that the State of Pennsylvania, in this time of fiscal challenge to all of us, is much more fiscally conservative than the State of Maryland. I don't have a fancy power point to demonstrate to you what we're doing, but I do have attached to my testimony a one-page printout of what our Web site looks like.

This is a contract for a road resurfacing which shows you exactly what the citizen can find out about it, and the citizen can find out just about everything: start date, projected completion date, how many jobs it's creating, who are the major contractors that got the awards, and how much money each contractor is getting, what the

goal of the project is in terms of road resurfacing or bridge rehabilitation. And we're committed; and I'll talk very briefly in a minute about our oversight, our transparency, and our fiscal responsibility.

But I do want to say one thing. Because I had a chance to listen on TV to the prior panel. I want to say one thing about the stimulus. And I had a chance—the Congressman and I had a chance to discuss a little bit about this idea that the stimulus isn't moving as fast as it could.

Governors—and Governor O'Malley and Governor Patrick will remember that—we met with President-elect Obama in Philadelphia in very early December. And the purpose of our meeting was to ask the President for help in three ways: one, to help our citizens who are in need and struggling with the stimulus; two, to help States that were just—because of the down—the downturn in revenue were up against it; and, three, to create jobs through infrastructure.

The stimulus program I think took great steps to achieve all three goals. Pennsylvania gets $9.9 billion of stimulus money through formulas for Medicaid, for transportation and infrastructure, for energy, for education, 9.9. Our citizens get about $8 billion directly from the stimulus, and our citizens—3.7 million Pennsylvanians are enjoying the tax cut that has already appeared in their paycheck.

Almost a million Pennsylvanians are enjoying the additional money in the SNAP program in food—what used to be referred to as food stamps. Over a hundred thousand Pennsylvanians are getting extended and increased workmen's unemployment compensation benefits.

So the point of giving direct aid to the citizens, that sometimes is overlooked when we talk about stimulus. It's not what's written up. It's not a question of oversight, because that money goes directly to citizens. But Pennsylvania citizens are infinitely better off because of the stimulus, and a lot of that money, like the $32 increase in food stamps a month, that has pumped a significant amount of money into the economy. And food stamps get spent. They get spent immediately, and they get spent at usually corner grocery stores, and it goes all the way through the distribution chain, that type of spending.

So, No. 1, I think the stimulus has achieved its goal early on in helping individual citizens. I'm sure the same thing is true in Maryland and Massachusetts.

No. 2, providing essential aid to the States. Thirty of our States have raised taxes this year. Almost all of our States have made significant cuts in services. The increase in taxes, the cuts in services would be infinitely greater were it not for the aid that the stimulus program has given to the States. Without the money that we receive in this coming fiscal year—we'll receive close to $2 billion in stimulus aid that helps us defray costs in our budget. Without that, there would be thousands of additional layoffs, not just of State workers, State police, caseworkers in our system, but teachers, local law enforcement officers, municipal and county workers and employees. All across the State we would have seen thousands upon thousands of additional layoffs.

And when you do this computation—and I know it's very, very difficult to put your finger on it, how many jobs in stimulus retained or how many jobs created—well, I can tell you because of the direct aid to States it helped retain an awful high number of government jobs, and that not only helps job retention but it helps keep those people out there serving the people in need at a time when obviously need is increased because of the economic recession.

The third goal of the stimulus was to jump-start ready-to-go projects, and I think most of us have done it right. Most of us took the transportation money, working with our regional planning organizations, and did fix it first. Why did we do fix it first? Because if you're fixing a bridge, you don't have to do an environmental assessment. You don't have to do an environmental impact statement. You've got the right of way acquired, and you can get to work on that bridge in less than 4 months and, in Maryland's case, even faster. So we did fix it first, and we're spending the money.

Pennsylvania originally had 242 projects—by the way, the good news is, because construction costs are lower than anticipated, 17 percent lower in Pennsylvania, we've been able to add more projects to the ARRA list, but we have—work has begun on 131 of our 242 bridge and road projects in less than 4 months. We had an expedited bidding system. We gave contractors 60-day limit when they could begin work, and things are happening.

I told a story. I was in Beaver County, a distressed county north of Pittsburgh, and we were embarking on an $11 million project to repair a bridge that went from the city of Beaver into the city of Rochester, 38 workers and 5 vendors. The contractor and four vendors, all Pennsylvania companies—steel, asphalt, timber, concrete—all Pennsylvania companies, all of whom bring back people into their factories as they get new contracts.

If you look at the job loss in Pennsylvania—and we're a little bit better than most States. Our unemployment rate is a point and a quarter below the national average. But if you look at the job loss in Pennsylvania, the two big sectors, construction and manufacturing. What infrastructure stimulus does? Construction and manufacturing. It's working. And the good news is it's only going to get better. Most of our projects are going to roll out and kick into high gear the rest of July, August, September, October, November. You're going to see a huge impact.

So I think the stimulus is going to work. I think any judgment on it is premature, and I think we should all—not make this a partisan issue. We should all take a deep breath and let's see how it works.

I personally think we should have more infrastructure. So I would like to see a second stimulus devoted solely to infrastructure. It's the one that produces jobs and produces orders for factories, American factories.

But I also agree that let's see how this rolls out. Let's see how this rolls out before making a decision on anything else. But I think it is going to be successful, and I think it is working, and I urge everyone to be patient.

Last, controls. We're much like Governor O'Malley, and Governor O'Malley has done a fine job in controls. Our transparency is just

that. We even take input before we issue RFPs like on weatherization, for example. Pennsylvania spends $30 million a year on weatherization. Most of that is Federal. We're now in receipt of $253 million of weatherization funds, 30,000 homes.

We don't have—initially, we didn't have a clue how to ramp up because most of the $30 million is done through nonprofits. So we went online and got suggestions from people and providers and the nonprofit community themselves, and we had discourse online. It's really exciting to see the discourse.

We have oversight. We hired a CEO, a retired CEO of a company, a real tough former West Pointer. He is our accountability officer; and he has wide, sweeping powers.

We put together an oversight committee, as Congressman Brady knows. The two senators were allowed to put one person on the committee. The Republican House Caucus put one person on the committee. The Democratic House Caucus put one person on the committee. Same thing with four caucuses in Harrisburg. So we have eight Members that came from Republican and Democratic Members of various legislatures. Then we have the head of the Chamber of Commerce, the head of United Way, and the head of the AFL–CIO; and that's our 11-member oversight panel.

In terms of fiscal controls, Pennsylvania every year, State and Federal and other fund money, we spend about $61 billion; and we're fortunate that we have all sorts of controls, pre-audits, post audits by the Auditor General. We have comptrollers in every department. We've got a very, very good, sound system.

But we didn't rely on just our system and just the Federal controls. We worked with the GAO, and the GAO has been tough. I don't know if Governor O'Malley would agree with that, but the GAO holds us to a very tough standard. They wanted us to do risk assessment. We have 90 different stimulus projects. We did a risk assessment with the GAO and came up with 15 of the ones with the highest risk, including, for example, the weatherization project; and GAO in its report says Pennsylvania has taken steps to track recovery funds and assess risks.

So we've gotten high marks. We're going to continue to get high marks because it's important to us.

The Congress and the administration took a leap of faith with stimulus. And we know, as Governors, that a lot of the implementation is on our hands; and, ladies and gentlemen of the Congress, we don't intend to let you down.

[The prepared statement of Governor Rendell follows:]

Testimony of Governor Edward G. Rendell on
"Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding"
House Committee on Oversight and Government Reform
July 8, 2009

Chairman Towns, Ranking Member Issa, and Members of the Committee, thank you for the opportunity to testify before you today on Pennsylvania's use of American Recovery & Reinvestment Act funding. I am particularly grateful for your role in providing the American people with this necessary stimulus package and for your dedication to overseeing its successful implementation.

Pennsylvanians will receive approximately $16 billion from the Recovery Act. This includes billions of dollars in direct relief for Pennsylvania taxpayers – including over $1.7 billion this year alone from tax relief to individuals and over $750 million in additional food stamps in the next two years – as well as approximately $9.9 billion in formula-driven funding for health care, education, infrastructure, job training, energy independence, housing and other aid. As Pennsylvania's Governor, I am deeply committed to the effective deployment of these crucial resources, and from Day 1 have put in place systems to ensure transparency, integrity and accountability of all Recovery funds.

Before I describe the structure and strategies we have implemented to prevent waste, fraud and abuse, let me provide you with some highlights on how we are already putting stimulus funding to work creating jobs and strengthening Pennsylvania communities:

- **Transportation Funding:** In March, we announced the list of $1 billion in highway and bridge infrastructure projects that were selected by local officials to receive stimulus funds, and the federal government has already obligated $720 million for these projects – including $315 million in Economically Distressed Areas. Bids are coming in an average of 15% lower than we expected, and I am particularly pleased that to date we have awarded 162 Recovery contracts worth more than $369 million, out of a planned 242 total contracts, and started work on 131 projects totaling about $300 million. I anticipate that all of our original stimulus-funded transportation projects will have bids opened by Labor Day and by that date work will have begun on an estimated 70%. Every billion dollars of transportation investment is estimated to create 30,000 direct and indirect jobs, so it is particularly important to inject these resources into the economy as quickly as possible. I also want to emphasize that federal stimulus funds are supplementing, not supplanting, our previously planned state spending; the combined investment totals close to $3 billion – by far the most highway and bridge work ever produced in a single year in Pennsylvania. In fact, just this year, Pennsylvania has begun work on 540 out of 5,900 structurally deficient bridges – 470 of these are from our own bridge program and 70 are funded from the federal stimulus.

  As one Western Pennsylvania contractor told his local newspaper: "The stimulus money is starting to flow, and it has meant a great deal to the contracting industry. It also means a lot to the general public because of the crisis that we currently have with all of our

infrastructure, particularly transportation infrastructure – the roads and the bridges.... It is allowing contractors to put people to work that I don't know would otherwise be working if it wasn't for the stimulus money."

In addition, Pennsylvania is focused on doing it right – not just fast. That means following a "fix it first" policy, which avoids sprawl and also has the most immediate job creation impact. A recent report by Smart Growth America found that Pennsylvania's commitment to upgrading existing highways with stimulus funds – as opposed to building new ones – ranks 14th best among all the states.

- **Water and Sewer Infrastructure Upgrades:** Recovery funding is making it possible to upgrade water systems across the Commonwealth, which is particularly important as a recent study found that Pennsylvania's drinking and wastewater systems face $36.5 billion in capital repairs and upgrades over the next 20 years. We announced $114 million in Recovery funding to upgrade water systems in 26 counties in April, and next week more than half of that work is scheduled to begin – with the balance starting on October 1. The final $106 million in water and wastewater stimulus funding will be awarded to projects before the end of this month.

- **Energy Independence:** The Recovery Act's energy-related investments are especially powerful because of their dual impact: creating jobs and spurring innovation in the emerging alternative energy sector, while reducing our nation's demand for non-renewable energy and foreign oil. Pennsylvania submitted its State Energy Plan to the federal government on May 12, and the first 10% of our allocation has been released to the state and is already allocated to nine cutting-edge alternative energy projects.

  We are also hard at work ratcheting up local capacity in order to maximize the $253 million in Weatherization funding that Pennsylvania will receive – enough to weatherize over 25,000 homes. This allocation represents a six-fold increase in the Weatherization resources that Pennsylvania typically draws down, and we are taking advantage of this opportunity to revamp our entire Weatherization program so that it is performance-based on energy savings and better targeted to low-income, high-energy use eligible households.

  Here's how one Weatherization leader from Lycoming County described the impact: "In my opinion, this really is a good way to make these stimulus dollars work. There will be job creation, subcontracting and materials purchase. The beauty of it, too, is that we will be helping a lot of people reduce their energy costs."

The successful implementation of these and other Recovery programs demands vigilance from all levels of government on behalf of the taxpayers we serve.

Strong Oversight and Accountability

Preventing waste, fraud and abuse starts with an effective structure for oversight and accountability. Pennsylvania's oversight structure consists of the following key elements:

- **Chief Implementation Officer:** General Services Secretary James Creedon is serving as the Chief Implementation Officer for the Recovery Act in Pennsylvania. Secretary Creedon has extensive experience in infrastructure and in the contracting process, and he is responsible for overseeing the implementation efforts of all state agencies and of eliminating any bureaucratic hurdles to efficient deployment of stimulus resources.

- **Chief Accountability Officer:** To spearhead our accountability efforts, we recruited the esteemed business leader Ronald Naples, who most recently ran the Quaker Chemical Corporation. Mr. Naples works across state agencies to ensure that appropriate programmatic, selection criteria, outcome measures and financial structures are in place, and to lead our efforts to report to the federal government and the public on our use of Recovery funds.

- **Stimulus Oversight Commission:** Mr. Naples also serves as the Chairperson of the non-partisan Stimulus Oversight Commission that I established to provide Congressional, state legislative, private sector, labor and non-profit leaders with a prominent role in furthering our efforts to effectively implement the Recovery Act. The Commission includes 11 members in addition to Chairman Naples and Secretary Creedon: one from each legislative caucus in our state General Assembly; one appointed by each United States Senator; one appointed by each caucus of our United States House of Representatives delegation; and three at-large representatives from the AFL-CIO, the United Way of Pennsylvania and the Pennsylvania Chamber of Business & Industry. The Commission meets regularly to monitor our progress and provide input on implementation strategies. Its meetings are publicly advertised and open to the press and public, and videos of the Commission meetings as well as transcripts and all briefings materials are posted on our public Recovery Web site.

- **Management Committee:** The operational side of Pennsylvania's stimulus implementation is furthered through a Management Committee of 8 Cabinet and Deputy Secretary-level staff who meet weekly to discuss implementation, financial oversight, accountability and federal reporting. This group also regularly updates legislative staff and legislative standing committees with oversight over impacted program areas.

These formal structures are supplemented by additional work groups that cross all involved agencies in order to align information technology, financial control and audit, federal reporting, grant processes and other Recovery Act functions.

Promoting Transparency and Public Engagement

It is essential that Americans have confidence in our administration of the stimulus, and transparency is a prerequisite to achieving that goal and to ensuring that these resources are appropriately invested in the public interest.

We intend to use federal reporting requirements as a starting point to make regular public reports to the Commonwealth that include information on the status of our expenditures and –

even more importantly – how Recovery funds are impacting Pennsylvanians. Job creation and retention are certainly the most important measures, but we also have a responsibility to illustrate how stimulus resources are furthering the President and Congress's goals of moving towards energy independence, improving education and modernizing health care. And in addition to meeting our federal reporting requirements, I have tasked the Chief Accountability Officer with developing additional performance measures that can provide meaningful information to our citizens, which we plan to make easily accessible in simple and direct terms.

Our first order of business following passage of the Recovery Act was to establish a dedicated website – www.Recovery.PA.gov – to provide our citizens with up-to-date information on all stimulus spending decisions and a way to track every stimulus dollar. In fact, our Web site was highlighted as a case study in a recent edition of *Federal Computer Week* magazine.

Through the Recovery Web site, taxpayers can see how much funding we are receiving and for what purpose, how those funds are being used, and what the impact is for the state as a whole and for their own town or county. Visitors are also able to see how they can provide public input into each of the major grant streams, as well as to report waste, fraud and abuse.

Since it is the furthest along, transportation funding is the best example of our commitment to transparency. As you can see in the attachment to my testimony, our Web site provides the status of each project, the number of jobs that will be created, estimated start and completion dates, the cost, the contractors who were selected through the bidding process, and even a map of the location and before-and-after photographs.

Another important strategy for promoting transparency, public involvement and proper use of funds is to engage stakeholders through formula structures – such as Pennsylvania's municipal planning organizations (MPOs) and rural planning organizations (RPOs) – as well as informal means, like posting draft guidelines on the Web site and seeking public comment.

As we speak, our plan to put energy funds to use is up for public comment before we issue a planned Request for Proposals – just as we did with Weatherization funding and school cafeteria equipment grants. We also posted draft versions of our $1.9 billion State Fiscal Stabilization Fund application before formally submitting it to the U.S. Department of Education on June 26.

Ensuring Financial Integrity

Pennsylvania's existing financial control and auditing systems manage the $61.5 billion in state, federal and special funds that make up the Commonwealth's total budget. These strong and well-tested internal controls are being applied to provide the necessary preventive oversight for avoiding waste, fraud and abuse with regard to Recovery funds. In addition, we have supplemented our existing systems to meet new requirements under the stimulus – particularly with regard to reporting requirements and managing the roles of sub-grantees.

Our financial controls accomplish all of the safeguards that we would expect of a large government entity, including:

- Specific accounting codes that track stimulus funds;
- Central control of the accounting system accompanied by segregation of duties at all levels and in all agencies;
- Competitive bidding, reporting requirements and site visits to ensure funds are spent appropriately;
- Pre-audit functions that make certain the necessary documentation is in place before payments are initiated, and separate checks before payments are subsequently processed;
- A state Inspector General who investigates reports of waste, fraud and abuse; and
- Independent auditing by a public accounting firm.

Pennsylvania's current programmatic strategies to prevent and detect waste, fraud and abuse prepare us to appropriately administer Recovery funds, as evidenced by two of our largest stimulus funding streams: the increase in the Federal Medical Assistance Percentage (FMAP) and the transportation funding described earlier.

Our Medical Assistance claims management system, called "PROMISe," currently verifies, calculates and creates payment requests for more than $16 billion a year. We check extensive citizenship, financial and criminal applicant information for everyone who applies for Medical Assistance in order to combat fraud, and the PROMISe system then uses its built-in controls to verify eligibility and health care benefits before allowing any payment. Additional data mining flags potential fraud in order to avoid abuse.

With regard to transportation funding, Pennsylvania is using the same well-established contract award process for stimulus funding as we do for all other funds. Our process requires that contractors pre-qualify based on successful review of their audited financial statement, organization and experience statement, and affirmative action statement. Only after a contractor pre-qualifies can the firm bid on contracts. Bidding opportunities are publicly advertised online, and prospective contractors have the opportunity to electronically submit their bids. Our Department of Transportation then reviews the bids and makes an award to the lowest responsible bidder. Once a project begins, inspectors review construction throughout the building process, and contractors cannot submit a request for payment until each phase is inspected. Actual payment requires multiple checks for supporting documentation and compliance with contract conditions. This process ensures accuracy, transparency and quality.

Implementation of a number of stimulus programs will require extensive use of sub-grantees, and Pennsylvania is strengthening its financial requirements to match its new expectations for these entities. For example, the vast expansion of the Weatherization program will stretch the capacity of existing community agencies. As part of our allocation process for Weatherization funds, Pennsylvania is implementing new specifications for the separation of financial and programmatic functions at each agency and the first-ever mandatory filing of financial disclosure and conflict of interest statements by agency board members. In education, we are seeking the assistance of an independent auditing firm or entity with similar financial experience to perform pre-expenditure reviews of school districts' investment plans. This technical review will ensure that taxpayers are getting the most for their money, while simultaneously streamlining financial reporting for school districts.

Pennsylvania has also conducted a detailed risk assessment of our major stimulus-funded programs to determine where we need to focus the most attention to avoid abuse. Our review used criteria provided by the Office of Management and Budget, as well as our own Budget Office. It examined 90 stimulus-funded programs, and based on agency interviews, previous audit results and our experience within some of these programs, identified 15 programs that will receive a high level of oversight as Recovery funds are deployed.

Our approach to these 15 programs will be based on each one's unique characteristics and needs. For example, in programs like highway funding and water infrastructure where our Budget Office already conducts audits, we will simply add additional audit procedures to test the Davis-Bacon and the Buy America requirements of the stimulus. For newer programs that have not been audited before, we will conduct audits in accordance with OMB guidelines and, for those where prior audits have indicated challenges that have been corrected in the past, we will focus our auditing on the areas where problems previously occurred to be sure that our programs are stronger.

Our Budget Office will also assist agencies with self-assessments on these targeted programs to help managers identify where potential risks can occur as well as ways to protect against fraud, waste and abuse. In addition, we have completed a gap analysis on our project management systems, particularly as it relates to sub-grantees, and have begun to implement improvements as necessary.

As the GAO report being released today states: "Pennsylvania has taken steps to track Recovery Act funds and assess risks." These processes are working, and I am committed to ensuring the integrity of Recovery funds on behalf of the Commonwealth's taxpayers.

National Governors Association Recommendations

It is a privilege to be here this morning with Governors Patrick and O'Malley and to learn from their experiences in implementing the Recovery Act. I also have the honor of leading the National Governors Association, and I would like to share with you what I am hearing from some of our colleagues across the nation.

In addition to our gratitude to the President and Congress for enacting this legislation, we are pleased that the Administration, individual agencies and OMB have provided a substantial amount of guidance and cooperation, and that funds are flowing to the states. We have a deep respect for the oversight responsibilities of both Congress and the Administration.

As we move forward together to ensure the successful implementation of the stimulus package, the National Governors Association has compiled a few recommendations, which the organization is releasing this morning to coincide with this hearing:

- **Coordinate and streamline reporting requirements and oversight:** Congress and the Administration should share information and develop common definitions to the greatest extent possible to make state reporting easier and more usable. National and regional

oversight activities also should be coordinated to avoid duplication and minimize the impact on limited state resources.

- **Provide resources for accountability and transparency:** OMB efforts to allow states to use up to 0.5 percent of Recovery funds for administration are helpful, but in the experience of some Governors it is not sufficient to adequately support state oversight and accountability efforts.

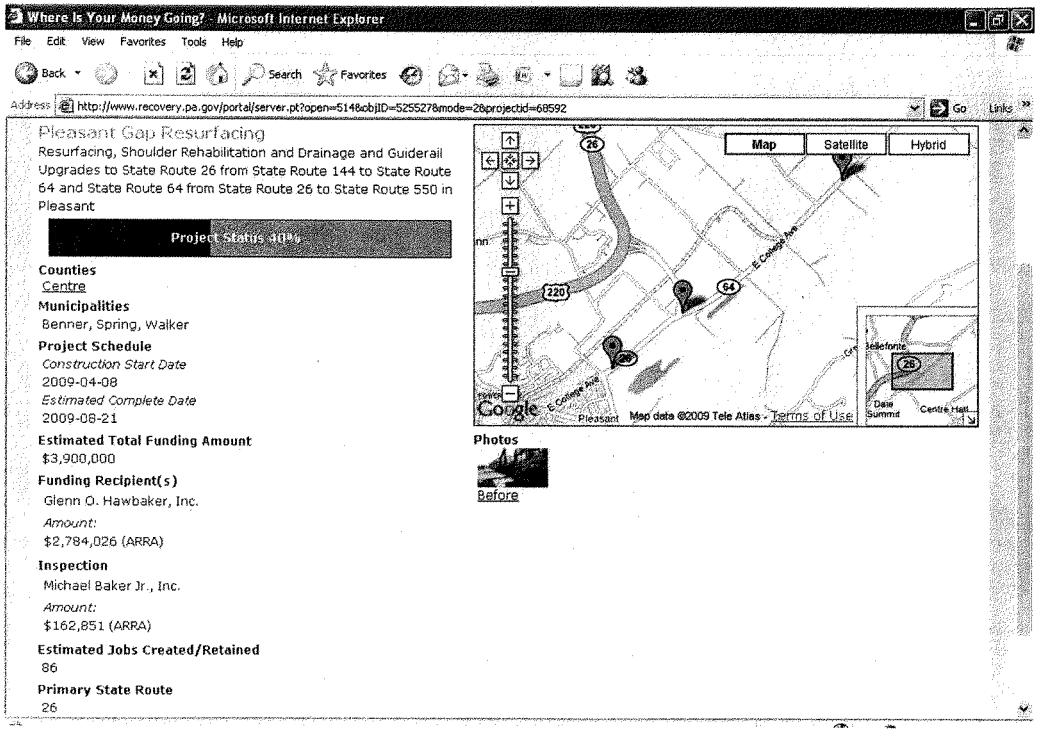
- **Allow time for planning:** The Recovery Act's objective of spending money quickly must be tempered with the objective of spending taxpayer dollars wisely. Congress and the Administration should provide states flexibility to organize and plan after federal rules are finalized to ensure proper handling and priority-setting at the state level. States especially need time to plan and execute for *long-term growth* in health IT, broadband, high speed rail, R&D, and alternative energy and smart grid. The focus of these five programs is different from short-run stimulus programs and thus effective and efficient planning, as opposed to accelerating spending, should be the priority.

- **Communicate with and through Governor's Offices:** The Recovery Act provides states and Governors with central responsibility for using and administering federal recovery funds. Federal officials should ensure that the Governor's Office is kept informed of the federal spending and activities that occur in a state. Governors must also have access to all reporting information on both a transactional and aggregate basis to ensure accurate, consistent and quality reporting of expenditure and job creation data.

Thank you again for the opportunity to appear before you today. Our shared commitment to preventing waste, fraud and abuse will provide public confidence in these vital Recovery funds and – most importantly – maximize the use of every stimulus dollar in growing our economy and advancing our long-term economic priorities.

Pennsylvania is Committed to Transparency and Taxpayer Accountability

Sample of Transportation Infrastructure Information Available on All Projects



Chairman TOWNS. Thank you very much, Governor.

I yield 5 minutes to the gentleman from Massachusetts, Mr. Tierney.

Mr. TIERNEY. Thank you, Mr. Chairman.

Governors, thank you for your testimony on that.

A couple of questions. One is with the weatherization. A lot of that money is yet to be implemented. I think, Governor Rendell, you mentioned that the infrastructure is a bit of an issue. Could each of you tell us what you're doing to make sure that we have that infrastructure ramped up? I know we have money in the Green Jobs Act which could train people for that, as well as other resources. And then what structures you're going to use to actually get it done and when do you think in your respective States that money will start to show an impact in terms of hiring people and getting the work done.

Governor Rendell, if I can ask you to start.

Governor RENDELL. Sure. As I said, it's one of our biggest challenges because our infrastructure spends $30 million a year. All of a sudden, we have $253 million to spend in 18 months. Our infrastructure on the $30 million is that we go through nonprofit organizations in different regions and they pick the contractors. We're not certain—I mean, we are actually fairly certain that the current infrastructure cannot deal with $253 million. So we're in the process of—as I said, we've taken input from these groups. We're in the process of trying to build an infrastructure that can do this, and it may mean getting some private firms involved in doing the weatherization.

So we've been talking to a lot of the ESCOs, the companies that do energy controls on buildings and whatever; and we have ESCOs working on every public building in the Commonwealth. We're looking at the ESCOs and seeing if we can talk them into whether it's financially remunerative enough for them to do some of the work. We've hired two people with experience in this to help us flesh out our weatherization program. But it is a difficult program.

But I just want to give you a quote. In my testimony, I quoted a weatherization leader from Lycoming County, nonprofit, who says: In my opinion, this really is a good way to make stimulus dollars work. There will be job creation, subcontracting, and materials purchase. The beauty of it, too, is that we will be helping a lot of people reduce their energy costs.

So I think the weatherization program is a great program. Once we can gear it up, I think you will see a tremendous amount of job creation and, again, tremendous amount of subcontracting and material purchase.

Mr. TIERNEY. I agree with your last point wholly. That's why I asked the question.

Governor O'Malley.

Governor O'MALLEY. We commenced work on our first weatherization project approximately 2 weeks ago in a home of a very nice family in Montgomery County, and what we have found is that the capacity for accommodating weatherization work was better in some counties than in other counties, and so we're—we've created partnerships much like the ones Governor Rendell talked about. We found that our community colleges are also tremendous sources

for us in terms of providing the training, and the companies themselves are helpful in that as well.

It has been a bit of a ramp-up. Some of our counties are partnering with neighboring counties in order to get them up to steam, but we've already begun that work, and we anticipate that we're going to be able to fill the demand and get it in done in a timely fashion.

Governor RENDELL. To add to what Governor O'Malley said, it's a great program for taking displaced workers, cabinetmakers whose factory closed because they made cabinets for homes—for new homes, taking them and giving them not jobs that necessarily are going to pay at the income level they were getting before but jobs that will get them an income flow again.

And we're spending—the stimulus gave us almost $700,000 to do job—excuse me, $700 million to do retraining, and we have a lot of retraining programs through the Department of Labor for the weatherization program because 30,000 homes you can imagine in 18 months, it's very labor intensive.

Mr. TIERNEY. Thank you. I know a lot of Members here are having some discussion about whether the jobs are being created fast enough, but I note that our minority leader, John Boehner, was quoted on June 15th as saying he's pleased that the Federal officials stepped in in order for Ohio to use all of its construction dollars for shovel-ready projects that will create much-needed jobs. And I think that's what most people expected. This will happen on that.

Do you agree with Mr. Boehner, that once we get this money out of the Federal agencies and to the States that, in fact, we should see some jobs created in both your States?

Governor RENDELL. At every level. I mean, the transportation money—again, Maryland was ahead of a lot of us, but you're going to see in Pennsylvania, July, August, September, October, November, tremendous amount of construction work, I mean a tremendous amount of construction work.

Mr. TIERNEY. Do you agree, Governor O'Malley?

Governor O'MALLEY. Congressman, I do. We anticipate some 17,000 jobs being created in the course of the life of the stimulus on transportation. I support it because of these transportation dollars, not to mention the water and the wastewater projects. I mean, we'll have a ramp-up trajectory.

Mr. TIERNEY. Is there any doubt in either of your minds that the money from the Recovery and Reinvestment Act given to States so far has at least stopped or enabled you not to lay off additional people? I know it's been tough on everybody's State and some people have been laid off, but what would be the situation in your State in terms of your losing your job and things not happening, services for citizens if the Federal moneys had not been out there?

Governor O'MALLEY. I can tell you that there were 700 jobs that were about to be eliminated within our State government on the eve of the passage of the Recovery and Reinvestment Act. So that's 700 right off the top. But the ripple effect of that, the cascading effect of that, if we had to close $2 billion, $3 billion holes in our budget in the current year, that would have affected all of our schoolteachers. That would have been teachers being laid off. That

would have been other layoffs at the local level as well. We would have exacerbated what is already a very daunting and challenging problem. So there is not a doubt in my mind that these dollars have actually been very, very effective in keeping this unemployment rate from being worse than it otherwise would be.

Governor RENDELL. I agree, and I related that in my earlier testimony. But I also think it is creating new jobs. The 38 jobs on that bridge in Beaver County that I talked about, every one of them were building trades, men and women, who hadn't worked in 6 months, hadn't worked in 6 months. The vendors told me that they were bringing back people that they had previously laid off. We had a big ceremony. So we're actually—in addition to retaining, we're creating new jobs.

And I also want to say that I think most States—and I know Maryland's doing this—we're not using this stimulus money as supplanting money we've been spending before. For example—and Congressman Brady knows this—Pennsylvania is engaged in its own accelerated bridge program. I got the legislature to commit an additional $350 million last fiscal year to do bridge work.

All told, Pennsylvania there is $1 billion of road resurfacing and bridge in AARA. All told, Pennsylvania is spending $3 billion on this.

So we are trying to add to the stimulus program with our own stimulus, and I think that's true in a lot of States.

Chairman TOWNS. I now yield 5 minutes to Mr. Chaffetz of Utah.

Mr. CHAFFETZ. Thank you both for being here. I appreciate your service and your commitment to our country and your States. I appreciate the opportunity to ask you a few questions.

Governor Rendell, how many jobs have been created in Pennsylvania with the stimulus?

Governor RENDELL. Well, so far, the $17 billion that's come into Pennsylvania, about $1 billion has been spent. Now, when I told you that 131 of our 242 projects are underway, we pay as you go. We reimburse for work done by the contractor. So that number is going to ramp up very, very fast.

I would say on creation of jobs, there are probably a couple of thousand at this point; on retention of jobs, probably 5,000 to 10,000.

Mr. CHAFFETZ. One of the things we struggle with is everybody estimating and guessing. The real number we look at is the unemployment rate, and it's skyrocketed.

Governor RENDELL. For us, though, our unemployment rate is about a point and a quarter below the national average. Still horrible. Horrific. But a point and a quarter below the national average. I think the stimulus has helped us to some degree. And again, the State stimulus adding to the Federal stimulus I think has been very effective for us. Whereas we are just starting work on the bridges and roads with the Federal stimulus, our accelerated bridge program, we had targeted 470 bridges, and we are working on 420 now. So that is having an effect. I know each of us want definitiveness.

Mr. CHAFFETZ. When you say $1 billion, and you talk about 2,000 jobs, and yet we hear through the testimony from the Office of Management and Budget that one of the important things you can

do is get money back into people's pockets. We are going to create—70 percent of the jobs created in this country are created from small businesses. And when I hear Governor O'Malley talk about 700 jobs, those are 700 government jobs.

Governor RENDELL. But first and foremost, the retention of jobs initially—.

Mr. CHAFFETZ. Pardon me, Governor, my time is so short. I know I'm interrupting.

Your numbers directly coincide from what we heard from the Office of Management and Budget. The Federal Government has spent some $75 billion and can only point to 150,000 jobs.

Governor RENDELL. I think I can explain that, though, Congressman. A lot of that billion dollars has gone to individuals. It's gone to the worker who has lost his job and is getting unemployment comp, he——

Mr. CHAFFETZ. But that's not creating jobs.

Governor RENDELL. I understand. But what I'm saying is, remember, the stimulus had a number of different goals, and I hope——

Mr. CHAFFETZ. My understanding it was jobs, jobs, jobs.

Governor RENDELL. It was, but it was also relief for people in need. So when you consider giving an unemployed worker a longer period of unemployment compensation and a higher stipend, that's not going to create a job. Maybe he will have more money to spend. But do you think that was an appropriate thing to do under stimulus?

Mr. CHAFFETZ. When you go out and you spend hundreds of billions of dollars, there are going to be jobs created and there is going to be relief given to the people. I understand that.

I think what I disagree with is the notion that where government is creating jobs, they're creating government jobs. Let's empower people.

Governor, I will give you a chance to answer.

We heard in earlier testimony that 28 States have raised taxes, which you say deepens the impact of the downturn. And is that your perspective as well? If you raise taxes within the State, would that, quote, deepen the taxes?

Governor RENDELL. It depends on the scope of the increase, No. 1. But No. 2, without the stimulus, those 28 States would have had to raise taxes infinitely greater. I mean, you've got to understand that. Right now, this year that concluded——

Mr. CHAFFETZ. I guess the question is, who should pay for it?

I want to give Governor O'Malley a chance here, too. But that's what is offensive, I think, to a lot of people is that people will have to end up paying the tab for—States like Utah, we balance our budget. We don't have—we had a $400-plus million rainy day fund. We didn't have to tap into that.

Governor RENDELL. I would submit to you, if you look at the demographic of Utah, it's totally different than the demographic of Pennsylvania and Maryland when it comes to people living below the poverty line, the number of disabled people, the number of specialized students. You can't compare apples to oranges.

But the one thing that I wanted to say is look, I think the stimulus bill was misnamed. Part of it was stimulus, part of it was job creation, but a lot of it was relief. It was——

Mr. CHAFFETZ. Part of the semantics that we are struggling with is what the jobs are.

Governor RENDELL. That's why I would like to see—and again, my guess is you are not in favor of an additional stimulus, but if you do it just do infrastructure, I guarantee you——

Mr. CHAFFETZ. 3.5 percent of the stimulus was infrastructure, as I understand it, roads and bridges. That's a scam. Wow, you know? Come on.

Governor RENDELL. Infrastructure, because I can bring you to every infrastructure project we've got going and you will see people working who weren't working before. You will see Pennsylvania factories getting orders that didn't have orders before, and that's what it's all about.

Governor O'MALLEY. And they work for private companies.

Governor RENDELL. And they work for private companies. They don't work for us.

Chairman TOWNS. The gentleman's time has long expired.

Mr. ISSA. When the Governor was saying "jobs, jobs, jobs, give us public works jobs, road jobs," it was just too good to cutoff, wasn't it?

Chairman TOWNS. But I think that the gentleman needs to understand, though, that when you look at the whole situation in terms of job creation, you cannot look past retention. I think about the 14,000 teaching jobs that were saved in New York City as a result of the stimulus package; which means that affects our educational system, because if they had been laid off, then the classrooms, in terms of the amount of students there, would have been much larger, the learning process would have slowed down and all of these kinds of things.

Anyway. Let me yield to the gentleman from Virginia by way of Massachusetts.

Mr. CONNOLLY. I thank the chairman and I would ask, without objection, that my opening statement be entered into the record.

Chairman TOWNS. Without objection.

[The prepared statement of Hon. Gerald E. Connolly follows:]

Opening Statement of Congressman Gerald E. Connolly

Committee on Oversight and Government Reform

"Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding"

Wednesday, July 8th, 2009

Thank you, Chairman Towns for convening this important hearing. First, I want to reiterate how important the American Recovery and Reinvestment Act has been in economic stabilization. This bill has already invested more than $66 million in highway and bridge construction and maintenance in Fairfax County and Prince William County. If we hadn't made this investment, this money would have represented lost incomes of laid off state, local, and private transportation workers. Lost income and lay-offs would have caused these workers to contract their spending further, creating a ripple effect across the economy. This investment also is important because transportation infrastructure is essential to Northern Virginia's growth in the short and long term. Deferred investment represents lost economic opportunity. There are stories like this from across the nation, and they stand out as successes of the Recovery Act as shrewd economic policy. Federal Reserve Chairman Bernanke recently told this committee that the economy was dangerously close to collapsing last fall and very likely would have if not for Congressional intervention. He noted that the Recovery Act is essential to restore economic growth.

Other Recovery Act investments are saving money in the long term. For example, the Recovery Act invested $4.35 million in dam maintenance in my district at Lake Barton and Lake Woodglen, protecting homeowners in the Pohick Creek watershed. Had they ruptured, these dams would have imperiled more than 900 residents. By making this investment now, we are saving money and protecting both life and property.

Through the Recovery Act, we invested over $121 million in education in Fairfax County and Prince William County, preventing layoffs and severe service cuts in our outstanding local school systems. We invested $202 million in our Metro transit system, which is critical to avoid future accidents such as that which occurred on the Red Line. Congresswoman Watson's Subcommittee will hold a hearing on this topic later today.

One reason that the Recovery Act has been successful is that we have been aggressive in our oversight of its disbursed funds. Transparency is the single most effective tool to prevent waste, fraud and abuse. The Obama administration, states, and individual members of Congress have developed web sites to provide unparalleled public access to information about projects funded by the Recovery Act. For example, my constituents can view projects supported by the Recovery Act in an interactive map, just as they can for the states of Virginia, Pennsylvania, Maryland, and Massachusetts.

Despite our vigilance, progress could still be made enhancing oversight of Recovery Act funding. This Committee marked up and passed H.R. 2182, the "Enhanced Oversight of State and Local Economic

Recovery Act," introduced by Chairman Towns, which incorporated a bill I had introduced earlier, H.R. 1911. These bills both call for dedicated funding to support local and state oversight of Recovery Act funding. State and local agencies should have the same funding for oversight as Federal agencies. I remain hopeful the Senate will see the value in this legislation, which the House passed in May, and I look forward to hearing from the Governors about the utility of this legislation.

I look forward to the Governors' testimony and thank the Chairman for this latest in the series of hearings on this subject.

Mr. CONNOLLY. It's fascinating to me to hear my friends on the other side of the aisle express so much concern about jobs, since every one of them voted against this recovery package. And had, in fact, their view prevailed, there would be zero jobs. Zero. And, in fact, it was because of their importunings, there was less infrastructure investment, Governor Rendell; isn't that true?

Governor RENDELL. There was a movement in the House to dramatically raise the infrastructure investment and it got voted down.

Mr. CONNOLLY. Precisely. The AMT may be a good thing to do, but it was because of three Members of the other side of the aisle in the other body who insisted that had to replace infrastructure money that this went into the stimulus bill.

Having said that, one of the things that concerns me is we've seen some linear thinking in this hearing today that literally takes the amount of money and divides it by the amount of jobs and then says that's what it costs per job. Is that how it works?

For example, when you build, Governor O'Malley, a metro system such as we have here in the Nation's Capital, the only benefit from that investment was the actual number of jobs created at the time of construction. Isn't that true?

Governor O'MALLEY. No. There would be a cascading benefit because of the demand created within the economy for all sorts of things.

Mr. CONNOLLY. So there's been a return on that investment?

Governor O'MALLEY. There is a return that's much greater than the initial investment, which is why in the past, this great country always made big investments like that.

Mr. CONNOLLY. So, for example, Governor Rendell, when Dwight Eisenhower, a Republican President, had the vision to make an investment in the interstate highway system, which today I think probably would have been opposed by some of my friends on the other sides of the aisle—and by the way, that water was carried by none other than a Senator from Connecticut named Prescott Bush—that interstate highway system created 50 years ago had a drop-dead cost to it, but 50 years later has it had other positive benefits since the construction?

Governor RENDELL. Sure, in terms of competitiveness, quality of life, public safety. But it was also a great jobs and orders-for-American-factory bill as well.

Look, Congressman, if we are really concerned about jobs, I have a suggestion: Change the way you score the Federal budget. And it's not just my suggestion and the organization I had, Building America's Future. I had Speaker Gingrich and former leader Gephart together, and they both say let's change the way we score the Federal budget, go off line, do a capital budget like every other political entity in this country has, put a trillion dollars into an infrastructure repair program. Let's get it done in the next 5 years and you will see this economy humming. Not just construction jobs but steel plants.

Mr. CONNOLLY. Good point. But I guess I want to still return to the point that you and Mr. O'Malley have clarified for us that you can't just count the exact jobs created by activity X today; you've

actually got to look at whether it's an investment that has a return on it or is it just a sunk cost that has no other——

Governor RENDELL. You do the jobs on the constructionsite, then go back to every vendor, interview the CEO, and find out how many people they brought back or how many new people he hired. That's the only way to accurately do it.

Governor O'MALLEY. But then when you look at the lasting nature of the infrastructure, we also have future generations that benefit from the upgrades to the roads, the bridges, and also the water and infrastructure and its impact on the environment.

Mr. CONNOLLY. It enhances mobility, transshipment, movement of goods and services, helps the economy in creating aggregate demand; is that true?

Governor O'MALLEY. That's true.

Mr. CONNOLLY. So we can't just look at it in a linear way.

I also heard earlier this morning from our friends on the other side the idea—actually, the idea that wouldn't have tax cuts been better than direct spending. Did we not try tax cuts like the largest tax cut in history in 2001 in this economy, Governor Rendell?

Governor RENDELL. We did.

Mr. CONNOLLY. And Governor Rendell, what was the net effect of job creation from those historic tax cuts in 2001 by 2009?

Governor RENDELL. We actually lost jobs in the country and not all to blame on the tax cuts, but tax cuts clearly by themselves don't work.

Mr. CONNOLLY. Do you know how many jobs have been lost, as a matter of fact, in that recession that began in 2007, not January 2009?

Governor RENDELL. Several million.

Mr. CONNOLLY. 6½ million jobs lost. So we've tried that; is that true?

Governor RENDELL. Agreed. And remember, just to be fair, it was President Obama who suggested the $800 family tax cut, which I believe went to pay off bills—which was a good thing from the family standpoint, didn't create any jobs. I would love to have seen some of that tax cut money traded for infrastructure, because we know infrastructure creates jobs. There is no doubt about it. There is no quarrel. There is no debate.

And by the way, infrastructure is not a Republican or Democratic issue. I testified before in the Senate Committee and Senator Inhofe, I guess considered to be one of the more conservative Members of the Senate, said that aside from keeping the peace, he thinks building the infrastructure is the second most important thing we can do as a Nation, and we ought to get to it.

Governor O'MALLEY. And I might add that President Obama also had to labor under the burden, as any chief executive of a Republic does, of fashioning a consensus to get his package through Congress. And to have done nothing was certainly—I don't think is an option that anybody in these halls would say was available to him.

Chairman TOWNS. I yield 30 seconds to the ranking member. Then at that point, I will yield 5 minutes to Mr. Dent who has been yielded unanimous consent to be able to participate.

Mr. ISSA. Thank you, Mr. Chairman. And I will use just a small part of it to recognize the senior Senator Gore for his contribution in that superhighway system under Eisenhower.

Mr. Chairman, pursuant to rule 6, clause 2, I request to call witnesses selected by the minority on 1 day of hearing concerning the tracking of Federal Recovery Act dollars funding. And we request the hearing take place before the summer district work period at a mutually agreeable date.

And, Mr. Chairman, briefly, the only reason for this, as we discussed, is that we weren't able to have a third panel. That panel was dismissed and it was found to be inappropriate to put them on either of the first two panels. So we do not have a witness, but we believe it will be productive to have witnesses at a future time to be decided.

And I thank the chairman.

Chairman TOWNS. Congressman Dent, Pennsylvania.

Mr. DENT. Thank you. And I know you are all going through a tortuous process and I'm so delighted you could be here with us.

One thing on the stimulus. It seems that much of the funding is being used to fill holes: budget holes, potholes. One thing I noticed, too, is that you are a great advocate for infrastructure, as am I. A lot of us are. But one of the frustrations—this is not a criticism of you or PennDOT. It's just a statement of reality that, according to what I'm reading from PennDOT, there is $307 billion of commitments for roads, bridges, highway projects, and we've spent, up to this point, about $9.3 million.

Governor RENDELL. There's a big difference between spending and obligated.

Mr. DENT. I know. This is what's spent, not obligated.

Governor RENDELL. Again, it's less than 4 months and most of the projects, the 131 I talked about, are just starting up. And PennDOT is pay-as-you-go.

Mr. DENT. I just want to be clear that you are not able to do a whole lot of new capacity construction with this money because of the rules. You get a dollar, you're mostly doing resurfacing and bridge repairs.

Governor RENDELL. Because we wanted to do it fast and create jobs. And we built a new road. We would have had to do right away an environmental assessment or environmental impact statement. It would have been 2 years before we ever took a shovel to that.

Mr. DENT. That is right. The Federal process is what prevents you from spending money on new capacity. I think we agree on that point.

It seems that much of the stimulus money in Pennsylvania, and I suspect around the rest of the country, is being used for basic services—Medicaid, Title I, IDEA—and I think that's an issue that we are all confronting here. It's going to basic services relief as opposed to jobs. I guess we can have this argument about relief versus jobs. But nevertheless, it's relief money.

One other thing, too. In the GAO report, it says the Pennsylvania Department of Education officials expressed concerns about assessing jobs created and retained, and they are telling districts not to use the recovery funds to create new positions that will need to be sustained beyond the 2-year period but, instead, to use the funds

for one-time costs such as teacher retention, bonuses, and even some recruitment issues.

So I guess really a question is: Will the teachers who receive the so-called retention bonuses be counted as jobs retained? And is there a way to quantify how many teachers would have left work without the recovery fund retention bonus?

Governor RENDELL. I think the Department of Education can do that for you. But let me amend what you said.

The Department of Education properly recommended to the school districts that, under the stabilization money that they receive, not to do any new hires because you lose that money in 2 years and you have to, obviously, get rid of the people they hired. But they urged them to do it on things that had a legacy, like keeping teachers or teacher training or school modernization. I would have loved to have seen the stimulus allow school construction and school rehabilitation. But somewhere along in this process, and I don't know——

Governor O'MALLEY. It was on the Senate side.

Governor RENDELL. They knocked it out, and you can only use it for school modernization. That would have been the best use of these funds because they're 2-year funds.

Mr. DENT. Understood. But that same fund of money that is being used for retention and recruitment—I'm not sure why we need to spend money for recruiting during an economic downturn like we are experiencing—but that's the same money that could be used for a State-related institution like a Penn State, Temple/Pitt. And I know you have to make a lot of hard decisions, you and the general assembly. Penn State is getting cut significantly, but instead of funds being used for retention or recruitment, could those not be used for, say, higher ed?

Governor RENDELL. Understand, the four State-related schools, Penn State, Pitt Temple, etc., are getting stabilization money. The cuts they are receiving would be much worse without the stimulus. Much, much worse.

Mr. DENT. I guess finally, I appreciate the fact that you came here. I think we all have to recognize that so much of this money is being used for restoration of basic services where most of it has been sent. I understand the frustration on the infrastructure. I feel it, too. Alan Bieler does a great job for everybody in Pennsylvania, and I've had these conversations with him many times about the inability to spend this Federal money quickly because of our rules that constrain your ability to build new capacity.

Mr. ISSA. Would the gentleman yield?

Mr. DENT. I would be happy to yield.

Mr. ISSA. Following up on the question that I asked Governor Patrick earlier. Would both of you comment on how you feel you should spend the money when you do spend it on public works projects. Should you be spending it at the lowest allowable wage under the act, or would you support what has been reported—and the Governor is going to confirm—that Massachusetts is about $17 above the Federal prevailing wage. As such, they're getting less bang for their buck.

Would you both comment on how you feel that should be done in your States?

Governor RENDELL. Well, I would say, very succinctly, we followed the Federal rules. So the money that's being spent is being spent at a wage rate similar to money we get from ISTEA. No difference.

In Pennsylvania, it's interesting. We have regional assessments of what the prevailing wage is. So the prevailing wage in Philadelphia for a sheet metal worker is significantly higher than the prevailing wage in Altoona. So Altoona road projects get paid at their prevailing wage, Philadelphia at their prevailing wage. But it's the same as the money that you give us that's joined with State money every year. And that should stay that way.

Governor O'MALLEY. And I believe that's the same way that we do it.

Mr. CONNOLLY. Mr. Chairman, would you yield me just 10 seconds?

Chairman TOWNS. I will yield you 10 seconds, yes.

To Mr. Issa's point. But irrespective of prevailing wages, is it not true that the cost of construction has gone down so much that as a matter of fact, these dollars are creating more jobs and allowing for more construction?

Governor O'MALLEY. We are seeing more competitive bids coming in. They are coming in much more competitively. In other words, a better bang for the buck for our Federal tax.

Governor RENDELL. Our bids are coming in about 17 percent lower than expected, which will enable us to not only do 242 projects, we are going to take the money again and spread it through the regional planning organizations and do some additional projects.

Governor O'MALLEY. The people that are competing for these jobs, these are small business people. These are people whose families have at some time put their neck on the line keeping food on the table. We all know it's the private sector that creates these jobs. But when it comes to big things like our bridges, like our infrastructure, these are things that we can only do together. So these are real private sector jobs.

I might also add, the safety net, the so-called filling of the gap for the budget, in this great recession there is a much greater demand from hardworking people, who through no fault of their own find themselves unemployed. And being able to provide health care while they transition, being able to allow them to go and put food on their table, creates demand in the economy.

And I might also add that the dollars invested in public education are most definitely saving teaching jobs. And teachers are Americans, too, and they are part of this economy as well.

Governor RENDELL. The $32 increase in the food stamp program in Pennsylvania translates to, in a year, almost $600 million of more spending. Think about that. That's how many people we have on food stamps. Six hundred million dollars' more spending, and it is the direct and the most quick spending of all.

Chairman TOWNS. Let me yield myself 5 minutes.

OMB's failure to issue timely guidance. In your opinion, if OMB has not provided States with the necessary guidance in a timely manner, is it possible to expect or is it feasible to expect States to report all required data by October 10th? Is that possible?

Governor O'MALLEY. From our standpoint, Mr. Chairman, we certainly respect the hard work at OMB, and the clearer they can be, the better. And at the same time with regard to the dollars that we have already allocated and the dollars we are spending, we don't have a problem being able to report those in a timely manner in Maryland, where we believe we can account for those and we can fulfill those reporting requirements.

The difficulty comes in those things that go directly to local education boards or the things that go directly to municipalities. It creates a bigger challenge because we have to depend on getting the feedback back from those municipalities and counties. So your efforts to force OMB to give us clear guidelines to put the responsibility where the dollars are being spent, I think is wise and proper.

Governor RENDELL. I agree.

Chairman TOWNS. Another concern I have. The communities that desperately need Recovery Act funding are, in essence, being bypassed in many instances. Could you comment on this? I guess Governor Rendell, as chairman of the National Governors Association, are you seeing this occurring in other States?

Governor RENDELL. Let me just refer to page 3 of my testimony where I talk about transportation funds. We've obligated $720 million of the $1 billion Federal funds we've gotten. And Mr. Chairman, $315 million of that is obligated in what are federally classified economically distressed areas. So that's not quite half, but about 45 percent of our transportation dollars are being spent in economically distressed areas. We are trying, and I think we are doing a pretty good job on it.

Governor O'MALLEY. Mr. Chairman, for our part, we map all of the dollars that we distribute. And I have no doubt that if we were not distributing these dollars in an equitable way, I would certainly be hearing from the community leaders and mayors and other people.

So I think the map, the openness, the transparency showing where the dollars land is critically important, and all of us need to be able to do that, as indeed Governor Rendell has done on so many of the things he mentioned, the tax cuts, the SNAP dollars, extended unemployment benefits.

Chairman TOWNS. Would you talk about how the oversight committee works?

Governor RENDELL. The oversight committee meets twice a month. And they're given by the chief accountability officer all of the material that had been done in the past and all of the decisions that are coming up. Now, they can't direct us to do anything per se, but we do listen to their advice and listen to their suggestions. And it's been a valuable process. One, we get some very valuable suggestions, but two, it really—because I'm from Philadelphia—I was the mayor of Philadelphia before I was Governor.

Congressman Brady can tell you, there's a belief out in the State that Philadelphia gets all of the money. It's not true, but nothing I can do will disprove it. Since I've been Governor, I've given Allegheny County, which is greater Pittsburgh area, about $800 million overall more than Philadelphia. No one in Allegheny County would believe that.

So there was a thought—and Congressman Dent can probably tell you this—that some of his colleagues were going to direct all of the money to the big cities in Democratic areas, etc. And that's just not the case.

First of all, so much of the money is driven by existing Federal formulas. So for our transportation dollars, every county and the State has transportation projects. And they made the decisions. They're involved in the regional planning organizations, they made the decision.

The metropolitan Philadelphia area gets X dollars of percentage out of our Federal dollars; they got the same percentage out of stimulus they get every year. But people sort of had the feeling that we would direct these dollars in a political or in a geographically sensitive way. And having this sort of oversight is good. I like it, actually. I like it.

Chairman TOWNS. I yield 5 minutes to the gentleman from California, Mr. Issa.

Mr. ISSA. I thank both of you Governors for remaining. We are going to have votes in a few minutes.

I would like to expand on a couple of things.

Governor Rendell, I can't resist. The last time we were together we were talking A–10 aircraft, if you recall. In light of the winddown of Iraq, in light of, if you will, the changing external forces versus your National Guard and every Governor's National Guard, do you believe this administration should begin right-sizing both the Active Duty and Reserve components, including the Guard, to be lighter, quicker, perhaps less expensive to operate, once you get past the highly trained personnel, and start shedding themselves of legacy costs which, sadly, would probably include tank killers for a battle we are not likely to have?

Governor RENDELL. Right. I believe the answer to that is yes, Congressman, but I also think that should have happened in the prior administration several years ago.

Mr. ISSA. I have no doubt it should have happened many administrations ago.

But Governor, would you echo the same answer that this administration now inherits this need to right-size both Active and Reserves more appropriate to the likely wars we are going to fight and make them lighter, quicker, and, candidly, perhaps provide you some further relief for the high tempo they've been experiencing?

Governor O'MALLEY. It's an interesting question. I mean, at the heart of the question is the constant need for military reform, not to allow ourselves to be lulled into fighting or paying or investing in fighting the last war. But I think you will never find another time since 1814 when people have been more in danger here in the United States. So I think that there is a changing mission for the Guard, but I don't know if that will necessarily be one that is less expensive. More likely, it will probably be more expensive, given the vulnerabilities that assymetrical warfare poses to population centers, to ports, to critical infrastructure, telecommunications mode, cybersecurity and the like.

Governor RENDELL. We do need to replenish the Guard in every State. We lost equipment that hasn't been replaced. That was a constant refrain that Governors, Republican and Democratic alike,

had with the prior administration. We would get our Guard units back, but with 40 percent of the equipment we sent over.

Mr. ISSA. And then Governor, that's the reason I asked the question for both of you. I'm not asking for going on the cheap. But many of you have legacy equipment, heavy tanks, all kinds of equipment that although if you replenish them, you're back where you started. Isn't this an opportunity for the administration to go ground-up and begin rebuilding the Guard perhaps with different equipment, different missions, rather than ordering just replacements?

Governor RENDELL. I don't know if you are familiar, Congressman, with the Stryker brigade. I know Congressman Dent is. The Stryker brigade is a very, very mobile quick unit——

Mr. ISSA. I visited them both in theater and the West Coast. My question is, wouldn't you prefer that over M–1 tanks?

Governor RENDELL. And not only for foreign encounters.

Mr. ISSA. But for your domestic mission.

Governor RENDELL. No question.

Mr. ISSA. Because there is talk of a potential next round. But even if there isn't, this is still continuous.

Let me ask one more question which is unique to Governors and not covered in the stimulus, but perhaps should have been, besides infrastructure.

One of the greatest burdens that you have beyond Medicaid, and obviously your Medicare recipients, is the unemployment burden. And both the last administration and this administration tried to address some of that growing unemployment with the Federal extensions. But the other burden you have, which often is called Medicaid and some of the other programs, is that when people become unemployed they lose their health care, or they lose the ability to pay their COBRA is probably more often.

Do you believe that this committee or the Congress in general should begin looking separate from—we don't know whether we'll get comprehensive health care reform or not—but should we consider modernizing unemployment, or at least the Federal match, to ensure that it anticipates paying for health care costs during the period of unemployment? Isn't that inherently the modernization of unemployment that has not been addressed?

Governor O'MALLEY. I would say yes.

Governor RENDELL. I think we both agree. But, Congressman, if I could tell you anything other than my constant refrain about infrastructure, I would tell you we ought to find a way—and I think it should be done in a bipartisan fashion—we should find a way to do health care. The time has come for America to take care of its people like every other modern country in the world does. And if we found a way to do that, we wouldn't have to do it. You are absolutely right. In the absence of a bill, that would be a great idea. Great idea. But I think we should get together and pass something.

Mr. ISSA. Thank you, Governor.

Now that you are no longer mayor of Philadelphia, perhaps the appropriate legend of your ability to get Philadelphia their fair share will fade in time.

Governor RENDELL. I don't have much time.

Mr. CUMMINGS. I'm glad to hear Mr. Issa talk about health care and the unemployed, because I'm going to hold him to that; because we may get to a point where we have to do something like that, because we've got to make sure that our people are taken care of.

This country, I've said it many times, we get our authority in the world by moral authority and how we treat each other.

But on that note, Governor O'Malley, let me ask you, you—both of you—before you all—earlier in your testimony there were a number of people that raised the issue that this is temporary help and how do we hold the Governors accountable after this and how does—are we setting ourselves up for taking people up, and then a drop when stimulus money runs out?

Now, you may have answered that when I was out of the room. How do you look at that, Governor O'Malley?

Governor O'MALLEY. It's an interesting question. It's one that's often asked of us by citizens and small business owners. The fact of the matter is I think we all hope, regardless of our differences in governing philosophy, we all hope that this recession will be of a temporary nature, and that's why this aid is of a temporary nature. But, fortunately, it does span a 2-year period of time.

And as I said in my earlier testimony—and I think Governor Rendell echoed this—this recession and unemployment would be so much worse were it not for the investments that came from the Recovery and Reinvestment Act dollars.

So we hope that with this greater demand created in the economy through a number of different vehicles, including these important investments, that we start pulling our economy out of the ditch where it's expanding and supporting jobs. And I might add, while it's certainly nothing that we can call a trend, for the last month that we have complete data in Maryland, we have actually seen our State create 2,500 more jobs than we lost. Now it was the first month that we had done that in a long time. Might be a blip. But all hope and progress starts with the first steps.

Governor RENDELL. I agree with everything Governor O'Malley said and particularly the last thing. Because the answer to the question and the answer to the citizens' question, 2 years from now, 2 fiscal years from now, our stimulus money goes away, but Pennsylvania this year had negative 8 percent growth. Believe it or not, for the mid-Atlantic that was good. The average mid-Atlantic State had negative 14 percent growth. I'm predicting, in this up-and-coming budget, zero growth.

For my first 6 years as Governor, Congressman, I had between 5 and 6 percent growth. Every point of growth in Pennsylvania is worth $260 million. So let's assume by the year 3 when stimulus drops off, we are back to 5½ percent growth; 5½ percent growth means the Governor will have another $1.4 billion to cushion the blow of losing those stimulus dollars. It's all about growth.

That's why the economy—first and foremost, the economy is important to people who need jobs. But second, it's important for us to be able to do all of the things that we do as a government, and some that we do very well and some not so well and we need to improve. But it's all about growth, and that's why it's so important to get that economy back.

We'll take care of this stimulus gap if we have growth again.

Chairman TOWNS. Let me say I thank the Members and the staff, I thank the Governors and all of the witnesses that have participated today.

I'm encouraged that since the enactment of the Recovery Act, we have made some strides toward putting our economy back on track. But I am disappointed in the overall results so far. Unemployment is at a high and the full force of stimulus spending has yet to be felt. Moreover, I remain concerned with several issues related to the Recovery Act implementation. One issue that I intend to address immediately is the Department of Transportation's failure to define what qualifies as an economically distressed area for allocating Recovery Act funds. The point of this requirement is to direct stimulus spending to communities that need Recovery Act investments the most, like disadvantaged areas of my home district in Brooklyn.

I will be sending a letter to the Secretary of Transportation, Ray LaHood, to explain my concerns and request a meeting with the Secretary to discuss this issue.

Another problem that needs to be corrected is OMB's failure to issue all necessary guidelines. OMB's inconsistency in providing adequate and comprehensive guidance creates greater challenges for States to provide timely and reliable data by the October 10th reporting deadline.

This is another obstacle in terms of the majority of States that are already short-staffed due to severe budgetary cuts. In my home State of New York, State government agencies have been forced to function with a 10 percent reduction in their budgets for the fiscal year. The Office of the State Controller is particularly concerned that it will not be able to meet the escalating demands of auditing Recovery Act programs.

The issues we discussed today are many of the same issues that we identified at our field hearing on the stimulus that led me to introduce H.R. 2182, the Enhanced Oversight of State and Local Economic Recovery Act. The House has passed this bill, and I hope we can continue moving forward until it is signed into law.

We recognize that there are still important issues to be resolved before Recovery Act spending and accountability works as intended.

Be assured that we intend to continue our detailed oversight of the programs until we finally see our recovery, economic recovery.

Please let the record demonstrate by submission of a binder with documents relating to this hearing—without objection, I enter the binder into the committee's records, of course.

And now the committee stands adjourned, and let me again thank the Governors for coming and staying. I apologize to you for the way that we had to do this because there is a thing called votes around here, and we have to make it over there. They complain if we are not over there.

So thank you, Governor Rendell, and thank you, Governor O'Malley.

The committee stands adjourned.

[Whereupon, at 2:12 p.m., the committee was adjourned.]

[Additional information submitted for the hearing record follows:]

Economy

Biden Acknowledges Administration 'Misread' The Economy

By Scott Wilson
Vice President Biden acknowledged today that the administration underestimated the depth of the economic recession months ago as it prepared a recovery package that is only now beginning to take effect.

"We misread how bad the economy was, but we are now only about 120 days into the recovery package," Biden said on ABC's "This Week." "The truth of the matter was, no one anticipated, no one expected that that recovery package would in fact be in a position at this point of having distributed the bulk of the money."

Figures released last week showed that the national unemployment rate has reached 9.5 percent, and that the economy is still shedding nearly half a million jobs a month.

President Obama pushed through a $787 billion stimulus package within his first month in office to slow the economic slide by replacing retreating private-sector demand, in part, with government spending.

But criticism has been mounting from the left and right, albeit for different reasons, that the plan was misconceived.

Administration officials have argued for weeks that the economic projections made before Obama took office presented an overly optimistic view of the economy, a case Biden reiterated in blunt terms today.

Conservative critics have used the mounting job losses to argue that the stimulus package - a mix of government spending and tax cuts - should have been titled more toward the latter than it was.

Meanwhile, liberal economists such as Paul Krugman have argued for more public spending, just as the stimulus money begins trickling into the economy.

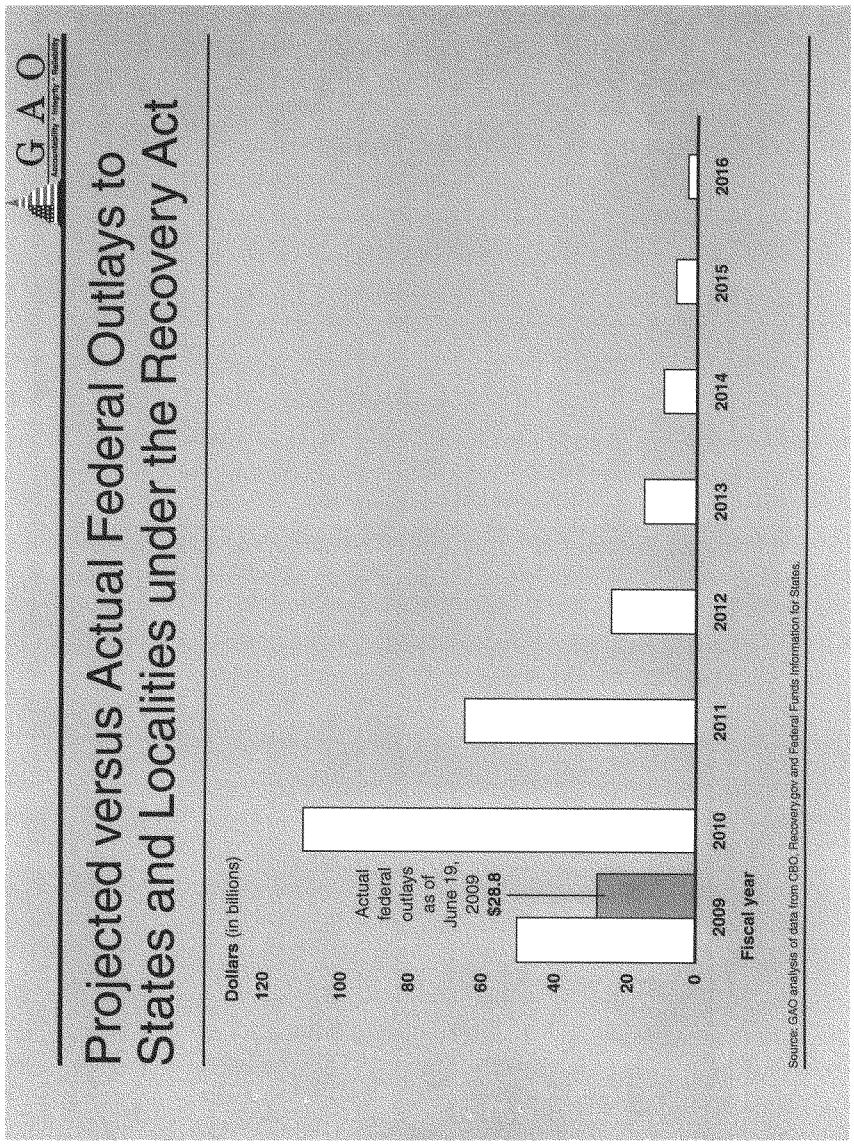
After acknowledging the economic "misreading," Biden said "the second question becomes, did the economic package we put in place, including the Recovery Act, is it the right package given the circumstances we're in?"

"And we believe it is the right package given the circumstances we're in," he said.

Asked if a second stimulus package is needed, Biden said it is "premature to make that judgment."

Instead, he said, the administration will monitor the effect of the government spending in the coming months, as the public-works projects financed by federal funds move from the planning stage to the hiring and construction phase.

"And so this is just starting," Biden said. "The pace of the ball is now going to increase."


GAO
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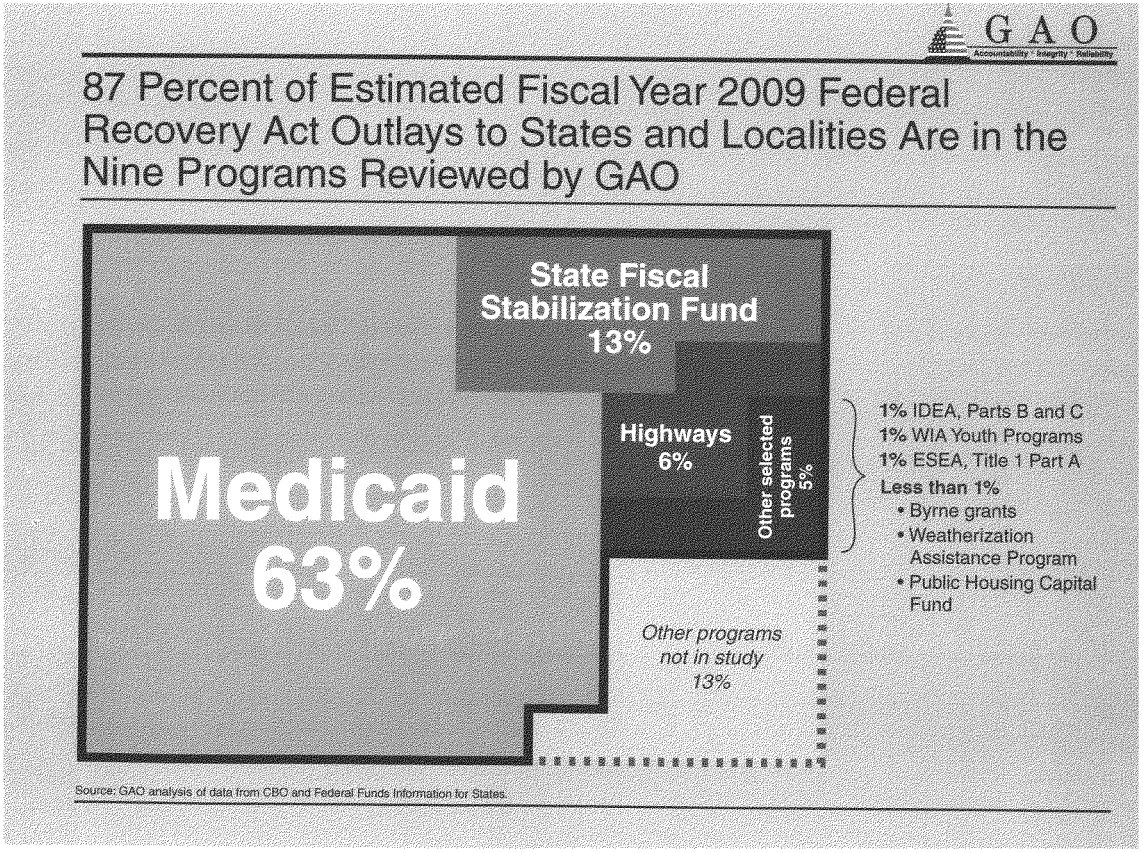
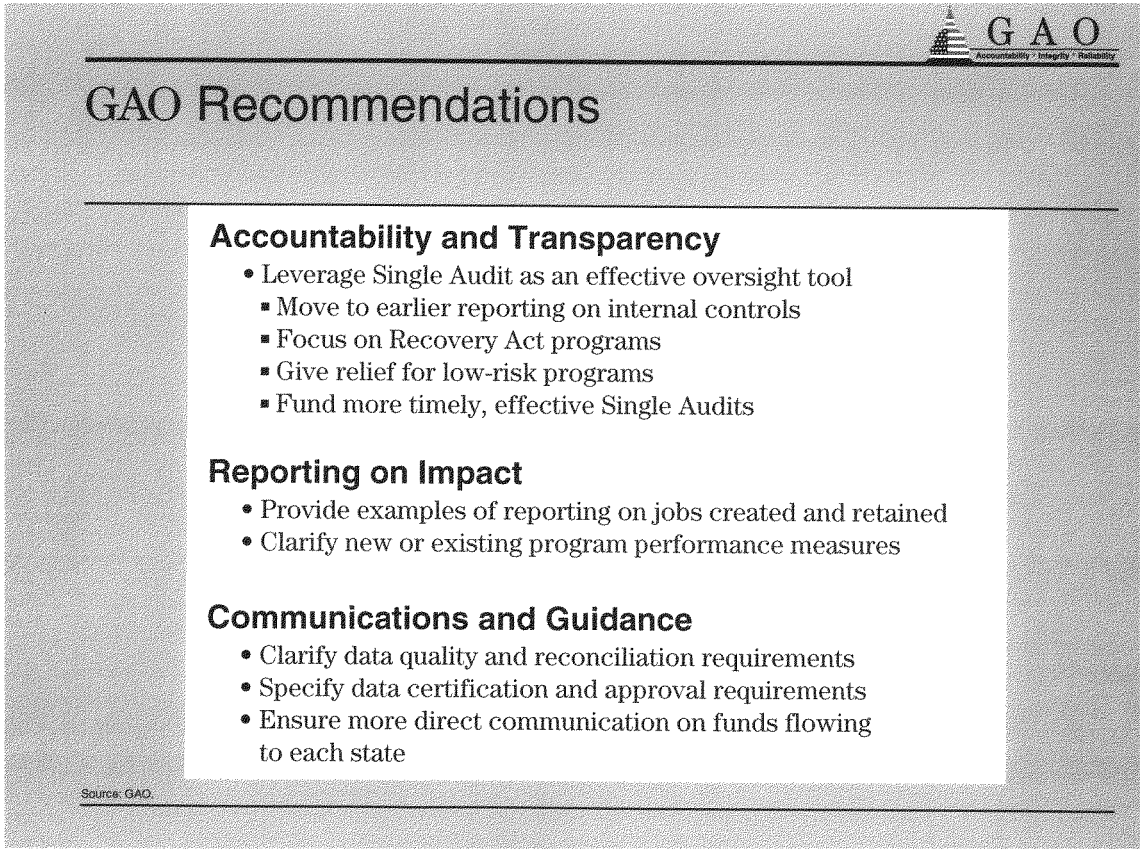
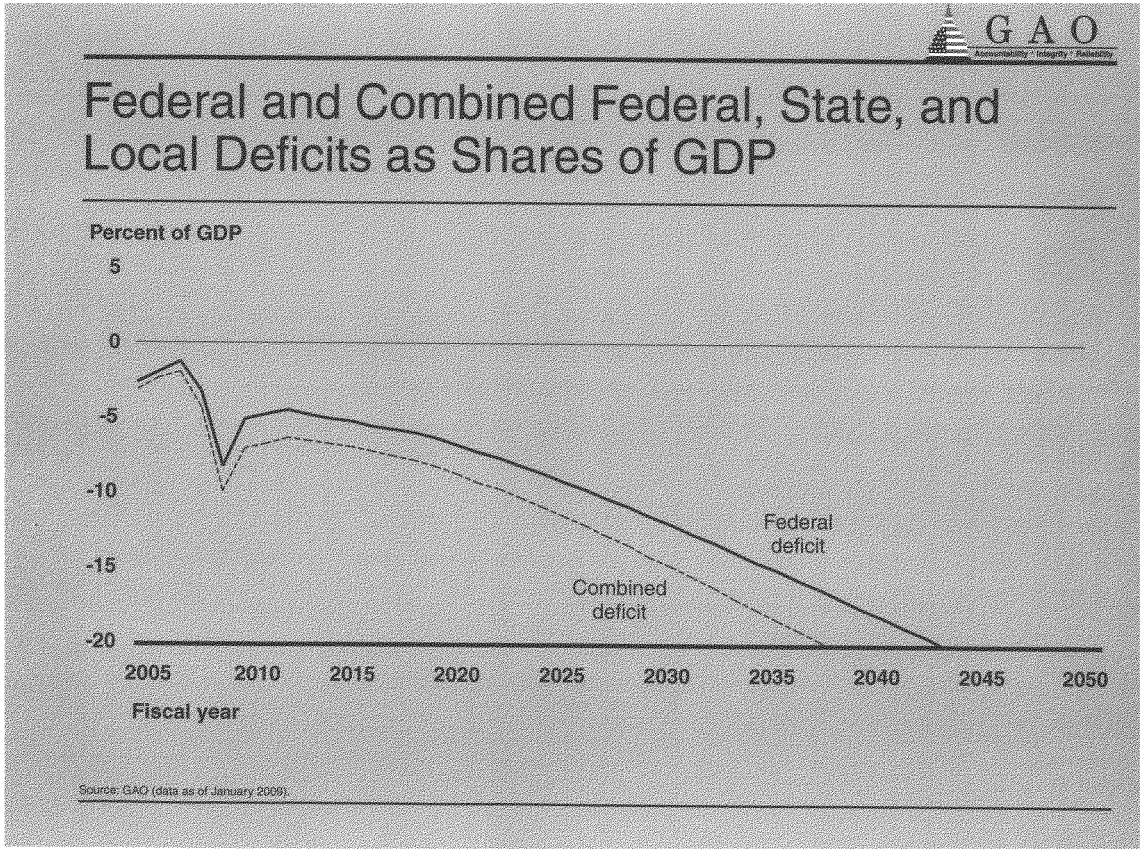
Projected versus Actual Federal Outlays to States and Localities under the Recovery Act
Dollars (in billions)
120
100
80
60
40
20
0
Actual federal outlays as of June 19, 2009 $28.8
2009
2010
2011
2012
2013
2014
2015
2016
Fiscal year
Source: GAO analysis of data from CBO, Recovery.gov and Federal Funds Information for States.


GAO
Accountability * Integrity * Reliability
87 Percent of Estimated Fiscal Year 2009 Federal Recovery Act Outlays to States and Localities Are in the Nine Programs Reviewed by GAO
Medicaid 63%
State Fiscal Stabilization Fund 13%
Highways 6%
Other selected programs 5%
Other programs not in study 13%
1% IDEA, Parts B and C
1% WIA Youth Programs
1% ESEA, Title 1 Part A
Less than 1%
• Byrne grants
• Weatherization Assistance Program
• Public Housing Capital Fund
Source: GAO analysis of data from CBO and Federal Funds Information for States.


GAO
Accountability • Integrity • Reliability
GAO Recommendations
Accountability and Transparency
• Leverage Single Audit as an effective oversight tool
▪ Move to earlier reporting on internal controls
▪ Focus on Recovery Act programs
▪ Give relief for low-risk programs
▪ Fund more timely, effective Single Audits
Reporting on Impact
• Provide examples of reporting on jobs created and retained
• Clarify new or existing program performance measures
Communications and Guidance
• Clarify data quality and reconciliation requirements
• Specify data certification and approval requirements
• Ensure more direct communication on funds flowing to each state
Source: GAO.


GAO
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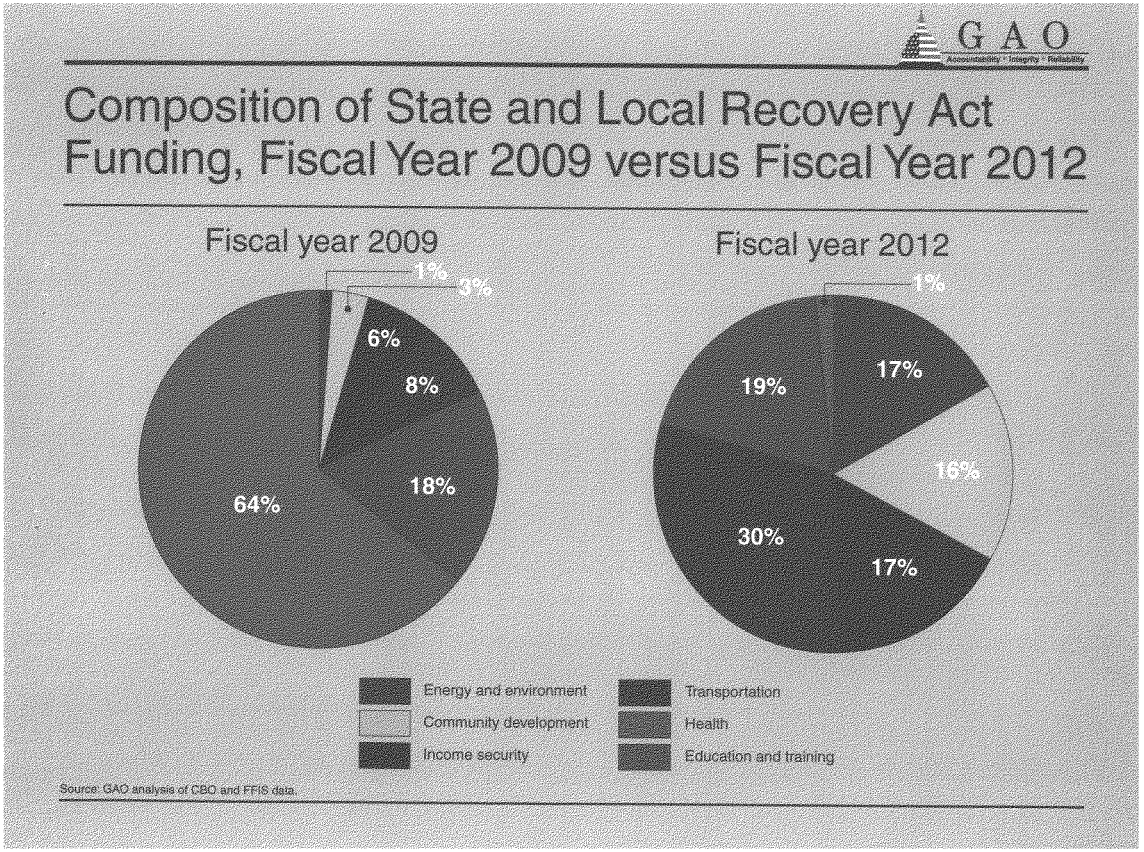
Federal and Combined Federal, State, and Local Deficits as Shares of GDP
Percent of GDP
5
0
-5
-10
-15
-20
Federal deficit
Combined deficit
2005
2010
2015
2020
2025
2030
2035
2040
2045
2050
Fiscal year
Source: GAO (data as of January 2009).


GAO
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Composition of State and Local Recovery Act Funding, Fiscal Year 2009 versus Fiscal Year 2012
Fiscal year 2009
1%
3%
6%
8%
18%
64%
Fiscal year 2012
1%
17%
19%
16%
30%
17%
Energy and environment
Community development
Income security
Transportation
Health
Education and training
Source: GAO analysis of CBO and FFIS data.

United States Government Accountability Office

GAO

Report to Congressional Committees

July 2009

RECOVERY ACT

States' and Localities' Current and Planned Uses of Funds While Facing Fiscal Stresses (Massachusetts)



GAO-09-830SP

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Appendix VIII: Massachusetts

Overview

The following summarizes GAO's work on the second of its bimonthly reviews of American Recovery and Reinvestment Act (Recovery Act)[1] spending in the commonwealth of Massachusetts. The full report on all of our work, which covers 16 states and the District of Columbia, is available at http://www.gao.gov/recovery/.

Use of funds: GAO's work in Massachusetts focused on nine federal programs, selected primarily because they have begun disbursing funds to states, include new programs, or include existing programs receiving significant amounts of Recovery Act funds. Program funds are being directed to help Massachusetts stabilize its budget and support local governments, particularly school districts, and several are being used to expand existing programs. Funds from some of these programs are intended for disbursement through states or directly to localities. The funds include the following:

- **Funds Made Available as a Result of Increased Medicaid Federal Medical Assistance Percentage (FMAP).**[2] As of June 29, 2009, Massachusetts had received over $1.2 billion in increased FMAP grant awards, of which it had drawn down over $833 million, or almost 68 percent. The commonwealth is using these funds to cover the state's increased Medicaid caseload, maintain current populations and benefits, increase provider payment rates, and make additional state funds available to offset the state budget deficit.

- **Highway Infrastructure Investment funds.** The U.S. Department of Transportation's Federal Highway Administration (FHWA) apportioned $438 million in Recovery Act funds to Massachusetts, of which 30 percent was suballocated to metropolitan and other areas. As of June 25, 2009, the federal government's obligation was $174 million, and Massachusetts had contracted for 20 projects and advertised for an additional 10 projects. All were quick-start projects largely involving road paving except for one complex project that includes construction of a new highway interchange. For example, one project in Adams entails 1.5 miles of road resurfacing and sidewalk reconstruction on Route 116. All paving except the topcoat is planned to be completed

[1]Pub. L. No. 111-5, 123 Stat. 115 (Feb. 17, 2009).

[2]The increased FMAP available under the Recovery Act is for state expenditures for Medicaid services. However, the receipt of this increased FMAP may reduce the funds that states would otherwise have to use for their Medicaid programs, and states have reported using these available funds for a variety of purposes.

before winter. Another project in Swansea involves resurfacing Route 6 from the Somerset town line to the Rehoboth town line and that paving is expected to be completed before winter.

- **U.S. Department of Education State Fiscal Stabilization Fund (SFSF).** The U.S. Department of Education (Education) has awarded Massachusetts about $666 million, or about 67 percent of its total SFSF allocation of $994 million. The commonwealth has obligated $412 million as of June 26, 2009. Massachusetts is using these funds to restore state aid to school districts, helping to stabilize their budgets and, among other uses, retain staff. For example, a Lawrence Public Schools official said these funds would prevent the layoff of 123 staff members, including 90 teachers.

- **Title I, Part A, of the Elementary and Secondary Education Act (ESEA) of 1965.** Education has awarded Massachusetts about $82 million in Recovery Act ESEA Title I, Part A, funds or 50 percent of its total allocation of $163 million. Of these funds, the commonwealth has allocated $78 million to local education agencies, based on information available as of June 30, 2009. These funds are to be used to help educate disadvantaged youth. For example, the Boston Public Schools plan to use these funds for benchmark assessments, a student information system, and targeted upgrades of computer facilities for teacher and student use.

- **Individuals with Disabilities Education Act (IDEA), Parts B and C.** Education has awarded about $149 million in Recovery Act IDEA, Part B and C, funds, or 50 percent of its total allocation of $298 million. Massachusetts has allocated all of its available Part B funds to local education agencies, based on information available on June 30, 2009. These funds are planned to be used to support special education and related services for infants, toddlers, children, and youth with disabilities. For example, Boston Public Schools plan to use these funds to hire staff; invest in prereferral to special education intervention, autism-related technology, and training; and expand inclusion activities.

- **Weatherization Assistance Program.** The U.S. Department of Energy (DOE) allocated about $122 million in Recovery Act weatherization funding to Massachusetts for a 3-year period. DOE has provided $12.2 million to the commonwealth, and Massachusetts has obligated none of these funds as of June 30, 2009, as it is awaiting approval of its state plan. In July 2009, Massachusetts plans to begin disbursing its funds for weatherizing low-income families' homes and

state and federal public housing, and for developing an energy-related training center.

- **Workforce Investment Act Youth Program.** The U.S. Department of Labor allotted about $24.8 million to Massachusetts in Workforce Investment Act Youth Recovery Act funds. The commonwealth has allocated $21.1 million to local workforce boards, based on information available on June 30, 2009. Massachusetts plans to use 60 percent of Recovery Act funds under this program by September 30, 2009, to create about 6,500 summer jobs for youth.

- **Edward Byrne Memorial Justice Assistance Grants.** The Department of Justice's Bureau of Justice Assistance has awarded $25 million directly to Massachusetts in Recovery Act funding. Based on information available as of June 26, 2009, about $13 million (51 percent) of these funds have been obligated by the Executive Office of Public Safety and Security, which administers these grants for the commonwealth.[3]

- **Public Housing Capital Fund.** The U.S. Department of Housing and Urban Development has allocated about $82 million in Recovery Act funding to 68 public housing agencies in Massachusetts. Based on information available as of June 20, 2009, about $3.1 million (4 percent) had been obligated by 20 of those agencies. At the two public housing agencies we visited (in Boston and Revere), this money, which flows directly to public housing agencies, is being used for various capital improvements, including modifying bathrooms, replacing roofs and windows, and adding security features.

Safeguarding and transparency: Massachusetts has begun planning its oversight efforts. Officials from the State Auditor's Office have drafted an audit plan and are currently planning the risk assessments they will perform of programs receiving funding under the Recovery Act. The state Inspector General intends to focus on gaps in coverage. The oversight agencies have expressed concern regarding their 2010 budgets and potential staffing cuts due to the commonwealth's fiscal situation. The extent of these cuts will not be known until the budget is passed for the fiscal year, which begins July 1, 2009. The commonwealth is in the process

[3]We did not review Edward Byrne Memorial Justice Assistance Grants awarded directly to local governments in this report because the Bureau of Justice Assistance's solicitation for local governments closed on June 17.

of putting into place a plan to obtain additional resources for these oversight agencies. Massachusetts has enhanced its accounting system to track Recovery Act funds that flow through the state accounting system. The Comptroller's Office has included questions on compliance with Recovery Act provisions in its internal control questionnaire, and the Governor's Office is continuing to assess whether agencies need new procedures for managing these funds.

Assessing the effects of spending: Massachusetts agencies are beginning to develop strategies for collecting and reporting employment outcomes, focusing on incorporating federal guidance and adapting existing systems for collecting and reporting on jobs created and retained. State program officials report using a variety of methods to measure employment outcomes, which could lead to reporting inconsistencies. For example, highway construction projects are submitting monthly information on employees paid, while weatherization program officials have estimated the number of jobs that will be created using a model for the construction trades. Existing programs receiving Recovery Act funds are beginning to develop plans for measuring program performance.

Massachusetts Has Accelerated the Use of Recovery Act and Rainy-Day Funds to Close a Growing Budget Gap

As we noted in our April 2009 report,[4] the commonwealth of Massachusetts was, at that time, addressing a budget gap of approximately $3 billion out of a total state operating budget of about $28 billion. [5] Since our last bimonthly report, this projected gap has grown to nearly $4 billion. The major cause of the widening budget gap is reduced revenue collections, which continue to be significantly lower than officials had anticipated. For example, tax collections in April alone were nearly one-half billion dollars lower than expected.[6] To close this widening budget gap, the state plans to use an additional $561 million in state "rainy-day" funds and make available other state funds by using $412 million from the Recovery Act's State Fiscal Stabilization Fund (SFSF) for fiscal year 2009,

[4]GAO-09-580.

[5]Massachusetts law requires the governor to recommend, the state legislature to enact, and the governor to approve a general appropriations bill that constitutes a balanced budget for Massachusetts. No supplemental appropriation bill is to be approved which would cause the state budget for any fiscal year not to be balanced. Mass. Gen. Laws ch. 29, § 6E.

[6]Massachusetts Department of Revenue, *April 2009 Tax Collection Summary*.

which ended on June 30.[7] In addition, the state has already reduced expenditures by more than $1 billion (including eliminating state positions and implementing management furloughs) and used additional revenue from other sources to make up for some of the state's revenue decline. These included voluntary cuts and contributions from entities outside the governor's budget-cutting authority, such as the legislature, the judiciary, and quasi-public agencies. State officials noted that the occurrence of a significant revenue shortfall late in the fiscal year made it nearly impossible for the state to rely on any additional spending cuts or tax increases to balance its budget. Therefore, state officials noted that accelerating their use of Recovery Act and state rainy-day funds was the most viable solution to balance the budget.

Both the Governor and legislature have also proposed using a combination of federal Recovery Act funds, such as state funds made available as a result of increased FMAP and rainy-day funds, to avoid substantial budget spending cuts to stabilize its budget for fiscal year 2010. The state had hoped to leave a sizable amount of the SFSF and rainy-day funds available for 2011 but changed its approach because of its deteriorating fiscal condition. Using more of these funds in the current fiscal year will likely make it more difficult for the state to balance its budget after Recovery Act funds are no longer available, unless economic conditions improve substantially.

The growth in services to disadvantaged populations and maintenance-of-effort requirements pose added risks to the state's longer-term budget stability. Although state officials report that safety net caseloads are growing slowly in Massachusetts, they are concerned that future caseload growth could further strain the state's budget at a time when Recovery Act funding is no longer available.[8] Massachusetts officials also expressed concerns over maintenance-of-effort requirements attached to many federal programs, including those funded through the Recovery Act, as future across-the-board spending reductions could pose challenges for maintaining spending levels in these programs. State officials said that

[7]Massachusetts officials refer to their rainy-day funds as stabilization funds. However, to avoid confusion with the Recovery Act's SFSF funds, we use rainy-day funds in this appendix to refer to these reserve funds.

[8]Massachusetts officials stated that caseloads for programs such as Temporary Assistance for Needy Families (TANF) and Commonwealth Care have grown, but not much beyond anticipated levels.

maintenance-of-effort requirements that require maintaining spending levels that are based upon prior-year, fixed-dollar amounts will pose more of a challenge than upholding spending levels based upon a percentage of program spending provided for the same purpose in a previous fiscal year. The SFSF program provides an example of the former.[9] However, a state may obtain a maintenance-of-effort waiver for the SFSF program by demonstrating that the percentage of its total state revenues that will be used to support elementary, secondary, and public higher education for the relevant fiscal year will be equal to or greater than the percentage of its total state revenues that were used to support elementary, secondary, and public higher education for the preceding fiscal year.[10]

Increased FMAP Funds Have Allowed Massachusetts to Maintain Health Care Reform Initiatives

Medicaid is a joint federal-state program that finances health care for certain categories of low-income individuals, including children, families, persons with disabilities, and persons who are elderly. The federal government matches state spending for Medicaid services according to a formula based on each state's per capita income in relation to the national average per capita income. The rate at which states are reimbursed for Medicaid service expenditures is known as the Federal Medical Assistance Percentage (FMAP), which may range from 50 to no more than 83 percent. The Recovery Act provides eligible states with an increased FMAP for 27 months from October 1, 2008, through December 31, 2010.[11] On February 25, 2009, the Centers for Medicare & Medicaid Services (CMS) made increased FMAP grant awards to states, and states may retroactively claim reimbursement for expenditures that occurred prior to the effective date of the Recovery Act.[12] Generally, for federal fiscal year 2009 through the first quarter of federal fiscal year 2011, the increased FMAP, which is calculated on a quarterly basis, provides for (1) the maintenance of states' prior year FMAPs, (2) a general across-the-board increase of 6.2 percentage points in states' FMAPs, and (3) a further increase to the FMAPs for those states that have a qualifying increase in unemployment

[9]Under SFSF, for fiscal years 2009, 2010, and 2011, the Recovery Act requires states to maintain funding at least at their 2006 levels.

[10]Massachusetts officials indicated they would apply for a waiver.

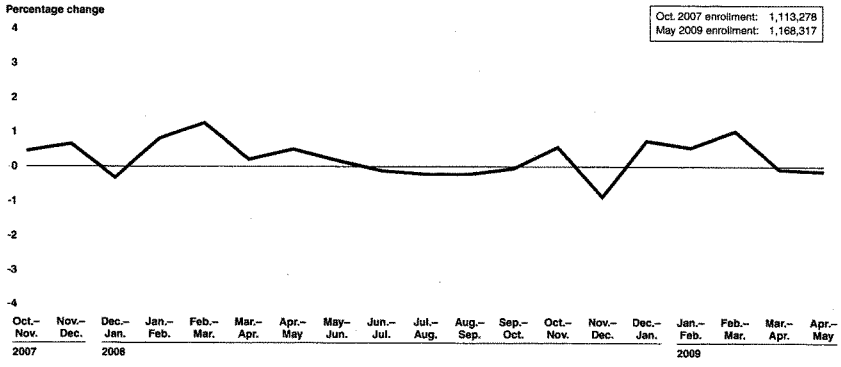
[11]See Recovery Act, div. B, title V, §5001.

[12]Although the effective date of the Recovery Act was February 17, 2009, states generally may claim reimbursement for the increased FMAP for Medicaid service expenditures made on or after October 1, 2008.

rates. The increased FMAP available under the Recovery Act is for state expenditures for Medicaid services. However, the receipt of this increased FMAP may reduce the funds that states would otherwise have to use for their Medicaid programs, and states have reported using these available funds for a variety of purposes.

From October 2007 to May 2009, the state's Medicaid enrollment grew from 1,113,278 to 1,168,317, an increase of 5 percent.[13] Enrollment varied during this period, and there were periods in which enrollment decreased (see fig. 1). The increase in enrollment was mostly attributable to the population groups of (1) children and families and (2) nondisabled, nonelderly adults.

Figure 1: Monthly Percentage Change in Medicaid Enrollment for Massachusetts, October 2007 to May 2009



Source: GAO analysis of state reported data.
Note: The state provided projected Medicaid enrollment data for May 2009.

As of June 29, 2009, Massachusetts had drawn down over $833 million in increased FMAP grant awards, which is almost 68 percent of its awards to

[13]The state provided projected Medicaid enrollment data for May 2009.

date.[14] Massachusetts officials reported that they plan to use funds made available as a result of the increased FMAP to offset the state budget deficit, to cover the state's increased Medicaid caseload, to maintain current populations and benefits and to increase provider payment rates, pending state legislative approval to do so.

Massachusetts officials noted that the state is 3 years into implementing major health care reforms. The officials indicated that the increased FMAP has allowed the state to maintain this reform initiative in a very difficult economic climate. Additionally, they further noted that in the absence of the funds, the state would have been faced with more difficult decisions about how to cut spending. According to these officials, even with the increased FMAP, Massachusetts faces the need to make significant cuts to programs for the elderly and for people with developmental disabilities, as well as public health and mental health programs. In using the increased FMAP, Massachusetts officials reported that the Medicaid program has incurred additional costs related to

- personnel needed to ensure programmatic compliance with requirements associated with the increased FMAP;
- personnel needed to ensure compliance with reporting requirements related to the increased FMAP; and
- personnel needed for routine administration of the state's Medicaid program.

The 2007 and 2008 Single Audits for Massachusetts did not identify any material weaknesses specifically related to the Medicaid program.[15] Further, Medicaid officials indicated that they did not have any concerns regarding the state's ability to maintain eligibility for the increased FMAP. However, they noted that the state is implementing a new system—NewMMIS—which would include online claims processing, among other

[14]Massachusetts received increased FMAP grant awards of over $1.2 billion for the first three quarters of federal fiscal year 2009. In their technical comments to us, Massachusetts officials indicated that the state is working with CMS to categorize a significant amount of the state's supplemental increased FMAP grant award as regular FMAP.

[15]The Single Audit Act of 1984, as amended (31 U.S.C. ch. 75), requires that each state, local government, or nonprofit organization that expends $500,000 or more a year in federal awards must have a Single Audit conducted for that year subject to applicable requirements, which are generally set out in Office of Management and Budget (OMB) Circular No. A-133, Audits of States, Local Governments and Non-Profit Organizations (June 27, 2003). If an entity expends federal awards under only one federal program, the entity may elect to have an audit of that program.

things, and that it would be 6 months before the state could request certification of the system from CMS. Because Massachusetts Medicaid pays providers on a weekly rather than daily basis, state officials continue to discuss issues related to the state's compliance with the Recovery Act's prompt payment reporting requirements.[16] Specifically, state officials reported that they would like guidance from CMS on the availability of waivers for this requirement for states that have just implemented a NewMMIS system.

As we previously reported, the state is using existing accounting systems to track these funds but has developed distinct revenue source codes that distinguish increased FMAP from general FMAP funds. However, officials reported that although the state can identify increased FMAP revenues that are deposited into its General Fund, the process for tracking the subsequent appropriation and expenditure of these funds is not yet implemented.

First Round of Massachusetts Recovery Act Highway Fund Projects Under Way

The Recovery Act provides funding to the states for restoration, repair, and construction of highways and other activities allowed under the Federal-Aid Highway Surface Transportation Program, and for other eligible surface transportation projects. The act requires that 30 percent of these funds be suballocated for projects in metropolitan and other areas of the state. Highway funds are apportioned to the states through existing federal-aid highway program mechanisms, and states must follow the requirements of the existing program including planning, environmental review, contracting, and other requirements. However, the federal fund share of highway infrastructure investment projects under the Recovery Act is up to 100 percent, while the federal share under the existing Federal-Aid Highway Program is generally 80 percent.[17]

[16]Under the Recovery Act, states are not eligible to receive the increased FMAP for certain claims for days during any period in which that state has failed to meet the prompt payment requirement under the Medicaid statute as applied to those claims. See Recovery Act, div. B, title V, §5001(f)(2). Prompt payment requires states to pay 90 percent of clean claims from health care practitioners and certain other providers within 30 days of receipt and 99 percent of these claims within 90 days of receipt. See 42 U.S.C. §1396a(a)(37)(A).

[17]With a few exceptions, the federal government does not pay for the entire cost of construction or improvement of federal-aid highways. To account for the necessary dollars to complete the project, federal funds must be "matched" with funds from other sources. Unless otherwise specified in the authorizing legislation, most projects will have an 80 percent federal share.

Massachusetts was apportioned $438 million in March 2009 for highway infrastructure and other eligible projects. As of June 25, 2009, $174 million has been obligated. The U.S. Department of Transportation has interpreted the term "obligation of funds" to mean the federal government's contractual commitment to pay for the federal share of the project. This commitment occurs at the time the federal government approves a project and a project agreement is executed. As of June 25, 2009, $147,874 has been reimbursed by FHWA. States request reimbursement from FHWA as the state makes payments to contractors working on approved projects.

Massachusetts Selected Quick-Start Projects, Used Accelerated Bidding Procedures, and Received Bids Below Cost Estimates

As we reported in our April 2009 report, Massachusetts began planning for federal highway infrastructure investment under potential stimulus legislation before the Recovery Act was passed. The commonwealth convened a task force to identify a priority list of transportation infrastructure investments. This task force identified projects that could be started quickly, focusing on projects that could be implemented in under 180 days, as well as projects that that could be completed within a 2-year time frame. As a result, the initial Recovery Act funded projects advertised for bid were all small, short-term projects that require little lead time for planning and design, enabling contractors to begin work quickly. (See table 1.) Many initial round projects were also chosen to coincide with the construction season, which excludes the winter months. The two Massachusetts projects we visited—in Adams and Swansea—were in the early stages of construction; contractors had erected signage and were installing erosion control barriers before commencing construction. The Adams project, estimated to cost $1,714,860, entails 1.5 miles of road resurfacing and sidewalk reconstruction on Route 116 and is expected to be complete in July 2010. The Swansea project, estimated to cost $4,440,310, will resurface Route 6 from the Somerset town line to the Rehoboth town line and is expected to be complete in August 2010. According to state transportation officials, the bulk of the work will likely be completed before the winter shut-down; they expect that the only remaining work will be minor and low-cost.

Table 1: Highway Obligations for Massachusetts by Project Type as of June 25, 2009

Dollars in millions

	Pavement projects			Bridge projects				
	New construction	Pavement improvement	Pavement widening	New construction	Replacement	Improvement	Other[a]	Total[b]
	$0	$164	$0	$0	$0	$2	$7	**$174**
Percent of total obligations	0.0	94.3	0.0	0.0	0.0	1.4	4.2	**100.0**

Source: GAO analysis of Federal Highway Administration data.

[a]Includes safety projects such as improving safety at railroad grade crossings, transportation enhancement projects such as pedestrian and bicycle facilities, engineering, and right-of-way purchases.

[b]Total may not add because of rounding.

As of June 25, 2009, Massachusetts had awarded contracts for 20 projects, and notice to proceed orders had been issued on all of these projects signaling that construction could begin. According to state transportation officials, because these projects are mainly small repaving projects, they should all be completed within 2 years. To ensure that projects get started quickly, Massachusetts has accelerated the bid evaluation and award cycle by shortening the time that contractors have to prepare their bids and the time between bid opening and issuing a notice to proceed for construction. According to Massachusetts transportation officials, the normal bidding cycle takes 90 to 120 days from bid opening to award and notice to proceed, but for Recovery Act funded projects, transportation officials have been able to cut that time to less than 60 days. For example, the project we visited in Swansea was advertised on March 14, 2009; bids were opened 30 days later on April 14, 2009; and the contract was awarded on April 23, 2009—roughly 1 week after bid opening and 6 weeks after the project was advertised.

The recessionary economy in Massachusetts has led to an environment in which bids are coming in below estimates. Massachusetts transportation officials are reporting that contracts for Recovery Act projects are being awarded for about 87 percent of estimated costs. Officials believe this is a short-term trend caused by excess capacity in the construction market because of the state's economic downturn. According to one official, in the past they could expect 4 to 5 contractors to bid on a state construction contract, but lately they are seeing 10 to 15 contractors bidding for a single contract. State officials believe that as more Recovery Act funded construction projects get under way, bids will be more in line with cost estimates. Because officials believe this is a temporary situation, the state

has no plans to change its estimating practices. Officials reported that if additional money is available as a result of this trend, they have identified several small projects that could be funded.

Massachusetts Expects to Meet All Recovery Act Requirements, but Maintenance of Effort Requirement Poses Challenges

Funds appropriated for highway infrastructure spending must be used as required by the Recovery Act. The states are required to

- ensure that 50 percent of the apportioned Recovery Act funds are obligated within 120 days of apportionment (before June 30, 2009) and that the remaining apportioned funds are obligated within 1 year. The 50 percent rule applies only to funds apportioned to the state and not to the 30 percent of funds required by the Recovery Act to be suballocated, primarily based on population, for metropolitan, regional, and local use. The Secretary of Transportation is to withdraw and redistribute to other states any amount that is not obligated by any state within these time frames.
- give priority to projects that can be completed within 3 years, and to projects located in economically distressed areas (EDA). EDAs are defined by the Public Works and Economic Development Act of 1965, as amended.
- certify that the state will maintain the level of spending for the types of transportation projects funded by the Recovery Act that it planned to spend the day the Recovery Act was enacted. As part of this certification, the governor of each state is required to identify the amount of funds the state planned to expend from state sources as of February 17, 2009, for the period beginning on that date and extending through September 30, 2010.[18]

Massachusetts has met the Recovery Act requirement that 50 percent of their apportioned funds are obligated within 120 days. Of the $293,705,678 that is subject to this provision, 59.1 percent was obligated as of June 25, 2009. In order to ensure that 50 percent of the apportioned Recovery Act

[18]States that are unable to maintain their planned level of effort will be prohibited from benefiting from the redistribution of obligation authority that will occur after August 1 for fiscal year 2011. As part of the federal-aid highway program, FHWA assesses the ability of each state to have their apportioned funds obligated by the end of the federal fiscal year (September 30) and adjusts the limitation on obligations for federal-aid highway and highway safety construction programs by reducing for some states the available authority to obligate funds and increasing the authority of other states.

funds were obligated within 120 days, the commonwealth selected projects worth over $170 million, in case some plans did not materialize. Given the state's focus on selecting small projects that can be moved quickly to construction, the state had to pull together many projects in order to meet the 50 percent obligation requirement. For example, with the exception of one large interchange project in Fall River that was estimated to cost $66.8 million, projects planned for the initial funding cycle had costs estimated to range from $624,440 to just over $9 million. Massachusetts also transferred $12.8 million of Recovery Act highway funding that was subject to the 50 percent rule for the 120-day redistribution from FHWA to the Federal Transit Administration. According to FHWA guidance, once transferred, these funds are no longer subject to the 50 percent obligation requirement.[19]

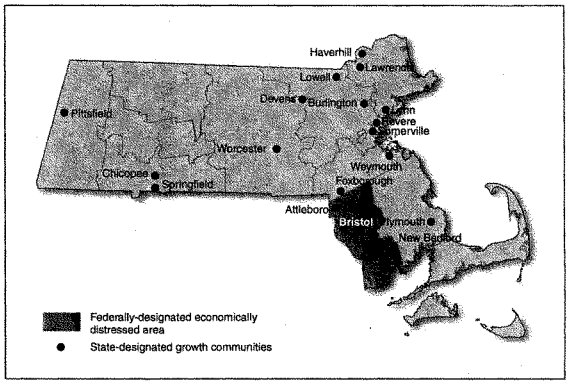
Massachusetts will be able to expend most of its apportioned funds in 3 years because it has made it a priority to select projects that could begin in 180 days and be completed within 2 years. The Recovery Act Coordinator for the Massachusetts Executive Office of Transportation reported that, given that the first projects are predominantly resurfacing, most are likely to be completed within 2 years of award. The only project that will probably not be completed within 2 years is the Fall River-Freetown Route 24 Interchange project which, because of its complexity, will likely take longer.

As of June 25, 2009, Massachusetts obligated funds to three projects worth an estimated total of $80,619,327 located in the state's only EDA. These projects include the Swansea project, a resurfacing project in Westport estimated to cost $6 million, and the $73.4 million Fall River development park project, of which $70.1 million is federal funds. This project supports an economic development project and includes construction of a new highway interchange on Route 24 and new access roadways to the proposed Fall River Executive Park The state has given priority to selecting Recovery Act projects in EDAs but has also added its own criteria by selecting projects through its economic growth district initiative. Massachusetts has only one county—Bristol County—that is defined by section 301of the Public Works and Economic Development Act of 1965 as an EDA. Under its growth districts initiative, the state has identified additional areas as being appropriate locations for significant

[19]Generally, FHWA has authority pursuant to 23 U.S.C. § 104(k)(1) to transfer funds made available for transit projects to the Federal Transit Administration.

new commercial, residential or mixed-use growth, as shown in figure 2. As they plan for the future, officials report that they will look to select projects that will leverage infrastructure development with new housing and building development, which in turn will create additional jobs.

Figure 2: Federally-Designated EDA and State-Designated Growth Districts Targeted for Highway Infrastructure Projects



Sources: GAO analysis of Bureau of Economic Analysis and Executive Office of Housing and Economic Development (EOHC) information; Census (map).

As we reported in April 2009, Massachusetts submitted a "conditional" maintenance-of- effort certification, meaning that the certification was subject to conditions or assumptions, future legislative action, future revenues, or other conditions. Specifically, Massachusetts stated that it might have to make downward adjustments to the size of its capital investment plan if revenues did not meet current projections. On April 22, the U.S. Department of Transportation Secretary informed the states that conditional and explanatory certifications were not permitted, provided additional guidance, and gave the states the option of amending their certifications by May 22, 2009. Massachusetts resubmitted its certification on May 26, 2009. According to U.S. Department of Transportation officials, the department is reviewing Massachusetts's resubmitted certification letter and has concluded that the form of the certification is consistent with the additional guidance. The department is currently evaluating

whether the states' method of calculating the amounts they planned to expend for the covered programs is in compliance with Department of Transportation guidance.

Massachusetts transportation officials, however, expressed concern about the state's ability to maintain its level of state expenditures in light of its deteriorating fiscal situation. The commonwealth's certification was based upon its $14.3 billion capital spending plan, which includes roughly $8.1 billion in transportation spending. Because the 5-year plan was developed before the full extent of the state's worsening fiscal condition was known, the state felt compelled to add a disclaimer to their initial certification to explain why it may be unable to maintain planned levels of state spending over the course of the Recovery Act grant. The commonwealth floats bonds to pay for capital projects. The state is concerned that as revenues continue to shrink, it may be unable to afford the full amount of the capital projects called for in its 5-year plan.

Massachusetts Already Using State Fiscal Stabilization Funds

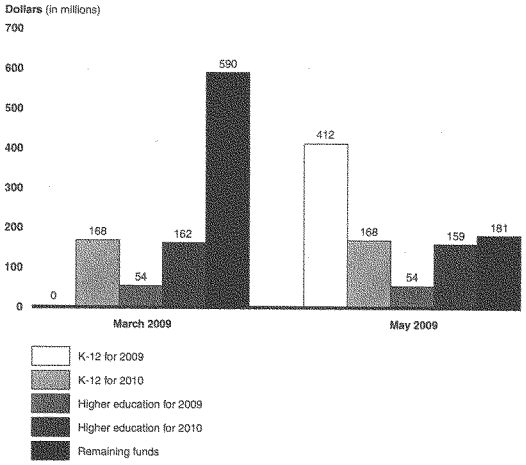
The Recovery Act created a State Fiscal Stabilization Fund (SFSF) to be administered by the U.S. Department of Education (Education). SFSF provides funds to states to help avoid reductions in education and other essential public services. The initial award of SFSF funding requires each state to submit an application to Education that provides several assurances. These include assurances that the state will (1) meet maintenance-of- effort requirements (or it will be able to comply with waiver provisions) and (2) implement strategies to meet certain educational requirements, including increasing teacher effectiveness, addressing inequities in the distribution of highly qualified teachers, and improving the quality of state academic standards and assessments. Furthermore, the state applications must contain baseline data that demonstrate the state's current status in each of the assurances. States must allocate 81.8 percent of their SFSF funds to support education (education stabilization funds) and must use the remaining 18.2 percent for public safety and other government services, which may include education (government services funds). After maintaining state support for education at fiscal year 2006 levels, the state must use education stabilization funds to restore state funding to the greater of fiscal year 2008 or 2009 levels for state support to school districts or public Institutions of Higher Education (IHE). When distributing these funds to school districts, states must use their primary education funding formula but maintain discretion in how funds are allocated to public IHEs. In general, school districts maintain broad discretion in how they can use stabilization funds, but states have some ability to direct IHEs in how to use these funds.

In 2009, Massachusetts was allocated just over $994 million in SFSF. Of this amount, about $813 million, or about 82 percent, are for education stabilization funds, and $181 million, or about 18 percent, are for government services funds. The state will use about $466 million of the SFSF funds to restore elementary and secondary, and pubic higher education funding for fiscal year 2009 (which ended on June 30, 2009); has made plans for about $347 million for fiscal year 2010 (which began on July 1, 2009); and will have about $181.5 million remaining, of which about $70.5 million is for government services funds.[20] State officials explained that originally they did not intend to commit over three-fourths of the state's SFSF allocation so soon and that they are keenly aware of the limited Recovery Act resources they will have available for the remainder of 2010 and 2011.

As shown in figure 3, in March 2009, the Governor, as part of his fiscal year 2010 recovery plan, committed $168 million to 166 school districts to help reduce teacher layoffs and program cuts in fiscal year 2010, and $162 million to public university and college campus budgets to help reduce layoffs, program cuts, and student fee hikes in fiscal year 2010. Later, the amount committed to public colleges and universities was decreased to $159 million. The Governor also announced plans to use approximately $20 million from the government services fund for public safety in fiscal year 2010, bringing proposed total SFSF spending for fiscal year 2010 to $347 million.

[20]The SFSF funds to restore public higher education funding for fiscal year 2009, about $54 million, will be allocated to institutions of higher education in fiscal year 2010 for expenses incurred during that fiscal year.

Figure 3: Changes in Planned Uses of SFSF Funds for K-12 and Higher Education from March 2009 to May 2009



Source: GAO analysis of Massachusetts Executive Office of Education data.

Note: The Governor plans to use approximately $20 million from the government services fund for public safety in fiscal year 2010.

In March 2009, Massachusetts had not planned on using any of its SFSF funds for fiscal year 2009 for kindergarten to 12th grade (K-12) education and had anticipated having $590 million remaining for use after fiscal year 2010. However, since March, the state has altered its planned uses of SFSF funds for later years to include $412 million in spending for K-12 education for fiscal year 2009. This additional spending was prompted by further declines in state revenues that forced the already cash-strapped state in May to reduce its own fiscal year 2009 contributions to K-12 education by the same amount. The state used $322 million in education stabilization funds and $90 million, or about half, of its government services funds to backfill these cuts. These funds were available to school districts in late June 2009. Officials from one school district said they would use these funds to meet payroll for the last quarter of fiscal year 2009.

SFSF spending in 2010 is estimated to represent about 3 percent of the state's spending on K-12 education. The state's total fiscal year 2010 budget for K-12 education is projected to be $5.3 billion, of which about $896 million comes from non-Recovery Act federal spending. State officials told us that, given the state's level of spending on K-12 education, they were not at risk of failing to meet the SFSF maintenance-of-effort requirement to maintain support for K-12 at least at the level of such support in fiscal year 2006. State officials told us that projected state K-12 education spending far exceeds 2006 levels. However, this is not the case for higher education. Similar to K-12 education, states must maintain their higher education spending at least at fiscal year 2006 levels to meet the SFSF maintenance-of-effort requirement. Officials explained that current spending for higher education in Massachusetts is not far from the fiscal year 2006 levels.

To ensure that the state would be eligible to receive SFSF funding, state officials indicated in their application that they would apply for a maintenance-of-effort waiver for higher education for fiscal year 2010. State officials want to use state education spending as a percent of total state revenue when compared with the preceding year to meet their maintenance-of-effort requirement for higher education, rather than as aggregate spending on a per full-time equivalent student basis. State officials showed in their SFSF application that proposed education spending—for both K-12 and higher education—for fiscal year 2010 as a percent of revenue, is slightly greater than in fiscal year 2009, even though actual spending will be less.[21] The state SFSF application was approved on May 27, 2009.

In mid-May, education officials from the Boston Public Schools and the Lawrence Public Schools discussed with us their planned use of SFSF

[21]The maintenance-of-effort waiver criterion for fiscal year 2010 is that the percentage of the total state revenues used to support public education for the fiscal year is at least as great as the percentage of the total state revenues used to support public education for fiscal year 2009.

funding for the last quarter of fiscal year 2009 and for fiscal year 2010. [22] Officials from Lawrence Public Schools, with an enrollment of approximately 12,000 students, said that if they get SFSF funds in lieu of the state dollars they were expecting for fiscal year 2009, they also receive the SFSF fiscal year 2010 dollars that the Governor announced in March, and there are no additional cuts to state education funding, they will use the funds to help them maintain their current level of instruction, including avoiding some layoffs. Lawrence Public Schools officials said that the SFSF funds they hope to receive, $14.3 million for fiscal year 2009 and $6.7 million for fiscal year 2010, would help them avoid a layoff of 123 of the 2,000 staff members, including 90 teachers. According to Lawrence Public Schools officials, almost 100 percent of their budget comes from the state. These officials noted that some of the funds greater than those needed to meet contractual obligations will be used for capital improvements on several buildings over 100 years old. Officials from the Boston Public Schools, with an enrollment of nearly 56,000 students, said they were not expecting to receive any SFSF funding for fiscal year 2010 because their education spending was already at the level set by the state's primary funding formula. They said that the $23 million in SFSF they receive for fiscal year 2009 will just replace the state's shortfall, not allowing them to do anything differently than planned.

ESEA Title I, Part A Education Funds Flowing to School Districts through Existing Mechanism

The Recovery Act provides $10 billion in additional funds to help local education agencies (LEAs) educate disadvantaged youth by making additional funds available under Title I, Part A of the Elementary and Secondary Education Act (ESEA) of 1965. The Recovery Act requires these additional funds to be distributed through states to LEAs using existing federal funding formulas. These formulas are based on factors such as the concentration of students from families living in poverty. A total of 258 of the state's 391 school districts, regional technical vocational schools, and charter schools are eligible to receive these funds. In using the funds, local education agencies (LEA) are required to comply with current statutory and regulatory requirements. One of these requirements

[22]We conducted site visits to the Boston Public Schools and the Lawrence Public Schools. We chose these districts based on estimated ESEA Title I allocations and the number of schools in improvement under ESEA requirements. In Massachusetts, schools and districts are identified for improvement when, for 2 or more consecutive years, they do not make adequate yearly progress toward meeting performance targets for English and/or math. Boston Public Schools is a large city school district with 102 schools in need of improvement. Lawrence Public Schools is a large suburban school district with 20 schools in need of improvement.

is that an LEA may only receive funds for a fiscal year if per-student funding or the aggregate expenditures of the LEA and the state, with respect to the provision of free public education by the LEA for the preceding fiscal year, were not less than 90 percent of such funding for the second preceding fiscal year. LEAs must obligate 85 percent of its fiscal year 2009 funds (including Recovery Act funds) by September 30, 2010, unless granted a waiver, and all of their funds by September 30, 2011. The U.S. Department of Education (Education) is advising LEAs to use the funds in ways that will build their long-term capacity to serve disadvantaged youth, such as through providing professional development to teachers. Education also is encouraging LEAs to give particular consideration to early childhood education programs.

Education allocated the first half of states' ESEA Title I, Part A allocations on April 1, 2009, with Massachusetts receiving $81.8 million of its total $163 million allocation. In fiscal year 2009, Massachusetts's regular ESEA Title I allocation was approximately $234 million. The state is expecting its regular allocation to be slightly more in fiscal year 2010, about $244 million. According to state education officials, they view Recovery Act ESEA Title I funds as an addition to their regular allocation.

LEAs began receiving ESEA Title I Recovery Act funds on July 1, 2009, and will continue to draw down funds as they incur allowable expenses. State officials required LEAs to submit an application prior to receipt of these funds. The state is using its usual administrative processes to make these funds available to LEAs.

Both state and local officials talked about the Recovery Act's goal of job preservation and creation. They explained that ESEA Title I funds are unlikely to generate new positions but may help with job retention for teachers and staff. State and Boston Public Schools officials suggested that there is tension between the Recovery Act's goal of job creation and Education's guidance to invest these one-time funds thoughtfully to minimize the "funding cliff" that would occur once those funds are no longer available. Education officials said that ESEA Title I requirements are stringent, and funding can only be used for limited purposes. Massachusetts provided guidance to its LEAs, encouraging them to make strategic investments that will have an impact beyond fiscal year 2010 and fiscal year 2011, when Recovery Act funding is gone. State officials provided LEAs with a list of some of the ways a district could use its Recovery Act funds to make strategic investments. The list included, among other things, investing in licensure and career development,

dropout prevention, professional development, and purchase of equipment.

Officials from the Boston Public Schools, which is receiving $20.9 million from the first allocation of ESEA Title I Recovery Act funds, said that they will seek a waiver from Education to the ESEA Title I supplemental educational services requirement. Under ESEA Title I, supplemental educational services must be available to students in schools that have not met state targets for increasing student achievement (adequate yearly progress) for 3 or more years. Boston education officials explained that they intend to use their regular ESEA Title I allocation for supplemental educational services,[23] but said they would like to use their Recovery Act funds for benchmarking assessment, a student information system, and targeted upgrades of computer facilities for teacher and student use. According to Boston education officials, these investments can positively impact the learning of students districtwide, unlike supplemental educational services that tend to benefit individual students.

State Officials Required Submission of Application for Receipt of Recovery Act IDEA Parts B and C Funds

The Recovery Act provides supplemental funding for programs authorized by Parts B and C of the Individuals with Disabilities Education Act (IDEA), the major federal statute that supports special education and related services for infants, toddlers, children, and youth with disabilities. Part B provides funding to ensure preschool and school-aged children with disabilities have access to a free and appropriate public education, and Part C programs provide early intervention and related services for infants and toddlers with disabilities or at risk of developing a disability and their families. IDEA funds are allocated to states through three grants—Part B preschool age, Part B school age, and Part C grants for infants and families. States were not required to submit an application to Education in order to receive the initial Recovery Act funding for IDEA, Parts B and C (50 percent of the total IDEA funding provided in the Recovery Act). States will receive the remaining 50 percent by September 30, 2009, after submitting information to Education addressing how they will meet Recovery Act accountability and reporting requirements. All IDEA

[23]The term "supplemental educational services" means tutoring and other supplemental academic enrichment services that are in addition to instruction provided during the school day, which are specifically designed to increase the academic achievement of eligible students as measured by the state's assessment system and enable these children to attain proficiency in meeting state academic achievement standards.

Recovery Act funds must be used in accordance with IDEA statutory and regulatory requirements. Included in these are the following:

- a maintenance-of-effort requirement that state and local expenditures for special education not fall below those of the previous fiscal year; and
- a requirement that Part B funds supplement, rather than supplant, state and local funding.

Education allocated the first half of the states' IDEA allocations on April 1, 2009, with Massachusetts receiving a total allocation of about $149 million for all IDEA programs. The largest share of IDEA funding is for the Part B school-aged program for children and youth. The state's initial allocation was

- $5.1 million for Part B preschool grants,
- $140.3 million for Part B grants to states for school-aged children and youth, and
- $3.7 million for Part C grants for infants and families for early intervention services.

Seven LEAs received IDEA Part B funds in early June to make up for funding cuts at the local level. As of July 2009, the remaining LEAs with approved applications can begin receiving funds and can continue to do so as needed.

The state required its LEAs to submit applications to the state for IDEA Part B funds. As part of the application for grants for school-aged children and youth, LEAs had to specify how they planned to use at least 50 percent of their total fiscal year 2010 Recovery Act Part B allocation to assist students with disabilities and advance education reform in four areas: (1) educator quality and effectiveness, (2) enhanced systems and programs for students with disabilities and their families, (3) assessment and data systems, and (4) college and career readiness. The state suggested that no more than 50 percent of the remaining total allocation be used for recovery purposes to sustain and support existing special education programs and to advance short-term economic goals by spending quickly to save jobs and improve student achievement.

State officials said they provided guidance related to IDEA Part B maintenance-of-effort requirements, consistent with their understanding, to LEAs through presentations around the state and postings on their Web

site. However, Boston Public Schools officials still had questions. Officials from the Boston Public Schools, which received an initial allocation of $10 million in IDEA Recovery Act funds, want additional guidance from Education. Specifically, Boston school officials want guidance on the impact reserving funds for prereferral to special education interventions will have on the requirement that Part B funds supplement, rather than supplant state and local funding.

Boston Public Schools officials said they plan to use their initial Recovery Act IDEA funds to invest in some positions, prereferral to special education interventions, autism technology and training, and expansion of inclusion activities. According to Boston officials, they want to decrease the number of students who are referred to special education. Currently, the Boston Public Schools has a 20 percent referral rate to special education. Also, officials said they want to provide more and better services to those students who need special education services. For example, Boston officials said that they cannot provide the full range of services that autistic children might need. Through purchasing technology and training staff, they might be able to provide services to more autistic children.

Officials from the Lawrence Public Schools, which received an initial allocation of $2.4 million in IDEA Recovery Act funds, said they are comfortable with the guidance they received from state officials and Education. Lawrence officials said they are considering several ways to use their initial allocation, including professional development and the purchase of alternative instructional models. According to Lawrence officials, by building the capacity of all teachers, they anticipate that they may reduce the need for special education services.

Massachusetts Using WIA Youth Funds to Create Summer Employment Opportunities within Targeted Municipalities

The Recovery Act provides an additional $1.2 billion in funds nationwide for the Workforce Investment Act (WIA) Youth program to facilitate the employment and training of youth. The WIA Youth program is designed to provide low income in-school and out-of-school youth age 14 to 21, who have additional barriers to success, with services that lead to educational achievement and successful employment, among other goals. The Recovery Act extended eligibility through age 24 for youth receiving services funded by the act. In addition, the Recovery Act provided that, of the WIA Youth performance measures, only the work-readiness measure is required to assess the effectiveness of summer only employment for youth served with Recovery Act funds. Within the parameters set forth in federal agency guidance, local areas may determine the methodology for

measuring work readiness gains. The program is administered by the U.S. Department of Labor and funds are distributed to states based upon a statutory formula; states, in turn, distribute at least 85 percent of the funds to local areas, reserving up to 15 percent for statewide activities. The local areas, through their local workforce investment boards, have flexibility to decide how they will use these funds to provide required services. In the conference report accompanying the bill which became the Recovery Act,[24] the conferees stated that they were particularly interested in states using these funds to create summer employment opportunities for youth. Summer employment may include any set of allowable WIA Youth activities—such as tutoring and study skills training, occupational skills training, and supportive services—as long as it also includes a work experience component. Work experience may be provided at public sector, private sector, or nonprofit work sites. The worksites must meet safety guidelines and federal and state wage laws.[25]

The Executive Office of Labor and Workforce Development (EOLWD) oversees the WIA Youth program in Massachusetts, along with other workforce-related programs such as the unemployment insurance, workforce development, and employment service programs. The state is divided into 16 local workforce investment areas, each with its own workforce investment board, which oversees the WIA Youth program, as well as other employment and training programs. At the state level, EOLWD contracts the oversight, technical assistance and monitoring of WIA services to the Commonwealth Corporation-a quasi public agency created by the State Legislature. Financial contracts for WIA Youth funding are issued through a state contracting process that includes all United States Department of Labor Employment and Training Administration resources that is managed by EOLWD's Department of Workforce Development and Division of Career Services. The state develops guidance that is disseminated through the Commonwealth Corporation to the local boards. Each board then manages its WIA programs directly or procures a third party to manage the programs.

[24]H.R. Conf. Rep. No. 111-16, at 448 (2009).

[25]Current federal wage law specifies a minimum wage of $6.55 per hour until July 24, 2009, when it becomes $7.25 per hour. Where federal and state law have different minimum wage rates, the higher standard applies. The Massachusetts minimum wage rate is $8.00 per hour. Mass. Gen. Laws ch. 151, § 1

Massachusetts Is Leveraging Recovery Act Dollars to Expand Summer Youth Services

EOLWD allocated $21,112,332 of the $24,838,038 WIA Youth Recovery Act funds to the 16 workforce investment areas within the state. EOLWD officials stated that they have instructed the local boards to spend the majority of their Recovery Act funds, at least 60 percent, by September 30, 2009, and the remainder of the funds by September 2010, with the goal of rapidly stimulating the economy. As of June 23, 2009, about $728,000 (3 percent) of the $24.8 million in WIA Youth Recovery Act money has been expended in total. The two local boards we visited, the Central Massachusetts Workforce Investment Board in Worcester and the Lower Merrimack Workforce Investment Board in Lawrence, were allocated about $2.0 million and $1.5 million in WIA Youth Recovery Act money, respectively. The Central Massachusetts Board has spent about $346,000—about 18 percent of their total WIA Youth Recovery Act Funds as of June 23, 2009, while the Lower Merrimack Valley Board has spent about $54,000—about 4 percent as of June 23, 2009. Officials from both boards stated that these expenditures were for planning and administration activities to get their summer programs operational.

EOLWD has proposed recommendations on how to use the 15 percent WIA Youth state set-aside funds. Officials stated that a portion of the funds will go to the Commonwealth Corporation for monitoring local board activities. The Commonwealth Corporation plans to use these funds to hire additional staff to assist with its monitoring. The state has used some of these funds to develop an eligibility guidance tool for state agencies and local boards and to provide a series of eligibility and workplace safety trainings.

According to State officials, WIA Youth Recovery Act dollars will be used to fund summer programs in all cities and towns[26] in all 16 workforce investment areas. The programs will serve about 6,500 eligible youth this summer, with each youth working an estimated 30 hours per week for 8 weeks at the rate of $8 per hour. In total, the Governor's Office plans to create about 10,000 summer jobs for youth in 60 communities across the state by leveraging and coordinating $21.1 million in Recovery Act WIA Youth funds, $3.1 million in Recovery Act Edward Byrne Memorial Justice Assistance Grant (JAG) funds provided to the state Executive Office of Public Safety and Security, and $6.7 million in state funded Youthworks

[26]In state fiscal year 2008, 14 of the 16 local workforce boards operated Youthworks summer programs in 25 cities.

program.[27] The Governor stated that this approach will maximize state and federal resources, increase the number of jobs for young people, and expand services for youth up to age 24.[28] It is proposed that the JAG funding will create new summer jobs programs in 35 cities and towns that previously did not have summer programs. The state funded Youthworks program will target 25 cities and towns in the state and only serves young people from these communities.

The Central Massachusetts Board plans to use their WIA Youth Recovery Act money to serve 500 youth[29] in three local regions by offering youth work experience combined with training. The board has put out a request for proposal for these opportunities. Local officials will match the youth with the different opportunities proposed by providers. It has contracted out the administration of its WIA Youth funds to the Worcester Community Action Council, Inc., which will conduct youth outreach, compile youth applications, and provide completed applications to the board for enrollment.

The Lower Merrimack Board plans to use their WIA Youth Recovery Act money to serve 700 youth by offering them either work experience or work experience combined with training, and has put out a request for proposal for these opportunities.[30] Local officials stated that an example of work experience combined with training would be a program that employs the youth for part of the day (such as a basketball coach at a Boys and Girls Club), and then provides the youth a learning opportunity (such as

[27]For state fiscal year 2008, the state served 3,827 youth (130 percent of their target goal for youth served) through the state Summer Youthworks program with $5,660,334 in funding and 433 youth (152 percent of their target goal for youth served) through the state Youthworks Year-Round program with $689,665 in funding.

[28]The Recovery Act extended eligibility through age 24 for youth receiving services funded by the Recovery Act. For state fiscal year 2010, the state funded Youthworks program will provide employment opportunities to youth ages 14 to 21 that are from families that are below 200 percent of the federal poverty level and placed at risk by one or more risk factors.

[29]In state fiscal year 2008, the Central Massachusetts Board served 387 youth (139 percent of their target goal for youth served) through the state Summer Youthworks program with $533,081 in funding. For state fiscal year 2009, the board plans to serve an additional 300 youth through the state-funded Youthworks program in the City of Worcester.

[30]In state fiscal year 2008, the Lower Merrimack Board served 197 youth (113 percent of their target goal for youth served) through the state Summer Youthworks program with $336,655 in funding. For state fiscal year 2009, the board plans to serve an additional 205 youth through the state-funded Youthworks program.

academic tutoring) for the other part of the day. The board works with the ValleyWorks One-Stop career center to operate the youth summer program and with the Division of Grants Administration, a division of the city of Lawrence, to administer the youth summer program and intends to target some older youth.[31] As of June 26, 2009, the board has 315 completed applications for the WIA Youth summer program and should meet its goal of 700 youth with the applications it has in progress.[32] Youth will actually be enrolled on the first day of the program, July 6, 2009.

WIA Youth Program Operation Presents Challenges

State officials expressed concern regarding the documentation requirements for youth to qualify for the WIA Youth program, particularly as compared to the requirements of their state funded Summer Youthworks program for state fiscal year 2010. The WIA Youth program's documentation requirements are more restrictive than the state-administered program, impacting the ease with which youth can document their eligibility. For example, youth entering the state program can demonstrate their financial eligibility if they receive benefits from the federal free lunch program. In contrast, to obtain WIA Youth services, youth must produce documentation such as a gross wages and salary statement.

State and local officials also stated that the accelerated time frames to enroll youth in the program while still meeting all of the Recovery Act provisions is challenging. State officials also expressed a concern that the two workforce investment boards that do not run summer programs through the state funded Youthworks program may face challenges in starting new programs.[33] State officials told us that they plan to conduct more oversight of these two Boards. Finally, officials from one board we visited stated that it will be logistically challenging for them to deliver and collect weekly timesheets from the numerous youth in the program.

[31]The board is targeting youth who may also be currently classified as a dislocated worker and receiving unemployment insurance. For these youth to join the summer program, they would have to forgo their unemployment insurance benefits.

[32]There are 292 applications awaiting only a work permit, and another 308 applications require the youth to participate in orientation and submit documents requesting a work request.

[33]Fourteen of the 16 local boards ran a stand-alone summer youth employment program in 2008. Although WIA Youth requires a summer component in its year-round program, it does not provide for a stand-alone summer program. Smaller WIA boards do not typically run stand-alone programs.

Officials from both local boards we visited stated that they had very little time between when they were allocated the grant and when the first youth are expected to begin the program. Moreover, the Lower Merrimack Board had to quickly ramp up to hire and train staff to administer the WIA Youth summer program, and it faced logistical issues with securing the physical space for staff to work. Officials from this board also stated that they were surprised that some providers they had worked with in the past did not submit proposals for work experiences combined with a training component this year. For example, the Learning for Life program within the Haverhill Public Schools has submitted proposals in prior years but did not submit a proposal this year.[34]

Since the youth participating in WIA summer youth employment activities will be subsidized by Recovery Act funds, the state has instructed local areas to take precautions regarding worksite placements to ensure that WIA Youth-funded work experiences do not unfavorably impact current employees or replace the work of employees who have experienced a layoff. State guidance specifies that WIA Youth-funded work experiences are to increase the work-readiness skills of youth and are not designed to enhance the profit margin of a company. For example, officials at the Lower Merrimack Board told us that they are working with one municipality and a local union to ensure that the WIA Youth funded summer positions are not supplanting municipal jobs.

Massachusetts Has Proposed Priority Areas for Edward Byrne Memorial Justice Assistance Grant Funding

The Edward Byrne Memorial Justice Assistance Grant (JAG) Program within the Department of Justice's Bureau of Justice Assistance (BJA) provides federal grants to state and local governments for law enforcement and other criminal justice activities, such as crime prevention and domestic violence programs, corrections, treatment, justice information sharing initiatives, and victims' services. Under the Recovery Act, an additional $2 billion in grants are available to state and local governments for such activities, using the rules and structure of the existing JAG program. The level of funding is formula-based and is determined by a combination of crime and population statistics. Using this formula, 60 percent of a state's JAG allocation is awarded by BJA directly to the state, which must in turn allocate a formula-based share of those

[34]Previous Learning for Life proposals were to serve in-school youth with both an education component for a portion of the day—such as classroom learning, as well as a work activity—such as working in the Haverhill City Hall Café.

funds to local governments. The remaining 40 percent of funds is awarded directly by BJA to eligible units of local government within the state.[35] The total JAG allocation for Massachusetts state and local governments under the Recovery Act is about $40.8 million, a significant increase from its previous fiscal year 2008 allocation of about $3.1 million. JAG funds going directly to the state government are expected to total approximately $25 million, consistent with the Recovery Act's allocation formula, while Massachusetts cities and towns will receive about $15.7 million directly in funds. Of JAG funds going to the Massachusetts state government, most (about $13.6 million) is planned to be used to supplement current state public safety programs and retain jobs and support core services.[36] These state-run programs have been generating deficits from their state-supported funds. In addition, state government officials plan to use about $5.9 million to support local law enforcement agencies across the state whose operations have been adversely affected by state and local budget conditions, while a portion, about $3.1 million, will be used to supplement an annual summer jobs program targeted to at-risk youth administered by workforce investment boards throughout the state. For the $5.9 million planned to support local law enforcement agencies, the state is establishing grant criteria and awaiting project proposals from cities and towns. The remainder of funds (approximately $2.4 million) are planned for state JAG administration.

Even though BJA approved the state's application, Massachusetts was not to obligate, expend, or draw down JAG funds until the state resolved special conditions specified in BJA's grant approval letter, such as addressing outstanding audit report findings. According to state officials, one audit found that federal grant funds had been allocated to the wrong state agency; however, these officials noted that this finding was addressed by reallocating these funds to the correct state agency. State officials told us that they subsequently submitted documentation to BJA to address these conditions. According to state officials, as of June 2, 2009, these special conditions were met, and the state subsequently received notice that BJA approved the state's grant and lifted all conditions. State

[35]We did not review these funds awarded directly to local governments in this report because the Bureau of Justice Assistance's solicitation for local governments closed on June 17.

[36]As of June 18, 2009, $12.7 million has been allocated for the Massachusetts Department of Correction (MADOC) for medical, dental, and mental health services for those incarcerated by MADOC.

officials say that funds will be available for use for the WIA Youth program after officials from the Executive Offices of Public Safety and Security and Labor and Workforce Development sign an interagency agreement and the Office of the State Comptroller processes the necessary paperwork.

Massachusetts Receiving Large Influx of Recovery Act Weatherization Funds with Plans to Begin Weatherizing Housing Units July 2009

The Recovery Act appropriated $5 billion for the Weatherization Assistance Program, administered by the U.S. Department of Energy (DOE) through each of the states and the District of Columbia.[37] This funding is a significant addition to the annual appropriations for the weatherization program that have been about $225 million per year in recent years. The program is designed to reduce the utility bills of low-income households by making long-term, energy-efficiency improvements to homes by, for example, installing insulation, sealing leaks around doors and windows, or modernizing heating equipment and air circulating fans. During the past 32 years, the Weatherization Assistance Program has assisted more than 6.2 million low-income families. According to DOE, by reducing the utility bills of low-income households instead of offering aid, the Weatherization Assistance Program reduces their dependency by allowing these funds to be spent on more pressing family needs.

DOE allocates weatherization funds among the states and the District of Columbia, using a formula based on low-income households, climate conditions, and residential energy expenditures by low-income households. DOE required each state to submit an application as a basis for providing the first 10 percent of Recovery Act allocation. DOE will provide the next 40 percent of funds to a state once the department has approved its state plan, which outlines, among other things, its plans for using the weatherization funds and for monitoring and measuring performance. DOE plans to release the final 50 percent of the funding to each state based on the department's progress reviews examining each state's performance in spending its first 50 percent of the funds and the state's compliance with the Recovery Act's reporting and other requirements.

In Massachusetts, a network of 12 community-based organizations operates the Weatherization Assistance Program under contract within the

[37]DOE also allocates funds to American Samoa, the Commonwealth of Puerto Rico, the Commonwealth of the Northern Mariana Islands, Guam, the Virgin Islands, the Navajo Indian tribe, and the Northern Arapahoe Indian tribe.

state's Department of Housing and Community Development (DHCD). The Community Services Unit within DHCD has administrative, programmatic, and fiscal oversight of the program. Massachusetts expects to receive about $122 million in Recovery Act funds over a 3-year period. This represents a significant funding increase over prior weatherization program funding. For example, Massachusetts received $6.5 million and $11.7 million in fiscal years 2008 and 2009, respectively. After applying for funding on March 23, 2009, Massachusetts received approximately 10 percent, or over $12 million, of their Recovery Act funds for weatherization on April 3, 2009. In an April 2, 2009, e-mail from a DOE program manager, Massachusetts was advised that these funds could be spent on development of the state Recovery Act plan for weatherization required by DOE, application package, and other activities such as training.[38] Massachusetts, however, has not used this initial allocation, but rather used DOE fiscal year 2009 weatherization funds to fund expenses related to the development of the state plan, application package, and other activities (as well as weatherization activities). According to state officials, they plan to begin dispersing the Recovery Act funds at the beginning of the state's fiscal year 2010, which is on July 1, 2009. According to a DHCD official, the 10 percent already received and the 40 percent that the state will receive upon plan approval will be used for the same purpose—completion of weatherization work and related expenses in accordance with the approved state plan. Massachusetts submitted its Recovery Act weatherization plan to DOE for review and approval on May 11, 2009. Because DOE has yet to approve its state plan, Massachusetts is not yet authorized to obligate any of the Recovery Act funds provided by DOE.[39]

Once the state plan is approved by DOE, DHCD will issue contracts to its local subgrantees and have the contracts go through the state's accounting system. After contracts are in place, DHCD expects that obligations and

[38]These were in accordance with Weatherization Program Notice 09-1B, Grant Guidance to Administer the American Recovery and Reinvestment Act of 2009 Funding, and applicable regulations. In addition, this e-mail advised that no Recovery Act funds could be used for production until DOE approval of state Recovery Act plans. However, on June 9, 2009, DOE issued revised guidance lifting this limitation to allow states to provide funds for production activities to local agencies that previously provided services and are included in state Recovery Act plans.

[39]According to officials, they are awaiting guidance from the U.S. Department of Energy on Davis-Bacon wage rates.

expenditures at the local agencies will move quickly. Expected uses of these funds are described below.

Table 2: Massachusetts Planned Use of Recovery Act Weatherization Funds

Weatherization funds[a]	Estimated units	Activity
$86,139,495	12,157	Weatherization services using existing weatherization network (Community Action Agencies and Housing Assistance Corporation)
25,000,000	3,846	Weatherization of state-owned public housing
6,000,000	923	Weatherization of expiring use/preservation properties[b]
1,000,000	N/A	Development of Massachusetts Clean Energy Center[c]

Source: State Plan: 2009 American Recovery and Reinvestment Act Weatherization Assistance Program for Low Income Persons, Commonwealth of Massachusetts, Department of Housing and Community Development.

[a]The remainder of the $122,077,457 allocation will be used for the administrative budget of the Massachusetts weatherization program ($2,690,056) and for other training and technical assistance activities ($1,247,906) other than the development of the Clean Energy Center.

[b]This is property where owners can convert to market-rate properties after a specific passage of time or when contractual obligations expire. The effort to keep these expiring use properties affordable is called affordable housing preservation.

[c]The Massachusetts Executive Office of Energy and Environmental Affairs plans to develop a training center to develop and maintain workforce and career training for energy efficiency and building science in Massachusetts.

DHCD officials began preparing for the large influx of weatherization funds by holding meetings in November 2008 with local agencies and utility program providers, asking them, for example, to hire additional administrative staff and energy auditors, as well as to recruit and train additional weatherization contractors.[40] To reach the state's weatherization goals under the Recovery Act, the state originally planned an increase in the number of energy auditors from 42 to approximately 72 and the number of contractors from 60 to about 125 (subsequently revised to 100).[41] The state is currently using 2009 existing weatherization program funds to strengthen its ability to train new-hires to the weatherization workforce. For example, in March 2009, the training process began for

[40]Energy auditors perform inspections of energy, health, and safety concerns of homes after households are determined eligible for weatherization services.

[41]As of June 25, 2009, the hiring goal for energy auditors had been reached with the need for weatherization contractors amended to a total of 100. With 18 new weatherization contractors, the state notes that an additional 22 need to be brought under contract to meet their revised total.

over 25 new energy auditors with a statewide workshop,[42] and the department expects an ongoing focus on training and technical assistance activities not only for energy auditors, but also for private sector contractors.[43] According to DHCD officials, they received comprehensive verbal guidance from DOE on such issues as development of and timelines for the Recovery Act state weatherization plan, grant application procedures, reporting requirements, and training plans for the weatherization workforce.

DHCD officials said that their biggest concern about Recovery Act funds for weatherization relates to the need for direction from DOE on applying Davis-Bacon wage rates. They noted that their ability to weatherize housing units with Recovery Act funds is contingent on receiving direction regarding requirements for wages as well as instructions for implementation. Officials said they have requested training related to requirements in the Davis-Bacon Act. Another concern is spending Recovery Act money quickly and effectively, while maintaining the quality of work. They also expressed concern about turnover among crew members for private sector contractors. They said this might be relatively high due to such factors as outside work in extreme temperatures or inside work in restricted areas such as attics and crawlspaces.

[42]The training was focused on such issues as how the weatherization program works in Massachusetts; the expectation for energy auditors who are essentially job-site coordinators working with the weatherization program contractor; quality assurance requirements; the importance of accurate measurements; health and safety concerns, requirements, and testing; the use of special instrumentation; identifying thermal and air barriers; attic and sidewall insulation; and heating system identification, combustion, and safety testing. Most of these auditors were expected to be certified through DHCD's Energy Auditor Certification process by June 2009.

[43]This is in response to increased funding from both the Recovery Act as well as the 2009 weatherization program grant in addition to increased low-income rate payer utility efficiency program funding.

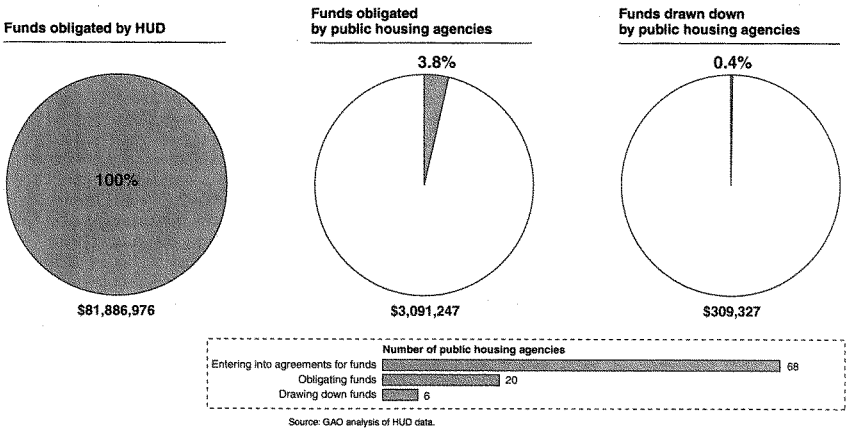
Local Housing Agencies Receive Capital Formula Grants

The Public Housing Capital Fund provides formula-based grant funds directly to public housing agencies to improve the physical condition of their properties for the development, financing, and modernization of public housing developments, and for management improvements.[44] The Recovery Act requires the U.S. Department of Housing and Urban Development (HUD) to allocate $3 billion through the Public Housing Capital Fund to public housing agencies using the same formula for amounts made available in fiscal year 2008. Recovery Act requirements specify that public housing agencies must obligate funds within 1 year of the date they are made available to public housing agencies, expend at least 60 percent of funds within 2 years of that date, and expend 100 percent of the funds within 3 years of that date. Public housing agencies are expected to give priority to projects that can award contracts based on bids within 120 days from the date the funds are made available, as well as projects that rehabilitate vacant units, or those already under way or included in the required 5-year Capital Fund plans. HUD is also required to award $1 billion to housing agencies based on competition for priority investments, including investments that leverage private sector funding or financing for renovations and energy conservation retrofit investments. On May 7, 2009, HUD issued its Notice of Funding Availability (NOFA) that describes the competitive process, criteria for applications, and time frames for submitting applications.[45]

[44]Public housing agencies receive money directly from the federal government (HUD). Funds awarded to the public housing agencies do not pass through the state budget.

[45]HUD released a revised NOFA for competitive awards on June 3, 2009. The revision included changes and clarifications to the criteria and timeframes for application, and to funding limits.

Figure 4: Percent of Public Housing Capital Funds Allocated by HUD That Have Been Obligated and Drawn Down in Massachusetts



Source: GAO analysis of HUD data.

As described in figure 4, in Massachusetts, all 68 public housing agencies eligible for Recovery Act formula grant awards received a total of $81,886,976 from the Public Housing Capital Fund formula grant awards.[46] As of June 20, 2009, $3,091,247 (3.8 percent) of the total amount had been obligated by 20 Massachusetts public housing agencies and $309,327.23 (.4 percent) had been drawn down or expended by 6 Massachusetts public housing agencies.

We visited the Boston Housing Authority and the Revere Housing Authority in Massachusetts for site visits related to their use of Capital Fund formula grants totaling $33,653,805. We selected the Boston Housing Authority because it received the largest capital fund grant allocation in Massachusetts and selected the Revere Housing Authority because it was

[46]Individual awards ranged from $13,311 for the Hanson Housing Authority to over $33 million for the Boston Housing Authority.

designated as "troubled" by HUD several years ago.[47] Their grants were awarded on the basis of the Capital Fund formula used for awards made in fiscal year 2008 and computed based on data on buildings and units reported to HUD as of September 30 of the prior fiscal year.[48]

Officials at the Boston Housing Authority, which was allocated $33,329,733, met weekly for several months to select projects in light of Recovery Act priorities. Of the 15 projects finally selected, 11 of those were part of the 5-year capital plan and the remaining four selected on the basis of needs identified outside 5-year capital plans. The 15 projects did not address the Recovery Act requirement that housing agencies give priority to projects that can award contracts based on bids within 120 days from the date the funds are made available. Boston Housing Authority officials had determined that awarding construction contracts of any size or complexity based on a fair public bidding process within 120 days with no prior notice would be highly unlikely. For example, state building code requirements, they said, require that a registered architect or engineer complete the design phase of a project before notice can be given to potential bidders.[49] According to Boston Housing Authority officials, while there were other projects with a completed design phase and which were ready to bid, these had reached that stage because funding other than Recovery Act monies had already been allocated and budgeted for those projects. Officials believed that to change the funding for these projects to Recovery Act funding would violate the Recovery Act prohibition on supplanting funds. In addition, since Boston Housing Authority officials stated that they do not have vacant units beyond vacancies from normal turnover, the Recovery Act priority for rehabilitation of vacant units was inapplicable.

For the 15 projects selected, the Boston Housing Authority plans to use all $33 million of its grant allocation for these projects which will serve 5,090 units with completion of all projects expected by the end of 2011. These projects range from redevelopment to bathroom and plumbing system replacements, boiler replacements, roof replacements, and adding security

[47]On January 31, 2007, the housing authority's progress in addressing issues leading to this designation led HUD to remove the authority from a "troubled" status.

[48]Each public housing authority's amount from the Capital Fund formula is the average of the public housing authority's share of existing modernization need and its share of accrual need (by which method each share is weighted 50 percent). 24 C.F.R. § 905.10.

[49]780 CMR 116.0 of the Massachusetts State Building Code.

features to elevators and lobbies at multiple locations. As of June 30, 2009, Recovery Act funds had not been drawn down to pay for any of the 15 projects.

One example of a current, already-planned, project that the Boston Housing Authority determined as benefiting from additional funding from the Recovery Act is bathroom modernization of 152 units at Mary Ellen McCormack, a public housing development in South Boston. This project began in February 2009 with an estimated completion date of June 2011. Using $3,976,000 in Recovery Act funding, this project will involve the complete replacement of all bathroom plumbing and waste lines, paint, tile, lighting, and electrical fixtures, and the installation of new venting.

The Revere Housing Authority decided Recovery Act funds would be used for one project—installing energy-efficient windows in a 100-unit housing project. Revere officials identified this project on the basis of needs which emerged after their initial capital planning process, and then included this project upon resubmission of their capital plan after the passage of the Recovery Act. To date, officials in Revere have contracted with an architectural firm to perform the following functions: analysis of current window conditions, design of new windows, administering the bidding process, reviewing bid submissions, contract administration, and closeout of the contract. While $22,500 was obligated by the Revere Housing Authority as of June 2, 2009, they have not drawn down any funds as of June 30, 2009, but will do so once invoices are received. The project is estimated to be completed in March 2010.

Another major component of HUD Recovery Act funding for federal public housing is the competitive grants program, with $1 billion available nationally for projects characterized by priority public housing investments intended to leverage private sector funds for renovations and energy conservation. The Boston Housing authority has begun to compile a list of proposed projects and officials told us they planned to apply for this funding. A Revere official noted that they will apply in the future.

Neither the Boston Housing Authority nor the Revere Housing Authority described challenges in accessing funds. In terms of meeting accelerated time frames, Boston Housing Authority officials described the tension between spending Recovery Act funds as effectively as they can while getting the funding out in an expeditious fashion. When asked about the Recovery Act requirement related to the application of prevailing wage rates, officials in Revere indicated that they are used to meeting Davis-Bacon requirements and view meeting these wage levels as a seamless

part of their contractual agreements with workers.[50] Boston officials also mentioned that they are accustomed to working with Davis-Bacon requirements.

Massachusetts Takes Steps to Oversee and Safeguard Recovery Act Funds

Central Government Entities and State Agencies Have Taken Steps to Provide Oversight of Recovery Act Funds

Three state organizations—the State Comptroller's Office, the Office of Infrastructure Investment, and the Governor's Office—have all led focused efforts to ensure that agency internal control activities are sufficient for managing and overseeing Recovery Act funds. The Comptroller's Office is working with state agencies to determine whether they need to establish new processes or procedures for internal controls by instructing state agencies to update their internal control plans. This update requires state agencies to complete a self-assessment questionnaire containing specific questions on compliance with Recovery Act provisions. The Office of Infrastructure Investment has contracted with consultants on project management issues to evaluate Recovery Act-related internal control gaps across the state and is in the process of hiring a compliance manager to assist with Recovery Act oversight. Furthermore, the Governor's Office required that each state executive agency conduct a risk assessment and had the assessments reviewed by the state oversight entities. The State Auditor's Office plans to use these assessments to target its Recovery Act oversight work.

In addition to the efforts taken by central state entities to prepare for oversight activities, executive agencies we visited plan to conduct oversight of their respective Recovery Act funds. Examples of oversight activities include conducting site visits and inspections, performing desk audits, and ensuring daily oversight of contractors. Specifically, transportation officials stated that oversight of projects includes daily

[50]The Recovery Act requires all laborers and mechanics employed by contractors and subcontractors on Recovery Act projects to be paid at least the prevailing wages as determined under the Davis-Bacon Act. Recovery Act, div. A, title XVI, § 1606. Under the Davis Bacon Act, the Department of Labor determines the prevailing wage for projects of a similar character in the locality. 40 U.S.C. §§ 3141-3148.

oversight of both contractors and subcontractors. In addition, resident engineers for each work site keep daily records of employee hours worked and the number of items (e.g., catch basin covers) installed. Weatherization projects under DHCD must be inspected by weatherization certified auditors before a contractor is paid, and department officials participate in about 15 percent of these inspections. Officials from the Executive Office of Public Safety and Security stated that they are developing specific subgrant conditions related to Recovery Act funds, including compliance with the Office of Inspector General's rules on waste, fraud, and abuse. They will also conduct site visits and desk reviews of JAG recipients. The EOWLD stated that they will continue their existing oversight activities, such as annually reconciling the Workforce Investment Boards' planned versus actual expenses and periodically performing site visits to boards to review such items as eligibility documentation, standard operating procedures, and subrecipient monitoring.

Single Audit Results Used by State Officials for Oversight Activities

Officials at the State Auditor's Office said they use the results of the Single Audit to target their oversight and require corrective action plans, when necessary. Officials from the Executive Office of Education and the Executive Office of Transportation said they review the Single Audit management decision letters to determine if any one of their programs had a finding. If there is a finding, the agency will notify the respective programmatic area and schedule meetings to address the issue. Education officials we met with stated that education findings are infrequent and typically minor in scope. However, in both 2007 and 2008, the same material weakness occurred within the Massachusetts Department of Education's Department of Early Education and Care[51] regarding the use of expired procurements. The State Auditor instructed the department to correct this practice, but during its 2008 Single Audit, the State Auditor reported the same finding. According to state officials, the correction to this material weakness is a multiyear process. The Massachusetts Department of Education is scheduled to complete the largest

[51]The 2007 Massachusetts Single Audit contained three material weaknesses and other findings. The 2008 Single Audit repeated one of these material weaknesses where the Department of Early Education and Care was using four procurements created by its predecessor, the Office of Child Care Services, for services provided by federally funded child care programs that were developed between 1998 and 2001. The department had received multiple extensions from the state procurement oversight agency and was required to perform new procurements for the period beginning July 1, 2005.

procurement rebid by July 2009, and will then follow the same process for the other rebids. For the 2009 Single Audit (year ending June 30, 2009), the State Auditor is reviewing four major programs, including the Department of Early Education and Care, based on this ongoing material weakness. In addition, the state is negotiating with the firm that works on the single audit to perform more real time audits along with their typical single audits in order for the state to obtain information on internal control issues on a real time basis.

Similarly, state transportation officials stated that if any findings are uncovered during the Single Audit, they will work with the State Auditor to develop corrective action plans. Transportation officials further stated that there have not been any significant transportation findings within the past 5 years.

The 2008 Single Audit for Massachusetts contained one material weakness in the education area regarding procurement, noted above, and other findings mostly related to program monitoring and supervisory review.

State Inspector General and Auditor Have Not Finalized Oversight Plans, State Attorney General Continues Oversight Efforts with STOP Fraud Task Force

Neither the State Auditor nor the State Inspector General have yet finalized their plans to conduct oversight of the state Recovery Act funds. The State Auditor's Office recently drafted an audit plan, outlining specific areas to target, and has begun some preliminary work to confirm their plans. The State Inspector General said he anticipates targeting areas where there is no other oversight by reviewing the oversight planned by the federal Inspectors General, the State Auditor, and the state Attorney General and will then fill in any gaps, with a focus on procurement. The organizations did not receive additional funding to provide Recovery Act oversight and are still uncertain about their resource levels for fiscal year 2010 (beginning July 1, 2009). The Governor's Office, however, is hoping to provide these oversight agencies with additional resources using Recovery Act administrative funds. State officials expect Massachusetts to continue experiencing larger than expected revenue shortages and therefore significant budget cuts. In addition, the STOP Fraud Task Force created by the state Attorney General continued to meet and coordinate on oversight issues. [62]

[62]As stated in our prior report, the state Attorney General has convened a task force to coordinate on oversight issues with the federal and state oversight community.

Given that significant amounts of Recovery Act funds are now beginning to flow to the state, it is important that oversight agencies quickly finalize their plans and shift their limited resources appropriately to safeguard these funds.

The State Has Taken Steps to Track Recovery Act Funds

Massachusetts state and local agencies have taken steps to track the flow of Recovery Act funds coming into the state. The state Comptroller's Office is providing and updating guidance to state agencies on its Web site, working with agency financial personnel to separately code Recovery Act funds in its state accounting system, and holding weekly conference calls with these agency finance representatives to provide a question and answer forum on Recovery Act requirements. The Comptroller's Office is also generating statewide reports on Recovery Act-related revenue and spending. During meetings with the state Executive Offices of Workforce and Labor Development, Education, and Public Safety and Security, officials confirmed they are using the state's accounting system to track their respective Recovery Act funds. In addition, the Massachusetts Office of Infrastructure Investment recently contracted with a project management consultant to work with state officials on presentation and coordination of Recovery Act reporting.

While preparations have been under way, challenges with tracking Recovery Act funds remain. Some funding streams, such as unemployment insurance, were not included in the state reporting system as of the end of May 2009. According to the state Comptroller's Office, there is the risk that some expenditures will be coded as state money, rather than Recovery Act money, because some agencies do not have a past history of receiving federal funds and may therefore occasionally miscode these funds. However, he does not expect this error to occur in any material way. A more prominent challenge for the state is that those Recovery Act funds going directly to recipients other than Massachusetts state agencies—such as independent state authorities, local governments, or other entities—continues to be problematic for state-tracking purposes because these funds will not flow, and therefore not be tracked, through the state accounting system. Pending legislation, if passed, would require all entities receiving Recovery Act funds in Massachusetts to report funds received to the state.

In addition to statewide tracking activities, some agencies plan to track Recovery Act funds with their own in-house systems. For example, officials from the Executive Office of Transportation stated they have an online database that allows transportation officials to segregate, itemize,

and track Recovery Act funds. Similarly, the EOLWD has issued a budget template that requires local Workforce Investment Boards to list their planned expenditures of Recovery Act money by functional categories. The template also includes auto-fill metrics that highlight whether the Board's budget expenditures will meet state guidelines deadlines. At the local level, both of the Workforce Investment Boards we met with are issuing separate contracts for serving youth this summer and establishing separate accounting codes for tracking Recovery Act funds. The two local housing agencies we visited will use HUD's Electronic Line of Credit Control System to separately code and track Recovery Act grants. Moreover, some agencies are issuing Recovery Act monies as separate grants to ensure the separate tracking of these funds.

Central Capacity to Track and Oversee Recovery Act Funds

Centralized tracking and oversight activities related to the Recovery Act require additional resources and the state plans to use Recovery Act funds to cover the cost of certain central administrative activities. Following May 2009 guidance from the federal Office of Management and Budget (OMB),[53] state officials plan to use the option of a percentage chargeback of certain Recovery Act funds to provide additional staffing resources to entities responsible for oversight, monitoring, and tracking Recovery Act funds. The chargeback would be used for staff additions to the recently created Office of Infrastructure Investment, the state Comptroller's Office, the state Budget Office, the State Auditor's Office, Attorney General's Office, and the state Inspector General's Office. The Governor filed legislation to put a mechanism in place for this chargeback, and the state Budget Office sent a proposal to HHS to obtain authorization to use a chargeback mechanism. In May, the Secretary of the Executive Office for Administration and Finance asked the State Auditor, the state Attorney General, and the state Inspector General to provide a detailed description of the work each office would need to perform regarding Recovery Act work, and a description of the resources each would need to perform this work. As of June 25, 2009, the State Auditor and the state Inspector General had submitted this information, and the state Attorney General planed to do so.

[53]OMB M-09-18, Memorandum for the Heads of Departments and Agencies.

Approaches for Assessing the Effects of Recovery Act Spending Continue to Develop

Under the Recovery Act, state and local recipients are expected to report on a number of data elements, including the use of funds, the amount expended or obligated, and the estimated number of jobs created and retained. Provisions under the act also require federal agencies to adapt current performance evaluation and review processes to include information on the completion status of projects funded under the Recovery Act, as well as program and economic outcomes that are consistent with Recovery Act requirements. In addition to reporting on jobs created and retained, OMB guidance directs federal agencies to collect performance information from entities who receive funding to the extent possible. The guidance also requires agencies to instruct recipients to collect and report performance information as part of their quarterly submissions that is consistent with the agency's program performance measure.[54] The reporting requirements will allow an assessment of what OMB describes as the marginal performance impact of Recovery Act requirements.

While there are still some lingering questions related to measuring employment and the applicability of this requirement to programs funded under the act, state agencies are beginning to develop strategies for collecting and reporting employment outcomes. To date, the focus has been on incorporating federal guidance and adapting existing systems for collecting and reporting on jobs created and sustained. While there are still some lingering questions related to measuring employment and the applicability of this requirement to programs funded under the act, state agencies are beginning to develop strategies for collecting and reporting employment outcomes. In addition, existing programs that are receiving supplemental funds through the Recovery Act are beginning to address performance outcomes using existing approaches but are waiting for federal guidance before putting plans in place.

[54]Peter R. Orszag, Memorandum for the Heads of Departments and Agencies, Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009 (April 3, 2009). This guidance supplements, amends, and clarifies the initial guidance issued by OMB on February 18, 2009.

Various Approaches Are Being Used to Measure Jobs, but Questions about Measuring Job Creation Remain

Massachusetts officials expressed some concern about how to assess the effects of Recovery Act spending in terms of jobs created and retained. The Governor's Deputy Chief Counsel told us that the state is continuing to face challenges associated with quantifying the impact of Recovery Act funds. The state Comptroller has sent guidance to chief information officers at state agencies to plan for how they will benchmark and report on the impact of Recovery Act funds. However, questions remain on how state agencies will define a job created, as well as other impacts. State agency officials are trying to be proactive by developing plans for reporting on jobs created prior to funds being spent.

The state Comptroller also reported that he does not have clear guidance on reporting requirements for each of the Recovery Act funding streams, particularly as they relate to recipient reporting and jobs reporting. The Comptroller believes his office has an obligation to provide state agencies with guidance as to which program agencies need to report and which do not. However, in the absence of clear federal guidance, he is unsure if the guidance his office has provided is accurate.

Program agency officials also expressed lingering concern about the lack of guidance specific to their individual programs. While the federal OMB has provided general guidance on the requirements that states assess and report on the effects of Recovery Act spending on jobs created and retained, OMB guidance gives federal agencies discretion in the data they choose to collect from state and local entities for their programs. For example, Massachusetts Department of Education officials stated that they are wary of the potential for a funding cliff, or the depletion of the Recovery Act funding, in 2 years, and therefore have serious concerns about using ESEA Title I funds to generate new jobs. Officials believe that local education agencies are more likely to use Recovery Act funds to retain, rather than to create, new jobs.

State program officials report using a variety of methods to measure employment outcomes which could lead to reporting inconsistencies. For example, Massachusetts transportation officials require contractors and subcontractors to submit monthly employment information, including the number of employees, hours worked, and payroll amounts, but it is unclear how this information will be used to identify new and existing employees. Moreover, transportation officials report that it is not unusual for a single worker to be employed at two projects, and in this situation, that would be considered two jobs created. Similarly, local housing agency officials told us that they will identify the number of jobs created through Occupational Safety and Health Administration cards that are required of

every individual who works on the project. In addition, the housing agency will have access to daily information on the employees working for contractors by project. However, they will not be able to track how long individuals have worked on the project. Finally, state officials overseeing Recovery Act-funded weatherization projects have developed estimates on the number of jobs that will be created—anywhere from 250 to 300 jobs—using estimates based on a model developed for DOE's Weatherization Assistance Program from the U.S. Bureau of Economic Analysis model for the construction trades. State officials also expect several spin-off jobs will be created and characterize these jobs as being an indirect result of dollars spent.

Massachusetts Agencies Are Beginning to Address Performance Reporting Requirements Using Existing Approaches

OMB guidance also encourages recipients to collect and report performance information that is consistent with the agency's program performance measures and broader goals of the act. When asked about measurement of performance outcomes, some state officials reported that they are largely using existing approaches to meet these requirements. For example, public safety program officials said there are preliminary plans in place for reporting on program activities and expenditures of law enforcement programs funded through the JAG program, but the final plan would depend, in part, on what performance measures the U.S. Department of Justice ultimately requires states to use. These performance indicators are likely to include measures to improve program quality such as the amount of the award spent on improving criminal justice information systems. These officials also reported that they had plans for collaborating with the EOLWD to develop plans to report on that portion of the JAG funding that Massachusetts is using to support summer youth employment programs.

State Comments on This Summary

We provided the Governor of Massachusetts with a draft of this appendix on June 17, 2009, and representatives from the Governor's Office and the oversight agencies responded on June 19, 2009. In general, they agreed with our draft and provided some clarifying information, which we incorporated. The officials also provided technical suggestions that were incorporated, as appropriate.

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United States Government Accountability Office

GAO

Report to Congressional Committees

July 2009

RECOVERY ACT

States' and Localities' Current and Planned Uses of Funds While Facing Fiscal Stresses (Pennsylvania)



GAO-09-830SP

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Appendix XV: Pennsylvania

Overview

The following summarizes GAO's work on the second of its bimonthly reviews of American Recovery and Reinvestment Act (Recovery Act)[1] spending in Pennsylvania. The full report covering all of our work, which covers 16 states and the District of Columbia, is available at http://www.gao.gov/recovery/.

Use of funds: GAO's work focused on nine federal programs, selected primarily because they have begun disbursing funds to states, include new programs, or include existing programs receiving significant amounts of Recovery Act funds or a significant increase in funding. Program funds are being directed to help Pennsylvania stabilize its budget and support local governments, particularly school districts, and several are being used to expand existing programs. Funds from some of these programs are intended for disbursement through states or directly to localities. The funds include the following:

- **Funds Made Available as a Result of Increased Medicaid Federal Medical Assistance Percentage (FMAP).** As of June 29, 2009, Pennsylvania has received nearly $1.1 billion in increased FMAP grant awards, of which it has drawn down just over $957 million. This is over 87 percent of the awards to date. Pennsylvania is planning to use the funds made available as a result of the increased FMAP to cover the state's increased Medicaid caseload, ensure that prompt payment requirements are met, maintain current populations and benefits, and offset the state budget deficit.[2]

- **Highway Infrastructure Investment funds.** The U.S. Department of Transportation's Federal Highway Administration (FHWA) apportioned $1.026 billion in Recovery Act funds to Pennsylvania, of which 30 percent was required to be suballocated to metropolitan and other areas. As of June 25, 2009, the federal government had obligated $729 million, and Pennsylvania had advertised for bids on $754 million. For example, one project in Bedford County is a bridge rehabilitation that is expected to begin in mid-July 2009 and be completed by November 2009. A transportation enhancement project in Chester County to construct and upgrade over 1,000 access ramps for people

[1]Pub. L. No. 111-5, 123 Stat. 115 (Feb. 17, 2009).

[2]The increased FMAP available under the Recovery Act is for state expenditures for Medicaid services. However, the receipt of this increased FMAP may reduce the funds that states would otherwise have to use for their Medicaid programs, and states have reported using these available funds for a variety of purposes.

with disabilities began in May 2009 and is expected to be completed in May 2010. Pennsylvania plans to use Recovery Act funds for 242 projects mainly for bridge rehabilitation and roadway resurfacing. This includes work on approximately 400 bridges, about 100 of which are structurally deficient.

- **U.S. Department of Education (Education) State Fiscal Stabilization Fund (SFSF).** As of June 30, 2009, Pennsylvania had not yet received its initial allocation of $1.3 billion of its total $1.9 billion allocation for SFSF. The Governor submitted a preliminary application to Education for initial funding on April 24, 2009, and submitted a final application on June 26, 2009. Pennsylvania will file an amended application thereafter, if necessary, based on the education provisions of the final fiscal year 2009-10 budget. According to state officials, the Governor's budget proposes to use the SFSF funds to increase education spending for school districts, whereas the Pennsylvania Senate has passed a bill to use the SFSF funds to hold education funding level. Local school districts will be uncertain about the SFSF funding until Pennsylvania adopts its budget for the fiscal year beginning July 1, 2009.

- **Title I, Part A, of the Elementary and Secondary Education Act of 1965 (ESEA).** Education has awarded Pennsylvania $200 million in Recovery Act ESEA Title I, Part A, funds or 50 percent of its total allocation of $400 million. Of these funds Pennsylvania has allocated $385 million to state local education agencies, based on information available as of June 30, 2009. Pennsylvania plans to make these funds available to local education agencies on or after July 1, 2009, to help educate disadvantaged youth. For example, the School District of Philadelphia plans to use the funds to provide a 4-week summer school program and to increase the number of school counselors, and the Harrisburg School District will use the funds to avoid teacher layoffs.

- **Individuals with Disabilities Education Act (IDEA), Part B & C.** Education has awarded $228 million in Recovery Act IDEA, Part B & C, funds, or 50 percent of its total allocation of $456 million. Of these funds, Pennsylvania has allocated $408 million to local education agencies, based on information as of June 26, 2009. Pennsylvania plans to make these funds available to local education agencies on or after July 1, 2009, to support special education and related services for children and youth with disabilities. For example, the School District of Philadelphia plans to fund teacher professional development and hire coaches to help special education teachers.

- **Weatherization Assistance Program.** The U.S. Department of Energy (DOE) allocated about $253 million in Recovery Act weatherization funding to Pennsylvania for a 3-year period. DOE had provided Pennsylvania with its initial 10 percent allocation of funds for this program (approximately $25 million), and Pennsylvania had obligated none of these funds as of June 30, 2009. Pennsylvania plans to begin disbursing its Recovery Act funds in July 2009 to weatherize at least 29,700 houses and create an estimated 940 jobs.

- **Workforce Investment Act Youth program.** The U.S. Department of Labor allotted about $40.6 million to Pennsylvania in Workforce Investment Act Youth Recovery Act funds. Pennsylvania has allocated $34.6 million to local workforce boards, but only 40 percent of the allocations were available for the local boards to spend before July 1, 2009; state officials expect the balance to be available on or after July 1 when they expect Pennsylvania to enact its state budget. The workforce boards' summer youth programs are set to begin operating in early July. Workforce boards in Pennsylvania plan to use 70 to 90 percent of Recovery Act funds under this program by September 30, 2009, to create about 8,700 summer jobs for their youth.

- **Edward Byrne Memorial Justice Assistance grants.** The Department of Justice's Bureau of Justice Assistance has awarded $45.5 million directly to Pennsylvania in Recovery Act funding. As of June 30, 2009, none of these funds had been obligated by the Pennsylvania Commission on Crime and Delinquency, which administers these grants for the state.[3] The commission issued the first in a series of requests for proposals on June 18, 2009. The commission plans to use its state grant funds to fund initiatives such as criminal records improvement, data management focusing on technology, assistance with local criminal justice strategic planning, data collection and program evaluation, gun violence reduction, and mental health programs.

- **Public Housing Capital Fund.** The U.S. Department of Housing and Urban Development has allocated about $212 million in Recovery Act funding to 82 public housing agencies in Pennsylvania. Based on information available as of June 20, 2009, about $5.8 million (2.7 percent) had been obligated by 42 of those agencies. At the two

[3]We did not review Edward Byrne Memorial Justice Assistance Grants awarded directly to local governments in this report because the Bureau of Justice Assistance's solicitation for local governments closed on June 17; therefore, not all of these funds have been awarded.

housing authorities we visited (in Harrisburg and Philadelphia), this money, which flows directly to public housing authorities, will be used for various capital improvements, including rehabilitating vacant housing units and, to a lesser extent, constructing new units, upgrading electrical and mechanical systems to meet building codes, and installing energy-efficient equipment.

Safeguarding and transparency: Pennsylvania will take several actions to safeguard Recovery Act funds and ensure transparency. It will use its existing integrated accounting system to track Recovery Act funds flowing through the state government. In June 2009, the Bureau of Audits completed its risk assessment of about 90 programs receiving Recovery Act funds and designated each program as high, medium, or low risk. The bureau also plans to focus attention on resolving Single Audit report findings and reducing the number of repeat findings. Agencies will be required to report quarterly on the status of corrective actions for Single Audit report findings, and the first quarterly reports will be due in October 2009. The Pennsylvania Stimulus Oversight Commission, chaired by the Chief Accountability Officer, holds public meetings to discuss progress on implementing Recovery Act programs. Pennsylvania's Auditor General also anticipates work auditing and investigating Recovery Act funds received by state and local agencies.

Assessing the effects of spending: Pennsylvania's Chief Accountability Officer is responsible for developing and using performance measures to demonstrate outcomes associated with Recovery Act spending and projects. Pennsylvania agencies continue to express concern about the lack of federal guidance on assessing the results of Recovery Act spending. Both state and local officials said they are awaiting further guidance from the federal government, particularly related to additional performance measures they may have to track.

Recovery Act Funding Will Help Minimize Reductions in Essential Services and Need for Tax Increases, but Work Remains to Balance the Budget

Budget officials have indicated that Recovery Act funding will help Pennsylvania narrow its estimated $3.2 billion budget gap for state fiscal year 2008-09, but lower-than-expected revenue collections have complicated efforts to balance the budget. The Pennsylvania Department of Revenue reported that as of June 1, 2009, general fund revenues collected were $2.8 billion—or 10.9 percent—less than estimated for fiscal year 2008-09. In addition, the Secretary of the Budget reported mandatory cost increases of $421 million across 2008-09 ($145 million) and 2009-10 ($276 million) because of increased demand for services during the recession. Further, the Secretary of the Budget notified the General Assembly that her office does not expect revenues to grow next fiscal year, which may contribute to a budget gap—where anticipated expenditures are greater than anticipated revenues—in fiscal year 2009-10.[4]

While Recovery Act funds are expected to minimize reductions in essential services and the need for state tax increases, additional actions have been taken and proposed to reduce Pennsylvania's budget gap in state fiscal year 2008-09 and balance the fiscal year 2009-10 budget. The Governor instituted several measures to reduce the budget gap in state fiscal year 2008-09, including prohibiting out-of-state travel by state employees, reducing the state's contributions to the employees' health care fund, and freezing hiring. As we reported in April, the Governor also proposed to cut spending by more than $500 million and to draw $250 million from Pennsylvania's Rainy Day Fund to help avoid further cuts in fiscal year 2008-09. The Governor has also proposed several actions to balance the state's budget in fiscal year 2009-10, including eliminating 2,995 authorized positions, reducing the general fund budget by 8.8 percent for all areas other than education, public welfare, corrections, and probation and parole; and lowering spending by approximately $1 billion by reducing funding for 346 programs and eliminating funding for 101 other programs. The Governor has further proposed increasing revenue by raising the cigarette tax 10 cents per pack, levying a tax on other tobacco products, and transferring lease payments from natural gas production to the general fund. In addition, the Governor has proposed using $375 million of the Rainy Day Fund in fiscal year 2009-10, leaving a balance of $128 million.[5] In June 2009, the Governor announced additional actions to balance the fiscal year 2009-10 budget, including temporarily increasing the state's

[4]Pennsylvania's state fiscal year begins on July 1 and ends on June 30.

[5]As of February 2009, Pennsylvania's Rainy Day Fund balance was $753 million.

personal income tax rate from 3.07 to 3.57 percent and cutting an additional $500 million across state agencies.

The extent to which the infusion of Recovery Act funds will contribute to Pennsylvania's fiscal stability is difficult to assess at this time in part because the General Assembly has not appropriated federal Recovery Act funds for state use. Under Pennsylvania law, federal funds must, in general, be appropriated by the General Assembly.[6] The Governor submitted a supplemental budget request to begin spending some Recovery Act funds in fiscal year 2008-09, but the General Assembly had not passed the supplemental appropriations bill as of June 30, 2009. For fiscal year 2009-10, the Senate has passed an appropriations bill—Senate Bill 850[7]—that differs substantially in some key respects from the Governor's proposed budget.[8] The Governor's proposed budget and the Senate bill differ on issues such as targeted taxes to increase revenues, the use of Pennsylvania's Rainy Day Fund, and education funding (discussed below). As of June 30, 2009, the General Assembly had not passed and the Governor had not signed a budget for fiscal year 2009-10, which begins July 1, 2009.

Even as the Pennsylvania General Assembly and Governor debate how to incorporate Recovery Act funds into the fiscal year 2009-10 budget, budget officials are looking ahead for ways to balance future budgets when this temporary funding ends. Budget officials indicated that they are taking several steps to prepare for when Recovery Act funds are phased out, including using a multiyear budget planning process, implementing $1 billion in systemic budget cuts to control out-year spending, emphasizing onetime uses of funds where possible, and requiring agencies to use limited-term positions when hiring individuals using Recovery Act funds. State budget officials acknowledged that Pennsylvania may need to make additional cuts or consider revenue enhancements depending on how quickly the economy improves.

[6]72 Pa. Cons. Stat. § 4615.

[7]S. 850, Gen. Assem. of 2009-2010, Reg. Sess. (Pa. 2009).

[8]According to the Secretary of the Budget, Senate Bill 850 was based on a projected 2008-09 budget shortfall of $2.9 billion and assumed 1 percent growth in revenues. Based on her analysis, this budget proposal would result in a shortfall of $1.5 billion.

Increased FMAP Funds Have Allowed Pennsylvania to Avoid Medicaid Program Reductions

Medicaid is a joint federal-state program that finances health care for certain categories of low-income individuals, including children, families, persons with disabilities, and persons who are elderly. The federal government matches state spending for Medicaid services according to a formula based on each state's per capita income in relation to the national average per capita income. The rate at which states are reimbursed for Medicaid service expenditures is known as the Federal Medical Assistance Percentage (FMAP), which may range from 50 to no more than 83 percent. The Recovery Act provides eligible states with an increased FMAP for 27 months from October 1, 2008, through December 31, 2010.[9] On February 25, 2009, the Centers for Medicare & Medicaid Services (CMS) made increased FMAP grant awards to states, and states may retroactively claim reimbursement for expenditures that occurred prior to the effective date of the Recovery Act.[10] Generally, for federal fiscal year 2009 through the first quarter of federal fiscal year 2011, the increased FMAP, which is calculated on a quarterly basis, provides for (1) the maintenance of states' prior year FMAPs, (2) a general across-the-board increase of 6.2 percentage points in states' FMAPs, and (3) a further increase to the FMAPs for those states that have a qualifying increase in unemployment rates. The increased FMAP available under the Recovery Act is for state expenditures for Medicaid services. However, the receipt of this increased FMAP may reduce the funds that states would otherwise have to use for their Medicaid programs, and states have reported using these available funds for a variety of purposes.

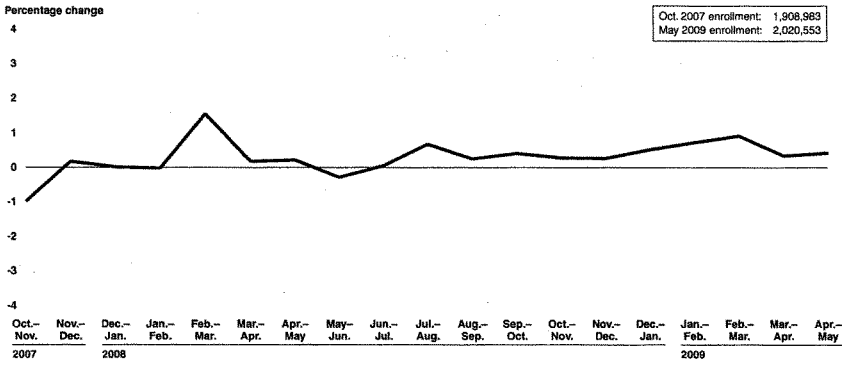
From October 2007 to May 2009, Pennsylvania's Medicaid enrollment grew from 1,908,983 to 2,020,553, an increase of about 6 percent.[11] Increases in enrollment varied during this period. (See fig. 1.) Most of the increase in enrollment was attributable to the population groups of disabled individuals and children and families.

[9]See Recovery Act, div. B, title V, § 5001.

[10]Although the effective date of the Recovery Act was February 17, 2009, states generally may claim reimbursement for the increased FMAP for Medicaid service expenditures made on or after October 1, 2008.

[11]The state provided projected Medicaid enrollment data for May 2009.

Figure 1: Monthly Percentage Change in Medicaid Enrollment for Pennsylvania, October 2007 to May 2009



Source: GAO analysis of state reported data.

Note: The state provided projected Medicaid enrollment data for May 2009.

As of June 29, 2009, Pennsylvania had drawn down just over $957 million in increased FMAP grant awards, which is over 87 percent of its awards to date.[12] Pennsylvania officials reported that they are planning to use the funds made available as a result of the increased FMAP to offset the state budget deficit, cover the state's increased Medicaid caseload, ensure that prompt payment requirements are met, and maintain current populations and benefits, pending state approval to do so.[13] Pennsylvania officials also noted that given the decline in state revenues, program cuts in Medicaid would have been inevitable as the state faced a $2.3 billion dollar gap

[12]Pennsylvania received increased FMAP grant awards of nearly $1.1 billion for the first three quarters of federal fiscal year 2009.

[13]Under the Recovery Act, states are not eligible to receive the increased FMAP for certain claims for days during any period in which that state has failed to meet the prompt payment requirement under the Medicaid statute as applied to those claims. See Recovery Act, div. B, title V, §5001(f)(2). Prompt payment requires states to pay 90 percent of clean claims from health care practitioners and certain other providers within 30 days of receipt and 99 percent of these claims within 90 days of receipt. See 42 U.S.C. §1396a(a)(37)(A).

between revenues and spending as of December 2008.[14] Officials added that the increased FMAP has allowed the state to maintain its Medicaid program. In the absence of these funds, officials noted that Pennsylvania would have seen a substantial reduction in funding for a number of programs because of declining state revenue. In using the increased FMAP, Pennsylvania officials reported that the Medicaid program has incurred additional costs related to development of new or adjustments to existing reporting systems or other information technology systems.

When asked about concerns related to maintaining eligibility for increased FMAP, state officials indicated that they have proceeded with caution with respect to making any programmatic changes that could be perceived as affecting eligibility.[15] For example, the state issued operational guidelines to codify the amount of time allowed for Medicaid applicants to provide documentation of citizenship, but chose to rescind them out of concern that it could be viewed as limiting eligibility. Similarly, the officials noted that they have asked CMS for clarification on its interpretation of maintenance of eligibility requirements as they relate to Medicaid service definitions under waiver programs and prior authorization requirements. Until CMS provides answers to specific questions, the state will not take any related actions out of concern that doing so could risk its eligibility for increased FMAP.

Regarding the tracking of increased FMAP, state officials indicated that the state will rely on existing accounting systems with unique account code structures, one of which is specific to increased FMAP, to track these funds. The officials also noted that they rely on the state's claims processing system, PROMISe (Provider Reimbursement and Operations Management Information System) to ensure that filed claims meet the Medicaid requirement for allowable expenditures. The officials added that the Bureau of Program Integrity also provides oversight by identifying and reviewing potential fraud, abuse, and wasteful practices by providers of medical assistance services. In addition, as part of the state's oversight of stimulus funding, the state's Office of the Comptroller will be conducting independent reviews of the Medicaid program. In addition, the 2007 Single

[14]As of June 2009, the estimated shortfall is $3.2 billion.

[15]In order to qualify for the increased FMAP, states generally may not apply eligibility standards, methodologies, or procedures that are more restrictive than those in effect under their state Medicaid programs on July 1, 2008. See Recovery Act, div. B, title V, §5001(f)(1)(A).

Audit report[15] for Pennsylvania identified a number of material weaknesses related to the Medicaid program. The state generally agreed with the material weaknesses that were identified, and in some cases, specified the corrective actions it undertook to address them. Specifically, state officials noted that they have been aggressively addressing the issue of documentation of eligibility determinations through training and information technology enhancements and have undertaken efforts to ensure that eligibility determinations are standard, automated, and more routine in nature. In addition, state officials said that the inaccurate reporting of $217 million was the result of an incorrect journal entry that occurred when the state moved to an accrual basis of accounting.

More Than Half of Pennsylvania's Highway Funds Have Been Obligated, and Most Recovery Act Funds Will Be Used for Bridges and Roadway Resurfacing

The Recovery Act provides funding to the states for restoration, repair, and construction of highways and other activities allowed under the Federal-Aid Highway Surface Transportation Program, and for other eligible surface transportation projects. The act requires that 30 percent of these funds be suballocated for projects in metropolitan and other areas of the state. Highway funds are apportioned to the states through existing federal-aid highway program mechanisms, and states must follow the requirements of the existing program, including planning, environmental review, contracting, and other requirements. However, the federal fund share of highway infrastructure investment projects under the Recovery Act is up to 100 percent, while the federal share under the existing Federal-Aid Highway Program is usually 80 percent.

As we previously reported, $1.026 billion was apportioned to Pennsylvania for highway infrastructure and other eligible projects. As of June 25, 2009, $729 million had been obligated. The U.S. Department of Transportation has interpreted the "obligation of funds" to mean the federal government's contractual commitment to pay for the federal share of the project. This commitment occurs at the time the federal government signs a project agreement and the project agreement is executed. As of June 25, 2009, $3.4 million had been reimbursed by FHWA. States request reimbursement

[15]The Single Audit Act of 1984, as amended (31 U.S.C. ch. 75), requires that each state, local government, or non-profit organization that expends $500,000 or more a year in federal awards must have a single audit conducted for that year subject to applicable requirements, which are generally set out in Office of Management and Budget (OMB) Circular No. A-133, Audits of States, Local Governments and Non-Profit Organizations (June 27, 2003). If an entity expends federal awards under only one federal program, the entity may elect to have an audit of that program.

from FHWA as the states make payments to contractors working on approved projects.

Pennsylvania has also begun to award contracts and start work. As of June 26, 2009, Pennsylvania had awarded contracts for 149 projects representing about $349 million. Of these, 118 contracts representing about $250 million were under way—that is, a Notice to Proceed had been issued, which authorizes a contractor to begin work. According to a Pennsylvania Department of Transportation (PennDOT) official, the contracts would be "let"—that is, bids opened or received—for the remaining 74 projects by the end of August 2009. A department official noted that bids had been opened on 168 of 242 projects, leaving bids for 74 projects to be opened. PennDOT officials expect all work to be completed on the 242 Recovery Act projects within 3 years of the date the Recovery Act was enacted.

Pennsylvania Will Use Recovery Act Funds for Bridges and Resurfacing Needs, and Bid Amounts Have Been Less Than Estimated

Pennsylvania selected projects that can be awarded quickly and focused on bridge deficiencies and roadway pavement needs (resurfacing). FHWA data show that as of June 25, 2009, most of the Recovery Act funds for Pennsylvania have been obligated for pavement improvements and bridges; lesser amounts have been obligated for other projects, such as transportation enhancements. (See table 1 for the amount of funds obligated by project type.) We looked at two projects: a bridge rehabilitation project in Bedford County and a transportation enhancement project to construct and upgrade over 1,000 access ramps for people with disabilities in Chester County. The Bedford project had not yet begun, but the Chester project began design work in May 2009. PennDOT officials said the Bedford project would begin in July 2009 and be completed by November 2009. The Chester project is expected to be completed by May 2010. Pennsylvania has a need for bridge projects. In September 2008, we reported that about 26 percent of bridges in Pennsylvania (about 5,800 bridges out of 22,325) were structurally deficient—a reflection of the state's consistently poor bridge conditions.[17] Recovery Act funds will be used to support work on approximately 400 bridges, about 100 of which are structurally deficient.

[17]GAO, *Highway Bridge Program: Clearer Program Goals and Performance Measures Needed for a More Focused and Sustainable Program*, GAO-08-1043 (Washington, D.C.: Sept. 10, 2008).

Table 1: Highway Obligations for Pennsylvania by Project Type as of June 25, 2009

Dollars in millions

	Pavement projects			Bridge projects				
	New construction	Pavement improvement	Pavement widening	New construction	Replacement	Improvement	Other[a]	Total
	$0	$285	$9	$0	$28	$209	$198	$729
Percent of total obligations	0	39.1	1.2	0	3.8	28.7	27.2	100.0

Source: GAO analysis of Federal Highway Administration data.

[a]Includes safety projects such as improving safety at railroad grade crossings, transportation enhancement projects such as pedestrian and bicycle facilities, engineering, and right-of-way purchases.

According PennDOT, bids for Recovery Act highway and bridge projects have been less than estimated. As of June 26, 2009, total bid amounts were 14.6 percent (or about $69 million) less than original project cost estimates. PennDOT officials attributed this to the economic downturn, which has made contractors eager for the work. Department officials were reluctant to predict whether this bidding environment may continue and instead are using certain measures, such as the number of bidders, to monitor the bidding climate. Since the bidding climate can change quickly, PennDOT and FHWA officials told us that it is too early to change project cost estimating practices. FHWA officials told us that bidding is tracked over time and procedures used to develop cost estimates will eventually reflect any change in the bid climate.

Pennsylvania Expects to Meet All Recovery Act Requirements for Highway Funds, but Its Maintenance of Effort Calculation Is under Review

The Recovery Act includes a number of specific requirements for highway infrastructure spending. First, states are required to ensure that 50 percent of apportioned Recovery Act funds are obligated within 120 days of apportionment (before June 30, 2009) and that the remaining apportioned funds are obligated within 1 year.[18] The 50 percent rule applies only to funds apportioned to the state and not to the 30 percent of funds required by the Recovery Act to be suballocated, primarily based on population, for

[18]States that are unable to maintain their planned levels of effort will be prohibited from benefiting from the redistribution of obligation authority that will occur after August 1 for fiscal year 2011. As part of the federal-aid highway programs, FHWA assesses the ability of each state to obligate its apportioned funds by the end of the federal fiscal year (September 30) and adjusts the limitation on obligations for federal-aid highway and highway safety construction programs by reducing the authority for some states to obligate funds and increasing the authority of other states.

metropolitan, regional, and local use. The Secretary of Transportation is to withdraw and redistribute to other states any amount that is not obligated within these time frames. As of June 25, 2009, 66.9 percent of the $719 million in Recovery Act funds that are subject to the 50 percent rule for the 120-day redistribution had been obligated. PennDOT stated that it plans to meet the requirement of the law in order to take advantage of any additional funds that FHWA may not be able to obligate for other states.

Second, the Recovery Act requires states to give priority to projects that can be completed within 3 years and to projects located in economically distressed areas (EDA). EDAs are defined by the Public Works and Economic Development Act of 1965, as amended. Pennsylvania expects to have all of its 242 Recovery Act projects completed within 3 years. However, PennDOT officials acknowledged that their first priority was not selecting projects that could be completed within 3 years but rather getting projects out quickly to spur employment. This focus was consistent with guidance provided by PennDOT to its planning partners in advance of the Recovery Act advising them to develop lists of candidate projects that focused on system preservation and could be advanced within 6 months of the signing of the legislation. A PennDOT official told us that some of the planning partners accelerated this to 3 months. PennDOT officials said they were following the direction of the U.S. Department of Transportation, which had urged states and metropolitan planning organizations to be ready to approve projects literally within hours after the Recovery Act was signed.

As of June 26, 2009, $325 million had been obligated for projects in EDAs located in Pennsylvania. All EDAs in Pennsylvania except for one (Mifflin County) had Recovery Act highway projects selected and all non-EDAs in Pennsylvania except for one (Elk County) also had Recovery Act projects selected. PennDOT officials said the one EDA did not have projects selected because it did not have "shovel-ready projects." PennDOT officials said both counties had projects selected in the regular—that is, non-Recovery Act—Federal-Aid Highway Program. PennDOT officials acknowledged that projects were selected before they had received EDA guidance from the U.S. Department of Transportation in late February 2009. After receiving the guidance, which largely left compliance up to the states, PennDOT revisited its project selections and decided to make no changes. Options were considered, including taking projects away from non-EDAs and awarding projects to EDAs. However, a decision was made to "stay the course" since this was believed to provide the greatest potential to provide jobs in an expeditious manner. FHWA officials told us that they reviewed Pennsylvania's selection of projects and were

comfortable that Pennsylvania made a good faith effort to comply with giving priority to selecting Recovery Act projects in EDAs.

Finally, the Recovery Act required the Governor of each state to certify that the state will maintain the level of spending for the types of transportation projects funded by the Recovery Act that it planned to spend the day the Recovery Act was enacted. As part of this certification, the Governor of each state is required to identify the amount of funds the state planned to expend from state sources as of February 17, 2009, for the period beginning on that date and extending through September 30, 2010. On March 17, 2009, the Governor of Pennsylvania submitted a certification that the state would maintain its level of transportation spending as required by the Recovery Act. However, the certification letter contained an explanation that the spending estimates were based on the best information available at the time of the letter. On April 20, 2009, the U.S. Secretary of Transportation informed Pennsylvania that its certification did not comply with section 1201 or implementing guidelines. The Secretary provided additional guidance on preparing the certification as well as an opportunity for Pennsylvania to review and amend its original certification by May 22, 2009. The state submitted an amended certification letter on May 20, 2009. According to U.S. Department of Transportation officials, the department reviewed Pennsylvania's resubmitted certification letter and concluded that the form of the certification was consistent with the additional guidance.

PennDOT officials noted that the amended level of effort certification removed the original condition statement and recalculated planned state spending on covered programs on the expenditure basis, not the obligation basis, as required by the additional federal guidance. PennDOT faced several challenges in recalculating its level of effort, such as the lack of a cash flow model for expenditures, the use of projected figures for three different state fiscal years, and the impact of a possible reduction of current financial support for Pennsylvania's transportation programs from the Pennsylvania Turnpike Commission. The recalculation resulted in the total planned state spending on the covered transportation programs increasing by $6 million ($2.195 billion in the amended certification compared with $2.189 billion in the original certification). The U.S. Department of Transportation is currently evaluating whether the states' methods of calculating the amounts that they planned to expend for the covered programs are in compliance with Transportation's guidance.

Funding Available for Education Remains Uncertain Until Pennsylvania Adopts Its Budget

As part of our review of Recovery Act education funding, we looked at three programs administered by the U.S. Department of Education (Education): the State Fiscal Stabilization Fund (SFSF); Title I, Part A, of the Elementary and Secondary Education Act of 1965 (ESEA); and the Individuals with Disabilities Education Act (IDEA), Part B & C. We met with Pennsylvania Department of Education officials and visited two school districts—Harrisburg School District and School District of Philadelphia. We selected these districts because they are to receive some of the largest ESEA Title I, Part A, Recovery Act suballocations within Pennsylvania and have a number of schools in improvement status.[19] The Harrisburg School District has an approximate student enrollment of 8,000. The School District of Philadelphia is the eighth largest school district in the nation and represents about 9 percent of the entire student population in the state. The approximate population of the School District of Philadelphia is 173,000.

Pennsylvania's current budget debate centers on the state basic education funding level, and according to state officials, local school districts are unable to spend Recovery Act funds until they are appropriated in the Pennsylvania budget.[20] State officials said that for the 2008-09 school year, Pennsylvania enacted a new school funding formula with "adequacy targets" for each school district. The formula is based on the actual enrollments, numbers of low-income students and English as a second language-learners, the size of the school district, and regional cost differences. For fiscal year 2009-10, the Governor's application for SFSF funds proposes to maintain state funding for elementary and secondary education at the fiscal year 2008-09 level of about $5.2 billion and use $418 million in education stabilization funds for elementary and secondary education. In contrast, Senate Bill 850 proposes to reduce appropriations for state basic education funding for school districts to the fiscal year 2005-06 level of about $4.5 billion and use $729 million of Recovery Act funds for basic education.[21] The Senate bill provides about $5.2 billion in

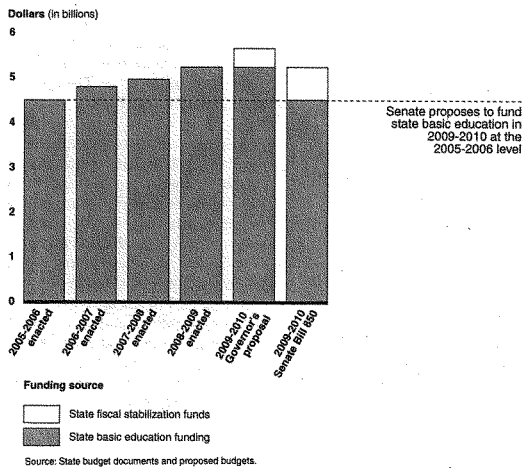
[19]ESEA Title I, Part A requires states accepting funds to, among other things, develop academic standards and tests, measure student proficiency in certain grades and subjects, and determine whether schools are meeting proficiency goals. Schools that fail to meet state academic goals for 2 or more years are to be identified for improvement and are required to take a series of actions intended to improve student performance.

[20]According to state education officials, local schools districts may obligate ESEA Title I, Part A and IDEA Recovery Act funds as soon as their applications are received in an approvable form.

[21]S.B. 850, Gen Assembly of 2009, Reg. Sess. (PA 2009).

state basic education funding to school districts. As shown in figure 2, school districts would get the same funding for 2009-10 school year that they had during 2008-09 school year under Senate Bill 850, but school districts would receive an increase in funding under the Governor's budget.

Figure 2: Pennsylvania Governor's Budget and State Senate Bill 850's Proposed Use of Recovery Act Education Stabilization Funds for the 2009-10 School Year



Source: State budget documents and proposed budgets.

School Districts Are Uncertain of State Fiscal Stabilization Fund Allocations Because of the Unresolved Budget Situation

The Recovery Act created a State Fiscal Stabilization Fund (SFSF) to be administered by the U.S. Department of Education (Education). The SFSF provides funds to states to help avoid reductions in education and other essential public services. The initial award of SFSF funding requires each state to submit an application to Education that provides several assurances. These include assurances that the state will meet maintenance of effort requirements (or it will be able to comply with waiver provisions)

and that it will implement strategies to meet certain educational requirements, including increasing teacher effectiveness, addressing inequities in the distribution of highly qualified teachers, and improving the quality of state academic standards and assessments. Further, the state applications must contain baseline data that demonstrate the state's current status in each of the assurances. States must allocate 81.8 percent of their SFSF funds to support education (education stabilization funds), and must use the remaining 18.2 percent for public safety and other government services, which may include education (government services funds). After maintaining state support for education at fiscal year 2006 levels, states must use education stabilization funds to restore state funding to the greater of fiscal year 2008 or 2009 levels for state support to school districts or public institutions of higher education (IHE). When distributing these funds to school districts, states must use their primary education funding formulas but maintain discretion in how funds are allocated to public IHEs. In general, school districts maintain broad discretion in how they can use stabilization funds, but states have some ability to direct IHEs in how to use these funds.

As of June 30, 2009, Pennsylvania had not yet received the initial allocation of $1.3 billion of its total $1.9 billion allocation of SFSF funds. The Governor submitted a preliminary application to Education for initial funding under the SFSF on April 24, 2009, and submitted a final application on June 26, 2009. Pennsylvania will file an amended application thereafter, if necessary, based on the education provisions of the final fiscal year 2009-10 budget. For state fiscal year 2009-10, the Governor plans to allocate $953 million, including $418 million for state basic education funding; $285 million in onetime grants for elementary and secondary schools; $77 million to restore funding for higher education; and $173 million for Department of Corrections operations.

To expedite the approval of state basic education funding for 2009-10, the Pennsylvania Department of Education directed school districts to submit their applications based on two possible budgets. Under the first scenario (the Governor's budget proposal), the state's basic education funding increases by $418 million from the fiscal year 2008-09 level with the addition of SFSF money. Under the second scenario (Senate Bill 850), state basic education would not increase above the 2008-09 level even with the addition of SFSF money. Based on the Governor's June 2009 proposal, the Pennsylvania Department of Education will allocate an additional $285

million in onetime SFSF grants through the ESEA Title I, Part A formula to school districts.[22]

Given the budget uncertainty, Pennsylvania Department of Education officials are uncertain of the funding levels for SFSF Recovery Act funds, but they have plans to monitor the funds once they become available. State officials are encouraging school districts to use SFSF Recovery Act money for onetime expenses like teacher retention bonuses or to encourage teachers to take positions in rural or hard-to-fill school districts. The state plans to monitor use of the SFSF Recovery Act funds by visiting school districts and examining quarterly and annual reports. The state will also monitor the use of SFSF Recovery Act funds through the Pennsylvania Accountability to Commonwealth Taxpayers (PA-Pact) applications and through a data collection and review process.[23] The Pennsylvania Department of Education is working with the Pennsylvania Department of General Services to issue a request for proposal for such services.

As of May 2009, the School District of Philadelphia plans to use the SFSF Recovery Act funds to meet the state basic education requirement as well as to fund part of Imagine 2014—the city's 5-year education strategic plan. Based on the Governor's budget proposal, SFSF funds would be used for a gifted students program, a peer mediation program, and reducing class size, among other things. A summer school program supported by SFSF funding is planned to start on July 1, 2009, but school district officials are concerned that any delay in the budget process could force it to push back its start date. The school district is moving forward without funding for the summer school program because it has to buy supplies, but officials said this puts them at risk because they are temporarily borrowing money to make these purchases.

With regard to tracking these funds, the School District of Philadelphia is planning to either upgrade its current tracking system or create a new one. To assess impact, some SFSF funding will be used to increase the number

[22]In cases where states allocate education SFSF funds above restoration amounts, the Recovery Act requires these funds to be distributed to local education agencies according to the federal ESEA Title I, Part A, formulas. Recovery Act, div. A, title XIV, § 14002(a)(3).

[23]The PA-Pact is a consolidated application for three Pennsylvania education funding streams: Accountability Block Grant, Increase to State Basic Education Funding, and the Educational Assistance Program.

of program monitoring staff. School district officials stated that they need final guidance from the U.S. Department of Education on performance measures and oversight before they can finalize their tracking and impact monitoring plan.

The Harrisburg School District has plans to use and track SFSF Recovery Act funds and measure the results of the spending. As of May 2009, the school district plans to use SFSF Recovery Act funds to replace funding lost from other sources, such as federal and state funding. Under the Governor's budget proposal, the school district officials stated that they plan to use SFSF funds to preserve jobs and the alternative education program—a program for 500 students in grades 4-12 who have difficulty learning in a traditional classroom setting. To track the SFSF Recovery Act funds, school district officials plan to use separate accounting codes. With regard to assessing impact, school district officials stated that they have not received guidance on the required reporting. The school district does have some measures available, however, such as graduation rates, test scores, reading assessments, suspension rates, and expulsion rates. In addition, school district officials collect data on the number of children who leave the alternative school and their success going back to a traditional school setting.

School Districts Cannot Spend ESEA, Title I, Part A Funds Until the State Budget Passes

The Recovery Act provides $10 billion to help local educational agencies (LEA) educate disadvantaged youth by making additional funds available beyond those regularly allocated through ESEA Title I, Part A. The Recovery Act requires these additional funds to be distributed through states to LEAs using existing federal funding formulas, which target funds based on such factors as high concentrations of students from families living in poverty. In using the funds, LEAs are required to comply with current statutory and regulatory requirements, and must obligate 85 percent of their fiscal year 2009 funds (including Recovery Act funds) by September 30, 2010. Education is advising LEAs to use the funds in ways that will build their long-term capacity to serve disadvantaged youth, such as through providing professional development to teachers. Education made the first half of states' ESEA Title I, Part A, funding available on April 1, 2009, with Pennsylvania receiving $200 million of its approximately $400 million allocation.

School districts were to apply for the funds through the Federal Programs eGrant system, and applications were due on May 15, 2009. Once their applications are received in an approvable form, school districts may

begin obligating funds, but they cannot spend the funds until the General Assembly appropriates the federal funds.

According to the Pennsylvania Department of Education, none of the school districts will receive funds until the fiscal year 2009-10 budget passes. If new programs are created using Recovery Act dollars, state officials said that school districts will have to plan for sustainability as the ESEA Title I, Part A funding is for only 1 year. Local school district officials stated that the Recovery Act funds are going to be used to prevent them from having to cut educational programs or lay off teachers.

The School District of Philadelphia has plans to use and track ESEA Title I, Part A funds. The school district has been allocated $162.4 million in ESEA Title I, Part A funds, of which $81.2 million has been obligated according to officials we interviewed, but no funds can be spent until the General Assembly appropriates the federal funds. School district officials in Philadelphia plan to use the ESEA Title I, Part A Recovery Act money to, among other things, hire counselors to reduce student-to-counselor ratios, run a 4-week summer school program, and help fund an early childhood regional center. This early childhood regional center will offer initiatives such as screenings to check for developmental delays and parent education classes. In terms of tracking and reporting on the use of these funds, the School District of Philadelphia is still waiting for guidance on compliance, waivers, and performance measures. To ensure adequate controls over the additional ESEA Title I, Part A funds, the school district plans to hire additional grants management and accounting staff.

The Harrisburg School District has plans to track its ESEA Title I, Part A funds. The school district has been allocated $3.7 million in ESEA Title I, Part A Recovery Act funds and has obligated all of that money, according to officials we interviewed. The Harrisburg School District plans to spend all its ESEA Title I, Part A funds in the first year (2009-10) to pay teacher salaries and prevent layoffs. School district officials were not sure of the exact requirements for tracking and monitoring these funds, but they do not anticipate problems meeting them. While the Harrisburg School District received a stimulus guide from the Pennsylvania Department of Education, school district officials stated that this document lacked specific details and they would like more information on the reporting structure and timeline.

The 2007 Single Audit reports—the most recent available—for the two school districts we visited revealed control weaknesses over ESEA Title I funds. In both school districts, auditors found failure to properly remit the

interest earned from ESEA Title I cash advances. In Philadelphia, other findings included failure to document comparability of services among schools, as required under the ESEA Title I program, and concerns with internal controls over payroll processes at 20 percent of the schools in the district. In Harrisburg, auditors found that the district lacked procedures to identify when new accounts were opened and found that the Finance Department did not have a culture that prompts staff to question past practices. In addition, proper documentation to verify the total number of students and low-income students served could not be found, which could result in inaccurate allocations under ESEA Title I.

Recovery Act IDEA, Part B & C, Funding Cannot Be Spent Until the State Budget Passes

The Recovery Act provided supplemental funding for programs authorized by Part B & C of IDEA, the major federal statute that supports special education and related services for infants, toddlers, children, and youth with disabilities. Part B includes programs that ensure that preschool and school-aged children with disabilities have access to a free and appropriate public education, and Part C programs provide early intervention and related services for infants and toddlers with disabilities or at risk of developing a disability and their families. IDEA funds are authorized to states through three grants—Part B preschool-age, Part B school-age, and Part C grants for infants and families. States were not required to submit an application to Education in order to receive the initial Recovery Act funding for IDEA, Part B & C (50 percent of the total IDEA funding provided in the Recovery Act). States will receive the remaining 50 percent by September 30, 2009, after submitting information to Education addressing how they will meet Recovery Act accountability and reporting requirements. All IDEA Recovery Act funds must be used in accordance with IDEA statutory and regulatory requirements.

Education allocated the first half of states' IDEA allocations on April 1, 2009, with Pennsylvania receiving $228 million for all IDEA programs. The largest share of IDEA funding is for the Part B school-aged program for children and youth. The state's initial allocation was

- $7 million for Part B preschool grants,
- $214 million for Part B grants to states for school-aged children and youth, and
- $7 million for Part C grants for infants and families for early intervention services.

Pennsylvania Department of Education officials provided their views on IDEA spending, tracking funds, and challenges. The officials stated that

they will track and monitor progress of the school districts and look at such measures as test scores, attendance data, behavior data, and other relevant data in order to assess progress meeting program goals. With regard to challenges tracking the Recovery Act IDEA money, state officials expressed concern with the administrative burden. For example, the state officials said they are asked to adhere to additional accounting requirements and meet with federal agencies and auditors to discuss the use of Recovery Act funds.

The School District of Philadelphia has plans to use and track the IDEA Part B Recovery Act funds it receives. Philadelphia will receive an initial allocation of $24 million and plans to use the IDEA Part B Recovery Act money for Imagine 2014 programs, such as professional development for teachers, purchasing assistive technology, and hiring coaches to help special education teachers. The school district officials stated that Imagine 2014 is aligned with the goals of IDEA with regard to building capacity and placing students in the least restrictive environments. To measure and report on the impact of Recovery Act IDEA funds, the school district plans to keep logs of the number of people working, equipment purchased, and professional development completed. The newly created jobs will be filled by a mix of rehired retired professionals and contractors, according to school district officials. School district officials stated that if they are able to fully implement the Imagine 2014 programs successfully, they should be able to sustain the new jobs through the money saved in future educational services. The school district plans to track the money through separate account codes.

For the Harrisburg School District, which will receive an initial allocation of $1 million, officials stated that most of the IDEA Part B Recovery Act money will be spent in the 2009-10 school year to prevent teacher layoffs. They are not sure how they are going to spend some of the money, however, as it will depend on the needs of their population. The school district officials said that they are encouraged by the state not to use the Recovery Act funds for unsustainable commitments and plan to use the money to replace lost federal and state funds. Still, they plan to use the funds to prevent layoffs in the upcoming school year without a clear plan of sustainability for funding these jobs beyond the 2009-10 school year.

For IDEA Part C, Pennsylvania has plans to use and track Recovery Act funds for the infant and toddler early intervention program and for the preschool early intervention program. Pennsylvania will receive $14.2 million in total Recovery Act funds for the infant and toddler early intervention program. The state officials said they plan to use a total of

$13.2 million for direct service delivery and $1 million on their early childhood integrated data system. For the preschool early intervention program, Pennsylvania will receive a total of $43.5 million in Recovery Act funds. The state plans to use $7 million for direct services in fiscal year 2008-09, $14.8 million in fiscal year 2009-10, and $8.8 million in fiscal year 2010-11. Almost $9 million will be spent on assistive technology and $4 million on the early childhood integrated data system over the next 2 years. To account for the IDEA Part C Recovery Act money, state officials said they plan to use separate accounting codes to track the Recovery Act funding along with their established monitoring procedures. Overall, state officials said that the school districts are generally prepared for the additional compliance requirements.

Pennsylvania Has Developed a Plan for Its Recovery Act Weatherization Assistance Program

The Recovery Act appropriated $5 billion for the Weatherization Assistance Program, administered by the U.S. Department of Energy (DOE) through each of the states and the District of Columbia.[24] This funding is a significant addition to the annual appropriations for the weatherization program that have been about $225 million per year in recent years. The program is designed to reduce the utility bills of low-income households by making long-term energy efficiency improvements to homes by, for example, installing insulation, sealing leaks around doors and windows, or modernizing heating equipment and air circulating fans. During the past 32 years, the Weatherization Assistance Program has assisted more than 6.2 million low-income families. According to DOE, by reducing the utility bills of low-income households instead of offering aid, the Weatherization Assistance Program reduces their dependency by allowing these funds to be spent on more pressing family needs.

DOE allocates weatherization funds among the states and the District of Columbia using a formula based on low-income households, climate conditions, and residential energy expenditures by low-income households. DOE required each state to submit an application as a basis for providing the first 10 percent of Recovery Act allocation. DOE will provide the next 40 percent of funds to a state once the department has approved its state plan, which outlines, among other things, its plans for using the weatherization funds and for monitoring and measuring

[24]DOE also allocates funds to American Samoa, the Commonwealth of Puerto Rico, the Commonwealth of the Northern Mariana Islands, Guam, the Virgin Islands, the Navajo Indian tribe, and the Northern Arapahoe Indian tribe.

performance. DOE plans to release the final 50 percent of the funding to each state based on the department's progress reviews examining each state's performance in spending its first 50 percent of the funds and the state's compliance with the Recovery Act's reporting and other requirements.

Pennsylvania Will Receive a Large Increase in Weatherization Funding and Has Developed Plans and Established Goals for the Program

DOE allocated to Pennsylvania $252.8 million for the Recovery Act Weatherization Assistance Program for a 3-year period. This amount is more than seven times larger than Pennsylvania's weatherization program for fiscal year 2008-09. Pennsylvania's Department of Community and Economic Development (DCED), which is responsible for administering the program, will disburse the funds through 42 implementing entities, such as private firms and nonprofit organizations, that implement its current weatherization activities. On March 12, DCED received a Funding Opportunity Announcement from DOE identifying and explaining the initial application process, and DCED submitted its application for funding on March 23. DCED subsequently received additional guidance via phone, e-mail, and regional conference calls for the development of its Weatherization Program Plan, which it then developed and submitted to DOE on May 12. DCED expects DOE to verify that the state's plan meets requirements provided in its guidance, and that DOE will approve the plan within 60 days of the May 12 submission date. DCED officials also noted that clear guidance is needed on the application of the Davis-Bacon Act.[25] The officials added that agencies could have difficulty tracking the number of hours worked by employees who perform tasks at both prevailing wage and non-prevailing wage rates.

On March 27, 2009, DOE provided the initial 10 percent allocation (approximately $25.3 million) to Pennsylvania. As of June 30, 2009, the Pennsylvania General Assembly had not enacted a budget providing appropriation authority, so DCED had not obligated or spent any of its Recovery Act funds. DCED plans to use its initial allocation for "ramping up" for the Recovery Act program, including planning for training and hiring additional staff, because DOE guidance received on April 10, 2009, prohibited using any of the initial 10 percent for actual weatherization

[25]The Recovery Act requires all laborers and mechanics employed by contractors and subcontractors on Recovery Act projects to be paid at least the prevailing wages as determined under the Davis-Bacon Act. Recovery Act, div. A, title XVI, § 1606. Under the Davis-Bacon Act, the U.S. Department of Labor determines the prevailing wage for projects of a similar character in the locality. 40 U.S.C. §§ 3141-3148.

production activities. However, on June 9, 2009, DOE issued revised guidance lifting this limitation to allow states to provide funds for production activities to local agencies that previously provided services and are included in state Recovery Act plans. DCED expects to receive an additional 40 percent of the funding shortly after the plan is approved and Pennsylvania's General Assembly approves the state's annual budget for the fiscal year starting July 1, 2009.

As stated in the Recovery Act weatherization plan submitted to DOE for review and approval, DCED's goals for the Recovery Act funds include reducing energy usage by the equivalent of powering about 7,000 homes per year, weatherizing at least 29,700 houses, and employing an estimated 940 people. Of the total $252.8 million the state will receive, the planned allocation is $224.5 million for weatherization production, $20 million for training and technical assistance, and $8.3 million for DCED to cover its costs for program management, oversight, reporting, and administration.

Pennsylvania Is Using WIA Youth Recovery Act Funds to Create Summer Jobs

The Recovery Act provides an additional $1.2 billion in funds nationwide for the Workforce Investment Act (WIA) Youth program to facilitate the employment and training of youth. The WIA Youth program is designed to provide low-income in-school and out-of-school youth ages 14 to 21, who have additional barriers to success, with services that lead to educational achievement and successful employment, among other goals. The Recovery Act extended eligibility through age 24 for youth receiving services funded by the act. In addition, the Recovery Act provided that of the WIA Youth performance measures, only the work readiness measure is required to assess the effectiveness of summer only employment for youth served with Recovery Act funds. Within the parameters set forth in federal agency guidance, local areas may determine the methodology for measuring work readiness gains. The program is administered by the U.S. Department of Labor, and funds are distributed to states based upon a statutory formula; states, in turn, distribute at least 85 percent of the funds to local areas, reserving up to 15 percent for statewide activities. The local areas, through their local workforce investment boards, have flexibility to decide how they will use these funds to provide required services. In the conference report accompanying the bill that became the Recovery Act,[26] the conferees stated that they were particularly interested in states using these funds to create summer employment opportunities for youth.

[26]H.R. Rep. No. 111-16, at 448 (2009).

Summer employment may include any set of allowable WIA Youth activities—such as tutoring and study skills training, occupational skills training, and supportive services—as long as it also includes a work experience component. Work experience may be provided at public sector, private sector, or nonprofit work sites. The work sites must meet safety guidelines and federal/state wage laws.[27]

The Pennsylvania Department of Labor and Industry (L&I) administers Pennsylvania's WIA Youth program through local areas. Pennsylvania's 67 counties are divided into 23 local workforce investment areas, each led by a Workforce Investment Board whose purpose is to support the labor and job training demands of industries and help students, job seekers, and incumbent workers acquire skills and attain rewarding, family-sustaining jobs. Workforce investment areas vary widely in the geographic area served, ranging from one that serves only the City of Pittsburgh to a regional area that serves nine counties. Programs and services may also vary within and among local areas. In 2008, 7 of Pennsylvania's 23 local workforce areas—Allegheny, Central Counties, Northwest Counties, Philadelphia, Pittsburgh, Pocono Counties, and Westmoreland/Fayette[28]—had extensive stand-alone summer youth programs, and 2,205 youth were served statewide.

Pennsylvania Has Developed Plans for Summer Youth Employment Activities, Allocated Funds to Local Area Agencies, and Enrolled Youth in the Programs

Pennsylvania was allotted $40.6 million in WIA Youth funds under the Recovery Act and has enrolled youth in summer programs. L&I allocated $34.6 million (85 percent) to the 23 local areas for the WIA Youth program, but only 40 percent of the allocations were available for the local boards to spend before July 1, 2009. Pennsylvania officials expect the balance to be available on or after July 1 when they expect Pennsylvania to enact its state budget. L&I retained $6 million (15 percent) at the state level for possible statewide activities, such as incentive grants to encourage best practices. As of June 30, 2009, L&I had expended $1.3 million for all WIA

[27]Current federal wage law specifies a minimum wage of $6.55 per hour until July 24, 2009, when it becomes $7.25 per hour. Where federal and state law have different minimum wage rates, employers must comply with both, which means paying wages at the higher rate.

[28]The Central regional board includes Centre, Clinton, Colombia, Lycoming, Mifflin, Montour, Northumberland, Snyder, and Union counties. The Northwest regional board includes Clarion, Crawford, Erie, Forest, Venango, and Warren counties. The Pocono regional board includes Carbon, Monroe, Pike, and Wayne counties. The city of Philadelphia is a countywide city. The city of Pittsburgh and the remainder of Allegheny County are two separate local workforce areas served by one workforce investment board.

Youth program activities. Local boards' funds will be available to spend on or after July 1, 2009, when the Pennsylvania General Assembly and Governor are expected to pass the fiscal year 2009-10 budget.

Pennsylvania did not set an overall target number of youths to be served in summer youth employment activities, and L&I instead issued guidance in April 2009 directing local areas that they were expected to spend more than 50 percent of the Recovery Act WIA Youth funds by the end of September 2009. In May 2009, L&I requested that each local board submit its Recovery Act implementation strategy plan by June 5, 2009. Based on the local boards' plans, the 23 local areas plan to spend 70 to 90 percent of their allocations and serve approximately 8,700 youth. As of June 19, 2009, the local boards reported to L&I that 4,678 youth—including 293 youth ages 22 to 24—were enrolled in summer programs. L&I officials said that they expected enrollment to rise dramatically later in June once the school year ends.

Pennsylvania Has Developed Plans for Overseeing the Summer Youth Program, but Faces Potential Challenges in Program Management and Youth Recruitment

At the state-level, L&I has existing systems for tracking and reporting financial and program activities for WIA funds and established additional mechanisms for monitoring the summer youth employment activities. L&I increased its program oversight staffing by adding a director and three staff persons who will monitor financial and program performance of providers that implement the program. The monitoring will also entail frequent visits to providers' facilities and project sites. As of June 2009, L&I officials were confident that the reporting processes that they are putting in place will be more than adequate to track the funding as required by the U.S. Department of Labor. L&I officials anticipate that the Recovery Act reporting requirements will be incorporated into their existing Commonwealth Workforce Development system for the August 2009 and subsequent reports. Because the U.S. Department of Labor guidance was received late in May 2009, however, L&I officials said that local areas will need to report summer youth employment data manually via a spreadsheet to meet the first reporting deadline of July 15, 2009.

Several challenges may affect the successful implementation of summer youth employment activities. L&I officials stated that initial planning for the increased Recovery Act program activities had been difficult because of the state government's overall hiring freeze in Pennsylvania. However, L&I was able to obtain a waiver to hire term employees to help with

monitoring and site visits.[29] L&I officials had been concerned that weak economic conditions in Pennsylvania might make it difficult to find eligible work sites at which to place youth participants and were pleased with the approximately 8,700 placements planned by the local boards. L&I officials said that serving youth ages 18 to 24 who are out of school and disconnected from employment remains a concern statewide. The population of out-of-school youth represents 32 percent of enrollments as of June 19, 2009. L&I officials said that they plan to use a portion of Recovery Act WIA Youth funds retained by the state for incentive grants to encourage best practices in serving this age group.

Philadelphia and South Central Pennsylvania Have Developed Plans for the Summer Youth Program, but Financial Management and Other Issues May Present Challenges

We visited two local area agencies—the Philadelphia Workforce Investment Board and the South Central Workforce Investment Board—to determine their plans for and status in implementing the summer youth programs using Recovery Act WIA Youth funds. We selected the Philadelphia local board because it received the largest Recovery Act WIA Youth allocation in Pennsylvania and it had a summer youth program in 2008. The Philadelphia local board is authorized to spend nearly $3 million of its $7.4 million allocation (representing more than 20 percent of the state allotment). We selected the South Central local board—located in Harrisburg and serving eight neighboring counties in the region—because it did not have an extensive stand-alone summer youth program in 2008.[30] The South Central regional board is authorized to spend nearly $625,000 of its $1.6 million allocation. State officials expected the Philadelphia and South Central boards to receive the remaining 60 percent of their allocations on or about July 1, 2009, when they expected Pennsylvania to enact its state budget.

Using Recovery Act WIA Youth funds, the Philadelphia local board plans to serve 2,533 youth participants—1,200 more than it served in 2008 with WIA funds—and the South Central board plans to serve 500 youth. Officials we interviewed at both these local area agencies were confident of meeting their targets. Both local areas we visited had developed program plans and were in the process of recruiting and enrolling youth. According to data reported to L&I as of June 19, 2009, South Central had enrolled 255 youth, including 40 youth ages 22 to 24, and Philadelphia had

[29]Two persons have already been hired and are currently on board.

[30]The South Central regional board serves Adams, Cumberland, Dauphin, Franklin, Juniata, Lebanon, Perry, and York counties.

enrolled 1,732 youth, including 27 youth ages 22 to 24. Both local areas we visited stated that they would monitor the program closely using their existing oversight systems and personnel. Neither local area we visited needed to request a waiver from the U.S. Department of Labor of existing requirements for procuring youth services. Neither plans to extend the program to older youth beyond September but, rather, will attempt to integrate older youth into their year-round programs.

The Philadelphia local area program will be administered by the Philadelphia Youth Network (PYN), a local nonprofit organization that has been involved in summer youth employment activities since the 1990s. For its 2008 summer youth program, PYN spent approximately $10 million serving 7,960 youth using WIA and a variety of other funds. The Philadelphia local area program includes a variety of activities, such as academic immersion, corporate internships, and work experiences, all of which are tailored to various age groups. To attract youth aged 21 to 24 in the Philadelphia local area, PYN has a process to build opportunities that combine education, job placement, and occupational skills specifically focused on this age group. Philadelphia plans to deliver programs at 259 work sites using 38 providers. Planned work sites included those with green jobs, such as an urban agricultural project where crops will be grown and sold locally, and a training program focused on the importance of recycling. As it has done in prior years' programs, the Philadelphia local area plans to measure skill gains in seven work readiness areas, such as verbal communication, hygiene, and timeliness. PYN is responsible for payroll and recruitment of youth and sites, and will pay youth with automatic deposits from providers using a debit card system.

The South Central local area faces some potential challenges. It did not have a separate summer youth program and served 31 youth in 2008, but will directly administer its program through four providers at seven work sites in the eight-county region. As of May 2009, South Central officials were uncertain of some program activities, but said that they are planning to include green jobs in the program. South Central will measure the success of the program by tracking the number of youth who complete the program and their job readiness credentials. Officials in the South Central area stated that identifying youth in the 21- to 24-year-old category is difficult and that their preference would be to have a comprehensive year-round program to address the challenges of assisting older youth. Providers in the South Central local area will be responsible for paying youth participants and will do so with either stipends or checks for wages earned. South Central local area officials noted several concerns:

- They were hindered by the short time frame they had to plan and train for the program, especially since they had not had the experience of carrying out a summer youth program in 2008.
- Some youth in rural areas face difficulty participating because of the lack of public transportation.
- "Green jobs" is not clearly defined. For example, they were not certain whether a youth working in a plastics factory that makes parts for a windmill is performing a green job.

Officials in both local areas noted that they had experienced difficulties obtaining and verifying applicants' eligibility requirements, such as family income level and proper identification. Both local areas cited the eligibility process as a major barrier to the success of the program. Specifically, officials in the Philadelphia local area agency noted three challenges:

- Earnings by a youth in the summer program—in addition to other earnings during the year—could increase the family's income to an amount that could make the family ineligible for food stamps and or welfare.
- Some parents are reluctant to allow the youth to take Social Security cards and payroll records to an enrollment location, fearing loss or theft.
- Some youth applicants whose parents had recently lost their jobs were not eligible for the program because eligibility is based on income earned during the period prior to dislocation.

Officials in both local areas we visited anticipated other challenges, such as the following:

- Some providers, particularly small not-for-profit organizations, may have difficulty obtaining sufficient cash to meet payrolls on time. However, both local areas were working with local financial and other institutions in an effort to avoid this situation.
- At the time of our visits in May 2009, officials in both areas said that they were unsure of the reporting requirements for Recovery Act funds and were waiting for additional guidance from the U.S. Department of Labor.

- It is still unclear whether they will be able to find placements for youth in some types of employment because other workers in the area are currently laid off.

Pennsylvania Completed Planning and Is Soliciting Local Projects to Use State Justice Assistance Grant Funds

The Edward Byrne Memorial Justice Assistance Grant (JAG) program within the Department of Justice's Bureau of Justice Assistance (BJA) provides federal grants to state and local governments for law enforcement and other criminal justice activities, such as crime prevention and domestic violence programs, corrections, treatment, justice information sharing initiatives, and victims' services. Under the Recovery Act, an additional $2 billion in grants are available to state and local governments for such activities, using the rules and structure of the existing JAG program. The level of funding is formula based and is determined by a combination of crime and population statistics. Using this formula, 60 percent of a state's JAG allocation is awarded by BJA directly to the state, which must in turn allocate a formula-based share of those funds to local governments within the state. The remaining 40 percent of funds is awarded directly by BJA to eligible units of local government within the state.[31] The total JAG allocation for Pennsylvania state and local governments under the Recovery Act is about $72.4 million, a significant increase from the fiscal year 2008 allocation of about $5.5 million.

Pennsylvania was awarded $45.5 million and had not obligated or expended any of the JAG funds as of June 30, 2009.[32] According to the application the Pennsylvania Commission on Crime and Delinquency[33] submitted for its state award, some of the criminal justice initiatives the commission plans to fund include criminal records improvement, data management projects focusing on technology, law enforcement, public awareness of victim compensation and services, assistance with local

[31]We did not review those funds awarded directly to local governments in this report because the Bureau of Justice Assistance's solicitation for local governments closed on June 17.

[32]Due to rounding, this number may not exactly equal 60 percent of the total JAG award.

[33]The Pennsylvania Commission on Crime and Delinquency is the state administering agency for JAG in Pennsylvania. The Commission consists of representatives from all aspects of criminal justice, including Pennsylvania's Attorney General, State Police Commissioner, Welfare Department Secretary, Department of Corrections Secretary, members of the General Assembly, Governor's Victim Advocate, law enforcement representatives, victims' services practitioners, a judge, a prosecutor, a prison warden, a county government official, other local criminal justice policy makers and knowledgeable private citizens.

criminal justice strategic planning, improvements in data collection and program evaluation, gun violence reduction, mental health initiatives, and training. The initiatives are in areas where Pennsylvania would like to make significant improvements, according to the application. For example, the application identifies alternatives to detention for nonviolent adult offenders to address issues related to prison or detention overutilization. The initiatives expand existing efforts as well as include some new projects. The commission chose to focus more on initiatives already in place rather than experiment with many new initiatives, according to a commission official. The Governor's office approved the plan for Pennsylvania's allocation, which was followed by the commission's approval on June 9, 2009. Pennsylvania plans to issue several requests for JAG proposals, each with a different focus, at different times throughout the 2-year funding period. The first request soliciting proposals was released on June 18, 2009, with an application deadline of July 24, 2009. The request, in an effort to increase the efficiency and functioning of the juvenile justice system, seeks to fund assistant public defenders and assistant district attorneys to process juvenile cases.

Pennsylvania officials administering the program have concerns about subrecipients meeting reporting requirements under tight time frames, and stated that many may likely lack experience administering JAG funding. Furthermore, these officials said that existing subrecipients will have to quickly adjust to new requirements. To help introduce the reporting requirements, Pennsylvania plans to hold training sessions for subrecipients, and will ask those subrecipients to self-certify their capability to meet these reporting requirements. To aid in monitoring, the Commission on Crime and Delinquency receives quarterly fiscal and program reports on JAG subrecipients. Commission staff review the reports and use phone outreach to each subrecipient at least quarterly. The commission plans to hire term employees to help existing staff, but officials were unsure of upcoming workloads and whether they would be doing on-site visits for new subrecipients.

Local Housing Authorities Receive Capital Fund Formula Grants

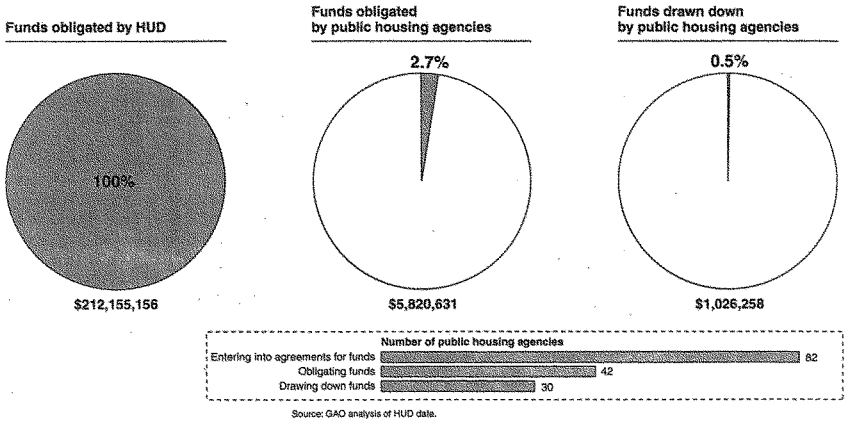
The Public Housing Capital Fund provides formula-based grant funds directly to public housing agencies to improve the physical condition of their properties; for the development, financing, and modernization of public housing developments; and for management improvements.[34] The Recovery Act requires the U.S. Department of Housing and Urban Development (HUD) to allocate $3 billion through the Public Housing Capital Fund to public housing agencies using the same formula for amounts made available in fiscal year 2008. Recovery Act requirements specify that public housing agencies must obligate funds within 1 year of the date they are made available to public housing agencies, expend at least 60 percent of funds within 2 years of that date, and expend 100 percent of the funds within 3 years of that date. Public housing agencies are expected to give priority to projects that can award contracts based on bids within 120 days from the date the funds are made available, as well as projects that rehabilitate vacant units, or those already under way or included in the required 5-year capital fund plans. HUD is also required to award $1 billion to housing agencies based on competition for priority investments, including investments that leverage private sector funding/financing for renovations and energy conservation retrofit investments. On May 7, 2009, HUD issued its Notice of Funding Availability that describes the competitive process, criteria for applications, and time frames for submitting applications.[35]

Pennsylvania has 82 public housing agencies that have received in total $212.2 million in Public Housing Capital Fund formula grant awards. As shown in figure 3, 42 public housing agencies in Pennsylvania have obligated $5.8 million and 30 public housing agencies have drawn down $1 million, as of June 20, 2009. In Pennsylvania, we visited two public housing agencies—Harrisburg Housing Authority and Philadelphia Housing Authority. We selected these two because Philadelphia received the largest Public Housing Capital Fund formula grant allocation ($90.6 million) in Pennsylvania and Harrisburg received the fifth largest ($4.4 million); their awards amount to nearly 45 percent of Pennsylvania's Recovery Act Public Housing Capital Fund formula grants.

[34]Public housing agencies receive money directly from the federal government (HUD). Funds awarded to the public housing agencies do not pass through the state budget.

[35]HUD released a revised Notice of Funding Availability for competitive awards on June 3, 2009. The revision included changes and clarifications to the criteria and time frames for application and to funding limits.

Figure 3: Percentage of Public Housing Capital Funds Allocated by HUD That Have Been Obligated and Drawn Down in Pennsylvania



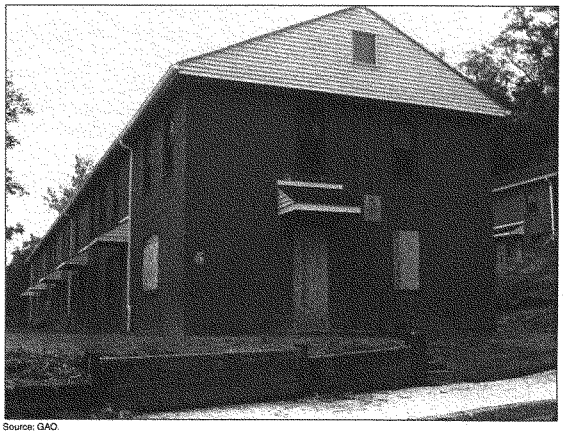
Source: GAO analysis of HUD data.

The Harrisburg Housing Authority had obligated $662,779, or 15 percent of its $4.4 million, and had drawn down $48,097 as of June 20, 2009. To date, the authority has awarded contracts for architectural and engineering services and expects to award additional contracts over the summer. Harrisburg Housing Authority officials did not expect to have any problems meeting the time frames for obligating and expending Recovery Act funds.

The Harrisburg Housing Authority plans to use $2.4 million (54 percent) to rebuild the interiors and add porch facades to two 1940s-era buildings containing 28 mostly vacant units (see fig. 4). After reconfiguration, the buildings will have 17 units, some of which will be accessible for persons with disabilities. At a 120-unit high-rise property for seniors, the Harrisburg Housing Authority plans to use $1.2 million (27 percent) to upgrade the kitchens with new cabinets, countertops, and energy star appliances; upgrade electrical service; and recarpet and paint the authority's offices. Harrisburg officials estimated that these two projects would start in the summer of 2009 and be completed in 12 to 18 months.

The balance of the funds will be used to replace old boilers with energy-efficient equipment at four properties and repaving.

Figure 4: A 1940s-Era Building in Harrisburg, Pennsylvania, to Be Renovated



Source: GAO.

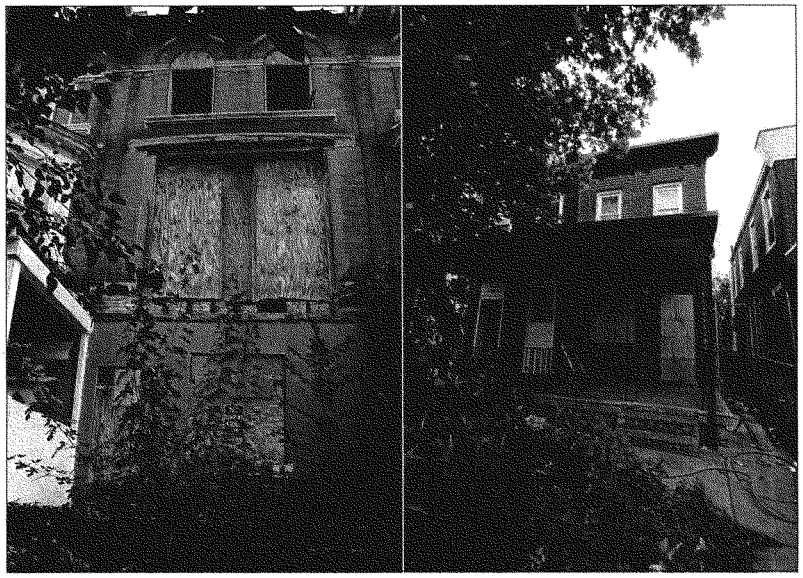
The Philadelphia Housing Authority received HUD approval of its Recovery Act plan on June 4, 2009, and had not obligated or drawn down any of its $90.6 million award as of June 20, 2009. Philadelphia Housing Authority officials did not expect to have any problems meeting the time frames for obligating and expending Recovery Act funds.

The Philadelphia Housing Authority plans to use nearly 70 percent of its funds to rehabilitate existing units or build new units. First, the authority will use $29.3 million to rehabilitate 300 vacant units at scattered sites (see fig. 5). This work—which will start in June 2009 at some sites—will include new kitchens and bathrooms; electrical upgrades, as needed; and new roofs, windows, doors, and energy-efficient heating equipment. Second, $12.5 million will be used to construct 25 new two-story four-unit complexes accessible for persons with disabilities on vacant land owned by the authority. Third, the Philadelphia Housing Authority plans to use

$14.6 million to rebuild 53 units and install new elevators and mechanical systems in a midrise senior building that is currently vacant because of severe fire damage sustained in 2004. This building will include a "green" roof to manage water runoff, energy star appliances, and energy-efficient water heaters. Fourth, the Philadelphia Housing Authority plans to use about $6 million to rehabilitate or build 23 houses to complete the remaining blighted block on Markoe Street (see fig. 6).[36] The balance of the funds (31 percent) will be used to upgrade or replace energy and mechanical systems at approximately 31 buildings to reduce energy consumption and upgrade sprinkler standpipes in 18 high-rise buildings to meet fire safety codes. Most projects are estimated to start in the fall of 2009 and be complete by March 2012.

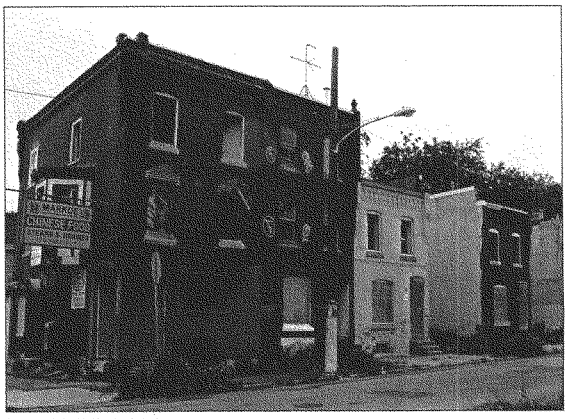
[36]Markoe Street is part of the Mill Creek Revitalization Project, which was spread out over a 20-block radius and involved tearing down old high-rise buildings and developing new housing units at a lower rate of concentration.

Figure 5: Two of the Vacant Units at Scattered Sites in Philadelphia, Pennsylvania, to Be Rehabilitated



Source: Philadelphia Housing Authority.

Figure 6: Part of Markoe Street to Be Developed in the Mill Creek Revitalization Project in Philadelphia, Pennsylvania



Source: Philadelphia Housing Authority.

According to officials we interviewed, both public housing agencies gave priority to projects that rehabilitate vacant units. According to Philadelphia Housing Authority officials, improvements to vacant units scattered through the city not only create affordable housing but can also reduce blight and improve property values of entire blocks. Harrisburg Housing Authority officials said that they also considered whether projects would create jobs in the short term. For example, Harrisburg chose not to rebuild additional buildings at the 1940-era complex because staging logistics (i.e., how many dumpsters and construction trailers fit on-site) meant that only a limited number of buildings can be under renovation at one time. Instead, Harrisburg officials selected a mix of Recovery Act projects, including paving, plumbing, and kitchen cabinet replacement, that could start sooner and create more jobs in the short term.

The officials we interviewed also stated that they have given priority to projects already included in their 5-year plans and that they could award contracts based on bids within 120 days of the date that funds were made available. Harrisburg officials said that all of their projects were included

in their 5-year plan, and Philadelphia Housing Authority officials said that they selected projects from their 5-year plan or received authority from their board to select projects outside of the current plan. The Philadelphia Housing Authority said that it also gave priority to projects that involve energy conservation retrofits. As of June 4, 2009, the Philadelphia Housing Authority was waiting for HUD approval of its development plans for the scattered sites and for any environmental reviews.

According to officials we interviewed, the two local housing agencies we visited will use HUD's Electronic Line of Credit Control System to separately code and track Recovery Act funds. Harrisburg Housing Authority officials said that they initially had problems using this system because of difficulties in accessing the Central Contractor Registration (CCR) Web site to obtain a Data Universal Numbering System (DUNS) number and that it took several weeks to obtain a response from CCR with their DUNS number needed to access the HUD system. Harrisburg Housing Authority officials anticipated some challenges in separately tracking Recovery Act funds. At one complex where renovations were already under way with HUD funding, officials said that they chose to renovate separate buildings to minimize tracking problems. Also, Harrisburg officials said that staff will keep time sheets to track administrative costs for Recovery Act activity. Philadelphia Housing Authority officials said that Recovery Act funds would be tracked in a separate fund and that expenditures would be tracked by the specific project and site where funds were spent.

Pennsylvania Has Taken Steps to Track Recovery Act Funds and Assess Risks, and Oversight Plans Continue to Evolve

Pennsylvania has an enterprise resource planning (ERP) system that is used by all state agencies to account for federal and state funding, and this integrated accounting system will be used to track Recovery Act funds.[37] To accommodate the Recovery Act, on March 10, 2009, Pennsylvania's Budget Office issued an administrative circular to all agencies under the Governor's jurisdiction describing the specific accounting codes they must use to separately identify the expenditure of Recovery Act funds. As of June 9, 2009, the Office of Comptroller Operations has established 102 unique accounting codes to be used for tracking Recovery Act receipts, obligations, expenditures, and available balances by appropriation or

[37]An ERP solution is an automated system using commercial off-the-shelf software and consisting of multiple, integrated functional modules that perform a variety of tasks, such as accounts payable, general ledger accounting, and grant management.

grant. State officials reported that the state would not track or report Recovery Act funds that go straight from the federal government to localities and other entities, such as public housing authorities.

According to the Secretary of the Budget and her staff, in addition to tracking funds by appropriation and by grant or project, Pennsylvania's ERP system allows for electronic work flows to document transaction review and approval. For example, Pennsylvania issues bids electronically and suppliers submit quotations through an online portal. The ERP system contains controls to check that proper approvals are obtained prior to posting bid and award documents. The ERP system controls are intended to provide segregation of duties to reduce the risk of fraud and ensure that Pennsylvania pays no more than what was appropriated and agreed by contract or grant agreement. As we reported in April, auditors found weaknesses in segregating duties among staff and monitoring user activities to reduce the risk of inappropriate changes to accounting data or misappropriation of assets. Pennsylvania's Secretary of the Budget told us that to mitigate this risk, internal auditors now are to work closely with the Office of Administration and the Office of Information Technology on all new system changes to ensure that internal controls are built into the application. Pre-audit controls include (1) the Office of Comptroller Operations reviews supporting documentation, including fully executed contracts and grant agreements before initiating transactions for payment, and (2) Pennsylvania's Treasurer's Office reviews the supporting documentation before payments are processed.

Beyond the ERP system and the pre-audits, officials in Pennsylvania's Office of the Budget said they do not have a single commonwealth-wide program of internal controls. Instead, the Office of Administration issues overarching guidance—the state procurement manual, administrative circulars such as the one on Recovery Act fund tracking, and management directives—and program agencies are responsible for the specific system controls. Those controls are subject to audit by the newly created Bureau of Audits within the Office of the Budget.

Pennsylvania Is Taking Steps to Assess Risks and Focus Attention on Resolving Single Audit Report Findings

In June 2009, the Bureau of Audits completed its risk assessment of about 90 programs receiving Recovery Act funds and designated each program as high, medium, or low risk. Bureau of Audits officials said that they assessed the risk levels using the 5 accountability standards, the 11 risk factors outlined in the Office of Management and Budget's (OMB) implementing guidance for the Recovery Act, and 2 additional risk factors added by the Bureau of Audits that they believed to be necessary to

adequately assess risk in the Pennsylvania programs. In addition, bureau staff reviewed previous audit findings and met with agency officials to discuss their risk factors. According to Bureau of Audits officials, the common Single Audit report findings in Pennsylvania for Recovery Act programs are inadequate subrecipient reporting, inadequate supporting documentation for expenditures, and inadequate support for required federal reports.

The bureau plans to evaluate the programs, including the 15 programs designated as high risk, to determine priorities for its fiscal year 2009-10 audit plan. Throughout fiscal year 2009-10, Bureau staff plan to meet with the agencies about risk self-assessments so that each agency can identify its specific risks and outline a plan to manage and mitigate those risks. At this time, the Bureau of Audits has not assessed subrecipient risks. For those Recovery Act programs on its audit plan, the Bureau of Audits can draw on its Single Audit review unit—a repository of Single Audit reports for Pennsylvania school districts and municipalities—to identify high-risk subrecipients.

The Bureau of Audits plans to focus on resolving single audit findings and reducing the number of repeat findings. As part of its risk assessments, bureau staff created a matrix to highlight repeat findings in Pennsylvania's fiscal year 2007 Single Audit report and identify areas where corrective actions have been taken. Some repeat findings were referred to the Bureau of Quality Assurance, which will follow up with affected agencies on their corrective actions. According to the Bureau of Audits, agencies should have already implemented corrective action plans and be working with federal agencies to resolve any audit findings from 2006 or earlier. To ensure that senior managers are aware of audit findings and set the tone at the top on the need for corrective actions, the Bureau of Audits briefed deputy administrative secretaries across the agencies on the basics of the Single Audit process and corrective action plan requirements. Further, the Secretary of the Budget plans to revise existing guidance to require quarterly reports, beginning in October 2009, on the progress on corrective actions rather than relying on annual updates.[38]

Bureau officials said agencies must do the following to resolve findings that may affect multiple programs: make management decisions

[38]Quarterly updates will be required as of March 31, June 30, September 30, and December 31 and will be due 30 days after the quarter ends.

addressing the findings within 6 months, make necessary adjustments relative to cost settlements or disallowances, monitor subrecipient implementation of corrective actions, and impose or coordinate remedial actions.

Oversight Plans Continue to Evolve

The Pennsylvania Stimulus Oversight Commission, chaired by the Chief Accountability Officer, met four times since its creation in March 2009.[39] At its public meetings, the commission is briefed by the Chief Implementation Officer and other state officials on the progress in implementing Recovery Act programs. The Chief Accountability Officer told us that the state's approach will maximize and coordinate existing oversight resources in Pennsylvania. Specifically, he is currently trying to demarcate roles and define an accountability approach distinct from auditing and compliance.

As we reported in April, Pennsylvania's Auditor General anticipates work auditing and investigating Recovery Act funds received by state and local agencies. For example, the Auditor General will audit Recovery Act funds during the annual Single Audit review and will initiate additional compliance audits for Recovery Act programs. As of June 2009, Auditor General staff told us that they may review the Recovery Act funds for FMAP, unemployment compensation, weatherization, and transportation. The Auditor General observed that the Recovery Act did not provide funding specifically for his office to undertake work related to the act, and the office did not expect to receive additional funding in light of Pennsylvania's budget outlook.

Pennsylvania Is Considering How to Assess the Effects of Recovery Act Funds

Under the Recovery Act, state and local recipients are expected to report on a number of performance measures, including the use of funds, the amount expended or obligated, and the estimated number of jobs created and retained. In addition to reporting on jobs created and retained, OMB guidance directs federal agencies to collect performance information from entities that receive funding "to the extent possible." The guidance also requires agencies to instruct recipients to collect and report performance

[39]In addition to the Chief Accountability Officer, the commission is composed of the Governor, the Recovery Act Chief Implementation Officer, four representatives selected by Pennsylvania's congressional delegation, members of each of the four caucuses in Pennsylvania's General Assembly, and representatives from the Pennsylvania Chamber of Business and Industry, United Way of Pennsylvania, and Pennsylvania AFL-CIO.

information as part of their quarterly submissions that is consistent with the agencies' program performance measures.[40] This will allow an assessment of what OMB describes as the marginal performance impact of Recovery Act requirements.

Pennsylvania's Chief Accountability Officer is responsible for developing and using performance measures to demonstrate outcomes associated with Recovery Act spending and projects. He told us that he is in the process of meeting with agencies to identify existing performance measures—in addition to job creation and retention measures—to report on the outcomes from Recovery Act funding and determine what data will be available for the measures. He said his team is outlining the performance measures that they have identified in federal Recovery Act guidance and considering what additional measures state agencies determine are important to report for their programs. By the end of July 2009, he plans to compile a list of performance measures and identify how to record and track the data; ultimately, the performance reporting will be available on Pennsylvania's Recovery Act Web site, www.recovery.pa.gov. Based on his preliminary work on this process, the Chief Accountability Officer said that it is challenging to identify measures representing meaningful outcomes that the public can identify with and that data can support. For example, transportation measures would include the number of bridges restored and the amount of road miles resurfaced, but measures more related to productivity, such as the number of cars and travel speed, would be more relevant to citizens.

PennDOT has begun reporting to FHWA on the number of people working on Recovery Act projects and hours worked. In March 2009, PennDOT established policies and procedures for prime contractors and consultants to report monthly, by project, the number of employees, work hours, and the amount of payroll; reports are to include all subcontractors and subconsultants. This is consistent with FHWA guidance that requires collection of this type of information. According to PennDOT officials, project inspectors in the district offices with day-to-day contact with contractors on the projects review the reports for reasonableness. PennDOT uses the contractor monthly reports to prepare and submit summary information to FHWA. However, the information collected could

[40]OMB Memorandum, M-09-15, *Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009* (Apr. 3, 2009). This guidance supplements, amends, and clarifies the initial guidance issued by OMB on February 18, 2009.

overstate the number of jobs. For example, the contractor reports submitted may not prevent multiple counting of individuals who may work on several Recovery Act projects at the same time. Since the contractors submit separate reports for each project, it is possible that the same person could be included in the total for each project funded by the Recovery Act that the contractor or consultant may have. A PennDOT official told us the department recognizes the potential for multiple counting of individuals and believes that it is collecting data in compliance with both FHWA and Recovery Act reporting requirements.

Officials in other programs we met with expressed concerns about assessing jobs created and retained. Officials from the Pennsylvania Department of Education stated that they are telling districts to not use Recovery Act funds to create new positions that will need to be sustained beyond the 2-year period that Recovery Act money will be received. Instead, the department is encouraging school districts to use Recovery Act money for onetime costs, such as retention bonuses to help move teachers into rural school districts, and collect data on such alternative measures instead.

Some programs receiving Recovery Act funds plan to continue using their existing performance outcomes, and other programs are waiting for federal guidance before putting plans in place.[41] For WIA summer youth activities, Pennsylvania's L&I has plans to review participation and retention rates, work readiness outcomes, expenditure rates, characteristics of participants, analysis and listing of work site types, and best practices and innovative approaches to recruitment, retention, and work readiness. L&I officials told us that the guidance received from the U.S. Department of Labor on May 21, 2009, clarifies the increased reporting requirements for Recovery Act WIA Youth funds. Because the guidance was received late in May 2009, however, L&I officials said that local areas will need to report summer youth employment data manually via a spreadsheet to meet the first reporting deadline of July 15, 2009. L&I officials anticipate that the Recovery Act requirements will be incorporated into Pennsylvania's existing reporting mechanisms for the August 2009 and subsequent reports.

[41]After soliciting responses from a broad array of stakeholders, OMB issued additional implementing guidance for recipient reporting on June 22, 2009. See, OMB Memorandum, M-09-21, *Implementing Guidance for the Reports on Use of Funds Pursuant to the American Recovery and Reinvestment Act of 2009.*

Officials from the Pennsylvania Department of Education stated that they will continue to track measures for existing programs, such as ESEA Title I, but are still waiting for guidance from the U.S. Department of Education on the exact measures they will need to track specific for the Recovery Act funding. Officials from both the Harrisburg School District and the School District of Philadelphia confirmed that they still need federal guidance on the measures they will need to track for the Recovery Act money received. However, officials from the School District of Philadelphia stated that they need guidance soon, as the large size of their district requires them to augment their data collection systems now in preparation for the upcoming school year.

State Comments on This Summary

We provided the Governor of Pennsylvania with a draft of this appendix on June 19, 2009, and the Chief Implementation Officer, Chief Accountability Officer, and the Secretary of the Budget responded for the Governor on June 23, 2009. These officials agreed with our draft and provided clarifying and technical comments that we incorporated where appropriate.

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Staff Acknowledgments

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Opening Statement

Congresswoman Diane E. Watson

"Tracking the Money: Preventing Waste, Fraud, and Abuse of Recovery Act Funding"

Full Committee on Oversight and Government Reform

Wednesday, July 8, 2009
2154 Rayburn HOB
10:00 A.M.

Thank you Mr. Chairman for holding today's important hearing, the third in a substantive series of hearings to ensure that stimulus money authorized by the American Recovery and Reinvestment Act of 2009 is spent efficiently and effectively. I commend the committee, today's panelists, and our President for taking actions to ensure that potential problems are identified before they threaten the viability of this critical recovery effort.

The American Recovery and Reinvestment Act of 2009 authorized $501.5 billion worth of new spending measures along with $285.6 billion in tax provisions. The purpose of the Recovery Act is to revitalize the American economy while assisting those most impacted by the current recession. This landmark legislation aims to create or save 3.5 million jobs while investing in the transformation of our economy and infrastructure for the 21st century.

In order for this investment to succeed it is critical that these funds quickly reach communities and have the greatest possible impact. However, the requirement for expediency must be tempered with caution and careful oversight to prevent waste, fraud, and abuse.

As the economy continues to shed jobs and capital this hearing occurs at a critical point for evaluating what has been done so far with the stimulus funds and where we go from here. For my constituents living in California with a state economy facing staggering budget shortfalls and severe cuts to critical services the need for this money to be spent efficiently, strategically, and transparently is even greater.

We have already seen these funds start to do great things in our communities, such as the $1.3 million grant which will go to the Asian Pacific Health Care Venture in my district to establish new community clinic sites which provide primary and preventive health care to the uninsured and underserved. However, the fact that the unemployment rate has risen

to 9.5% nationally and to 11.4% in Los Angeles reinforces the need for this money to begin creating jobs and opportunities as soon as possible.

I look forward to hearing the testimony of today's witnesses, and I hope that they will provide this Committee with a clear assessment of the obstacles we face, and the steps necessary to overcome.

Thank you Mr. Chairman and I yield back the remainder of my time.

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April 17, 2009

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Good Jobs First

Comments for OMB April 3 Interim Guidance on Implementation of the Recovery Act (M-09-15)

The Coalition for an Accountable Recovery, a politically diverse coalition concerned about transparency and accountability regarding government spending, is submitting these comments on OMB's memo issued on April 3, 2009, "Updated Implementing Guidance for the American Recovery and Reinvestment Act of 2009." If implemented, we believe that the comments in this document will help OMB establish a Recovery Act spending tracking system that will provide the unprecedented level of transparency and accountability in federal spending articulated by President Barack Obama when he signed the act into law:

And we expect you, the American people, to hold us accountable for the results. And that's why we've created Recovery.gov -- a web site so that every American can go online and see how this money is being spent and what kind of job is being created, where those jobs are being created. We want transparency and accountability throughout this process.

– President Barack Obama, Feb. 17, 2009

We believe the Obama administration has made significant progress in the two months since the act was signed into law. The interim guidance is an example of this process. At the same time, we hope that further progress can be made.

Toward a Recovery Act Funding and Performance Tracking System

The reporting system described in these comments should essentially trace to the greatest extent possible the flow of federal Recovery Act funds from the source to the ultimate end users and the impact on the economy those funds had at every step in the process.

Although the American Recovery and Reinvestment Act of 2009 (Recovery Act) defines "recipient" as "any entity that receives Recovery Act funds directly from the Federal Government…other than an individual; and includes a State that receives recovery funds," OMB should, in its guidance, expand this definition to include any entity, excluding individuals, that receives Recovery Act funds over $25,000, whether those funds are received directly from the federal government or from another entity that received Recovery Act funds. Our comments that follow assume "recipient" to mean the expanded definition described above.

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Key to maintaining visibility of funds is the proper identification of Recovery Act dollars and recipients of those dollars as such. Data on its use of the funds from recipients should be collected directly by the federal government. And by being able to match reporting data to each recipient, the federal government and the public would have a clear picture of who is receiving Recovery Act money, how much they are getting, and what they are doing with it. Equally important are the means by which this reporting occurs: data must be transmitted in such a way so as to maximize access to as much amount of unfiltered data as possible.

Information flows from agencies to OMB should take place though publicly visible channels. Machine readable feeds represent an ideal way to accomplish this. Through feeds, the public can obtain important disclosures directly from the source, that is, directly from the agency officials who manage grants and other spending programs. Feeds enable decentralization of disclosure, and offer greater transparency because information flows can take place within public view, and not hidden behind many layers of bureaucracy that may delay, filter, or even distort this reporting.

Sub-Award Reporting

Recommendation: *OMB should require all recipients of Recovery Act funds over $25,000, regardless of how many layers removed from the initial federal disbursal that receipt is, to submit a report on the use of those funds identical to that of Sec. 1512 of the Recovery Act. OMB should also provide a projected date or timeframe of when this multi-tier sub-award reporting will be required.*

As mentioned above, it is of primary importance that all recipients and sub-recipients, regardless of how many layers removed from the initial federal disbursal should be required to report to the system for any Recovery Act money over $25,000. A change by OMB of its definition of "recipient" to include this description would resolve our concerns. But even if such a redefining of recipient does not occur, OMB should be clear that the rules that apply to prime awardees also apply to all tiers of sub-awardees. Without a policy that requires all recipients of Recovery Act funds, regardless of their level of sub-award (i.e. 1st-, 2nd-, 3r-tier, etc.,), transparency will be substantially restrained. A *de minimis* threshold will eliminate unnecessary reporting by very small subcontractors or suppliers.

Current reporting requirements apply to prime non-federal awardees only, but they are also are responsible for "reporting on their use of funds as well as any sub-awards (i.e.,, sub-grants, subcontracts, etc.) they make." These requirements are problematic for two reasons:

1. Recovery Act funding remains visible only to the first tier of sub-awards. For large projects, it is likely that there will be several tiers of sub-awarding. Limiting reporting requirements to only the first two layers will obscure basic information -- such as to whom the money went and on how that entity employed it -- on billions of dollars of Recovery Act spending.
2. Sub-awardees do not themselves report on their use of the funds; the prime recipient has responsibility to report on any sub-awards made, hiding from the public much of the details on Recovery Act activities by state hired contractors. Although spending and

performance information (such as jobs data) may be included in state government reports, performance information of those contractors will not be available to the public, nor will any information on Recovery Act funds that were used to hire sub-contractors.

We are greatly encouraged that Sec. 2.10 of the April 3 guidance states that "OMB plans to expand the reporting model in the future to also obtain...information [on awardees beyond first-level awards], once the system capabilities and processes have been established." However, OMB should include a timeframe in which it believes that this will occur.

Collecting Reports Directly from Recipients

Recommendation: *OMB should require all recipients of Recovery Act funds over $25,000, regardless of how many layers removed from the initial federal disbursal that receipt is, to report on their use of Recovery Act funds to the central collection system currently under development by OMB.*

Sec. 2.14 of the April 3 guidance states that OMB is "moving aggressively" to develop a central collection system for recipient reports. Agencies are to instruct recipients to begin submitting recipient reports (those specified in Sec. 1512 of the Recovery Act) on Oct. 10 of this year, and that they "should assume the central system capability will be online and available no less than 45 days before the October 10th, 2009, statutory quarterly reporting deadline." However, the guidance remains unclear about which recipients will report which data. By requiring this first-hand reporting, recipient data will likely be more accurate, comprehensive and timely.

Recipient Registration

Recommendation: *OMB should require all recipients of Recovery Act funds who are required to report on the use of those funds to register with the Central Contractor Registration (CCR) and obtain an entity identification code (similar to, but not necessarily a DUNS number). OMB should be clear that this registration is required of state contractors and grant awardees who receive Recovery Act funds. Additionally, OMB should require that CCR registrants be responsible for maintaining current and accurate information within the database.*

All recipients of Recovery Act funds should register with the central reporting system prior to receipt of Recovery Act awards. The April 3 OMB interim guidance would require first-tier sub-awardees (i.e., grantees) to register with CCR; however, first-tier subcontractors of prime contractors would not. This registration will significantly abet OMB's central collection for recipient reports. By excluding subcontractors and additional tiers of sub-awardees from CCR registration, potentially thousands of recipients of Recovery Act funds would not be identified as such. If OMB expanded its definition of "recipient" to include all tiers of sub-awardees and required all recipients to register with CCR, CAR would have no concerns with this area of OMB's guidance.

Sec. 5.19 addresses grants and cooperative agreements, and states that first-tier sub-awardees should obtain DUNS numbers and should register with the Central Contractor Registration (CCR). There is no equivalent requirement for sub-awardees of prime contractors in Sec. 6 of

the guidance. Additionally, the Interim Final Guidance for Federal Financial Assistance contained in Appendix 9 states that first-tier sub-recipients must register with CCR, while the Interim Federal Acquisition Regulations in Appendix 8 states that "First-tier subcontractors are not required to register in the Central Contractor Registration (CCR) as a consequence of this rule." The April 3 OMB interim guidance appears to be saying that sub-awardees of non-contract awards are required to register with CCR, but sub-contractors of prime contractors are not, hiding myriad Recovery Act fund awardees from the public and the federal government.

Moreover, as CAR has stressed in previous communications, an accurate entity identification system is essential. This means that company and parent company ownership need to be regularly updated to ensure accuracy and companies merge or get bought out. CAR recommends that recipients of the federal funds (whether directly or through sub-awards) must ensure that their information in the CCR is accurate.

We remain concerned that OMB has implicitly condoned the use of the DUNS number as the vehicle for entity identification. The DUNS number is owned by a private company, which may have significant implications for future government disclosure decisions.

Jobs and Other Program Performance Data

Recommendation: *OMB should require all recipients – not just prime recipients – of Recovery Act funds to report on the number of jobs sustained or created by projects undertaken by that recipient. These estimates should also be made available to the public via the Internet.*

Employment data (and other required data as specified in Sec. 1512 of the Recovery Act) will be collected by federal agencies from prime recipients only. Prime recipients are responsible for "reporting on their use of funds as well as any sub-awards (i.e., sub-grants, subcontracts, etc.) they make." In cases in which a federal agency gives money to a state, the state would be required to report employment data on each project that the state has undertaken with those Recovery Act funds. Aggregation of employment data by prime recipient will hinder transparency and accountability obscuring the performance of individual organizations that receive Recovery Act funds.

Recommendation: *OMB should require that recipients report, along with number of full-time equivalents (FTEs), number of hours employed for a project.*

The guidance states that recipients are to report a brief description and an estimate of the jobs created or retained. Job creation and retention figures are to be based on aggregate hours worked converted into a figure for full-time-equivalent (FTE) positions. Yet it leaves it up to each recipient to determine how many hours equal a FTE, which will lead to substantial inconsistencies. It would be advisable to require recipients to report the aggregate hours figure as well as the FTEs, so that analysts can make valid comparisons.

Recommendation: *OMB should require that recipients report not just FTEs used for a given project, but information on the quality of jobs created or retained.*

It is encouraging that the procedures for employment reporting include the collection of data on the types of jobs created ("job titles or broader labor categories"), but it is disappointing that the guidance does not also provide for gathering information on the *quality* of those jobs, especially wage levels and availability of health coverage. Without such information, it will not be possible to safeguard against the use of Recovery Act funds to create substandard jobs. And, to protect sensitive information, recipients should publicly report only aggregate and average data to measure personal information such as wages and demographics.

Recommendation: *OMB should work with agencies to ensure that sufficient and relevant performance data are collected. CAR will offer its recommendations for performance measurement criteria in the near future. However, OMB should set a short timeframe within which agencies and OMB agree upon which performance criteria will be established.*

The guidance, in Sec. 2.8, enumerates a dozen elements that must be included in program-specific plans. One of these elements is "expected quantifiable outcomes consistent with the intent and requirements of the legislation." The guidance also notes that the terms in conditions that are to accompany Recovery Act grant awards leaves "significant discretion to Federal agencies" on how and what performance data awardees must report as part of their quarterly recipient reports.

By leaving these data collection requirements to the federal agencies, it is not certain that all federal agencies will obtain data necessary to measure the impact of Recovery Act projects. While flexibility and discretion with respect to measuring each agency's programs is desirable, OMB should engage immediately federal agencies to quickly devise their Recovery Act performance data requirements to ensure that sufficient, relevant, and comparable data are collected from the beginning. The public should also be consulted on the performance data to be collected.

OMB should also be clear that the requirements for performance data collection will follow Recovery Act funds so that any level of sub-awardee must collect the performance data specified by the agency for the project.

State-Level Reporting

If OMB adopts CAR's recommendations for who would be required to report on Recovery Act funds use, the OMB guidance in Sec. 2.17 would be irrelevant, and our recommendations below could subsequently be ignored.

Recommendation: *OMB should require that recipients of Recovery Act funds through state agencies, including state-level contractors, report on the acquisition and use of those funds to a federal central reporting system, rather than allowing states to transmit data to the federal agencies.*

In Sec. 2.17, the guidance states that Federal agencies "should provide States the flexibility to determine the optimal approach for collecting and transmitting" recipient reporting data. A state would be allowed to either "create a central point of contact responsible for transmitting"

recipient reports required of awardees of Recovery Act funds awarded by the state. "Alternatively, a State may prefer to have individual State agencies or recipients separately report to the Federal government rather than relying on a single point of contact to consolidate the information centrally for transmission."

This flexibility in State-level reporting unfortunately creates the opportunity for a loss in data fidelity. A state that opts to gather Recovery Act reports from its agencies into a single collection point could allow Governors to refine the reports to reflect a "better" assessment of the use of Recovery Act funds. A system in which every entity that receives Recovery Act funds report directly to a federal central reporting system would greatly reduce the opportunity for data alteration.

RFPs, Contracts, Bids, and Waivers

Recommendation: *OMB should require that all Recovery Act RFPs, contracts (with redactions, if needed), including those granted by States and local authorities, and bids on those contracts be posted online. And, if permissible by law, the threshold for contract information posting should be lowered to $200,000.*

Recommendation: *Because Recovery Act funds are federal, RFPs issued at the State and local level should be made available on Grants.gov and FedBizOpps.gov (as federal grant and contract RFPs are available) to extend the potential pool of contract bidders and grant applicants to as many groups as possible.*

The OMB guidance issued on Feb. 18 (m-09-10) required agencies to post to the agency website and to Recovery.gov summaries of contracts or orders (or modifications to an existing contract or order) over $500,000 or of any contract was not fixed-priced and competitively awarded. The April 3 interim guidance makes no mention of how this is to be accomplished. We also strongly urge OMB to modify the Feb. 18 guidance to include the full contract language, not just summaries, along with proposal requests, bids. In addition, the RFP should also be disclosed. Without access to RFPs, bids, and all of the language of attendant awarded contracts, it will be difficult for outside stakeholders to assess the performance of any contractor using Recovery Act funds. If there is a justifiable need for portions of the contract to not be disclosed, then redaction of that section is preferable to withholding the entire contract.

OMB should require that all bids be made available online, but if this presents a confidentiality problem, CAR would be satisfied if OMB adopted the guidelines surrounding disclosures of bids as articulated in the Strengthening Transparency and Accountability in Federal Spending Act of 2008 (S. 3077) as introduced in the 110th Congress by Sen. Barack Obama.

Because billions of dollars of federal Recovery Act funds will be awarded through state and local governments, notice of those contracts should be advertised as widely as possible to ensure that many potential bidders are aware of such projects. OMB should require that state and local governments report to the federal government as quickly as possible any Recovery Act project RFPs they may be offering. Additionally, OMB should specify how those RFPs and contracts or grant awards be transmitted to the federal government. CAR recommends employing the under-

development central reporting system to allow these local authorities to report their RFPs and contracts.

Recommendation: *OMB should post any waivers on requirements of awards or contracts online.*

The Recovery Act places certain restrictions on the use of Recovery Act funds, but it also allows federal agencies to grant waivers to such restrictions under some circumstances. For example, the Buy American provision, Sec. 1605, of the act requires that certain materials and manufactured goods employed in Recovery Act projects be made in America. The title also allows exceptions to this requirement for certain reasons, but the agency head granting the waiver "shall publish in the Federal Register a detailed written justification as to why the provision is being waived." OMB should require that requests for Buy American waivers and any other waivers to Recovery Act spending be posted online along with the contract for which the waiver was sought. To make requested waivers accessible for public comment, notification of waiver requests are currently posted at the Federal Register. This same information needs to be made accessible to the public through Recovery.gov, and be able to be sorted and filtered by certain characteristics (state, date of waiver request, etc.). Interested parties should be also able to register for immediate email alerts for when a waiver is requested.

Most importantly, implementation language of transparency in the Recovery Act should be reconsidered so that penalties are in place when a requested waiver is not made accessible for public review and comment. Currently there are no such penalties for any entity that chooses to not make waiver requests available to the public.

Recommendation: *OMB should post contracts and loan or grant awards, including those made my states and local authorities, online in a searchable, sortable, and machine-readable format. Contracts and loan or grant awards should also be indexed for ease of browsing.*

Although the Feb. 18 OMB guidance specified that summaries of contracts be posted online, it did not specify how those contracts should be posted. In addition to adopting CAR's recommendation that full contract (and grant and loan agreements) be posted on line, those contracts should be searchable, sortable, and easily transmitted from Recovery.gov to other computer systems. Without the ability of simple and advanced search by various unique identifiers, key terms, categories, geographic reference and even full text, users will not be able to locate contracts that may be of interest to them. By not allowing users to filter, sort, and download contracts by various criteria (like place of performance, dollar value, name of contract winner, etc.), transparency of contracts will be sustainably hindered.

Weekly Financial and Activity Reports

Recommendation: *OMB should require that agencies include additional data in their Weekly Financial and Activity Reports, including indicating how much each state is receiving and how much is for direct grants, contracts, loans, or other financial assistance; and whether the funding is discretionary or mandatory.*

Appendix 1 of the April 3 interim guidance indicates the data fields specified for the Weekly Financial and Activity Reports from the federal agencies in the Feb. 18 guidance would be revised by April 7. However, those revised specifications are currently available on the MAX website, which is accessible only by personnel within the federal government. If OMB's revision does not require agencies to report the following on their Weekly Financial and Activity Reports, CAR recommends that OMB should require agencies to report for each program:

- How much each state is receiving in Recovery Act funds
- How much is for Direct grants, contracts, loans, or other financial assistance
- Whether the funding is discretionary or mandatory

Data Feeds

Data feeds are to the Web what wire services are to newspapers: continuous streams of (structured) information feeding into the same destination. Data feeds using standardized formats can be combined, aggregated, filtered, compared and republished immediately and automatically. Data feed are publicly visible when persistently published on web sites according to conventions making them easy to find and reliable to repeated access.

Although CAR believes that recipient reports (Sec. 1512 reports) should be available in a data feed format (such as Atom), our comments here are limited to data feeds of data supplied by the federal government.

Recommendation: *OMB should require that federal agencies, including CCR, FederalReporting.gov, and Recovery.gov, providing Recovery Act funding information make available feeds to the public for their data.*

While the OMB interim guidance stipulates that federal agencies provide their data in a feed format (OMB prefers Atom), it remains silent on whether other Recovery Act-related websites should provide similar feeds. Without these feeds, a significant portion of Recovery Act spending will remain largely obscured. OMB guidance should specify the conventions and formats for publishing aggregated data feeds on federal web sites recognized as the primary portals for public access to the aggregated Sec. 1512 reporting requirements.

Recommendation: *OMB should be more specific about the content, structure, and location of federal agency data feeds. OMB should require that federal agencies, including CCR, FederalReporting.gov, and Recovery.gov, publish a "data catalog" of the structured data and data feeds collected and available from their web sites.*

In order to make feeds work as a decentralized and effective tool for transparency, OMB must be much more forceful in requiring their implementation. OMB needs to issue more specific technical guidance to agencies, especially addressing issues outlined below. A recent report by University of California, Berkeley researchers offer detailed guidance[1]. This report is available open access and carries a Creative Commons copyright license so that it can be freely reused and adapted by OMB. Its recommendations include the following:

[1] Erik Wilde, Eric C. Kansa, and Raymond Yee, "Proposed Guideline Clarifications for American Recovery and Reinvestment Act of 2009" (March 16, 2009). *School of Information.* Paper 2009-029 at http://repositories.cdlib.org/ischool/2009-029

- Feeds should be easy to find. A transparency measure is not effective if it is hidden or remains obscure. Directories of feeds and guidelines for where to publish feeds should be developed.
- Feeds need to conform to common, open standards (valid Atom).
- Feeds need to clearly indicate links to retrieve relevant, structured reporting data. This structured data should be in an open XML-format uniformly applied by each agency.
- Feeds need to archive data so that they not only deliver current information, but also make old entries and associated data easy to retrieve.

OMB's recommendation that agencies publish Recovery-related web pages using the location convention of "agencyname.gov/recovery" has made it easy for the public to find each agency's recovery information. A similar recommendation of publishing a single page, tabular index to the data feeds available on the web site will make it easy for the public to find and access the data feeds. This page could be located at "agencyname.gov/recovery/data" and should also link to descriptive meta-data about the feeds. The notion of a data catalog has been used by the city of Washington, DC to organize dozens of municipal data feeds.

Recommendation: *OMB should include the reference Recovery Act Architecture Package document as an appendix to the guidance.*

Both the Feb. 18 and April 3 Guidance documents refer to an additional document called Recovery Act Architecture Package whose purpose is "to support shared understanding of technical requirements and solution approaches across all stakeholders." This document should be included as an appendix to the OMB guidance or otherwise be made publicly available, as stakeholders in the outcomes of the Recovery Act include not just federal agencies but citizens as well.

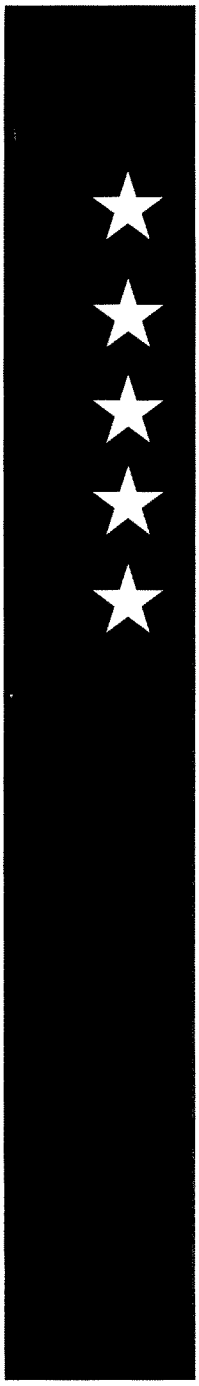
Compliance

Neither the OMB interim guidance nor the Recovery Act itself enumerate the consequences for federal agencies or Recovery Act funds recipients that do not comply with the requirements set forth by OMB or the act. To ensure that these parties adhere to the rules and guidelines of Recovery Act funds reporting, OMB should state what penalties or other enforceable consequences federal agencies or recipients will face should they fall out of compliance. Without an enforcement mechanism, the implementation of transparent and accountable expenditure process will be threatened.

Commonwealth of Pennsylvania
High Risk Programs Receiving Recovery Act Funds

The following table contains 15 programs rated "high risk", based on the risk assessment performed on the programs receiving Recovery Act by the PA Bureau of Audits.

Agency	Program
DPW – Dept. of Public Welfare	Medicaid – FMAP
DCED – Dept. of Community and Economic Development	Weatherization
DPW – Dept. of Public Welfare	Food Stamp Benefits
PennDOT – Pennsylvania Dept. of Transportation	Federal Highway – Highways/bridges
PENNVEST	Clean Water State Revolving Fund Program
DEP – Dept. of Environmental Protection	State Energy Program
PENNVEST	Drinking Water State Revolving Fund Program
DCED – Dept. of Community and Economic Development	Neighborhood Stabilization Program
DCED – Dept. of Community and Economic Development	Community Services Block Grant
DCED – Dept. of Community and Economic Development	Homeless Prevention & Rapid Re-housing Program
DCED – Dept. of Community and Economic Development	Community Development Block Grant
DPW – Dept. of Public Welfare	Foster Care/Adoption FMAP
PDE – Pennsylvania Dept. of Education	ESEA Title I Grants
PDE – Pennsylvania Dept. of Education	State Fiscal Stabilization Fund
DPW – Dept. of Public Welfare	Child Care and Development Block Grant



The Fiscal Survey of States

June 2009

National Governors Association
National Association of State Budget Officers

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Preface

The Fiscal Survey of States is published twice annually by the National Association of State Budget Officers (NASBO) and the National Governors Association (NGA). The series was started in 1979. The survey presents aggregate and individual data on the states' general fund receipts, expenditures, and balances. Although not the totality of state spending, these funds are used to finance most broad-based state services and are the most important elements in determining the fiscal health of the states. A separate survey that includes total state spending also is conducted annually.

The field survey on which this report is based was conducted by NASBO from February through May 2009. The surveys were completed by Governors' state budget officers in all 50 states.

Fiscal 2008 data represent actual figures, fiscal 2009 figures are estimated, and fiscal 2010 data reflect recommended budgets.

Forty-six states begin their fiscal years in July and end them in June. The exceptions are Alabama and Michigan, with October to September fiscal years; New York, with an April to March fiscal year; and Texas, with a September to August fiscal year. Additionally, 20 states operate on a biennial budget cycle.

NASBO staff member Ben Husch compiled the data and prepared the text for the report. Nelle Sandridge of State Services Organization provided typesetting services.

Executive Summary

The 50 states are facing one of the worst fiscal periods in decades. Fiscal conditions deteriorated for nearly every state during fiscal year 2009, and weak fiscal conditions are expected to continue in fiscal 2010 and possibly into fiscal years 2011 and 2012. While general fund expenditures and revenue collections increased for many states in fiscal 2008, the economic recession, which began in December 2007, significantly changed the fiscal outlook, resulting in almost half the states experiencing negative budget growth in fiscal 2009, and nearly three quarters of states recommending fiscal 2010 budgets with negative growth. As the severe national recession continued, tax revenues from sales, personal income, and corporate income taxes continued to come in lower than expected during fiscal 2009. Substantial job losses and significant reductions in corporate profits resulted in declines in capital gains and other investment income, an important source of revenue for states. State fiscal conditions historically lag behind any national economic recovery, which indicates that state fiscal conditions will remain weak in fiscal 2010 and likely into fiscal years 2011 and 2012.

Fiscal 2009 general fund expenditures are currently estimated to decline 2.2 percent compared to fiscal 2008 levels. Likewise, governors' recommended budgets for fiscal 2010 show a 2.5 percent decrease in general fund expenditures. These decreases in general fund expenditures would be the largest declines in the history of the Fiscal Survey, as well as the first time in which state general fund expenditures declined in consecutive years. Prior to 2009, actual state general fund spending had only declined in 1983.

The weakening of state fiscal conditions is also reflected in the fact that states currently estimate that they will have faced $230 billion in reported budget gaps between fiscal 2009 and fiscal 2011. Of this $230 billion, states have already closed $46.2 billion in budget gaps during fiscal 2009. As such, over three quarters of the states have already cut their enacted fiscal 2009 budgets by $31.6 billion.

Expenditure pressures continue as demand for additional funding of programs such as Medicaid increase during tough economic periods and states deal with looming long-term issues such as funding pensions, demographic shifts, and maintenance and repair of infrastructure. Unfortunately, when revenue growth declines as a result of a weakened economy, spending pressures for social programs and health care increase.

While the *American Recovery and Reinvestment Act of 2009* has helped states avoid draconian levels of cuts, it will not end the need for states to cut spending as exhibited by the 2.5 percent decline in governors' recommended budgets for fiscal 2010.

This edition of *The Fiscal Survey of States* reflects actual fiscal 2008, estimated fiscal 2009, and recommended fiscal 2010 figures. The data were collected during spring 2009.

State Spending

Findings of this edition of the *Fiscal Survey of States* include the following:

- So far, 42 states were forced to reduce enacted budgets in fiscal 2009 by $31.6 billion. This is in stark contrast to the thirteen states that had to reduce their enacted budgets in fiscal 2008 and the three states that reduced their enacted budgets during 2007. During the last fiscal downturn, the peak years of reductions to

enacted budgets occurred in fiscal 2002 and fiscal 2003, when thirty-seven states were forced to make mid-year budget reductions totaling $14 billion and $12 billion, respectively. These years of peak cuts occurred after the national economic downturn ended in 2001.

- Thirty-five states assume negative budget growth for fiscal 2010 governors' recommended general fund budgets, while 30 states are estimating negative growth budgets for fiscal 2009.

- Medicaid spending from state funds is estimated to decline by 1.7 percent in governors' recommended budgets for fiscal 2010, although federal funds are expected to increase 5.5 percent. Similarly, Medicaid spending from state funds is estimated to decline by 0.5 percent in fiscal 2009, while federal funds are estimated to increase by 11.1 percent.

- Three states are recommending an increase to their fiscal 2010 cash assistance levels under the Temporary Assistance for Needy Families (TANF) program, while three states are recommending a decrease.

State Revenue Actions

Recommended net tax and fee changes would result in $23.9 billion in additional revenue based on governors' recommended fiscal 2010 budgets. For fiscal 2010, 29 states recommend net increases while five states recommend net decreases. This amount well exceeds fiscal 2009, when states recommended $726 million tax and fee increases, as sixteen states recommended net decreases while eleven state recommended net increases.

Other findings include:

- The number of states experiencing revenue shortfalls increased in fiscal 2009. Revenues from all sources which include sales, personal income, corporate income and all other taxes and fees exceed expectations in two states, are on target in ten states, and are below expectations in thirty-eight states. This is in contrast to fiscal 2008 when twenty-five states reported that revenue collections exceeded estimates.

- Fiscal 2009 estimated tax collections of sales, personal income, and corporate income are 6.1 percent lower than actual fiscal 2008 collections. This average contains a range of performance with considerable weakening of personal income tax and corporate income tax collections, while sales tax collections declined by the least of the three major sources. Specifically, sales tax collections are 3.2 percent lower and personal income tax collections are 6.6 percent lower. Corporate income tax collections are 15.2 percent lower for current fiscal 2009 estimates relative to actual fiscal 2008 collections. Within state budgets, about 40 percent of general fund revenue is from the personal income tax, 33 percent is from the sales tax, and eight percent is from the corporate tax, with the rest from various other sources.

- States are projecting a growth of 1.7 percent in tax collections for fiscal 2010 recommended budgets relative to fiscal 2009 current year estimates. Compared to fiscal 2009 collections, recommended fiscal 2010 budgets reflect a 3.0 percent increase in sales tax revenue, 1.3 percent increase in personal income tax revenue, and a 1.7 percent decrease in corporate income tax revenue. However, many states have since reported that April tax collections were well below estimates.

Year-End Balances

Total balances—ending balances and the amounts in budget stabilization "rainy day" funds—are a crucial tool that states heavily rely on during fiscal downturns and budget shortfalls. Balance levels are one of the indicators of overall state fiscal health.

- After reaching a peak in fiscal 2006 at $69 billion or 11.5 percent of expenditures, balances declined in fiscal 2008 to 9.1 percent of expenditures. However, balance levels have fallen significantly during fiscal 2009, as balance level estimates now represent 5.5 percent of expenditures. Balance levels are projected to decrease to 5.3 percent of expenditures based on governors' recommended fiscal 2010 budgets. While balance levels have fallen from their 2006 highs, they are expected to nearly match their historical average of 5.8 percent of expenditures. Because states recognize that an economic downturn may last for more than one year they are reluctant to deplete balances. This is in part due to concerns that the poor fiscal situation may continue through fiscal 2011.

State Expenditure Developments

CHAPTER ONE

Overview

State finances have continued to worsen throughout 2009. Nearly every state faced tightening fiscal conditions compared to fiscal 2008, when such fiscal difficulties were seen in about half the states. In fiscal 2009, forty-two states reduced enacted budgets by $31.6 billion. In comparison, three states cut enacted budgets in fiscal 2007 and 13 states imposed cuts to enacted budgets during fiscal 2008. The number of states reducing enacted budgets in fiscal 2009 already exceeds the thirty-seven states in both fiscal 2002 and fiscal 2003 that were forced to make mid-year budget cuts at the depth of the previous state fiscal crisis totaling nearly $14 billion and $12 billion, respectively. The continued downward trend during 2009 resulted predominantly from a significant slowdown in revenue collections. However, based on previous downturns, the impact on state budgets may lag the downturn in the economy as states may take up to several years after a recession is over to recover.

Due to the decline in revenues, 41 states have already reported budget gaps during fiscal 2009. Additionally, 37 states have already reported that they will face budget gaps for fiscal 2010, while 24 states are currently forecasting budget gaps for fiscal 2011.

As a result of declining state fiscal conditions, states have been considerably more active in addressing budget gaps in fiscal 2009. More than half the states relied on targeted cuts, while more than forty percent of states enacted across-the-board cuts, and used rainy day funds to reduce or eliminate these gaps. Other common strategies include furloughs, layoffs, and reduction in local aid. (see Table 1 and Appendix Table A-5).

State Spending from All Sources

This report captures only state general fund spending. General fund spending represents the primary component of discretionary expenditures of revenue derived from general sources which has not been earmarked for specific items. According to the most recent edition of NASBO's *State Expenditure Report*, estimated fiscal 2008 spending from all sources (general funds, federal funds, other state funds and bonds) is approximately $1.56 trillion with the general fund representing 44.3 percent of the total. The components of total state spending for estimated fiscal 2008 are: Elementary and secondary education, 20.9 percent; Medicaid, 20.7 percent; higher education, 10.3 percent; transportation, 8.1 percent; corrections, 3.4 percent; public assistance, 1.6 percent; and all other expenditures, 35.1 percent.

For estimated fiscal 2008, components of state spending within the general fund are elementary and secondary education, 34.5 percent; Medicaid, 16.9 percent; higher education, 11.5 percent; corrections, 6.9 percent; transportation, 1 percent; public assistance, 1.8 percent; and all other expenditures, 27.6 percent.

TABLE 1

Budget Cuts Made After the Fiscal 2009 Budget Passed

State	*Size of Cuts ($ in Millions)*	*Exempted Programs or Expenditures*
Alabama	$ 570.0	Debt Service
Alaska	17.6	Public Safety, Military & Veterans Affairs, and University of Alaska
Arizona	540.0	Portions of Education, Medicaid/Health and Parts are voter protected; however, administration cuts were assesses in all areas.
Arkansas	64.9	Education and Selected Agencies
California	9,848.6-10,399.2	
Colorado*	346.7	
Connecticut	343.3	Municipal Aid
Delaware	197.4	Debt Service, Public/Higher Ed
Florida	887.4	
Georgia	2,262.2	
Hawaii	49.9	Debt service, employees' retirement system and health insurance, children and adult mental health, emergency medical services
Idaho	229.3	
Illinois	500.0	K-12 Education
Iowa	119.9	Every program received some type of reduction
Indiana	767.4	K-12 Education, Public Safety, Medicaid, Child Protection, Transportation
Kansas	200.3	Debt service, health, human service caseloads
Kentucky	147.0	K-12 formula funding, Medicaid, student financial aid, corrections, mental health
Louisiana	341.0	
Maine	74.6	
Maryland	470.9	Mandated K-12 expenditures and debt service
Massachusetts	946.0	Debt Service
Michigan	438.4	Higher education funding and scholarships, Medicaid eligibility, childrens' services, staff needed to process unemployment benefits and public assistance claims, and veterans' homes
Minnesota	426.3	
Mississippi	199.9	K-12 Chickasaw Interest, IHL Ayers settlement, Medicaid services, Family & Children Services, Youth Services, Billy A Rehab Services, Homestead Exemption assistance, and Debt Service.
Missouri	261.2	Medicaid and Education
New Hampshire	81.9	Direct Care, Education Adequacy
New Jersey*	1,760.0	
Nevada	136.0	
New Mexico	282.1	Public health and safety
New York	1,700.0	
North Carolina	1,211.0	Debt service
Ohio	1,165.8	K-12; Higher Ed Institution Subsidy; Corrections
Oregon	764.0	Non-general fund
Pennsylvania	521.0	The Governor does not have the authority to reduce appropriations to the Attorney General, Auditor General and Treasurer (which are independently elected); the legislature and judiciary.
Rhode Island*	212.0	
South Carolina*	1,106.5	Higher Education Scholarships and Tuition Grants; Southern Regional Education Board Professional Scholarship Programs and Fees; Debt Service; Aid to Fire Districts; First Responder Interoperability; National Guard Pension Fund; Compensation of County Registration Board Members & County Election Commissioners
South Dakota	71.6	
Utah*	36.0	
Vermont	27.3	Juvenile rehabilitation center, state police, state veterans' home, correctional officers, state hospital
Virginia	480.3	K-12 Standards of Quality exempt in FY 2009
Washington*	580.1	K-12 basic education, debt service payments, and pension payments are always exempt
Wisconsin*	635.0	
Total	**$ 31,571.4**	

NOTE: *See Notes to Table 1.
SOURCE: National Association of State Budget Officers.

TABLE 1-A

2009 Program Area Cuts

Region/State	*K-12 Education*	*Higher Education*	*Public Assistance*	*Medicaid*	*Corrections*	*Transportation*	*Personnel*	*Other*
NEW ENGLAND								
Connecticut	x	x	x	x			x	
Maine	x	x						
Massachusetts	x	x	x	x	x	x	x	
New Hampshire								
Rhode Island	x	x		x			x	
Vermont			x	x	x			
MID-ATLANTIC								
Delaware					x		x	x
Maryland*	x	x	x	x	x		x	x
New Jersey	x	x	x	x	x	x	x	
New York		x		x				
Pennsylvania	x	x			x	x	x	x
GREAT LAKES								
Illinois								
Indiana		x						x
Michigan	X		x	x	x	x	x	x
Ohio				x			x	x
Wisconsin*	x			x				x
PLAINS								
Iowa	x	x	x	x	x		x	x
Kansas		x			x			
Minnesota		x	x	x				x
Missouri							x	x
Nebraska								
North Dakota								
South Dakota	x	x			x			
SOUTHEAST								
Alabama	x	x						
Arkansas		x	x		x			
Florida								
Georgia	x	x	x	x	x	x	x	x
Kentucky	x	x	x					x
Louisiana	x	x	x	x	x	x	x	x
Mississippi	x	x		x	x	x		x
North Carolina	x	x	x	x	x	x	x	
South Carolina*	x	x	x	x	x	x	x	x
Tennessee								
Virginia*		x	x	x	x	x	x	x
West Virginia								
SOUTHWEST								
Arizona	x	x	x		x	x	x	x
New Mexico	x	x	x	x	x		x	
Oklahoma								
Texas								
ROCKY MOUNTAIN								
Colorado*	x	x		x	x		x	x
Idaho	x	x	x	x	x		x	
Montana								
Utah		x	x	x	x	x	x	x
Wyoming								
FAR WEST								
Alaska								x
California	x	x	x			x	x	x
Hawaii	x	x		x	x		x	x
Nevada								
Oregon	x	x	x	x	x	x	x	x
Washington	x	x	x	x	x	x	x	x
Total	**26**	**31**	**22**	**25**	**25**	**15**	**25**	**24**

NOTE: *See Notes to Table 1-A.

SOURCE: National Association of State Budget Officers.

TABLE 1-B

Proposed 2010 Program Area Cuts

Region/State	*K-12 Education*	*Higher Education*	*Public Assistance*	*Medicaid*	*Corrections*	*Transportation*	*Personnel*	*Other*
NEW ENGLAND								
Connecticut	x	x	x	x	x		x	x
Maine	x	x		x		x	x	
Massachusetts	x	x	x	x	x	x	x	
New Hampshire								
Rhode Island	x	x		x				
Vermont			x	x	x			
MID-ATLANTIC								
Delaware	x	x	x	x	x	x	x	x
Maryland	x	x	x	x	x		x	x
New Jersey*	x	x	x	x	x	x	x	
New York	x	x	x	x	x	x	x	
Pennsylvania	x	x					x	x
GREAT LAKES								
Illinois					x	x	x	x
Indiana*								
Michigan	x	x	x	x	x	x	x	x
Ohio								
Wisconsin*	x		x	x			x	x
PLAINS								
Iowa								
Kansas		x			x			
Minnesota	x	x	x	x		x		x
Missouri							x	x
Nebraska*				x			x	x
North Dakota								
South Dakota	x	x	x		x		x	x
SOUTHEAST								
Alabama								
Arkansas								
Florida								
Georgia	x	x	x	x	x	x	x	x
Kentucky								
Louisiana	x	x	x	x	x	x	x	x
Mississippi								
North Carolina	x	x	x	x	x	x	x	
South Carolina*	x	x	x	x	x	x	x	x
Tennessee								
Virginia	x	x	x	x	x	x	x	x
West Virginia	x	x	x	x	x	x	x	x
SOUTHWEST								
Arizona	x	x	x		x	x	x	x
New Mexico	x	x	x	x	x		x	x
Oklahoma*								
Texas								
ROCKY MOUNTAIN								
Colorado	x	x		x	x		x	x
Idaho	x	x	x	x	x	x	x	
Montana		x						
Utah	x	x	x	x	x	x	x	x
Wyoming								
FAR WEST								
Alaska								
California	x	x	x	x	x	x	x	x
Hawaii	x	x			x		x	x
Nevada								
Oregon*								
Washington	x	x	x	x	x	x	x	x
Total	**27**	**28**	**23**	**25**	**25**	**19**	**28**	**23**

NOTE: *See Notes to Table 1-B.

SOURCE: National Association of State Budget Officers.

NOTES TO TABLE 1	
Colorado	Reflects General Assembly GF (Only) Budget cuts as of May 5, 2009
New Jersey	Balance of FY 2009 solutions included use of $730 million in balances, $783 million in federal stimulus, and $100 million in revenue from Tax Amnesty.
Rhode Island	Reduction in general revenue expenditures, $178.3 million of which is estimated relief from the federal ARRA ($137.3 million from FMAP/Title IV-E enhancement and $41.0 million from the stabilization fund).
South Carolina	Cuts through March 18, 2009
Utah	Agency cuts were $36.0 million, with ($2.0 million) backfill to agency cuts.
Washington	Additional cuts are forthcoming prior to end of FY 2009.
Wisconsin	$597 million in Federal Fiscal Relief - Budget in Brief, Table 2. + $38 million in lapses, Act 2.

NOTES TO TABLE 1-A	
Colorado	Medicaid costs increased in FY 2009, netting out against the cuts, requiring $24.4 million in new General Fund (GF) compared to the original appropriation. Transportation funding occurs through a GF diversion-based formula, determined by total GF revenues relative to base (appropriations) spending. As such, transportation did not receive its formula-based funding; but it was not cut after receiving funding. Much of K-12 Education is governed by a constitutional provision (Amendment 23) which limits the flexibility in funding but it is not exempt in total so this box is not checked.
Maryland	Reduction amounts shown for Medicaid include reductions to the State Department of Health and Mental Hygiene, which includes Medicaid as well as other health related programs. Reduction amounts shown for Public Assistance include reductions to the State Department of Human Resources, which includes temporary cash assistance, foster care, energy assistance as well as other social service programs. Identified gaps and solutions are for the State's general fund only.
South Carolina	Reduced the Capital Reserve Fund (totaling $133.2 million) and local aid (totaling $20.1 million).
Virginia	In FY 2009: Administration, Finance, Commerce and Trade, Natural Resources, Agriculture, Technology. In FY 2010: Administration, Finance, Commerce and Trade, Natural Resources, Agriculture, Technology
Wisconsin	Cuts were based on federal fiscal relief, unspecified reductions, and agency-specific cuts, and an ATB 1 percent cut. They were backfilled with federal fiscal relief dollars.

NOTES TO TABLE 1-B	
Indiana	Most state agencies
Nebraska	The Governor's recommendations for FY 2010 assumed a 2.5 percent annual increase in employee salaries and wages and a 10 percent annual increase in the employer cost for employee health insurance. With just a few exceptions, the Governor's recommendations included budget adjustments to offset the cost of employee salary and health insurance increases in an effort to provide no or minimal net increase in appropriations. Agencies will address these budget adjustments in different ways. However, given the proportion that employee salary and benefit costs are of total agency budgets it is reasonable to assume there will be some position eliminations. The Governor's recommendations for FY 2010 included a reduction of $14.6 million in state General Fund appropriations for Medicaid and SCHIP. The base adjustment was the result of an analysis of the projected needs of the programs relative to the available baseline appropriation and was not a reduction in eligibility, services or provider reimbursements.The Governor's recommendations for FY 2010 included a reduction of $13.9 million in state General Fund appropriations for the state's Homestead Exemption program. This was the result of an analysis of the projected needs of the program relative to the baseline appropriation and was not a reduction in eligibility or level of exemption.
New Jersey	No cuts to cash assistance grants, but other cuts to Public Assistance were implemented. Most cuts to Medicaid services relate to federal stimulus, but there were other reductions that did not involve stimulus funds. Debt service was exempted from cuts, and there was no net reduction to children's services.
Oklahoma	Oklahoma doesn't have an FY-2010 budget in place at this time; so, we can't report which if any of the listed measures will be taken
Oregon	The Legislature has not yet decided how to balance the FY 2010 budget.
South Carolina	Reduce local aid; reduce several agency bases to the FY 2005-2006 funding levels; reduce agency travel
Wisconsin	Cuts were based on federal fiscal relief, unspecified reductions, and agency-specific cuts, and an ATB 1 percent cut. They were backfilled with federal fiscal relief dollars. Current estimates are from the LFB General Fund and Revenue Projections, January 29, 2009, Table 3 combined with adjustments from Act 2.

State General Fund Spending

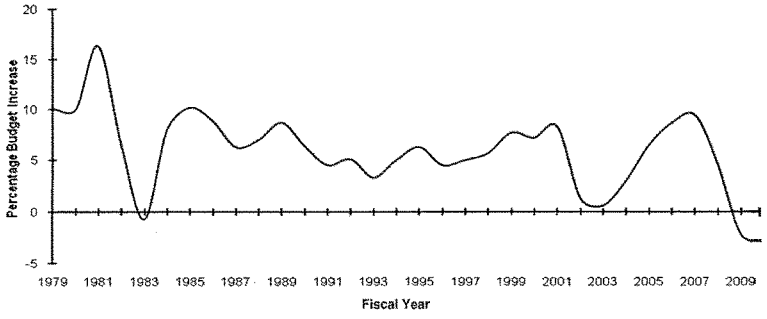
State general fund spending in governors' proposed fiscal 2010 budgets totals $652.9 billion, or 2.5 percent below fiscal 2009 estimated spending. This spending decrease of 2.5 percent would be the worst expenditure growth in the past thirty-two years. For fiscal 2009, estimated general fund spending decreased by 2.2 percent, the second worst decline in state spending in the past 32 years (see Table 2, Figure 1, and Appendix Table A-4).

Contributing to the significant slowdown in state general fund spending is the decline in tax revenue collections due to the ongoing national recession. The current recession, which started in December 2007, has been described as the longest and most severe recession since the Great Depression in the 1930s. GDP growth has declined significantly during the past two quarters, and current forecasts do not expect GDP to expand until the third quarter of 2009, at the earliest. Capital gains and investment income has significantly declined as a result of the financial crisis. Additionally, the unemployment rate could peak near 10 percent, from its current level of 8.9 percent. This lack of economic expansion along with significant job losses have resulted in decreasing sales, personal income, and corporate income tax collections during fiscal 2009.

In response, thirty-five states, in their fiscal 2010 recommended budgets, stated that general fund spending would be below the previous year. Additionally, eleven states recommended general fund expenditure growth between 0 and 4.9 percent, two states recommended expenditure growth between 5 and 9.9 percent, while two states recommended general fund expenditure growth greater than 10 percent. For fiscal 2009, 30 states are estimating general fund spending below the previous year, along with 12 states that are estimating general fund spending growth to be between 0 and 4.9 percent, seven states estimate that general fund expenditure growth will be between 5 and 9.9 percent, while one state is estimating that general fund spending will grow by 10 percent or more. In contrast, only one state reported negative expenditure growth for fiscal 2007 (see Table 3 and Appendix Table A-4).

FIGURE 1

Annual Percentage Budget Increases, Fiscal 1979 to Fiscal 2010



SOURCE: National Association of State Budget Officers.

TABLE 2

State Nominal and Real Annual Budget Increases, Fiscal 1979 to Fiscal 2010

	State General Fund	
	Nominal Increase	*Real Increase*
2010	-2.5%	–
2009*	-2.2	-4.6
2008*	4.5	-1.4
2007	9.4	4.9
2006	8.7	2.2
2005	6.5	0.9
2004	3.0	-0.6
2003	0.6	-3.1
2002	1.3	-0.8
2001	8.3	4.4
2000	7.2	3.1
1999	7.7	5.6
1998	5.7	4.1
1997	5.0	2.9
1996	4.5	2.2
1995	6.3	3.4
1994	5.0	2.6
1993	3.3	1.0
1992	5.1	2.9
1991	4.5	0.1
1990	6.4	2.6
1989	8.7	5.4
1988	7.0	3.5
1987	6.3	2.7
1986	8.9	5.6
1985	10.2	6.1
1984	8.0	3.7
1983	-0.7	-6.3
1982	6.4	-1.1
1981	16.3	5.1
1980	10.0	0.2
1979	10.1	1.5
1979-2010 average	**5.9%**	**1.9%**

NOTES: *The state and local government implicit price deflator, as cited by the Bureau of Economic Analysis in May 2009, is used for state expenditures in determining real changes. Fiscal 2009 figures are based on the change from fiscal 2008 actuals to estimated fiscal 2009. Fiscal 2010 figures are based on the change from estimated fiscal 2009 to recommended fiscal 2010.

SOURCE: National Association of State Budget Officers.

TABLE 3

Annual State General Fund Expenditure Increases, Fiscal 2009 and Fiscal 2010

	Number of States	
Spending Growth	*Fiscal 2009 (Estimated)*	*Fiscal 2010 (Recommended)*
Negative growth	30	35
0.0% to 4.9%	12	11
5.0% to 9.9%	7	2
10% or more	1	2

NOTE: Average spending growth for fiscal 2009 (estimated) is -2.2 percent; average spending growth for fiscal 2010 (recommended) is -2.5 percent.

SOURCE: National Association of State Budget Officers.

State Cash Assistance Increased Under the Temporary Assistance for Needy Families Program

The Temporary Assistance for Needy Families (TANF) program was reauthorized under the Deficit Reduction Act in February 2006. The TANF block grant is funded at $16.6 billion each year through 2010. *The American Recovery and Reinvestment Act of 2009* (ARRA) included an additional $5 billion for the TANF program for two years in the form of an emergency contingency fund.

The program includes specific definitions of work, work verification requirements, and penalties if states do not meet the requirements. As a result of these changes, most states have to significantly increase work participation rates. Under ARRA, however, the workload reduction credit is modified for two years as well as rules governing unspent TANF funds that are carried forth.

This report has information only on the changes in the cash assistance benefit levels within the program which represents approximately 35 percent of total program costs. For governors' recommended budgets for fiscal 2010, forty-four states would maintain the same cash assistance benefit levels that were in effect in fiscal 2009. Three states propose decreases in cash assistance benefit levels, ranging from 4 to 11 percent, while three states propose increases in cash assistance benefit levels ranging from 4.4 to 10.0 percent (see Table 4 and Notes to Table 4).

TABLE 4

Proposed Cost-of-Living Changes for Cash Assistance Benefit Levels under the Temporary Assistance For Needy Families Block Grant, Fiscal 2010

State	*Percent Change*
California	-4.0%
Florida	-6.0%
Hawaii	-11.0%
Michigan*	See Note
Montana	5.0%
Nebraska*	See Note
New York	10.0%
South Carolina	4.4%

SOURCE: National Association of State Budget Officers.

NOTES TO TABLE 4

Michigan	The FY 2010 Executive recommendation does not include an increase for TANF cash assistance benefit levels; however, the FY 2009 clothing allowance increase to $88 for all children from birth through age 18 is maintained in the FY 2010 Executive recommendation.
Nebraska	No increase in the maximum grant an individual may receive has been enacted for FY 2010. Effective July 1, 2009 Nebraska is increasing the maximum "standard of need" for TANF cash assistance from $681 to $710 per month (family of three). This increase is based on a 4.1 percent CPI increase in CY 2007 and 0.1 percent CPI increase in CY 2008.

Medicaid Spending, Cost Containment, and Governors' Proposals for Health Care Expansion

Medicaid

Medicaid is a means-tested entitlement program financed by the states and the federal government that provides comprehensive and long-term medical care for more than 59 million low-income individuals. Medicaid accounted for approximately 21 percent of total state spending in fiscal 2008 and is only slightly below elementary and secondary education as the largest component of total state spending.

The American Recovery and Reinvestment Act (ARRA). The enactment of the *American Recovery and Reinvestment Act of 2009* (ARRA) provides a temporary increase in the Federal Medicaid Assistance Percentage (FMAP) in order to enable states to maintain health care services during the recession. The estimated increase from the temporary increase in the FMAP is $87 billion over the 27 months which began October 2008 and ends December 2010. All states receive a temporary increase of 6.2 percent in their FMAP as well as additional amounts for those states facing the highest unemployment rates. Maintenance of effort requirements (MOE) in order to receive the federal funds include not having more restrictive eligibility and enrollment standards, methodologies and procedures in place than were in place July 1, 2008.

Please note that due to the release of governors' proposed budgets for fiscal 2010 and the enactment of ARRA during the same time frame, about one-third of the states were not able to incorporate either partial or total ARRA funds in the governors' budget request for fiscal 2010.

Medicaid Growth Rates. The enhanced federal match for Medicaid as part of ARRA allows states to continue health care coverage under Medicaid with federal funds as state funds have declined during fiscal 2009 and fiscal 2010. Total Medicaid spending increased by 4.8 percent in fiscal 2008 and is estimated to increase by 6.4 percent in fiscal 2009 with state funds decreasing by 0.5 percent and federal funds increasing by 11.1 percent. In governors' proposed budgets for fiscal 2010, Medicaid spending would increase by 3.1 percent with state funds decreasing by 1.7 percent and federal funds increasing by 5.5 percent. In both

fiscal 2009 and fiscal 2010, state funds decline in each year while federal funds increase to sustain the program due to ARRA funds (see Table 5).

Medicaid Enrollment. The economic downturn has resulted in an increase in Medicaid enrollment. Enrollment had been stable over the past several years and even decreased by 0.5 percent in fiscal 2007, according to the Kaiser Commission on Medicaid and the Uninsured. Now with unemployment rising, states are beginning to experience a significant increase in Medicaid enrollment.

Medicaid enrollment increased by 1.6 percent for fiscal 2008 and is estimated to increase by 3.7 percent in fiscal 2009. In governors' recommended budgets for fiscal 2010, Medicaid enrollment would rise by an additional 4.0 percent, as shown in Table 5-A. The downturn in the economy is expected to result in significant increases in Medicaid enrollment as it has in previous economic slowdowns. With unemployment forecasted to increase over the next year, Medicaid enrollment is anticipated to rise even further. Enrollment increased by 9.5 percent, for example, in fiscal 2002.

Medicaid Cost Containment. Even with the use of ARRA funds, governors' budgets include proposals to contain Medicaid costs as shown in Tables 6-A and 6-B. The most common strategies for fiscal 2009 include reducing provider payments, delaying expansions, limiting prescription drugs, restricting long-term care, and expanding managed care. Even a larger number of states are planning to contain Medicaid costs in proposed fiscal 2010 budgets as shown in Table 6-B. Proposals for fiscal 2010 include reducing and freezing provider rates, delaying expansions, limiting prescription drugs, and reducing benefits. Depending on the timing, not all governors' proposed budgets for fiscal 2010 included ARRA funds and therefore may have been adjusted during the legislative process to comply with maintenance of effort requirements. States that had proposed eligibility or enrollment restrictions would not be able to implement such policies and still receive ARRA funds.

Some states are also proposing to increase resources for Medicaid mostly from provider taxes or fees and some from tobacco taxes as shown in Tables 7-A and 7-B. For fiscal 2009, four states plan on raising provider taxes or fees while twelve states have plans to raise provider taxes or fees in governors' proposed budgets for fiscal 2010.

TABLE 5

Annual Percentage Medicaid Growth Rate

Region/State	Fiscal 2008 (Actual)			Fiscal 2009 (Estimated)			Fiscal 2010 (Recommended)		
	State Funds	Federal Funds	Total Funds	State Funds	Federal Funds	Total Funds	State Funds	Federal Funds	Total Funds
NEW ENGLAND									
Connecticut*	10.4%	*	10.4%	11.4%	*	11.4%	7.4%	*	7.4%
Maine	-16.7	3.9	-3.7	12.4	10.5	11.1	-10.6	10.1	3.4
Massachusetts*	5.4	5.4	5.4	4.4	4.4	4.4	6.4	6.4	6.4
New Hampshire	5.7	5.9	6.0	-2.8	13.2	6.8	-19.2	23.5	8.5
Rhode Island	17.3	11.3	14.0	-11.4	12.5	1.4	-6.8	5.9	0.7
Vermont	4.3	4.7	4.6	-13.9	28.6	11.2	3.5	12.1	9.3
MID-ATLANTIC									
Delaware	NA	NA	NA	-10.5	23.6	6.6	-2.4	7.3	3.3
Maryland	3.9	4.2	4.1	-4.8	27.3	11.4	-3.3	10.1	4.4
New Jersey	3.3	5.4	4.4	-16.2	17.7	1.4	-13.5	17.0	4.8
New York	-3.3	-2.6	-2.9	2.0	-0.4	0.6	3.8	-1.5	0.7
Pennsylvania	4.1	4.2	4.4	-4.7	17.7	7.5	-7.5	9.0	2.8
GREAT LAKES									
Illinois	11.5	8.7	10.2	-9.2	20.7	4.8	-5.2	3.2	-0.6
Indiana	10.6	2.4	5.4	5.1	16.7	12.2	2.2	9.5	6.9
Michigan	2.5	9.1	6.3	-2.8	11.3	5.5	-5.8	14.1	13.5
Ohio	-6.6	2.6	-1.3	-2.5	20.9	11.7	-26.6	-2.4	-10.8
Wisconsin	1.0	3.4	2.4	3.5	7.8	6.1	-11.0	3.6	-6.5
PLAINS									
Iowa	11.7	9.2	9.9	9.7	11.9	11.1	-2.5	1.3	-0.1
Kansas	6.4	6.9	8.4	6.7	3.1	3.1	-0.1	0.1	1.0
Minnesota	7.6	6.3	6.5	-3.8	26.9	11.4	2.0	21.3	12.4
Missouri	10.0	-0.6	4.1	3.4	8.7	6.2	4.3	10.2	7.5
Nebraska	3.1	0.0	1.2	3.8	7.9	6.3	2.5	4.6	3.8
North Dakota	15.5	9.2	11.4	-2.5	-4.3	-3.7	24.3	23.7	23.9
South Dakota	19.1	4.6	9.6	-11.8	24.7	11.1	-3.0	6.4	3.6
SOUTHEAST									
Alabama	7.9	-6.7	-2.3	0.1	4.1	2.8	7.2	7.7	7.6
Arkansas	9.6	7.8	8.2	6.6	4.8	5.2	8.7	8.8	8.7
Florida	8.1	0.6	3.8	11.9	5.0	8.1	8.2	4.9	6.4
Georgia	-3.8	0.2	-1.3	-14.9	18.3	6.0	-4.2	13.7	8.4
Kentucky									
Louisiana	19.9	14.6	15.9	15.8	7.6	9.7	-24.3	1.2	-5.4
Mississippi	4.6	6.9	6.3	4.4	1.9	2.5	6.7	5.7	6.0
North Carolina									
South Carolina	22.6	-1.0	-1.4	-19.1	21.8	19.7	-0.4	-1.6	-3.5
Tennessee	24.8	4.9	8.5	2.0	-3.5	-1.7	-26.2	20.3	3.5
Virginia	6.8	5.3	6.0	2.4	3.2	2.8	7.8	8.2	8.0
West Virginia	3.0	6.0	5.0	-14.0	18.0	9.0	-3.0	6.0	4.0
SOUTHWEST									
Arizona	19.3	7.7	11.4	-16.8	27.9	12.5	6.5	17.4	14.6
New Mexico	14.6	12.6	13.2	11.2	10.0	10.3	0.3	1.8	1.3
Oklahoma	NA	NA	NA	NA	NA	NA	NA	NA	NA
Texas	9.8	6.9	8.0	6.9	2.3	4.1	2.5	0.3	1.3
ROCKY MOUNTAIN									
Colorado	5.3	7.1	6.2	9.7	9.0	9.3	9.7	10.1	9.9
Idaho	9.1	11.8	9.8	-13.5	18.7	9.0	-8.9	8.1	4.4
Montana	5.1	1.5	2.6	12.7	9.7	10.6	11.7	9.2	9.8
Utah	4.8	7.2	6.4	-11.5	7.2	0.9	-0.9	-1.4	-1.3
Wyoming	16.6	8.0	12.1	-6.6	15.2	4.5	-10.0	-10.0	-10.0
FAR WEST									
Alaska	14.0	-9.1	-1.1	21.0	19.9	20.3	-16.6	6.9	2.7
California	11.5	4.8	7.6	-2.6	16.9	8.4	3.2	1.1	1.9
Hawaii	5.7	2.0	3.6	-18.4	16.0	4.5	2.0	4.6	3.7
Nevada	4.9	-0.2	2.1	-21.1	5.8	-6.7	-12.2	15.4	4.5
Oregon	6.8	6.6	6.7	-8.6	18.2	7.7	-13.1	16.3	6.5
Washington	5.7	9.8	7.8	10.0	8.1	9.1	5.7	9.1	7.4
Average**	**6.47%**	**3.95%**	**4.77%**	**-0.52%**	**11.12%**	**6.36%**	**-1.71%**	**5.51%**	**3.13%**

NOTES: NA indicates data not available. *See Notes to Table 5. **Average percent changes are weighted averages.
SOURCE: National Association of State Budget Officers.

NOTES TO TABLE 5

Connecticut	Medicaid appropriation is "gross funded" – Federal funds are deposited directly to the State Treasury.
Massachusetts	In FY 2010 ANF backed out off-budget spending that was moved on budget.

TABLE 5-A

Percentage Change in Medicaid Enrollment

Region/State	*FY 2008 Actual*	*FY 2009 Estimated*	*FY 2010 Proposed*
NEW ENGLAND			
Connecticut*	5.7%	5.2%	4.4%
Maine	-1.8	1.6	
Massachusetts	4.0	3.0	5.1
New Hampshire	0.5	7.7	8.5
Rhode Island	-2.1	-2.4	1.7
Vermont	3.7	5.3	6.9
MID-ATLANTIC			
Delaware	NA	5.6	6.0
Maryland	0.8	6.2	5.8
New Jersey	1.4	3.4	4.4
New York	-1.3	2.5	4.8
Pennsylvania	1.3	2.8	3.2
GREAT LAKES			
Illinois	5.8	1.4	2.7
Indiana	3.4	9.2	6.7
Michigan	1.1	1.1	8.0
Ohio	1.4	5.5	6.1
Wisconsin	4.9	8.2	3.7
PLAINS			
Iowa	3.1	7.0	2.6
Kansas	2.9	3.0	3.3
Minnesota	3.3	5.8	8.8
Missouri	0.5	0.4	0.4
Nebraska	0.5	1.8	1.7
North Dakota	2.8	3.4	4.8
South Dakota	1.9	1.3	1.3
SOUTHEAST			
Alabama	-1.0	5.0	1.0
Arkansas	3.7	4.8	6.0
Florida	2.0	11.0	9.0
Georgia	-1.4	8.4	10.2
Kentucky	NA	NA	NA
Louisiana	7.4	5.3	8.6
Mississippi	3.0	5.0	10.0
North Carolina	NA	NA	NA
South Carolina	-1.4	2.0	1.0
Tennessee	0.2	0.5	3.0
Virginia	2.0	5.1	4.6
West Virginia	0.6	0.2	0.2
SOUTHWEST			
Arizona	5.4	10.9	12.4
New Mexico	5.4	8.6	1.4
Oklahoma	NA	NA	NA
Texas	1.7	2.2	3.8
ROCKY MOUNTAIN			
Colorado*	-0.1	10.4	8.4
Idaho	0.0	3.3	3.8
Montana	2.0	1.8	8.3
Utah	2.7	11.2	3.5
Wyoming	-1.2	1.0	1.0
FAR WEST			
Alaska	-3.2	2.1	1.3
California	1.4	2.2	-1.8
Hawaii	5.0	9.0	4.0
Nevada	6.7	8.0	9.6
Oregon	NA	9.2	10.5
Washington	2.3	5.0	4.0
Average**	**1.6%**	**3.7%**	**4.0%**

NOTES: NA indicates data not available. *See Note to Table 5-A. ** Average percent changes are weighted averages.
SOURCE: National Association of State Budget Officers.

NOTE TO TABLE 5-A

Colorado "Medicaid Spending" is all Title XIX funding including the administrative costs (Executive Director's Office), Medical Services Premiums (the actual cost of providing medical services to clients), Medicaid Mental Health services, and Medicaid services provided by the Department of Human Services.

TABLE 6-A
Fiscal 2009 Budgetary Actions Aimed at Containing Medicaid Costs

Region/State	Reduce Provider Payments	Freeze Provider Payments	Reduce Benefits	Restrict Eligibility/ Enrollment	Delay Expansions	Limit Prescription Drugs	Institute New or Higher Copayments	Expand Managed Care	Restrict Long-Term Care	Other (Please describe)
NEW ENGLAND										
Massachusetts	x							x		
New Hampshire	x									
Rhode Island	x			x					x	
Vermont					x				x	
MID-ATLANTIC										
Delaware		x								
Maryland	x	x								
GREAT LAKES										
Illinois*	x	x						x		x
Indiana					x					
Michigan*	x	x	x			x		x		x
Ohio	x									
Wisconsin					x					
PLAINS										
Iowa*	x									x
Minnesota	x									
Missouri										
SOUTHEAST										
Alabama		x								
Arkansas*					x					x
Florida	x	x						x		
Georgia*		x								x
Kentucky										
Louisiana	x									x
North Carolina										
Virginia	x				x					
SOUTHWEST										
Arizona	x	x					x			
New Mexico								x		
Oklahoma										
ROCKY MOUNTAIN										
Colorado					x	x				
Idaho	x		x			x				
Utah	x		x			x				
FAR WEST										
Alaska						x				
California	x		x		x	x	x	x		
Nevada	x		x							
Washington	x		x		x	x				
Total	**18**	**8**	**6**	**1**	**8**	**7**	**2**	**6**	**2**	**6**

NOTES: *See Notes to Table 6-A.
SOURCE: National Association of State Budget Officers.

NOTES TO TABLE 6-A

Arkansas	Restructured Rehabilitation Services for Persons with Mental Illness (RSPMI) program
Georgia	Utilize the public assistance reporting and information system. Fee schedule update for durable medical equipment and physician injectable drugs.
Iowa	Across the board reductions
Illinois	Reduce provider payments through minor automated laboratories. Other changes include ongoing care management initiatives & preferred drug list initiative
Michigan	Administrative savings, fund shifts, and lapses.

TABLE 6-B

Fiscal 2010 Proposed Budgetary Actions Aimed at Containing Medicaid Costs

Region/State	Reduce Provider Payments	Freeze Provider Payments	Reduce Benefits	Restrict Eligibility/ Enrollment	Delay Expansions	Limit Prescription Drugs	Institute New or Higher Copayments	Expand Managed Care	Restrict Long-Term Care	Other (Please describe)
NEW ENGLAND										
Connecticut*		x	x	x	x	x	x			
Maine	x								x	x
Massachusetts	x									
New Hampshire	x	x								
Rhode Island	x			x				x	x	
Vermont	x	x	x		x	x			x	
MID-ATLANTIC										
Delaware		x								
Maryland		x			x	x				
New Jersey	x					x	x			
New York*	x					x				x
Pennsylvania		x								
GREAT LAKES										
Illinois*		x								x
Indiana*					x					x
Michigan*	x	x				x				x
Ohio*										x
Wisconsin*		x			x			x		x
PLAINS										
Iowa*										x
Kansas						x				
Minnesota	x	x	x	x	x				x	
Missouri*										x
SOUTHEAST										
Alabama		x				x				
Arkansas										
Florida	x									
Georgia*		x								x
Kentucky										
Louisiana	x					x				x
North Carolina										
Tennessee*	x				x		x			x
Virginia	x			x	x					
SOUTHWEST										
Arizona*										
Oklahoma										
ROCKY MOUNTAIN										
Colorado	x	x			x	x		x		
Idaho	x	x	x			x	x			
Utah	x		x			x		x		
Wyoming	x	x								
FAR WEST										
Alaska						x				
California	x		x		x	x	x	x		
Nevada	x		x							
Washington	x		x		x	x				
Total	**20**	**15**	**8**	**4**	**11**	**15**	**5**	**5**	**4**	**12**

NOTES: *See Notes to Table 6-B
SOURCE: National Association of State Budget Officers.

NOTES TO TABLE 6-B	
Arizona	FY 2010 Governor's budget not yet released
Connecticut	Restricted eligibility/enrollment applies to certain state-funded populations only
Georgia	Utilize the public assistance reporting and information system. Fee schedule update for durable medical equipment and physician injectable drugs.
Illinois	Other changes include ongoing care management initiatives & preferred drug list initiative
Indiana	Pharmacy Carve-Out
Iowa	Across the board reductions
Michigan	Administrative savings, fund shifts, and lapses
Missouri	Pharmacy consolidation to increase the state's ability to earn rebates
New York	Establishment of 0.7 percent provider assessment, reduction of administrative and marketing costs, cost rebasing, and maximization of federal participation
Ohio	Governor's Budget includes several cost-containment initiatives, including carve-out of the pharmacy benefit from Managed Care Plans (MCPs), moving to a retrospective payment system for MCPs, shifting to non-GRF funds through increased assessments, and moving nursing facilities to a pricing model instead of cost based.
Tennessee	Other administrative reductions
Wisconsin	The Department of Health Services will need to realize reductions in GPR through administratively implemented savings and efficiency measures. These measures are currently being formulated.

TABLE 7-A

Changes During Fiscal 2009 to Generate Additional Resources for Medicaid

Region/State	*Tobacco Tax*	*Provider Tax/Fee*	*Other*
NEW ENGLAND			
Massachusetts	x		
Rhode Island*			
Vermont*	x		
MID-ATLANTIC			
Maryland		x	
GREAT LAKES			
Illinois		x	
Ohio			
Michigan		x	
Wisconsin		x	
SOUTHEAST			
Arkansas			x
Kentucky			
North Carolina			
SOUTHWEST			
Oklahoma			
Total	**2**	**4**	**1**

NOTES: *See Notes to Table 7-A.
SOURCE: National Association of State Budget Officers.

NOTES TO TABLE 7-A	
Rhode Island	Under the Global Medicaid Waiver, Rhode Island will receive federal financial participation for Costs Not Otherwise Matchable (CNOM) programs $8.5 million in FY 2009
Vermont	Per Act 191 of 2006, tobacco tax was already scheduled to increase in FY 2009

TABLE 7-B

Proposed Changes for Fiscal 2010 to Generate Additional Resources for Medicaid

Region/State	*Tobacco Tax*	*Provider Tax/Fee*	*Other*
NEW ENGLAND			
Massachusetts		x	
Rhode Island*			
MID-ATLANTIC			
New York*	x		x
Pennsylvania		x	
GREAT LAKES			
Illinois		x	
Ohio*			X
Wisconsin		x	
PLAINS			
Missouri*		x	
SOUTHEAST			
Arkansas*	x	x	
Florida		x	
Kentucky			
Mississippi*	x	x	x
North Carolina			
Tennessee		x	
Virginia	x	x	
SOUTHWEST			
Arizona*			
Oklahoma			
ROCKY MOUNTAIN			
Colorado		x	
Idaho		x	
Montana*			x
Total	**4**	**12**	**4**

NOTES: *See Notes to Table 7-B.

SOURCE: National Association of State Budget Officers.

NOTES TO TABLE 7-B	
Arizona	FY 2010 Governor's budget not yet released
Arkansas	Added third party liability staff; RFP for Health Insurance Premium Program
Mississippi	Hospital Assessment
Missouri	Sunset extension of current provider taxes.
Montana	Insurance premium taxes
New York	Additional income from audit recoveries
Ohio	Increased assessments for ICF/MRs, nursing facilities, and hospitals.
Rhode Island	Under the Global Medicaid Waiver, Rhode Island will receive federal financial participation for Costs Not Otherwise Matchable (CNOM) programs $15.8 million in FY 2010

Governors' Proposals for Health Care Expansion

The deterioration of economic conditions has affected states' ability to move ahead with plans to increase coverage to the uninsured. About one-fifth of the states propose to expand coverage to the uninsured focusing mostly on children. Medicaid and CHIP funding are the most common sources of funds for these expansions.

Not surprisingly, the weakening fiscal conditions have led to declines in states with proposals to expand coverage relative to the past two years. Two years ago, more than two-thirds of governors' budgets had some proposal to expand health care coverage. By last year, about one-half of the states had proposals to cover the uninsured in governors' proposed budgets for fiscal 2009. In eighteen states, proposals to cover the uninsured were enacted, partially enacted, or partially implemented through administrative order in fiscal 2008.

The approximate number of additional people that would be covered under governors' proposals varies significantly across states and is highly dependent on the scope of the proposal, the population of the state, and the percentage of the state's population that is uninsured.

Total funding for the health care expansion proposals in governors' proposed fiscal 2010 budgets is shown in Table 9-B. The majority of states are assuming that Medicaid and CHIP would provide funding for expansions. Other funding sources assumed for health care expansions are provider taxes or fees, tobacco taxes, state general funds, and contributions from participants and employers.

About one-fifth of the states have plans to conduct outreach and streamline eligibility in Medicaid and CHIP in order to attain greater participation in these programs. This is to address concerns about those currently eligible but who have not enrolled in Medicaid and CHIP programs.

Not surprisingly, health care reform efforts at the national level will likely impact health care proposals and actions at the state level.

Children's Health Insurance Program Reauthorization Act (CHIPRA). The expansion and reauthorization of the Children's Health Insurance Program Reauthorization Act (CHIPRA) in 2009 allows additional resources for states to cover uninsured children. In governors' proposals for fiscal 2010 over half of the states proposed no changes in the program while nine states proposed expansions and nine states proposed restrictions as shown on Table 8-A. A few states are proposing to restrict CHIP in governors' proposed budgets for fiscal 2010, mostly from enrollment caps, as shown in Table 8-B.

According to recent estimates by CMS's Office of the Actuary, projections over the next ten years for national health expenditures are at an average annual rate of about 6.2 percent from fiscal 2008 through fiscal 2018. Medicaid is expected to increase above the rate of growth for overall national health expenditures due to increased numbers of aged and disabled individuals, who are relatively more costly to serve, comprising a greater share of program participants. With Medicaid comprising 21 percent of state budgets, these long-term growth rates will continue to strain state budgets even after economic conditions improve over the next several years.

TABLE 8-A

Proposed Changes for Children's Health Insurance Program for Fiscal 2010

Region/State	*Expansion*	*No Change*	*Restriction*
NEW ENGLAND			
Connecticut			x
Maine		x	
Massachusetts		x	
New Hampshire			x
Rhode Island	x		
Vermont		x	
MID-ATLANTIC			
Delaware		x	
Maryland		x	
New Jersey		x	
New York			x
Pennsylvania			x
GREAT LAKES			
Illinois		x	
Indiana*		x	
Michigan		x	
Ohio	x		
Wisconsin		x	
PLAINS			
Iowa		x	
Kansas		x	
Minnesota		x	
Missouri*	x		
Nebraska		x	
North Dakota	x		
South Dakota		x	
SOUTHEAST			
Alabama		x	
Arkansas	x		
Florida		x	
Georgia		x	
Kentucky	x		
Louisiana		x	
North Carolina			
South Carolina			x
Tennessee			x
Virginia		x	
West Virginia*			
SOUTHWEST			
Arizona*			
New Mexico	x		
Oklahoma			
Texas		x	
ROCKY MOUNTAIN			
Colorado		x	
Idaho*		x	
Montana	x		
Utah		x	
Wyoming			x
FAR WEST			
Alaska		x	
California		x	
Hawaii		x	
Nevada			x
Oregon*	x		
Washington			x
Total	**9**	**27**	**9**

NOTES: *See Notes to Table 8-A.
SOURCE: National Association of State Budget Officers.

TABLE 8-B

Proposed Eligibility Restrictions for Children's Health Insurance Program for Fiscal 2010

Region and State	*Eligibility Restrictions*	*Enrollment Cap*	*Premium Increase*
NEW ENGLAND			
Connecticut			x
New Hampshire			x
MID-ATLANTIC			
New York*			x
Pennsylvania	x		
SOUTHEAST			
Kentucky			
North Carolina			
South Carolina		x	
Tennessee		x	
SOUTHWEST			
Arizona*			
Oklahoma			
ROCKY MOUNTAIN			
Wyoming		x	
FAR WEST			
Nevada*		x	
Oregon*			
Washington	x		
Total	**2**	**4**	**3**

NOTES: *See Notes to Table 8-B.

SOURCE: National Association of State Budget Officers.

NOTES TO 8-A	
Arizona	FY 2010 Governor's budget not yet released
Idaho	State is exploring options under CHIPRA to improve its efforts to reach eligible but unenrolled children that are estimated to be about 25,000 children.
Indiana	Budget does not yet incorporate federally legislated changes
Missouri	It does not increase eligibility, it removes premiums for families with incomes below 22 percent Federal Poverty Limit (FPL) and implements a standard premium of $50 per month for families between 225 percent to 300 percent FPL.
Oregon	Healthy Kids Program
West Virginia	Due to the recent reauthorization of the CHIP Act at the federal level, the state program is reviewing options now available under the new legislation and will be finalizing proposed changes with the board in the coming months.

NOTES TO TABLE 8-B	
Arizona	FY 2010 Governor's budget not yet released
Nevada	Cap at 25,000
New York	Other measures including family contributions to CHIP are modified to bring New York rates more in line with those of other states. In addition, a cap on marketing costs has been placed on CHIP.
Oregon	Changes include reductions allow for the Plan Drug List (PDL) to be enforceable, adding MH Drugs to the enforceable PDL, reducing Cap Rate to Managed Care (MC) by 3 percent, delay Fee for Service (FFS) COLA, Reduce DRG from 80 percent to 72 percent, and eliminate provider services.

TABLE 9-A

Recommended Fiscal 2010 Budget Proposals to Reduce the Number of Uninsured State Residents

Region/State	*Total Number to be Covered*	*All Residents*	*Children*	*Parents*	*Young Adults*	*Childless Adults*	*Aged or Disabled*	*Low-Wage Workers*	*Small Business Employees*	*Immigrants*	*Other*
NEW ENGLAND											
Massachusetts	1% - 2%	x									
MID-ATLANTIC											
New Jersey*	32,730		x								
Pennsylvania	90,000			x	x	x		x	x		
GREAT LAKES											
Illinois*	Not Yet Known										x
Michigan*											
Wisconsin	33,200					x					
PLAINS											
Missouri*	62,409		x	x							
SOUTHEAST											
Arkansas	19,600		x	x							
Kentucky											
Louisiana	16,953		x								
North Carolina											
SOUTHWEST											
Arizona*											
Oklahoma											
ROCKY MTN.											
Montana	29,000		x								
FAR WEST											
California*											
Oregon*	16,217		x								

NOTES: *See Notes to Table 9-A.

SOURCE: National Association of State Budget Officers.

NOTES TO TABLE 9-A

Arizona	FY 2010 Governor's budget not yet released
California	The Governor and Legislature are working on proposals to reduce the number of uninsured; however, these proposals are not contained in the 2009-10 state budget.
Illinois	Expansion of Veterans Care
Michigan	Under the Governor's proposal, 500 uninsured and 1,500 underinsured individuals would be covered.
Missouri	27,609 children and 34,800 parents would be covered under the Governor's proposal. The Governor and Legislature are working on a plan to utilize hospital provider taxes and disproportionate share payments in lieu of the state's general revenue fund to provide coverage to parents. The General Assembly did not approve the Governor's proposed coverage expansion to the children's program.
New Jersey	The proposal eliminates premiums for low-income children who are at 151 percent to 200 percent of the federal poverty level.
Oregon	Monthly average for 2010

TABLE 9-B

Recommended Fiscal 2010 Revenue Sources to Fund the Proposal to Reduce the Number of Uninsured State Residents

Revenue Sources for Proposal (in millions)

	General Fund:			*Federal Funds:*			*Other Sources:*					
Region/State	*Medicaid*	*CHIP*	*Other*	*Medicaid*	*CHIP*	*Other*	*Tobacco Tax*	*Provider Tax*	*Contribution from Participants*	*Contribution from Employers*	*Other*	*Total*
NEW ENGLAND												
Massachusetts*	$3,904.0	$315.4	$491.8	$3,904.0	$169.8	$357.6	$0.1	$0.8	$0.1	$0.0	$0.0	$9,439.0
MID-ATLANTIC												
New Jersey		1.2			2.2							3.4
Pennsylvania				132.9					5.7		113.2	251.8
GREAT LAKES												
Illinois			Not yet known			Not yet known						Not yet known
Michigan*			6.6	11.4								18.0
Wisconsin				51.1				27.3				78.4
PLAINS												
Missouri	25.6	13.6		112.3	42.0			37.1			0.5	231.1
SOUTHEAST												
Arkansas	1.9	2.3		4.7	9.1	3.8	1.0					22.8
Kentucky												
Louisiana	3.5	1.8	0.1	7.9	6.5							19.8
North Carolina												
SOUTHWEST												
Oklahoma												
ROCKY MTN.												
Montana				15.0	18.0						15	48.0
FAR WEST												
Oregon		12.7			21.7							34.4

NOTES: *See Notes to Table 9-B.

SOURCE: National Association of State Budget Officers.

NOTES TO TABLE 9-B

Massachusetts	Other Federal funds includes administrative revenue and contributions from participants includes premiums for Commonwealth Care and CommonHealth at MassHealth. Total spending reflects total funds included in the Governor's FY 2010 proposal filed on January 28, 2009. Total spending does not reflect incremental costs above the previous year.
Michigan	Under the Governor's proposal, target population includes disabled children meeting SSI eligibility criteria between 200 percent and 300 percent of federal poverty level.

TABLE 9-C

Inclusion of Outreach and Eligibility Process Changes to Reduce Those Eligible but not Enrolled

Region/State	*Yes*	*No*
NEW ENGLAND		
Massachusetts		x
MID-ATLANTIC		
New Jersey		x
Pennsylvania	x	
GREAT LAKES		
Illinois*		
Michigan	x	
Wisconsin		x
PLAINS		
Missouri	x	
SOUTHEAST		
Arkansas	x	
Kentucky		
Louisiana	x	
North Carolina		
SOUTHWEST		
Oklahoma		
ROCKY MOUNTAIN		
Montana	x	
FAR WEST		
Oregon*	x	

NOTES: *See Notes to Table 9-C.
SOURCE: National Association of State Budget Officers.

NOTES TO TABLE 9-C	
Illinois	Not yet known
Oregon	Health Kids Program

State Revenue Developments

CHAPTER TWO

Overview

State revenue growth in fiscal 2009 continued the decline that began in fiscal 2008. Although corporate income taxes were the only major source to show an actual decline in fiscal 2008, sales and personal income tax collections showed a slower rate of growth. In fiscal 2009, both sales and personal income tax collections, along with corporate income tax collections, showed negative growth. Total revenue collections shrank for many states during fiscal 2009. Current estimates for fiscal 2009 show that revenue collections exceed projections in two states and are on target in 10 states, while collections are below expectations in 38 states (see Table A-6). In comparison to fiscal 2008, revenue forecasts exceeded expectations in 25 states, were on target in 5 states and below expectations in 20 states.

Recommended net tax and fee changes would result in $23.9 billion in additional revenue based on governors' recommended budgets. For fiscal 2010, twenty-nine states recommend net increases while five states recommend net decreases. Of this total, $11.3 billion reflects tax and fee changes that were proposed by California.

States also recommended $3.4 billion of other revenue measures for fiscal 2010 that enhance general fund revenue but that do not affect taxpayer liability. These measures may rely on enforcement of existing laws, additional audits and compliance efforts, and increasing fines for late filings.

TABLE 10

Enacted State Revenue Changes, Fiscal 1979 to Fiscal 2009; and Proposed State Revenue Actions, Fiscal 2010

Fiscal Year	*Revenue Change (Billions)*
2010	$23.9
2009	1.5
2008	4.5
2007	-2.1
2006	2.4
2005	3.5
2004	9.6
2003	8.3
2002	0.3
2001	-5.8
2000	-5.2
1999	-7.0
1998	-4.6
1997	-4.1
1996	-3.8
1995	-2.6
1994	3.0
1993	3.0
1992	15.0
1991	10.3
1990	4.9
1989	0.8
1988	6.0
1987	0.6
1986	-1.1
1985	0.9
1984	10.1
1983	3.5
1982	3.8
1981	0.4
1980	-2.0
1979	-2.3

SOURCES: Advisory Commission on Intergovernmental Relations, Significant Features of Fiscal Federalism, 1985-86 edition, page 77, based on data from the Tax Foundation and the National Conference of State Legislatures. Fiscal 1988–2010 data provided by the National Association of State Budget Officers.

TABLE 11

Proposed Fiscal 2010 Revenue Actions by Type of Revenue and Net Increase or Decrease (Millions)**

State	Sales	Personal Income	Corporate Income	Cigarettes/ Tobacco	Motor Fuels	Alcohol	Other Taxes	Fees	Total
Alabama									$ 0.0
Alaska					-8.0			-3.2	-11.2
Arizona									0.0
Arkansas	-44.3			86.2					41.9
California	4,776.0	4,744.0	4.0			38.0		1,692.0	11,254.0
Colorado							-2.9	200.0	197.1
Connecticut								137.2	137.2
Delaware		30.0		16.0		3.5	111.4	3.5	164.4
Florida								151.3	151.3
Georgia								23.0	23.0
Hawaii									0.0
Idaho					17.6		6.0	16.0	39.6
Illinois	94.0	2,920.0	470.0	365.0			593.0		4,442.0
Indiana									0.0
Iowa			28.0						28.0
Kansas		4.4					19.0		23.4
Kentucky	52.0			107.0					159.0
Louisiana							-8.0		-8.0
Maine		10.0	2.6	1.5			3.8	1.6	19.5
Maryland							4.5		4.5
Massachusetts	149.2								149.2
Michigan	50.6	61.1		48.2		24.1	10.0		194.0
Minnesota	-33.6	-39.9	-82.1				-5.8	14.6	-146.8
Mississippi				79.8					79.8
Missouri									0.0
Montana*									0.0
Nebraska									0.0
Nevada									0.0
New				35.0			28.1		63.1
New Jersey		788.0	80.0	26.0	20.0	22.0	4.0		940.0
New Mexico									0.0
New York	1,463.4	250.0		26.7		78.0		2,192.7	4,010.8
North Carolina		-10.4	-12.0	342.9		157.5		27.4	505.4
North Dakota		-50.0							-50.0
Ohio									0.0
Oklahoma								29.7	0.0
Oregon			28.0	37.0	58.0		232.0	442.0	797.0
Pennsylvania				60.8			-77.8		-17.0
Rhode Island	2.7	-5.0	-14.5	27.5			-0.6	7.6	17.7
South Carolina		-102.0		102.0			1.0	4.6	5.6
South Dakota									0.0
Tennessee			25.0				139.3		164.3
Texas									0.0
Utah								73.8	73.8
Vermont								8.9	8.9
Virginia	2.0	58.5	10.0				0.3		70.8
Washington									0.0
West Virginia									0.0
Wisconsin		175.6		127.4			15.2		318.2
Wyoming									0.0
Total	**$6,512.0**	**$8,834.3**	**$539.0**	**$1,489.0**	**$87.6**	**$323.1**	**$1,072.5**	**$5,022.7**	**$23,850.5**

NOTE: **See Table A-8 for details on specific revenue changes.
SOURCE: National Association of State Budget Officers.

Collections in Fiscal 2009

Collections of sales, personal income, and corporate income taxes during fiscal 2009 are currently estimated to be 6.1 percent lower than actual fiscal 2008 collections. Specifically, sales tax collections are 3.2 percent lower and personal income tax collections are 6.6 percent lower than collections in fiscal 2008. Corporate income tax collections are estimated to be 15.2 percent lower relative to actual fiscal 2008 collections. (See Table A-7b).

Projected Collections in Fiscal 2010

Based on governors' recommended budgets, states are projecting a 1.7 percent growth in tax collections for fiscal 2010 relative to fiscal 2009 current year estimates. Compared to fiscal 2009 collections, recommended fiscal 2010 budgets reflect a 3.0 percent increase in sales tax revenue, 1.3 percent increase in personal income tax revenue, and a 1.7 percent decline in corporate income tax revenue. (See Table A-7b). However, many states have since reported that April tax collections were well below expectations.

Recommended Fiscal 2010 Revenue Changes

In thirty-four states, governors are recommending net tax and fee changes of $23.9 billion. Twenty-nine states recommend net tax and fee increases while five states recommend net tax and fee decreases. The largest change would occur in personal income taxes ($8.8 billion). Of this $8.8 billion, $4.7 billion and $2.9 billion are accounted for in changes recommended in California and Illinois, respectively. Other tax and fee increases proposed include increases of $6.5 billion in sales taxes, $5.0 billion in fees, $1.5 billion in cigarette and tobacco taxes, $1.1 billion in other taxes, $539 million in corporate income taxes, $323 million in alcohol taxes, and $87.6 million in motor fuels.

The Fiscal Survey of States distinguishes between tax and fee changes (detailed in Table 11 and Table A-8) and revenue measures (detailed in Table A-9). Tax and fee changes are revisions in current law that affect taxpayer liability and that in some instances reflect one-time actions such as sales tax holidays. Revenue measures refer to actions that do not affect taxpayer liability, such as the deferral of a tax increase or decrease or the extension of a tax credit that occurs each year. Also included in this category is greater enforcement of existing laws.

Sales Taxes. Eight states recommended sales tax increases while two recommended decreases in their fiscal 2010 governors recommended budgets. The result is a net revenue increase of $6.5 billion. Much of this change is due to a proposed rate increase in California that would give the state $4.8 billion.

Personal Income Taxes. Ten states recommended personal income tax increases while five recommend decreases for a net change of $8.8 billion. More than half of this change is accounted for in rate increases and credit reduction proposals from California and Illinois that would increase collections by $4.7 and $2.9 billion, respectively.

Corporate Income Taxes. Eight states recommended corporate income tax increases while three recommended decreases in their fiscal 2010 governors' recommended budgets for a net change of $539 million. A rate increase proposed in Illinois accounts for $470 million of this change.

Cigarette and Tobacco Taxes. Sixteen states recommended cigarette income tax increases for a net change of $1.5 billion. An increase in the tax rate of $1 per pack in Illinois proposes to raise $365 million, while a rate increase in North Carolina proposes to raise over $340 million.

Motor Fuel Taxes. Three states recommended motor fuel tax increases while one state proposed a decrease for a net change of $87.6 million. A rate increase in Oregon proposed to raise $58 million.

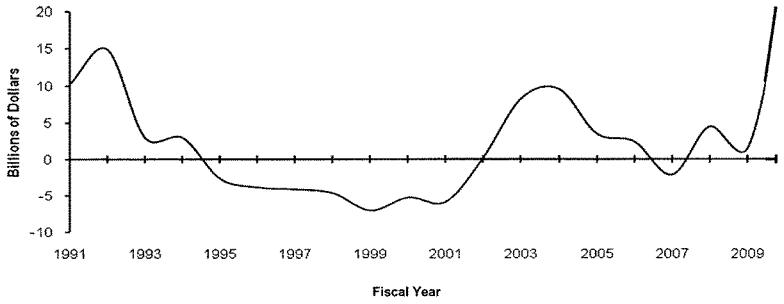
Alcohol Taxes. Six states recommended alcohol tax increases in their fiscal 2010 governors' recommended budgets for a net change of $323.1 million. Increased tax rates are proposed to raise $158 million in North Carolina.

Other Taxes. Fourteen states recommended other tax increases while five states proposed decreases in their fiscal 2010 governors' recommended budgets for a net change of $1.1 billion. Various measures in Illinois are proposed to raise $593 million.

Fees. Seventeen states recommend fee increases while one state proposed a decrease in their fiscal 2010 governors' recommended budgets for a net change of $5.0 billion. Over 40 proposed fee changes in New York are expected to raise nearly $2.2 billion.

FIGURE 2

Enacted State Revenue Changes, Fiscal 1991 to Fiscal 2009, and Proposed State Revenue Change, Fiscal 2010



SOURCE: National Association of State Budget Officers.

Total Balances

CHAPTER THREE

Following declines in revenue collections during previous economic downturns, states began to set aside additional funds in "rainy day" accounts to help stabilize budgets from any decline in tax collections. The effort to maintain adequate balances helps mitigate the disruption to state services during an economic downturn. Even while maintaining adequate balances, states have been forced to cut midyear budgets during both of the last two economic downturns.

Though budget experts' views vary, the informal rule-of-thumb has previously been to build-up budget reserve balances to a level that equals at least five percent of total expenditures to provide a relatively adequate fiscal cushion. Due to strong revenue growth experienced by nearly all states during the middle part of the decade, most states were able to meet or exceed a balance level of five percent. Total balances include both ending balances and the amounts in states' budget stabilization funds; they reflect the funds that states may use to respond to unforeseen circumstances after budget obligations have been met. State officials often try and avoid drawing down balance levels at the beginning of a downturn.

Prior to the start of both this most recent recession and the recession in the early part of this decade, states had built up fairly significant balance levels. In fiscal 2000, balances reached 10.4 percent of expenditures while balance levels reached 11.5 percent of expenditures in fiscal 2006. However, by 2003 balance levels had fallen to 3.2 percent of expenditures. Similarly the reduction in state balance levels began in fiscal 2008, when balance levels fell to 9.1 percent of expenditures, while fiscal 2009 balance levels are estimated to have declined further to 5.5 percent of expenditures. (See Table 12 and Tables A-1, A-2, A-3, and A-10.)

While total state balance levels are declining, they remain nearly equivalent to the historical average of 5.8 percent of expenditures. States are often hesitant to make substantial draw downs from their rainy day funds early in the downturn. Even though the national recession is currently forecast to end during the second half of 2009, state fiscal conditions often do not recover until well after the national economy has begun expanding.

Although total balance levels representing 5.5 percent of general fund expenditures may seem like a significant cushion, when examining balance levels for fiscal 2009 a bit further, a starker picture emerges. For fiscal 2009, total balance levels were $36.7 billion. However, balance levels for Texas and Alaska, at $8.7 billion and $5.4 billion respectively combine to represent 38 percent of total funds. If you remove these two states from total balance levels, then fiscal 2009 balance levels represent only 3.6 percent of expenditures, nearly equal to the low seen in the previous downturn, which occurred two years following the end of the previous recession.

Additionally, the view of falling balance levels is reinforced by Table 13 which shows that in fiscal 2008, 20 states had balance levels above 10 percent, 16 states had balance levels above five percent but below 10 percent, 12 states had balance levels below five percent but above one percent, while two states had balance levels below one percent. In fiscal 2009, these totals are estimated to have declined to 11 states having balance levels above 10 percent, 15 states having balance levels above five percent but below 10 percent, 16 states having balance levels above on percent, but below five percent, and eight states with balance levels below one percent.

According to governor's recommended budgets for fiscal 2010, these totals will decline further with 11 states recommending balance levels above 10 percent, 12 states recommending balance levels above five percent but below 10 percent, 19 states recommending balance levels above one percent but below five percent, and eight states recommending balance levels below one percent.

TABLE 12

Total Year-End Balances, Fiscal 1979 to Fiscal 2010

Fiscal Year	*Total Balance (Billions)*	*Total Balance (Percentage of Expenditures)*
2010*	$ 34.7	5.3%
2009*	36.7	5.5
2008	62.3	9.1
2007	65.9	10.1
2006	69.0	11.5
2005	48.0	8.7
2004	26.7	5.1
2003	16.4	3.2
2002	18.3	3.7
2001	44.1	9.1
2000	48.8	10.4
1999	39.3	8.4
1998	35.4	9.2
1997	30.7	7.9
1996	25.1	6.8
1995	20.6	5.8
1994	16.9	5.1
1993	13.0	4.2
1992	5.3	1.8
1991	3.1	1.1
1990	9.4	3.4
1989	12.5	4.8
1988	9.8	4.2
1987	6.7	3.1
1986	7.2	3.5
1985	9.7	5.2
1984	6.4	3.8
1983	2.3	1.5
1982	4.5	2.9
1981	6.5	4.4
1980	11.8	9.0
1979	11.2	8.7
Average	–	**5.8%**

Forty-eight states have budget stabilization funds, which may be budget reserve funds, revenue-shortfall accounts, or cash-flow accounts. About three-fifths of the states have limits on the size of their budget reserve funds, ranging from 3 percent to 10 percent of appropriations. Ordinarily, funds above those limits remain in a state's ending balances.

TABLE 13

Total Year-End Balances as a Percentage of Expenditures, Fiscal 2008 to Fiscal 2010

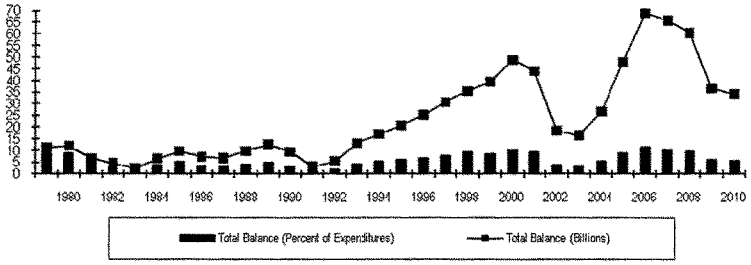
	Number of States		
Percentage	*Fiscal 2008 (Actual)*	*Fiscal 2009 (Estimated)*	*Fiscal 2010 (Recommended)*
Less than 1.0%	2	8	8
1.0% to 4.9%	12	16	19
5.0% to 9.9%	16	15	12
10% or more	20	11	11

NOTE: The average for fiscal 2008 (actual) was 9.1 percent; the average for fiscal 2009 (estimated) is 5.5 percent; and the average for fiscal 2010 (recommended) is 5.3 percent.

SOURCE: National Association of State Budget Officers.

FIGURE 3

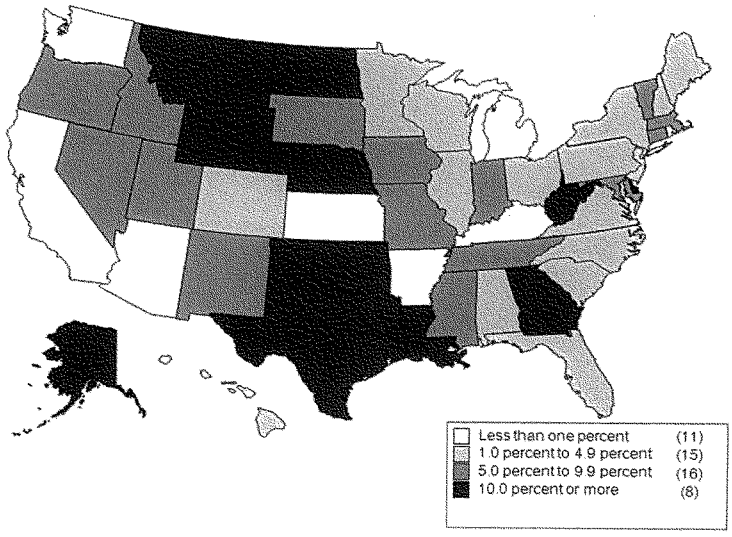
Total Year-End Balances and Total Year-End Balances as a Percentage of Expenditures, Fiscal 1979 to Fiscal 2010



SOURCE: National Association of State Budget Officers.

FIGURE 4

Total Year-End Balances as a Percentage of Expenditures, Fiscal 2009



SOURCE: National Association of State Budget Officers.

Appendix

TABLE A-1

Fiscal 2008 State General Fund, Actual (Millions)

Region/State	Beginning Balance	Revenues	Adjustments	Total Resources	Expenditures	Adjustments	Ending Balance	Budget Stabilization Fund
NEW ENGLAND								
Connecticut	$0	$16,419	$0	$16,419	$16,319	$0	$99	$1,382
Maine*	36	3,041	54	3,131	3,129	0	1	116
Massachusetts* **	2,901	26,732	0	29,633	27,227	0	2,406	2,119
New Hampshire	62	1,484	0	1,546	1,528	0	17	89
Rhode Island*	4	3,429	-26	3,407	3,405	0	2	59
Vermont*	0	1,200	31	1,230	1,200	30	0	58
MID-ATLANTIC								
Delaware**	591	3,357	0	3,948	3,422	0	526	183
Maryland*	285	13,546	1,096	14,926	14,439	0	487	685
New Jersey* **	2,586	32,738	0	35,324	33,112	908	1,304	735
New York* **	3,045	53,096	0	56,141	53,387	0	2,754	1,206
Pennsylvania*	531	26,878	142	27,551	26,968	0	583	742
GREAT LAKES								
Illinois*	642	27,759	1,900	30,301	27,153	3,007	141	276
Indiana*	941	13,051	152	14,144	12,730	364	1,050	363
Michigan*	259	8,168	1,916	10,343	9,885	0	458	2
Ohio	1,433	26,659	0	28,092	26,410	0	1,682	1,012
Wisconsin*	66	13,043	568	13,678	13,526	21	131	0
PLAINS								
Iowa*	0	6,084	0	6,084	5,888	148	48	592
Kansas*	935	5,693	0	6,628	6,102	0	527	0
Minnesota* **	2,245	16,680	0	18,925	17,005	0	1,920	1,222
Missouri*	753	8,004	153	8,910	8,074	0	836	279
Nebraska*	591	3,501	-260	3,832	3,248	0	584	546
North Dakota	296	1,361	0	1,657	1,204	0	453	200
South Dakota*	0	1,144	32	1,177	1,176	0	0	107
SOUTHEAST								
Alabama*	515	7,758	476	8,748	8,612	-83	219	248
Arkansas	0	4,353	0	4,353	4,353	0	0	0
Florida	3,434	24,595	0	28,028	27,708	0	321	1,345
Georgia* **	2,786	18,728	141	21,655	19,438	0	2,217	1,025
Kentucky*	579	8,779	457	9,815	9,450	280	85	215
Louisiana*	1,015	10,181	130	11,327	9,633	828	866	776
Mississippi*	226	4,933	0	5,159	5,083	0	76	364
North Carolina*	1,221	19,824	145	21,190	20,521	70	599	787
South Carolina* **	1,081	6,392	0	7,473	7,149	0	324	95
Tennessee*	1,006	10,756	210	11,972	10,973	652	348	750
Virginia	326	17,250	0	17,576	17,263	0	313	1,015
West Virginia*	432	3,928	0	4,361	3,757	53	550	581
SOUTHWEST								
Arizona	390	8,740	859	10,038	10,037		1	150
New Mexico* **	651	6,114	93	6,858	6,008	115	735	735
Oklahoma	196	6,575	-35	6,737	6,447	0	290	597
Texas*	8,791	39,079	2,591	50,460	42,585	1,060	6,815	4,355
ROCKY MOUNTAIN								
Colorado* **	267	7,743	-243	7,767	7,440	0	327	284
Idaho*	255	2,910	-131	3,033	2,794	0	240	141
Montana	549	1,954	0	2,503	2,069	-2	436	0
Utah*	242	5,213	489	5,943	5,943	0	0	414
Wyoming	5	1,818	0	1,823	1,813	0	10	296
FAR WEST								
Alaska*	0	6,605	3,119	9,723	5,463	3,578	683	8,063
California**	2,787	102,574	0	105,361	102,986	0	2,376	0
Hawaii	493	5,245	0	5,738	5,407	0	331	74
Nevada	138	3,614	0	3,752	3,436	0	316	73
Oregon*	1,437	5,866	-319	6,984	7,223	0	-239	330
Washington*	781	14,614	11	15,405	14,616	0	789	303
Total	**$47,803**	**$669,255**	–	**$730,808**	**$684,742**	–	**$35,036**	**$34,985**

NOTES: NA indicates data are not available. *See Notes to Table A-1. **In these states, the ending balance includes the balance in the budget stabilization fund.

SOURCE: National Association of State Budget Officers.

NOTES TO TABLE A-1

For all states, unless otherwise noted, transfers into budget stabilization funds are counted as expenditures, and transfers from budget stabilization funds are counted as revenues.

Alabama	Revenue adjustments include release of prior year Debt Service Reserve, Public School and College Authority repayment for Enterprise School, and ETF Fund Receipts. Expenditure adjustments are reversions.
Alaska	Revenue Adjustments include: $2,849.0 million in forecast adjustments, $250.0 million in Oil and Gas Tax Credits and $19.9 million in re-appropriations and carry forward. Expenditure adjustments include fund increases/decreases and additional savings/investments: $4,000.0 million in additional Budget Reserve Savings Deposit, -$611.8 million in Public Education Fund, $10.0 million in the Alaska Marine Highway Stabilization Fund and $180.0 million in the Community Revenue Sharing Fund.
Colorado	Revenue adjustments include general fund (GF) diversion (which are not counted as expenditures) to fund the State's transportation needs, as well as transfers to the State Veterans Trust Fund and the Older Coloradans Cash Fund. The difference between the rainy day fund balance and the ending GF balance is allocated to capital construction and transportation purposes in the following fiscal year.
Georgia	Adjustment for FY 2007 is agency surplus returned to Treasury as reported by State Accounting Office.
Idaho	Revenue adjustments include the following transfers: $21.8 million for deficiency warrants; $5.3 million to the Disaster Emergency Fund; $19 million to the Budget Stabilization Fund; $351,500 to the Public School Permanent Endowment Fund; $1.5 million to the Dept. of Environmental Quality; $1.3 million to Dept. of Water Resources; $60 million to the Economic Recovery Reserve Fund; $10 million to the Opportunity Scholarship Fund; and $34,500 in miscellaneous adjustments.
Illinois	Revenue adjustments include $1,900 million in transfers to General Funds. Expenditure adjustments include $2,735.0 million in transfers out, $467.0 million for Pension Obligation Bond Debt Service, $3 million in interest payments on general obligation bond short-term borrowing and a $198 million increase in the end of year accounts payable.
Indiana	Revenue Adjustments: Property Tax Reform (HEA 1001-2008) Revenues Expenditure Adjustments: Local Option Income Tax Distributions, Reversal of Payment Delays, PTRF Adjust for Abstracts, Property Tax Reform (HEA 1001-2008) Appropriations
Iowa	Expenditure Adjustments include $99.8 million appropriated from the ending balance of the general fund to the Property Tax Credit fund to pay for property tax credits in FY08. $48.3 million of the ending balance was credited to the Senior Living Trust Fund.
Kansas	Kansas does not have a "Rainy Day" fund. However, the balanced budget provision of the constitution requires revenues to finance the approved budget.
Kentucky	Revenue: includes $115 million in Tobacco Settlement funds. Adjustments (Revenue): includes fund transfers ($168 million), and Reserve for Continuing Appropriations ($289 million). Adjustments (Expenditures): includes funds reserved for Continued Appropriations.
Louisiana	Revenues-Act 208 of 2007 transfers $3 million from Incentive Fund and $9.9 million from Higher Education Initiatives Fund; FY 2006-2007 carry-forward of mid-year budget adjustments into FY 2007-2008 of $114.7 million; Carry-forward of Interim Emergency Board (IEB) prior years appropriations $1.5 million; "Re-Appropriation" of capital outlay per Act 28 of 2007 from various prior years $1.2 million. Expenses-FY 2007-2008 IEB carry-forward balances $3.3 million; FY 2007-2008 carry-forward of mid-year budget adjustments $91.2 million; Capital Outlay carry-forward $733.7 million.
Maine	Revenue & Expenditure adjustments reflect Legislatively authorized transfers.
Maryland	Revenue adjustments reflect a $14.0 million reimbursement from the reserve for Heritage Tax Credits, $6 million reimbursement from the reserve for Biotechnology Tax Credits, and transfers of $1,078 million from the State Reserve Fund.
Massachusetts	Includes balances in all budgeted funds included in the state's definition of fiscal balance.
Michigan	FY 2008 revenue adjustments include the impact of federal and state law changes ($1,192.1 million); revenue sharing law changes ($589.3 million); sale of properties ($23.0 million); and other revenue adjustments ($111.6 million)
Minnesota	Ending balance includes budget reserve of $654.9 million, cash flow account of $350 million and appropriations carried forward of $217.2 million.
Mississippi	$35.8 million of the Ending Balance is transferred to the Rainy Day Fund, $750,000 provides aid to municipalities, and the remainder becomes the FY 2009 Beginning Balance.
Missouri	Revenue adjustments include transfers from other funds into the general revenue fund.
Nebraska	Revenue adjustments are transfers between the General Fund and other funds. Per Nebraska law, includes a transfer of $191.4 million to the Cash Reserve Fund (Rainy Day Fund) of the amount the prior year's net General Fund receipts exceeded the official forecast. The Revenue adjustment also includes a $105 million transfer from the General Fund to the Property Tax Credit Cash Fund.

NOTES TO TABLE A-1 (continued)

New Jersey	Expenditure adjustments consist of Budget vs. GAAP adjustments and transfers to other funds.
New Mexico	All adjustments are transfers between reserve accounts, except for $22.4 million transferred out from Tobacco Settlement Permanent Fund, a reserve account to the Tobacco Settlement Program Fund, a non-reserve account.
New York	The ending balance includes $1.2 billion in rainy day reserve funds, $1.1 billion reserved for labor settlements and other risks, $340 million in a community projects fund, $122 million reserved for debt reduction and $21 million in a reserve for litigation risks.
North Carolina	Repair and Renovation accounts for both revenue and expenditure adjustments.
Oregon	Oregon budgets on a biennial basis. The constitution requires the state to be balanced at the end of each biennium. Revenues are after $1.1 billion "kicker" refunds were returned to taxpayers. Revenue adjustment is the transfer of revenues to the new Rainy Day Fund.
Pennsylvania	Revenue adjustments include $142.1 million in prior year lapses.
Rhode Island	Opening balance includes a free surplus of $0 and re-appropriations of $3.6 million from the prior year. Adjustments to revenues represent (net) transfers to the Budget Stabilization (Rainy Day) Fund, including a transfer-in of $68.6 million and a requested, but not yet approved, appropriation of $43.0 million out of the fund to accommodate the FY 2008 closing shortfall.
South Carolina	Spending data reflects figures from the Governor's Recommended Budget.
South Dakota	Adjustments in Revenues: $6.5 million is from one-time receipts, $25.7 million was transferred from the Property Tax Reduction fund to cover the budget shortfall and $0.2 million is obligated cash carried forward from FY 2007. Adjustments in Expenditures: $0.2 million was transferred to the Budget Reserve Fund from the prior year's obligated cash and $0.2 was obligated cash to the budget reserve fund.
Tennessee	$106.0 million transfer from debt service fund unexpended appropriations. $284.2 million transfer from statutory and other reserves. -$207.1 million transfer to Rainy Day Fund. 26.5 million transfer from other dedicated revenue reserves. $293.0 million transfer to capital outlay projects fund. $15.1 million transfer to Highway Fund. $343.9 million transfer to reserves for dedicated revenue appropriations.
Texas	The information is from Comptroller's 2008-09 Certification Revenue Estimate, adjusted for calculations based on updated information from the 2010-11 Biennial Revenue Estimate. The revenue adjustment is a transfer to the Rainy Day Fund.
Utah	-$4,400 transfer to Economic Incentive Fund. $1,727 in lapsing balances. -$332 other. $100,468 transfer to rainy day fund. $1,513 IAF Reserve from prior fiscal year. $787,257 reserve from prior fiscal year. -$196,815 reserve for following fiscal year.
Vermont	Revenue adjustments include $16.6 million in direct applications and transfers, $3.2 million from an increase in property transfer tax revenue estimate, and $10.9 million from the General Fund Surplus Reserve. Expenditure Adjustments include -$4.7 million from the Education Fund, $3.5 million to the Catamount Fund, $8.0 to miscellaneous other funds, $2.6 million to the Budget Stabilization Reserve, and $19.9 million to the General Fund Surplus Reserve.
Washington	$11 million in adjustments is the net of transfers into the General Fund, transfers out to the Budget Stabilization Account, and other small adjustments.
West Virginia	Fiscal Year 2008 beginning balance includes $287.1 million in re-appropriations, un-appropriated surplus balance of $106.8 million, and FY 2007 13th month expenditures of $38.2 million. Expenditures include regular, surplus and re-appropriated and $38.2 million of 31 day prior year expenditures. Revenue adjustment are from prior year redeposit. Expenditure adjustment represents the amount transferred to the Rainy Day Fund.
Wisconsin	Revenue adjustments include Transfers In General Fund, $242.9 million, Other Revenue, $307.5 million, Tribal Gaming, $18 million. Expenditure Adjustments Include Designation for Continuing Balances, $27.4 million and Unreserved Designated Balance, -$6.8 million.

TABLE A-2

Fiscal 2009 State General Fund, Estimated (Millions)

Region/State	*Beginning Balance*	*Revenues*	*Adjustments*	*Resources*	*Expenditures*	*Adjustments*	*Ending Balance*	*Budget Stabilization Fund*
NEW ENGLAND								
Connecticut	$0	$15,833	$0	$16,230	$16,889	$0	-$667	$1,100
Maine*	1	2,962	127	3,090	3,062	28	0	75
Massachusetts* **	2,406	26,823	0	29,229	27,763	0	1,466	1,341
New Hampshire*	17	1,497	0	1,514	1,552	-38	0	51
Rhode Island*	2	3,141	-69	3,074	3,064	0	10	107
Vermont*	0	1,104	58	1,162	1,146	16	0	60
MID-ATLANTIC								
Delaware**	526	3,163	0	3,689	3,310	0	378	186
Maryland*	487	13,248	1,021	14,756	14,315	0	441	692
New Jersey* **	1,304	29,538	373	31,215	30,515	0	699	0
New York* **	2,754	54,136	0	56,890	55,376	0	1,514	1,206
Pennsylvania*	583	25,533	519	26,635	26,627	0	8	507
GREAT LAKES								
Illinois*	141	27,654	1,870	29,665	29,203	321	141	276
Indiana*	1,050	13,624	0	14,674	13,769	0	905	370
Michigan*	458	7,224	1,042	8,724	8,724	0	0	2
Ohio**	1,682	26,956	0	28,638	28,251	0	387	949
Wisconsin*	131	12,526	713	13,370	14,034	-881	216	0
PLAINS								
Iowa*	0	5,970	18	5,988	6,037	-79	30	564
Kansas*	527	5,880	0	6,407	6,349	0	58	0
Minnesota* **	1,920	15,552	0	17,472	16,904	0	569	350
Missouri*	836	7,687	154	8,677	8,476	0	201	281
Nebraska*	584	3,546	-182	3,948	3,416	243	289	564
North Dakota*	453	1,321	0	1,774	1,271	111	392	311
South Dakota*	0	1,141	13	1,154	1,154	0	0	107
SOUTHEAST								
Alabama*	219	7,059	557	7,834	7,887	-101	49	188
Arkansas	0	4,411	0	4,411	4,411	0	0	0
Florida*	321	24,198	1,223	25,742	24,898	0	844	281
Georgia* **	2,217	17,455	387	20,059	17,842	0	2,217	825
Kentucky*	86	8,600	641	9,327	9,215	72	40	7
Louisiana*	866	9,362	113	10,341	9,386	89	866	776
Mississippi*	33	4,809	-96	4,745	5,150	-404	0	375
North Carolina*	599	18,628	1,000	20,227	20,227	0	0	537
South Carolina**	324	5,783	0	6,107	5,960	0	147	108
Tennessee*	348	10,114	526	10,988	10,897	90	0	685
Virginia	313	16,162	0	16,475	16,292	0	183	572
West Virginia*	550	3,903	0	4,453	4,414	18	22	435
SOUTHWEST								
Arizona	1	7,392	1,273	7,166	9,606	0	-441	2
New Mexico* **	735	5,866	108	6,709	5,988	153	568	568
Oklahoma*	290	6,563	56	6,909	6,556	0	353	597
Texas*	6,815	38,817	-28	45,604	42,411	1,235	1,959	6,739
ROCKY MOUNTAIN								
Colorado* **	284	7,329	19	7,631	7,339	0	148	291
Idaho*	240	2,560	1	2,801	2,743	0	58	141
Montana*	436	1,840	0	2,276	1,935	0	341	0
Utah* **	0	4,700	514	5,214	5,214	0	0	395
Wyoming	10	1,825	0	1,835	1,830	0	5	279
FAR WEST								
Alaska*	0	7,523	-1,987	5,536	4,977	1,922	-1,363	6,759
California**	2,376	89,373	0	91,748	94,089	0	-2,341	0
Hawaii	331	5,018	0	5,349	5,218	0	131	6
Nevada	316	3,538	0	3,854	3,667	0	187	1
Oregon	-239	6,199	0	5,960	5,959	0	1	340
Washington*	789	13,277	96	14,163	14,642	0	-480	431
Total	**$34,120**	**$638,364**	--	**$683,438**	**$669,960**	--	**$10,532**	**$30,437**

NOTES: NA indicates data are not available. *See Notes to Table A-2. **In these states, the ending balance includes the balance in the budget stabilization fund.

SOURCE: National Association of State Budget Officers.

NOTES TO TABLE A-2

For all states, unless otherwise noted, transfers into budget stabilization funds are counted as expenditures, and transfers from budget stabilization funds are counted as revenues.

Alabama	Revenue adjustments include one-time revenue, tobacco funds transfer, transfer from the ETF Proration Prevention Account and the ETF Rainy Day Account. Adjustments of expenditure is anticipated reduction from proration.
Alaska	Revenue adjustments include: -$2001.1 million Forecast adjustments and $14.0 million re-appropriations and carry forward. Expenditures include: $200.0 million for Oil and Gas Tax Credits and -$18.6 million proposed supplemental reductions. Expenditure adjustments include: $746.4 million Resource Rebate, $1,000.0 million additional Budget Reserve Savings Deposit and $175.3 million Public Education Fund.
Colorado	Revenue adjustments include anticipated transfers into the GF (one time) from excess fund balance in the capital construction fund, based on recent de-appropriation of many capital construction projects. Existing GF transfers to the State Veterans Trust Fund and Older Coloradans Cash Fund remain.
Florida	Receipt of federal funds provided by American Recovery and Reinvestment Act of 2009.
Georgia	Appropriation from the Mid-Year Adjustment Reserve of $187.3 million and $200 million from Revenue Shortfall Reserve.
Idaho	Revenue adjustments include the following transfers: $569,800 for deficiency warrants; $20 million to the Water Resources Aquifer Study; $1 million to the Health and Welfare Community Health Center Grant; $10 million to Opportunity Scholarship Fund; $1.8 million to the Dept. of Water Resources Board Revolving Development Fund; $12 million transfer in from the Water Resources Aquifer Study; and $5 million transfer in from Capitol Commission.
Illinois	Revenue adjustments include $1,870 million in transfers to General Funds. Expenditure adjustments include $2,744.0 million in transfers out and $298.0 million for Pension Obligation Bond Debt Service; net "failure of revenue" borrowing proceeds of $2,223 and a $498 million increase in accounts payable.
Indiana	The full impact of Property Tax Reform (HEA 1001-2008) revenues and expenditures have been incorporated into the FY 2009 and FY 2010 figures, as the State of Indiana recently assumed more than $1 billion of expenses from the local level.
Iowa	FY 2009 Estimate is based upon Governor Culver's revised budget issued April 3, 2009. Revenues are based upon the Revenue Estimating Conference revised estimates as of March 20, 2009. Revenue Adjustments include transfers from other funds to the General Fund. Expenditure Adjustments include additional recommended de-appropriations in Education and Human Services areas that will be replaced with ARRA funding. $30.0 million of the ending balance is credited to the Senior Living Trust Fund. Governor Culver recommended and the Legislature passed $56 million from the Reserves be used for disaster recovery from the 2008 floods.
Kansas	Kansas does not have a "Rainy Day" fund. However, the balanced budget provision of the constitution requires revenues to finance the approved budget.
Kentucky	Revenue: includes $118 million in Tobacco Settlement funds. Adjustments (Revenue): includes Fund transfers ($361 million), and Reserve for Continuing Appropriations ($280 million). Adjustments (Expenditures): includes funds reserved for Continued Appropriations.
Louisiana	Revenues: FY 2007-2008 carry-forward of mid-year budget adjustments into FY 2008-2009 of $88.9 million; Fiscal Year 2008-2009 Transfers Statutory Dedications to the State General Fund as part of the Deficit Reduction Plan approved by the Joint Legislative Committee on the Budget on January 9, 2009 for $24.4 million. Expenses: FY 2007-2008 carry-forward of mid-year budget adjustments into FY 2008-2009 of $88.9 million.
Maine	Revenue and expenditure adjustments reflect legislatively authorized transfers.
Maryland	Revenue adjustments reflect a $21.2 million reimbursement from the reserve for Heritage Tax Credits, $6 million reimbursement from the reserve for Biotechnology Tax Credits, transfer of $170 million from the State Reserve Fund, transfer of $380.2 million from Accounting Reserves, and transfers of $264.4 million from other special funds.
Massachusetts	Includes balances in all budgeted funds included in the state's definition of fiscal balance.
Michigan	FY 2009 revenue adjustments include the impact of federal and state law changes ($210.9 million); revenue sharing law changes ($538.3 million); deposits from state restricted revenues ($51.3 million); and pending revenue options ($241.1 million).
Minnesota	Ending balance includes cash flow account of $350 million.
Mississippi	Adjustments columns represent budget cuts and adjustments to appropriations.
Missouri	Revenue adjustments include transfers from other funds into the general revenue fund.
Montana	Estimate status of spending as of 3/26/2009 -- not final expenditure estimate.
Nebraska	Revenue adjustments are transfers between the General Fund and other funds. Per Nebraska law, includes a transfer of $117 million to the Cash Reserve Fund (Rainy Day Fund) of the amount the prior year's net General Fund receipts exceeded the official forecast. The Revenue adjustment also includes a $115 million transfer from the General Fund to the Property Tax Credit Cash Fund. Expenditure adjustments are re-appropriations ($243.2 million) of the unexpended balance of appropriations from the first fiscal year of the biennium. The revenue forecasts for FY 2009 and FY 2010 have been revised since the amounts shown were included in the Governor's budget recommendations. Official revenue estimates have decreased by $152 million for FY 2009 and by $220 million for FY 2010. Included in these estimates are projections that the federal American Recovery and Reinvestment Act of 2009 will reduce state General Fund tax receipts by $3.3 million for FY 2009 and by $44.1 million for FY 2010.

NOTES TO TABLE A-2 (continued)

New Hampshire	$37.8 million transfer from the rainy day fund
New Jersey	Revenue adjustments consist of transfers from other funds.
New Mexico	All adjustments are transfers between reserve accounts, except for $44.9 million transferred out from Tobacco Settlement Permanent Fund, a reserve account to the Tobacco Settlement Program Fund, a non-reserve account.
New York	The ending balance includes $1.2 billion in rainy day reserve funds, $145 million reserved for labor settlements and other risks, $142 million in a community projects fund, and $21 million in a reserve for litigation risks.
North Carolina	Revenue adjustment includes $751.1 million of Federal Recovery Funds and $249.1 million of transfers of cash balances of Special Revenue, Trust, Internal Service, and Enterprise Funds.
North Dakota	Adjustments to expenditures include a $111 million transfer from the general fund to the budget stabilization fund.
Oklahoma	Only includes money that was appropriated in FY 2009. Since cash appropriations and supplementals have not been made as of 4/17/09 they are not included. No Rainy Day Fund deposit is expected; the balance remains the same from FY-2008.
Pennsylvania	Revenue adjustments include a $2.5 million adjustment to beginning balance, $266.0 million in estimated prior year lapses and a proposed transfer of $250.0 million from the Rainy Day Fund.
Rhode Island	Opening balance includes a free surplus of $0 and re-appropriations of $1.7 million from the prior year. Adjustments to revenues reflect transfers to the Budget Stabilization Fund.
South Dakota	Adjustments in revenues: $12.8 million is from one-time receipts and $0.2 million is obligated cash carried forward from FY 2008. Adjustments in expenditures: $0.2 million was transferred to the budget reserve fund from the prior year's unobligated cash.
Tennessee	$97.0 million transfer from debt service fund unexpended appropriations. $126.5 million transfer from TennCare reserve. $196.2 million transfer from capital outlay projects fund. $41.2 million transfer from other agency reserves. $64.6 million transfer from Rainy Day Fund. $70.4 million transfer to capital outlay projects fund. $19.8 million for dedicated revenue appropriations.
Texas	The information is from the FY 2010-2011 Biennial Revenue Estimate, Tables A-1, A-3, and A-8. The expenditure adjustment is the net amount from a transfer to the Rainy Day Fund and the proposed FY 2009 supplemental appropriations bill.
Utah	$38,000 transfer for mineral leases. $9,000 tourism marketing performance. $15,480 transfer to Economic Incentive Fund. $15,041 transfer of interest from rainy day fund. $82,822 transfer non-lapsing balances. $6,359 other. -$5,000 Housing Tax Credit. $95,753 reduced earmark for critical highway needs. $41,947 reduced earmark for Centennial Highway. $17,478 transfer from rainy day fund. $196,815 reserve from prior fiscal year.
Vermont	Revenue Adjustment includes $35.3 million in direct applications and transfers, $1.6 million in other bills revenue, $2.1 million from an increase in property transfer tax estimate, and $19.1 million from the General Fund Surplus Reserve. Expenditure adjustments include -$3.6 million from Tobacco Settlement Fund, $7.3 million to the Next Generation Fund, -$1.0 million from the Human Services Caseload Reserve, $2.7 million to Internal Service Funds, -$3.9 million from miscellaneous other funds, $2.2 million to the Budget Stabilization Reserve, and $11.7 to the General Fund Surplus Reserve.
Washington	$96 million in adjustments is the net of transfers into the General Fund, transfers out to the Budget Stabilization Account, and other small adjustments.
West Virginia	Fiscal Year 2009 beginning balance includes $409.6 million in re-appropriations, un-appropriated surplus balance of $35.3 million, and FY 2008 13th month expenditures of $105.5 million. Expenditures include regular, surplus and re-appropriated and $105.5 million of 31 day prior year expenditures. Total expenditures for fiscal year 2009 assume all appropriations will be expended (no re-appropriations to carry forward). However, historically amounts will remain and be re-appropriated to the next fiscal year. Ending Balance is the amount that is available for appropriation (From FY 2009 revenue estimate and from surplus {previous year} general revenue).
Wisconsin	Revenue adjustments include Tribal Gaming, $93.9 million, and Other Revenue, $570.4 million, as well as $49 million in other revenue included in AB 75, the Executive Budget Bill currently in session. Expenditure adjustments include Compensation Reserves, $132.6 million, Biennial Appropriation Adjustments, -$34.6 million, Estimated Lapses, -$416.3 million, Sum Sufficient Re-estimates, -$18.4 million, as well as -$543.9 million in additional lapses included in AB 75.

TABLE A-3

Fiscal 2010 State General Fund, Recommended (Millions)

Region/State	Beginning Balance	Revenues	Adjustments	Resources	Expenditures	Adjustments	Ending Balance	Budget Stabilization Fund
NEW ENGLAND								
Connecticut	$0	$17,509	$0	$17,509	$17,509	$0	$0	$586
Maine*	0	3,009	3	3,011	2,996	1	15	75
Massachusetts* **	1,466	27,521	0	28,987	27,973	0	1,014	888
New Hampshire	0	1,541	0	1,541	1,541	0	0	51
Rhode Island*	10	3,147	-76	3,081	3,079	0	1	120
Vermont*	0	1,072	33	1,105	1,120	-14	0	57
MID-ATLANTIC								
Delaware**	378	3,176	0	3,554	3,161	0	393	186
Maryland*	441	13,001	451	13,894	13,797	0	96	647
New Jersey* **	699	29,219	0	29,918	29,411	7	500	0
New York* **	1,514	55,083	0	56,597	55,355	0	1,242	1,206
Pennsylvania*	8	26,184	375	26,567	26,563	0	4	137
GREAT LAKES								
Illinois*	141	31,099	1,977	33,217	27,891	5,185	141	276
Indiana*	905	13,913	0	14,818	14,155	0	664	377
Michigan*	0	6,895	1,670	7,965	8,097	0	-132	2
Ohio**	387	26,828	0	27,215	26,922	0	293	949
Wisconsin*	216	12,845	588	13,650	13,702	-289	237	0
PLAINS								
Iowa*	0	5,756	230	5,986	5,914	36	36	412
Kansas*	58	6,096	0	6,154	6,154	0	1	0
Minnesota* **	569	15,380	0	15,949	15,045	0	903	600
Missouri*	201	7,764	985	8,950	8,950	0	0	271
Nebraska*	289	3,546	-73	3,762	3,529	5	228	332
North Dakota	392	1,364	0	1,756	1,524	0	232	311
South Dakota*	0	1,130	4	1,134	1,134	0	0	107
SOUTHEAST								
Alabama*	49	7,198	2	7,249	7,249	0	0	216
Arkansas	0	4,500	0	4,500	4,500	0	0	0
Florida*	844	21,840	2,239	24,922	24,815	0	108	281
Georgia* **	2,217	16,994	259	19,470	17,253	0	2,217	566
Kentucky*	40	9,259	354	9,653	9,619	34	0	24
Louisiana*	0	8,090	-5	8,085	8,085	0	0	854
Mississippi*	0	5,149	-155	4,994	4,980	0	15	285
North Carolina* **	0	19,442	1,714	21,156	20,981	175	0	537
South Carolina**	147	5,856	0	6,003	5,792	0	211	172
Tennessee*	0	10,556	-65	10,492	10,447	45	0	750
Virginia	183	16,051	0	16,234	16,223	0	11	591
West Virginia*	22	3,788	0	3,810	3,788	0	22	543
SOUTHWEST								
Arizona	1	7,375	2,370	9,745	9,733	0	13	2
New Mexico* **	568	5,534	166	6,268	5,507	246	515	515
Oklahoma*	354	5,719	0	6,072	5,719	0	354	N/A
Texas*	1,959	37,532	0	39,490	36,836	1,060	1,595	8,539
ROCKY MOUNTAIN								
Colorado* **	291	7,520	-8	7,803	7,501	0	161	302
Idaho*	58	2,550	-52	2,556	2,507	0	49	102
Montana*	341	1,754	0	2,095	1,821	0	274	0
Utah* **	0	4,600	451	5,050	5,050	0	0	270
Wyoming	5	1,825	0	1,830	1,830	0	0	279
FAR WEST								
Alaska*	0	5,275	-2,090	3,186	4,432	10	-1,255	5,898
California**	-2,341	97,729	0	95,388	92,206	0	3,182	0
Hawaii	131	5,101	0	5,232	5,122	0	110	4
Nevada	187	3,193	0	3,379	3,073	0	306	1
Oregon*	0	6,200	0	6,200	6,790	0	-590	353
Washington*	-480	13,524	1,229	14,273	15,557	0	-1,284	145
Total	**$12,251**	**$647,231**	--	**$671,407**	**$652,934**	--	**$11,882**	**$28,819**

NOTES: NA indicates data are not available. *See Notes to Table A-3. **In these states, the ending balance includes the balance in the budget stabilization fund.

SOURCE: National Association of State Budget Officers.

NOTES TO TABLE A-3

For all states, unless otherwise noted, transfers into budget stabilization funds are counted as expenditures, and transfers from budget stabilization funds are counted as revenues.

Alabama	Revenue adjustments include one-time revenue and a transfer of Tobacco funds.
Alaska	Revenue adjustments include: -$2,089.5 million in forecast adjustments. Expenditures include: $200.0 million for Oil and Gas Tax Credits. Expenditure adjustments include: $9.6 million additional savings to the Public Education Fund.
Colorado	Revenue adjustments include transfers from the GF to the State Veterans Trust Fund and Older Coloradans Cash Fund.
Florida	Receipt of Federal Funds provided by American Recovery and Reinvestment Act of 2009
Georgia	Appropriation from Revenue Shortfall Reserve of $258.6 million.
Idaho	Revenue adjustments include the following transfers: $25.3 transfer in from the Budget Stabilization Fund; $25.3 transfer in from the Economic Recovery Reserve Fund; $25.1 million transfer in from the Millennium Fund; $1,680,000 transfer in from Div. of Human Resources cash on hand; $1 million from the Department of Agriculture; $446,900 from Dept. of Labor; and $429,200 from dedicated agencies for Attorney General.
Illinois	Revenue adjustments include $1,977 million in transfers to General Funds. Expenditure adjustments include $2,306 million in transfers out and $465 million for Pension Obligation Bond Debt Service; the "failure of revenue" borrowing repayment of $2,318 and a $96 million decrease in accounts payable.
Indiana	The full impact of Property Tax Reform (HEA 1001-2008) revenues and expenditures have been incorporated into the FY 2009 and FY 2010 figures, as the State of Indiana recently assumed more than $1 billion of expenses from the local level
Iowa	FY 2010 Recommendations are based on Governor Culver's revised budget recommendations issued April 3, 2009. Revenue Adjustments include transfers from other funds along with capping selected tax credits at $200 million and an elimination of doubling of research and activities tax credit. Also included is a recommended $182.2 million transfer from the Reserve Funds to the General Fund. Expenditure Adjustments include $36.2 million of the ending balance is credited to the Senior Living Trust Fund.
Kansas	Kansas does not have a "Rainy Day" fund. However, the balanced budget provision of the constitution requires revenues to finance the approved budget.
Kentucky	The FY 2010 figures represent the budget enacted by the 2008 Kentucky General Assembly. These figures have not yet been officially revised. The revenue estimates will be significantly decreased at the end of May and subsequently other actions will take place that are necessary to balance the budget. Revenue: includes $122 million in Tobacco Settlement funds. Adjustments (Revenue): includes Fund transfers ($129 million), and Reserve for Continuing Appropriations ($225 million). Adjustments (Expenditures): includes funds reserved for Continued Appropriations.
Louisiana	Revenues-Act 208 of 2007 Transfers $3 million from Incentive Fund; Reserved $8.0 million for proposed tax credits.
Maine	Revenue & Expenditure adjustments reflect legislatively authorized transfers.
Massachusetts	Includes balances in all budgeted funds included in the state's definition of fiscal balance.
Maryland	Revenue adjustments reflect a $18.5 million reimbursement from the reserve for Heritage Tax Credits, $6 million reimbursement from the reserve for Biotechnology Tax Credits, transfer of $210 million from the State Reserve Fund, and transfers of $15.6 million from other special funds.
Michigan	FY 2010 revenue adjustments include the impact of federal and state law changes ($55.1 million); revenue sharing law changes ($429.9 million); deposits from state restricted revenues ($45.5 million); and pending revenue options ($539.8 million). An estimated budget gap of $132 million for fiscal 2010 is due to declining consensus revenue estimate released in May 2009. Annualized savings from two executive orders implemented in fiscal 2009, additional revenue enhancements and reductions included in the governor's budget recommendation, and use of available federal ARRA FMAP increases do not sufficiently offset the revenue decline. The governor will work with the legislature to devise strategies to address the budget gap and enact a balanced budget for the fiscal year beginning on October 1, 2009.
Minnesota	Ending balance includes budget reserve of $250 million and cash flow account of $350 million.
Mississippi	Adjustments (Revenues) is comprised of delaying a $38 million repayment to the Health Care Trust Fund, $14.8 million delay of accelerated tax change, and $96.2 million statutory 2-percent holdback of revenues.
Missouri	Revenue adjustments include transfers from other funds into the general revenue fund and $809.2 million from the federal American Recovery and Reinvestment Act of 2009
Montana	Estimate status of spending as of 3/26/2009 - not final expenditure estimate
Nebraska	Revenue adjustments are transfers between the General Fund and other funds. Per Nebraska law, includes a transfer of $14.3 million to the Cash Reserve Fund (Rainy Day Fund) of the amount the prior year's net General Fund receipts were estimated to exceed the official forecast. Expenditure adjustments include a small amount ($5 million) reserved for supplemental/deficit appropriations. Due to a declining economic environment, the Governor's recommendations included a lower General Fund revenue estimate than the official Nebraska Economic Forecasting Advisory Board forecast that was available at the time the recommendations were presented to the Legislature in January. For FY 2010, the revenue estimate used in the Governor's recommendations is $49 million less than the official forecast of $3.595 billion. The Rainy Day Fund Balance shown includes an assumption that $200 million in contingent budget liabilities would be committed during the 2009-2011 biennium, including obligations for teacher, law enforcement, and judges defined benefit retirement plans.

NOTES TO TABLE A-3 (continued)

New Jersey	Expenditure adjustments consist of transfers to other funds.
New Mexico	All adjustments are transfers between reserve accounts, except for (1) $44.9 million transferred out from Tobacco Settlement Permanent Fund, a reserve account to the Tobacco Settlement Program Fund, a non-reserve account; (2) $15 million transferred from the appropriation account to the College Affordability Fund; and (3) $20 million transferred from the appropriation account to the public school capital outlay fund.
New York	The ending balance includes $1.2 billion in rainy day reserve funds, $15 million in a community projects fund, and $21 million in a reserve for litigation risks.
North Carolina	Revenue adjustment includes $1,713.9 for Federal Recovery Funds. Expenditure adjustment of $174.7 includes a transfer to the newly created "Fiscal Responsibility Reserve.
Oklahoma	The legislature has not appropriated General Revenue Fund money as of 4/17/09. This report assumes that they will spend everything available.
Oregon	Oregon budgets on a biennial basis. The constitution requires the state to be balanced at the end of each biennium. Because revenue has fallen so much since the Governor's Recommended Budget was released, that budget is no longer feasible and so is not reported here. Instead a budget level that can be supported under the current revenue picture is estimated.
Pennsylvania	Revenue adjustments reflect a proposed transfer of $375.0 million from the Rainy Day Fund.
Rhode Island	Opening balance includes a free surplus of $9.7 million. Adjustments to revenues reflect transfers to the Budget Stabilization Fund.
South Dakota	Adjustments in revenues: $3.9 million is from one-time receipts.
Tennessee	-$64.6 million transfer to Rainy Day Fund. $26.3 million transfer to capital outlay projects fund. $18.3 million transfer to dedicated revenue appropriations.
Texas	The information is from the 2010-11 Biennial Revenue Estimate, Tables A-1, A-3, and A-8. The beginning balance is the estimate from the FY 2010-2011 Biennial Revenue Estimate, so does not match the calculated ending balance of FY 2009 because of pending budget adjustments. The Texas Legislature is currently considering the FY 2010-2011 biennial budget so no final expenditures (appropriations) are available and the Rainy Day Fund balance is tentative pending final legislative funding decisions.
Utah	$12,000 tourism marketing performance. $14,400 transfer to Economic Incentive Fund. $100,000 transfer from Enrollment Growth Fund. $101,137 reduced earmark for critical highway needs. $96,563 reduced earmark for Centennial Highway. $126,545 transfer from rainy day fund.
Vermont	Revenue adjustments include $11.5 million for direct applications and transfers in, $10 million due to an increase in property transfer tax revenue estimate, and $11.7 million from the General Fund Surplus Reserve. Expenditure adjustments include $7.3 million to the Next Generation Fund, -$16.3 from the Human Services Caseload Reserve, -$3.3 from miscellaneous other funds, and -$2.7 from the Budget Stabilization Reserve.
Washington	$1.229 billion in adjustments is the net of transfers into the General Fund, transfers out to the Budget Stabilization Account, and other small adjustments.
West Virginia	Fiscal Year 2010 Beginning balance assumes that all funds appropriated in FY 2009 are expended in that fiscal year, however, historically amounts will remain and be re-appropriated to the next fiscal year.
Wisconsin	The recommended revenue and appropriation figures are presented as part of AB 75, the Executive Budget Bill currently in session. Revenue adjustments include Tribal Gaming, $26.6 million and other revenues, $561.6 million. Expenditure adjustments include estimated lapses, -$366 million, and compensation reserve, $47.3 million.

TABLE A-4

General Fund Nominal Percentage Expenditure Change, Fiscal 2009 and Fiscal 2010**

Region/State	*Fiscal 2009*	*Fiscal 2010*
NEW ENGLAND		
Connecticut	3.5%	3.7%
Maine	-2.2	-2.2
Massachusetts	2.0	0.8
New Hampshire	1.5	-0.7
Rhode Island	-10.0	0.5
Vermont	-4.5	-2.3
MID-ATLANTIC		
Delaware	-3.2	-4.5
Maryland	-0.9	-3.6
New Jersey	-7.8	-3.6
New York	3.7	0.0
Pennsylvania	-1.3	-0.2
GREAT LAKES		
Illinois	7.5	-4.5
Indiana	8.2	2.8
Michigan*	-11.7	-7.2
Ohio	7.0	-4.7
Wisconsin	3.8	-2.4
PLAINS		
Iowa	2.5	-2.0
Kansas	4.0	-3.1
Minnesota	-0.6	-11.0
Missouri	5.0	5.6
Nebraska	5.2	3.3
North Dakota	5.6	19.9
South Dakota	-1.9	-1.7
SOUTHEAST		
Alabama	-8.4	-8.1
Arkansas	1.3	2.0
Florida	-10.1	-0.3
Georgia	-8.2	-3.3
Kentucky	-2.5	4.4
Louisiana	-2.6	-13.9
Mississippi	1.3	-3.3
North Carolina	-1.4	3.7
South Carolina	-16.6	-2.8
Tennessee	-0.7	-4.1
Virginia	-5.6	-0.4
West Virginia	17.5	-14.2
SOUTHWEST		
Arizona	-4.3	1.3
New Mexico	-0.3	-8.0
Oklahoma	1.7	-12.8
Texas	-0.4	-13.1
ROCKY MOUNTAIN		
Colorado	-1.4	2.2
Idaho	-1.8	-8.6
Montana	-6.5	-5.9
Utah	-12.3	-3.1
Wyoming	0.9	0.0
FAR WEST		
Alaska	-8.9	-11.0
California	-8.6	-2.0
Hawaii	-3.5	-1.8
Nevada	6.7	-16.2
Oregon	-17.5	13.9
Washington	0.2	6.2
Average	**-2.2%**	**-2.5%**

*See Note to Table A-4. **Fiscal 2009 reflects changes from fiscal 2008 expenditures (actual) to fiscal 2009 expenditures (estimated). Fiscal 2010 reflects changes from fiscal 2009 expenditures (estimated) to fiscal 2010 expenditures (recommended. NA indicates data not available.

SOURCE: National Association of State Budget Officers.

NOTE TO TABLE A-4

Michigan — Fiscal 2008 expenditures are artificially high and Fiscal 2010 estimated spending is artificially low, distorting the year-to-year comparisons. Partial fiscal 2007 payments to higher education institutions were deferred to fiscal 2008 and fiscal 2010 use of federal American Recovery and Reinvestment Act revenue is replaced with General Fund in 2011. Adjusting for these one-time actions results in nominal percentage expenditure changes of -10.2 percent and -7.2 percent for fiscal 2009 and fiscal 2010, respectively.

TABLE A-5a

Strategies Used to Reduce or Eliminate Budget Gaps, Fiscal 2009

Region/State	User Fees	Higher Education Related Fees	Court Related Fees	Transportation/ Motor Vehicle Related Fees	Business Related Fees	Layoffs	Furloughs	Early Retirement	Salary Reductions	Cuts to State Employee Benefits	Across-the-Board % Cuts	Targeted Cuts	Reduce Local Aid	Reorganize Agencies	Privatization	Rainy Day Fund	Lottery Expansion	Gaming/ Gambling Expansion	Other (Specify)
NEW ENGLAND																			
Connecticut*							x				x	x				x			x
Maine											x	x	x			x			
Massachusetts	x			x	x	x	x		x	x	x	x	x	x		x			
New Hampshire												x				x			
Rhode Island*		x	x	x			x			x		x	x						x
Vermont*									x			x		x					x
MID-ATLANTIC																			
Delaware*			x																
Maryland*						x	x				x	x	x			x			x
New Jersey		x		x			x		x	x	x	x	x			x			
New York	x	x										x	x						
Pennsylvania*											x	x				x			x
GREAT LAKES																			
Illinois	x			x		x					x	x				x			
Indiana											x	x			x				
Michigan*						x	x				x	x	x						x
Ohio						x		x				x				x	x		
Wisconsin*											x	x							x
PLAINS																			
Iowa*											x	x							
Kansas*											x	x	x						x
Minnesota												x	x			x			
Missouri												x							
Nebraska																			
North Dakota																			
South Dakota*																			x
SOUTHEAST																			
Alabama											x					x			
Arkansas											x								
Florida			x									x				x			
Georgia						x	x				x	x		x		x			
Kentucky												x				x			
Louisiana						x	x					x	x	x					
Mississippi												x							
North Carolina*							x		x			x	x			x			x
South Carolina*						x	x	x	x		x	x	x			x			x
Tennessee																			
Virginia*	x		x			x	x	x		x		x	x	x	x	x			x
West Virginia																			
SOUTHWEST																			
Arizona	x	x	x	x	x	x	x	x		x	x	x	x		x	x			
New Mexico											x	x	x						
Oklahoma																			
Texas*																			x
ROCKY MOUNTAIN																			
Colorado*						x						x	x			x			x
Idaho						x	x												
Montana																			
Utah*	x	x	x		x	x	x	x			x	x	x			x			x
Wyoming																			
FAR WEST																			
Alaska*												x				x			x
California				x			x		x	x	x	x							
Hawaii*											x					x			x
Nevada*		x				x			x	x	x	x	x	x		x			x
Oregon						x	x					x							
Washington						x	x	x				x							
Total	**6**	**6**	**6**	**6**	**3**	**16**	**17**	**6**	**7**	**7**	**23**	**36**	**18**	**6**	**3**	**23**	**1**	**0**	**18**

NOTE: *See Notes to Table A-5a.

SOURCE: National Association of State Budget Officers.

NOTES TO TABLE A-5a

Alaska	Hiring freeze, operational savings, other operational and capital reductions.
Colorado	The Governor's budget plan was not based on a percentage applied; instead all cuts were evaluated and targeted based on the circumstance. Other includes: $121.2 million in CF transfers to the GF, $10.7 million in other GF revenue changes, $47.2 million in higher education reserve transfer to GF, $12.8 million in reduction to vendor fee payment and $11.9 million from gaming diversion. Also includes FMAP benefit of $198.4 million.
Connecticut	Payroll savings currently under discussion
Delaware	Hiring freeze, purchase order review, reprogram surplus funds, deauthorization of capital projects, maximizing federal funds
Hawaii	Carry-over balance from prior year; conversion of capital improvement project funding from general fund to general obligation bond funds; federal stimulus.
Iowa	Across the board reductions
Kansas	Restructure debt
Maryland	Fund swaps with federal and special funds
Michigan	FY 2009 strategies include administrative economies and efficiencies, closure of adult prison and juvenile facilities, transitioning individuals from nursing homes to community settings, prescription drug rebates, reduced funding for education and training programs, use of restricted revenue funds, revised caseload estimates, and increased Federal Medical Assistance Percentage (FMAP) rate, and federal ARRA State Fiscal Stabilization Fund Revenue.
Nevada	Redirection of funds previously allocated to other entities
North Carolina	Federal Recovery-FMAP, and Stabilization
Oklahoma	Oklahoma doesn't have an FY-2010 budget in place at this time; so, we can't report which if any of the listed measures will be taken
Pennsylvania	Federal ARRA funds, budgetary freeze (lapses) and a salary freeze for management employees effective 1/1/2009.
Rhode Island	One furlough day through labor negotiations. Increases in employee medical benefit co-shares resulting from labor negotiations. Deferred actuarial funding of retiree health benefits. Modified retiree health such that that there were many retirements to avoid new plan provisions.
South Carolina	Agencies given flexibility to use other funds to off-set reductions
South Dakota	Federal stimulus funds
Texas	Federal stimulus funds
Utah	Bond for buildings, bond for roads, and other one-time revenue sources.
Vermont	Vacant position elimination and ARRA funds
Virginia	Eliminated proposed salary increases.
Wisconsin	Combined Reporting ($27.7 million), Tax on software ($9.4 million), Use of federal funds for TANF ($22.5 million), Hospital Assessment, $78.5 million, Federal Medical Assistance, Required Ending Balance ($65 million). Act 2 provided for additional $38 million in lapses, and revenue enhancements for combined reporting, software tax , hospital assessment, and federal dollars for TANF and MA. In addition, the requirement to retain $65 million in the rainy day fund was removed.

TABLE A-5b

Strategies Used to Reduce or Eliminate Budget Gaps, Fiscal 2010

Region/State	User Fees	Higher Education Related Fees	Court Related Fees	Transportation/ Motor Vehicle Related Fees	Business Related Fees	Layoffs	Furloughs	Early Retirement	Salary Reductions	Cuts to State Employee Benefits	Across-the-Board % Cuts	Targeted Cuts	Reduce Local Aid	Reorganize Agencies	Privatization	Rainy Day Fund	Lottery Expansion	Gaming/ Gambling Expansion	Other (Specify)
NEW ENGLAND																			
Connecticut*	x			x	x						x	x		x		x			x
Maine	x					x		x		x	x	x	x						
Massachusetts																			
New Hampshire				x		x				x		x	x						
Rhode Island*		x	x	x						x		x	x						
Vermont*				x		x	x					x							x
MID-ATLANTIC																			
Delaware*	x		x		x				x	x	x	x		x				x	
Maryland*						x			x		x	x	x			x			x
New Jersey*				x			x		x	x	x	x	x						
New York	x	x		x	x				x	x		x	x	x			x		
Pennsylvania*						x	x					x				x			x
GREAT LAKES																			
Illinois*	x			x			x			x	x	x	x	x		x			x
Indiana																			
Michigan*	x				x	x					x	x	x	x	x				x
Ohio*	x			x	x	x	x		x	x				x		x			x
Wisconsin						x	x				x			x					
PLAINS																			
Iowa*																			
Kansas*					x							x	x	x					x
Minnesota*											x	x	x						x
Missouri*												x							x
Nebraska*						x										x			x
North Dakota																			
South Dakota*	x			x	x							x							x
SOUTHEAST																			
Alabama																			
Arkansas																			
Florida	x	x	x	x								x		x				x	
Georgia*						x	x				x	x	x	x		x			x
Kentucky																			
Louisiana						x	x					x	x	x					
Mississippi																			
North Carolina*		x	x		x		x		x			x	x			x			x
South Carolina*							x					x	x	x					x
Tennessee																			
Virginia*	x		x			x	x	x		x		x	x	x	x	x			x
West Virginia*												x							x
SOUTHWEST																			
Arizona*																			
New Mexico									x	x	x	x	x						
Oklahoma*																			
Texas*																			x
ROCKY MOUNTAIN																			
Colorado*						x	x			x		x	x			x			x
Idaho						x	x			x				x		x			
Montana*											x	x							x
Utah*	x	x	x	x	x	x		x		x	x	x	x			x			x
Wyoming																			
FAR WEST																			
Alaska																x			
California				x			x		x	x	x	x	x						x
Hawaii*									x	x	x								x
Nevada*		x				x			x	x	x	x	x	x		x			x
Oregon*																			
Washington		x				x	x	x				x		x		x			
Total	11	7	6	12	9	17	15	4	10	16	16	30	20	16	2	15	1	2	24

NOTE: *See Notes to Table A-5b.
SOURCE: National Association of State Budget Officers.

NOTES TO TABLE A-5b

Arizona	FY 2010 Governor's budget not yet released
Colorado	The Governor's budget proposes to divert a vendor fee (benefit for vendors) instead into the GF but it is not a fee increase for businesses to pay. The Governor's budget plan was not based on a percentage applied; instead all cuts were evaluated and targeted based on the circumstance. Other includes: $155.5 million in CF transfers to the GF, $10.2 million in other GF revenue changes, $47.2 million in higher education reserve transfer to GF, $39.1 million in reduction to vendor fee payment and $12.2 million from gaming diversion. Also includes FMAP benefit of $302.8 million.
Connecticut	Payroll savings currently under discussion
Delaware	Hiring freeze, purchase order review, reprogram surplus funds, deauthorization of capital projects, maximizing federal funds
Georgia	Super Speeder Fine
Hawaii	Carry-over balance from prior year; federal stimulus; transfers from specific non-general funds.
Illinois	Personal and corporate income tax increases
Iowa	Across the board reductions
Kansas	Restructure debt
Maryland	Fund swaps with federal and special funds; Federal stimulus funds
Michigan	FY 2010 strategies include employee concessions (specifics to be determined); closure of state-operated facilities, elimination of state support for non-core state functions, elimination of pilot programs and programs targeted to specific areas; reductions in K-12 education and university operations; closure of tax loopholes; additional lottery investments and tax enforcement actions; and increased Federal Medical Assistance Percentage (FMAP) rate.
Minnesota	Federal stimulus, state appropriation bonds and merging funds
Missouri	Federal budget stabilization funds
Montana	Federal stimulus replacement
Nebraska	The Governor's recommendations for FY 2010 assumed a 2.5 percent annual increase in employee salaries and wages and a 10 percent annual increase in the employer cost for employee health insurance. With just a few exceptions, the Governor's recommendations included budget adjustments to offset the cost of employee salary and health insurance increases in an effort to provide no or minimal net increase in appropriations. Agencies will address these budget adjustments in different ways. However, given the proportion that employee salary and benefit costs are of total agency budgets it is reasonable to assume there will be some position eliminations.
New Jersey	Salary freeze is assumed through fiscal year 2010. Fiscal year 2009 Budget assumed a $25 million reduction across all departments for procurement reform; the Fiscal Year 2010 Budget applies a similar cut of $25 million as well as an additional reduction of $40 million for management efficiencies which will affect all departments.
North Carolina	Federal Recovery-FMAP, and Stabilization
Nevada	Redirection of funds previously allocated to other entities
Ohio	Transfer non-GRF funds to GRF to supplement tax collections
Oklahoma	Oklahoma doesn't have an FY 2010 budget in place at this time; so, we can't report which if any of the listed measures will be taken.
Oregon	The Legislature has not yet decided how to balance the FY 2010 budget.
Pennsylvania	Federal ARRA funds, maintain management salary freeze through FY 2010 and proposed non-broad-based tax increases.
Rhode Island	Deferred actuarial funding of retiree health benefits. Pension reform: Restrict minimum age of retirement to 59 and eliminate pension COLAs for retirees.
South Carolina	Appropriated federal stimulus dollars from Budget Stabilization Fund and Federal Medicaid Assistance Program (FMAP)
South Dakota	Federal stimulus funds
Texas	Federal stimulus funds
Utah	Enrollment growth set aside and other one-time revenue sources.
Vermont	Human Services Caseload Reserve funds and ARRA funds
Virginia	Eliminated proposed salary increases.
West Virginia	Backfill education reductions with federal stabilization funds

TABLE A-6

Fiscal 2009 Tax Collections Compared with Projections Used in Adopting Fiscal 2009 Budgets (Millions)**

	Sales Tax		Personal Income Tax		Corporate Income Tax		Total
Region and State	*Original Estimate*	*Current Estimate*	*Original Estimate*	*Current Estimate*	*Original Estimate*	*Current Estimate*	*Revenue Collection****
NEW ENGLAND							
Connecticut	$3,748	$3,361	$7,676	$6,840	$792	$608	L
Maine	1,008	987	1,398	1,327	197	169	L
Massachusetts	4,286	3,929	12,762	11,431	1,705	1,654	L
New Hampshire	NA	NA	NA	NA	320	256	L
Rhode Island	863	832	1,124	1,011	161	108	L
Vermont	229	215	588	552	59	52	L
MID-ATLANTIC							
Delaware	NA	NA	1,038	926	92	125	L
Maryland	4,034	3,611	7,445	7,364	673	582	L
New Jersey	9,136	8,448	12,700	11,249	2,898	2,497	L
New York	10,914	10,700	38,149	36,559	6,559	5,645	L
Pennsylvania	8,731	8,275	11,489	10,756	2,321	2,037	L
GREAT LAKES							
Illinois	7,297	6,674	10,432	9,417	1,937	1,450	L
Indiana	5,827	5,426	4,934	4,726	947	822	L
Michigan	6,645	6,212	7,010	6,058	2,661	2,318	L
Ohio	7,948	7,452	9,201	8,258	522	495	L
Wisconsin	4,479	4,034	7,106	6,585	860	678	L
PLAINS							
Iowa	2,000	2,355	3,344	3,363	468	407	T
Kansas	1,994	1,935	3,071	2,890	325	340	L
Minnesota	4,601	4,378	7,767	7,217	969	659	L
Missouri	1,937	1,860	5,448	5,084	471	362	T
Nebraska	1,359	1,340	1,750	1,780	215	210	L
North Dakota	656	648	308	324	112	112	H
South Dakota	676	645	NA	NA	NA	NA	L
SOUTHEAST							
Alabama	2,114	1,945	3,245	2,897	481	345	L
Arkansas	2,185	2,135	2,295	2,271	306	258	T
Florida	19,093	17,220	NA	NA	2,223	1,880	L
Georgia	5,594	5,433	8,479	8,224	729	695	L
Kentucky	2,978	2,878	3,473	3,365	513	242	L
Louisiana	2,891	2,841	2,873	2,831	969	881	T
Mississippi	2,019	1,950	1,617	1,548	528	403	L
North Carolina	5,374	4,754	11,386	9,517	1,192	833	L
South Carolina	2,699	2,282	2,970	2,582	249	126	L
Tennessee	7,019	6,475	262	204	1,664	1,328	L
Virginia	3,226	3,011	10,777	10,045	706	685	T
West Virginia	1,181	1,125	1,490	1,516	301	260	T
SOUTHWEST							
Arizona	4,643	3,905	3,614	2,779	841	576	L
New Mexico	2,404	2,378	1,140	1,214	399	293	T
Oklahoma	1,701	1,726	2,165	2,061	289	311	T
Texas	21,348	21,700	NA	NA	NA	NA	L
ROCKY MOUNTAIN							
Colorado	2,062	1,963	5,200	4,895	508	341	L
Idaho	1,069	1,042	1,268	1,223	157	156	L
Montana	16	16	851	857	167	158	T
Utah	1,821	1,583	2,772	2,424	330	297	L
Wyoming	485	522	NA	NA	NA	NA	H
FAR WEST							
Alaska	NA	NA	NA	NA	724	795	T
California	27,111	26,332	55,720	46,792	13,073	10,197	L
Hawaii	2,590	2,475	1,529	1,448	83	78	L
Nevada	1,164	873	NA	NA	NA	NA	L
Oregon	NA	NA	6,375	5,399	432	308	L
Washington	8,508	7,478	NA	NA	NA	NA	L
Total	**$219,660**	**$207,358**	**$284,241**	**$257,085**	**$52,126**	**$43,034**	–

NOTES: NA indicates data are not available because, in most cases, these states do not have that type of tax.

* **Unless otherwise noted, original estimates reflect the figures used when the fiscal 2009 budget was adopted, and current estimates reflect preliminary actual tax collections.

***Key: L=Revenues lower than estimates. H=Revenues higher than estimates. T=Revenues on target.

TABLE A-7a

Comparison of Tax Collections in Fiscal 2008, Fiscal 2009, and Fiscal 2010 Recommended (Millions)**

	Sales Tax			*Personal Income Tax*			*Corporate Income Tax*		
Region/State	*Fiscal 2008*	*Fiscal 2009*	*Fiscal 2010*	*Fiscal 2008*	*Fiscal 2009*	*Fiscal 2010*	*Fiscal 2008*	*Fiscal 2009*	*Fiscal 2010*
NEW ENGLAND									
Connecticut	$3,582	$3,361	$3,582	$7,513	$6,840	$6,754	$734	$608	$632
Maine	983	987	1,007	1,444	1,327	1,374	185	169	177
Massachusetts	4,087	3,929	4,021	12,484	11,431	11,432	1,512	1,654	1,514
New Hampshire	NA	NA	NA	NA	NA	NA	317	256	256
Rhode Island	844	832	839	1,074	1,011	1,013	151	108	96
Vermont	226	215	215	622	552	536	75	52	42
MID-ATLANTIC									
Delaware	NA	NA	NA	1,007	926	925	179	125	44
Maryland*	3,675	3,611	3,592	6,940	7,364	6,637	552	582	600
New Jersey	8,916	8,448	8,712	12,606	11,249	11,288	3,133	2,497	2,196
New York	10,591	10,700	12,127	36,564	36,559	34,769	6,018	5,645	6,084
Pennsylvania	8,497	8,275	8,390	10,908	10,756	10,755	2,418	2,037	1,919
GREAT LAKES									
Illinois	7,215	6,674	6,488	10,320	9,417	11,845	1,860	1,450	1,513
Indiana	5,534	5,426	5,550	4,838	4,726	4,774	910	822	828
Michigan	6,773	6,212	6,067	7,226	6,058	5,354	2,466	2,318	2,234
Ohio	7,614	7,452	7,265	9,115	8,258	7,922	754	495	163
Wisconsin	4,268	4,034	4,011	6,714	6,585	6,613	838	678	860
PLAINS									
Iowa	2,000	2,355	2,398	3,360	3,363	3,309	484	407	376
Kansas	1,958	1,935	1,975	2,897	2,890	2,990	432	340	365
Minnesota*	4,571	4,378	4,157	7,759	7,217	7,034	1,020	659	450
Missouri	1,931	1,860	1,861	5,210	5,084	5,122	459	362	410
mNebraska	1,322	1,340	1,350	1,726	1,780	1,840	233	210	210
North Dakota	555	648	615	307	324	327	141	112	132
South Dakota	645	645	659	NA	NA	NA	NA	NA	NA
SOUTHEAST									
Alabama	2,067	1,945	1,984	2,971	2,897	2,883	501	345	347
Arkansas	2,111	2,135	2,226	2,345	2,271	2,306	318	258	253
Florida	18,429	17,220	17,588	NA	NA	NA	2,217	1,880	1,820
Georgia	5,797	5,433	5,213	8,830	8,224	8,338	942	695	543
Kentucky	2,878	2,878	3,067	3,483	3,365	3,360	435	242	506
Louisiana	2,864	2,841	2,673	3,169	2,831	2,519	940	881	570
Mississippi	1,947	1,950	1,930	1,542	1,548	1,530	501	403	379
North Carolina	4,982	4,754	4,812	10,902	9,517	9,406	1,112	833	810
South Carolina	2,463	2,282	2,192	2,864	2,582	2,475	269	126	129
Tennessee*	6,851	6,475	6,605	292	204	164	1,620	1,328	1,301
Virginia	3,076	3,011	3,167	10,115	10,045	10,388	808	685	729
West Virginia	1,110	1,125	1,144	1,519	1,516	1,522	388	260	231
SOUTHWEST									
Arizona	4,354	3,905	3,884	3,407	2,779	2,688	785	576	586
New Mexico	2,323	2,378	2,399	1,214	1,214	1,230	355	293	275
Oklahoma	1,612	1,726	1,754	2,239	2,061	2,007	279	311	308
Texas	21,604	21,700	21,812	0	0	0	0	0	0
ROCKY MOUNTAIN									
Colorado	2,127	1,963	2,107	4,974	4,895	4,884	508	341	348
Idaho	1,142	1,042	1,026	1,430	1,223	1,212	190	156	162
Montana	17	16	17	867	857	845	160	158	118
Utah	1,739	1,583	1,533	2,612	2,424	2,335	416	297	304
Wyoming	505	522	506	0	0	0	0	0	0
FAR WEST									
Alaska	NA	NA	NA	NA	NA	NA	789	795	650
California	26,613	26,332	30,221	54,234	46,792	51,237	11,849	10,197	10,445
Hawaii	2,619	2,475	2,498	1,544	1,448	1,457	85	78	62
Nevada	986	873	815	NA	NA	NA	NA	NA	NA
Oregon	NA	NA	NA	4,973	5,399	5,433	441	308	326
Washington	8,216	7,478	7,551	NA	NA	NA	NA	NA	NA
Total	**$214,217**	**$207,358**	**$213,601**	**$276,155**	**$257,805**	**$261,100**	**$50,772**	**$43,034**	**$42,303**

NOTES: NA indicates data are not available because, in most cases, these states do not have that type of tax. *See Notes to Table A-7a.
** Unless otherwise noted, fiscal 2008 figures reflect actual tax collections, fiscal 2009 figures reflect the current estimates, and fiscal 2010 figures are projections.

SOURCE: National Association of State Budget Officers.

TABLE A-7b

Comparison of Tax Collections in Fiscal 2008, Fiscal 2009, and Fiscal 2010 Recommended (Percentages)**

	Sales Tax			*Personal Income Tax*			*Corporate Income Tax*		
Region/State	*Fiscal 2008*	*Fiscal 2009*	*Fiscal 2010*	*Fiscal 2008*	*Fiscal 2009*	*Fiscal 2010*	*Fiscal 2008*	*Fiscal 2009*	*Fiscal 2010*
NEW ENGLAND									
Connecticut	2.5%	-6.2%	6.6%	11.3%	-9.0%	-1.3%	-17.6%	-17.2%	4.0%
Maine	-3.7	0.4	2.0	6.6	-8.1	3.6	0.3	-8.5	5.0
Massachusetts	0.5	-3.9	2.3	9.5	-8.4	0.0	-4.7	9.4	-8.5
New Hampshire	NA	NA	NA	NA	NA	NA	10.4	-19.2	0.0
Rhode Island	-3.3	-1.5	0.8	0.8	-5.8	0.2	1.6	-28.2	-10.8
Vermont	1.4	-4.9	0.1	7.1	-11.3	-2.9	2.5	-29.9	-20.5
MID-ATLANTIC									
Delaware	NA	NA	NA	-0.1	-8.0	-0.1	27.2	-30.0	-64.7
Maryland*	7.5	-1.8	-0.5	3.9	6.1	-9.9	-6.5	5.5	3.1
New Jersey	3.6	-5.2	3.1	7.5	-10.8	0.3	-2.3	-20.3	-12.0
New York	5.4	1.0	13.3	5.7	0.0	-4.9	-7.0	-6.2	7.8
Pennsylvania	-1.1	-2.6	1.4	6.3	-1.4	0.0	-3.0	-15.7	-5.8
GREAT LAKES									
Illinois	1.1	-7.5	-2.8	9.7	-8.8	25.8	6.3	-22.0	4.3
Indiana	2.9	-2.0	2.3	4.8	-2.3	1.0	-7.9	-9.6	0.6
Michigan	3.4	-8.3	-2.3	12.2	-16.2	-11.6	35.8	-6.0	-3.6
Ohio	2.6	-2.1	-2.5	2.6	-9.4	-4.1	-30.0	-34.3	-67.1
Wisconsin	2.6	-5.5	-0.6	2.1	-1.9	0.4	-5.9	-19.1	27.0
PLAINS									
Iowa	4.7	17.7	1.8	8.9	0.1	-1.6	13.9	-15.8	-7.6
Kansas	-4.6	-1.2	2.1	6.9	-0.2	3.5	-2.3	-21.3	7.4
Minnesota*	1.4	-4.2	-5.0	7.3	-7.0	-2.5	-12.9	-35.4	-31.6
Missouri	-1.2	-3.7	0.0	5.9	-2.4	0.7	0.2	-21.2	13.3
Nebraska	1.4	1.4	0.7	4.6	3.1	3.4	9.3	-9.8	0.0
North Dakota	8.6	16.9	-5.1	-2.6	5.5	1.0	16.3	-20.5	17.7
South Dakota	6.9	0.0	2.3	NA	NA	NA	NA	NA	NA
SOUTHEAST									
Alabama	-1.0	-5.9	2.0	1.1	-2.5	-0.5	10.2	-31.1	0.6
Arkansas	-3.5	1.1	4.3	8.1	-3.1	1.5	-5.9	-18.8	-2.1
Florida	-5.2	-6.6	2.1	NA	NA	NA	-9.3	-15.2	-3.2
Georgia	-2.0	-6.3	-4.0	0.1	-6.9	1.4	-7.6	-26.2	-21.9
Kentucky	21	0.0	6.6	14.5	-3.4	7.9	56	-44.4	109.1
Louisiana	-9.2	-0.8	-5.9	-2.7	-10.7	-11.0	-10.7	-6.2	-35.3
Mississippi	0.9	0.1	-1.0	4.5	0.4	-1.2	3.3	-19.5	-6.1
North Carolina	-0.3	-4.6	1.2	3.8	-12.7	-1.2	-23.4	-25.1	-2.8
South Carolina	-6.4	-7.3	-3.9	-0.6	-9.9	-4.1	2.7	-53.2	2.5
Tennessee*	0.5	-5.5	2.0	17.7	-30.0	-20.0	-8.3	-18.0	-2.0
Virginia	0.9	-2.1	5.2	3.3	-0.7	3.4	-8.2	-15.2	6.4
West Virginia	7.2	1.4	1.7	7.4	-0.2	0.4	5.3	-33.0	-11.2
SOUTHWEST									
Arizona	-2.3	-10.3	-0.5	-8.8	-18.4	-3.3	-20.4	-26.6	1.7
New Mexico	0.4	2.4	0.9	2.8	0.0	1.4	-22.9	-17.4	-6.1
Oklahoma	5.3	7.1	1.6	-4.2	-8.0	-2.6	-35.9	11.4	-1.0
Texas	7.0	0.4	0.5	NA	NA	NA	NA	NA	NA
ROCKY MOUNTAIN									
Colorado	-3.8	-7.7	7.4	2.1	-1.6	-0.2	2.0	-32.8	2.0
Idaho	6.0	-8.8	-1.5	2.1	-14.5	-0.9	-0.3	-17.5	3.6
Montana	0.9	-1.6	2.3	4.8	-1.2	-1.3	-9.7	-1.6	-25.4
Utah	-6.4	-9.0	-3.1	1.5	-7.2	-3.7	-2.2	-28.6	2.4
Wyoming	5.4	3.4	-3.1	NA	NA	NA	NA	NA	NA
FAR WEST									
Alaska	NA	NA	NA	NA	NA	NA	2.2	0.8	-18.2
California	-3.0	-1.1	14.8	4.4	-13.7	9.5	6.2	-13.9	2.4
Hawaii	2.4	-5.5	1.0	-1.0	-6.2	0.6	4.0	-8.9	-20.1
Nevada	-1.4	-11.4	-6.7	NA	NA	NA	NA	NA	NA
Oregon	NA	NA	NA	-11.1	8.6	0.6	8.6	-30.1	5.8
Washington	4.1	-9.0	1.0	NA	NA	NA	NA	NA	NA
Total	**0.6%**	**-3.2%**	**3.0%**	**4.7%**	**-6.6%**	**1.3%**	**-3.3%**	**-15.2%**	**-1.7%**

NOTES: NA indicates data are not available because, in most cases, these states do not have that type of tax. *See Notes to Table A-7.
** Unless otherwise noted, fiscal 2008 figures reflect actual tax collections, fiscal 2009 figures reflect the current estimates, and fiscal 2010 figures are projections. **SOURCE:** National Association of State Budget Officers.

NOTE TO TABLES A-7a and b.

Tennessee	Corporate Income Tax includes excise tax and franchise tax. Sales tax, personal income tax and corporate excise tax are shared with local governments.

TABLE A-8

Proposed Revenue Changes by Type of Revenue, Fiscal 2010

State	*Tax Change Description*	*Effective Date*	*Fiscal 2010 Revenue Changes ($ in Millions)*
	SALES TAXES		
Arkansas	Decrease in state sales tax rate applied to food for home consumption from 3 percent to 2 percent	7/09	$ -40.5
	Decrease in state sales tax rate applied to manufacturing electricity and natural gas usage from 4 percent to 3.25 percent.	7/09	-3.8
California	(a) Compliance effort ($10 million) + (b) Rate increase ($4.766 million)	4/09	4,776.0
Illinois	Loophole Closures	7/09	94.0
Massachusetts	A one percent increase to Statewide Meals and Hotel & Motel Tax to support local aid	Upon Enactment	149.2
Michigan	Lower bad debt deduction; lower collection allowance; change taxation of interstate trucks; change taxation of certain interstate communications	10/09	50.6
Minnesota	Capital equipment sales tax exemption	1/10	-33.6
New York	Expanded the definition of vendor to preclude certain retailers from avoiding the SUT	6/09	9.0
	Impose sales tax on digital property	6/09	15.0
	Curtail certain abusive tax avoidance schemes	6/09	4.0
	Impose sales tax on cable/satellite services	6/09	136.0
	Repeal the sales tax cap on motor fuel	6/09	90.0
	Equalize the current coupon system	6/09	3.0
	Eliminate clothing exemption	6/09	462.0
	Impose sales tax on certain miscellaneous personal services	6/09	78.0
	Repeal bad debt law	6/09	8.0
	Increase prepaid sales tax rate on cigarettes	6/09	14.0
	Allow wine in grocery stores	6/09	0.8
	Limit capital improvement exemption to new construction, additions	6/09	120.0
	Impose sales tax on entertainment related spending	6/09	53.0
	Impose sales tax on transportation-related spending	6/09	45.0
	Increase tobacco retail fee	6/09	-0.4
	Increase beer and wine tax	6/09	2.0
	Impose sales tax on Soft Drinks	6/09	404.0
	Impose an additional 5 percent tax on certain luxury goods	6/09	12.0
	Increase the auto rental tax from 5 percent to 6 percent	6/09	8.0
Rhode Island	Increase Cigarette excise tax by $1.00 while retaining minimum price markup	4/09	2.7
Virginia	Sales tax on cigarettes		2.0
Total Revenue Changes—Sales Taxes			**$6,512.0**

TABLE A-8 (continued)

Proposed Revenue Changes by Type of Revenue, Fiscal 2010

State	Tax Change Description	Effective Date	Fiscal 2010 Revenue Changes ($ in Millions)
	PERSONAL INCOME TAXES		
California	(a) Compliance effort (+$9 million) + (b) Dependent Credit Reduction (+$1,440 million) + (c) Rate increase (+$3,658 million) + (d) (-$330 million Jobs credit) + (-$33 million Homebuyer credit)	1/09	$4,744.0
Delaware	New Top Rate of 6.95 percent	1/10	30.0
Illinois	1.5 percent tax rate increase (3 percent to 4.5 percent)	7/09	2,920.0
Kansas	Would repeal community services contribution tax credit	7/09	4.4
Maine	Limits benefits under tax reimbursement programs		10.0
Michigan	Suspend inflation indexing of exemptions; eliminate double deduction for oil and gas producers	1/09	61.1
Minnesota	Federal conformity provisions	7/09	-39.9
North Dakota	Decreased personal income tax rate	7/09	-50.0
New Jersey	One year tax rate increase to 10.25 percent on income > $500,000	1/09	620.0
	One year suspension of property tax deduction for non- seniors with income > $150,000	1/09	160.0
	Lottery winnings > $10,000 will be subject to income tax	1/09	8.0
New York	Impose tax on full amount of investment management fee earned by non-resident managers	1/09	60.0
	Levy fee on non-LLC partnerships with NY-source income at or above $1 million at rates currently applicable to LLC partnerships	1/09	50.0
	Increase the itemized deduction limitation applicable to high income taxpayers from 50 percent to 100 percent except charitable contributions	1/09	140.0
North Carolina	IRC Update – The Governor recommends an update to the IRC reference used in defining and determining certain state tax provisions	1/10	-10.4
Rhode Island	The American Recovery and Reinvestment Act of 2009 contains the following provisions: Increase weekly unemployment compensation by $25.00, $1.8 million; Deduction from AGI of first $2,400 of Unemployment compensation, $(5.4) million; and Deduction from AGI of Sales tax paid on new car purchase, $(1.4) million	1/09	-5.0
South Carolina	Lower the state's income tax from 7 percent to a flat 3.65 percent by using revenues from a cigarette tax increase of 30-cents per pack	7/09	-102.0
Virginia	Federal Tax Conformity $10.5 million; decrease land preservation tax credit cap $50.0 million; add energy tax credit increase ($2.0 million)	1/09	58.5
Wisconsin	Creates new high marginal tax bracket for very high income earners; $225 thousand single, $300 thousand married filing jointly; $150 thousand married filing separately	1/09	175.6
Total Revenue Changes—Personal Income Taxes			**$8,834.3**

TABLE A-8 (continued)

Proposed Revenue Changes by Type of Revenue, Fiscal 2010

State	Tax Change Description	Effective Date	Fiscal 2010 Revenue Changes ($ in Millions)
	CORPORATE INCOME TAXES		
California	Compliance Efforts	7/09	$4.0
Illinois	2.4 percent tax increase (4.8 percent to 7.2 percent)	7/09	$470.0
Iowa	Yearly $200 million budget cap on currently uncapped awarded tax credits for $15 million and elimination of doubling of research and activities tax credit for $13 million.	1/09	28.0
Maine	Removes from the apportionment calculation the sales of tangible personal property by businesses operating in more than one state where the taxpayer is not taxable.		2.6
Minnesota	Reduce the corporate tax rate from 9.8 percent to 4.8 percent over a six-year period.	1/10	-10.0
	Section 179 business expensing.	7/09	-20.9
	Reinvestment tax credit.	7/09	-50.0
	Green JOBZ	Final Enactment	-1.2
New Jersey	Extend 4 percent surcharge that was to expire on 6/30/09	1/09	80.0
North Carolina	The Governor recommended that companies with profits below $100,000 be able to exempt the first $25,000 from net income and companies with profits between $100,000 and $200,000 be able to exempt the first $15,000.	1/10	-12.0
Oregon	Increase corporate minimum tax.	1/10	28.0
Rhode Island	Reduce rate to 7.5 percent from 9.0 percent	1/10	-14.5
Tennessee	Family-Owned Non-Corporate Entities (FONCE) subject to Franchise & Excise Taxes.		25.0
Virginia	Captive REIT legislation	7/09	10.0
Total Revenue Changes—Corporate Income Taxes			**$539.0**
	CIGARETTE AND TOBACCO TAXES		
Arkansas	Increase in cigarette tax rate from 59 cents to $1.15 per package of 20 cigarettes. Increase in tax rate for other tobacco products.	3/09	$86.2
Delaware	Increase from $1.15/pack to $1.60/pack	8/09	16.0
Illinois	$1.00 per pack increase	7/09	365.0
Maine	Change in basis to tax on smokeless tobacco.		1.5
Michigan	Double the tax rate on other tobacco products; lower collection allowance	10/09	48.2
Mississippi	Increase by $0.24 per pack for manufacturers participating in the tobacco settlement with the State and $0.43 for non-participating manufacturers, and increase on smokeless tobacco.	7/09	79.8
New Hampshire	35 cent per pack increase in Tobacco Tax	7/09	35.0
New Jersey	Increase cigarette tax from $2.575 per pack of 20 cigarettes to $2.70 per pack	7/09	26.0
New York	Change method of taxation of cigars to $0.50 per cigar from 37 percent of wholesale price	4/09	10.0
	Increase retail registration fee	1/09	16.7
North Carolina	Increase cigarette tax from $.35/pack to $1.35/pack. Also recommended the tax on other products from 10 percent to 28 percent of the wholesale price.	9/09	342.9
Oregon	Increase tax rate. A portion of this increase goes to the General Fund.	1/10	37.0
Pennsylvania	Increase cigarette tax by $0.10 per pack.	8/09	60.8
Rhode Island	Increase cigarette excise tax to $3.46 while retaining minimum price markup	4/09	27.5
South Carolina	Increase cigarette tax by 30-cents per pack and use the revenues to lower the state's income tax from 7 percent to a flat 3.65 percent.	7/09	102.0
Wisconsin	Increases cigarette tax rate by $0.75 per pack.	9/09	127.4
Total Revenue Changes—Cigarette and Tobacco Taxes			**$1,489.0**

TABLE A-8 (continued)

Proposed Revenue Changes by Type of Revenue, Fiscal 2010

State	*Tax Change Description*	*Effective Date*	*Fiscal 2010 Revenue Changes ($ in Millions)*
	MOTOR FUELS TAXES		
Alaska	Suspend Motor Fuel Tax		$ -8
Idaho	Increase the state fuel tax by two cents per gallon each year for five years.	7/09	17.6
New Jersey	Increase to motor vehicle fees, including transactions, processes and services	7/09	20
Oregon	Increase fuel tax. None of this increase goes to the General Fund.	7/09	58
Total Revenue Changes—Motor Fuels Taxes			**$87.6**
	ALCOHOLIC BEVERAGES		
California	Compliance (Flavored Malt Beverages)	7/09	$38.0
Delaware	Increase taxes by 50 percent	9/09	3.5
Michigan	Increase license fees; extend hours of sales	10/09	24.1
New Jersey	Increase alcoholic beverage excise tax, excluding beer, by 25 percent	7/09	22.0
New York	Reform tax on flavored malt beverages	6/09	15.0
	Increase rates on beer and wine	4/09	63.0
North Carolina	A 5 percent tax surcharge to all alcohol purchases	9/09	157.5
Total Revenue Changes—Alcoholic Beverages			**$323.1**
	OTHER		
Colorado	HB 09-1001 Tax Credit – Creates an income tax credit to firms that create new jobs in Colorado and meet specified criteria. (03/10/09 Revised Legislative Council Staff Fiscal Note)	8/09	$ -2.9
Delaware	Corporate Franchise Tax	1/09	97.4
	Gross Receipts Tax - Increase by 10 percent	1/09	7.0
	Public Utility Tax	8/09	7.0
Idaho	Rental Car Tax, creates a six percent tax assessed on car rentals.	7/09	2.0
	Speciality Plates, increases fees for speciality license plates by $20.	7/09	4.0
Illinois	Various	7/09	593.0
Kansas	Suspend franchise tax phase-out	7/09	14.0
	Suspend phase-out of estate tax	1/10	5.0
Louisiana	Extension of Tax Credits - due to sunset this year. The extension will apply to film production, targeted infrastructure, digital media, sound recording, research and development, and Angel investor.	7/09	-8.0
Maine	Estate Tax revision and change in tax rate on telecommunication personal property.		3.8
Maryland	Reduced the Mined Coal Tax Credit for the Franchise Tax	6/09	4.5
Michigan	Change taxation of commercial rental property under property tax	10/09	10.0
Minnesota	Reduce taconite state appropriation from 22 cents per taxable ton of iron ore produced to 7 cents per ton.	7/09	-5.8
New Hampshire	$20.1 million from a 0.75 percent increase in Meals & Rooms Tax; $8.0 million from a tax on Gambling Winnings greater than $600	7/09	28.1
New Jersey	Unclaimed slot machine vouchers would be escheated	7/09	4.0
Oregon	Extend and restructure provider tax. None of this revenue goes to the General Fund.	10/09	232.0
Pennsylvania	Implement a tax on other tobacco products.	10/09	37.9
	Implement a severance tax on natural gas.	10/09	107.2
	Continued phase out of the Capital Stock and Franchise Tax.	1/10	-222.9
Rhode Island	Increase Health Care Insurers Gross Premiums Rate to 2.00 percent	1/09	3.8
	Eliminate Exemption for Managed Care Plans	1/09	9.8
	Reduce Nursing Home Tax Revenue	7/09	-1.6
	Eliminate Group Home tax	5/09	-11.1
	Increase Estate tax exemption amount to $1.0 million	1/10	-1.5
South Dakota	Additional Gaming tax of 1 percent on Deadwood casinos	7/09	1.0
Tennessee	Health Maintenance Organization premium tax increase from 2.2 percent to 5.5 percent.		139.3
Virginia	Hotel Movie Rental Tax	7/09	0.3
Wisconsin	Increases taxes on other tobacco products including moist snuff and cigars by 42 percent.	9/09	15.2
Total Revenue Changes—Other Taxes			**$1,072.5**

TABLE A-8 (continued)

Proposed Revenue Changes by Type of Revenue, Fiscal 2010

State	Tax Change Description	Effective Date	Fiscal 2010 Revenue Changes ($ in Millions)
	FEES		
Alaska	Business License Fee Reduction	10/08	$ -3.2
California	Vehicle License Fee Rate Increase	5/09	1,692.0
Colorado	SB 09-108 Fee Increase for Transportation (Fasttracks) 03/10/09 Revised Legislative Council Staff Fiscal Note	Section 5 takes effect in January 10; rest was upon signature (law)	200.0
Connecticut	Increase various licenses, permits, and fees	7/09	137.2
Delaware	Various Judicial Fees		1.3
	Vital Records fee increases		1.0
	Alcohol Beverage Control Commission licensing fees		1.2
Florida	Various fee increases	Various	151.3
Georgia	Driver Services Super Speeder Fine		23.0
Idaho	Vehicle Registration, increases fees for cars, motorcycles, etc. according to vehicle age and for light trucks according to age and weight.	7/09	13.6
	Heavy trucks, increases registration by 5 percent.	7/09	2.4
Maine	Increases State Park fees, Marine Resource license fees & Hunting/Fishing/Trapping license fees.		1.6
Minnesota	Health Department - Vital Records Technology Improvement Fee. Extends the current $2 surcharge on all vital records to ensure system upgrades scheduled to be implemented in 2010 continue, and future costs are recovered.	7/09	1.2
	Human Services Dept - Licensing Funding. Restructures the funding mechanism for the department's licensing activities, increasing fees to fully recover licensing costs.	7/09	1.2
	Human Services Dept - Stabilizes funding for State Operated Services dental clinics.	7/09	1.8
	Dept of Natural Resources - Utility and land lease fees.	7/09	1.8
	Agriculture Dept - Increase pesticide fees.	7/09	2.8
	Enterprise Technology Office - Surcharge for electronic licensing system.	7/09	5.8
New York	Increase Registration Fees	9/09	60.5
	Increase Driver's License Fees	9/09	21.9
	Reissue License Plates	4/10	0.0
	Increase HUT registration fee from $4 to $15 and allow the Tax Department to mail out decals	4/09	4.6
	Increase Food licensing fees	4/09	3.7
	Increase Food Safety Violation Penalties	4/09	1.2
	Increase and Expand New Statewide Central Register Fees	4/09	2.7
	Increase various Civil Service Exam Fees	4/09	1.6
	Expand Insurance Fingerprinting Fee	4/09	6.3
	Increase Nuclear Power Plant Fee	4/09	2.7
	Remove Cap on DMV Surcharges	4/09	8.3
	Increase License Termination Fees	4/09	13.4
	Increase State Pollutant Discharge Elimination Fees	4/09	5.0
	Establish Fishing Fees	4/09	6.0
	Increase Physician Fees	4/09	16.4
	Assess Early Intervention Provider Fee	4/09	1.7
	Restructure Clinical Lab Fees	4/09	36.5
	Increase Certificate of Need Fees	4/09	4.0

TABLE A-8 (continued)

Proposed Revenue Changes by Type of Revenue, Fiscal 2010

State	Tax Change Description	Effective Date	Fiscal 2010 Revenue Changes ($ in Millions)
	FEES (cont'd)		
New York (cont'd)	Reinstitute Hospital Assessment	4/09	$ 316.4
	Reinstitute Home Care Assessment	4/09	19.1
	Increase Hospital Surcharges	4/09	126.0
	Increase Covered Lives Assessments	4/09	240.0
	Extend the Covered Lives Assessment	4/09	5.0
	Establish Physical Procedure Surcharge	4/09	49.8
	Increase Insurance Assessment for Public Health Programs	4/09	99.8
	Establish Timothy's Law Insurance Assessment	4/09	179.0
	Increase Insurance Assessment for Tobacco Control and early Intervention	4/09	92.6
	Establish Third Party Administrator Fee	4/09	63.1
	Increase Various Asbestos Related Fees	4/09	9.2
	Boiler Inspection Fee Increases	4/09	2.2
	Increase Real Property Transfer Fee	4/09	14.3
	Increase Administrative Parks Fees	4/09	6.5
	Increase Utility Assessment	4/09	651.6
	Establish Horse Entrance Fee	4/09	1.0
	Increase State Licensing Fees	4/09	3.5
	Increase Surcharge on Auto Insurance	4/09	48.4
	Automated Speed Enforcement Cameras	4/09	50.0
	Establish Processing Fee for Paper Returns	4/09	6.8
	Establish Bad Check Fee	4/09	1.5
	Establish Installment Payment Fee	4/09	4.5
	Establish Tax Preparer Fee	4/09	6.0
North Carolina	Increase annual license fee on professionals from $50 to $200 and increase in non-tax judicial fees and various smaller fee increases.	7/09	27.4
Ohio	Executive recommendations for FY 2010-2011 contained multiple fee increases to support certain activities including industry specific licensing and inspection services.	7/09	
Oklahoma	Miscellaneous fee increases for several agencies.		29.7
Oregon	Increase transportation registration and title fees. None of this revenue goes to the General Funds.	7/09	442.0
Rhode Island	Motor vehicles: Increase reinstatement fees for Operator's license from $75.00 to $250.00	4/09	3.7
	Motor vehicles: Increase Certificate of title fee from $25.00 to $50.00	4/09	3.9
South Dakota	Increases in licensing, registration and inspection fees in Dept. of Health; Increases in parole supervision fees in Dept. of Corrections; Increases in coin laundry fees, alcohol brand registration fees and alcohol licensing fees in the Dept. of Revenue; Increases in business registration and licensing fees within the Secretary of State. Increases in licensing and permit fees within the Dept. of Agriculture. Increases in park related fees within the Dept. of Game Fish and Parks. Increases in license and registration fees within the Dept. of Environment and Natural Resources.	7/09	4.6
Utah	Regulatory fees to cover costs.		20.8
	Motor Vehicle Registration increase by $20.	7/09	53.0
Vermont	Motor Vehicle fee increase	7/09	8.521
	Public Safety: sale of audio/videotapes	7/09	0.003
	Historic preservation/archeology	7/09	0.190
	Change for technical analysis to review economic development and community development grants	7/09	0.016
	Secretary of State professional regulation	7/09	0.164
	Workers' Compensation premium assessment	7/09	0.006
Total Revenue Changes—Fees			**$5,022.6**

TABLE A-9

Recommended Revenue Measures, Fiscal 2010

State	Description	Effective Date	Fiscal 2010 Recommended Changes ($ In Millions)
Colorado*	Sales-Capped the amount of state sales tax vendors can retain to offset administrative costs associated with collecting state sales tax at time of purchase (Figure represents Governor's policy proposal – legislative estimate in final bill is $38.0M)		$39.1
Connecticut	Sales-Suspension of the sales tax week for two years	7/09	4.2
	Personal Income-Delay the increase in the singles personal income tax exemption for 3 years	7/09	13.3
	Corporate-Cap the film industry tax credit at $30 million per year. Suspend the Historic Homes and Historic Structures tax credits for two years	7/09	35.0
	Fees-Reduce lottery retailer commission from 5 percent to 4 percent	4/09	10.0
Delaware	Increase state share of Video Lottery/institute sports betting		55.0
Florida	Other-Redistribution and delayed distribution of tax collections ; trust fund sweeps	7/09	646.3
Idaho	Sales-Ethanol Exemption, repeals the exemption on ethanol.	7/09	4.1
Kansas	Alcohol-The amount of liquor taxes that under current law is distributed to local governments is recommended to be deposited in the State General Fund.	7/09	27.2
	Other-Require mineral taxes to be paid within one month instead of two, resulting in one additional mineral tax payment in FY 2010.	7/09	10.0
Maine	Personal Income-Enhanced revenue collections, reduction in amount transferred to Local Government Fund and revision on estimated tax payments.		18.5
	Other-Additional Investment earnings		1.3
Massachusetts	Sales-The Governor recommended eliminating the sales tax exemption on alcohol, candy and sweetened beverage products.	Upon Enactment	150.0
Maryland	Fees-Adjusts commission level for lottery sales agents from 5.5 percent to 5.0 percent of ticket sales.	6/09	8.6
Michigan	Sales-Use tax audit letter to businesses	10/09	2.5
	Personal Income-Income tax automation	10/09	4.1
	Other-Increased lottery advertising; publicize names of major delinquent taxpayers to increase compliance; delinquent business accounts compliance efforts	10/09	31.0
Minnesota	Gambling-Establishes a single tax rate on all forms of charitable gambling in order to reduce complexity and provide a more fair distribution. The proposed rate of 3.75 percent of gross receipts replaces four different tax rates currently assessed on five forms of lawful gambling: pull tabs, tip boards, raffles, bingo, and paddle wheels. The proposed tax is estimated to raise the same amount of revenue as the existing four taxes, which collectively are forecast to provide $39.2 million to the general fund in FY 2010.	7/09 and 1/10	0.0
	Fees-Human Services Dept - Transforms the Child & Adolescent Behavioral Health Services (CABHS) hospital from an enterprise program to an appropriation-based program and establishes a new partial hospitalization model of care.	7/09	8.4
	Fees-Dept of Labor & Industry - Move to a biennial licensure and registration process and stagger the renewal cycles to save agency operating costs.	7/09	2.7
	Other-Merge Health Care Access Fund into the general fund.	7/09	0.0
Montana	Other-Mitigate Property tax Re-appraisal	1/09	-9.3
Nevada	Increase SUT commission by 1 percent	7/09	12.9
	Redirection of various revenue streams from local governments and other segments of state government to the General Fund.	7/09	155.4
	Redirection of fees formerly deposited in other accounts to the General Fund.		7.0
New Hampshire	Alcohol-Pricing, product and efficiency improvements/initiatives at state liquor stores	7/09	14.0

TABLE A-9 (continued)

Recommended Revenue Measures, Fiscal 2010

State	*Description*	*Effective Date*	*Fiscal 2010 Recommended Changes ($ in Millions)*
New York	Sales-Tax Compliance	6/09	$ 78.0
	Personal Income-Reform the Empire Zones Tax Credit Program	1/08	272.0
	Personal Income-Enact reciprocal program with the US Treasury Department and other states to intercept vendor payments to satisfy eligible past-due debts.	1/09	2.5
	Personal Income-Eliminate Underutilized Tax Credits	1/09	5.9
	Corporate Income-Reform the Taxation of Digital Property	3/09, 1/09	15.0
	Corporate Income-Increase the mandatory first installment from 25 percent to 30 percent.	1/10	351.0
	Corporate Income-Eliminate Exemption for Large Cooperative Insurance Companies	1/09	19.0
	Corporate Income-Restructure and Simplify the Insurance Tax	1/09	65.0
	Corporate Income-Change Filing Requirement for Overcapitalized Captive Insurance Corporations	1/09	33.0
	Corporate Income-Clarify that Utilities do not Meet Definition of Manufacturers for Capital Base Cap	1/09	18.0
	Corporate Income-Expand the State Low Income Housing Tax Credit Program by $4 million	1/09	-4.0
	Alcohol-Allow the sale of wine in grocery stores and impose a franchise fee	10/09	105.0
	Fees-Expand the Bottle Bill	4/09	118.0
Ohio	Fees-Increase in certain user, licensing, and inspection fees reduced pressure in the General Revenue Fund in FY 2010-2011	7/09	53.4
Oregon	Personal Income-Expands tax credit; Allows Higher Education to retain interest earnings.	1/10	-6.0
Pennsylvania	Sales-Eliminate the 1 percent vendor discount for timely remittance of sales tax collections.	7/09	74.9
	Cigarette-Eliminate the transfer of 18.52 percent of the cigarette tax to the Health Care Provider Retention Account.	7/09	198.9
	Other-One-time transfer of a portion of the balance in the Health Care Provider Retention Account.	7/09	350.0
Rhode Island	Motor Fuel-Transfer of $0.01 general revenue share of $0.30 Gas Tax to Department of Transportation	7/09	-4.5
	Fees-Reinstitute Hospital Licensing Fee and implement base year rate	N/A	111.4
	Fees-Sale of Various State Property	7/09	10.0
South Carolina	Other-Redirect Redevelopment Authority taxes and fees to the General Fund	7/09	4.6
Virginia	Sales-Change in dealer discount sales tax	7/09	64.3
	Fees-2/3 excess court fees	7/09	6.0
Wisconsin	Sales-$19.8 Requires similar treatment of sales and individual income tax for business entities of parent corporations (disregards); $1.5 Require internet sellers to collect sales tax if affiliated with business that has nexus in state	7/09	21.3
	Personal Income-Requires quarterly withholding payments by nonresident members of pass-through entities;	1/09	38.5
	Corporate Income-$38.2 decouples from the federal qualified production activities deduction; $57.7 compute throwback sales equal to normal sales for corporate income apportionment purposes; $4.0 clarifies definition of direct air carrier for income apportionment purposes; $5.0 sunsets the refundable film tax credit; $4.5 delays electronic medical records tax credit until 2011.	1/09	109.4
	Other-Reduces capital gains excludable from income from 60 percent to 40 percent.	1/09	85.1
Total			**$3,409.4**

NOTE: See Notes to Table A-9. **SOURCE:** National Association of State Budget Officers.

NOTE TO TABLE A-9

Colorado	Figure represented the Governor's request. There were other revenue policy changes proposed by the executive but they do not fit within the categories listed here (e.g., cash fund transfers). As such, they are described in Table A-5b. All Colorado revenue policy changes for budget balancing involve the diversion of existing GF revenues into the GF instead of use for other purposes. The policy changes do not involve any tax changes, pursuant to Article X, Section 20 of the Colorado Constitution.

TABLE A-10

Total Balances and Balances as a Percentage of Expenditures, Fiscal 2008 to Fiscal 2010*

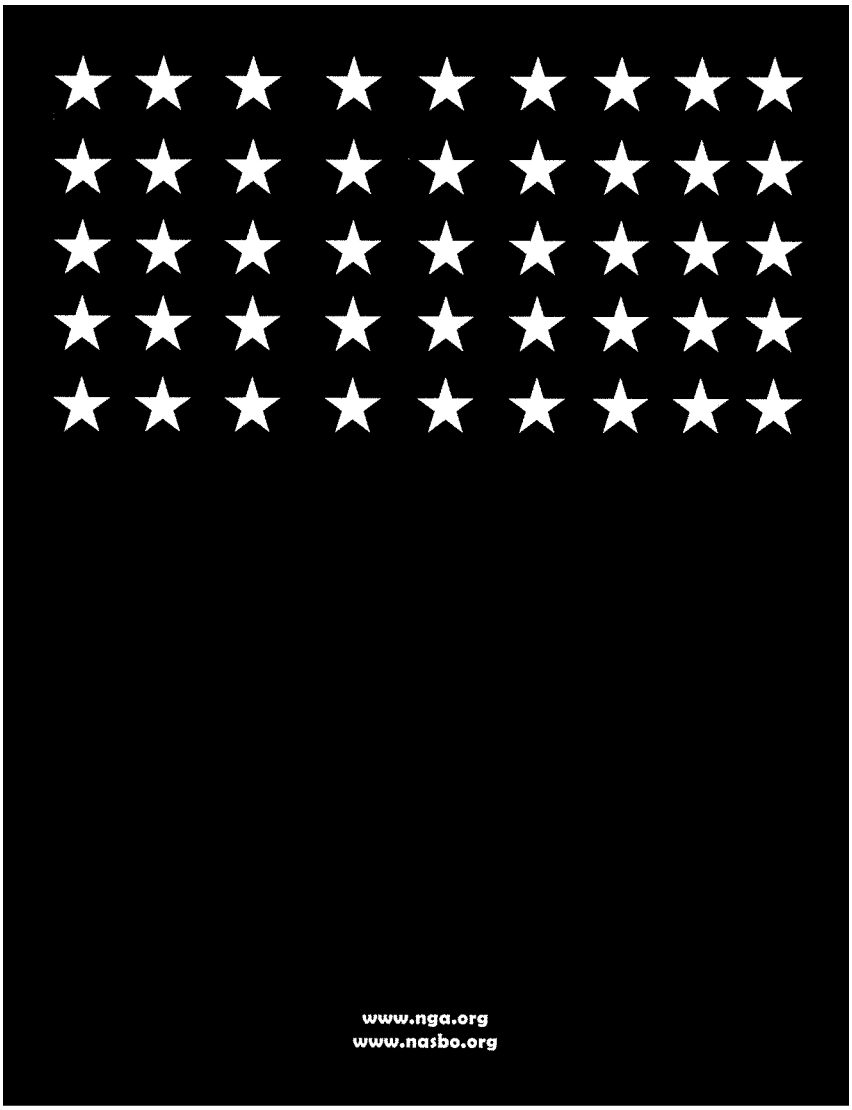
Region/State	Total Balance ($ in Millions)**			Balances as a Percent of Expenditures		
	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2008	Fiscal 2009	Fiscal 2010
NEW ENGLAND						
Connecticut	$1,382	$1,100	$586	8.5%	6.5%	3.3%
Maine	116	75	90	3.7	2.5	3.0
Massachusetts	2,406	1,466	1,014	8.8	5.3	3.6
New Hampshire	106	51	51	6.9	3.3	3.3
Rhode Island	61	10	121	1.8	0.3	3.9
Vermont	58	60	57	4.8	5.2	5.1
MID-ATLANTIC						
Delaware	526	378	393	15.4	11.4	12.4
Maryland	1,172	1,134	744	8.1	7.9	5.4
New Jersey	1,304	699	500	3.9	2.3	1.7
New York	2,754	1,514	1,242	5.2	2.7	2.2
Pennsylvania	1,325	515	141	4.9	1.9	0.5
GREAT LAKES						
Illinois	417	417	417	1.5	1.4	1.5
Indiana	1,413	1,275	1,040	11.1	9.3	7.3
Michigan	460	2	-130	4.7	0.0	-1.6
Ohio	2,694	1,336	1,242	10.2	4.7	4.6
Wisconsin	131	216	237	1.0	1.5	1.7
PLAINS						
Iowa	641	594	448	10.9	9.8	7.6
Kansas	527	58	1	8.6	0.9	0.0
Minnesota	1,920	569	903	11.3	3.4	6.0
Missouri	1,115	483	271	13.8	5.7	3.0
Nebraska	1,130	853	560	34.8	25.0	15.9
North Dakota	653	703	543	54.2	55.3	35.6
South Dakota	107	107	107	9.1	9.3	9.4
SOUTHEAST						
Alabama	467	237	216	5.4	3.0	3.0
Arkansas	0	0	0	0.0	0.0	0.0
Florida	1,666	1,125	389	6.0	4.5	1.6
Georgia	2,217	2,217	2,217	11.4	12.4	12.9
Kentucky	300	47	24	3.2	0.5	0.2
Louisiana	1,641	1,641	854	17.0	17.5	10.6
Mississippi	440	375	300	8.7	7.3	6.0
North Carolina	1,386	537	537	6.8	2.7	2.6
South Carolina	324	147	211	4.5	2.5	3.6
Tennessee	1,098	686	750	10.0	6.3	7.2
Virginia	1,328	755	602	7.7	4.6	3.7
West Virginia*	1,132	456	564	30.1	10.3	14.9
SOUTHWEST						
Arizona	151	-430	15	1.5	-4.6	0.2
New Mexico	735	568	515	12.2	9.5	9.4
Oklahoma	886	950	354	13.7	14.5	6.2
Texas	11,171	8,698	8,539	26.2	20.5	23.2
ROCKY MOUNTAIN						
Colorado*	327	148	161	4.4	2.0	2.1
Idaho	380	198	152	13.6	7.2	6.0
Montana	436	341	274	21.1	17.6	15.0
Utah	414	395	270	7.0	7.6	5.3
Wyoming	306	284	279	16.9	15.5	15.2
FAR WEST						
Alaska	8,746	5,396	4,643	160.1	108.4	104.8
California	2,376	-2,341	3,182	2.3	-2.5	3.5
Hawaii	405	138	114	7.5	2.6	2.2
Nevada	388	187	307	11.3	5.1	10.0
Oregon	91	341	-237	1.3	5.7	-3.5
Washington	1,093	-49	-1,139	7.5	-0.3	-7.3
Total	**$62,319**	**$36,655**	**$34,669**	**9.1%**	**5.5%**	**5.3%**

NOTES: NA indicates data not available. *Fiscal 2008 are actual figures, fiscal 2009 are estimated figures, and fiscal 2010 are recommended figures. ** Total balances include both the ending balance and balances in budget stabilization funds.

SOURCE: National Association of State Budget Officers.

NOTES TO TABLE A-10

Colorado	Reflects General Assembly's final budget balancing proposals.
West Virginia	FY 2008 Balance includes $409.6 million in appropriated balances that were carried forward into FY 2009 and authorized for expenditure. Data assumes that all appropriations in FY 2009 and FY 2010 will be spent with no appropriations carrying forward, however historically amounts will remain at the end of each fiscal year and be re-appropriated to the next fiscal year. FY 2009 also reflects anticipated investment losses in the Rainy Day Fund.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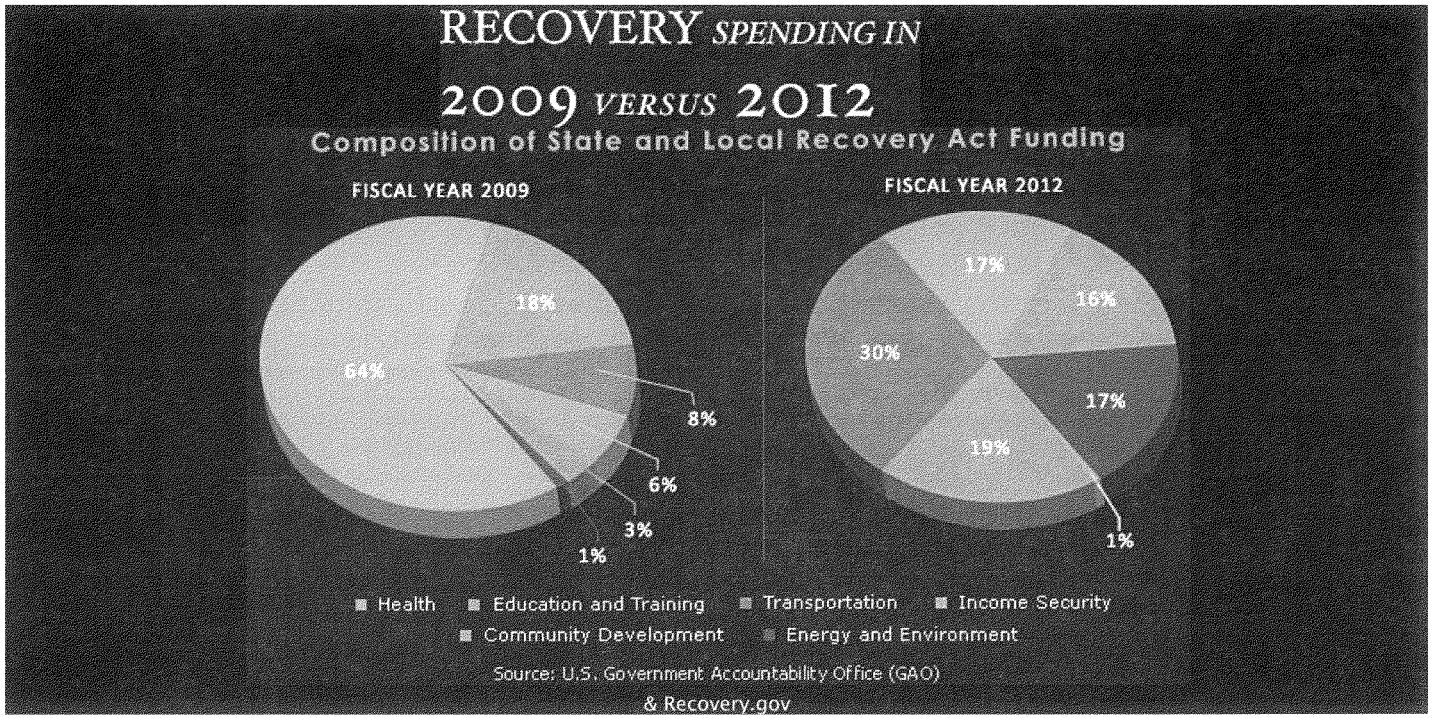
OMB Guidance on ARRA Section 1512 Implementation
Key Issues from NASACT's Perspective

June 23, 2009

At the request of the staff of the Oversight and Government Reform Committee of the U.S. House of Representatives, NASACT staff prepared the listing below of key implementation issues regarding implementation issues of the American Recovery and Reinvestment Act of 2009 with particular attention to section 1512 reporting issues. This list is not intended to be a comprehensive listing of all issues faced by the states; rather, it is a reflection of some of the more critical issues that the states have been working with the Office of Management and Budget to address in OMB's implementation guidance.

Issues:

1. Notification of awards – states, particularly governors, have expressed a desire to be notified of all ARRA-related awards coming to their states.
2. Statewide reporting – states have expressed a desire for flexibility in reporting data elements. For example, some states have expressed a desire to report agency information centrally while other states favor decentralized (agency by agency) reporting. States requested that OMB allow flexibility in this area.
3. Subrecipient reporting – states have expressed a desire for flexibility in reporting data elements for subrecipients. Some states may prefer that subrecipient information be reported back to the state and then reported by the state comprehensively. Other states may prefer allowing subrecipients to report directly. Again, flexibility was requested in the OMB guidance.
4. Data quality and accuracy – states are concerned about the quality and accuracy of data to be reported quarterly. States have requested that OMB develop a process wherein they can review the data and make corrections prior to final submission.
5. Job creation – states have requested that OMB develop clear guidance on calculating jobs created or saved.
6. Single audit – states have requested that OMB develop guidance on conducting single audits of ARRA funds, including new compliance requirements associated with those funds. States also asked OMB to develop guidance on separate identification of ARRA funds so that states could adequately track these funds separate from regular grant funds.


RECOVERY SPENDING IN
2009 VERSUS 2012
Composition of State and Local Recovery Act Funding
FISCAL YEAR 2009
FISCAL YEAR 2012
64%
18%
8%
6%
3%
1%
17%
16%
30%
17%
19%
1%
Health
Education and Training
Transportation
Income Security
Community Development
Energy and Environment
Source: U.S. Government Accountability Office (GAO)
& Recovery.gov

INVESTMENTS BY AGENCY

Federal agencies receiving Recovery Act funds submit weekly Financial and Activity reports detailing their recovery activities. The below table reflects the latest of these reports featured on Recovery.gov.

AGENCY	Available	Paid Out
	($ in Thousands)	
Department of Education (ED)	$44,772,426	$7,585,126
Department of Health and Human Services (HHS)	$29,814,171	$21,518,730
Department of Labor (DOL)[1]	$20,516,829	$6,570,771
Department of Transportation (DOT)	$19,005,173	$369,552
Social Security Administration (SSA)	$13,031,986	$13,015,975
Department of Energy (DOE)	$5,809,167	$140,911
Department of Housing and Urban Development (HUD)	$5,186,408	$708,799
Environmental Protection Agency (EPA)	$4,407,747	$12,760
Department of Agriculture (USDA)	$3,233,803	$2,153,378
Department of Justice (DOJ)	$1,726,744	$364,936
Department of Defense (DOD)	$965,770	$8,098
Department of Treasury (TREAS)	$777,898	$10,563
General Services Administration (GSA)	$546,688	$2,801
Department of Commerce (DOC)	$542,228	$241,077
Department of Homeland Security (DHS)	$526,278	$19,120
National Science Foundation (NSF)	$517,339	$0
US Army Corps of Engineers (USACE)	$378,457	$42,876
Railroad Retirement Board (RRB)	$129,075	$129,017
Corporation for National and Community Service (CNCS)	$118,067	$1,384
Small Business Administration (SBA)[2]	$109,733	$23,170
Department of the Interior (DOI)	$93,292	$3,011
Federal Communications Commission (FCC)	$63,225	$1,773
Department of Veterans Affairs (VA)	$35,144	$1,721
Department of State (DOS)	$28,511	$6,290
National Endowment for the Arts (NEA)	$19,842	$69
Smithsonian Institution (SI)	$17,505	$488
National Aeronautics and Space Administration (NASA)	$5,716	$0
Agency for International Development (USAID)	$5,312	$109
Total[3]	**$152,384,534**	**$52,932,508**

[1]Effective May 21, a Department of Labor accounting adjustment was made to reflect an $8.9 billion dollar reduction from the previously reported outlays (i.e.: paid out).

[2]Total excludes approved loan amounts for Guaranteed Loan Financing.

[3]Totals may not add up because of rounding.

INVESTMENTS BY STATE

The below table reflects information provided in Table 2 of GAO's April 23, 2009 Recovery Act report (GAO-09-580) concerning allocation of the top 3 funded programs by states and the District of Columbia.

STATE	Medicaid FMAP	Highways	States Fiscal Stabilization Fund
		$ (Thousands)	
Arizona	$534,576	$521,958	$681,360
California	$3,331,167	$2,569,568	$3,993,379
Colorado	$226,959	$403,924	$509,363
District of Columbia	$87,831	$123,508	$59,883
Florida	$1,394,945	$1,346,735	$1,809,196
Georgia	$521,251	$931,586	$1,032,684
Illinois	$992,042	$935,593	$1,376,965
Iowa	$136,023	$358,162	$316,467
Massachusetts	$1,182,968	$437,865	$666,153
Michigan	$700,522	$847,205	$1,066,733
Mississippi	$225,471	$354,564	$321,131
New Jersey	$549,847	$651,774	$891,424
New York	$3,143,641	$1,120,685	$2,021,924
North Carolina	$657,111	$735,527	$951,704
Ohio	$760,647	$935,677	$1,198,882
Pennsylvania	$1,043,920	$1,026,429	$1,276,766
Texas	$1,448,824	$2,250,015	$2,662,203
Total Case Study	$16,937,745	$15,550,776	$20,836,218
Percent of National Total	70	58	64
National Total	$24,233,145	$26,660,000	$32,552,620
Notifications as of	April 3, 2009	March 2, 2009	April 2, 2009

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Chapter

THE COMMONWEALTH OF MASSACHUSETTS

In the Year Two Thousand and Nine

AN ACT MOBILIZING ECONOMIC RECOVERY IN THE COMMONWEALTH.

Whereas, The deferred operation of this act would tend to defeat its purpose, which is forthwith to infuse the state economy with available federal funds, create jobs and provide economic relief to the people of the Commonwealth of Massachusetts in the present fiscal emergency, therefore it is hereby declared to be an emergency law, necessary for the immediate preservation of the public convenience.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Section 30 of chapter 151A of the General Laws, as appearing in the 2006 Official Edition, is hereby amended by striking out, in line 32, the word "eighteen" and inserting in place thereof the following figure:- 26.

SECTION 2. Said section 30 of said chapter 151A, as so appearing, is hereby further amended by striking out, in lines 43 to 45, inclusive, the words "because of the individual's need to address the physical, psychological and legal effects of domestic violence; provided that" and inserting in place thereof the following words:- ; provided, however, that such circumstances shall include an individual's need to address the physical, psychological and legal effects of domestic violence, as well as any period in which economic circumstances permit the provision of extended benefits or any other emergency benefits funded in whole or in part by the federal government; provided, further, that.

SECTION 3. Said section 30 of said chapter 151A, as so appearing, is hereby further amended by inserting after the word "claim", in line 64, the following words:- unless the period is tolled by regulation.

SECTION 4. Notwithstanding section 38C of chapter 7 of the General Laws, contracts for design services which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009 shall be exempt from the jurisdiction of the designer selection board if the design fee under the contract is less than $25,000, if the estimated construction cost of the project for which the design services are required is less than $250,000 or if the contract is otherwise exempt under said section 38C of said chapter 7.

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SECTION 5. Notwithstanding section 38D of chapter 7 of the General Laws, each contract for designer services for a project which is funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and which is subject to the jurisdiction of the designer selection board shall be publicly advertised by the board either: (i) within the COMPASS system, not less than 2 weeks before the deadline for filing applications, and in the central register established under section 20A of chapter 9, not less than 2 weeks before the deadline for filing applications; or (ii) if the contract is not advertised within the COMPASS system, the contract shall be publicly advertised in the central register at least 2 weeks before this deadline. Every contract for design services for a project which is funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and subject to section 38K of said chapter 7 shall be publicly advertised under this section.

SECTION 6. Subsection (d) of section 38F of chapter 7 of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009. For those projects, the designer selection board may delegate its powers and duties under subparagraph (b) of section 38D of said chapter 7, paragraphs (c) and (d) of section 38E of said chapter 7, and subsections (a) and (b) of sections 38G, and subsections 38H and 38I of said chapter 7 to panels of less than all the board members. A panel of at least 6 members shall be required for selection of designers under this section, 4 of whom shall be architects or engineers; provided, however, that there shall be at least 1 architect and 1 engineer on the panel.

SECTION 7. Notwithstanding section 38H of chapter 7 of the General Laws, for contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, the certification required by clause (iv) of subsection (e) of said section 38H of said chapter 7 shall only apply to contracts which exceed $25,000 or which are for the design of a building for which the budgeted or estimated construction costs exceed $250,000.

SECTION 8. Notwithstanding section 38K of chapter 7, a contract for design services which is funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and which would otherwise be subject to the requirements of said section 38K of said chapter 7 shall not be subject to those requirements unless the project at issue is estimated to exceed $250,000.

SECTION 9. Notwithstanding section 40B of chapter 7 of the General Laws, for projects which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, the commissioner of capital asset management and maintenance may, upon request of a state agency or building authority, delegate project control and supervision to that state agency or building

authority over projects involving structural or mechanical work in which the estimated cost is less than $2,000,000 if the commissioner determines that the agency or authority has the ability to control and supervise such project. Except as otherwise provided in said section 40B of said chapter 7, any state agency or building authority shall control and supervise its own building projects when the estimated cost of such project is less than $250,000 or if the project does not involve structural or mechanical work.

SECTION 10. The second and third paragraphs of section 7K of chapter 29 of the General Laws shall not apply to projects which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

No provider of design services for any building project for which a state agency is the using agency shall be selected by the designer selection board or by the administering agency in accordance with sections 38A½ to 38N, inclusive, of chapter 7 of the General Laws, and no design services shall be performed for or by such administering agency for any building project for which the satisfactory completion of a study program is required before the design or construction of that project, until: (a) the study, program or, where appropriate, both have been satisfactorily completed to such extent that a contract for final design may be awarded in the discretion of the commissioner of capital asset management and maintenance; (b) the using agency certifies in writing to the commissioner of capital asset management and maintenance that the study, program or, where appropriate, both correspond to the current needs of that agency, including its current long-term capital facilities development plan; and (c) the commissioner requests that 1 or more of the directors of the office of programming, office of project management or office of facilities management review the study or program or, where appropriate, both and the directors certify in writing to the commissioner that the study, program or, where appropriate, both reflect the using agency's needs as stated, that they provide an accurate estimate of the project requirements, cost and schedule, that the project can be accomplished within the appropriation or authorization for that project, and recommends proceeding with design, construction or, where appropriate, both.

This section shall not apply to maintenance or repair projects, as defined by section 39A of chapter 7 of the General Laws, estimated to cost less than $250,000, if the executive head of the agency administering the project certifies in writing that the design work is or shall be such as to specify a project that can be accomplished and that there are funds available to pay for the design services.

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SECTION 11. Section 26A of chapter 29 of the General Laws shall not apply to maintenance or repair projects, as defined by section 39A of chapter 7 of the General Laws, which are funded in whole or in part in the American Recovery and Reinvestment Act of 2009 and are estimated to cost less than $250,000, if the executive head of the agency administering the project certifies in writing that the design work is or shall be such as to specify a project that can be accomplished, and that there are funds available to pay for the design services.

SECTION 12. Notwithstanding any general or special law to the contrary, the Water Pollution Abatement Trust established in section 2 of chapter 29C of the General Laws may establish such terms and conditions for any loan or other form of financial assistance made under said chapter 29C that is funded in whole or in part by amounts provided under the American Recovery and Reinvestment Act of 2009 as the board of trustees of the trust shall determine to be in the best interests of the commonwealth and as required to comply with federal law including, without limitation, the interest rate, repayment period, number of payments to be made and amount of principal to be repaid on such loan or other form of financial assistance.

SECTION 13. Notwithstanding any general or special law to the contrary, the Water Pollution Abatement Trust established in section 2 of chapter 29C of the General Laws may transfer amounts held in the Drinking Water Revolving Fund to the Water Pollution Abatement Revolving Fund for application by the trust to the purposes specified in section 5 of said chapter 29C, and may transfer amounts held in the Water Pollution Abatement Revolving Fund to the Drinking Water Revolving Fund for application by the trust to the purposes specified in section 18 of said chapter 29C, in each case to the extent authorized by the federal Clean Water Act and the federal Safe Drinking Water Act.

SECTION 14. For contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, section 39M of chapter 30 of the General Laws shall only apply if the contract is estimated to cost more than $50,000 but not more than $100,000.

SECTION 15. Notwithstanding the first sentence of subsection (a) of section 39M of chapter 30 of the General Laws, a transportation or public works project subject to award under said section 39M of said chapter 30 by a department, agency or authority of the commonwealth that is funded in whole or in part through the American Recovery and Reinvestment Act of 2009 and that is expected to interfere with the movement of traffic or the traveling public may, in the discretion of the awarding authority, be procured through a bidding method that awards the project to the responsible and eligible bidder

with the lowest bid value after taking into account the amount of time that the bidder has identified in the bid for completion of the project, hereinafter referred to as cost-plus-time bidding; provided, however, that such awarding authority may reject any bid if it is in the public interest to do so.

In utilizing a cost-plus-time bidding procurement method, the awarding authority shall use a cost parameter A and a time parameter B to determine a bid value. The cost parameter A shall be the traditional bid for the contract items and shall be the dollar amount for the work to be performed under the contract. The time parameter B shall be the total number of calendar days required to complete the project, as estimated by the bidder, multiplied by an agency-determined daily road user cost hereinafter referred to as RUC to translate time into dollars. The total bid value, which shall be clearly detailed in the bid documents, shall equal the A + B (RUC). The total bid value shall be used only to evaluate bids. The winning bid, which shall be calculated at a public bid opening at a time and location designated in the bid documents, shall be the lowest bid value submitted by a responsible and eligible bidder. The contract amount for payment purposes shall be based on the bid price A, not the total bid value. The number of days bid B shall become the contract time. For purposes of this section, "responsible and eligible bidder" shall be defined pursuant to the criteria in subsection (c) of said section 39M of said chapter 30; provided, however, that the reference to "lowest" in said subsection (c) of said section 39M of said chapter 30 shall mean "lowest bid value" as provided in this section.

The provisions of the General Laws generally applicable to public works projects including, but not limited to, sections 26, 27, 27A, 27B, 27C, 27D, 27F and 34A of chapter 149 of the General Laws and sections 39F, 39G, 39H, 39J, 39K, 39M except the first sentence of subsection (a), 39N, 39O, 39P and 39R of said chapter 30 shall apply to all public works projects using the cost-plus-time bidding procurement method provided in this section.

SECTION 16. Notwithstanding section 29 of chapter 149 of the General Laws, contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009 shall only be subject to the requirements of said section 29 of said chapter 149 if the amount of the contract is more than $25,000.

SECTION 17. (a) Subsection (2) of section 44A of chapter 149 of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) A contract for the construction, reconstruction, installation, demolition, maintenance or repair of any building by a public agency estimated to cost less than $10,000 and where the overall project is also estimated to cost less than $10,000 shall be obtained through the exercise of sound business practices. The public agency shall make and keep a record of each such contract solicitation. At a minimum, the record shall include a written description of how the services were procured and the name and address of the person from whom the services were procured. Written price quotations submitted in accordance with this subsection shall not require certificates of eligibility, update statements or bid deposits. In no event shall public agencies solicit price quotations from persons if to do so would violate chapter 268A of the General Laws.

(c) A contract for the construction, reconstruction, installation, demolition, maintenance or repair of any building by a public agency estimated to cost not less than $10,000, but not more than $50,000 and where the overall project is also estimated to cost not more than $50,000, shall be awarded to the responsible person offering to perform the contract at the lowest price quotation; provided, however, that the public agency shall seek written price quotations from at least 3 persons customarily providing the work for which the contract is being made available. When seeking written quotations, the public agency shall make and keep a record of the names and addresses of all persons from whom price quotations were sought, the names of the persons submitting price quotations and the date and amount of each price quotation. Written price quotations submitted in accordance with this subsection shall not require certificates of eligibility, update statements or bid deposits. In no event shall public agencies solicit price quotations from persons if to do so would violate chapter 268A of the General Laws.

(d) A contract for the construction, reconstruction, installation, demolition, maintenance or repair of any building by a public agency estimated to cost more than $50,000 but not more than $100,000, except for a pumping station to be constructed as an integral part of a sewer construction or water construction project bid under section 39M of chapter 30 of the General Laws, shall be awarded to the lowest responsible and eligible bidder on the basis of competitive bids publicly opened and read in accordance with the procedure set forth in said section 39M of said chapter 30. As used in this section, the "pumping station" shall mean a building or other structure which houses only pumps and appurtenant electrical and plumbing fixtures.

(e) A contract for the construction, reconstruction, installation, demolition, maintenance or repair of any building by a public agency estimated to cost more than $100,000, except for a pumping station to be constructed as

an integral part of a sewer construction or water construction project bid under section 39M of chapter 30 of the General Laws, shall be awarded to the lowest responsible and eligible general bidder on the basis of competitive bids in accordance with the procedure set forth in sections 44A to 44H, inclusive of chapter 149 of the General Laws.

(f) When the general court has approved the use of an alternative mode of procurement of construction for a project under section 7E of chapter 29 of the General Laws, the awarding authority responsible for procuring construction services for the project shall follow the policies and procedures of this section and of sections 44B to 44H, inclusive of chapter 149 of the General Laws, to the extent compatible with the mode of construction procurement selected.

(g) Notwithstanding subsection (f), a public agency may undertake the procurement of modular buildings in accordance with section 44E of chapter 149 of the General Laws. A public agency may procure site work for modular buildings including, but not limited to, construction of foundations, installations and attachment to external utilities, or any portion of site work, either in combination with the procurement of modular buildings pursuant to said section 44E of said chapter 149 or on the basis of competitive bids pursuant to subsection (e). Notwithstanding said subsection (f), a public agency may procure energy management services in accordance with sections 11C or 11I of chapter 25A of the General Laws and regulations promulgated thereunder.

SECTION 18. (a) For contracts subject to the prequalification requirements set forth in section 44D½ of chapter 149 of the General Laws which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, an awarding authority shall have the option to use the condensed prequalification process for general contractors described in this section in lieu of the full prequalification process set forth in said section 44D½ of said chapter 149. The purpose of the condensed prequalification process shall be to allow awarding authorities an opportunity to expedite the prequalification process provided in section 44D½ of said chapter 149 in order to most efficiently meet the specified goals and time parameters set forth in the American Recovery and Investment Act. All of the requirements of the full prequalification process set forth in said section 44D½ of said chapter 149 shall be required under the condensed prequalification process unless specifically modified in this section.

(b) Where an awarding authority opts to use the condensed prequalification process, the requirements for public notice of the building project and solicitation of responses to the request for qualifications from

interested general contractors shall include all items set forth in paragraphs (1) to (8), inclusive, of subsection (d) of said section 44D½ of said chapter 149 but shall also include the following statements:

(1) a statement that the project is funded in whole or in part under the American Recovery and Investment Act and shall use the condensed prequalification process; and

(2) a statement that the evaluation procedure and the criteria for the prequalification of interested general contractors shall include an evaluation of all the criteria set forth in subsection (e) of said section 44D½ of said chapter 149 but, in order to avoid duplication and promote the expeditious commencement of projects under the American Recovery and Investment Act and without sacrificing the importance of the prequalification process, for certain evaluation categories and subcategories specifically identified in said subsection (e) of said chapter 44D ½ of said chapter 149, the prequalification committee shall evaluate interested general contractors based on a review of the information contained in the division of capital asset management and maintenance certification files including, but not limited to, the project evaluations required by subsection (7) of section 44D of said chapter 149 and the update statements required by subclause (ii) of clause (4) of said subsection (e) of section 44D½ of said chapter 149 to be submitted by interested general contractors. The prequalification committee shall exercise due diligence in checking appropriate references.

(c) The request for qualifications and evaluation criteria for the condensed prequalification process shall include all criteria set forth in said subsection (e) of said section 44D½ of said chapter 149 but shall not include the total or minimum point allocations for the evaluation categories and subcategories designated therein. In addition, in the interest of expediting the prequalification of general contractors for contracts funded in whole or in part under the American Recovery and Investment Act but not sacrificing the prequalification process, where certain of the evaluation subcategories specifically identified in this section require similar reporting by contractors in connection with the certification process set forth in said section 44D of said chapter 149 and the information contained in the required update statements submitted by interested general contractors, an awarding authority issuing a request for qualifications under this condensed prequalification process shall maintain as part of the project record the written certification by the prequalification committee that it has evaluated interested general contractors based on a review of both the information contained in the certification files including, but not limited to, the project evaluations required by subsection (7) of said section 44D of said

chapter 149, and the current update statements submitted by interested general contractors, and that it has exercised due diligence in checking appropriate references.

(d) Where an awarding authority opts to use the condensed prequalification process, the review of the terminations, legal proceedings, safety record and compliance record provided in subclauses (iv) to (vii) , inclusive, of clause (1) of subsection (e) of said section 44D½ of said chapter 149 and the review of credit references and public project record under subclauses (ii) and (iii) of clause (2) of said subsection (e) of said section 44D½ of said chapter 149 and the review of audited financial statements under subclause (i) of clause (3) of said subsection (e) of said section 44D½ of said chapter 149 shall be satisfied by a requirement that the prequalification committee evaluate both the information contained in the division of capital asset management and maintenance certification files including, but not limited to, the project evaluations required by subsection (7) of section 44D of said chapter 149 and the current update statements submitted by interested general contractors, and by a requirement that the prequalification committee exercise due diligence in checking appropriate references. The prequalification committee shall further be required to certify in writing that it has met these requirements, and the certification shall be maintained by the awarding authority in the project record.

(e) Notwithstanding subsection (f) of said section 44D½ of said chapter 149, the public notice requirements for the condensed prequalification process shall be for the request for qualifications to be advertised in the central register established by section 20A of chapter 9 of the General Laws and in the COMPASS system for not less than 2 weeks. In addition, these projects shall be advertised on the central website to be established for all projects in the commonwealth funded in whole or in part under the American Recovery and Investment Act and in accordance with any requirements contained in the American Recovery and Investment Act.

(f) Where an awarding authority opts to use the condensed prequalification process in lieu of the evaluation requirements set forth in subsection (h) of said section 44D½ of said chapter 149, the prequalification committee shall evaluate each statement of qualifications based on the criteria provided in the request for qualifications, the information contained in the division of capital asset management and maintenance certification files including, but not limited to, the project evaluations required by subsection (7) of said section 44D of said chapter 149 and the current update statements submitted by interested general contractors. The prequalification committee shall exercise due diligence in checking appropriate references. As

provided in subsection (c), the total and minimum point allocations designated in subsection (e) of said section 44D½ of said chapter 149 shall not be included in the request for qualifications and shall not be used in the evaluation of interested general contractors where the condensed prequalification process is utilized. The evaluation of interested general contractors shall be based on the evaluation criteria set forth in this subsection and conducted within the discretion of the prequalification committee; provided, however, that the prequalification committee shall evaluate each interested general contractor on the same fair and equitable basis. A general contractor's score shall be made available to the general contractor upon request. The decision of the prequalification committee shall be final and shall not be subject to appeal except on grounds of arbitrariness, capriciousness, fraud or collusion.

(g) Where an awarding authority opts to use the condensed prequalification process, in lieu of the requirements for the re-issuance of the request for qualifications set forth in subsection (i) of said section 44D½ of said chapter 149, if the awarding authority prequalifies fewer than 3 general contractors to submit bids, the awarding authority may invite general bids under sections 44B to 44E, inclusive, of said chapter 149 or, if the awarding authority prequalifies at least 2 general contractors, then the awarding authority may invite bids from the 2 prequalified general contractors.

(h) Procedures shall be adopted by the commissioner of capital asset management and maintenance to implement this section and to ensure that the condensed prequalification process is sufficient, fair and consistent.

SECTION 19. (a) Subsection (f) of section 44D½ of chapter 149 of the General laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) The public notice and solicitation required in subsection (d) of said section 44D½ of said chapter 149 shall be advertised in the central register pursuant to section 20A of chapter 9 of the General Laws and within the COMPASS system. The public notice and solicitation shall be given within the COMPASS system and the central register not less than 2 weeks before the deadline for submitting responses to the request for qualifications.

SECTION 20. (a) For contracts subject to the prequalification requirements set forth in section 44D½ of chapter 149 of the General Laws which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, an awarding authority shall have the option to use the condensed prequalification process for subcontractors described in this section in lieu

of the full prequalification process set forth in said section 44D¾ of said chapter 149. The purpose of the condensed prequalification process shall be to allow awarding authorities an opportunity to expedite the prequalification process provided in said section 44D¾ of said chapter 149 in order to most efficiently meet the specified goals and time parameters set forth in the federal act. All of the requirements of the full prequalification process set forth in said section 44D¾ of said chapter 149 shall be required under the condensed prequalification process unless specifically modified in this section.

(b) Where an awarding authority opts to use the condensed prequalification process, the requirements for public notice of the building project and solicitation of responses to the request for qualifications from interested subcontractors shall include all items set forth in paragraphs (1) to (8), inclusive, of subsection (d) of said section 44D¾ of said chapter 149 but shall also include the following statements:

(1) a statement that the project is funded in whole or in part under the American Recovery and Investment Act and shall use the condensed prequalification process; and

(2) a statement that the evaluation procedure and the criteria for the prequalification of interested subcontractors shall include an evaluation of all the criteria set forth in subsection (e) of said section 44D ¾ of said chapter 149 but, in order to avoid duplication and promote the expeditious commencement of projects under the federal act and without sacrificing the importance of the prequalification process, for certain evaluation categories and subcategories specifically identified in said subsection (e) of said section 44D¾ of said chapter 149, the prequalification committee shall evaluate interested subcontractors based on a review of the information contained both in the division of capital asset management and maintenance certification files including, but not limited to, the project evaluations required by subsection (7) of section 44D of said chapter 149 and the update statements required by paragraph (e) herein to be submitted by interested subcontractors. The prequalification committee shall exercise due diligence in checking appropriate references.

(c) The request for qualifications and evaluation criteria for the condensed prequalification process shall include all criteria set forth in subsection (e) of said section 44D¾ of said chapter 149 but shall not include the total or minimum point allocations for the evaluation categories and subcategories designated therein. In addition, in the interest of expediting the prequalification of subcontractors for contracts funded in whole or in part under the American Recovery and Investment Act of 2009 but not

sacrificing the prequalification process, where certain of the evaluation subcategories specifically identified in this section require similar reporting by contractors in connection with the certification process set forth in said section 44D of said chapter 149 and the information contained in the required update statements submitted by interested subcontractors, an awarding authority issuing an request for qualifications under this condensed prequalification process shall maintain as part of the project record the written certification by the prequalification committee that it has evaluated interested subcontractors based on a review of both the information contained in the certification files including, but not limited to, the project evaluations required by subsection (16) of said section 44D of said chapter 149, and the current update statements submitted by interested subcontractors, and that it has exercised due diligence in checking appropriate references.

(d) Where an awarding authority opts to use the condensed prequalification process, the review of the terminations, legal proceedings and safety record provided in subclauses (iv) to (vi), inclusive, of clause (1) of subsection (e) of said section 44D½ of said chapter 149, and the review of credit references and public project record under subclauses (ii) and (iii) of clause (2) of said subsection (e) of said section 44D½ of said chapter 149 and the review of annual revenue under subclause (i) of clause (3) of said subsection (e) of said section 44D½ of said chapter 149 shall be satisfied by a requirement that the prequalification committee evaluate both the information contained in the division of capital asset management and maintenance certification files, including but not limited to the project evaluations required by said subsection (16) of said section 44D of said chapter 149 and the current update statements submitted by interested subcontractors, and by a requirement that the prequalification committee exercise due diligence in checking appropriate references. The prequalification committee shall further be required to certify in writing that it has met these requirements, and the certification shall be maintained by the awarding authority in the project record.

(e) Where an awarding authority opts to use the condensed prequalification process, the mandatory requirements for the solicitation and submission of a commitment letter for payment and performance bonds at 100 per cent of the estimated contract value from a surety company licensed to do business in the commonwealth and whose name appears on United States Treasury Department Circular 570 shall be as set forth in clause (4) of said subsection (e) of said section 44D½ of said chapter 149. In addition, it shall be mandatory for the awarding authority to solicit in the request for qualifications, and an interested subcontractor to submit with its statement

of qualifications, a certificate of eligibility for the subcontractor trade for which it is seeking to be prequalified, issued by the division of capital asset management and maintenance under said section 44D of said chapter 149.

(f) Notwithstanding subsection (f) of said section 44D¾ of said chapter 149, the public notice requirements for the condensed prequalification process shall be for the request for qualifications to be advertised on the central register established pursuant to section 20A of chapter 9 and in the COMPASS system for not less than 2 weeks. In addition, these projects shall be advertised in the central website to be established for all projects in the commonwealth funded in whole or in part under the American Recovery and Investment Act and in accordance with any requirements contained in the American Recovery and Investment Act.

(g) Where an awarding authority opts to use the condensed prequalification process in lieu of the evaluation requirements set forth in subsection (h) of said section 44D¾ of said chapter 149, the prequalification committee shall evaluate each statement of qualifications based on the criteria provided in the request for qualifications, the information contained in the division of capital asset management and maintenance certification files including, but not limited, to the project evaluations required by subsection (16) of said section 44D of said chapter 149 and the current update statement submitted by interested subcontractors. The prequalification committee shall exercise due diligence in checking appropriate references. As provided in subsection (c) the total and minimum point allocations designated in subsection (e) of said section 44D¾ shall not be included in the request for qualifications and shall not be used in the evaluation of interested subcontractors where the condensed prequalification process is utilized. The evaluations of interested subcontractors shall be based on the evaluation criteria set forth in this subsection and conducted within the discretion of the prequalification committee; provided, however, that the prequalification committee shall evaluate each interested subcontractor on the same fair and equitable basis. A subcontractor's score shall be made available to the subcontractor upon request. The decision of the prequalification committee shall be final and shall not be subject to appeal except on grounds of arbitrariness, capriciousness, fraud or collusion.

(h) Where an awarding authority opts to use the condensed prequalification process in lieu of the requirements for the re-issuance of the request for qualifications set forth in subsection (i) of said section 44D¾ of said chapter 149, if the awarding authority prequalifies fewer than 3 subcontractors to submit bids, the awarding authority may invite general bids under sections 44B to 44E, inclusive, of said chapter 149 or, if the awarding

authority prequalifies at least 2 subcontractors, then the awarding authority may invite bids from the 2 prequalified subcontractors.

(i) Procedures shall be adopted by the commissioner of capital asset management and maintenance to implement this section and to ensure that the condensed prequalification process set forth in this section is sufficient, fair and consistent.

SECTION 21. (a) Subsection (f) of section 44D¾ of chapter 149 of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) The public notice and solicitation required in subsection (d) of said section 44D ¾ of said chapter 149 shall be advertised in the central register under section 20A of chapter 9 of the General Laws and within the COMPASS system. The public notice and solicitation shall be given within the COMPASS system and the central register not less than 2 weeks before the deadline for submitting responses to the request for qualifications.

SECTION 22. (a) Paragraph (a) of subsection 4 of section 44F of chapter 149 of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) In inviting general bids and sub-bids, the awarding authority shall reserve the right to reject any bid if it is in the public interest to do so. In inviting sub-bids in connection with a contract, the awarding authority shall reserve the right to reject any sub-bid on any subtrade if it determines that the sub-bidder is not a person competent to perform the work as specified or if less than 3 sub-bids were received, which are not restricted to the use of 1 or more general bidders and the prices are not reasonable for acceptance without further competition.

(c) If no sub-bid is filed for a subtrade designated in the general bid form or if the only sub-bids which are filed are restricted to the use of 1 or more general bidders, the awarding authority may state, in an addendum issued with the list of sub-bidders required by subsection (d), that the general bidder shall include in the cost of his own work an amount to cover all of the work required for any such subtrade. The general contractor shall cause the work covered by the subtrade to be done by a qualified and responsible subcontractor, subject to the written approval of the awarding authority. If the awarding authority determines that a subcontractor chosen by the general contractor under this section is not qualified or responsible, the general contractor shall obtain another subcontractor who is satisfactory to the awarding authority with no adjustment in the general contractor's price.

(d) If a rejection of all sub-bids for such a subtrade occurs under this section, the awarding authority shall state, in an addendum issued with the list of sub-bidders, the amount to be included by a general bidder on the general bid form for such subtrade and, without in any way affecting other sub-bidders in other subtrades who have conformed to the prescribed bidding procedure, new sub-bids for such subtrade shall be requested by written invitation to 3 or more qualified sub-bidders, including any that had previously submitted bids, and the sub-bids shall be publicly opened and read by the awarding authority at a time and place to be specified in the invitation. The general contractor shall cause the work covered by the subtrade to be done by the lowest responsible and eligible sub-bidder against whose standing and ability the general contractor makes no objection or, if there is no sub-bidder, by the subcontractor against whose standing and ability the general contractor and awarding authority make no objection and for a sum upon which the general contractor and the awarding authority may agree. The contract price shall be adjusted by the difference between the subcontract sum and the amount stated in the addendum. The general bidder shall include in the cost of his own work on the general bid form all expenses and profits on account of such adjustments.

(e) If after new sub-bids for a subtrade are requested by written invitation under subsection (d) the awarding authority still does not receive any sub-bids that are unrestricted to the use of 1 or more general bidders and are reasonable for acceptance based upon the estimated cost for the work of that subtrade, the awarding authority may assign the work to the general contractor if the awarding authority first confirms that its estimate for the cost of the work of that subtrade is accurate. The general contractor shall cause the work covered by the subtrade to be done by the subcontractor against whose standing and ability the general contractor and awarding authority make no objection, and for a sum upon which the general contractor and the awarding authority shall agree. The contract price shall be adjusted by the difference between the sub-contract sum and the amount stated in the addendum. The general bidder shall include in the cost of his own work on the general bid form all expenses and profits on account of such adjustments.

SECTION 23. (a) Subsection (1) of section 44J of chapter 149 of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) No public agency or authority of the commonwealth or any political subdivision thereof shall award any contract for which competitive bids are required under section 44A of said chapter 149 or section 39M of chapter 30 of

the General Laws or for which competitive proposals are required under subsection (4) of section 44E of said chapter 149 or section 11C of chapter 25A of the General Laws unless a notice inviting bids or proposals therefor shall have been posted not less than 1 week before the time specified in the notice for the receipt of the bids or proposals in a conspicuous place in or near the offices of the awarding authority and shall have remained posted until the time so specified, and unless the notice shall also have been advertised either within the COMPASS system and in the central register published by the state secretary under section 20A of chapter 9 of the General Laws not less than 2 weeks before the time specified for the receipt of the bids or proposals, or if the notice is not advertised within the COMPASS system, the notice shall be advertised in the central register at least 2 weeks before the time specified. The notice shall also be published at such other times and in such other newspapers or trade periodicals as the commissioner of capital asset management and maintenance may require, having regard to the locality of the work involved.

SECTION 24. (a) Subsection (e) of section 5 of chapter 149A of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) The public notice and solicitation required in subsection (c) of said section 5 of said chapter 149A shall be advertised in the central register under section 20A of chapter 9 of the General Laws and within the COMPASS system not less than 2 weeks before the deadline for submitting responses to the request for qualifications.

SECTION 25. (a) Notwithstanding section 5 of chapter 149A of the General Laws, for contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, the procedure in this section shall apply.

(b) (1) The division of capital asset management and maintenance shall annually undertake a prequalification process set forth in this section to provide a standing list of prequalified construction management at-risk firms to be used by the division in requesting proposals pursuant to subsection (c) for construction management at risk services for specific projects to be determined at a later date. Public awarding authorities other than the division shall have the option to use the standing list and related procedures upon application to, and approval by, the inspector general. A contract between a construction management at-risk firm and the division or other public awarding authority shall be secured by a performance and payment bond in the full sum of the guaranteed maximum price by a surety company licensed

to do business in the commonwealth and whose name appears on the United States Treasury Department Circular 570.

(2) Firms included on the division's standing list of prequalified construction management at-risk firms shall be prequalified for a period of 1 year from the date of issuance of the standing list by the division. Upon issuance of the standing list, the division shall publish the standing list of prequalified construction manager at-risk firms in the central register, the COMPASS system and the division's website. The division shall re-advertise and solicit applications quarterly through the request for qualifications process provided for in this section to keep the statewide standing list current.

(3) Before issuing a request for qualifications, in this section hereinafter referred to as the RFQ, the division shall establish a prequalification committee for the purpose of reviewing and evaluating responses submitted to the RFQ issued pursuant to paragraph (4). The prequalification committee shall be comprised of at least 1 registered architect or 1 registered professional engineer on the division's staff who has at least 5 years experience in the construction and supervision of construction of buildings or, if not registered as an architect or professional engineer, who has at least 7 years experience in the construction and supervision of construction of buildings and at least 2 other representatives from the division as designated by the commissioner.

(4) The selection process for the annual prequalification of the division's standing list of construction manager at-risk firms shall begin once the division gives public notice of the solicitation and requests responses to an RFQ from construction management at-risk firms. The public notice and RFQ shall include: (i) a statement indicating that the RFQ is not for a specific project, but will be used to prequalify construction management at-risk firms for inclusion on the division's annual standing list and that only those construction manager at-risk firms included on the standing list shall be invited to submit proposals in response to requests for proposals issued pursuant to subsection (c); (ii) the time and date for receipt of responses to the RFQ, the address of the office to which the responses are to be delivered and the timeframe in which the public agency shall respond to the responses; (iii) a description of the experience that will be required for construction manager at-risk firms to be included on the division's standing list, which shall include a minimum of 3 public or private construction manager at-risk projects during the past 10 years; (iv) the evaluation procedure and criteria under paragraph (7), including any rating system; (v) a general description of the scope of services that would be expected of a

prequalified construction manager firm during the predesign, preconstruction and construction phases of a construction manager at-risk project; (vi) the anticipated schedule for the selection process of construction manager at-risk firms to be included on the division's standing list; and (vii) a prohibition against any unauthorized communication or contact with the public agency outside of official preproposal meetings.

(5) The division shall require interested construction management at-risk firms to submit a statement of qualifications in response to the RFQ issued pursuant to paragraph (4). The statement of qualifications shall include, at a minimum, the following: (i) a cover letter or executive summary detailing the key elements and factors that differentiate the firm from other responders; (ii) completion of a qualifications application similar in form to the American Institute of Architects Document A305, 1986 edition, listing general business information and financial capacity; (iii) a list of lawsuits and arbitrations to which the firm is a party in regard to construction contracts within the last 3 years, including a list of all convictions or fines for violations of state or federal law; (iv) submission of an organization chart with specific information on key project personnel or consultants; (v) submission of an audited financial statement for the most recent fiscal year and a letter from the surety company of the firm confirming the ability to provide performance and payment bonds for the building project under consideration, but the financial information submitted shall remain confidential and shall be exempt from chapter 66 of the General Laws; (vi) submission of information on the firm's safety record, including its workers' compensation experience modifier for the prior 3 years; (vii) submission of information on and evidence of the firm's compliance record with respect to minority business enterprise and women business enterprise inclusion goals and workforce inclusion goals, if applicable; (viii) submission of information regarding the firm's experience on construction manager at-risk projects, including references from the owners and architects of the building projects; (ix) submission of information on any projects where the firm was terminated, failed to complete the work or paid liquidated damages; (x) a certificate of eligibility issued by the division pursuant to section 44D of chapter 149 of the General Laws showing the construction manager at-risk firm's capacity rating and an update statement; and (xi) any other relevant information that the division determines desirable. The statement of qualifications shall be signed under pains and penalties of perjury.

(6) The public notice and solicitation required in paragraph (4) shall be advertised in the central register pursuant to section 20A of chapter 9 of

the General Laws, and within the COMPASS system not less than 2 weeks before the deadline for submitting responses to the RFQ.

(7) Upon receipt of the statement of qualifications submitted by construction management at-risk firms, the prequalification committee established pursuant to paragraph (3) shall evaluate each statement of qualifications using the criteria provided in the RFQ. Only construction management at risk firms achieving an acceptable rating as provided in clause (iv) of paragraph (4) will be selected for inclusion on the standing list.

(c) (1) Before issuing an RFP, the division or other public awarding authority authorized under subsection (b) shall establish a selection committee for the purpose of reviewing and evaluating responses submitted to the RFP issued pursuant to paragraph (2) of this subsection. The selection committee shall be comprised of 1 representative of the designer, the owner's project manager and at least 2 representatives of the division or other public awarding authority authorized under said subsection (b).

(2) The division or any other public awarding authority authorized in subsection (b), shall issue an RFP to all construction management at-risk firms that have been prequalified by the division in accordance with said subsection (b) and who have a division certificate of eligibility indicating sufficient single project and aggregate limits for the project. RFPs issued under this section shall follow the procedure set forth in subsections (b) to (e), inclusive, of section 6 of chapter 149A of the General Laws.

SECTION 26. Notwithstanding section 7 of chapter 149A of the General Laws, under special circumstances, when unique project requirements and circumstances warrant, public agencies may include an additional incentive clause with the contract providing for payment of an increased incentive of up to an additional ¼ of 1 per cent; provided, however, that even under special circumstances, the total incentive payments to the construction management at-risk firm shall not exceed 1 and ½ per cent of the estimated construction cost; provided, further, that the only contracts eligible for such additional incentive payments shall be contracts that are funded in whole or in part through the American Recovery and Reinvestment Act of 2009.

SECTION 27. (a) Subsection (d) of section 8 of chapter 149A of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) The public notice and solicitation required in subsection (c) of said section 8 of said chapter 149A shall be advertised in the central register under section 20A of chapter 9 of the General Laws and within the

COMPASS system not less than 2 weeks before the deadline for submitting responses to the request for qualifications.

SECTION 28. (a) Subsection (b) of section 17 of chapter 149A of the General Laws shall not apply to contracts which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009; provided, however, that this section shall apply.

(b) The public notice and solicitation required in subsection (a) of said section 17 of said chapter 149 shall be advertised either within the COMPASS system and in the central register established pursuant to section 20A of chapter 9 of the General Laws not less than 2 weeks before the deadline for submitting the letters of interest or, if the public notice and solicitation are not given within the COMPASS system, the public notice and solicitation shall be advertised in the central register not less than 2 weeks before the deadline for submitting the letters of interest.

SECTION 29. Notwithstanding section 53A of chapter 151A of the General Laws, moneys credited with respect to the special transfer made pursuant to section 903(g) of the Social Security Act shall be used solely for the purposes specified in said section 903(g) and shall not be subject to appropriation.

SECTION 30. Notwithstanding any general or special law to the contrary, for the purpose of accommodating timing discrepancies between the receipt of revenues and related expenditures, a department may receive funds from the federal government related to the American Recovery and Reinvestment Act of 2009. The comptroller may authorize encumbrances and expenditures by a department in anticipation of the department's receipt of those funds; provided, however, that the department head shall certify that accounts will not be in deficit at the end of a fiscal year. The comptroller may establish accounts based on the provisions of section 6B of chapter 29 of the General Laws.

SECTION 31. Notwithstanding any general or special law to the contrary, should a matching funds requirement exist with respect to the receipt of any funds from the federal government related to the American Recovery and Reinvestment Act of 2009, the department that is applying for such funds shall notify the secretary of administration and finance of the matching fund requirement. The secretary shall direct the state comptroller to establish matching accounts and to allow expenditure of funds in the accounts without further appropriation. The secretary shall also notify the joint committee on veterans and federal affairs and the house and senate committees on ways and means of such action. The accounts shall be established in the General Federal Grants Fund established in section 2C of chapter 29 of the General

Laws, the Federal Highway Construction Program Fund established in section 2E of said chapter 29 or any other fund as the state comptroller deems necessary to fulfill the terms and conditions of the American Recovery and Reinvestment Act of 2009.

SECTION 32. Notwithstanding any general or special law to the contrary, the secretary of administration and finance may authorize accounts to receive federal funds from the American Recovery and Reinvestment Act of 2009. To the extent allowed by federal law, the secretary may transfer such funds to other central service agencies charged with implementation of the American Recovery and Reinvestment Act of 2009 and incur expenditures for charges related to the administrative costs of the American Recovery and Reinvestment Act of 2009 and to ensure that the commonwealth meets the efficient administration and statewide accountability requirements in the American Recovery and Reinvestment Act of 2009. Notwithstanding any general or special law to the contrary, for the purpose of accommodating timing discrepancies between the receipt of revenues and related expenditures, the secretary may incur expenses and the state comptroller shall certify for payments amounts not to exceed the lesser of ½ of the authorization or the most recent revenue estimate therefor or as otherwise authorized by the secretary. The accounts may receive federal funds recovered from the American Recovery and Reinvestment Act of 2009 in accordance with section 6B of chapter 29 of the General Laws or any other general or special law. The recoveries shall be based on rates approved in accordance with the federal Office of Management and Budget circular A-87 or any other guidance issued by the office of management and budget applicable to federal funds provided under the American Recovery and Reinvestment Act of 2009.

SECTION 33. (a) Notwithstanding any general or special law to the contrary, the following requirements shall apply to any public works project funded by the American Recovery and Reinvestment Act of 2009 where the amount of construction costs under any contract awarded is likely to exceed $1,000,000. For the purposes of this section, "public works" shall mean building or work the construction of which is carried on by authority of the commonwealth, or by a county, town, authority or district, or with funds of a federal agency or the commonwealth or a county, city, town, authority or district to serve the interest of the general public, regardless of whether title thereof is in the commonwealth or in a county, city, town, authority or district; provided, however, that for the purposes of this definition, "construction" shall have the meaning provided in section 27D of chapter 149 of the General Laws.

(b) For any public works project subject to subsection (a), the specifications set forth in any request for responses shall include a requirement that, on a per project basis, not less than 20 per cent of the total hours of employees receiving an hourly wage who are directly employed on the site of the project, employed by the contractor or a subcontractor and subject to the prevailing wage, shall be performed by apprentices in bona fide apprentice training programs as provided in sections 11H and 11I of chapter 23 of the General Laws which are approved by the division of apprentice training in the executive office of labor and workforce development.

(c) During the performance of a public works project subject to subsections (a) and (b), the contractor shall submit periodic reports to the awarding authority with records indicating the total hours worked by all journeymen and apprentices in positions subject to the apprentice requirement. In any instance in which the apprentice hours do not constitute 5 per cent of the total hours of employees subject to the apprentice requirement, the contractor shall submit a plan to the awarding authority describing how the contractor shall comply with the apprentice requirement.

(d) The attorney general shall have all the necessary powers to require compliance with the requirements of subsections (a), (b) and (c) therewith, including the power to institute and prosecute proceedings in the superior court to restrain the award of contracts and the performance of contracts. Prior to award of the contract, an awarding authority may petition the attorney general for approval to adjust the requirements set forth in said subsections (a), (b) and (c). The attorney general may adjust these requirements only if he determines that compliance with these requirements is not feasible or if application of the requirements would be preempted by federal law.

(e) An awarding authority serving a low-income population may require additional specifications that address the needs of its clients including, but not limited to, preferential hiring for residents of public housing authorities for available apprenticeship positions.

(f) Subject to appropriation, the division of apprentice training shall enhance its outreach efforts to underserved populations in order to increase and diversify the number of apprentices in the commonwealth.

SECTION 34. Notwithstanding any general or special law to the contrary, employees who are hired to perform work related to the American Recovery and Reinvestment Act of 2009 funded by the federal government shall be scheduled in accounts set up solely for the purpose of the American Recovery and Reinvestment Act of 2009. No expenditures of an employee scheduled in an item of appropriation established by the American Recovery and Reinvestment Act of

2009 shall be charged to any other item of appropriation and no expenditures of employees in any other item of appropriation shall be charged to an account under the American Recovery and Reinvestment Act of 2009 and the state comptroller shall not permit the transfers or charges unless otherwise approved by the secretary of administration and finance. Positions funded by the American Recovery and Reinvestment Act of 2009 shall be eliminated once the funding ends.

SECTION 35. Notwithstanding any general or special law to the contrary, an employee hired by the commonwealth and paid from federal funds provided pursuant to the American Recovery and Reinvestment Act of 2009 shall not be subject to chapters 30 and 31 of the General Laws.

SECTION 36. (a) As used in this section, the following terms shall, unless the context indicates otherwise, have the following meaning:

"Disadvantaged business enterprise", shall have the same meaning as the term is defined in 49 CFR 26.5.

"Minority business enterprise", shall have the same meaning as the term is defined in section 40 of chapter 23A of the General Laws.

"Secretary", the secretary of administration and finance.

"Women business enterprise", shall have the same meaning as the term is defined in said section 40 of said chapter 23A.

(b) Notwithstanding any general or special law to the contrary, the secretary may implement a technical assistance and capacity building pilot program applicable solely to projects funded in whole or in part by the American Recovery and Reinvestment Act of 2009. The purpose of the technical assistance and capacity building program shall be to promote, encourage and otherwise facilitate full participation of minority and women business enterprises and disadvantaged business enterprises and other small businesses in public construction and public works projects undertaken as part of the federal economic recovery effort and funded in whole or in part by the American Recovery and Reinvestment Act of 2009.

(c) The secretary shall promulgate rules, regulations or guidelines relative to the implementation and administration of the technical assistance and capacity building pilot program established in subsection (b).

(d) No later than 6 months after the conclusion of the provision of technical assistance and capacity building services provided pursuant to subsection (b), the secretary shall provide a written report to the governor and to the joint committee on community development and small business on the provision of the services and performance outcomes relative thereto. The report shall include recommendations as to how the commonwealth may best facilitate the continued inclusion of minority and women business enterprises,

disadvantaged business enterprises and small businesses in future public construction and public works projects.

SECTION 37. Notwithstanding any general or special law to the contrary, the assistant secretary for access and opportunity shall undertake a comprehensive study regarding the challenges and barriers faced by owners of small businesses, including owners of minority and women business enterprises, in accessing and obtaining working capital and debt financing. The comprehensive study shall include, but not limited to, investigating the viability of implementing a short-term loan program similar to that administered by the United States Department of Transportation's Office of Small and Disadvantaged Business Utilization. In undertaking the comprehensive study, the assistant secretary for access and opportunity shall consult the director of small business and entrepreneurship, the director of minority and women business assistance and any other state agency or program whose mission is to assist small businesses and minority or women business enterprises. The assistant secretary for access and opportunity shall report the results of his investigation and study and his recommendations, if any, together with drafts of legislation necessary to carry his recommendations into effect to the governor and to the secretary of administration and finance and by filing the same with the clerks of the house of representatives and the senate, who shall forward the same to the house and senate committees on ways and means and the joint committee on community development and small business on or before October 1, 2009.

SECTION 38. (a) Notwithstanding any general or special law to the contrary and solely for the purposes of implementing public building and public works projects funded in whole or in part by the American Recovery and Reinvestment Act of 2009 while facilitating the involvement of small contractors, including minority and women contractors, the Massachusetts Community Development Finance Corporation may establish a contractor surety bond guarantee program pursuant to this section.

(b) As used in this section the following words shall have the following meanings unless the context clearly requires otherwise:-

"Bid bond", a bond conditioned upon the bidder on a contract entering into the contract, if he receives the award thereof, and furnishing the prescribed payment bond and performance bond.

"Corporation", the Massachusetts Community Development Finance Corporation.

"Eligible contractor", a small contractor, a minority contractor or a woman contractor.

"Minority contractor", a person who performs as a prime contractor or general contractor or as a subcontractor on a contract funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and is a minority business enterprise as such term is defined in section 40 of chapter 23A of the General Laws.

"Obligee", (i) in the case of a bid bond, the public agency requesting bids for the performance of a contract; or (ii) in the case of a payment bond or performance bond, the public agency that has contracted with a principal for the completion of the contract and to whom the obligation of the surety runs in the event of a breach by the principal of the conditions of a payment bond or performance bond.

"Payment bond", a bond conditioned upon the payment by the principal of money to persons under contract with him.

"Performance bond", a bond conditioned upon the completion by the principal of a contract in accordance with its terms.

"Person", a natural person, business, partnership, corporation or other legal form.

"Prime contractor" or "general contractor", the person with whom the obligee has contracted to perform a contract funded in whole or in part by the American Recovery and Reinvestment Act of 2009.

"Principal", (i) in the case of a bid bond, a person bidding for the award of a contract; or (ii) the person primarily liable to complete a contract for the obligee or to make payments to other persons in respect of such contract and for whose performance of his obligation the surety is bound under the terms of a payment or performance bond; provided, however, that a principal may be a prime contractor, general contractor or a subcontractor.

"Small contractor", a person who performs as a prime contractor, general contractor or subcontractor on a contract funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and whose average annual gross revenue is $5,000,000 or less per year for the most recent 2 fiscal years.

"Subcontractor", a person who has contracted with a prime contractor, general contractor or another subcontractor to perform a contract funded in whole or in part by the American Recovery and Reinvestment Act of 2009.

"Surety", a surety company licensed to do business in the commonwealth and whose name appears on United States Treasury Department Circular 570 and who: (i) under the terms of a bid bond, undertakes to pay a sum of money to the obligee in the event the principal breaches the conditions of the bond; (ii) under the terms of a performance bond, undertakes to incur the cost of fulfilling the terms of a contract in the event the principal breaches the conditions of the contract; (iii) under the terms of a payment bond,

undertakes to make payment to all persons supplying labor and material in the prosecution of the work provided for in the contract if the principal fails to make prompt payment; or (iv) is an agent, independent agent, underwriter or any other company or individual empowered to act on behalf of such company.

"Woman contractor", a person who performs as a prime contractor, general contractor or as a subcontractor on a contract funded in whole or in part by the American Recovery and Reinvestment Act of 2009 and is a woman business enterprise as that term is defined in section 40 of chapter 23A of the General Laws.

(c) The corporation may establish a contractor surety bond guarantee program and may, upon such terms and conditions as it may prescribe, guarantee and enter into commitments to guarantee a surety against loss resulting from a breach of the terms of a bid bond, payment bond, performance bond or bonds ancillary thereto, by a principal on any total work order or contract amount at the time of bond execution that does not exceed $250,000. No such guarantee shall be issued, unless:

(i) the person who would be principal under the bond is an eligible contractor;

(ii) the bond is required in order for such person to bid on a contract or to serve as a prime contractor, general contractor or subcontractor on a contract;

(iii) such person is not able to obtain such bond on reasonable terms and conditions without a guarantee under this section; and

(iv) there is a reasonable expectation that such principal will perform the covenants and conditions of the contract with respect to which such bond is required and the terms and conditions of such bond are reasonable in the light of the risks involved and the extent of the surety's participation.

The corporation shall administer the contractor surety bond guarantee program on a prudent and economically-justifiable basis and establish such fees for eligible contractors and premiums for sureties as it deems reasonable and necessary, to be payable at such time and under such conditions as may be determined by the corporation.

The corporation, as guarantor, may exercise all of the rights and powers of a company authorized by the division of insurance to guarantee bonds pursuant to chapter 175 of the General Laws, but shall not otherwise be subject to any laws related to a guaranty company under said chapter 175 nor to any rules of the division of insurance.

(d) For purposes of this section, the corporation shall establish and maintain accounts, identified individually or collectively as the Contractor Surety Bond Guarantee Fund which shall be kept separate from other corporate

funds. The fund shall consist of all monies deposited, credited or otherwise obtained pursuant to an appropriation or other allocation or assignment or grant of funds from the commonwealth; any grants, gifts and contributions received pursuant to section 3 of chapter 40F of the General Laws; all monies recovered following defaults; and any interest earned on monies within the accounts.

(e) The corporation may guarantee up to 90 per cent of the loss incurred and paid by a surety on bonds guaranteed under this section. Additionally, and subject to the provisions of this section, in connection with the issuance by the corporation of a guarantee to a surety as provided in subsection (c), the corporation may agree to indemnify the surety against a loss sustained by such surety in avoiding or attempting to avoid a breach of the terms of a bond guaranteed by the corporation pursuant to said subsection (c); provided, however, that prior to making a payment under this subsection, the corporation shall first determine that a breach of the terms of the bond was imminent and the surety shall obtain written approval from the corporation prior to making any payments pursuant to this subsection.

(f) Pursuant to any such guarantee, the corporation shall reimburse the surety, as provided in subsection (e), except that the corporation shall be relieved of all liability if:

(i) the surety obtained such guarantee or agreement or applied for such reimbursement by fraud or material misrepresentation;

(ii) the total contract amount at the time of execution of the bond exceeds $250,000; or

(iii) the surety has breached a material term or condition of such guarantee in the agreement.

SECTION 39. Any entity located in the commonwealth that receives federal funds through the American Recovery and Reinvestment Act of 2009 shall provide information as directed by the secretary of administration and finance regarding the use of the funds. The required information shall include, but not be limited to, the reporting information required by the federal government and any other information deemed necessary by the secretary to administer the American Recovery and Reinvestment Act of 2009 responsibly, efficiently and transparently. To the extent possible, the secretary shall work to streamline the reporting of this information, minimize duplication of data entry by recipients and ensure data consistency. The secretary may issue regulations to effectuate this reporting requirement.

SECTION 40. Employers and hiring agents on all projects funded in whole or in part by the American Recovery and Reinvestment Act of 2009 shall post notices of available employment opportunities to the commonwealth's job bank

or the one-stop career centers closest to where the projects shall be located. The postings shall contain such information as directed by the secretary of labor and workforce development. The secretary may issue regulations to effectuate this job posting requirement.

SECTION 41. Notwithstanding any general or special law to the contrary, a carrier offering continuation coverage under a health benefit plan issued pursuant to chapter 176J of the General Laws to a qualified beneficiary eligible for the COBRA premium assistance benefit set forth in section 3001 of the American Recovery and Reinvestment Act of 2009 shall offer the extended election period available therein to each qualified beneficiary who does not have an election of continuation coverage under a health benefit plan issued under said chapter 176J on the effective date of this act, but who would be an assistance-eligible individual under the American Recovery and Reinvestment Act of 2009 if such election were in effect. Any such qualified beneficiary may elect such continuation coverage under said chapter 176J during the period beginning on the effective date of this act and ending 60 days after the date on which the notification required under this section is provided to such qualified beneficiary. Coverage elected in this extended election period shall commence with the first period of coverage beginning on or after the effective date of this act. For the purposes of this section, carriers or their designees shall comply with paragraph (5) of subsection (j) of section 9 of said chapter 176J and any applicable notice requirements under American Recovery and Retirement act of 2009, except that such notice shall be made within 60 days after the effective date of this act.

SECTION 42. The secretary of administration and finance, in consultation with the state comptroller, shall submit comprehensive bi-monthly reports for 3 years after the effective date of this act to the clerks of the senate and house of representatives who shall forward the same to the joint committee on federal stimulus oversight and the house and senate committees on ways and means on the programs, aid, grants and projects funded in whole or in part by the American Recovery and Reinvestment Act of 2009, in this section referred to as ARRA. The reports shall be posted on the commonwealth's official website. The reports shall include, but not be limited to:

(1) an accounting of all known or anticipated federal funding from ARRA that will be available for use by any public entity in fiscal years 2009, 2010 and 2011; provided, however, that the report shall delineate federal funding that may be used to supplant or supplement general state appropriations in each fiscal year, with a further delineation between funding received as federal grants under section 6B of chapter 29 of the General Laws, funding

received for public entities other than the commonwealth and funding received that is subject to further appropriation;

(2) an accounting of any funds collected or anticipated to be collected in fiscal years 2009, 2010 and 2011 pursuant to an increase in the federal Medicaid assistance percentage rate pursuant to ARRA and the assumptions used in any future projections;

(3) a listing of grants of waiver issued under ARRA;

(4) a listing of all competitive federal grants available under ARRA for which a state agency has filed an application; provided, however, that the report shall state the number of applications that have been accepted, the number that are still pending and the number that have been rejected and shall compare the number of accepted applications with not less than at least 10 other states; and

(5) an accounting of the progress of all expenditures related to capital projects funded in whole or in part by ARRA; provided, however, that the report shall include, but not be limited to, the total amount allocated for each project, the total estimated cost of each project, the amount expended for the planning and design of each project up to the time the report is filed, the amount expended on construction of each project up to the time the report is filed, the total amount currently expended on each project, the estimated lifetime maintenance schedule and cost of each project, the original estimated completion date of each project, the current anticipated completion date of each project and, if the project has been de-authorized, the reason for and date of such de-authorization.

SECTION 43. The secretary of administration and finance or the applicable state agency applying for funds through the American Recovery and Reinvestment Act of 2009 shall file with the house and senate committees on ways and means and the joint committee on federal stimulus oversight copies of all state applications requesting funding concurrently with submission of the application to the federal government. The secretary or the applicable state agency shall also inform the house and senate committees on ways and means and the joint committee on federal stimulus oversight in writing of the amount of funds to be allocated and the location of where funds shall be deposited as soon as notification from the federal government on each award is received.

SECTION 44. Notwithstanding any general or special law to the contrary, for projects which are funded in whole or in part by the American Recovery and Reinvestment Act of 2009, the awarding authority shall deem "Eligible" to be defined as follows:

"Eligible", a bidder or offeror who is able to meet all requirements for bidders or offerors set forth in sections 44A to 44H, inclusive of chapter 149

of the General Laws and who shall certify that he is able to furnish labor that can work in harmony with all other elements of labor employed or to be employed on the work.; provided, however, that eligible shall not include a bidders or offeror that, at the time of procurement, is: (1) debarred from bidding under section 44C of said chapter 149 or any other applicable law; (2) debarred by any other state or by any agency of the United States, as determined by the Commonwealth after diligent efforts; or (3) otherwise excluded from public contracting or subcontracting for the reasons set forth in subsection (c) of section 29F of chapter 29 of the General Laws; and provided, further, that notwithstanding any general or special law to the contrary, the Attorney General may waive or adjust the preceding requirements if he determines in writing that special circumstances exist which justify such waiver or adjustment.

SECTION 45. (a) The provisions and definitions of terms in the Federal-State Extended Unemployment Compensation Act of 1970 shall apply to this section; provided, however, that to the extend such definitions are in conflict with or supplement the provisions and definitions of terms in the American Recovery and Reinvestment Act of 2009, the provisions and definitions of the American Recovery and Reinvestment Act of 2009 shall apply to this section.

(b) With respect to weeks of unemployment beginning on or after February 22, 2009, and continuing until the week ending prior to the last week for which 100 per cent federal sharing is authorized by subsection (a) of Section 2005 the American Recovery and Reinvestment Act of 2009 for all claims except for entities described in Section 3306(c)(7) of the Internal Revenue Code, the following shall apply:

(1) In addition to the "state 'on' indicator" set forth in paragraph (d) of subsection (1) of section 30A of chapter 151A of the General Laws, there shall be a "state 'on' indicator" for the commonwealth for a week if the director determines, in accordance with the regulations of the United States Secretary of Labor, that:

(A) the rate of insured unemployment for the period consisting of such week and the immediately preceding 12 weeks equaled or exceeded 6 per cent, regardless of the rate of insured unemployment in the 2 previous years; or

(B) (i) the average rate of total unemployment, seasonally adjusted, for the period consisting of the most recent 3 months for which data for all states are published before the close of such week equals or exceeds 6.5 per cent; and

(ii) the average rate of total unemployment (seasonally adjusted) for the three-month period referred to in clause (i) equals or exceeds 110 per

S 2061

cent of such average rate for either or both of the corresponding 3-month periods ending in the 2 preceding calendar years.

(2) There shall be a state "off" indicator for the commonwealth for any week if none of the requirements specified in paragraph (1) of this section and in paragraph (d) of subsection (1) of said section 30A of said chapter 151A are satisfied.

(3) (A) For purposes of this subparagraph, the term "high unemployment period" shall mean any period during which an extended benefit period would be in effect if clause (i) of subparagraph (B) of paragraph (1) were applied by substituting 8 per cent for 6.5 per cent.

(B) Effective with respect to weeks beginning in a high unemployment period, subsection (5) of said section 30A of said chapter 151A shall be applied by substituting: (i) 80 per cent for fifty per cent in paragraph (a); (ii) 20 times for thirteen times in paragraph (b); and (3) 46 times for thirty-nine times in paragraph (c).

(c) The indicators specified in subsection (b) shall be operative only if mandated or permitted by federal law.

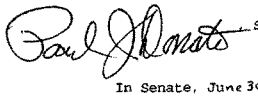
(d) Notwithstanding any other provision of this section, the governor may, if permitted by federal law, suspend the payment of extended unemployment benefits under this section, to the extent necessary to ensure that otherwise eligible individuals are not denied, in whole or in part, the receipt of emergency unemployment compensation benefits authorized by the federal Supplemental Appropriations Act of 2008, the Unemployment Compensation Extension Act of 2008 and the American Recovery and Reinvestment Act of 2009 and that the state receives maximum reimbursement from the federal government for the payment of those emergency benefits.

(e) This section shall not be implemented unless the director of workforce development determines that these provisions have been approved by the United States Department of Labor. The director shall immediately provide a copy of this section to the United States Department of Labor for review.

SECTION 46. Sections 4 to 11, inclusive, sections 14 to 28, inclusive and section 33 shall apply only to contracts advertised after the effective date of this act.

House of Representatives, June 30, 2009.

Preamble adopted,



Speaker.

In Senate, June 30, 2009.

S 2061

Preamble adopted,

, President.

House of Representatives, June 30, 2009.

Bill passed to be enacted,

, Speaker.

In Senate, June 30, 2009.

Bill passed to be enacted,

, President.

, 2009.

Approved,

at o'clock and minutes, . M.

Governor.

From: McGee, Maureen (EHS)
Sent: Friday, April 17, 2009 1:17 PM
To: Pineault, Michael (GOV)
Subject: FW: Emailing: www.mass.gov

From: McGee, Maureen (EHS)
Sent: Friday, April 17, 2009 12:42 PM
To: Dougherty, Terry (EHS); Dehner, Thomas (EHS)
Subject: Emailing: www.mass.gov

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Attorney General Martha Coakley

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January 15, 2009 - For immediate release:

Attorney General Martha Coakley Announces Record $46.7 Million in Recoveries for the Massachusetts Medicaid Program in 2008

BOSTON - Today, Attorney General Martha Coakley's Office announced that recoveries by the office's Medicaid Fraud Division totaled more than $46.7 million during 2008, breaking the previous recovery record, set in 2007, by over $20 million. Approximately $73.2 million has been returned to the state Medicaid program by the Medicaid Fraud Division during Attorney General Coakley's two years in office. The Medicaid Fraud Division is responsible for the investigation and prosecution of fraud against the state Medicaid program.

The $46.7 million recovered in 2008 is primarily the result of 13 civil settlements, nine of which were multi-state agreements. Representatives from the Attorney General's Medicaid Fraud Division serve on national multi-state fraud teams that negotiate the resolution of these cases, which in 2008 resulted in the return of over $1.4 billion to the federal government and state Medicaid programs across the country.

"We have built strong partnerships with other state and federal agencies," Attorney General Coakley said. "This broad based approach has allowed us to aggressively pursue both local and national providers whose fraudulent practices cause great harm to this vital program which provides the most fundamental services to the Commonwealth's most vulnerable citizens. While we are extremely proud of these results, we are troubled that this fraudulent behavior seems to be increasing at a time when health care costs are rising. Our office will continue to be a leader in the efforts to combat this growing epidemic and to assist the Medicaid program in operating as efficiently and cost effectively as possible."

During 2008, the Attorney General reached multi-million dollar agreements with three generic drug manufacturers to settle a False Claims Act case pending in the United States District Court in Boston. Most recently, in December 2008, Teva Pharmaceuticals USA, Inc., and its wholly-owned subsidiary, Ivax Corporation, agreed to pay a combined $7 million to settle allegations against them. Boehringer Ingelheim Roxane, Inc. similarly agreed to pay $1.8 million in September 2008.

In March 2008, as a result of a seven-year investigation initiated and led by the Massachusetts Medicaid

Fraud Division, the National Association of Medicaid Fraud Control Units reached a settlement with CVS/Caremark to resolve allegations that the retail pharmacy chain violated various state and federal statutes and regulations. The settlement recovered a total of $36.7 million for 23 states Medicaid programs and returned $3.7 million to the Massachusetts Medicaid program.

In one of the largest healthcare fraud settlements ever reached, Massachusetts received $10.5 million in February 2008 as part of two separate global settlements with the pharmaceutical giant Merck & Co., Inc, totaling $649 million dollars. An Assistant Attorney General in the Medicaid Fraud Division served as a member of the four-person national Medicaid fraud team that negotiated on behalf of the 49 states that participated in the settlements.

In another multistate settlement, Massachusetts received $9.2 million from international pharmaceutical manufacturer Bristol-Myers Squibb Company in July 2008. The joint investigation was conducted by the U.S. Department of Justice, the U.S. Attorney's Office for the District of Massachusetts, and a five-person national Medicaid fraud team which included an Assistant Attorney General from Attorney General Coakley's Medicaid Fraud Division.

Medicaid is a multi-billion dollar joint state and federal program that provides health insurance for the economically disadvantaged. The monies recovered by the Medicaid Fraud Division are returned to the Medicaid program.

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Single Audit Information Service

Grants Series | THOMPSON | June 2009 | Issue 294

GAO: OMB Should Alter Single Audit Process for Recovery Act Programs

The process for conducting single audits of programs under the American Recovery and Reinvestment Act should be altered to make the audits more timely and useful, the Government Accountability Office recommended in the first of a series of reports on how states are implementing Recovery Act funds.

"Under the current approach for risk determination in accordance with Office of Management and Budget Circular A-133, certain risks unique to the Recovery Act programs may not receive full consideration," the GAO said. "Recovery Act funding carries with it some unique challenges [that make] timely and efficient evaluations in response to the Recovery Act's accountability requirements critical."

Among the most significant of these challenges are:

- new government programs that don't have management controls and accounting systems in place to ensure funds are used in accordance with program regulations and objectives;

See *GAO*, p. 6

Auditees Urged To Provide Timely Information to Federal Auditors

It may sound obvious, but grantees selected to undergo a federal inspector general audit should provide information to the auditor as quickly as possible and fix problems as they are brought to their attention. Grantees that put up roadblocks in hopes that the auditor will give up on requesting desired information will find this effort futile, according to a federal audit official.

During the recent National Grants Management Association Annual Training Conference, James Berry Schneck, audit manager for the National Science Foundation Office of Inspector General, discussed several "do's and don'ts" when undergoing a federal audit. "Quick responses can help establish a healthy working relationship with the auditors," he said. "The last thing you want to do is upset your auditor. You can never outlast an auditor. The quicker you get information to them, the faster they can get the audit done and you can get back to your day-to-day" duties.

Schneck said grantees often are hesitant to contact the audit team with questions or concerns they may have, but he encouraged them to communicate with auditors. "Some of the best successes I've had was when someone picked up the phone and gave me a call," he said. "We can work out an alternative solution, or I can put their mind at ease

See *Audit Advice*, p. 2

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State Audit Watch
By revamping its subrecipient monitoring process, the Massachusetts Department of Early Education and Care has resolved many concerns addressed in previous single audits. Other state agencies may consider using similar tactics if they face the same problems. 7

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Update Pages
Updated list of block grant programs in ¶380; editorial updates in ¶102, ¶301 and ¶410.

Editor's Note

The 2009 Office of Management and Budget *Circular A-133 Compliance Supplement* had not been released at press time, but is expected soon. Look for extensive coverage on it in the next issue of the *Service*.

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Audit Advice (continued from p. 1)

when they think something is a real problem when it's not."

If the auditor finds problems, the auditee should not wait until the audit process is over. If the auditee corrects problems during the audit, the auditor can address those in the audit report. In addition, the auditee should make sure it documents what corrective actions it took. Auditees also should ask the auditor to keep them informed of any issue as the auditor finds them.

Because auditors have no connection to the audited organization and can analyze many aspects of the entity, they may find opportunities for improving the auditee's programs, Schneck said. "When you are working day-to-day on your own jobs, it's hard to think 'big picture' sometimes," he added. "We're auditors and we have a wide understanding of how the organization operates, and we can think 'big picture.'"

A List of Don'ts

Schneck advised auditees not to delay or hide information because such tactics possibly could be illegal and can encourage the auditor to "dig even deeper" because it increases the risk that something is wrong. Auditees also should not mistreat the auditor. "Open hostility in not an option," he said. "If you are having issues with an auditor, talk to him or her about it. If that doesn't work, contact his or her supervisor."

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Auditees also should refrain from interfering with the audit because they can appear suspicious. For example, an auditor wants to interview a procurement officer, but a vice president sits in on the interview and proceeds to answer all the questions. "That upsets the officer and slows down the process," he said. "We want you to be helpful, but not too helpful."

Schneck urged grantees not to accept all of the auditor's recommendations if they have no intention of implementing them. "If you don't have the resources to do something, don't say you're going to do it," he said. "If you talk to the auditor and say you can't do it, … you can talk about alternatives. Sometimes you'll come up with a better recommendation than the auditor [originally] had."

Reports

Auditees should request a copy of the rough draft of the audit report (often called the "discussion draft") before the official draft is issued, Schneck said. This will allow the auditee to correct any misconceptions or provide additional information. Once the auditor issues the official draft, auditees should try to provide a corrective action plan to make the audit resolution process easier. "Don't be afraid to propose alternatives you feel may work better," he added. "If you don't think you need to implement a recommendation, you need to say why." The final report is then issued to the grantor agency, which will finalize the formal audit resolution.

Agencies will then send the audit report to the auditee with instructions on how to respond to it, including a corrective action plan with certain timeframes. The auditee then will submit a response to the corrective action plan for agency review. Once the agency accepts the plan, it will submit it to the inspector general's office for agreement.

To be better prepared to handle a federal audit, Schneck urged auditees to take the following steps prior to the audit:

- know what regulations auditees are required to follow;
- have detailed written policies and procedures, keep them up-to-date and ensure that staff is responsible for knowing what they are;
- train key employees in federal requirements;
- document all transactions so that anyone reviewing the transaction will come to the same conclusions; and
- contact key people in the funding agency, the inspector general's office or Office of Management and Budget if the auditee needs guidance.

Targeted Efforts Can Improve Single Audit Quality

Past statistics on the quality of single audits are somewhat misleading, and targeting efforts to improve the high-dollar single audits will help to improve overall accountability, a key Government Accountability Office official recently told the National Intergovernmental Audit Forum.

While some 51 percent of sampled single audits were either unacceptable or of limited reliability during the National Single Audit Sampling Project (see "Sampling Project Finds Many Unacceptable Audits," August 2007), most of the problem audits were reviews of smaller auditees (i.e., those that expended between $500,000 and $50 million annually in federal awards).

Jeanette Franzel, managing director of the fiscal management and assurance team at the GAO, said that larger auditees had a higher rate of acceptable audits than smaller auditees. "That's important to remember as we impose transparency and accountability requirements or additional audit requirements [specifically under the American Recovery and Reinvestment Act], or think about how to fix the quality problem," she said. "I don't know that a one-size-fits-all approach necessarily gets us the bang for the buck that we need here." She added that implementing "targeted efforts" to improve single audits would be a better approach.

For example, Franzel said for fiscal year 2007, about 35,500 single audits had been submitted to the Federal Audit Clearinghouse. Of those, 927 audits covered 85 percent of the federal expenditures. "If we can get those 927 audits right, we've really done a tremendous coverage of federal expenditures," she said, adding that about 4,300 of all these audits covered 92 percent of federal expenditures. "That makes you think about the problem a little differently when you're hearing statistics such as 51 percent of the audits weren't acceptable," she added. "If there is a way to really target our efforts to improve quality in some of these larger audits and perhaps find a way to streamline smaller audits..., maybe we would improve accountability overall."

Recovery Act Report

Franzel discussed findings from a recent review of 16 states' use of funds under the Recovery Act (see story, p. 1). One of the recommendations the GAO made called for the Office of Management and Budget to consider the risks related to Recovery Act programs in determining which federal programs should be audited as major programs. Currently, the single audit formula is based on program size, with greater audit requirements placed on high-risk major programs. However, some Recovery Act programs may not meet the threshold for a large program, yet they still may be high-risk.

For example, new programs launched under the act could be small, but prove risky because there is no current infrastructure or the state has never administered such a program. In addition, some small programs may experience huge growth, which would exacerbate risk. "It helps to think about these different types of programs differently in terms of assessing risk and targeting our auditing efforts to get the best accountability, and accountability is what is being demanded here," Franzell said.

Franzell also said the GAO sampled state single audits reports for fiscal year 2008 from 13 states with a

See *Targeted Efforts*, p. 7

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Leita Hart-Fanta, CPA, CGFM, is the author of "The Risk Assessment SASs," and has been teaching Yellow Book standards for 10 years. During her five years with the Texas State Auditor's Office, she acted as both an auditor and communications specialist. Ms. Hart-Fanta led the team that produced a national-award-winning report summarizing the financial condition of the state. She is a certified public accountant and a certified government financial manager and serves on the conference planning committees of the local chapters of the Institute of Internal Auditors and the Texas Society of CPAs. The views expressed in this article are the author's own and do not necessarily reflect the views of the Single Audit Information Service.

What You Are Paying for on a Single Audit

By Leita Hart-Fanta

Maybe the title "single audit" is the problem. Maybe this title conveys that with one single audit, everything has been examined and verified. Maybe that is why so few users of a single audit report understand what they are looking at.

Case in point — I often work with "monitors" who do "desk reviews" of single audit reports generated by certified public accountants. One monitoring team worked for a large city and was tasked with making sure that the recipients of the city's grants were in compliance with the grant agreement.

As we talked about what they do in these desk reviews, day in and day out, I noticed the team held to a misconception about what CPAs are paid to do. Several members of this team thought that CPAs checked to see that the entity that received the funds was financially healthy. That is *not* what CPA firms do on a single audit.

What Auditors Do and Don't Do

On a single audit, the auditors check to see that the financial statements are presented in accordance with accounting principles and check to see if the entity is in compliance with various regulations. Nowhere in those two tasks is the auditor asked to determine whether the entity he is auditing is financially robust or even that they are doing a good job of using the dollars it receives for its highest and best purpose.

Here is a line from a single audit report created by a CPA in the previous example. "The Comprehensive Annual Financial Report for the state accurately presents the financial position and activities of the state for the year ended Aug. 31, 200X." And then the CPA makes this statement regarding compliance, "The state complied, in all material respects, with the requirements referred to above that are applicable to each of its major federal programs…"

So is it possible to have accurate financial statements for an entity that is fiscally mismanaged? Yes. Is it possible to comply with all requirements and still not be serving the client well? Yes.

The COSO Model

The Committee of Sponsoring Organizations of the Treadway Commission (COSO) model that is woven into the Statements on Auditing Standards includes three management objectives — compliance, financial reporting and operations.

Check out the top of the COSO cube on the next page (a new, enhanced version of the COSO model, called the COSO ERM model, adds strategy to management objectives):

What does this cube mean? In order to manage the operation well, management has to juggle three balls:

- it must stay in compliance with laws, regulations and contracts;
- it must create and publish reliable financial reports; and
- it must effectively and efficiently use resources to keep the operation going.

So what does an auditor do on the single audit? Only the finance piece and the compliance piece (although the single audit leaves out compliance with a variety of matters that aren't grant related). What does the single audit totally leave out of the mix? Operations.

The city monitoring team in the example was under the impression that the CPA firm had covered the financial aspect of its grantee's operation so it didn't need to. That's wrong.

What you are paying the CPA firm for, in regards to financial statements, is a verification that the data in the financial statements is right. If the entity was a completely messed up mismanaged disaster, but its financial statements were correctly reflecting this fact, the CPA could still give the financial statements a "clean" or "thumbs up" opinion.

See *COSO*, p. 5

COSO (continued from p. 4)

A leader from a small town called me a few years ago to figure out where he went wrong. His auditor, for years, had stood in front of the city council and said that his firm had expressed a clean opinion on the financial statements of the town. City council took this to mean that everything — EVERYTHING — was okay, and that the city was financially healthy, well run and free of blemishes. Then one day, they realized that the money they had set aside to build a sewer treatment plant was gone because the city had been running a severe deficit for years and had to use the sewer treatment money to keep operations going. Yes, the city council wasn't exactly composed of financial geniuses, but it points us back to that basic misunderstanding of what auditors do and don't do.

The CPA assumes that someone else — the bank, the grantor, the regulator — is going to use this data to analyze the situation and decide what actions to take. The CPA doesn't presume to know what is going to happen to the data once he or she verifies that it is good, although they do presume someone is using it.

But in my experience, the users don't know how to read the financial statements and don't use the data, so they infer that the CPA has done more than they really have. This is a pretty dangerous situation as no one is watching the hen house… not even the fox.

Data Without Verification Is Worse

Even more scary is that some of the city's grantees never get audited and "self report" the financial information they send into the city. The city monitors ask grantees who did not qualify for a single audit (because their expenditures fall below the threshold) to send them a cash flow statement every year for review. The grantee does not have to hire a CPA to verify that the data was good. This means that the client could be completely making up the whole statement.

Why even look at something like that? It isn't even worth the paper it is printed on. Do you remember the flack about mortgage companies lending money to buyers based on their "stated income." Surprise! These folks didn't make enough money to pay for that million dollar cottage in L.A.

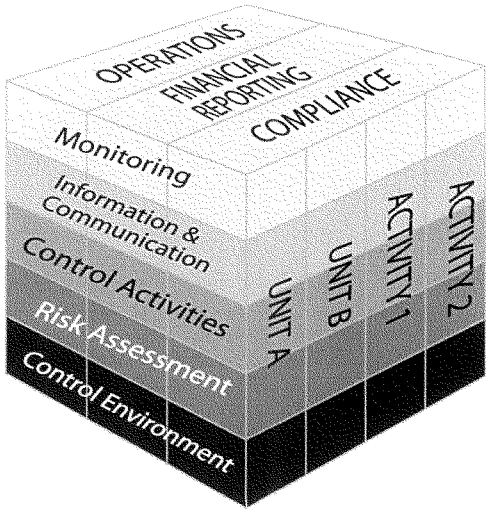
So what do CPA firms do? They verify that the data is good and can be relied on. They do not verify that the data means anything one way or another. The client could be efficient and effective, or not. The CPA is not paid to research, verify or comment on that.

What To Do With Single Audits

So what is a monitoring team to do? First of all, it should realize that the buck stops with the team. It is the final line of defense against something going wacky. No one else will do this work for it. The CPA is not doing what it imagined it was doing. In the case of audited financial statements, it does not have to do work verifying the data because the CPA was paid to do that. But it does need to look at the data and see if anything risky or weird is going on. This can be a very involved process or a simple process. It all depends on how risky the team feels the situation is and also what the city leadership expects the team to do.

And if the data is submitted by the client without any verification by a CPA, then the monitoring team has even more work to do. First, it has to verify that the information it is relying on is valid, and then it has to analyze the data to see if anything risky or weird is going on.

Yes, that is a lot of work for the monitoring team. And that is why it is paid the big bucks. That is what the public thinks is going on when you say you are "monitoring" a grant.



GAO (continued from p. 1)

- the sudden increase in funds for Recovery Act programs may exceed the capacity of management controls and accounting systems that have been effective in the past; and
- risks may be increased due to the pressures of spending funds quickly.

> 'Recovery Act funding carries with it some unique challenges [that make] timely and efficient evaluations in response to the Recovery Act's accountability requirements critical.'
>
> — *GAO*

The GAO urged the OMB to adjust the single audit process to: allow for internal control designs to be reviewed during 2009 in programs receiving Recovery Act funds before 2010 expenditures are made to strengthen these controls; consider risks related to Recovery Act programs in determining which federal programs are major programs; and evaluate options for providing relief related to audit requirements for low-risk programs to balance new audit responsibilities associated with the Recovery Act.

Despite the challenges, the states the GAO reviewed are taking various steps to ensure that internal controls are in place to manage risks before problems develop. For example, New York has established a working group on internal controls and plans to hire a consultant to review the state's management infrastructure and capabilities to achieve accountability, effective internal controls and reliable reporting under the act. Ohio audit officials plan to assess the adequacy of the state's current internal control framework; Georgia's state auditor has provided internal control training to state agency personnel; and Michigan officials are developing strategies for effective oversight and tracking of the use of Recovery Act funds.

Bimonthly Reviews

The Recovery Act requires the GAO to do bimonthly reviews of the use of funds by selected states and localities. The agency focused on 16 states and the District of Columbia and three key programs — Medicaid federal medical assistance percentage awards, funds for highway infrastructure improvement and the State Fiscal Stabilization Fund. Programs were reviewed in Arizona, California, Colorado, the District of Columbia, Florida, Georgia, Illinois, Iowa, Massachusetts, Michigan, Mississippi, New Jersey, New York, North Carolina, Ohio, Pennsylvania and Texas.

The GAO found significant concerns in the area of subrecipient monitoring under Recovery Act programs. Some state auditors do not have the authority to monitor local operations of internal controls. For example, officials at the Pennsylvania auditor general's office had different views about what authority they have to audit federal money that flows directly to localities.

The OMB plans to notify auditors of program requirements that should be tested for Recovery Act programs when it releases the 2009 OMB *Circular A-133 Compliance Supplement*. Vice President Joe Biden, charged with overseeing implementation of the Recovery Act by President Barack Obama, sent a letter to the Senate Committee on Homeland Security and Governmental Affairs recently ensuring that further guidance from the OMB would address concerns raised in the GAO report. That guidance also will include more details on how state and local fund recipients will report data, subrecipient reporting requirements and a standard procedure for grantees to calculate the number of jobs they create.

For More Information

The report, "As Initial Implementation Unfolds in States and Localities, Continued Attention to Accountability Issues is Essential," (GAO-09-580) is available at http://www.gao.gov/new.items/d09580.pdf.

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State Audit Watch

Mass. Agency Improves Child Care Monitoring

By revamping its subrecipient monitoring process, the Massachusetts Department of Early Education and Care has resolved many concerns addressed in previous single audits. Other state agencies may consider using similar tactics if they face the same problems.

The Massachusetts state auditor reviewed the agency's grant program for the period of July 2007 to June 2008, assessing internal controls and program compliance for early education and child care grant programs. Prior audits of the department recommended it improve subrecipient monitoring to ensure federal funds were spent appropriately.

In a prior audit, the state auditor found that the agency suspended on-site monitoring of child care providers during state fiscal year 2007. In response, the EEC restructured its fiscal monitoring unit by adding a director of audit resolution and more monitoring staff. They have developed a system of internal controls to ensure compliance with mandated monitoring and reporting requirements for child care and early education providers.

The agency also developed a new fiscal monitoring guide that addresses prior audit concerns regarding timeframes for on-site monitoring and follow-up, eligibility, financial review and recoupment. It also developed and implemented a financial monitoring database that stores files on each child care provider. The director of audit resolution ramped up on-site visits to providers to ensure their clients were eligible to receive services and that their funds spent were documented, reasonable, allowable and allocable under the terms of cost reimbursement contracts.

Follow-Up Findings

Prior state auditor reviews showed that the EEC had no record of follow-up on providers due to untimely follow-up by contracted monitors; misplaced corrective action plans and other correspondence; and misplaced records. Without these documented reviews, the agency had no way of knowing whether the provider initiated corrective action on deficiencies or noncompliance issues, and whether ineligible costs existed and reimbursement was due, the auditor said.

The state auditor's follow-up review found that the new audit resolution staff conducted follow-up assessments of these providers, determining that corrective action plans were submitted and all issues regarding potential ineligible costs were resolved.

Past reviews also showed that the EEC did not follow up to ensure that subrecipients took appropriate and timely corrective action to address Circular A-133 audit findings. The agency's new fiscal monitoring guide includes detailed procedures for conducting financial reviews and follow-up on A-133 audit findings. "The financial reporting system allows the EEC to review the current financial condition of [providers] in a standardized format, and perform vendor comparative analysis for the most current five-year reporting period to determine provider stability," the auditor said. "This analysis is used in performing annual contract service provider risk assessments."

The state auditor encouraged the EEC to continue using the new subrecipient monitoring process to ensure federal and state funds are used for authorized purposes. The EEC noted that its new procedures have helped it meet new reporting requirements under a 2007 Administration for Children and Families rule requiring states to measure and report improper payment rates in their Child Care Development Fund spending. The regulations establish a three-year rotation cycle for reporting improper payments. Although Massachusetts is in a cycle of states that has until September 2009 to report errors, it has already completed many phases of the reporting process and has submitted certain deliverables to ACF.

See *State Audit*, p. 8

Targeted Efforts (continued from p. 3)

June 30, 2008, fiscal year end. Although the reports were due nine months after the end of the fiscal year (i.e., March 2009), seven of 13 states sampled requested an extension.

"Automatically, that pretty much guarantees you're going to go a full year without knowing your findings and weaknesses and being able to fix them, and those weaknesses will be hanging around for another year," she said. "That illustrates to us the timing problem with single audits if they are going to be used as proactive tools for discovering where the weaknesses are and getting them fixed up-front."

Fellow panelist Danny Werfel, deputy controller of the OMB Office of Federal Financial Management, said that OMB is taking steps to ensure single audit activities assessing risk of Recovery Act programs are given high priority. "We're looking at other strategic ways going forward to see about moving lower priority, or Type B activities, out of the sphere so that we are making room for more Recovery Act review," he said.

State Audit (continued from p. 7)

Accounts Receivable

The state auditor also found that despite improvements in it accounts receivable system, the agency is not directing funds back to certain federal projects. A prior audit found that the EEC did not use the state's Billing Accounts Receivable System or have its own approved accounts receivable system, and its internal controls plan did not reference state requirements for an accounts receivable system.

In June 2008, the agency implemented the state system and updated its procedures for monitoring and reconciling accounts receivable. However, the EEC continued to credit all recoupments to the state's general fund without the ability to re-obligate funds back to the EEC's federal awards where appropriate. Child Care Development Fund regulations allow grantees to re-obligate certain unliquidated or recouped funds within the year the award was made, or within the succeeding fiscal years.

The state auditor recommended the EEC work with the state comptroller and ACF to establish procedures to either reallocate recouped funds back to EEC's federal awards or to reimburse the federal government, where necessary. The EEC said it was working with the state comptroller to resolve this concern.

For More Information

The Massachusetts state auditor's report is available at http://www.mass.gov/sao/Audit%20Reports/2009/2009083716s.pdf.

Single Audit Sampling Project — A Closer Look

Along with making recommendations to revise single audit standards, criteria and guidance, the National Single Audit Sampling Project conducted by the President's Council on Integrity and Efficiency and the Executive Council on Integrity and Efficiency, now the Council of the Inspectors General on Integrity and Efficiency, reported deficiencies among auditors that were due simply to lack of professional care. The following is the 14th in a series of synopses highlighting certain findings in the study:

Office of Management and Budget Circular A-133 §___.520 specifies the criteria for determining if a major program should be categorized as either a large (Type A) program or as an other (Type B) program. This determination requires auditors to compute a threshold amount. For programs or clusters for which expenditures of federal awards exceed the threshold, the program or program cluster is a Type A program; otherwise, the program is a Type B program. OMB Circular A-133 § ___.505(d)(1)(viii) requires that the computed threshold amount be identified in the report.

Errors in calculating the threshold can impact proper selection of major programs. The PCIE found errors in the threshold computation for about 4.7 percent of all audits sampled. For three of the audits sampled, the error resulted in major programs not being properly determined.

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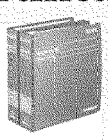

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Department of
Early Education and Care
THE COMMONWEALTH OF MASSACHUSETTS

AMY KERSHAW, ACTING COMMISSIONER

January 20, 2009

Mr. Howard Olsher
Director of State Audit
Office of the State Auditor
1 Ashburton Place Room 1819
Boston, Massachusetts 02108

Dear Mr. Olsher:

I would like to thank you and your staff for the courteous, professional, and helpful manner exhibited in conducting the Fiscal Year 2008 single audit at our agency. This review, as last year's, has been of great help to our agency as we fulfill our mission to continuously improve the quality, affordability, and accessibility of early education and care for the families and children of the Commonwealth. We appreciate your recognition of EEC's efforts to rectify two of the three audit findings from Fiscal Year 2007 and submit the following response for your consideration.

Response to Audit Finding #1: Sub-recipient Monitoring
EEC has made significant progress in addressing this Fiscal Year 2007 audit issue. We restructured the fiscal monitoring unit and hired an experienced audit professional as EEC's Director of Audit Resolution. In addition, since the audit, EEC has increased the number of Fiscal Monitors from one to four. The new Director of Audit Resolution has developed a comprehensive system of internal controls to ensure compliance with all mandated monitoring and reporting requirements for the approximately 300 contracted social service providers receiving these funds. In doing so, EEC has built upon the strengths of its current system, while including new procedures to specifically address the auditors' concerns regarding timeframes for on-site monitoring and follow-up, eligibility, financial review and recoupment. These controls will ensure that federal and state funds are used only for their authorized purposes and in compliance with relevant laws and regulations.

We are also pleased to report that EEC has another direct opportunity to monitor eligibility determinations performed by sub-recipients through the federally mandated Improper Authorization for Payment initiative. On September 5, 2007, the Administration for Children and Families (ACF), the agency that oversees the Child Care Bureau (CCB), issued a final rule to revise the Child Care Development Fund (CCDF) regulations to require states to measure and report on error rates in their expenditure of CCDF funding. The new regulations focus on the measurement and reporting of errors made in eligibility determinations and payment authorizations because ACF believes that improper authorizations are the source for many improper payments. Given that eligibility and authorization are the first steps in the child care subsidy process, errors made in these two steps are likely to affect the administration of the entire subsidy program. As such, the methodology for measuring improper payments outlined in the new regulations focuses on eligibility determinations and requires states to review a sample of their child care subsidy case records for the preceding federal fiscal year (October 1st to September 30th) in order to determine whether these subsidies were properly authorized.

The regulations establish a three year rotational cycle for the reporting of improper payments, with the first group of states required to complete their case reviews and submit their reports to ACF by June 30, 2008. States in the first reporting group will examine errors during federal fiscal year 2007. Massachusetts is included in the second reporting cycle and, therefore, will be reviewing errors during federal fiscal year 2008 (October 1, 2007-September 30, 2008). Although Massachusetts has until June 30, 2009 to complete its case reviews and submit its error rate report to ACF, we have already completed many phases of the reporting process and have submitted certain deliverables to ACF since October 2008.

Response to Audit Finding #2: Procurement

The FY2008 single state audit includes a finding related to EEC's non-compliance with the Commonwealth's competitive procurement requirements under 801 CMR 21:00. While the Department is still in the process of coming into full compliance with these requirements, the Procurement Management Team (PMT) has made very significant progress in organizing a competitive bid for the Income Eligible Financial Assistance contract program, the Department's largest contract, which will be posted on the Commonwealth's procurement website (Comm-PASS) within the next six weeks.

Upon completion of the procurement process for this contract, the PMT will follow the same work plan to put the remaining contracts out to bid according to the schedule shown in the table below.

Contract	**Fiscal Year**
Voucher Management	Research & Plan 2009 and award in 2010
Supportive	Research & Plan 2009/2010 and award in 2011
Other Contracts	Research & Plan 2009/2010 and award in 2011

The PMT did experience a delay in moving forward with the Income Eligible contract bid during the early part of calendar year 2008, due to significant changes in leadership at the Department and Board level. However, in June of 2008, the PMT engaged a new project manager and adopted a detailed project plan, making steady and constructive progress throughout the remainder of the year. The Board of Early Education and Care approved the criteria and guidelines for the Request for Response (RFR) recommended by the PMT on January 13, 2009 after discussing the procurement at four Board meetings since September, 2008. The PMT expects to continue this steady progress culminating with the award of bids in June of 2009.

The January draft of the FY2008 audit findings indicates that "little activity has taken place concerning the re-procurement of services...identified in the prior report." However, a great deal of work has been done outside of the review period covered by the audit (June 2008 through December 2008). Much of the work conducted during the period of observation was related to the project's research and planning activities. This research also included a comprehensive assessment of early education resources for each of the 351 cities and towns in the Commonwealth, a survey of the services provided through contracts with Family Child Care Systems and research into the child care procurement practices in other states.

Additionally, the PMT issued a Request for Information (RFI) in October of 2008 to collect program quality data from interested providers and to test the feasibility of potential policy changes. The Department received a very strong response to the RFI, with more than 300 licensed center-based providers, 57 family child care systems and 100 school districts responding.

The Department is eager to share any additional information on the Income Eligible RFR that your office may request.

Response to Audit Finding #3: Accounts Receivable
EEC has made significant progress in addressing this audit finding from Fiscal Year 2007. We developed and maintain a detailed accounts receivable tracking and reporting system (BARS) and have revised our Internal Control Plan to include detailed procedures for maturing, monitoring, and reconciling accounts receivable.

Subsequent to implementation of BARS in June 2008, as detailed in your report, it was determined that limitations inherent in this system preclude EEC from properly crediting disallowed sub-recipient funding to be accurately tracked and recorded as either due back to EEC for re-obligation or due back to the federal government and accordingly credited. EEC is currently working in conjunction with the Office of State Comptroller (OSC) to resolve this matter to ensure that all disallowed sub-recipient funds are either re-obligated or returned to the federal government.

Again, thank you for the time and effort that you and your staff have put into understanding and analyzing our current policies, practices, and procedures. I look forward to working with you as we move forward to create the best possible services for the Commonwealth and the best possible outcomes for children and families.

Sincerely,

Amy Kershaw

cc: Ron Twing, Audit Manager

INDEPENDENT MASSACHUSETTS OVERSIGHT ENTITIES

State Auditor

The Office of the State Auditor (OSA) operates under the direction of State Auditor A. Joseph DeNucci, an independently elected constitutional officer.

AUDIT OPERATIONS

The OSA audits the agencies of state government to ensure that funds are spent in an appropriate manner. In so doing, the State Auditor provides the Governor, Legislature, auditees, and the public with an independent financial, managerial, and technical assessment of the state's agencies, activities, contracts, and programs.

The OSA also has significant contract-related oversight responsibilities including reviews under the state's Privatization Statute, the audit of vendors and contractors that do business with the Commonwealth, and special contract audits. In addition, the State Auditor has the discretion to conduct special fraud audits throughout local government, when requested by the local governing body. In carrying out its responsibilities to ensure compliance with state and federal law, the OSA works closely with law investigations, and providing technical assistance.

All OSA audit results and recommendations are intended to assist agency and program administrators by indicating areas where accounting and administrative controls, financial operations, program results, efficiency, and effectiveness can be improved. The OSA is not simply a critic, but is an agent, an advocate, and a catalyst for improved management and delivery of government services.

The OSA conducts financial, performance, and information technology audits in accordance with "Government Auditing Standards" issued by the Comptroller General of the United States. These standards are known in the profession as Generally Accepted Government Auditing Standards (GAGAS) and as the Yellow Book Standards. OSA activities include the following objectives:

- Determining whether the Commonwealth's resources are properly safeguarded;
- Determining whether such resources are properly and prudently used;
- Evaluating internal controls to help insure integrity in financial management systems;
- Determining whether computer systems and technology environment meet control objectives regarding security, integrity, and availability;
- Evaluating management's economy and efficiency in it use of resources;
- Determining and evaluating a program's results, benefits, or accomplishments; and

- Ensuring that all audit results are fully disclosed to the public and the auditees.

DIVISION OF LOCAL MANDATES

The State Auditor's Division of Local Mandates (DLM) works to protect cities and towns from unfunded mandates and also makes recommendations to provide state funding for important local programs. DLM's responsibilities are as follows:

- Determining the financial impact on cities and towns of proposed or existing state laws or regulations;
- Responding to requests for opinions and cost studies from individual legislators, legislative committees, municipalities, and governmental associations regarding potential mandates; and
- Conducting cost studies on any state law or regulation that has significant cost, impact, and making recommendations to the State Legislature based on the results.

BUREAU OF SPECIAL INVESTIGATIONS

The State Auditor's Bureau of Special Investigations (BSI) is charged with the responsibility of investigating fraud within public assistance programs. In addition to investigating fraud, which results in the referral of millions of dollars for recovery annually, BSI focuses on fraud prevention and participates in recovery activities. BSI's role in combating fraud and recovering funds that have been wrongfully paid helps to safeguard the state's financial assets and protect important benefit programs.

Inspector General

The Office of the Inspector General was created by Chapter 388 of the Acts of 1980; its enabling statute is Chapter 12A of the General Laws. The Governor, State Auditor, and Attorney General appoint the Inspector General to a five-year term.

The Office's mission is to prevent and detect fraud, waste, and abuse in the expenditure of public funds. (M.G.L. c.12A) **Preventing** fraud, waste, and abuse before they happen is our principal objective. Toward that end we employ a **three-part prevention strategy:**

- ***Timely intervention*** - that is, intervening in situations before fraud, waste, or abuse occurs. For example, the Office reviews every bill filed in each session of the General Court and, when appropriate, recommends amendments to help protect against fraud, waste, or abuse. The Office also provides assistance to public agencies. For example, the Office has provided technical assistance to the Central Artery/Third Harbor Tunnel Project when requested, and sometimes reviews requests for proposals or invitations for bids for major, complex procurements.

- ***Dissemination of lessons learned*** - by letting jurisdictions know about issues that should be of interest to many public officials. For example, we distribute many of our reports to agencies that we think may be able to use the information, and we use our *Procurement Bulletin* to inform local officials about the results of our work in other jurisdictions.

- ***Capacity building*** - involves providing training and technical assistance to public officials. The Massachusetts Certified Public Purchasing Official program, our procurement manual, and our *Procurement Bulletin* are examples of our capacity building efforts.

Detecting fraud, waste, and abuse when they do occur is important. The Office conducts civil and criminal investigations and works with the Massachusetts Attorney General, the U.S. Attorney, and district attorneys to prosecute cases of individual wrongdoing. In some cases the Office reports matters to the State Ethics Commission or agency heads. Investigative results are also considered for identification of opportunities to prevent similar problems from arising in the future.

Attorney General

The Attorney General is an independently elected constitutional officer who serves as the chief lawyer and law enforcement officer of the Commonwealth of Massachusetts. As such, she represents the Commonwealth in many matters in which the Commonwealth is a party.

In addition, the Attorney General is a resource to residents who are facing challenges in the area of consumer protection, fraud, civil rights violations, health care, and insurance issues.

Organization of the Office of the Attorney General

The Office of the Attorney General is comprised of five bureaus: Executive; Business and Labor; Criminal; Government; and Public Protection and Advocacy. Each bureau is divided into one or more divisions and units, described further below.

Executive Bureau

The Executive Bureau provides administrative and policy-making support for the substantive divisions of the Office, as well as the operational, information technology, human resources, and fiscal management services for the Office. The Executive Bureau includes the First and Deputy First Assistant Attorneys General, the Chief of Staff, Special Counsel, and the Law Library. Divisions within the Executive Bureau include: General Counsel's Office; Policy and Government; Community Information and

Education; Information Technology; Human Resources; Communications; Budget; and Victim Services.

Business and Labor Bureau

The Business and Labor Bureau works to develop clear rules and parameters for the business community and all stakeholders to follow. The Bureau helps to promote a healthy economy by balancing regulatory enforcement and review with advocacy for ratepayers, consumers and workers. The Bureau also plays an important role by focusing on fraudulent acts and practices that occur in the context of commercial relationships. The Bureau works to prevent rising government costs caused by fraud involving business or medical services provided or regulated by the government and to level the playing field so that no company can gain an unfair advantage by breaking the rules. The divisions within the Business and Labor Bureau include: Energy and Telecommunications; Fair Labor; Medicaid Fraud; Non-Profit Organizations/Public Charities; and Business, Technology and Economic Development.

Criminal Bureau

The Criminal Bureau investigates and prosecutes a wide spectrum of criminal cases and also focuses on prevention and educational efforts to support public safety and quality of life for all Massachusetts residents. The office focuses on cases that reflect the statewide jurisdiction and areas of investigative and prosecutorial expertise not addressed by other law enforcement offices, particularly in the protection of taxpayer funds and the integrity of governmental agencies. The Criminal Bureau includes the following divisions: Appeals; Cyber Crime; Corruption and Fraud; Insurance and Unemployment Fraud; Financial Investigations; Environmental Crimes Strike Force; Enterprise and Major Crimes; and the State Police Detective Unit.

Government Bureau

The Government Bureau represents the Commonwealth, its agencies and officials in many types of civil litigation, as well as defending Commonwealth employees from civil claims made against them resulting from the performance of their duties. The Bureau develops and maintains close working relationships with agency counsel and provides them with information and advice on matters of broad common interest, particularly where advance consultation may prevent unnecessary litigation. The Government Bureau also initiates affirmative litigation on behalf of the Commonwealth when such litigation is in the public interest and has significant monetary value or raises legal or policy issues of concern to the public and the Commonwealth. The Bureau has two divisions, Administrative Law and Trial, and a Municipal Law Unit.

Public Protection and Advocacy Bureau

The Public Protection and Advocacy Bureau uses investigation, analysis, affirmative litigation, and other advocacy to advance the Attorney General's statutory and

constitutional responsibility to enforce laws protecting the public. The Bureau focuses on a wide range of issues, including: equality and civil liberties for all; clean air, land and water; fair and competitive business practices in the areas of consumer protection, antitrust, and financial services and insurance; and access for all to affordable, high-quality health care. The divisions within the Public Protection and Advocacy Bureau include: Antitrust; Civil Rights; Consumer Protection; Environmental Protection; Health Care; Insurance and Financial Services; and Investigations.

AN ACT MOBILIZING ECONOMIC RECOVERY IN MASSACHUSETTS
BILL SUMMARY

AMENDMENTS TO STATE UNEMPLOYMENT INSURANCE LAWS

This proposal enables the Commonwealth to receive $108,455,561 in additional federal incentive payments by amending our unemployment insurance laws. To capture these funds, a change in state law is necessary. Currently, the state's Division of Unemployment Assistance permits employees in a recognized training program to receive up to 18 weeks of additional unemployment insurance benefits while participating in the training. To access the newly available federal funds, the state must increase the time period from 18 weeks to 26 weeks.

INCREASE THRESHOLDS FOR APPLICATION OF THE DESIGNER SELECTION LAW

Current law provides that contracts for design services costing less than $10,000 or contracts for construction costing less than $100,000 are exempt from the Designer Selection Board ("DSB") approval process. This proposal would increase those thresholds to exempt design services costing less than $25,000 and construction contracts costing less than $250,000. This proposal also eliminates the requirement to advertise design service projects in the newspaper. The governor's procurement task force estimates that this proposal could potentially reduce the time required for advertising and going through the DSB process for smaller projects by at least 3 months.

STREAMLINE DSB PROCESS

Current law provides the DSB with jurisdiction over the selection of architects, engineers and construction managers providing design services in connection with public building projects over specified dollar thresholds. Existing law contains different DSB quorum requirements depending upon the nature of the project at issue. This proposal simplifies the statute by creating a single quorum requirement for all ARRA funded projects falling under the DSB's jurisdiction.

INCREASE THE THRESHOLDS FOR DCAM TO DELEGATE TO PUBLIC AGENCIES THE AUTHORITY TO CONTROL PROJECTS

Current law authorizes state agencies to control their own building construction projects on projects costing less than $100,000. Existing law also provides that DCAM may delegate project control to state agencies on projects costing between $100,000 and $1 million. To facilitate and expedite agency building construction projects, this proposal will increase the thresholds to $250,000 and $2 million, respectively.

MODIFY STUDY REQUIREMENTS FOR LARGER PROJECTS AND ELIMINATE STUDY AND ENCUMBRANCE REQUIREMENTS FOR SMALLER PROJECTS

Current law requires formal certification of design studies before the designer can proceed with the final design phase of a project. The administrative steps associated with the study certification process can delay the start of final design. This proposal eliminates the current time consuming administrative steps required for certifying a study and allows the study designer to move more efficiently into the final design phase. This legislative proposal also provides an exception that will allow design work for ARRA-funded maintenance and repair projects costing under $250,000 to proceed provided the agency head certifies that the project can be accomplished within the appropriation or authorization and that there are funds available to pay for the design services. The governor's procurement task force estimates that this proposal will save up to 60 days in the process of getting projects initiated.

INCREASE THE THRESHOLDS FOR SMALL BUILDING PROJECT PROCUREMENTS

Currently, public agencies must comply with advertising and competitive sealed bidding procedures for small building projects costing between $25,000 and $100,000. This proposal increases the lower threshold from $25,000 to $50,000, thereby allowing awarding authorities to proceed more efficiently and expeditiously to make small repairs and complete minor projects. The governor's procurement task force estimates that this will save awarding authorities over 60 days in the procurement process for these small projects.

INCREASE THE THRESHOLD FOR PROJECTS REQUIRING PAYMENT BONDS TO $25,000

Current law requires state construction contracts that cost more than $5,000, and other public construction contracts costing more than $2,000, to post surety bonds in an amount not less than one half of the total contract price. This proposal amends the law to increase the bond threshold to $25,000 for both state and other public contractors to enable smaller contractors (including small, minority or women-owned businesses) to participate in the process.

REVISE ADVERTISING AND BIDDING THRESHOLDS FOR SMALL PROJECTS

Currently, public agencies must comply with extensive advertising and bidding procedures for small projects costing between $10,000 and $50,000. This proposal will relieve agencies from the public advertising requirements, and allow for awarding authorities to proceed more efficiently and expeditiously to make small repairs and complete minor projects while preserving competition and the public interest. This proposal increases the threshold for requiring certain "sealed bid" and advertising

requirements in small projects from $25,000 to $50,000. The governor's procurement task force estimates that this will save awarding authorities over 60 days in the procurement process for these small projects.

STREAMLINE SELECTION PROCESS WHEN UNREASONABLY HIGH SUB-BIDS ARE RECEIVED WITHOUT COMPETITION

Under current state law, awarding authorities must solicit bids not only from general contractors but also from certain categories of sub-contractors. With respect to subcontracts, awarding authorities sometimes receive fewer than 3 sub-bids. In addition, when there are just 1 or 2 bidders, the sub-bids that the awarding authority receives are often unreasonably high. Under current law, the awarding authority must either accept the unreasonably high price or delay the project by re-bidding the subcontract, sometimes multiple times. This provision permits the awarding authority, as an alternative, after re-bidding at least once, to opt not to re-bid the subcontract but instead to assign the work to the general contractor within the general contractor's estimated cost. The governor's procurement task force estimates that this legislative proposal will save an awarding authority over 2 months when faced with the situation described above.

ESTABLISH A STANDING LIST OF PREQUALIFIED CONSTRUCTION MANAGER AT RISK FIRMS

State law permits the use of "construction manager at risk firms," which are defined as firms that enter into contracts to provide construction management services on a public building project at a guaranteed maximum price. Currently, construction manager at risk firms must be separately prequalified on each individual project for which they wish to bid. The project by project prequalification process, combined with the increasing number of project applicants, slows down the approval process. This proposal allows DCAM to prequalify firms for placement on a standing prequalification list, following which firms may submit proposals on multiple projects. According to the governor's procurement task force, this proposal will reduce the administrative and consultant costs of conducting the prequalification process, save at least 2 months per project in the procurement of construction manager at risk firms, and allow for more expedited projects.

CONDENSED PREQUALIFICATION PROCESS

Current law requires certain general contractors and subcontractors to be prequalified following consideration of certain defined criteria. This legislative proposal will provide awarding authorities subject to the law with relief from some of the administrative burdens of the prequalification process by allowing them to rely on DCAM certification files for several prequalification criteria categories deemed to be duplicative of the DCAM certification application and review process. The governor's procurement task force estimates that this proposal can save awarding authorities up to 90

days in the course of prequalifying interested general contractors and subcontractors to bid on a project. Accordingly, this provision would allow projects to move toward bidding and contracting in a more efficient way without sacrificing the quality of contractors.

INCREASE INCENTIVE PAYMENTS TO CONSTRUCTION MANAGEMENT AT RISK FIRMS IN SPECIAL CIRCUMSTANCES

Current law caps the incentive payments that public agencies are authorized to pay construction manager at risk firms at 1% of the project's total construction costs. This legislative proposal would add a provision that under special circumstances, when unique project requirements and circumstances warrant, public agencies may increase the incentive payment to 1½ % of the estimated construction costs. According to the governor's procurement task force, this proposal will encourage construction contractors to expedite the project schedule and subcontractor selection or to minimize costs.

A+B BIDDING

Under current state law, "horizontal" construction contracts (i.e., road and bridge contracts) must be awarded to the lowest responsible and eligible bidder. To facilitate compliance with ARRA's "use-it-or-lose-it" deadlines, this provision allows ARRA-funded horizontal construction projects to be awarded using what is termed "A+B bidding," which means cost plus time bidding. With this change, agencies would be able to factor in the amount of time it will take a bidder to complete a project in addition to the cost.

MASSACHUSETTS WATER POLLUTION ABATEMENT TRUST BOARD REVOLVING FUNDS AND FUND TRANSFERABILITY

Under current state law, Massachusetts Water Pollution Abatement Trust ("MWPAT") loans must carry a 2% interest rate. ARRA requires states to provide a deeper subsidy for clean water and drinking water programs, which means that we must amend state law to authorize the MWPAT board to distribute monies from the state's revolving fund pursuant to terms that are consistent with federal law. ARRA also provides additional money to the Clean Water fund and provides states, if their law permits it, with a limited ability to transfer funds between Clean Water and Drinking Water funds. This proposal amends state law to authorize this transferability, which will allow additional resources to be applied to the Drinking Water program.

COMPTROLLER MAY AUTHORIZE EXPENDITURES WHEN THERE IS A TIMING DISCREPANCY

This proposal provides that the comptroller may authorize department encumbrances and expenditures in anticipation of federal ARRA funds. This change will help to accommodate timing discrepancies between the receipt of revenues and related

expenditures. Prior to authorizing the expenditure, the department head must certify available accounts in the fiscal year.

MATCHING FUNDS

This legislative proposal establishes a process for departments to follow when receiving ARRA federal funds that require matching funds. The proposal would require applying departments to notify the Secretary of A&F of the requirement, and the A&F Secretary would then direct the comptroller to create matching accounts to allow expenditure without further appropriation. The Secretary of A&F must notify the joint committee on veterans and federal affairs and the ways and means committees of this action.

POOL ADMINISTRATIVE COSTS

To accommodate timing discrepancies and the rigid deadlines for using ARRA funds, this proposal authorizes the Secretary of A&F to allow the pooling of administrative costs of implementing ARRA projects into trusts and then gain recovery on those costs. This proposal enables the state to efficiently administer the programs.

SPECIAL TRANSFER FOR UNEMPLOYMENT INSURANCE

Pursuant to ARRA, the federal government will be making a special transfer of $11,620,239 to the Commonwealth for certain limited unemployment insurance administrative purposes. This proposal permits the limited use of these funds without further appropriation.

APPRENTICESHIP TRAINING REQUIREMENTS

This proposal would require that at least 20% of the labor hours on ARRA-funded construction projects costing $1 million or more be performed by apprentices, as defined by G.L. c. 23, §§11H, 11I.

A major goal of ARRA is to create jobs. The apprenticeship training program is a proven method for creating jobs for the long-term unemployed and otherwise disadvantaged populations. The apprenticeship program creates jobs and ensures jobs with middle-earning capacity and skills. This is a cost efficient workforce development tool and the most affordable option available to workers and employers. Moreover, employers with registered apprentice programs are more likely to be Massachusetts employers.

EMPLOYEES HIRED TO WORK ON ARRA PROJECTS WILL BE FUNDED BY ARRA

This proposal provides that employees hired to perform work related to ARRA will be paid through accounts established solely for the purpose of effectuating ARRA. The proposal prohibits the expenditure of funds not related to ARRA on ARRA-related employees. It also prohibits the expenditure of ARRA funds on projects or employees not related to ARRA. This provision also clarifies that ARRA-related positions will be eliminated once the federal funding ends.

EMPLOYEES HIRED AND PAID FROM ARRA FUNDS ARE NOT SUBJECT TO CIVIL SERVICE

This proposal provides that employees hired by the state and paid from federal funds provided by ARRA are not subject to the state's civil service laws.

TECHNICAL ASSISTANCE AND CAPACITY BUILDING PILOT PROGRAM

This proposal will create a pilot program that provides technical assistance and capacity building to promote, encourage and facilitate the participation of minority and women owned business enterprises and small businesses in ARRA-funded public construction and public works projects.

ESTABLISH SURETY BOND GUARANTEE PROGRAM

This proposal authorizes the creation of a surety bond guarantee program to prescribe and guarantee any surety against loss resulting from certain bond breaches for ARRA-funded contracts costing up to $250,000. A report on the issues confronting women, minority and small contractors shows that these groups sometimes have difficulty obtaining bonds. This proposal removes this barrier to participation in ARRA-funded procurement projects.

REPORTING REQUIREMENT

This proposal requires any entity located in the state that receives ARRA funds to provide information to the state regarding its use of the funds pursuant to reporting requirements established by the Secretary of A&F. This provision will ensure transparency, accountability and efficiency.

JOB POSTING REQUIREMENT

This provision requires employers on all ARRA-funded projects to post notices of employment opportunities on the Commonwealth's central job bank

MINI-COBRA PROVISION

This provision amends the Commonwealth's min-COBRA statute to provide individuals with the same extended election period provided to COBRA-covered individuals under ARRA.

STATE LEGISLATIVE REPORTS

These provisions direct the filing of periodic ARRA status reports with the state legislature.

DEBARRED CONTRACTORS

This provision prohibits debarred contractors from bidding on ARRA-funded projects.

ADOPTION OF TOTAL UNEMPLOYMENT RATE TRIGGER

Pursuant to the Federal-State Extended Unemployment Compensation Act of 1970, this provision authorizes the Commonwealth to adopt a trigger for extended unemployment benefits that is premised on the total unemployment rate ("TUR"). Should the trigger go "on", it will allow individuals extend their unemployment benefits by an additional seven weeks.

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Charter Schools	Berkshire Arts & Technology Charter Public School -BAT Roof Project	Replacement to aging roof to following areas of school building - West Wing: 6,500 sq ft shingle; North Wing: 6,000 sq. ft shingle; Atrium: 3,000 sq ft single ply CVPC membrane to include appropriate gutter/downspout drainage. Application of additional insulation to reduce energy loss and consumption.	$122,250.00	Adams
Education Facilities - Charter Schools	Berkshire Arts & Technology Charter Public School -BAT Boiler Project	Removal & replacement of boilers with high efficiency gas boilers to include removal/replacement of undersized water heaters with high efficiency gas water heater with a 98% efficiency rating.	$88,780.00	Adams
Education Facilities - Charter Schools	Berkshire Arts & Technology Charter Public School -BAT HVAC Project	Removal & replacement of rooftop heat units to following areas of school building - West Wing: 2 units 7.5 & 5 tons respectively, North Wing: 5 units at 3 tons each & 2 units at 5 tons each; Atrium: 1 unit at 10 tons. Replacements to be energy efficient and CFC free.	$125,000.00	Adams
Education Facilities - Charter Schools	Berkshire Arts & Technology Charter Public School -BAT Security Project	Installation in school building of 15 security video cameras in hallways and atrium/lobby area to include 2 flat screen monitors. System required to monitor & curb instances of adverse student behavior such as vandalism, conflict, etc as well as general population safety.	$34,275.00	Adams
Education Facilities - Charter Schools	Academy of the Pacific Rim Charter Public School - APROPS Capital and Energy Efficiency Improvements	Budget constraints have deferred the replacement of certain critical capital items which were existing at time of acquisition of the facility in 2007: the existing tar roof (40 years old), the HVAC system servicing floor three (40 years old) and the second floor windows, original to the building (over 80 years old). All three proposed items are critical to quality of life and habitability of the building and the Academy has restricted its project request to these critical items. In the process, the proposed improvements present the opportunity to significantly improve energy efficiency of these systems and reduce energy consumption.	$1,850,000.00	Boston
Education Facilities - Charter Schools	Excel Academy -Excel Academy Building Renovation	Excel Academy is pursuing the acquisition and renovation of a former Catholic school building in East Boston. Total cost of purchase and renovation is estimated to be approximately $7.25 million. Renovation of the site will require replacing the electrical system and wiring, wire classrooms for internet, installing bathrooms on every floor, updating interior lighting, upgrading heating/ventilation system and insulation, installing an elevator, and upgrading security and sprinkler systems. Total renovation costs are estimated at $5.5 million.	$5,500,000.00	Boston
Education Facilities - Charter Schools	MATCH Charter Public School -Front Exterior Work at High School	In November 2007, the MATCH Charter Public School received a citation from the City of Boston, instructing the school to repair the side of the school where the concrete had begun "spalling" and it was in danger of becoming a danger to walkers-by. The work was immediately done to fix the spalling concrete. During this work, it was learned that other pieces of the building, including the rest of the Babcock Street side elevation, the front elevation, the back elevation, and the ally side renovation were close to becoming dangerous and were also allowing water to enter the school and begin to cause serious structural damage to the building. The school still needs to rebuild the front, back, a piece of the Babcock Street side elevation, and the entire ally side elevation to complete the project and ensure the overall structure of the building. This project is to repair the front of the building.	$220,000.00	Boston
Education Facilities - Charter Schools	MATCH Charter Public School -Back Exterior Work at High School	In November 2007, the MATCH Charter Public School received a citation from the City of Boston, instructing the school to repair the side of the school where the concrete had begun "spalling" and it was in danger of becoming a danger to walkers-by. The work was immediately done to fix the spalling concrete. During this work, it was learned that other pieces of the building, including the rest of the Babcock Street side elevation, the front elevation, the back elevation, and the ally side renovation were close to becoming dangerous and were also allowing water to enter the school and begin to cause serious structural damage to the building. The school still needs to rebuild the front, back, a piece of the Babcock Street side elevation, and the entire ally side elevation to complete the project and ensure the overall structure of the building. This project is to repair the back of the building.	$100,000.00	Boston
Education Facilities - Charter Schools	MATCH Charter Public School - Babcock Side Exterior Work at High School	In November 2007, the MATCH Charter Public School received a citation from the City of Boston, instructing the school to repair the side of the school where the concrete had begun "spalling" and it was in danger of becoming a danger to walkers-by. The work was immediately done to fix the spalling concrete. During this work, it was learned that other pieces of the building, including the rest of the Babcock Street side elevation, the front elevation, the back elevation, and the ally side renovation were close to becoming dangerous and were also allowing water to enter the school and begin to cause serious structural damage to the building. In the summer of 2008, a piece of the side elevation was repaired. The school still needs to rebuild the front, back, a piece of the Babcock Street side elevation, and the entire ally side elevation to complete the project and ensure the overall structure of the building. This project is to repair the Babcock side of the building.	$150,000.00	Boston
Education Facilities - Charter Schools	MATCH Charter Public School -Alley Side Exterior Work at High School	In November 2007, the MATCH Charter Public School received a citation from the City of Boston, instructing the school to repair the side of the school where the concrete had begun "spalling" and it was in danger of becoming a danger to walkers-by. The work was immediately done to fix the spalling concrete. During this work, it was learned that other pieces of the building, including the rest of the Babcock Street side elevation, the front elevation, the back elevation, and the ally side renovation were close to becoming dangerous and were also allowing water to enter the school and begin to cause serious structural damage to the building. In the summer of 2008, a piece of the side elevation was repaired. The school still needs to rebuild the front, back, a piece of the Babcock Street side elevation, and the entire ally side elevation to complete the project and ensure the overall structure of the building. This project is to repair the ally side of the building.	$200,000.00	Boston
Education Facilities - Charter Schools	MATCH Charter Public School -HVAC Work at High School	The MATCH Charter Public High School HVAC system needs repairs to make it more energy efficient. Specifically, condensing motors, air compressors, and static pressure control must be installed.	$15,000.00	Boston
Education Facilities - Charter Schools	Conservatory Lab Charter School - Adding a Pre-K classroom	CLCS was approved by the Dept. of Elementary and Secondary Education to add a pre-K in fall 2009. Renovations are needed to accommodate this classroom in our existing space. We plan to add the kindergarten and pre-K classrooms on the first floor, along with bathrooms in the classrooms. Offices currently on the first floor will move to the second floor. Construction will involve moving walls, installing bathrooms, refinishing floors, installing new ceilings, and relocating duct work and lighting (as needed).	$95,000.00	Brighton
Education Facilities - Charter Schools	Conservatory Lab Charter School - Increasing accessibility at CLCS	In order to make our facility fully accessible to people with disabilities, we plan to install an elevator. The elevator will take the place of storage closets located on each floor. Construction will involve the removal of concrete floors, installation of a machine room, elevator and electrical wiring, relocation of water heater, and the reframing of walls. Because this project will occur simultaneously with the above project, we will hire only one architect and contractor to work on both projects.	$300,000.00	Brighton
Education Facilities - Charter Schools	Conservatory Lab Charter School - Increasing technology infrastructure at CLCS	In order to increase internet accessibility throughout the school, we plan to install 4 wireless access points on each of our 3 floors. This installation will enable all students and teachers to access the internet from the existing laptop computers that the school owns.	$2,500.00	Brighton
Education Facilities - Charter Schools	Community Charter School of Cambridge -HVAC Efficiency Improvements	This project will improve the operating efficiency of the school's primary building's HVAC system. The school will replace all thermostats with an internet-accessible, group-programmable, centrally-managed system allowing significantly finer-grained control over the school's environment and dramatically reducing energy consumption. The project will also modify the existing ducting system to allow for better airflow where it is needed and overall more efficient use of energy and a better learning environment for the school's students.	$75,000.00	Cambridge
Education Facilities - Charter Schools	Community Charter School of Cambridge -One-to-One Computing Initiative	Provide always-available access to the school's computer network for the school's students and staff at home, through virtual private networking and thin-clients, and at school, through notebook and netbook computers in a one-to-one ratio of computers to students and staff.	$650,000.00	Cambridge
Education Facilities - Charter Schools	Prospect Hill Academy -Renovations to 54 Essex Street campus	Prospect Hill is renovating an existing school building for use beginning September 2010. The campus is expected to house approximately 250 students as well as library, media lab, science lab and other shared facilities the school lacks.	$5,000,000.00	Cambridge
Education Facilities - Charter Schools	Hampden Charter School of Science - security system	Video surveillance cameras system, secure door access, electronic employee cards	$55,000.00	Chicopee
Education Facilities - Charter Schools	Hampden Charter School of Science - phone system	Server for VOIP telephone system, phone machines in every classroom and office,	$69,000.00	Chicopee

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Charter Schools	Hampden Charter School of Science - classroom alterations	Some walls will be relocated, some will be divided, new doors needed, electric, fire will be adjusted, New floor will be installed for the entire building after 9x9 plastic tiles with asbestos are removed.	$250,000.00	Chicopee
Education Facilities - Charter Schools	Hampden Charter School of Science - central heating and cooling	Replace existing energy-ineffective system and bring them up to the codes with a central HVAC system	$300,000.00	Chicopee
Education Facilities - Charter Schools	Hampden Charter School of Science - environmental upgrade	Remove all asbestos in the building including 9x9 plastic tiles prior to classroom renovations begun.	$100,000.00	Chicopee
Education Facilities - Charter Schools	Francis W. Parker Charter School - Window Replacement	Replace old windows to allow more energy efficiency in our heating costs.	$500,000.00	Devens
Education Facilities - Charter Schools	Francis W. Parker Charter School - Heating System Upgrades	Remove asbestos from crawlspace to allow for better cleaning of steam traps, replace/renovate old oilfired burner, and make necessary upgrades to heating system to improve the school's overall energy efficiency.	$150,000.00	Devens
Education Facilities - Charter Schools	Francis W. Parker Charter School - Paving	Paving repairs to parking lot and repaving of walkways to improve the accessibility of our school	$50,000.00	Devens
Education Facilities - Charter Schools	Boston Collegiate Charter School - Window Replacement and Insulation Project	Boston Collegiate Charter School plans to replace the 153 old , broken, and drafty windows of its 47,000 square foot building and replace them with new, well-insulated windows.	$102,500.00	Dorchester
Education Facilities - Charter Schools	Boston Collegiate Charter School - Wireless accessibility	Boston Collegiate depends heavily on the use of computers. Currently the building does not have a wireless network. The project will include installing wireless access points that will allow teachers, students, and staff to gain wireless access to the school's network and the internet. It will allow students to use portable laptops, and all staff to use their laptops throughout the building.	$15,000.00	Dorchester
Education Facilities - Charter Schools	Boston Collegiate Charter School - Smart Board Installation	Boston Collegiate plans to install a total of ten (10) SmartBoards across our eight grade levels. These will be used across the curriculum to enhance instruction and student engagement.	$50,000.00	Dorchester
Education Facilities - Charter Schools	Codman Academy Charter Public School -Codman Education and Health Center	The Codman Education and Health Center project will build a 30,00 sq. ft. green addition on to the Codman Square Health Center building at 637 Washington St., Dorchester. The project will create space for Codman Academy Charter Public School and Codman Square Health Center, as well as community space. The project will allow for the expansion of the Codman Academy/Codman Square Health Center health professions training program, which introduces high school student to health profession through internships/ mentorship programs. Space created will also be used for community development purposes for art and adult education programs for residents of the community.	$11,000,000.00	Dorchester
Education Facilities - Charter Schools	Neighborhood House Charter School - Rear Egress	Rear Egress poses safety issues for children; work to the area to include some foundation work, repaving, and re-fencing.	$12,000.00	Dorchester
Education Facilities - Charter Schools	Neighborhood House Charter School - Brick Re-pointing	The building needs to be repointed (external brick); currently, wind-swept rain enter the exterior walls of the building and will eventually cause serious damage to the walls, windows, etc.	$520,000.00	Dorchester
Education Facilities - Charter Schools	Neighborhood House Charter School - Playground Wall	The exterior playground is a fenced-in area – two side of the area (that abut residential neighbors) are collapsing onto the neighbor's properties and creates a safety issue for the children as well as the neighbors; a retaining wall is needed.	$25,000.00	Dorchester
Education Facilities - Charter Schools	Neighborhood House Charter School - HVAC Unit	The building is outfitted with the proper ducts for an air-conditioning system, however, we lack the actual unit and controls.	$175,000.00	Dorchester
Education Facilities - Charter Schools	Neighborhood House Charter School - Replacement Windows	Many windows in the building are old and do not open/close. 30 windows are in serious need of replacement, new windows will be safer and should also eliminate energy waste.	$45,000.00	Dorchester
Education Facilities - Charter Schools	Dorchester Collegiate Academy - Computer & Telecommunications Project	The Computer & Telecommunications Project will provide the following necessary components: 1) design and installation of a VOIP telecommunications system 2) installation of phone and internet service 3) 20 I-Mac computers that will be integrated into everyday classroom activities	$55,000.00	Dorchester
Education Facilities - Charter Schools	Dorchester Collegiate Academy - School Renovation Project	Dorchester Collegiate Academy is in the process of securing a permanent location by April 2009. Our current options will require significant facilities renovation: 1) bringing the facility into compliance with fire, health, and safety codes and 2) modifications to make the facility ADA compliant. This includes having proper egresses, proper lighting, and proper Abare systems, compliant bathrooms and proper accessibility from the building exterior and to all internal activity spaces.	$250,000.00	Dorchester
Education Facilities - Charter Schools	Phoenix Charter Academy -Heating and Cooling for the 21st Century	This project will renovate the heating and cooling systems at Phoenix Charter Academy. Currently, temperatures vary enormously throughout the building during winter and summer. Improvements to the heating system include performing deferred maintenance on an old steam heating system to ensure that all thermostats are working properly, repair boiler problems in all heat delivery systems and replace broken steam traps, valves, etc. Improvements to the cooling system include installing HVAC throughout the building. To ensure the proper coordination of both systems will upgrade to a "zoned" system monitored and controlled by computerized controls.	$250,000.00	Everett
Education Facilities - Charter Schools	Phoenix Charter Academy -Energy Efficiency at PCA	The goal of this project is improve energy efficiency at Phoenix Charter Academy. The main obstacles to improving energy efficiency throughout the building are energy inefficient windows and a lack of insulation. Fixing these two problems would reduce energy consumption and make the building more comfortable. According to preliminary estimates, savings would range from twenty to thirty percent. Of an annual oil consumption of 10,000 gallons, this represents considerable savings.	$60,000.00	Everett
Education Facilities - Charter Schools	Phoenix Charter Academy -Urinal Repair	Phoenix Charter Academy has three bathrooms with non - functioning urinals. The school occupies the site of an old catholic school, which let the urinals deteriorate over time until they stopped functioning. We would like to repair these urinals, so they become fully functional once again.	$120,000.00	Everett
Education Facilities - Charter Schools	Phoenix Charter Academy -Electrical System Upgrade	The electrical system at 150 Nichols St. Everett, MA was installed in the 1920s when the school was initially built. Circuits have been added onto the system piece by piece over the last fifty years. As a result, a few of the circuit boards are not functioning properly. They cannot supply enough power to our IT equipment or scientific equipment. We would like to run new electrical lines and replace these poorly functioning circuit boards.	$60,000.00	Everett
Education Facilities - Charter Schools	Pioneer Charter School of Science - Create Internet and phone Infrastructure: Network Cabling & installation of phone system	Laying internet cables and re-setting internet system and school networking system. Server for VOIP telephone system, phone machines in every classroom and office.	$100,000.00	Everett
Education Facilities - Charter Schools	Pioneer Charter School of Science - Surveillance Security Cameras and Digital Employee Cards	Security Systems will be installed including: Video surveillance Camera system; Secure door access; Electronic employee cards	$60,000.00	Everett
Education Facilities - Charter Schools	Pioneer Charter School of Science - Construction - Classroom division and general renovation	Floor will be replaced.Some walls will be relocated and some will be divided. Electric wiring system will be renewed. New floor will be installed for the entire building.	$170,000.00	Everett
Education Facilities - Charter Schools	Pioneer Charter School of Science - Heating and cooling system Replacement	Replace existing heating systems and adding central AC system. New system will be more energy efficient and result in lower utility bills	$200,000.00	Everett

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Charter Schools	Phoenix Charter Academy -Technology for the 21st Century	The goal of this project is improve the availability and functionality of technology at Phoenix Charter Academy. Current challenges to instruction include: (1) Lack of science lab. (2) Lack of a comprehensive multi-media learning environment. (3) The lack of a modern projector for our auditorium. (4) A shortage of loud-speakers throughout the building. (5) Security (To improve our ability to create a safe learning environment, we would like to install an additional five security cameras)	$115,000.00	Everett
Education Facilities - Charter Schools	Atlantis CS -Fire escape repair	Large (5-floor) fire escape is in need of repair in order that it continues to be in compliance with state and local regulations. The fire escape's wooden floors and metal supports must be power washed, some of the wood floor replaced, and the entire fire escape must be painted.	$40,000.00	Fall River
Education Facilities - Charter Schools	Atlantis CS -Updating electrical wiring	Update electrical wiring in three sections of the building to be able to service electrical needs (computers, copy machines, etc).	$17,000.00	Fall River
Education Facilities - Charter Schools	North Central Charter Essential School - Geothermal Expansion	The school, located in a renovated mill building, is currently partially heated and cooled by geothermal exchange. Its electric needs are partially served by a 16KW solar array. The project entails expansion of the combined solar/geo infrastructure, upgrades to the ventilation system, and additional energy efficiency measures including window upgrades. As a renewable energy site that has been operating for 7 years, the school and building owner are also willing to share and consult with other projects utilizing these technologies.	$595,000.00	Fitchburg
Education Facilities - Charter Schools	North Central Charter Essential School - Technology Infrastructure Upgrade	North Central Charter Essential School currently has approximately 120 computers in use in classrooms and tech labs across the school. Technology is an integral component of the school's academic program and operations. These computers were purchased in 2004 and are quickly approaching obsolescence. This project will fund the purchase of 100, energy efficient 17" LCD monitors and hard drives and 20 laptop computers to upgrade our current tech capacity as well as significantly reduce energy costs.	$85,000.00	Fitchburg
Education Facilities - Charter Schools	North Central Charter Essential School - Gym Expansion	North Central Charter Essential School is located in a renovated mill building in Fitchburg MA. Due to cost constraints, the initial design of the school did not include a fully functional gymnasium. We are working to develop a plan to add gym space within our existing building. As our space is in a renovated mill building the project would entail elevating the 4th floor roof structure and extending the roof line to accomodate a 2 story gym structure. The project would incorporate green roof, geothermal and solar technology.	$1,200,000.00	Fitchburg
Education Facilities - Charter Schools	North Central Charter Essential School - Additional Classroom Space	We would like to add approximately 10,000 square feet of additional classroom and meeting space in the school. The project would include adding 5-8 classrooms and 2-3 additional conference meeting areas. In addition we would add to our existing performance arts space and upgrade several existing classrooms.	$100,000.00	Fitchburg
Education Facilities - Charter Schools	North Central Charter Essential School - Kitchen Renovation	North Central Charter Essential School is located in a renovated mill building in Fitchburg MA. Due to cost constraints, the initial design of the school did not include a fully functional kitchen. This project will provide for upgrades to the existing plumbing, electrical and ventilation systems in order to promote and actuate the removal of cooking oders and heat from the kitchen by venting outside of building via fans and duct work. In addition we will install a stove, oven and vent hood.	$25,000.00	Fitchburg
Education Facilities - Charter Schools	Foxborough Regional Charter School - Foxborough Regional Charter School - Educational Facilities Expansion and Renovation Project	A summary of our new construction and renovation project includes: replace 3 temporary modular trailers, currently housing 450 middle and high school students, with new classrooms; build a gymnasium to meet the physical education/health needs of the school's students and also serve as a regional hub open to 24 municipalities for athletic events, construct media center/research library, two science labs, a language lab, a computer lab, and an integrated arts area, and renovate outdated cafeteria.	$15,000,000.00	Foxborough
Education Facilities - Charter Schools	Christa McAuliffe Regional Charter Public School -McAuliffe Athletic Facility Accessibility Compliance Project	Install an inclosed exterior lift that will allow the schools current athletic/cafeteria building to become fully accesible for all students. The 1950 gym is currently not meeting federal standards and thus the school is out of compliance. The Department of Education has made the completion of this project a condition of Chater Renewal.	$150,000.00	Framingham
Education Facilities - Charter Schools	McAuliffe Regional CPS -McAuliffe Kitchen Facility Compliance Project	Renovation of a industrial sized kitchen and cafeteria within a 1950's building. Insuring all appliances etc are up to code. This project will allow the school to offer healthy eating options and start a culinary class as part of their Expeditionary Learning School. Upon completion the school would hire two kitchen staff and one instructor.	$50,000.00	Framingham
Education Facilities - Charter Schools	McAuliffe Regional CPS -McAuliffe Athletic Facility Wellness Room	Interior construction of a wellness center within the current McAuliffe Athletic Center. The building out of a room and up grade of all electrical systems will allow the schoolto utilize to it's fullest, the equipment purchased through a Federal Physical Fitness Grant. (PEP) At this time the school is unable to fully utilize the equipment and programs as a seperate secure place needs o be constructed within the existing building. Upon completion a full-time physical fitness instructor will be hired.	$25,000.00	Framingham
Education Facilities - Charter Schools	Four Rivers Charter Public School - Modifications for ADA Compliance	Three campus buildings include 6 major entrances and 2 corridor entrances and although there are accessible bathrooms and are elevators for upper floors, there are no door-assist devices. A paraplegic student now struggles moving herself through such entrances even though the manual hold open devices are at minimumum pressure. All 6 major pasageways will be retrofitted with automatic door openers.	$20,288.00	Greenfield
Education Facilities - Charter Schools	Four Rivers Charter Public School - Educational Technology Infrastructure	3 CAMPUS BLDGS INCLUDE 12 MAJOR CLASSROOMS OR COMMON TEACHING SPACES. Laptop carts, media carts and screen fill hallways and must constantly be moved, sometimes between buildings, to provide classroom coverage, albeit inadequate. This project will furnish and install technology to upgrade the 12 major classrooms with permanently installed teaching technology.	$73,789.00	Greenfield
Education Facilities - Charter Schools	Four Rivers Charter Public School - Major Insulation Upgrade	The Admin building was built in 1777 and remodeled in the 1800's with limited renovations when the school purchased it. Insulation in the majority of the walls is non-existent, the basement sills are drafty, and the attics are poorly insulated. The Middle Sxchool is a post and beam barn redesigned and built as a school building and has inadequate insulation in the exterior walls and the attic. These areas will receive high density cellulose and foam with the addition of secondary interior or exterior insulating spaces.	$139,879.00	Greenfield
Education Facilities - Charter Schools	Four Rivers Charter Public School - Window Replacement	The oldest building on campus was built in 1777 and remodeled in the 1800's, with limited renovation when the school purchased it. Most windows are single-pane, non-filtered glass, most cannot be opened in the winter and some cannot open at all. Mechanisms are worn or broken. Rooms are often too cold or too hot in large part due to the windows, or fresh air is lacking. Thirty four of the forty five windows will be replaced with flexible, high-efficiency units.	$54,136.00	Greenfield
Education Facilities - Charter Schools	Four Rivers Charter Public School - Photo-Voltaic Installation	A large roof expanse on the campus has an unobstructed southern exposure and installing a 3841 sq. ft. PV array can generate 61.6 kW DC ouput. This will generate a direct savings of $8678 per year for energy produced, with REC's of $2,257 per year.	$421,053.00	Greenfield
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - Roof	Replace roof of 27,000 sq/ft school facility to increase R value and reflectivity index to reduce heating and air conditioning costs and eliminate roof leaks.	$258,000.00	Hadley
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - HVAC	Upgrade existing HVAC system for PVCICS's 27,000 sq/ft facility to achieve higher energy efficiency.	$225,000.00	Hadley
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - Security System	Install Security system, including motion detectors, access control, CCTV, phone system, data lines.	$29,500.00	Hadley
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - Security Renovations	Renovation of 3 building entry points to provide better control over building entry.	$150,000.00	Hadley
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - Fire Alarm	Upgrade existing fire alarm system	$3,000.00	Hadley
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - Windows & Doors	Install classroom windows and doors, Add 10 windows to classrooms, Add 7 doors.	$88,000.00	Hadley
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - Lighting repairs	Repair existing lighting fixtures	$4,000.00	Hadley
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - Electrical repairs	Repair existing electrical wiring to ensure compliance with building codes	$5,000.00	Hadley

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - IAQ remediation	Remove 13,000 sqft old carpet, a source of allergens and replace with linoleum.	$130,000.00	Hadley
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - Sprinklers	Update sprinkler system to bring into code compliance	$28,000.00	Hadley
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - Plumbing	Add bathrooms and sinks to Kindergarten and pre-kindergarten rooms. Add one staff bathroom.	$80,000.00	Hadley
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - Insulation	Add insulation and enclose the exterior wall of the gym and cafetorium	$62,000.00	Hadley
Education Facilities - Charter Schools	PVCI Charter School -PVCICS - mold remediation	Renovate muddy locker/shower areas .	$65,000.00	Hadley
Education Facilities - Charter Schools	Hill View Montessori Charter Public School -Hill View Montessori Charter Public School Renovation	51,000 Sq. Ft. Building Renovation: roof repair, semi-intensive green roof installation, replace electrical wiring, replace and renovate plumbing, replace lighting, replace doors, new security door installations. Replacement and renovation of HVAC systems. Improving building infrastructure for compliance with fire codes, life safety codes . Modifications to bathrooms, hallways and entrances for ADA compliance. Educational technology infrastructure upgrades, introducing energy efficient lighting power systems. Building is currently not a school, change of use applies. city has been notified. Location is suitable for a school and building inspector knows of project.	$1,300,000.00	Haverhill
Education Facilities - Charter Schools	Silver Hill Horace Mann Charter School - Project Green	Replace and install new roof shingles. Install solar panels to provide at least 5 percent of the building's electricity. Install a monitor in the cafeteria to display real-time energy the panels are generating for student learning.	$500,000.00	Haverhill
Education Facilities - Charter Schools	Silver Hill Horace Mann Charter School - Project Green	Install hydroponic equipment in existing greenhouse for student learning and use in outdoor gardens	$5,000.00	Haverhill
Education Facilities - Charter Schools	Silver Hill Horace Mann Charter School - Project Green	Energy audit by National Grid for entire building in order to not scaffolding for future projects.	$1,000.00	Haverhill
Education Facilities - Charter Schools	Hilltown Cooperative Charter Public School -Middle School Renovations	Full renovation of 2000 square feet to create two middle school classrooms that are fully compliant with school building and safety requirements. Technology infrastructure to link classrooms to the rest of the school.	$125,000.00	Haydenville
Education Facilities - Charter Schools	Holyoke Community Charter School - Wireless Expansion	The school seeks to install the appropriate technologies to make the school into a completely wireless facility. This will help with the school's attendance and disciplinary tracking information which is conducted on PDAs.	$39,000.00	Holyoke
Education Facilities - Charter Schools	Holyoke Community Charter School - Exterior Safety Lighting	Installation of outdoor lighting to improve overall safety for teacher parking lot, play ground and student pick up and drop off area.	$7,700.00	Holyoke
Education Facilities - Charter Schools	Holyoke Community Charter School - Upgrade of HVAC System	Installation of a secondary gas fired hot water boiler. This system will be tied into the software programming for the current HVAC system. This system will utilize hot water. The current system heats the air to a maximum of 85 degrees and the secondary system will heat the water to a maximum of 110 degrees which will lessen the burden placed on our HVAC system.	$1,500,000.00	Holyoke
Education Facilities - Charter Schools	Holyoke Community Charter School - Roof Walkways	Our present roof is a Firestone System which is designed to be a waterproof component. It has proven not to be a reliable traffic bearing component of the roof envelope. Therefore, the installation of the Firestone Walkway System will be installed, starting at the roof access point, to all mechanical devices requiring service. An area around these rooftop units will be covered with the Firestone Walkway System.	$1,600.00	Holyoke
Education Facilities - Charter Schools	Holyoke Community Charter School - Server System	Install a 2 ton Fujitsu Ductless Split System to provide sufficient cooling to the server room. One unit will be inside and the other unit will be outside. The inside unit will be mounted in the server room and piped to the outer unit located on the flat room above the server room.	$5,500.00	Holyoke
Education Facilities - Charter Schools	Holyoke Community Charter School - Relocation of Occupancy Sensors	Relocate (10) ten occupancy sensors throughout the building to allow for the more efficient use of the technology.	$5,000.00	Holyoke
Education Facilities - Charter Schools	Holyoke Community Charter School - Increase Electrical Capacity in Staff Lounge	Increase electrical capacity in staff break room.	$3,000.00	Holyoke
Education Facilities - Charter Schools	Holyoke Community Charter School - Information Technology Room Circuitry	Create circuitry for technology room to include receptacles, amps and connections to the server.	$7,200.00	Holyoke
Education Facilities - Charter Schools	Holyoke Community Charter School - Landscaping	Tree removal along Route 5 north of HCCS school sign. Install plant material and create a bed around school sign.	$2,000.00	Holyoke
Education Facilities - Charter Schools	Holyoke Community Charter School - Prep and Pave	Reclaim roadway on the left side and rear of building which covers approximately 1852 square yards. An additional 1666 square yards will be reclaimed in the front of the building and 2058 square yards on the loading dock at the rear of the school.	$125,000.00	Holyoke
Education Facilities - Charter Schools	Holyoke Community Charter School - Surge Suppressor Unit	Installation of main surge suppressor unit.	$7,900.00	Holyoke
Education Facilities - Charter Schools	Holyoke Community Charter School - Energy Saving Light Replacement	Installation of energy saving lights throughout the school.	$141,000.00	Holyoke
Education Facilities - Charter Schools	Sturgis Charter Public School -Solar Panels & Roof Replacement	Installation of solar photovoltaic panels, a new roof, and insulation on the building where Sturgis Charter Public School is located. The project is designed to reduce the school's electrical energy consumption by 40%.	$610,000.00	Hyannis
Education Facilities - Charter Schools	Sturgis Charter Public School - Renovation & Upgrade of the School Building	Building renovation to upgrade science labs, fitness room, electrical wiring, plumbing, HVAC, insulation, ADA access, and to enhance energy efficiency.	$2,150,000.00	Hyannis
Education Facilities - Charter Schools	Sturgis Charter Public School -Visual & Performing Arts Center/Affordable Housing	Renovate adjacent property in historical district and demolition three sides of the building to convert property into Visual & Performing Arts Center and Affordable Housing.	$2,950,000.00	Hyannis
Education Facilities - Charter Schools	Sturgis Charter Public School -Upgrade Technology in the School	Provide 12 mobile laptop labs and 29 interactive whiteboards for the educational benefit of our students. Also to provide training to staff to utilize technology in the classroom.	$599,000.00	Hyannis
Education Facilities - Charter Schools	Boston Renaissance Charter Public School -Boston Renaissance Charter Public School Project	The Boston Renaissance Charter Public School proposes to relocate their entire K-8 grade school from their current 15 story building on Stuart Street in the Back Bay to a more spacious 8 acre site in Hyde Park, MA which will have a capacity of 882 students. The new location will enable the diverse school to provide a more appropriate campus setting with greater space and enhanced amenities, including outdoor play areas, that is more centrally located to the majority of students.	$33,000,000.00	Hyde Park
Education Facilities - Charter Schools	MATCH Charter Public School - Handicap Access at Middle School	The MATCH Charter Public Middle School opened its doors to students in September 2008. When MATCH moved into its building in August 2008, the building was not completely compliant with the Americans with Disabilities Act of 1990. The school immediately undertook two of three steps steps, including the installation of a ramp, and the creation of a path through a stone wall, to make the school compliant. Because of the timing of the move-in and the school year, and the scope of the work, the school was unable to complete the third step which is to provide a handicap accessible bathroom on the first floor of the building. The State Department of Education gave MATCH permission to wait until the time for this type of work is available, as long as the bathroom is installed by September 2009. To do so, the school is scheduled to begin the work to build a handicap accessible bathroom on the first day of summer vacation, July 1, 2009.	$25,000.00	Jamaica Plain

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Charter Schools	MATCH Charter Public School - Adjacent Building Renovation at Middle School	The MATCH Charter Public Middle School began this year with a 5th grade and will expand to 7th grade next year and 8th grade the following year. Because of its projected growth, the school will no longer be able to fit in its current location. The current school building is adjacent to an unattached, unused building. The roof, walls, and interior have fallen into disrepair because of disuse. This project would renovate this building, install energy efficient windows and HVAC systems, and make the building handicap accessible.	$400,000.00	Jamaica Plain
Education Facilities - Charter Schools	Community Day Charter Public School - Lawrence -DOER Energy Efficiency & Facilities Enhancement	Community Day Charter is a preK-grade 8 Charter School serving 371 children (99% Hispanic, 76% low income). The school is comprised of 3 buildings each in need of renovations. 1. The ELC building requires substantial repairs to the original slate roof , upgrades to the HVAC system (to improve energy efficiency), and upgrades to the technology infrastructure (to provide students /staff with high performance technology access). 2. The Upper School building requires replacement of the roof, new siding, trim, windows and doors, replacement of the HVAC systems and upgrades to the technology infrastructure. 3. The Lower School requires extensive renovations including the addition of a second floor to improve the functionality and ADA accessibility of the school. new windows, doors, HVAC (to improve energy efficiency) and upgrades to the technology infrastructure	$4,000,000.00	Lawrence
Education Facilities - Charter Schools	Lawrence Family Development Charter School -Upper School Building Replacement Windows	Windows in our Upper School at 400 Haverhill Street, Lawrence, need to be replaced. We purchased this 100 year old building less than 3 years ago and completed renovations. The high costs did not allow us to address this need with our original financing. The estimated cost to repair rotted window frames and replace all the windows with energy efficient windows is 288 windows x $1,000 per window = $288,000. This renovation project will significantly reduce our energy consumption and costs, as well as greenhouse gases.	$288,000.00	Lawrence
Education Facilities - Charter Schools	Lawrence Family Development Charter School -K1 Program/Quintana Family Center Building Replacement Windows	Our building at 494 Haverhill Street houses our K1 Program and the Maria Quintana Family Center where our Parent Education Programs operate. There are 105 rotted window frames and windows that need to be replaced at an estimated cost of $1,000 each for a total of $105,000. Completion of this work will have the same benefits as described in the item above.	$105,000.00	Lawrence
Education Facilities - Charter Schools	Lawrence Family Development Charter School -Upper School Building Fine Arts Center	Due to a lack of funding when our Upper School building was purchased and renovated, we were unable to complete space in the lower level of the building to house our Fine Arts Center. The space remains unoccupied and off limits to staff and students for safety reasons. As a result our music and art programs do not have an appropriate location to offer students these programs. We need funding in the amount of $105,000 to build out our Fine Arts Center.	$105,000.00	Lawrence
Education Facilities - Charter Schools	Lawrence Family Development Charter School -Lower School Building Roof Replacement	Our Lower School facilities located at 34 West Street have a significant water leakage problem. In addition to the leaking, one part of the building has an old slate roof that is failing apart. Several slate tiles have fallen to the ground causing safety concerns. The other part of the building has a flat roof, which has a failing rubber membrane. This is causing leaks throughout that part of the building. The estimated cost to replace the slate roof with asphalt architectural shingles is $9,500 and to replace the rubber roof is $36,500.	$46,100.00	Lawrence
Education Facilities - Charter Schools	Lawrence Family Development Charter School -Upper School Gymnasium Air Conditioning	When our Upper School building was being renovated we also built (new construction) a gymnasium. We did not have sufficient funding to include air conditioning, but did have all of the work completed to accept an air conditioning system at a later date if funding became available. We would like to complete this project by adding the air conditioning unit at a cost of $40,000	$40,000.00	Lawrence
Education Facilities - Charter Schools	Lowell Community 0456000 -SAN system for file storage and upgrade to archiving files	The focus of this project is to install a SAN system to our server for more extensive file storage and archiving of files.	$35,000.00	Lowell
Education Facilities - Charter Schools	Lowell Community 0456000 -Cable Wiring and Installation	The focus of this project is to improve cable access in the classroom and to increase the number of cable drops throughout the school building.	$15,000.00	Lowell
Education Facilities - Charter Schools	Lowell Community 0456000 -Elevator for Handicap Access to Middle School	The focus of this project is to install an elevator in the middle school area of the building. This would be important for having our building in compliance with the regulations directed to providing access for handicapped students and staff.	$250,000.00	Lowell
Education Facilities - Charter Schools	Lowell Community 0456000 - Rehabilitation of School Facility	This project would be to rehabilitate a 200 year old mill building which currently houses a K-8 charter school for 900 students Kindergarten through grade 8. This would modernize and make handicap accessible all areas of the building. The modernization would include new walls, floors, lighting, windows for the classrooms areas with new bathroom facilities with appropriate plumbing and fixtures to withstand heavy usage by students and staff.	$3,300,000.00	Lowell
Education Facilities - Charter Schools	Lowell Community 0456000 - Science/Technology Lab	This project would be to construct aScience laboratory area. Presently, this is a historical building which once housed a textile house for the mill. The outside area is sold with a relatively new roof. The interior area would be renovated for comprising a two floor building to house 3 Science-Technology laboratories and 1 Industrial Arts area for the exploration of nanotechnology.	$390,000.00	Lowell
Education Facilities - Charter Schools	Lowell Community 0456000 - Gymnasium	This project would allow for the renovation of existing space into a fully-equipped gymnasium area for a variety of athletic activities .	$2,000,000.00	Lowell
Education Facilities - Charter Schools	Lowell Community 0456000 -Expansion for additional classrooms	This would expand our present square footage to allow use of the 4th floor of the mill building for the design of more classrooms for World Language and the Integrated Arts.	$750,000.00	Lowell
Education Facilities - Charter Schools	Lowell Middlesex Academy - Infrastructure Improvements	Purchase and renovation of a permanent facility for the Lowell Middlesex Academy - Total sq ft - 15,000	$2,750,000.00	Lowell
Education Facilities - Charter Schools	Mystic Valley Regional -Upgrade Electrical Power	Need new power source to accommodate recent upgrades made to high school building which we own to support 2 computer labs, Biology lab, and Chemistry lab.	$100,000.00	Malden
Education Facilities - Charter Schools	Mystic Valley Regional -Elevator Installation and addition	Add a 4 story elevator so that recent high school school building which we purchased becomes ADA compliant. Would construct new lobby entrance and Multipurpose room for student population of 400.	$2,750,000.00	Malden
Education Facilities - Charter Schools	Mystic Valley Regional -HVAC Upgrade	Convert old style individual classroom radiators to new heated air coolers to provide a more efficient heating system as well providing a cost effective cooling system. With 200 days of instruction, we start school in mid August and go until the end of June. Current system came with building we purchased and is over 20 years old.	$600,000.00	Malden
Education Facilities - Charter Schools	Mystic Valley Regional -Classroom Smart Boards	Provide SmartBoards in each of the high school classrooms to enhance quality of instruction.	$75,000.00	Malden
Education Facilities - Charter Schools	Mystic Valley Regional -Replace Windows	Replace windows with more energy efficient ones throughout the building. We purchased this school in 2003 and the windows are original windows from initial construction in 1940's.	$500,000.00	Malden
Education Facilities - Charter Schools	Mystic Valley Regional -Air Ventilation Upgrade	Upgrade HVAC system to include Central AC and new air ventilation throughout building.	$300,000.00	Malden
Education Facilities - Charter Schools	Mystic Valley Regional -Install Central AC	Install Roof based AC unit to provide AC for building that we own.	$500,000.00	Malden
Education Facilities - Charter Schools	Mystic Valley Regional -Elevator Installation	Add a 2 story elevator so that building we own becomes ADA compliant. Would also add a new lobby and School Principal Office	$500,000.00	Malden
Education Facilities - Charter Schools	Mystic Valley Regional -Classroom Building addition	Replace school that we currently rent with addition of a 20 classroom wing off of building that we currently own.	$12,000,000.00	Malden
Education Facilities - Charter Schools	Marblehead Community CPS - Main Trap	Improve access security for front door entrance	$2,000.00	Marblehead

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Charter Schools	Marblehead Community CPS -Master key system	Physical security, personal and property	$40,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Door replacement	Physical security, fire safety	$1,950.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS - Turn-around, vehicle	Second means of traffic flow/control to improve safety during student drop-off and pick-up	$7,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS - Monitoring system, video	Positive identification and access control for all door entrances/egress; improve student safety	$10,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Intercom system	Emergency notification and internal communication enhancement	$20,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Phone system	Replacement of existing obsolete system	$20,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Floor resurfacing, kitchen	Replacement of existing floor system for sanitation/safety requirements	$12,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS - Electronic air cleaning system	Air filtration for health	$6,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Urinals	Upgrade sanitation and water conservation	$4,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -HVAC energy efficient replacements	Upgrade for efficiency and energy conservation	$12,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS - Walkway, fire exit resurfacing	Stairway to replace existing temporary surface; emergency fire safety	$6,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS - Computer lab expansion	Upgrade and expand existing technology space and equipment	$12,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Chapter Hall door drainage	Drainage system to preclude surface flooding and ice hazards; improve safety/security	$2,500.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Kitchen equipment replacement	Upgrade/replacement for operational efficiency and energy conservation	$5,500.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS - Scoreboard	Sports and physical fitness enhancement	$7,500.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Kiln ceramic, installation of	Expand existing fine arts program	$600.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Clock system, central synchronized	Communication operational enhancement	$20,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Cafeteria swipe card point sys	Food service inventory control, upgrade of free/reduced food service program, improve cost efficiencies	$7,500.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -School bus/van	Increase educational field trip opportunities; enhance athletic/sports program, community service learning efforts	$45,000.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Window installations [2]	Enhance working environment, light and ventilation	$3,575.00	Marblehead
Education Facilities - Charter Schools	Marblehead Community CPS -Building purchase & renovation	Expansion and enhancement of educational programs, including athletic, arts/ac, and technological	$3,000,000.00	Marblehead
Education Facilities - Charter Schools	Advanced Math and Science Academy Charter School -Walkways	Repair walkways for safety	$8,000.00	Marlborough
Education Facilities - Charter Schools	Advanced Math and Science Academy Charter School -Energy Efficient Heating and Air Conditioning System	Energy Efficient Heating and Air Conditioning System that will reduce the carbon footprint	$150,000.00	Marlborough
Education Facilities - Charter Schools	Advanced Math and Science Academy Charter School -Painting	Painting of new space for increased enrollment. All previously painted interior walls and trims. All repairs to reconditon all surfaces , complete drop cloth to all areas being painted. Benjamin Moore -paint one coat, Benjamin Moore super spesall latex enamel (two coats)	$35,000.00	Marlborough
Education Facilities - Charter Schools	Advanced Math and Science Academy Charter School -Tiling	Tiling of new space for increased enrollment	$99,000.00	Marlborough
Education Facilities - Charter Schools	Advanced Math and Science Academy Charter School -Carpentry	Floor coverings. Removal of rug and glue from floor and stairs, furnish and install oak tile on floor and stairs and side of stairs covered with sealer and 2 coats of clear . Install riser base, furnish and install metal angle to cover Angle of stairs and metal transition into other rooms. Dispose carpet into dumpster. . Furnish and install new walls, build down soffits on old demising walls, adjust sealing tile and grid as needed, paint new walls as needed furnish and install new vct light and vinyl base.	$45,000.00	Marlborough
Education Facilities - Charter Schools	Global Learning Charter Public School - Boiler Conversion	This project is designed to create: 1.) cleaner emissions, 2.) increase efficiency, 3.) reduce energy consumption, 4.) reduce costs.	$35,000.00	New Bedford
Education Facilities - Charter Schools	South Shore Charter Public School - School Building Renovation	Our project is to complete a K-12 school building renovation for our public charter school located in Norwell. We need to continue with renovations to serve our students which include: replace our roof and upgrade the HVAC system using more energy efficient "green" systems; renovate five additional classrooms; a K-12 library/media center; and a K-12 multipurpose auditorium/open space we are calling the "cafetyatorium". Our existing operational budget does not accommodate our building needs, and we are not able to enter into additional debt. In 2008, our school community committed to work on becoming a "greener" energy efficient school.	$3,125,991.00	Norwell
Education Facilities - Charter Schools	Edward W. Brooke Charter School - Window Replacement	Replace existing windows (circa 1960) with modern windows to improve energy efficiency, heat regulation, and sound regulation. (1) Install 161 bronze vinyl replacement double hung windows with casement awning. (2) Install 24 bronze vinyl replacement double hung windows with casement awning in 24 "window walls". (3) Install bronze 20 vinyl replacement double hung windows in window openings of various sizes. Demolition and disposal of existing windows. 145 new windows in all.	$691,080.00	Roslindale
Education Facilities - Charter Schools	Edward W. Brooke Charter School - Elevator and Chair-lift Installation	Replace existing elevator and shaft, which is too small to conform with A.D.A. regulations with an A.D.A. compliant elevator and shaft. Install 3 chair lifts in split-level areas of building to make each area fully accessible.	$694,999.00	Roslindale
Education Facilities - Charter Schools	Edward W. Brooke Charter School - Industrial Air-Conditioning Installation	Install Mitsubishi City Multi System with four zones plus an additional "two-split" system for the gym. Includes all duct, refrigerant piping, condensate piping, electrical wiring, and roofing.	$999,000.00	Roslindale

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Charter Schools	City on a Hill -Central Heating System Replacement and Photovoltaic Addition	Complete replacement of the boiler and central heating system at City on a Hill Charter Public School with a new, energy efficient, zoned heating system. Purchase and installation of a 1kW photovoltaic system to capture solar power and increase energy efficiency.	$1,950,000.00	Roxbury
Education Facilities - Charter Schools	City on a Hill -Forum and Classroom Technology Upgrade	Technology upgrade for City on a Hill Charter Public high school. Purchase and installation of new servers, teaching computers, and classroom visual presenters. Purchase and installation of video, sound and light system in City on a Hill's forum to create a fully functional multi-use room.	$600,000.00	Roxbury
Education Facilities - Charter Schools	Roxbury Preparatory Charter School - Digital Communication System	Roxbury Prep's telephone system is now ten years old. With already strained capacity on the school's three external telephone lines, and an increasing student body and staff, Roxbury Prep must replace or substantially renovate its current phone system to continue to communicate with families effectively and efficiently (central to Roxbury Prep's success). A digital phone system provides extensive features that are prohibitively expensive or unavailable in an analog system. Digital systems also allow for off-site use, allowing staff to communicate with families easily and confidentially out-of-school without use of personal phones and therefore eliminating the need for staff travel to and from school during weekends and holidays. Further, conversion to a digital communication system prepares the school for an inevitable whole-scale conversion to digital or wireless communication, providing work and jobs in a growing sector the Massachusetts economy.	$35,000.00	Roxbury
Education Facilities - Charter Schools	Roxbury Preparatory Charter School - Commons Room Renovation	With an expanding student body and staff, the Commons Room requires four renovations and enhancements. • Installation of speakers, accompanying microphones, and ceiling-mounted LCD projectors to allow for performances/ presentations • Installation of wall-padding for more expansive, safe utilization of indoor space for physical education • Replacement of damaged room divider to allow for contemporaneous use • Room repair (wall damage, painting, etc.). These renovations will ensure continued and enhanced use of the Roxbury Prep Commons Room in mission-critical activities for students, families, staff, and community members.	$50,000.00	Roxbury
Education Facilities - Charter Schools	Roxbury Preparatory Charter School - Staff Computers	All Roxbury Prep teachers receive a laptop each school-year and create and archive their curriculum, assessments, grades, and family communication on the school's server and web-based student information, and utilize numerous web resources for research and assessment. Several staff laptops are now past warranty, coupled with slight staff increases over the next two years. All of the school's current four desktop units are also past warranty. In order to continue to provide all staff members with the tools to drive productivity and transparency, Roxbury Prep must purchase ten computers for FY10: six new laptops and four new desktop units.	$20,000.00	Roxbury
Education Facilities - Charter Schools	Martin Luther King, Jr. Charter School of Excellence -School conversion project	The Friends of Martin Luther King, Jr. Charter School of Excellence, Inc. is converting an industrial building at 285 Dorset Street in Springfield for use as a K-5 public charter school.	$5,100,000.00	Springfield
Education Facilities - Charter Schools	SABIS® International Charter School - Wireless Expansion	The school seeks to install the appropriate technologies to make the school into a completely wireless facility. This will help with the school's attendance and disciplinary tracking information which is conducted on PDAs.	$40,000.00	Springfield
Education Facilities - Charter Schools	SABIS® International Charter School - CATV Expansion	Expansion of CATV access for 30 classrooms, 30 wall mounted units to select elementary, middle and high school classrooms. Improved educational teleconferencing.	$50,000.00	Springfield
Education Facilities - Charter Schools	SABIS® International Charter School - Roofing Repairs and Improvement	The school is experiencing considerable leakage into several areas of the building in a space constructed more than 5 years ago and no longer under warranty. A completed study determined that approximately 400 linear feet of roofing replacement, repair and improvement is required. Additional, restoration of damaged ceilings and other roofing work is required to improve access to rooftop equipment and thereby the longevity of the roofing system.	$55,000.00	Springfield
Education Facilities - Charter Schools	SABIS® International Charter School - Lightening Strike Protection System	Since construction of the building, the rooftop mechanical units have been struck by lightening on 4 occasions. This frequency likely results from the openness of the area and the lack of nearby large structures. The lightening strikes have resulted in disruption of school activities and approximately $40,000 worth of repair costs to date. The installation of the lightening protection system has been recommended to safeguard the users of the complex, reduce facility down-time, and decrease equipment repair costs.	$125,000.00	Springfield
Education Facilities - Charter Schools	MV Charter School -Walk In Freezer	We are in need of a walk in freezer to meet local codes for our kitchen. We are now serving upwards of 150 meals per day, and our kitchen was originally approved for 85. The additional freezer space will solve our problem.	$15,000.00	Tisbury
Education Facilities - Charter Schools	MV Charter School -Technology Infrastructure	We are in need of cable and Cat 6 wiring for our classrooms (16) and monitors for the rooms. At the present time we are not able to access our computer network from many of the rooms and not able to meet our technology goals. The addition of the wiring and monitors will allow us to bring the network and cable to our students with all of the associated educational benefits.	$19,750.00	Tisbury
Education Facilities - Charter Schools	Innovation Academy Charter School - Innovation Academy Sustainability Renovation	The overarching theme of the project is a focus on renovating the school building on that it supports the school program for years to come. This Project is Multilayered, focusing on the following three key areas: 1) Sustainability/Energy Efficiency 2) Technology Infrastructure for Classrooms 3) ADA Compliance	$4,000,000.00	Tyngsborough
Education Facilities - Charter Schools	Abby Kelley Foster -Roof Replacement	Removal of existing roofs (2) and installation of new single ply roof with insulation.	$600,000.00	Worcester
Education Facilities - Charter Schools	Abby Kelley Foster -Bathrooms renovation for ADA compliance	Renovation of boys' and girls' rooms to obtain compliance with ADA requirements along with maximizing safety and infection control.	$60,000.00	Worcester
Education Facilities - Charter Schools	Seven Hills Charter Public -Final Re-pointing	Completion of re-pointing 44,000 sq ft school building. original structure is over 110 years old with most never re-pointed. Certain small portions of the building have been re-pointed because of safety necessities.	$250,000.00	Worcester
Education Facilities - Charter Schools	Seven Hills Charter Public - Replacement and Repair of windows	Replacement of broken windows (6) Repairing of windows (approx.30) –Damaged frames and hardware on 11 year old replacement windows	$15,000.00 $20,000.00	Worcester
Education Facilities - Charter Schools	Seven Hills Charter Public -Security System and Visitor Entrance Monitoring	Adding additional Cameras, color monitors, digital recording for safety, security, and monitoring of visitors	$20,000.00	Worcester
Education Facilities - Charter Schools	Point of Knowledge Academy Charter School -Former Qdd Fellows Home Renovation	Renovation of existing school building to be occupied by new public charter school	$10,000,000.00	Worcester
Education Facilities - Charter Schools	Seven Hills Charter Public -Upgrade Lighting	Replacement of lighting's fixtures throughout the 3rd and 4th floor. 216 fixtures in 14 classrooms, 4 sped service rooms and hallways.	$20,000.00	Worcester
Education Facilities - UMass	Amherst -Two Megawatt Steam Turbine	This project installs a 2 mega-watt heat recovery steam turbine generator in the campus Central Heating Plant. The steam turbine will create an additional 2 mega-watts of power without additional fuel charges since the turbine will utilize the waste heat from the existing 10 mega-watt gas turbine. The campus will also be utilizing an existing 4 mega-watt heat recovery steam turbine relocated from the old power plant. The total 16 mega-watts output from the Central Heating Plant will significantly reduce campus electrical needs from the ISO new England power grid, and will provide the majority of the electrical needs of the campus.	$2,800,000.00	Amherst
Education Facilities - UMass	Amherst -North Campus Steamline & Infrastructure Upgrade	Complete major replacements and upgrades to significant portions of the steam lines and high voltage electrical lines that serve the northeast corner of the Amherst campus. Sections of this existing steamline were deteriorated and leaking to the point where the system compromised the integrity of the 13.8 kV campus electrical distribution systems, which required that sections of the system be shut down. This configuration has resulted in having only one active steam connection to major academic/research space on campus, including the Lederle Graduate Research Center, the Polymer Science Center, Engineering Laboratory II, and the Computer Science Center. The failure of this remaining line would threaten occupancy in all of these buildings, which would have a dramatic affect on the University's ability to carry out its academic mission.	$13,000,000.00	Amherst

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - UMass	Amherst -New Police Station	The Police Department at UMass Amherst is currently operating in 50% of the recommended space. Facility deficiencies affect every function and pose a number of significant safety and security risks. The proposed new facility addresses the current deficiencies as follows: • A new building at the edge of campus would provide multiple vehicle access & egress points and significantly improve response time • A new lobby and public access areas will provide a proper, identifiable, and secure single point of access to the facility • A new and code-compliant detention area • A new dispatch center will provide adequate space for the increase in number of staff needed to support the University's new fire alarm & security systems • New meeting rooms and file storage space to properly handle segregation of interview space for victims, witnesses, officers. • New space for the processing and storage of evidence. • Larger and improved locker facilities. • The project is being designed to LEED Gold status and includes geothermal heating system.	$12,900,000.00	Amherst
Education Facilities - UMass	Amherst -Integrated Sciences Building Fit-out for Vet & Animal Science	Complete the fit out of the 4th floor of the Integrated Science Building to support high tech research laboratories for the Department of Vet and Animal Sciences. This work will create wet laboratory research space that will allow the Department to carry out more detailed and critical research that they are not able to complete at their existing facility, Paige Laboratory, which was constructed in 1950. In addition to completing more technical research, this additional laboratory space will assist the Department in getting more grants for research, will attract better faculty, and students, and will improve the Department's and University's standing as a nationally recognized research institution.	$3,500,000.00	Amherst
Education Facilities - UMass	Amherst -DuBois Elevator Replacement	Complete Replacement of the five (5) elevators that serve the DuBois Library, a 27-story high rise building. This work will include the replacement of the cars and controllers. The existing elevators are original to the building, which was constructed in 1972. This equipment has far surpassed its useful life and has now become unreliable. Recent incidences have included one car traveling beyond its floor at an accelerated speed, stopping only when it reached the top of the shaft and safety mechanisms were triggered. Another recent incident with different car trapped passengers between floors for an extended period of time. These elevators pose an inherent safety risk and need to be replaced.	$4,000,000.00	Amherst
Education Facilities - UMass	Amherst -Campus Center Electrical Repairs	Complete an electrical upgrade project at the Lincoln Campus Center. This project will replace the existing switchgear, transformers, panel boards, emergency generator and associated wiring at the Campus Center and Campus Center Parking Garage. All of this equipment is original to the building, which was constructed in 1970. It is beyond its useful life and much of the equipment is no longer code-compliant. In addition, much of this equipment was manufactured by Federal Pacific, a company that is known to have latent problems with its panelboards and circuit breakers.	$8,000,000.00	Amherst
Education Facilities - UMass	Amherst -Southwest Infrastructure and Concourse Replacement	The Southwest Concourse of the Residential area connects largely of hardscape which is substantially in disrepair and drains poorly. Tripping hazards are common as steps have settled and current universal accessibility requirements are often not met. The existing concourse consists of approximately 75% hardscape and approximately 30% softscape. This project shifts the character of the concourse from an urban plaza to an urban park to achieve more green and less pavement. The project will redesign the storm water system to improve the storm water management by retaining storm water on-site and reducing run-off to local streams.	$15,000,000.00	Amherst
Education Facilities - UMass	Amherst -Morrill lab renovations and acid neutralization	Create a 90 student classroom, advising space, renovations to laboratory space, separation on potable and non-potable water systems, and the installation of lab waste neutralization systems. This project is part of a multi-phased effort to complete significant renovations in Morrill I in order to convert most of this space into a life science research facility. Once these systems are replaced and the associated spaces upgraded, there will be subsequent projects to upgrade the building HVAC system and laboratory exhaust system. There will then be subsequent projects to fit out the various spaces for use as research laboratories, classrooms, or offices.	$5,050,000.00	Amherst
Education Facilities - UMass	Amherst -Totman Roof	This project replaces the failing roof on the Totman building. The roof has deteriorated to the point of water infiltration causing damage to building materials.	$1,700,000.00	Amherst
Education Facilities - UMass	Amherst -Central Heating Plant Access Road	This project installs a secondary access road at the Central Heating Plant as required by the variance received by the Bureau of Building Regulators. The campus' new Central Heating Plant is accessible by only one road way, Mullins Way. This secondary access road will precisely provide an alternate route for emergency personnel.	$1,500,000.00	Amherst
Education Facilities - UMass	Amherst -Stockbridge Road Pedestrian Way	Stockbridge Road was recently closed to through traffic to facilitate the construction of the Integrated Science Building. The University wants to take this opportunity to close the remainder of the road and turn this area into a pedestrian corridor. This project will dramatically decrease pedestrian and vehicle conflicts in this area of campus, enhancing campus safety. It will reduce stormwater runoff in this area, which will dramatically improve the water quality in the Campus Pond, one of the major environmental focal points on campus. This project will include reconstruction of a parking lot, improvements to site utilities, and site improvements and landscape work.	$3,650,000.00	Amherst
Education Facilities - UMass	Amherst -Eastman Lane Roadway Improvements	Complete reconstruction of Eastman Lane with specific emphasis on improving pedestrian safety by installing traffic calming structures and equipment. Eastman Lane is a major artery on campus and serves as one of the primary gateways to the campus from the north. There are major facilities located along or via this road, including the North Residential Area, the Sylvan Residential Area, the Northeast Residential Area, and the Totman Gymnasium. This project will greatly enhance the overall safety and will also reduce vehicle congestion.	$2,200,000.00	Amherst
Education Facilities - UMass	Amherst -Dwight and Mary Lyon Sprinkler Systems	This project installs sprinkler/fire suppression systems in student residence halls. Dwight and Mary Lyon dormitories currently do not have fire suppression systems. This project installs fire suppression systems in the student dormitories and gets the campus closer to its goal of installing fire system systems in all student residence halls.	$3,000,000.00	Amherst
Education Facilities - UMass	Amherst -Goodell Fire Suppression	This project will install a sprinkler and fire suppression system in the Goodell Building. The Goodell Building is currently occupied by several administrative units and it currently does not have any fire suppression systems. Not only will this project enhance the safety of the faculty, staff, students, and visitors that utilize this facility, but it will also allow for further improvements and potential changes in use of the facility to be completed at a reduced project cost because the fire suppression system reduces the need to meet other more stringent building code and life safety requirements that could be applied to future projects.	$3,000,000.00	Amherst
Education Facilities - UMass	Amherst -Hasbrouck Renovations	This project converts non laboratory space into functional lab space and provides a central acid neutralization system for the building. This project will lead to further upgrade projects in Hasbrouck Hall, primarily in the area of research laboratories for the Physics Department. It is anticipated that these renovated spaces will enhance the Department's ability to conduct research and to recruit faculty which will in turn assist the Department in acquiring research grants and will elevate the Department's reputation in this field of study.	$2,200,000.00	Amherst
Education Facilities - UMass	Amherst -Hasbrouck HVAC Upgrades	Complete upgrades to the mechanical systems in Hasbrouck Hall. This work will include the replacement of multiple air handling units, replacement of multiple unit ventilators, and the completion of electrical and architectural finish work that will be associated with this effort. This project will lead to further upgrade projects in Hasbrouck Hall, primarily in the area of research laboratories for the Physics Department. The first of these projects will be a series of laboratory renovations to support an endowed chair and support researches in the area of Bio-Physics. It is anticipated that this endowed chair and associated research will lead to the University acquiring additional grants into this area of research and will elevate the Department's reputation in this field of study.	$700,000.00	Amherst
Education Facilities - UMass	Amherst -Fine Arts Center Piping Replacement Phase 3	Complete upgrades to the mechanical systems in various wings of the Fine Arts Center. This work will include the replacement of failed hydronic piping, replacement of multiple air handling units, replacement of multiple unit ventilators, and the completion of electrical and architectural finish work that will be associated with this effort. The hydronic system in the building is a "two pipe" system that is used to carry both hot and cold water, depending on the season. The pipe has become brittle and it has rotted from the outside, reducing wall thickness. This system is well beyond its useful life and its poor condition puts the facility at risk.	$3,100,000.00	Amherst
Education Facilities - UMass	Amherst -Goessman Roof and Snow Diverters	This project installs snow diverters, repairs the roof, and makes related structural repairs to the Goessman building. Snow from the existing roof slides off the original slate roof and causes hazard to the front entry and two side entries.	$865,000.00	Amherst
Education Facilities - UMass	Amherst -New Africa House Elevator	Install an elevator at the New Africa House, which houses the Department of Afro-American Studies. This project will install an elevator in the Africa House , an academic classroom and office building that is underutilized due to a lack of accessibility. This project will also provide accessible bathrooms and an accessible entrance for those with disabilities. This installation will enhance the ability of the Department to recruit staff, faculty, and students, and will allow for more effective use of classroom and office space.	$1,750,000.00	Amherst
Education Facilities - UMass	Amherst -Campus Wayfinding	Installation of campus wayfinding signage, including building identification, street signage, and banners. This project is critical in order to enhance prospective students, parents, and visitors' experience to the campus. The existing wayfinding system is a fragmented group of signage that has been installed over the years with no cohesive design, graphics, or installation standards. This project will enhance the campus' visual appeal, branding image, and marketing message.	$500,000.00	Amherst

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - UMass	Amherst -Commonwealth Ave Road & Pedestrian Safety Improvements	Complete reconstruction of Commonwealth Avenue with specific emphasis on improving pedestrian safety by installing traffic calming structures and equipment. Commonwealth Avenue is a four lane road that is one of the primary arteries on campus and is part of the campus loop road system. There are major facilities located along or via this road, including the Mullins Center and the Student Recreation Center (currently under construction), and the Lincoln Campus Center. These facilities draw numerous visitors to campus. These venues generate multiple pedestrian trips that can lead to vehicle and pedestrian conflicts and accidents. This project will greatly enhance the overall safety on this part of campus and will also reduce vehicle congestion in the area, particularly those that result from events held at the Mullins Center. This will enhance many visitors experience on campus.	$3,750,000.00	Amherst
Education Facilities - UMass	Amherst -Stadium Drive Roadway Improvements	Complete reconstruction of Stadium Drive with specific emphasis on improving pedestrian safety and mass transit accessibility. Stadium Drive provides access to Alumni Stadium and a large number of remote student parking lots. The Stadium draws a large number of visitors and the parking lots generate multiple pedestrian trips. While this area is served by mass transit, there is still a significant potential for vehicle and pedestrian conflicts. This project will greatly enhance the overall safety on this part of campus and will also reduce vehicle congestion on the area	$2,950,000.00	Amherst
Education Facilities - UMass	Amherst -Dickinson Window Replacements	This project replaces failing windows and related repairs to the Dickinson Residence Hall. This effort will replace approximately 300 casements and fixed aluminum windows in the building that are original construction to the residence hall (built in 1965). This project will serve as a pilot project for Housing Services to determine the effectiveness of window replacement from a cost/product standpoint. This project would significantly reduce the energy consumption as a result of the improved performance of today's windows.	$2,200,000.00	Amherst
Education Facilities - UMass	Amherst -Campus High Efficiency Transformer Replacements	Replace old transformers on campus with new high efficiency transformers saving 3,750,000 kwh.	$500,000.00	Amherst
Education Facilities - UMass	Amherst -Polymer Fumehood Occupancy Sensors	Installation of fume hood occupancy sensors in the Polymer Research Center, with projected energy consumption savings of 46,626 kwh and 9,750 mlbs of steam. The new sensors will automatically control fumehood fan speeds to maximize energy efficiency.	$500,000.00	Amherst
Education Facilities - UMass	Amherst -Student Union Roof	This project replaces the failing roof on the student union building. The roof has deteriorated to the point of water infiltration into the building causing damage to building materials.	$1,400,000.00	Amherst
Education Facilities - UMass	Amherst -Transit, Cold Storage electrical connection & energy efficient street lighting	This project would move the electrical loads from the Transit Center and Cold Storage buildings off of the ISO New England power grid and onto the distributed generation from the campus Central Heating Plant. It would also move electrical load of approximately 300 street lighting poles from the power grid and onto the campus Central Heating Plant. This project will enhance the operational stability of the campus by increasing the buildings being supplied by the Central Heating Plant and will dramatically reduce the cost to pay for leased street lighting form the Western Massachusetts Electric Company.	$2,000,000.00	Amherst
Education Facilities - UMass	Amherst -Bartlett Roof Phase 2	Replace the existing asphalt built-up roof on Bartlett Hall with a new membrane roof system. The existing roof has exceeded its useful life. The existing roof has multiple areas of active leaks that are affecting the integrity of the overall building envelope as well as damaging interior finishes. These leaks also pose a safety risk for staff, faculty, and students due to slippery floor surface conditions and the concern of airborne molds and pathogens that may be developing in the wet building materials.	$1,100,000.00	Amherst
Education Facilities - UMass	Amherst -Chenoweth Renovations	This project renovates laboratory space for the food science department in the Chenoweth building, including renovation of existing laboratories, relocation of a class lab and minor office renovations. The project also includes upgrades to the building infrastructure.	$2,750,000.00	Amherst
Education Facilities - UMass	Amherst -Crabtree and Leach Sprinkler Systems	This project installs sprinkler/fire suppression systems in student residence halls. The Crabtree and Leach residence halls do not currently have fire suppression systems. This project advances the campus towards its goal to install fire suppression systems in all of the student residence halls.	$3,000,000.00	Amherst
Education Facilities - UMass	Amherst -Patterson Sprinkler Systems	This project installs sprinkler/fire suppression systems in the student residence hall. Patterson residence hall currently does not have a fire suppression system. This project will get the campus closer to its goal of installing fire suppression in all student residence halls.	$2,000,000.00	Amherst
Education Facilities - UMass	Amherst -Morrill I window replacements	Replace all of the windows in Morrill Science Building #1. This effort will replace approximately 120 single hung wooden windows in the building that are over 50 years old. This is the second project of a multi-phased effort to complete an overall renovation of Morrill I to convert most of this space into a life science research facility. Once these windows are replaced, there will be subsequent projects to upgrade the building HVAC system and laboratory exhaust system and fit out the various spaces for use as up to date research laboratories.	$1,000,000.00	Amherst
Education Facilities - UMass	Amherst -University Club Structural Repairs	Complete structural repairs to the entrance wing of the University Club. This work will consist of selective demolition of the wing, repairs to the western wall and roof rafters, the installation of a new roof, and interior finish work the is required as a result of the demolition and reconstruction effort. There is significant structural deterioration in this structure that is beginning to compromise the integrity of the two buildings that it connects to, the Stockbridge House (1728), and the Homestead House (1735) which was moved to the site as part of the Lederle Graduate Research Center project.	$600,000.00	Amherst
Education Facilities - UMass	Amherst -DuBois Roof Replacement	Replace the existing asphalt built-up roof on Dubois Library, a 27- story high rise, with a new membrane roof system. The existing roof has exceeded its useful life. The existing roof has areas of active leaks that are affecting the integrity of the overall building envelope as well as damaging equipment in the roof top penthouse and mechanical room. This equipment includes elevator controllers, electrical motor control centers and supply and exhaust air handling systems. These leaks also pose a potential safety risk for staff, faculty, and students because of the concern of airborne molds and pathogens that may be developing in the building HVAC systems.	$640,000.00	Amherst
Education Facilities - UMass	Amherst -Munson Annex relocations and demolitions	This project renovates space to accommodate staff relocated from the Munson Annex, and includes demolishing the Munson Annex building that cannot be occupied due to its failed systems and structure. The Munson Annex currently is secured by a security fence.	$1,000,000.00	Amherst
Education Facilities - UMass	Amherst -LGRC Basic Systems Upgrades	This project includes installing a building wide acid neutralization system and replacing a chiller, along with related repairs.	$3,300,000.00	Amherst
Education Facilities - UMass	Amherst -LGRC Lorse Power Upgrade	This project upgrades the primary electrical service and distribution at the Lederle Graduate Research Center Lorse. The Lederle Lorse building consists of 134,500 square feet and three stories. The lorse includes a library wing and a computer wing, and the space types are offices and computer labs. The existing electrical systems are old and inadequate for modern equipment needs. The project will build a new load center to maintain power to the building during construction. The electrical distribution will be replaced throughout the building to electrical closets on each floor. The project also replaces and upgrades obsolete switches, transformers, and emergency lighting upgrades.	$4,200,000.00	Amherst
Education Facilities - UMass	Amherst -Machmer Exterior Stairways	This project replaces the failed exterior stairways at the Machmer Building. The stairway, in a high use area for students and faculty, is old and deteriorated.	$750,000.00	Amherst
Education Facilities - UMass	Amherst -Marcus Electrical Repairs	This project replaces the electrical service and distribution at the Marcus building.	$600,000.00	Amherst
Education Facilities - UMass	Amherst -East Pleasant/Eastman Lane Traffic Light	This project installs a traffic light at an uncontrolled intersection which is adjacent to the site of the new Campus Police Building and the Town of Amherst Fire Station that serves as first responder to the campus. This intersection has very poor site lines and there have been numerous accidents in the past. With the additional traffic volume that will be added once the new Campus Police Station is completed, the intersection will continue to deteriorate. This is of particular concern not only when there is typical daily traffic but when there are emergency situations that require the dispatching of police, ambulance, and/or fire personnel.	$200,000.00	Amherst
Education Facilities - UMass	Amherst -Thayer Roof and Exhaust	This project replaces the roof and exhaust systems in order to comply with requirements imposed on this animal care facility.	$200,000.00	Amherst
Education Facilities - UMass	Boston - Restore Seawall at North-facing Shoreline (adjacent to John F. Kennedy Presidential Library)	An area of the shoreline on the north side of Columbia Point, between JFK Library and UMass Boston, needs stabilization, including installation of a seawall. The existing section of shoreline being considered is comprised of a grassed or wooded backland area, with a stone dust path. The stone dust walkway on UMass property connects the adjacent concrete Harborwalk structures of the JFK Library and the Columbia Point Housing Development. While the stone dust walkway serves the purpose of continuing the Harborwalk, it is the only area on Columbia Point that is not "finished" with a seawall and yet it receives some of the strongest tidal action. In addition, the slope on the western end of the Harborwalk is not handicap accessible as it exceeds the maximum permissible slope of 1 on 20. At present, significant erosion of the backland area is occurring along the unprotected slope due to wave and tidal action. Several areas of the embankment are potentially unsafe and, if not addressed, will be subject to further erosion and imminent failure of the embankment during future severe storm or tidal events.	$3,800,000.00	Boston

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - UMass	Boston - Service & Supply - Replace Roof	This project will replace the approximately 30,000 square foot roof on the Service & Supply Building which has failed and is resulting in significant water intrusion.	$1,200,000.00	Boston
Education Facilities - UMass	Boston - Service & Supply - Install Fire Alarm and Fire Sprinkler Systems	Install a fire sprinkler system and upgrade the alarm system in the Service and Supply Building. Install fire suppression sprinklers in building, which houses Paint Shop, Carpentry Shop, Electrical Shop, Facilities Stock Room and Central Warehouse. Upgrade fire alarm system to addressable system compatible with campus wide network.	$1,425,000.00	Boston
Education Facilities - UMass	Boston - Utility Plant - Replace Roof	Replace the failed Central Utility Plant roof, the design of which is complex. This includes the installation of a new Samafil roof, repair of concrete decking, replacement of wall and plaza flashing, excavation around sub-grade walls to facilitate water-proofing installation, replacement of ruined doors, replacement of plaza drains, upgrade of fire alarm system and A.D.A. compliance across the roof when. because the Utility Plant Building is substantially below grade, also serves as a plaza of sorts.	$4,991,900.00	Boston
Education Facilities - UMass	Boston - Healey Library & Campus Center - Install Roof Anchors	The Occupational Health and Safety Administration mandatory standards for personal fall arrest systems, including the requirement that "anchorages" using a vertical lifeline capable of holding at least 5,000 lbs per employee be installed on roof. The absence of this critical piece of safety equipment limits access to these areas. Annual inspection of roof conditions are difficult to conduct because of the absence of this important piece safety equipment and this hinders the university's ability to comply with manufacturers' roof warranties. This project meets the standards for 100 day readiness for Federally funded infrastructure projects, and the scope would include the installation of the appropriate anchorage system on the Campus Center, Healey Library and the Service and Supply Building.	$150,000.00	Boston
Education Facilities - UMass	Boston - Service & Supply - Replace Building Air Handler (AC-1)	Replacement of main air handling unit (AC-1) for Service & Supply Building. The current air handler, which is original to the building's construction, has reached the end of its useful life. The portion of the unit is corroded and leaks into building areas below leading to closure of restrooms during times of high humidity. The Project Design is complete.	$1,000,000.00	Boston
Education Facilities - UMass	Boston - Campus Gate House (National Historic Register) - Replace Roof and Encase Building Exterior	This historic structure, which is listed in the National Historic Registry, is more than 100 years old. The walls are load bearing brick and granite with timber roof trusses sitting on brick shoulders. The roof has collapsed on one side which indicates the roof has been leaking for some time. The structure is approximately 1200 SF rectangular with one end semicircular. There is one floor at grade level and a basement area approximately 10 feet below the grade. Approximately half of the floor has also collapsed and the other half is extremely unsafe. Temporary braided steel cables have been added to the roof trusses to help support the load, indicating that the structure was worked on in the past. The windows have also been removed and the opening filled with brick. The time to make the building safe has come.	$400,000.00	Boston
Education Facilities - UMass	Boston - Utility Plant - Replace Boiler Control Systems	Replace existing boiler linkage control system with servo-motor controls. The three boilers (2- 800 HP and 1- 400 HP, natural gas fired) provide heating hot water to all campus buildings. Servo-motors will allow more precise control of firing rate and air intake increasing boiler efficiency and lowering boiler emissions	$200,000.00	Boston
Education Facilities - UMass	Boston - Healey Library - Replace Fleeter Emergency Generator	The project scope includes replacement of the temporary generator with equipment that has the capacity to replace the current emergency generator/service panel of the Library, and also has the capacity to provide emergency power to planned future fire pump and domestic water booster pump.	$650,000.00	Boston
Education Facilities - UMass	Boston - Clark Athletic Center - Install Supplemental Utility Supports	Within the Clark Athletic Center Pool Facility, there are more than 500 supports in place to secure utility system components from the underside of the concrete roof decking (these include HVAC duct work, cast iron lines, lights and water lines). Structural load calculations have demonstrated that toggle bolting does not supply sufficient carrying capacity and that the existing utility supports will need to be supplemented in order to continue pool facility operations. Some remedial supports have been installed to allow for the facility to remain open, however, additional reinforcement is need for the long term.	$350,000.00	Boston
Education Facilities - UMass	Boston - Clark Athletic Center - Replace Dehumidification System	Replace Clark Ice Rink Dehumidification System. The system (1979) no longer provides adequate cooling for dehumidification. This leads to condensation on building structural beams which then drips onto ice surface and leaves holes and bumps on ice. This unit also provides cooling to the rink in off seasons. In addition to being the home ice for UMass Boston and Boston College High School hockey teams, the rink is used for University events as well as outside Community events including Camp Shriver and Special Olympics.	$200,000.00	Boston
Education Facilities - UMass	Boston - Clark Athletic Center - Replace Electrical Transformers	The 1500 KVA transformer, one of two feeding Clark Athletic Center, has failed. The failed transformer fed one half of the main switchboard of the building. The switchboard was re-fed from the remaining transformer, allowing no redundancy in a 5-building complex (gyms, rink, pool, dance studio) that is the venue for UMA 05 Boston athletic events (basketball, hockey, volleyball). UMASS Boston campus events as well as numerous community activities (Camp Shriver, Dorchester Boys and Girls Club swim competitions, etc.).	$250,000.00	Boston
Education Facilities - UMass	Boston - Healey Library - Replace Exterior Doorway	The main entrance to the Healey Library is accessed from the plaza level of the UMass Campus. As an open stairway extending two levels leading to the entrance to the main circulation desk of the University Library. The upper platform or landing of this doorway has deteriorated and is in need of repair. Structural engineers have inspected the platform for safety and structural soundness and, though they have allowed it to remain in use, they have urged its replacement and required its regular inspection. The design of a new stairway is complete. The project will include all appurtenant necessary to repair the landing platform, including removal and replacement of the concrete deck and the metal deck and installation of new composite pavers, drainage, and waterproofing.	$150,000.00	Boston
Education Facilities - UMass	Boston - Quinn Administration Building - Replace Halon Fire Suppressors Systems in Telecommunications Room	The UMass Boston Telecommunication Room and equipment are located in the Quinn Administration Building. The equipment and associated staff work in a room which has an inoperable and now obsolete Halon gas fire suppression system. It is the intent of this project to replace the current Halon Fire Suppression system with a newer INERGEN Fire Suppression system including charged INERGEN storage cylinders, control panels, detectors, annunciators, and other equipment necessary for a complete operational system.	$150,000.00	Boston
Education Facilities - UMass	Boston - Ryerson Field Station - Replace Roofs on Laboratory and Classroom Buildings	This project would replace roofs on two buildings at the UMass Boston's Ryerson Field Station. The laboratory building and the classroom building. The deteriorated condition of the roofs is creating significant water intrusion, which is negatively affecting research and teaching efforts at the facility and causing damage to other building systems.	$190,000.00	Boston
Education Facilities - UMass	Boston - Science Center - Renovate Laboratory Space for New Neuropsychology Faculty	The Psychology Department at UMass Boston has a current and critical need to develop neuropsychology laboratory space for researchers utilizing laboratory animals and utilizing fluorescence spectroscopy instrumentation. Currently, there is no lab on the UMass campus that meets these requirements or that is close to the Science Center Vivarium, where animals are housed. The project scope is to renovate a vacant lab space adjacent to the Vivarium, and create a lab suitable for these researchers. The space identified for this conversion suffers from several areas of water intrusion which need to be remediated prior to renovating the space as suitable lab space.	$170,000.00	Boston
Education Facilities - UMass	Boston - Science Center - Replace Hot Water Circulation Pumps	Replacement of two pumps and two rebuilt hot water circulating pumps in Science Center. These pumps, which are original to the building's construction, provide hot water for heating the Science Center. One rebuilt pump and one personal pump have failed and direct replacement parts are no longer made for these. The two remaining pumps – one rebuilt and one pushout – are at end of their useful life and parts for these are also no longer available. Consequently, there is no redundancy in this buildings' heating system should these pumps fail.	$100,000.00	Boston
Education Facilities - UMass	Boston - Science Center and Quinn Building - Replace Lift Stations	The existing sanitary waste pump equipment is original to the construction of this campus and is in poor condition. The pumps are now failing frequently, resulting in the back up of sewage, the closing of classroom facilities and necessitating the pumping out of the waste lift station pits. Failure of the sanitary waste pumps poses a health risk and significant costs are incurred each time a pump fails and the waste lift station pit needs to be emptied.	$500,000.00	Boston
Education Facilities - UMass	Dartmouth - Science Center - Install Ventilation in Vivarium Cage Washer Room	The UMass Vivarium houses laboratory animals being used for research experiments. As part of the on-going care of these research animals, technicians are required to wash out all animal cages on a regularly scheduled basis. One of the current methods the cage washer refers cages are cleaned in equipment similar to a large industrial dish washer. The cage washer uses hot water which creates steam, which currently is not vented outside of the space. The resulting problems associated with unvented steam on an interior space have created severe water damage to the drywall and windows. It is the intent of this project to vent the exhaust from the equipment through the ceiling of this space and through an existing vent/flue shaft remaining from an obsolete incinerator. The obsolete incinerator will be removed from the space.	$100,000.00	Boston

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - UMass	Boston - Science Center - Replace Selected Portions of Roof	The roof covering the Science Center Building is actually made up of 15 separate sections or levels. The total roof area on the entire building is approximately 75,165 sf. Although certain sections of the roof have been replaced during the past several years, over 40% of the total roof area is the original roofing system dating from 1971. One such area is a roof section adjacent to the Science Centers' rooftop Biology Department Green House. This section of the roof is over twenty years old, not covered by warranty, and the underlying insulation is saturated with water. Several areas below have been experiencing persistent water penetration, and attempts at temporary repairs have proven to be unsuccessful.	$120,000.00	Boston
Education Facilities - UMass	Boston - Quinn Administration Building - Health Services and Counseling Renovations	A recent inspection of the Health Service Office, office by the Accreditation Association for Ambulatory Health Care Standards (AAAHC) has pointed out several deficiencies in the current physical layout which threaten the reaccreditation of this office, and require remedy. These space deficiencies are a direct result of the design and result in overcrowding. This project will allow staff from adjoining space to relocate from the Health Services area in the Quinn Administration Building, and allow for the newly expanded Health Services Counselling Center to move into that space. In order to fit the Counseling Center within the space confines available, four new offices must be built within that space along with the corresponding retrofit of electrical, lighting, HVAC, and carpet.	$175,000.00	Boston
Education Facilities - UMass	Dartmouth -Library Renovations	The Library Building was first occupied in 1972 and is ready for a complete rehabilitation including re-pointing and masonry repairs, replacement of mechanical/electrical/plumbing systems, bathroom upgrades to address deteriorated finishes, fixtures, and current ADA requirements; and, within a few years, elevator rehabilitation and roof replacement. The increasing use of computers have increased electrical demand in the building and this change is forcing us to install a larger electric service entrance, additional emergency engine capacity, and increased cooling capacity. This Project is managed by DCAM and will be LEED Plus Certified.	$28,500,000.00	Dartmouth
Education Facilities - UMass	Dartmouth -Repair Four Oldest Dorms - Initial Phase	Phase I (180 Day Start Project) The work in each residence hall will include: roof replacement; window and exterior door replacement; masonry repairs. Phase II (2 Year Start Project) The work in each residence hall will include: increasing the electrical service entrance capacity; installation of air conditioning; complete renovation of bathrooms and kitchenettes; installation of sprinklers; code/elevator/stairwell revisions to meet current code requirements; installation of new flooring/ceilings/wall coverings; and renovations of common areas	$2,500,000.00	Dartmouth
Education Facilities - UMass	Dartmouth -Basic Infrastructure Repairs - Initial Phase	This proposal includes funding to address unique infrastructure needs as well as to initiate, continue, or complete infrastructure renewal work. The 180 Day (Initial Phase) portion of this project would include various infrastructure repairs including: Auditorium Lighting Project ($300k), Roof Project (Dion) ($450k), High Voltage Electrical Feeder (continued) ($1.5 mil), Water proofing Manholes ($250k), Fire Alarm (continuation) ($600k), Auditorium Cooling Tower Replacement ($150k), Replace Air handlers/Fan Coils (various) ($800k)	$4,300,000.00	Dartmouth
Education Facilities - UMass	Dartmouth -Classroom Upgrades and Learning Space Improvements - Initial Phase	This Project would include minor Classroom/Learning Space improvements. Planned projects include: lighting upgrades (energy improvement), architectural treatments, interior storm window installation (energy improvement) and misc. finishes. Uuless Dartmouth has hired a full time staff Architect (registered) and can quickly design and specify most of the projects. Additionally, many of the listed project components have been standardize on the campus and have generally been previously design.	$1,000,000.00	Dartmouth
Education Facilities - UMass	Dartmouth -ADA & Interior Egress Immediate Needs	The proposed work includes paving or re-flooring where tripping hazards have been discovered; installation of hold-open devices on corridor smoke doors; and installation of automatic door openers on all buildings not already so equipped. This work would be pursued using various small contracts to address specific needs. An additional contract would re-construct the elevated press box at the football field and equip it with a lift for reporters and cameramen who are mobility-impaired.	$2,184,000.00	Dartmouth
Education Facilities - UMass	Dartmouth -Parking Lot Replacement	This Project includes the re-paving of 5 parking lots on the existing footprints and would not involve additional environmental design or permitting. The University plans to research alternative sustainable paving systems as part of the design process. Similar parking project have been previously completed and would not involve lengthy re-design for the proposed lots.	$2,500,000.00	Dartmouth
Education Facilities - UMass	Dartmouth -Lands/Lape/Lighting Improvements	This Project would include various improvements, lighting upgrades (planned solar lighting), walkway/stairway repair, outdoor communal space improvements and general landscaping improvements. In the initial stages, this project will involve carrying out contracts to improve lighting between dormitory areas, parking lots, the main academic quadrangle, and the athletic center. The second component of this project is planned to implement a site signage and way finding program using photovoltaic LED light fixtures to eliminate fossil fuel energy.	$1,832,000.00	Dartmouth
Education Facilities - UMass	Dartmouth -Asbestos Removal and re-insulation	This Project would include removing of all ACM in the Boiler Plant and re-insulating all abated lines. A hazardous material consultant will survey and specify the project. A project spec and design can be available for bidding very quickly on this type of project.	$400,000.00	Dartmouth
Education Facilities - UMass	Dartmouth -PCB Transformer Replacements	As current plans to replace all high-voltage breakes are implemented this coming year, it will be possible to increase electrical power capacity in our most electrically overloaded buildings. Each of these upgrades will involve the installation of a new, larger transformer and a new, larger main disconnect switch in a new switchboard section. This work will replace transformers that once contained PCB-coolant with completely clean transformers and will provide for additional power in buildings which currently have run out of electrical capacity completely. This work will be required in order to install air conditioning at the Liberal Arts Building, and to provide functional growth in the SENG and Steam Plant buildings as we rehabilitate their mechanical systems.	$1,023,000.00	Dartmouth
Education Facilities - UMass	Dartmouth -Network & Telecom Infrastructure	This Project includes upgrading data wiring infrastructure, WiFi installations and technology improvements in learning space's including laboratories. * Campus Wiring Upgrade: Re-cable campus with CAT6 copper and single mode fiber. * Infrastructure Operations: Acquisition of network equipment to provide campus network redundancy and interconnection with regional networks. * Digital Signage System: Implementation of a campus wide digital signage system * Distance Learning Classroom: Acquisition of technology to allow classrooms to operate as Distance Learning Facilities. * Campus WiFi: * Network Security: Acquisition of PCI Compliance Firewall and Dragon Network Defense.	$2,712,000.00	Dartmouth
Education Facilities - UMass	Lowell -Emerging Technology & Innovation Center - new LEEDS gold/platinum bldg	A center housing manufacturing and core facilities in nano-manufacturing, bio-manufacturing, and applications of these fields in manufacturing, medicine, and defense.	$55,000,000.00	Lowell
Education Facilities - UMass	Lowell -Wannalancit Business Development Center	Building systems and space upgrades to support Regional Business Development Center. To include office, conferencing and University/Business collaboration space.	$18,000,000.00	Lowell
Education Facilities - UMass	Lowell -Building envelope - energy efficiency & building preservation campus projects	* Replacement of building roofs on Leitch, Bourgeois, Durgin, Mahoney, Olney, Southwick and Fox Halls. * Replacement of building window glazing and entrance doors.	$7,300,000.00	Lowell
Education Facilities - UMass	Lowell -Energy efficiency and ADA compliance campus projects	Replacement and upgrades to HVAC equipment and controls in Steam Plants and University Buildings to improve energy and operational efficiency. Equipment upgrades in University Buildings to address ADA code issues relating to building entrances, elevators and restrooms.	$10,400,000.00	Lowell
Education Facilities - UMass	Lowell -Mechanical, electrical and plumbing modernization and life safety	* Various mechanical, electrical and plumbing modernization projects to support campus energy savings initiatives. * Various life safety repairs and upgrades to fire detection, suppression and egress systems	$5,200,000.00	Lowell
Education Facilities - UMass	Lowell -Hazardous material abatement	Removal of asbestos containing floor, ceiling and insulation materials in 2 of our large residential halls. Removal of ACM in mechanical rooms to prepare for HVAC energy related repair and upgrade projects.	$3,400,000.00	Lowell
Education Facilities - UMass	Lowell -Fox Hall Renovations	Conversion of 3 floors of offices into badly needed residence hall dorm rooms. Upgrades to building utilities to address expansion and to address many deferred maintenance items.	$15,000,000.00	Lowell
Education Facilities - UMass	Lowell -Technology infrastructure upgrades and repairs (separate network/voice)	Upgrades and repairs to fiber and cable plants between and throughout campuses. Repairs to inside-building conduits. Separation of telecom closets from other utility functions	$5,000,000.00	Lowell

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - UMass	Worcester -Sherman Center	Construct a new high rise 500,000 SF educational and research facility on the Worcester Campus. Project includes utility distribution, site development, structural components, facade, and all associated mechanical, electrical, plumbing and fire protection requirements. Educational components may include medical education teaching spaces, auditorium, medical library, and robotic/computerized simulation suites. Research space to include the new Advanced Therapeutics Center which consists of Stem Cell Research, Gene Silencing and RNAi therapeutics.	$330,000,000.00	Worcester
Education Facilities - UMass	Worcester -ACCES Building Fit Out	Construct a seven story high rise 280,000 SF facility to support clinical education and research. The building will house office, out-patient, dry research and teaching programs. This project includes utility distribution, site development, structural components, facade, and all associated mechanical, electrical, plumbing and fire protection requirements.	$40,000,000.00	Worcester
Education Facilities - UMass	Worcester -Class Size Increase Initiative	General renovations to existing teaching/lecture spaces within the medical school to accommodate new class size initiatives. Anticipated increase in class is 125 students. The following spaces are to be renovated to handle this growth in students as well as advances in teaching technology. Goh - Lazare Auditorium, Amphitheater III, Amphitheaters I, II, III lighting and AV upgrades, Amphitheater Breakout rooms, LvL4 Anatomy teaching labs, LvL2 Interactive teaching labs. Office upgrades for teaching administration/staff. Project will renovate existing lecture and teaching lab spaces including: carpet, paint, ceilings, furniture, casework, raised floor, HVAC, electrical, tel/data , Audio-visual, and computer technology upgrades. The essential work will involve reconfiguring the spaces to accommodate seating/ furniture layout to handle the increased class size as well as new teaching technology.	$6,000,000.00	Worcester
Education Facilities - UMass	Worcester -School HVAC Upgrades/Replacements	The HVAC systems for the Basic Sciences, Student Lab Wing and the Clinical Sciences Wings are past their useful life and repairs are causing operational impact to research, teaching and healthcare administration. Rusted condensation pans require constant inspection and spot repairs to eliminate water leaks. There is a total of 20 central air handling units that serve school research/teaching space. The first four phases of the project are planned for the Animal Quarters, Basic Science and Student Lab Wings of the Medical School. Due to the extensive deterioration of the 20 air handling units throughout the school, our plan is to replace them entirely with new energy efficient units. All building management system controls will be updated, including additional monitoring and control points for better supervision as well as energy management.	$30,000,000.00	Worcester
Education Facilities - UMass	Worcester -Power Plant Expansion	Study, design, construct and commission a power plant expansion to support future growth for this Academic Medical Center. The new plant shall be coupled with the existing plant and provide additional steam, chilled water and electrical co-generation capacity. The plant shall support the new 500KSF Sherman Center in addition to the future bed tower for the hospital. The expansion will also provide required steam, chilled water, and emergency power redundancies required for a critical care hospital and research. All associated permitting, piping, electrical work, testing/balancing and controls to be part of the scope of work.	$35,000,000.00	Worcester
Education Facilities - UMass	Worcester -BL3 Lab Improvements	Project will renovate existing 2520sf of laboratory space to house programs for BL3 research – viral and bacterial. Layout to include of isolation rooms, locker/shower areas, common equipment space, and safety hoods. Construction also requires relocation of existing radiation safety lab. New areas will address appropriate finishes/casework, dedicated HVAC, safety showers and security.	$3,500,000.00	Worcester
Education Facilities - UMass	Worcester -Parking Garage	Design and construct a precast concrete 1,200 car parking garage to support the Sherman Center. Scope to include all required building services and road access. Amenities to include a security system with cameras and a fully automated parking control system.	$25,000,000.00	Worcester
Education Facilities - UMass	Worcester -Deferred Maintenance Projects (AQ Terminal Boxes, Stairwell Improvements)	The requirements to control the interior space of Animal Quarters continues to be problematic with a 30 year old air distribution system. This system is past the BOMA identified useful life expectancy. Replacement parts are not available and downtime continues to be prolonged due to the availability of parts. Replacement supports ongoing animal research programs where humidity, temperatures and air pressurization are important criteria as required by AALAC and NIH standards. Replace terminal boxes throughout the Animal Quarter suite on Level-A to improve air flow and overall climate control. The project will also install a new direct digital control system with additional monitoring and control points to improve operations and efficiencies. In addition, the current handrails for the School stairwells do not meet the State Building Code due to the clearances between the top and bottom rails. There are seven stairwells that provide access to the ten floors of the school. In addition, the stair treads need to be replaced due to deterioration and to promote safety.	$5,000,000.00	Worcester
Education Facilities - UMass	Worcester -Shaw Building Child Care Center	The project will renovate the 1st floor of existing Shaw Building – 30,000sf (approx.) on the Medical School - Worcester Campus. Project includes site development for new ADA entry and children drop-off, utility installations/re-ins, playground, facade enhancements, and all associated HVAC, electrical, plumbing and fire protection requirements. Plumbing work will include expanding and modifying existing restrooms to accommodate children and separate rooms for staff.	$4,000,000.00	Worcester
Education Facilities - UMass	Worcester -Sixth Street Building Computer Center	The medical school proposes to build-out a new state of the art data center in existing space at Sixth Street where original Digital Equipment manufacturing clean rooms were once housed. The data center is critical to the operations of the medical school but also will support other university system wide programs. New technology is computer hardware, HVAC, power conditioning and emergency back-up power will be utilized in building out this data center. Redundancy of these systems will be a key component of the design as well as flexibility for growth.	$16,000,000.00	Worcester
Education Facilities - UMass	Worcester -Roof Replacements	Project scope would strip and re-roof 8th floor EPDM roofs on the Basic and Clinical Wings (62,000sf). Work to include all flashing, re-insulation to meet current energy codes, lightning protection and installation of fall-protection cable system.	$1,200,000.00	Worcester
Education Facilities - UMass	Worcester -LP Boiler Re-tubing	Project involves removing tube bundles and installing new more efficient replacement tubes on original low pressure (LP) boilers #1 and #2. The work will also include a full inspection of the boilers so any refractory or vessel parts can also be replaced if necessary. Work will be scheduled so that only one boiler will be offline at any time.	$4,000,000.00	Worcester
Education Facilities - UMass	Worcester -Balance of Plant Controls	Currently the Power Plant has various systems being managed on independent PLC computer management systems. This project would network them all together over a common network base and generate head-end graphic in their control center. This will enable them to maximize the plant efficiency by improving the matching of steam production w/ electrical output needs. This computerized system would also improve our ability to shed specific electrical loads under critical situations.	$2,150,000.00	Worcester
Education Facilities - UMass	Worcester -Complete CHW and Steam Loop on Campus	The medical school completed a hydraulic study to determine whether central plant capacities matched campus piping and pumping distribution appropriately. To improve current efficiencies and provide for future capacities a campus loop distribution system was proposed. The first phase of the loop was installed for the LRB and ACCES buildings. This project would complete a radial campus loop, providing distribution redundancy and overall CHW and steam system efficiencies.	$13,000,000.00	Worcester
Education Facilities - UMass	Worcester -Power Plant Governor PLC	The Power Plant has three steam turbine generators that provide emergency power for the campus. They each have their own electronic governors that are programmed to individually modulate their speed and electrical output. This project would tie all three together and integrate it with the plant steam production via a programmable load control center to maximize the plant efficiency by improving our matching of steam production w/ electrical output needs and provide the ability to shed specific electrical loads under critical situations.	$1,000,000.00	Worcester
Education Facilities - Universities and Colleges	Middlesex Community College -RTU replacement	HVAC roof top unit age is over 20 years	$50,000.00	Bedford
Education Facilities - Universities and Colleges	Middlesex Community College - Windows/Doors	Replace all existing Bedford campus modular building windows and exterior doors. The quality of both have not withstood daily wear and tear and are energy inefficient.	$803,000.00	Bedford
Education Facilities - Universities and Colleges	Bunker Hill Community College - Construction of a New College Entrance	Construct a new College main entrance at "Building B" and expand the lower lobby. This project will allow the College to implement a one stop student services center so that current student services that are located in several buildings can be relocated to the one building where students enter whether arriving by public transportation or automobile. In addition to improving student services, the project will reduce energy costs as the new entrance will have energy efficient doors and windows.	$4,200,000.00	Boston
Education Facilities - Universities and Colleges	Bunker Hill Community College - Installation of Energy Efficient Windows	Replace all existing single pane windows with energy efficient double pane low emissivity windows. This project with an estimated total project cost of $3 million will result in a significant reduction in heating and cooling costs.	$3,000,000.00	Boston

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Universities and Colleges	Bunker Hill Community College - Replace three boilers	The existing boilers were installed as the central plant for heating and cooling when the College was built in 1973. The boilers are inefficient and oversized for the current operation. We rotate operation of the boilers to maintain them in operating condition and to satisfy annual inspection requirements. Installation of higher efficiency equipment will result in significant energy savings.	$6,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design -Center for Design and Media	Renovation to East Building and Tower Building for undergraduate and graduate design and media programs. MassArt's number one priority is based on its direct impact for the creative industries in Massachusetts. Design and Media program enrollment is over 50% of declared majors at the college. Currently in the final stages of a study with Polaris Partnership and DCAM. This project is on earmark in the Higher Education Bond Bill. The goal is to obtain a minimum qualification of LEED Plus status for this project.	$32,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Campus Center	Renovation to Kennedy Building Campus Center and Dining Commons with Miller Dyer Spears, Walsh Brothers, and the MSCBA. Construction scheduled to start in Spring 2009 with completion scheduled for Fall 2010. The goal is to obtain a minimum qualification of LEED Plus status for this project.	$11,200,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design -East Building Modernization	Interior upgrades consisting of electrical, lighting, classroom renovation, ADA compliance and asbestos abatement.	$6,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design -South Bld Water Infiltration	Repair structural damage and roof leak in building link. This project is currently being studied by Austin Architects based on DCAM recommendation.	$1,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Campus Wide Infrastructure	Campus wide upgrades to mechanical and security systems.	$7,305,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design -Collins Building Upgrades	Interior upgrades consisting of electrical, lighting, classroom renovation, asbestos abatement, and ADA compliance. This project also includes a replacement of the Glass Shop elevator.	$6,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design -South Building Modernization	Interior upgrades consisting of electrical, lighting, classroom renovation, asbestos abatement and ADA compliance.	$12,200,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design -North Building Modernization	Interior upgrades consisting of electrical, lighting, classroom renovation, asbestos abatement and ADA compliance.	$10,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design -Upper Tower Building Modernization	Interior and facade upgrades	$20,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Kennedy Building Modernization	Interior upgrades consisting of electrical, lighting, classroom renovation, asbestos abatement and ADA compliance.	$20,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Tower Bld. Fire Alarm System	Upgrade fire alarm system to reflect current code under the Boston Fire Department.	$1,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Tower Bld. HVAC System	Upgrade HVAC system on 8th floor, which contains the server rooms for the college.	$1,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Tower Bld Access Upgrade	ADA compliance needs.	$1,800,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Kennedy Bld. HVAC Upgrade	Upgrade HVAC systems on floors 3, 4,5 and 6.	$3,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - North South East ele levelers	ADA Universal Upgrade	$1,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Tower Bld. Restroom Upgrade	Renovate 12 restrooms for ADA compliance	$500,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Tower Library Renovation	Improve circulation and renovate stacks and main floor areas.	$710,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Tower Classroom Renovation	Modernize and repair classrooms in the Tower Building.	$1,200,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Tower Auditorium Renewal	Replace auditorium electrical, lighting grid and sound systems.	$1,500,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Tower Substation Renewal	Tower electrical substation is nearing the end of its useful life. It needs equipment upgrades and repairs in the near future.	$1,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design -South Building Photovoltaic	Photo voltaic installation on roof	$1,500,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Kennedy Building Photovoltaic	Photo voltaic installation on roof	$1,500,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Tower Building Photo voltaic	Photo voltaic installation on roof	$750,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design - Tower Building Curtainwall Repair	Seal and Repair Tower Curtainwall	$1,000,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design -North Building Gray water system	Install new gray water system in North Building.	$35,000.00	Boston
Education Facilities - Universities and Colleges	Mass College of Art and Design -Solar Powered Trash Compactors	Install solar powered trash receptacles campus wide.	$45,000.00	Boston
Education Facilities - Universities and Colleges	MSCBA - MassArt - Campus Center - Dining and Bookstore Renovation	Renovate for increased capacity, life safety, access. Total $10.2m	$300,000.00	Boston
Education Facilities - Universities and Colleges	Bridgewater State College - Swenson Field Athletic Complex Improvements	The college is in dire need of a renewal of its outdoor athletic facilities and has completed a formal study pertaining to the construction of new artificial fields, support buildings, and bleachers for competitive sports. These facilities are among the most heavily utilized spaces on campus by campus groups.	$7,000,000.00	Bridgewater

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Universities and Colleges	Bridgewater State College - Burrell Hall Renovations	The college is looking to renovate 70,000 gsf of academic building space to accommodate growing needs of its School of Education and Allied Studies and meet soaring demand for general purpose classrooms and faculty offices. A feasibility study has been completed and includes considerations for an upgrade of mechanical, electrical and plumbing systems.	$13,000,000.00	Bridgewater
Education Facilities - Universities and Colleges	Bridgewater State College - Rondileau Campuse Center Envelope & Elevator	The Rondileau Campus Center requires an upgrade to its main entrances, accessibility improvements, a new elevator and window replacement. In addition to housing student social and dining space, the Rondileau Campus Center is the college's primary conference venue for regional groups. A formal feasibility study has been completed.	$4,000,000.00	Bridgewater
Education Facilities - Universities and Colleges	Bridgewater State College - Hunt Hall Addition and Renovation	The college is in the midst of designing a 2,500-square-foot addition to Hunt Hall as part of a long overdue effort to provide new space for the Art Department's 2D/3D studio and photography laboratory. An interior renovation of the existing, 4,000-square-foot facility could quickly be coupled with the existing project.	$3,000,000.00	Bridgewater
Education Facilities - Universities and Colleges	Bridgewater State College - Deferred Maintenance	Of the $25 million in current deferred maintenance projects on campus, the following life-safety and critical repairs are a priority and are ready to be undertaken: replacement of air handling equipment in various buildings; elevator replacement or installation in the Maxwell Library (2), Hart Hall (1) and Hunt Hall (1); and primary electric upgrades on both the east and west sides of campus	$4,000,000.00	Bridgewater
Education Facilities - Universities and Colleges	Bridgewater State College - Hart Hall Renovations	A renovation of Hart Hall's 45,000 gsf of classroom and faculty office space has long been high on the state's list of capital renewal priorities. Included in this project is the installation of air conditioning systems, the reconfiguration of existing space, and the upgrading of finishes, fixtures and equipment.	$7,000,000.00	Bridgewater
Education Facilities - Universities and Colleges	MSCBA - Bridgewater Residence Hall Renovations/Life Safety	Sprinklers, fire alarm , access, interior finishes. Total cost: $7m	$990,000.00	Bridgewater
Education Facilities - Universities and Colleges	Massasoit Community College - Envelope Upgrade	This project is part of an energy and conservation project. However with many of the buildings over 20 years old it would be a utility cost savings if the envelopes were addressed at the same time.	$5,949,438.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College -Utilities Infrastructure	Due to the age of the buildings it was recommended that the electrical system, transformers and switchgear be brought up to code. The switchgear is in need of repair work.	$2,000,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Walkways and Stairs	In May 2008, the Maguire Group Inc., Architects/Engineers/Planners completed an ADA Pedestrian Access Study that addressed the replacement of deteriorated concrete, sidewalks, stairs and railings. Many of the sidewalks and exterior entryways to the buildings on the Brockton Campus are badly deteriorated and do not comply with ADA requirements. Our Student Center does not have wheelchair ramps. Also, the quad area which hosts many outdoor activities is difficult to access. Other areas have cobblestone and brick and concrete slabs that are aged and cracked which creates a safety hazard.	$1,500,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College -Flooring	Floor tiles are thirty-five (35) years old. The tiles are broken, cracked, lifting and have asbestos which can become airborne. Over the past few years, hallways in two of our five classrooms buildings have been replaced. The hallways in the other buildings are cracking which creates a safety hazard. The flooring needs to be abated and replaced.	$5,000,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Bathroom Renovations	Renovations to bathrooms to include, sinks, toilets, tiles, stalls and shower areas. The bathrooms are in deplorable shape. The tiling is unsightly and difficult to clean. The toilets are leaking, as well as sink faucets. The shower areas in the gymnasium are also unsightly and need to be upgraded. Improvements in this area would certainly enhance the water conservation project.	$900,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College -Parking Lots	Unfortunately, many of the parking lots are located over drainage areas that create sink holes when they are continuously patched. Parking lots really need to be replaced with proper curbing for handicap accessibility and grassed areas need to be paved to create an easier flow of traffic.	$2,000,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Maintenance Building Replacement	Present building does not have adequate space for storage of equipment ie. materials, and motor pool services. The campus does not have a proper shipping and receiving dock	$2,000,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College -College Entrance Improvements	The main entrance is limited in size (one lane each direction) and is often a problem at peak times with traffic backups as a result	$3,000,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College -Modular Building for additional classroom space	Increased enrollment we are lacking classroom space during prime hours.	$1,000,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Painting of the gym	The gym needs to be painted, but because of the height it needs to be contracted out	$30,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Renovation to our LATCH (Academic Student area)	Renovation to our LATCH area to make the area more user friendly	$95,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Refurbish to Lecture Hall	Upgrade seating and electrical aspects of the Lecture Hall	$85,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Additional Smart Classrooms	To add 15 smart classrooms. Currently the college only has 2 smart classrooms that are in high demand. Update technology	$300,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Refurbish the Student Lounge	Refurbish the Student Lounge Activity Center	$200,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Refurbish Theater ceiling	Refurbish Theater ceiling that has been wet and stained due to roof leaks. To begin for our staff to refurbish	$80,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Renovations to Conference Center	Renovate the Conference Center to bring it up to LSC to allow for classroom usages	$1,000,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Renovations to Field House Fitness Center	To renovate the area to accomodate students in a modern workout environment with modern equipment	$500,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Hybrid pilot program (3 Vehicles)	Purchase more energy efficient vehicles for the college	$110,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Upgrade Sprinkler and Fire Alarm system	Upgrade Sprinkler and Fire Alarm system to meet LSC in all building	$3,000,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Renovation to North Building	Renovate the North building for classroom space	$250,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Telephone System	The telephone systems at both campuses are in constant need of repair and keep breaking down. The switchboard is at the end of its life expectancy and finding spare and/or replacement parts are difficult and very time consuming. As a result, the current system is costly to maintain and cannot be effectively utilized.	$900,000.00	Brockton/ Canton
Education Facilities - Universities and Colleges	Massasoit Community College - Emergency Communication System	The College is in need of a PA system at both campuses. The PA system will use the existing network to allow emergency messages to be directed to the entire college or specific buildings, specific classrooms or building locations. In addition to the hardware for this installation, significant network infrastructure investment may be required depending on the level of delivery required	$450,000.00	Brockton/ Canton

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Education Facilities - Universities and Colleges	Massasoit Community College - Renovations to Student Enrollment Areas	Renovations to existing areas dedicated to Student Enrollment at both the Brockton and Canton Campuses. This is to improve the staff's ability to offer expeditious services to students who are enrolling, registering for classes, seeking financial aid or paying tuition. These areas are overcrowded and cannot serve the students in a confidential manner.	$550,000.00	Brockton/ Canton
Education Facilities - Universities and Colleges	Massasoit Community College -Energy and Water Conservation	The full scope of the energy and water management services including the design, modification, and installation of existing and new equipment which will reduce energy and water consumption associated with heating, ventilation, and air conditioning systems, the lighting system, building envelopes, The domestic hot water system and other energy and water using devise. Also to include photovoltaic, solar thermal and geothermal (Geothermal well test well is being drilled this week	$8,000,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Painting & Glazing exterior of buildings	To upgrade and preserve the exterior of our buildings. This is preventive maintenance, however lack of funding has not allowed us to perform this function. The trim on the exterior and doors, need to be painted	$1,200,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Landscaping	To clear out and have a beautification to aid in sustainability efforts	$400,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Library Renovations	Upgrade, modernize and create additional space by filling in a stair well	$80,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Security Cameras	College's surveillance program needs an overhaul. The video units we had installed are not clear video and those units are needed for safety and security reasons	$350,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Reconstruct the soccer field to be regulation size	Reconstruct the current old soccer field so we can hold tournaments. Not the correct size	$100,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - Theater renovations	Replace old seats and carpeting	$170,000.00	Brockton
Education Facilities - Universities and Colleges	Massasoit Community College - ADA Compliance	ADA Compliance in all our buildings	$2,000,000.00	Brockton
Education Facilities - Universities and Colleges	Massachusetts Maritime Academy - Power Plant	Decentralize the existing power plant. Estimated cost $2.4M with a benefit to energy conservation along with an upgrade to the campus electrical, heating and mechanical systems.	$2,400,000.00	Buzzards Bay
Education Facilities - Universities and Colleges	Massachusetts Maritime Academy - Masonry Repairs	Masonry repairs to the Gymnasium. Estimated cost $1.1M to seal and waterproof the building	$1,100,000.00	Buzzards Bay
Education Facilities - Universities and Colleges	Massachusetts Maritime Academy - Repairs to the gym	Electrical, mechanical, HVAC, upgrades to the Gymnasium	$650,000.00	Buzzards Bay
Education Facilities - Universities and Colleges	Massachusetts Maritime Academy - Repairs to the Harrington Building	Masonry repairs to the Harrington classroom building to seal and waterproof the building	$1,100,000.00	Buzzards Bay
Education Facilities - Universities and Colleges	Massachusetts Maritime Academy - Roof Replacement	Roof replacement on Hurley Library	$325,000.00	Buzzards Bay
Education Facilities - Universities and Colleges	Massachusetts Maritime Academy - Upgrade existing waste water plant	Upgrade existing waste water plant to avoid violating waste water permit	$350,000.00	Buzzards Bay
Education Facilities - Universities and Colleges	Massachusetts Maritime Academy - Computer Equipment	New computer simulation equipment (hardware, software and building renovation costs) to install an electronic chart simulator and a tug and towboat simulator	$1,200,000.00	Buzzards Bay
Education Facilities - Universities and Colleges	Massachusetts Maritime Academy - Harbor Training Facility	Construct a harbor of refuge and multi-purpose training facility at the training ship dock. Involves aquaculture, hydrokinetic energy production, training areas for cadets, weather protection for the campus vessels and safety to those using the Cape Cod Canal.	$7,000,000.00	Buzzards Bay
Education Facilities - Universities and Colleges	Massachusetts Maritime Academy - Dishwasher replacement	Repair/replace the existing dishwasher and tray collection system in the dining hall (the only dining facility on campus).	$700,000.00	Buzzards Bay
Education Facilities - Universities and Colleges	Massachusetts Maritime Academy - Observatory	Construct a new observation area and training facility to the Gymnasium with an elevator to bring the gymnasium to ADA code	$600,000.00	Buzzards Bay
Education Facilities - Universities and Colleges	Massasoit Community College -Canton Campus	The total building assessment/energy study at our Canton Campus conducted by DCAM with SMMA, the engineering firm cited approximately 13.8 million dollars to bring the building up to code. This might be mandated, since the building is in serious need of a new heating and ventilation system which could trigger the electrical, fire safety and ADA compliance issues.	$13,721,569.00	Canton
Education Facilities - Universities and Colleges	Massasoit Community College -Canton Roof Replacement	The Canton roof is currently being replaced for $318,000 to stop the leaks, however the roof will need to be replaced	$2,590,000.00	Canton
Education Facilities - Universities and Colleges	Massasoit Community College - 2 compactors at the Canton Campus	Currently the trash is picked up weekly as a high cost and there is no chance to recycle. If the Canton campus had 2 compactor, one could be for regular trash and the other for single stream recycling. Because of the compacting the recycling material it would be worth while for a vendor to pick up the compactor, because of the tons, and only one pickup as opposed to the weekly. Saves monies and is the right thing to do	$60,000.00	Canton
Education Facilities - Universities and Colleges	Massasoit Community College - Renovation to the Canton Cafeteria	Design and replace all old, outdated equipment, to make the cafeteria comfortable and efficient for the students and staff. Ventilation is unbearable in the area.	$100,000.00	Canton
Education Facilities - Universities and Colleges	North Shore Community College - Health Professions Building (Bond bill)	Consolidate health professions programs for workforce and provide NET ZERO (energy savings) model	$31,936,126.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College -New Academic building study	Provide first step for additional science and academic programs-building as Lynn - see Master Plan and bond bill $20+m	$250,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Modernization of McGee building	Increase access to academic programs and provide space for workforce training - see Master Plan	$8,209,814.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Modular Classrooms (to replace MBTA leases)	Locate classrooms on campus from leased space - $221,195 annual savings	$4,950,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Modular Support Building	Learning Commons/Bookstore, Facilities & Campus Police -provide educational and safety services	$1,200,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College -Sim labs/regional sim operating room	Regional access to state of art sim operating room for colleges in region	$500,000.00	Danvers

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Education Facilities - Universities and Colleges	North Shore Community College - Specialized Health professions equipment	Specialized equipment that will not be covered in Bond for Health Professions Building	$1,000,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College -Lock & Hardware Upgrades	Correct public safety deficiency's	$330,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Painting & Flooring	Correct end of life cycle (25+ yr old building) deficiencies	$650,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Restroom Renovations & ADA upgrades	Compliance with ADA and correct end of life cycle (25+yr old building) deficiencies	$600,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Kitchen & Cafeteria Renovations	Compliance with Health and Safety and correct end of life (25+ yr old building deficiencies	$1,500,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Greenhouse	Rebuild and relocate for Horticulture/Floriculture/environmental sustainability program growth	$300,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Energy Performance Measure Option 1 included in Option 2 below	Energy savings, sustainability & EO 484 goals - $223k annual savings 10 yrs	$1,500,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Energy Performance Measure Option 2	Energy savings, sustainability &EO 484 goals - $317k annual savings 20 yrs	$3,150,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - HVAC Efficiency Upgrade/Replacement	Energy savings, sustainability & EO 484 goals	$990,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Chiller Efficiency Upgrade/Replacement	Energy savings, sustainability & EO 484 goals	$440,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Exterior Lighting Efficiency Upgrade/Replacement	Energy savings, sustainability & EO 484 goals	$100,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Window Efficiency Upgrade/Replacement	Energy savings, sustainability & EO 484 goals	$245,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Energy Management System	Energy savings, sustainability & EO 484 goals	$625,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College -Duct Insulation - Efficiency Upgrade/Replacement	Energy savings, sustainability & EO 484 goals	$525,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Green roof	Energy sustainability	$500,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Technology upgrade collaborative (ITD lead FY09)	IT business continuity/disaster recovery and pilot for shared services between NSCC and Middlesex CC. Includes hardware and software for NSCC and Middlesex CC as a collaborative project		Danvers
Education Facilities - Universities and Colleges	North Shore Community College -One-card system (hardware and software)	Increase efficient transaction processing for students (integrate with ERP), public safety benefits (external/internal doors), increase revenue	$600,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College - System 25 scheduling hardware and software	Increase efficient class scheduling and space utilization; integrate with ERP		Danvers
Education Facilities - Universities and Colleges	North Shore Community College - Smartboards for general classrooms and labs	Increase use of latest academic technology in the classroom	$500,000.00	Danvers
Education Facilities - Universities and Colleges	North Shore Community College -HEFA bonds Series B and C	Principal $12,725,000, plus projected interest $6,381,796.	$19,106,796.00	Danvers
Education Facilities - Universities and Colleges	Bristol Community College - Safety and Security	To fully support the College's surveillance programs, an overhaul in the physical technology infrastructure is necessary, and updated fiber optic cabling will need to be installed. Much of the equipment and installation services would be done by Massachusetts vendors and can be done within the two years specified. It is possible that much of the work can be completed within one year.	$1,000,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Energy and Water Conservation	The College desires to make its campus more efficient by installing new energy management systems and many other conservation measures. These measures will reduce the use of water by 46%, natural gas by 25%, electric by 22% and reduce annual greenhouse gas emission by 23%.	$4,000,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Wind Turbine	A wind turbine of this size will allow the College to obtain 100% of its energy from renewable resources.	$3,500,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Replace roof/G building	Replace roof-G building	$583,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Replace ceiling tiles/spline ceilings in buildings G and H	Replace ceiling tiles/spline ceilings in buildings G and H	$200,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Repave deteriorated inter-campus walkways	Repave deteriorated inter-campus walkways	$135,000.00	Fall River

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Education Facilities - Universities and Colleges	Bristol Community College - Replace ceramic floor tiles in 20+ restrooms on campus	Replace ceramic floor tiles in 20+ restrooms on campus	$200,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Replacement of concrete service ramp	Replacement of concrete service ramp	$300,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Repairs to steam manholes	Repairs to steam manholes	$87,300.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Replace roof/E building	Replace roof/E building	$810,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Replace glass/H building	Replace glass/H building	$59,500.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Repair/cleaning to HVAC ducts	Repair/cleaning to HVAC ducts	$40,500.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Repairs to brick pavers/H building	Repairs to brick pavers/H building	$65,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Replace automatic door openers on 9 buildings (12 units) (ADA concern)	Replace automatic door openers on 9 buildings (12 units) (ADA concern)	$36,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Replace windows/G building	Replace windows/G building	$274,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Replace elevator cab and expand door/E building (ADA concern)	Replace elevator cab and expand door/E building (ADA concern)	$125,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Install air conditioning in B222, B221, and B102	Install air conditioning in B222, B221, and B102	$26,500.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Margaret L. Jackson Arts Center Theatre Repairs	Margaret L. Jackson Arts Center Theatre Repairs	$280,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Culinary Arts Center	Culinary Arts Center	$1,000,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Nursing Lab simulator training module and modernization of lab	Nursing Lab simulator training module and modernization of lab	$900,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Repave parking lots 1, 2 & 3	Repave parking lots 1, 2 & 3	$450,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Replace defective air conditioning – Administration Building	Replace defective air conditioning – Administration Building	$35,000.00	Fall River
Education Facilities - Universities and Colleges	Bristol Community College - Overlay parking lots 9 – 11 and replace curbing	Overlay parking lots 9 – 11 and replace curbing	$300,000.00	Fall River
Education Facilities - Universities and Colleges	Fitchburg State College - Hammond Campus Concrete Deck Repairs	Hammond was built in 1973 and these have been issues with the envelop from shortly after the opening that has required replacement of the brick façade in several locations. One of the most significant remaining water infiltration issues is associated with the concrete decking (quad plaza side). Numerous attempts have been made to repair/patch the points of infiltration and to repair the drainage system. However, because the rubber membrane is between to layers of concrete,it is inaccessible without removal and rebuilding of the plaza area. This project would replace the concrete decking to correct the infiltration issue and also address the accessible issues in that area and upon completion would result in a universal access route to the main quad and to North Street.	$1,500,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Chiller Replacement/Chilled Water Loop Installation	This project would encompass the replacement of the Hammond chiller and the creation of a chilled water loop for the south end of the the campus quad. The chiller has been identified in several reports and studies as being at the end and beyond its expected life cycle. The chiller serves the library and student center which has few operable windows to provide for natural ventilation. In addtion the project would create a chilled water loop on the south end of campus that could feed four of the primary academic buildings that are currently only partially conditioned by a number a small individual condensor units.	$1,998,837.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Sports Exercise Faculty Office Renovations	Sports Exercise Science is one of the fastest growing academic programs at FSC. They have out grown their space within the Recreation Center. This project would renovate a recently acquired property, located adjacent to the Recreation Center, to provide the department with critical faculty office space and much needed lab space. This is a phased project with Phase I ready for bidding at this time and the remaining phases could be ready for bidding within 180 days.	$2,191,947.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Math Office Renovations	Renovate space, vacated by Information Technology, within Edgerly Hall to house the Mathematics Department. Currently, Mathematics faculty are housed in Miller Hall in former dormitory rooms. Many faculty members share an office or must go through another office to gain access to their office. This would also allow for increased collaboration between Mathematics and Computer Science, which is currently housed in Miller Hall.	$1,278,121.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Thompson Hall Window Replacement	Replace single pane windows with high-efficient windows.	$458,930.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Anthony Roof Replacement	The current roof is a Sarnafil PVC roof that is 20 years old. Annual inspections and necessary repairs have been completed since the installation. At this time, patches and/or repairs are completed as necessary to attempt address water leakage, but continue to have infiltration into occupied spaces. We recently completed an audit, December 2007, including a thermal scan which detected eight (8) locations of wet insulation. The largest area of concern is located over the area of the new Admission Office.	$310,750.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Wellness Center Relocations	Renovate space vacated by Campus Police to create a Wellness Center. Currently, the Wellness Center is located in extremely cramped quarters within Anthony Hall. They are currently in space that has been identified in the Student Services Study to be renovated to accomodate student support offices.	$455,330.00	Fitchburg

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Education Facilities - Universities and Colleges	Fitchburg State College - Conlon Hall Office/Classroom Upgrades	Conlon Hall is home to the largest academic department at FSC, Communications Media. The college has been working with a space planner to identify the space requirements of Communications Media and the Industrial Technology Departments, which are both housed in Conlon Hall. During the Summer, 2006 the college began to reorganize the two departments to better utilize the space. This is a phased project with Phase I ready for bidding at this time and the remaining phases could be ready for bidding within 180 days.	$2,500,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Humanities Classroom Upgrades	Renovate space to provide the music program with properly designed sound proof practice rooms.	$218,896.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Emergency Blue-Phone Upgrades	As part of the colleges on-going commitment to improving safety and security throughout the campus, a security master plan was completed which identified the emergency blue-phones in need of upgrading.	$220,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Wireless Initiative	Install and provide wireless, both public and private to the entire campus, including green space and classrooms and some public areas. The wireless system is designed, sold and manufactured by a Massachusetts firm.	$973,755.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Mini Steam Turbine Installation	FSC provides heat via a high pressure steam system which is then converted to low pressure at the individual buildings. This would use the excess pressure to produce electricity. The electricity would be used by the individual buildings where the mini turbine is located.	$800,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Anthony Student Services Phase II Renovations	The college recently completed Phase I of the Anthony Student Services Project which relocated the Admissions Office into space vacated by the Grounds Department. This project would complete the renovation of Anthony Hall to house all student support services offices (Financial Aid, Registrar, Student Accounts and Graduate & Continuing Education) in one building. This is a phased project with Phase II ready for bidding at this time and the remaining phases could be ready for bidding within 180 days.	$3,500,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Campus Quad Improvements	As part of the campus plan to provide universal/ADA access throughout the campus, this would address the walkways on the southern end of the main campus quadrangle. It would result in universal access to four key academic buildings including the library. Currently, the accessable route takes individuals through a parking lot resulting in the mix of pedestrian and vehicular traffic.	$892,370.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Conlon Chiller Replacement	The Conlon chiller is original to the facility (1975) and is at the end and beyond its expected life cycle. The chiller serves the largest academic building on campus, and like many buildings of that era, it has few operable windows to allow for natural ventilation. Regular PM is conducted by the in-house staff. In addition, the unit is serviced yearly during the start up of the chiller. The life of the unit has been extended as a result of selected retrofitting of key components and the regular PM and yearly service. However, based on the recent start up performed by the vendor, should the unit fail it is now to a point that it can no longer be rebuilt. In addition, the structural parts of the tower are beginning to rust and fail.	$750,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Edgerly Hall Window Replacement	Replace single pane windows with high-efficient windows.	$625,509.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Installation of Variable Frequency Drives (VFD's)	Install electronic Variable Frequency Drives (VFD's) in Conlon Hall and Hammond Campus Center. Currently the modulation for these large HVAC systems are done via antiquated pneumatic control system.	$102,064.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Miller Hall Elevator Installation	Miller Hall is one of the original campus buildings with no ADA access to the upper levels. Per a recently completed ADA Transition Plan, this building was identified for installation of a new elevator.	$593,747.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Edgerly Hall Elevator Installation	Edgerly Hall is one of the original campus academic buildings with limited ADA access. Currently, the upper levels are serviced by a stair-chair lift. Per a recently completed ADA Transition Plan, this building was identified for installation of a new elevator. This building currently houses the Computer Science Department.	$252,244.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Percival Hall Elevator Installation	Percival Hall is one of the original campus academic buildings with limited ADA access. This building is one of the main classroom buildings. Currently, the upper levels are serviced by an outside chair lift to the main level and then a stair-chair lift to the second floor. Per a recently completed ADA Transition Plan, this building was identified for installation of a new elevator. This project would include installation of a new elevator along with new enclosed egress stairs as current egress stairs are non-code compliant and structural unsound.	$1,500,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Upgrade Campus Wide Energy Management System	Current energy management system was installed over 10 years ago. The system was an improvement over the existing pneumatic system but now limits our ability to connect more sophisticated energy management components from recent renovations. This project would begin the process of upgrading our current energy management system to current industry standards which will allow us to take full advantage of recently installed energy management components which will greatly enhance our ability to monitor and conserve energy usage	$3,300,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Campus wide energy audit	To date, have conducted project specific audits, but this project would conduct a campus wide audit to develop a comprehensive energy upgrade and management plan	$400,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Conlon Roof Replacement	The primary roof is a Carlisle Syntec EPDM that is over 23 years old. The secondary roof is a PVC membrane installed in 2002 which is in good condition with some minor defects. The primary roof continues to deteriorate due to heavy snow and recurring rains, resulting in problems at various locations within the building. This is a key academic building which houses several of our most popular and highest enrolled programs (Communications Media and Industrial Technology). The proposed project is based on the audit that was completed in May 2007 which recommended replacement of the primary roofs, which were installed at various times from 1993-1997, along with repairs in to the secondary roof.	$770,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Security Parking Lot Lighting and Monitoring System	As part of the colleges on-going commitment to improving safety and security throughout the campus, this allows for implementation of the second phase of security lighting upgrades and expansion of the video monitoring system.	$250,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Sanders Administration Window Replacement	Replace single pane windows with high-efficient windows.	$129,320.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Campus Wide Access Improvements	Separate from the elevator projects above, approximately $1.6M of deferred ADA items were identified as part of the recently completed ADA Transition Plan. This includes modifications to bathrooms, classrooms and entrances across the campus.	$1,906,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - McKay Elementary School Parking Lot Realignment	The McKay School Parking lot is used by college faculty/staff and students, along with school buses and parents of elementary students, who attend the elementary school located within the complex. This project would realign the parking to increase the safety of all users, but in particular the elementary students. It would also increase the capacity of the parking for which is critically important to the college.	$558,242.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Steam Plant Upgrade	Two of the three existing boilers were installed when the central heating plant was built in 1976. The two larger boilers are inefficient and operate on No# 6 fuel oil. The smaller "summer" boiler, normally used in the summer to provide hot water to the campus was replaced in 1997. We rotate operation of the larger boilers to maintain them in operating condition and to satisfy peak winter loads. This project would replace the two large boilers with high efficiency units with dual fuel capability that would result in significant energy savings.	$2,500,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Athletic Field Upgrade	The college recently complete the first phase of upgrades at the Athletic Complex but it did not include a softball field. The college is in dire need of a new softball field, as the current field is unusable and all home games must be played away. This project would allow for the creation of a new baseball field and the redevelopment of the former baseball field to accommodate softball.	$1,000,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Dupont Roof Replacement	The current roof is a Sarnafil PVC roof that is 29 years old. Annual inspections have been completed since the installation with repairs made as necessary. At this time, patches and/or repairs are completed to attempt to address water leakage but continue to have infiltration into occupied spaces. In addition to the annual visual inspection, we recently completed an audit, December 2007, which included a thermal scan which detected seven (7) locations of wet insulation.	$136,000.00	Fitchburg

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Universities and Colleges	Fitchburg State College - Hammond Campus Center Roof Replacement	The facility consists of multiple roof areas with the primary roof being a Firestone EPDM roof that is over 16 years old and out of warranty. Annual inspections have been completed since the installation with repairs made as necessary. At this time patches and/or repairs are completed as necessary to address water leakage which primary affects the library. In addition to the annual visual inspection we recently completed an audit, December 2006, which included a thermal scan which detected four (4) locations of wet insulation.	$410,215.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Conlon Hall Window Replacement	Replace single pane windows with high-efficient windows.	$961,456.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Electrical Distribution System Repairs	Most of the electrical distribution system consists of Federal Pacific equipment which is no longer available. FSC is a primary fed campus, therefore, the transformers are owned by the Commonwealth and many are well beyond their useful life.	$1,000,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Science Building Renovation/Expansion	Renovation and expansion of Cunniske Science Building which was constructed in 1965 to provide state-of-art science facilities. The original study completed with CBT and DCAM result in state-of-art facility for all the natural sciences along with mathematics and computer science to enhance the collaboration in research, teaching and learning amongst these departments. The current funding has required the elimination of mathematics and computer science. This additional funding would allow for these two programs to included in the renovated and expanded facility as original planned. This project is an earmark in the Higher Education Bond Bill and is College's top major capital project.	$24,500,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Parking Garage	The college in conjunction with MSCBA recently updated the College's parking study along with a feasability study of structured parking. Based on the study a 900+ parking garage is recommended on the site of an existing 140 car parking lot located on the main throughfare to the campus, but before the main entrance thereby reducing traffic through the core of the academic campus. In addition, it is located adjacent to the Recreation Center which is used to host major campus events such as graduation, concerts, and basketball tournaments. This project could be phased such that initial site work could start within 180 days with completion within 2years.	$15,000,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Campus Center/Library Renovations	The Hammond Campus Center & Library requires significant renovation to address deferred maintenance, accessability issues, and changes in programmatic needs. This project would include a small addition to create a formal accessible main esterance, a new elevator, upgrade the mechanicals, address the remaing water infiltration issues along with realignment of student social spaces, bookstore and dining. It would also include a new seperate entrance to the library thereby improving security within the library and eliminate the conflict between differing programming needs between the library and the student campus center. A feasibility study has been completed by Prellwitz/Chilinski Associates and MSCBA.	$14,500,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Power Plant #6 Fuel Oil to Natural Gas Conversion Project	Modernization of the campus central power plant, including a fuel conversion from #6 (heavy residual) fuel oil to natural gas, for increased efficiency. Conversion to natural gas will reduce the system wide (CC and SC) use of #6 fuel oil by 68%, as Framingham is the last remaining college using this fuel as their primary heating source.	$1,900,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Power Plant Boiler Modernization Project - Phase II	Modernization of the 48-year-old campus central power plant, including boiler replacements, for increased efficiency.	$3,300,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Expanded DCAM Chiller Replacement Project	Builds on planned $550K College Center chiller replacement project; provides electrical upgrades relating to installation of new electric chillers to replace existing steam chiller. The completed study provided five project options with costs ranging from $950K to $1.4M (initial cost estimate base on preliminary study did not account for electrical upgrade need).	$950,000.00	Fitchburg
Education Facilities - Universities and Colleges	Fitchburg State College - Solar Photovoltaics and Roof Project	Necessary repairs and installation of a solar photovoltaic system in combination with the roof replacement of the College Center roof. The resultant clean power generated would be consumed on site to power cooling and lighting systems in the building. CBT Architects and Colantonio Construction under contract for project with 9 month completion target.	$600,000.00	Fitchburg
Education Facilities - Universities and Colleges	MSCBA - Fitchburg - Residence Hall Renovation/Energy Efficiency	Window replacement, access & life safety, Total cost, $3m	$600,000.00	Fitchburg
Education Facilities - Universities and Colleges	Framingham State College -Hemenway Hall Chiller Replacement -	Construction documents completed for gas fired absorption central chiller project to serve Hemenway Hall (replacement of existing old steam chillers) and May Hall (replacement of existing individual units) and potentially Crocker Hall (no A/C). Project was initially part of larger DCAM Crocker Hall Project that was not undertaken. Chiller component is slated to be included in Hemenway Hall project. Chiller Component project documents complete and ready for bid upon funding approval.	$2,600,000.00	Framingham
Education Facilities - Universities and Colleges	Framingham State College -O'Connor Hall Roof Replacement	Replacement of the roof on O'Connor Hall, the building which houses the Christa McAuliffe Center. This center provides Science, Technology, Engineering and Math (STEM) programs - based on the Massachusetts Science and Technology/Engineering Curriculum Frameworks to over 40,000 elementary through twelfth grade students and over 600 teachers annually. Roof replacement includes increased roof insulation and energy savings. This roof replacement project is included in an existing contract managed by the MSCBA with Consigli Construction. Construction would be completed in Summer 2009.	$550,000.00	Framingham
Education Facilities - Universities and Colleges	Framingham State College -New Residence Hall LEED Gold Project	Necessary improvements to the design and construction of the new residence hall in order to achieve LEED Gold certification. These enhancements may include renewable building features such as "green" roof construction, rainwater capture and reuse for irrigation, gray water reuse, enhanced energy management controls, indoor air CO monitoring for outdoor air ventilation reduction controls, bamboo floor systems, local product use, and enhanced bicycle storage facility. Projects presently in design and being managed by the MSCBA.	$750,000.00	Framingham
Education Facilities - Universities and Colleges	Framingham State College -Campus Roads and Walkways Repairs	Necessary repairs to the campus infrastructure, roadways, and pedestrian walkways. These repairs will include drainage utility repair, pavement replacement, sidewalk repairs (improvements, and ADA compliance.	$1,000,000.00	Framingham
Education Facilities - Universities and Colleges	Framingham State College -Campus Utility Infrastructure Repairs	Necessary repairs to the campus infrastructure. These repairs will include steam, water, and sewer utility repairs. Major component of the project will be to replace old steam distribution piping that runs around campus and serves campus buildings. Pipe insulation will also be replaced with more efficient insulation, resulting in energy and CO2 savings. This project will be added to an existing utility contract managed by the MSCBA with Consigli Construction.	$1,500,000.00	Framingham
Education Facilities - Universities and Colleges	Framingham State College -Electrical repair and upgrades	The College is requesting funding for necessary repairs and installation of certain electrical infrastructure equipment in various campus buildings. Specifically these include primary transformer replacements, primary and secondary switchgear replacement of out dated Federal Pacific equipment, replacement of non compliant emergency generators, and addition of secondary energy management meters in campus buildings.	$1,350,000.00	Framingham
Education Facilities - Universities and Colleges	Framingham State College -Normal Hill Parking Expansion	Parking expansion deck project slated for April 2009 start and completion by September 2009. Project through construction bid design.	$5,500,000.00	Framingham
Education Facilities - Universities and Colleges	Framingham State College -State Street/Maynard Road Project	Town Project - $300K match on $1.2M project. Summer 2009. Re-build of State Street and part of Maynard Road, two main public streets in the Campus. Work includes new utilities, new sidewalks, new pavement, new street lighting, pedestrian crossing safety enhances, and ADA compliance.	$300,000.00	Framingham
Education Facilities - Universities and Colleges	Framingham State College -Fire protection	Necessary repairs and installation of certain fire protection systems in campus buildings. These include fire alarms and fire suppression systems for the library and classroom buildings. These systems are either not existing or grossly out of compliance.	$1,700,000.00	Framingham
Education Facilities - Universities and Colleges	Framingham State College -Security	Necessary repairs and installation of certain enhanced building and classroom electronic door access control and centralized monitoring systems and expansion of campus emergency communication systems in residence halls, academic buildings, and parking lots.	$750,000.00	Framingham
Education Facilities - Universities and Colleges	Framingham State College -Whittemore Library Phase 1 Renovation Project	Necessary renovation to the Whittemore Library first floor circulation and reference desks and study stations. This project was bid in the summer of 2008 but was not awarded due to a lack of funds. Bidding could be done immediately and the project completed by September 2009.	$400,000.00	Framingham
Education Facilities - Universities and Colleges	Framingham State College -McAuliffe Center for (K-12) Education and Teaching Excellence	Expansion and renovation of the Christa McAuliffe Center. An expanded center through it's "Challenger Program", would provide Science, Technology, Engineering and Math (STEM) programs - based on the Massachusetts Science and Technology/Engineering Curriculum Frameworks to over 40,000 elementary through twelfth grade students and over 600 teachers annually. *Alternatively*, cost of simulator equipment replacement for existing lab totals $839,000	$3,000,000.00	Framingham

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Universities and Colleges	Framingham State College -Crocker Hall Project	Renovation of Crocker Hall to maintain the viability of the building for occupancy. Completed DCAM project (#FRC05G1 DCT) through design.	$6,600,000.00	Framingham
Education Facilities - Universities and Colleges	MSCBA - Framingham - Parking and Site Preparation	Replace surface parking with deck for new residence hall. Total cost: $6.2m	$600,000.00	Framingham
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Auto Tech Center	Construction of New Auto Tech Center to include alternative fuel technologies	$5,000,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Energy Conservation Measures	Eleven ECMs with approx $230,667 in NGRID incentives	$750,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Wind Turbine	Install one or two 1.65MW Turbines, college has received some funds from US Dept of Energy	$3,275,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Data Center Relocation	Create a state of the art Data Center incorporating energy efficient principles	$500,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Roof Replacement	Final stage of roof replacement, white roof will improve energy efficiency	$500,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Parking Lots and Walkways	Replace walkways and resurface parking lots to include replacement of perimeter lighting	$850,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Renovation of Classrooms	Renovation and modernization of classrooms to include full multimedia applications	$300,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Greenhouse Replacement	Replace existing greenhouse that is badly deteriorated with four season energy efficient structure	$458,458.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Library Phase 2 Renovation	Complete Phase 2 renovation that will transform the existing complex into a state-of-the-art comprehensive Learning Resource Center.	$2,950,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Replace Gym Floor	Replace Existing Composite Gym floor that warped and damaged from previous roof leaks.	$900,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Residence Hall Construction	Complete construction of a 300 bed Residence Hall at Gardner Campus.	$12,000,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Mechanical Infrastructure Improvements	This project will address the need to replace aging infrastructure particularly that deal with mechanical and plumbing systems. The project will include: replacing a main bearing on a chiller ($45K); installing two emergency generators ($100K); upgrade of energy management system ($75K); elevator repair ($40K); replacement of disintegrating copper piping ($180K); and replacement of existing toilets and urinals with high efficiency low flow units ($50K).	$410,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Life Safety Projects	This project will address the need to upgrade and install a variety of life safety devices including: radios and radio repeaters; emergency pull stations; in-house intercom system; communication links to satellite campuses; cameras, etc. Of significant importance is the need to upgrade the existing fire alarm system located in the Fitness & Wellness Center with one that is addressable to our master control system.	$500,000.00	Gardner
Education Facilities - Universities and Colleges	Mount Wachusett Community College - Waterproof Building Envelope	Due to the age of the building, the concrete facade has become porous allowing water to penetrate into the building. The project would allow the College to complete sealing and waterproofing the external facade of the two major campus buildings (Haley and Fitness & Wellness).	$150,000.00	Gardner
Education Facilities - Universities and Colleges	Greenfield Community College - Performing Arts Center	A Performing Arts Center will provide a critical academic resource for the college and a needed cultural and civic resource for the northern tier of the Pioneer Valley. . In the short term, the funds invested in the project will enhance the region's construction industry. In the long term, the facility will provide employment opportunities as well as enhance the region's Travel & Tourism economy.	$20,000,000.00	Greenfield
Education Facilities - Universities and Colleges	Greenfield Community College - Sustainability Energy Research Building and Business Incubator	GCC sponsors highly successful Renewable Energy/Energy Efficiency certificate and degree programs. There is a great need for teaching and learning space for the hands-on courses, such as Photovoltaic Installation, Solar Thermal Systems, etc. Further, the current economic times necessitates the provision of "incubation" space for emerging small business entrepreneurs to be able to establish their business until they are able to operate their endeavors independently.	$4,500,000.00	Greenfield
Education Facilities - Universities and Colleges	Greenfield Community College - Childcare Facility	There is no childcare facility available on campus. The average age of GCC students is 28 years, many of whom have families and are single parent households. It is extremely advantageous for student success to have an on campus child care facility, which can also function as a lab school in conjunction with the college's early childhood education degree program.	$1,000,000.00	Greenfield
Education Facilities - Universities and Colleges	Greenfield Community College - Academic Building to replace temporary East Building	The 49,000 sq. foot, temporary East Building, built a decade ago, will be replaced by a permanent high quality academic building. This facility will house those programs currently located in the East Building (Business/IT/Mathletics) and potentially Health Occupations, currently located as a rented off-campus facility in downtown Greenfield.	$11,706,275.00	Greenfield
Education Facilities - Universities and Colleges	Greenfield Community College - Maintenance Facility Upgrade	There is an existing wood structure maintenance garage with an extremely deteriorating exterior, especially the lower portions of the structure. Additionally, the completion of a new facility would include the current four maintenance bays/storage areas and room for the trades – paint booth, carpenter shop, electrician, plumbing and HVAC.	$1,100,000.00	Greenfield
Education Facilities - Universities and Colleges	Greenfield Community College - Telephone System Replacement	The decade old system requires both expansion capabilities to serve the projected need for the faculty and staff of the college. In addition, to ensure an effective public safety environment for the college community, the telephone system must have the ability to perform emergency notification functions in a timely, complete and flexible manner.	$500,000.00	Greenfield
Education Facilities - Universities and Colleges	Greenfield Community College - Efficiency retro-fits for East Building	The Boilers in the East Building are gravity fired single pass units that were installed 10 years ago when the East (temporary) metal building was built. The efficiency rating for these units are about 79% and as they age this efficiency gets to be less and less. New boilers will have an efficiency rating in the mid to high 90's thus providing a significant savings in natural gas each year.	$150,000.00	Greenfield
Education Facilities - Universities and Colleges	Greenfield Community College - Efficiency retro-fits for East Building	Installing Siemens control system will allow the scheduling of course and considers appropriately. We'll be able to replace individual controllers as they become obsolete. We are not able to individually control the separate parts of the BAS system and as such we lose the opportunity for savings. Savings from this is estimated at $8,500 to $12,500 per year. A simple pay back is 2 ½ years.	$27,659.00	Greenfield
Education Facilities - Universities and Colleges	Greenfield Community College - Efficiency retro-fits for East Building	Recaptcuring the HVAC duct work and installing an adequate return system will allow us to better control the system, shutting systems parts down as not needed and providing better flow to all part of the overall strategy to provide a cost savings to the system wide being responsible to the students and faculty that use this building).	$75,000.00	Greenfield
Education Facilities - Universities and Colleges	Greenfield Community College - Masonry Repairs Courtyards, Outside Stairs, etc	The North and South Courtyards have crumbling stairs and support walls which need replacing. Outside Stairs need parapet walls replaced with metal weather resistant railings. The entire Main Building Need to be tuck pointed and crumbling concrete mortar needs to be replaced. It has been over forty years since any significant work has been performed to these areas of concern.	$1,080,000.00	Greenfield
Education Facilities - Universities and Colleges	Greenfield Community College - Window Replacement Main Building	The original forty year old non-energy efficient large floor to ceiling windows need replacing in order to allow for considerable savings on both heat and air conditioning requirements.	$847,000.00	Greenfield

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Universities and Colleges	Greenfield Community College - Health Occupations Allied Health Building	Procure and retrofit an existing building located in downtown Greenfield to accommodate all allied health programs currently residing in a rental facility	$1,000,000.00	Greenfield
Education Facilities - Universities and Colleges	Northern Essex Community College - Sustainability/Energy Retrofits	During 2008, Northern Essex, in collaboration with NStar and Constellation Energy, conducted a comprehensive energy audit of the Haverhill campus facilities. The scope of the audit included lightening, heating, cooling, air handling systems, and other related mechanical systems.A whole energy audit of the Haverhill campus was recently completed – a collaborative project of the College, NationalGrid, and Constellation Energy. The replacement of aged and inefficient lighting is all buildings is a priority initiative	$587,365.00	Haverhill
Education Facilities - Universities and Colleges	Northern Essex Community College - Spark window replacement	The primary academic building on the Haverhill campus, Spark, was built in 1971. The building is approximately 100,000 sq ft and is inefficient in terms of energy consumption. The windows and exterior glazing are original to construction and thermally inefficient.	$1,500,000.00	Haverhill
Education Facilities - Universities and Colleges	Northern Essex Community College - Information Commons-Library relocation project	The building is extremely inefficient in its use of energy. It costs approximately twice as much per square foot to operate the library as compared to other campus buildings due to aging mechanical systems, inefficient lighting and windows, and poor insulation. The facility currently does not have ADA compliant elevator acces. A renovated Information/Learning Commons would provide for a larger library presence, more group interaction and collaborative learning, and greater access to technology.	$5,900,000.00	Haverhill
Education Facilities - Universities and Colleges	Holyoke Community College - Replacing Patios and Walkways	In 2007, the State under ISA capital projects account #1599-3748 provided $900,000 to Holyoke Community College to replace exterior stairs and walkways. This work was designed by one of our "house doctors" and constructed during the summer and fall of 2007. The College would like to continue this work by replacing walkways to the North and South of the area replaced in 2007. This project would solve an urgent safety problem, protect valuable public assets, and provide significant construction employment opportunities.	$2,500,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - Fire Alarm System	Design has been completed on upgrading the fire alarm system in the Donahue Building to bring the building up to code.	$250,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - Fire Alarms Systems for all other buildings	To bring the following buildings up to code: Frost Building, "C" Building, Morris Building, "G" Building, "E" Building, "F" Building.	$820,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - Major Capital Project 1	Identify accuracy/type of spaces vacated by moves to the Kittredge Center and Photo lab. Analyse existing needs/desired adjacencies for best reuse. Renovate to accomodate reprogramming of available space	$4,750,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - Renovations and addition to building "g"	Sealing envelope, address classroom shortages, centralize student services, provide more effective campus center.	$26,300,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - Cooling Tower	Our Power Plant was built in 1972 and both the chillers and the cooling tower are original equipment. In an effort to save energy, the College would like to replace the cooling tower and the associated fans and controls to maximize heat transfer and reduce the cost of electricity.	$750,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - Additional Parking	Based on increasing enrollments, the College is in dire need of new parking lots. In 2004, HCC hired a consultant to perform a parking study for the campus. One of the recommendations (and the most cost effective) for new parking lots is in an area just west of our day care center.	$700,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - ADA Issues	Replace existing concrete ramp way leading from F parking lot to the second patio level. Rebuild to ADA specifications.	$250,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - ADA Issues	Replace, and re-landscape sidewalk leading from G building to the Bartley Center. Rebuild to ADA specifications	$500,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - ADA Issues	Install a sidewalk leading from K and L parking lots to Lower J parking lot. Upgrade lighting, grade the walkway and install railing to meet ADA specifications.	$500,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - ADA Issues	Upgrade signage throughout campus	$250,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - ADA Issues	Renovate E building to make it ADA accessible	$50,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - ADA Issues	Rework the bus and vehicle passenger drop-off, and Visitor's Lot adjacent to the entrance to the Frost and Donahue buildings	$1,500,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - Keycard Access System	Install keycard access system and hardware to retro-fit doors to classrooms, labs, storage areas and building entrances.	$900,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - Door Hardware	Replace door handles, locks, exit devices and appurtenances in Frost, Donahue, Morlels, "C," "G," and "E" buildings to meet latest code requirements.	$975,000.00	Holyoke
Education Facilities - Universities and Colleges	Holyoke Community College - Roadway Light Poles	Replace all light poles and light fixtures on campus roadways. Poles are rusted and in danger of collapsing.	$300,000.00	Holyoke
Education Facilities - Universities and Colleges	Northern Essex Community College - Hazardous Waste Removal and demolition of intown mall	A new Allied Health & Technology Center will be constructed as part of the NECC Lawrence campus. The College is seeking funding in order to construct this facility on the site of the InTown Mall in downtown Lawrence. The requested $2.0 million will allow for hazardous waste removal and demolition of the InTown Mall. The InTown Mall is currently a vacant, dilapidated structure and a source of blight on the entire downtown area	$2,400,000.00	Lawrence
Education Facilities - Universities and Colleges	Middlesex Community College -Back up generators	Provide non portable coverage for emergencies of various buildings life safety systems.	$200,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College -Hybrid pilot program (5 Vehicles)	Purchase more energy efficient vehicles for Facilities Department	$175,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College - Commissioning building systems	All building systems will be recommissioned for operating efficiencies	$450,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College -Expand EMS controls	Dramatically build on MCC's EMS controls with aim being a sophicated design to control environmental and many building control with utilization.	$450,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College -Chiller replacement	Replace aging chiller units with energy efficient models	$100,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College - Economizers	Installation of economizers will result in the utilization of outside free heating and cooling of intake air.	$75,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College - Geothermal energy solution	Install geothermal solution to as many buildings as possible to effect inherit savings associated with this renewable and inexpensive fuel source.	$592,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College - Lobby/circulation redesign	Presently design of City buildings primary access points are energy inefficient resulting in wasted heat and cooling.	$200,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College - AHUs/Chiller replacement/EMS replacement	Replacement of existing 25 year old air handling units and component parts	$350,000.00	Lowell

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Education Facilities - Universities and Colleges	Middlesex Community College - Autoclave isolation/ventilation	Current space limitations restrict proper venting of this equipment	$50,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College - Redesign building approach	Reconfiguring of the main parking lot of the City building due to competition with walking paths.	$600,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College -Provide 3rd floor egress	Provide required egress from 3rd floor of Trustees building by construction of fire escape.	$30,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College -Roof repairs	Attend to several roofs. Repairs to roofs.	$75,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College - Masonry Repairs	To conduct various needed masonry work on MCC campuses	$200,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College - Regrade quad	Current topographical access configuration to the quad buildings does not comply with code "Grade to Steep"	$250,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College -Replace latch sets	Replace all door knobs in City building with ADA compliant latch sets.	$100,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College -Repave roadways/lots	See Sasaki Mater Plan (SMP) for MCC	$963,000.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College -Talbot & K Building Modernization	See Sasaki Mater Plan (SMP) for MCC	$10,070,207.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College -City Campus Building Modernization	See Sasaki Mater Plan (SMP) for MCC	$24,400,888.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College -Derby Building Modernization	See Sasaki Mater Plan (SMP) for MCC	$4,612,590.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College - Maintenance Facility	See Sasaki Mater Plan (SMP) for MCC	$5,778,924.00	Lowell
Education Facilities - Universities and Colleges	Middlesex Community College -Card Access	Install card access control wiring to all exterior doors as well as after hour card readers for entry. Additionally, provide card access to computer labs and sensitive areas.	$400,000.00	Lowell/ Bedford
Education Facilities - Universities and Colleges	Middlesex Community College - Cameras Phase III	Continue installation of surveillance cameras throughout MCC properties.	$150,000.00	Lowell/ Bedford
Education Facilities - Universities and Colleges	Middlesex Community College - Exterior Lighting upgrades	To provide additional exterior lighting for the safety and well being of students and staff, concentration of parking areas.	$100,000.00	Lowell/ Bedford
Education Facilities - Universities and Colleges	Middlesex Community College -GIS - Digitizing building plans	Making all floor plans of both campuses electronic "CAD" for upgrading and planning ease.	$150,000.00	Lowell/ Bedford
Education Facilities - Universities and Colleges	Framingham State College -Marlboro campus development	Framingham State College will partner with Quinsigamond Community College to purchase facility located in Marlborough Mass. In partnership with QCC, 35,000 sf of classroom, residential, and office space will be used for non-credit corporate training opportunities, and continuing education programs.	$5,300,000.00	Marlboro
Education Facilities - Universities and Colleges	Massachusetts State College Building Authority 2009 - Various Projects	To summarize the situation regarding MSCBA projects, the current bond market climate is making the issuance of revenue bonds expensive and is jeopardizing proceeding as previously planned. With stimulus assistance amounting to 15% of project costs, these projects could proceed. Projects Anticipated to be bonded by MSCBA in 2010: $142.5 million - Bridgewater $18.0 m (renovation, life safety, athletic facility), Fitchburg $12.0 m (student activity facilities), Framingham $40.0 m (new residence hall), MassArt $56.0 m (new residence hall), Salem $14.5 m (renewal, fire safety), Westfield $2.0 m (facility renewal)		Multiple
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Campus wide fire protection system upgrades in state buildings	Campus wide fire protection system upgrades in state buildings	$715,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Window replacement Freel Library and in Bowman Hall	Window replacement Freel Library and in Bowman Hall	$200,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - 1,600 sq meter 124kW Photo Voltaic array	1,600 sq meter 124kW Photo Voltaic array	$1,000,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Highland House renovation	Highland House renovation	$400,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Replacement Chiller for Freel	Replacement Chiller for Freel	$250,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Replacement Chiller for Eldridge	Replacement Chiller for Eldridge	$250,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Air conditioning for Venable Theater	Air conditioning for Venable Theater	$250,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Campus wide heating and cooling controls	Campus wide heating and cooling controls	$291,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Replacement Steam lines and Steam traps	Replacement Steam lines and Steam traps	$85,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Campus exterior stairway replacement	Campus exterior stairway replacement	$193,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Mark Hopkins Elevator	Mark Hopkins Elevator	$800,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - ADA and Access	Eldridge Hall Elevator	$800,000.00	North Adams

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Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - ADA and Access	Freel Library elevator upgrade	$150,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - ADA and Access	Campus parking lot upgrades	$1,500,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Campus Center Gym Floor	Continued use of our gymnasium for NCAA sports and student recreation.	$500,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Key Card dock lock system for campus resident halls	Security and safety	$2,100,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Campus Signage	New wayfaring system	$150,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Property Acquisition for the construction of the Center for Science and Innovation, parking, analgreen space.	Campus Expansion	$2,500,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Venable Hall work to prevent the water penetration and repair interior damage to ceilings and flooring	Health and Safety	$500,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Athletic Complex Improvements		$1,000,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Business Continuity Planning	Develop remote computing site and redundant fiber communications	$600,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Key Card dock lock system for campus classroom buildings	Security and safety	$400,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Classroom technology upgrades and redundant fiber pulls	Education and security	$200,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Complete Medium Voltage Project	Replace Building Switch Gear	$200,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Interior Upgrades to Campus Center Cafeteria and Library	Renovate interior finishes and replace furniture	$750,000.00	North Adams
Education Facilities - Universities and Colleges	Massachusetts College of Liberal Arts - Feasibility for the MCLA Center for Science and Innovation.	Science Building Feasibility study. This project has been approved in the Campus Master Plan and MCLA is ready to begin the study process	$600,000.00	North Adams
Education Facilities - Universities and Colleges	MSCBA - MCLA - Residence Hall Renovation	Energy efficiency, life safety, access, code compliance. Total: $2m	$400,000.00	North Adams
Education Facilities - Universities and Colleges	Berkshire Community College - Exterior Envelope Project	Exterior Envelope Repair	$2,200,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - ADA Access Project Phase II	ADA Access projects	$550,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Renovation of Hawthorne & Melville Buildings	Comprehensive facility renovation	$39,000,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Energy Efficiency	Window and door replacement	$2,500,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Exterior Envelope Project	Exterior Envelope Repair	$2,200,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Solar Panels	Solar panel installation	$5,500,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Cafeteria Renovations	Cafeteria renovations	$3,200,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Repair and replace roads/driveways	Roadways, parking lots, and sidewalk in need of replacement.	$2,400,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Gym floor replacement	Gym floor replacement	$300,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Vernal Pool Remediation	Environmental remediation	$100,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Tennis Court Renovation	Renovation of tennis courts on BCC campus.	$304,500.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Parking Lot Emergency Phones	Installation of parking lot emergency phones.	$40,000.00	Pittsfield

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Education Facilities - Universities and Colleges	Berkshire Community College - Elevator Upgrades	Upgrades to all elevator panels on campus for ADA compliance.	$28,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Upgrade EMS/HVAC & Site Building Lighting Controls	Replace obsolete EMS with modern building and energy management system.	TBD	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Replace Walk-In Refrigerator	Replace walk-in refrigerator in kitchen	$15,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Pool Renovation	Renovation of existing pool outside Peterson Field House.	$320,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Life Safety Upgrades	Fire alarm system - replacement of main panel, annunciator panels, and detectors. Replace existing UHF repeater for communication radios.	$132,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Library Security	Replace library security system.	$15,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Greenhouse	Construction of new greenhouse on campus.	$60,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - External Stair Replacement	Replacement of crumbling exterior stairs on campus.	$100,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Expansion Joints	Repair expansion joints between the Edwards Library and Koussevitzky buildings & Field Administration and Susan B. Anthony buildings	TBD	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Emergency Generator Upgrades	Site emergency generator upgrade and new emergency generator for Information Technology Area.	$200,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Elevator Shaft Exhaust Dampers	Elevator shaft exhaust dampers controlled by fire control system.	$20,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Domestic Water Filters	Install domestic water filters in each building on campus.	TBD	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Dance Floor	Replacement of dance floor.	$15,000.00	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - Building Electrical System Upgrades	Upgrade the electrical system in buildings on campus.	TBD	Pittsfield
Education Facilities - Universities and Colleges	Berkshire Community College - A/C Unit in Information Technology Area	Replace A/C unit for IT server area.	$48,000.00	Pittsfield
Education Facilities - Universities and Colleges	Roxbury Community College - Curtainwall Building Envelopes and Windows.	The aluminum windows throughout the campus are original to the building and beyond repair. The colleges proposes to change to a new energy efficient window system using low e glass with protective fluttering and screens.	$1,192,230.00	Roxbury
Education Facilities - Universities and Colleges	Roxbury Community College -Replace Fire Alarm System	Replace all six alarm systems in each area of the College with state of the art reporting and detecting systems. The present system is over 20 years old. Parts are no longer made for the current system so work arounds are required which are costly and put the campus at risk.	$400,000.00	Roxbury
Education Facilities - Universities and Colleges	Roxbury Community College -Upgrade four (4) Laboratories	Upgrade existing lab space. Labs were designed as electronics labs. Labs need to be turned into science and technology labs which requires bringing water and gas lines. There are four labs that will be refurbished in this plan and it will eliminate overcrowding, allow the College to increase its Biotech program, and to provide more needed lab space for nursing and allied health training.	$900,000.00	Roxbury
Education Facilities - Universities and Colleges	Salem State College -IT Services Facility	Salem State College currently houses its Information Technology Services (ITS) unit in a building on the college's Central Campus. The building does not offer sufficient space to meet the needs of ITS, especially in relation to appropriate space for servers. The existing Main Distribution Frame (MDF) room is overcrowded and cannot be expanded effectively. In addition, it has an inadequate climate control system that is unable to maintain a proper environment for the equipment housed in the room and that is very energy inefficient.	$2,000,000.00	Salem
Education Facilities - Universities and Colleges	Salem State College -Total Salt Marsh Laboratory Restoration	The Salem State College Central Campus has, as one of its prominent features, a tidal salt marsh. During many years when the campus was an industrial manufacturing site, the marsh was not properly protected and maintained. The college is committed to a full restoration of the marsh so as natural a state as possible. This would not only be a visible measure of the college's commitment to sustainability; it would also provide a laboratory for use by the college's biology, geology, geography and other academic programs.	$500,000.00	Salem
Education Facilities - Universities and Colleges	Salem State College -Renewable Energy Initiative	Salem State College plans to install photo-voltaic cells on several buildings on its Central Campus. A grant already received plus a college contribution provide initial funding for this initiative but are inadequate to cover the cost of the original scope. Approximately $405,000 is required to enable this project to proceed. In addition, the college would like to expand the initiative to a second building at a cost estimated at $900,000, for total funding for this proposal of $1.3 million.	$1,305,000.00	Salem
Education Facilities - Universities and Colleges	Salem State College -Harrington Building Boiler Replacement	Replace existing Cleaver Brooks Boiler, which is at the end of its useful life. This boiler will be replaced with a more efficient one with a dual fuel burner to take advantage of market fluctuations in fuel costs.	$150,000.00	Salem
Education Facilities - Universities and Colleges	Salem State College -Harrington Building Window Replacement	Replace windows at the Harrington Building. Existing windows are single pane and are not energy efficient. Existing window trim is damaged and deteriorated. The college continues to make repairs as necessary to make windows weather tight but is unable to improve the basic inefficiency of the design.	$650,000.00	Salem
Education Facilities - Universities and Colleges	MSCBA - Salem - New Capacity & Residence Hall Life Safety	New 525 beds, sprinklers, fire alarm, interior finishes. Total: $80m	$8,000,000.00	Salem
Education Facilities - Universities and Colleges	Springfield Technical Community College -Replacement of plant	Replacement of central heating/cooling plant with a biomass combined heat and power plant. The existing plan is all original equipment which, after 34 years, is at the end of it's useful life and requires replacement.	$12,000,000.00	Springfield
Education Facilities - Universities and Colleges	Department of Higher Education - Course-to-Course Equivalencies	Build a directory of statewide college course-to-course equivalencies among all community colleges, state colleges, and University of Massachusetts campuses based on comparable course content and common student learning outcomes displayed and searchable on a public website for students, advisors and institutions. Estimated annual maintenance costs: $200,000	$350,000.00	Statewide
Education Facilities - Universities and Colleges	Department of Higher Education - Statewide electronic transcripts	Adopt a statewide electronic transcript delivery system with the addition of online degree audits. Estimated annual maintenance costs: $250,000	$1,490,000.00	Statewide
Education Facilities - Universities and Colleges	Mass Bay Community College - Framingham Adult Education & Workforce Development Center	Purchase and refurbishment of a 24,000 sq. ft. facility in Framingham will increase college visibility in the community and provide space for expanded Adult Education and Workforce Development programs to meet the skills needs of Framingham, MetroWest and the Commonwealth. Purchase price, below market	$1,393,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -RWC Expansion	Construct addition to Recreation and Wellness Center (metal building) to increase athletic opportunities in Wellesley campus and allow indoor teams to practice and play home games at the main campus.	$1,000,000.00	Wellesley Hills

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Education Facilities - Universities and Colleges	Mass Bay Community College -Science Lab Renovation	Renovate STEM classrooms to improve learning/teaching environment.	$400,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Exterior Lighting Wellesley	Installation/replacement to upgrade and improve exterior lighting of campus in a manner that also takes into consideration sustainability. Study is currently underway to assess cost.	$500,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Exterior Lighting Framingham	Installation/replacement to upgrade and improve exterior lighting of campus in a manner that also takes into consideration sustainability. Study is currently underway to assess cost.	$300,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Fire Alarm, CCTV, Intercom, Card Access	Replace fire alarm system with state-of-art expandable digital system. When wiring for fire system also install, CCTV, intercom, and building/card access system.	$750,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College - Emergency Generator	Replace two undersized generators with one unit matched to meet electrical load of critical electrical system/devices. Cost includes replacement of generator and upgrading of electrical panels campus-wide. Current generators are not code compliant with NEC and NFPA.	$900,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Window Replacement - Carey	1960's window curtain wall needs replacement with window system that will improve climate control issues.	$2,500,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Window Replacement - 1919	Single pane windows require replacement to improve building climate control issues.	$750,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -HVAC IT Renovation	Renovation of College's main IT server room to include new HVAC and backup system and electrical feeds.	$250,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Cooling Tower	Aging equipment is near life expectancy for this type of system.	$50,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College - Refurbish Elevator - Carey	Upgrade elevator to meet ADA compliance issues.	$175,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College - Refurbish Elevator - 1919	Upgrade elevator to meet ADA compliance issues.	$175,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Exterior Doors - Wellesley	Replacement of exterior doors to improve building security and energy efficiency.	$300,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College - Academic Achievement	Space is undersized to meet demand for tutoring and other academic assistance. Renovate and construct additional space (3,000 sq. ft.).	$750,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College - Restroom Renovation - Wellesley	Renovate restrooms (20) to improve accessibility, ADA, and sustainability, through water saving devices.	$1,500,500.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Solar Power Photovoltaic System	An assessment has determined Annex building to be ideal location to site solar panels. This project is in line with the Commonwealth's directive to reduce reliance on electricity/fossil fuels.	$500,500.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Site Work	Roadways, parking lots, and sidewalk in need of replacement.	$300,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Carey HVAC	Install air conditioning in the Carey Building to improve environmental conditions during summer months. Summer enrollment and learning/teaching environment are impacted because of poor air quality/comfort.	$2,500,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Parking Garage	Construct parking garage over portion of existing 600 car lot to reduce parking congestion on all-commuter campus.	$5,500,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College -Corridor Renovation - Wellesley	Renovate corridors on 2 floors to update and modernize building.	$450,500.00	Wellesley Hills
Education Facilities - Universities and Colleges	Mass Bay Community College - Radiology Lab	Renovate, and update radiology lab with current equipment and technology	$650,000.00	Wellesley Hills
Education Facilities - Universities and Colleges	Cape Cod Community College - Replacement of water pumps	Our water main pumps are original installation models that can be replaced and save significant daily operating costs and also importantly provide more consistent pressure to our system – an important element in water system management and conservation	$60,000.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Electric conserving occupancy sensors	Installation of electric conserving occupancy sensors across campus will provide energy conservation and less dependence on fossil fuels as well as a reduction in carbon emissions.	$24,000.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Energy Management System	Upgrading our current energy management system to current industry standards will greatly enhance our ability to monitor and conserve energy usage	$120,000.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Ground Based PV	In addition to continued installation of roof top mounted PV panels, we wish to install a ground based PV array. This will provide significant energy savings and reduction of carbon emissions	$102,000.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Parking Lot lighting	Replacing our current ring road and parking lot lighting with photovoltaic lighting will reduce energy costs and carbon emissions	$307,200.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Hydrogen Fuel Cell	For years we provided power and heating for our Library with a hydrogen fuel cell. The cell has ceased functioning. Replacing this hydrogen fuel cell will provide energy savings and reduce carbon emissions.	$2,300,000.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Dental Hygiene Facility Upgrade	Cape Cod Community College is close to completion of a CAAM certified study for renovation and enhancement of the Dental Hygiene Clinic that supports our Dental Hygiene education department. The proposed facility will meet future certification requirements and improve student clinic opportunities. One of the top 10 occupations on Cape Cod is health care support and technical occupations, and graduates of our dental hygiene program fit into this category.	$570,000.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Day Care Facility Upgrade	Cape Cod Community College offers a day care program for children of our faculty, staff and students. If space is available, care is also offered to children of working parents in the community. The current configuration is too small to allow for care of infants. A new center, housed in a portable/modular building adjacent to the current location will increase opportunities for students with children to attend College, possible space for children of working parents in the community, as well as adding important hands on laboratory experience for our Early Childhood Education program.	$525,000.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Security Improvements	Cape Cod Community College has implemented many technical improvements to increase security on campus. These improvements include public address systems to all common spaces, speaker phone announcing system, network access control system, and an electronic entrance sign. There is additional work that could be done to improve security on campus to include visual display systems for the hearing impaired, exterior announcing systems, and video monitoring capabilities.	$230,000.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Digital Print Environment	The College has developed a strategic view of this activity and believes that annual printing and related costs could be reduced by 25-50% by changing culture and introducing a new model of print delivery. The College would eliminate two thirds of its single office printers and in their place install twenty (20) more capable multifunction printers in strategic locations with scan to email, and other capabilities that will reduce the overall print volume. Copy Center and off-campus printing procedures and technology will be consolidated into a focused and more efficient effort. Digital archive and workflow software would be purchased and integrated with the Jenzabar Student Information System.	$317,000.00	West Barnstable

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Education Facilities - Universities and Colleges	Cape Cod Community College - Communications Tower	Cape Cod Community College currently has a Rhon tower on top of the Tilden Arts Building and a guy wire meteorological tower adjacent to the Lawsso Applied Technology Building. The College has maximized the wind load carrying capacity of the Rhon tower with WKKL FM antennas, Motorola PTP600 and Proxim Tsunami microwave radio connections to the Hyannis Office. The College will require additional antenna space for future connectivity with K-12 school districts and requires a new communications tower. The College would replace the existing guy wire meteorological tower adjacent to the Lawsso Applied Technology Building with a 150' lattice or monopole tower	$380,000.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Campus Integration	Cape Cod Community College occupies 10,000sqft of space in Hyannis, MA. This space is a fully functioning teaching facility with priority outreach missions. Our Workforce Education Resource Center is located at this facility. In order to fully integrate the Hyannis Center with the Main Campus in West Barnstable, MA fiber optic connectivity is required. Approximately 4.25 miles of fiber optic cable and associated equipment would be installed as part of this project	$225,000.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Allied Health Building	Cape Cod Community College, sponsored by DCAM, engaged in a facility master planning process that identified as a high priority the need for an Allied Health Education Building. This complements the need for educating and preparing the community population for jobs in the Health Care industry.	$36,900,000.00	West Barnstable
Education Facilities - Universities and Colleges	Cape Cod Community College - Emergency Preparedness	Cape Cod Community College has been identified by MEMA, the Town of Barnstable, the County of Barnstable, the Red Cross, and the Department of Public Health to be an emergency sheltering site for hurricane disasters and a pandemic surge bed facility for Cape Cod and Falmouth Hospitals. To fully serve in this capacity and provide the type of facility needed, significant upgrades need to be made to the Commons Building and the recreation facility	$2,015,000.00	West Barnstable
Education Facilities - Universities and Colleges	Westfield State College -North Road Project	The college is presently waiting on a project to construct a new access road for campus use from Route 20 to Western Avenue in Westfield on land owned by Westfield State College and the Westfield State College Foundation. The college is presently covering the cost of the study and design of the construction documents. To date, the college has received $2,600,000 in federal funding from the FY 2007 Transportation Reauthorization Bill. Due to unforeseen design issues and drastic increases in the cost of construction material the college will need and estimated additional appropriation of $6,685,000 to complete the project. The project also incorporates improvements to existing city intersections and college parking lot access, the construction of some additional college parking, pedestrian walkways and lighting.	$9,885,342.21	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Parenzo Hall - Disabilities Services and Related Renovations	This project will provide badly needed space for the college Disability Services Department, Tutoring Center, and Academic Achievement Center. New space will include offices, individual teaching and test taking areas, tutoring space, counseling space and specialized instructional areas for students with disabilities such as hearing loss and blindness. The college proposes to renovate space in the old women's locker room located on the first floor of Parenzo Hall for this facility. The locker room represents approximately 3300 square feet of useable space that can be renovated for use. Being on the ground floor, this space will open via a new entrance to the college green and will also have access within the building via a hallway to the existing building elevator. Construction of accessible toilet facilities will also be part of the project along with related upgrades to other adjacent space.	$985,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Power Plant Renovation	The project would include the construction of major renovation of the college main power plant to change the present fossil fuel (#4 Fuel Oil /Natural Gas) boilers to a new more energy efficient system. This project could include cogeneration and the possible construction of a central cooling plant or hydrogen fuel cell for the college. The present Power plant was constructed in 1972. This project has been discussed with staff in the DCAM Energy Efficiency & Sustainable Buildings Group.	$7,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Public Safety/ Facilities and Operations Building	This project will include the construction of a modular building on college property adjacent to the College south Slopes Parking Lot to house Public Safety/Campus police and the Facilities and Operations Department. Both departments are presently in space	$15,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Ely Library/Campus Center Building Swimming Pool Improvements	Swimming pool repairs including installation of federally mandated drains, light replacement, deck improvements, office renovations, filtration system improvements, sound attenuation improvements.	$1,650,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Juniper Park Elementary School Vertical Accessibility and ADA Improvements	Funding will be used to provide an elevator for access to second floor classrooms and teaching facilities. Work will also include the construction of a small addition so that one elevator can service two separate second floor sections of the building.	$1,785,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Parenzo Hall Renovations	Upgrades to Parenzo Hall including air conditioning needs.	$2,500,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -New Classroom Building	Addition of new classroom building to campus. The addition of this building is the top priority outlined in the Westfield State College Master Plan Completed in FY 2007. The new building will house instructional facilities for several college departments including Economics and Management Department, Mathematics Department, Geography and Regional Planning Department and the Computer and Information Science Department. Other related science departments will also be considered to be housed in the building as space allows.	$33,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Juniper Park Elementary School Boiler Replacement	Replacement of 40 year old cast iron boilers with new energy efficient dual fuel boilers.	$650,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Juniper Park Elementary School Renovations	Renovations to include: construction of an elevator to provide access to upper floors of building, ADA bathroom improvements, renovations to classrooms, installation of energy efficient lighting & occupancy sensors, sidewalk improvements, replacement of energy inefficient windows, kitchen/cafeteria and faculty office renovations.	$6,990,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Parenzo Hall Building Renovations	Renovations to a 40 year-old main classroom/administration building to include installation of fire suppression system, fire alarm upgrades, electrical improvements, replacement of energy inefficient windows, installation of a central air conditioning system, data/telecomm upgrades, lighting/occupancy sensor upgrades, bathroom renovations, heating system upgrades, asbestos removal, office and classroom renovations (cost based on Tappe Associates/DCAM study).	$12,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Wilson Hall Classroom/Laboratory Renovations	Renovation to a 35 year-old classroom building including modernization of existing science labs, classroom, main campus IT center, building systems including replacement of 35 year-old AC chillers, cooling tower, upgrades to heating controls, replacement of inefficient lighting, installation of occupancy sensors, installation of fire suppression system and fire alarm upgrades, renovations to classrooms and faculty office areas.	$18,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Bates Hall Building Renovations	Renovations to a 40 year-old main classroom building to include installation of fire suppression system, fire alarm upgrades, electrical improvements, replacement of energy inefficient windows, installation of a central air conditioning system, data/telecomm upgrades, lighting/occupancy sensor upgrades, bathroom renovations, heating system upgrades, asbestos removal, office and classroom renovations, music instruction facility upgrades.	$12,500,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Apartment Complex Courtyard/Dickenson Hall Grounds & ADA Improvements	This project would provide funding for a complete renovation of the courtyard grounds and Dickenson Hall front lawn area. Also included will be the replacement of an existing deteriorating retaining wall and dangerous stairs leading to the college South Parking Lot. Improvements will meet the MAAB/ADA standards and will greatly improve travel for individuals with disabilities.	$750,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College - Old Power Plant	This project will include the construction of a new floor over the old boiler pit, installation of a new fire suppression and fire alarm system, improvements to the existing steam heater, replacement of energy inefficient windows, new bathroom lighting renovations, entrance and office area improvements. This building could serve as additional space for Dining Hall Dry Storage and Offices or other college use.	$8,500,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Campus Grounds Improvements	This project includes the replacement of existing deteriorating sidewalks, and installation of energy efficient irrigation systems for lawns and gardens.	$650,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Campus Parking Lot Improvements	Project to include the replacement of existing drywalls and installation of new drainage upgrades, crack filling of lots, sealing and repainting of lines.	$650,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -333 Western Avenue Administration Building	The project will replace the two main deteriorating entrances to the building, replace cracked and failing sidewalks, replace existing inefficient windows to the atrium section of the building.	$1,650,000.00	Westfield

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Universities and Colleges	Westfield State College -Athletic Fields	The project will include the replacement of both softball and baseball dugouts, installation of new press boxes, bleachers and improvements to the existing football field bleachers including the installation of railings for safety.	$850,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Scanlon Hall - Activities Room	This project would provide for the construction of an elevator and other improvements to provide ADA access to this area of the building. It will also include renovations to the space and required buildout to meet college needs.	$1,825,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Ely Library Campus Center Building	This project will complete work currently underway by DCAM to enhance student support space and to complete additional renovations that could not be funded under the initial project. The expanded project will include fire suppression and fire alarm improvements, complete required ADA upgrades, substantially renovate areas of the building including the library and campus center, building envelope improvements including the replacement of the existing roof, brick and concrete facade restoration, and heating and cooling upgrades	$9,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Parenzo Hall - Dever Auditorium	This project will allow the college to renovate the one and only large auditorium on campus to meet MAAB/ADA requirements. It will allow for the relocation or reconstruction of an existing dressing room, renovations of both dressing room bathrooms to meet MAAB standards, provide access to the stage, rehabilitate and replace the existing stage floor and proscenium, provide for an additional means of egress from the stage area and provide for the installation of an air conditioning/climate control system.	$2,500,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Scanlon Hall - Barques Room	This project will allow for upgrades to the existing moveable wall system, ceiling tile replacement, lighting and occupancy sensor installation,upgrades to wall finishes, replacement of banquet chairs and kitchen upgrades.	$675,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Ely Building	This project will allow for an upgrade to the college fitness facility located in the building. Work will include the painting of lockers, floor replacement, painting, ceiling tile replacement and repairs to offices and student support areas.	$450,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Ely Library/Campus Center Building Black Box and related Theater Renovations	The project would allow for renovations to the existing Ely Black Box Theater including the installation of a new lighting grid system, new lighting controls, renovations to the floor and workshop area, additional renovation to adjacent classrooms and storage space to provide upgraded instructional facilities for the department. Additional facilities and upgrades to existing facilities will help support a new college major in Theater.	$350,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Dining Commons Air Conditioning Chiller and Cooling Tower Replacement	Funding will be used to replace the existing air conditioning chiller and cooling tower. The project will also include the cleaning and upgrading of air conditioning ductwork and system control work. Design work will be completed by using existing college house doctors. This project appears in CAMS and is on the college five-year planned deferred maintenance list.	$580,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Dining Commons Roof Replacement	Funding will be used to replace the existing roof installed in 1987. Work will also require the possible replacement of 92 existing skylights with more energy efficient models and the temporary removal and reinstallation of electrical conduits and wiring.	$715,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Wilson Hall Fire Alarm Upgrade and Fire Suppression System Installation	Funding will be used to upgrade existing fire alarm system and to install a building fire suppression system.	$2,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Wilson Hall Science Laboratory Renovations	Funding will be used to upgrade existing science laboratories that are over 35 years old. Upgrades will include the replacement and addition of experimentation hoods, environmental room upgrades, new hardwidge, lighting, ceilings, asbestos/glass pipe removal/abatement and accessibility improvements.	$1,965,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Wilson Hall Chiller, Cooling Tower and Controls Replacement	Funding will be used to replace existing 35 year old steam absorption Chillers and existing cooling tower and misc building hardware/controls with a new more energy efficient system.	$966,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Wilson Hall Chemical-Acid Neutralization System Installation	Funding will be used to install a chemical and acid neutralization system for all labs in the building. Presently, chemicals are sent directly into the sewer system.	$475,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Wilson Hall Security Upgrade	Funding will be used to rekey the entire building to a new campus master key system. The college will supply labor to install the locks. This request is for material only.	$68,763.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Central Fire Alarm System Monitoring Station Installation	Funding will be used to complete the installation of a central fire alarm monitoring station in public safety that will monitor all campus building fire alarm systems. This system is already installed for all residence halls. This project will complete the installation and renovation of the Woodward fire alarm system to be compatible with the present system.	$250,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -332 Western Avenue Boiler Replacement	Funding will be used to replace the original (1968) two natural gas boilers and controls with new energy efficient models.	$525,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Wilson Hall IT Air Conditioning System Replacement	Funding will be used to replace the existing 25 year old AC system that feeds the college's main computer center including all major computer equipment systems. The system has been failing over several years and has been repaired to prolong it's life. A mechanical engineer and several different HVAC technicians have reviewed the system.	$248,536.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Bates Hall Window Replacement	Funding will be used to replace single pane exterior windows that comprise approximately 50% of the building exterior envelope. The project will also include misc. exterior repairs to allow for the window upgrades.	$1,375,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Bates Hall Fire Alarm upgrade and fire Suppression System Installation	Funding will be used to bring upgrades to the existing fire alarm system and to install a building fire suppression system. Work will also include miscellaneous building upgrades necessary as a result of the installation of the new system.	$1,525,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Bates Hall Central Air Conditioning System Installation	Funding will be used to install a building air conditioning system. This building is one of four main academic buildings on the campus. It was constructed in 1968 and is used extensively for academic instruction.	$1,968,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Power Plant Boiler Replacement	Funding will be used to replace the existing three Cleaver Brooks boilers that are 40 years old. Cost will include the abatement of asbestos, installation of new boilers, controls and new breach installation.	$2,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Juniper Park School Gymnasium Floor Replacement	Funding will be used to remove the existing VAT gymnasium floor and replace it with a new multipurpose floor system. Also included in this project will be the painting of the gymnasium floor.	$336,701.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Juniper Park School Roof Replacement	Funding will be used to replace the ending roof. The roof was installed in 1974 and has been out of warranty for over four years. Portions of the roof including sections over the gymnasium, cafeteria and main offices have experienced leaks over the past several years and have been repaired as needed.	$855,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Juniper Park School Window Replacement	Funding will be used to replace all existing single lane glass windows. The windows make up approximately 50% of the exterior envelope of the building.	$1,975,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Juniper Park School Fire Suppression System Installation	Funding will be used to install a building fire suppression system.	$1,975,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Maintenance Building Electric Upgrades	Funding will be used to replace the existing main electric switch gear, upgrade secondary electric systems and lighting.	$335,000.00	Westfield

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Education Facilities - Universities and Colleges	Westfield State College -New Library	Funding will be used to construct a new state-of-the-art library facility to meet present and future needs of the college. The new facility will include instructional areas, computer labs, classrooms, meeting, study and seminar rooms, a media listening facility, college archive area, space for the college reading and writing lab and appropriate reference and study space.	$35,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Fine and Performing Arts Facility	Funding will be used to construct a new fine and performing arts facility to house the college Music, Art, Theater, and Communication department. The cost of this facility is estimated. This facility appears as a future college priority in the recent college master plan. The proposed building will include instruction areas, performance and practice venues, studios, offices and workshop areas. The project will also include parking adjacent to the building and appropriate landscaping.	$75,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Land Acquisition	Funding will be used to purchase land adjacent to the college that will allow for the future expansion of the college and for the future merging of campus property. Funds will be used to purchase homes and property as they become available.	$3,500,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Lease Property Capital	Funding will be used to lease property in Westfield especially in the downtown area to support college programs, student housing and to support local urban renewal efforts in the downtown area of Westfield.	$5,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Wilson Hall Environmental Center Improvements	Funding will be used to renovate existing lab and classroom space to provide continued outreach to K-12 teachers and area conservation organizations. Renovations will include the gutting of existing old lab space and chemical hoods. The installation of new furnishings to meet the needs of the space now hosting, occupancy sensors, energy efficient lighting, new ceiling tiles painting and other improvements.	$400,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Campus Security and Safety Upgrade	This project will provide better security for personal property on the college campus in light of recent violent acts and damage as the result of natural disasters . Funding will be used to rekey Wilson Hall, Parenzo Hall and the Ely Library/Campus Center building to a new campus master key system that the college has been installing as building becomes available. Exterior door hardware will also be replaced with new hardware that will allow for the central monitoring and locking of all exterior building doors on the college campus.The project will also install technology to provide voice activated intercom to individuals in all college buildings and voice activated speakers, alarms and beacons on the campus grounds and install an additional 12 emergency telephone stanchions, a central fire alarm monitoring station and upgrade the Woodward Center fire alarm system	$1,955,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -New Residence Hall	The project will construct a new 400 student residence hall on the Westfield State College Campus. This building is necessary to meet the demand for on-campus housing given recent enrollment and admission numbers. For the Spring FY2009 semester, the college will be at 104% occupancy with both a waiting list and an increase in applications for admission with housing for the FY 2008 academic year. Each year, the college is becoming more popular to students both residing in and outside of the Commonwealth. The design of the new building will be apartment style or a combination of traditional and apartment style housing.	$40,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Lammers Hall Purchase and Renovation	Funding will be used to purchase the building from the Massachusetts State College Building Authority. The college will perform renovations to the building to convert it from a residence hall to an academic department office building . Renovations to the building will include: ADA upgrades including the installation of elevators, rest room renovations as needed, installation of a central air conditioning system, replacement of energy inefficient windows, occupancy sensor installation, bathroom renovations, partition work, painting and other renovations required to meet state building code and group requirements.	$28,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Parking Garage	The college is requesting that this project be funded bystimulus project funding. Parking revenue received when the building is completed could be used to offset future maintenance costs and other college expenses. This project would be requested to be constructed by the MSCBA. This project, and two possible locations are outlined in the college master plan. The college is basing the price on $35,000 construction cost per space based on a 600 space garage plus 30% for soft costs, project design and oversight.	$28,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Efficiency reno tits	Campus wide electrical loop feed replacement creating independent electrical zones	$3,500,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Efficiency reno tits	Learning Resource Center replacement of mechanical systems [replacement of electrical heating system and 20 year old HVAC replacement]	$7,000,000.00	Westfield
Education Facilities - Universities and Colleges	Westfield State College -Energy and Sustainability Projects	Building energy audits, energy initiatives for the science building, solar site lighting	$2,000,000.00	Westfield
Education Facilities - Universities and Colleges	MSCBA - Westfield - Residence Hall Renovations	Energy efficiency, life safety, access, interior finishes. Total: 4.5m	$500,000.00	Westfield
Education Facilities - Universities and Colleges	Quinsigamond Community College - Downtown Worcester Health Care Facilities	25,000 sf of integrated classroom and lab space increasing capacity in industry demanded fields	$6,250,000.00	Worcester
Education Facilities - Universities and Colleges	Quinsigamond Community College - Southbridge	QCC will lease 15,000 sf of classroom and technology space. Specialized industry degree space – clean/alternative energy jobs, photonics and optics. Relocate and double the size of automotive technology program	$3,806,000.00	Worcester
Education Facilities - Universities and Colleges	Quinsigamond Community College – Marlboro	QCC will provide access through leased/purchased facilities in partnership with Framingham State College 35,000 sf of classroom, residential, and office space. Expand non-credit corporate training opportunities by 25%	$3,300,000.00	Worcester
Education Facilities - Universities and Colleges	Quinsigamond Community College – Blackstone Valley	QCC will provide access through leased facilities that would be renovated through capital investments and outfitted into state of the art academic and laboratory spaces to support emerging industries. Lease 8,000 sf of classroom and technology space and expand Entrepreneurship programs.	$1,600,000.00	Worcester
Education Facilities - Universities and Colleges	Worcester State College - Health Science and Athletic Center	Modernization or complete replacement of 63,600 sq.ft. building constructed in 1969 per our Master Plan	$40,000,000.00	Worcester
Education Facilities - Universities and Colleges	Worcester State College - Campus Wide Water Conservation Initiative	Campus Wide Water Conservation Initiative	$750,000.00	Worcester
Education Facilities - Universities and Colleges	Worcester State College - Campus Greening Master Plan	Campus Greening per Master Plan will reduce congestion and promote mobility	$8,000,000.00	Worcester
Education Facilities - Universities and Colleges	Worcester State College - Wasylean Hall Photovoltaic Installation	Wasylean Hall Photovoltaic Installation	$4,000,000.00	Worcester
Education Facilities - Universities and Colleges	Worcester State College - LRC (Library) complete renovation	LRC (Library) complete renovation	$42,000,000.00	Worcester
Education Facilities - Universities and Colleges	MSCBA - Worcester - Residence Hall Expansion and Renovation	New 170 beds, sprinklers, fire alarm, energy efficiency, interiors. Total: $24.4 m	$2,600,000.00	Worcester
Energy	MTA - Boiler Efficiency Control Panel Replacement	Replacement of outdated Boiler Controls with new, efficient technology control panels.	$7,500	Allston
Energy	MTA - Beacon Park Cogeneration Project	Installation of facility electric gas-fired generating and waste heat recovery units to offset interchange facility loads. Part of an earlier electrical efficiency upgrades contract which was eliminated due to funding shortfall.	$1,200,000	Allston
Energy	UMASS Amherst - North Campus Steamline and Infrastructure Upgrade	The campus has on-going program for replacing sections of the campus steam distribution system as they fail. This is an on-going program that has improved efficiency of the steam distribution system and reduced overall energy consumption on campus.	$13,900,000	Amherst

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Energy	UMASS Amherst - Biomass Boiler	The wood fired boiler would replace 240,000 gallons per year of fuel oil combustion, saving the campus significant annual energy expenses, providing improved reliability to our critical district energy facility and cutting in half the emissions of PM10 fine particulates over the existing oil fired boilers. The wood fired boiler would be built in the spare bay of the new central heating plant, and use advanced, "Bubbled bed" design. It would be a demonstration facility for advanced, air pollution control technologies, and would meet DOER Notice of Inquiry for low-emissions biomass power conversion technologies. The wood fired boiler would diversify the fuel mix for UMass Amherst, and make the campus energy independent for over one-third of its steam production. The Department of Conservation Resources as well as the Executive Office of Energy and Environmental Affairs have encouraged UMASS to pursue this project as a clean energy initiative.	$20,000,000	Amherst
Energy	UMASS Amherst - 2 megawatt steam turbine/generator	Install a 2 mega-watt 600psi to 250 psi steam turbine generator in the Central Heating Plant to increase distributed generation.	$2,600,000	Amherst
Energy	UMASS Amherst - Conte Polymer Research Center - Occupancy Sensors PRC	Install fume hood occupancy sensors in the Polymer Research Center	$500,000	Amherst
Energy	UMASS Amherst - Morrill I Window Replacement	Replace exterior windows. The existing windows are rotted and are not weather tight.	$1,000,000	Amherst
Energy	UMASS Amherst - Transit, Cold Storage electrical connection, and energy efficient street lighting	This project would move these electric loads off of the ISO NE power grid and onto the distributed generation from the campus Central Heating Plant.	$2,000,000	Amherst
Energy	UMASS Amherst - Hasbr Green roof	Replace the existing failed asphalt built-up roof with a new roof system that will consist of green roof technology.	$2,000,000	Amherst
Energy	DCAM - UMASS Amherst	Transit, Cold Storage electrical connection & energy efficient street lighting.	$2,000,000	Amherst
Energy	DCAM - UMASS Amherst	Hasbrouck HVAC Upgrades	$790,000	Amherst
Energy	DEP - Ashland - Howe Street Drinking Water Plant	Renewable energy and efficiency upgrades to the plant. Install variable speed drives to low-lift pumps.	$180,000	Ashland
Energy	DEP - Ashland - Howe Street Drinking Water Plant	Renewable energy and efficiency upgrades to the plant. Install 45 kW solar photovoltaic system on site.	$372,000	Ashland
Energy	MTA - Auburn Solar Rooftop Installation	Installation of 100 kW solar array atop southern vehicle maintenance garage bays.	$1,000,000	Auburn
Energy	MTA - Auburn Maintenance Depot Lighting Retrofit	Replacement of T12 lighting and other inefficient lighting at Depot, including incorporation of motion sensors, LED replacement of exit signs, relamping and electronic ballasts. MS Maintenance Depot.	$11,000	Auburn
Energy	DCAM - Cape Cod Community College Energy	Energy: Installation of Fuel Cell. Replace Windows. PV. EMS. Sensors	$4,654,842	Barnstable
Energy	DEP - Barnstable Wastewater Treatment Plant	Renewable energy and efficiency upgrades to the plant. Install variable speed drives and premium motor upgrades.	$150,000	Barnstable
Energy	DEP - Barnstable Wastewater Treatment Plant	Renewable energy and efficiency upgrades to the plant. Install a 100kW wind turbines.	$500,000	Barnstable
Energy	DEP - Barnstable Wastewater Treatment Plant	Renewable energy and efficiency upgrades to the plant. Install a 1,000 kW solar photovoltaic system onsite.	$6,500,000	Barnstable
Energy	DCAM - Middlesex Community College Energy	Comprehensive Energy and Water Project, including building controls, chiller upgrade, lighting upgrades, and geothermal heating/cooling project for Science Building.	$5,073,580	Bedford
Energy	MWRA - Deer Island Treatment Plant - Wind Power	Design/Build/Installation of two 900kW wind turbines. Phase 2 is for installation of 3 additional wind turbines upon completion of first two.	$16,000,000	Boston
Energy	MWRA - Deer Island Treatment Plant - Lighting Improvements Plan	Replacement of existing lamps, ballasts, fixtures with high performance reduced wattage fixtures; integrated daylighting and occupancy controls; relacement of Exit signs with LED	$1,000,000	Boston
Energy	Massport - Logan Airport - Bus Maintenance Facility and CNG Station	Site development and structures for a Logan Bus Maintenance Facility including a combined administration and maintenance facility, a wash building, a CNG fuel operation, and employee parking. Install PV capacity of 53,000kWh/ yr	$500,000	Boston
Energy	Massport - Logan Airport - Terminal C HVAC, Ceiling and Lighting Upgrade	Replacement of outdated HVAC units, ceiling and lighting in the main terminal concourse with more energy efficient systems plus the addition of solar energy generation.	$5,000,000	Boston
Energy	Massport - Logan Airport - Terminal E Gate Reconfiguration	Reconfiguration of gates areas at Terminal E including the expansion of hold room areas, security checkpoint, the renovation of existing hold room areas and airline offices and lighting improvements.	$200,000	Boston
Energy	Massport - Logan Airport - Logan Airfield Lighting Upgrade	Replacement of existing airfield lights with new LED lights for improved energy efficiency. (> 2000 lights)	$10,000,000	Boston
Energy	Massport - Wind Energy Systems	Installation of wind energy systems (microturbines) for improved energy efficiency.	$2,000,000	Boston
Energy	MWRA - Deer Island Treatment Plant - Photovoltaic	800 kW	$6,600,000	Boston

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Energy	MWRA - Deer Island Treatment Plant - Roof Replacement Phase 1	Replacement of roofs at cryogenics, maintenance warehouse, Washtrap terminal and digester modules 1-3 facilities to improve insulation and make roofs PV ready	$2,700,000	Boston
Energy	UMASS Boston - Exterior Door Replacement and Vestibule Construction	Vestibules will be added at three buildings & More than 300 exterior doors across campus will be replaced.	$3,200,000	Boston
Energy	UMASS Boston - Repairs to Building Envelopes to stop water intrusion	This project will address water intrusion and its associated impact on the building conditions and occupants and constitutes an overall effort to seal building envelopes in order to reduce heating and cooling costs.	$6,500,000	Boston
Energy	UMASS Boston - Replace Dehumidification System Clark Athletic Center Ice Rink	The system, originally installed in the 1970's, no longer provides adequate cooling for dehumidification of the rink. This leads to condensation on the structural beams within the rink which then drips onto the ice surface.	$200,000	Boston
Energy	UMASS Boston - Replace boiler controls	Replace boiler linkage control system with servo-motor controls. Servo-motor system allows more precise control of boiler firing rate and air mixture.	$200,000	Boston
Energy	DCAM - UMASS Boston - Solar PV On Identified Sites - Umass Boston Clark Athletic Facility	Solar PV On Identified Sites - Umass Boston Clark Athletic Facility	$680,000	Boston
Energy	DCAM - State House - Solar PV On Identified Sites	Solar PV On Identified Sites - State House	$350,000	Boston
Energy	MTA - HVAC Controls Upgrades - 5 MHS Tunnel Ventilation and Control Buildings (Ted Williams Tunnel)	Replacement of obsolete equipment with an integrated energy management system incorporating compatible components to be controlled universally. Contract for the first five buildings is designed and planned for advertisement and construction in 2009, and represents a first phase rollout.	$1,000,000	Boston
Energy	Convention Center - Hynes - CT-5 Cooling Tower Rehabilitation	Replace aged motors and structural components	$70,000	Boston
Energy	Convention Center - Hynes - New egress doors & frames	Exterior doors do not properly close, replace	$30,000	Boston
Energy	Convention Center - Hynes - Upgrade lighting controls	Upgrade outdated lighting controls, Level 3 mtg. rooms	$150,000	Boston
Energy	Convention Center - BCEC - Solar photovoltaic array on roof	Install solar array	$14,418,750	Boston
Energy	Convention Center - BCEC - Entry Door	Properly weatherize exterior doors to prevent drafts, etc. 2nd floor AHU Entry Door Weatherization	$55,000	Boston
Energy	Convention Center - BCEC - Cooling tower winter modifications	Eliminate freeze potential - lower electric heat trace req.	$25,000	Boston
Energy	Convention Center - BCEC - Pwr Monitoring system	Upgrade Siemens Pwr Monitoring system - information system for power usage.	$25,000	Boston
Energy	Convention Center - BCEC - Boilers	Replace boiler combustion controls for three boilers.	$104,400	Boston
Energy	Convention Center - BCEC - Boiler combustion air fans	Retrofit boiler combustion air fans with VFDs for three boilers.	$55,400	Boston
Energy	Convention Center - BCEC - Building re-commissioning	Verify all control sequences, setpoints, and system variables are working per original design.	$595,000	Boston
Energy	Convention Center - BCEC - Attic	Insulate attic space.	$35,590	Boston
Energy	Convention Center - BCEC - lighting	Replace all incandescent lighting with compact flourescents where practical.	$122,450	Boston
Energy	Convention Center - BCEC - lighting	Upgrade corridor lighting with more efficient lamps & fixtures.	$38,000	Boston
Energy	Mass College of Art - Solar Photovoltaic Installation	Artist's Residence- Solar Energy	$300,000	Boston
Energy	MTA - Summer Tunnel Administration Building Lighting Retrofit	Replacement of T12 lighting and other inefficient lighting at Depot, including incorporation of motion sensors, LED replacement of exit signs, relamping and electronic ballasts. 136 North St.	$15,000	Boston
Energy	DCAM - Mass College of Art and Design	Tower Bld. HVAC System	$1,500,000	Boston
Energy	DFG - Fish Hatchery Repairs	Includes required fuel tank and pipe replacement for compliance with federal regs, eventual energy efficiency upgrades such as insulations and windows, roof replacement and parking lot repairs	$300,000	Boston
Energy	DFG - Shellfish Depuration Plant Repairs	Install solar PV panels on process area roof, and replace/repair deteriorating door in process area.	$150,000	Boston
Energy	DFG - State Lobster Hatchery Repairs	Replace 25 year old propane fired boiler with more efficient model. Replace deteriorating door and windows. Install solar powered domestic hot water heater.	$35,000	Boston
Energy	DFG - Annisquam River Field Station Renovations	An alternative energy feasibility study and Facilities Energy Audit has been completed, the recommendations call for re-facing, insulation, and the installation of a solar PV system.	$500,000	Boston

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Energy	MTA - ESCO project	ESCO project at Central Maintenance Facility	$600,000	Boston
Energy	Massport - Logan Airport - Terminal B Parking Garage & Roadway Rehab.	Necessary repairs to structural elements of the Garage and related roadways. Also included is replacement of lighting existing high pressure sodium fixtures with more energy efficient fixtures and the installation of solar energy system.	$1,500,000	Boston
Energy	Massport - Logan Airport - Terminal B Parking Garage & Roadway Rehab	Necessary repairs to structural elements of the Garage and related roadways. Also included is replacement of lighting existing high pressure sodium fixtures with more energy efficient fixtures and the installation of solar energy system.	$4,500,000	Boston
Energy	Massport - Logan Airport - Terminal B & E HVAC and Lighting Upgrade	Replacement of outdated HVAC units and lighting in the main terminal concourses with more energy efficient systems plus the addition of solar energy generation.	$4,785,901	Boston
Energy	Massport - Logan Airport - Terminal B & E HVAC and Lighting Upgrade	Replacement of outdated HVAC units and lighting in the main terminal concourses with more energy efficient systems plus the addition of solar energy generation.	$3,234,399	Boston
Energy	Bridgewater State College - Solar Photovoltaic Installation	Pope Hall - Solar Energy	$684,000	Bridgewater
Energy	DCAM - Bridgewater State College - Energy	Phase II of Comprehensive Energy and Water Project, including window replacements and critical deferred maintenance.	$5,513,704	Bridgewater
Energy	DCAM - Dept. of Corrections - Energy	Phase II Comprehensive Energy and Water Efficiency Project including deferred maintenance, windows, meters, electric heat conversion, and other measures.	$2,000,000	Bridgewater
Energy	Massasoit Community College - Energy and Water Conservation	The full scope of energy and water cost management services including the design, modification, and installation of existing and new equipment which will reduce energy and water consumption associated with heating, ventilation and air conditioning systems, the lighting system, building envelope. The domestic hot water system and other energy and water using devices	$16,900,000	Brockton
Energy	DCAM - Massasoit Community College - Energy	Comprehensive Energy and Water Project, including lighting, water, replace all failed roof top units and air handling units, mechanical upgrades, geothermal and solar thermal and solar PV. Brockton and Canton.	$16,538,555	Brockton
Energy	MWRA - Photovoltaic - Various facilities (total contract - 260 kW)	Clinton Treatment Plant - 100 kW, Cosgrove Intake and Power Station - 140 kW, Oakdale Power Station - 25 kW	$2,210,000	Clinton, Boylston, West Boylston
Energy	North Shore CC - Energy Performance Measure Option 2	Energy savings, sustainability &EO 484 goals - $317k annual savings 20 yrs	$3,150,000	Danvers
Energy	North Shore Community College - Energy Performance	Energy savings, sustainability & EO 484 goals - $223k annual savings 10 years. Energy performance measure option 1.	$1,990,000	Danvers
Energy	North Shore Community College - Energy Performance	Energy Performance Measure Option 3 - Expanded scope per DCAM & includes Opt 1 & 2)	$10,218,992	Danvers
Energy	DCAM - North Shore Community College - Energy	Energy: Window replacement/improvements, HVAC improvements, PV, exterior lighting	$8,885,868	Danvers
Energy	UMASS Dartmouth - Library Renovations	Replacement/upgrade of the existing 35-year old mechanical plant and conversion of the current air conditioning system to a geothermal system. This project will also cover the mechanical and cosmetic upgrade of the three cable elevators serving the library	$18,000,000	Dartmouth
Energy	UMASS Dartmouth - HVAC Infrastructure and Envelope Repairs	Auditorium Lighting Project ($200k); Reid Project (Duct) ($400k); High Voltage Electrical Feeder (continued) ($1.5 mil); Water proofing Manholes ($250k); Fire Alarm (continuation) ($900k); Auditorium Cooling Tower Replacement ($150k); Replace Air handlers/Fan Coils (various) ($600k)	$4,300,000	Dartmouth
Energy	UMASS Dartmouth - Campus Wide Building Envelope	Window Replacements Throughout All Academic Buildings	$10,000,000	Dartmouth
Energy	UMASS Dartmouth - Alternate Energy	Install Solar Panels for Swimming Pool Heating	$1,000,000	Dartmouth
Energy	UMASS Dartmouth - Alternate Energy	Install Solar Panels for Heating of Residential complex	$1,000,000	Dartmouth
Energy	UMASS Dartmouth - Energy Conservation	Replace main Steam Lines and Condensate Return Lines	$7,500,000	Dartmouth
Energy	UMASS Dartmouth - Green Roofs	Install Green Roofs on (4) Residential Halls	$1,060,000	Dartmouth
Energy	DCAM - UMASS Dartmouth - Energy	Comprehensive Energy and Water Project, including lighting, water, replace all failed roof top units and air handling units, mechanical upgrades, bio mass boiler plant, wind turbine, solar thermal and solar PV. Dartmouth and Fall River.	$40,000,000	Dartmouth
Energy	DEP - Solar upgrades	Install 50 kW solar photovoltaic system to operations building and (5) water pump stations.	$400,000	Easton
Energy	DCAM - Bristol Community College - Energy	Comprehensive Energy and Water Efficiency Project including: retrocommissioning, lighting, water, EMS, mechanical upgrades, photovoltaic array, deferred maintenance and building envelop improvements.	$9,072,249	Fall River
Energy	DEP - Falmouth Water Treatment - Long Pond - Solar upgrade	Install 15 kW solar photovoltaic system.	$120,000	Falmouth

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Energy	DEP - Falmouth Wastewater Treatment Plan - Wind turbine and solar upgrade projects	Install a 1.5 MW wind turbine at the town's wastewater treatment facility. Under evaluation since 2004, the town has received development proposals in the summer of 2008 for a municipally-owned wind turbine.	$3,500,000	Falmouth
Energy	DEP - Falmouth Wastewater Treatment Plan	Wind turbine and solar upgrade projects. Install 510 kW solar photovoltaic system.	$4,356,000	Falmouth
Energy	Fitchburg State College - Campus wide energy audit	To date, have conducted project specific audits, but this project would conduct a campus wide audit to develop a comprehensive energy upgrade and management plan.	$400,000	Fitchburg
Energy	DCAM - Fitchburg State College - Solar PV On Identified Sites	Solar PV On Identified Sites - Fitchburg State College (2 buildings)	$510,000	Fitchburg
Energy	Fitchburg State College - Solar Photovoltaic Installation	Ashburnham Hall - Solar Energy	$450,000	Fitchburg
Energy	Framingham State College - Energy Conservation and CO2 Reduction Project	Modernization of the campus central power plant, including a fuel conversion from #6 (heavy residual) fuel oil to natural gas, and certain improvements to the HVAC in campus buildings for increased efficiency.	$5,295,000	Framingham
Energy	Framingham State College - Solar Photovoltaics and Roof Project	Necessary repairs and installation of a solar photovoltaic system in combination with the roof replacement of the College Center roof. The resultant clean power generated would be consumed on site to power cooling and lighting systems in the building. CET Architects and Colantonio Construction under contract for project with 9 month completion target.	$850,000	Framingham
Energy	Framingham State College - Chiller Project - Steam Unit Replacement	Replacement of College Center original equipment steam chiller unit	$300,000	Framingham
Energy	DCAM - Framingham State College - Solar PV On Identified Sites	Solar PV On Identified Sites - Framingham State College - Hemenway Hall	$680,000	Framingham
Energy	Framingham State College - Solar Photovoltaic Installation	Larned Hall -Solar Energy	$490,000	Framingham
Energy	DCAM - Dept. of Corrections - Energy	Comprehensive Energy and Water Efficiency Project including, lighting, water, mechanical upgrades, and solar. Framingham and Wellesly.	$19,273,710	Framingham and Wellesly
Energy	DCAM - Mt. Wachusett Community College - Energy	Phase II of Comprehensive Energy and Water Project, including energy efficiency upgrades.	$573,858	Gardiner
Energy	DCAM - DCR - Solar PV On Identified Sites - Georges Island	Solar PV On Identified Sites - Georges Island, DCR	$170,000	Georges Island
Energy	DCAM - Northern Essex Community College - Energy	Energy	$2,907,560	Haverhill
Energy	DEP - Renewable Resource and Energy Efficiency Use at Publicly-Funded Cleanup Sites	Improving energy efficiency and reducing greenhouse gas emissions by replacing existing treatment system at the Baird and McGuire Superfund Site with combined heat and power on-site electrical generation.	$900,000	Holbrook
Energy	MBTA - Kingston Layover - Wind Turbine	Installation of a 100kW wind turbine to power the layover facility.	$450,000	Kingston
Energy	DEP - MassDEP Wall Experiment Station	Renewable energy and efficiency upgrades for existing renovation of a nation historic engineering landmark that is home to a state lab. Improve exterior insulation on renovated existing building, expand daylight and occupancy sensors for lighting and HVAC, include operable windows and thermal comfort controls in 50% of building, increased sensors and controls. $350,000; Added exterior insulation panels, $720,000; Added Design Cost and Construction Coordination, $200,000	$1,300,000	Lawrence
Energy	DEP - MassDEP Wall Experiment Station	Renewable energy and efficiency upgrades for existing renovation of a nation historic engineering landmark that is home to a state lab. Install 18 kW solar photovoltaic system.	$75,000	Lawrence
Energy	DEP - MassDEP Wall Experiment Station	Renewable energy and efficiency upgrades for existing renovation of a nation historic engineering landmark that is home to a state lab. Install thermal hot water and thermal hot air units Thermal hot water and hot air: $100,000	$100,000	Lawrence
Energy	DEP - MassDEP Wall Experiment Station	Renewable energy and efficiency upgrades for existing renovation of a nation historic engineering landmark that is home to a state lab. Install a 49kW wind turbine.	$525,000	Lawrence
Energy	DEP - Lee Drinking Water Treatment Plant	Renewable energy and efficiency upgrades to the plant. Install variable speed drives, optimize batching, premium motor and lighting upgrades.	$21,000	Lee
Energy	DEP - Lee Drinking Water Treatment Plant	Renewable energy and efficiency upgrades to the plant. Install 15kW hydroelectric.	$150,000	Lee
Energy	DEP - Lee Drinking Water Treatment Plant	Renewable energy and efficiency upgrades to the plant. Install 90 kW solar photovoltaic system onsite.	$765,000	Lee
Energy	UMASS Lowell - HVAC Replacements (5 Buildings, chillers, cooling towers, air handlers, etc.)	Replacement of HVAC systems that have exceeded their life expectancy. For Buildings O'Leary, Weed, McGauvran, Durgin, Olsen and Olney	$11,500,000	Lowell

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Energy	UMASS Lowell - Roof Replacements (6 Buildings)	Bourgeois, Mahoney, and Leitch Building's roof to be fully stripped and replaced. To include energy efficient insulation, rubber membrane, metal facia and trim. Donahue building roof to be partially replaced including To include energy efficient insulation, rubber membrane, metal facia and trim. Allen House flat roof section replacements To include energy efficient insulation, rubber membrane, metal facia and trim. Durgin Building, four roof sections of thirteen to be fully replaced including energy efficient insulation, rubber membrane, metal facia and trim.	$2,530,000	Lowell
Energy	UMASS Lowell - Plumbing/Mechanical Upgrades (Olsen, Olney, O'Leary)	Replacement of all building plumbing fixtures, domestic hot water systems and installation of energy efficient building boilers for independent seasonal operation. Includes all energy management controls.	$9,750,000	Lowell
Energy	UMASS Lowell - Electrical Infrastructure Upgrades	Installation of motion control sensors in all rooms, labs, lecture halls etc. - on campus. Exterior lighting replacement with PV lighting units	$3,050,000	Lowell
Energy	UMASS Lowell - North Power Plant - Boiler Fixes	North Power Plant - Boiler Fixes	$650,000	Lowell
Energy	UMASS Lowell - Building Controls Upgrades	Energy Management systems. To extend energy management infrastructure as to control utilities and temperature from a central and off site location. EMS allows through software and HVAC equipment electronics for the monitoring, activation, and deactivation of HVac systems and networks on Campus.	$7,400,000	Lowell
Energy	UMASS Lowell - Campus Door and Window Replacements	Replacement of existing doors with energy efficient and ADA compliant hardware.	$1,430,000	Lowell
Energy	UMASS Lowell - Electrical Infrastructure Upgrades South	Installation of motion control sensors in all rooms, labs, lecture halls etc. on campus. Exterior lighting replacement with PV lighting units.	$2,700,000	Lowell
Energy	UMASS Lowell - Electrical Infrastructure Upgrades East	Installation of motion control sensors in all rooms, labs, lecture halls etc. on campus. Exterior lighting replacement with PV lighting units.	$17,325,000	Lowell
Energy	UMASS Lowell - Window replacement North Campus Quadrangle Buildings	Phase three and four of a four phase project to include energy efficient windows in buildings, Kitson and Falmouth.	$2,525,000	Lowell
Energy	UMASS Lowell - South Power Plant upgrades	Replace one boiler room burner controls and steam turbine.	$825,000	Lowell
Energy	UMASS Lowell - East sign replacement program	Campus has been trillium exit signs that are presently obsolete and requires replacement with LED efficient signage.	$450,000	Lowell
Energy	UMASS Lowell - Window replacement North Campus Cormack Building	Replacement of original single pane glazing for Cormack Hall building. To include energy efficient windows in building.	$600,500	Lowell
Energy	DEP - Lowell Regional Wastewater Utility	Upgrade existing aeration system by installing (2) new energy-efficient turbo blowers. Install 32,000 square feet of green roofs on five buildings.	$1,463,000	Lowell
Energy	DEP - Lowell Regional Wastewater Utility	Install 95 kW solar photovoltaic system.	$765,000	Lowell
Energy	DCAM - Sheriff's Dept. Hampden - Energy	Phase II of comprehensive energy project to include replacement of RTU's at 736 State St. Springfield and to include solar pv, and generator electrical upgrades at the Ludlow facility.	$900,000	Ludlow
Energy	MWRA - Carroll Water Treatment Plant Energy Efficiency Improvements	Installation of VFD's on secondary hot water pumps. There are 2 – 15hp motors	$10,500	Marlborough
Energy	MWRA - Carroll Water Treatment Plant Energy Efficiency Improvements	Demand Controlled Ventilation in Office Spaces	$3,790	Marlborough
Energy	DEP - Charles River Pollution Control District - Energy efficiency and solar	Install demand control system, premium motor, improve plant system controls, implement heating system improvements and adopt operational measures.	$55,900	Medway
Energy	DEP - Charles River Pollution Control District	Energy efficiency and solar, Install 120kW solar photovoltaic system.	$1,020,850	Medway
Energy	DCAM - Trial Court - Energy	Deferred Maintenance including HVAC controls, EMS, electric heating conversion, upgrades, retro-commissioning, energy efficiency boilers and lighting replacement. Middlesex and Essex Counties, especially courts in Cambridge, Concord, Lawrence	$17,285,598	Middlesex and Essex Counties especially courts in Cambridge, Concord, Lawrence

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Energy	DCAM - DCR - Solar PV On Identified Sites - Blue Hills Trailside Museum	Solar PV On Identified Sites - Blue Hills Trailside Museum, DCR	$76,500	Milton
Energy	DCAM - DCR - Solar PV On Identified Sites - Chickatawbut Hill	Solar PV On Identified Sites - Chickatawbut Hill, DCR	$416,500	Milton
Energy	DHCD - Energy / HVAC	95 Energy HVAC projects	$21,982,855	Multiple
Energy	DHCD - Windows	26 housing authorities -window replacement	$22,375,336	Multiple
Energy	DHCD - Roofs	98 roof replacement projects to enhance the energy efficiency of the building and make some roofs solar ready.	$9,194,225	Multiple
Energy	DHCD - Energy efficiency "package" added to existing non-energy capital projects	Quick Energy Enhancements - The scope of many existing projects in DHCD's capital pipeline would be augmented when feasible with "weatherization-plus" improvements, such as: Air sealing to reduce infiltration. Attic Insulation. Sidewall Insulation. Floor Insulation. Pipe and/or Duct insulation. Evaluation and repair upgrades to the heating system as well as health and safety testing of all combustion appliances.	$30,500,000	Multiple
Energy	DHCD - Four energy performance contracts	4 housing authorities - comprehensive energy & water performance	$20,539,345	Multiple
Energy	DHCD - Appliance replacement	5000 housing units -refrigerators, stoves	$5,000,000	Multiple
Energy	DEP - Energy Efficiency at Municipal Wastewater and Drinking Water Treatment Plants	Bulk purchase of variable speed drives (VSD), premium efficient motors, and automatic meter reading (AMR) water meters for distribution to municipalities (specific sites to be determined).	$10,000,000	Multiple
Energy	MBTA - Metering and Sub-Metering Program	Install electricity, gas, steam and water metering systems at MBTA maintenance and operating facilities.	$2,500,000	Multiple
Energy	MBTA - Energy Audits	Audit MBTA operating facilities for energy consumption and develop plans for energy efficiencies and upgrades for 30 facilities.	$1,050,000	Multiple
Energy	MWRA - Energy Audits	Conduct Energy Audits at various MWRA water and wastewater facilities to identify projects/initiatives to further reduce energy consumption.	$200,000	Multiple
Energy	MTA - Overhead Garage Doors	The project would add insulation board and replace old weatherstripping of all overhead garage doors at all Turnpike locations - all maintenance depots and garage facilities (285 doors Turnpike-wide; Breakdown = 56 doors in Western Mass., 43 doors in Central Mass., and 186 doors in Eastern Mass.).	$28,500	Multiple
Energy	MA School Building Auth - 180 days boiler	School 29 - Elementary School - 180 days boiler	$3,597,333	Multiple
Energy	MA School Building Auth - 180 days boiler	School 1 - Elementary School - 180 days boiler	$999,333	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Middle/High School - 180 days roof	$2,398,222	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 1 - Elementary School - 180 days roof, windows & boiler	$4,796,444	Multiple
Energy	MA School Building Auth - 180 days boiler	School 2 - Middle School - 180 days boiler	$3,597,333	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$1,199,111	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 1 - Middle School - 180 days roof, windows & boiler	$2,797,956	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Pre-K / K Center - 180 days roof	$899,333	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 1 - Middle School - 180 days roof, windows & boiler	$4,796,444	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$2,997,778	Multiple
Energy	MA School Building Auth - 180 days boiler	School 2 - Middle School - 180 days boiler	$2,997,778	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$1,199,111	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 1 - Middle School - 180 days roof, windows & boiler	$3,597,333	Multiple

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$2,398,222	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Middle School - 180 days roof	$4,196,889	Multiple
Energy	MA School Building Auth - 180 days major renovation	School 1 - Middle/High School - 180 days major renovation	$38,371,555	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$17,886,667	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 1 - Middle School - 180 days roof, windows & boiler	$4,796,444	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 1 - Elementary School - 180 days roof, windows & boiler	$7,194,667	Multiple
Energy	MA School Building Auth - 180 days boiler	School 1 - High School - 180 days boiler	$4,796,444	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Middle School - 180 days roof	$4,196,889	Multiple
Energy	MA School Building Auth - 180 days major renovation	School 1 - Elementary School - 180 days major renovation	$20,984,444	Multiple
Energy	MA School Building Auth - 180 days major renovation	School 1 - Elementary School - 180 days major renovation	$21,584,000	Multiple
Energy	MA School Building Auth - 180 days boiler	School 1 - Elementary School - 180 days boiler	$1,199,111	Multiple
Energy	MA School Building Auth - 180 days roof	School 2 - High School - 180 days roof	$899,333	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 1 - Middle School - 180 days roof, windows & boiler	$5,995,556	Multiple
Energy	MA School Building Auth - 180 days major renovation	School 1 - Elementary School - 180 days major renovation	$20,384,889	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 1 - Elementary School - 180 days roof, windows & boiler	$4,796,444	Multiple
Energy	MA School Building Auth - 180 days major renovation	School 1 - Elementary School - 180 days major renovation	$41,968,889	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$1,796,667	Multiple
Energy	MA School Building Auth - 180 days major renovation	School 1 - Elementary School - 180 days major renovation	$23,962,222	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$1,199,111	Multiple
Energy	MA School Building Auth - 180 days major renovation	School 1 - Elementary School - 180 days major renovation	$29,977,778	Multiple
Energy	MA School Building Auth - 180 days boiler	School 1 - Elementary School - 180 days boiler	$2,398,222	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 1 - High School - 180 days roof, windows & boiler	$8,393,778	Multiple
Energy	MA School Building Auth - 180 days boiler	School 2 - Middle School - 180 days boiler	$2,398,222	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - High School - 180 days roof	$1,796,667	Multiple
Energy	MA School Building Auth - 180 days boiler	School 1 - Middle School - 180 days boiler	$4,796,444	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Middle School - 180 days roof	$2,398,222	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 3 - Middle School - 180 days roof, windows & boiler	$1,798,667	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$2,096,444	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$1,199,111	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 2 - Elementary School - 180 days roof, windows & boiler	$2,398,222	Multiple

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$899,333	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$899,333	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - High School - 180 days roof	$2,997,778	Multiple
Energy	MA School Building Auth - 180 days roof, windows & boiler	School 3 - Elementary School - 180 days roof, windows & boiler	$3,597,333	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - Elementary School - 180 days roof	$2,398,222	Multiple
Energy	MA School Building Auth - 180 days roof	School 1 - High School - 180 days roof	$11,991,111	Multiple
Energy	MA School Building Auth - 180 days boiler	School 1 - Elementary School - 180 days boiler	$3,597,333	Multiple
Energy	MTA - Interchanges 8, 10, 11 Lighting Retrofits	Replacement of T12 lighting and other inefficient lighting at interchanges, including incorporation of motion sensors, LED replacement of exit signs, relamping and electronic ballasts. Replacement of Red Green line use signal incandescents with LED.	$22,500	Multiple
Energy	DHCD - Renewables Installation	30+ solar-ready roofs - $1M under MTC grant - 25KW per site	$7,500,000	Multiple
Energy	DCAM - Bureau of State Buildings and Capital Asset Management & Maintenance	Comprehensive Energy and Water Efficiency Project inlcuding: retrocommissioning, lighting, water, EMS, mechanical upgrades, and new boiler at Springfield. Includes all ESCB facilities (State House, McCormack, Hurley, Lindemann, etc, and DCAM active properties, a total of over 2.2 million square feet.) and estimated savings of nearly $1 million.	$10,991,377	Multiple
Energy	DCAM - Energy	Utility Consumption Meters with remote access at various facilities throughout Commonwealth.	$3,998,999	Multiple
Energy	DCAM - DMH - Energy	Comprehensive Energy and Water Efficiency Project inlcuding: lighting, water, mechanical upgrades, and solar thermal. Taunton State Hospital, and potentially Gardner, Quincy, Solomon, Franklin County, Western Area, Corrigan, Brockton, Cape Cod, Solomon Carter Fuller and Mass MHC.	$10,619,087	Multiple
Energy	DCAM - DMH - Energy	Comprehensive Energy and Water Efficiency Project inlcuding: windows, retrocommissioning, lighting, water, EMS, solar thermal, mechanical upgrades, and boilers. Includes Hogan, Wrentham	$20,933,259	Multiple
Energy	DCAM - Dept. of State Police - Energy	(10 year payback). Forestil quick payback and some decentralizing of campus (Shriver Center) for purposes of disposal). Comprehensive Energy Efficiency Project inlcuding: lighting, mechanical upgrades, solar and biomass heating	$4,319,436	Multiple
Energy	DCAM - Energy	Investigation and implementation of retrocommissioning (operational, maintenance, and fast payback construction). Includes UMass Boston, Brooke Courthouse, Salem State, DYS, STCC, Fitchburg, MMA, and several Sheriffs.	$5,329,608	Multiple
Energy	DFG - Gloucs Fishing Initiative (GFI)	Federally coordinated program to identify, develop and promote alternative and/or best fisheries management practices that will: 1) improve efficiencies including reduction of fuel consumption & air & water born pollutants attributable to commercial fishing, 2) reduce environmental impacts, and 3) improve fisheries mgt. approaches.	$10,000,000	Multiple
Energy	DCR - Big Belly solar trash compactors	Solar powered trash compactors across DCR system to reduce pickup frequency and fuel use	$21,340,000	Multiple
Energy	MWRA - Energy Audits	Energy Audits at three headworks facilities and five pump stations - HVAC, lighting, pump testing	$66,000	Multiple - Boston, Chelsea, Stoneham, Brookline, Newton
Energy	DEP - Quittacus Water Treatment Plant	Renewable energy and efficiency upgrades to the plant. Install energy management system and heating upgrades.	$140,000	New Bedford
Energy	DEP - Quittacus Water Treatment Plant	Renewable energy and efficiency upgrades to the plant. Install 350 kW solar photovoltaic system onsite.	$2,975,000	New Bedford
Energy	MSTA - Newburyport Layover - Wind Turbine	Installation of a 100kW wind turbine to power the layover facility.	$450,000	Newburyport
Energy	DCAM - Dept. of Corrections - Energy	Phase II Comprehensive Energy and Water Efficiency Project that will correct problems with the steam condensate return systems at MCI-Norfolk in order to reduce energy use and improve the system's performance.	$1,000,000	Norfolk
Energy	Massachusetts College of Liberal Arts - Sustainability and HVAC upgrades and efficiencies	Replacement Chiller for Eldridge	$250,000	North Adams

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Energy	Massachusetts College of Liberal Arts - Sustainability and HVAC upgrades and efficiencies	Air conditioning for Venable Theater	$250,000	North Adams
Energy	Mass College of Art - Solar Photovoltaic Installation	Bragg Townhouses - Solar Energy	$600,000	North Adams
Energy	DCAM - Massachusetts College of Liberal Arts - Energy	Phase II to comprehensive energy project to include EMS controls, lighting controls and retro-commissioning.	$3,089,127	North Adams
Energy	DEP - Hydroelectric power at a large wastewater plant	Install a 100 kW turbine to the 60" diameter wastewater outfall pipe. Greater Lawrence Sanitary District.	$800,000	North Andover
Energy	DEP - Greater Lawrence Sanitary District	Renewable energy and efficiency upgrades to the plant. Install variable speed drives, upgrade sludge drying facility and improve ventilation.	$1,240,000	North Andover
Energy	DEP - Greater Lawrence Sanitary District	Renewable energy and efficiency upgrades to the plant. Install 310 kW solar photovoltaic system.	$2,480,000	North Andover
Energy	DCAM - Mass Highway - Solar PV On Identified Sites	Solar PV On Identified Sites - Mass Highway District 2 Storage East Building.	$127,500	Northampton
Energy	Berkshire Community College - Solar Panels	Solar panels will be installed on building tops and available open space. They will provide 809,960 kilowatt hours of electrical supplement.	$5,500,000	Pittsfield
Energy	DEP - Pittsfield Wastewater Treatment Plant	Renewable energy and efficiency upgrades to the plant. Install a 165 kW combined heat and power (CHP) system (sludge biogas to energy)	$1,976,000	Pittsfield
Energy	DEP - Pittsfield Wastewater Treatment Plant	Renewable energy and efficiency upgrades to the plant. Install a 1,575 kW solar photovoltaic system for on-site renewable power generation.	$13,387,500	Pittsfield
Energy	DEP - Pittsfield Wastewater Treatment Plant	Renewable energy and efficiency upgrades to the plant. Install a fine bubble aeration system, new heating system and lighting upgrades.	$1,955,900	Pittsfield
Energy	DCAM - Berkshire Community College - Solar PV On Identified Sites (9 buildings)	Solar PV On Identified Sites - Berkshire Community College (9 buildings)	$7,225,000	Pittsfield
Energy	MWRA - Nut Island Headworks - Wind Power	Design/Build/Installation of one 1MW wind turbine. Feasibility Study complete. Ongoing discussions with City of Quincy. Public meeting held in 2006.	$2,000,000	Quincy
Energy	Salem State College - Renewable Energy Initiative	Salem State College plans to install photo-voltaic cells on several buildings on its Central Campus. A grant already received plus a college contribution provide initial funding for this initiative but are inadequate to cover the cost of the original scope. Approximately $400,000 is required to enable this project to proceed. In addition, the college would like to expand the initiative to a second building at a cost estimated at $600,000, for total funding for this proposal of $1.3 million.	$1,445,000	Salem
Energy	DCAM - Salem State Community College - Solar PV On Identified Sites - Salem State Community College	Solar PV On Identified Sites - Salem State Community College - (3 buildings)	$1,445,000	Salem
Energy	Salem State College - Solar Photovoltaic Installations	New Residence Hall- Solar Energy	$1,020,000	Salem
Energy	Salem State College - Wind Power	New Residence Hall- Wind Power	$300,000	Salem
Energy	MWRA - Photovoltaic - Various facilities (total contract - 758 kW)	Southborough Facilities - 140 kW, Carroll Water Treatment Plant - 600 kW, Framingham Pump Station - 18 kW	$6,443,000	Southborough, Marlborough, Framingham
Energy	Convention Center - Mass Mutual Center arena - Replace fixtures	Replace metal halide fixtures in MassMutual Center arena with high efficiency lamps and cost effective fixtures.	$250,000	Springfield
Energy	DCAM - Springfield Technical Community College - Energy	Energy project for complete upgrade of power plant to include biomass energy and cogeneration	$12,000,000	Springfield
Energy	DCAM - Trial Court - Energy	Deferred Maintenance including HVAC controls, EMS upgrades, retro-commissioning, energy efficiency boilers and lighting replacement: Suffolk, Norfolk, Bristol, Plymouth, Barnstable Counties	$15,129,376	Suffolk, Norfolk, Bristol, Plymouth, Barnstable Counties

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Energy	DCAM - DPH - Energy	Phase II of Comprehensive Energy and Water Project, including window replacements and critical deferred maintenance.	$1,797,000	Tewksbury
Energy	DEP - Solar upgrades	Install 40 kW solar photovoltaic system to operations building and (5) water pump stations.	$320,000	Townsend
Energy	DCAM - DCR - Solar PV On Identified Sites - Wequot Bay	Solar PV On Identified Sites - Wequot Bay, DCR	$85,000	Wayout
Energy	DCAM - Mass Bay Community College - Energy	Phase II Comprehensive Energy and Water Efficiency Project including: Wellesly campus, including PVs, lighting, windows, HVAC, etc.	$4,720,186	Wellesley
Energy	DCAM - Sheriff's Dept. Worcester - Energy	Comprehensive energy project to include lighting, water conservation and HVAC and control upgrades and installation of a wind turbine at the site	$2,000,000	West Boylston
Energy	DPG - EE measures	EE measures at Westborough field headquarters building. Cost of a new heating/ cooling system plus some PV	$3,400,000	Westborough
Energy	Westfield State College - Solar Photovoltaic Installation	New Residence Hall- Solar Energy	$1,200,000	Westfield
Energy	DCAM - Westfield State College - Energy	New power plant, boiler replacement, Comprehensive Energy and Water Project, including window replacements and critical deferred maintenance.	$17,822,025	Westfield
Energy	DCAM - DPH - Energy	Comprehensive Energy and Water Efficiency Project including: retrocommissioning, lighting, water, EMS, solar thermal and mechanical upgrades. Includes Western Mass Hospital (Westfield), Lemuel Shattuck Hospital (Jamaica Plain)and, Mass Hospital School (Canton).	$4,573,313	Westfield, Jamaica Plain, Canton
Energy	MTA - Boiler Efficiency Control Panel Replacement - Weston	Replacement of Failed Boiler Control Panel serving Weston Depots	$7,500	Weston
Energy	MTA - Southern Maintenance Garage Bays - Solar Rooftop Installation	Installation of 100 kW solar array atop southern vehicle maintenance garage bays.	$1,000,000	Weston
Energy	MTA - Weston Maintenance Facilities Lighting Retrofit	Replacement of T12 lighting and other inefficient lighting across all facilities, including incorporation of motion sensors, relamping and electronic ballasts. M6 and M7 Maintenance Depots, State Police Barracks and Weston Administration Building.	$28,000	Weston
Energy	MTA - Biodiesel Conversion Pilot Project	Commissioning of a conversion skid of equipment, for the purpose of converting waste vegetable oil (from MTA Service Area restaurants) to a biodiesel for use by the MTA fleet of maintenance vehicles.	$25,000	Weston
Energy	UMASS Medical - Ordered Maintenance Projects (AG Terminal Boxes, Stairwell Improvements)	Replace terminal boxes throughout the Animal Quarter suite on Level-A to improve air flow and overall climate control. The project will also install a new direct digital control system with additional monitoring and control points to improve operations and efficiencies.	$600,000	Worcester
Energy	UMASS - Complete CHW and Steam Loop on Campus	Construct approximately 300LF of trench box below grade and all mechanical piping to complete campus loop of 20" chilled water and 12" low pressure steam from LRB to Emergency Department.	$13,900,000	Worcester
Energy	UMASS Medical - Roof Replacements	Replace Two medical school EPDM roofs. This project will cover the Basic and Clinical Wings. Strip and re-roof 8th floor EPDM roofs on the Basic and Clinical Wings (62,985sf). Work to include all flashing, re-insulation to meet current energy codes, lightning protection, and installation of fall-protection cable system.	$1,300,000	Worcester
Energy	UMASS - Balance of Plant Controls	Currently the Power Plant has various systems being managed on independent PLC computer management systems. This project would network them all together over a common network buss and generate head-end graphic as their control center. This will enable them to maximize the plant efficiency by improving the matching of steam production w/ electrical output needs.	$215,000	Worcester
Energy	Worcester State College - Energy and Sustainability Projects	Building energy audits, energy initiatives for the science building, solar site lighting	$2,000,000	Worcester
Energy	DCAM - Quinsigamond Community College - Solar PV On Identified Sites	Solar PV On Identified Sites - Quinsigamond Community College	$1,912,500	Worcester
Energy	UMASS Medical - Replace Light Dimming Systems in 3 Amphitheaters	Replace an aged obsolete light dimming system currently controlling the light system in the three auditorium with an energy efficient conventional control system. This work will include controllers as well as fixtures and retained wiring throughout the amphitheater and in the ceilings.	$450,000	Worcester
Energy	UMASS Medical - General Lighting Retrofit in School Hallways and Common Spaces	Provide a robust light control system to include set backs, occupancy sensors, daylight harvesting and other technologies to reduce energy consumption while providing required lighting levels.	$600,000	Worcester
Energy	UMASS - Retro Commission Building Systems in School and LRB	Provide a fully LEED compliant retro commissioning of the current school building and the LRB. The work would include the review of the basis of design, fully testing and balancing of all systems and a final commissioning certification.	$250,000	Worcester
Energy	Worcester State College - Solar Photovoltaic Installation	Wasylean Hall - Solar Energy	$500,000	Worcester
Energy	DCAM - Energy and Water Efficiency Projects	MUSEUM - WORCESTER Energy and Water Efficiency Projects	$351,546	Worcester

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Energy	Worcester State College - Wasylean Hall Photovoltaic Installation	WSC proposes to install a 50 kW photovoltaic solar panel system on the roof of Wasylean Hall (residence hall). The feasibility study, previously submitted to the Division of Energy Resources, for this project has already been completed with very favorable findings. The building has a 96% solar window and ample open roof area to accommodate a PV installation.	$400,000	Worcester
Energy	DEP - Upper Blackstone Water Pollution Control District - Energy	Install variable speed drives, optimize aeration system, Energy Management System, and replace boilers.	$128,000	Worcester
Energy	DEP - Upper Blackstone Water Pollution Control District - Energy	Install 275 kW solar photovoltaic system.	$2,337,900	Worcester
Energy	DEP - Worcester Water Filtration Plant	Renewable energy and efficiency upgrades to the plant. Install 25 kW hydroelectric.	$350,000	Worcester
Energy	DEP - Worcester Water Filtration Plant	Renewable energy and efficiency upgrades to the plant. Install 150 kW solar photovoltaic system onsite.	$1,275,000	Worcester
Energy	DEP - Worcester Water Filtration Plant	Renewable energy and efficiency upgrades to the plant. Install Energy Management System and perform HVAC improvements.	$34,000	Worcester
Energy	DCAM - Trial Court - Energy	Deferred Maintenance including HVAC controls, windows, EMS upgrades, retro-commissioning, energy efficiency boilers and lighting replacement: Worcester, Berkshire, Hampden, Franklin, and Hampshire, counties.	$21,232,977	Worcester, Berkshire, Hampden, Franklin, and Hampshire counties
Energy	DCAM - Quinsigamond Community College - Energy	Phase II of Comprehensive Energy and Water Project, including window replacements and critical deferred maintenance.	$100,000	Worchester
IT	Enterprise Content Management (ECM)	Content management is a critical technology for managing important documents, email, paper-based forms and other unstructured information. ECM allows agencies to search, catalog, archive and employ retention policies on all digital media and files. DCR has a large backlog of maps, plans, deeds, conveyances, images, and project documentation in bound and unbound format that require scanning and digitizing. The project will leverage EOEEA's existing EMC Documentum infrastructure directly for scanning paper based documents, and utilize SharePoint front ends for capturing agency data moving forward, with Business Logic rules and Form flow.	$12,000,000.00	Agency-wide
IT	Website Translation	The MSBOC would like to make its website available in multiple languages to increase its outreach and assistance to minority owned businesses in Massachusetts. Currently, minority businesses account for approximately 14 percent of MSBOC's clientele and website available in multiple languages would help promote the services of the MSBOC to minority businesses.	$8,000.00	Amherst
IT	Massachusetts GIC System Modernization	The Group Insurance Commission is seeking to undertake a project to modernize the infrastructure and functionality of their legacy system (MAGIC) that is used by the Commonwealth of Massachusetts to administer the portfolio of benefits to over 350,000 beneficiaries.	$6,000,000.00	Boston
IT	Business Process Management Center of Excellence	Better processes produce lower costs, higher revenues, motivated employees, and happier customers. This project will create the foundations for a Business Process Management Center of Excellence within the Information Technology division, deploy a Business Process Management tool and set in place a process to model and continually improve Commonwealth processes.	$1,300,000.00	Boston
IT	Commonwealth ePurchasing Spend Management System	For all public purchasing organizations within the borders of Massachusetts, OSD proposes to complete the design, development and implementation of the ePurchasing/Spend Management Platform. This component enables ePurchasing through vendor enabled eCatalogs and provides for the collection and analysis of spend data.	$10,000,000.00	Boston
IT	Comm-PASS Enhancements	With the signing of a new contract, OSD stands ready to review, design and implement enhanced functionality to the Comm-PASS system to add efficiency, simplify procurement processes, provide additional transparency and improve existing functionality, which will support all political subdivisions and procurement types, including construction and grants.	$8,943,750.00	Boston
IT	Surplus Property Automation	Further improvements and automation to the web site, database and transaction processes would offer efficiencies and improved information and reporting to SSP community stakeholders and administrative staff. These efficiencies would encourage increased postings by all eligible entities. These improvements would streamline the purchase and transfer of state surplus property for all eligible participants in the program and allow participants to leverage low and no cost equipment as an option to purchasing new.	$721,400.00	Boston
IT	OSD Disaster Recovery and Virtualization Project	To support its operational and in-house developed application needs, OSD manages a server room located in its main office. Currently there are 17 servers managed by OSD in that server room. Efficiencies and economies could be gained by implementing a virtualized environment. In addition, due to budgetary constraints, OSD has not been able to establish and emergency relocation site. This is critical as OSD plays a key role in supporting the Massachusetts Emergency Support Functions in the event of a disaster or critical emergency.	$1,254,000.00	Boston
IT	UPR eFiling Refresh and FIPA Compliance	The Operational Services Division proposes to refresh the UPR eFiling application which is over 6 years old. In addition, the FEIN is the underlying key throughout the UPR eFiling application and is visible to the general public. For FIPA compliance, the application code must be reviewed and remediated so that the FEIN is no longer used as they key and is not visible to the public.	$3,907,923.00	Boston
IT	Consolidated Event Management	OSD currently manages multiple applications for it's various trade shows, STAR, EPP, AMP Legislative Breakfast, AMP KickOff, and multiple AMP workshops. These shows all support attendees registration and include special needs identification. In addition, the STAR and EPP have an Exhibitor Registration, Booth purchases and other sponsorships. To streamline management of these applications and provide for consistency for the user experience, OSD is requesting funds to develop a consolidated Event Management Portal.	$1,622,500.00	Boston
IT	SharePoint Collaboration Platform	The OSD Procurement Management Teams' main activities involve collaboration with members, vendors and other entities to ensure the solicitations issued and contracts awarded offer the Commonwealth the best value. Much of the collaboration involves large document sharing and editing, making email difficult and cumbersome. In addition, many of those on the teams are external to MAGNET. OSD proposes implementing a collaboration platform using SharePoint to ensure the security of the sensitive documents that these teams manage.	$1,595,000.00	Boston
IT	Business Intelligence Portal	OSD would like to enable a web application for Business Intelligence using COGNOS tools to provide better transparency into statewide spending and savings both on and off of statewide contracts. OSD proposes user-customizable tools that provide the user access to information most important to them in making decisions.	$2,266,875.00	Boston
IT	District Attorney Web Portalization	The District Attorney Web Portal Project is to provide consulting services for 9 District Attorney Offices to design, develop and implement each District's Web portal as part of Mass.gov. During FY07 both the MDAA and Essex District Attorneys Office worked in conjunction with ITD to "portalize" their web presence. In FY09 the Berkshire DA Office worked with ITD to "portalize" their web presence and conform to the development and content standards of Mass.gov. Due to resource constraints, the MDAA wishes to hire a consulting firm to portalize the remaining nine districts so that the state-wide DA offices will have the same look and feel to present one face of government to the public.	$450,000.00	Boston
IT	MDAA Business Intelligence Application	Purchase and implement a commercial off the shelf Business Intelligence/Report Generator solution to replace the disparate and unsupported report generators used for the standardized DAMION CASE MANAGEMENT SYSTEM in use at the eleven DA offices.	$700,000.00	Boston

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
IT	EOHHS IT Technical Proof of Concept Lab	EOHHS would like to create a proof of concept lab to test and implement new technologies with out impact to the current production environments. This will also build core competencies across EOHHS IT and beyond in emerging technologies.	$412,000.00	Boston
IT	United Monitoring of EOHHS IT Equipment and Applications	EOHHS would like to implement an automated enterprise monitoring and controls system across the Secretariat by integrating several software packages from different vendors. Most of these solutions are already implemented on a smaller scale at one of the direct support agencies. We would produce a Secretariat-wide dashboard of IT activity indicating operational outcomes for all networks, server, and applications.	$2,775,000.00	Boston
IT	EOHHS Enterprise Document Management	EOHHS has embarked on an effort to provide a common enterprise service for document and content management for all of its constituent agencies. The EOHHS Enterprise Document Management (EDM) project focus is to transform all paper and electronic forms and documents into indexed electronic renderings that can be dynamically stored, retrieved, and routed. Integration with legacy systems and workflow enablement through the use of web services is essential. The core repository is built on Documentum and went live into production for two projects in the spring of 2008. MassHealth implemented the solution to augment the MassHealth Operations Central Filing Unit, which contains 14,000 square feet of MassHealth documentation. The Department of Public Health rolled out their Vital Records - Births capture at Birth Records dating from the early 1900's to the present. Optical Character Recognition - which allows scanned text to be used as an index - and Bar Code scanning were used in the roll-out of these projects.	$1,500,000.00	Boston
IT	MRC Jobs Resource Job Bank Center	MRC proposes to develop a web-based job bank network of high growth job postings from Massachusetts employers to assist MRC counselors and job placement specialists in their efforts to match consumer's interests, skills and abilities to high-growth occupations throughout the Commonwealth. MRC-JRC will provide a web-based job matching system that will allow for MRC Consumer Job Seekers with disabilities to actively search for employers who have registered and listed job opportunities through the site. MRC job seekers, with assistance from their counselors and job placement specialists, would accomplish the job match by selecting the "Perform Match" option on the web page. This function will then match the interests, skills, abilities, and employment needs of consumers to specific job vacancies. MRC Job Placement Specialists can also develop a listing of past job openings to market the skills of our consumers to employers registered at the web site.	$750,000.00	Boston
IT	MRC Mobile Based Counselor System	MRC proposes to develop a mobile based laptop client tracking system. This mobile system will be designed to help Counselors be more productive and consist of a laptop with finger print identification, encrypted hard drive and VPN access to the Agencies MRCIS client tracking system. This system will assist MRC counselors and job placement specialist in their efforts help people with severe disabilities and provide comprehensive services that maximizes their quality of life and economic self-sufficiency in the community. This application could be expanded to include other EHS and workforce agencies involved with placing people with disabilities into employment opportunities. Typically a severely disabled person applies for services by visiting one of our 26 offices around the State. Often the case is that our Counselors have to go out to the consumer at hospitals, veteran centers, nursing homes, independent living centers, schools or their homes. While meeting with the consumer, they take written notes; they then come back to the office to submit their information into MRCIS our client tracking system.	$550,000.00	Boston
IT	Cash Flow Forecasting Data Workbook	Quarterly, TRE and ANF are required by law to submit a report to the Chairs of both Senate and House Ways and Means on the cash flow needs of the Commonwealth. We are looking for a comprehensive system to extract data from multiple sources to put together a cash flow forecasting summary report that can be used daily, monthly and quarterly.	$1,200,000.00	Boston
IT	Enterprise Invoice Management/Enterprise Service Management Suit	This infrastructure investment request is to finance Construction, Transition, and User Deployment activities for EIM/ESM Release 5.0. Release 5.0 includes final system functionality, usability, and system assurance enhancements that are required to complete the original rollout scope for the EIM/ESM project. Additionally, it contains several new contract configuration capabilities to meet the statutory mandate of Chapter 257 of the Acts of 2008, the Purchase-of-Service reform statute enacted in 2008.	$6,800,000.00	Boston
IT	MA-21 Software Update and Replatforming	The MA-21 system supports the Eligibility Determination for EOHHS and MassHealth, in addition to collecting all Eligibility information for the EOHHS constituent agencies. This system is now over 10 years old, and is in need of repair. The mainframe viability is being reduced with time, and some upgrades and web access demands have been made difficult by the core system. This project consists of making necessary updates to the existing system, migrating from the mainframe platform, and developing an appropriate archiving policy.	$2,250,000.00	Boston
IT	HIPAA Security Review	This project is intended to assess the compliance of Health and Human Services applications to the HIPAA security requirements, and fund remediation as needed. The strategy for this work is to determine the degree of compliance of each of the 168 HHS application systems and deliver an assessment with recommended changes as needed. Applications in need of changes will be funded expressly for HIPAA security requirements and tracked to completion.	$5,000,000.00	Boston
IT	E-filing of Appellate Court case documents	Implementation of an electronic filing system for the Appellate Courts, modeled on the federal court e-filing system. This system was originally developed in 2002, but was not then implemented because the appellate bar was not ready for e-filing. More recently, the bar has embraced the idea of e-filing. An improvement over the 2002 system will allow on-line payment of case filing fees using the Commonwealth's e-payment system.	$251,000.00	Boston
IT	E-filing of Appellate Court case documents		$251,000.00	Boston
IT	EOHHS VoIP Project RFR 3-15	ITD on behalf of the Executive Office of Health and Human Services, is finalizing the contract for Request for Response to obtain services required to implement and manage a converged Data and Voice over Internet Protocol (VoIP) network and provide a single billing point for these services and all usage of the network across all EOHHS agencies Commonwealth wide. This integrated network will be location-based and will support all EOHHS staff at a number of sites. It will be part of MAGNet. The Voice and Data Network, will be referred to as IP Telephony (IPT). IPT is an application providing dial tone, call setup, call tear-down, station features, voice mail, long distance, station hardware, billing information, etc., to telephone users over an IP network and interfacing to the public switched telephone network. It includes the transmission of data associated with traditional networked applications. The goal is to complete the installation and migration of the 168 EOHHS sites.	$28,000,000.00	Boston
IT	Refugee Case Management	ORI's objective is to consolidate case management across various provider agencies and ORI by collecting detailed refugee case management information from each provider and to calculate eligibility and payments. This database will allow providers to complete ORI report requirements and allow ORI to complete EHS and Federal reporting requirements (FORR Federal Office of Refugee Resettlement) greatly saving time and improving integrity of the data and reports, moving ORI in the same strategic direction as EHS and state government.	$600,000.00	Boston
IT	Economic Stimulus Infrastructure Proposal	Over the past 10 years, the Office of the State Auditor has had great success with IT projects funded through ITD programs. The most recent OSA project focused on streamlining fraud referral process and building a system to track and rank ongoing fraud investigations. The results of this project have expedited the identification of over $10 million of fraud against the Commonwealth of Massachusetts. Thisproject will provide the infrastructure and applications necessary to support the long term IT initiatives for the OSA by taking advantage of new technology which will streamline work processes and provide secure and efficient access to OSA data for staff, state and local officials, and other constituents. The improvements accomplished through this proposed project, will greatly enhance the ability to recoup lost funds, whether due to fraud, systemic issues, or cost avoidance.	$9,382,305.00	Boston
IT	Minimum Data Set CMS 2.0 (EHS Data Warehouse)	EOHHS wishes to make accessible to authorized institutions via COGNOS the use of a federal data set collecting information on individuals admitted to nursing facilities in the Commonwealth of Massachusetts. The data is a useful source of information on the nursing facility population and can be used for quality and cost analyses, reimbursement rate development, determining participation requirements, and the Commonwealth's compliance with the Americans with Disability Act.	$750,000.00	Boston
IT	MassHealth Eligibility Decision Support-MEDS (EHS Data Warehouse	The further integration of MassHealth eligibility and enrollment data into the EHS Data Warehouse to enhance policy and decision making with a more timely and accurate view of the data.	$1,733,760.00	Boston
IT	EIM/ESM Integration (EHS Data Warehouse)	Extend the current EIM-ESM data warehouse effort to include detailed invoice, claims and service level data to be able to provide comprehensive OLAP capabilities to Executive Management, Program managers and Site managers.	$1,362,240.00	Boston

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
IT	EHSResults	A performance management project aimed at transitioning to an outcomes-focused culture within EOHHS. One of the fundamental tenets of this work was EOHHS' desire to communicate more often and openly about its policy and program goals. EOHHS recognized it needed to use performance information that communicates how well it is achieving its goals , rather than as after-the-fact reporting requirements, and to use its performance data to drive improved outcomes for Massachusetts citizens. EOHHS aimed ultimately to use its performance data to inform and engage the public about how and why it spends their tax dollars.	$2,641,200.00	Boston
IT	Schools-to-College Data Project	Build automated reporting systems for the Schools-to-College data project and other critical cross-agency collaborative research efforts. Development of an in-house merge with DOR, ABE and other data sources to link with existing School-to-College database.	$550,000.00	Boston
IT	Online Student Transfer and Degree Audit System	The purpose of this project is to build and maintain a centrally administered computer-based transfer and degree auditing system providing 24/7 access to clear and consistent information on student progress toward fulfilling degree requirements for students and their advisors within the public higher education system. This tool will help alleviate the confusion and roadblocks students routinely face toward degree completion, especially for the significant number of students who transfer credits across institutions. An additional and important benefit will be the will be the tracking of degree progress that will enable the public higher education institutions to identify potential barriers to student success.	$2,209,000.00	Boston
IT	Web and Enterprise 2.0	The purpose is to enable Mass.Gov to leverage modern social networking technologies to engage citizens and the workforce in the business of governing, ensure that government is responsive to the changing needs of its citizens/workforce, and increase government transparency. In addition, we would like to test some innovative "crowdsourcing" approaches to developing enhancements, such as awarding prize money to citizens/students/staff who develop the best civic engagement tools or devise the best ways to "mashup" government data for transparency, internal collaboration, or other purposes.	$3,750,000.00	Boston
IT	Civic Engagement Broadcasting Network	This project entails using an initial capital investment to create an interactive TV and web-based network, Civic Engagement Broadcasting Network (CENB), to make the working of Massachusetts government transparent and available on demand and to encourage the civic participation of the citizens of the Commonwealth. CENB programming will be delivered by cable television and an interactive website that includes high quality video, both live streams and archived programs.	$2,500,000.00	Boston
IT	Paperless Financial Management Through MMARS	The Massachusetts Management Accounting and Reporting System is a comprehensive financial management system that is not being fully utilized by the Commonwealth. This proposal leverages components to their full capacity and envisions a comprehensive program consisting of several discreet projects. All the components have a common theme of consolidating fiscal business into one system and making the Commonwealth's end-to-end financial management more efficient and effective.	$20,000,000.00	Boston
IT	Modernization of Enterprise Data Model	The Environmental Protection Integrated Computer System (EPICS) was the first system in the nation to store data by facility. However, business models have shifted and technology has evolved and the agency must be able to adapt to groundbreaking approaches to achieve greenhouse gas reduction, energy conservation, integrated water resource management and sound management of toxics and emerging contaminants that are currently being proposed on both the State and Federal level. Yet MassDEP's current data model cannot adapt to implement these initiatives and must be redesigned to reflect a more flexible business model using modern technology.	$1,750,000.00	Boston
IT	Environmental Infrastructure Spatial Data Development	Develop key environmental infrastructure and regulatory data to help guide Green development and redevelopment decisions, regulatory decisions, and improve the efficiency of the Department. Water and sewer service areas are vital layers to support smart growth decisions, develop Brownfields, protect ground water, and analyze compliance of facilities. By providing additional geo layers, companies can perform a preliminary site screening online prior to entering the permitting process, identifying areas that already have utility infrastructure in place. will enable developers to clearly see the constraints/opportunities of potential sites for new housing development.	$600,000.00	Boston
IT	Enhance Compliance & Enforcement	This project will transform Compliance & Enforcement activities by delivering intelligence from the raw data through the use of new technology. MassDEP's central environmental database is not a complete and functional repository for compliance and enforcement information. Agency engineers and scientists pore over millions of documents to manually review compliance levels with environmental regulations. MassDEP personnel track the status of enforcement actions, including interim action dates of actions used to ensure return to compliance with environmental regulations manually. Environmental inspectors spend time and resources traveling to office locations to access and enter data into MassDEP's databases. The use of mobile technology would minimize travel to/from regional offices	$3,600,000.00	Boston
IT	Upgrade eDEP, MassDEP's Online Permitting and Compliance filing	This project would create an "engine" to build complex Webforms in a repeatable and scalable way. MassDEP's online system (eDEP) has addressed most of the simple forms using a PDF "engine", which is repeatable but NOT Scalable for very complex forms. This project would address this "gap" in online filing and increase electronic submittals at least three fold. This would have a long term benefit to the department because staff could now focus more on environmental issues and less on administrative tasks such as data entry of paper submittals. Online submissions are much higher in data quality and require little to no intervention by MassDEP Staff.	$2,200,000.00	Boston
IT	Storage and Infrastructure Improvements	Additional investments are required to build capacity and ensure greater system availability as the agency is able to implement enterprise systems. Currently, Systems are regularly taken off line for routine maintenance, technology upgrades, data storage problems, and data reconciliations. Program staff productivity falls off dramatically during this time. MassDEP's aging applications also experience periodic system crashes and outages, resulting in loss of data and starting over to duplicate efforts. New switches will give us improved fine-tuning on the network as well as a more manageable environment. A large storage environment is needed to respond to the expanded need to support the MassDEP applications. In the expansion of automation for staff, MassDEP needs to ensure that a storage environment is built to facilitate recovery from a disaster.	$1,200,000.00	Boston
IT	BEACON III	BEACON is DTA's mission critical application. The BEACON III project is being undertaken primarily to move the application off the end-of-life Sun-One UDS Platform to an EOHHS approved non-proprietary architecture that ensures continued support and improves the technological base of this functionality. BEACON III will ensure that the DTA can continue to determine eligibility for benefits, assess the level of benefit to which clients are eligible, and conduct case management activities associated with the management of DTA programs. As a web-enabled application BEACON III will allow the Department to expand outreach for SNAP (Food Stamps) and other agency administered benefits, and facilitate the Agency's ability to leverage State infrastructure investments through collaboration with sister agencies and community based resources	$2,004,228.00	Boston
IT	An Interactive Voice Response System (IVR) for DTA Clients	An automated information system designed to answer most of questions about DTA programs and case statuses over the phone.	$500,000.00	Boston
IT	Information Security Upgrades	Executive Order 504 and 201 CMR 17.00 have levied security requirements upon our network that is going to force upgrades in the system. Encryption needs to be activated throughout the network, as well as on all mobile devices, e.g. blackberries, laptops, and PDAs, etc. This project will address these major investments to be made in bringing the OCA system into security compliance.	$795,000.00	Boston
IT	Project Title Enterprise web integration of Legacy and Side Systems	Convert all legacy and side-system (non-integrated) applications to use modernized data model in order to allow full integration of all DEP programs. Making all applications under a single integrated model is essential for improved data quality, quantitative support for interpretation of environmental results and substantial reduced cost and effort in maintaining all DEP applications	$3,500,000.00	Boston
IT	Public Access to Environmental Data	MassDEP envisions a virtual agency office, leveraging the power of the Internet to provide a single location, with a consistent message, where the public and the regulated community can carry on their business with MassDEP from anywhere at anytime. The virtual office entails the following: Increase transparency, expand the scope and breadth of environmental information available on-line, deliver that information through a portal that makes it easy to search and query environmental data; conduct online file reviews, and provide the public with the opportunities for civic engagement. MassDEP needs to allow on-line reviews similar to those available at the registry of deeds to expand the public-private partnerships to fast-track cleanups and spur Brownfields redevelopment. Key components of this project are to: • Acquire and implement an Enterprise Content Management System. • Develop a web application to search by municipality, name of site, type of chemical, responsible party, etc • Display/browse by a map interface	$3,500,000.00	Boston

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IT	Share Greenhouse Gas with other States	Collaborate with other states and US EPA to share greenhouse gas (GHG) data across state borders. Climate change is a worldwide concern that must be addressed "locally". Last summer Gov. Patrick signed the Global Warming Solutions Act to reduce emissions of the greenhouse gases between 10 percent and 25 percent by 2020 and 80 percent by 2050. The Act requires MassDEP to pass mandatory greenhouse gas reporting regulations by January 1, 2009 to identify what types of facilities will be required to report, require those facilities to register with MassDEP by April 15, 2009, and require reporting to use the calculation methodologies published by The Climate Registry. First reports will be due by April 15, 2010	$50,000.00	Boston
IT	FAMIS – Upgrade	Upgrade current configuration of FAMIS application modules to current releases, upgrade the existing computer infrastructure, and conduct a review of current underutilized features for use at the agency. Professional services for application development, upgrades, implementation, and training are needed to complete them. Procure hardware and software to utilize the updated application modules. The primary focus of this project is on the FAMIS Space, Maintenance, and Utility Management modules.	$2,400,000.00	Boston
IT	FAMIS Implementation _ Future Design	FAMIS is the current system DCR uses for Facility Asset, Fleet Maintenance, and Work Order tracking at our statewide facilities. DCR wishes to expand FAMIS to a Secretariat Enterprise solution, encompassing every detail of facility management from procurement, project tracking, land acquisition, finance and accounting, and full purification for access from handheld and cellular devices. The project will require a full review of business rules of the agency, and a complete design of how work on facility management flows through the Department. FAMIS has prebuilt and successfully installed all these components in other private and public management systems.	$3,500,000.00	Boston
IT	Human Resource Business Process Application	Establish DCR human resource business specification in order to develop feasible HR process application or purchase off the shelf product that will encompass HR functionality such as new hires, online employment submittal completion of employment verifications, compliance with state and federal employment regulations, unemployment claims management appeals, requests to fill verifications and confidential personnel file maintenance & administration, as well as interfaces with HRCMS and LCM.	$1,500,000.00	Boston
IT	CMS MITA 4 Agency – Medicaid Information Requirements for DPH, D	The MITA Project is an initiative of CMS to develop Agency business information requirements in a structured framework that is related to the business process functions of the Medicaid Program, and in this case, DPH, DMH and DMR, along with the technology assessment of their legacy information systems currently running at ITD, and requirements development for the future information systems. These Agencies are designated as "Modules" of the Medicaid Management Information System. The information requirements that are generated from these Agency assessments will form the basis for funding requests to CMS in the form of Advanced Planning Documents for the next generation of Agency Hospital Information Systems.	$6,000,000.00	Boston
IT	VOIP for non Human Service Agencies		$45,000,000.00	Boston
IT	Aligning Development/Test/Staging/Production Web environments	Our web environment does not have a consistent configuration between the Development, Test, Staging and Production environments. As a result, our efforts to quickly develop, test and implement new web applications are negatively impacted. The Development and Test environments operate against a SQL database, whereas our Staging and Production environments are connected to an Oracle database. In addition, our Staging and Production environment are hosted in a managed hosting data center, whereas our Development and Test environments are hosted by our web services and strategy vendor. We would like to engineer all these environment such that they reside in the same location, and are composed of the same components	$300,000.00	Boston
IT	IT – Workforce Development Application Upgrade and Data Warehous	Upgrade and modernize the legacy technology and systems comprising the Massachusetts One-Stop Employment System (MOSES) through use of web based technology and data warehousing functionality. The project will achieve efficiencies in usage, lower maintenance costs, improve on-line services for job seekers, employers and training vendors, provide linkages to other state agencies and provide robust reporting capabilities to analyze performance and return on investment across the spectrum of state and federal workforce programs. MOSES is the unified management information and client tracking system for the Commonwealth providing common registration, intake, and case management for a broad range of job training and job placement programs and serves the state's One-Stop Career Centers and local workforce development partners.	$18,000,000.00	Boston
IT	Clinical Data Exchange/HLT Gateway	The development of Electronic Medical Records presents many opportunities for administrative simplification and long term cost savings. In order for Electronic Medical Records to benefit the Department, they must contain the critical data elements needed and a Health Information Exchange infrastructure must be built. In order to enable the successful electronic exchange of clinical information the following projects would need to be completed. • Extend the current capabilities of the EOHHS Virtual Gateway to also function as a Clinical Data Exchange Gateway accepting standards based messages (HL7, CCD, CDA) • Working with the vendor and providers, implement standards based messages for the critical data elements needed by the Department. • Develop certification mechanisms and procedures to ensure that EMRs accurately transmit clinical data to the Department.	$4,000,000.00	Boston
IT	Commonwealth Information Warehouse (CIW) Modernization	This project will allow the distribution of the modernization of the Commonwealth Information Warehouse (CIW), replacing end of life hardware for the 2 Netezza appliances, the Cognos servers and software upgrade, replacing the security front end which is not compliant with current statutory requirements, and analysis and repair of the data model for the enterprise financial system MMARS/LCM which is flawed.	$3,600,000.00	Boston
IT	Grants Management	Produce a simple unified "storefront" for all customers of EOEEA grants to electronically find grant opportunities, and apply for grants. Potential grantees would be able to search by category, agency, funding type, eligibility requirements, time period, location, etc. The system will support the tracking and reporting on grant activities from concept to closure for over 50 EOEEA energy and environmental grant programs that distribute approximately $75 million annually. The system will act as a master repository for grant data that can be used by grant managers, Senior EOEEA staff, line agency management, program applicants, legislatures, and other constituencies. It is intended to avoid duplication of work, coordinate and streamline the grant making process and provide the tools and information for greater program accountability, efficiency and transparency.	$620,000.00	Boston
IT	Agricultural Preservation Restriction (APR) Document System	The development and implementation of document handling system for APR information and legal documentation to facilitate review of open space and farmland restrictions. The current system is antiquated and provides for very only capabilities and produces large files that are slow to transfer through the network. The project also seeks to provide to do incorporate data mining techniques and to expand the system to other department programs.	$350,000.00	Boston
IT	Inspectional Data Collection System	The development of a tablet based Inspectional Data Collection system to collect and facilitate the collection of a variety of inspectional data by field Dairy, Pet Shop, Animal Health, Pest Industries and Pesticide inspectors. Subsequent activities will permit for the generation of reports required for federal mandates and by state regulations. The project seeks to reduce or eliminate data entry, paper based document handling, storage and improves data availability.	$850,000.00	Boston
IT	Pesticide Use Reporting System	The development of a web based Pesticide Use Reporting system to capture and optimize the collection of pesticide use data submitted by licensed applicators. Subsequent activities will permit for the generation of reports to assess the amount and types of pesticide applications in Massachusetts. The project seeks to reduce or eliminate data entry, paper based document handling and storage and mailings.	$650,000.00	Boston
IT	Enterprise Document Management & Workflow	Agencies deal with mountains of documents in their day to day operations. Today, how these documents are captured, organized, stored, and secured varies greatly depending on the size and budget of each agency. Many agencies have asked ITD offers or plans to offer an enterprise document management solution. This type of service would make it much easier for agencies to comply with freedom of information requests, reduce the storage needed to store documents, and more securely protect their documents.	$2,500,000.00	Boston
IT	Energy use tracking	Create an appropriate automated bridge between utility billing systems and DOER's Energy Information System to facilitate a. measurement and verification of efficiency interventions; b. identification of outlier energy users to prioritize for intervention; c. regular real time reporting of energy trends.	$600,000.00	Boston
IT	Implementation of CSE Technology Roadmap	In FY08 CSE worked for several months with to develop a detailed Roadmap for Child Support Technology that outlined the strategy to take the CSE system technology to a modern, integrated system with an open, flexible, and scalable architecture designed for the future. This target state system is intended to addressed several of the "pain points" identified with the existing system and will improve performance and customer service by providing a flexible, secure, and stable system that is responsive to CSE's business needs. The supporting technology will comply with DOR and ITD standards and provide an enterprise approach that will promote beneficial leverage between CSE, DOR Tax and other state agencies.	$24,300,000.00	Boston
IT	Pesticide eLicensing	The development of a web based Pesticide Product and Applicator Licensing system to optimize processes and provide automation for improved customer service by providing for online payments. Subsequent activities will seek to reduce or eliminate data entry, check processing, paper based document handling and storage and mailings.	$425,000.00	Boston

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IT	Replace CEPQ (Capital Expenditure Programs Office) application	EOT needs to replace the current Access CEPQ application. This system tracks all transactions affecting capital appropriations and the advertisement program responsible for all construction in Massachusetts. This replacement is necessary because the MMARS system does not provide up-to-date account balances and does not have the capacity to track advertisements. Stand-alone Access applications are not readily accessible by our centralized project information system. Bringing this application into the same engineering platform will improve reporting, provide a better understanding of budget allocations and will save time by allowing multiple users to access and update data.	$675,000.00	Boston
IT	Federal Stimulus PMO	The Federal Stimulus Project Management Office (FSPMO) will support and oversee a large number of information technology projects at all levels of state government. The FSPMO will need to provide the following services: 1. Coordinate, support, and oversee all Federal Stimulus related information technology projects 2. Ensure that agencies receiving Stimulus funds and the projects they sponsor comply with terms,directives, the strategic plan, IT architecture standards 3. Provide an industry-standards based and scalable project methodology 4. Maintain a centralized office with a pool of qualified, skilled and experienced project managers 5. Track and monitor projects 6. Provide project management guidance, training, coaching and mentoring 7. Ensure that projects fulfill all reporting requirements & Maintain precise and accurate records of all expenditures 9. Provide procurement specialists to help ensure that procurements can be conducted as expeditiously as possible while complying with applicable laws and regulations. 10. Provide technical recruitment support to ensure that projects can obtain the resources necessary to complete projects successfully within the Federal Stimulus deadlines.	$23,000,000.00	Boston
IT	IT Consolidation	Plan and implement initiatives to improve the efficiency and effectiveness of IT services across agencies for each Secretariat within the Executive Department.	$1,000,000.00	Boston
IT	Massachusetts State Documents Virtual Library	The State Library proposes to create a virtual library of Massachusetts State Documents. This project will build upon two previous projects to establish a system to capture and permanently store documents already in electronic form and another to add full text searching capability. The Library seeks to scan all Massachusetts State Documents in its collection and make them available in a large repository. These documents are reports and other publications, primarily from the 19th and 20th centuries, by the governor's office, the legislature and state agencies. Most important among these are the Acts and Resolves, the Legislative Documents (every bill filed by the legislature), House and Senate Journals and the Public Document series of agency annual reports.	$3,124,000.00	Boston
IT	Exporter Client Database	The Massachusetts Export Center is a part of the MSBDC network and helps Massachusetts businesses export their products and services overseas. The Export Center serves approximately 1,000 businesses throughout the Commonwealth each year through counseling, export training, international market research and export regulatory compliance assistance. The Export Center's existing client database is on an antiquated DOS-based system that experiences frequent problems. A new database will help the Export Center to reach more businesses and keep better track of client information in a more reliable way.	$25,000.00	Boston
IT	International Distributors Database	The Massachusetts Export Center is a part of the MSBDC and helps Massachusetts businesses export their products and services internationally. The Massachusetts Export Center provides, among other services, international market research and distributor searches for Massachusetts Exporters. Therefore, the Massachusetts Export Center would like to implement a database of international distributors to allow faster turnaround of research projects. This will allow Massachusetts businesses to follow up on the leads more quickly and increase their international sales as a result.	$40,000.00	Boston
IT	Export Resource Forum Website	The Massachusetts Export Center would like to develop a new online export forum that would offer a full range of free resources to educate Massachusetts businesses on all aspects of exporting. The forum would be specifically named (e.g., "Tools of Trade," "Exporters Toolkit," "Export Resource Forum," etc.) and featured prominently on the Massachusetts Export Center web site. The forum would include the following resources: Publications, Books and guides , Downloadable fact sheets, Newsletter, Links , Global trade statistics , On-demand training. The resources would cover: Global Trade Banking & Finance , Exporting & International Business Development , Global Trade Logistics , Export Regulatory Compliance	$45,000.00	Boston
IT	On-Demand Training for Massachusetts Exporters	The Massachusetts Export Center would like to develop on-demand training on wide variety of topics related to international trade. The online training will be useful to several organizational levels within and exporting firm. • Strategic/Executive – major businesses, economic, political and other areas which have an impact on international trade • Tactical – tools available to implement strategy (financing, supply chain management, trade governmental resources etc.) • Operational – (compliance & documentation, basic tools, etc.)	$30,000.00	Boston
IT	Web Development+Enhancements - Podcasts, Thematic Microsites, We	Enhancement of www.massvacation.com website, to include podcasts, microsites/websodes, streaming video.	$1,000,000.00	Boston
IT	Servers Upgrade and Additions	Upgrading and replacing of File and Print and servers to Windows Server 2008.	$60,000.00	Boston
IT	Mobile Technology and Remote Office Enhancements	Rollout of mobile technology to remote offices and MOBD agents	$75,000.00	Boston
IT	Database Enhancements and Contact management	Analysis of current database and database content. Development of new database for tourism industry data and contact management.	$200,000.00	Boston
IT	Sugar CRM Electronic Document Expansion	Development and integration of scanning capabilities and document management into existing CERTRAC system which was developed using SugarCRM.	$100,000.00	Boston
IT	Salesforce to Sugar CRM Conversion and Hosting	Converting existing Salesforce.com CRM to open source SugarCRM.	$60,000.00	Boston
IT	Document Imaging	Replace the current DYS business process of using paper forms to record health services delivered to residential clients with a new streamlined process that uses document imaging and workflow capabilities. In addition to the benefits commonly associated with imaging (ability to access documents across the agency, decreased document loss and decreased paper storage requirements), the future model has several unique features that are beneficial to the current Health Services staff, as well as additional areas that may use imaging.	$250,000.00	Boston
IT	Infrastructure and Helpdesk Management - CA Unicenter	This project is intended to increase the visibility, predictability and management of the EHS infrastructure in two ways: 1) through comprehensive identification of IT assets and their configurations and 2) through the implementation of a unified helpdesk facility to address the support needs of multiple dimensions of IT operations from internal infrastructure operations through external partner users of our systems.	$1,500,000.00	Boston
IT	Electronic Health Record - Demographics Repository	This project is intended to deliver the framework of an Electronic Health Record system for all departments and agencies of the Massachusetts Health and Human Services Secretariat. The strategy for this work is to implement the infrastructural foundation of the EHS, using the Person Demographics segment of the information model as the initial deliverable.	$2,000,000.00	Boston
IT	IT Consolidation	This project is intended to rationalize the IT operating infrastructure across 16 Health and Human Services Departments and Agencies, a legacy of decades of decentralization. The strategy is to consolidate operating infrastructure in three ways. First, the 14 existing data centers are to be relocated from their existing locations to operational facilities managed by the IT Division. Second, where opportunities present to re-platform applications components into new equipment using virtual environments, legacy physical servers will be retired. Third, where opportunities for present for disparate applications to share resource components, such as database servers, redundant resource components will be combined.	$8,000,000.00	Boston
IT	Mass. Appellate Courts Infrastructure Consolidation and Disaster	Virtualize our 20 Windows and 4 linux servers using VMWare, and create an iSCSI SAN to hold the data, to be located in the Appellate Courts' Boston server facility. Create mirror SAN and back-up virtualized server platform in Worcester Courthouse. The Boston SAN will replicate all data to the Worcester mirror SAN. This will accomplish consolidation of servers, better management of servers, and provide infrastructure that will support business continuity in the event of a disaster.	$474,434.49	Boston

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IT	Solution Development Improvement	This project is intended to develop and deepen application and solution development skills and techniques within the HHS IT software development community. The strategy for this work is to provide a combination of application design and development consulting, instructor-led training, and self-paced training. The continued Quality Assurance testing and validation of source code and deliverables is also part of this overall effort.	$2,100,000.00	Boston
IT	EEO4 Data Mart Application	The purpose of this investment brief is to enhance the EEO4 Data Mart of HR Data to be a more powerful application that could help the Governor's office, agencies, and departments of the Commonwealth analyze their workforce statistics. It would enable the Commonwealth to align workforce planning with strategic planning. Provide the capability to monitor and evaluate employee performance. Provide snapshots of the workforce to enable trending and comparison of HR Data such as hires, terminations, turnover, and diversity information.This proposal is for 2 consultants to come into the agency for 6 months to complete these requests.	$170,890.00	Boston
IT	Executive Branch Employee Grievance/Arbitration Record Management	HRD, as an oversight agency, has never had an enterprise wide employee grievance/arbitration record keeping management system to assist in the proper management of employee/labor relations issues. Current databases/record keeping systems are department/agency based and do not permit a comprehensive top to bottom review of agency databases for open/pending employee/labor grievances. This silo effect negatively impacts HRD's ability identify trends and resolve disputes in the early stages and contributes to potential liability to departments upon receipt of adverse arbitration awards. This proposal would give HRD the ability to determine and resolve adverse agency trends to employee/labor issues and limit exposure to increased costs arising from a lack of oversight. HRD proposes that the product offered by LaborSoft, provides HRD and all departments/agencies a single, enterprise wide, web based system for managing and reporting employee and labor relations data.	$307,000.00	Boston
IT	The Competency Based Job Specification Model by the Hay Group	In order to attract and retain qualified and talented personnel, it is necessary to provide accurate job specifications that define the position and that will assist managers in attracting the most appropriate individuals, guaranteeing a fair and equitable interview process and placement of employees into the most appropriate positions. The proposed job evaluation system will assist HRD in creating specifications that encompass the most accurate and contemporary information. The specifications will incorporate competencies so our evaluation and interview process can become competency based. With this new technology, agencies and management will have uniformly defined competencies, and that employees and applicants require, for a clear definition of job duties. The evaluation system will be compatible with our current HR/CMS and this technology supports our talent management oversight. By having these resources available online, this expedites the hiring process, in general and reduces costs.	$1,195,905.00	Boston
IT	Web-VSMIS (Veteran Services Management Information System)	Web-based, interactive benefit database for processing and tracking benefit expense reimbursement. This system will link the 351 cities and towns of the Commonwealth directly into the central authorization and reimbursement unit at DVS. The system will automate the M.G.L. Chapter 115 paperwork processes for the local service providers.	$150,000.00	Boston
IT	Assistive Technology Training Project	This project will establish an Assistive Technology Training Program in response to Section 4a of the Assistive Technology Memorandum of Understanding requiring that "Within two years of the date on which this MOU is executed, train all Executive Department developers and designers who are responsible for application user interfaces (including existing employees and new employees as they are hired) and all contract ("3rd") employee developers and designers in accessible design. Developers provided as resources by vendors must either take ITD's accessible design training or provide proof that they have been previously trained in such design methods. In addition, within the same timeframe, train all CIOs, and Webmasters about the requirements of this MOU, and notify agency heads regarding the same." The Assistive Technology Training Project will development a fully accessible applications that comply with accessibility standards to teach all Executive Department developers and designers in accessible design.	$395,517.00	Boston
IT	Migrate and Web Enable Legacy Civil Service System	HRD's Civil Service mainframe system, ELIPSYS, went on-line in the early 1980's, almost at the same time that the Commonwealth's PMIS system was implemented. PMIS was converted to PEOPLESOFT in 2000 but, while ELIPSYS appears to be stable at this point in time, it is outdated technology, with software written in ADABAS, an outdated programming language, making it harder to find qualified, knowledgeable developers to support it. In order to ensure that HRD can continue to carry out its statutory civil service mandates, it is necessary to convert the antiquated mainstream system to more current technology. We propose to web-enable the Civil Service process through this Federal Stimulus grant, while reviewing and modifying our business rules and preparing for statutory changes.	$486,600.00	Boston
IT	Online Permit Assistance Tools	Industry, small businesses, municipalities, consultants, real estate developers, and state authorities/agencies have told MassDEP that they need online permit assistance tools/wizards to be competitive with other states. A suite of permit assistance tools will be developed, including: • Interactive Permit Wizard • Downloadable Permit Guide; • Searchable permit lookup system • Online public comment system, which would be aligned with eMEPA project for a collaborative approach. Completion of this project will enable existing Commonwealth businesses as well as potential out-of-state companies to navigate the state environmental process and be directed to additional information for local and federal permit requirements.	$250,000.00	Boston
IT	IT Infrastructure – Email Archiving	The Executive Office of Labor and Workforce Development requires an information store to archive emails for all Agencies in the Secretariat. Current email systems do not provide a complete history of inbound and outbound emails. The ability to search an email information store for discovery or forensic purposes is essential to conducting government business. The Secretariats ability to respond to a Freedom of Information Request, an interrogatory or discovery process, or perform internal investigations is limited by current systems. Procurement and installation of an email archive would improve EOLWD's ability to respond to in all of these areas, and improve productivity through more effective use of resources.	$500,000.00	Boston
IT	DIA Business Continuity (Disaster Recovery)	Provide "hot site" back up of all DIA systems in order to facilitate Department's recovery due to loss of Boston site (source of all systems)	$2,000,000.00	Boston
IT	IT Communications Infrastructure	The Department of Occupational Safety (DOS) has engineers in the field throughout the state. This project would provide DOS engineers with wireless notebooks and workforce applications with real-time access to DOS information stores and application programs. A contact and task management system would provide field staff with the ability to report on inspections and investigations, to receive assignments, and to query DOS and Federal Government (OSHA) databases for information.	$130,000.00	Boston
IT	IT Workforce Development	The IT infrastructure investments will provide an extraordinary opportunity to implement technological initiatives beneficial to all citizens. The IT Workforce Development initiative seeks to provide training and employment opportunities for entry level (high school, community college, college and technical school graduates) as well as retrofitting existing workforce to be able to implement and maintain technology projects.	$6,000,000.00	Boston
IT	DTA Work Actively Verification and Tracking System	The Deficit Reduction Act of 2005 now requires states to track, verify, maintain, and report actual hours of work participation. Subsequent regulations directed each state to produce a Work Verification Plan that describes how this new aspect of the law will be fulfilled. The Work Activity Verification and Tracking System application would fulfill the federally required Work Verification Plan requirements of collecting verified actual hours of work activities by work-required TAFDC recipients. This application utilizes a web-based "e-timesheet" interface completed by the recipient. The timesheet would be verified, approved, and submitted electronically by the work-site supervisor. The current paper-based activity sheets the basic requirements of the law, but is inefficient in several areas that would be addressed by the DTA Work Activity Verification and Tracking System	$500,000.00	Boston
IT	Premium Billing and Financial Management System	Implement a Premium Billing and Financial Management System based on best practices that can support the 160,000 member Commonwealth Care program.	$4,000,000.00	Boston
IT	Provider Search Function	Implement a Provider Search tool on our website that will enable customers to quickly determine whether the health plan that they are considering purchasing includes their primary care or specialty physicians in their network of doctors. Currently, we must provide links on our website back to the health care websites, which often confuses the customer and makes it more difficult to complete a purchase. We would like to partner with one of the companies that provides this technology to the health plans. Doing so will enable us to have one seamless process for our customers.	$750,592.00	Boston
IT	Centrally-Hosted Internet Applications for Smaller Towns	Develop, customize, and implement a set of centrally-hosted Internet applications for small to medium-sized Massachusetts towns to automate processes currently either not or inadequately automated to create a critical mass of participants and proof of concept for moving smaller local governments to jointly-purchased centrally-hosted Internet applications covering all municipal application needs. Anticipated initial applications would cover licenses, permits, and constituent complaint tracking, allowing citizens in small remote communities to enjoy the same on-line service efficiencies of larger jurisdictions. Examples of services needing standardized automation and on-line applications include business licenses, dog licenses, vital record certificate copies, dumpster permit, constituent complaint tracking, and others.	$4,000,000.00	Boston

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IT	Website Enhancements	Enhance our www.mahealthconnector.org website to be more customer-friendly. Our most important asset is our website, and the ability for customers (Brokers, Employers and Individuals) to quickly understand their obligations, and most effectively shop for the products that are most suited for their needs. While we have been successful with our initial functionality, we are eager to add services for our customers that will enhance their shopping experience and enable them to make more informed decisions about the products.	$500,000.00	Boston
IT	Administrative Records List (ARL) Prototype	State legislation requires ANF to test the feasibility of ARL, which means using information about MA residents contained in state files - instead of municipal census data- to creat jury pools, manage voter lists and improve federal census estimates. Four MA agencies maintain data files that together offer the greatest likelihood of producing a complete and representative ARL database. They are: RMV- ALARS (driver's license and state ID records), DOR-MASSTAX (tax return records) Secretary of State - VRIS (list of registered voters), HHS (public assistance records). In MA, voter registration processes and data are closely integrated with the municipal census. If the Commonwealth were to adopt ARL and eliminate the census, the voter registration process would have to be rethought and the nature and structure of voter registration data might change.	$576,000.00	Boston
IT	Masshealth Data Initiative to Support Youth in State Custody (EH	Agencies who have custodial responsibility for youth (juvenile justice, child protective services, mental health) face significant challenges accessing MassHealth data related to their clients. This project provides state agency staff with claims data related to youth in state custody who are involved with two or more EOHHS agencies. Through the "One family One Plan Initiative", (which was initiated by the Secretary), the data helps agencies to identify high risk youth and improve coordination and delivery of services.	$756,800.00	Boston
IT	DWD Data Center Backup Replacement / Business Continuity Operation	The Department of Workforce Development currently runs a 7x24 data center that has outdated backup technology and no predetermined or equipped backup facility in case of catastrophic failure. This project would replace the current backup technologies, and purchase equipment that would occupy a footprint in the Commonwealth's planned data center in the Springfield Area.	$4,200,000.00	Boston
IT	IT Network Infrastructure Upgrade	The Department of Workforce Development supports a network of 40+ Career Centers throughout the Commonwealth that focus on re-employment of workers. This project would upgrade DWD's Network infrastructure to replace "out of support" Cisco switches and install security appliance upgrades. The upgrade will enable improved connectivity with the 40+ field offices throughout the state, and a provide a more robust connection to the Commonwealth of Massachusetts's primary network ~ MAGNET.	$2,500,000.00	Boston
IT	Commonwealth Information Risk Management (CommonRisk)	The CommonRisk project recognizes that, regardless of industry or location, threats to sensitive electronic information and systems exploit organizational weaknesses. CommonRisk leverages this commonality by establishing a federated information risk management program to provide both public and private sector businesses with an automated, standards based practice to identify and mitigate the common threat factors. CommonRisk provides each Commonwealth business and/or organization with an ability to effect its own individual risk management capability as a member of a larger risk management community; to protect sensitive electronic information and systems, regardless of industry or location.	$5,000,000.00	Boston
IT	Transparency in State Spending	Develop a searchable website that allows citizens to review state spending. Initially, VendorWeb will be expanded to allow additional sorts by department and object class in addition to vendor name or vendor code. Consistent with making basic spending data available will be a more comprehensive analysis of requirements to be the foundation for a more comprehensive presentation of financial data.	$1,000,000.00	Boston
IT	Data Warehouse	The Commonwealth Health Insurance Connector Authority is seeking to build a data warehouse in order to store, measure, analyze and report on current and future health care reform data. Currently, the Connector is receiving data from multiple sources including DOR, EHS, ITD, SBSB, Perot and our own portal related to eligibility, enrollment, activity, appeals, projections and costs. Without a central repository, it is difficult to cross reference the data to perform statistical analyses and projections. By creating a data warehouse, centralized management of information will be realized thereby enabling the Connector to accurately report across programs and share timely and relevant reports/ projections with stakeholders.	$750,000.00	Boston
IT	Enterprise Identity Management	The Commonwealth has the desire for delivering secure electronic application and system access to its constituent populations . The Commonwealth has previously determined that the most economic and efficient means of achieving this goal is by adopting/deploying a service oriented architecture (SOA) based around open standards. Optimizing the state's SOA alignment requires a standards-based and federation capable identity management and authentication framework available across an array of Commonwealth agency and organization service offerings. Based on previous efforts and the desire to move forward with a successful enterprise Identity Management implementation, the Commonwealth will effect a pragmatic approach to identity and access management.	$6,000,000.00	Boston
IT	Shared Processing for Commonwealth Financial Operations	Financial processing in the Commonwealth is facilitated through the ERP system, MMARS and the payroll system HR/CMS. While all financial activities are supported for the benefit of all 149 departments, the administration of these activities is not consistently or broadly implemented which creates risks for internal Controls, inefficiencies, duplication and redundancy. This project will evaluate existing practices, define models for shared processing versus consolidation of administrative services and develop guidance. The project team will also implement standardized end-to-end models in one or several areas of financial business such as procuring to payment; customers to collections; entry to analysis. The models would support shared processing with clearly defined and understood procedures and sustainable metrics.	$3,500,000.00	Boston
IT	Video conferencing and mobile computing	Create a network of video conference centers across the state at DMR area and regional offices, and facilities. Additionally, provide the technology and hardware necessary to enable the DMR's approximately 600 service coordinators for secure computer mobilization.	$2,662,500.00	Boston
IT	24 x 7 Real Time Access To RMV Data	The RMV's mainframe system (ALARS) is off-line every night for routine maintenance. For many years law enforcement agencies have requested real-time information access to the Massachusetts Registry's drivers license data. Because of needed maintenance the data is off-line each night requiring law enforcement to refer to data that is not up to date. If a traffic stop occurs and current data is not available, law enforcement agencies are relying on outdated data. The purpose of this project is to make ALARS data available during these hours of maintenance down-time. The primary beneficiaries would be nation-wide Law Enforcement Agencies, RMV Internal Customers, and Insurance Companies.	$850,000.00	Boston
IT	Common Data Repository System	Currently MassHighway and the Registry of Motor Vehicles have no common system to manage the terabytes of data that each produces annually which prevents retrieving documents in a timely fashion. Both agencies and the secretariat have massive data requirements, and we cannot continue to keep these in siloed storage. This project will implement an electronic filing system (FileNet) and build a document management system that will make the documentation available for analysis when needed and ensure availability regardless of location.	$3,865,000.00	Boston
IT	Driver License Project	Updating the current process for creating a valid Massachusetts Drivers License will allow for incorporating new fraud avoidance technologies, enhancing electronic document authentication all functions pertaining to Registry business which will aid in facilitating customer service at RMV branch offices reducing wait times. The RMV Driver License Project will replace the current driver license document which has been in use for six years. The policy of the RMV has been to replace these every six years to take advantage of new fraud technologies and also to bring us into compliance with some new federal standards around driver licensing.	$11,700,000.00	Boston
IT	Engineering Information System	Redesign the existing MassHighway Administrative Engineering System (AE) into a fully web-enabled application that closely integrates and interacts with the Project Information System (Projectinfo). The current system requires data input from many entities within and outside government which is submitted on paper and then keyed manually into the current system.	$840,000.00	Boston
IT	New Fiber Installation	This project would design, build, and maintain the gaps in the existing Commonwealth-owned fiber network, creating a shared high bandwidth backbone for state and local agencies.	$5,000,000.00	Boston
IT	Fiber upgrade	This project is to upgrade existing fiber from Lee, Mass. to the Transportation Operation Center in South Boston and from RTE 3 to RTE 128. This sets the stage for fast, flexible, and cost-effective radio interoperability between mixed analog and digital wide-area talk groups, IP telephony, and cellular.	$3,500,000.00	Boston
IT	MassHighway Construction Management System	Projects and contracts for MassHighway's design and construction processes contain complex, multi-layered data. Information is currently stored across several systems and several agencies. Some systems are stand-alone applications and in some cases information is only tracked in spreadsheets. Some systems require manual, repetitive effort, to produce only hard copies of documents. This project seeks to consolidate these stand-alone applications and align them with Projectinfo, to become a complete, end-to-end repository for all construction project and contract data. The Projects module of Projectinfo was updated and the application that Resident Engineers use in the field to track items and payments on construction contracts was upgraded from a cumbersome and difficult to support MS Access platform to a publicly accessible website.	$2,200,000.00	Boston
IT	Microwave Upgrade	This project is to upgrade existing Microwave Radio across the state, thus set the stage for fast, flexible, and cost-effective radio interoperability between mixed analog and digital wide-area talk groups, IP telephony, and cellular.	$1,500,000.00	Boston

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IT	One Voice Contact Center Project	One Voice will implement a state of the art contact center environment that enables collaboration amongst Commonwealth agencies to provide the public with one point of contact for all Commonwealth resources and services. The One Voice architecture will support multiple media channels enabling us to provide state of the art customer service and will support a wide range of systems such as MBTA, Mass-Rides, DET, DOR, MEMA, HHS, MTA, CHB, MassPort, MHD and RMV. One Voice will directly affect how the public interfaces with the Commonwealth. The high visibility of One Voice will provide the opportunity to set new standards and methodologies of delivering these services. The core goal of this project is to provide superior, easy to use service and information for citizens across the Commonwealth. All of the Massachusetts agencies will be communicating with One Voice, delivering a single point of contact for citizens of the Commonwealth of Massachusetts.	$8,000,000.00	Boston
IT	Section 5 Replacement	The RMV has different vehicle plate types, those called Section-5 plates are issued to car dealers, repair shops, and farm equipment. Section-5 plate owners are currently exempt from all FastLane toll collections and parking tickets due to an unintended loophole caused by a non-integrated system. The technology that the Section-5 application is written in is not compatible with the normal plate processing application. In order to properly identify the correct responsible owner of the plate these two systems need to be integrated.	$500,000.00	Boston
IT	Statewide Transportation Data Center	Currently all transportation agencies maintain separate data centers: MassHighway Department, Registry of Motor Vehicles, Massachusetts Turnpike Authority, Massachusetts Port Authority, Massachusetts Bay Transit Authority, and the Massachusetts Aeronautics Commission. Supporting the Governor's vision of a single Transportation entity, this project would consolidate all datacenters into a single facility which would bring us closer to a shared services model taking advantage of the economies of scale of each agency brings.	$11,800,000.00	Boston
IT	Virtual Matrix Switch	In order to provide a robust, cost effective encoded video solution to the increasing number of roadway cameras, MHD needs to replace the existing analog video matrix switch. The upgraded system would be fully redundant with no single point of failure, and it would provide managed and secure interoperability with all agencies identified as potential incident responders. MassHighway is in need of an upgraded, maintainable video distribution and management system. This system would replace the existing analog video matrix switch located at the Traffic Operations Center (TOC) with an encoded video system (virtual matrix switch).	$1,500,000.00	Boston
IT	Web Platform Integration with GIS mapping	Architect external (public facing) environment for EOT/MHD so that all applications are all on one consistant platform (.NET and MS SQL Server) ensuring that as we go forward, it will be easily configurable. Include selected MHD GIS planning data that is currently collected and updated at great cost but not available on the Web to outside agencies or the public. Integrate MHD map based applications on the same platform with CommWorks, the new web based mapping application currently being rolled out on the EOT website in accordance with the Transportation Bond Bill reporting requirements.	$750,000.00	Boston
IT	MWPAT/DEP Joint SRF Tracking System	Project will create an inter-agency database of water infrastructure projects funded through the Clean Water and Drinking Water State Revolving Funds. Database to be hosted by State Treasury or ITD. Data to be owned by MWPAT and DEP. Query-able by both departments as well as local government borrowers via web.	$350,000.00	Boston
IT	Clinical Performance Improvement (CPI) Initiative Web Utility	In 2003, the Massachusetts Group Insurance Commission (GIC) began a multi-year initiative with its six contracted health plans to assess the quality performance and cost-efficiency of physician medical practice in the Commonwealth to increase transparency, influence behavior, improve physician adherence to best-practice clinical guidelines, and contain health care costs for the Commonwealth. The GIC would like to make available to physicians the CPI data used, electronically, in a central location, for the physicians' review and inquiry if needed. The resulting data will be available through the Internet to the physicians who are being evaluated, in the form of individual, customized views that permit them to drill down to the underlying data. The GIC would also like to include the capability to retrieve such data, based on a provider's practice infrastructure. The GIC had hoped to establish a web utility in the course of its procurement of consulting services for the CPI Initiative, but was unable to fund the project. The five main components of this proposed engagement include: 1. Technical architecture, portal authentication, and data hosting 2. Preparation of the data received from Mercer subcontractors and RHI , 3. Presentation of individual physician metrics on quality and cost, with drilldown capability to the member-identified claim level, 4. The ability to view data for physician groups according to unique plan supplied groupings, 5. Implementation of a secure, formatted review and inquiry capability that providers can use to communicate issues/questions/challenges electronically	$5,000,000.00	Boston
IT	Transparency Portal for Federal Stimulus Czar	Develop a web application that enables the federal stimulus "Czar" to report on how stimulus funds are being allocated, and enables recipients of the funding to report, in real time, on how the money is being spent, and on project performance and outcomes. May also allow citizens to have input into or comment on the allocation and spending of funds, via tie in with new Mass.Gov "Commonwealth Conversations" blog or via its own citizen input mechanism.	$1,000,000.00	Boston
IT	Digital Recording of DIA courtrooms	Install Digital Recording equipment in all DIA courtrooms in line with other courtrooms in the Commonwealth and in the country.	$500,000.00	Boston and 4 regional offices
IT	IT Network Infrastructure Upgrade	Upgrade DIA's Cisco infrastructure environment from 2900 series switches to 3700 series. Replace older unsupported Cisco switches models to new supported models at the following DIA office locations, Boston, Lawrence, Fall River, Worcester, Springfield	$200,000.00	Boston and 4 regional offices
IT	Oracle Technology Upgrade Project	Upgrade DIA's Oracle environment from version 10g to version 11g. DIA's current Oracle 10G development, test and production systems are several years old. Oracle is currently at version 11G and will soon release Oracle12. DIA run the risk of having its Claims Management System (CMS) and Trust Fund (TF) applications being unsupported at that time.	$200,000.00	Boston and 4 regional offices
IT	Expanding MassMail	MassMail provides an enterprise wide, centralized email service to Commonwealth of Massachusetts agencies and authorities. The objective is to continue the growth, development and support of MassMail for the 60,000 plus email accounts and supported IT environments and technologies. This will eliminates the need for seperately Agency and Authority licensed email systems, thus reducing ongoing maintenance of servers and software assurance expenses. ITD is managing the Centralized email service, which includes Directory services, software, firmware, virus protection and Spam control. this will enabled commonwealth of Massachusetts IT organizations agencies and authorities to reduce over head while maintaining a highly productive environment. The consolidation of email systems will give the commonwealth a better foundation that will enable new levels of operational efficiency through capabilities that optimize hardware, networking investments and features that help make administrators more productive and also benefit with statewide calendar/directory services and unified communication and support.	$20,000,000.00	Boston/ Chelsea
IT	MDAA Disaster Recovery Infrastructure	This project would allow the MDAA to complete the MDAA/DAA disaster recovery hot-site that has been staged in Worcester. To date all of the hardware and network has been purchased and installed to allow for a 100% redundant disaster recovery hot-site at the Worcester DA Office. This project will give full disaster recovery capabilities for all of the DAA domain and applications that currently in use at the eleven DA offices spanning 120 locations. MDAA has invested approximately $700K to date and because of MDAA and DA voluntary contributions to budget reductions and further planned reductions to FY09 and FY10 budgets, this completion of this project has been placed on hold.	$155,000.00	Boston/ Worcester
IT	Infrastructure Refresh/Upgrade 10 Gigabit Technology	This project will be to replace End of Life hardware, refresh and upgrade our Core/Edge to support 10 Gigabit speeds and VoIP in our Enterprise Network.	$7,500,000.00	Chelsea
IT	MITC Data Center Renovations	The MITC data center facility located in Chelsea is in need of infrastructure replacement and reliability upgrades. The MITC data center hosts Information Technology for the state's revenue collection, public safety records, health and human services entitlement programs, registary of motor vehicles records and revenue collection, payroll, and financials. The data center is now 15 years old and critical mechanical infrastructure is reaching end of life. A recent study conducted by DCAM identified several risks to reliability of the facility. The project will replace the most at risk end of life equipment, such as the cooling systems, and address reliability gaps, such as a single network entrance for the entire facility.	$8,000,000.00	Chelsea
IT	MITC Data Center Space Expansion to support IT Consolidation	Per Executive Summary of "Baseline Survey of MITC Facilities" report commissioned by Leslie Kirwan, "Due to its [MITC] design and systems the building's most appropriate use is as a data center". Convert 20,000 sq foot of office space to Data Center usage in order to allow for agencies across the Commonwealth to re-locate their non-protected IT Data Centers to MITC.	$6,000,000.00	Chelsea

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IT	Secretariat IT Services Consolidation	Consolidate information technology services and systems of Executive Office of Public Safety and Security administrative offices and agencies: Department of Correction; Massachusetts State Police; Massachusetts Parole Board; Sex Offender Registry Board; Massachusetts Emergency Management Agency; Office of Chief Medical Examiner; Municipal Police Training Council; Department of Public Safety; and Department of Fire Services - relocating all services and systems to the Public Safety Data Center operated by the Criminal History Systems Board - Criminal Justice Information Services at the MITC in Chelsea.	$6,000,000.00	Chelsea
IT	MITC Mainframe Refresh	Replace the existing legacy z890 mainframe with a updated z9 X03 BC hardware component.	$10,000,000.00	Chelsea
IT	MITC Meditech Active Failover	Create an active failover architecture for IT Meditech systems (DPH, DMH and DMR) and host in Co-location center until 2nd Data Center is active. The 4 state hospitals rely on these systems to operate.	$3,000,000.00	Chelsea
IT	Digitization of Massachusetts Birth and Death Records-CORRECTED	The Massachusetts Registry of Vital Records and Statistics (RVRS) is the oldest registry of vital records in the nation. The RVRS has initiated a multi-year, multi-phase IT project called the Vitals Information Processing System (VIP). This phased project is already in progress, and is therefore positioned for rapid deployment. The current phase is the partial digitization of records to support health care reform and the federal Deficit Reduction Act in performing electronic verifications of citizenship. Supplemental funding would permit the completion of this digitizing project of over 10 million records. Completion of this phase of the project would: 1. be completed within two years, 2. fully digitize birth and death records from 1935 to the present allowing for electronic verification of citizenship, identity, and issuance for RVRS and for local city and town halls, 3. provide matching of birth and death records for prevention of identity theft and fraud, 4. provide tracking and rapid response for pandemic and environmental health issues, and 5. allow for the secure integration of the digitizing and verification/matching systems into the centralized VIP system that will be developed concurrently with IT bond funding.	$8,700,000.00	Dorchester
IT	State Emergency Operations Center IT upgrade	The present off network DMZ at MEMA is undersized and overloaded contributing to operational failures in using off network applications such WebEOC. The present desktop computers used are at or past their serviceable life. This project will solve these problems by adding redundant broadband internet connections and migrating to a thin client and terminal server environment greatly enhancing operational capability. This upgrade will also add a much needed public wireless network to serve outside agencies conducting business at MEMA HQ. Additionally, the upgrade of audio visual sytems is required to support incident command when the EOC is stood up during a declared public safety emergency.	$300,000.00	Framingham
IT	Network Infrastructure Updates	Replace the COMPAQ Proliant ML370 file and print Server that has been installed since 2001. Complete the installation of our wireless backbone by adding the necessary amplifiers and receivers.	$32,500.00	Holyoke
IT	Massachusetts Public Health Laboratory Data Exchange	To enhance Massachusetts State Laboratory Institute (MSLI) data exchange and interoperability capabilities to share data with the Centers for Disease Control (CDC), surveillance partners and other public health laboratories. This will allow MSLI to meet surge capacity needs, continuity of operations and rapidly report critical test results to health care partners.	$1,064,000.00	Jamaica Plain
IT	Integrated Emergency Operations Management System	Deployment of a new system to administer state call-outs of the National Guard. This investment will substantially enhance the safety of the Commonwealth during a crisis. The National Guard's current human resource management system is antiquated and does not interface with the Commonwealth's.Therefore, we do not have adequate accounting of what soldiers are activated nor can we assure that we pay them accurately and promptly. We propose taking advantage of a proven solution recently developed for the Florida National Guard.	$250,000.00	Milford
IT	Statewide Business Continuity Planning	To implement a mandatory statewide Business Continuity Program to define: • Agency Emergency Response Plans • Agency Crisis Management Plans • Agency Business Continuity Plans • Full integration and consistency of procedures across agencies • Clear requirements for Infrastructure Design, Redundancy and Recoverability The program would also be made available to all non-executive entities.	$4,300,000.00	Multiple
IT	Trial Court Video Conferencing	The goal of this project is to establish videoconferencing capabilities in selected courthouses and correctional facilities across the commonwealth to handle certain court matters in a more expeditious and less costly manner. There are substantial cost savings in prisoner transportation and security associated with this initiative. It is being pursued in conjunction with DCAM's Corrections Master Plan.	$250,000.00	Multiple
IT	DD Suite, Planning & Reporting System	This project is a transition from a form and database system to an online interactive web site that provides planning and reporting. The project will include open source development, accessibility, and conversion of existing data. The project will offer a greater transparency and performance reporting to the state and federal government. The adaptation and replicability for other state agencies has great potential, particualy for those programs that report are federally funded and or report based on performance measurement.	$80,000.00	Quincy
IT	ECM–Phases 3 and 4	The Public Employee Retirement Administration Commission (PERAC) approved the deployment of a comprehensive Enterprise Content Management System to improve operational efficiencies, minimize risk, and be more responsive to its public employees, retirees, and retirement systems. Phase 3 – Deploy Document Management Enterprise-wide was scheduled to begin in March 2009 but the funding appropriation was cut from the FY2009 Budget . Phase 4 – Workflow Automation of other major functions such as Comprehensive Medical Evaluation process, Restoration to Service process, Investment Disclosure process, Audit Review process, and Publication Development process, was planned to begin towards the end of Fiscal Year 2009 but the funding appropriation was also cut from the FY2009 Budget	$343,661.00	Somerville
IT	Trial Court Electronic Filing	Utilizing the IJIS Broker and MassCourts software as a base, we will develop a pilot initiative for the electronic filing of selected case types. The pilot will contemplate the use of the national NIEM (http://www.niem.gov) ECF xml standards for "Electronic Case Filings" and will provide for the case data and associated electronic materials to be automatically attached to any generated case docket. Possible case types for this pilot initiative would include Small Claims, Summary Process, etc. The Efile infrastructure developed could be used for both the Trial Court and Appellate Courts or with any ECF compliant system.	$750,000.00	Statewide
IT	Trial Court Electronic Signature and Workflow	Utilizing MassCourts and the IJIS Broker as a foundation implement an automated signature workflow and the associated methods to attach electronic signatures to trial court produced electronic forms and documents. With this capability and using the established IJIS Broker, the documents can be shared electronically with external partners using appropriate standards and can be stored in the MassCourts document management system for future use by court employees.	$1,000,000.00	Statewide
IT	Trial Court Business Metrics Dashboard	Building on the work that has already been done within the Trial Court on Metrics using the Courtools standards from the National Center for State Courts and utilizing raw data from MassCourts and other systems, develop a basic data repository for key case related data. We will then utilize this repository with a software product that can be used to support a statistical dashboard for monitoring case progress and other key management indicators with the ability to "drill down" to department and divisional data that supports the key metrics.	$600,000.00	Statewide
IT	Trial Court Digital Media Archive	This project would establish a central storage repository for electronic audio files and associated transcripts. Over the past several years the Trial Court has been purchasing digital recorders which are used to record official court proceedings (www.javs.com). This project would establish a central electronic archive to hold this important case related data. In addition, when the media is used to create the official court transcript of the proceeding, the archive would be used to store the transcripts as well. Items in the archive would be linked to the relevant case data in MassCourts and other case management systems.	$750,000.00	Statewide
IT	Massachusetts State and Community College Voice over Internet	Most Massachusetts State and Community Colleges have an aging telephone system. Few have moved to more advanced technology such as Voice over Internet Protocol (VoIP). The benefits of moving to VoIP might include substantial savings on call usage charges and telecommunications connection fees. Deploying this technology also provides a foundation for more applications such as unified messaging, which combines voice fax and e-mail, and the potential to eventually enable cell phone calls to switch to VoIP calls (at a lower cost).	$9,000,000.00	Statewide

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IT	Massachusetts College and Career Web Portal	The Massachusetts College and Career Web Portal will provide a fully interactive, Web-based platform to help students plan for, research and be prepared for college and careers. The site would give students the opportunity to explore their interests and skills using assessment tests and interactive tools, provide students and their families with reliable information about the college planning process, allow students and their families the ability to build and manage their individual career and college plans and evaluate their progress towards meeting the requirements for high school graduation; provide a reliable, credible gateway to online services and websites already available to students and their families, allow for transcripts, letters of recommendations to be sent securely , students and high school counselors to colleges electronically; provide guidance counselors with tools to collect and analyze detailed multi-year information on students' career and college plans, as well as administrative tools to improve the advising process	$3,000,000.00	Statewide
IT	SIMS-EPIMS Connection	Connect the state's Student Information Management System (SIMS) with the Education Personnel Information Management System (EPIMS). The SIMS collection system will be modified to accept data for multiple classes and multiple teachers per student, expanding the database beyond its current capacity. This connection between SIMS and EPIMS will be the final link between four main systems, SIMS, MCAS, EPIMS and ELAR – completing the core of the education data warehouse: students and teachers both connected through the classes where learning happens. All continuous improvement and summative analyses that strive to determine the impact of programs and investments on student performance require the integration of this expanded student data.	$2,400,000.00	Statewide
IT	ELAR Data Warehouse Integration	The Department has 400,000 records related to educator licensure in its online application ELAR, however, these data are not available to districts in an efficient or integrated manner. Integrating it into our data warehouse and building reports of this data combined with our teacher and student data collections, and our student test scores would allow us to analyze patterns and backgrounds in licensure applications, and how it relates to where teachers pursue employment across the state, how long they remain in their positions, and the impact of licensure requirements on student performance.	$685,000.00	Statewide
IT	Schools Interoperability Framework	Develop and implement the Schools Interoperability Framework (SIF) as the engine for Massachusetts longitudinal data system (LDS) data collection and management. Our current data collections are staff intensive at the local/district level and provide only "point in time" data, e.g., educator assignments to classes are collected in October, however, these change in the 2nd (and sometimes a 3rd) semester. At both the state and district levels, more frequent and comprehensive collections are required. SIF is an industry-wide technical standard for automating K-12 data exchange that was not available when ESE first developed our current data collection systems; it is rapidly growing in adoption. This project would sponsor a SIF infrastructure at the state level and provide grants to districts to upgrade their student information systems to be SIF compliant. The goals would be to streamline the existing systems to improve the timeliness of the data, and to implement a dynamic exchange of data will significantly reduce the large and growing data collection burden on local school district staff.	$25,000,000.00	Statewide
IT	Electronic Transcripts for Licensure	We can increase the efficiency at administering licensure operations by implementing an electronic transcript process (that would include all MA public colleges and universities), which would eliminate a large amount of paper processing by our department and the colleges as well as speed the time to award a license and thereby enable employment. This project would include grants to state colleges and universities to integrate third party software with their student registration systems in order to generate and transmit electronic transcripts	$250,000.00	Statewide
IT	Data Tracking for Teacher Preparation	Our current data systems begin collections on students, teachers and instruction at the point of teacher hire and K-12 student enrollment. In order to engage in the evaluation of EDUCATOR/TEACHER PREPARATION and its ultimate impact on student achievement, we need to assign unique IDs to candidates as soon as they enter an ESE approved preparation program so that our investments in their development and subsequent returns on those investments can be followed from preparation, to teacher testing, to licensure, to hire and ultimately into their teaching and the performance of their students.	$325,000.00	Statewide
IT	21st Century Technology for 21st Century Students	The current statewide ratio of students per computer is 5 students to type "A" or "B" computer, i.e., computers that are able to run current generation software packages. Hence, the majority of schools still provide only episodic access to what should be a tool immediately at hand for every student to use to research and complete assignments. The ratios are particularly problematic in poor urban and rural schools where many students are afforded little or no access to technology tools and applications.	$110,000,000.00	Statewide
IT	Grants Administration	The infrastructure currently supporting the grants management system employs a mix of new and outdated technologies, and paper forms to process and review grant applications, and manage payment and reporting requirements for grantees and the agency. Moving to a fully integrated, web-based grants management system has been a high priority for the ESE for some time now. A more efficient grants management system can free up resources to help districts use grant funds more strategically to support their goals & objectives.	$1,400,000.00	Statewide
IT	Statewide Public Safety Communications Network Backbone	To provide a resilient, reliable, secure, and accessible communications network that will scale with the growing information sharing and interoperability needs of public safety agencies such as state and local law enforcement, state and local fire services, emergency management, criminal justice and emergency medical services.	$37,500,000.00	Statewide
IT	Department of Correction 800 MHz Radio Upgrade	DOC is requesting funding to procure the second phase of a radio equipment upgrade needed to provide interoperable communications within the Department of Correction and between the more than 40 other state and local public safety agencies. This funding will be used to move forward with the planned migration from an analog 450 MHz security radio network to the statewide 800 MHz Smartzone trunking radio communications network. This will enable the DOC to interface with the State Police and other public safety agencies	$6,500,000.00	Statewide
IT	E-Citation	The electronic citation project would replace the existing paper-based citation process with a fully automated process for the collection and exchange of motor vehicle violation citation information. Citation information would be shared in a timely manner across systems including police record management systems, the Trial Court's case management system and the RMV/MRB Automated Licensing and Registration System (ALARS).	$6,500,000.00	Statewide
IT	Department of Public Safety E-Licensing	DPS as well as additional SOPS agencies are looking for a Commercial Off The Shelve (COTS) licensing system that will meet its needs and have built in flexibility to be easily integrated and modified by the department as the regulatory environment changes. This project will utilize E-commerce and Internet based communications to increase accessibility and communications with citizens and businesses. Features like license renewal, address updates, and exam scheduling over the Internet will make the task convenient for many of the licensees, permits and inspections conducted by DPS. Inspection scheduling and payment over the Internet would increase efficiency, making it possible to do more inspections. Inspections and license compliance visits can be facilitated with the aid of mobile data collection devices communicating with the licensing an inspection databases.	$600,000.00	Statewide
IT	Conversion of Statewide radio network to all-digital platform	The statewide 800 MHz radio network operates on an analog technology platform. Support for analog communications technology is at end of life, and new systems will no longer be delivered as of 12/31/09. The Department of State Police is currently implementing a P25 digital communication infrastructure in Western Massachusetts (Troop B), west of Rte 91. This ongoing 800Mhz expansion into Troop B, will integrate, to the degree capable, with the remaining 22/24s of the State which is currently operating in an analog environment. This proposed project will convert the entire statewide network to an industry-standard "P-25" platform that utilizes digital technology, which will economize spectrum utilization, expand the capabilities of user devices and conform with FCC initiatives for consolidation of wireless voice and data networks. This project will expand the "P-25" 800 MHz radio network project currently under construction in western Massachusetts (Troop B) throughout the State.	$125,000,000.00	Statewide
IT	Electronic Inmate Medical Records System	Implement all necessary hardware and software across the state's correctional facilities and 1 affiliated public hospital in Massachusetts to facilitate the electronic transfer of inmate health information to enhance the level of safe and efficient care provided to this population.	$2,300,000.00	Statewide
IT	Ethernet/IP/VoIP Data Communications Network Upgrade	Convert existing data circuits from frame relay to Ethernet based EVPL/MPLS utilizing fiber connectivity where available over providers' private IP clouds, and site to site VPN over the public internet at cable/DSL locations. Project goals are to convert all Regional and District offices, labor and maintenance yards, and key field offices currently serviced by frame relay. Upgrade or replace existing PBX systems to support VoIP. Install redundant circuits at key offices. Install Real Time Monitoring (RTM) capabilities on agency's bridges, roadways, dams, public safety, and traffic control systems.	$15,640,000.00	Statewide
IT	Mass. Gov portalization	The Commonwealth has established an enterprise portal solution for state agencies to adopt. Currently, DCR has not been portalized due to lack of resources. This project would migrate from a non-portalized environment to a portalized environment.	$450,000.00	Statewide

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
IT	Revenue Tracking System	Development of a web based n-tiered application to support the collection of over 12 million dollars in revenue collected statewide. Application will streamline manual processes and bring efficiencies in revenue collection, processing and reconciliation. The application will achieve the ability to create granular reporting and management of recreation revenues from over 100 forest and park facilities and revenues generated through other Department programs. More importantly it will reconcile DCR's revenues with MMARS sweep accounts.	$1,250,000.00	Statewide
IT	Seasonal Roster Application	Development of a web based n-tiered based application to support the central office, the Governor's HR Office, nine (9) regional offices and 18 district offices increasing the current user's level across the state. The Access XP application does not provide a sharable process to support the number of DCR staff needing access to the information. A web based application will provide, in real time, DCR and the Governor's HR Office with a living status of the seasonal positions. It will also improve DCR's HR Office with a timely process to complete the necessary paperwork to hire and then terminate this large seasonal workforce.	$750,000.00	Statewide
IT	Desktop and Application Virtualization (VDI)	Desktop Virtualization permits instant provisioning of new desktops, near-zero downtime in the event of hardware failures, reduction in the cost of new application deployment, extends desktop replacement 5–6 years or more, allows users to access their desktop from any PC, enhances security, decreases network exposure to risks, and reduces IT response time to desktop issues and maintaining patching, deployment and upgrades. Application Virtualization allows accelerated application deployment, centralized application management, ability to continue to use system when off-line, delivers fully featured desktop applications, and optimizes licensing by controlling simultaneous users of software. ROI include decreased desktop costs, reduce staff time in maintaining operating systems and applications, and improved customer relations by improved reliability and performance.	$3,500,000.00	Statewide
IT	Online sharing/collaboration Intranet	Online sharing/collaboration Intranets to be shared by all agencies, environmental non-profits, legislatures, etc.	$1,200,000.00	Statewide
IT	EOEEA wide video conferencing	Statewide EOEEA video conferencing	$1,500,000.00	Statewide
IT	Upgrade all EOEEA Personal Computers	Upgrade all Personal Computers at all EOEEA facilities	$2,000,000.00	Statewide
IT	EEC Professional Development Data Management System. (PDMS)	EEC's strategic goals include providing a quality workforce to maximize outcomes for children in early education and care programs. Right now our workforce initiatives are hampered by a lack of real time data describing the size and needs of the early education and care and out of school time workforce. Similarly, we have no inventory of resources to offer professionals to simplify their acquisition of skills and training. Finally, to evaluate program quality and facility improvements, we need a means to link a programs licensing history to its staffing credentials. This system will provide a comprehensive, integrated data store of all these attributes, plus a means to analyze, and project costs for present and future needs. This system will affect all residents of MA, as it supports school readiness and child competencies.	$1,500,000.00	Statewide
IT	Provide web services access via Chelsea to all state GIS	This will maximize the value of investments listed above and existing GIS data by providing open, service-oriented access to application developers throughout the enterprise.	$250,000.00	Statewide
IT	Trial Court – Imaging Enhancements - Auto Docketing	Enhance the MassCourts system to facilitate automatic docketing for the Probate and Family Court such that scanned images used in conjunction with form based bar-codes could result in automatic docketing. This enhancement to the CourtView software would be implemented in conjunction with the Vista imaging workflow such that scanned case documents could result in the automatic generation of appropriate docket entries on a MassCourts case without the need to perform a separate docketing function.	$750,000.00	Statewide
IT	Complete standardized statewide parcel data	Project will create standardized digital parcel boundary mapping for use in GIS based on orthophoto and on digitized assessor maps. This will support long-term deployment of GIS technology at local level. Parcel information will be available to all levels of government and to the public via Internet. Full description of the product and its uses is contained in the "Strategic Plan for Spatial Data Infrastructure" available on MassGIS web site. Work can be contracted to Massachusetts firms.	$2,200,000.00	Statewide
IT	Complete the orthophoto base mapping program, add near infrared	This project provides an accurate and current image basemap for use with GIS as well as derivative products such as impervious surface and land use mapping. This base is critical for development and deployment of GIS technology in municipal and state government. Imagery will be available via internal servers, Internet download and public facing web services. Full description of this product and its uses can be found in the "Strategic Plan for Spatial Data Infrastructure" available at http://www.mass.gov/mgis/stratplan.htm.	$650,000.00	Statewide
IT	(a) Development statewide address point data. (b) annual maintain	This project will proceed in parallel with the parcel data project to develop a "master address file" (MAF) with point locations for every valid address at the building level, and where possible at the individual unit level, across the state. This will be done using a variety of source material including local parcel mapping, local Census and other databases. Emergency Service Listing, orthophoto, postal records, etc. Work will be done through grants to localities and contracts to private sector. This project will support the permanent integration of GIS technology into local government operations and service delivery, particularly in the realm of emergency response, but also permitting and inspections, planning, economic development. The data will also be used at the state level – as already projected by ITD the non-GIS component will allow for standardized data entry across all departments from EMA to Consumer Affairs to Housing and Economic Development to Health and Human Services using a web services approach to validate and maintain address list. For those state agencies using GIS, there will be additional use of the data to link addresses to a geographic location which will support routing, analysis of service territories and other kinds of operational optimization.	$2,500,000.00	Statewide
IT	Complete mapping of water/sewer infrastructure	The project will provide standardized GIS mapping of water / sewer infrastructure and service areas across the state based on utilities' existing, mostly paper, mapping of pipes. About 1/3 of the work has been done, but needs to be reviewed/ standardized. The compilation work is extremely labor intensive and will be contracted out to local GIS and engineering firms. It will provide detailed information about where public water / sewer infrastructure now exists to support review of priorities for system expansion and environmental impact analysis.	$1,150,000.00	Statewide
IT	Complete mapping of zoning	This project will complete a GIS map of municipal zoning based on existing MassGIS / Regional Planning Agency standards. Some data already exist but need to be updated. The product will be based on paper maps filed with the Attorney General's office, and on local zoning bylaw maps, some of which have been compiled by regional planning agencies. In particular, 40R and 40S districts and other recent updates to zoning need to be integrated into existing mapping. Project will involve grants to localities and/or RPAs. The work is labor-intensive but can be done by any Mass. planning firm with GIS capacity. Providing convenient and useful access to zoning information is a key to attracting businesses to Mass and to facilitating economic development in line with the state's overall priorities.	$450,000.00	Statewide
IT	Provide web services access via Chelsea to all state GIS	The project involves moving existing MassGIS services to more robust and secure servers in Chelsea. This will maximize the value of investments in GIS by enhancing access to the online library of local and state-level GIS data via open-standard web services. With current GIS web services, application developers are able to embed GIS mapping into web applications developed using standard tools such as VB and JAVA, but non-standard firewall/DMZ configuration and inadequate hardware have been problematic. Offering these services within ITD framework will ensure a greater degree of confidence in their performance and availability. Additional "geoprocessing" services such as geocoding and SQL stored procedure based development templates will be part of the overall project. The work will be done by a combination of IT consultants and existing in-house staff.	$250,000.00	Statewide
IT	Develop statewide high resolution elevation data	This project will create a GIS map of elevation, known as a "digital terrain model" or DTM using LiDAR or airborne laser technology. this is essentially a detailed mapping of the state in 3D. DTM's are used for many purposes such as site-specific drainage studies and floodplain modeling, pre-construction transportation corridor analyses, evaluation of development suitability and environmental resource/habitat identification. DTM's are also used for modeling the visibility of facilities such as wind turbines. The currently available DTM is not detailed enough for many of these applications, in particular for modelling floodplains or inundation risk due to sea-level rise. This project will have very long-term utility since topography changes very slowly. It offers potentially very significant benefit in making more informed investment decisions with regard to flood risk and other topographic factors.	$2,000,000.00	Statewide
IT	Computerized Physician Order Entry (CPOE)	Electronic application used to order Rx, diagnostic testing, and ancillary services within a care setting. Typically ties into a system which includes EMR, integrated in with a Clinical Decision Support System, assisting MDs in applying best evidence-based practice.	$125,000,000.00	Statewide

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
IT	Community Health Centers	CHCs predominantly treat patients on publicly financed health insurance 62 centers with this need to build-out 30% Centers currently lacking concentrated in Commonwealth's "gateway" cities	$13,000,000.00	Statewide
IT	Health Information Interchange (HIE)	To realize true benefit of further deployment of eHET, the development of the conduit for all providers to share/report information is required Highly successful Virtual Gateway can be built upon as the framework for a statewide exchange, starting first with the DPH 90 mandated reports. Establishment of HIE standards early will ensure maximum benefit realization of EHRs	$35,000,000.00	Statewide
IT	Ambulatory Electronic Health Records (eHR)	Although used as if synonymous to electronic medical record, an eHR consists of information drawn from multiple sources and used by a variety of clinicians. Transformational effort in the practice of medicine, evolutionary in patient safety and health cost control Successful governance and implementation model available Estimated 14,000 MD practices need to be reached	$340,000,000.00	Statewide
IT	Server Room Consolidation - 1A	Currently, transportation agencies maintain data centers for MassHighway, the Registry of Motor Vehicles, the Massachusetts Turnpike Authority, the Massachusetts Bay Transit Authority, the Massachusetts Aeronautics Commission, and the Massachusetts Port Authority, in various physical locations. Supporting the Governor's vision of a single Transportation entity, this project would consolidate the data centers and operational control centers of all transportation agencies into a single facility and bring us closer to a shared services model taking advantage of the economies of scale each agency brings.	$11,800,000.00	TBD
IT	SOPS-PIS	DPH's State Office of Pharmacy Services provides pharmacy services to three EOHHS agencies (DMH, DPH, and DMR), the Department of Corrections and the House of Corrections. The current system has reached end of life. The new system will be interfaced with existing EOHHS Meditech systems, with the HOC systems (Jail Management System(s), Inmate Management and Tracking System, etc.) the DOC Inmate Management System and the Sokhari/ Homejoy systems for demographic and admission, discharge and transfer information, prescriber data, and lab results. The SOPS-PIS will feed the EOHHS Data Warehouse with patient and pharmacy historic data and will receive a patient eligibility stub file from MassHealth. The development also new Pharmacy Information System (PIS) will replace manual processes, improve distribution, monitor the Pharmacy Distribution Center, improve patient safety and provide required management reports. The new system will automate pharmacy orders, automate reporting on discrepancies, and enhance clinical monitoring	$5,900,000.00	Tewksbury
IT	Trial Court Phone System Upgrades	This project would involve the replacement of many existing PBX system with network based VOIP equipment in various state courthouses. Locations will be selected based on age of equipment and proximity to established regional VOIP Hub locations. Currently each of the 106 trial court locations have "stand-alone" PBX and voice mail systems. This initiative will consolidate many of these systems into regional systems establishing LSP configurations in support of surrounding smaller facilities. In addition, we will establish a centralized voice conference infrastructure for state-wide use as an alternative to vendor services and in-person meetings.	$4,000,000.00	Various court locations Statewide
IT	Second Data Center	The Second Data Center Program will provide a new facility for the Commonwealth's computer systems and applications. The program will design, construct, and operate a modern highly reliable and energy efficient data center. The request for funding is to support the three phases of design and the first phase of construction	$15,000,000.00	Western MA/ Chelsea/ Boston
IT	Trial Court Backup Data Center Equipment	The Goal is to fully equip out the Trial Courts disaster recovery data center in the Worcester Court House. The backup data center has been constructed, equipment with proper racks, power, HVAC, etc. All that is needed is to populate the computer room with servers, storage, and additional network equipment. This location will also be used as a swing facility as the Cambridge Courthouse on is shut down by DCAM for asbestos abatement, and the new primary data center construction is completed by DCAM on the Pemberton court house in Boston.	$2,000,000.00	Worcester
IT	Establishment of an Automated Fixed-site Water Monitoring Program	A surface water monitoring program is needed in Massachusetts to assess existing conditions and to determine loads of contaminants carried by major rivers at strategic locations. By using a network of fixed devices to automatically collect and report the data to MassDEP, we will be able reduce manpower needs, collect data to better assess the need for wastewater infrastructure improvements, and provide information to the citizens of the Commonwealth. A fixed-site water monitoring program consisting of approximately 20 sites is proposed, and includes both continuous read-out (automated) metered probes for selected analytes as well as periodic manual sampling for additional laboratory analyses.	$2,000,000.00	Worcester
IT	Mass eLearning Network	This project would implement a centralized Massachusetts eLearning Network consisting of the Massachusetts eLearning Infrastructure providing a shared eLearning Management System ; and an Integration Portal through a collaborative effort between Mass Colleges Online and the University of Massachusetts. Implementing a centralized LMS and Integration Portal would provide a considerable reduction in cost by condensing the development and maintenance to a single system versus the 29 individual systems which currently result in needless duplication of effort and cost. It would also provide a much more even experience for users across the state taking online courses at public higher education institutions.	$9,900,000.00	
IT	Massachusetts State and Community College Disaster Recovery Facility	Most Massachusetts State and Community Colleges do not have access to an off-site disaster recovery facility. Site specific solutions for each of the Colleges are often prohibitively expensive. As a result, some institutions lack viable disaster recovery plan. This is inconsistent with best practices and may put some institutions at significant risk. Establishing a shared facility for Disaster Recovery will reduce risk, bring institutions into compliance with audit standards, and spread costs more efficiently across multiple institutions. This infrastructure should also be used to implement disk-to-disk off-site backup of data which could improve the mean-time-to-recovery.	$3,000,000.00	
IT	Greening & Virtualization of IT Infrastructure	In response to Executive Order ..., the industry direction for optimizing power utilization is by consolidation through virtualized compute hardware. Virtualization brings several opportunities to reduce infrastructure components, i.e. network ports, SAN ports, cables, software licenses. Virtualization enables rapid provisioning of new environments, better technical and people resource management.	$5,000,000.00	
IT	Enterprise Teleconferencing	Reduce travel and increase collaboration through the use of strategically placed teleconferencing facilities.	$1,300,000.00	
Private Development - Traditional Infrastructure (reviewed)	Attleboro Industrial Business Park Roadway Project - Roadways A & D	Construction of a minor roadways (A & D) within the Attleboro Industrial Business Park.	$2,985,000.00	Attleboro
Private Development - Traditional Infrastructure (reviewed)	Downtown Circulation Project	Reconstruction of sidewalks and roads around the Downtown in order to facilitate the return of two-way traffic to Main Street.	$8,000,000.00	Brockton
Private Development - Traditional Infrastructure (reviewed)	Northwest Park - Middlesex Tpke. Corridor	Construct transportation improvements on Middlesex Turnpike located between Rte. 3 & Rte. 95/128	$9,200,000.00	Burlington
Private Development - Traditional Infrastructure (reviewed)	Northwest Park - Public Sewer	Upgrade existing antiquated 5 pumpstation system	$9,000,000.00	Burlington
Private Development - Traditional Infrastructure (reviewed)	Executive Park	Riggenbach Road upgrades, construction of interior roadway, sewer and utility upgrades	$3,000,000.00	Fall River

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Private Development - Traditional Infrastructure (reviewed)	Economic Dev.Overlay District - Pedestrian Bridges	Build pedestrian bridges over Rte. 1	$6,000,000.00	Foxborough
Private Development - Traditional Infrastructure (reviewed)	Construction of Franklin Regional Transit Center	The Franklin Regional Transit Center will be a transportation hub for Franklin County that will provide centralized public and private transit, paratransit, and future passenger rail services to Franklin County.	$10,000,000.00	Greenfield
Private Development - Traditional Infrastructure (reviewed)	South Street Improvements	Improve downtown streets and pedestrian access	$6,962,255.00	Hudson
Private Development - Traditional Infrastructure (reviewed)	Riverwalk Properties Phase II	Demolition and road infrastructure improvements	$80,000,000.00	Lawrence
Private Development - Traditional Infrastructure (reviewed)	Hamilton Canal	Redevelopment of the Hamilton Canal District. Project will include	$22,000,000.00	Lowell
Private Development - Traditional Infrastructure (reviewed)	Waterfront Redevelopment Project	Site remediation at the Waterfront Redevelopment District	$3,000,000.00	Lynn
Private Development - Traditional Infrastructure (reviewed)	Chestnut Ridge Technology Park - signalization of Fitchburg St and Crowley Drive	Signalization of Fitchburg St and Crowley Drive	$250,000.00	Marlborough
Private Development - Traditional Infrastructure (reviewed)	Seaport at Cordage -Landside Improvements	Stormwater, traffic, onsite & offsite improvements	$3,700,000.00	Plymouth
Private Development - Traditional Infrastructure (reviewed)	River Run Mixed Use Village	This project includes road and drainage improvements at the River Run Mixed Use Village. Infrastructure improvements include: realignment of Bourne Road, construction of Bourne Road connector intersection and upgrades to Wareham Road and additional drainage improvements.	$4,395,000.00	Plymouth
Private Development - Traditional Infrastructure (reviewed)	Waterfront Square at Revere Beach	Construct 1,900 space parking garage	$52,000,000.00	Revere
Private Development - Traditional Infrastructure (reviewed)	Wharf / Port Expansion Project	Construction of a Cruise Terminal and dredging in Salem Harbor to all expanded and increase port usage.	$20,000,000.00	Salem
Private Development - Traditional Infrastructure (reviewed)	Assembly on the Mystic - Assembly Sq. Dr	Build public roadways & utility lines to allow for 2.8 million sf of new development	$33,700,000.00	Somerville
Private Development - Traditional Infrastructure (reviewed)	Southfield - East/West Parkway	Build a new required access road to allow 2 million sf of new development	556,971,000.00	South Weymouth
Private Development - Traditional Infrastructure (reviewed)	Asylum Block Development	The Asylum Block development includes parcel demolition and site redevelopment.	$3,000,000.00	Springfield
Private Development - Traditional Infrastructure (reviewed)	Federal Building	Redevelopment of the former US Federal Building in coordination with Mass Development. The infrastructure improvements include renovations to the building atrium and building envelope.	$2,000,000.00	Springfield
Private Development - Traditional Infrastructure (reviewed)	Liberty and Union Industrial Park Phase III	Construction of a roadway and rail crossing to allow expansion of development in Liberty and Union Industrial Park	$2,000,000.00	Taunton
Private Development - Traditional Infrastructure (reviewed)	Tishnel Mixed Use Development	This project will provide the roadway infrastructure needed for both the Tishnel Technology Park and the Rosebrook Office Park near Route 28 to allow private development within the parks to begin construction. A medical office building is scheduled to be constructed in the Rosebrook Office Park in the near future.	$2,378,000.00	Wilmington
Private Development - Traditional Infrastructure (reviewed)	Westford Business Park	Construct roadway improvements along Rte. 110	$8,100,000.00	Westford
Private Development - Traditional Infrastructure (reviewed)	Northwest Park - Middlesex Tpke. Phase 2	Improvements to 1.3 miles of Middlesex Turnpike from Rte. 62 Burlington Rd. to Crosby Drive	$14,000,000.00	
Private Development - Traditional Infrastructure (reviewed)	Northwest Park - Middlesex Tpke. Phase 3	Improvements to Middlesex Turnpike from Crosby Drive to Manning Road	$17,000,000.00	
Private Development - Traditional Infrastructure (reviewed)	Jackson Square Redevelopment	Jackson Square Project in the City of Boston includes the redevelopment of 9.1 acres in Boston's Jamaica Plain and Roxbury neighborhoods over five phases.	57,000,000.00	

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Fine Arts Center Piping Replacement Phase 3	Needed improvements.	$3,100,000.00	Amherst
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Envir/Demo	UMASS Amherst Marston Annex Relocation and Demolition	$1,900,000.00	Amherst
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Maintenance	Chapter 90-Roadway improvements	$29,450,000.00	Amherst
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Maintenance	Replace roof	$4,905,000.00	Amherst
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Maintenance	Replace elevator	$1,750,000.00	Amherst
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Maintenance	Replace sprinkler system	$3,000,000.00	Amherst
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Maintenance	Replace roof	$1,100,000.00	Amherst
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Maintenance	Replace roof	$1,100,000.00	Amherst
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Maintenance	Replace windows	$1,000,000.00	Amherst
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Maintenance	Upgrade steam line	$13,000,000.00	Amherst
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Maintenance	Upgrade electrical system and lighting	$2,000,000.00	Amherst
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT AMHERST - Maintenance	Install steam turbine	$2,000,000.00	Amherst
State Facilities - DCAM	CAPE COD COMMUNITY COLLEGE - Energy	Energy: Installation of Fuel Cell, Replace Windows, PV, EMS, Sensors	$4,934,842.00	Barnstable
State Facilities - DCAM	CAPE COD COMMUNITY COLLEGE - Maintenance	Chapter 90 - Replace water treatment plant and parking lot lighting	$1,907,000.00	Barnstable
State Facilities - DCAM	Cape Cod Community College - Maintenance	Replace water pumps	$290,000.00	Barnstable
State Facilities - DCAM	CAPITAL ASSET MANAGEMENT & MAINTENANCE - Envir/Demo	Metropolitan State Hospital (Disposal Area) Environmental Remediation	$800,000.00	Belmont
State Facilities - DCAM	SHERIFF'S DEPARTMENT MIDDLESEX - Maintenance	Repair envelope and windows	$655,000.00	Billerica
State Facilities - DCAM	BUREAU OF STATE BUILDINGS - State House Interior Upgrades	Full Renovation of Gardner Auditorium to provide accessibility, improved public access, more flexibility for multiple uses, energy efficient lighting, etc.	$5,000,000.00	Boston
State Facilities - DCAM	CAPITAL ASSET MANAGEMENT & MAINTENANCE-BOSTON - Maintenance	Repair elevator	$2,500,000.00	Boston
State Facilities - DCAM	DEPARTMENT OF PUBLIC HEALTH-BOSTON - Maintenance	Repair HVAC and renovate bathrooms	$245,000.00	Boston
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES-BOSTON - Maintenance	Replace security system, replace HVAC, replace windows and door hardware	$250,000.00	Boston
State Facilities - DCAM	BUNKER HILL COMMUNITY COLLEGE - Maintenance	Replace windows	$479,401.46	Boston
State Facilities - DCAM	BUNKER HILL COMMUNITY COLLEGE - Maintenance	Replace windows	$3,000,000.00	Boston
State Facilities - DCAM	MASSACHUSETTS COLLEGE OF ART - Maintenance	Repair envelope	$1,000,000.00	Boston
State Facilities - DCAM	MASSACHUSETTS COLLEGE OF ART - Maintenance	Repair envelope	$1,000,000.00	Boston
State Facilities - DCAM	MASSACHUSETTS COLLEGE OF ART - Maintenance	Replace louvers	$1,000,000.00	Boston
State Facilities - DCAM	MASSACHUSETTS COLLEGE OF ART - Maintenance	Repair fire alarm system	$1,000,000.00	Boston

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State Facilities - DCAM	MASSACHUSETTS COLLEGE OF ART - Maintenance	Install Greywater system and renovate restroom	$535,000.00	Boston
State Facilities - DCAM	MASSACHUSETTS COLLEGE OF ART - Maintenance	Repair envelope	$1,000,000.00	Boston
State Facilities - DCAM	MASSACHUSETTS COLLEGE OF ART - Maintenance	Repair electrical system	$1,000,000.00	Boston
State Facilities - DCAM	Roxbury Community College - Maintenance	Repair envelope and windows	$1,192,230.00	Boston
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT BOSTON - Maintenance	Replace/repair envelope, replace transformers, replace sanitary lift stations, replace HVAC equipment, replace fire suppression system	$4,925,000.00	Boston
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT BOSTON - Maintenance	Replace HVAC	$1,900,000.00	Boston
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT BOSTON - Maintenance	Repair/replace roofs	$1,200,000.00	Boston
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT BOSTON - Maintenance	Replace roof	$4,570,000.00	Boston
State Facilities - DCAM	OFFICE OF THE CHIEF MEDICAL EXAMINER - Maintenance	Repair and replace doors	$190,000.00	Boston
State Facilities - DCAM	SECRETARY OF STATE - Maintenance	Replace roof	$343,250.00	Boston
State Facilities - DCAM	SHERIFF'S DEPARTMENT SUFFOLK - Maintenance	Repair envelope	$9,000,000.00	Boston
State Facilities - DCAM	SHERIFF'S DEPARTMENT SUFFOLK - Maintenance	Replace HVAC, install safety ladders and flooring, renovate showers, repair paving	$1,664,000.00	Boston
State Facilities - DCAM	BUREAU OF STATE BUILDINGS - Maintenance	Upgrade all the VAV, induction unit valves and AHU controls and Mechanical contract for the McCormack	$6,400,000.00	Boston
State Facilities - DCAM	DEPATMENT OF CONSERVATION AND RECREATION - Enviro/Demo	Stony Brook Reservation Environmental Remediation	$1,100,000.00	Boston
State Facilities - DCAM	BUREAU OF STATE BUILDINGS and CAPITAL ASSET MANAGEMENT & MAINTENANCE	Comprehensive Energy and Water Efficiency Project including retrocommissioning, lighting, water, EMS, mechanical upgrades, and new boiler at Springfield. Includes all BSCM facilities (State House, McCormack, Hurley, Lindemann, etc.	$10,361,377.34	Boston, Lancaster, Springfield, Pittsfield
State Facilities - DCAM	Bunker Hill Community College - Construction of a New College Entrance	Provides a formal new entrance to the college. Has been designed and can be started as soon as funding is available.	$4,200,000.00	Boston/ Charlestown
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL - Institute of Labs Life Safety Improvements	Invest in energy improvements. Begin facade renovations at Shaw lab one floor at a time. This enables a first phase of critical improvements to this important public health building.	$30,000,000.00	Boston/ Jamaica Plain
State Facilities - DCAM	SHERIFF'S DEPARTMENT BARNSTABLE - Maintenance	Repair HVAC	$66,535.00	Bourne
State Facilities - DCAM	MASSACHUSETTS MARITIME ACADEMY - Maintenance	Repair wastewater plant and gym	$1,642,918.78	Bourne
State Facilities - DCAM	MASSACHUSETTS MARITIME ACADEMY - Maintenance	Repair envelope	$1,100,000.00	Bourne
State Facilities - DCAM	MASSACHUSETTS MARITIME ACADEMY - Maintenance	Repair envelope	$1,100,000.00	Bourne
State Facilities - DCAM	SHERIFF'S DEPARTMENT WORCESTER - Energy	Comprehensive energy project to include lighting, water conservation and HVAC and control upgrades and installation of a wind turbine at the site	$2,000,000.00	Boylston
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES BREWSTER - Maintenance	Replace windows and envelope	$100,000.00	Brewster
State Facilities - DCAM	BRIDGEWATER STATE COLLEGE - Energy	Phase II of Comprehensive Energy and Water Project, including window replacements and critical deferred maintenance.	$5,513,703.84	Bridgewater
State Facilities - DCAM	DEPARTMENT OF CORRECTIONS - Energy	Phase II Comprehensive Energy and Water Efficiency Project including deferred maintenance, windows, meters, electric heat conversion, and other measures.	$2,000,000.00	Bridgewater
State Facilities - DCAM	BRIDGEWATER STATE COLLEGE - Maintenance	Replace roofs, renovate building	$4,322,250.00	Bridgewater

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCAM	BRIDGEWATER STATE COLLEGE - Maintenance	Replace roof	$1,000,000.00	Bridgewater
State Facilities - DCAM	DIVISION OF EMPLOYMENT AND TRAINING-BROCKTON - Maintenance	Chapter 90-Repair paving	$190,000.00	Brockton
State Facilities - DCAM	Massasoit Community College - Maintenance	Chapter 90- Repair paving	$2,000,000.00	Brockton
State Facilities - DCAM	Massasoit Community College - Maintenance	Repair utility system	$2,300,000.00	Brockton
State Facilities - DCAM	MASSASOIT COMMUNITY COLLEGE - Maintenance	Replace security system	$450,000.00	Brockton
State Facilities - DCAM	MASSASOIT COMMUNITY COLLEGE - Energy	Comprehensive Energy and Water Project, including lighting, water, replace all failed roof top units and air handling units, mechanical upgrades, geothermal and solar thermal and solar PV.	$16,538,555.00	Brockton and Canton
State Facilities - DCAM	TRIAL COURT-CAMBRIDGE - Maintenance	Chapter 90-Repair paving	$6,700.00	Cambridge
State Facilities - DCAM	DEPARTMENT OF PUBLIC HEALTH-CANTON - Maintenance	Repair roofs	$373,345.00	Canton
State Facilities - DCAM	Massasoit Community College-CANTON - Maintenance	Replace roof	$2,900,000.00	Canton
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT LOWELL - demo of Chelmsford campus	Demolish vacant boarded up buildings that pose a fire hazard and life safety risk	$5,000,000.00	Chelmsford
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT LOWELL - Enviro/Demo	UMASS Lowell Demolition	$1,180,000.00	Chelmsford
State Facilities - DCAM	CHELSEA SOLDIERS' HOME - Maintenance	Replace sprinkler systems and handrails	$1,325,000.00	Chelsea
State Facilities - DCAM	SHERIFF'S DEPARTMENT HAMPDEN - Hampden County Women's Facility Addition	Construction of a 56 room correctional housing addition to the existing Western Massachusetts Regional Women's Correctional Center to increase the bed capacity by 74 beds. This will allow inclusion of the Worcester women currently in overcrowded housing	$15,000,000.00	Chicopee
State Facilities - DCAM	Division of Standards - Metrology Lab Building for Division of Standards	New Construction of Garage and classroom to house Metrology Equipment to ensure certification of equipment by National Institute of Standards and Technology.	$1,600,000.00	Concord
State Facilities - DCAM	NORTH SHORE COMMUNITY COLLEGE - Maintenance	Repair bathrooms, folks and roof	$1,830,000.00	Danvers
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION-DANVERS - Maintenance	Replace roof	$27,000.00	Danvers
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION - Energy	Comprehensive Energy and Water Efficiency Project including: windows, retrocommissioning, lighting, water, EMS, solar thermal, mechanical upgrades, and boilers. Includes Hogan, Wrentham (<10 year payback), Fernald (quick payback and some decentralizing of	$20,813,258.00	Danvers and Wrentham
State Facilities - DCAM	NORTH SHORE COMMUNITY COLLEGE - Energy	Energy: Window replacement/improvements, HVAC improvements, PV, exterior lighting	$6,075,000.00	Danvers Lynn
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT DARTMOUTH - Enviro/Demo	UMASS Dartmouth Above Ground Oil Tanks Environmental Remediation	$200,000.00	Dartmouth
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT DARTMOUTH - Enviro/Demo	Univers Dartmouth Asbestos Removal and Re-Insulation Environmental Remediation	$400,000.00	Dartmouth
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT DARTMOUTH - Corney Library Renovations & Infrastructure Repairs	Included on FY 09 spending plan, but Fed Stim $ will allow needed project expansion	$25,000,000.00	Dartmouth
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT DARTMOUTH - Maintenance	Chapter 90-Repair roadways	$1,788,055.00	Dartmouth
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT DARTMOUTH - Maintenance	Replace fire alarm system and high voltage feeders	$1,400,000.00	Dartmouth
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT DARTMOUTH - Maintenance	Replace fixed boilers	$1,023,000.00	Dartmouth

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT DARTMOUTH - Energy	Comprehensive Energy and Water Project, including lighting, water, replace all failed roof top units and air handling units, mechanical upgrades, bio mass boiler plant, wind turbine, solar thermal and solar PV, Dartmouth and Fall River.	$40,000,000.00	Dartmouth and Fall River
State Facilities - DCAM	SHERIFF'S DEPARTMENT NORFOLK - Norfolk Jail and HOC housing expansion	Construction of a correctional housing addition to the existing Norfolk Jail and HOC, in Dedham, which would include 24 double cells, a 40-bed dorm, and related program support spaces. Also included are a warehouse building with maintenance shops and sta	$29,000,000.00	Dedham
State Facilities - DCAM	SHERIFF'S DEPARTMENT NORFOLK - Maintenance	Expand parking lot	$3,809,000.00	Dedham
State Facilities - DCAM	SHERIFF'S DEPARTMENT DUKE - Maintenance	Repave parking lot and replace roof	$90,000.00	Edgartown
State Facilities - DCAM	BRISTOL COMMUNITY COLLEGE - Energy	Comprehensive Energy and Water Efficiency Project including recommissioning, lighting, water, EMS, mechanical upgrades, photovoltaic array, deferred maintenance and building envelop improvements.	$8,990,526.42	Fall River
State Facilities - DCAM	BRISTOL COMMUNITY COLLEGE - Maintenance	Chapter 30- Repair paving	$1,700,000.00	Fall River
State Facilities - DCAM	TRIAL COURT-FALL RIVER - Maintenance	Chapter 30-Repair paving	$22,300.00	Fall River
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES-WESTBORO - Maintenance	Replace window	$1,000,000.00	Fall River
State Facilities - DCAM	BRISTOL COMMUNITY COLLEGE - Maintenance	Maintenance	$1,000,000.00	Fall River
State Facilities - DCAM	BRISTOL COMMUNITY COLLEGE - Maintenance	Maintenance	$3,016,000.00	Fall River
State Facilities - DCAM	FITCHBURG STATE COLLEGE - New Science Center, demo of parkinson gym, site prep	Project on spending plan, but not slated for construction start until 2012 - could be accelerated to begin demo of Parkinson Gym, then move directly into site preparation and early packages.	$3,000,000.00	Fitchburg
State Facilities - DCAM	Fitchburg State College - Maintenance	Chapter 30-Repair paving and concrete roads and walkways	$2,950,610.00	Fitchburg
State Facilities - DCAM	Fitchburg State College - Maintenance	Repair electrical distribution system.	$1,000,000.00	Fitchburg
State Facilities - DCAM	FITCHBURG STATE COLLEGE - Maintenance	Replace chiller, replace parking lot lighting, replace HVAC equipment, replace roofs and windows	$6,340,834.16	Fitchburg
State Facilities - DCAM	Fitchburg State College - Maintenance	Replace chiller	$1,606,637.00	Fitchburg
State Facilities - DCAM	Fitchburg State College - Maintenance	Upgrade energy management system	$3,500,000.00	Fitchburg
State Facilities - DCAM	Fitchburg State College - Maintenance	Install Elevator	$1,500,000.00	Fitchburg
State Facilities - DCAM	FITCHBURG STATE COLLEGE - Maintenance	Install chilled water loop	$1,606,637.00	Fitchburg
State Facilities - DCAM	TRIAL COURT - Brown Demo	Framingham District Court Environmental Remediation	$150,000.00	Framingham
State Facilities - DCAM	FRAMINGHAM STATE COLLEGE - Chiller Plant	Allows vacant building to be demolished. Critical first step in the development of an improved Science Center, currently in planning stages.	$12,500,000.00	Framingham
State Facilities - DCAM	Framingham State College - Maintenance	Chapter 30-Repair roads and walkways	$1,300,000.00	Framingham
State Facilities - DCAM	Framingham State College - Maintenance	Repair fire protection system	$1,750,000.00	Framingham
State Facilities - DCAM	Framingham State College - Maintenance	Repair electrical system	$1,000,000.00	Framingham
State Facilities - DCAM	Framingham State College - Maintenance	Repair utility system	$1,500,000.00	Framingham

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCAM	FRAMINGHAM STATE COLLEGE - Maintenance	Replace chiller, replace roof, replace windows, replace security system	$1,566,494.88	Framingham
State Facilities - DCAM	DEPARTMENT OF STATE POLICE - Energy	Comprehensive Energy Efficiency Project including: lighting, mechanical upgrades, solar and biomass heating	$4,316,436.00	Framingham/ New Braintree
State Facilities - DCAM	MT. WACHUSETT COMMUNITY COLLEGE - Energy	Phase II of Comprehensive Energy and Water Project, including energy efficiency upgrades.	$573,657.59	Gardner
State Facilities - DCAM	Mount Wachusett Community College - Maintenance	Chapter 90-Repair parking lots and walkways	$850,000.00	Gardner
State Facilities - DCAM	MT. WACHUSETT COMMUNITY COLLEGE - Maintenance	Replace roof and floor	$1,300,000.00	Gardner
State Facilities - DCAM	DEPARTMENT OF CORRECTIONS - Energy	Comprehensive Energy and Water Efficiency Project including: lighting, water, mechanical upgrades, and solar. Framingham and Wellesley.	$10,272,710.00	Gardner and Framingham
State Facilities - DCAM	Greenfield Community College - Maintenance	Repair envelope	$1,927,000.00	Greenfield
State Facilities - DCAM	Greenfield Community College - Maintenance	Replace windows	$1,927,000.00	Greenfield
State Facilities - DCAM	SHERIFF'S DEPARTMENT FRANKLIN - Maintenance	Replace windows and boiler, and repair envelope and electrical	$271,250.00	Greenfield
State Facilities - DCAM	NORTHERN ESSEX COMMUNITY COLLEGE - Maintenance	Chapter 90- Repair roadway and parking lot	$300,000.00	Haverhill
State Facilities - DCAM	NORTHERN ESSEX COMMUNITY COLLEGE - Maintenance	Replace windows	$1,500,000.00	Haverhill
State Facilities - DCAM	NORTHERN ESSEX COMMUNITY COLLEGE - Maintenance	Replace roof and emergency generator	$720,000.00	Haverhill
State Facilities - DCAM	TRIAL COURT - HAVERHILL - Maintenance	Repair windows	$340,350.00	Haverhill
State Facilities - DCAM	NORTHERN ESSEX COMMUNITY COLLEGE - Energy	Comprehensive Energy Efficiency Project including: lighting, mechanical upgrades, solar.	$2,897,360.00	Haverhill/ Lawrence
State Facilities - DCAM	HOLYOKE COMMUNITY COLLEGE - Maintenance	Chapter 90-Repair paving, patios and walkways	$4,000,000.00	Holyoke
State Facilities - DCAM	HOLYOKE SOLDIERS' HOME - Maintenance	Replace roofs, repair envelope, upgrade bathrooms	$1,254,000.00	Holyoke
State Facilities - DCAM	HOLYOKE SOLDIERS' HOME - Maintenance	Replace windows	$1,900,000.00	Holyoke
State Facilities - DCAM	HOLYOKE COMMUNITY COLLEGE - Maintenance	Repair envelope, replace cooling tower, accessibility repairs	$2,441,979.95	Holyoke
State Facilities - DCAM	CAPITAL ASSET MANAGEMENT & MAINTENANCE - Envelope/Demo	Surplus Lancaster Complex Demolition	$840,000.00	Lancaster
State Facilities - DCAM	CAPITAL ASSET MANAGEMENT & MAINTENANCE- LANCASTER - Maintenance	Chapter 90-Repair paving	$1,000,000.00	Lancaster
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES LANCASTER - Maintenance	Repair roof	$10,000.00	Lancaster
State Facilities - DCAM	NORTHERN ESSEX COMMUNITY COLLEGE - Lawrence/New Allied Health Bldg	Demolition and hazmat removal of blighted urban building to prepare site for new college building	$3,000,000.00	Lawrence
State Facilities - DCAM	TRIAL COURT - New Lowell Trial Court	New construction of 246,000 gsf comprehensive justice center for all five Lowell Trial Court departments. Building will include space for the DA, drop-in child care, court clinic, law library and other support services. This building is being planned as	$59,000,000.00	Lowell
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES LOWELL - Maintenance	Replace security system, replace windows	$55,000.00	Lowell

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCAM	MIDDLESEX COMMUNITY COLLEGE - Maintenance	Replace security system and repair envelope	$1,633,000.00	Lowell
State Facilities - DCAM	TRIAL COURT - LOWELL - Maintenance	Replace windows, repair security system	$181,200.00	Lowell
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS AT LOWELL - Maintenance	Replace elevator and repair power plant	$1,805,000.00	Lowell
State Facilities - DCAM	MIDDLESEX COMMUNITY COLLEGE - Energy	Comprehensive Energy and Water Project, including building controls, chiller upgrade, lighting upgrades, and geothermal heating/cooling project for Science Building	$4,625,580.00	Lowell Bedford
State Facilities - DCAM	SHERIFF'S DEPARTMENT HAMPDEN - Energy	Phase II of comprehensive energy project to include replacement of RTU's at 736 State St, Springfield and to include solar pv, and generator electrical upgrades at the Ludlow facility.	$590,000.00	Ludlow
State Facilities - DCAM	SHERIFF'S DEPARTMENT HAMPDEN - Maintenance	Repair roofs,floors and security locks, replace HVAC, and install emergency generator and sewerage motorator	$2,444,442.00	Ludlow
State Facilities - DCAM	TRIAL COURT - Repairs and Renovations to Lynn District Court	Renovations to Lynn District Court to address accessibility, hvac, building envelope and other deferred maintenance needs.	$7,071,585.00	Lynn
State Facilities - DCAM	CAPITAL ASSET MANAGEMENT & MAINTENANCE - Enviro/Demo	Surplus Medfield State Hospital Demolition	$1,900,000.00	Medfield
State Facilities - DCAM	DEPATMENT OF CONSERVATION AND RECREATION-LLOYD POOL - Maintenance	Chapter 30- Replace cement at poolsides	$400,000.00	Melrose
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION - Enviro/Demo	Middleton Colony Environmental Remediation	$200,000.00	Middleton
State Facilities - DCAM	SHERIFF'S DEPARTMENT - MIDDLETON - Essex County Intake/Support Services Building	Construction of a correctional housing addition to the existing Middleton Jail and HOC to address overcrowding and to provide 120 additional beds and conversion of an existing intake building into a 24 bed female offender unit.	$25,000,000.00	Middleton
State Facilities - DCAM	SHERIFF'S DEPARTMENT ESSEX - Maintenance	Chapter 30 - Repair paving	$361,000.00	Middleton
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES-MIDDLETON - Maintenance	Replace security system	$12,000.00	Middleton
State Facilities - DCAM	SHERIFF'S DEPARTMENT ESSEX - Maintenance	Replace windows, roof lighting and HVAC equipment, repair envelope	$7,755,400.00	Middleton
State Facilities - DCAM	SHERIFF'S DEPARTMENT BRISTOL - Maintenance	Repair doors	$7,277.00	New Bedford
State Facilities - DCAM	DEPARTMENT OF CORRECTIONS - Energy	Phase II Comprehensive Energy and Water Efficiency Project that will correct problems with the steam condensate return systems at MCI-Norfolk in order to reduce energy use and improve the system's performance.	$1,000,000.00	Norfolk
State Facilities - DCAM	MASSACHUSETTS COLLEGE OF LIBERAL ARTS - Energy	Phase II to comprehensive energy project to include EMS controls, lighting controls and retro-commissioning.	$3,089,126.87	North Adams
State Facilities - DCAM	Massachusetts College of Liberal Arts - Maintenance	Repair fire protection system, repair medium voltage system, repair envelope and floors	$2,465,000.00	North Adams
State Facilities - DCAM	Massachusetts College of Liberal Arts - Maintenance	Replace security system	$2,100,000.00	North Adams
State Facilities - DCAM	SHERIFF'S DEPARTMENT HAMPSHIRE - Maintenance	Chapter 30- Repair paving	$36,520.00	Northampton
State Facilities - DCAM	SHERIFF'S DEPARTMENT HAMPSHIRE - Maintenance	Repair HVAC, and envelope and replace fire alarm system, yard gate and perimeter fence	$2,084,792.00	Northampton
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION - Enviro/Demo	Monson Development Center Demolition	$2,700,000.00	Palmer
State Facilities - DCAM	BERKSHIRE COMMUNITY COLLEGE - Maintenance	Chapter 30-Replace sidewalks and repair parking lots and roads	$2,466,200.00	Pittsfield
State Facilities - DCAM	SHERIFF'S DEPARTMENT BERKSHIRE - Maintenance	Chapter 30 - Repair paving and replace curbs	$284,960.00	Pittsfield

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION-PITTSFIELD - Maintenance	Replace roof	$27,000.00	Pittsfield
State Facilities - DCAM	Berkshire Community College - Maintenance	Replace floor	$350,000.00	Pittsfield
State Facilities - DCAM	Berkshire Community College - Maintenance	Replace windows and doors	$2,500,000.00	Pittsfield
State Facilities - DCAM	SHERIFF'S DEPARTMENT BERKSHIRE - Maintenance	Addition of Razor Ribbon at Pods 'B' & 'C'	$585,000.00	Pittsfield
State Facilities - DCAM	CAPITAL ASSET MANAGEMENT & MAINTENANCE - Enviro/Demo	Surplus Rutland Heights Hospital Environmental Remediation	$700,000.00	Rutland
State Facilities - DCAM	SALEM STATE COLLEGE - Salem State College - Library Building Modernization	Demolition of existing library, and site prep for construction of new library	$8,000,000.00	Salem
State Facilities - DCAM	SALEM STATE COLLEGE - Maintenance	Replace windows and boilers	$800,000.00	Salem
State Facilities - DCAM	DEPARTMENT OF MENTAL HEALTH - Enviro/Demo	Salisbury Chronic Housing Demolition	$100,950.00	Salisbury
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION-SHREWSBURY - Maintenance	Repair roof and walls	$75,000.00	Shrewsbury
State Facilities - DCAM	TRIAL COURT-SOMERVILLE - Maintenance	Repair Envelope	$400,000.00	Somerville
State Facilities - DCAM	TRIAL COURT - Enviro/Demo	Springfield Court Complex Environmental Remediation	$150,000.00	Springfield
State Facilities - DCAM	SPRINGFIELD TECHNICAL COMMUNITY COLLEGE - Springfield Tech Comm College - Building 19 Stabilization & Renovation	Historic restoration of building envelope. Key historic building on Campus which will be fully renovated for student services.	$10,000,000.00	Springfield
State Facilities - DCAM	Springfield Technical Community College - Energy	Energy project for complete upgrade of power plant to include biomass energy and cogeneration	$12,000,000.00	Springfield
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION - Enviro/Demo	Paul A. Dever State School Demolition	$6,910,000.00	Taunton
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES - New Facility for DYS Taunton	New facility for DYS on grounds of Taunton State Hospital to replace substandard facility. New construction for 80 boys with on site classrooms, regional administrative space and other support services.	$40,000,000.00	Taunton
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES - TAUNTON - Maintenance	Replace security system, replace windows	$138,850.00	Taunton
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION - Enviro/Demo	Templeton Development Center Demolition	$745,000.00	Templeton
State Facilities - DCAM	DEPARTMENT OF PUBLIC HEALTH - Enviro/Demo	Tewksbury State Hospital Demolition	$575,000.00	Tewksbury
State Facilities - DCAM	DEPARTMENT OF PUBLIC HEALTH - Energy	Phase II of Comprehensive Energy and Water Project, including window replacements and critical deferred maintenance.	$1,797,000.00	Tewksbury
State Facilities - DCAM	DEPARTMENT OF PUBLIC HEALTH-TEWKSBURY - Maintenance	Repair roofs	$67,500.00	Tewksbury
State Facilities - DCAM	DEPARTMENT OF PUBLIC HEALTH-TEWKSBURY - Maintenance	Replace generator	$2,500,000.00	Tewksbury
State Facilities - DCAM	ALL - Energy	Utility Consumption Meters with remote access at various facilities throughout Commonwealth	$3,300,000.00	Various
State Facilities - DCAM	DEPARTMENT OF MENTAL HEALTH - Energy	Comprehensive Energy and Water Efficiency Project including: lighting, water, mechanical upgrades, and solar thermal, Taunton State Hospital, and potentially Gardner, Quincy, Solomon, Franklin County, Western Area, Corrigan, Brockton, Cape Cod, Solomon Car	$10,618,087.40	Various
State Facilities - DCAM	TRIAL COURT - Energy	Deferred Maintenance including HVAC controls, EMS upgrades, retro-commissioning, energy efficiency boilers and lighting replacement: Suffolk, Norfolk, Bristol, Plymouth, Barnstable Counties	$2,805,563.00	Various

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCAM	TRIAL COURT - Energy	Deferred Maintenance including HVAC controls, EMS, electric heating conversion, upgrades, retro-commissioning, energy efficiency boilers and lighting replacement. Middlesex and Essex Counties, especially courts in Cambridge, Concord, Lawrence	$7,181,086.00	Various
State Facilities - DCAM	TRIAL COURT - Energy	Deferred Maintenance including HVAC controls, windows, EMS upgrades, retro-commissioning, energy efficiency boilers and lighting replacement. Worcester, Berkshire, Hampden, Franklin, and Hampshire, counties.	$4,962,857.00	Various
State Facilities - DCAM	ALL - Energy	Photovoltaic and solar thermal installations at various facilities, including Berkshire CC, Greenfield CC, Salem State, DCR, Plymouth and Worcester Courts, DYS, Bridgewater State, and Others	$25,469,209.00	Various
State Facilities - DCAM	ALL - Energy	Investigation and implementation of retrocommissioning (operational, maintenance, and fast payback construction). Includes UMass Boston, Brooke Courthouse, Salem State, DYS, STCC, Fitchburg, MMA, and several Sheriffs.	$5,320,806.28	Various
State Facilities - DCAM	DEPARTMENT OF MENTAL HEALTH - Maintenance	Chapter 30-Repair paving and stone walls in Worcester and Taunton	$449,670.00	Various
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES - Maintenance	Chapter 30-Repair paving in Boston, Lowell, Grafton and Westboro	$133,900.00	Various
State Facilities - DCAM	DEPARTMENT OF PUBLIC HEALTH - Maintenance	Chapter 30 - Repair paving and roads in Tewksbury and Canton	$1,725,000.00	Various
State Facilities - DCAM	MIDDLESEX COMMUNITY COLLEGE - Maintenance	Chapter 30-Repair roads, parking lots and walkways	$1,868,000.00	Various
State Facilities - DCAM	TRIAL COURT - Maintenance	Chapter 30-Repair paving in Somerville and Ayer	$387,469.00	Various
State Facilities - DCAM	TRIAL COURT - Maintenance	Chapter 30-Repair paving and improve site drainage in Fitchburg and Dudley	$295,800.00	Various
State Facilities - DCAM	TRIAL COURT - Maintenance	Chapter 30-Repair Paving in Northampton and Greenfield	$16,800.00	Various
State Facilities - DCAM	DEPARTMENT OF CORRECTIONS - Maintenance	Chapter 30-repair paving and improve site drainage in Bridgewater, Concord, Carlton, Norfolk, Framingham	$3,810,000.00	Various
State Facilities - DCAM	DIVISION OF EMPLOYMENT AND TRAINING - Maintenance	Replace roof, upgrade fire alarm systems, replace HVAC, upgrade electrical system, repair water leaks and replace windows in Brockton, Taunton and New Bedford	$1,922,259.00	Various
State Facilities - DCAM	DEPATMENT OF CONSERVATION AND RECREATION - Maintenance	Replace chiller and controls, upgrade plumbing, repair heating system, repair envelope in greater Boston, Mt. Greylock, Gardner and Easton	$2,359,002.00	Various
State Facilities - DCAM	DEPARTMENT OF MENTAL HEALTH - Maintenance	Repair roofs, replace roof, upgrade electrical system in Worcester, Westboro and Taunton	$1,104,002.00	Various
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES - Maintenance	Replace security system in Taunton and Westboro	$330,000.00	Various
State Facilities - DCAM	TRIAL COURT - Maintenance	Repair roof, security system and HVAC in Charlestown and Cambridge	$1,107,763.00	Various
State Facilities - DCAM	TRIAL COURT - Maintenance	Repair envelope, repair HVAC in Clinton, East Brookfield and Gardner	$2,023,485.00	Various
State Facilities - DCAM	TRIAL COURT - Maintenance	Replace windows and lights in Falmouth and New Bedford	$296,900.00	Various
State Facilities - DCAM	TRIAL COURT - Maintenance	Repair HVAC and envelope in Springfield, Northampton and Pittsfield	$7,150,000.00	Various
State Facilities - DCAM	DEPARTMENT OF CORRECTIONS - Maintenance	Repair water system, leak detection systems, roofs, fire alarm system, security system, sewer grinder, and replace grease traps at Bridgewater, Cedar Junction, Concord, Framingham, Norfolk, Plymouth, Shirley, and Gardner	$22,949,571.38	Various
State Facilities - DCAM	MILITARY DIVISION - Maintenance	Replace boilers, roofs, windows, HVAC in Ayer, Bridgewater Guardord, Hingham, Melrose, Middleborough, and Milford	$670,000.00	Various
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION - Enviro/Demo	Walter E. Fernald School Waltham Demolition	$5,810,000.00	Waltham
State Facilities - DCAM	Mass Bay Community College - Maintenance	Chapter 30 - Repair paving and site	$300,000.00	Wellesley
State Facilities - DCAM	MASS BAY COMMUNITY COLLEGE - Maintenance	Replace doors, repair elevators, replace emergency generator, upgrade fire alarm system	$1,935,000.00	Wellesley
State Facilities - DCAM	MASS BAY COMMUNITY COLLEGE - Energy	Phase II Comprehensive Energy and Water Efficiency Project including Wellesly campus, including PVs, lighting, windows, HVAC, etc.	$4,720,180.00	Wellesly and Framingham

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCAM	CAPITAL ASSET MANAGEMENT & MAINTENANCE - Enviro/Demo	Lyman School Demolition	$850,000.00	Westboro
State Facilities - DCAM	DEPARTMENT OF MENTAL HEALTH - Enviro/Demo	Westborough State Hospital Demolition	$4,900,000.00	Westborough
State Facilities - DCAM	Westfield State College - Ely Library Campus Center Building	Life safety improvements and renovations to provide classroom expansion.	$9,000,000.00	Westfield
State Facilities - DCAM	WESTFIELD STATE COLLEGE - Energy	New power plant, boiler replacement, Comprehensive Energy and Water Project, including window replacements and critical deferred maintenance.	$17,822,825.00	Westfield
State Facilities - DCAM	WESTFIELD STATE COLLEGE - Maintenance	Chapter 30- Repair paving and athletic fields	$6,025,000.00	Westfield
State Facilities - DCAM	DEPARTMENT OF PUBLIC HEALTH-WESTFIELD - Maintenance	Replace roof	$75,000.00	Westfield
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES-WESTFIELD - Maintenance	Replace security system and windows	$590,000.00	Westfield
State Facilities - DCAM	WESTFIELD STATE COLLEGE - Maintenance	Repairs	$450,000.00	Westfield
State Facilities - DCAM	DEPARTMENT OF PUBLIC HEALTH - Energy	Comprehensive Energy and Water Efficiency Project including: retrocommissioning, lighting, water, EMS, solar thermal and mechanical upgrades. Includes Western Mass Hospital - Westfield, Lemuel Shattuck Hospital and Mass Hospital School.	$4,573,012.75	Westfield, Boston, and Canton
State Facilities - DCAM	DEPARTMENT OF YOUTH SERVICES - WESTFIELD - Maintenance	Replace security system and windows	$105,000.00	Westfield
State Facilities - DCAM	QUINSIGAMOND COMMUNITY COLLEGE - Northrup Modernization for Student Services	Renovates vacant space in wing of historic bldg for "One Stop" student services	$12,000,000.00	Worcester
State Facilities - DCAM	QUINSIGAMOND COMMUNITY COLLEGE - Energy	Phase II of Comprehensive Energy and Water Project, including window replacements and critical deferred maintenance.	$1,530,771.00	Worcester
State Facilities - DCAM	QUINSIGAMOND COMMUNITY COLLEGE - Maintenance	Chapter 30-Repair paving	$23,870.67	Worcester
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL - Maintenance	Maintenance	$900,000.00	Worcester
State Facilities - DCAM	UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL - Maintenance	Replace roofs	$8,450,000.00	Worcester
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION - Enviro/Demo	Wrentham State School Demolition	$3,100,000.00	Wrentham
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION-WRENTHAM - Maintenance	Chapter 30-Replace perimeter fence	$13,500.00	Wrentham
State Facilities - DCAM	DEPARTMENT OF MENTAL RETARDATION-WRENTHAM - Maintenance	Replace HVAC, sewer ejector and roof	$414,450.00	Wrentham
State Facilities - DCR DPG	Norwottuck Rail Trail Construction	Rehabilitate 10-mile rail trail from Amherst to Northampton including trail widening, new asphalt surface and bridge and tunnel repairs. MHD will construct using $4.2 in SAFE TEA-LU High Priority Funding procured by Cong. John Olver and state transportation funds. DCR estimates need for additional $2M to bid and construct beginning Fall 2009.	$2,000,000.00	Amherst, Hadley, Northampton
State Facilities - DCR DPG	Shawsheen River Restoration	The project involves the removal of three dams in the Town of Andover resulting in the complete removal of barriers along the mainstem of the Shawsheen River a significant tributary of the Merrimack River.	$2,350,000.00	Andover
State Facilities - DCR DPG	Mystic River Masterplan Implementation	The Mystic River improvements include approximately 3-miles of multi-use paths from the confluence of Alewife Brook to Assembly Square in Somerville. Many antiquated facilities will be addressed along with the main park furnishings along the Mystic Rive	$6,035,000.00	Arlington, Somerville, Medford, Boston
State Facilities - DCR DPG	Bash Point Float Loading System Reconstruction	Reconstruction of float loading system	$60,000.00	Barnstable
State Facilities - DCR DPG	McLaughlin Trout Hatchery Environmental Education and Visitor Center	Construct visitor center and environmental educational classroom for young students at the McLaughlin Trout Hatchery	$2,500,000.00	Belchertown
State Facilities - DCR DPG	Water Supply Protection Building-Infrastructure Rehabilitation	Five projects at Wachusett Reservoir and five at Quabbin Reservoir: operations building rehab, new reservoir emergency response garage, repaving of original 1938 roads, bathrooms	$2,050,000.00	Belchertown, Clinton, West Boylston
State Facilities - DCR DPG	Fish Hatchery Repairs	includes required fuel tank and pipe replacement for compliance with federal regs, eventua energy efficiency upgrades such as insulation and windows, roof replacement and parking lot repairs	$500,000.00	Belchertown, Sunderland, Montague, Sandwich

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCR DFG	Boston Harbor Islands Improvements	Environmental cleanup of existing matters at Peddocks, Bumpkin, Gallops, and Spectacle Islands. Principal work will focus on ASB abatement. $7.5 million is to be directed to Gallops Island which will result in the island being reopened after a long term closure.	$15,000,000.00	Boston
State Facilities - DCR DFG	Cass Recreation Facility	Work includes resurfacing of former rink with a new recreational surface (tennis/basketball rink), replacement of perimeter fencing, new gates and lighting.	$1,750,000.00	Boston
State Facilities - DCR DFG	Charles River Granite Landings	Restore three historic granite landings including granite steps, paving, balustrades, pathways, seating, associated parkland, and the Storrow Memorial area.	$10,000,000.00	Boston
State Facilities - DCR DFG	Community Boating Dock	Replace the deteriorated timber dock and float systems at Community Boating, Inc. (CBI). CBI runs a Learn to Sail youth program, charging one dollar ($1.00) for the spring through fall season. CBI also has a fully-accessible team to sail program. This project will provide CBI with a fully-accessible dock facility.	$4,081,140.00	Boston
State Facilities - DCR DFG	George's Island Visitors Center	Renovate Existing Historic Structure as state-of-the-art Visitor Center for George's Island. Provide Net Zero New Maintenance Facility. New Concession Building & Shade Shelter, and New Roof and Stabilization of Historic Generator Building. Important Renewable Energy component (PV Array) will cut Energy Use by 20.	$4,000,000.00	Boston
State Facilities - DCR DFG	Peddocks Island Improvements	This project consists rehabilitation of the Guardhouse, chapel, stable and parade ground of this former Fort. Work includes environmental remediation, stabilization and security of former military buildings. Improvements to existing trail system and other recreational upgrades.	$9,400,000.00	Boston
State Facilities - DCR DFG	Pope John Paul II Park Fishing Pier	The project objective is to construct a fishing pier at Pope John Paul II Park. This Fishing Pier will provide water access at all tides in this popular fishing area and would meet ADA standards. The project was called for in the Lower Neponset River Estuary Master Plan.	$500,000.00	Boston
State Facilities - DCR DFG	Thompson Center (Hyde Park) Improvements	Renovation of unique universal access outdoor facility to comply with current codes	$3,000,000.00	Boston
State Facilities - DCR DFG	Ponkapoag Golf Course Drainage and Irrigation Rehabilitation, Course One.	Restore 5 fairways on Course One. Repair drainage & remove obstructions. Provide new irrigation system, well, reservoir and stormwater detention ponds.	$4,200,000.00	Canton
State Facilities - DCR DFG	North Branch Hoosic River Dam Removal	Remove the Bridgeville Dam to improve habitat for trout and other coldwater species, including endangered species.	$335,000.00	Clarksburg
State Facilities - DCR DFG	Dune Crossings/Boardwalks at DCR Coastal Facilities	New dune crossings and coastal access improvements at DCR beaches such as Scusset, Horseneck, and Salisbury, facilities	$3,000,000.00	Coastal Facilities
State Facilities - DCR DFG	Walden Pond Visitor Enhancements	Project consists of study and design of new visitor center and implementation of bid-ready site restoration project which will improve the existing beach and trails system, upgrade the existing boat launch site, correct erosion, and improve stormwater.	$2,100,000.00	Concord
State Facilities - DCR DFG	Apponagansett Bay Boat Ramp Reconstruction	Ramp reconstruction with float system	$350,000.00	Dartmouth
State Facilities - DCR DFG	Sesuit Harbor Boat Ramp Reconstruction	Ramp reconstruction with float system	$400,000.00	Dennis
State Facilities - DCR DFG	Charles River Skate Park	Construction of a 30,000 sq. ft. concrete skate park, which will be the premier facility of its kind within the Commonwealth and one of the largest on the East Coast. The skate park design reflects input from over 400 area athletes, addresses all levels of skill and ability, and features Boston- Specific elements and will bring an under-served user group to the urban parklands along the Charles River, as well as attracting tourists and possible events from around the country.	$1,850,000.00	East Cambridge
State Facilities - DCR DFG	Taunton River Basin, Fall River, Boat Ramp Reconstruction and Floats	Ramp reconstruction with float system	$423,000.00	Fall River
State Facilities - DCR DFG	North Nashua River Revitalization	This is a pilot in-stream restoration effort to improve habitat, river function and stability in this flood prone river reach near downtown Fitchburg.	$50,000.00	Fitchburg
State Facilities - DCR DFG	Annisquam River Field Station Renovations	a.) Remove asbestos tiles and rehab two scientific labs. b.) Renovation wetlab - epoxy walls and floor	$210,000.00	Gloucester
State Facilities - DCR DFG	Little River Habitat Improvements	Removal and replacement of an antiquated concrete channel and obsolete treatment plant sludge lagoon with a natural streambed.	$240,000.00	Gloucester
State Facilities - DCR DFG	Green River Restoration	The restoration includes the removal of the two farthest-downstream dams on the Green River in Greenfield, MA, and providing fish passage at the two upstream dams.	$710,000.00	Greenfield
State Facilities - DCR DFG	Monponsett Pond Boat Ramp Reconstruction	Reconstruction of existing ramp, parking area with float system	$400,000.00	Halifax
State Facilities - DCR DFG	Saquatucket Harbor Boat Ramp Reconstruction	Reconstruction of existing boat ramp	$200,000.00	Harwich
State Facilities - DCR DFG	Hingham Harbor Float System and Boat Ramp Repair	New boarding float system and ramp repairs	$160,000.00	Hingham
State Facilities - DCR DFG	Mt. Tom Road and Summit Rehabilitation	Project consists of reconstruction of existing 4 mile mountain road including recreational improvements at the summit.	$2,500,000.00	Holyoke
State Facilities - DCR DFG	Jones River Restoration	The project involves removing a dam and restoring ecological function to a reach of the Jones River.	$175,000.00	Kingston
State Facilities - DCR DFG	Lawrence Riverwalk	Creation of a 2 mile riverwalk multi-use trail along the Merrimack River. Project consists of environmental remediation, new trail construction, ADA access points, and will result in a new section of useable recreation space in Lawrence.	$2,000,000.00	Lawrence
State Facilities - DCR DFG	State Lobster Hatchery Repairs	a.) Replace 20 year old propane fired boiler with more efficient model. b.) Replace deteriorating tidi columns supporting second floor of building. c.) Install solar powered domestic hot water heater	$35,000.00	Martha's Vineyard

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCR DFG	Medford Condon Theatre & Park Rehabilitation	The City of Medford has put forth a plan to replace the Condon Shell Theater (a DCR property under a lease agreement with the city), parking, concession areas and restore landscaping in the area.	$801,919.00	Medford
State Facilities - DCR DFG	Rink Maintenance, Rehabilitation, and Improvements	Expansion of existing program of improvements to the 13 existing DCR rink facilities consisting of rehabilitation, new boards, safety glass, scoreboards, iceberd upgrades, repairs to existing public spaces (lobby, stands, bathrooms) and team rooms.	$10,000,000.00	Metropolitan Boston
State Facilities - DCR DFG	Restore Keystone Arch Bridges	Restore the 3 historic Keystone Arch Bridges, located in Middlefield, Chester and Becket. The structures, built in the 1830's, span the Westfield River, designated a National Wild and Scenic River. They are the oldest stone arch bridges built for railroad use in the United States, and they are recognized by Preservation Massachusetts as one of the Ten Most Endangered historic resources in the Commonwealth.	$1,700,000.00	Middlefield, Chester, Becket
State Facilities - DCR DFG	Worcester Consolidated Street Railway (Mass Electric) Dam Removal	The project will restore a reach of the Blackstone River negatively impacted by the failing Worcester Consolidated Street Railway Dam.	$3,172,000.00	Millbury
State Facilities - DCR DFG	Houghton's Pond Facility Rehabilitation	This project is the rehabilitation of this important urban facility including the reconstruction of the bathhouse at the heavily used urban swimming beach, repair of ballfields and circulation and parking improvements.	$2,700,000.00	Milton
State Facilities - DCR DFG	Trailside Museum Rehabilitation	Rehabilitation of Trailside Museum building and related appurtenances including parking for improvement, ADA access, pedestrian safety, and correcting drainage problems. Project also includes pond dredging.	$2,900,000.00	Milton
State Facilities - DCR DFG	Neponset River Esplanade Construction	This project will provide access to the Neponset River, a continuous multi use trail connecting to the existing Neponset River Trail and public transportation. It will provide for rehab of the Truman Parkway Field Office and the Rehabilitation of the Martha Shell and lawn.	$2,900,000.00	Milton, Boston
State Facilities - DCR DFG	Neponset River Restoration	The project includes full and/or partial removal of multiple dams (Tileston & Hollingsworth and Baker Dams) to accommodate fish passage and extensive remediation of PCB contaminated sediments.	$8,972,473.00	Milton/ Boston
State Facilities - DCR DFG	Abandoned Building Removal	Remove 35 abandoned buildings and related structures on various DFW properties around the Commonwealth. Some of these buildings may contain hazardous materials such as asbestos. Cap	$1,500,000.00	Multiple
State Facilities - DCR DFG	Schooner Ernestina Improvements	Restoration of National Historic Landmark Schooner as community preservation model, local source of employment, tourism attraction and Natural Resource education platform for students and the community.	$2,750,000.00	New Bedford
State Facilities - DCR DFG	East & West Rodney French Blvd, New Bedford, Boat Ramp Reconstruction	Ramp reconstruction and new handicapped accessible fishing pier	$500,000.00	New Bedford
State Facilities - DCR DFG	Shellfish Depuration Plant Repairs	a.) Engineer and install discharge system for purification tanks, b.) rehab front office and bathrooms c.) wandelead and paint structural I-Beams, d.) rehab lunch room and upstairs offices, e.) replace saltwater well pumps, f.) replace purification tanks recirculating pumps, g.) install solar panels on process area roof	$335,000.00	Newburyport
State Facilities - DCR DFG	Pontoosuc Lake Boat Ramp Reconstruction	Reconstruction of ramp and float system	$300,000.00	Pittsfield
State Facilities - DCR DFG	Mill Street Dam Removal	Removal of a 20' high dam and remediation of 20,000 cubic yards of contaminated sediment to improve ecological conditions and revitalize an underserved neighborhood.	$905,000.00	Pittsfield
State Facilities - DCR DFG	Install garage drainage systems	Install garage drainage systems required by building permit for new garages in Western and Valley districts	$80,000.00	Pittsfield, Belchertown
State Facilities - DCR DFG	Off Highway Vehicles (OHV) Trails Rehabilitation	This initiative includes the restoration of more than 50 miles of off highway vehicle trails in three state forests, Pittsfield, Beartown and Freetown	$3,600,000.00	Pittsfield, Freetown, Great Barrington
State Facilities - DCR DFG	Eel River Headwaters Restoration	Project will convert ~40 acres of abandoned cranberry bogs to a wetland and coldwater stream ecosystem through channel and floodplain reconstruction, extensive wetland plantings (including 17,000+ Atlantic white cedars), and removal of existing barriers to fish passage including a jurisdictional dam.	$100,000.00	Plymouth
State Facilities - DCR DFG	Town Brook Dam Removals and Stream Daylighting	The restoration involves removal of two dams (Off Billington Street Dam and the Plymco or Standish Mill Pond Dam) and daylighting a portion of the brook.	$60,000.00	Plymouth
State Facilities - DCR DFG	Ox Pasture Brook Lower Dam Removal	The project includes the removal of a 6' concrete and stone dam situated at the head-of-tide. Project will improve habitat for multiple aquatic species including American eel, rainbow smelt and blueback herring.	$75,000.00	Rowley
State Facilities - DCR DFG	Kernwood Marina Boat Ramp Reconstruction	Reconstruction of ramp and boarding floats	$300,000.00	Salem
State Facilities - DCR DFG	Coastal Facilities (DCR) Renourishment	DCR Coastal facilities requiring Beach renourishment. This project will provide for much needed beach and coastal renourishment at DCR properties. This renourishment is necessary for the health of the coastal beaches as well as to protect the seawalls in the areas which provide protection to the users and the residents. DCR has projects ready to go at Salisbury, Plum Island and Fort Phoenix	$1,000,000.00	Salisbury, Ipswich, Fairhaven
State Facilities - DCR DFG	Spectacle Farm Pond Improvements	Phase 1: Spring-Summer 2009 - Installation of 4 gates at access roads; Installation of trail signage; Temporary building stabilization measures where needed (6 buildings); Securing and Mothballing all remaining buildings (17 total). Phase 2: Spring 2009 through Winter 2010: Feasibility assessment of use of cabins for camping and reuse of other structures on the site. Final reuse determinations made by agency and design of improvements to facilitate reuse. Phase 3: Spring through Fall 2010: Improvements to buildings and site.	$1,000,000.00	Sandisfield
State Facilities - DCR DFG	Scituate Harbor Boat Ramp Reconstruction	Reconstruction of existing ramp and float system	$300,000.00	Scituate
State Facilities - DCR DFG	Southeast MA Forest Fuels Reduction	Mechanically restore the rare scrub-oak/pitch pine ecosystem and treat highly volatile fuel loadings in SE Massachusetts and Islands	$1,250,000.00	Southeast MA

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCR DFG	Boundary Surveys at Facilities	Perform licensed boundary surveys on DCR properties to resolve and prevent disputes, trespass, and encroachments	$2,000,000.00	Statewide
State Facilities - DCR DFG	Campground Modernization	Expand Yurt(s), Cabin(s) programs at DCR Campgrounds and improving the visitor experience through upgrading infrastructure and facilities. (1) Start proposed Cabin Program at Tolland State Forest ; (2) Erving Cabin and small RV program; (3) Upgrade Electric at Boxsett to 50amp. (4) Install 2 Cirrus units on Lovell's Island and begin a Yurt Program.	$2,000,000.00	Statewide
State Facilities - DCR DFG	Coastal Infrastructure (DCR)	This project includes the design, survey, permitting and construction of coastal structures including piers and pier appurtenances, floats, revetments and jetty's, bulkheads all to FAB and ADA compliance. Locations include: South Boston, Pleasure Bay, Spectacle Island, Fall River State Pier, Fall River Battleship Cove Pier, New Bedford State Pier, Squantum Point in Quincy, Mary O'Malley Park in Chelsea, Stoddards Neck in Hingham, Hewetts Cove in Hingham.	$36,625,000.00	Statewide
State Facilities - DCR DFG	Comfort Station Rehabilitation	New buildings at Myles Standish State Forest, Savin Hill, Tolman Beach, Shannon Beach, Houghton's Point, Harold Parker SF, Scussett Beach SR, and rehabilitations at several other priority locations	$15,000,000.00	Statewide
State Facilities - DCR DFG	Communications Center	Relocate Master Controller	$200,000.00	Statewide
State Facilities - DCR DFG	Dam Removal and Rehabilitation Program	Repair of Benedict Pond Dam, Monterey MA; Repair of Dunn Pond Dam, Gardner MA; Repair of Crow Hill Pond Dam, Westminster Ma. Repair of Laurel Lake Dam, Warwick MA., Repair of Albrich Lake Dam, Granby MA., Natural Bridge, North Hampton, MA	$4,000,000.00	Statewide
State Facilities - DCR DFG	Dam, Maintenance and Operation/PL 566 Flood Control	Deferred Maintenance: structural repair and rehab of PL566 Flood Control Sites	$1,000,000.00	Statewide
State Facilities - DCR DFG	Deferred Maintenance	Additional projects within Plumbing, Roofing, HVAC, and Electrical annual programs including advancement of primary electrical repairs at Wompatuck, Massasoit, Salisbury, Parkland,	$15,000,000.00	Statewide
State Facilities - DCR DFG	Environmental Remediation	This project includes remediation and abatement of asbestos, lead, pcb's and other hazardous materials from DCR properties in compliance with state and federal regulations.	$5,000,000.00	Statewide
State Facilities - DCR DFG	Equipment, DCR	Purchase of large and heavy equipment for snow and ice operations as well as park and forestry management operations and equipment for universal access programs.	$10,000,000.00	Statewide
State Facilities - DCR DFG	Facility Signage	Signature signage at major DCR facilities including entrance, interpretive, directional, and informational signs which a consistent content and appearance.	$900,000.00	Statewide
State Facilities - DCR DFG	Fencing at Park Facilities	This project is the replacement, repair or installation of Fencing, gates and guardrail at Park Facilities throughout the Commonwealth.	$2,000,000.00	Statewide
State Facilities - DCR DFG	Field Office Rehabilitation	Improvements to identified DCR field offices at the Bradley Palmer, Callahan, Revere Beach, Pittsfield, Milton, and Nantasket Beach.	$2,000,000.00	Statewide
State Facilities - DCR DFG	Heritage State Park Rehabilitation	Improvements to existing facilities in Lynn, Fall River, Holyoke, Lawrence, Roxbury and Lowell consisting of structural repairs (roofs, walls, flooring), systems (plumbing, HVAC), and exhibits.	$3,000,000.00	Statewide
State Facilities - DCR DFG	Historic Buildings and Monuments in Active Use	This project is the repair and rehabilitation of important historic structures that require careful rehabilitation in compliance with regulations. This project includes but is not limited too: Ft. Independence, Castle Island Doors, Hillside Stables, Blue Hills; Renovation of Mackie Park Sanitary, Ames Mansion Phase II, National Monument to the Forefathers, Brookwood Farm Caretaker's House; Speedway Building; the Quincy Homestead; Brook Farm Privil Shop; Historic Curatorship, Stoneham Engineering Offices; Statewide Mothballing & Stabilization work	$6,000,000.00	Statewide
State Facilities - DCR DFG	Lakes and Ponds Program	Environmental remediation projects at numerous state lakes and ponds including: stormwater control measures, invasives removal, erosion control, bacteria & nutrient management, and public access area UD improvements	$3,000,000.00	Statewide
State Facilities - DCR DFG	Maintenance Garage Construction	Construction of garages for public safety (forest firefighting equipment storage) and park operations and protect and maintain state's equipment and supplies.	$4,000,000.00	Statewide
State Facilities - DCR DFG	Playground Improvements	Repairing, rehabilitation of and construction of new playgrounds in the DCR parks system	$3,000,000.00	Statewide
State Facilities - DCR DFG	Pool Maintenance, Rehabilitation, and Improvements	Expansion of existing program of improvements to the 40 existing DCR pool facilities consisting of rehabilitation, new recreational features (water slides, spray features), bathhouse repairs, and sitework improvements.	$1,000,000.00	Statewide
State Facilities - DCR DFG	Seawall Rehabilitation Program (DCR)	This program is the repair, replacement or reconstruction of seawalls, revetments and bulkheads and associated appurtenances such as accessways in coastal Massachusetts. Locations include but are not limited too Fall River Heritage State Park, Fort Phoenix in Fairhaven, Heritage State Park in Lynn, Roughans Point in Revere, Washington Blvd in Hull, Point Allerton Seawall in Hull, Georges Island in Boston Harbor	$36,000,000.00	Statewide
State Facilities - DCR DFG	Security Equipment and Improvements	This project will provide for the purchase and install security equipment at DCR sites. This equipment will be monitored by DCR Rangers at the Master Controller location.	$1,000,000.00	Statewide
State Facilities - DCR DFG	Storm Water Services	This project is the cleaning, repair and replacement of drains, laterals, catch basins and other structures which carry stormwater off DCR properties. This is a federally mandated program	$1,000,000.00	Statewide
State Facilities - DCR DFG	Telecommunications	DCR's 800mhz telecommunications system had been in use for more than 15 years and the staff equipment is in need of upgrade and replacement. In addition, use of the system has expanded beyond the Urban area therefore additional equipment is needed for staff outside of the urban area as well as the construction of additional sites to improve coverage throughout the state.	$2,000,000.00	Statewide

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities - DCR DFG	Tennis and Basketball Court Rehabilitation	The repair or reconstruction of DCR basketball, Tennis and other courts. These important recreation facilities are located throughout the Urban Park System and in State Parks	$1,000,000.00	Statewide
State Facilities - DCR DFG	Unpaved Trails Rehabilitation	Rehabilitation and maintenance of unpaved trails (forest roads and trails) to conditions that are publicly safe and environmentally sound	$3,000,000.00	Statewide
State Facilities - DCR DFG	Vegetation Management - Arboricultural Work	Improve landscape condition by removing hazardous trees and invasive species	$4,000,000.00	Statewide
State Facilities - DCR DFG	Massasoit State Park Electrical Upgrade	Project consists of implementation of recommendations to modernize the existing campground and will consist of electric service repair, implementation of solar energy, building repairs and recreational improvements.	$1,000,000.00	Taunton
State Facilities - DCR DFG	Mill River Dam Removals	The project involves removing three dams and providing fish passage at a fourth, to restore an entire sub-watershed of the Wild and Scenic Taunton River.	$2,100,000.00	Taunton
State Facilities - DCR DFG	Thousand Acre Brook Dam Removal	Removal of dam to improve fish passage and eliminate public safety hazard.	$188,000.00	Town of Athol
State Facilities - DCR DFG	Thunder Brook Dam Removal	Removal of dam and replacement of a culvert to improve fish passage and eliminate public safety hazard.	$112,000.00	Town of Cheshire
State Facilities - DCR DFG	Cunningham Pond Dam Removal	Removal of dam to improve fish passage and eliminate public safety hazard.	$167,000.00	Town of Hubbardston
State Facilities - DCR DFG	Painet River Parking Lot Reconstruction	25% of reconstruction of existing parking area	$100,000.00	Truro
State Facilities - DCR DFG	Tempest Knob Float Loading System Reconstruction	Reconstruction of float loading system	$20,000.00	Wareham
State Facilities - DCR DFG	Parking lot repairs at DFW District Offices	Repave parking lots at 3 District offices	$135,590.00	West Boylston, Belchertown, Burrillville
State Facilities - DCR DFG	Westboro Field HQ New Office Building	Construct new, zero energy/green building office for DFW field headquarters	$25,000,000.00	Westboro
State Facilities - DCR DFG	IT trailer at DFW HQ	Install new, double-wide trailer for IT staff (including GIS) and equipment.	$150,000.00	Westboro
State Facilities - DCR DFG	Columbia Greenway Bike Trail	Development of the Westfield section of the MA Central Rail Trail. Design is 90% complete and DCR will work cooperatively with the City of Westfield on construction of this important section of the MA Central Rail Trail.	$3,000,000.00	Westfield
State Facilities - DCR DFG	Westport River Float Loading System Reconstruction	Reconstruction of float loading system	$60,000.00	Westport
State Facilities - DCR DFG	Weymouth Back Rives Trail Construction	Development of pathways, pathway lighting, boardwalks, and boardwalk overlooks under Route 3A.	$8,151,000.00	Weymouth and Hingham
State Facilities - DCR DFG	Otter River Water Line	Replacement of existing ASB containing waterline. Project is bid-ready and fully permitted.	$1,200,000.00	Winchendon
State Facilities - DCR DFG	Winthrop Harbor Boat Ramp Reconstruction	Ramp reconstruction and new pier and float system	$660,000.00	Winthrop
State Facilities - DCR DFG	Bass River @ Highbank Road, Yarmouth Boat Ramp and Fishing Pier	Ramp reconstruction and new handicapped accessible fishing pier	$650,000.00	Yarmouth
State Facilities - DCR DFG	Ice Storm Debris Removal and Restoration of Utility Service	Treat substantial December 2008 Ice Storm damage to recreation areas, along access, and within the general forest including restoring power to Rutland, DAR, Wachusett, and Clinton Field Office facilities.	$5,000,000.00	
State Facilities -DHCD	Abington 667-1 Roof	Replace roofing and gutters on community room at 193 Lincoln Boulevard – approximately 600 square feet	$37,800.00	Abington
State Facilities -DHCD	Abington Other	Life Safety	$115,000.00	Abington
State Facilities -DHCD	Acton 689 Eliot House/Concord Road Other	Engineer, construction specifications/ inspectReconstruct 120 linear foot at 28 height rock retaining wall along driveway	$7,425.00	Acton
State Facilities -DHCD	Acton 667-2 McCarthy Village HVAC	Replace and remove 3 boilers including labor	$29,253.15	Acton
State Facilities -DHCD	Acton 667-1 Windsor Green HVAC	Replace and remove 12 Hot Water Heaters, including plumbing and electrical work	$31,104.00	Acton
State Facilities -DHCD	Acton Roof	Replace 25,166 square feet of asphalt shingle roofing at 7 buildings, 2-5 pods/building, 88 units. None of the buildings have continuous roof lines, multiple dormers.	$270,000.00	Acton

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Acton 689- Other	Vacancy rehab	$5,500.00	Acton
State Facilities -DHCD	Acton 705-1 Other	Vacancy rehab	$14,400.00	Acton
State Facilities -DHCD	Acton 667-2 Other	Vacancy rehab	$21,669.00	Acton
State Facilities -DHCD	Acton 667-1 Other	Vacancy rehab	$200,000.00	Acton
State Facilities -DHCD	Acton Bldg Env	EMG: Deck Replacement	$175,000.00	Acton
State Facilities -DHCD	Acton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$8,000.00	Acton
State Facilities -DHCD	Acton 667-3 Other/ Sustainability	Solar Panel Installation - Candidate site		Acton
State Facilities -DHCD	Acushnet Other	Life Safety	$75,000.00	Acushnet
State Facilities -DHCD	Acushnet Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Acushnet
State Facilities -DHCD	Adams 705-1 Other	Vacancy rehab	$19,000.00	Adams
State Facilities -DHCD	Adams 705-1 Other	Vacancy rehab	$10,000.00	Adams
State Facilities -DHCD	Adams 705-1 Other	Vacancy rehab	$3,500.00	Adams
State Facilities -DHCD	Adams Plumbing	EMG AERP: Hot Water Tank Replacement (8)	$20,400.00	Adams
State Facilities -DHCD	Agawam Other	EMG: 200-1 Brady Village	$576,591.75	Agawam
State Facilities -DHCD	Agawam Roof	EMG Roofing @ 667-1, 667-4 , 705-1	$423,347.00	Agawam
State Facilities -DHCD	Agawam Bldg Env	EMG: New entry & storm doors	$360,760.00	Agawam
State Facilities -DHCD	Agawam 0	EMG: Construc. of Admin. Office	$105,000.00	Agawam
State Facilities -DHCD	Agawam Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$25,000.00	Agawam
State Facilities -DHCD	Amesbury Site Conditions	C.200 Site Initiative	$27,000.00	Amesbury
State Facilities -DHCD	Amesbury Other	Life Safety	$212,000.00	Amesbury
State Facilities -DHCD	Amesbury Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Amesbury
State Facilities -DHCD	Amesbury 667-4 Other/ Sustainability	Solar Panel Installation - Candidate site		Amesbury
State Facilities -DHCD	Amherst 689-2 HVAC	Boiler replacement Replacement in two four bedroom units located on one site	$19,305.00	Amherst
State Facilities -DHCD	Amherst 705-1 HVAC	Replace 16 gas fired boilers in 8 scattered site duplexes	$205,769.70	Amherst
State Facilities -DHCD	Amherst 705-3 Other	Vacancy rehab	$10,000.00	Amherst
State Facilities -DHCD	Amherst 705-1 Other	Vacancy rehab	$11,000.00	Amherst
State Facilities -DHCD	Amherst 705-1 Other	Vacancy rehab	$53,000.00	Amherst
State Facilities -DHCD	Amherst Roof	EMG: roofs	$753,494.00	Amherst
State Facilities -DHCD	Amherst Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Amherst

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Amherst 667-2 Other Sustainability	Solar Panel Installation - Candidate site		Amherst
State Facilities -DHCD	Andover 667-1 + 667-2 Site Conditions	Replacement of wrought iron railings on 5 667-1 and 2 667-2 lots Approximately 2180 linear ft of railings, $120 per linear foot.	$334,780.00	Andover
State Facilities -DHCD	Andover Bldg Env	EMG: 667-3 entrance doors and windows	$275,000.00	Andover
State Facilities -DHCD	Andover Other	EMG: 200-1 handicapped accessibility	$84,450.00	Andover
State Facilities -DHCD	Andover HVAC	EMG/AERP: Boiler Replacement	$49,284.00	Andover
State Facilities -DHCD	Andover Roof	EMG: Roof Replacement	$81,259.05	Andover
State Facilities -DHCD	Andover Other Sustainability	Water Conservation - low flow toilet & shower head installation	$10,000.00	Andover
State Facilities -DHCD	Arlington K & B	98 Kitchen & Bathrooms / Menotomy Manor	$56,000.00	Arlington
State Facilities -DHCD	Arlington Site Conditions	C.200 Site Initiative	$176,000.00	Arlington
State Facilities -DHCD	Arlington Other	Life Safety	$15,000.00	Arlington
State Facilities -DHCD	Arlington Other Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Arlington
State Facilities -DHCD	Arlington 200-1 Other Sustainability	Solar Panel Installation - Candidate site		Arlington
State Facilities -DHCD	Ashland Electrical	EMG: Repair Fire Alarm System	$552,453.50	Ashland
State Facilities -DHCD	Ashland Other	Life Safety	$50,000.00	Ashland
State Facilities -DHCD	Athol 705-1 Roof	Replace 28 Sq. of sloped roof on our 59 Park St. property	$30,519.00	Athol
State Facilities -DHCD	Athol 667-1 Roof	Replace 275 Sq. of sloped roof on our Morton Meadows property	$217,587.50	Athol
State Facilities -DHCD	Athol Bldg Env	EMG Athol 667-1 Morton Meadows fenestra	$1,345,321.95	Athol
State Facilities -DHCD	Athol Electrical	02 planning CAR electrical/fire safety Morton	$555,988.00	Athol
State Facilities -DHCD	Athol Other	Life Safety	$100,000.00	Athol
State Facilities -DHCD	Athol Other Sustainability	Water Conservation - low flow toilet & shower head installation	$35,892.00	Athol
State Facilities -DHCD	Attleboro K & B	98 bond #&s 667-1, 2 , 200-1	$300,000.00	Attleboro
State Facilities -DHCD	Attleboro K & B	98 bond: kitchen and Bath upgrade @ 705-1	$1,186,504.18	Attleboro
State Facilities -DHCD	Attleboro Site Conditions	Ph. 2 Site Improv.and New Construction 200-1	$6,000,000.00	Attleboro
State Facilities -DHCD	Attleboro Other	EMG: All properties - water meters	$56,603.95	Attleboro
State Facilities -DHCD	Attleboro Other	Life Safety	$450,000.00	Attleboro
State Facilities -DHCD	Auburn Other	Life Safety	$400,000.00	Auburn
State Facilities -DHCD	Avon Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Avon
State Facilities -DHCD	Ayer 705 Roof	Replace roof shingles & duplexes 146 sq	$70,956.00	Ayer
State Facilities -DHCD	Ayer 705 Bldg Env	Replace 171 peachtree windows with vinyl clad replacement windows	$115,425.00	Ayer

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State Facilities -DHCD	Ayer Other	Life Safety	$173,006.00	Ayer
State Facilities -DHCD	Ayer Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Ayer
State Facilities -DHCD	Barnstable 705 / 55 Hartford Ave. Marstons Mills Roof	New asphalt shingle roof needed Approx 10 sq	$4,725.00	Barnstable
State Facilities -DHCD	Barnstable 705 311 Bearses Way Hyannis Roof	New asphalt shingle and rubber roofing needed Aprox. 10	$6,780.00	Barnstable
State Facilities -DHCD	Barnstable 705/ 20 Gregoire Cir Centerville HVAC	New Oil hot water heating system needed	$8,775.00	Barnstable
State Facilities -DHCD	Barnstable 705/ 47 Walley Rd. Hyannis Sewerage	Septic system has been declared in failure. New Title 5 system required	$9,450.00	Barnstable
State Facilities -DHCD	Barnstable 68/78 Pleasant St Hyannis Other	New flooring in community kitchen area and 8 bedrooms	$10,800.00	Barnstable
State Facilities -DHCD	Barnstable 689/ 154 Race Lane Marstons Mills Sewerage	Septic system has been declared in failure. New Title 5 system required	$12,150.00	Barnstable
State Facilities -DHCD	Barnstable 705 72 Chestnut St Hyannis Bldg Env	New siding required. Currently wood shingle, but would prefer to reside with vinly	$12,825.00	Barnstable
State Facilities -DHCD	Barnstable 667-232-34 Sea St EstHyanns Electrical	New mailbox and intercom systems needed for two buildings containing 72 units	$25,000.00	Barnstable
State Facilities -DHCD	Barnstable 29 double steel exterior doors are in need of replacement due to	29 double sided exterior doors are in need of replacement due to rusting.	$27,000.00	Barnstable
State Facilities -DHCD	Barnstable 705 183 Seabrook Rd. Hyannis K & B	Complete inside rehab to include new kitchen, 1 1/2 baths, all new doors, flooring and rebuilding of several walls	$60,750.00	Barnstable
State Facilities -DHCD	Barnstable 667-262-54 Sea St EstHyannis Site Conditions	Roadway and parking area repaving	$99,750.00	Barnstable
State Facilities -DHCD	Barnstable 667-232-54 Sea St EstHyannis Site Conditions	Retaining wall perimeter fencing is in need of replacement, It is now considered to be a health and safety risk.	$121,500.00	Barnstable
State Facilities -DHCD	Barnstable 705 Other	Vacancy rehab	$3,300.00	Barnstable
State Facilities -DHCD	Barnstable 709 Other	Vacancy rehab	$5,000.00	Barnstable
State Facilities -DHCD	Barnstable 705 Other	Vacancy rehab	$5,000.00	Barnstable
State Facilities -DHCD	Barnstable 689 Other	Vacancy rehab	$8,000.00	Barnstable
State Facilities -DHCD	Barnstable 705 Other	Vacancy rehab	$9,500.00	Barnstable
State Facilities -DHCD	Barnstable 705 Other	Vacancy rehab	$45,000.00	Barnstable
State Facilities -DHCD	Barnstable Other	Life Safety	$79,000.00	Barnstable
State Facilities -DHCD	Barre Bldg Env	EMG: windows	$125,760.20	Barre
State Facilities -DHCD	Barre Other	Life Safety	$12,500.00	Barre
State Facilities -DHCD	Bedford Other	EMG: partial exterior stair repair	$54,900.00	Bedford
State Facilities -DHCD	Bedford Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$24,000.00	Bedford
State Facilities -DHCD	Belchertown 667-1, 705-1 Other	Extend water and private line also maintenance shop. Maintenance shop currently does not have running water for emergency, safety, work use and phone line for work related vendor calls or emergency use. Maintenance shop is not close to main office building	$6,750.00	Belchertown
State Facilities -DHCD	Belchertown Other	Life Safety	$90,000.00	Belchertown
State Facilities -DHCD	Bellingham Other	Life Safety	$170,000.00	Bellingham
State Facilities -DHCD	Bellingham Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Bellingham
State Facilities -DHCD	Berkshire County Regional Roof	EMG: Roofs & selected window replacement.	$212,318.00	Berkshire
State Facilities -DHCD	Berkshire County Regional Bldg Env	EMG: Unit Water Infiltration Repairs	$68,750.00	Berkshire

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State Facilities -DHCD	Berkshire County Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$19,500.00	Berkshire
State Facilities -DHCD	Beverly HVAC	EMG: 667-4 failed boilers	$20,000.00	Beverly
State Facilities -DHCD	Beverly Roof	EMG: 667-2 roof (pilot eligible)	$25,000.00	Beverly
State Facilities -DHCD	Beverly Other	Office and Community Room Accessibility	$613,350.40	Beverly
State Facilities -DHCD	Beverly Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Beverly
State Facilities -DHCD	Billerica Other	New DMR c. 689 units	$1,218,486.86	Billerica
State Facilities -DHCD	Billerica Other	EMG: structural issues Talbot S	$500,000.00	Billerica
State Facilities -DHCD	Billerica Other	Life Safety	$68,500.00	Billerica
State Facilities -DHCD	Billerica 667-1 Other/ Sustainability	Solar Panel installation - Candidate site		Billerica
State Facilities -DHCD	Blackstone Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$29,000.00	Blackstone
State Facilities -DHCD	Boston Camden Bldg Env	New locks and general door hardware for all exterior doors – total of 12.	$30,375.00	Boston
State Facilities -DHCD	Boston Franklin Elderly Bldg Env	Window (does not include grand-family units) and building envelope repairs.	$135,000.00	Boston
State Facilities -DHCD	Boston Franklin Family Bldg Env	Window and building envelope repairs.	$135,000.00	Boston
State Facilities -DHCD	Boston Gallivan Bldg Env	Repair and/or replacement of existing gutters.	$114,750.00	Boston
State Facilities -DHCD	Boston West Broadway Bldg Env	Install passive window louvers in basement to improve air circulation.	$135,000.00	Boston
State Facilities -DHCD	Boston Orient Hts Electrical	Repairs and general upgrades to existing fire alarm system. (If site is not redeveloped.)	$472,500.00	Boston
State Facilities -DHCD	Boston Archdale HVAC	Replace all steam traps in basements and all units.	$87,750.00	Boston
State Facilities -DHCD	Boston Archdale HVAC	Three (3) new boilers and general boiler room upgrades, such as abatement and new lighting.	$337,500.00	Boston
State Facilities -DHCD	Boston Archdale HVAC	Replacement of two (2) underground pipelines used for heating and condensate-return lines and site restoration.	$573,750.00	Boston
State Facilities -DHCD	Boston Fairmount HVAC	Install one (1) new boiler at a multi-family building and associated improvements.	$60,750.00	Boston
State Facilities -DHCD	Boston Gallivan HVAC	Install six (6) new boilers and associated improvements.	$114,750.00	Boston
State Facilities -DHCD	Boston West Broadway HVAC	New boilers, DHW tank improvements, and general boiler room upgrades.	$337,500.00	Boston
State Facilities -DHCD	Boston West Broadway HVAC	Upgrade to all heating units in each apartment. Requires access to DHCD's Housit Doctor program.	$1,012,500.00	Boston
State Facilities -DHCD	Boston Franklin Elderly K & B	Install new kitchens – does not include grand-family units.	$270,000.00	Boston
State Facilities -DHCD	Boston Franklin Family K & B	Install new kitchens.	$405,000.00	Boston
State Facilities -DHCD	Boston West Broadway K & B	New kitchens in DMR units and associated improvements.	$101,250.00	Boston
State Facilities -DHCD	Boston West Broadway K & B	New kitchens in 55 units and new bathrooms in 25 units. Work to be performed by OCC.	$1,093,950.00	Boston
State Facilities -DHCD	Boston Orient Hts Other	New partition walls in the basements of the townhouses. (If site is not redeveloped.)	$114,750.00	Boston
State Facilities -DHCD	Boston Mary Powers Plumbing	Replace DHW Storage Tank and general boiler room upgrades. Evaluate existing generator.	$121,500.00	Boston
State Facilities -DHCD	Boston West Broadway Roof	Roof drain repair and/or replacement.	$135,000.00	Boston
State Facilities -DHCD	Boston All Site Conditions	Dead tree removal and pruning to improve site lighting and safety.	$236,250.00	Boston

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Boston Faneuil Site Conditions	Repair of damaged storm and sewer lines.	$128,250.00	Boston
State Facilities -DHCD	Boston South Street Site Conditions	Repairs to damaged storm and sewer lines.	$128,250.00	Boston
State Facilities -DHCD	Boston West Broadway Site Conditions	Repair damaged storm and sewer lines.	$128,250.00	Boston
State Facilities -DHCD	Boston 1 53 Willowwood St. Comp. Mod.	Comp. Mod.	$22,904.10	Boston
State Facilities -DHCD	Boston 1 43 Holworthy St. Comp. Mod.	Comp. Mod.	$727,950.50	Boston
State Facilities -DHCD	Boston 1 21 Maryland St. Comp. Mod.	Comp. Mod.	$134,644.21	Boston
State Facilities -DHCD	Boston 1 2000 Columbus Ave. Comp. Mod.	Comp. Mod.	$217,392.84	Boston
State Facilities -DHCD	Boston Site Conditions	Site Improvement @ Orient Heights.	$1,963,444.58	Boston
State Facilities -DHCD	Boston K & B	Gallivan Kitchen + Baths	$31,943,964.99	Boston
State Facilities -DHCD	Boston K & B	68 bond Archdale K&B Grant	$26,372,470.49	Boston
State Facilities -DHCD	Boston Bldg Env	Faneuil - Building Envelope.	$3,333,185.30	Boston
State Facilities -DHCD	Boston Roof	43 Holworthy St - roofing, envelope study	$799,267.92	Boston
State Facilities -DHCD	Boston Site Conditions	Sidewalks and tripping hazards	$250,000.00	Boston
State Facilities -DHCD	Boston Roof	EMG. roofs Fairmount & Gallivan	$250,000.00	Boston
State Facilities -DHCD	Boston Other	Life Safety	$210,000.00	Boston
State Facilities -DHCD	Boston 200-2 Camden, 200-4 Faneuil, 667-1 & 667-2 Franklin Field, 200-5	Strategic Sustainability projects - Comprehensive Energy Performance Contract in 5 developments that include 652 housing units, with possible solar or cogeneration	$11,429,463.00	Boston
State Facilities -DHCD	Bourne 689 FAMILY Roof	Replace shingle roofing on 8 duplex buildings @ 2400 sf per building (19,200 sf)	$999,792.00	Bourne
State Facilities -DHCD	Bourne 689 FAMILY Bldg Env	Replace existing wood shingle siding with vinyl on 8 duplex buildings @ 2,100 sf per building (16,800 sf)	$132,224.40	Bourne
State Facilities -DHCD	Bourne Other	Life Safety	$27,005.99	Bourne
State Facilities -DHCD	Braintree Roof	EMG. 667 Hedges Village, roofs	$8,000.00	Braintree
State Facilities -DHCD	Braintree K & B	EMG. K&B, interior repairs	$6,000.00	Braintree
State Facilities -DHCD	Braintree Other	Life Safety	$100,000.00	Braintree
State Facilities -DHCD	Braintree 667-3 Other/ Sustainability	Solar Panel Installation - Candidate Site		Braintree
State Facilities -DHCD	Brewster 705 Huckleberry Lane Bldg Env	Repair 20 badly leaking windows in family units. Remove siding use water and ice barrier etc.	$40,500.00	Brewster
State Facilities -DHCD	Brewster 667 and 705 Frederick Ct	Need authority vehicle. Present vehicle is deteriorating and unstable for plowing etc. Gas tank has fallen out.	$47,250.00	Brewster
State Facilities -DHCD	Brewster 705 Huckleberry Ln	Family units Carpet & Tile that need replacement	$64,800.00	Brewster
State Facilities -DHCD	Brewster Site Conditions	EMG. Paving, Frederick Court	$218,843.00	Brewster
State Facilities -DHCD	Brewster Other	Life Safety	$60,000.00	Brewster
State Facilities -DHCD	Brewster Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$28,500.00	Brewster
State Facilities -DHCD	Bridgewater Other	Life Safety	$5,000.00	Bridgewater
State Facilities -DHCD	East Bridgewater Site Conditions	EMG. Sinkhole, sewage pump station hatch, main	$142,295.00	Bridgewater

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	East Bridgewater Bldg Env	EMG: Window Study	$184,179.40	Bridgewater
State Facilities -DHCD	East Bridgewater Other	Life Safety	$180,000.00	Bridgewater
State Facilities -DHCD	East Bridgewater Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Bridgewater
State Facilities -DHCD	Brimfield Bldg Env	EMG: Windows & Trim Replacement: Colonial Pk	$50,000.00	Brimfield
State Facilities -DHCD	Brockton 667-3 Belair Towers – Toilet Replacement – Sustainability Other	Replace existing 288 toilets.	$214,562.50	Brockton
State Facilities -DHCD	Brockton 667-3 Belair Tower – 105 Belair Street, Brockton Bldg Env	Replace inoperable sliding windows and sliding doors with energy efficient windows and doors (threat to safety & energy conservation) See CAR 2002	$7,483,792.50	Brockton
State Facilities -DHCD	Brockton Other	Life Safety	$978,000.00	Brockton
State Facilities -DHCD	Brockton Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Brockton
State Facilities -DHCD	Brockton 200-2 Other Sustainability	Solar Panel Installation - Candidate site		Brockton
State Facilities -DHCD	Brookline 1-167-1 K & B	Bathroom upgrades (2) tub surrounds, (1) tub.	$8,100.00	Brookline
State Facilities -DHCD	Brookline 1-167-1 K & B	Exterior Painting paint façade, trim, porch	$10,800.00	Brookline
State Facilities -DHCD	Brookline 1-167-1 Bldg Env	Door Replacement Replace Entry and Screen door (2)	$13,500.00	Brookline
State Facilities -DHCD	Brookline 1-167-1 Bldg Env	Foundation Insulation, stone and concrete	$20,250.00	Brookline
State Facilities -DHCD	Brookline 1-667-2 Bldg Env	Window Replacement replaces all prime windows (2 units)	$21,600.00	Brookline
State Facilities -DHCD	Brookline K & B	Bath Modernization (2 units) tub surround, flooring, toilets, sinks, GFI	$27,000.00	Brookline
State Facilities -DHCD	Brookline 1-667-2 K & B	Kitchen Modernization (2 units) floors, sinks, counter, cabinets, GFI	$27,000.00	Brookline
State Facilities -DHCD	Brookline 1-167-7 HVAC	Heat Replacement replace inefficient 50 year old system (2)	$33,750.00	Brookline
State Facilities -DHCD	Brookline 1-167-1 Other	Flooring refinish wood floors, 1 ste bath	$40,500.00	Brookline
State Facilities -DHCD	Brookline 1-639-1 Roof	Roof Replacement replacement difficult 20+ year roof	$40,500.00	Brookline
State Facilities -DHCD	Brookline 1-167-1 Bldg Env	Façade Replace porch, rake Boards, Moldings	$54,000.00	Brookline
State Facilities -DHCD	Brookline 1-167-1 Bldg Env	Window Replacement replace all combinations	$54,000.00	Brookline
State Facilities -DHCD	Brookline 1-200-2 Site Conditions	Area Paving Sidewalks-concrete and bituminous	$67,500.00	Brookline
State Facilities -DHCD	Brookline 1-200-2 Site Security	Unit Door Locks, convert to "Best System"	$74,250.00	Brookline
State Facilities -DHCD	Brookline 1-200-2 Site Conditions	Area Fencing replace or additional metal or chain	$81,000.00	Brookline
State Facilities -DHCD	Brookline 1-200-2 Bldg Env	Façade Repairs re-pointing, remove old chimneys	$121,500.00	Brookline
State Facilities -DHCD	Brookline K & B	88 town: K&B planning grant (CAR #1, cat#3, c	$8,517,304.29	Brookline
State Facilities -DHCD	Brookline 200-1 Egmont, 200-2 High St, 667-1 Floyd Other Sustainability	Strategic Sustainability projects - Comprehensive Energy Performance Contract in 3 developments with 351 housing units, with possible solar or cogeneration	$1,906,508.90	Brookline
State Facilities -DHCD	Burlington Roof	EMG: Roof Repairs/Replacement	$43,500.00	Burlington
State Facilities -DHCD	Burlington Other	Life Safety	$70,000.00	Burlington
State Facilities -DHCD	Cambridge 200-4, 667-3, and 200-1 Electrical	Fire Alarm Panel Upgrades at Roosevelt Towers-Mid-Rise, Linnaean Street, and Woodrow Wilson Court	$74,250.00	Cambridge
State Facilities -DHCD	Cambridge 939-1 Bldg Env	Window Replacement at Aberdeen Street – Replace all (39) windows at Aberdeen Street	$74,250.00	Cambridge

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Cambridge 667-3, 705-2 Bldg Env	Building Exterior Improvements at Linnaean and Inman Street – Replace non-code compliant exterior handrails at Linnaean Street and install new roof and paint exterior siding at Inman Street	$114,345.00	Cambridge
State Facilities -DHCD	Cambridge 667-3, 705-2 Other	Site Improvements at Linnaean, Hingham and Inman Street – Install new fencing and upgrade site plantings at Linnaean Street, and upgrade site planting and surfaces at Hingham and Inman Street.	$118,800.00	Cambridge
State Facilities -DHCD	Cambridge 200-4, 667-3, 667-4 Other	Energy and Water Conservation Improvements at Roosevelt Towers, Linnaean Street, and Russell – Includes installation of Low Flow Toilets, Faucet and Shower Aerators, and Efficient Lighting at 150 units.	$334,125.00	Cambridge
State Facilities -DHCD	Cambridge 200-4A Electrical	Replace Emergency Generator at Roosevelt Towers	$334,125.00	Cambridge
State Facilities -DHCD	Cambridge 200-1 Other	Refurbishment of 19 Common Hallways – New Treads and Painting at Woodrow Wilson Court	$371,250.00	Cambridge
State Facilities -DHCD	Cambridge 667-3, 667-5, 200-1, 200-4, 705-2 (inc. condos) HVAC	Heat and DHW Improvements at 5 Developments and 16 Scattered Site Condominium Units – Replacement 21 boiler units including 3 with indirect DHW heat exchangers, install 6 heat pumps, replace heat pumps in 10 condominium units.	$616,275.00	Cambridge
State Facilities -DHCD	Cambridge 667-2, 667-4 Electrical	Fire Protection at 116 Norfolk Street and Russell Apartments	$1,039,500.00	Cambridge
State Facilities -DHCD	Cambridge 200-4A, 667-2 Elevator	Elevator Modernization at Roosevelt Towers and 116 Norfolk Street – Replace controllers, door operators hardware and cleaners, upgrade emergency service, and rehab cab interior to 3 elevators.	$1,188,000.00	Cambridge
State Facilities -DHCD	Cambridge 667-4, 667-5 Bldg Env	Building Envelope, Roof and Window Replacement and Masonry Refurbishment at Russell Apts and Window Replacement at St. Paul's – At Russell: replace tar roof and windows, install water repellent treatment, and sealants, and repoint masonry and at St. Paul	$1,356,975.00	Cambridge
State Facilities -DHCD	Cambridge 200-4A Bldg Env	Masonry and Cupola Refurbishment and Window Replacement at Roosevelt Towers – Replace old sealants, install water repellent treatment, refurbish and repaint cupolas, and repair rusting lintels and replace 750 windows.	$1,804,275.00	Cambridge
State Facilities -DHCD	Cambridge 705-1 Comp. Mod.	Willow Street Homes Comprehensive Modernization – Adds $500,000 in additional scope to allow for siding and roof replacement and comprehensive site improvements.	$4,337,414.95	Cambridge
State Facilities -DHCD	Cambridge 200-5, 667-2, 667- 3B Bldg Env	Building Envelope Improvements at Jackson Gardens, 116 Norfolk Street, and Putnam School – (1) Adds $100,000 to already approved scope to refurbish penthouses and site walls at Jackson Gardens, and repair, detach and repaint fire escapes at 116 Norfolk S	$4,689,814.55	Cambridge
State Facilities -DHCD	Cambridge Comp. Mod	Jackson Gardens/Lincoln Way	$17,987,000.00	Cambridge
State Facilities -DHCD	Cambridge Comp Mod	Jefferson Park	$20,192,000.00	Cambridge
State Facilities -DHCD	Cambridge Other Sustainability	Solar Panel Installation - Candidate site		Cambridge
State Facilities -DHCD	Canton 200-1 Site Conditions	Walkways/ Roadways - Resip/paving	$55,890.00	Canton
State Facilities -DHCD	Canton 200-1 Roof	Roof Replacement 13 duplexes	$224,100.00	Canton
State Facilities -DHCD	Canton Other	Phase 2 667-3 decks,stairs 200-1 stairs	$1,219,135.33	Canton
State Facilities -DHCD	Canton HVAC	EMG: 667-3 boilers	$234,293.72	Canton
State Facilities -DHCD	Canton Electrical	EMG: 705-1 electrical service (pilot eligible	$5,000.00	Canton
State Facilities -DHCD	Canton Bldg Env	Emg: 705-1 Window Replacement	$7,000.00	Canton
State Facilities -DHCD	Canton Other	Life Safety	$198,500.00	Canton
State Facilities -DHCD	Canton Other Sustainability	Water Conservation - low flow toilet & shower head installation	$39,000.00	Canton
State Facilities -DHCD	Canton 667-3 Other Sustainability	Solar Panel Installation - Candidate site		Canton
State Facilities -DHCD	Carver 667 HVAC	5 boilers, 3 hot water tanks; 18 zone replacements	$351,000.00	Carver
State Facilities -DHCD	Carver Other	Life Safety	$25,000.00	Carver
State Facilities -DHCD	Carver 667-1 Other Sustainability	Solar Panel Installation - Candidate site		Carver
State Facilities -DHCD	Charlton 705-1 Roof	This would be a quick project – in kind replacement of shingles and 3 windows. Would not need architect or engineer. Shingles were an item on our CPS that have out lived their useful life. I have not requested any funds for this project previously.	$28,350.00	Charlton
State Facilities -DHCD	Charlton 667-1 Roof	17,000 Sq. ft. Shingle roofing on 5 Buildings plus 3 skylight windows7,000 sq. ft. shingle roofing on 4 buildings	$77,760.00	Charlton
State Facilities -DHCD	Charlton Other Sustainability	Water Conservation - low flow toilet & shower head installation	$15,500.00	Charlton
State Facilities -DHCD	Charlton 667-1 Other Sustainability	Solar Panel Installation - Candidate site		Charlton

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Chatham Other	Life Safety	$154,000.00	Chatham
State Facilities -DHCD	Chelmsford Bldg Env	EMG, Doorlock repairs	$270,667.93	Chelmsford
State Facilities -DHCD	Chelmsford Other	Reconfigure comm. rm kitchen	$141,355.76	Chelmsford
State Facilities -DHCD	Chelmsford Roof	EMG, Roofs	$55,412.75	Chelmsford
State Facilities -DHCD	Chelmsford Other	Life Safety	$30,000.00	Chelmsford
State Facilities -DHCD	Chelmsford Other Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Chelmsford
State Facilities -DHCD	Chelmsford 667-5 Other/ Sustainability	Solar Panel Installation - Candidate site		Chelmsford
State Facilities -DHCD	Chelsea 667-2 Electrical	New rooftop antenna (for residents who can't afford cable)	$5,400.00	Chelsea
State Facilities -DHCD	Chelsea 667-2 Plumbing	Remove old water tank at roof area	$8,750.00	Chelsea
State Facilities -DHCD	Chelsea All Other	2 Riding lawn mowers with trailer	$8,100.00	Chelsea
State Facilities -DHCD	Chelsea 667-2 Site Conditions	Exterior repairs, awning, planters, entryway upgrade	$10,125.00	Chelsea
State Facilities -DHCD	Chelsea 667-2 Other	Painting four stair towers	$10,125.00	Chelsea
State Facilities -DHCD	Chelsea 667-2 K & B	Upgrade community room kitchen	$10,800.00	Chelsea
State Facilities -DHCD	Chelsea 667-1 Plumbing	Water saver toilets	$11,340.00	Chelsea
State Facilities -DHCD	Chelsea 667-1 Site Security	Upgrade exterior lighting	$11,475.00	Chelsea
State Facilities -DHCD	Chelsea 200-1 Plumbing	Water Saver toilets	$14,175.00	Chelsea
State Facilities -DHCD	Chelsea 667-1 Other	Hallway painting, including stairs and railings	$16,875.00	Chelsea
State Facilities -DHCD	Chelsea 200-3 Plumbing	Water saver toilets	$19,440.00	Chelsea
State Facilities -DHCD	Chelsea 667-2 Electrical	Electrical line in to Junction box	$20,250.00	Chelsea
State Facilities -DHCD	Chelsea 667-2 Other	New back computer system	$20,250.00	Chelsea
State Facilities -DHCD	Chelsea 667-2 Bldg Env	Upgrade exterior lighting	$24,300.00	Chelsea
State Facilities -DHCD	Chelsea 200-2 Plumbing	Water saver toilets	$25,920.00	Chelsea
State Facilities -DHCD	Chelsea 200-1 Other	Electric stoves	$28,350.00	Chelsea
State Facilities -DHCD	Chelsea 200-3 Other	Electric stoves	$38,580.00	Chelsea
State Facilities -DHCD	Chelsea 667-2 Plumbing	Water saver toilets	$42,120.00	Chelsea
State Facilities -DHCD	Chelsea 200-1 Other	Asbestos wallboard in boiler rooms	$47,250.00	Chelsea
State Facilities -DHCD	Chelsea 200-2 Other	Electric stoves	$51,840.00	Chelsea
State Facilities -DHCD	Chelsea 667-1 Other	Floor replacement in common hallways	$67,500.00	Chelsea
State Facilities -DHCD	Chelsea 667-2 Other	Replace original floor tiles at common halls	$67,500.00	Chelsea
State Facilities -DHCD	Chelsea 200-3 Site Security	Security system	$81,999.00	Chelsea
State Facilities -DHCD	Chelsea 200-3 Other	Reconstruct interior hallway masonry wall ties	$97,200.00	Chelsea

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Chelsea 200-3 Other	VAT floor replacement	$618,400.00	Chelsea
State Facilities -DHCD	Chelsea 200-3 HVAC	Boilers replacement – up to ground level	$675,000.00	Chelsea
State Facilities -DHCD	Chelsea 200-2 Site Conditions	Site work: Parking, paving, landscaping, fencing	$675,000.00	Chelsea
State Facilities -DHCD	Chelsea 200-1 Site Conditions	Sitework - sidewalks, paving, street, entry	$675,000.00	Chelsea
State Facilities -DHCD	Chelsea 200-2 Other	VAT floor replacement	$691,200.00	Chelsea
State Facilities -DHCD	Chelsea 200-1 Bldg Env	Windows	$708,750.00	Chelsea
State Facilities -DHCD	Chelsea 200-3 Site Conditions	Site work: Parking, paving, landscaping, fencing	$877,500.00	Chelsea
State Facilities -DHCD	Chelsea 200-2 HVAC	Asbestos steam pipe risers and old heat. systems removal	$1,012,500.00	Chelsea
State Facilities -DHCD	Chelsea 200-3 K & B	Baths complete rehab (+ the floors)	$1,038,900.00	Chelsea
State Facilities -DHCD	Chelsea 200-3 K & B	Kitchens	$1,296,000.00	Chelsea
State Facilities -DHCD	Chelsea 200-2 K & B	Baths complete rehab (+ the floors)	$1,382,400.00	Chelsea
State Facilities -DHCD	Chelsea 200-2 K & B	Kitchens	$1,728,000.00	Chelsea
State Facilities -DHCD	Chelsea 200-2 Site Conditions	Site improvements	$3,375,000.00	Chelsea
State Facilities -DHCD	Chelsea 200-2 Bldg Env	Exterior brick repairs, windows, green roof, mold/mildew	$6,150,000.00	Chelsea
State Facilities -DHCD	Chelsea Bldg Env	LRM: 98 Bush: Exterior walls/venting/water 20	$200,000.00	Chelsea
State Facilities -DHCD	Chelsea Site Conditions	Site initiative - Fitzpatrick/lines	$156,614.35	Chelsea
State Facilities -DHCD	Chelsea HVAC	EMG: boiler	$436,876.32	Chelsea
State Facilities -DHCD	Chelsea Other	EMG AERP: automatic door openers	$17,500.00	Chelsea
State Facilities -DHCD	Chelsea Other	Life Safety	$572,000.00	Chelsea
State Facilities -DHCD	Chicopee 667-4 Kida Electrical	Replace inadequate common area hallway lighting with energy efficient lighting.	$19,602.39	Chicopee
State Facilities -DHCD	Chicopee 667-2, 24 Peloquin Dr. Electrical	Replace existing fire alarm control panel which has recently experienced many false alarms. CHA cannot get parts for the antiquated system.	$22,275.00	Chicopee
State Facilities -DHCD	Chicopee 667-3 Bury Electrical	Replace inadequate common area hallway lighting with energy efficient lighting.	$36,616.00	Chicopee
State Facilities -DHCD	Chicopee 705-1 Volpe Drive Bldg Env	Replace original attic ventilation units for apartment bathroom exhaust fans.	$39,610.00	Chicopee
State Facilities -DHCD	Chicopee 200-1, 667-3, 667-6, 667-7 Scattered: Fairhaven, Valley View, Bury Site Conditions	Remove dead trees and limb trees growing against buildings at three developments	$40,935.00	Chicopee
State Facilities -DHCD	Chicopee 667-4 Kida Bldg Env	Replace original attic ventilation units for apartment bathroom exhaust fans.	$82,417.50	Chicopee
State Facilities -DHCD	Chicopee 667-4 Kida Other	Replace existing common hallway and stairwell carpeting, tiles and parquet flooring.	$86,427.00	Chicopee
State Facilities -DHCD	Chicopee 200-1 Plumbing	Replace existing Elmer Dr. domestic hot water boiler and separator install new Elkhh Dr. boiler	$89,100.00	Chicopee
State Facilities -DHCD	Chicopee 667-6 Fairhaven Other	Renovate community room with new VCT flooring, ADA sliding glass door in existing opening and energy efficient window treatments.	$96,525.00	Chicopee

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Chicopee 705-1 Volpe Drive Bldg Env	Replace existing metal common walkway entry and exit doors on all buildings	$100,950.00	Chicopee
State Facilities -DHCD	Chicopee 667-1, 1A, 2 2A Site Security	Install new surveillance cameras at three developments	$111,375.00	Chicopee
State Facilities -DHCD	Chicopee 200-1, 705-1, Site Security	Install new surveillance cameras at two developments	$126,225.00	Chicopee
State Facilities -DHCD	Chicopee 667-2, 2A HVAC	Replace 8 existing boilers	$254,850.00	Chicopee
State Facilities -DHCD	Chicopee 667-6 Bldg Env	Repair 940 linear feet of water damaged concrete balconies at railing curb and seal/ water proof all balconies.	$549,450.00	Chicopee
State Facilities -DHCD	Chicopee Other	EMG: 667-6 structural issues	$227,402.20	Chicopee
State Facilities -DHCD	Chicopee Other	Life Safety	$75,000.00	Chicopee
State Facilities -DHCD	Clinton Electrical	EMG AERP: upgrade electrical service	$529,538.00	Clinton
State Facilities -DHCD	Clinton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Clinton
State Facilities -DHCD	Cohasset 72 Elm Street Comp. Mod.	Comp. Mod.	$939,578.08	Cohasset
State Facilities -DHCD	Concord 705-2 HVAC	replace boilers in all units - total of 14 boilers (Energy Conserv.)	$132,300.00	Concord
State Facilities -DHCD	Concord 667-1, 667-3 Site Conditions	remove and replace curbing and walkway paving - safety issue 7,000 sq.ft.	$252,500.00	Concord
State Facilities -DHCD	Concord 705 Other	Vacancy rehab	$10,000.00	Concord
State Facilities -DHCD	Concord 667 Other	Vacancy rehab	$10,000.00	Concord
State Facilities -DHCD	Concord Other	Life Safety	$60,000.00	Concord
State Facilities -DHCD	Concord Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$25,500.00	Concord
State Facilities -DHCD	Dalton Other	EMG: painting	$115,285.00	Dalton
State Facilities -DHCD	Dalton 667-2 Other/ Sustainability	Solar Panel Installation - Candidate site		Dalton
State Facilities -DHCD	Danvers Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$19,400.00	Danvers
State Facilities -DHCD	Dartmouth 667-2 Bldg Env	Add storm doors on second floor process, 2 per building = 18	$24,300.00	Dartmouth
State Facilities -DHCD	Dartmouth 667-2 Bldg Env	Replace all rails and columns on 9 buildings, appr. 95 feet of railing w/posts, caps, etc. per building.	$38,880.00	Dartmouth
State Facilities -DHCD	Dartmouth 667-1 HVAC	Replace 10 boilers (one in each building, they are 45 + years old	$270,000.00	Dartmouth
State Facilities -DHCD	Dartmouth Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$22,000.00	Dartmouth
State Facilities -DHCD	Dedham 667-2 Bldg Env	Painting of exterior trim and replacement of rotted trim	$33,750.00	Dedham
State Facilities -DHCD	Dedham Roof	EMG AERP: Roof Replacement: Office Bldg	$28,000.00	Dedham
State Facilities -DHCD	Dedham Other	Life Safety	$92,000.00	Dedham
State Facilities -DHCD	Dennis Other	Life Safety	$33,000.00	Dennis
State Facilities -DHCD	Dennis Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Dennis
State Facilities -DHCD	Dennis 667-2 or 667-3 Other/ Sustainability	Solar Panel Installation - Candidate site		Dennis

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Dighton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$29,000.00	Dighton
State Facilities -DHCD	Dracut 705 47 – 49 Hampson Street	Upgrade and install 200 amp service feeder equipment and tandem meter disconnect meter troughs on each two family dwelling. New 100 amp service cable and 20 circuit panels and circuit breakers installed in basement. Water systems grounded and ground faults	$2,430.00	Dracut
State Facilities -DHCD	Dracut 705 47 – 49 Hampson St.	Repave cracked and lifting driveway and walkway.	$5,400.00	Dracut
State Facilities -DHCD	Dracut 705 61-63 Hampson St.	Repave cracked and lifting driveway.	$5,400.00	Dracut
State Facilities -DHCD	Dracut 705 67 Tanglewood	Replace crumbling sidewalk and driveway	$5,400.00	Dracut
State Facilities -DHCD	Dracut 705 91 – 93 Hampson Street.	Strip and remove existing roof on all of house. Install 6' of Ice and Water shield to bottom edges. Cover remainder of roof with 15 lb felt paper. Cover edges with aluminum drip edge. Install new aluminum flanges on vent pipes. Shingle all areas with GAF	$6,696.25	Dracut
State Facilities -DHCD	Dracut 705 51 Tulgeon Ave	Repair uneven cracked asphalt driveway. Repair stone steps at side of house and install handrail or rebuild. Repair or remove concrete slab at drying yard it is cracked and lifting. Install fencing or guardrails in rear yard.	$13,500.00	Dracut
State Facilities -DHCD	Dracut Bldg Env	EMG: siding	$50,000.00	Dracut
State Facilities -DHCD	Dracut Comp. Mod	MAP: 1476 Mammoth Road	$2,953,100.00	Dracut
State Facilities -DHCD	Dracut Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$32,000.00	Dracut
State Facilities -DHCD	Dudley Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Dudley
State Facilities -DHCD	Duxbury 705-1 Bldg Env	Replace siding on a 2 family duplex	$115,409.48	Duxbury
State Facilities -DHCD	Duxbury 667-1 Bldg Env	Replace windows at our 667-1 development	$155,790.00	Duxbury
State Facilities -DHCD	Duxbury 705 Other	Vacancy rehab	$10,000.00	Duxbury
State Facilities -DHCD	Duxbury 705 Other	Vacancy rehab	$10,000.00	Duxbury
State Facilities -DHCD	Duxbury 705 Other	Vacancy rehab	$10,000.00	Duxbury
State Facilities -DHCD	Duxbury Roof	EMG: Roofing at remaining bldgs.	$221,000.00	Duxbury
State Facilities -DHCD	Duxbury Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$26,000.00	Duxbury
State Facilities -DHCD	Easthampton 667-1 Sunrise Manor, Buildings 1 & 2 Roof	Remove 2 layers of shingle roofing per roof.Replace sheathing, roofing felt, include ice barrier with 30year architectural shingles on two buildings,. total of 8930 SF roofing	$127,575.00	Easthampton
State Facilities -DHCD	Easthampton 699-112 Holyoke St. Other	The EHA received at $12,000 Planning Grant in May 2008 for developing 3 units of housing in the back yard of 112 Holyoke St. -2 one bdrm handicapped units and 3- 2bdrm. Family units	$2,025,000.00	Easthampton
State Facilities -DHCD	Easthampton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Easthampton
State Facilities -DHCD	Easthampton 667-4 Other/ Sustainability	Solar Panel Installation - Candidate site		Easthampton
State Facilities -DHCD	Easton 705-1 Other	Vacancy rehab	$10,000.00	Easton
State Facilities -DHCD	Easton Sewerage	EMG: septic repair	$194,860.00	Easton
State Facilities -DHCD	Easton Other	Life Safety	$55,000.00	Easton
State Facilities -DHCD	Easton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Easton
State Facilities -DHCD	Essex Essex 667-1 Electrical	Install missing GFCI's in all 41 kitchens	$4,151.25	Essex
State Facilities -DHCD	Essex Essex 667-1 Other	Replace 6 old and inefficient refrigerators	$4,455.00	Essex
State Facilities -DHCD	Essex Essex 667-1 Bldg Env	Grout out 900 sq ft of loose/missing selected mortar joints and remove and replace spalled bricks in exterior masonry in all buildings	$8,075.00	Essex
State Facilities -DHCD	Essex Essex 667-1 Bldg Env	Pressure wash and clean all mold, mildew and stains off of all exterior brick surfaces in 6 buildings	$8,100.00	Essex

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Essex Essex 667-1 Bldg Env	Replace broken balances in 70 windows	$9,450.00	Essex
State Facilities -DHCD	Essex Essex 667-1 Site Conditions	Remove remaining scarce bushes, create beds at 12 entrance doors with added topsoil and mulch, plant new bushes and perennials	$10,125.00	Essex
State Facilities -DHCD	Essex Essex 667-1 Site Conditions	Repair non-functioning storm drain and clean out 5 others	$13,500.00	Essex
State Facilities -DHCD	Essex Essex 667-1 K & B	Complete regrouting of all tile in 42 bathrooms	$19,845.00	Essex
State Facilities -DHCD	Essex Essex 667-1 Site Conditions	Remove 3,600 sq ft of sidewalk, regrade sub-base and install 3" of top coat of asphalt to all walkways as they all present trip hazards at curbing	$24,300.00	Essex
State Facilities -DHCD	Essex Essex 667-1 Plumbing	Replace all 126 bathroom and 154 kitchen water shutoffs and 12 main building shutoffs	$26,392.50	Essex
State Facilities -DHCD	Essex Essex 667-1 Site Conditions	Remove 4,320 sq ft of potholed driveway, regrade sub-base, install 3" gravel base, install 2" base coat and 2" top coat of asphalt to both Winthrop St entrances as both sections are beyond repair	$32,076.00	Essex
State Facilities -DHCD	Essex Essex 667-1 Plumbing	Replacement of 20 old and inefficient well water heaters	$32,400.00	Essex
State Facilities -DHCD	Essex Essex 667-1 Bldg Env	Remove and replace rotten exterior wooden entrance trim, prime and paint all 260 exterior windows and 20 entrance door trim areas	$33,975.00	Essex
State Facilities -DHCD	Essex Other	EMG - 667-1 balconies	$101,019.11	Essex
State Facilities -DHCD	Essex Other	Life Safety	$81,000.00	Essex
State Facilities -DHCD	Everett Ch. 667-2Glendale Towers	Waterproof (1300) sq. ft. of exterior elevator penthouse structure and patch/repair rubber membrane roof	$35,100.00	Everett
State Facilities -DHCD	Everett Ch. 200-1 Russell Street	Site work: Remove and replace (14,000) sq. yds. of bituminous concrete walkways, site stairs (350) c.y., handrails (600) LF., retaining walls (900) LF., (3000) feet of fencing and misc. items	$1,708,059.90	Everett
State Facilities -DHCD	Everett Other	Life Safety	$120,000.00	Everett
State Facilities -DHCD	Everett Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Everett
State Facilities -DHCD	Fairhaven # 909-2 667-5 Electrical	Upgrade Fire Alarm System – to comply with FPD 2011 mandate for Radio Boxes	$15,500.00	Fairhaven
State Facilities -DHCD	Fairhaven # 909-3 667-1,2,3,4,5 Electrical	Install Radio Transmitter Boxes to comply with Fairhaven Fire Dept. mandate for 2011	$54,000.00	Fairhaven
State Facilities -DHCD	Fairhaven Roof	Phase 2 Oxford Terrace roofs	$900,000.00	Fairhaven
State Facilities -DHCD	Fairhaven Other	Life Safety	$150,000.00	Fairhaven
State Facilities -DHCD	Fairhaven Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Fairhaven
State Facilities -DHCD	Fall River 667-1 Barnes Site Conditions	#9 Site Upgrades – Pavement	$45,000.00	Fall River
State Facilities -DHCD	Fall River 667-1 Barnes Site Security	#8 Security Camera System	$54,000.00	Fall River
State Facilities -DHCD	Fall River 667-3 Bishop Eld HVAC	#13 Boiler Replacement (2)	$60,750.00	Fall River
State Facilities -DHCD	Fall River 667-2 Doolan Site Conditions	#12 Site Upgrades - Pavement	$101,250.00	Fall River
State Facilities -DHCD	Fall River 667-1 Barnes Site Security	#7 Apt. Entry Lock Replacement (149)	$102,600.00	Fall River
State Facilities -DHCD	Fall River 667-2 Doolan Other	#10 Community Room AAB	$128,250.00	Fall River
State Facilities -DHCD	Fall River 667-4 Bates Other	#15 Convert congregate to apartments	$135,000.00	Fall River
State Facilities -DHCD	Fall River 667-2 Doolan HVAC	#11 Boiler Replacement (22)	$202,500.00	Fall River
State Facilities -DHCD	Fall River 705-2 Scattered Sites Roof	#4 Roof, siding and windows	$1,282,500.00	Fall River
State Facilities -DHCD	Fall River 200-2 Maple Bldg Env	#1 Siding (100,000 s.f.)windows (2,000)	$5,400,000.00	Fall River

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Fall River 250 Other	Vacancy rehab	$10,000.00	Fall River
State Facilities -DHCD	Fall River Bldg Env	02 CAR: Window replacement at Bishop Ed	$949,372.06	Fall River
State Facilities -DHCD	Fall River K & B	LRM 200-1 K&B, interiors, SADA, Phase 3	$9,671,613.00	Fall River
State Facilities -DHCD	Fall River Roof	EMG: Roofing Repair/Replace at Bates 667-4	$177,606.49	Fall River
State Facilities -DHCD	Fall River Bldg Env	EMG: window replacement 667-2	$736,774.84	Fall River
State Facilities -DHCD	Fall River Other	EMG: 667-4 HC accessibility at main entrans	$40,000.00	Fall River
State Facilities -DHCD	Fall River HVAC	EMG: Boilers at 667-1	$600,000.00	Fall River
State Facilities -DHCD	Fall River Bldg Env	Geleading 206-2 Maple Gutters	$308,000.00	Fall River
State Facilities -DHCD	Fall River Other	Life Safety	$565,000.00	Fall River
State Facilities -DHCD	Fall River Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Fall River
State Facilities -DHCD	Falmouth Other	Life Safety	$66,000.00	Falmouth
State Facilities -DHCD	Falmouth Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Falmouth
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$1,800.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$1,800.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$1,800.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$1,800.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$1,800.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$1,800.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$1,800.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$1,800.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$1,800.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,000.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,000.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,300.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,300.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,300.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,300.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,300.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,800.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,850.00	Fitchburg

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,850.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,900.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$2,900.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$3,350.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$3,350.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$3,350.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$3,350.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$3,400.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$3,400.00	Fitchburg
State Facilities -DHCD	Fitchburg 200-1 Other	Vacancy rehab	$3,400.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-2 Other	Vacancy rehab	$10,200.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-2 Other	Vacancy rehab	$10,200.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-2 Other	Vacancy rehab	$10,200.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-2 Other	Vacancy rehab	$10,200.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-1 Other	Vacancy rehab	$40,000.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-1 Other	Vacancy rehab	$45,000.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-1 Other	Vacancy rehab	$51,000.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-1 Other	Vacancy rehab	$53,000.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-1 Other	Vacancy rehab	$63,000.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-1 Other	Vacancy rehab	$65,000.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-1 Other	Vacancy rehab	$88,000.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-1 Other	Vacancy rehab	$90,000.00	Fitchburg
State Facilities -DHCD	Fitchburg 705-1 Other	Vacancy rehab	$93,000.00	Fitchburg
State Facilities -DHCD	Fitchburg Roof	CAR Pfg Gr: Roofing: 2 Bldg @ Green Acres	$25,000.00	Fitchburg
State Facilities -DHCD	Fitchburg Bldg Env	CAR Pfg Gr: Replace Windows & Doors: Wallace	$458,750.00	Fitchburg
State Facilities -DHCD	Fitchburg Electrical	CAR Pfg Gr: Fire Alarm Upgrade: Durkin Apts	$482,918.00	Fitchburg
State Facilities -DHCD	Fitchburg Site Conditions	EMG: retaining wall (also eligible)	$13,500.00	Fitchburg
State Facilities -DHCD	Fitchburg Other	EMG: Chimneys and Mold Remediation	$1,764,527.00	Fitchburg
State Facilities -DHCD	Fitchburg Other	Life Safety	$200,000.00	Fitchburg
State Facilities -DHCD	Fitchburg Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$66,400.00	Fitchburg
State Facilities -DHCD	Foxboro 667-1 & 2 Other	Replace 30 toilets	$10,000.00	Foxboro
State Facilities -DHCD	Foxborough Bldg Env	EMG: 705-C windows (eligible)	$13,500.00	Foxborough

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Foxborough - Other	EMG: oil tank removal and remediation	$38,000.00	Foxborough
State Facilities -DHCD	Foxborough - Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Foxborough
State Facilities -DHCD	Framingham Everett Avenue 667-2 Roof	Strip Roof , 7 buildings 32 sq. Building and new porches	$202,500.00	Framingham
State Facilities -DHCD	Framingham Rose Kennedy Lane 667-5 & 667-6 Bldg Env	Replace exterior entrance doors front and back	$384,750.00	Framingham
State Facilities -DHCD	Framingham Everett Avenuen 667-2 Site Conditions	Road Work, new Handicap sidewalks, curb	$399,150.00	Framingham
State Facilities -DHCD	Framingham - K & B	95 bond: Kitchen & Bathroom Mod Pearl Harbor	$29,723,357.79	Framingham
State Facilities -DHCD	Framingham - Roof	EMG: phase 2 roof repair Hastings House	$245,750.00	Framingham
State Facilities -DHCD	Framingham - Other	EMG: 667-2 accessible laundry room	$60,000.00	Framingham
State Facilities -DHCD	Framingham - Other	Life Safety	$212,000.00	Framingham
State Facilities -DHCD	Franklin - Other	Life Safety	$8,000.00	Franklin
State Facilities -DHCD	Franklin County 705-2 Northfield properties Site Conditions	Remove some trees that are currently dangerous and compromising the building	$2,025.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Congress Street, Orange Site Conditions	Remove several trees	$2,700.00	Franklin
State Facilities -DHCD	Franklin County 705-1 West River Street, Orange Bldg Env	Three exterior doors and 3 storms	$3,037.50	Franklin
State Facilities -DHCD	Franklin County 705-1 Chatelmont Bldg Env	Insulate the building to conserve energy	$4,117.50	Franklin
State Facilities -DHCD	Franklin County 667-1 Stratton Manor, Bernardston Site Conditions	Remove many trees	$4,320.00	Franklin
State Facilities -DHCD	Franklin County 667-2 Equestrian Village, Northfield Site Conditions	Remove trees where necessary	$4,320.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Buckland Other	Remove old and replace with new exterior bell shed for storage of lawn and yard equipment	$4,995.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Bernardston Other	Remove old and replace with new utility shed for equipment storage	$4,995.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Congress Street, Orange Other	Construct or purchase a utility shed to the back of the property to be used for seasonal equip. and tenant storage	$4,995.00	Franklin
State Facilities -DHCD	Franklin County 705-1 West River Street, Orange Other	Remove the existing utility shed and replace with new	$4,995.00	Franklin
State Facilities -DHCD	Franklin County 705-2 Northfield properties Bldg Env	Insulate building A to include the basement area	$5,400.00	Franklin
State Facilities -DHCD	Franklin County 667-1 Stratton Manor, Bernardston Site Conditions	Repair all sidewalks and entry areas	$5,400.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Chatelmont Bldg Env	6 exterior doors & storms	$6,075.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Congress Street, Orange HVAC	Upgrade at least one furnace to be more energy efficient	$6,075.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Buckland Bldg Env	Insulate the building and replace several exterior doors	$6,750.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Bernardston Bldg Env	Insulate the building with blown in cellulose; walls and ceilings	$7,020.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Whitney Street, Orange Other	Repair an existing 3-stall garage (very dangerous condition) or, the alternative would be to remove and replace it with a new storage facility, smaller and only available for the storage of seasonal equipment and tenant belongings	$7,695.00	Franklin
State Facilities -DHCD	Franklin County 667-5 Stoughton Place, Gill Site Conditions	Correct the drainage problems along the Stoughton Place driveway and repave where required	$8,100.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Bernardston HVAC	Replace existing furnaces with one central and more energy efficient furnace	$8,100.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Whitney Street, Orange HVAC	Replace existing furnaces with one central and more energy efficient furnace	$8,100.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Whitney Street, Orange Bldg Env	Replace and or repair several areas of broken vinyl siding and insulate the building	$8,235.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Congress Street, Orange Bldg Env	Replace and or repair several areas of broken vinyl siding and insulate the building	$8,505.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Buckland Other	Replace carpeting in living rooms and bedrooms	$9,132.75	Franklin

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Franklin County 867-3 Wiesslaw Wentworth House, Turners Falls (congregate house) Other	Install new tile flooring throughout all common halls upstairs and down	$9,166.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Charlemont HVAC	The baseboard heating elements and metal coverings in all units throughout the building need to be replaced with a more durable substance to withstand tenant use and abuse; currently replacement parts are very difficult if not impossible to locate.	$8,504.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Bernardston Site Conditions	Replace an existing boundary fence 6' white cedar installed	$9,990.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Buckland HVAC	The baseboard heating elements and metal coverings in all units throughout the building need to be replaced with a more durable substance to withstand tenant use and abuse; currently replacement parts are very difficult if not impossible to locate	$10,320.75	Franklin
State Facilities -DHCD	Franklin County 705-1 Congress Street, Orange Site Conditions	Repair driveways and pave with new asphalt	$10,800.00	Franklin
State Facilities -DHCD	Franklin County 867-3 Wiesslaw Wentworth House, Turners Falls (congregate house) Other	Paint the common halls, stairwells, bathrooms throughout the entire building	$10,805.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Bernardston Site Conditions	Repair driveway and pave with new asphalt	$11,475.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Whitney Street, Orange Site Conditions	Repair driveway and pave with new asphalt	$12,825.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Charlemont Site Conditions	Driveway repairs and repaving	$13,432.50	Franklin
State Facilities -DHCD	Franklin County 705-1 Bernardston HVAC	The baseboard heating elements and metal coverings in all units throughout the building need to be replaced with a more durable substance to withstand tenant use and abuse; currently replacement parts are very difficult if not impossible to locate	$14,775.75	Franklin
State Facilities -DHCD	Franklin County 867-5 Stoughton Place, GR Electrical	Continue current work to fire electrical system where the inconsistencies of heat continue to be an issue	$14,850.00	Franklin
State Facilities -DHCD	Franklin County 705-1 West River Street, Orange HVAC	The baseboard heating elements and metal coverings in all units throughout the building need to be replaced with a more durable substance to withstand tenant use and abuse; currently replacement parts are very difficult if not impossible to locate	$15,025.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Charlemont HVAC	Upgrade furnaces to improve utility costs	$15,260.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Congress Street, Orange Bldg Env	Remove and replace with new all windows throughout the property	$15,980.00	Franklin
State Facilities -DHCD	Franklin County 705-1 West River Street, Orange Bldg Env	The entire building envelope at this address is in need of windows, removal of existing siding, patch and repair where needed prior to installing new siding and ultimately new siding	$20,250.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Bernardston Bldg Env	Remove and replace with new all windows throughout the property	$21,060.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Congress Street, Orange HVAC	The baseboard heating elements and metal coverings in all units throughout the building need to be replaced with a more durable substance to withstand tenant use and abuse; currently replacement parts are very difficult if not impossible to locate	$22,275.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Charlemont Bldg Env	Replace windows in all 5 units	$22,477.50	Franklin
State Facilities -DHCD	Franklin County 705-1 Whitney Street, Orange HVAC	The baseboard heating elements and metal coverings in all units throughout the building need to be replaced with a more durable substance to withstand tenant use and abuse; currently replacement parts are very difficult if not impossible to locate	$25,816.25	Franklin
State Facilities -DHCD	Franklin County 705-1 West River Street, Orange Roof	Roof is over 30 years and must be replaced	$25,650.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Buckland Bldg Env	Replace windows throughout the entire property	$26,122.50	Franklin
State Facilities -DHCD	Franklin County 867-1 Stratton Manor, Bernardston Bldg Env	Remove old and install new awnings over trombe walls throughout the property	$28,350.00	Franklin
State Facilities -DHCD	Franklin County 705-1 Whitney Street, Orange Roof	Replace 30 year old roof	$33,750.00	Franklin
State Facilities -DHCD	Franklin County 867-1 Stratton Manor, Bernardston Bldg Env	Replace all existing exterior sliding windows in porches/common walkway areas	$34,560.00	Franklin
State Facilities -DHCD	Franklin County 867-1 Stratton Manor, Bernardston Other	Remove and replace all original carpeting with tile flooring in approx. 12 units	$44,995.50	Franklin
State Facilities -DHCD	Franklin County 867-2 Squakheag Village, Northfield Other	Replace all old crossing carpeting with new tile in approx. 12 of the 20 units	$44,999.50	Franklin

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Franklin County 705-2 Northfield Greenes Roof	Replace roofs on four units of 705 family housing	$47,250.00	Franklin
State Facilities -DHCD	Franklin County 667-2 Sqeakheag Village, Northfield Roof	Remove old and install new roofs throughout the property	$50,750.00	Franklin
State Facilities -DHCD	Franklin County 667-1 Stratton Manor, Bernardston Roof	Replace the 25 year old roof with new	$64,800.00	Franklin
State Facilities -DHCD	Franklin County Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Franklin
State Facilities -DHCD	Franklin County Regional 667-1A Other/ Sustainability	Solar Panel Installation - Candidate site		Franklin
State Facilities -DHCD	Gardner 667-2 Electrical	Replace existing Federal Pacific Main Electric Switch from transformer for 108 and 15 story elderly high rise building. Existing service is failing, very hard to reset, replacement is required immediately.	$93,825.00	Gardner
State Facilities -DHCD	Gardner 200-3 Other	Vacancy rehab	$3,000.00	Gardner
State Facilities -DHCD	Gardner 200-3 Other	Vacancy rehab	$3,000.00	Gardner
State Facilities -DHCD	Gardner Site Conditions	C.200 Site Initiative	$67,000.00	Gardner
State Facilities -DHCD	Gardner Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$43,200.00	Gardner
State Facilities -DHCD	Gardner 667-3 Other/ Sustainability	Solar Panel Installation - Candidate site		Gardner
State Facilities -DHCD	Gloucester 200-1 K & B	92 planning Seriously Deteriorated Kitchens / Baths c. 200	$20,000,000.00	Gloucester
State Facilities -DHCD	Gloucester 667-5 HVAC	Replace 6 30 year-old 350,000 BTU Gas-fired Boilers	$62,370.00	Gloucester
State Facilities -DHCD	Gloucester 667-1 Roof	Replace 1,590 s.f shingle roofing on 6 buildings.	$63,787.50	Gloucester
State Facilities -DHCD	Gloucester 667-1 & 2 Bldg Env	Paint exterior trim & soffits on 27 buildings	$95,475.00	Gloucester
State Facilities -DHCD	Gloucester 200-1 Roof	Replace 7,093 s.f. shingle roofing on 45 buildings	$297,675.00	Gloucester
State Facilities -DHCD	Gloucester Roof	EMG Roof replace. - Riverdale Park 6 roofs	$240,000.00	Gloucester
State Facilities -DHCD	Gloucester Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Gloucester
State Facilities -DHCD	Grafton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Grafton
State Facilities -DHCD	Granby 667 HVAC	HEATERS HALLWAY	$15,225.00	Granby
State Facilities -DHCD	Granby 667 Electrical	ICE WIRES	$15,900.00	Granby
State Facilities -DHCD	Granby 667-1 Other/ Sustainability	Solar Panel Installation - Candidate site		Granby
State Facilities -DHCD	Great Barrington Site Conditions	ADA: 667-1 curb cuts	$364,000.00	Great Barrington
State Facilities -DHCD	Great Barrington Roof	EMG/AERP: New Gutters & Downspouts	$21,875.00	Great Barrington
State Facilities -DHCD	Greenfield 689-1 Bldg Env	replace 3rd floor windows	$10,800.00	Greenfield
State Facilities -DHCD	Greenfield 705-2 Bldg Env	replace 30 windows	$11,137.50	Greenfield
State Facilities -DHCD	Greenfield 705-2 Bldg Env	replace 38 windows	$14,107.50	Greenfield
State Facilities -DHCD	Greenfield 705-2 Bldg Env	8 new entrance doors	$21,600.00	Greenfield
State Facilities -DHCD	Greenfield 705-2 HVAC	replace 2 boilers	$27,000.00	Greenfield

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Greenfield 705-4 HVAC	replace 4 boilers	$34,000.00	Greenfield
State Facilities -DHCD	Greenfield 705-2 Bldg Env	reside 2 duplexes	$54,000.00	Greenfield
State Facilities -DHCD	Greenfield 667-1 & 2 Bldg Env	replace 270 windows	$100,237.50	Greenfield
State Facilities -DHCD	Greenfield 705-3 HVAC	replace 10 boilers	$135,000.00	Greenfield
State Facilities -DHCD	Greenfield 200-1 Bldg Env	41,400 SF vinyl siding	$553,500.00	Greenfield
State Facilities -DHCD	Greenfield 200-1 HVAC	replace 41 boilers	$553,500.00	Greenfield
State Facilities -DHCD	Greenfield 200-1 Other	Vacancy rehab	$10,000.00	Greenfield
State Facilities -DHCD	Greenfield 200-1 Other	Vacancy rehab	$10,000.00	Greenfield
State Facilities -DHCD	Greenfield 200-1 Other	Vacancy rehab	$10,000.00	Greenfield
State Facilities -DHCD	Greenfield 705-2 Other	Vacancy rehab	$2,500.00	Greenfield
State Facilities -DHCD	Greenfield K & B	02 CAR K&B Planning 200-1	$8,169,416.44	Greenfield
State Facilities -DHCD	Greenfield Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Greenfield
State Facilities -DHCD	Groton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$18,000.00	Groton
State Facilities -DHCD	Hadley 667-705 Other	Handicap ramp for elderly tenant who requested it due to recent handicap.	$6,750.00	Hadley
State Facilities -DHCD	Hadley 667-705 HVAC/ Elec	Addition of vestibule at main doors to accommodate for handicap accessible automatic doors. Vestibule needed to avoid tremendous heat loss from main building. This door is used frequently as this is the only access to laundry room area for tenants. The han	$40,500.00	Hadley
State Facilities -DHCD	Hadley Plumbing	EMG AERP: roll-in shower	$16,000.00	Hadley
State Facilities -DHCD	Hampshire County Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$20,000.00	Hampshire
State Facilities -DHCD	Hampshire County Regional 667-1A Other/ Sustainability	Solar Panel installation - Candidate site		Hampshire
State Facilities -DHCD	Hanson Sewerage	EMG Septic Repairs: Meetinghouse Lane	$10,000.00	Hanson
State Facilities -DHCD	Hanson Other	EMG: HVAC Improvements/Office	$83,999.32	Hanson
State Facilities -DHCD	Haverhill 667-2 Site Conditions	Remove 12 deteriorated wood barrels/drying yards and replace with vinyl	$3,240.00	Haverhill
State Facilities -DHCD	Haverhill 667-4 Other	Community Room Carpet or tile	$6,750.00	Haverhill
State Facilities -DHCD	Haverhill 667-1 Site Security	Retro fitting Site Security Lighting Energy Wise	$9,450.00	Haverhill
State Facilities -DHCD	Haverhill 667-3 Site Conditions	repair 8 collapsed catch basins	$10,800.00	Haverhill
State Facilities -DHCD	Haverhill 705-2 Site Conditions	Resident privacy/boundry fencing Site 1 & 2 and 12 buildings - 24 units	$10,800.00	Haverhill
State Facilities -DHCD	Haverhill 667-4 Other	Common hallway wall guard to protect From wheelchairs and scooters 1050 linear feet	$13,500.00	Haverhill
State Facilities -DHCD	Haverhill 705-2 Bldg Env	Misc. siding/trim repair 12 buildings - 24 units	$13,500.00	Haverhill
State Facilities -DHCD	Haverhill 667-2 Site Conditions	Repair 10 collapsed basins	$13,500.00	Haverhill
State Facilities -DHCD	Haverhill 667-4 Bldg Env	Replace 20 balcony combination doors	$13,500.00	Haverhill

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Haverhill 667-4 Site Security	Security Camera: 3 on the balcony side, 3 on the Essex Street side, 3 in the Solarium and 3 in the Courtyard	$13,500.00	Haverhill
State Facilities -DHCD	Haverhill 667-2 Other	Community Room and Laundry Room Floor Replacement 2400 sq.ft.	$19,440.00	Haverhill
State Facilities -DHCD	Haverhill 667-3 Site Conditions	Community Room and Laundry Room floors 2448 sq. ft.	$20,250.00	Haverhill
State Facilities -DHCD	Haverhill 200-2 Site Security	Site Security Lighting 10 lights 17 buildings 68 units	$20,250.00	Haverhill
State Facilities -DHCD	Haverhill 705-1 Bldg Env	Vinyl siding one building units	$20,250.00	Haverhill
State Facilities -DHCD	Haverhill 705-1 Site Conditions	700 ft. Site fencing and privacy fencing between units 10 units 3 buildings	$27,000.00	Haverhill
State Facilities -DHCD	Haverhill 667-1,2,3 and 200-2 Site Conditions	Misc. concrete step repairs (safety)	$27,000.00	Haverhill
State Facilities -DHCD	Haverhill 667-1 Site Conditions	Remove 8 deteriorated wood barrels/drying yards and replace with vinyl	$27,000.00	Haverhill
State Facilities -DHCD	Haverhill 667-4 Bldg Env	Skim Coat Balconies	$27,000.00	Haverhill
State Facilities -DHCD	Haverhill 705-1 Site Security	Vandal Proof Site Security Lighting 10 units 3 buildings	$27,000.00	Haverhill
State Facilities -DHCD	Haverhill 200-1 HVAC	Replace 4 obsolete gas boilers with 4 energy efficient gas burners	$32,400.00	Haverhill
State Facilities -DHCD	Haverhill 899 Bldg Env	Vinyl window replacement 53 windows and 5 basement windows	$32,400.00	Haverhill
State Facilities -DHCD	Haverhill 667-1 Other	Community Room 729 sq. ft. Sub-floor and carpet	$33,750.00	Haverhill
State Facilities -DHCD	Haverhill 200-2 Site Conditions	Bon st/Drying Yards 94 L-shaped vinyl fencing demo and installation	$33,750.00	Haverhill
State Facilities -DHCD	Haverhill 200-1 Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill
State Facilities -DHCD	Haverhill Other	Vacancy rehab	$50,000.00	Haverhill

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Task Force	Project title	Project description	Total Federal Act Request ($)	City Town
State Facilities -DHCD	Haverhill Electrical	EMG Fire Alarm Upgrade Bradford, Kennedy, St	$1,420,671.40	Haverhill
State Facilities -DHCD	Haverhill Roof	EMG: Roof: Washington Sq.	$382,976.80	Haverhill
State Facilities -DHCD	Haverhill 667-4 Other Sustainability	Solar Panel Installation - Candidate site		Haverhill
State Facilities -DHCD	Hingham HVAC	EMG: Boiler Repairs & New HW Tank	$18,750.00	Hingham
State Facilities -DHCD	Holbrook 667-1 Site Conditions	Repair/Replace existing pedestrian sidewalks and walkways to apartments	$20,250.00	Holbrook
State Facilities -DHCD	Holbrook 667-2 HVAC	Replace original (1962) heating system/boiler	$20,250.00	Holbrook
State Facilities -DHCD	Holbrook 667-2 Roof	Replace 9600 s.f. shingle roofing	$67,500.00	Holbrook
State Facilities -DHCD	Holbrook 667-1 Electrical	Upgrade electric in 64 elderly units	$151,200.00	Holbrook
State Facilities -DHCD	Holbrook 705 Roof	Replace 3120 s.f. shingle roofing on 10 buildings	$216,000.00	Holbrook
State Facilities -DHCD	Holbrook 667-1 Bldg Env	Remove and Replace existing windows in 74 elderly apartments	$270,000.00	Holbrook
State Facilities -DHCD	Holbrook 705-1 Other	Vacancy rehab	$2,500.00	Holbrook
State Facilities -DHCD	Holbrook Other	Vacancy rehab	$7,000.00	Holbrook
State Facilities -DHCD	Holbrook Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Holbrook
State Facilities -DHCD	Holden 667-1 Other	Repair and replace weather stripping on 96 unit doors	$1,485.00	Holden
State Facilities -DHCD	Holden 667-1 HVAC	Repair 2 heating/air conditioning units in community building that are not working. Install programmable and locked thermostats.	$4,185.00	Holden
State Facilities -DHCD	Holden 667-1 Site Conditions	Landscaping. Remove overgrown trees that pose a risk to buildings. Replant with slow growing or decorative trees. Clean out flower gardens that have deteriorated landscape cloth and have been taken over by weeds and grass. Replant and mulch.	$11,475.00	Holden
State Facilities -DHCD	Holden 705-1 Bldg Env	Replace 8 deteriorated sliding glass doors in 8 units . custom screens have to be made for them, no stock replacements fit They are in poor condition. They leak air and are not energy efficient.Repair sills and floors with rot and water damage	$11,880.00	Holden
State Facilities -DHCD	Holden 667-1 Site Security	Replace locksets on all buildings. 96 unit doors in 4 buildings and 8 community building doors. Re-key 25 interior closet doors to new master key (requested in CAR in 2001)	$15,660.00	Holden
State Facilities -DHCD	Holden 667-1 Bldg Env	Paint trim and re-stain cedar shake exterior of all buildings. Replace damaged shakes. Paint entryways. Pressure wash mold areas, reseal 12 privacy walls at rear entry to buildings. Last done in 1997.	$27,000.00	Holden
State Facilities -DHCD	Holden 705-1 Site Security	Replace exterior sidewalk lighting. Consisting of 11 poles with low pressure sodium vapor lamps. The lighting is very dim and not adequate also underground wiring is starting to deteriorate and require excavation for repair.	$30,375.00	Holden
State Facilities -DHCD	Holden Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$25,005.00	Holden
State Facilities -DHCD	Holliston Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Holliston
State Facilities -DHCD	Holyoke Siebel Apartments Comp. Mod.	Increase efficiency and marketability of 37 units of elderly housing. Complete kitchen and bath rehabilitation, new windows and introduction of accessible units	$7,024,758.15	Holyoke
State Facilities -DHCD	Holyoke 667-3 Other	Vacancy rehab	$10,000.00	Holyoke
State Facilities -DHCD	Holyoke Site Conditions	Site Initiative 200-1	$167,172.00	Holyoke
State Facilities -DHCD	Hopedale Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$32,805.00	Hopedale
State Facilities -DHCD	Hopkinton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Hopkinton
State Facilities -DHCD	Hudson 667-1 Electrical	replace 40 yr old heat detectors and testing	$8,100.00	Hudson
State Facilities -DHCD	Hudson 667-2 Electrical	GFI kitchen and bath 667-2	$11,880.00	Hudson

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Hudson 667-C Bldg Env	Paint all exterior surfaces of all 13 buildings, 667-2 replace rakes, facia, gutters and clad	$47,250.00	Hudson
State Facilities -DHCD	Hudson 667-2 Other	Replace 88 refrigerators	$59,400.00	Hudson
State Facilities -DHCD	Hudson 689-1 HVAC	replace 40 year old boiler	$135,000.00	Hudson
State Facilities -DHCD	Hudson Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Hudson
State Facilities -DHCD	Hull Other	Vacancy rehab	$5,000.00	Hull
State Facilities -DHCD	Hull 200-1 Other	Vacancy rehab	$7,000.00	Hull
State Facilities -DHCD	Hull Other	Vacancy rehab	$7,000.00	Hull
State Facilities -DHCD	Hull Site Conditions	C.200 Site Initiative	$68,000.00	Hull
State Facilities -DHCD	Hull Bldg Env	EMG: Windows and Doors replacement	$287,848.00	Hull
State Facilities -DHCD	Hull HVAC	EMG: Boiler Repairs	$31,250.00	Hull
State Facilities -DHCD	Hull Roof	EMG: Roof Repairs	$12,500.00	Hull
State Facilities -DHCD	Ipswich 705-1 Other	Vacancy rehab	$20,000.00	Ipswich
State Facilities -DHCD	Ipswich Site Conditions	C.200 Site Initiative	$24,000.00	Ipswich
State Facilities -DHCD	Ipswich Bldg Env	EMG: window & sash replacement	$750,000.00	Ipswich
State Facilities -DHCD	Ipswich Other	Life Safety	$50,000.00	Ipswich
State Facilities -DHCD	Kingston Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$26,000.00	Kingston
State Facilities -DHCD	Lancaster Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$35,000.00	Lancaster
State Facilities -DHCD	Lawrence 667-1 Elevator	Elevator cab renovation	$47,250.00	Lawrence
State Facilities -DHCD	Lawrence Elevator	EMG: Pig Gt. 2nd Elevator Brunswick Hse	$827,708.03	Lawrence
State Facilities -DHCD	Lawrence Electrical	Elec Service Upgrade/Centralization of 149938	$724,539.56	Lawrence
State Facilities -DHCD	Lawrence 667-1 Other/ Sustainability	Solar Panel Installation - Candidate Site		Lawrence
State Facilities -DHCD	Lee Other	EMG: stairwell walls	$126,592.75	Lee
State Facilities -DHCD	Lee Site Conditions	EMG: paving / sidewalks / drainage	$236,011.00	Lee
State Facilities -DHCD	Lee 705-2 Other	Vacancy rehab	$1,500.00	Lee
State Facilities -DHCD	Lee 705-2 Other	Vacancy rehab	$3,500.00	Lee
State Facilities -DHCD	Lee 705-2 Other	Vacancy rehab	$3,000.00	Lee
State Facilities -DHCD	Lee Other	Life Safety	$17,000.00	Lee
State Facilities -DHCD	Lee Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$25,000.00	Lee
State Facilities -DHCD	Leicester Other	Vacancy rehab	$10,000.00	Leicester

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Lenox 705-1 Other	Vacancy rehab	$2,000.00	Lenox
State Facilities -DHCD	Lenox Site Conditions	EMG: Deteriorated Walkways 667	$623,527.01	Lenox
State Facilities -DHCD	Lenox Roof	EMG: 705-1 roof	$58,200.00	Lenox
State Facilities -DHCD	Lenox Site Conditions	EMG/AERP: Repair/replacement to Brick Walkways	$19,000.00	Lenox
State Facilities -DHCD	Lenox Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$29,500.00	Lenox
State Facilities -DHCD	Leominster 667-1 Other	Vacancy rehab	$76,300.00	Leominster
State Facilities -DHCD	Leominster Other	Vacancy rehab	$2,150,000.00	Leominster
State Facilities -DHCD	Leominster 200-1 Other	Vacancy rehab	$2,355,200.00	Leominster
State Facilities -DHCD	Leominster Electrical	EMG: 667-4 fire alarm	$254,990.00	Leominster
State Facilities -DHCD	Leominster HVAC	EMG ADV: Boiler Replacement	$22,500.00	Leominster
State Facilities -DHCD	Leominster Other/ Sustainabity	Water Conservation - low flow toilet & shower head installation	$51,600.00	Leominster
State Facilities -DHCD	Leominster 667-4 Other/ Sustainability	Solar Panel Installation - Candidate site		Leominster
State Facilities -DHCD	Lexington Other	EMG/AERP: Asbestos Removal Piping Insulation	$23,700.00	Lexington
State Facilities -DHCD	Lexington Other	Life Safety	$19,000.00	Lexington
State Facilities -DHCD	Littleton 667-1 Bldg Env	Repaint common hallways walls and ceilings, exterior of apartment doors and trim. Repaint window trim and building entry door, interior and exterior	$16,200.00	Littleton
State Facilities -DHCD	Littleton 667-1 Bldg Env	Install new floor covering in Common Hallways, 12 hallways. Install vinyl stair, Treads and risers, 12 steps, 12 stairways	$48,600.00	Littleton
State Facilities -DHCD	Littleton 667-1 Plumbing	Replace plumbing fixtures in heating supply closets. Backflow preventers, pressure feeder valves, pressure reducing valves, associated ball valves, Amtrol Hot water tank expansion tanks	$112,677.75	Littleton
State Facilities -DHCD	Littleton Bldg Env	Roof window replacement	$818,454.00	Littleton
State Facilities -DHCD	Littleton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$24,000.00	Littleton
State Facilities -DHCD	East Longmeadow 667-4 Other	Vacancy rehab	$10,000.00	Longmeadow
State Facilities -DHCD	East Longmeadow Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$29,000.00	Longmeadow
State Facilities -DHCD	Lowell Project 705 Walker St. Site Conditions	Work Item 2009-17: Replace and resurface walkways and driveway.	$17,718.75	Lowell
State Facilities -DHCD	Lowell Project 689 Nesmith Street K & B	Work Item 2009-18: Replace kitchen cabinets	$21,262.50	Lowell
State Facilities -DHCD	Lowell Project 689 285 Monsmack St. Bldg Env	Work Item 2009-19: Replace Windows – 29 windows.	$23,031.00	Lowell
State Facilities -DHCD	Lowell Project 667 1-4 Lakeview Site Conditions	Work Item 2009-24: Resurface Walkways and Driveways.	$26,932.50	Lowell
State Facilities -DHCD	Lowell Project 689 62 Colonial Ave Bldg Env	Work Item 2009-3: Window Replacement – 42 windows	$27,641.25	Lowell
State Facilities -DHCD	Lowell Project 689 285 Monmack St. Other	Work Item 2009-29: Replace Interior Doors and Hardware – 32 doors.	$28,767.50	Lowell
State Facilities -DHCD	Lowell Project 705 Grand, Ware & Howard St. Site Conditions	Work Item 2009-15: Replace Fencing – 1,292 ft.	$29,767.50	Lowell
State Facilities -DHCD	Lowell Project 689 Nesmith Street Other	Work Item 2009-14: Removal of asbestos insulation – heating pipes.	$31,185.00	Lowell

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Lowell Project 689 Nesmith Street HVAC	Work Item 2009-13: Heating System – Forced hot water – gas	$35,437.50	Lowell
State Facilities -DHCD	Lowell Project 705 Grand, Ware & Howard St. Site Conditions	Work Item 2009-16: Replace sidewalks and driveways.	$35,437.50	Lowell
State Facilities -DHCD	Lowell Project 689 Nesmith Street K & B	Work Item 2009-12: Replace bathrooms & Laundry areas – two baths.	$39,990.00	Lowell
State Facilities -DHCD	Lowell Project 689 285 Merrimack St. Electrical	Work Item 2009-18: Replace Electrical service.	$41,107.50	Lowell
State Facilities -DHCD	Lowell Project 667 111 Hildreth St Site Conditions	Work Item 2009-23: Resurface Driveways.	$43,665.00	Lowell
State Facilities -DHCD	Lowell Project 705 Dutton Street Bldg Env	Work Item 2009-5: Window Replacement – 66 windows	$43,375.50	Lowell
State Facilities -DHCD	Lowell Project 689 Nesmith Street Roof	Work Item 2009-9: Replace Roofing – Original slate to new asphalt	$59,535.00	Lowell
State Facilities -DHCD	Lowell Project 689 Nesmith Street Bldg Env	Work Item 2009-8: Replace Siding	$60,797.50	Lowell
State Facilities -DHCD	Lowell Project 667 111 Hildreth St Other	Work Item 2009-22: Replace carpet – 57 units – 4500 sq. yds.	$65,650.00	Lowell
State Facilities -DHCD	Lowell Project 705 91 Lane, 108 Liberty, 89 Walker Other	Work Item 2009-7: Carpet Replacement – Common Areas	$87,865.00	Lowell
State Facilities -DHCD	Lowell Project 689 Nesmith Street Other	Work Item 2009-11: Interior doors, interior finishes, painting, carpeting, flooring.	$87,865.00	Lowell
State Facilities -DHCD	Lowell Project 705 68, 90-94, 102-104, 105-111 Grand Street K & B	Work Item 2009-1: Bathroom Renovations – 12 bathrooms, new fixtures, floors and painting.	$92,137.50	Lowell
State Facilities -DHCD	Lowell Project 689 62 Colonial Ave Bldg Env	Work Item 2009-4: Siding Replacement – 72 sq – vinyl impersion	$116,235.00	Lowell
State Facilities -DHCD	Lowell Project 667 111 Hildreth St Other	Work Item 2009-6: Carpet Replacement – Common Areas	$117,652.50	Lowell
State Facilities -DHCD	Lowell Project 667 Lakeview, Hale and Concord St. Roof	Work Item 2009-25: Replace Roof – Asphalt shingles – 150 sq., strip old roof.	$120,487.50	Lowell
State Facilities -DHCD	Lowell Project 667 Lakeview Ave Concord Street Hale Street Bldg Env	Work Item 2009-2: Window Replacement – 216 windows	$137,497.50	Lowell
State Facilities -DHCD	Lowell Project 667 Lakeview, Hale and Concord St. Site Conditions	Work Item 2009-26: Replace steps and railings. 126 entrances.	$142,488.75	Lowell
State Facilities -DHCD	Lowell Project MA901 North Common Village Family Development Site Conditions	Work Item 2009-21: Site improvements – creating courtyards (paving, fencing, benches, landscaping, parking and traffic control). Development abuts public elementary school that will benefit.	$675,000.00	Lowell
State Facilities -DHCD	Lowell 669-3 Other	Vacancy rehab	$300,000.00	Lowell
State Facilities -DHCD	Lowell Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Lowell
State Facilities -DHCD	Ludlow 667-2 Bldg Env	Replace (7) double doors circa 1973 with vinyl replacement doors	$33,750.00	Ludlow
State Facilities -DHCD	Ludlow 667-3 Other	Replace vinyl tiles circa 1982 with sub flooring and carpet squares.	$33,750.00	Ludlow
State Facilities -DHCD	Ludlow 667-2 Bldg Env	Replacement of (18) single outside doors circa 1973 with (18) vinyl ADA compliant doors. Current doors are non ADA compliant, eroding and difficult to open and close by elderly/disabled tenants.	$33,750.00	Ludlow
State Facilities -DHCD	Ludlow 667-2 HVAC	Replacement of Heating Units - Community Room 667-2 Development.	$33,750.00	Ludlow
State Facilities -DHCD	Ludlow 667-2 Site Conditions	Replacement of parking lot manholes circa 1963-	$33,750.00	Ludlow
State Facilities -DHCD	Ludlow 705-1 Other	Vacancy rehab	$250,000.00	Ludlow
State Facilities -DHCD	Ludlow Roof	EMSI: Slate St Roof Replacement	$355,730.00	Ludlow
State Facilities -DHCD	Ludlow Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Ludlow
State Facilities -DHCD	Ludlow 667-1 Other/ Sustainability	Solar Panel Installation - Candidate site		Ludlow

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Lunenburg 667-1 Other	Vacancy rehab	$1,595,663.36	Lunenburg
State Facilities -DHCD	Lunenburg Other	EMG: HDist; Misc Emg Repairs	$811,856.18	Lunenburg
State Facilities -DHCD	Lunenburg HVAC	Sustainability ty 09: Electric to Gas Conversion - Heat & DHW	$300,000.00	Lunenburg
State Facilities -DHCD	Lunenburg Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$22,800.00	Lunenburg
State Facilities -DHCD	Lynn 667-4 Other	Caggiano Plaza – Replace existing hallway carpet(floors 2-15) with VCT tile Approximately 500sf per floor (4500 total) – including carpet removal and installation of wall base Estimate received from Nova Sheen Corp	$22,781.25	Lynn
State Facilities -DHCD	Lynn 123-705-A 123-705-C 123-705-1B	Flat Roof Replacement 72 Neptune St, 116 Western Ave, 116 Empire St and 12719 Prescott St	$124,209.00	Lynn
State Facilities -DHCD	Lynn 667-5 Roof	McGee House – State Roof Replacement-in-kind. Approximately 125 SQ Estimate received from Tremco Inc.	$189,000.00	Lynn
State Facilities -DHCD	Lynn 667-3A Bldg Env	Meadow Court Site Repairs Phase II Buildings A4 and A-5	$742,500.00	Lynn
State Facilities -DHCD	Lynn Site Conditions	Phase 2 site drainage	$1,600,000.00	Lynn
State Facilities -DHCD	Lynn Bldg Env	Phase 2 Ext/Window Repairs: Caggiano Plaza	$70,000.00	Lynn
State Facilities -DHCD	Lynn Roof	EMG: Gutters & Ext Renov: McGee Haw	$977,256.83	Lynn
State Facilities -DHCD	Lynn Other	Life Safety	$65,000.00	Lynn
State Facilities -DHCD	Lynn 667-1, 667-2,667-3A, 667-3B, 667-4, 667-5, 705-1, 705-1A, 705-1B, 705-1C, 705-2A, 705-2A, 705-2B, 705-3C, 705-C, 705-D, Other/ Sustainability	Strategic Sustainability projects - Comprehensive Energy Performance Contract in 16 housing developments/388 housing units	$1,324,369.00	Lynn
State Facilities -DHCD	Malden 289-1, mold remediation, ventilation, 41-43 Coleman	mold remediation, ventilation, 41-43 Coleman	$2,700,000.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,480.00	Malden

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,870.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$4,872.00	Malden
State Facilities -DHCD	Malden 200 Other	Vacancy rehab	$5,080.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,080.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,080.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,080.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,080.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,080.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,080.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,080.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,080.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,080.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,600.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,600.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,600.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,600.00	Malden
State Facilities -DHCD	Malden Other	Vacancy rehab	$5,600.00	Malden
State Facilities -DHCD	Malden Other	EMG- Termite damage	$410,000.00	Malden
State Facilities -DHCD	Malden Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Malden
State Facilities -DHCD	Malden 200-1 Other/ Sustainability	Solar Panel Installation - Candidate site		Malden
State Facilities -DHCD	Malden 200-1; mold remediation, ventilation, 41-43 Coleman	mold remediation, ventilation; 41-43 Coleman	$2,700,000.00	Malden
State Facilities -DHCD	Manchester 705-1 Site Conditions	Replace 2 split rail fences with similar -Site Improvement	$16,740.00	Manchester
State Facilities -DHCD	Manchester 705-1 Roof	Replace 2, 672 s.f. shingle roofing 2 buildings	$34,965.00	Manchester
State Facilities -DHCD	Manchester 705-1 HVAC	Replace heat/hot water system 2 buildings (4 systems)	$50,287.50	Manchester
State Facilities -DHCD	Mansfield 667-1 Other	Appliance Replacement	$40,500.00	Mansfield
State Facilities -DHCD	Mansfield 667-3 Other	Appliance Replacement	$56,700.00	Mansfield
State Facilities -DHCD	Mansfield 200-1 HVAC	Replace Heating Furnaces in 16 Houses	$87,500.00	Mansfield
State Facilities -DHCD	Mansfield 667-2 Other	Appliance replacement	$81,000.00	Mansfield
State Facilities -DHCD	Mansfield 705-2 Bldg Env	Replacement Windows in 8 Houses	$108,000.00	Mansfield
State Facilities -DHCD	Mansfield Comp. Mod	Rehab 689-1 CDBG funds	$218,593.53	Mansfield
State Facilities -DHCD	Mansfield Roof	EMG: 667-3 roof	$112,664.40	Mansfield
State Facilities -DHCD	Mansfield Roof	EMG: 200-1 roofs and chimneys	$119,954.00	Mansfield
State Facilities -DHCD	Mansfield Electrical	EMG AERP :200-1 Electrical repairs	$18,000.00	Mansfield

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Mansfield Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Mansfield
State Facilities -DHCD	Mansfield 667-3 Other/ Sustainability	Solar Panel Installation - Candidate site		Mansfield
State Facilities -DHCD	Marblehead Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Marblehead
State Facilities -DHCD	Marlborough Elevator	EMG: 667-3 elevator	$446,936.00	Marlborough
State Facilities -DHCD	Marshfield 705 Other	Vacancy rehab	$5,000.00	Marshfield
State Facilities -DHCD	Marshfield Other	Vacancy rehab	$5,000.00	Marshfield
State Facilities -DHCD	Marshfield Other	Vacancy rehab	$10,000.00	Marshfield
State Facilities -DHCD	Marshfield Other	Vacancy rehab	$30,000.00	Marshfield
State Facilities -DHCD	Mattapoisett Site Conditions	C.200 Site initiative	$15,000.00	Mattapoisett
State Facilities -DHCD	Mattapoisett Plumbing	EMG: 667-1 second floor showers	$137,240.00	Mattapoisett
State Facilities -DHCD	Mattapoisett Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Mattapoisett
State Facilities -DHCD	Mattapoisett 667-1 Other/ Sustainability	Solar Panel Installation - Candidate site		Mattapoisett
State Facilities -DHCD	Maynard 667-1 Other/ Sustainability	Solar Panel Installation - Candidate site		Maynard
State Facilities -DHCD	Medfield Tilden Village Other	New shed/garage 14 x 24, vinyl sided, insulated garage door, additional single door entry	$11,475.00	Medfield
State Facilities -DHCD	Medfield Tilden Village Bldg Env	Replace 11 Apt. 2nd entrance Doors- No light fiberglass, mullings, casing, Schlage lock&dever set	$19,824.75	Medfield
State Facilities -DHCD	Medfield Tilden Village Bldg Env	Replace 24 Common Entry Doors = 6 buildings 4 doors per building	$83,932.90	Medfield
State Facilities -DHCD	Medfield Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$28,000.00	Medfield
State Facilities -DHCD	Medford Roof	EMG: Roof Replacement	$198,717.00	Medford
State Facilities -DHCD	Medford Other	Life Safety	$112,000.00	Medford
State Facilities -DHCD	Medford 667-C Other/ Sustainability	Solar Panel Installation - Candidate site		Medford
State Facilities -DHCD	Medway Other	Life Safety	$40,000.00	Medway
State Facilities -DHCD	Melrose (689) 165 Trenton St CAR - 2002 Roof	Replace shingle roof on 689 group home, replace downspouts and gutters	$20,250.00	Melrose
State Facilities -DHCD	Melrose (705) 15-17 Fellsview Terrace CAR - 2002 Roof	Replace shingle roof on 2 family home, replace gutters, downspouts and fascia boards	$27,000.00	Melrose
State Facilities -DHCD	Melrose 705 Other	Vacancy rehab	$2,000.00	Melrose
State Facilities -DHCD	Melrose 705 Other	Vacancy rehab	$10,000.00	Melrose
State Facilities -DHCD	Melrose 705 Other	Vacancy rehab	$11,500.00	Melrose
State Facilities -DHCD	Melrose 705 Other	Vacancy rehab	$16,400.00	Melrose
State Facilities -DHCD	Melrose Other	EMG: Misc repairs 496 Lebanon St	$100,000.00	Melrose
State Facilities -DHCD	Melrose Other	EMG: 667-1 asbestos-containing ceiling tiles	$75,100.00	Melrose
State Facilities -DHCD	Melrose Other	EMG: 667-1 flooding Phase 1 investigate/study EMG: Phase 1 Flood Repairs study/investigation	$30,000.00	Melrose
State Facilities -DHCD	Melrose Other	Life Safety	$7,000.00	Melrose
State Facilities -DHCD	Mendon Other	Life Safety	$25,000.00	Mendon
State Facilities -DHCD	Methuen 705/689 Roof	Replace single roofs- 8 buildings- 34 Sq each building	$16,524.00	Methuen
State Facilities -DHCD	Methuen 705/689 Other	Replace 16 storage sheds (no storage units built on slab)	$17,280.00	Methuen

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State Facilities -DHCD	Methuen 667-2 Roof	Replace roof shingles Bldgs. 5 and 7 using DHCD spec. (6 other bldgs. Completed in 2013) - 20 sq/building	$19,440.00	Methuen
State Facilities -DHCD	Methuen 667-5 Bldg Env	Replace 5 exterior building doors	$20,250.00	Methuen
State Facilities -DHCD	Methuen 667-2 HVAC	Replace heating circulators (5 buildings - 40 units) & 2 booster circulator -(reduce operating cost by 1/2 and replacement by 1/4)	$26,820.00	Methuen
State Facilities -DHCD	Methuen 667-3 Plumbing	Replace 36 - 40 gal. Elec. hot water tank (4 per building)	$32,400.00	Methuen
State Facilities -DHCD	Methuen 667-4 Plumbing	Replace 36 - 40 gal. Elec. hot water tank (4 per building)	$32,400.00	Methuen
State Facilities -DHCD	Methuen 667-2 Bldg Env	Replace 2nd floor porches 18 porches 60sqft	$32,400.00	Methuen
State Facilities -DHCD	Methuen 667-5 Roof	Replace shingle roof 685sq	$33,046.00	Methuen
State Facilities -DHCD	Methuen 667-2 Site Conditions	Replace/repair rotted & missing handrails	$37,800.00	Methuen
State Facilities -DHCD	Methuen 667-5 Other	Replace 41 refrigerators and 41 - 20" Elec stoves	$45,900.00	Methuen
State Facilities -DHCD	Methuen 705/689 Bldg Env	Replace 48 exterior building doors	$64,800.00	Methuen
State Facilities -DHCD	Methuen 667-1 Bldg Env	Replace front/rear exterior doors - 5 buildings includes replacement of rotted thresholds/sills and single pane glass panels on front entrances.	$67,500.00	Methuen
State Facilities -DHCD	Methuen 667-5 HVAC	Replace 4 Hydra pulse boilers - 3 story building - 41 units	$81,000.00	Methuen
State Facilities -DHCD	Methuen 667-3 Site Conditions	Replace/repair rotted & missing handrails	$81,000.00	Methuen
State Facilities -DHCD	Methuen 667-1 Other	Replace 40 refrigerators and 40 - 20" gas stoves	$91,800.00	Methuen
State Facilities -DHCD	Methuen 667-2 Other	Replace 64 refrigerators and 64 -20" gas stoves	$138,240.00	Methuen
State Facilities -DHCD	Methuen 667-2,3,4 Site Conditions	Replace sidewalks 26,000 sqft (3") note: all 3 dev. same site	$140,400.00	Methuen
State Facilities -DHCD	Methuen 667-4 Other	Replace 72 refrigerators and 72 - 20" Elec stoves	$155,520.00	Methuen
State Facilities -DHCD	Methuen 667-3 Other	Replace 72 refrigerators and 72 - 20" Elec stoves	$155,520.00	Methuen
State Facilities -DHCD	Methuen 667-1 K & B	Replace kitchen cabinet- 13 linear ft 40 units	$216,000.00	Methuen
State Facilities -DHCD	Methuen 667-4 Site Conditions	Replace/Repair rotted & missing handrails	$263,250.00	Methuen
State Facilities -DHCD	Methuen 667-3 Bldg Env	Replace 432 Bronze wood windows and aluminum storms with Harvey replacement windows	$291,600.00	Methuen
State Facilities -DHCD	Methuen 667-2 K & B	Replace kitchen cabinet- 13 linear ft 64 units	$345,600.00	Methuen
State Facilities -DHCD	Methuen 200-1 HVAC	Replace 60 Hot air furnaces	$364,500.00	Methuen
State Facilities -DHCD	Methuen 667-1 Bldg Env	Replace 200 Aluminum windows with Harvey replacement windows	$108,000.00	Methuen
State Facilities -DHCD	Methuen 667-3 Bldg Env	Replace 432 Bronze wood windows and aluminum storms with Harvey replacement windows	$291,600.00	Methuen
State Facilities -DHCD	Methuen Site Conditions	C.200 Site Initiative	$60,000.00	Methuen
State Facilities -DHCD	Methuen Bldg Env	EMG: 667-2 community building windows - gal	$29,000.00	Methuen
State Facilities -DHCD	Methuen Other	Life Safety	$89,000.00	Methuen
State Facilities -DHCD	Methuen Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Methuen
State Facilities -DHCD	Middleboro 200 Other	Vacancy rehab	$2,000.00	Middleboro
State Facilities -DHCD	Middleboro 200 Other	Vacancy rehab	$2,000.00	Middleboro
State Facilities -DHCD	Middleboro 200 Other	Vacancy rehab	$2,000.00	Middleboro
State Facilities -DHCD	Middleboro 200 Other	Vacancy rehab	$2,000.00	Middleboro
State Facilities -DHCD	Middleboro 667-2 Other	Vacancy rehab	$2,000.00	Middleboro

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Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Middleboro 667-2 Other	Vacancy rehab	$2,000.00	Middleboro
State Facilities -DHCD	Middleboro 667-2 Other	Vacancy rehab	$2,000.00	Middleboro
State Facilities -DHCD	Middleboro 667-2 Other	Vacancy rehab	$2,000.00	Middleboro
State Facilities -DHCD	Middleboro 667-1 Other	Vacancy rehab	$2,000.00	Middleboro
State Facilities -DHCD	Middleborough Other	EMG: Accessability improvements to Comm. Bld	$194,221.76	Middleborough
State Facilities -DHCD	Middleborough HVAC	Electrical upgrade, boiler replacement	$1,495,644.22	Middleborough
State Facilities -DHCD	Middleborough Plumbing	EMG: Domestic Water Valve Replacement	$6,000.00	Middleborough
State Facilities -DHCD	Middleborough Other	Life Safety	$59,000.00	Middleborough
State Facilities -DHCD	Middleborough Other Sustainability	Water Conservation - low flow toilet & shower head installations	$30,000.00	Middleborough
State Facilities -DHCD	Middleton Other	Life Safety	$26,000.00	Middleton
State Facilities -DHCD	Middleton Other Sustainability	Water Conservation - low flow toilet & shower head installations	$30,000.00	Middleton
State Facilities -DHCD	Middleton Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Middleton
State Facilities -DHCD	Milford 705-1 Comp. Mod.	Vacant Unit Major Rehab 3 br approx1400 sq ft kitchen/bath replacement, replace deck, windows, floors, painting	$40,500.00	Milford
State Facilities -DHCD	Milford 200-1 Site Conditions	Site Improvements: Repair, Wash, Weatherguard 45 unit porches, Powerwash 16 bldgs, Playground Repairs	$47,250.00	Milford
State Facilities -DHCD	Milford 705-1 Other	Vacancy rehab	$50,000.00	Milford
State Facilities -DHCD	Milford Site Conditions	C.200 Site rehabm	$69,600.00	Milford
State Facilities -DHCD	Milford Other	EMG- spalling concrete	$50,000.00	Milford
State Facilities -DHCD	Milford Other Sustainability	Water Conservation - low flow toilet & shower head installation	$18,000.00	Milford
State Facilities -DHCD	Millbury 705-1 Other	Vacancy rehab	$50,000.00	Millbury
State Facilities -DHCD	Millbury 667-2 Roof	Replace 645 ft. of gutter and 440 ft. of Downspouts on 5 buildings - Roofs only	$9,450.00	Millbury
State Facilities -DHCD	Millbury 667-2 Roof	Replace 5,550 s.f. shingle roofing on 5 buildings --	$111,375.00	Millbury
State Facilities -DHCD	Millbury Bldg Env	EMG/AERP: Insulation installation	$9,000.00	Millbury
State Facilities -DHCD	Millbury Roof	EMG/AERP: Roof replacement	$13,000.00	Millbury
State Facilities -DHCD	Millbury Other Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Millbury
State Facilities -DHCD	Mills Other	Life Safety	$38,000.00	Mills
State Facilities -DHCD	Milton Other Sustainability	Water Conservation - low flow toilet & shower head installation	$2,000.00	Milton
State Facilities -DHCD	Monson 667-1 Site Conditions	Additional Parking 667-1	$96,525.00	Monson
State Facilities -DHCD	Nahant 705-1 K & B	Remove existing bathtub and replace with walk-in shower	$5,400.00	Nahant
State Facilities -DHCD	Nahant 200-1 Roof	Replace 69 s.f. shingle roofs on 4 buildings	$24,300.00	Nahant
State Facilities -DHCD	Nahant 200-1 Bldg Env	Replace 149 windows and 24 storm doors	$81,000.00	Nahant
State Facilities -DHCD	Nahant Other	Life Safety	$26,000.00	Nahant
State Facilities -DHCD	Nantucket Other	Life Safety	$49,000.00	Nantucket
State Facilities -DHCD	Natick Other	EMG: 667-9 miscellaneous repairs (plot plg	$28,000.00	Natick
State Facilities -DHCD	Natick Roof	Emg AERP: Roof Replacement	$13,000.00	Natick

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Natick Bldg Env	Emg AERP: Repair of Rotting Corner Boards, facia, eaves and trim,	$13,000.00	Natick
State Facilities -DHCD	Natick Other	Life Safety	$87,000.00	Natick
State Facilities -DHCD	Needham 959 Roof	Roof replacement	$20,250.00	Needham
State Facilities -DHCD	Needham 667-1 & 2 HVAC	Boiler replacement	$121,500.00	Needham
State Facilities -DHCD	Needham 200-1 Roof	Replace roofs on 18 buildings	$172,260.00	Needham
State Facilities -DHCD	Needham 667-1 & 2 Bldg Env	Mold, mildew and termite remediation	$217,763.10	Needham
State Facilities -DHCD	Needham 667-1 & 2 Bldg Env	Replace roofs at 18 buildings	$2,993,580.00	Needham
State Facilities -DHCD	Needham Other	Dampness in crawlspaces/attic	$51,651.18	Needham
State Facilities -DHCD	Needham Other	Life Safety	$105,000.00	Needham
State Facilities -DHCD	Needham Other Sustainability	Water Conservation - low flow toilet & shower head installation	$25,500.00	Needham
State Facilities -DHCD	New Bedford Lofius St Bldg Env	New windows, doors, siding	$21,600.00	New Bedford
State Facilities -DHCD	New Bedford Townsend Hotel, Ben Rose Site Conditions	Paving	$262,500.00	New Bedford
State Facilities -DHCD	New Bedford Allen St Roof	Replace 3 rolled rubber roofs; caulk, new porches	$278,750.00	New Bedford
State Facilities -DHCD	New Bedford Comp. Mod	Comp MOD. Crestview	$4,891,990.12	New Bedford
State Facilities -DHCD	New Bedford Comp. Mod	Comp MOD. Westwood	$2,362,888.56	New Bedford
State Facilities -DHCD	New Bedford Plumbing	EMG. DHW/Cold Supply Lines: NB Hotel	$290,915.60	New Bedford
State Facilities -DHCD	New Bedford Other	Life Safety	$153,000.00	New Bedford
State Facilities -DHCD	New Bedford Ben Rose Gardens NB 705-3 Other	Vacancy rehab	$2,500.00	New Bedford
State Facilities -DHCD	New Bedford Blue Meadows NB 200-2 Other	Vacancy rehab	$1,000.00	New Bedford
State Facilities -DHCD	New Bedford Blue Meadows NB 200-2 Other	Vacancy rehab	$2,500.00	New Bedford
State Facilities -DHCD	New Bedford Blue Meadows NB 200-2 Other	Vacancy rehab	$3,000.00	New Bedford
State Facilities -DHCD	New Bedford Blue Meadows NB 200-2 Other	Vacancy rehab	$3,500.00	New Bedford
State Facilities -DHCD	New Bedford Blue Meadows NB 200-2 Other	Vacancy rehab	$3,500.00	New Bedford
State Facilities -DHCD	New Bedford Blue Meadows NB 200-2 Other	Vacancy rehab	$4,000.00	New Bedford
State Facilities -DHCD	New Bedford Demerdekos I NB 705-1 Other	Vacancy rehab	$3,500.00	New Bedford
State Facilities -DHCD	New Bedford Demerdekos I NB 705-1 Other	Vacancy rehab	$3,500.00	New Bedford
State Facilities -DHCD	New Bedford Hotel Apts NB 667-3 Other	Vacancy rehab	$1,100.00	New Bedford
State Facilities -DHCD	New Bedford Hotel Apts NB 667-3 Other	Vacancy rehab	$1,600.00	New Bedford
State Facilities -DHCD	New Bedford Nashmont NB 200-3 Other	Vacancy rehab	$1,100.00	New Bedford
State Facilities -DHCD	New Bedford Parkdale NB 200-1 Other	Vacancy rehab	$1,100.00	New Bedford
State Facilities -DHCD	New Bedford Parkdale NB 200-1 Other	Vacancy rehab	$1,600.00	New Bedford
State Facilities -DHCD	New Bedford Parkdale NB 200-1 Other	Vacancy rehab	$1,600.00	New Bedford
State Facilities -DHCD	New Bedford/Hipp Towers NB 667-2 Other	Vacancy rehab	$1,100.00	New Bedford
State Facilities -DHCD	Newburyport 200-1 Site Conditions	Repair of 57 concrete staircases on 13 buildings in the family development at Kelleher Park.	$552,307.95	Newburyport

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Newburyport Other	Life Safety	$35,000.00	Newburyport
State Facilities -DHCD	Newburyport Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$12,960.00	Newburyport
State Facilities -DHCD	Newton Site Conditions	Drainage repairs	$75,000.00	Newton
State Facilities -DHCD	Newton Bldg Env	EMG: windows	$317,951.45	Newton
State Facilities -DHCD	Newton HVAC	EMG: 705-1 electric baseboard heaters	$187,252.92	Newton
State Facilities -DHCD	Newton Other	Life Safety	$7,005.00	Newton
State Facilities -DHCD	Norfolk Electrical	EMG: Electrical Fed Pac Panel Replace 667-1	$112,516.00	Norfolk
State Facilities -DHCD	Norfolk 667-1 Other/ Sustainability	Solar Panel installation - Candidate site		Norfolk
State Facilities -DHCD	North Adams 689-2 Other	Vacancy rehab	$16,000.00	North Adams
State Facilities -DHCD	North Adams Bldg Env	EMG: Bldg Env. of 689-1	$119,742.00	North Adams
State Facilities -DHCD	North Andover 667-1 Site Conditions	Clean level & pave front and back sidewalks	$42,660.00	North Andover
State Facilities -DHCD	North Andover 667-2 Roof	Replace 19,652 s.f. shingle roofing on 8Replace 19,652 s.f. shingle roofing on 8	$279,244.75	North Andover
State Facilities -DHCD	North Andover Other	new development modular duplex	$1,292,552.37	North Andover
State Facilities -DHCD	North Andover Other	Life Safety	$92,000.00	North Andover
State Facilities -DHCD	North Andover Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$27,000.00	North Andover
State Facilities -DHCD	North Attleboro 667-2 Site Security	Bldg Security/Surveillance Equipment 4 story bldg ~ 72 units	$10,111.50	North Attleboro
State Facilities -DHCD	North Attleboro 667-1 Electrical	Fire alarm panel –upgrade	$28,860.00	North Attleboro
State Facilities -DHCD	North Attleboro 667-2 Other	Replace Electric HDC Accessible Door- Main entrance to Bldg (72 Units)	$43,335.00	North Attleboro
State Facilities -DHCD	North Attleboro 667-1 Plumbing	Replace inside water shut-offs with ball valves- 12 Bldgs. (8 units pr Bldg)	$44,280.00	North Attleboro
State Facilities -DHCD	North Attleboro 667-2 Bldg Env	Painting of Victorian Mansion – circa 1800. Lead-Based Paint Present	$109,262.50	North Attleboro
State Facilities -DHCD	North Attleboro 667-1, 667-2, 667-3, 689-1 Other	Low flow Toilets' Purchase/Installation for 206 Units	$209,241.90	North Attleboro
State Facilities -DHCD	North Attleborough 11-15 GOLDR Comp. Mod.	Comp. Mod.	$64,919.04	North Attleborough
State Facilities -DHCD	North Attleborough Bldg Env	EMG: rotted siding	$231,986.60	North Attleborough
State Facilities -DHCD	North Attleborough Sewerage	EMG: Sewer line repairs	$46,001.25	North Attleborough
State Facilities -DHCD	North Attleborough Other	Life Safety	$24,000.00	North Attleborough
State Facilities -DHCD	North Attleborough Other/ Sustainability	Water Conservation - low flow toilet & shower heads installation	$30,000.00	North Attleborough
State Facilities -DHCD	North Brookfield 667-1 HVAC	Replacement of 9 failed boilers	$168,750.00	North Brookfield
State Facilities -DHCD	North Brookfield 667-1 Bldg Env	Replacement of windows	$202,500.00	North Brookfield
State Facilities -DHCD	North Brookfield 705-1 Other	Vacancy rehab	$2,500.00	North Brookfield
State Facilities -DHCD	North Brookfield HVAC	EMG: Boiler Repairs	$20,500.00	North Brookfield
State Facilities -DHCD	North Brookfield Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	North Brookfield
State Facilities -DHCD	North Reading Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$14,508.00	North Reading
State Facilities -DHCD	Northampton 200-1 Other	Vacancy rehab	$3,500.00	Northampton
State Facilities -DHCD	Northampton 705-1 Other	Vacancy rehab	$170,000.00	Northampton

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Northampton Roof	EMG: 667-1A roofs at Cahill	$258,555.00	Northampton
State Facilities -DHCD	Northampton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,050.00	Northampton
State Facilities -DHCD	Northboro Bldg Env	NHA windows replace. 667-1	$345,000.00	Northboro
State Facilities -DHCD	Northborough Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$28,000.00	Northborough
State Facilities -DHCD	Northbridge 667-2 Bldg Env	Paving, windows	$135,000.00	Northbridge
State Facilities -DHCD	Northbridge 667-1 Bldg Env	Siding, roofing, porch repairs, windows	$262,500.00	Northbridge
State Facilities -DHCD	Northbridge HVAC	EMG: Ventilation at Colonial Village	$89,050.00	Northbridge
State Facilities -DHCD	Northbridge Sewerage	EMG: sewer lines	$110,916.00	Northbridge
State Facilities -DHCD	Northbridge Site Conditions	EMG: paving	$628,670.30	Northbridge
State Facilities -DHCD	Norton Bldg Env	Emg: Replace Failed Windows	$42,107.62	Norton
State Facilities -DHCD	Norton Other	Life Safety	$65,000.00	Norton
State Facilities -DHCD	Norton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Norton
State Facilities -DHCD	Norwell 667-1 Plumbing	Epoxy coat domestic water pipes in 9 buildings	$540,000.00	Norwell
State Facilities -DHCD	Norwell A and B Comp. Mod.	Comp. Mod.	$258,810.66	Norwell
State Facilities -DHCD	Norwell Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$31,600.00	Norwell
State Facilities -DHCD	Norwell 667-1 Other/ Sustainability	Solar Panel installation - Candidate site		Norwell
State Facilities -DHCD	Norwood Other	Life Safety	$101,000.00	Norwood
State Facilities -DHCD	Norwood Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$43,000.00	Norwood
State Facilities -DHCD	Orange 705-1 Other	Vacancy rehab	$1,050.00	Orange
State Facilities -DHCD	Orange 705-1 Other	Vacancy rehab	$1,500.00	Orange
State Facilities -DHCD	Orange Site Conditions	EMG: 667-1 Colonial Apts; paving,drainage ADA	$214,403.00	Orange
State Facilities -DHCD	Orange Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$28,800.00	Orange
State Facilities -DHCD	Orleans Other	EMG: Misc. Repairs; Main St, Mig House Rd	$205,000.00	Orleans
State Facilities -DHCD	Orleans Site Conditions	Walkways Tonset Woods	$69,127.81	Orleans
State Facilities -DHCD	Orleans Other	Life Safety	$15,000.00	Orleans
State Facilities -DHCD	Orleans Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Orleans
State Facilities -DHCD	Oxford Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$36,000.00	Oxford
State Facilities -DHCD	Peabody #14 667-1Bresnahan St. Other	Replace 35 gas stoves.	$16,821.00	Peabody
State Facilities -DHCD	Peabody #19 667-5Rockdale Park Other	Replace 51 electric stoves.	$29,655.00	Peabody
State Facilities -DHCD	Peabody #18 667-3Cunnolly Ter. Other	Replace 53 electric stoves.	$21,465.00	Peabody
State Facilities -DHCD	Peabody #17 667-4Eastman Park Other	Replace 53 electric stoves.	$21,465.00	Peabody
State Facilities -DHCD	Peabody #15 667-2Wilson Terr. Other	Replace 50 gas stoves.	$24,930.00	Peabody
State Facilities -DHCD	Peabody #19 667-6SeaglMz Other	Replace 81 electric stoves.	$32,805.00	Peabody
State Facilities -DHCD	Peabody #13 AB Other	New Bobcat and trailer to assist with snow removal and yard maintenance.	$54,000.00	Peabody

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Peabody #21 200-2 Bldg Env	Replace 26,640 s.f. of siding on 12 buildings	$128,449.80	Peabody
State Facilities -DHCD	Peabody #5 All Other	Replace 5 work trucks in poor condition with 1 Dump truck-$35,000, 3 vans-$54,000 and 1 Box Truck-$25,200	$153,900.00	Peabody
State Facilities -DHCD	Peabody 705-1 Other	Vacancy rehab	$5,000.00	Peabody
State Facilities -DHCD	Peabody Bldg Env	EMG Windows	$1,405,113.30	Peabody
State Facilities -DHCD	Peabody Roof	EMG: roof, windows, siding - 349 Lowell St.	$25,000.00	Peabody
State Facilities -DHCD	Peabody Roof	EMG: Roof Replacement	$75,000.00	Peabody
State Facilities -DHCD	Peabody Other	Life Safety	$75,000.00	Peabody
State Facilities -DHCD	Pembroke 667-2 Roof	Replace 12,180 s.f. shingle roofing, 2880 linear feet of gutters, and 1350 linear feet of downspouts at a total of 5 residential bldgs., the office/community bldg., and garage	$215,325.00	Pembroke
State Facilities -DHCD	Pembroke 705-1 Other	Vacancy rehab	$25,000.00	Pembroke
State Facilities -DHCD	Pembroke Electrical	EMG: Electrical Panels: Mayflower Ct.	$229,462.50	Pembroke
State Facilities -DHCD	Pembroke Other	Life Safety	$2,000.00	Pembroke
State Facilities -DHCD	Pembroke Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$23,000.00	Pembroke
State Facilities -DHCD	Pembroke 667-2 Other/ Sustainability	Solar Panel Installation - Candidate site		Pembroke
State Facilities -DHCD	Pepperell 705-1 Other	Vacancy rehab	$10,000.00	Pepperell
State Facilities -DHCD	Pepperell 667-1 Other	Vacancy rehab	$10,000.00	Pepperell
State Facilities -DHCD	Pepperell 667-2 Other	Vacancy rehab	$10,000.00	Pepperell
State Facilities -DHCD	Pepperell Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$21,000.00	Pepperell
State Facilities -DHCD	Pittsfield 667-1A K & R	02 Bond: 667-1A Wahconah Planning (from RKG	$5,600,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 200-1 Other	Vacancy rehab	$10,000.00	Pittsfield
State Facilities -DHCD	Pittsfield 705-2 Other	Vacancy rehab	$1,500.00	Pittsfield
State Facilities -DHCD	Pittsfield 705-1 Other	Vacancy rehab	$2,500.00	Pittsfield
State Facilities -DHCD	Pittsfield - K	95 and 02 bond. Kitchen and Bath Wilcox park	$8,231,649.20	Pittsfield
State Facilities -DHCD	Pittsfield - Other	EMS: 667-5 decks	$510,000.00	Pittsfield
State Facilities -DHCD	Pittsfield - Other	Life Safety	$25,000.00	Pittsfield
State Facilities -DHCD	Plainville - Other	689 DMR	$1,299,890.47	Plainville
State Facilities -DHCD	Plainville - Other: Sustainability	Water Conservation - low flow toilet & shower head installation	$13,600.00	Plainville
State Facilities -DHCD	Plymouth 667-2 Bldg Env	Vestibule, doors and interiors	$24,970.00	Plymouth
State Facilities -DHCD	Plymouth 667-1 Other	12 hallways - re-paint & new flooring	$26,730.00	Plymouth
State Facilities -DHCD	Plymouth 200-1 Plumbing	Replace 40 laundry ejector pumps	$27,405.00	Plymouth
State Facilities -DHCD	Plymouth 667-1 Site Security	replace site lighting fixtures	$30,780.00	Plymouth
State Facilities -DHCD	Plymouth 667-1 Other	re-furbish 4 stairs, west, laundry and community room	$34,830.00	Plymouth
State Facilities -DHCD	Plymouth 667-2 Other	re-paint 60 exterior porch rails	$49,950.00	Plymouth
State Facilities -DHCD	Plymouth 667-3 Site Conditions	re-pave drive and walkway, Allerton Street	$75,465.00	Plymouth
State Facilities -DHCD	Plymouth 667-1 Bldg Env	Re-point masonry	$89,505.00	Plymouth
State Facilities -DHCD	Plymouth 667-3 Bldg Env	re-point and seal masonry, downspouts and plant trim	$120,825.00	Plymouth
State Facilities -DHCD	Plymouth 667-2 HVAC	Replace boilers and DHW tank	$140,745.00	Plymouth
State Facilities -DHCD	Plymouth 200-1 K & B	Replace kitchen cabinets, sinks, and faucets in 36 units	$227,340.00	Plymouth
State Facilities -DHCD	Plymouth 667-1 Site Conditions	Re-Pave Road & Walkways	$265,815.00	Plymouth
State Facilities -DHCD	Plymouth 667-1 K & B	Re-hab 50 Baths & valves	$287,415.00	Plymouth
State Facilities -DHCD	Plymouth 667-1 Bldg Env	Replace windows, Fish #259035 expand to include LR	$300,510.00	Plymouth
State Facilities -DHCD	Plymouth 667-2 Bldg Env	replace sliders & windows	$330,480.00	Plymouth
State Facilities -DHCD	Plymouth 667-3 Bldg Env	replace sliders & windows	$463,590.00	Plymouth
State Facilities -DHCD	Plymouth - Other	Vacancy rehab	$1,900.00	Plymouth
State Facilities -DHCD	Plymouth 200-1 Other	Vacancy rehab	$2,500.00	Plymouth
State Facilities -DHCD	Plymouth - Other	EMS: deck patios	$451,344.75	Plymouth

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Plymouth Other	EMS: entrance benches	$15,000.00	Plymouth
State Facilities -DHCD	Plymouth Other	Life Safety	$34,000.00	Plymouth
State Facilities -DHCD	Plymouth Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$46,095.00	Plymouth
State Facilities -DHCD	Provincetown 705 K & B	repalce 6 bathroom vanities	$7,290.00	Provincetown
State Facilities -DHCD	Provincetown 667-1 K & B	24 bathroom vanities	$32,870.00	Provincetown
State Facilities -DHCD	Provincetown 705 K & B	replace 5 bathroom vanities, tops, surrounds, 150 SF flooring, ventilation	$36,450.00	Provincetown
State Facilities -DHCD	Provincetown 705 Bldg Env	replace 13 windows, 1650 SF roofing, 3900 SF wood siding	$41,850.00	Provincetown
State Facilities -DHCD	Provincetown 667-1 Other	replace 11,520 SF carpet	$43,513.20	Provincetown
State Facilities -DHCD	Provincetown Other	Life Safety	$10,000.00	Provincetown
State Facilities -DHCD	Provincetown Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$14,465.00	Provincetown
State Facilities -DHCD	Provincetown 667-1 Other/ Sustainability	Solar Panel Installation - Candidate site		Provincetown
State Facilities -DHCD	Quincy 200-1 Other	Vacancy rehab	$1,000.00	Quincy
State Facilities -DHCD	Quincy Other	Life Safety	$294,000.00	Quincy
State Facilities -DHCD	Quincy Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Quincy
State Facilities -DHCD	Quincy Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$50,000.00	Quincy
State Facilities -DHCD	Randolph 667-1 HVAC	Replacement of 7 boilers	$189,000.00	Randolph
State Facilities -DHCD	Randolph 667-2 HVAC	Replacement of 9 boilers	$243,000.00	Randolph
State Facilities -DHCD	Randolph Roof	EMS: 667 roof, 1 DeCelle Drive	$177,375.40	Randolph
State Facilities -DHCD	Randolph Other	Life Safety	$39,000.00	Randolph
State Facilities -DHCD	Randolph Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$25,000.00	Randolph
State Facilities -DHCD	Raynham Other	Life Safety	$10,000.00	Raynham
State Facilities -DHCD	Reading 689 Roof	Replace 2800 s.f. shingle roofing on One building	$12,825.00	Reading
State Facilities -DHCD	Reading 689 Bldg Env	Siding- one building. Approx. 36 square combo 4" vinyl	$23,625.00	Reading
State Facilities -DHCD	Reading 667 1&2 Other	Replace refrigerators – 70 remaining units (1989 original installation date for majority of units)	$39,760.00	Reading
State Facilities -DHCD	Reading 705-1 Roof	Replace 6000 s.f. shingle roofing on three buildings	$31,500.00	Reading
State Facilities -DHCD	Reading 667 1&2 Other	Replace stoves – 70 remaining units (1989 original installation date for majority of units)	$32,616.00	Reading
State Facilities -DHCD	Reading Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Reading
State Facilities -DHCD	Reading Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Reading
State Facilities -DHCD	Revere 765-2 Other	Vacancy rehab	$278,568.00	Revere
State Facilities -DHCD	Revere 765-1 Other	Vacancy rehab	$287,455.00	Revere
State Facilities -DHCD	Revere 765-2 Other	Vacancy rehab	$468,491.00	Revere
State Facilities -DHCD	Revere 112 SHIRLEY Comp. Mod.	Comp. Mod.	$60,332.16	Revere
State Facilities -DHCD	Revere 20-22 THORNTON ST Comp. Mod.	Comp. Mod.	$120,142.96	Revere
State Facilities -DHCD	Revere 1-3 DANA Comp. Mod.	Comp. Mod.	$133,056.70	Revere

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Revere 65 THORNTON Comp. Mod.	Comp. Mod.	$135,119.62	Revere
State Facilities -DHCD	Revere 174and176 HITCHBOURNE Comp. Mod.	Comp. Mod.	$229,930.92	Revere
State Facilities -DHCD	Revere Bldg Env	$8 bond: Exterior wall/weathr/water (CAR#1)	$8,785,353.72	Revere
State Facilities -DHCD	Revere Roof	EMG: Thornton St 795 roof siding reocopy	$50,000.00	Revere
State Facilities -DHCD	Revere Other	EMG: Mold Study & Investigation	$12,500.00	Revere
State Facilities -DHCD	Revere HVAC	EMG: Ph. 2 & 3 Boiler replacement	$6,500,000.00	Revere
State Facilities -DHCD	Revere Other	Life Safety	$115,000.00	Revere
State Facilities -DHCD	Revere Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$32,000.00	Revere
State Facilities -DHCD	Rockport Other	Life Safety	$24,000.00	Rockport
State Facilities -DHCD	Rowley 705-1 Bldg Env	Replace 22 exterior doors and new lock systems.	$37,341.00	Rowley
State Facilities -DHCD	Rowley 705-1 Bldg Env	Replace 138 molding windows.	$99,832.50	Rowley
State Facilities -DHCD	Rowley K	CPA Funds: Bathroom Renovation.	$280,000.00	Rowley
State Facilities -DHCD	Rowley Other	Life Safety	$76,000.00	Rowley
State Facilities -DHCD	Rowley Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$10,000.00	Rowley
State Facilities -DHCD	Salem 667-7B HVAC	Replace boilers	$64,000.00	Salem
State Facilities -DHCD	Salem 667-3A & B Bldg Env	Clad trim with vinyl and paint	$81,000.00	Salem
State Facilities -DHCD	Salem Elevator	Emg: elevator upgrade	$268,325.00	Salem
State Facilities -DHCD	Salem Elevator	EMG: Replacement New Elevator at Morency Manor	$1,079,075.00	Salem
State Facilities -DHCD	Salem Other	EMG: Fence Ct.	$299,856.00	Salem
State Facilities -DHCD	Salem Other	Life Safety	$53,000.00	Salem
State Facilities -DHCD	Salem Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Salem
State Facilities -DHCD	Salisbury 667-1 Other/ Sustainability	Solar Panel Installation - Candidate site		Salisbury
State Facilities -DHCD	Sandwich Hansen Village Plumbing	Replace water heaters with certified AMSE heaters at 20 Tom's Way (36 units)	$25,250.00	Sandwich
State Facilities -DHCD	Sandwich George Fernandes Way Bldg Env	Replace 6/6 windows (20 year old, single pane) in all 12 units with double pane, energy efficient windows. Replace 12 storm doors	$52,650.00	Sandwich
State Facilities -DHCD	Sandwich George Fernandes Way Bldg Env	Replace 16,125 sf cedar shingles with vinly siding and replace all trim with vinly (or composite) trim on all 12 units	$75,600.00	Sandwich
State Facilities -DHCD	Sandwich Other	Life Safety	$10,000.00	Sandwich
State Facilities -DHCD	Saugus Bldg Env	EMG: masonry water infiltration	$70,000.00	Saugus
State Facilities -DHCD	Saugus Other	Life Safety	$57,000.00	Saugus
State Facilities -DHCD	Scituate 667-1 LP, 667-2 WPI, 667-3 WPII Plumbing	6 High pressure safety relief valves piped vertically w/steel or copper safety lines. 7high pressure safety relief valves, 7low water cut off manual switch for existing LWCO	$6,750.00	Scituate
State Facilities -DHCD	Scituate 667-1 LP, 667-2 WPI, 667-3 WPII Plumbing	Back Flow Preventers, Back Flow Preventers, Back Flow Preventers	$15,521.90	Scituate
State Facilities -DHCD	Scituate 667-2 WPI Other	Chimney Repairs Bldgs 1-6 & Community Building (see attached scope)	$13,230.00	Scituate
State Facilities -DHCD	Scituate 667-1 Lincoln Park, 791 Country Way Site Conditions	Installation of 6 Gas Services from outside of foundation wall to nearest point on Co. Gas main	$26,304.75	Scituate
State Facilities -DHCD	Scituate Other	Life Safety	$51,000.00	Scituate

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Scituate Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$19,800.00	Scituate
State Facilities -DHCD	Seekonk Site Conditions	EMG: 667-1 paving	$468,499.00	Seekonk
State Facilities -DHCD	Seekonk Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Seekonk
State Facilities -DHCD	Sharon 667-1 & 2 Other	Replace 28 toilets with low flow toilets	$22,999.20	Sharon
State Facilities -DHCD	Sharon 705-1 Bldg Env	Repair stone foundation at family housing complex	$25,668.70	Sharon
State Facilities -DHCD	Sharon 705-1 Bldg Env	Replace 73 windows at family housing complex	$38,356.00	Sharon
State Facilities -DHCD	Sharon Other	Life Safety	$34,000.00	Sharon
State Facilities -DHCD	Sharon Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Sharon
State Facilities -DHCD	Sharon 667-2 Other/ Sustainability	Solar Panel Installation - Candidate site		Sharon
State Facilities -DHCD	Shelburne WPA SHA 667-1 Site Conditions	Add additional parking	$18,900.00	Shelburne
State Facilities -DHCD	Somerset 6	Site Lighting, Murphy Village	$342,550.00	Somerset
State Facilities -DHCD	Somerset HVAC	EMG: Wood Pellet Stove	$5,100.00	Somerset
State Facilities -DHCD	Somerset Other	Life Safety	$84,000.00	Somerset
State Facilities -DHCD	Somerville Bldg Env	EMG: rotted trim; failing paint	$183,950.00	Somerville
State Facilities -DHCD	Somerville Other	EMG: reasonable accomodation for 6 units	$72,930.00	Somerville
State Facilities -DHCD	Somerville Other	Life Safety	$93,000.00	Somerville
State Facilities -DHCD	Somerville 200-2 Other/ Sustainability	Solar Panel installation - Candidate site		Somerville
State Facilities -DHCD	South Hadley Roof	EMG: roof & siding	$364,253.00	South Hadley
State Facilities -DHCD	South Hadley Roof	EMG: 667-3 roof	$240,207.00	South Hadley
State Facilities -DHCD	South Hadley Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	South Hadley
State Facilities -DHCD	Southborough 667-1 Bldg Env	New front Doors-7 buildings, 14 doors	$27,000.00	Southborough
State Facilities -DHCD	Southborough 667-1 Bldg Env	Replace windows in 7 buildings (56 units total)	$405,000.00	Southborough
State Facilities -DHCD	Southborough Other	EMG: reasonable accomodation: (paint edge)	$28,995.99	Southborough
State Facilities -DHCD	Southbridge Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Southbridge
State Facilities -DHCD	Spencer Bldg Env	Emg: Water Infiltration - Full Award	$30,000.00	Spencer
State Facilities -DHCD	Springfield 667-2 Forest Park Roof	Roofs	$1,107,000.00	Springfield
State Facilities -DHCD	Springfield 200-2 Other	Vacancy rehab	$10,000.00	Springfield
State Facilities -DHCD	Springfield Site Conditions	C.200 Site Initiative	$534,000.00	Springfield
State Facilities -DHCD	Springfield K	K & B Upgrade Phase 2, Reed Village	$12,850,780.00	Springfield
State Facilities -DHCD	Springfield Plumbing	EMG: domestic water piping 667-5	$342,737.50	Springfield

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Springfield Roof	EMG: 667-3 chimneys and roofs	$902,000.00	Springfield
State Facilities -DHCD	Springfield Other	Life Safety	$115,000.00	Springfield
State Facilities -DHCD	Sterling Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$15,000.00	Sterling
State Facilities -DHCD	Stockbridge 667 Heaton Court Bldg Env	Window/Skylight Replacement in Community Building	$20,250.00	Stockbridge
State Facilities -DHCD	Stockbridge 689 7 Pine St HVAC	Replace two gas-fired furnaces and central air conditioning units	$28,350.00	Stockbridge
State Facilities -DHCD	Stockbridge HVAC	EMG: Exposed Heat and DW piping at Heaton C	$40,000.00	Stockbridge
State Facilities -DHCD	Stoneham 667-1 K & B	02 CAR Planning667-1 K&B	$3,157,000.00	Stoneham
State Facilities -DHCD	Stoneham 667-4 Electrical	alarm system upgrade	$4,000.00	Stoneham
State Facilities -DHCD	Stoneham K & B	02 CAR - 200-1 Cathea St, K&B	$6,907,861.98	Stoneham
State Facilities -DHCD	Stoneham HVAC	EMG: 200-2 boiler replacement	$6,200.00	Stoneham
State Facilities -DHCD	Stoneham 667-1 Other/ Sustainability	Solar Panel Installation - Candidate site		Stoneham
State Facilities -DHCD	Stoughton 667-1 & 2 LaCivita Ct. Roof	Roof Replacement x 15 buildings	$486,202.50	Stoughton
State Facilities -DHCD	Stoughton 667-1 & 2 LaCivita Ct. Bldg Env	Window Replacement, New Double Hung Windows	$718,492.50	Stoughton
State Facilities -DHCD	Stoughton Other	Life Safety	$260,000.00	Stoughton
State Facilities -DHCD	Stoughton Other/ Sustainability	Water Conservation - low flow toilet & shower head installations	$30,000.00	Stoughton
State Facilities -DHCD	Stoughton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Stoughton
State Facilities -DHCD	Sudbury 705-C Other	Replace 16 electric stoves and remove old ones.	$19,800.00	Sudbury
State Facilities -DHCD	Sudbury 705-C Other	Replace 16 refrigerators with Energy Star models and remove old ones.	$15,120.00	Sudbury
State Facilities -DHCD	Sudbury 667-1 Other	Replace 62 electric stoves and remove old ones.	$30,510.00	Sudbury
State Facilities -DHCD	Sudbury 667-1 Other	Replace 65 refrigerators with Energy Star models and remove old ones.	$32,550.00	Sudbury
State Facilities -DHCD	Sudbury Other	705 acquisition	$155,000.00	Sudbury
State Facilities -DHCD	Sudbury Other	Life Safety	$30,000.00	Sudbury
State Facilities -DHCD	Sudbury Other/ Sustainability	Water Conservation - low flow toilet & shower head installations	$30,000.00	Sudbury
State Facilities -DHCD	Sudbury Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Sudbury
State Facilities -DHCD	Sudbury 667-1 Other/ Sustainability	Solar Panel Installation - Candidate site		Sudbury
State Facilities -DHCD	Sutton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$4,499.00	Sutton
State Facilities -DHCD	Swampscott Other	Life Safety	$17,000.00	Swampscott
State Facilities -DHCD	Swampscott Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$22,000.00	Swampscott
State Facilities -DHCD	Swansea Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Swansea
State Facilities -DHCD	Taunton 200-2 K & B	02 Car. 200-2 Planning Award Det. Kitchens	$5,000,000.00	Taunton

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Taunton 705-1 & 705-2 HVAC	Replace 10 Boilers	$81,000.00	Taunton
State Facilities -DHCD	Taunton 200-2 K & B	Oak & Highland Court Kitchen and Bath Replacement, Systems Upgrade	$5,130,000.00	Taunton
State Facilities -DHCD	Taunton Elevator	EMG: Elevator upgrade	$398,812.00	Taunton
State Facilities -DHCD	Taunton Electrical	EMG: 667-1 emergency generator	$196,116.50	Taunton
State Facilities -DHCD	Taunton Other	Life Safety	$36,000.00	Taunton
State Facilities -DHCD	Taunton Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Taunton
State Facilities -DHCD	Taunton 667-3 Other Sustainability	Solar Panel Installation - Candidate site		Taunton
State Facilities -DHCD	Templeton Roof	EMG: 667-1 roofs and windows	$357,461.00	Templeton
State Facilities -DHCD	Templeton Other	EMG AERP: stair treads	$18,000.00	Templeton
State Facilities -DHCD	Templeton Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Templeton
State Facilities -DHCD	Tewksbury 667 1&2 HVAC	Replace 76 (40Yr, Old) Gas Furnaces	$250,077.50	Tewksbury
State Facilities -DHCD	Topsfield Roof	EMG: Roof Replacement (1 bldg.), partial windows, doors	$932,702.88	Topsfield
State Facilities -DHCD	Topsfield Sewerage	Emg: Septic System, Back-up Generator	$43,752.00	Topsfield
State Facilities -DHCD	Topsfield Other	Life Safety	$80,000.00	Topsfield
State Facilities -DHCD	Topsfield Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$18,000.00	Topsfield
State Facilities -DHCD	Tyngsborough 689-1 Electrical	Install emergency generator at 8-unit, duplex congregate	$42,221.25	Tyngsborough
State Facilities -DHCD	Tyngsborough 667-1 HVAC	Replace eleven (11), twenty-eight year old inefficient boilers, in six buildings, with highly efficient boilers. Work to include engineering for future installation of indirect hot water tanks to replace six (6) 81 gallon commercial hot water heaters.	$159,385.50	Tyngsborough
State Facilities -DHCD	Tyngsborough 667-1 Other	Vacancy rehab	$115,100.00	Tyngsborough
State Facilities -DHCD	Tyngsborough Other	EMG: chair lift	$49,388.00	Tyngsborough
State Facilities -DHCD	Tyngsborough Plumbing	EMG: water heaters	$74,684.80	Tyngsborough
State Facilities -DHCD	Tyngsborough 667-1 Other/ Sustainability	Solar Panel Installation - Candidate Site		Tyngsborough
State Facilities -DHCD	Upton Site Conditions	EMG: 667-1 concrete retaining wall (pilot at	$13,000.00	Upton
State Facilities -DHCD	Upton Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$9,000.00	Upton
State Facilities -DHCD	Uxbridge Uxbridge 689-2 Other	Replace 1109 square feet of carpeting in one building	$28,398.50	Uxbridge
State Facilities -DHCD	Uxbridge Uxbridge 689-1 K & B	Upgrade one kitchen and 2 bathrooms in One building	$65,180.70	Uxbridge
State Facilities -DHCD	Uxbridge Uxbridge 705-1 Roof	Replace 280 squares of shingles on 6 roofs	$94,621.50	Uxbridge
State Facilities -DHCD	Uxbridge 705-1 Other	Vacancy rehab	$3,000.00	Uxbridge
State Facilities -DHCD	Uxbridge 689-1 Other/ Sustainability	Solar Panel Installation - Candidate site		Uxbridge
State Facilities -DHCD	Walpole 705-1 Site Conditions	Asphalt pavement overlay of 1,800 SF Roadway /Parking/Walkway Asphalt Paving.	$3,645.00	Walpole
State Facilities -DHCD	Walpole 667-1 Other	Chimney Repointing	$8,595.00	Walpole

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Walpole 705-1 Bldg Env	Exterior Storm/Screen Door Replacement	$9,039.60	Walpole
State Facilities -DHCD	Walpole 667-2 Roof	Roof Replacement at community building	$10,800.00	Walpole
State Facilities -DHCD	Walpole 705-1 Bldg Env	Exterior Metal Clad Door Replacement	$26,163.00	Walpole
State Facilities -DHCD	Walpole 667-1 Bldg Env	Exterior Storm/Screen Door Replacement	$48,211.20	Walpole
State Facilities -DHCD	Walpole 705-1 HVAC	Furnace replacement	$55,983.15	Walpole
State Facilities -DHCD	Walpole Roof	EMG: Roof Replacement: Ellis Street	$40,000.00	Walpole
State Facilities -DHCD	Walpole Other	Life Safety	$32,000.00	Walpole
State Facilities -DHCD	Walpole Other Sustainability	Water Conservation - low flow toilet & shower head installation	$20,500.00	Walpole
State Facilities -DHCD	Walpole 667-2 Other Sustainability	Solar Panel Installation - Candidate site		Walpole
State Facilities -DHCD	Waltham Other	200-1 site rds, fencing 200-1 gas	$244,690.00	Waltham
State Facilities -DHCD	Waltham K & B	LRM: 98: K&B/ Electrical/Fire Safe : Prospect	$250,000.00	Waltham
State Facilities -DHCD	Waltham HVAC	02 CAR: Heating: Vent DHW Beaverbrook	$300,000.00	Waltham
State Facilities -DHCD	Waltham HVAC	EMG: boilers	$932,986.40	Waltham
State Facilities -DHCD	Waltham Roof	EMG: 200-1 roof	$150,000.00	Waltham
State Facilities -DHCD	Waltham HVAC	EMG: Relocation of Heat/Hot Water Exhaust Vents	$16,562.50	Waltham
State Facilities -DHCD	Waltham Other	Life Safety	$419,000.00	Waltham
State Facilities -DHCD	Ware 705-1 Other	Vacancy rehab	$30,000.00	Ware
State Facilities -DHCD	Ware 705-1 Other	Vacancy rehab	$490,000.00	Ware
State Facilities -DHCD	Wareham 667 Site Security	site lighting	$25,650.00	Wareham
State Facilities -DHCD	Wareham Bldg Env	EMG: siding, deck repairs	$450,269.36	Wareham
State Facilities -DHCD	Wareham Other	Life Safety	$475,000.00	Wareham
State Facilities -DHCD	Wareham Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Wareham
State Facilities -DHCD	Warren 705-3 Bldg Env	Install siding on duplex approx. 1500 sq. ft.	$33,750.00	Warren
State Facilities -DHCD	Warren 667 K & B	Continue replacement of 29 counter tops	$112,950.00	Warren
State Facilities -DHCD	Warren Bldg Env	EMG: siding & gable vents, doors and windows	$327,954.45	Warren
State Facilities -DHCD	Warren Other Sustainability	Water Conservation - low flow toilet & shower head installation	$55,000.00	Warren
State Facilities -DHCD	Watertown 200-1 Roof	ROOFING	$609,388.65	Watertown
State Facilities -DHCD	Watertown 200-1 Bldg Env	SINGING REPLACEMENT DE-LEADING	$2,975,872.70	Watertown
State Facilities -DHCD	Watertown 200-1 Bldg Env	Basement Water Penetration	$4,313,250.00	Watertown
State Facilities -DHCD	Watertown 83-1 Roof	FACADE/ROOFING REPLACEMENT	$6,265,000.00	Watertown

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Watertown Site Conditions	98 bond: Foundation Drainage, Lexington Garde	$186,530.59	Watertown
State Facilities -DHCD	Watertown Other	MAAB Upgrade 100 Warren St	$130,850.00	Watertown
State Facilities -DHCD	Watertown Other	EMG: Removal of USTs: 200-2,3, 667-3	$186,850.00	Watertown
State Facilities -DHCD	Watertown Other	Life Safety	$163,000.00	Watertown
State Facilities -DHCD	Wayland Other	Life Safety	$220,000.00	Wayland
State Facilities -DHCD	Webster Other	Deck repairs	$85,000.00	Webster
State Facilities -DHCD	Webster Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Webster
State Facilities -DHCD	Webster Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Webster
State Facilities -DHCD	Wellesley K & B	98 bond: K&B 705 Linden St. Repairs	$4,212,886.36	Wellesley
State Facilities -DHCD	Wellesley Site Conditions	2002 can#1 deteriorated site paving/stairs/ra	$12,472.30	Wellesley
State Facilities -DHCD	Wellesley Site Conditions	EMG: 667-1; Morton Circle, sidewalks	$730,001.46	Wellesley
State Facilities -DHCD	Wellesley Other	EMG: Floor Joist Repairs	$43,750.00	Wellesley
State Facilities -DHCD	Wellesley Other	Life Safety	$55,000.00	Wellesley
State Facilities -DHCD	Wellesley Other Sustainability	Water Conservation - low flow toilet & shower head installation	$26,500.00	Wellesley
State Facilities -DHCD	West Bridgewater Site Conditions	EMG: Study Driveways/Sidewalks Imp: D'Arpino Village	$11,324.00	West Bridgewater
State Facilities -DHCD	West Bridgewater Electrical	EMG: Fire Alarm: D'Arpino Village	$218,103.00	West Bridgewater
State Facilities -DHCD	West Bridgewater Other	Life Safety	$67,000.00	West Bridgewater
State Facilities -DHCD	West Bridgewater Other Sustainability	Water Conservation - low flow toilet & shower head installation	$20,000.00	West Bridgewater
State Facilities -DHCD	West Newbury 667-1, 705-1, 705-2 Other	appliances	$32,400.00	West Newbury
State Facilities -DHCD	West Newbury 667-1 Site Conditions	PAVING--Roadway and Parking Lot Resurfacing and Paving	$32,400.00	West Newbury
State Facilities -DHCD	West Newbury 705-1 & 705-2 Bldg Env	VINYL WINDOWS--142 Vinyl Window Replacement in 11 Units in 8 Buildings	$103,950.00	West Newbury
State Facilities -DHCD	West Newbury 705-2 Other	Vacancy rehab	$10,000.00	West Newbury
State Facilities -DHCD	West Newbury Plumbing	EMG AERP: DHW	$14,953.11	West Newbury
State Facilities -DHCD	West Newbury Site Conditions	EMG AERP: Sidewalk re-paving & repairs	$12,500.00	West Newbury
State Facilities -DHCD	West Newbury Other	Life Safety	$15,000.00	West Newbury
State Facilities -DHCD	West Springfield Bldg Env	02 Pilonsky Award: 667-3 Building Envelope	$508,750.00	West Springfield
State Facilities -DHCD	West Springfield Other Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	West Springfield
State Facilities -DHCD	Westborough Site Conditions	C.209 Site Initiative	$14,000.00	Westborough
State Facilities -DHCD	Westborough Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Westborough
State Facilities -DHCD	Westfield 667-3 Bldg Env	Replace windows	$185,827.59	Westfield

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Westfield 705-2 Other	Vacancy rehab	$150,000.00	Westfield
State Facilities -DHCD	Westfield Bldg Env	Emg: Wood Rot at Detail Apts.	$100,000.00	Westfield
State Facilities -DHCD	Westfield Sewerage	EMG: Sewer Pump & Sump Pit replacement	$170,795.80	Westfield
State Facilities -DHCD	Westfield Electrical	EMG: 667-4 Federal Pacific breakers	$288,670.00	Westfield
State Facilities -DHCD	Westfield Other Sustainability	Water Conservation - low flow toilet & shower head installation	$26,800.00	Westfield
State Facilities -DHCD	Westfield 667-4 Other Sustainability	Solar Panel installation - Candidate site		Westfield
State Facilities -DHCD	Westford Other Sustainability	Water Conservation - low flow toilet & shower head installation	$24,000.00	Westford
State Facilities -DHCD	Westport 667 Site Conditions	Replace/repair all walkways and roadways and rectify drainage and moisture issues	$400,292.25	Westport
State Facilities -DHCD	Westport 667 Bldg Env	Replace shingle siding and all windows on all 7 buildings	$1,947,624.30	Westport
State Facilities -DHCD	Westport Bldg Env	Windows & Siding: Greenwood Ter	$925,835.19	Westport
State Facilities -DHCD	Westport Site Conditions	EMG: Sidewalk Drainage MAAB Ramp: Greenwood T	$347,001.00	Westport
State Facilities -DHCD	Westport Other	Life Safety	$114,900.00	Westport
State Facilities -DHCD	Westport Other Sustainability	Water Conservation - low flow toilet & shower head installation	$24,000.00	Westport
State Facilities -DHCD	Weymouth 200-1 Other	Vacancy rehab	$1,720.00	Weymouth
State Facilities -DHCD	Weymouth 200-1 Other	Vacancy rehab	$1,720.00	Weymouth
State Facilities -DHCD	Weymouth 200-1 Other	Vacancy rehab	$1,720.00	Weymouth
State Facilities -DHCD	Weymouth 200-1 Other	Vacancy rehab	$2,600.00	Weymouth
State Facilities -DHCD	Weymouth 200-1 Other	Vacancy rehab	$2,600.00	Weymouth
State Facilities -DHCD	Weymouth 200-1 Other	Vacancy rehab	$2,600.00	Weymouth
State Facilities -DHCD	Weymouth 200-1 Other	Vacancy rehab	$2,600.00	Weymouth
State Facilities -DHCD	Weymouth 200-1 Other	Vacancy rehab	$2,600.00	Weymouth
State Facilities -DHCD	Weymouth Site Conditions	C.200 Site Initiative	$183,000.00	Weymouth
State Facilities -DHCD	Weymouth Bldg Env	2002 Cat#7, Bldg Envelope Study, Pope Towers	$571,457.84	Weymouth
State Facilities -DHCD	Weymouth Elevator	EMG: add new elevator & repair existing eleva	$1,129,968.82	Weymouth
State Facilities -DHCD	Weymouth Bldg Env	2002 CAR phg 1 and 4 window replac	$1,322,305.00	Weymouth
State Facilities -DHCD	Weymouth Other	Life Safety	$129,000.00	Weymouth
State Facilities -DHCD	Whitman 667-4 Bldg Env	224 Vinyl replacement windows. Lowe E glass	$80,136.00	Whitman
State Facilities -DHCD	Whitman 667-4 HVAC	8 Boilers and Hot water heaters	$85,400.00	Whitman
State Facilities -DHCD	Whitman Site Conditions	EMG: Sidewalks & Roadway Imp: Stetson Terrace	$359,760.00	Whitman
State Facilities -DHCD	Whitman Other	Life Safety	$150,000.00	Whitman

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Whitman Other Sustainability	Water Conservation - low flow toilet & shower head installation	$26,000.00	Whitman
State Facilities -DHCD	Whitman 667-1 Other Sustainability	Solar Panel Installation - Candidate site		Whitman
State Facilities -DHCD	Wilbraham 689 Other	Vacancy rehab	$10,000.00	Wilbraham
State Facilities -DHCD	Wilbraham Comp. Mod	EMG. Reoccupy Vacant 705-	$103,791.60	Wilbraham
State Facilities -DHCD	Wilbraham Roof	EMG. Roofing and Stair replacement	$385,474.27	Wilbraham
State Facilities -DHCD	Wilbraham Sewerage	EMG. 667-1 tie-in to municipal sewer	$492,000.00	Wilbraham
State Facilities -DHCD	Wilbraham Site Conditions	EMG. failing storm drains	$29,900.00	Wilbraham
State Facilities -DHCD	Wilbraham Sewerage	Failed Septic System at a 705	$51,238.08	Wilbraham
State Facilities -DHCD	Wilbraham Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Wilbraham
State Facilities -DHCD	Williamstown Bldg Env	EMG. picture windows	$274,593.00	Williamstown
State Facilities -DHCD	Williamstown Other Sustainability	Water Conservation - low flow toilet & shower head installation	$12,000.00	Williamstown
State Facilities -DHCD	Wilmington 705-1 Other	Vacancy rehab	$99,000.00	Wilmington
State Facilities -DHCD	Wilmington HVAC	EMG: boiler	$184,199.46	Wilmington
State Facilities -DHCD	Wilmington Electrical	EMG AERP: emergency generator	$7,360.00	Wilmington
State Facilities -DHCD	Wilmington Other	EMG AERP: bathroom mold 705-1	$4,360.00	Wilmington
State Facilities -DHCD	Winchendon Electrical	EMG: 667-1 fire alarm	$345,175.50	Winchendon
State Facilities -DHCD	Winchendon 667-1 Other Sustainability	Solar Panel Installation - Candidate site		Winchendon
State Facilities -DHCD	Winchester 705-2 Ready Drive Bldg Env	Pressure Wash and stain all 8 buildings	$117,450.00	Winchester
State Facilities -DHCD	Winchester 667-1 & 667-1 Other	Replace 77 refrigerators and stoves	$125,145.00	Winchester
State Facilities -DHCD	Winthrop 200-1 K & B	02 Planning Award; 200-1 K&B C. 200	$8,125,000.00	Winthrop
State Facilities -DHCD	Winthrop Site Conditions	200 Site Improvements	$73,900.00	Winthrop
State Facilities -DHCD	Winthrop Site Conditions	EMG: concrete stair repair @667-1	$47,779.63	Winthrop
State Facilities -DHCD	Winthrop HVAC	EMG: Boilers 200-1 and 705-1	$20,000.00	Winthrop
State Facilities -DHCD	Winthrop Other Sustainability	Water Conservation - low flow toilet & shower head installation	$30,000.00	Winthrop
State Facilities -DHCD	Winthrop 667-4 Other Sustainability	Solar Panel Installation - Candidate site		Winthrop
State Facilities -DHCD	Woburn 200-3 1-48 Liberty Ave Other	Replace 48 Stoves and 48 Refrigerators That are 17 + years old with new Energy efficient - Energy Star Type	$51,499.80	Woburn
State Facilities -DHCD	Woburn 200-3 1-48 Creston Ave Other	Replace 69 Stoves and 66 Refrigerators That are 17+ years old With new energy efficient energy Star Type	$73,531.80	Woburn
State Facilities -DHCD	Woburn 200-3 1-48 Liberty Ave Roof	30 year old Asphalt Shingle Replacement Replace 288 Squares of shingle Roofing on 24 Buildings with 40 year architect style shingle	$138,080.00	Woburn
State Facilities -DHCD	Woburn 200-2 1-60 Webster Ave Roof	30 year old Asphalt Shingle Replacement Replace 325 Squares of shingle Roofing on 12 Buildings with 40 year architect style shingle	$155,562.50	Woburn
State Facilities -DHCD	Woburn Site Conditions	C.200 Site Initiative	$174,000.00	Woburn

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Woburn - Electrical	EMG: Fire Alarm Control Panel Upgrade	$191,415.90	Woburn
State Facilities -DHCD	Woburn - Other	Life Safety	$37,000.00	Woburn
State Facilities -DHCD	Woburn - Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$40,000.00	Woburn
State Facilities -DHCD	Woburn - 667-3 Other/ Sustainability	Solar Panel Installation - Candidate site		Woburn
State Facilities -DHCD	Worcester 667-2 Greenwood Bldg Env	Replace Exterior Siding (5,000 sq ft)	$60,750.00	Worcester
State Facilities -DHCD	Worcester 667-4 Curran Roof	Replace Single Roof (180 Gaubles)	$97,200.00	Worcester
State Facilities -DHCD	Worcester 667-3 Lafayette Other	Remove Apts Rugs and Install New VCT	$117,450.00	Worcester
State Facilities -DHCD	Worcester 667-2 Greenwood Site Conditions	Install New Parking (19 Spaces)	$121,500.00	Worcester
State Facilities -DHCD	Worcester 705-1 K & B	Bathroom Modernization (16 Apts.)	$124,000.00	Worcester
State Facilities -DHCD	Worcester 705-2 K & B	Bathroom Modernization (24 Apts)	$468,000.00	Worcester
State Facilities -DHCD	Worcester - Site Conditions	EMG: site improvements -Cheney Hancock	$130,000.00	Worcester
State Facilities -DHCD	Worcester - Roof	EMG: 200-2 roof (pilot eligible)	$19,778.89	Worcester
State Facilities -DHCD	Worcester - Site Conditions	200-2 site improvements	$8,000,000.00	Worcester
State Facilities -DHCD	Worcester - 200-2 Other/ Sustainability	Solar Panel Installation - Candidate site		Worcester
State Facilities -DHCD	Worcester - 200-1, 200-2, 667-1, 667-2, 667-3, 667-4, 705-1, 705-2 Other/ Sustainability	Strategic Sustainability projects - Comprehensive Energy Performance Contract in multiple developments w/ 860 housing units, with cogeneration of heat & power	$5,879,090.90	Worcester
State Facilities -DHCD	Wrentham - Other	Life Safety	$25,000.00	Wrentham
State Facilities -DHCD	Wrentham - Other/ Sustainability	Water Conservation - low flow toilet & shower head installation	$6,400.00	Wrentham
State Facilities -DHCD	Yarmouth 667-1 Other	Purchase and install 40 electric apt. size stoves. Existing stoves are 47 years old.	$39,996.00	Yarmouth
State Facilities -DHCD	Yarmouth 667-1 Bldg Env	Replace a total of 80 exterior Combination storm & screen doors on 4 buildings.. These are the original doors and are 47 years old.	$72,308.70	Yarmouth
State Facilities -DHCD	Yarmouth 667-1 Electrical	Replace electric systems in 4 building, 40 unit, 47 year old development. Existing system is Pacific West, 50 amp and was listed by DHCD contracted inspector as a problem requiring immediate attention.	$749,535.00	Yarmouth
State Facilities -DHCD	Chinese Consolidated Tremont Village (Boston) HVAC	Replace DHW heaters and vent properly	$6,480.00	
State Facilities -DHCD	Chinese Consolidated Tremont Village (Boston) Bldg Env	Repair rear porches and railings	$13,900.00	
State Facilities -DHCD	Chinese Consolidated Tremont Village (Boston) Comp. Mod.	Renovate 3 vacant apartments	$14,338.96	
State Facilities -DHCD	Chinese Consolidated Tremont Village (Boston) HVAC	Boilerhot water heater replacements	$16,765.00	
State Facilities -DHCD	boiler & pipe replacement	boilers and piping	$9,820,000.00	
State Facilities -DHCD	window replacement	replace windows	$225,000.00	
State Facilities -DHCD	Multiple Lhas - Other/ Sustainability	Quick Energy Enhancements - The scope of many existing projects in the project list below would be augmented when feasible with "weatherization-plus" improvements: Air sealing to reduce infiltration	$30,000,000.00	
State Facilities -DHCD	59 Local Housing Authorities - Other/ Sustainability	Statewide procurement of appliances & lighting for approximately 5000 housing units. Focus on refrigerators and stoves. Model on low-flow toilet procurement program.	$5,000,000.00	
State Facilities -DHCD	Approximately 30 Lhas - Other/ Sustainability	Solar Renewables Program: Installation of solar photovoltaic, solar thermal or solar hot air systems ranging from 25 kW to 300kW at best sites	$7,500,000.00	
State Facilities -DHCD	Building envelope	Masonry improvements	$1,319,943.00	
State Facilities -DHCD	New construction	12 units family housing	$3,845,854.00	
State Facilities -DHCD	Building Envelope	siding, windows, doors, entries	$2,400,000.00	
State Facilities -DHCD	Renovation	office renovations	$183,000.00	

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
State Facilities -DHCD	Hallway repair	repair hallway and stairwell	$20,000.00	
State Facilities -DHCD	Hallway painting & refinishing	Painting & refinishing	$21,000.00	
State Facilities -DHCD	Screen doors	Screen doors	$20,280.00	
State Facilities -DHCD	Construct 2 new family units	New construction	$498,000.00	
State Facilities -DHCD	K&B	K&B, boiler, ventilation, ADA	$2,513,713.50	
State Facilities -DHCD	Boiler & pipe replacement	Boilers and piping	$5,820,000.00	
State Facilities -DHCD	window replacement	replace windows	$225,000.00	
State Facilities - MCCA	Boston Common Garage Entry / Exit Roadway Restoration and resurfacing	Remove existing asphalt traffic surface. Restore underlying structural concrete ramps and water proofing. Remove and replace existing trough drains. Resurface asphalt traffic roadway.	$875,000.00	Boston
State Facilities - MCCA	Hynes/MTA Tunnel Ceiling Removal & Replacement	Remove and replace (40+) year old suspended concrete ceiling system under the Hynes C.C. and over the Mass. Turnpike. Apply new rated fire proofing to all exposed structural steel. Relocate, remove, protect existing utilities infra-structure serving Hynes and MTA roadway.	$6,830,000.00	Boston
State Facilities - MCCA	Hynes VCT / Asbestos Abatement	Removal of 58,000 Sq Ft of vinyl composition tiles and asbestos contaminated floor mastic. Reinstall	$1,915,000.00	Boston
State Facilities - MCCA	Mass Mutual Center Arena Roof Replacement	Remove and replace existing T.P.O. from Arena roof. Replace all roof insulation, metal flashings, drainage, expansion joints, flash in all equipment bases, etc. Install parapet safety railings as required.	$1,750,000.00	Springfield
Transportation	Hangar 11 Taxi Over- Westover Metropolitan Airport	Massachusetts will be impacted positively in both the short and long term. Short terms engineering firm to design the project, steel erectors, door installers, electricians, laborers and a construction management firm. Owners of large aircraft will establish a home base for their plane and bring with it their flight support people, mechanics which will generate local jobs as well as filter out to catering services, fuel sales, etc.	$220,000.00	Chicopee
Transportation	Passenger Terminal Building Exterior Electric Upgrade- Westover Metropolitan Airport	This project will employ a design firm, electricians, site work contractor, precast concrete vault manufacturer, paving contractor, and various material suppliers.	$25,000.00	Chicopee
Transportation	Center School- Abington		$405,000.00	Abington
Transportation	ADAMS- RESURFACING AND RELATED WORK ON A SECTION OF ROUTE 116- ADAMS		$1,789,880.00	Adams
Transportation	Statewide Communications Network Expansion (increase of bandwidth for IT services)- Along I-90 from Boston to Westfield	The project will involve design, bid, engineering, equipment, and construction. All can be provided by Massachusetts contractors and suppliers.	$1,500,000.00	Along I-90 from Boston to Westfield
Transportation	Amesbury Intermodal Transportation Center - Amesbury		$2,439,045.00	Amesbury
Transportation	AMESBURY- HAVERHILL-MERRIMACK- SALISBURY- INTERSTATE MAINTENANCE & RELATED WORK ON I-495- AMESBURY, HAVERHILL,		$13,104,240.00	Amesbury Haverhill Merrimac Salisbury
Transportation	Double Track Haverhill Line - Lowell Junction to Andover Street- Haverhill Commuter Rail Line - from Andover to Lawrence	This project will provide jobs for Massachusetts residents to build the additional tracks and expanded stations and also create some long term jobs to maintain the additional infrastructure. Some of the materials for the stations will be purchased from MA	$10,000,000.00	Andover to Lawrence
Transportation	Cyrus E. Dallin Elementary School- Arlington		$448,050.00	Arlington
Transportation	ASHBURNHAM- BRIDGE REPLACEMENT, A-11-016, LAKE ROAD OVER WATATIC LAKE OUTLET- ASHBURNHAM		$650,000.00	Ashburnham
Transportation	Rehabilitation of Attleboro Train Station- 7 Mill Street, Attleboro, MA		$1,100,000.00	Attleboro
Transportation	Train Station Platform Walkway Connecting to Downtown Attleboro- 7 Mill Street, Attleboro, MA		$1,400,000.00	Attleboro

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Transportation	Interchange 10 Ramp, Mile 90.1- Auburn		$360,000.00	Auburn
Transportation	Southbridge Street, Mile 89.6- Auburn		$1,400,000.00	Auburn
Transportation	Bancroft Street, Mile 91.7- Auburn		$400,000.00	Auburn
Transportation	AVON- STOUGHTON- RESURFACING & RELATED WORK ON ROUTE 24- AVON -STOUGHTON		$4,025,000.00	Avon Stoughton
Transportation	Southwest Corridor Park Lighting- Back Bay, Roxbury, Jamaica Plain	This project will provide jobs in the electric and lighting contractor sector for five months.	$360,000.00	Back Bay, Roxbury, Jamaica Plain
Transportation	BARNSTABLE- LANDSCAPING & IMPROVEMENTS ON ROUTE 132, FROM ROUTE 6 TO BEARSE'S WAY- BARNSTABLE		$1,470,194.00	Barnstable
Transportation	Hyannis Terminal Slip Improvements- Barnstable		$3,500,000.00	Barnstable
Transportation	BARRE- RESURFACING AND RELATED WORK, ROUTE 122 (WEST STREET) TO INCLUDE ROUTE 62 (HUBBARDSTON ROAD)- BARRE		$3,300,000.00	Barre
Transportation	Hanscom Airfield Rehab Taxiway M, G and E- Hanscom Field- Bedford	Hanscom Airfield is the primary general and corporate aviation facility in Eastern Massachusetts. Many corporations in this area rely on it for their corporate aviation activities, and they consider the quality of corporate aviation facilities when making expansion and relocation decisions; therefore, maintaining Hanscom's facilities as a safe and modern condition can have a significant impact on long-term employment in the area.	$8,000,000.00	Bedford
Transportation	Hanscom Airfield Rehab, Taxiway M, G and E- BEDFORD, MA	The availability and location of high quality corporate aviation facilities is usually an important factor in corporate expansion and relocation decisions. Hanscom Field has excellent airside infrastructure and is situated in the heart of the high technology and business corridor of Routes 128 and 2A. Hanscom Field supports Massachusetts businesses and helps ensure that Massachusetts business will stay in Massachusetts. Many businesses located in the 128/495 corridor require corporate hangars in close proximity to their offices, facilitating both domestic and international operations.	$1,725,000.00	Bedford
Transportation	CAMBRIDGE- SOMERVILLE- BELMONT- BIKEWAY CONSTRUCTION AT ALEWIFE STATION, INCLUDES PEDESTRIAN CONNECTIONS AND A FOOTBRIDGE		$5,720,000.00	Belmont Cambridge Somerville
Transportation	Emergency Replacement Fencing- Beverly Municipal Airport, Beverly, MA	This project will positively impact Massachusetts firms because the design firm selected for this work is Massachusetts based, and it is extremely likely that the construction firm will also be Massachusetts based.	$200,000.00	Beverly
Transportation	Pavement Improvements to Metropolitan Parkway System- Greater Boston	This project will support job creation within the engineering community, construction industry and related suppliers. In addition this will improve mobility and reduce congestion via enhanced public safety and signalization. This project will improve transportation access by eliminating parkway flooding and providing a safer corridor or travel to the greater Boston area. In addition this project will enhance and improve pedestrian and bicycle access through this corridor.	$3,000,000.00	Boston
Transportation	Sidewalk Improvements to Metropolitan Parkways System - Greater Boston	Massachusetts contractors will supply labor, construction equipment and materials.	$700,000.00	Boston
Transportation	Charles River Basin Water Transportation Enhancement Initiative- Boston	This project will support job creation within the engineering community, construction industry and related suppliers. In addition this will improve mobility and reduce congestion via enhanced public safety. This project will improve transportation access by eliminating parkway flooding and providing a safer corridor or travel to the Esplanade area. In addition this project will enhance and improve pedestrian and bicycle access through this corridor.	$16,000,000.00	Boston
Transportation	Charles River Dam Locks Marine Transportation Replacement and Rehabilitation- Boston	This project will result in a substantial amount of heavy construction work which will be available to Massachusetts contractors and their employees. Most of the fabrication work is done from elemental components meaning the work can be done locally with most value-added work taking place within the Commonwealth. Local suppliers of steel, concrete, and other material will benefit from this project as well.	$10,000,000.00	Boston
Transportation	Charlestgate - Phase 1 Design Linking the Greenways- Beacon St. to Mass. Ave. Bridge- Boston	This project will support job creation within the engineering community, construction industry and related suppliers. In addition this will improve mobility and reduce congestion via enhanced public safety and signalization. This project will improve transportation access by eliminating parkway flooding and providing a safer corridor or travel to the Beacon Street to Mass Ave Bridge area. In addition this project will enhance and improve pedestrian and bicycle access through this corridor.	$400,000.00	Boston
Transportation	George's Island Pier Design and Construction- Boston Harbor	Create construction jobs and provide safe navigation aids to the maritime industry during storm events.	$7,000,000.00	Boston
Transportation	Minuteman Bikepath to Mystic River Reservation Bike/Pedestrian Transportation Link (includes Somerville Community Path Extension)- Greater Boston	Landscapers and arborists, trail design consultants, transportation engineers, and construction contractors will be employed through this project. It will also have benefit to both local and regional ecotourism. The importance of this corridor as a non-motorized transportation network will help diminish the major vehicle congestion in this area.	$3,000,000.00	Boston

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Transportation	Pavement Markings- Greater Boston	Massachusetts contractors will supply labor, construction equipment and materials.	$400,000.00	Boston
Transportation	Storrow Fending- Boston	This project will support job creation within the engineering community, construction industry and related suppliers. In addition this will improve mobility and reduce congestion via enhanced public safety and signalization. In addition this project will improve mobility and reduce congestion via enhanced public safety and signalization. In addition this project will enhance and improve pedestrian and bicycle access through this corridor.	$4,000,000.00	Boston
Transportation	Southampton Yard - OW Separator and Crew Facilities- South Boston	In addition to the MBTA's operating contractors' employees, several specialty contractors will be required to support the construction and system upgrades.	$7,350,000.00	Boston
Transportation	HVAC Controls Upgrade, 5 Buildings- Boston		$1,000,000.00	Boston
Transportation	Exhaust Plenum Ceiling Anchor Repair(528 Issue)- Boston		$2,000,000.00	Boston
Transportation	Reconstruct Roadway Surface- Boston	This project positively impacts contractors, suppliers, and employees by maintaining the Interstate roadway through the localized area.	$10,170,000.00	Boston
Transportation	ITS Enhancements IPCS - Digital Video Switch Integration- Boston - OCC		$250,950.00	Boston
Transportation	Logan Terminal Improvements- Logan International Airport, Terminal E, East Boston	Logan International Airport is a major economic asset of Mass., with over 27 million passengers traveling through it in 2007 as well as substantial amounts of various types of high value cargo. The continued and enhanced safe, secure, efficient, and envir	$25,000,000.00	Boston
Transportation	Interior Common Area Improvements- Terminal B- Logan International Airport, Terminal B East Boston	Logan International Airport is a major economic asset of Mass., with over 27 million passengers traveling through it in 2007 as well as substantial amounts of various types of high value cargo. The continued and enhanced safe, secure, efficient, and environmentally sustainable operation of Logan is a major benefit for businesses, non-profits and government operations, as well as residents in the area.	$8,000,000.00	Boston
Transportation	Refrigerated Container Improvements- Maritime- South Boston	Logan International Airport is a major economic asset of Mass., with over 27 million passengers traveling through it in 2007 as well as substantial amounts of various types of high value cargo. The continued and enhanced safe, secure, efficient, and environmentally sustainable operation of Logan is a major benefit for businesses, non-profits and government operations, as well as residents in the area.	$5,000,000.00	Boston
Transportation	Logan Airport Wayfinding System- Phase I - Logan International Airport - East Boston	Logan International Airport is a major economic asset of Mass., with over 27 million passengers traveling through it in 2007, as well as substantial amounts of various types of high value cargo. The continued and enhanced safe and secure operation of Logan is a major benefit for businesses, non-profits and government operations, as well as residents of the area.	$7,550,000.00	Boston
Transportation	Logan Airport Wayfinding System- Phase II- Logan International Airport - East Boston	Logan International Airport is a major economic asset of Mass., with over 27 million passengers traveling through it in 2007, as well as substantial amounts of various types of high value cargo. The continued and enhanced safe and secure operation of Logan is a major benefit for businesses, non-profits and government operations, as well as residents of the area.	$7,550,000.00	Boston
Transportation	Fish Pier access and safety improvements- South Boston	Project improves the ability of existing seafood business to efficiently conduct business and maintain good paying jobs in the industrial sector. Construction activities will be very competitive for Massachusetts companies to bid on and would provide construction jobs.	$2,500,000.00	Boston
Transportation	Northern Avenue sidewalk safety improvements- South Boston	Local contractors will have a competitive advantage for the types of construction activities required by rebuilding the sidewalk and street curbing.	$800,000.00	Boston
Transportation	Logan Foreign Object Detection System- Logan International Airport- East Boston	Logan International Airport is a major economic asset of Mass., with over 27 million passengers traveling through it in 2007, as well as substantial amounts of various types of high value cargo. The continued and enhanced safe and secure operation of Logan is a major benefit for businesses, non-profits and government operations, as well as residents of the area.	$5,000,000.00	Boston
Transportation	South Boston Signage- Design and Implementation (Phase I)- South Boston	Massachusetts based fabrication and construction companies would be in a very competitive position to compete for contracts. This project will increase the safety and convenience of vehicle and pedestrian travel in the S.B. waterfront area.	$1,360,000.00	Boston
Transportation	South Boston Signage- Phase II- South Boston	Massachusetts based fabrication and construction companies would be in a very competitive position to compete for contracts. This project will increase the safety and convenience of vehicle and pedestrian travel in the S.B. waterfront area.	$1,000,000.00	Boston
Transportation	North Jetty Dock Reconstruction- Fid Kennedy, South Boston	The reconstruction of the North Jetty dock will generate engineering and construction jobs associated with the design and construction processes, which will likely involve a mix of Massport employees and A&E firms and other contractors.	$6,000,000.00	Boston
Transportation	North Bank Pedestrian Bridge	Pedestrian bridge from North Point Park in Cambridge to Paul Revere Park in Charlestown	$20,000,000.00	Boston Cambridge
Transportation	Charles River Dam & Amelia Earhart Dam & Navigation Locks Lighting Replacement- Boston and Somerville	Installation of new lighting systems will benefit local contractors and their employees who will be afforded the opportunity to procure and install new energy-efficient luminaires, poles, traffic signals, and navigation lights. Suppliers of the parts necessary to complete this work will likewise experience the positive economic impacts of supplying the requisite parts.	$700,000.00	Boston Somerville
Transportation	Grand Junction - Track Rehabilitation- Boston, Cambridge, Somerville	Massachusetts residents will be hired and vendors utilized if required.	$8,200,000.00	Boston, Cambridge, Somerville
Transportation	BOURNE- COLD PLANING AND RESURFACING ON ROUTE 6 (SCENIC HIGHWAY)- BOURNE		$1,761,000.00	Bourne

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Transportation	Double Track Middleboro Line - Braintree to Bridgewater- Middleboro Commuter Rail Line - Braintree to Bridgewater	This project will provide jobs for Massachusetts residents to build the additional tracks and expanded stations and also create some long term jobs to maintain the additional infrastructure. Some of the materials for the stations will be purchased from MA	$60,000,000.00	Braintree Bridgewater
Transportation	BRIDGEWATER- MIDDLEBORO- RESURFACING & RELATED WORK ON ROUTES 18 & 28, FROM BRIDGEWATER TO MIDDLEBORO ROTARY- BRIDGEWATER - MIDDLEBOROUGH		$2,800,875.00	Bridgewater Middleborough
Transportation	BROCKTON - RECONSTRUCTION OF ROUTE 27, PLEASANT STREET AT WEST STREET AND WESTGATE MALL- BROCKTON		$543,800.00	Brockton
Transportation	Fixed Route Bus Camera System- Brockton, MA		$200,000.00	Brockton
Transportation	Paratransit AVL/GPS System- Brockton, MA		$750,000.00	Brockton
Transportation	BAT Support Vehicle- Brockton, MA		$35,000.00	Brockton
Transportation	BURLINGTON- LEXINGTON- READING- WOBURN- TRAFFIC SIGN & GUIDE REPLACEMENT ON I-95 (SR 128)- BURLINGTON -LEXINGTON - READING -WOBURN		$1,299,569.03	Burlington Lexington Reading Woburn
Transportation	Herbicide Application at Public-Use Airports- BVY,FIT,GHG, EWB, OWD, ORE, 8B5, TAN, BAF	The economic impact of not controlling overgrown vegetation in protected airspace could result in the closure of our public-use airports.	$1,130,000.00	BVY,FIT,GHG, EWB, OWD, ORE, 8B5, TAN, BAF
Transportation	Harvard Station - Elevator- Cambridge - Harvard Station	This project provides positive economic impacts. Construction of the elevator will create construction jobs. Suppliers will be needed to provide materials and equipment.	$7,998,972.00	Cambridge
Transportation	Sand/Salt Facility- Charlestown- Charlestown	The Tobin Bridge connects Boston's North Shore with the balance of greater Boston. Over 75,000 vehicles use the bridge each day connecting businesses with suppliers and customers, carrying commuters with their workplaces, and providing access to all for necessary goods and services. The economic impact of the bridge contributes $10 million annually in local purchases, $1.5 million in state and local taxes, and $25.2 million in total annual economic impact.	$1,700,000.00	Charlestown
Transportation	Hammond Hill Rd., Chatham, Mile 85.4- Chatham	This project positively impacts contractors, suppliers, and employees by maintaining the Interstate roadway through the localized area.	$2,825,000.00	Chatham
Transportation	Replace Hangar Doors on City Owned T-hangar at the Chatham Municipal Airport- Chatham Municipal Airport, Chatham, MA	This project will positively impact Massachusetts firms in the construction process. The desired construction firm is Massachusetts based. Typical employment opportunities that would be generate by this project includes: metal workers, overhead door suppliers, equipment operators, and laborers.	$120,000.00	Chatham
Transportation	Structural Steel Painting, Phases 3 & 3 Tobin - Tobin Bridge- Chelsea/Charlestown	The Tobin Bridge connects Boston's North Shore with the balance of greater Boston. Over 75,000 vehicles use the bridge each day connecting businesses with suppliers and customers, carrying commuters with their workplaces, and providing access to all for necessary goods and services. The economic impact of the bridge contributes $10 million annually in local purchases, $1.5 million in state and local taxes, and $25.2 million in total annual economic impact.	$27,000,000.00	Chelsea/ Charlestown
Transportation	Deck Rehabilitation, Phase VII- Tobin Bridge- Chelsea/Charlestown	The Tobin Bridge connects Boston's North Shore with the balance of greater Boston. Over 75,000 vehicles use the bridge each day connecting businesses with suppliers and customers, carrying commuters with their workplaces, and providing access to all for necessary goods and services. The economic impact of the bridge contributes $10 million annually in local purchases, $1.5 million in state and local taxes, and $25.2 million in total annual economic impact.	$14,300,000.00	Chelsea/ Charlestown
Transportation	CLINTON- BRIDGE REPLACEMENT, C-16-002, WATER STREET OVER THE NASHUA RIVER- CLINTON		$5,117,319.00	Clinton
Transportation	CONCORD- RESURFACING & RELATED WORK ON ROUTE 2, FROM WALDEN TO SUDBURY- CONCORD		$3,375,000.00	Concord
Transportation	DANVERS- RECONSTRUCTION	RECONSTRUCTION OF TWO INTERCHANGES ON ROUTE 128, WITH ROUTE 62 AND ROUTE 128 WITH ROUTE 35, INCLUDES REPLACEMENT OF D-03-020 (PHASE I)- DANVERS	$39,795,200.00	Danvers
Transportation	DARTMOUTH- NEW BEDFORD- IMPROVEMENTS	IMPROVEMENTS ON DARTMOUTH STREET, FROM ROCKDALE AVENUE TO ROGER STREET (SR PROJECT)- DARTMOUTH -NEW BEDFORD	$2,724,438.00	Dartmouth New Bedford

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Transportation	DENNIS- RESURFACING & RELATED WORK ON ROUTE 6A- DENNIS		$2,075,000.00	Dennis
Transportation	DISTRICT 1- RESURFACING & RELATED WORK AT VARIOUS LOCATIONS- DISTRICT1		$2,642,000.00	District 1
Transportation	Ashmont Station Upgrade - Phase II- Dorchester	Will require materials to be supplied from local suppliers and will provide construction jobs for a variety of construction trades.	$14,000,000.00	Dorchester
Transportation	Four Corners/ Geneva Station on the Fairmount Line- Dorchester	Economic impacts of this investment in an urban, minority neighbourhood provides construction trade employment in the 2-year short term and long-term provides better, direct transportation connection between Dorchester and the Boston central business district	$20,933,374.00	Dorchester
Transportation	Red Stone Trail- East Longmeadow		$1,292,890.00	East Longmeadow
Transportation	EASTHAMPTON - GREENFIELD - NORTHAMPTON - SOUTHAMPTON - WESTFIELD, RESURFACING AND RELATED WORK ON ROUTES 10 AND 5&10- EASTHAMPTON - GREENFIELD -NORTHAMPTON - SOUTHAMPTON -WESTFIELD		$4,575,000.00	Easthampton Greenfield Northampton Southampton Westfield
Transportation	ERVING- GILL - ORANGE - WENDELL, RESURFACING AND RELATED WORK ON ROUTE 2- ERVING -GILL -ORANGE -WENDELL		$4,975,905.00	Erving Gill Orange Wendell
Transportation	South Pier Expansion, Fall River State Pier, Seaport Project- Fall River	The construction of the finger pier will promote and support more import/export cargo ships at in City of Fall River. For every commercial ship berthing at the State Pier, approximately 150 jobs are created for the City. This new structure will increase will increase revenues for the Commonwealth General Fund, increase commerce and support and grow the maritime industry in Fall River. It will also support the growing tourism industry of the South Coast Region.	$10,432,000.00	Fall River
Transportation	FALL RIVER- FREETOWN- INTERCHANGE CONSTRUCTION ON ROUTE 24- FALL RIVER -FREETOWN		$66,860,000.00	Fall River Freetown
Transportation	FALMOUTH- RECONSTRUCTION OF ROUTE 28 AT REINE'S CORNER- FALMOUTH		$2,412,483.00	Falmouth
Transportation	Woods Hole Cedar Dolphin- Falmouth		$450,000.00	Falmouth
Transportation	Crack Repair and Sealing on Runways- Falmouth Airpark	Create jobs and enhance commerce possibilities for the airports.	$48,350.00	Falmouth Airpark
Transportation	Crack Repair and Sealing on Runways- Fitchburg Airport	Create jobs and enhance commerce possibilities for the airports.	$240,000.00	Fitchburg
Transportation	Purchase of Alternative Fuel / Hybrid Buses and Vans- MART Facility - Fitchburg, MA		$2,200,000.00	Fitchburg
Transportation	Install Handicap Ramps & High Level Platforms (Natwonville, W. Newton & Auburndale)- Framingham/Worcester Line (Natwonville, W. Newton & Auburndale Stations)	Massachusetts residents will be employed as needed to meet the construction requirements and Massachusetts vendors will be utilized for material when possible.	$10,500,000.00	Framingham Worcester
Transportation	Franklin Line - Upgrade to Positive Train Control- Franklin Commuter Rail Line	The employees utilized to install this system will be from the Massachusetts area and materials will be purchased from Massachusetts vendors when possible.	$18,500,000.00	Franklin
Transportation	Crack Repair and Sealing on Runways- Gardner Airport	Create jobs and enhance commerce possibilities for the airports.	$120,000.00	Gardner
Transportation	Gloucester State Pier Navigational Dredging, Seaport Project- Gloucester	The project will increase revenues and taxes to the City of Gloucester. With every commercial vessel that berths at the State Pier approximately 150 jobs are created to support maritime import/export industries and maintain and even stimulate growth for the current stagnant economy Gloucester is facing	$1,800,000.00	Gloucester
Transportation	Cuttyhunk Pier Repairs, Gosnold, Seaport Project - Gosnold	This project will create jobs and maintain access to the island to stimulate the island economy and tourism.	$320,000.00	Gosnold
Transportation	Crack Repair and Sealing on Runways- Great Barrington and Northampton Airports	Create jobs and enhance commerce possibilities for the airports.	$161,300.00	Great Barrington Northampton

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Transportation	GREENFIELD- SIGNAL & INTERSECTION IMPROVEMENTS AT 8 INTERSECTIONS- GREENFIELD		$4,553,990.00	Greenfield
Transportation	Franklin Regional Transit Center- 12 Olive St., Greenfield, MA 01301	There will be jobs created as a direct result of the construction in this project and again due to the renovation and expansion of the Courthouse. Once construction is complete, there will be additional jobs created at the Courthouse and the FRTA and FRC	$12,800,000.00	Greenfield
Transportation	FRTA Farebox Recovery project- Greenfield, MA		$300,000.00	Greenfield
Transportation	GROVELAND- HAVERHILL- BRIDGE REPLACEMENT, G-15-001=H-12-012, ROUTE 97 & ROUTE 113 OVER THE MERRIMACK RIVER (BATES BRIDGE)- GROVELAND -HAVERHILL		$17,325,915.00	Groveland Haverhill
Transportation	HANOVER- BRIDGE REPLACEMENT H-09-011, ROUTE 53 (WASHINGTON STREET) OVER ROUTE 3 INCLUDING SIGNAL & INTERSECTION IMPROVEMENTS AT NORTHBOUND RAMPS- HANOVER		$12,190,900.00	Hanover
Transportation	HARDWICK- NEW BRAINTREE- RESURFACING AND RELATED WORK, ROUTE 32 (MAIN STREET)- HARDWICK -NEW BRAINTREE		$675,000.00	Hardwick New Braintree
Transportation	HARVARD- LITTLETON- REGURFACING & RELATED WORK ON ROUTE 2- HARVARD -LITTLETON		$5,764,600.00	Harvard Littleton
Transportation	HAVERHILL- BRIDGE REPLACEMENT, H-12-065, FERRY ROAD OVER THE B&M RAILROAD AND MBTA- HAVERHILL		$9,934,379.00	Haverhill
Transportation	Merrimack Valley Transit-Haverhill Intermodal- Haverhill		$3,827,500.00	Haverhill
Transportation	Merrimack Valley Transit-Bus Maintenance Facility Renovations- Haverhill- Railroad Ave		$5,491,125.00	Haverhill
Transportation	Haverhill Line - Upgrade to Positive Train Control- Haverhill Commuter Rail Line	The employees utilized to install this system will be from the Massachusetts area and materials will be purchased from Massachusetts vendors when possible.	$13,000,000.00	Haverhill
Transportation	Wompatuck Greenbush Trail- Hingham, Cohasset	This project will employ a paving contractor to complete the trail surface. In addition, there will be some benefit to the MBTA by providing an excellent off road pedestrian/bike route to the new Greenbush commuter rail station.	$300,000.00	Hingham Cohasset
Transportation	Install Above Ground Fuel Tanks- Barnstable Municipal Airport, Hyannis, MA		$600,000.00	Hyannis
Transportation	LAKEVILLE- MIDDLEBOROUGH- RELOCATION OF ROUTE 79 (RHODE ISLAND ROAD) (2,069 FT)- LAKEVILLE -MIDDLEBOROUGH		$5,716,931.00	Lakeville Middleborough
Transportation	LANESBOROUGH- RECONSTRUCTION ON ROUTE 7/ROUTE 8 CONNECTOR ROAD. INCLUDES MAINTENANCE OF BRIDGE NO. L-03-022- LANESBOROUGH		$9,980,785.00	Lanesborough
Transportation	LAWRENCE- BRIDGE REHABILITATION, L-04-014, EAST HAVERHILL STREET OVER THE SPICKET RIVER- LAWRENCE		$5,104,050.00	Lawrence
Transportation	Crack Repair and Sealing on Runway 14-32- Lawrence Airport	Create jobs and enhance commerce possibilities for the airports.	$160,000.00	Lawrence

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Transportation	LENOX- RECONSTRUCTION OF ROUTE 7A (KEMBLE STREET) FROM ROUTE 7 TO ROUTE 183- LENOX		$2,313,410.00	Lenox
Transportation	North Leominster Parking Garage Facility- 36-40 Nashua Street - Leominster, MA 01453		$8,195,000.00	Leominster
Transportation	North Main Street Vehicle Storage Facility- 840 North Main Street - Leominster, MA 01453		$3,749,000.00	Leominster
Transportation	LINCOLN- RESURFACING AND RELATED WORK ON ROUTE 2- LINCOLN		$1,289,950.00	Lincoln
Transportation	LOWELL- BRIDGE BETTERMENT, L-15-059, L-15-060 & L-15-061, (HUNTS FALLS & ROTARY BRIDGES) SR110 & SR38 OVER THE MERRIMACK RIVER- LOWELL		$18,429,028.00	Lowell
Transportation	LOWELL- BRIDGE REHABILITATIONS ON ROUTE I-495, L-15-082, CONCORD RIVER, L-15-083, B&M RR & L-15-084, WOBURN STREET- LOWELL		$27,500,000.00	Lowell
Transportation	Methane Gas Detection System- 100 Hale Street Lowell Ma.		$250,000.00	Lowell
Transportation	Blossom Street Ferry Terminal, Seaport Project - Lynn	This project will create construction, transportation, and ancillary jobs within the underutilized section of the City of Lynn. This project will also support the growing water transportation industry in the Commonwealth by enhancing ferry service	$4,000,000.00	Lynn
Transportation	LYNN- SAUGUS- BRIDGE REPLACEMENT (7E1P), L-18-016=S-05-008, ROUTE 107 OVER THE SAUGUS RIVER (FOX HILL BRIDGE)- LYNN -SAUGUS		$15,720,000.00	Lynn, Saugus
Transportation	MBTA Bus Facility Enhancement Program- 5 Garages, Lynn, Cabot, Albany Street, Charlestown and Quincy	The project will employ residents of Massachusetts and will spend an estimated $2.5 million for lighting,heating and other equipment. Most of the suppliers are Massachusetts based companies.	$6,730,000.00	Lynn, Cabot, Albany Street, Charlestown and Quincy
Transportation	Rehabilitate T-Hangars at Mansfield Municipal Airport	This project will positively impact Massachusetts firms in the design process and in the construction process. The design firm selected for this work is Massachusetts based and it is extremely likely that the construction firm will also be Massachusetts	$350,000.00	Mansfield
Transportation	Replace Gate B Card Access Reader at Mansfield Municipal Airport- Mansfield Municipal Airport, Mansfield, Massachusetts	This project will positively impact Massachusetts firms in the construction process. The construction firm selected will likely be Massachusetts based.	$12,431.00	Mansfield
Transportation	Crack Repair and Sealing on Runways- Mansfield Airport	Create jobs and enhance commerce possibilities for the airports.	$130,000.00	Mansfield
Transportation	MARION- MATTAPOISETT- INTERSTATE MAINTENANCE & RELATED WORK ON I-195- MARION - MATTAPOISETT		$19,884,000.00	Marion Mattapoisett
Transportation	Crack Repair and Sealing on Runways- Marlboro (9B1), Hopedale (1B6) and Spencer (60M) Airports	Create jobs and enhance commerce possibilities for the airports.	$246,800.00	Marlboro, Hopedale and Spencer
Transportation	Install Ground Communications Outlet at George D. Harlow Field- George D. Harlow Field (Marshfield Municipal Airport), Marshfield, Massachusetts	This project will positively impact Massachusetts firms in the design and construction process. The design firm is Massachusetts based and the construction firm selected will likely be Massachusetts based.	$20,000.00	Marshfield
Transportation	Install Wireless Wind Speed and Direction Indicator at George D. Harlow Field- George D. Harlow Field (Marshfield Airport)	This project will positively impact Massachusetts firms in the construction process. The construction firm selected is Massachusetts based.	$40,000.00	Marshfield
Transportation	Crack Repair and Sealing on Runways- Marthas Vineyard Airport	Create jobs and enhance commerce possibilities for the airports.	$440,000.00	Martha's Vineyard

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Transportation	WILMINGTON - METHUEN- GUIDE & TRAFFIC SIGN REPLACEMENT ON I-93, FROM SR 125 (EXIT 38) TO SR213 (EXIT 45)- METHUEN -WILMINGTON		$4,275,000.00	Methuen Wilmington
Transportation	South East Mass Line (EOTPW)- Middleboro, Rochester, Wareham	This project is expected to generate 100 jobs.	$6,000,000.00	Middleboro, Rochester, Wareham
Transportation	Milford - Upper Charles Trail: Phase 2- Milford		$4,268,560.00	Milford
Transportation	Int. 11 Ramp over ML, Mile 99.3- Millbury		$2,888,000.00	Millbury
Transportation	Park Hill Avenue, Mile 94.3- Millbury		$570,000.00	Millbury
Transportation	Construct T-Hangars at Turners Falls Municipal Airport- Turners Falls Municipal Airport, Montague, MA	This project will positively impact Massachusetts firms in the design process and in the construction process. The design firm selected for this work is Massachusetts based and it is extremely likely that the construction firm will also be Massachusetts	$900,000.00	Montague
Transportation	Construct Taxilanes at Turners Falls Municipal Airport- Turners Falls Municipal Airport, Montague, MA	This project will positively impact Massachusetts firms in the design process and in the construction process. The design firm selected for this work is Massachusetts based and it is extremely likely that the construction firm will also be Massachusetts	$693,000.00	Montague
Transportation	Airfield Electrical Upgrades at the Turners Falls Municipal Airport- Turners Falls Municipal Airport, Montague, MA	This project will positively impact Massachusetts firms in the design process and in the construction process. The design firm selected for this work is Massachusetts based and it is extremely likely that the construction firm will also be Massachusetts	$450,000.00	Montague
Transportation	Construct Terminal Building- Nantucket Memorial Airport	Nantucket Memorial Airport is the second busiest airport in Massachusetts in terms of passenger operations and enplanements.	$4,210,526.00	Nantucket
Transportation	Ramp Seal Aircraft Aprons- Nantucket Memorial Airport	Would create jobs during construction for both labor and materials. This project will positively impact Massachusetts firms because the design firm selected for this work is Massachusetts based, and it is extremely likely that the construction firm will also be Massachusetts based	$338,598.00	Nantucket
Transportation	Replace Apron Lights- Nantucket Memorial Airport	Would create jobs during construction for both labor and materials.	$422,900.00	Nantucket
Transportation	Construct Aircraft Rescue Fire Fighting Building- Nantucket Memorial Airport	Would create jobs during construction for both labor and materials.	$4,835,000.00	Nantucket
Transportation	Crack Repair and Sealing on Runways- Nantucket Airport	Create jobs and enhance commerce possibilities for the airports.	$740,000.00	Nantucket
Transportation	Improvements to New Bedford State Pier Buildings, Seaport Project- New Bedford	Massachusetts economic impacts included here include construction jobs, increase usage of the freight facility allowing for additional vessels to utilize the harbor front, each cargo vessel that lands creates 150 jobs. Repairs to the facility will give the pier a facelift to brighten the waterfront for more tourist visits. Securing the building could give the facility's secure custom area reestablishing the prior secure cargo rating, which would increase uses and additional jobs for security and cargo inspections and handlings	$2,700,000.00	New Bedford
Transportation	Structural Improvements to New Bedford State Pier Buildings- New Bedford	Massachusetts economic impacts includes construction jobs, longshoremen jobs, stevedore jobs, increase in cargo, increase in tourism and an increase in cruise ships to the state pier. For every commercial ship berthing at the State Pier, approximately 150 jobs are created for the City. The rehabilitated structures will increase revenues for the Commonwealth General Fund, increase commerce and support and grow the maritime industry in New Bedford.	$15,000,000.00	New Bedford
Transportation	Construct New Corporate Aircraft Hangar (100' x 80') at New Bedford Regional Airport - New Bedford, Massachusetts	The project would create an immediate short term impact to the local economy during the construction phase through the employment of various types of construction engaged in the building trades. Significant long term economic benefits would accrue to the region from this project through an increase in aircraft operations and use of the airport. Bridgewater State College has requested the hangar facility to assist it with developing an innovative and state of the art flight training center. This center, which is expected to have 150 students at a given time is recognized by the City of New Bedford as an engine for job creation. An availability of additional aircraft hangar space at EWB would also encourage aircraft owners in the region to base their aircraft at the airport. Besides hosting revenues which would accrue from BSC, an increase in the number of privately owned aircraft based at EWB would directly generate additional revenue to the airport from fuel sales, aircraft maintenance services, and other aviation related activities. Indirect economic advantages from increased airport use would further derive to the south coast region through the spending by its travellers on lodging, meals, business and recreational activities, along with corresponding increases in demands for many other types of related goods and services.	$1,950,000.00	New Bedford
Transportation	Rehabilitate Apron at New Bedford Regional Airport- New Bedford Regional Airport, New Bedford, Massachusetts	The project would create an immediate short term impact to the local economy during the construction phase through the employment of various types of contractors engaged in earthwork, paving, drainage, and electrical work. Significant long term economic benefits would accrue to the region from this project as a result of enhancing the attractiveness and use of the New Bedford Regional Airport by business and recreational travellers using scheduled airline service, corporate and charter aircraft, and air taxi services. An expected increase in itinerant and locally based general aviation activity would provide additional economic benefits in the way of revenue generation from fuel sales, aircraft maintenance, flight instruction and other aviation related activities. Indirect economic advantages from increased airport use would further derive to the south coast region of Massachusetts through the spending by relatively affluent air travellers on lodging, meals, and recreational activities, with corresponding increases in demands for many other types of related goods and services.	$5,283,158.00	New Bedford
Transportation	Coggeshall Street Undergrade Bridge- New Bedford	The project is of a size and type that will allow locally qualified contractors an opportunity to bid; providing construction jobs within an environmental justice community. The project will enhance viability of freight rail service to New Bedford, improving the variety of transportation options available to business and industry	$12,377,500.00	New Bedford
Transportation	Cleanie Street Undergrade Bridge- New Bedford	The project is of a size and type that will allow locally qualified contractors an opportunity to bid; providing construction jobs within an environmental justice community. The project will enhance viability of freight rail service to New Bedford, improving the variety of transportation options available to business and industry	$11,275,000.00	New Bedford

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Transportation	Sawyer Street Undergrade Bridge- New Bedford	The project is of a size and type that will allow locally qualified contractors an opportunity to bid, providing construction jobs within an environmental justice community. The project will enhance viability of freight rail service to New Bedford, improving the variety of transportation options available to business and industry	$10,172,500.00	New Bedford
Transportation	NEWBURYPORT- SALISBURY- BRIDGE PRESERVATION (PAINTING), N-11-011=S-02-003, ROUTE 1 OVER MERRIMACK RIVER-		$4,233,449.00	Newburyport
Transportation	Replace Highway Guide Signs, I/C 16 & 17- Newton		$400,000.00	Newton
Transportation	Replace Highway Guide Signs, I/C 16 & 17- Newton		$400,000.00	Newton
Transportation	Harvard St., Newton, Mile 126.84, Str. 24- Newton		$2,500,000.00	Newton
Transportation	Airfield Electrical Upgrades at the Harriman and West Airport- Harriman and West Airport, North Adams, MA	This project will positively impact Massachusetts firms in the design process and in the construction process. The design firm selected for this work is Massachusetts based and it is extremely likely that the construction firm will also be Massachusetts	$360,000.00	North Adams
Transportation	Runway 5-23 Crack Repair / Pavement Markings- Lawrence Municipal Airport / North Andover	The project will provide the benefit of immediate work opportunities for contractors, equipment/materials suppliers and the employeess associated with the design and implementation of the project.	$961,775.00	North Andover
Transportation	Taxiway A Crack Repair / Pavement Markings- Lawrence Municipal Airport	The project will provide the benefit of immediate work opportunities for contractors, equipment/materials suppliers and the employeess associated with the design and implementation of the project.	$311,495.00	North Andover
Transportation	Fencing and Security Enhancements- Lawrence Municipal Airport	The project will provide the benefit of immediate work opportunities for contractors, equipment/materials suppliers and the employeess associated with the design and implementation of the project.	$1,435,189.00	North Andover
Transportation	Jackson Street School- Northampton		$471,000.00	Northampton
Transportation	NORTHFIELD- SCENIC BYWAY CONSTRUCTION ON ROUTE 10/63 (PHASE I)- NORTHFIELD		$1,952,530.00	Northfield
Transportation	Complete Construction of SRE Building with Airport Office and Storage Space (Phase 2)- Norwood Memorial Airport	Would create jobs during construction for both labor and materials.	$1,320,000.00	Norwood
Transportation	Crack Repair and Sealing on Runways- Norwood Airport	Create jobs and enhance commerce possibilities for the airports.	$373,000.00	Norwood
Transportation	Double Track Franklin Line - Norwood to Franklin- Franklin Commuter Rail Line - Norwood to Franklin	This project will provide jobs for Massachusetts residents to build the additional tracks and expanded stations and also create some long term jobs to maintain the additional infrastructure. Some of the materials for the stations will be purchased from Ma	$13,000,000.00	Norwood Franklin
Transportation	Oak Bluffs Terminal Reconstruction (Phase III)- Oak Bluffs		$4,150,000.00	Oak Bluffs
Transportation	Airport Equipment Storage Shelter at the Orange Regional Airport,- Orange Regional Airport, Orange, Massachusetts	The project would benefit the state economy as it is expected that the purchase of the facility would be made from within the Commonwealth, while the erection of the building will likely be accomplished by local contractors. Indirectly, this project and all improvements to the airport infrastructure will enhance the attractiveness of ORE to the public. An increase volume of activity at the airport with greater numbers of distrant travellers to the area will provide a corresponding increase in economic activity to the surrounding region that is served by ORE.	$39,000.00	Orange
Transportation	Construction of a New Airport Administrative Building at Orange Regional Airport- Orange Regional Airport, Orange, Massachusetts	The project would create an immediate short term impact to the local economy during the construction phase through the employment of various types of contractors engaged in the building trades. Significant long term economic benefits would accrue to the region from this project as a result of an increase in the attractiveness and use of the Orange Airport by business travellers using corporate and charter aircraft and air taxi services. An expected increase in itinerant and locally based general aviation activity would provide additional economic benefits in the way of revenue generation from fuel sales, aircraft maintenance, flight instruction and other aviation related activities. Indirect economic advantages from increased airport use would further derive to the region through the spending by relatively affluent air travellers on lodging, meals, recreational activities, with corresponding increases in demands for many other types of related goods and services. A modern, attractive airport administration building with appealing interior decor and displays with items of local interests and historical themes will serve in a potent economic marketing role to showcase the airport and the many attractions of the	$499,000.00	Orange
Transportation	Construct Row of Aircraft T-hangars at the Orange Regional Airport- Orange Regional Airport, Orange, Massachusetts	The project would create an immediate short term impact to the local economy during the construction phase through the employment of various types of contractors engaged in the building trades. Significant long term economic benefits would accrue to the region from this project as a result of an increase in the attractiveness and use of the Airport by encouraging aircraft owners to base their aircraft at ORE. Additional privately owned based aircraft at ORE would directly generate additional revenue to the airport from leasing fees, fuel sales, aircraft maintenance services, and other aviation related activities. Indirect economic advantages from increased airport use would further derive to the region through the spending by relatively affluent air travellers on lodging, meals, recreational activities, with corresponding increases in demands for many other types of related goods and services	$750,000.00	Orange

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Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Transportation	Rehabilitate Taxiway and Apron & Runway 1-19 Pavement Repairs at Orange Regional Airport- Orange Regional Airport	The project would create an immediate short term impact to the local economy during the construction phase through the employment of various types of contractors engaged in earthwork, paving, drainage, and electrical work. Significant long term economic benefits would accrue to the region from this project as a result of an increase in the attractiveness and use of the Orange Airport by business travellers using corporate and charter aircraft and air taxi services. An expected increase in itinerant and locally based general aviation activity would provide additional economic benefits in the way of revenue generation from fuel sales, aircraft maintenance, flight instruction and other aviation related activities. Indirect economic advantages from increased airport use would further derive to the region through the spending by relatively affluent air travellers on lodging, meals, and recreational activities, with corresponding increases in demands for many other types of related goods and services.	$2,135,264.00	Orange
Transportation	Crack Repair and Runway 14-32 Markings at Orange Regional Airport- Orange Regional Airport	Although this would be a relatively small project, it would create an immediate short term impact to the local economy during the construction phase through the employment of contractors doing the crack maintenance and pavement markings work. Significant Significant long term economic benefits would accrue to the region from this project as a result of an incremental increase in the attractiveness and use of the Orange Airport by business travellers using corporate and charter aircraft and air taxi services. Any increase in itinerant and locally based general aviation activity would provide additional economic benefits in the way of revenue generation from fuel sales, aircraft maintenance, flight instruction and other aviation related activities. Indirect economic advantages from increased airport use would further derive to the region through the spending by relatively affluent air travellers on lodging, meals, and recreational activities, with corresponding increases in demands for many other types of related goods and services	$397,421.00	Orange
Transportation	Ware River Secondary Track Improvements (EOTPW)- Palmer	Recent private investment by Railroad customers on the Ware River Secondary Track have resulted in significant increases in rail traffic. Existing contracts by these customer will likely double the amount of rail traffic on the line within a year.	$4,000,000.00	Palmer
Transportation	Resurfacing Mile 60 to 71, and SC 8- Palmer, Brimfield, Warren		$9,000,000.00	Palmer, Brimfield, Warren
Transportation	Crack Repair and Sealing on Runways- Pittsfield Airport	Create jobs and enhance commerce possibilities for the airports.	$440,000.00	Pittsfield
Transportation	Crack Repair and Sealing on Runway- Plum Island Airport	Create jobs and enhance commerce possibilities for the airports.	$66,000.00	Plum Island
Transportation	Crack Repair and Sealing on Runways- Plymouth Airport	Create jobs and enhance commerce possibilities for the airports.	$386,300.00	Plymouth
Transportation	Crack Fill and Markings on Runway 7-25- Provincetown Municipal Airport	Would create jobs during construction for both labor and materials.	$185,000.00	Provincetown
Transportation	North Quincy Station Platform Repair- North Quincy	The project will provide new jobs for contractors. The suppliers within the industry will benefit by providing the material needed to complete the project.	$4,680,000.00	Quincy
Transportation	Upgrade Signal System on Haverhill Line - Reading Junction to Fells Interlocking- Haverhill Commuter Rail Line - Reading Junction to Fells Interlocking	This project creates the potential to hire new employees who will be Massachusetts residents and materials will be purchased from Massachusetts businesses when possible.	$15,900,000.00	Reading Junction to Fells Interlocking
Transportation	Double Track Haverhill Line - Ash Street, Reading to Lowell Junction- Haverhill Commuter Rail Line - from Reading to Andover	This project will provide jobs to Massachusetts residents, who will construct the track as well as maintain it. When possible, Massachusetts vendors will be utilized for materials.	$19,000,000.00	Reading to Andover
Transportation	Haverhill Track Circuits - Reading to Wilmington Junction- Haverhill Commuter Rail Line - Reading to Wilmington Junction	This project will lead to an increase in the labor force and the materials for this project will be ordered from Massachusetts companies when possible.	$5,400,000.00	Reading to Wilmington Junction
Transportation	Upgrade Signal System on Haverhill Line - Reading to Wilmington Junction- Haverhill Commuter Rail Line - from Ash Street, Reading to Wilmington Junction	This project would create jobs for Massachusetts employees and materials would be purchased from local vendors whenever possible.	$13,200,000.00	Reading to Wilmington Junction
Transportation	Columbia Junction - Signal System Replacement- Red Line at JFK Station		$65,000,000.00	Red Line at JFK Station
Transportation	New Public Wharf Construction, Salem Seaport Project- Salem	Create many jobs, tax and revenue base for the City Salem and growth in the maritime commercial and recreational industries, and tourism industries, i.e. service industries including restaurants, hotels, shops, etc.	$13,000,000.00	Salem
Transportation	SHREWSBURY- WORCESTER- RESURFACING & RELATED WORK ON SECTIONS OF ROUTE 20- SHREWSBURY -WORCESTER		$31,415,000.00	Shrewsbury Worcester
Transportation	SOMERVILLE- WILMINGTON- GUIDE & TRAFFIC SIGN REPLACEMENT ON I-93, FROM SULLIVAN SQUARE (EXIT 28) TO ROUTE 129 (EXIT 39)- SOMERVILLE -WILMINGTON		$4,625,000.00	Somerville Wilmington
Transportation	Crack Repair and Sealing on Runways- Southbridge Airport	Create jobs and enhance commerce possibilities for the airports.	$140,000.00	Southbridge

Commonwealth of Massachusetts

Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Transportation	SPRINGFIELD- BRIDGE REPLACEMENTS, S-24-050 & S-24-091, ROOSEVELT AVENUE OVER CONRAIL SPUR & MAIN (DOUBLESTACK) LINE-SPRINGFIELD		$12,827,500.00	Springfield
Transportation	PVTA Buses- Springfield	This project will impact many suppliers in Massachusetts including bulk purchases for parts that would be purchased from small and large supply companies. Commuters in the PVTA service area will be more apt to utilize public transit getting to/from work	$23,450,000.00	Springfield
Transportation	PVTA Vans- Springfield	This project will impact many suppliers in Massachusetts including bulk purchases for parts that would be purchased from small and large supply companies. Paratransit riders in the PVTA service area will be more comfortable and feel more secure	$2,530,000.00	Springfield
Transportation	Connecticut River Line (EOTPW)- Springfield through Northfield	Expansion of rail services along the Conn. River line is anticipated to provide significant economic revitalization and investment. This project is expected to generate 130 construction jobs and 175 permanent jobs.	$25,000,000.00	Springfield through Northfield
Transportation	CAD / AVL ITS- Springfield, Chicopee, Amherst, Northampton	Local contractors will be employed to install the individual components and maintain the systems. In addition, local suppliers will be used for purchase of items like radios, and GPS receivers. Local consultants will be used to install the software, computer	$7,158,295.00	Springfield, Chicopee, Amherst, Northampton
Transportation	DCR Bridge and Parkway Maintenance - Statewide	Massachusetts contractors will supply labor, construction equipment and necessary materials.	$55,000,000.00	Springfield
Transportation	DCR Bridge and Parkway Reconstruction - Statewide	This project will support job creation within the engineering community, construction industry and related suppliers. In addition this will improve mobility and reduce congestion via enhanced public safety and signalization. This project will improve transportation access by eliminating parkway flooding and providing a safer travel throughout the Commonwealth. In addition this project will enhance and improve pedestrian and bicycle access through this corridor.	$75,750,000.00	Statewide
Transportation	Drainage System/Stormwater Improvements- Statewide	This project will support job creation within the engineering community, construction industry and related suppliers. In addition this will improve mobility and reduce congestion via enhanced public safety and signalization. This project will improve transportation access by eliminating parkway flooding and providing a safer corridor or travel to the Commonwealth.	$2,000,000.00	Statewide
Transportation	Parkway Maintenance Facilities Improvements- Statewide	This project will support job creation within the engineering community, construction industry and related suppliers. In addition this will improve mobility and reduce congestion via enhanced public safety and signalization.	$8,000,000.00	Statewide
Transportation	Signage- Statewide	This project will support job creation within the signage supplier and contracting industry and will enhance and improve vehicular, pedestrian, and bicycle access throughout the DCR parkway system.	$1,000,000.00	Statewide
Transportation	Statewide Trail System- Transportation Program	Expanding the statewide trail system will positively impact the construction industry. Building trails requires the same sorts of supplies and services as building roads and bridges: clearing and grubbing, clearing culverts preparing the sub-base, fabricating bridges, laying trail surfaces, providing trailrelated amenities, installing landscaping, etc. Both on- and off-site work forces will expand during the construction phase.	$43,828,000.00	Statewide
Transportation	Share the Road- Statewide		$0.00	Statewide
Transportation	Hybrid Buses- Statewide Distribution to 15 RTA Districts		$60,000,000.00	Statewide Distribution to 15 RTA Districts
Transportation	Crack Repair and Sealing on Runways- Sterling and Stow Airports	Create jobs and enhance commerce possibilities for the airports.	$139,200.00	Sterling and Stow
Transportation	SWANSEA- RESURFACING & RELATED WORK ON ROUTE 6- SWANSEA		$4,115,720.00	Swansea
Transportation	MBTA Tunnel Signage- Systemwide	The project will employ residents of Massachusetts and will spend an estimated $1.8 million for signage and other equipment. Most of the suppliers are Massachusetts based companies.	$9,450,000.00	Systemwide
Transportation	Commuter Rail - Various Signal Projects (Less than $5 Million)- Systemwide	Massachusetts residents will be hired to perform this work as necessary and Massachusetts vendors will be utilized when possible.	$30,262,000.00	Systemwide
Transportation	Locomotives - Purchase 20 units (Option 2)- Systemwide	If required daily fleet availability can be improved by the addition of this set of 20 locomotives to the service, then more of the needed locomotive heavy repair work can be performed in Massachusetts, creating economic activity.	$60,000,000.00	Systemwide
Transportation	Coaches - Purchase of 20 to Support Capacity and Overhauls (Option 1)- Systemwide	If required daily fleet availability can be improved by the addition of this set of 20 coaches to the service, then more of the needed coach overhaul work can be performed in Massachusetts, creating economic activity.	$60,000,000.00	Systemwide
Transportation	Coaches - Purchase of Additional 40 to Support Capacity and Overhauls (Option 2)- Systemwide	If required daily fleet availability can be improved by the addition of this set of 40 coaches to the service, then more of the needed coach overhaul work can be performed in Massachusetts, creating economic activity.	$120,000,000.00	Systemwide

Commonwealth of Massachusetts

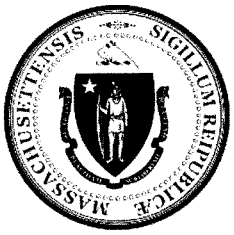
Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Transportation	Commuter Rail Single Level Coaches - Seat Replacement- Systemwide	All work would be performed in Massachusetts and certain items would be procured from vendors within the Commonwealth.	$6,400,000.00	Systemwide
Transportation	Safety and Reliability: Rehabilitation of Grade Crossing Automatic Highway Warning Devices- Systemwide	This project would increase customer satisfaction by increasing on-time performance and would increase safety at the antiquated grade crossings.	$7,600,000.00	Systemwide
Transportation	Commuter Rail Layover Facilities - Power, Water, Air- Systemwide	All work would be performed in Massachusetts and certain items would be procured from vendors within the Commonwealth.	$7,500,000.00	Systemwide
Transportation	Station Enhancement Team (19 Staff, 5 Years)- Systemwide	This project would provide 19 full time jobs for Massachusetts residents. Long term positions would need to be created to continually maintain the improvements.	$7,600,000.00	Systemwide
Transportation	Upgrade Passenger Stations Systemwide (Structures and Electrical)- Systemwide	Massachusetts vendors will be utilized for materials when possible and Massachusetts residents will be hired if required.	$7,000,000.00	Systemwide
Transportation	Commuter Rail - Various Station Projects (Under $5 Million)- Systemwide	Massachusetts residents will be hired to perform these tasks if required and Massachusetts vendors will be utilized when possible.	$17,162,000.00	Systemwide
Transportation	Commuter Rail - Various Facility Projects (Under $5 Million)- Systemwide	Massachusetts residents may be hired to fill personnel needs and local vendors will be utilized whenever possible.	$7,543,500.00	Systemwide
Transportation	Commuter Rail - Various Bridge Projects (Under $5 Million)- Systemwide	Massachusetts vendors will be utilized when possible and Massachusetts residents will be hired if required.	$6,700,000.00	Systemwide
Transportation	Commuter Rail - Various Environmental Projects (Under $5 Million)- Systemwide	This project will provide jobs for Massachusetts residents to remove and install the infrastructures. Some of the materials will be purchased from Massachusetts vendors.	$4,349,489.00	Systemwide
Transportation	Crack Repair and Sealing on Runway- Tanner-Hiller	Create jobs and enhance commerce possibilities for the airports.	$65,000.00	Tanner-Hiller
Transportation	Install water main and supplemental wind sock @ Taunton Municipal Airport- Taunton Municipal Airport	Would create jobs during construction for both labor and materials.	$500,000.00	Taunton
Transportation	Improvements to Taunton Terminal Facility- 10 Oak Street, Taunton, MA		$2,000,000.00	Taunton
Transportation	Crack Repair and Sealing on Runways- Turners Falls Airport	Create jobs and enhance commerce possibilities for the airports.	$120,000.00	Turners Falls
Transportation	10 Bridges Needing Repair - Various within MHS portion		$3,500,000.00	Various within MHS portion
Transportation	Bridge Substructure Repairs On 10 Bridges In Division II- Various within Western Turnpike		$3,000,000.00	Various within Western Turnpike
Transportation	Reline W. Springfield Culvert- W.Springfield		$1,000,000.00	W.Springfield
Transportation	Northeast Elementary School- Waltham		$518,000.00	Waltham
Transportation	Charles River Road - Galen Street to North Beacon Street- Watertown	This project will employ landscape and paving contractors and will involve the purchase of landscape, dock, and pathway materials. It also will restore the primary bike/pedestrian to Cambridge and Boston stimulating economic activity in downtown Watertow	$2,200,000.00	Watertown
Transportation	Nonantum Road Improvements- Watertown, Newton, Boston	This project will support job creation within the engineering community, construction industry and related suppliers. In addition this will improve mobility and reduce congestion via enhanced public safety and signalization.	$6,059,400.00	Watertown, Newton, Boston
Transportation	VFW Parkway Street Lighting Replacement - West Roxbury	This project will support job creation within the engineering community, construction industry and related suppliers. In addition this will improve mobility and reduce congestion via enhanced public safety and signalization.	$200,000.00	West Roxbury
Transportation	Expansion of Snow Removal Equipment (SRE) Building at Westfield-Barnes Airport- Westfield-Barnes Airport, Westfield, Massachusetts	This project will positively impact Massachusetts firms in the design process and in the construction process. It is extremely likely that the design and construction firms selected for this work will be Massachusetts based. In addition, the project will allow the airport to become more self-sufficient and therefore lower taxes and allow additional City funds to be spent on education and public safety.	$750,000.00	Westfield

Commonwealth of Massachusetts

Infrastructure Mobilization Effort - State-Reviewed, Shovel-Ready Project List

Task Force	Project title	Project description	Total Federal Act Request ($)	City/ Town
Transportation	Reconstruct Taxilanes and City Apron at Westfield-Barnes Airport- Westfield-Barnes Airport, Westfield, Massachusetts	This project will positively impact Massachusetts firms in the design process and in the construction process. The design firm selected for this work is Massachusetts based and it is extremely likely that the construction firm will also be Massachusetts	$500,000.00	Westfield
Transportation	Resurfacing Mile 38 to 50 - Westfield, Chicopee, W.Springfield		$9,400,000.00	Westfield, Chicopee, W.Springfield
Transportation	Ramp G over Turnpike, I/C 15, Str. 5 - Weston		$2,630,000.00	Weston
Transportation	Ramp G over Aque., I/C 15, Str. 48 - Weston		$1,450,000.00	Weston
Transportation	WESTPORT- RESURFACING & RELATED WORK ON ROUTE 6- WESTPORT		$5,486,180.00	Westport
Transportation	WHATELY- BRIDGE REPLACEMENT, W-33-009, HAYDENVILLE ROAD OVER WEST BROOK- WHATELY		$1,724,667.00	Whately
Transportation	Install Track Circuits - Wilmington Junction to Frye Interlocking- Haverhill Commuter Rail Line - Wilmington Junction to Frye Interlocking	Massachusetts vendors will be utilized when possible and Massachusetts residents will be hired if needed.	$5,400,000.00	Wilmington Junction to Frye Interlocking
Transportation	New Multiuse Pier - Winthrop Seaport Project- Winthrop	This project will establish many jobs to support the pier facility, maritime and waterfront businesses.	$1,700,000.00	Winthrop
Transportation	Winthrop Parkway (formerly Short Beach)- Winthrop	This project will support job creation within the engineering community, construction industry and related suppliers. In addition this will improve mobility and reduce congestion via enhanced public safety and signalization.	$5,000,000.00	Winthrop
Transportation	Worcester Line - Track Rehabilitation- Worcester Commuter Rail Line	Massachusetts residents will be hired and vendors utilized if required.	$45,000,000.00	Worcester
Transportation	Crack Repair and Sealing on Runways- Worcester Airport	Create jobs and enhance commerce possibilities for the airports.	$265,000.00	Worcester
Transportation	Safe Routes to School Infrastructure Program- Transportation Program		$12,000,000.00	
Transportation	Construction of Tourist Information Kiosks Program- Transportation Program		$600,000.00	
Transportation	System Map Upgrade Program- Transportation Program		$2,000,000.00	
Transportation	Transit Customer Service Improvemsnts- Transportation Program		$21,930,000.00	



Commonwealth of Massachusetts

Mobilization for Federal Economic Recovery Infrastructure Investments – Task Force Reports

February 2009

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I. Executive Summary

On behalf of the more than 275 people who participated on our Task Forces, we are pleased to publish this compilation of our work to mobilize the Commonwealth to make hundreds of millions of dollars of infrastructure investments with funding expected to be made available through the anticipated federal economic recovery legislation (the "Federal Act"). In addition to identifying thousands of "shovel-ready" infrastructure projects across the Commonwealth, this report contains many recommendations for actions that can and should be taken to ensure the prompt and effective delivery of projects funded under the Federal Act. Thanks to the valuable and productive work of the Task Forces reflected in this report, the Commonwealth will not only be better prepared to take advantage of the opportunity presented now by the infrastructure funding provided under the Federal Act, but also to more thoughtfully and effectively use its own resources to make capital investments in the years to come.

Although the work of the Task Forces is a significant first step toward mobilizing the Commonwealth to promptly and effectively invest infrastructure funding made available under the Federal Act, it is only that – a first step. As the Task Force reports indicate, there are many next steps that the Commonwealth needs to take to fully prepare for the federal funding. Many of those next steps are already being taken, and this report will serve as a valuable guide in our continued mobilization effort and in the implementation of projects ultimately funded under the Federal Act.

As described in more detail below, it is particularly important that readers of this report understand that the lists of potentially eligible projects included in this report are a work in progress. The lists have been separated into two categories: (1) a list that includes all projects that state agencies represented on the Task Forces have preliminarily determined to be "shovel-ready" based on their evaluation of project readiness, and (2) an unreviewed list that includes all projects submitted to Task Forces that have not yet been independently evaluated by state agencies to confirm that they are "shovel-ready." These lists will be pared down further following additional project readiness evaluations. Moreover, all indications are that the Federal Act will significantly limit the potential for projects listed in this report to receive federal funding by restricting the funding to a more limited scope of projects and by limiting the amount of funding available for such eligible projects. ***As a result, most of the projects on the lists included in this report will not ultimately receive funding under the Federal Act.***

Establishment of Task Forces and Mission

About six weeks ago, Governor Patrick asked us to establish task forces to begin the work of mobilizing the Commonwealth for the potential receipt of hundreds of millions of dollars from the federal government for "shovel-ready" infrastructure projects. At that time, then President-elect Obama and members of Congress were formulating a federal economic recovery bill that, among other funding initiatives to stimulate the economy, was likely to include significant funding for infrastructure projects. It was also clear at that time that the incoming Obama Administration and Congress were intent on targeting the infrastructure funding to projects that could commence quickly to create jobs in the near term and that, if states did not use the funding quickly, the funding would be reallocated to other states.

The Governor recognized that the prospect of receiving hundreds of millions of dollars of federal funding for infrastructure projects presented the Commonwealth with an historic opportunity – an opportunity that the Commonwealth could not afford to lose. In addition to creating thousands of desperately needed jobs throughout the Commonwealth, the federal funding will allow the Commonwealth to lay the foundation for long-term economic strength by investing in energy efficiency and clean energy, better schools and college facilities, improved roads, bridges and rail service, a more efficient and cost-effective health care records management system, broadband expansion and more. Taken together with the increased capital investments we are making pursuant

to the state's capital budget, the federal infrastructure funding will help to revive our economy today and rebuild Massachusetts for tomorrow.

The Governor also recognized that seizing this historic opportunity presents an enormous challenge for the Commonwealth. It will be a challenge to build the capacity to deliver hundreds of millions of dollars of infrastructure projects in addition to the projects already planned and being funded from state and local resources. This capacity challenge exists for both the public agencies that will administer the projects and for the private sector contractors and workforce that will deliver the projects. It will also be a challenge to overcome the typical obstacles to speedy project delivery to ensure compliance with the deadlines in the federal legislation, while also preserving the protections built into the project delivery process necessary to ensure taxpayer funds are being spent wisely.

To meet these challenges and to seize this historic opportunity, the Governor charged us with creating the following Project Delivery Task Forces to focus on specific types of infrastructure investments:

a) Energy
b) Education Facilities
c) Transportation
d) Information Technology (including electronic medical records)
e) Private Development (including broadband expansion)
f) State Facilities and Courts
g) Municipal Facilities

The Governor directed that each of these Project Delivery Task Forces develop work plans for prompt and effective delivery of projects that could be funded under the Federal Act. Specifically, he asked that these work plans include at least: (i) a statement of overall objectives; (ii) a list of "shovel-ready" projects, including project description, location, cost, schedule and agency or entity responsible; (iii) staffing plans for public agencies that would implement the projects; (iv) any gaps or barriers to meeting the objectives and plans for addressing them; and (v) metrics by which to measure success in meeting the objectives.

The Governor also charged us with establishing the following three additional Task Forces to support the work of the Project Delivery Task Forces in developing plans for addressing common obstacles to project implementation:

- **Workforce** – This Task Force was charged with developing plans to mobilize both the state and the private workforce, including strategies to accelerate hiring and ensure inclusion of underrepresented communities.
- **Permitting** – This Task Force was charged with assisting with efforts to speed up state and local permitting processes for ready-to-go projects identified in the work plans.
- **Procurement** – This Task Force was charged with assisting with ways to simplify and speed up the procurement and contracting processes consistent with transparency, accountability, and a fair opportunity for small businesses, including M/WBEs, to participate.

Finally, the Governor directed that the work of our Task Forces to mobilize the Commonwealth to make these infrastructure investments be consistent with the following Guiding Principles:

a. **Invest for the Long Term**. All projects under this program should have a long-term benefit, in addition to the stimulus effect of putting people back to work now.

b. **Limit Impact on Operating Budgets**. Prefer investments that will reduce – or at least not add to – demands on the operating budget.

c. **Follow Established Infrastructure Priorities**. Make choices based on the infrastructure priorities recently approved by the Development Cabinet. See *Appendix 1 – Development Cabinet Infrastructure Priorities* for a listing of these priorities.

d. **Diversify**. Subject to whatever constraints there may be in the Federal Act, identify projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations.

e. **Buy Massachusetts**. To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.

Approach of Task Forces in Developing Reports

Pursuant to Governor Patrick's direction, we established the Task Forces in late December. Each Task Force was composed of a broad representation of public officials and private sector stakeholders to ensure that its work benefited from a wide range of relevant perspectives and expertise. In order to avoid potential conflicts of interest, however, no representatives of private sector companies that might ultimately bid for work on projects funded under the Federal Act were permitted to participate as members of any Task Force. Each Task Force met regularly through the end of January and Task Force members invested a significant amount of time and resources during that period to contribute to the work of the Task Forces. Each of the Task Force reports that follows identifies the members of the Task Force and the process it followed in carrying out its mission.

Although the mission and subject matter of each Task Force was different, there are certain assumptions underlying the work of each Task Force, and approaches taken by each Task Force, that were common among them. A brief description of these underlying assumptions and approaches is set forth below.

Project Readiness Eligibility Standard. When the work of the Task Forces commenced, a draft of the Federal Act was not yet publicly available. Although a "use it or lose it" provision was expected to be included in the Federal Act, it was not known with certainty what the Federal Act would require with respect to the time within which projects funded under the Federal Act must commence.

To be conservative, all Project Delivery Task Forces limited their development of lists of "shovel-ready" projects to projects that could actually start work within 180 days from the end of January. This eligibility standard does not include projects that could start only the design phase within 180 days; rather, the commencement of construction or comparable work has to be achievable within 180 days.

The lists of projects developed by the Project Delivery Task Forces fall into two general categories and are presented separately in this report: (1) projects that state agencies have preliminarily determined meet the 180-day readiness eligibility standard after conducting a diligent evaluation of project readiness and otherwise further objectives developed by the related Task Force (see Table 1), and (2) projects that municipalities or third parties have submitted to the relevant Task Forces for consideration that have not yet been independently evaluated by state agencies with respect to project readiness or furtherance of the related Task Force's recommended objectives (see Table 2). The use of these two separate lists is intended to reflect the different stages in the evaluation process and where any particular project is in that process. With respect to those projects on the first list, state agencies have taken the following factors into account in assessing project readiness: design requirements, permitting requirements, site or right-of-way acquisition requirements, procurement requirements, and other requirements that need to be satisfied before starting a project that could prevent or delay the commencement of a project.

Table 1 – State-Reviewed, "Shovel-Ready" Project List

Task Force	Project Count	Total Federal Act Request ($) *
Education Facilities	698	$2,219,854,900
Energy	258	$1,159,289,990
IT	198	$1,488,428,988
Private Development (reviewed)	194	$1,356,009,670
State Facilities	1,665	$1,426,069,815
Transportation	237	$1,939,713,799
TOTAL	**3,250**	**$9,589,367,163**

* Excludes identified duplicates

Table 2 – Unreviewed List of Projects Submitted for State Consideration

Task Force	Project Count	Total Federal Act Request ($) *
Municipal	4,641	$16,484,058,622
Private Development (additional submissions)	220	$1,841,024,117
TOTAL	**4,861**	**$18,325,082,739**

* Excludes identified duplicates

Within the last two to three weeks and after the work of the Task Forces was well underway, different versions of the Federal Act emerged from Congress as it began its deliberations with respect to the legislation. Although the "use it or lose it" provisions in the bills are different among different versions of the bill and among different infrastructure programs within the bills, the 180-day project readiness eligibility threshold we used to identify "shovel-ready" projects generally appears to be a conservative readiness standard for satisfying the various "use it or lose it" provisions in the bills. The identification of extensive lists of "shovel-ready" projects using this conservative standard consequently positions Massachusetts well for meeting the federal time requirements and for possibly capitalizing on funds that could be reallocated from other states that are unable to meet the time requirements.

Supplement Planned Projects. The primary purpose of the infrastructure funding provided by the Federal Act is to stimulate the economy and create jobs. In order to maximize the economic impact of infrastructure investments made under the Federal Act, the Project Delivery Task Forces assumed that the federally-funded projects would supplement – not supplant – projects currently planned to be funded from state or local resources. Specifically, Project Delivery Task Forces generally did not include any state-reviewed projects expected to commence in the current fiscal year for which funding is provided pursuant to the capital investment plan of the related public agency. This ensures that any projects funded under the Federal Act would be done in addition to capital projects expected to start in the near term for which funding is already committed.

To the extent permitted under the Federal Act, we do recommend, however, that the Commonwealth explore the potential for funding any planned capital projects in the current fiscal year with funding under the Federal Act for the purpose of freeing investment capacity in the capital budgets of public

agencies to invest in other priority capital projects that are not eligible for funding under the Federal Act and that are not otherwise funded in the public agency's capital budget.

Allocation of Federal Infrastructure Funds. As indicated above, the work of the Task Forces commenced before any draft of the Federal Act existed. In order to ensure that the Commonwealth is prepared to capitalize on the Federal Act regardless of how it provides for the disbursement and allocation of funding for infrastructure projects, the Governor structured the state's mobilization effort to develop lists of a wide range of "shovel-ready" projects and to develop plans for promptly and wisely investing in that broad range of projects. Specifically, the Governor established certain Project Delivery Task Forces in anticipation of certain areas of targeted investment being included in the Federal Act – i.e., energy efficiency and renewable energy; transportation; schools; medical information technology; and broadband expansion – and he established certain "catch-all" Project Delivery Task Forces in the event that the Federal Act allocates federal infrastructure funding more broadly or provides the Commonwealth with discretion as to how to allocate such funding among "shovel-ready" projects – i.e., state facilities and courts; and municipal infrastructure.

Versions of the Federal Act that have recently emerged in Congress indicate that federal infrastructure funding is likely to be targeted to particular types of infrastructure investments. The amounts ultimately available for certain types of infrastructure investments, and the manner in which such funds will be distributed, will not be known with certainty, however, until a final version of the Federal Act is enacted.

Job Estimates. The primary objective of the federal infrastructure funding to be provided under the Federal Act is to create jobs. Consequently, the number of jobs created by any "shovel-ready" project identified by the Project Delivery Task Forces will be an important measure of success in meeting this objective, and, if the Commonwealth or any federal agency is granted discretion in allocating any portion of the federal infrastructure funding among eligible projects, the expected number of jobs to be created by a project will be an important factor in determining whether or not the project receives funding.

Estimating job creation that will result from capital projects is not an exact science, and there are a number of different methods for developing such estimates. For purposes of evaluating the job creation potential of any project, we are using the following methodologies for estimating the number of direct jobs (not induced jobs) that would be created for the following different types of projects:

- 14 jobs per $1 million of horizontal construction (e.g., roads, water and sewer)[1]
- 9 jobs per $1 million of vertical construction (e.g., buildings)[1]

The approach to estimating anticipated jobs created as a result of the Information Technology projects began with a data request from the Chief Information Officer of the Commonwealth to each Secretariat to compile project details. Each Secretariat included an estimate of both state/entity staff, as well as anticipated external contracted resources required for each IT project. As an additional validation step and to complement the self-reported jobs estimates by project, the Task Force performed an analysis of total jobs created by utilizing the Secretariat-reported percentage of each project budget associated with labor, as well as an average industry standard hourly rate, and estimated hours per FTE per year to determine a calculated jobs estimate. A comparison of the self-reported internal and external jobs estimate, with the calculated jobs estimate, yielded a delta of +/- 5%, and general consensus from the Task Force that the self-report jobs estimates were sound.

[1] Job estimates are based on the horizontal and vertical construction composite data developed by the Task Forces and industry references such as the Federal Highway Administration and the Association of General Contractors. The Municipal Task Force used a blended rate (11.5 jobs per $1 million) of the horizontal and vertical job creation estimates. This is due to the diverse nature of the projects submitted and varying level of detail in the submissions; there was not a way to consistently label each municipal project as either vertical or horizontal.

While the job estimates developed from these methodologies are considered to be conservative, there is no certainty about, and no assurance can be given about, the number of jobs that will actually be created as a result of any of the projects identified in the Project Delivery Task Force reports.

Recommended Next Steps

Each of the Task Force reports included in this compilation contains a number of recommended action items to mobilize the Commonwealth to promptly and wisely invest the anticipated federal infrastructure funding to create jobs and to lay the foundation for long-term economic growth in Massachusetts. In addition to following those recommendations, we recommend that the following steps be taken to ensure the success of the Commonwealth's implementation of the federal economic recovery infrastructure program.

Appoint a Federal Economic Recovery Project Director. We recommend that the Governor appoint a Project Director to oversee the Commonwealth's implementation of the federal economic recovery infrastructure program. The Project Director should be charged with coordinating, monitoring and assisting state agencies and municipalities in the implementation of projects consistent with the Federal Act and the recommendations of the Task Forces. The Project Director should also serve as the central interface with the federal government and the public regarding the federal infrastructure initiative, and he or she should take responsibility for ensuring compliance with federal requirements and meeting expectations for transparency and accountability. Appointing a Project Director to play this role makes particular sense in light of the significant reporting and accountability provisions in the versions of the Federal Act being considered in Congress and the decentralized approach to distributing infrastructure funding to state agencies and municipalities contemplated by the Federal Act.

The Project Director should be hired, and the office of the Project Director established, as soon as possible. The federal legislation could be enacted as early as mid-February. There are many action-items being recommended by the Task Forces and there are many organizational systems that the Project Director needs to establish.

Transparency and Accountability. The Commonwealth will likely be receiving hundreds of millions of dollars to invest in infrastructure projects in a very short period of time. This is an historic opportunity for the Commonwealth to make a measurable and positive impact on our economy and on our future. It also presents enormous challenges for the Commonwealth, including the risk of mismanagement and waste inherent in the amount of federal funding anticipated the decentralized approach to spending the federal funds and the pressure to spend the funds quickly.

We must rise to this challenge and take advantage of the opportunity presented by the federal economic recovery infrastructure program to regain public trust in government management of major capital investment projects. Through this program, we can – and we must – demonstrate that the Commonwealth can manage the federal funds responsibly and invest the funds wisely to serve the best interests of the Commonwealth.

In order to ensure that the officials throughout government who will be implementing this program meet this challenge, we recommend that the Commonwealth establish and impose requirements for an unprecedented level of transparency and accountability. Based on versions of the Federal Act currently being considered in Congress, it appears that the Federal Act will also be imposing new requirements to provide for increased transparency and accountability.

At a minimum, we recommend that the following steps be taken to achieve this unprecedented level of transparency and accountability.

- **Central State Website** – Establish a central website similar to that proposed at the federal level that would not only include all of the information about projects funded under the

Federal Act that the central federal website will include, but also: notice of any procurement for projects being funded under the Federal Act; a copy of each contract entered into by an agency with federal infrastructure funding; actual performance in implementing projects compared to original project budgets and schedules; reporting on metrics for measuring success of federally-funded investment programs recommended by the Task Forces; and all other information regarding the state's implementation of the program that should be available for public review. This central website should serve as the primary communication and reporting tool for the Commonwealth's implementation of the federal economic recovery infrastructure program.

- **Independent Auditing and Enforcement** – It is critical that the Inspector General and State Auditor have the resources to proactively audit contracts funded under the Federal Act and the general management of the federal funds, and that the Attorney General's office have the resources to promptly and effectively pursue any claims of fraud or abuse. Support for the strong independent watchdog and enforcement roles that these offices play will be necessary to give the public confidence that public agencies will invest and manage the federal funds wisely.

File Legislation Needed to Implement Recommendations. Certain of the recommendations we have made in this introductory statement and many of the recommendations made in the various Task Force reports require legislative authorization. Legislative language to provide such recommended authorizations is in the process of being drafted. This state legislation may also need to respond to and be informed by the provisions in the final, enacted version of the Federal Act. Consequently, we recommend that state legislation necessary to effectively implement the federal infrastructure program be filed immediately upon passage of the Federal Act and that the Governor seek prompt passage by the Legislature.

Continue to Refine Project Lists. State agencies should continue to evaluate the projects included in this report for readiness and for furtherance of the capital investment objectives developed by the Task Forces. In addition, state agencies will need to evaluate projects for compliance with the readiness requirements for eligibility within the specific funding programs ultimately included in the Federal Act. As this evaluation process progresses, we anticipate that many of the projects listed in this report will be deemed ineligible for funding under the Federal Act and that the amount of federal funding ultimately available to fund capital projects in Massachusetts – while significant – will only be sufficient to fund a small portion of the projects identified in this report.

Model of Civic Engagement

The Task Forces proved to be a model of civic engagement. A broad range of stakeholders and experts were actively engaged in the process of determining how to mobilize the Commonwealth for this extraordinary opportunity, and the value of their input and participation is reflected in this report. Each and every member of the Task Forces came ready to answer the Governor's call to mobilize the Commonwealth with a spirit of collaboration, hard work and commitment to positioning the Commonwealth to effectively take advantage of the opportunity presented by the federal economic recovery infrastructure funding. It was an invigorating, informative and valuable process for all of us, and we believe the members of the Task Forces appreciated the opportunity to participate in and contribute to this important mobilization initiative. We expect to reconvene the Task Forces in the future to seek their guidance as we move into implementation of the federal infrastructure program.

Respectfully submitted,

TASK FORCE CHAIRS

Lieutenant Governor Timothy Murray – Municipal Infrastructure
Secretary Ian Bowles – Energy
Secretary Suzanne Bump – Workforce Development
Secretary Dan O'Connell – Private Development
Secretary Paul Reville – Education
Undersecretary Greg Bialecki – Permitting
Undersecretary Jay Gonzalez – Procurement
Undersecretary Jay Gonzalez – State Facilities and Courts
Undersecretary Jeff Mullan – Transportation
CIO Anne Margulies – Information Technology

II. Task Force Overview—Project Delivery Task Forces

Education Facilities Task Force

1. Introduction

The Education Facilities Task Force was charged with ensuring that the public education sector in Massachusetts is ready to act with a coordinated and effective response to the anticipated American Recovery and Reinvestment Act of 2009 (the Federal Act) for investment in public education capital projects. To this end, Task Force members submitted an extensive list of projects that are or can be ready to begin work within the 180day "shovel-ready" timeline. The lists submitted include a project description, information regarding project readiness, estimated costs, estimated number of employees (with associated occupational data) and an estimated completion date.

The Task Force consisted of representatives from the relevant constituencies in public education, including: municipalities; teachers' unions; the Division of Capital Asset Management (DCAM); the Department of Early Education and Care, the Department of Elementary and Secondary Education and the Department Higher Education; the University of Massachusetts and the state and community colleges; and the building authorities for K-12, the state colleges and the University of Massachusetts.

The Task Force represents three areas of education: early education, K-12 and higher education. The objective of the task force was: (1) to compile a set of proposed projects across the education sector that are or can be "shovel-ready" within 180 days and which projects may therefore be eligible for capital funding to the extent such funding becomes available in the Federal Act bill; (2) to compile a set of prioritization criteria for the division of any available funding within each sector of public education; and (3) to include any recommendations for the federal legislation so that these recommendations are considered by Congress in the development of the Federal Act.

The Task Force discussed establishing criteria and developing prioritized lists and raised possibilities for the federal legislation. Task Force members also submitted input outside of meetings directly to the Task Force Chair, Secretary Reville. The final product of the Education Facilities Task Force is comprised of the recommendations and prioritization criteria described herein as well as the attached project lists for charter schools, state and community colleges and the University of Massachusetts.

2. Members

Below are the representatives on the Education Facilities Task Force:

Name	Title	Agency / Organization
Reville, Paul (Chair)	Secretary	Executive Office of Education
Adelman, Ed	Executive Director	State College Building Authority
Bowles, Ian	Secretary	Executive Office of Energy and Environmental Affairs
Chester, Mitchell	Commissioner	Department of Elementary and Secondary Education
Clark, Fred	Executive Officer	Council of Presidents, Massachusetts State Colleges

Name	Title	Agency / Organization
Beckwith, Geoff	Executive Director	Massachusetts Municipal Association
Bolling, Bruce	Executive Director	Massachusetts Alliance for Small Contractors
Craven, Katherine	Executive Director	School Building Authority
Friedman, Eric	Director of State Sustainability	Executive Office of Energy and Environmental Affairs
Gosnell, Tom	President	American Federation of Teachers, Massachusetts
Kelley, Aundrea	Acting Commissioner	Department of Higher Education
Kershaw, Amy	Acting Commissioner	Department of Early Education and Care
McKenzie, David	Executive Director	University of Massachusetts Building Authority
Motta, Jan	Executive Director	Massachusetts Community Colleges Executive Office
Pardee, Mav	Program Manager	Children's Investment Fund
Ramirez, George	General Counsel	Department of Business and Technology
Wass, Anne	President	Massachusetts Teachers Association
Williams, Michael	Director, Office of Programming	Division of Capital Asset Management
Wilson, Jack	President	University of Massachusetts

3. Key Objectives of the Education Facilities Task Force

The objective of the Education Facilities Task Force is to maximize the effectiveness and reach of any available capital funds to be used towards providing enhanced educational opportunities for students at every stage in their education. Each sector of the education system was represented on the Task Force from early education through higher education. Consequently, a primary goal of the Task Force was to identify the unique attributes of each sector and to set forth the relevant prioritization criteria. The next step is for the Secretary, as representative of all three sectors together, to take a holistic view of the Commonwealth's education delivery system and apply the criteria in making recommendations to the Governor.

Governor's Guiding Principles

Guiding Principles	Description
Invest for the Long Term	All projects under this program should have a long-term benefit, in addition to the stimulus effect of putting people back to work now.
Limit Impact on Operating Budgets	Prefer investments that will reduce – or at least not add to – demands on the operating budget.
Follow Established Infrastructure	Make choices based on Development Cabinet infrastructure recommendations.

Guiding Principles	Description
Priorities	
Diversify	Subject to whatever constraints there may be in the federal legislation, prioritize projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations.
Buy Massachusetts	To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.

Other Guiding Principles and Criteria

In addition to criteria laid out in the "Shovel-Ready Project" section below, other relevant facts and considerations include:

- Campus-managed projects will have the quickest stimulus impact;
- Public higher education institutions need to build capacity in response to rising consumer demand;
- DCAM higher education facilities management capacity has been increased in anticipation of an increased level of GO bond-funded projects;
- The Bond Bill project prioritization considered regional needs and Commonwealth workforce development priorities;
- The extent to which the project is consistent with the Higher Education Bond Bill priorities (e.g., consideration of STEM benefit or other Commonwealth programmatic/occupational/industry priorities);
- The ability of the investment to leverage capacity of other potential funds (e.g., planned MSCBA bond-financed projects over the next two years);
- How much state General Obligation (GO) capital spending will occur over the next few years at selected campuses; and,
- The square foot allocation of stimulus funds for deferred maintenance use.

Consideration should also be given to issues more directly relevant to educational concerns but that remain consistent with overall state objectives. For example, higher education investment is an economic development investment; analysis has shown that the Commonwealth's return on investment in public higher education can exceed that of other state economic development initiatives.

Additionally, for projects in every sector, the Task Force also recommend that consideration be given to whether the project fosters occupational safety and health goals. This factor speaks to investing for the long-term and will also limit the impact on operating budgets. Whether the project is abating asbestos in a school or replacing or updating equipment (such as ventilation systems) to improve the air quality in a school or other educational facility, these projects have long-term benefits to the safety and health of the building occupants: namely, educators, students and the general public. For example, an asbestos abatement project reduces the need for an ongoing operations and management plan to address existing asbestos in the school, which requires that the school contract with a consultant to develop and update the plan. Additionally, improvements to ventilation and other equipment generally reduce maintenance costs and are more energy efficient.

Massachusetts Public Higher Education Capital Master Planning Process

The Massachusetts Public Higher Education Capital Master Planning Process, which was completed in 2008 and included comprehensive master plans for each state and community college considered within a regional context, can be instructive. The priorities that emerged from the capital master planning exercise were influenced by two key objectives:

- Addressing overall institutional capacity deficiencies; and,
- Enhancing program capacity in areas of economic need, especially STEM fields.

The capacity issues that were not addressed in the comprehensive capital master planning process – because this effort was focused on academic and student support facilities – relate to housing and parking. Housing projects on Massachusetts public campuses do not receive state support and are true revenue-backed auxiliary enterprises. Housing projects can also have a significant impact on an additional educational priority, graduation rates, because residential status correlates strongly with persistence and graduation. Renovations of residential facilities and instructional facilities can increase capacity in terms of both overall enrollment and programs in high-need areas. Renovations to bring facilities into compliance with ADA regulations can increase capacity for students with disabilities. Additionally, only a few parking projects have been funded through the state G.O. process, and when they have, it has been combined with a roadway project.

These capacity concerns are as real as academic space capacity matters. A number of colleges have submitted parking and road projects; these are projects that could be delegated by DCAM and could meet the "shovel-ready" and completion windows. On the housing front, currently community colleges are prohibited by statute from providing housing. Further, like the bond bill projects, these facilities would never meet the imposed commencement and completion windows. As for the state colleges, housing is critical to retention efforts and a number of new facilities are in the planning stage (new residence halls at Salem and Worcester were to be funded in a February 2009 issuance and new housing at Framingham and Mass Art, and possibly Westfield, were to be funded in a February 2010 issuance). Unfortunately, the current market conditions have resulted in interest rates that make these projects financially tenuous. Support for residence hall construction meets Commonwealth economic development objectives (jobs and housing), higher education objectives (increased retention and graduation rates), and economic stimulus objectives (short-term, and leveraged, capital investment).

4. "Shovel-Ready" Projects

Evaluation of project readiness and prioritization criteria for entities within each sector is described below. The entities are treated differently depending on whether they are public or private and depending on the mechanisms already in place to fund their capital needs. The Task Force gathered extensive lists of proposed capital projects for state and community colleges, the five campuses of the University of Massachusetts and charter schools. For K-12 districts, early education providers and private colleges and universities, the Task Force recommends different approaches to prioritization.

The prioritization criteria reflect the objective of representing each sector in education from early education through higher education across the Commonwealth, including both public and private providers, and accounting for the unique attributes of each.

Early Education Providers and Private Colleges and Universities

Because early education providers and private colleges and universities are not public entities, the Task Force has taken a different approach for their projects. The Task Force is not treating individual requests from private educational institutions as projects for prioritization, but rather, consistent with the Private Development Task Force's suggestion, the Education Facilities Task Force recommends creating a fund that would provide grants and/or low-interest or no-interest loans to educational non-profits for stalled repair, rehabilitation and construction projects. Should such a fund be created, a set

of criteria that reflects the prioritization of early education and low-income students and ensures the distribution of these funds in a manner consistent with the state's overall goal of creating a seamless birth-to-higher education system will be developed.

The Task Force also proposes a federal guarantee for bonds issued for these purposes. This will permit any project funding that may flow from the Federal Act to be focused on this work, while issuers of municipal bonds, which have access to project revenues, could also benefit from a reduced cost of borrowing to reduce the cost to students and other facility users. Presently issuers of tax-exempt revenue bonds are not able to readily access the credit markets due to high interest rates, which push the cost of capital above that which can be supported by affordable project costs, and a "flight to quality" which has reduced demand for all but the very highest rated issues. A federal guarantee would limit the extent of this problem.

Under this proposal, the federal government would guarantee the first $150 million of an A-rated issuer's municipal bonds for infrastructure and educational facility projects issued prior to June 30, 2009. This would substantially reduce the cost of borrowing for the issuer (and, hence, the cost to the rent and rate payers) while not requiring the federal government to pay a direct cost. This would stimulate economic activity in the near term while allowing the normal processes of issuing debt and collecting project revenues to continue as usual. There are many issuers across the Commonwealth and the country that might otherwise need to defer critical projects and their accompanying economic activity. Issuers with A ratings are extremely unlikely to default on these bonds.

K-12

Projects in the K-12 sector represent a significant opportunity for purposes of both enhancing the quality of educational opportunities and as a method of economic stimulus. The Massachusetts School Building Authority (SBA) manages the state school building grant program for K-12 public school district facilities. SBA dollars help municipalities and regional school districts with local operating budget shortfalls, lowering local tax rates and using funds formerly tied up in school debt service for other local capital improvement projects.

Over the past several years the SBA has developed a thorough and efficient system for administering and overseeing public funds to K-12 public district schools. For any federal funds that become available, then, distribution through the SBA would provide more accountability and quality control than a general distribution of funds to municipalities. The SBA currently has a long list of projects in its pipeline at varying stages of readiness. If a significant amount of money becomes available via the federal legislation for K-12 construction, there are a number of alternative ways to spend it, including institution of:

- An improvement program for machinery and equipment at vocational high schools;
- A program of "accelerated design" using model schools;
- A program of repairs and modernization projects;
- Paying for a percentage of the local share of a broad distribution of planned projects in the existing pipeline; and,
- Incentivizing various steps towards districts providing regionalized services.

Alternatively, if the amount of money available through the Federal Act is more modest, it would be sensible to have the SBA administer a statewide small repairs program.

Charter Schools

Charter school facilities require a unique set of considerations. To the extent allowed by the federal legislation, the distribution of capital funds to these important public schools will be facilitated. However, the analysis of when, to what extent and how public dollars are used to finance charter

facilities is complicated by the following set of circumstances. Unlike with regular district schools, which use SBA funds to pay for 40% to 80% of their building costs, there is currently no entity in place to fund charter school construction. Charters get a per pupil amount from the state for facilities (in fiscal year 2009, this amount was $893/pupil), but they must otherwise rent or purchase space without state assistance. Additionally, in most cases, if a charter school were to close, the charter facility owned by the charter operator would become state property. For some charter schools this is not the case, and upon closing these charter schools would revert to a private property owner. Consequently, the answer to whether and how public funds should be used may depend on the ownership structure for each individual school.

Higher Education

The Higher Education projects include those recommended by 1) State and Community Colleges and 2) the University of Massachusetts. The project identification, categorization and prioritization processes are different for each of these groups.

1) State and Community Colleges

For state and community college projects the Task Force proposes can be categorized in three broad areas: 1) General Campus Allocations, 2) Mid-Sized Project Allocations and 3) Large Size Project Allocations. This proposed categorization approach will ensure:

- Broad geographical coverage and operating budget relief while investing in necessary capital maintenance;
- Completion of significant mid-scale adaptation and new capital projects that are difficult to fund from campus operating budgets that are also not identified in the higher education bond bill (as this bill focused predominantly on large-scale, new construction projects); and,
- Escalation (and in some instances expansion) of bond bill-identified priority projects that will facilitate implementation of all higher education capital master plan priority projects over time.

For each of these three allocation categories, projects that are "shovel-ready" within 180 days have been identified. Additional description on the types of projects in each category, their funding mechanisms and proposed management structure is provided below.

1) General Campus Allocations

Includes funding for deferred maintenance, adaptation, and renewal of facilities at each of the Commonwealth's state and community colleges. Funding could be allocated on a square footage basis, as has occurred in the past using an allocation of GO bond deferred maintenance support. These funds would also partially alleviate operating budget reductions resulting from decreased state appropriation support. Finally, locally-managed individual projects would generally be less than $2 million and could be completed quickly. The current individual project campus-management delegation cap is $1 million (a request has been submitted to raise cap to $2 million).

2) Mid-Sized Project Allocations

Campus-identified projects exceeding $2 million are included in this category and would be managed by DCAM or the Massachusetts State College Building Authority (MSCBA) as new stand-alone projects or combined with current DCAM or MSCBA projects. Funding would be allocated to campus-identified projects determined to meet "readiness" criteria and consistent with the articulated "Guiding Principles." Lower range projects could be initiated as new DCAM or MSCBA projects that could meet spending timeline criteria and upper range projects could be appended to existing DCAM or MSCBA projects with designers and contractors under contract.

3) Large Size Project Allocations

Funding could support currently ongoing projects managed by DCAM or MSCBA, and/or expansion or escalation of those projects. Projects in this category would generally exceed $8 million but can still meet spending timing criteria.

Part of these considerations should account for whether the project can be assigned to the MSCBA, can be managed locally or whether the project has to be managed through DCAM. Any project costing more than $5 million and up to $8 million, even if it were ready to bid today, would take significant time to ramp up and could span more than two years. If the state does choose to undertake a few large projects (above the noted dollar thresholds), campus academic capacity should be considered as confirmed by utilization studies completed as part of campus Capital Master Plans; the state should also recognize that these projects could go beyond two to three years.

2) University of Massachusetts

Below are the prioritization criteria the Task Force recommends for University of Massachusetts projects:

Institutional Strategic and Long-Range Planning: The degree to which a project supports the University's strategic priorities and aligns with the University's Capital Plan:

- Enhance Student Learning Experience
- Maintain Affordability and Access
- Strengthen Research Enterprise
- Improve Delivery of Administrative and IT Services

Assumptions and forecasts may include such indicators as demographic, economic, and technological issues affecting the University's programs and services.

Commonwealth or Education Sector Initiatives: Project is a crucial part of the government's growth plan or impacts a population group, geographical area, or political jurisdiction of special concern. Projects may be used to enhance specific instructional capabilities, improve the economic development potential for Massachusetts, or provide better service to the Commonwealth's citizens. Projects should be selected based on their potential to spur innovation and discovery.

Responsible Stewardship: Project is necessary to maintain the functional level of existing assets. Focus should be placed on working on issues that if not resolved will prove to be a drain on resources in the future.

Environmental Benefits: Project will result in energy conservation, water conservation, or hazardous material remediation. Projects that encourage sustainable activities and further develop green engineering.

Leverage Existing or Potential Funding Sources: Complete projects that are only partially funded or that could lead to additional support. In addition, any project with strong potential for cost recovery should be funded.

Project Criticality:

- *Life Safety Emergency* – Project directly relates to protecting lives or correcting hazardous conditions.
- *Code/Legal Compliance* – If the project is not funded, legal action against the University is possible.
- *Prior Binding Commitment* – The project is required to be undertaken due to commitments created through actions of the Commonwealth or the University.
- *Agency Mission* – Functional projects that enable an agency to fulfill a core mission.

Immediate and Long-Term Job Creation: Support projects with the highest amount of construction jobs created and projects which have documented job growth studies reflecting the number and types of occupations to be employed.

Other Considerations: An open category for projects that present unique opportunities or extenuating circumstances not covered by the other criteria.

5. Projects

For a detailed list of projects see *Project* List in Part 4 in the report. The table below provides a high-level summary of project costs by each entity:

Types of Projects	Total Federal Act Request ($ Millions) *
State & Community Colleges	$2,215 **
UMASS	$831.5 **

* State & Community Colleges the $ amount includes19 DCAM projects and 17 MSCBA projects
**Excluding duplicates with DCAM the Total Federal Act Request for State and Community Colleges is $1,330 MM and $735 MM for UMASS. Please refer to Section IV of the report for a detailed list of duplicates

6. Agency Staffing Plans

The following table provides a summary snapshot of the staffing needs discussed in more detail throughout this section.

	K-12 and Charter Schools	Higher Education (DCAM)	University of Massachusetts
Federally funded FTE Request Based on Agency Staffing Analysis	.25-2	See DCAM staffing plan in the *State Facilities and Courts Task Force Section*	1

K-12 and Charter Schools

If the Federal Act requires that aid for district K-12 schools is to be sent directly to local educational authorities, staff time will need to be devoted to basic grant administration (processing applications, distributing funds, collecting required reporting) and oversight (desk or on-site monitoring to see that funds are spent on construction and in accordance with requirements). If, however, the Federal Act allows a state entity to distribute the funds via a state-determined process, the SBA would be the

likely administrator. Depending on the level of funds provided and oversight required, additional staffing may be required to administer these funds to district schools.

If the Federal Act requires that stimulus funds for charter schools are to be distributed directly to local educational authorities, there will need to be staff time devoted to basic grant administration (processing applications, distributing funds, collecting required reporting) and oversight (desk or on-site monitoring to see that funds are spent on construction and in accordance with requirements). Depending on the level of oversight, .25 to .50 additional FTEs may be required to administer these funds to charter schools.

If, however, access to stimulus funds for capital projects were allowed to be determined based on a state-level review process (focusing, e.g., on need or other criteria), with evaluation of project plans, etc., depending on the competitiveness of proposals and number that were able to be funded, 1.0 to 2.0 additional FTEs may be required to administer the funds to charter schools in this manner.

These staffing requirements may be lower if federal funds for charter schools are administered from a single office (e.g., School Building Authority, single contractor or MSCBA) in conjunction with the other public school construction projects.

Higher Education

A comprehensive list of potential Federal Act higher education capital projects has been compiled under the auspices of the Executive Office of Education. The Higher Education projects include those recommended by 1) State and Community Colleges and 2) the University of Massachusetts. The staffing plan for these projects corresponds to the three categories identified in the previous section of this report, as well as a fourth category for University of Massachusetts projects to be managed by the UMass Building Authority.

Campus-submitted projects range from small, deferred maintenance projects to large, new construction projects. Projects are categorized below by the manner in which project management could occur; each of these models have varying oversight approaches:

1) Campus Management – Smaller scale primarily maintenance and renovation projects (delegated projects up to $2.0 million total project cost). At campuses, existing facilities staff oversee the procurement process while contracting for specific services.

2) Massachusetts State College Building Authority (MSBCA) Management – Residence and selected non-academic facilities projects at state colleges. In-house project coordinators act as both project managers and oversee project-specific contracted project management consultants.

3) DCAM Management – Manages "large scale" and other selected projects with in-house, full-time, staff that serve as project managers (campuses also often employ/assign additional "owners representatives" for large-scale DCAM projects).

4) UMass Building Authority – Manages selected residence, academic, and non-academic facilities at the University of Massachusetts campuses. UMass also has in-house project coordinators that manage and oversee projects, similar to the MSCBA.

The ability to undertake projects through four different management arrangements provides desirable flexibility and capacity to meet Federal Act spending criteria stipulations.

DCAM has submitted a staffing plan based on an assumed level of $300 million in federal funding for projects (higher education as well as other state agencies) to be managed directly by DCAM. Based on various assumptions, DCAM has estimated the need for 53 FTEs to manage their overall project workload ($300 million in projects). Of the over 400 potential State College and Community College

projects totaling over $1.4 billion that were identified as part of the Executive Office of Education potential capital projects identification process, 21 projects totaling approximately $85 million have been affirmatively identified by DCAM – that DCAM would manage – for Federal Act funding consideration.

MSCBA has affirmatively identified 16 projects totaling approximately $52 million – that MSCBA would manage – for potential federal funding consideration. Except for the two proposed athletic field projects, proposed MSCBA-managed projects have already been assigned to in-house staff and contracts have been signed with project management consultants and an architect/general contractor team for each project. Cost for project management staff and consultants is included in the noted projects requested funding. Similarly, the University of Massachusetts Building Authority has assigned current projects – that meet stimulus priorities and spending window stipulations – to in-house staff with independent management consulting contracted as necessary with costs included in the projects funding requests.

Campuses oversee local capital procurement through in-house staff and contracted support (predominantly architectural and engineering). Capacity exists at the campus level to manage potential federally-funded capital projects; many projects that have been forwarded for federal funding consideration have been fully developed and are ready to bid, and that would have been paid for through local funds, but have been put on hold due to reduced state appropriation support. An allocation of approximately $100 million across the system could be addressed by current staff at the 15 Community Colleges, nine State Colleges, and five University of Massachusetts campuses (as this level of capital spending is not significantly greater than annual locally-funded capital procurement levels). Potential federal funding allocations exceeding this scope may need premium funding for additional contracted management support (alternatively, campuses would likely allocate a portion of requested project funds to additional management consultant support).

Additional agency staffing needs in response to potential Federal Act funding for higher education projects is somewhat mitigated due to the ability to assign projects to various agencies (DCAM, State Colleges and UMass Building Authorities, and Campuses) based on size and types of projects; this multiple assignment opportunity significantly enhances the likelihood that federally funded capital projects spending stipulations can be achieved.

For further detail on staffing for shovel-ready higher education projects identified by DCAM, please refer to the State Facilities and Courts Task Force section of this report.

University of Massachusetts

The University has approximately 42 FTEs related to capital. The five campuses design, manage, and construct many of their own projects. The UMass Building Authority also has three FTEs, but they contract out most of their work. The FY2009 Total Capital Budget for the University is presently $325 million.

UMass is requesting support for 95 projects with a total cost of $956.5 million and a federal funding request of $831.5 million. UMass would likely need one new staff member if the full funding is received. Notably, many of the University's top priorities would lead to permanent jobs/economic development beyond the immediate construction activity. For example, the ETIC and Wannalancit Buildings at UMass Lowell, the Sherman Center and ACCESS Building at the Medical School in Worcester, and the various lab renovations and Integrated Sciences Building at the Amherst campus would support new faculty and support staff as well as draw in more research funding for the Commonwealth.

7. Barriers and Obstacles to Achieve Objectives

Barrier / Obstacle	Mitigation Strategy / Actions Required
K-12 Projects: Currently, funding mechanisms in the Federal Act do not enable prioritization of shovel-ready projects, as funding will flow into existing channels regardless of the type or readiness of projects in a given jurisdiction	The most prudent use of limited dollars may be to fund a special program of making small but important repairs to K-12 school facilities throughout the Commonwealth, consistent with the Governor's guiding principle of diversifying investments. Options include: • Ask the SBA to: develop a list of repair projects within a capped dollar amount and prioritized based on health and safety standards; verify need, priority and readiness of these submissions; and run a unique program for these investments separate and apart from the regular SBA program. • Report on the process the SBA develops, the objectives for the investments and how they would be monitored, and, to the extent possible, direct how those districts use the funds they receive.
Centralizing the tracking and performance monitoring of stimulus dollars spent on local projects	Ensure consistent application of quality control standards by instituting Commonwealth oversight outside of the federal funds distribution process.
Charter Schools: There is currently no entity that substantially funds charter school capital projects or has oversight over these projects	Alternatives for administering these one-time capital funds include: • Have the SBA operate a one-time program • Issue a contract for a project manager • Enlist a quasi-state building authority such as Mass Development or the MSCBA
Higher Education Campus Project Management Delegation	Requested increase in DCAM project delegation cap to $2 million. • Currently, higher education campuses can manage projects up to $1 million. It is requested that this delegation cap be increased, by change in statute, to $2 million. Smaller scale projects that are locally managed (funded by broad allocation of federal funding support) can be immediately implemented to achieve stimulus objectives.
DCAM additional staff hiring and training needs*	DCAM Project Management approach will likely require (based on amount of stimulus funding provided) additional new staff and training. • While DCAM has increased the size of its staff devoted to higher education projects in anticipation of an increasing level of GO bond spending for public higher education capital projects, additional staff will likely need to be recruited or a new model that relies on outside, full-service construction program management firms will need to be considered.
Ability to accelerate final document preparation and bidding, as well as construction, of	For large scale (often new construction) projects, the proposed federally funded portion of the project is a component piece that can be bid as an early action item or as a scope expansion item. • Separate bid packages will need to be expedited to meet the Federal Act spending requirements; this may require architectural

Barrier / Obstacle	Mitigation Strategy / Actions Required
component projects*	firm and/or general contractor premium costs.
Contractor Certification/ Pre-Qualification Requirements*	DCAM has identified the need for agencies to be proactive in identifying potential contractors and assisting them in the certification/pre-qualification process. • For Building Authority projects, a list of pre-qualified firms by trade has been identified and architect/general contractor teams are under contract for each identified project (excluding the athletic field projects) as permitted by the Authority's alternative procurement authority.
Timely notification of funding	Higher education project bids are being prepared for issuance in the next few months for the summer of 2009 construction season; new or expanded documents need to be completed in the near term to meet this construction window. • Notification of federal funding would likely need to occur by the end of February in order to ensure significant summer activity.

* For more information on Permitting, Procurement and Workforce, please see *Section III, Cross-Cutting Task Force Overview*

8. Metrics for Measuring Success

Metrics

It is proposed that the same metrics proposed by DCAM for all of its state-wide managed projects be employed for Campus-managed, MSCBA, and UMass Building Authority projects, as well as DCAM-managed higher education projects.

Metric *	Description	Method for Monitoring/Measurement
Job Creation	• Number of jobs created and duration for which they were created by each project funded.	• Develop a system for tracking and analyzing total daily workers onsite per day through certified payroll or daily field reports; develop other methods to track indirect employment (e.g., income multipliers).
Facility Condition	• Number of facilities improved and measurement of extent of improved condition based on Facilities Condition Index (FCI).	• FCI = (Total Cost of Repair Backlog/Total Replacement Cost); – DCAM can do this using CAMIS database – MSCBA has done this for residence life facilities
Long Term Benefits	• Administration infrastructure investment priority or priorities furthered; education core functions, missions and/or long-term programmatic goals furthered in some material and measurable	• Analysis of operational improvements in terms of quality and quantity pre and post capital project. • Evaluate the long-term impacts through the number of people served by the facility improvement.

Metric *	Description	Method for Monitoring/Measurement
	way.	
Efficiencies	• This is a broad category that should be used to capture not only cost savings, but also environmental benefits of energy projects in particular (e.g., reducing carbon footprint)	• Track the facility operating costs pre and post capital project. See the Energy Task Force section for specific energy efficiency metrics.
Diverse Benefits	• Measure the geographic diversity of the investments. • Number of different state agencies benefited; number of different state companies benefited; number of different trades benefited; number of different communities benefited.	• Number of state agencies • Number of companies in-state • Number of trades • Number of cities/towns
Project Delivery	• Actual federally funded project delivery milestones and cost vs. federally funded projected schedule and budget.	• Track schedule and budget performance against established metrics through web based cost control systems (Prolog, Expedition, MMARS, etc).

* For further detail on Metrics, refer to the *State Facilities and Courts Task Force* section of this report

Energy Task Force

1. Introduction

The Energy Task Force was charged with identifying energy efficiency and clean energy projects at public sector facilities. Projects were required to reduce energy consumption or to increase the production of clean energy.

The Task Force met five times between December 16, 2008 and January 20, 2009 with increasing membership at each subsequent meeting. The first four meetings were used to progressively refine the list of projects and to address questions that arose and the fifth meeting was to review the final draft of the Energy Task Force report.

The Task Force included representatives from several state agencies and quasi-public authorities that manage or are responsible for a significant number of facilities in the state. It also included representatives from the two largest electric utilities in Massachusetts, from multiple energy industry associations, and from multiple labor organizations.

The task force identified $1.16 billion of energy efficiency and renewable energy investments that when complete will reduce annual energy expenditures by $103 million, paying for themselves within 11.4 years. These investments would also create about 10,400 jobs across the state and across various industries.

In an undertaking such as this mobilization, there is the possibility of project duplication among projects and resulting job creation estimates between task forces. While efforts were made to coordinate with other task forces, it is possible that there remain some overlaps. The most likely overlaps would be with the State Facilities and Education Facilities task forces since many projects contain elements that fall into the domain of each of these areas. Efforts to resolve duplicates should be continued to remedy this issue.

Responsibility for monitoring rests with the agencies identified in *Section 5* below, in coordination with the Department of Energy Resources and any other entities identified in the Federal Act. Finally, project results will be communicated using the channels and requirements outlined in the Federal Act.

2. Members

Name	Title	Agency / Organization
Bowles, Ian (Chair)	Secretary (Task Force Chair)	Energy and Environmental Affairs
Aikens, Marty	Business Agent	Local IBEW 103
Alabiso, Vin	Director of Finance	Mass. School Building Authority
Arthur, Robert	Industry Director for Energy	Mass. Office of Business Development
Baker, Jen	Chief of Staff	Clean Energy Center
Bartlett, Maeve	Assistant General Manager for Environmental Compliance	MBTA
Bickelman, Ellen	State Purchasing Agent	Operational Services Division
Brennan, Andrew	Director of Environmental Affairs	MBTA

Name	Title	Agency / Organization
Burt, Lauri	Commissioner	Department of Environmental Protection
Cherullo, Andy	Chief Financial Officer	Mass. School Building Authority
Codner, Bill	Principal Analyst/ Municipal Program Manager	National Grid
Cogswell, Jessica	Director for Fiscal and Administrative Policy	Department of Higher Education
Conner, Penni	Vice President, Customer Care	NSTAR
Deegler, Marcia	Director of Environmental Purchasing	Operational Services Division
Dempsey, Brian	Chairman, Committee on Telecommunications, Utilities, Energy	Massachusetts House of Representatives
Douglas, Brian	Budget Director, Office of the President	University of Massachusetts
Duros, Anthony	Director of Engineering Admin & Utilities	Mass. Turnpike Authority
Edmondson, Lucy	Deputy Commissioner, Policy	Department of Environmental Protection
Erlich, Mark	Executive Secretary-Treasurer	New England Regional Council of Carpenters
Friedman, Eric	Director, Leading by Example	Department of Energy Resources
Gilligan, Donald	President	National Association of Energy Services Companies
Giudice, Phil	Commissioner	Department of Energy Resources
Gromer, Paul	President	Peregrine Group
Gundal, Frank	Manager Analog Energy Services	NSTAR
Hall, Debra	Sustainability Program Developer	Department of Housing and Community Development
Hamel, Dale	Acting Associate Commissioner	Department of Higher Education
Ide, Jenna	Manager, Energy Efficiency & Sustainable Buildings Group	Division of Capital Asset Management
Joyce, Steve	Director of Research	New England Regional Council of Carpenters
Lenhardt, Stephen	Vice President/ Treasurer	University of Massachusetts
MacDonald, Alison	Senior Budget Analyst, Office of the President	University of Massachusetts
McCready, Travis	Chief Operating Officer	Mass. Convention Center Authority

Name	Title	Agency / Organization
McCullough, Rick	Director of Environmental Engineering	Mass. Turnpike Authority
Mohta, Vivek	Director, Energy Markets	Department of Energy Resources
Morrissey, Michael	Chairman, Committee on Telecommunications, Utilities, Energy	Massachusetts Senate
Murray, Hubert	Manager of Sustainable Initiatives, Real Estate and Facilities	Partners Healthcare
Naughton, Joe	Senior Budget Analyst, Office of the President	University of Massachusetts
Patneaude, Kristen	Program Manager, Energy Management	Mass. Water Resources Authority
Phillips, Ellen	Deputy State Purchasing Agent	Operational Services Division
Ribeiro, Lori	Senior Consultant	Blue Wave Strategies
Rizzo, John	President	American Development Institute
Schectman, Amy	Associate Director for Public Housing and Rental Assistance	Department of Housing and Community Development
Sleiman, Sam	Director, Capital Programs & Govt. Affairs	Massport
Snyder, Nancy	President	Commonwealth Corporation
Sullivan, Greg	Inspector General	Office of the Inspector General
Woolf, Tim	Commissioner	Department of Public Utilities

3. Key Objectives for Energy Task Force

The objective of the task force is to reduce energy use to the greatest extent possible and to replace fossil energy with clean energy. In addition to creating substantial new jobs, these investments will accelerate the transformation in energy use and generation required to meet the long-term energy and environmental goals of the Commonwealth.

Governor's Guiding Principles

All projects submitted by the Task Force are aligned with the Guiding Principles outlined by the Governor. All projects reduce energy consumption or support clean energy production—two established infrastructure priorities—and, as a result, reduce energy expenditures and demands on the operating budget.

Projects at state government facilities will contribute to the clean energy goals set forth in Executive Order 484. This Order calls for state government to:

- Reduce energy use on a BTU per square foot basis 20% by 2012, 35% by 2020.
- Increase use of renewable electricity to 15% of total electricity consumption by 2012, 30% by 2020.
- Reduce total greenhouse gas emissions 25% by 2012, 40% by 2020, 80% by 2050. Of the $1.16 billion worth of projects, $541 million, or 47%, are at facilities covered by this Executive Order.

In addition, the projects would, in aggregate, create several thousand jobs in Massachusetts since many of the services and goods can be contracted within the Commonwealth. A majority of direct jobs created would be in engineering, construction, and professional and technical services. There would be a number of additional direct and indirect jobs in the retail and wholesale trades. Finally, the projects are spread across the Commonwealth.

Guiding Principles	Description
Invest for the Long Term	All projects under this program should have a long-term benefit, in addition to the stimulus effect of putting people back to work now.
Limit Impact on Operating Budgets	Prefer investments that will reduce – or at least not add to – demands on the operating budget.
Follow Established Infrastructure Priorities	Make choices based on the infrastructure recommendations recently approved at the Development Cabinet.
Diversify	Subject to whatever constraints there may be in the federal legislation, prioritize projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations.
Buy Massachusetts	To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.

4. "Shovel-Ready" Projects

The universe of potential projects that this task force initially considered was extremely large since it included any energy-related opportunity at a public facility. We first sorted these projects by readiness, identifying those projects that had been sufficiently defined and scoped to be genuinely shovel-ready within 180 days. Projects having a longer timeframe until shovel-readiness, such as 360 and 720 days, were assembled in case federal funding criteria were different than expected. We then filtered out projects that were better categorized as new construction or deferred maintenance rather than energy efficiency or clean energy.

The taskforce meetings and project lists that were generated provided a fertile ground for cross-pollination of ideas, leading to further refinement. For example, seeing how an agency effectively bundled projects of similar types together for procurement led others to do the same. In general, agencies agreed that bundling projects that involved similar work, e.g., rooftop solar panels, within a property-managing entity would be effective. The task force agreed on the following six project types:

Energy Efficiency

- *Shallow*: Projects that require no design and can be activated via a state contract immediately and completed within three to six months. Typical projects include: Energy audit, Energy efficient appliance replacement, and Energy efficient lighting.
- *Medium*: Energy audit and design but focusing on easy / quick / "plug and play" solutions. Typical projects include: High efficiency HVAC, upgrade Energy Management System (EMS).
- *Deep*: More thorough energy audit and design but including larger, medium term replacements or change. Typical projects include: Comprehensive energy efficiency (EE) retrofit.

Renewable energy

- *Solar PV*: Photovoltaic (PV) based solar panels for energy generation either on roof top units or mounted on the ground. PV projects are typically turnkey projects.
- *Wind*: Wind turbine projects typically are turnkey projects that include the design, build and installation of either a micro wind turbine or a full scale wind turbine. Utility scale wind farms are not included.
- *Other RE*: Includes renewable energy from Geothermal, Biomass, and Hydro resources.

5. Projects

For detailed information about projects, see the *Project List*. The table below provides a high-level summary of project costs by each entity:

Project Entity/Agency	Total Federal Act Request ($)
Convention Center	$15,935,500
DCAM	$279,431,863
DCR	$63,988,000
DEP (inc. DEP WW)	$21,840,000
Department of Fish & Game	$14,535,000
DHCD	$114,671,760
MA School Building Authority	$350,500,174
Massport	$31,700,0000
MBTA	$4,450,000
MTA	$4,946,000
MWRA	$31,423,200
State & Community Colleges	$48,313,992
State College Building Authority	$5,564,000
University of Mass. System	$171,990,500

Project Entity/Agency	Total Federal Act Request ($)
TOTAL	**$1,159,289,990**

6. Agency Staffing Plans

Each agency submitting projects is fully committed to responsibly oversee the projects identified. Responsibility for oversight of energy projects rests with: Division of Capital Asset Management for state agencies, the University of Massachusetts system, and state and community colleges; Department of Housing and Community Development for local housing authorities; Massachusetts School Building Authority for public schools; and each quasi-public authority for projects at its own facilities.

Contracting for a vast majority of projects will be handled as "design-build" projects pursuant to Chapter 25A of the Mass General Laws and proceed through existing contracting channels.

Effective oversight of energy efficiency and clean energy projects requires specific expertise and previous experience. In addition, projects funded by the Federal Act will be completed in a short time frame and will not require permanent additions to agency staff. For both of these reasons, agencies are planning to utilize project specific consulting firms with expertise in energy or construction to assist staff with project oversight. Agencies have identified these staffing needs within their staffing plans and will hire temporary employees with the requisite skills (see staffing plans within the *State Facilities and Courts Task Force Report*). There are already a number of statewide contracts with such firms that agencies can utilize.

Field and project oversight is estimated at 3-10% of total project cost depending on the complexity of the contract. Simpler, e.g. turnkey, contracts will require less oversight than more complicated time and materials contracts with multiple components. No new permanent government hires will be required.

7. Barriers and Obstacles to Achieve Objectives

Barrier / Obstacle	Mitigation Strategy / Actions Required
Procurement process delays	Accelerate energy efficiency procurement process • Establish a technical center at an existing institution to educate/advise facility management on energy efficiency throughout entire process • Bundle many projects across state and local government in a consolidated contract • Develop a standard contract to be used across (bundles of) projects • Define standards for installed technology and for pricing of components of energy efficiency services • Commit *both* sides of contract to a strict schedule
Workforce capacity constraints	Accelerate and expand the planned rollout of Green Jobs training programs by the Clean Energy Center, as referenced in the Workforce Task Force report: • Train existing and new members of the building trades on energy efficiency • Coordinate with ongoing training activities by building trades'

Barrier / Obstacle	Mitigation Strategy / Actions Required
	organizations Optimize utilization of energy engineers • Likely the most significant capacity constraint and requires significant training and experience • Can maximize value of energy engineers' time by off-loading all non-essential tasks to other personnel Update DCAM list of contractors for energy efficiency and solar energy.

Permitting is not expected to be a constraint for 180-day shovel-ready projects. Energy efficiency and solar energy projects, which make up a bulk of the 180-day shovel-ready projects list, do not require permitting in most circumstances.

8. Metrics for Measuring Success

It is expected that there will be specific metrics to accompany the Federal Act. The Energy Task Force will support the collection of these metrics. In addition, the task force outlined primary metrics for measuring success, including reduced energy usage and increased clean energy production.

Metric	Description	Method for Monitoring/Measurement
Reduced energy usage	Energy efficiency project performance will be measured by reduced energy usage relative to energy usage prior to the project. Annual reductions will be reported in BTU, BTU per square feet of building space, and in percent terms.	For those projects completed through an Energy Savings Performance Contract, the contractor will guarantee energy savings and monitor and report them periodically. For other projects, performance will be estimated through stipulated savings for installed equipment and measured through utility bills reported into DOER's Energy Information System or an analogous system.
Increased clean energy production	Clean energy project performance will be measured by increased clean energy production. Annual increases will be reported in kWh and in percent terms.	Clean energy projects will be metered with inexpensive "revenue quality" meters to ensure accuracy and qualification for revenues from Renewable Energy Certificates. Production will be reported through the Renewable Energy Trust Production Tracking System or an analogous system.

Information Technology (IT) Task Force

1. Introduction

In today's environment, Information Technology (IT) is an element of almost everything we do. IT is as much a component of modern infrastructure as roads and bridges. Over the years, the Commonwealth has come to rely on IT to support the operation of state government. More importantly, IT has enhanced and enriched the quality and reach of vital services that the Commonwealth provides to citizens and businesses, improving the quality of lives as well as transforming government by making it more accessible, efficient, and responsive to the public.

The IT Mobilization Task Force represents every branch and virtually every office of state government, along with the Massachusetts eHealth Institute (MeHI). Through an extraordinarily collaborative effort, consistent with its charge, the IT Task Force identified critical projects that will not only stimulate the Massachusetts economy but also provide long term and sustained benefits to every segment of society. More specifically, the projects:

- Will generate Massachusetts jobs in the near-term and strengthen the Massachusetts workforce for the long-term at all levels throughout the Commonwealth's economy. The jobs that will be created and sustained are skilled "knowledge" jobs.
- Adhere strictly to the Governor's Guiding Principles for mobilizing the state-wide efforts to ready projects and receive funding from the Federal Act.
- Create transformational services that will position the Commonwealth as fertile ground for economic development and growth in the health care, education, and technology sectors.
- Make state government more efficient, effective, accessible and responsive for citizens and businesses.
- Are ready to move forward now. The Task Force has reached broad consensus on a list of high-value IT and eHealth projects that are ready to begin within 180 days. In addition, the Task Force has developed a priority-setting process and set of tools for the IT Projects to enable a consensus approach to prioritizing the list consistent with Federal Act objectives and Commonwealth goals.

The projects proposed by the IT Task Force will advance the Commonwealth's automation capabilities at a time when we need greater efficiency and streamlining to adjust to the difficult financial circumstances we face. In short, these move projects beyond simply renovating what is aging; instead, they *innovate* for a 21st century state government that will better serve citizens, prepare the future workforce, and nurture and support businesses and communities more effectively and efficiently.

The projects reviewed by the IT Taskforce take two forms:

1) IT Projects that were submitted by the judiciary, secretariats, and agencies across state government, and

2) eHealth projects that are the culmination of years of thoughtful and collaborative work to improve the efficiency and effectiveness of health care delivery in Massachusetts.

The IT project list comprises 194 initiatives valued at $975 million. Recognizing that there are many important and potentially competing demands for infrastructure investment, the IT Task Force has

developed a priority-setting process and tool capable of narrowing the list of IT projects to fit the shape of the Federal Act[2] and budget.

The four eHealth projects total $513 million. The entire program is fully designed, developed, and "shovel-ready." These projects will create state-wide, interoperable Electronic Health Records (EHRs) as part of an ubiquitous Health Information Exchange (HIE). When complete, this system will improve the healthcare of millions of residents of the Commonwealth, lower the costs of health care, and create good jobs. The program has been designed to ensure the security of data and the privacy of all individuals.

By tapping the rich knowledge and experience in health care in the Commonwealth, the Task Force offered a forum for focusing eHealth options down to an essential sequence of initiatives that will move the Commonwealth from paper-based files to EHRs. The move to EHRs will enable a patient-centered and appropriately secure system of health support. The goal of the eHealth program is for essentially all Massachusetts healthcare providers to use EHRs linked via a HIE. This will improve quality, as well as reduce errors and costs of healthcare, especially among underserved populations and geographic locations across the Commonwealth. A byproduct of this effort will include a de-identified data warehouse of health data useful for assessments, research, and policy development.

2. Members

The IT Mobilization Task Force has worked with a genuine spirit of collaboration and a keen sense of the importance and urgency of this effort. The Task Force conducted a rigorous process over a very short time to identify vital technology and eHealth projects. The table below shows the membership of the Task Force.

Name	Title	Agency / Organization
Margulies, Anne (Chair)	Assistant Secretary and Chief Information Officer	Information Technology Division
Montigny, Mark	State Senator	The Commonwealth of Massachusetts The 186th General Court – Senate
Sanchez, Jeffrey	State Representative	The Commonwealth of Massachusetts The 186th General Court – House of Representatives
Adams, Mitchell	Executive Director	Massachusetts Technology Collaborative
Benison, Marty	State Comptroller	Office of the Comptroller
Beveridge, John	Deputy Auditor	Office of the State Auditor
Bickerton, Bob	Associate Commissioner	Massachusetts Department of Elementary and Secondary Education
Boronski-Burack, Debra	President and Chief Executive Officer	Massachusetts Chamber of Business & Industry
Burlingame, Craig	Chief Information Officer	Administrative Office of the Trial Court

[2] At this writing, the Task Force had the opportunity to review the January 15 House of Representatives draft of the proposed Federal Act. Many of the projects identified in this report align closely with the initiatives specified in the draft bill. But because the proposed legislation is prescriptive and envisions making infrastructure investments through established formulas and existing channels, there is no discretionary money for the Governor to address other state priorities, including IT priorities, even though these would fully serve the jobs and economic objectives of the Federal Act. Nevertheless, the Task Force hopes that some of the Commonwealth's other IT priorities captured in this report might be addressed through modifications to the legislation or through the ability to reallocate capital funds that may be freed up by stimulus grants in other areas.

Name	Title	Agency / Organization
Davies, David	Director of Information Technology, Division of Local Services	Department of Revenue
Day, Rosemarie	Deputy Director and Chief Information Officer	Commonwealth Health Insurance Connector Authority
Dougherty, Terry	Assistant Secretary for Administration and Operations	Executive Office of Health and Human Services
Frias, Valerie	General Counsel & Legislative Director	Office of Senator Mark Montigny
Fuller, John	Chief Information Officer	Executive Office of Transportation
Glennon, John	Chief Information Officer	Executive Office of Labor and Workforce Development
Gray, David	Chief Information Officer and Vice President of UMassOnline	University of Massachusetts
Grossman, John	Undersecretary of Forensic Sciences & Technology	Executive Office of Public Safety and Security
Hopcroft, Thomas	President and CEO	Mass. Technology Leadership Council
Horan, Mark	Executive Director	Massachusetts Network Communications Council
Jackson, Tito	Industry Director for IT	Mass Office of Business Development
Kelley, David B.	Executive Director	Massachusetts Colleges Online
Norman, Michele	Director of Strategic Planning and Collaboration	Executive Office of Education
Oates, Bill	Chief Information Officer	City of Boston
Wallace, David	Director, Division of Apprentice Training	Executive Office of Labor and Workforce Development
Wcislo, Celia	Assistant Director	1199 SEIU Massachusetts Division
Weber, Ken	Chief Administrative Officer	Executive Office of Transportation
Wilbur, Robert	Chief Information Officer	Executive Office of Energy and Environmental Affairs

While the Task Force itself is broadly representative, with members from every branch and most offices of state government, many others contributed to the effort by providing research and data needed to generate a sound set of projects proposed to the Governor for consideration.

3. Key Objectives for the Information Technology Task Force

The work of the Task Force centered on identifying projects that would strike an appropriate balance among the following objectives

- Federal Act objectives
  - Can begin within 180 days
  - Can be completed within 2 years
  - Creates jobs now and expands future job opportunities
- Governor's Guiding Principles
- These guiding principles are inclusive of and based on the Federal Act objectives.
  - Invests for the long term
  - Limits impact on operating budgets (reduction or neutral)
  - Follows established infrastructure priorities
  - Diversifies funding and project benefits across industries and geography
  - Buys Massachusetts: To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people
- Commonwealth IT goals
  - Provides efficient and easily accessible services for all constituents
  - Promotes open and transparent engagement with citizens of the Commonwealth
  - Ensures accurate and timely data for policy making, service delivery, and results evaluation
  - Manages project risk and complexity at a reasonable level
- Secretariat/Branch/Agency priorities
  - Aligns with priorities of sponsoring agency
  - Is within ability of agency to execute based on capability and track record

These objectives were incorporated as part of the IT Task Force project database and are the recommended criteria for prioritizing projects. The IT Task Force used the criteria to develop a data driven process and tool to support their recommended process for an efficient, objective and fair prioritization of projects once the Federal Act is finalized.

In addition, objectives for the eHealth projects are:

- Increased patient safety
- Enhance the quality of care
- Decrease costs

These objectives are completely aligned with the goals of the "Act to Promote Cost Containment, Transparency and Efficiency in the Delivery of Quality Health Care" signed by Governor Patrick in August 2008.

Governor's Guiding Principles

Guiding Principle	Description	Proposed IT Projects Will...	Proposed eHealth Projects Will...
Invest for the Long Term	All projects under this program should have a long-term benefit in addition to the stimulus effect of putting people back to work now	• Focus on 21st century "smart" services and processes • Make state government more efficient, effective, accessible, transparent, and responsive for citizens and businesses	• Create a state-wide Healthcare Data Warehouse (HDW) to enable collection of data for use in analyzing trends, case management, and reporting • Provide a technical architecture that could connect to a national HIE
Limit Impact on Operating Budgets	Prefer investments that will reduce – or at least not add to – demands on the operating budget	• Drive efficiency, and streamline operations • Reduce or limit increases to operating budgets over the long term	• Provide data for health monitoring efforts and quality improvement programs that create cost efficiency opportunities for state and private payors • Reduce the occurrence and costs attributed to serious medication errors
Follow Established Infrastructure Priorities	Make choices based on the infrastructure recommendations recently approved at the Development Cabinet	• Boost IT sector of Massachusetts economy	• Boost both the IT and healthcare sectors of Massachusetts economy
Diversify	Subject to whatever constraints there may be in the federal legislation, prioritize projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations	• Create "knowledge" jobs at all skill levels • Reduce digital divide and democratize access to government services for all citizens	• Involve State health agencies, public health departments, CHCs, and a variety of public and not-for-profit health organizations • Enable health care organizations to isolate specific demographic pockets through analysis of community health data • Create geographically dispersed jobs

Guiding Principle	Description	Proposed IT Projects Will...	Proposed eHealth Projects Will...
Buy Massachusetts	To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people	• Draw on services of many technology companies either headquartered or with strong presence in the Commonwealth	• Draw on the large concentration of software and hardware vendors with AEHR, CPOE, and HIE applications located in the Commonwealth

4. "Shovel-Ready" Projects

The Task Force utilized one approach for the IT projects and another for eHealth projects; the Task Force recommends use of these approaches for prioritizing projects. Because of the number and variety of the IT projects, it was necessary to build consensus across the project sponsors to identify projects and develop a prioritization process that can be used at a later date to quickly prioritize the portfolio of IT projects in a way that is fair and objective. To that end, the Task Force created a standard tool and a scoring methodology that it recommends using to prioritize projects. The recommended prioritization process for eHealth projects evolved from the work of the MeHI, HHS, and eHealth thought leaders from across the Commonwealth.

IT Projects

The Task Force developed a process for obtaining project recommendations from all of state government and for evaluating each candidate project according to the key objectives described earlier. The Task Force believes that this process has resulted in a balanced portfolio of high-impact projects that address a mix of needs and satisfy the range of objectives listed in Section 3.

To aid in the evaluation and priority-setting process, the Task Force developed:

- A web-based survey instrument to gather project proposals and data from all agencies
- A database to inventory projects and serve as a platform for analysis
- A scoring tool and numerical scale to assess alignment with key objectives

With these tools, the Task Force employed a data-driven, functional and flexible methodology to validate that projects will meet the Federal Act, Commonwealth, and agency goals. This prioritization process was expedited by the unprecedented collaboration among the task force members. As a result, these projects are ready to be prioritized for implementation, and the Task Force recommends utilizing its approach.

See *Appendix 2A – IT: Scoring System for IT Projects* for a detailed overview of the scoring tool.

eHealth Projects

Massachusetts has a wealth of thought leaders who have been collaborating to develop a Commonwealth-wide eHealth infrastructure. As a result, Massachusetts is uniquely positioned for eHealth innovation given health care reforms, the Chapter 305 of the Acts of 2008 legislation passed that created the governing body of the Massachusetts eHealth Institute, and the input from hospitals and other providers to implement these projects. These projects are indeed ready for execution and are able to quickly put funding to work, as it becomes available.

The IT Task Force's eHealth recommendations are the collaborative result of analyses by the Massachusetts eHealth Institute (MeHI) and the Executive Office of Health and Human Services (EOHHS). These organizations are described briefly below.

- MeHI is a division of the Massachusetts Technology Collaborative that was created by the Massachusetts legislature in 2008 to advance the dissemination of health IT across the Commonwealth. It is designed to provide a mechanism for mobilizing the deployment of EHRs in all physician settings state-wide, that are to be networked through a state-wide health information exchange (S-HIE). MeHI provides a state-wide organization and framework to ensure that all EHRs meet standards for applications and interoperability.
- EOHHS, the largest Commonwealth secretariat, focuses on improving the lives of Massachusetts residents. EOHHS provides a variety of programs and services for children, adults, and the elderly. In addition, EOHHS pursues health care research as well as ways to improve the accessibility of health care services.

Each bringing their unique perspectives, MeHI and EOHHS developed joint recommendations to identify and accelerate the deployment of eHealth. This partnership also drew recommendations from many organizations with an eHealth focus in the Commonwealth, including:

- Massachusetts Health Data Consortium (MHDC);
- New England Healthcare EDI Network (NEHEN);
- Massachusetts Simplifying Healthcare Among Regional Entities (MA-SHARE), and;
- Massachusetts eHealth Collaborative (MAeHC).

MeHI and EOHHS will jointly facilitate the interoperability of the projects selected; a critical factor in optimizing the value of each individual effort and the overall value of the Commonwealth's eHealth program.

5. Projects

IT Projects

The IT project portfolio recommended by the Task Force comprises a vast array of initiatives across all branches and virtually all agencies of state government. Among these initiatives, there are important technology projects that will:

- Provide innovative services to citizens and businesses
- Enhance education, public safety, and economic development
- Connect disparate databases for more effective analysis, planning, and evaluation
- Streamline government operations

The following table summarizes the IT projects:

IT Project Summary		
Secretariat or Constitutional Office	Total Project Count	Total Federal Act Request ($)
Administration and Finance	42	$296,758,226
Education	14	$166,310,000
Energy and Environmental Affairs	37	$78,885,000

IT Project Summary		
Secretariat or Constitutional Office	Total Project Count	Total Federal Act Request ($)
Health and Human Services	31	$101,981,028
Housing and Economic Development	12	$2,351,000
Independent Offices and Commissions	5	$6,500,000
Judiciary	11	$11,076,434
Labor and Workforce Development	9	$26,230,000
Massachusetts District Attorney Association	3	$1,315,000
Office of the Comptroller	3	$26,500,000
Public Safety	9	$185,150,000
State Auditor	1	$6,562,300
Transportation and Public Works	15	$64,310,000
Treasurer and Receiver General	2	$1,500,000
TOTAL	**194**	**$975,428,988**

See the *Project List* for a detailed list of the projects.

Each project has a specific plan (captured in the IT Task Force database) that estimates both state worker and contractor job requirements. Additional contractor jobs will be created through the establishment of an outsourced Project Management Office (PMO) within ITD that will oversee project execution, monitoring, and reporting across all initiatives.

eHealth Projects

The following four eHealth projects have been jointly selected by MeHI and EOHHS, and constitute the eHealth projects portfolio recommended by the IT Task Force:

- *Ambulatory Electronic Health Record (AEHR)* – Deploy AEHR in 13,000 individual physician practices throughout the Commonwealth;
- *Computerized Physician Order Entry (CPOE)* – Deploy CPOE systems in the 63 acute care hospitals throughout the Commonwealth that still do not have CPOE or one fully implemented;
- *Community Health Centers (CHCs)* – In the Commonwealth, there are CHCs that do not have an EHR or one fully implemented. This project includes deploying an EHR in the 12 CHCs, as well as implementing a central clinical data repository (CDR) for the CHCs; and
- *Health Information Exchange (HIE)* – In parallel with the general deployment of EHRs in the prior three care-delivery settings (individual physician practices, acute care hospitals, and CHCs), deploying a state-wide health information exchange (S-HIE) that will support the secure sharing of patient information among the care-delivery settings where new EHRs are being implemented and the care settings that already have EHRs. This project also includes the deployment of a state healthcare data warehouse (HDW) that will aggregate de-identified patient data for the purposes of bio-surveillance and quality/outcome measurement.

Individually, each project offers specific value to the State Legislature, government health agencies, care providers, and the people of Massachusetts. Combined, the four projects contribute a powerful

combination of benefits that will significantly assist the Commonwealth in achieving its goals of improved patient safety, reduced health care costs, and enhanced coordination of care.

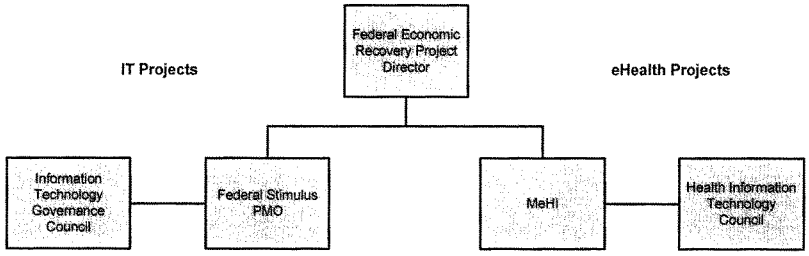
The following table summarizes the eHealth projects:

eHealth Projects		
Project	Total Project Count	Total Federal Act Request ($)
Ambulatory Electronic Health Records (AEHR)	1	$340,000,000
Computerized Physician Order Entry (CPOE)	1	$125,000,000
Community Health Center EHRs (CHC)	1	$13,000,000
State-level Health Information Exchange (S-HIE)	1	$35,000,000
TOTAL	**4**	**$513,000,000**

See the *Project List* for a detailed list of the projects.

6. Agency Staffing Plans

The oversight, governance and contract/vendor management for the final selected IT and eHealth projects will be managed by the Commonwealth. A clear governance structure can quickly be established to support monitoring and accountability of the IT and eHealth projects.



Effective Project Management includes implementing protocols, templates, and tools based on generally accepted best practices to standardize the project activities. There are many areas that will require oversight, including: governance, scope management, work plan and milestone management, risk management, issue management, quality management, communications, and reporting and financial performance management.

IT Projects

The following table provides a summary snapshot of the staffing needs discussed in more detail throughout this section.

IT Projects	
Secretariat or Constitutional Office	Federally funded FTE Request Based on Agency Staffing Analysis

IT Projects	
Secretariat or Constitutional Office	Federally funded FTE Request Based on Agency Staffing Analysis
Administration and Finance	245
Education	79
Energy and Environmental Affairs	106
Health and Human Services	247
Housing and Economic Development	14
Independent Offices and Commissions	14
Judiciary	9
Labor and Workforce Development	31
Massachusetts District Attorney Association	10
Office of the Comptroller	47
Public Safety	34
State Auditor	10
Transportation and Public Works	81
Treasurer and Receiver General	4
TOTAL	**931**

Each IT project has a specific plan (captured in the IT Task Force database) that includes estimates of state workers that will be needed to support these projects. This number of internal agency jobs is a best estimate at this time and may include some reallocation of existing personnel.

eHealth Projects

For the eHealth projects, MeHI will be adding a few resources to augment their current staff to strengthen the program management office. These additional resources are not expected to be funded through the Federal Act. At this time, EOHHS does not anticipate adding any staff as existing staff will be leveraged to support the four eHealth projects.

7. Barriers and Obstacles to Achieve Objectives

The IT Task Force identified five key challenges that will be addressed to ensure successful execution of the IT and eHealth projects:

- Lengthy recruitment and hiring process
- Fragmented and slow procurement process
- Ineffective project management
- Inadequate governance and oversight
- Resistance to technology and business process change

- The table below outlines the major obstacles anticipated and the corresponding mitigation strategies planned. A significant amount of planning and design work has already been accomplished, and most remediation strategies have already been completed or are under way. For this reason, the Task Force believes that these projects are truly "shovel-ready."

		Mitigation Strategy / Actions Required	
Barrier / Obstacle	Solution	IT Projects	eHealth Projects
Lengthy recruitment and hiring process	Streamline recruitment of qualified workers and contractors	• Create centralized recruitment team and portal to develop candidate pool for agency-based projects • Optimize recruitment pipelines via partnerships with Year Up program and UMass • Develop streamlined on-boarding process to make new hires productive in less than two weeks of start date	• Create processes to streamline hiring staff of implementing organizations • Ensure appropriate support is in place for a successful execution of projects
Fragmented and slow procurement process	Maximize economies of scale; streamline processes while preserving fair, open, and competitive procurement *See the Procurement Taskforce Section for more details.*	• Create specialized Procurement Speed Teams • Develop RFQ and RFR templates to simplify and standardize the procurement process • Use established state contractors where possible to avoid lengthy RFR and contracting processes	• Simplify procurement processes for implementing organizations • Leverage expedited procurement processes that will be established
Inadequate governance and oversight	Establish appropriate governance structures	• Manage projects at the source, in sponsoring agencies • Establish overarching Project Management Office (PMO) to standardize management disciplines across projects (Note: RFQ for PMO already written) • Employ industry best-practices to monitor projects and hold project	• Launch Health Information Technology Council as defined in C305 legislation. • Create (and test) a PMO responsible for organizing and monitoring the eHealth projects procurement and implementation activities. • Establish Data Governance structure that clearly articulates points of data

Barrier / Obstacle	Solution	Mitigation Strategy / Actions Required	
		IT Projects	eHealth Projects
		managers accountable • Convene broad-based oversight/governance group that builds on the success of the Task Force	transmission. • Establish a data exchange partnership among stakeholders to nurture "a chain of trust" relationship among the key groups
Resistance to technology and business process change	Institute an effective change management process	• Establish clear vision to obtain stakeholder buy-in during planning and implementation of projects • Provide training and change management tools to facilitate the transition of end users to new systems and business processes	• Conduct outreach and communication strategies • Educate healthcare practitioners on the benefits of the proposed projects and foster cultural sensitization • Develop change management plans focused on communicating to physicians how they will integrate the new technology, and clearly communicate expectations about the initiative.

8. Metrics for Measuring Success

Each individual project has specific milestones and measures of success, as recorded in the IT project database. In addition, success shall be further ensured by:

- Coordinating all IT and eHealth project work with the Federal Economic Recovery Project Director,
- Making all work transparent and accountable; plans are in place to create an open, web-based "dashboard" to show progress throughout the project implementation process,
- Establishing a professional Project Management Office to support and to monitor all initiatives across the entire portfolio of projects, and;
- Using the governance structures already in place via the eHealth Institute and the Health Information Technology Council to have oversight of the projects and to approve plans for the eHealth Projects.

The Importance of Investing in Information Technology and eHealth Projects

The Federal Act offers a unique opportunity for the Commonwealth to make unprecedented investments in the future through its IT and eHealth infrastructure. The projects put forth by the IT Task Force not only fulfill the stimulus objective of creating immediate jobs that will boost the state's economy, but they also offer long-term and profound impacts on the quality of state government, on the lives and health of our citizens, and on the economic development of the Commonwealth. These projects should be adapted to the greatest extent possible consistent with the final parameters of the Federal Act.[3]

[3] As the Federal Act is finalized, the governing structure of the IT projects may need to be reconsidered. Additionally, the eHealth projects may need to be restructured to align with the requirements outlined to qualify for more funding.

Municipal Task Force

1. Introduction

Cities and towns play an essential role in the administration of government services, distribution of state money and in fostering broad ranging economic growth. Many of the most essential services, schools, water and energy, are administered at the local level. For these reasons, the Municipal Facilities Task Force is a critical part of the overall, Commonwealth-wide effort resulting from the Federal Act.

Recognizing the unique importance municipal success plays in the Commonwealth's stability, the Municipal Facilities Task Force contacted cities and towns and requested ready-to-go municipal projects that might be eligible for federal funding under the Federal Act. To this end, and in an effort to give municipalities a voice in the planning process for the potential federal funds, the Municipal Facilities Task Force e-mailed mayors, city and town managers in all 351 cities and towns across the Commonwealth. This e-mail requested that cities and towns review the needs of their community and determine whether or not they have projects that might be eligible for funding. The e-mail mentioned projects such as wastewater plants, water plants, public safety facilities, libraries, city and town halls/buildings, and recreation facilities, but did not limit the responses to just these types of projects. In addition, the e-mail informed cities and towns that any submissions to the Municipal Facilities Task Force that did not fall into our purview would be distributed to the other task forces at the appropriate time. Because the Task Force did not know the exact Federal criteria for the type of projects that may qualify and those that may not at the time of our request, the only restrictions the Task Force gave municipalities were that the projects must be "shovel-ready" within 180 days (of enactment of the Federal Act) and completed within two years.

In response to the e-mail, the Task Force received over 4,600 project submissions totaling more than $16 billion dollars from almost every city and town in Massachusetts. These requests ranged from projects that cost a few thousand dollars and create a few jobs to multi-million dollar projects that would create hundreds of jobs. This exercise has highlighted just how much funding cities and towns need in order to address their capital challenges.

2. Members

The Municipal Facilities Task Force consisted predominantly of local elected officials from across the Commonwealth, but it also included representatives from the State Senate and the State House of Representatives, town managers, staff from the Massachusetts Municipal Association and a few Administration employees who work with cities and towns in their professional capacity.

Name	Title	Agency / Organization
Murray, Timothy	Lt. Governor, Task Force Chair	Commonwealth of Massachusetts
Baier, David	Legislative Director	Massachusetts Municipal Assoc.
Belanger, Doug	Selectman	Town of Leicester
Brennan, Timothy	President	MA Association of Planning Orgs.
Carr, Ted	Selectman	Town of Cohasset
Curtatone, Joseph	Mayor	City of Somerville
Dolan, Robert	Mayor	City of Melrose
Donato, Paul	Representative	House of Representatives

Name	Title	Agency / Organization
Dumas, Kevin	Mayor	City of Attleboro
Dunlavy, Linda	Executive Director	Franklin Regional Council of Governments
Gaumond Jr., Leon	Town Administrator	Town of West Boylston
Haas, Glenn	Assistant Commissioner	Dept. of Environmental Protection
Higgins, Mary Clare	Mayor	City of Northampton
Jordan, Scott	Executive Director	Water Pollution Abatement Trust
Laskey, Fred	Executive Director	MA Water Resources Authority
McCurdy, Steven	Manager, State Revolving Fund Program	Massachusetts Department of Environmental Protection
Nunes, Robert	Deputy Commissioner	Department of Revenue, Division of Local Services
Nutting, Jeffrey	President	Massachusetts Municipal Assoc.
Ruberto, James	Mayor	City of Pittsfield
Robertson, John	Deputy Director	Massachusetts Municipal Assoc.
Rosenberg, Stanley	Senator	MA State Senate
Scanlon, William	Mayor	City of Beverly
Siegal, Dina	Deputy Director, Mayor's Office of Intergovernmental Relations	City of Boston
Sullivan, Richard	Commissioner	Dept. of Conservation and Rec.
Tobey, Bruce	Past President	Massachusetts Municipal Assoc.
Valente, Maureen	President	MA. Municipal Managers Association/Sudbury
Vanderhoef, Sheila	Town Administrator	Town of Eastham

3. Key Objectives for the Municipal Facilities Task Force

The Patrick-Murray Administration considers local elected officials and other municipal representatives partners in all of their efforts to improve the Commonwealth and the lives of Massachusetts residents. With this in mind, the Task Force set out to gather projects relating to the critical services cities and towns provide to Massachusetts residents on a daily basis, recognizing that municipalities are as, if not more, impacted by our current fiscal challenges as the Commonwealth and federal governments.

In collecting information about projects, the Task Force sought to determine the breadth and depth of ready-to-go efforts underway and needed at the local level. The high volume of responses to our request for projects underscores the intense immediate need in municipalities. This effort made clear not only the fact that municipalities face great challenges regarding their water, public works, roads and public safety projects, but also the fact that cities and towns are centers of innovation in the Commonwealth as many projects were forward looking regarding energy, information technology, and economic development programs.

Governor's Guiding Principles

The majority of the projects that were submitted to the Municipal Task Force align with one or more of the Governor's Guiding Principles. In addition to the volume of projects, the projects reviewed by the Municipal Facilities Task Force are different than those reviewed in other task forces in their scale and administration. Many cities and towns submitted deferred maintenance projects. Rather than large programmatic initiatives, they are looking to fill lingering and immediate needs, some of which will create many jobs, while others create very few. It is the belief of the Municipal Facilities Task Force that these projects are no less important because of their smaller scale, and in fact, many of them enhance the ability to provide the geographic diversity of spending that might not result from the projects submitted by other task forces.

Guiding Principles	Description
Invest for the Long Term	Municipal projects are by nature a long term investment because the funding will address critical infrastructure needs now and allow the city or town to avoid worsening structures that will cost more to repair and possibly allow them to avoid a property tax increase to pay for these critical projects.
Limit Impact on Operating Budgets	Cities and towns are very sensitive to adding cost to their operating budgets and successfully developed project proposals that have little or no impact on operating budgets.
Follow Established Infrastructure Priorities	All of the projects received accomplish one or more of the Development Cabinet's priorities of job creation, promotion of clean energy use, development in Gateway cities, etc.
Diversify	Funding a wide range of municipal projects across the Commonwealth will ensure that funds will be allocated across a variety of industries and geographic locations.
Buy Massachusetts	To the extent possible, cities and towns have expressed the desire to contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.

Task Force Guiding Principles and Objectives

The Municipal Facilities Task Force understand that the Federal Act will not allow the Commonwealth to fund all of the projects submissions the Task Force received and is particularly focused on rapid job creation. Each of these projects is important to the jurisdiction from which it came and many have benefits to expand at the regional and even Commonwealth level. As the Federal Act further defines readiness and criteria for selection, the Task Force anticipates a need to review the list to ensure that all of the projects meet the 180-day "shovel-ready" and other federal requirements.

Although the Municipal Task Force has not prioritized projects, the Task Force agreed on a number of criteria that should be considered when prioritization takes place. The criteria are as follows:

Guiding Principles and Objectives	Description
Shovel-Ready in 180 Days	• Construction is able to begin 180 days from enactment of the Federal Act. Expected enactment—mid-February. Design and permitting need to be complete at this time or at least far enough along that it allows for construction to begin.

Guiding Principles and Objectives	Description
Promotes Regionalization	• Acknowledging the tremendous work already conducted though the Gateway Cities and other regional development programs, projects that enhance regional goals are highly regarded.
Involves a Range of Trades/Industries	• In an effort to ensure workforce coverage, projects that call for a diverse range of workforce needs should be promoted.
Earmarked in a Bond Bill	• The Legislature and Administrative branches have already reviewed and prioritized projects within the 7 bond bills. This criterion should be used after a project passes all of the other criteria.
Leverages Other Sources of Funding	• If the Federal Act calls for a match, this criterion should be used.
Creates Jobs	• Other than the 180-day requirement, the creation of jobs is the most critical criteria. The more jobs, the better. If all of the requested projects were funded, the Task Force estimates that between 135,000 and 210,000 jobs would be created.
Commonwealth Capital Score	• Because SmartGrowth and other urban development/land use goals are important to the sustainable growth of the Commonwealth, measures such as the Commonwealth Capital score are an important criteria guiding our taskforce.

4. "Shovel-Ready" Projects

Due to the high number of submissions the Municipal Task Force received, the Task Force has not prioritized projects. Instead, the Task Force categorized them by municipality. The Task Force also provided projects that fall under the jurisdiction of other task forces to those groups for consideration. In terms of projects outside of the jurisdiction of the Municipal Task Force, many will be forwarded on to the Transportation Task Force. The remaining non-municipal projects are divided up mainly between the Energy and Educational Facilities Task Forces. For ease of tracking and for the purposes of this report, projects submitted to the Municipal Task Force that fall under the jurisdiction of another taskforce, will be maintained in Municipal Task Force project list. During the process of future prioritization, projects falling under the jurisdictions of other task forces will be prioritized within those task force lists, while projects subject to the purview of the Municipal Facilities Task Force only will be prioritized in the Municipal Facilities Project List.

The House version of the Federal Act shows funding flowing through already-established funding formulas at the state and federal levels, meaning that already established criteria will be used to distribute this additional funding. Unfortunately, if the final version of the bill resembles the version approved by the House Appropriations Committee January 21, 2009, a flexible pool of funding may not be available for projects that fall outside of existing state or federal programs and funding channels. The Task Force received hundreds of project requests for construction or rehabilitative work on city and town buildings that would go unfunded under the current bill. This is of great concern to the Municipal Facilities Task Force and as a result the Task Force recommends additional flexible funding be made available.

If flexible funds are indeed made available, the Task Force will use the guiding principles described above to prioritize projects. Projects will first have to meet the federal criteria and then the Governor's Guiding Principles. Finally, the Municipal Task Force's criteria will be applied. The last part of the criteria will be to consider geographic diversity and inclusion in a bond bill.

For the projects that fall specifically in the Municipal project list, the Task Force categorized projects by type:

- City or town buildings
- Library
- Municipal garages
- Nursing Homes
- Other/Dredging
- Public safety
- Recreation
- Wastewater/Water/Sewer

Almost half of the municipal projects the Task Force received fall into the wastewater/water/sewer category. When it is time to prioritize, projects should be judged within their category and not cross-category. Again, this should take place if there is funding available for these types of projects.

The Municipal Task Force recommends that projects be selected in the most fair and equitable way possible. The Task Force is concerned that certain communities that do not have ready-to-go projects sitting on the shelf, but with as much need as other communities, will miss out on federal funds. Certainly, the Task Force promotes regional geographic diversity, but the issue of equity and fairness is more than that. That said, the Task Force acknowledges the need to see the final bill to determine how to best achieve this within the guidelines of the Federal Act.

It is important to note the challenges the Task Force had in collecting and organizing information received from municipalities. In our effort to move quickly before the Federal Act was filed, the Task Force contacted municipalities and casted a wide net to bring in any project that might fit the guidelines of the anticipated bill. This resulted in the submission of over 4,600 projects that were submitted in different formats (Word documents, Excel spreadsheets, PDF files) that the Task Force continues to organize. The Task Force developed a computer code that could read the word documents submitted and automatically enter the information from specified fields into an Excel spreadsheet. While certainly a helpful tool, it is still imperfect. The list of projects represents what this process could extract so the Task Force does expect some potential omissions. For this reason and in an effort to better understand municipal priorities, the Task Force emailed the cities and towns to request that they prioritize their top 3 projects and prepare to provide us with additional information that the Task Force now knows it needs considering the guidelines of the Federal Act. The Task Force has made clear that all of submitted projects will be considered regardless of their priority status, but it will be useful for to see what the municipalities' highest priorities are given the volume of submissions. In this e-mail the Task Force stressed the need for projects to be "shovel-ready" within 180-days, as well as the federal request that these projects create jobs.[4] Additional vetting must be done to determine what projects meet these two basic criteria. The Task Force will go back to cities and towns to retrieve this information once we determine what funding is available for municipal projects outside of the already established formulas.

5. Agency Staffing Plans

By its nature, projects that are funded will require administrative and project support at the local and state levels. It is not a question of whether or not municipalities and state agencies will need support, but rather how much. It is becoming clear that programs like the State Revolving Fund (SRF) may

[4] See *Section I – Executive Summary* for an explanation of the job creation methodology used by the Municipal Task Force.

need additional resources if they are asked to reach out to cities and towns to request more projects to fund with the stimulus funding. It is not fully apparent whether they will need to do so, but we should be prepared to support the SRF. Demands on the SRF also potentially impose demands on the Water Pollution Abatement Trust; the trust anticipates almost a 50% increase in applications as a result of projects submitted to the Municipal Task Force.

In terms of managing the funding from the Federal Act that affects municipalities, funds that flow through already established formulas and programs will have a minimal impact on state agencies. If there are funds that need to be administered outside of already established programs, the burden on state agencies will increase.

Beyond administration, it is clear that there will be an influx in permitting requests at both the local and state level. The Department of Environmental Protection (DEP), anticipates an enormous influx of permitting requests, which if "use it or lose it" provisions apply, may require particularly expeditious processing. It is the understanding of this task force that the demands on DEP have been discussed and plans developed under the supervision of the Permitting, Workforce, and other cross-cutting task forces, and are sufficiently addressed elsewhere in this report.

Finally, depending on how much funding is distributed to cities and towns and in what manner, cities and towns may need assistance in administering the funds or permitting to get projects started at the requested time.

6. Barriers and Obstacles to Achieve Objectives

As described elsewhere in this report, the administration of municipal projects is unique. Some of these unique features may create barriers when an abnormally large volume of projects is introduced into what are normally streamlined and fairly constrained channels. Such barriers are described in greater detail in the table below.

Barrier / Obstacle	Mitigation Strategy / Actions Required
State Revolving Fund—need legislation to accommodate more flexible subsidies in federal bill	• The Water Pollution Abatement Trust and MassDEP have prepared corrective legislation for filing. Projects will need to be on the SRF Priority Lists and MassDEP is working with USEPA on necessary fine tuning to the Priority Lists that MassDEP is in the process of evaluating.
Permitting (Local and State)	• Working with Permitting Task Force to address this issue.
Private Workforce Needs	• Working with Workforce Task Force to address this issue. The Municipal Task Force recommends making an effort to select projects that employ a diverse range of workers so we can spread out the employment opportunities among the trades.
Town Approval Process	• Municipalities have different mechanisms for approving projects or spending. Towns in particular have a difficult time because they may have to bring the project before town meeting to get it approved.
Favoring of Certain Municipalities	• Again, towns and smaller cities may be disadvantaged because they have fewer "shovel-ready" projects on the shelf. To address this, we have made geographic diversity a factor in the prioritization process.

For more information on Permitting, Procurement and Workforce, please see *Section III, Cross-Cutting Task Force Overview.*

7. Metrics for Measuring Success

Metrics

There are a number of ways the Municipal Task Force anticipates measuring success. In general, these measures relate to the criteria used for prioritizing and selecting projects in the first place. Additionally, many of the federal and state channels anticipated to designate and control funding contain existing provisions for measuring success. The Task Force anticipates that in addition to the specific measures described below, additional federal and state metrics will be applied to measure project effectiveness as well.

Metric	Description	Method for Monitoring/Measurement
Geographic Diversity	• Projects spread throughout the Commonwealth.	• Evaluating the number of projects funded through the Federal Act and where they are located.
Funding Released in a Timely Manner	• The Commonwealth, when appropriate, will have to disseminate this funding and should do so in a timely manner that allows cities and towns to start work on time.	• This will depend greatly on the final bill and what guidelines are given to the states.
Project Started on Time	• The project is started within 180 days of enactment of the Federal Act.	• Evaluate when projects received money and when they break ground.
Project Completed on Time	• Projects must be completed in 2 years of their start date.	• Measure whether projects are completed within 2 years. Projects should be completed by 2011.
Project Completed within Budget	• Additional state money will not be available to municipalities if they go over budget	• Program staff will work with municipalities to help keep projects on track and on budget
Number of Jobs Created	• The primary goal of the Federal Act is to create jobs—the more the better.	• Request information from cities and towns about expected and actual employment both short and long term.

Private Development Task Force

1. Introduction

The charge of the Private Development Task Force has been to identify public investment opportunities that directly support private economic development activity.

The Task Force membership included: (1) representatives of the Administration and of the Legislature associated with housing and economic development; (2) representatives of the Commonwealth's quasi-public agencies associated with housing and economic development; and (3) private sector representatives, including trade and industry group representatives.

After several meetings, the Task Force recommends project-specific public investments that total $1.593 billion in the following areas[5]:

- Traditional public infrastructure projects in locations supporting planned commercial/residential private development
- Affordable housing developments unable to proceed due to lack of tax credit investors or other financing gaps

The Task Force also recommends programmatic public investments of $1.979[6] billion in the following areas:

1. Broadband Connectivity Funding
2. Renewable Energy in Private Buildings Funding
3. MassDevelopment Non-Profit Facilities Fund
4. MassDevelopment General Business Viability Fund
5. MassInvest – Micro-Loan and Small Business Lending Retention Fund
6. Life Sciences Center Funding
7. Clean Energy Center Funding
8. Recapitalization of John Adams Innovation Institute
9. Foreclosed Properties Rehabilitation Fund

Given the charge of the Private Development Task Force, and the time constraints of the exercise, the primary objective of the Task Force was to systematically identify possible projects and programs that would effectively support private economic development activity. Because of the unique charge of the Private Development Task Force, many nominations for projects were made by parties who were not themselves the project proponents. For this reason, much of the information expected to be collected through the Task Force exercise was not immediately available.

The Task Force is highly confident that the exercise has generated a comprehensive listing of the projects and programs that should be further examined for their effectiveness in supporting private economic development activity. The members of the Task Force have been actively engaged in the process and strongly desire to continue to participate in the next step in the process, which for this Task Force will be to systematically and consistently apply development readiness and prioritization criteria to the nominated projects.

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[5] In addition, the Task Force received 189 additional project submissions totaling $1.603 billion.

[6] The $1.979 billion in programmatic public investments is not included on the *Project List* and the total dollars for these programs are not included in the Total Federal Act Request with the *Executive Summary*, which only includes projects.

2. Members

Name	Title	Agency / Organization
O'Connell, Daniel	Secretary; Task Force Chair	Executive Office of Housing & Economic Development
Anderson-Lamoureux, April	Director & State Permitting Ombudsman	MA Permit Regulatory Office
Arce, Pedro	President & CEO	Veritas Bank
Begelfer, David	CEO	National Association of Industrial & Office Properties – MA Chapter
Bialecki, Gregory	Undersecretary	Department of Business Development
Bickerton, Robert	Associate Education Commissioner	Executive Office of Education
Boronski-Burack, Debra	President	MA Chamber of Business & Industry
Bosley, Daniel	Representative	MA House of Representatives
Brooks, Tina	Undersecretary	Department of Housing & Community Development
Cloney, Patrick	Executive Director	MA Office of Business Development
Cotter, Kevin	Business Manager	Local 12 Plumbers Union
Crane, Daniel	Undersecretary	Office of Consumer Affairs and Business Regulation
Culver, Bob	President & CEO	MassDevelopment
d'Aberloff, Nick	President	NE Clean Energy Council
Doherty, Richard	President	Association of Independent Colleges and Universities in MA
Dougherty, Terry	Assistant Secretary for Finance & Fiscal Policy	Executive Office of Health & Human Services
Draisen, Mark	Executive Director	Metropolitan Area Planning Council
Erlich, Mark	Senior Assistant Administrator/ Organizing Director	NE Regional Council of Carpenters
Gleason, Tom	Director	MassHousing Authority
Guidice, Phil	Commissioner	Division of Energy Resources
Haynes, Bob	President	AFL-CIO of MA
Homer, Ron	President	Access Capital Strategies

Name	Title	Agency / Organization
Houston, Susan	Executive Director	MA Alliance for Economic Development
Hunter, Michael	Director, Business Resource Team	Department of Business Development
Jamele, Bryan	Policy Advisor	Executive Office of Housing & Economic Development
Linde, Ed	CEO	Boston Properties
McGee, Stan	Assistant Secretary for Policy & Planning	Executive Office of Housing & Economic Development
Mullan, Jeff	COO	Executive Office of Transportation & Public Works
Nakajima, Eric	Senior Policy Advisor	Executive Office of Housing & Economic Development
Noel, George	Director	Department of Labor
Porter, Andre	Executive Director	Office of Small Business & Entrepreneurship
Richards, Lowell	Director of Port Planning & Development	MassPort
Robertson, Jeff	Deputy Director	MA Municipal Association
Silva, Edith	Executive Director	State Office of Minority & Women Business Assistance
Smith, Rob	Director of Policy & Planning	Executive Office of Labor & Workforce Development
Wall, Betsy	Executive Director	MA Office of Travel & Tourism
Walsh, Melissa	COO	MA Life Sciences Center
Warwick, Kyle	Managing Director – Investment Development	Jones Lang LaSalle
Windham-Bannister, Susan	President & CEO	MA Life Sciences Center
Ziegler, Clark	Director	MA Housing Partnership

3. Key Objectives for the Private Development Task Force

Public investments in support of private economic development activity offer a unique opportunity to provide a direct economic stimulus and to have an indirect multiplier effect by: (a) in some cases, immediately triggering other private construction activity undertaken with private funds, (b) in other cases, preparing locations for private construction activity at the earliest possible time on the upside of the economic cycle, and (c) in all cases, addressing critical impediments to long-term private economic development activity in the Commonwealth.

All of the project areas and programs recommended by the Task Force align with the five basic principles outlined by Governor Patrick in his directions for mobilization. Further information on how such alignment is achieved is contained in the specific descriptions of the project areas and programs.

Since the priority principles established by the Development Cabinet (see *Appendix* 1 for a list of these priorities) directly relate to the recommended public investment in traditional public infrastructure, those are considered by the Task Force as the guiding principles for this project area, without the need for additional criteria.

For the other recommended project areas and programs, the Task Force recommends additional criteria as well, as further outlined in the specific descriptions of the project areas and programs.

Governor's Guiding Principles

The following describes how the recommended projects align with the Guiding Principles outlined by Governor Patrick:

Guiding Principles	Description
Invest for the Long Term	All recommended projects will qualify as long-term investments in that they will increase long-term job growth or housing growth in the Commonwealth.
Limit Impact on Operating Budgets	All recommended projects will either be operated and maintained within the anticipated operating budgets of the public project proponents or will be privately maintained.
Follow Established Infrastructure Priorities	All recommended projects will be scored in accordance with these priorities and will meet the standard established by the Development Cabinet.
Diversify	The recommended projects will be prioritized to assure industry and geographic diversity.
Buy Massachusetts	This principle will be followed to the extent allowable.

Task Force Guiding Principles and Criteria

Guiding Principles and Criteria	Description
Maximize Immediate Employment Opportunities	Among otherwise equally qualified and prioritized projects, prefer projects that create the maximum amount of immediate employment opportunities
Maximize Housing Unit Creation	Among otherwise equally qualified and prioritized housing projects, prefer projects that create the maximum number of housing units
Maximize Private Funding Leverage	Among otherwise equally qualified and prioritized projects, prefer projects that leverage the maximum amount of other public/private funding

4. "Shovel-Ready" Projects

As noted above, the Task Force has not prioritized the projects using the objectives described above. The intended process from here is as follows:

A. Determine for each project whether there is a ready, willing and able project proponent.

B. If so, determine for each project whether it has been fully designed and permitted and whether all needed site control/right of way has been acquired (or whether these steps could be completed within 90 days).

C. If so, determine for each project whether it meets the infrastructure priority standard established by the Development Cabinet.

D. If so, prioritize projects based on the additional Task Force criteria.

5. Projects

Projects

For a detailed list of projects provided by the Private Development Task Force please see *Section IV – Project List.*

Program Initiatives

1) Broadband Connectivity Funding – $200 million

Overview

Increased broadband availability will enhance the Commonwealth's competitive position in vital sectors of the economy and improve the health, safety, education, and quality of life for the citizens of Massachusetts. Broadband access has a proven track record of stimulating economic growth, creating jobs, and increasing property values and tax receipts. Under the leadership of the Massachusetts Broadband Institute (the "Broadband Institute"), strategic and targeted public investments in broadband infrastructure will be made with the objective of ensuring that broadband service is available to all currently unserved and underserved citizens in the Commonwealth.

We believe that, with the $40 million in state bond funds to pursue public-private partnerships, the Broadband Institute will be able to accomplish the directives of the Governor and the Legislature to bring affordable, robust and ubiquitous broadband to Massachusetts citizens in areas where the digital divide is greatest.

- However, additional federal funding, will allow the Broadband Institute to go beyond the executive and legislative directives to accomplish even more, and in a shorter time period.

Federal Funding

The Broadband Institute is mobilized to invest $200 million to ensure world-class high-speed Internet access for all unserved citizens as well as expand existing capacity for underserved citizens in the Commonwealth.

- With ever increasing capital constraints in all sectors of the economy due to the global economic crisis, including in the telecommunications sector, complementary federal funding will help to further condition the market for broadband infrastructure deployment and make the public-private partnership model more attractive to potential private partners, large and

small, thereby stimulating increased investment in advanced telecommunications services to those areas of Massachusetts desperately in need.

Additional federal funding available for broadband would permit us to lay a lasting foundation for the future by ensuring that funds are spent on world-class, future-proof infrastructure. We are currently working to identify every Massachusetts household that cannot access broadband at any speed. An average of $3,000 per unserved household would enable deployment of the most future-proof broadband access technologies to unserved households in the Commonwealth. Additional funds would be needed to upgrade other portions of the network, such as statewide backbones and fiber optic cabling connecting unserved areas to major urban centers, to the same future-proof, world-class standard.

Scope and Types of Projects

In preparing for the potential availability of federal funds, the Broadband Institute has already identified a number of "shovel-ready" projects and is working hard to determine where additional federal funding could be most effectively utilized to solve the problem.

As an illustrative project, the Massachusetts Highway Department recently announced that they will be deploying conduits along Interstate 91 and Interstate 291 as part of a $30 million investment in a high-tech system that will monitor traffic conditions along both corridors and serve as an important homeland security tool for the Commonwealth. Recognizing the synergy between the installation of the high-tech system and the Broadband Institute's mission, the Broadband Institute is prepared to target investment for the pulling of a publicly-owned 288 count fiber optic cable within existing conduit along Interstate 91. This build would be one component of a larger fiber optic backbone ring that would bring broadband to unserved citizens in western Massachusetts and lay the foundation for broadband expansion throughout the Commonwealth. With the same 288 count fiber, a similar investment could be made on Interstate 90, from Springfield to the New York border. Total projected cost for both projects would be $4.25 million.

In addition, availability of federal funds would allow the Broadband Institute to implement many of the project proposals that we received through our recently completed "Call for Solutions" process – the equivalent of a Request for Information, or RFI. Through this process, the Broadband Institute has identified a number of thoughtful and feasible proposals. While a number of those proposals can be executed with the use of state funds available via bonds, other proposals require resources that currently do not exist. For example, federal funding would allow the Broadband Institute to target additional investments above and beyond its current capacity, including the deployment of a more complete fiber-to-the-town solution for unserved and underserved areas of the Commonwealth. The total projected cost for this project is $45 million.

Jobs & Local Multiplier Effect

In keeping with the goals of the Administration's infrastructure priority requirements, complementary federal funding for broadband infrastructure deployment would not only benefit the public health, safety and welfare, but it would create thousands of jobs for our citizens and stimulate economic development in rural areas of the Commonwealth. The Communications Workers of America estimate that every $5 billion invested in broadband infrastructure will create approximately 100,000 jobs directly in the telecommunications, information technology and computer sectors. According to the Department of Commerce, communities with broadband added one percentage point to the employment growth rate, 0.5% to the growth of business establishments and 0.5% to the share of IT establishments.

2) Renewable Energy in Private Buildings Funding – $34 million

The Task Force recommends an investment of $34 million in 2009-2010, matching the existing state commitment under the Commonwealth Solar program, to be used to expand the existing rebate

program and/or increase the rebate per project, as is determined by the Commissioner of DOER to most effectively promote the use of solar energy in private buildings.

3) MassDevelopment Non-Profit Facilities Fund – $1.245 billion

Non-profits contribute significantly to the Massachusetts economy, employing more than 420,000 people and representing more than 13% of the workforce. They employ more people than most industries in the state, including government. The nearly 25,000 non-profit organizations contribute close to $50 billion to local communities throughout the state each year, through salaries, purchases of goods and services, and other expenditures. In recent years, the number of jobs in the non-profit sector has grown, while overall employment in the state has not.

The support of this sector is critical to the economic well-being of Massachusetts. The recent turbulence in the capital markets, coupled with declining revenues and endowment losses, have resulted in the postponement of $5 billion of capital projects as identified by recent surveys conducted by MassDevelopment, HEFA, the Massachusetts Hospital Association, the Association of Independent Colleges and Universities in Massachusetts, and the Massachusetts Cultural Council. The table below breaks down the amounts and estimated one year FTEs by specific sector:

Area	Project Cost *	Number of Projects
Higher Education	$1,527,037,000	67
Cultural Facilities	$682,940,891	72
Healthcare	$2,771,218,581	198
TOTAL	**$4,981,196,472**	**337**

* These projects are not included in the list of Private Development projects, these projects are within the MassDevelopment Non-Profit Facilities Fund program.

The recommendation is to conservatively address this need by creating a fund equal to one-quarter of this identified demand, or $1.245 billion.

The Non-Profit Fund's primary product offering will be a patient, low-cost subordinated loan that would be forgivable at a future date if the institution did not achieve certain financial ratios. The forgiveness feature would eliminate the risks of rating downgrades, defaults, and bankruptcy that are associated with taking on conventional debt if revenues do not improve and endowments do not recover. The Fund would favor those projects that can break ground the soonest and that have the highest number of permanent jobs (as opposed to construction jobs) associated with the finished project per dollar lent. Demand for this product will likely be greater than its availability, and MassDevelopment will seek to leverage its use with conventional debt to the extent that institutions are willing and able to access the credit markets. The three Fund components are outlined in the Addendum.

4) MassDevelopment General Business Viability Fund – $280 million

In the past quarter, MassDevelopment and other state agencies have received numerous requests for working capital loans from businesses whose needs are not met by private banks either because the businesses are experiencing losses because of the economic slowdown, or because the banks are imposing tighter credit standards than they have in the past and reducing advance rates. The continuation of this trend would cause job losses and lack of growth by businesses that are otherwise viable and would weather the recession if they did not lack working capital.

The FDIC reported that commercial and industrial loans outstanding with Massachusetts banks totaled $5.6 billion on September 30, 2008. This figure represented an increase of $.6 billion over the previous year. In a declining economy, much of this increase would have come from businesses tapping their unused lines of credit to cover increased inventory and lower revenues as evidenced by

a nearly 7% decrease the aggregate amount of untapped lines of credit at 180 Massachusetts banks. A 5% reduction (the amount of C&I loans advanced by banks) would equate to a $280 million financing gap by businesses currently receiving financing from Massachusetts banks.

The Business Viability Loan Fund would plug this gap by providing subordinate loans and loan guarantees for working capital loans, leveraging private capital to the fullest extent possible. Priority would be given to those businesses that have the highest employment per loan dollar and that have the best long-term prospects for viability. Most of the job benefits would come from the retention of existing jobs by viable businesses that would otherwise be forced to downsize or liquidate during the recession. Preserving these jobs would be more cost effective and less disruptive to the economy than allowing them to be lost and then having to create new jobs elsewhere.

5) MassInvest – Micro-Loan and Small Business Lending Retention Fund – $50 million

The Fund would be a $50 million financing vehicle to fuel the growth of the Emerging Domestic Market (EDM). Emerging Domestic Markets are defined as people, places, or business enterprises with growth potential that face capital constraints due to systemic undervaluation as a result of imperfect market information and conditions. The market segment represents small and medium sized businesses, minority and women-owned businesses, urban and rural communities, and companies that serve low-to-moderate-income populations.[i]

- 89% of all U.S. businesses have less than $1 million in annual sales; 81% have less than $1 million in revenues; and 14% have $1-5 million in revenues
- 46% of all small businesses use personal payment cards as a financing source
- 25% of all EDM businesses are growing faster than national rate for all small businesses and account for 27% of all U.S. businesses
- 26% of US firms are women-owned, yet these businesses received 5% of venture capital investments
- 15% of US firms are minority-owned, yet they received less than 2% of venture capital investments
- 19% of US businesses are located in rural areas, yet they received less than 2% of venture capital investments.

The US Census Bureau's 2006 statistics indicates that Massachusetts has 125,045 EDM businesses that report a payroll, representing 86.3% of all such firms. This figure excludes the state's estimated 500,000+/- sole-proprietorships. The SBA reports that EDM's have created 60 to 80% of the net new jobs since the mid-1990s. During the current economic downturn, retaining businesses in this market segment is very important as they will continue to be a key component of the Commonwealth's economic engine.

Current Market Segment Conditions

The current poor state of the U.S. economy is a challenge for small firms seeking financing. Bank lending is off 30 percent from last year due to the credit crunch, resulting in a general concern about lending to small businesses. According to the "Small Business Economic Outlook" conducted by the Congressional Small Business Committee, lending standards have tightened considerably reflecting the lowest supply of credit for small firms in Federal Reserve history. In The Federal Reserve's Senior Loan Officer Survey over 65% respondents reported tighter credit standards on commercial and industrial loans, with over 66% bank officers reporting tighter credit standards on credit cards, compared to just 32% in the previous survey. Furthermore, the drop in housing prices has meant a fall in collateral for new and small firms seeking funding. In order to better assist small businesses and help them to survive the current economic downturn and resulting credit crunch, new financing products that supplement the current offerings need to be considered.

Market research, trend analysis and national policy forums have revealed that EDM segments have sophisticated financing needs and a desire to grow. The EDM is neither proportionately served nor effectively serviced by existing (non-credit card) lending products or institutional service providers, given their historical economic contribution to the GDP of 50% and annual growth rate of 12.8%.

The gaps in financial products to the targeted market segment are due in part to:

- Conventional banks are highly regulated and make financing decisions based on historical performance instead of future opportunity.
- Investment banks and private equity firms maintain narrow investment criteria andlack familiarity with the small business market segment.
- Community financial development institutions, while often strong on relationships within the market, typically do not have access to a full suite of customized 'investment bank' financing options and advisory services. In addition, they typically serve smaller "micro" businesses, those with five or fewer employees, as opposed to focusing exclusively on the customized needs of a select group of companies with substantial growth potential.
- The consolidation in the banking industry has led to a drop in local lending partners who know their customers and understand their business models.
- Market research and national policy forums have revealed that small business markets have sophisticated needs and a desire to grow that is served neither appropriately nor effectively by existing financial services providers.

The fund will address some of the current deficiencies by offering structured flexibility that will enable targeted economic sustainability and, in some cases, growth for businesses with no access conventional venture capital funds. In addition, by pairing advisory services with the financing, the Commonwealth's investment risk is mitigated and it ensures that capital is being used most efficiently.

Components of the Proposed MassInvest Fund

A. **Micro-Loan Fund** *(for seed stage businesses)*
The proposed Micro-Loan Program fills a product gap for loans between $35,000 and $100,000 which is currently not being served by either commercial lenders or non-profit lenders in Massachusetts. The funds will be distributed to existing Micro-Loan providers throughout the State with specific lending guidelines. These micro-lenders will also be required to offer technical assistance as a condition of receiving the new funds.

Family Asset Support – A portion of these funds will also be used in conjunction with the Individual Development Account (IDA) Program that DHCD administers to micro-lenders across the state. The IDA program provides matching funds to the savings of low-income participants. The proposed micro-loans would be considered an eligible match to savings accumulated by participants via the IDA Program. The new funds will allow micro lenders to leverage additional private and federal monies, thus expanding their pool of resources.

B. **Small Business Retention Fund** *(for established small businesses)*
The Small Business Retention Fund supplements traditional credit lines and terms loans typically offered by private market and public programs. Target businesses are those with *limited or no access* to conventional loan and investment capital funding products Additionally, the fund provides a provision which pairs technical and advisory services with financing, mitigating the Commonwealth's investment risk and ensuring that capital is being used most efficiently.

The 2008 Babson Entrepreneurship Monitor Report highlights that "*funding for microenterprises and small businesses may not match the needs of the business.*" The Babson study further indicates the need to provide "stop-gap funding to the businesses between start-up and high growth" stage of development. This type of funding is often referred to as "patient capital" and it provides entrepreneurs advantages that debt funding does not by allowing them payment flexibility during times of unexpected contraction in the marketplace. Second, the fund provides advisory services to building business capability.

- Fund is for Massachusetts businesses that may be at risk of closing due to the current economic conditions or those have the potential to grow their revenues and create new jobs.
- Funds can be used to provide direct loans to businesses; and loan guarantees and credit enhancements to banks and other private commercial lenders;
- Situational loan terms for working capital needs (loans with longer terms than typical, as referred to as "patient capital")
- Debt restructuring; and
- Advisory services paired with financings
- Standardized reporting requirements

6) Life Sciences Center Funding- $50 million

The Task Force recommends an investment of $50 million in 2009-2010, matching the existing state commitment under the Life Sciences Initiative, to be used for grant, loan and equity investments in start-up and entrepreneurial life sciences companies.

7) Clean Energy Center Funding- $50 million

The Task Force recommends an investment of $50 million in 2009-2010 to be used for grant, loan and equity investments in start-up and entrepreneurial clean energy and energy efficiency companies.

8) Recapitalization of John Adams Innovation Institute- $25 million

The Task Force recommends an investment of $25 million in 2009-2010 to be used for grant, loan and equity investments in start-up and entrepreneurial companies in the information technology, advanced manufacturing and advanced materials sectors.

9) Foreclosed Properties Rehabilitation Fund- $45 million

The Task Force recommends an investment of $45 million in 2009-2010 to be used for the rehabilitation of recently foreclosed properties, supplementing federal funds authorized last year for that purpose.

6. Agency Staffing Plans

The following table provides a summary snapshot of the staffing needs discussed in more detail throughout this section.

Federally funded FTE Request Based on Agency Staffing Analysis	Number of FTEs
Public Infrastructure	2
Affordable Housing	3
Renewable Energy	0
Mass-Development	5-6
Mass-Invest	2-3
Life Sciences	0
Clean Energy	2-3
Recapitalization of John Adams Innovation Institute	2-3
Foreclosed Properties Rehabilitation Fund	2-3

Traditional Public Infrastructure

The proposed public investment would require two additional full-time staff within the Department of Business Development to provide overall program administration due to the volume of projects. Each project may also require additional project staffing at the level of the specific agency or municipality having primary responsibility for project execution.

Affordable Housing Developments

The proposed public investment would require three additional full-time staff within the Department of Housing and Community Development to provide overall program administration due to the volume of projects. One position is a management position required to oversee the execution of these funds in a timely, efficient manner consistent with all applicable federal and state requirements. The remaining two positions are somewhat junior positions required to process the applicable paperwork and monitor the use of the funds.

Program Initiatives

a) Broadband Program Investment

Federal funding would also be used for programmatic hiring at a level necessary for the prudent and expeditious use of additional funds for broadband infrastructure in the Commonwealth. Possible positions include: (1) an interagency liaison position to work closely with other secretariats such as the Executive Office of Transportation and Public Works (Massachusetts Highway Department) to identify complementary capital projects and the Executive Office of Administration and Finance (DCAM) to ensure proper asset management principles are incorporated into broadband projects; (2) an additional two program positions at the Broadband Institute with network design experience to manage projects specifically tied to potential federal funding; and (3) a municipal preparedness position to work collaboratively with municipalities and regional planning authorities to ensure that a streamlined approach is taken at a local and regional level with regard to permitting and ordinance issues.

b) Renewable Energy in Private Buildings Funding: No additional staffing needs

c) MassDevelopment Funds: 5-6 additional staff needed.

d) MassInvest – Small business and micro-lending program: 2-3 additional staff needed.

e) Life Sciences Center Funding: No additional staffing needs.

f) Clean Energy Center Funding: No additional staffing needs.

g) Recapitalization of John Adams Innovation Institute: 2-3 additional staff needed.

h) Foreclosed Properties Rehabilitation Fund: 2-3 additional staff needed.

7. Barriers and Obstacles to Achieve Objectives

Barrier / Obstacle	Mitigation Strategy / Actions Required
Traditional Public Infrastructure Completion of design needed to allow construction start within six months may require financial resources other than federal funding.	Make available state resources for final completion of design and permitting of otherwise eligible priority projects
Traditional Public Infrastructure Some worthwhile projects may not be able to start construction within six months without design-build authority **(may require legislative relief)**.	Make needed statutory change to grant design-build authority for otherwise eligible priority projects
Traditional Public Infrastructure Completion of final project permitting may require expedited attention by permitting authorities.	Mobilize inter-agency permitting board to expedite final permitting for otherwise eligible priority projects
Program Initiatives MassDevelopment Funds – Potential for perceived competition with banks and other lenders	Develop program in close coordination with private banks and financial institutions to target funding at financing gaps not covered by private sector
Program Initiatives MassDevelopment Funds – Continued lack of private party investors, even with public partners mitigating their risks	Develop program in close coordination with private banks and financial institutions and obtain upfront commitments to lend where agreed-upon public commitments are made
Program Initiatives MassInvest Funds- Effective promotion of funds being available to potential beneficiaries	Collaboration with the MA Bankers Association, MA Community & Banking Council, Community Development Financial Institutions (CDFI's), Small Business Development Centers (SBDCs), the Small Business Administration and our existing diverse network of regional and industry-specific small business lenders to promote the availability of funding
Program Initiatives MassInvest Funds – Potential for perceived competition with banks and other lenders	Develop program in close coordination with private banks and financial institutions to target funding at financing gaps not covered by private sector
Program Initiatives	Develop program in close coordination with

Barrier / Obstacle	Mitigation Strategy / Actions Required
MassInvest Funds – Continued lack of private party investors, even with public partners mitigating their risks	private banks and financial institutions and obtain upfront commitments to lend where agreed-upon public commitments are made

8. Metrics for Measuring Success

Metrics

Metric	Description	Method for Monitoring / Measurement
Traditional Public Infrastructure – Square Footage	• Square feet of private commercial development for which construction actually starts due to public investment	• Participants agree to submit metrics as a requirement of financing
Traditional Public Infrastructure – Square Footage	• Square feet of private commercial development for which sites are now "shovel-ready" due to public investment	• Participants agree to submit metrics as a requirement of financing
Affordable Housing Developments – Units	• Number of housing units for which construction actually starts due to public investment	• Participants agree to submit metrics as a requirement of financing
Affordable Housing Developments – Units	• Number of housing units for which sites are now "shovel-ready" due to public investment	• Participants agree to submit metrics as a requirement of financing
Program Initiatives – MassDevelopment Funds – Jobs	• Short and long-term jobs created • Long-term jobs retained	• Participants agree to submit metrics as a requirement of financing
Program Initiatives – MassDevelopment Funds – Return on public monies	• Private funding leveraged due to public investment • Where applicable, revenue enhancement of businesses financed with public monies	• Participants agree to submit metrics as a requirement of financing
Program Initiatives – MassInvest – Jobs	• Short and long-term jobs created • Long-term jobs retained	• Participants agree to submit metrics as a requirement of financing
Program Initiatives – MassInvest – Return on public monies	• Private funding leveraged due to public investment • Where applicable, revenue enhancement of businesses financed with public monies	• Participants agree to submit metrics as a requirement of financing

State Facilities and Courts Task Force

1. Introduction

The Mission of the State Facilities and Courts Task Force. The State Facilities and Courts Task Force was established by the Governor to plan and prepare for the possibility of receiving significant new federal funding under the anticipated Federal Act for investment in state facility and court capital projects. Specifically, the Governor charged the State Facilities and Courts Task Force with developing a work plan that provides the following information with respect to investments in state facility and court projects: (i) a statement of overall objectives; (ii) a list of projects that are "shovel-ready", including project description, location, cost, schedule and agency or entity responsible; (iii) a staffing plan for carrying out projects funded under the Federal Act; (iv) metrics by which to measure success in meeting objectives; and (v) any gaps or barriers identified to meeting the objectives as well as plans to address them.

The work assigned to this Task Force by the Governor is critical to ensuring that the Commonwealth is prepared to take full advantage of the opportunity presented by the Federal Act. Significant federal funding for these types of capital investments would not only create desperately needed jobs in the near term, but it would also allow the Commonwealth to address a backlog of capital investment needs and further other important priorities that result in long-term benefits.

Under the Federal Act, however, there are expected to be "use it or lose it" provisions that require the commitment and expenditure of federal funds on eligible capital projects within specified time frames. These provisions are being included to ensure that the funding is being spent on projects that can commence quickly and create jobs in the near term. If a state does not spend funds for eligible projects quickly enough, the funds are expected to be reallocated to other states. The work of this Task Force – and the others established by the Governor – will help ensure that we are ready to invest any funds we receive promptly and wisely.

It should be noted that the scope of work of this Task Force was limited to potential capital investments in the following types of state facilities: buildings and facilities owned and operated by state agencies; state-funded public housing; court buildings and buildings and facilities under the control of the Massachusetts Convention Center Authority. Investments in transportation infrastructure, municipal facilities and privately-owned facilities are being addressed by other task forces. In addition, any energy efficiency or renewable energy investments in state facilities and courts and any investments in state higher educational facilities are being addressed by other task forces, but the projects may be in the project lists for the State Facilities and Courts Task Force and the other task forces.

The Process of the State Facilities and Courts Task Force. The State Facilities and Courts Task Force was established in mid-December 2008. Pursuant to the Governor's direction, the Task Force was composed of a broad range of stakeholders, including: representatives of the state agencies that carry out state facility and court capital projects, representatives of state agencies that use state facilities and courts, representatives of contractor and subcontractor associations, a representative of a building trades organization, representatives of the business community, state legislators and representatives from the Office of Labor and Workforce Development. The individual members of the State Facilities and Courts Task Force are listed in *Section 2* below. This broad representation contributed to productive, well-informed and thoughtful deliberations at Task Force meetings at which all perspectives were articulated and considered.

The State Facilities and Courts Task Force held five meetings of the full Task Force, the first of which was held on December 22, 2008 and the last of which was held on January 21, 2009. At its first meeting, the Task Force developed objectives for investments made in state facility and court capital

projects funded under the Federal Act and metrics that should be used to measure our success in meeting those objectives in connection with any such investment of federal funds. At the second meeting, the Task Force discussed the project readiness criteria the state agencies should use in identifying eligible projects for consideration and began to identify gaps and barriers to achieving the objectives for state facility and court capital investments. At the third meeting, the Task Force reviewed the staffing plans of the agencies that would be responsible for carrying out the federally-funded projects. At the fourth meeting, the Task Force reviewed the status of the agencies' development of lists of "shovel-ready "projects, identified gaps and barriers to achieving the objectives for state facility and court capital investments, and identified plans for addressing those gaps and barriers. At the fifth and final meeting, the Task Force reviewed a draft of this report and made final decisions with respect to the content of the report.

The Final Product of the State Facilities and Courts Task Force. The State Facilities and Courts Task Force is proud to submit the work plan contained in this report. This work plan is responsive to the Governor's request and reflects a lot of hard work by all members of the Task Force, particularly the representatives of the state agencies that will be responsible for carrying out any state facility and court projects funded under the Federal Act. The collaborative and constructive deliberations at task force meetings resulted in more thoughtful and comprehensive planning than each agency could have done on its own. This was a valuable process, and the quality of the work plan presented in this report reflects the thoughtful and valuable contributions made by all of the Task Force members.

2. Members

Name	Title	Agency / Organization
Gonzalez, Jay (Chair)	Undersecretary	Executive Office for Administration and Finance
Bernard, Steve	Assistant Secretary for Administration and Operations	Executive Office of Health and Human Services
Brewer, Stephen	Senator	Massachusetts State Senate
Cooper, Stephanie	Chief of Staff	Department of Conservation and Recreation
Donaghey, Ellen	Chief Fiscal Officer	Executive Office of Public Safety and Security
Gatzunis, Thomas	Commissioner	Department of Public Safety
Haley, Jack	Director of Engineering & Maintenance	Massachusetts Convention Center Authority
Lawton, Monica	Executive Director	Associated Subcontractors of Massachusetts, Inc.
Mulligan, Robert	Chief Justice for Administration and Management	Administrative Office of the Trial Court
O'Flaherty, Eugene	State Representative	Massachusetts House of Representatives
Perini, David	Commissioner	Division of Capital Asset Management
Petrucelli, Robert	Executive Director	Associated General Contractors of Massachusetts
Raso, Charles	Business Manager	Bricklayers and Allied Craftsmen Local #3

Name	Title	Agency / Organization
Schectman, Amy	Associate Director for Public Housing and Rental Assistance	Department of Housing & Community Development
Wallace, David	Director	Division of Apprentice Training, Department of Workforce Development
Walsh, Jim	Executive Director	Massachusetts Sheriffs' Association

3. Key Objectives for State Facilities and Courts Task Force

The primary goal of the Federal Act is to invest in projects that can commence quickly and create jobs in the near-term to help lay the foundation for an economic recovery. Across the Commonwealth, as of December, 2008, nearly 27,000 construction workers were collecting unemployment benefits, and more are expected to join the unemployment rolls in the ensuing months. An influx of federal funding for capital investments in state facilities and other public infrastructure will help to reverse this trend and to support a wide-range of trades and industries throughout the Commonwealth.

Governor's Guiding Principles

In addition to furthering this important job creation objective, the Governor has charged this Task Force and other task forces with developing plans to use the opportunity presented by the federal funding to make investments that further other important objectives of the Commonwealth. In charging each task force with developing these objectives for each particular area of infrastructure investment, the Governor directed the task forces to observe the following guiding principles:

Guiding Principles	Description
Invest for the Long Term	All projects under this program should have a long-term benefit, in addition to the stimulus effect of putting people back to work now.
Limit Impact on Operating Budgets	Prefer investments that will reduce – or at least not add to – demands on the operating budget.
Follow Established Infrastructure Priorities	Make choices based on the infrastructure recommendations recently approved at the Development Cabinet.
Diversify	Subject to whatever constraints there may be in the federal legislation, prioritize projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations.
Buy Massachusetts	To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.

Task Force Guiding Principles and Objectives

In furtherance of the job creation goal and the Governor's guiding principles the State Facilities and Courts Task Force developed the following objectives for investment of any available funds under the Federal Act in state facility and court projects:

Objectives for State Facility and Court Investments

- Create positive economic impact – create construction jobs in near term and preferably for a sustained period of time.
- Improve condition of state facilities – address backlog of deferred maintenance to address structural integrity of building stock, remedy health and safety concerns, improve environment for state workers, public housing residents and members of the public, and reduce maintenance and future capital investment costs.
- Gain long-term benefits – invest in projects that are consistent with the Administration's infrastructure investment priorities, support core functions of state government and support the missions and long-term programmatic goals of state agencies.
- Achieve efficiencies – invest in projects that result in operating budget savings or programmatic efficiencies.
- Diversify investments – invest in different types of state facilities, different types of projects involving different trades and industries, and different parts of the state to ensure that a wide variety of state agencies, contractors, workers and areas of the state benefit.
- Deliver projects on-time and on-budget – proactive agency management of projects to ensure effective and efficient project delivery.

To the extent the Commonwealth has flexibility in allocating federal funding – or state bond capacity indirectly made available as a result of federal funding – for state facility and court projects, the Task Force recommends that "shovel-ready" projects be prioritized for funding based on these objectives. Specifically, the extent of the economic and jobs impact should be given significant weight and should be evaluated based on the number of construction jobs estimated to be created by a project, duration of the project and of the related jobs, the types of jobs expected to be created and the location of the project. In addition, to the extent possible, each state facility or court project funded should satisfy the next three objectives – improve the condition of state facilities, achieve other long-term benefits and achieve efficiencies – and greater weight should be given to those projects that will most effectively further these three objectives. After prioritizing projects for funding based on the approach and objectives described above, adjustments should be made as needed to ensure that the objective of diversifying investments in state facilities and courts across different types of facilities, different trades and industries and different regions of the Commonwealth is satisfied. Lastly, state agencies should take all steps within their control to deliver projects on-time and on-budget.

With respect to the long-term benefits objective noted above, the missions and long-term programmatic goals and priorities of the related state agencies will be a key consideration. Based on information provided by certain agencies in connection with this task force report, the following are some of the agency-specific goals and priorities that should be taken into account in evaluating projects under their purview in considering this objective:

Agency Objectives

Division of Capital Asset Management (DCAM)

DCAM is the primary manager of vertical building construction for state facilities and does not typically operate state facilities. The agency's central focus on delivering quality, cost-efficient service to its client agencies acknowledges the importance of capital facilities in the delivery of critical state

services to those citizens that are often the most vulnerable. Towards that end, DCAM works to support client agency core functions by improving the physical condition of critical state facilities. Through its energy programs and other projects, DCAM also seeks to provide the most cost efficient facilities for its clients – working to save operating dollars that could be better spent by client agencies on their critical programs.

Another important aspect of DCAM's work is to improve public health and safety. This includes demolition of long abandoned state buildings to enhance public safety and save money; installing new heating, ventilation, and air conditioning systems to improve indoor air quality and comfort at older facilities; and implementing environmental remediation projects at state facilities to improve environmental quality.

The proposed Federal Act offers DCAM a unique opportunity to further its mission in support of the myriad agencies that it serves:

- DCAM is charged with building new or replacement facilities to house critical state functions. There are many such key projects proposed for federal funding, including several in support of the Governor's higher education agenda.
- DCAM is increasingly focused on promoting sound maintenance of existing state facilities. The vast majority of DCAM's proposed projects for federal funding do just that – addressing critical building repairs that will help to extend the useful life of these important assets.
- DCAM has been implementing energy efficiency retrofits at state facilities for more than two decades. The energy component of DCAM's mission, however, is focused on this area like never before in response to the high priority placed on energy efficiency by Governor Patrick and the Administration. In addition to ensuring that new facilities are built with energy and the environment in mind, DCAM's proposed project list includes many energy retrofit projects that will reduce operating costs, and the environmental impacts at dozens of existing state facilities. These projects are included in the Energy Task Force report.
- Finally, DCAM is charged with the sound management of the state's real estate holdings. Many projects on the proposed DCAM list will allow for demolition and environmental cleanup of surplus state properties. This will improve public health and safety, while, in many cases, paving the way for redevelopment of the properties in the future.

Department of Conservation and Recreation (DCR)

The Department of Conservation and Recreation is steward of one of the largest state parks systems in the country. DCR is responsible for 450,000 acres made up of forests, parks, greenways, historic sites and landscapes, seashores, lakes, ponds, reservoirs and watersheds. DCR manages a range of state facilities including over 2,000 buildings, hundreds of bridges, parkways, rinks, pools and other active recreation facilities.

DCR's capital program for FY2009 consists of about $138 million in funding and over 90 projects or categories of spending. Capital Projects vary widely and include: land acquisition, bridge and parkway maintenance and rehabilitation, maintenance and new construction of pools, as well as upgrades to existing recreational facilities and complexes including visitor centers, comfort stations, ball fields, camping areas, pathways and parking lots.

DCR used a similar process to its capital planning process to establish its key objectives for the projects recommended for funding by the Federal Act. This process included consultation with the Office of the Commissioner, Engineering, Planning, Park Operations, Program Development, External Affairs, Government Affairs and Legal as well as the various agency constituencies. Plans and projects put forth were evaluated based upon key criteria, including:

- *Public Safety/Public Health* – Protecting the public safety/health or meet a public safety/public health regulation.
- *Impacts on Maintenance Costs* – Reducing the cost of maintenance via an upgrade of a facility or reducing energy or utility costs by constructing/installing energy efficient and less costly equipment for lighting or traffic signals.
- *Public Demand* – Serving an area of high demand and meeting the needs of the community it will serve (e.g., constructing a comfort station for a heavily used public beach).
- *Underserved location* – Filling recreation needs in an area where other facilities, public and private, are not available (e.g., public recreation facilities in inner city neighborhoods).
- *Equitable distribution throughout the Commonwealth* – Improving facilities throughout the Commonwealth.
- *Alternative Funds* – Prioritizing projects based on the availability of non-state funds to maximize state investment.

Projects reflecting these criteria were identified for inclusion in the Task Force report.

Department of Fish and Game (DFG)

The Department of Fish and Game (DFG) is charged with stewardship responsibility over the Commonwealth's marine and freshwater fisheries, wildlife species, plants and natural communities. The Department conserves and restores the state's rivers, streams, lakes, ponds, wild lands, and coastal waters through programs of research, restoration, and land protection. The DFG also promotes recreational uses of the state's public lands and waters consistent with the agency's mission. Through its Division of Marine Fisheries, the DFG regulates Massachusetts' commercial fishing industry, which is ranked third in the nation after California and Florida in terms of product sales and jobs supported.

The DFG has four principal divisions: the Division of Fisheries and Wildlife (DFW); the Division of Marine Fisheries (DMF); the Office of Fishing and Boating Access (FBA); and the Riverways Program. DFW has numerous regional offices and other facilities that desperately need rehabilitation and maintenance. The division also manages more than 170,000 acres of wildlife management areas, some of which have dilapidated houses and other structures that should be removed to promote public safety and environmental stewardship. DMF facilities such as its shellfish purification plant and laboratories are in need of major upgrades. The FBA maintains more than 275 boating access facilities and sport fishing piers that have major maintenance needs, while the Riverways Program partners with federal, state, and private entities in projects that involve dam removal, culvert and bridge reconstruction, fish passage and other construction to benefit fish and other aquatic dependent wildlife, while promoting public safety and long term cost savings.

A key objective of the projects DFG has recommended for Federal Act funding is to reconstruct and rehabilitate existing facilities. When evaluating projects, DFG focused heavily on projects that supported job creation while also remedying safety and accessibility problems at existing facilities.

Department of Housing and Community Development (DHCD)

DHCD's Division of Public Housing and Rental Assistance (DPHRA) is responsible for assisting Local Housing Authorities (LHA) in the development, management and maintenance of the 50,000 units of state public housing for low-income families (16,000 units), elders (32,000 units) and persons with special needs (2,000 units). Located in 242 communities across the Commonwealth, the program is available to households with incomes of less than 80% of median and is a major element in the state's safety net, housing over 15% of the Commonwealth's extremely low income households (less than 30% of median).

For the 16 years prior to the Patrick/Murray Administration, there was severe underfunding in both capital and operating assistance. The Administration has taken an aggressive approach to restoring the condition of this precious housing, but prior neglect has resulted in a backlog of capital needs of roughly $2 billion. The resulting poor conditions cause accelerated building deterioration and negatively impact the health and safety of tenants, who make up more than one percent of the state's population.

DPHRA provides state funds to LHA's in the form of operating subsidies and capital grants while staff professionals provide technical assistance and oversight to maximize the efficiency and effectiveness of local operations. Within DPHRA, the Bureau of Housing Development and Construction (BHDC) provides targeted assistance in meeting LHAs' most urgent capital needs through a variety of programs, each of which includes a multiyear pipeline of projects which together represent needs of hundreds of millions of dollars. Projects include repair, replacement or modernization of failing roofs and building envelope components, failing heat and hot water systems, inadequate ventilation and electrical systems, aged and failing elevators, plumbing and plumbing fixtures, sewers, cabinetry, interior finishes and equipment and deteriorating pavement and site facilities.

DHCD evaluated its $2 billion backlog to identify the highest priority projects to recommend for funding from the Federal Act, as well as evaluating the anticipated staffing needs of those projects and how to best leverage existing DHCD and LHA staff to manage the work. The projects recommended are prioritized according to the following key objectives:

- Acceleration of projects underway in the current capital pipeline, and inclusion of energy- and water-saving enhancements.
- Energy- and water-saving projects – referred to as Sustainability Projects – that could be managed at a large-scale that LHA could manage installation of, such as statewide purchases of water saving toilets, and appliances and fixtures. The total dollars requested for these projects is included in the Energy Task Force report, but the detailed project list and staffing needs are included within the State Facilities report.
- Projects that address immediate code improvements to improve quality of life and accelerate re-occupancy of vacant units, and can be delegated and delivered by LHA on their own or with limited support from DHCD and local contractors and craftsmen.
- High-value comprehensive modernization projects with significant energy and water conservation components were then prioritized. Projects that are in-design and can be "shovel-ready" within 180-days were selected for recommendation.

Massachusetts Convention Center Authority (MCCA)

The MCCA's mission is to generate significant regional economic activity by attracting conventions, tradeshows, and other events to its world-class facilities while maximizing the investment return for the residents and businesses in the Commonwealth. The MCCA owns and oversees the operation of the Boston Convention & Exhibition Center (BCEC), the John B. Hynes Veterans Memorial Convention Center, The MassMutual Center in Springfield, MA and the Boston Common Garage.

The Massachusetts Convention Center Authority is seeking project funding to enable the organization to satisfy five key objectives, all of which shall accrue significant benefit to the citizenry of Massachusetts and more specifically, the many exhibitors, attendees, fans, patrons, clients, and employees who visit, park, or work in one or more of four State owned facilities. The identified project mix effectively eliminates a public safety issue and significantly enhances the work place environment in the Hynes Convention Center by the elimination of a known potential health risk. The suggested improvements to the Boston Common Garage and the Mass Mutual Center facilities are designed to enhance the customer experience and positively impact both expenses and the revenue these two important facilities contribute to the Authority's overall operating budget annually. Lastly, the further investment made in the Springfield Massachusetts facility will better insure that our Sports Arena

building continues to satisfy the needs of our main tenant, the Springfield Falcons, and their valued ice hockey fans who live in and around the City of Springfield. This relationship is very important to the residents and businesses located in the heart of the city.

4. "Shovel-Ready" Projects

Agencies followed a similar process for identifying "shovel-ready" state facility and court projects for which construction work could commence within 180 days. The project readiness evaluation is critical to ensuring the Commonwealth identifies and considers projects for funding that will be sure to satisfy the "use it or lose it" requirements under the federal legislation. The agencies all engaged in an intensive and diligent process to identify "shovel-ready" projects and to take creative approaches to planning project delivery methods to expand the list of projects that meet the readiness criteria.

Project Pipeline Evaluation

All task force member agencies began the process of prioritization by first evaluating their universe of potential projects. They each gathered project information from a variety of information sources, including:

- **Capital plans.** All agencies reviewed their projects expected to be funded in the out years of the Commonwealth five-year capital investment plan to determine if they could be accelerated. Each agency leveraged its respective capital planning systems and internally managed project databases. They reviewed their multi-year project pipelines with the Governor's and Task Force's objectives and priorities in mind.
- **Constituency requests.** Agencies evaluated requests and recommendations provided by agencies, partners, advocates and facilities staff. DCAM reviewed past and new funding requests from client agencies. DCR consulted with their partners, advocates and facilities staff. DHCD solicited proposals from its LHA partners based on their deferred maintenance backlogs and capital plans.
- **Deferred maintenance.** Backlogs in deferred maintenance identified through the agencies' asset management databases that had been considered but not ultimately included in state capital plans were reviewed.

Readiness

Task force members gathered their most senior leaders, including construction and facilities staff to narrow the lists of projects to those that they are confident could begin construction work within 180 days and consequently would be likely to meet the "use it or lose it" requirements that are ultimately included in the Federal Act. Projects were evaluated to ensure that sufficient design was completed to enable them to be "shovel-ready" within 180 days, or that a contractor could be hired within 180 days to commence this work. This evaluation included an assessment of the amount of time it typically takes to procure and commence similar projects, the extent to which site acquisition, permits or other potential obstacles to commencing a project exist, and work and planning done to date. Agencies also worked with their partners (e.g., LHA) to select projects that could be feasibly implemented and managed by them, thereby leveraging local staff expertise and experience.

Each agency identified different types of projects and approaches to ensure project readiness:

- **Expansion:** Add scope to projects that are in the design or construction pipeline. These projects are on the FY2009 capital plan and with the addition of Federal Act funding could have expanded scopes that were not planned until future years.
- **Acceleration:** Accelerate the timeline to complete projects that are in study or design and are already approved on the state's capital spending plan for future years.

- **Deferred maintenance:** Complete critical repairs or replacements that have been backlogged and could commence quickly.
- **Bid ready and new projects:** Projects that have been partly or fully designed, but are not yet approved and funded under the state's capital program.

To allow for streamlined management and delivery of the work and to ensure project readiness, certain types of small projects are planned to be bundled into logical groupings to maximize the efficiency of procuring and managing contractors to do the work, and/or to allow for one team of in-house experts to execute a group of projects. These planned bundling opportunities were limited to those groupings of projects where significant time savings and/or cost savings will be realized or where significant risks with respect to project commencement and delivery would be avoided.

- DCAM will bundle envelope (windows, roofs, enclosures) projects where there are multiple projects at a facility, and will bundle site work (paving, roadways, and sidewalks).
- Where there is an energy project planned or underway at a facility, DCAM will incorporate related repairs and envelope work into the project.
- DCR's capital program includes a number of general project categories where additional funds can be added to existing contracts to expand the number and range of project completions using existing staff resources (e.g., paving, dam maintenance, stormwater management).
- DHCD has identified sustainability projects targeting energy and water savings, clean energy, and green building that could be procured quickly, as they do not require design (e.g., low flow toilet initiative, energy efficient appliance and lighting program, solar roof program, regional ESCOs). Many of these projects are included in the Energy Task Force report.
- MCCA has identified projects that can all be supported using their House Doctor design firm, Simpson, Gumpertz, and Heger, Inc. and can be managed day to day by Tishman Construction Corporation.

5. Projects

Projects recommended for prioritization from the State Facilities and Courts Task Force have been provided by the following agencies: Administrative Office of the Trial Court, Division of Capital Asset Management, Department of Conservation and Recreation, Department of Fish and Game, Department of Housing and Community Development, the Executive Office of Public Safety and Security, Massachusetts Convention Center Authority, and Massachusetts Sheriffs' Association.

Agency	Types of Projects	Total Federal Act Request ($ Millions)
DCAM		$848.11 *
	Higher Education, including UMASS	$438.49
	Health & Human Services	$116.66
	Sheriffs	$91.35
	Judiciary/Courts	$84.46
	Public Safety	$44.91
DHCD		$596.8 **
	Current Pipeline	$281.8

Agency	Types of Projects	Total Federal Act Request ($ Millions)
	LHA Delegation	$133.7
	Comp-modernization	$73.5
	Strategic Sustainability	$36.9
	New Code/Life Safety	$11.0
DCR		$280.9
DFG		$55.8
MCCA		$10.4

* Excluding duplicates with Energy, the Total Federal Act Request for DCAM is $612.8 MM. Please refer to section IV of the report for a detailed list of duplicates

** Excluding duplicates with Energy, the Total Federal Act Request for DHCD is $466.02 MM. Please refer to section IV of the report for a detailed list of duplicates

6. Agency Staffing Plans

Each Agency has evaluated their staffing needs to administer and manage the projects recommended and has provided estimates for the number and type of jobs that will be needed. It is important to note that agencies would need to carry out these federally funded projects in addition to their existing workload. Actual staffing requirements will ultimately depend on the actual number of projects or funding amount received. The Workforce Development Task Force report includes recommendations for expediting the hiring process and method of hiring any additional staff that would be required. It is assumed that any additional staffing needs would be funded from amounts made available under the Federal Act.

The table below shows the existing construction-related staffing at each agency and the annual construction production rate for FY2009. These FY2009 numbers do not include funding requested through the Federal Act. The purpose of this table is to estimate the annual construction production rate per construction-related Full-Time Equivalent (FTE). Based on that, the estimated number of additional staff required to manage the projects that will be federally funded can be estimated.

Table 1: FY2009 Staffing Plans & Annual Production Rate (Not including Federal Act projects) ($s Millions)

	DCAM	DHCD	DCR	DFG	MCCA	Ref.	Source
Total FY2009 Construction FTE	173.5	47	151	5	20	A	Current Agency Construction staffing
Construction Production on FY2009 Capital Plan	$358.0	$104.0	$147.5*	$1.6	$24.6	B	FY2009 Construction Capital Budget
FY2009 Annual Production/ Construction FTE	$2.1	$2.2	$1.0	$0.3	$1.2	C	= B ÷ A, ("Annual Production Rate" per FTE)

* This is the FY2009 DCR Capital Budget, not just the DCR's capital construction budget.

Based on the amount of Federal Act funding requested and the FY2009 Production Rate, the additional staff needed to manage federally funded projects has been estimated on the table below.

Table 2: Estimated Number of Additional FTEs Required to Manage Federal Act Funded Projects ($s Millions)

	DCAM	DHCD	DCR	DFG	MCCA	Ref.	Source
Total Federal Act Request ($s in Millions)	$848.1	$596.85	$280.9	$55.8	$10.4	D	Agency Project List
Estimated Annual Federal Act Construction Production ($s in Millions)	$120	$120	$112.0	$22.3	$10.4	E	Agency determined estimation
Estimated Number of federally funded FTE @ FY2009 Annual Production Rate	58.2	54.2	115.0	70.2	8.5	F	= E ÷ C

Agencies will be able to leverage existing knowledge and increase efficiency for management of the additional federally funded projects, and based upon their analysis of staffing needs, the actual staff requests are lower than the estimates above.

Table 3: Actual FTE Requests to Manage Federal Act Projects

	DCAM	DHCD	DCR	DFG	MCCA
Federally funded FTE Request Based on Agency Staffing Analysis	53	29	57.5[7]	6[8]	15

Assumptions for Table 1, 2 and 3:

- DCAM and DHCD assumed $300 Million in total Federal Act funding over 2.5 years.
- DCR and DFG assumed Total Federal Act Request (D) funding over 2.5 years.
- DHCD's 20.5 FTE Request includes positions currently vacant and included in the FY2009 capital budget.

[7] The number of FTE requested is very low as compared to the total FY2009 capital budget for construction projects and production rate per FTE based on the current budget. DCR plans to utilize and expand existing capital programs and staff, thereby minimizing the number of new FTE needed to oversee the recommended projects.

[8] DFG's staffing request is modest in comparison to the total dollar amount of construction projects requested for Federal Act funding because DFG will use existing staff, and will only need to add staff on a temporary basis for the duration of time the federally funded projects are underway.

- MCCA's projects vary from three months to one year in duration. Its Estimated Annual Production (E) represents one year, and therefore the actual staff needs are higher than the Estimated Annual Production.

The detailed staffing plans provided by each agency can be found in *Appendix 5 - State Facilities and Courts*. Descriptions for how each agency derived its staffing plans are below.

Division of Capital Asset Management (DCAM)

DCAM developed a workload calculator (see *Appendix 5*) to estimate staffing needs under the federal program. The staffing figures do not factor in staffing required to meet DCAM's baseline approved capital plan, which is also expanding around the several new bond bills signed by Governor Patrick in the summer of 2008.

DCAM made several key assumptions in estimating staffing needs. Namely, DCAM assumed for planning purposes receipt of $300 million in federal money to fund capital projects. DCAM also made assumptions around the distribution of the funds among large projects, smaller repair projects, and energy projects, along with average size of project, etc. Estimates include support staff that are not directly involved in project management, however, will play critical roles in the smooth implementation of our program.

Based on these sets of assumptions, DCAM has estimated a need of 53 FTEs to manage this workload. This figure represents a mix of construction management, energy and repair planning, and support professionals across the agency. DCAM expects that most of these positions would be required for a two to three year period, perhaps longer on some of the larger projects. There may be a need to add a limited number of regular, permanent full-time employees to oversee the work of Program Manager firms. The need for permanent staffing will be evaluated closely in consultation with ANF as the actual federal workload projections become clearer.

In order to meet this need, DCAM has several large, full-service program management firms already under contract. They could provide the needed resources to directly fill most of the needed FTEs, albeit at a significantly higher cost than hiring a regular employee. Due to the tight time constraints and the time it takes to hire individuals, however, the program manager firms may be the best option, at least at the beginning of the process. Similarly, DCAM would need to rely on outside counsel to supplement in-house legal staff in construction contracting issues.

DCAM will also need to adapt a specific management structure that will help to minimize the need for training. The goal would be to utilize seasoned professionals with a firm understanding of capital construction management. These would be found via existing Program Manager firms, or through hiring of the mostly temporary positions that will be needed to manage the work. However, like any organization, particularly those where public funds are used, there are administrative structures peculiar to the state and to DCAM. DCAM's goal is to eliminate the need for extensive training in these processes for new staff coming on board to allow them to focus more on managing the actual work (either design or construction). This will be done by using existing staff that are already expert in these processes while working to streamline these processes as much as possible. For example, many of the reforms discussed under the Procurement Task Force, if implemented, would alleviate many of the administrative burdens currently placed on DCAM staff.

DCAM will not, however, completely eliminate the need for new staff to be trained. New staff will need basic orientation, and a short training program in the fundamentals of DCAM's project management system (PMAS) and metrics dashboard tracking program for design and construction.

DCAM will look to the recommendations of the Workforce Development Task Force in order to fill additional full-time positions, recognizing that the temporary nature of this initiative will require the state to minimize the use of permanent employees.

Department of Conservation and Recreation (DCR)

DCR's FY2009 capital program includes over 90 projects or categories of spending. There are currently about 45 DCR staff directly involved in the management of these projects, of which 20 are full-time project managers. DCR construction contracts also provide for resident engineering services to oversee the day-to-day site activity.

In addition to the project managers, architects, planners, and resident engineers that are directly involved in overseeing and implementing capital projects, there are approximately 30 FTEs within DCR that support the agency's capital program. These staff work in the areas of Finance (11 FTE) including Capital Planning and Budgeting, Contract Administration (9 FTE), Legal Services (2 FTE), Human Resources (1 FTE), Information Technology (1 FTE), External Affairs (1 FTE), Urban and State Parks Divisions (2 FTE) and support staff to Planning and Engineering (3 FTE).

To estimate its staffing needs for the federally funded projects DCR factored in the capacity of existing staff to expand workloads as a baseline, and then estimated based on workload that a total of 57.5 additional FTEs to manage the additional workload for the dollars requested.

The majority of the new FTE positions are for Resident Engineers (44.5) to ensure tight oversight of construction projects on the group and Materials Testing for all projects. DCR estimates that for each expansion and acceleration project .25 FTE is needed and for the 25 bid-ready and new projects, which require more resources to execute, 1.5 FTE are needed.

For every three projects DCR anticipates the need for one new project manager. A total of 10 new Project Managers are requested if all projects recommended are funded. Additionally, 1 FTE is requested for overall project tracking and reporting, and one administrative support position is requested.

Department of Fish and Game (DFG)

DFG will contract most work to private contractors for individual projects, but will need a modest number of new project management, engineering and administrative staff to effectively oversee and manage the $56 million in construction projects requested for Federal Act funding. Most of this staff would be housed in the Office of Fishing and Boating Access, which is responsible for the department's engineering needs as well as its own boating and fishing access projects.

DFG proposes six new staff positions to support project management and oversight. One project manager is requested to oversee the DFG employees working on this effort, the private contracts, and the work of the private contractors. Four engineers / engineering aides to oversee the day-to-day construction projects and one administrative support position will be needed to manage the project tracking and reporting, finance and procurement.

Department of Housing and Community Development (DHCD)

Since the beginning of the Patrick Administration, DHCD's capital program has nearly doubled in dollar volume and also in the number of projects. In FY2007, DHCD oversaw $50 million in construction and issued 90 Notices to Proceed (NTP). In FY08, DHCD's dollar volume jumped to $90 million (not including another $20 million leveraged through mixed finance) and 163 NTP's were issued.

Currently, the Bureau of Housing Development and Construction (BHDC), within DHCD, oversees roughly 600 capital projects, ranging in size from $25,000 to $20 million. While the size of the project dictates different levels of oversight, all projects require basic administrative project management functions (grant funding contract, design procurement and contracting, construction contractor procurement and contracting, contractor billing due diligence and payment processing, etc.) and are assigned a project manager to perform these. Project managers oversee roughly 75 projects/person. All projects over $100,000 have a staff architect and/or engineer and construction advisor assigned

as well. The architects and engineers are licensed professionals who review drawings at multiple stages of design, while the construction advisors inspect construction as it proceeds. In addition, this Administration also began a program development unit to generate innovative program approaches that increase the productivity and effectiveness of the unit. The key functions within this unit are mixed-finance, sustainability and capital planning/formula funding-allocation systems.

BHDC is making efforts to improve the productivity of the Bureau through better use of technology and reassignment of certain kinds of administrative functions to clerical staff, but that will not reduce the need for and value of professional review and oversight. Several baseline positions are vacant at this time and the current level of production is unsustainable without refilling those positions. To estimate staffing needs for the Federal Act, BHDC assumed a baseline staff level of 47—the 41 current staff complement plus 6 positions where the right to backfill through BHDC's current capital plan has been requested. If those positions are not filled, the estimated number of new positions needed to manage the federally funded projects will increase by that same amount.

To determine staffing needs to support the federal funding, BHDC evaluated each category of proposed projects and devised an implementation strategy designed to leverage current internal capacity and to make maximum use of the capacity of BHDC partners in the Local Housing Authorities:

- Projects to accelerate the existing pipeline. These projects have two aspects: 1) accelerating the pace which was artificially slowed to meet limited bond cap; and 2) increasing the scope to both its logical conclusion (eliminate budget-driven phasing) and add every possible sustainability enhancement. All of these projects already have project managers and designers, so can be managed efficiently with current staff plus a small supplement. These additional 263 fast-tracked projects are estimated to require two additional Project Managers plus one additional architect, one engineer and one construction advisor (all temporary but for the life of the projects).
- Projects identified as Mixed-Fi Equity Replacement are included in the current capital pipeline list and will not require additional staffing.
- Strategic Sustainability Projects will be accomplished in different ways, depending on the type of project. Staffing needs will be quite different than that of typical grant-funded modernization projects. Replacement of existing fixtures or appliances with high-efficiency components will be done through a state-wide purchase and distribution process which should only require a single dedicated Project Manager (Sustainability Project Assistant). The Solar-ready roof projects will be accomplished by a specialized technical advisor acting as both technical reviewer and Project Manager. The regional ESCO projects will be handled by the Sustainability Program Developer and Local Housing Authorities as they are now.
- The next group of projects: LHA Delegation, Code/Life Safety and Vacant Unit re-occupancy will be largely managed by the LHAs themselves – a departure from DHCD's normal way of handling projects but one for which DHCD has been preparing and experimenting with for about a year. These are relatively small projects and each will require the attention of a project manager for down project funding contracts. The increased Project Management load for this class of projects is estimated to require three additional Project Managers (250-300 projects can be managed by each), Design and construction oversight will be largely delegated to "House Doctor" designers but strict adherence to DHCD design guidelines and standards will be required and monitored, requiring an additional Engineer FTE and two more Construction Advisors.
- Comprehensive modernization. This is by far the most cost-effective and intelligent approach to restoring those developments in the portfolio with major backlogs of deferred maintenance spanning the full range of building systems and components, but limited bond cap normally makes this impossible for all but the most neglected developments. There are a few projects that have been planned for some time but effectively cancelled under the new Formula

Funding program. Those which can be bid and underway within 180-days will be resurrected as the only opportunity (outside of this administration's bold new mixed-finance program) for making developments capital-needs-free for the next 20 years. DHCD will need one project manager, an architect, part of a mechanical engineering FTE and one new construction advisor to accomplish these resource-intensive projects.

- Finally, this number of projects will require a substantial accounting effort to create, track and maintain the documents needed to manage the flow of funds to the LHA in a timely manner. DHCD is working on ways to use technology and groupings of projects to minimize this need but expects that, at a minimum, it will require at least seven (temporary) FTEs in administrative, clerical and accounting roles to handle all of the necessary documentation.

In total, 29 new staff are needed to support the federally funded projects.

Massachusetts Convention Center Authority (MCCA)

All four MCCA projects will be managed day to day by Tishman Construction Corporation of MA. Tishman is under contract with the MCCA to provide services as the Owner's Project Manager. This is a function that is mandated by statute for any State Funded building project valued at $1,500,000 or more. Two of the four submitted projects cost in excess of $1,500,000. MCCA plans to assign Tishman responsibility to manage the design and construction projects under the direction of MCCA's construction management and legal Teams. MCCA anticipates the need for 15 staff from Tishman to oversee the projects submitted for federal funding.

MCCA has engaged Simpson, Gumpertz, and Heger, Inc., our "House Doctor" who is under contract through November 2010 to provide designer services on a wide range of construction and facility improvement projects. MCCA estimates 38 design staff will be needed to deliver the four projects it has recommended.

Administrative Office of the Trial Court (AOTC)

Projects submitted by the AOTC have been included in DCAM's project submission list and will largely fall under their management. To support their oversight and management of the projects, AOTC has identified their staffing needs for projects below and above $1 million. In total, based on the approximately $84 million dollars in projects DCAM has recommended for funding by the Federal Act, AOTC anticipates the need for nine additional staff persons.

7. Barriers and Obstacles to Achieve Objectives

The task force identified a number of barriers and obstacles during preparation of this report. These barriers and obstacles, and their accompanying mitigation strategies/actions required, are described in the table below.

Barrier / Obstacle	Mitigation Strategy / Actions Required
Delegation Although it could help to increase capacity to carry out projects, reliance on state agencies or local authorities to manage projects through delegated authority from DCAM/DHCD (overseeing agencies) could increase the risk that projects are not commenced and completed in a timely and cost effective manner.	Increase oversight of delegated projects by including more direct project management by DCAM and DHCD via bundling of smaller projects. Each overseeing agency will also provide additional training to client agencies to help them in construction, procurement and oversight. Utilize the resources of outside program management firms to directly assist in managing smaller projects, either supplementing overseeing agency staff, or providing help directly to client agencies.

Barrier / Obstacle	Mitigation Strategy / Actions Required
Conflicting Federal and State Requirements regarding Accessibility Standards Different standards for accessibility requirements at the federal and state levels contribute to delay of projects and could thereby prevent projects consistent with the task force's objectives from being eligible for funding under the federal program.	Each agency will work with the state Architectural Access Board (AAB) to allow projects that trigger accessibility upgrades to move ahead within the 180 day window for the non-access work. In addition, each agency will commit to complete the required access work within a 2 year period to be funded through federal funds and work to get federal agreement that state AAB requirement govern, and that AAB can be the oversight agency.
Time Delay for Design* There are a number of projects that are consistent with and that would significantly further the task forces' objectives that might not meet the "ready-to-go" standard for funding eligibility under the federal program due to the time necessary for design of the project.	Phase such projects if work on certain aspects of the projects could begin within 180 days while design of the larger project is underway. Also, make changes to procurement laws that will speed design process for simpler, smaller projects.
Contractor Certification/Prequalification Requirements* There are certification and prequalification requirements that must be met for contractors to be able to participate in bidding for public projects. The concern is that these requirements will limit the world of qualified bidders available to bid on projects under the federally funded program and make it difficult to get contractors and/or increase costs.	Contractor Associations and public agencies responsible for certifying/prequalifying bidders will engage in a proactive effort to notify contractors of the opportunity for work and to assist them in getting certified/prequalified. Public agencies will also identify opportunities to streamline the certification/prequalification process. Implement the Condensed Prequalification Process proposed by the Procurement Task Force.
Time Delay for Safety Inspections/Permits* There might be projects that could further the objectives of the task force but that might not meet the "ready-to-go" standard for funding eligibility under the federal program if delayed due to safety inspection and/or permit requirements. This issue is compounded for projects delegated to local housing authorities or that otherwise require inspections/permits from municipalities or multiple public agencies.	Work with the Administration, the Department of Public Safety, the Secretary of State's Office, and other stakeholders to ensure that adequate resources are in place to prevent unnecessary delays. Ensure that the staffing requirements for the Department of Public Safety and other recommendations outlined in the Permitting Section of this report are implemented.
Available Designers The time for preparation of design documents due to a limited capacity of the designers to produce the documents and agency staff to review them may reduce the number of projects which will be eligible under the Federal Act.	Expand the pool of available designers by increasing the number of designers who are qualified as House Doctors and doing outreach to the design community to get new firms interested in the work. Create a complete set of design guidelines and standards which designers can use so agency reviews are more of an oversight audit rather than a detailed review.
Time To Procure the Construction Contractor* The time to procure the construction contractor varies by the size and complexity of the job. Making the procurement process more	Implement the recommendations outlined in the Procurement Section of this report, particularly recommendations to increase the thresholds for using sound business practices and soliciting verbal quotes and an expedited bid protest

Barrier / Obstacle	Mitigation Strategy / Actions Required
efficient will ensure the maximum number of projects will be eligible for Federal Act funding.	process. Increased thresholds will greatly accelerate the completion of these jobs and the number that can be done within the required timeframe.
Contractor Capacity* Contractor capacity may be a barrier with respect to smaller projects so long as performance and payment bonds are required for small jobs that do not otherwise require DCAM-certified contractors.	Consider implementing recommendations outlined in the Procurement Section of this report such as raising the threshold for bonds. Also consider holding informational and training sessions with contractors and subcontractors who do not normally bid on public work in order to increase their opportunities and bidding competition.
Revised Building Code Building Code revisions effective March 1, 2009 may affect the timely issuance of building permits for projects that were designed under the Sixth Edition of the Building Code.	• There are two ways in which the Department of Public Safety can remedy potential delays caused by new Building Code Revisions: – Applicant may apply for variances from the Building Code Appeals Board (BCAB). – Members of the Board of Building Regulations and Standards may consider an extension of the concurrency period so that permit applicants may continue to design and build to the Sixth Edition of the Code.

*For more information on Permitting, Procurement and Workforce, please see *Section III*, Cross-Cutting Task Force Overview

8. Metrics for Measuring Success

Agencies must measure their success in meeting the objectives for state facilitate and court projects funded under the Federal Act and in delivering each project consistent with quality, time and cost expectations. To ensure this important level of accountability and transparency, agencies should measure and report on the following metrics.

Metrics

Metric	Description	Method for Monitoring / Measurement
Jobs	Number of jobs created and duration for which they were created by each project funded.	• Develop a system for tracking and analyzing total workers onsite per day through certified payroll or daily field reports; develop other methods to track indirect employment (e.g., income multipliers).
Facilities condition	Number of facilities improved and measurement of extent of improved condition based on Facilities Condition Index (FCI).	• FCI = (Total Cost of Repair Backlog/Total Replacement Cost); – DCAM uses CAMIS database – DHCD uses Capital Improvement database • Number of projects removed from the Pending Capital Replacement Project

		list.
Long-term benefits	Administration infrastructure investment priority or priorities furthered; state agency core functions, missions and/or long-term programmatic goals furthered in some material and measurable way.	• Work closely with the client agency through the analysis of operational improvements in terms of quality and quantity pre and post capital project. • Evaluate the long-term impacts through the number of people served by the facility improvement.
Efficiencies	Operating savings achieved through energy efficiency projects.	• Track the facility operating costs pre and post capital project. • See the Energy Task Force section for specific energy efficiency metrics.
Diverse Benefits	Measure the geographic diversity of the investments. Number of different state agencies benefitted; number of different state companies benefitted; number of different trades benefitted; number of different communities benefitted.	• Number of state agencies • Number of companies in-state • Number of trades • Number of cities/towns
Project Delivery	Actual federally funded project delivery milestones and cost vs. federally funded projected schedule and budget.	• Track schedule and budget performance against established metrics through web based cost control systems (Prolog, Expedition, MMARS, etc).
Change Orders	Change orders as a percentage of Federal Act development cost.	• Limit total non-owner driven change orders to less than 10% of project cost.

Transportation Task Force

1. Introduction

The Transportation Project Delivery Task Force was established to provide guidance to Governor Patrick with respect to the following:

1. Development of transportation project and program proposals,

2. Strategies to ensure project readiness,

3. Approaches to project prioritization, and

4. Identification of impediments to project delivery.

The Task Force membership included the following members of the Mobility Compact:

- Executive Office of Transportation (EOT)
- Massachusetts Highway Department (MassHighway)
- Massachusetts Bay Transportation Authority (MBTA)
- Massachusetts Aeronautics Commission (MAC)
- Massachusetts Association of Regional Transit Authorities (MARTA)
- Massachusetts Turnpike Authority (MassPike)
- Massachusetts Port Authority (Massport)
- Department of Conservation and Recreation (DCR)
- Woods Hole, Martha's Vineyard and Nantucket Steamship Authority (Steamship Authority)

In addition to the Mobility Compact agencies, the Task Force included more than a dozen business and advocacy stakeholder groups. The full membership of the Task Force can be found in Section 2.

The first meeting of the Task Force was held on December 22, 2008, after which it met weekly on Tuesdays until January 20, 2009. All meetings were held at the Massachusetts State Transportation Building at 10 Park Plaza, Boston. In addition to the weekly opportunity to provide input on the issues being considered by the Task Force, members were also encouraged to submit comments to the Task Force at any time, and many did provide memos or forward journal articles to advocate for a particular strategy for addressing these issues. Task Force participation was outstanding and many hours of thoughtful and helpful input was provided by the Task Force members. The Task Force Chair, Undersecretary and Chief Operating Officer Jeffrey Mullan, and his staff were ultimately responsible for developing recommendations to the overall Operation Recovery effort.

EOT's Office of Transportation Planning established the Mobility Compact Operation Recovery Technical Committee (MCORTC), consisting of the Mobility Compact members, to delve deeper into the details of project readiness and budgets, as well as other project information requests of Task Force staff. The MCORTC played a critical role in identifying both challenges to implementing a large program of investments on an accelerated schedule, and the necessary agency-specific tasks for overcoming these impediments.

The Task Force ultimately helped identify a list of 451 projects and programs for implementation by member agencies of the Mobility Compact. The Task Force focused first on projects that could be

made ready to go quickly, focusing on milestones of 90-days and 180-days as well as those that could be ready within 1-and 2-year time frames. The definition for readiness was the issuance of "Notice to Proceed (NTP)." This implies a signed contract with encumbered funds, whether for construction, procurement, or contractor services.

The table below provides a high-level breakdown of the projects by implementing agency and whether they would be ready to go within 180 days or between 180 days and two years.

Agency	Total 180-Day Project Count	Total Federal Act Requested (Millions)
MassHighway	47	$419.8
MBTA	35	$785.5
MAC	51	$35.2
RTAs	19	$137.8
MassPike	21	$56.8
Massport	16	$122.7
DCR	29	$251.0
Steamship Authority	3	$8.1
EOT	16	$122.8
TOTAL	**237**	**$1,939.7**

Agency	Total Two-Year Project Count	Total Federal Act Requested (Millions)
MassHighway	143	$1,062.9
MBTA	52	$1,008.1
MAC	77	$118.7
RTAs	21	$152.8
MassPike	69	$183.3
Massport	29	$299.5
DCR	42	$330.7
Steamship Authority	3	$8,1
EOT	15	$131.1
TOTAL	**451**	**$3,295.2**

2. Members

Name	Title	Agency / Organization
Mullan, Jeffrey (Chair)	Undersecretary and Chief Operating Officer	Executive Office of Transportation and Public Works (EOT)
Anderson, David	Deputy Chief Engineer for Design	MassHighway
Bachrach, George	President	Environmental League of Massachusetts
Bain, Rachel	Planner	EOT Planning
Bench, Clinton	Deputy Director	EOT Planning
Bolling, Bruce	Executive Director	MassAlliance
Branger, Amy	Chief of Staff	EOT
Brennan, Tim	Executive Director	Massachusetts Association of Regional Planning Agencies
Bresnahan, Guy	EOT Ombudsman	EOT Planning
Cavicchi, Peter	Assistant Chief Engineer	MassPike
Collura, John	Professor of Civil Engineering and Director	University of Massachusetts Transportation Center
Darov, Anatoly	President	Boston Society of Civil Engineers
Dimino, Rick	President and CEO	A Better City
DiPaolo, Tom	Assistant Chief Engineer	MassHighway
Dorant, Joe	President	Massachusetts Organization of State Engineers and Scientists
Draisen, Marc	Executive Director	Metropolitan Area Planning Council
Ernst, Helmut	Chief Engineer	MassPike
Feher, Matthew	Senior Legislative Analyst	Massachusetts Municipal Association
Garcia, Denise	Manager of Aviation Planning	Massachusetts Aeronautics Commission
Goodman, Abby	Executive Director	American Council of Engineering Companies
Gupta, Vineet	Director of Planning	Boston Transportation Department
Hamwey, Scott	Consultant	Planners Collaborative
Hart, Christopher	Project Director – Urban Design and Transportation	Adaptive Environments
Jessen, Klark	Director of Communications	EOT
Kolesar, Mary	Senior Analyst	Office of Inspector General
Lamson, Wayne	General Manager	Steamship Authority
Leary, Andrea	Consultant	Transportation Management Association representative

Name	Title	Agency / Organization
Leiner, Craig	Deputy Director	Massport Surface Transportation
Leroux, Andre	Executive Director	Smart Growth Alliance
Luberoff, David	Executive Director	Rappaport Institute for Greater Boston – Harvard University
Lynds, Cathy	Manager of Sustainable Programs	EOT Planning
Marlow, Ron	Assistant Secretary for Access and Opportunity	Administration and Finance
Matthews, Paul	Executive Director	495/Metrowest Partnership
Meservy, John	Director of Capital and Facilities Planning	Partners Health Care
Mohler, David	Deputy Secretary	EOT
Murray, Jack	Deputy Commissioner	Department of Conservation and Recreation
Nally, Thomas	Planning Director	A Better City
Noel, George	Director of Labor	Executive Office of Labor and Workforce Development
Orsino, Jeannette	Executive Director	Massachusetts Association of Regional Transit Authorities
Palmer, Bill	Planner	EOT Planning
Pourbaix, John	Executive Director	Construction Industries of Massachusetts
Quinones, Susan	Director of Interagency Affairs	EOT
Richards III, Lowell	Chief Development Officer	Massachusetts Port Authority
Robertson, John	Deputy Legislative Director	MMA
Rudikoff, Angela	Director of Civil Rights	EOT
Russell, Carrie	Staff Attorney	Conservation Law Foundation
Shaw, Al	Director of Interagency Affairs	MassHighway
Smith, Robb	Director of Policy and Planning	Executive Office of Labor and Workforce Development
Stepter, Trellis	Director of Governmental Affairs	EOT
Stern, Wendy	Undersecretary of Planning and Programs	EOT
Sullivan, Jake	Federal Relations	City of Boston
Sullivan, Tim	Legislative and Communications Director	AFL-CIO
Tinlin, Tom	Commissioner	City of Boston Transportation Department
Waaramaa, Eric	Deputy Director, Financial	Massachusetts Bay Transportation

Name	Title	Agency / Organization
	Planning	Authority
Wallace, David	Director of Apprentice Training	Executive Office of Labor and Workforce Development
Whitmore, Toni	Director of Community Relations	EOT

3. Key Objectives for the Transportation Project Delivery Task Force

The Transportation Project Delivery Task Force's main objective was to provide a work plan (this chapter) to the Governor that identified a list of transportation infrastructure and program investments, based on the readiness criteria that would both contribute to the revival of the Commonwealth's economy (and in conjunction with similar efforts in other states, territories, and the District of Columbia, the nation's), and also help position the Massachusetts transportation system to meet the needs of the future. The Task Force was asked to develop both strategies to ensure project readiness and approaches to project prioritization, as well as identify and address any gaps or barriers that may impede the prompt expenditure of available Federal funds. In the course of developing this work plan, the Task Force was also charged with gathering a consistent set of information (detailed description, project location, cost and cash flow, implementation schedule and readiness, and responsible agency) for all prioritized projects.

For a number of reasons, the planning and programming of transportation investments typically requires a long lead time. The environmental permitting process is often triggered by even relatively small transportation projects. Since most projects are implemented within existing travel corridors in use by the general public, safety and construction staging issues require considerable forethought. The stable and reasonably predictable flow of available funding for transportation investments creates a climate where project design work is targeted for completion to coincide with the availability of project funding—there is no large backlog of fully-designed projects that could be implemented should money suddenly become available. Therefore, now that new money, as described in the Federal Act, may be available for the implementation of new projects and programs, the Task Force out of necessity focused its initial work on identifying those projects that were ready for implementation.

The obvious goal of any Federal economic stimulus bill is to support new economic activity, primarily through the creation of new jobs as well as the retention of existing jobs. Given the seriousness of the current economic crisis, the Task Force has operated under the assumption that the funds allocated in the Federal Act, or at least a sizable portion of them, will be spent on "shovel-ready" projects that can be implemented within 180 days. For the purposes of evaluating project readiness, the Task Force considered projects to be ready within 180 days if a notice to proceed (NTP) could be given within 180 days. Since the Task Force was also able to identify a number of other projects that would advance the other important goals described in this section, projects requiring a somewhat longer implementation lead time (up to two years for an NTP) were also evaluated and, where appropriate, included in this work plan.

It is important to note that throughout the work of the Task Force, a parallel process has been underway in Congress and at the United States Department of Transportation (USDOT). EOT Staff and Task Force members have been in regular communication with elected officials and with the regional offices of both the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA). This has meant that terms such as "shovel-ready", NTP, "obligate", advertisement/bid date, award date, etc. have been evolving. As these terms are better defined in the forthcoming Federal Act and additional Federal guidance, the list of projects is likely to change.

Governor's Guiding Principles

Governor Patrick asked the Task Force to ensure that the prioritized investments identified in the work plan be consistent with a set of Guiding Principles for Operation Recovery. These principles are described in the table below.

Guiding Principles	Description
Invest for the Long Term	All projects under this program should have a long-term benefit, in addition to the stimulus effect of putting people back to work now.
Limit Impact on Operating Budgets	Prefer investments that will reduce – or at least not add to – demands on the operating budget.
Follow Established Infrastructure Priorities	Make choices based on the infrastructure recommendations recently approved at the Development Cabinet.
Diversify	Subject to whatever constraints there may be in the Federal Act, prioritize projects for funding in a manner that ensures funds will be allocated across a variety of industries and geographic locations.
Buy Massachusetts	To the extent possible, contract with Massachusetts contractors, purchase goods and services from Massachusetts companies, and hire Massachusetts people.

The projects and programs identified in *Section 5* of this chapter are consistent with these five Guiding Principles to the extent possible. All of the infrastructure investments recommended by the Task Force represent long-term investments that will enhance the mobility of both people and goods in the Commonwealth well beyond the duration of the current recession. Although some of the recommended investments feature minor increases in operating budgets, these are balanced both by the positive impacts they have for the Commonwealth's economic competitiveness and the overall reduction in operating budgets realized should all of the Task Force's recommendations be implemented.

While not all of the Development Cabinet's infrastructure priorities (see *Appendix 1*) are directly relevant to transportation, the Task Force's program of investments is consistent with those that are. Although an analysis for the full list of recommendations has not been conducted, 45 of the 235 projects that could be ready to go within 180 days are located within gateway plus cities. All of the projects and programs in Section 5 promote mobility and congestion reduction.

The list of projects reflects the diversity of transportation needs in the Commonwealth. Geographically, the list includes projects from each of Massachusetts' 13 regional planning districts, and the majority of the Commonwealth's 351 cities and towns. Of those projects that can be ready to go within 180 days, 32 are located in regionally designated low-income census tracts and 55 are located in regionally designated minority census tracts. The list also features projects and programs covering the range of modes and facility types represented in Massachusetts—roadways, passenger and freight rail lines, local and express buses, rapid transit services, bicycle and pedestrian facilities, airports, and seaports.

The implementation of the Task Force's recommendations will immediately and significantly address the central goal of the Federal Act—the creation of jobs. Approximately 24,000 jobs are estimated to be created by the $1.9 billion in projects that will be ready by August 31, 2009. This estimate will change with the ultimate amount available through the Federal Act. The jobs will overwhelmingly be filled by residents of the Commonwealth. The architecture, engineering, and construction sectors in

Massachusetts have a proven track record of meeting the challenge of providing the labor needed to implement large-scale infrastructure construction projects.

Many of the recommendations, particularly programmatic ones like the Transit Customer Service Improvement Program, feature technical elements that must draw on the talents of a highly skilled and knowledge-based workforce, one that is readily and uniquely available in Massachusetts. There could also be a number of public agency staff positions filled by the implementation of the Federal Act. These new jobs—primarily in project delivery and oversight roles—would largely be filled by Commonwealth residents. And while the manufacture of materials and equipment implied by these recommendations (vehicle procurements, construction equipment, asphalt, steel, etc.) will primarily occur outside of Massachusetts, the Commonwealth is well positioned to "export" our own residents' skills and services to other states' implementation of economic stimulus funded projects and programs.

Task Force Guiding Principles and Criteria

The Task Force determined at the outset of its work that the timing of the Federal Act was fortuitous given the recent completion of the first phase of EOT's strategic planning effort—*youMove Massachusetts*. Phase one of this effort included an extensive statewide civic engagement process with the goal of identifying mobility gaps and challenges experienced by users of the Commonwealths' transportation system. The product of this public-driven process, which collected more than 700 individual comments, was the development of ten organizing themes to guide the prioritization of future infrastructure and programmatic investments (the objective of *youMove Massachusetts*' upcoming second phase). The development of these themes in November 2008 provided the Task Force with an opportunity to inform the identification of recommended investments with input from a recent and extensive civic engagement campaign.

4. "Shovel-Ready" Projects

The Task Force determined at the outset of its work that the timing of the Federal economic stimulus bill was fortuitous given the recent completion of the first phase of the EOT's strategic planning effort—*youMove Massachusetts* (www.mass.gov/youmovemassachusetts.org). Phase one of this effort included an extensive statewide civic engagement process with the goal of identifying mobility gaps and challenges experienced by users of the Commonwealth's transportation system. The product of this public-driven process, which collected more than 700 individual comments, was the development of ten organizing themes to guide the prioritization of future infrastructure and programmatic investments (the objective of *youMove Massachusetts'* upcoming second phase). The development of these themes in November 2008 provided the Task Force with an opportunity to inform the identification of recommended investments with input from a recent and extensive civic engagement campaign.

Although the projects were not specifically prioritized for this report, the Task Force identified several important considerations for advancing projects under the stimulus program. In addition to the time-sensitive measures related to the issuance of a contract notice to proceed (NTP). The Task Force considered two other criteria when evaluating projects and programs. The first was for modal diversity. Provided that eligible projects existed for each mode (highway, fixed route public transportation, paratransit, bicycle, pedestrian, water, air and freight) the Task Force agreed that all modes should be represented in the package of recommendations. The second related to cash flow.

The *youMove Massachusetts* themes along with the criteria identified by the Task Force are listed and described in the table below.

Evaluation Criteria	Description
Notice to Proceed within 180 days	Responsible agency could give a notice to proceed on a

Evaluation Criteria	Description
	contract to begin implementation within 180 days (by August 2, 2009)
Notice to Proceed within two years	Responsible agency could give a notice to proceed to begin implementation within two years (by February 1, 2011)
Modal Diversity	Ensure that all modes of travel are represented in the ultimate program of recommended projects
Cash Flow	All else being equal, favor those projects with front-loaded expenditures that would result in more jobs or economic activity earlier in their implementation schedule
youMove Massachusetts (YMM) Theme 1: Improve Transportation System Reliability	Prioritize projects that help to minimize travel delays and result in more consistent travel times.
YMM Theme 2: Focus More Attention on Maintaining our Transportation System	Prioritize projects that can extend the useful life of assets.
YMM Theme 3: Design Transportation Systems Better	Prioritize projects that modernize the design of existing assets.
YMM Theme 4: Encourage Shared Use of Infrastructure	Prioritize projects that facilitate the sharing of rights of way among multiple modes.
YMM Theme 5: Increase Capacity by Expanding Existing Facilities and Services	Prioritize projects that expand transportation capacity, both through the more efficient management of existing corridors and through new capital investments.
YMM Theme 6: Create a More User-Friendly Transportation System	Prioritize projects that make information more accessible to system users and make the travel experience more comfortable and welcoming.
YMM Theme 7: Broaden the Transportation System to Serve More People	Prioritize projects that broaden transportation services to serve more and different users in new locations.
YMM Theme 8: Provide Adequate Transportation Funding and Collect Revenue Equitably	In an era when our transportation funding falls far below our needs, it is imperative that both new funds and new efficiencies be identified, and that the burdens placed on system users is fair and appropriate.
YMM Theme 9: Minimize Environmental Impacts	Prioritize projects that make our transportation system more environmentally sustainable.
YMM Theme 10: Improve Access to our Transportation System	Prioritize projects that provide more and better access to our transportation system.

5. Projects (180-days)

The projects presented below are organized into eight categories and related initiatives. A detailed table containing all of the projects is presented in *Section IV Project List*.

Categories and Initiatives (180-Days)	Projects	Total Federal Act Requested (Millions)
Access to Transit		
Elevator Installation	1	$7.7
Platform Upgrade	2	$14.7
Subtotal	**3**	**$22.4**
Asset Maintenance and Improvement		
Airport Infrastructure and Safety Improvement	28	$59.9
Bridge Rehabilitation and Replacement	19	$264.5
Bridge Deck Reconstruction	1	$14.0
Interstate Highway Maintenance	2	$23.8
Other	8	$165.2
Road Resurfacing	30	$100.8
Roadway Safety	8	$14.5
Runway Resurfacing	29	$24.7
Streetscape	3	$5.6
Subway and Commuter Rail Station Upgrade	5	$66.6
Transit and Highway Facility Improvement	13	$73.5
Water Transportation Enhancement	16	$99.6
Subtotal	**161**	**$892.7**
Capital Equipment Acquisition		
Bus, Maintenance Vehicle and Van Acquisition	5	$88.2
Computer and Technical Hardware Upgrade	11	$53.3
Locomotive / Coach Acquisition	3	$260.0
Subtotal	**19**	**$401.5**
Congestion Relief		
Interchange Reconstruction	1	$38.8
Intersection/Roadway Reconstruction/Improvement	7	$91.5
Rail Double Track Construction	4	$92.0
Rail Track Rehabilitation	6	$76.0
Railroad Grade Crossing Improvement	1	$7.6
Railroad Signal System Upgrade	4	$124.4
Signal Modernization	1	$4.6

Categories and Initiatives (180-Days)	Projects	Total Federal Act Requested (Millions)
Subtotal	**24**	**$434.8**
Customer Service Enhancement		
Other	6	$52.3
Wayfinding / Signage	11	$38.4
Subtotal	**15**	**$70.7**
Rail Infrastructure Assistance	**1**	**$25.0**
Safe Routes To School	**5**	**$13.8**
Statewide Trails	**7**	**$58.8**
TOTAL	**237**	**$1,939.7**

6. Agency Staffing Plans

The following table provides a summary snapshot of the staffing needs discussed in more detail throughout this section.

Federally funded FTE Request Based on Agency Staffing Analysis	MassHighway	MBTA	MAC	RTAs	MassPike	Massport	DCR	Steamship Authority	EOT
180-Day Ready	172	0	6	0	0	0	*	0	1
Two Year Projects	172	0	6	0	0	0	**	0	1

* See also *Section II, State Facilities and Courts Task Force Report*
**Includes 180-day projects

The following discussion of staffing plans reflects the means by which each agency procures goods and services, which vary considerably. The transportation agencies that comprise the Mobility Compact include 19 authorities (MTA, Massport, MBTA, the Steamship Authority, and the fifteen regional transit authorities represented by MARTA). MassHighway and the Massachusetts Aeronautics Commission are within EOT and DCR is within EOEA. In addition, MAC oversees 37 public use airports and other facilities. Some of these agencies (MassHighway, MBTA, MassPike, and Massport) regularly oversee large-scale capital projects directly while others have small staffs that rely upon outside contractors.

Agencies with Considerable Staffing Needs

Because MassHighway is overseeing a large program of construction projects in part due to the Accelerated Bridge Program (ABP), the addition of projects due to the Federal Act would trigger the need for considerable additional staffing resources. Based upon input from Project Management,

Environmental Services, Right of Way, and Construction, it is estimated that MassHighway will need staffing support of approximately 172 people for its $419 million 180-day program. This estimate is based on input from project development and construction staff.

In both pre-construction and construction activities, it is critical to note that the number and complexity of projects can result in dramatic variations in staffing requirements. For example, resurfacing projects within MassHighway-owned right of way required far less staffing than roadway reconstruction projects in municipalities, which have longer pre-construction planning and permitting requirements and usually involved right-of-way acquisitions. Furthermore, since highway funds provided by the Federal Act must be spent in accordance with Title 23 USC, strict FHWA oversight is required. This FHWA oversight requires MassHighway to retain adequate qualified staff to manage and oversee design and construction work. Failure to meet FHWA staffing expectations could result in the withholding or forfeiture of all federal highway funds -- not just new stimulus funds.

Agencies with Modest Staffing Requirements

EOT would require small staffing increases to oversee project procurements associated with some programmatic elements as well as project management staff to oversee the additional rail projects.

DCR's staffing needs will depend in part on the form of the transportation funding. The roads, shared use path, and bridge projects may be implemented by MassHighway, which would have a formula similar to the staffing requirements above. DCR's analysis for the *State Facilities and Courts Task Force Report* identified the need for approximately 57.5 staff for $280 million in projects funded by the Federal Act. This included ongoing projects to be accelerated and new projects.

MAC would require an additional six engineers to implement its identified projects for the 37 public-use general aviation airports throughout the Commonwealth. Currently, MAC has two engineers. The responsibilities of these engineers would include the following: 1) Limited design scoping with the airports and their respective consultants; 2) Reviewing project cost estimates, plans, specifications, and bid documents; 3) Performing field inspections at the airports; 4) Reviewing and approving all payment vouchers, as-built plans, and project close-out documentation.

Agencies with Staff Capacity

The MBTA, MARTA, MassPike, and Steamship Authority each have either sufficient in-house staffing or the contract vehicles in place to hire consultants to perform the needed project management oversight and procurement.

7. Barriers and Obstacles to Achieve Objectives

The Mobility Compact Agencies will design and construct projects and procure equipment with the funds made available by the Federal Act. This will result in pressures in a range of areas. Mobility Compact Agencies were interviewed about their proposed approach to implementation. There are several common themes, as well as agency-specific concerns to be addressed.

Barrier / Obstacle	Mitigation Strategy / Actions Required
Procurement The procurement process is lengthy in many agencies. Hiring contractors for pre-construction or construction services takes a long time and can only be expedited as internal resources permit.	See recommendations of Procurement Task Force
Hiring Hiring new staff to work at the agencies is also lengthy. Once employees are on-board,	Utilize temporary positions to hire former employees and others to assist with project development and other pre-contract activities.

Barrier / Obstacle	Mitigation Strategy / Actions Required
they need to be trained. This means that there is a lag between the advertisement of a position opening and the ability of the new hire to contribute effectively to the agency's project work. As a result of the completion of contract work for the CA/T project at the end of 2008, there may be hiring opportunities among the staff who previously worked on those contracts.	Consider use of outside placement agency for new hires. For additional actions, see recommendations of Work Force Task Force.
Work Flow It is essential that the advertisement of projects be staggered so that contractors have adequate time to respond with competitive bids. Otherwise, the contractor community can find it challenging to respond to all bid requests.	Work with other agencies seeking construction bids to ensure a steady flow of advertisements. Announce advertisement schedule in advance and publish widely. (See recommendations of Procurement Task Force) Distribute the work in several ways, including geographically, modally, programmatically, and by contract type. Accelerate existing construction projects or advance projects that do not interfere with use of the facility (i.e. do not require lengthy lane closures or service interruptions).
Seasonal Issues Many projects are advertised to coincide with the construction season, which excludes the winter months. In most cases, for a project to be under construction in 2009, it should be advertised for construction in February or March 2009.	For any new projects that are added to the list, prioritize preparation of bid packages to the extent feasible to complete seasonal work prior to the end of the 2009 construction season.
Supplies In certain types of construction, the supply of materials is limited. For example, the number of suppliers of asphalt for road paving is small, which means that there may be constraints on the supplies if too many road projects are underway simultaneously. This could lead to price escalation.	Work with industry officials to strategize on ways to manage procurement of materials to manage supply and demand.
Lag Time Construction requiring the manufacture of steel must build in sufficient lead time to place orders for steel and await its fabrication and delivery. This is true for other manufactured materials. Price escalation is also a concern.	Place orders as soon as possible and defer other orders to meet industry capacity.
Bonding The tightening of credit has impacted the surety business. Contractors are facing tougher scrutiny when they are seeking the required bonding in order to bid on large construction projects. This can create a	See recommendations of Procurement Task Force.

Barrier / Obstacle	Mitigation Strategy / Actions Required
barrier for the formation of new construction companies.	
Limited Number of Qualified Construction Companies Out-of-state construction companies have been responding to bids in Massachusetts because there is less work in their home states. Because the Federal Act will result in construction projects throughout the nation, these firms might not bid on Massachusetts construction jobs. In addition, the pre-qualification requirements limit the number of firms able to bid on projects. Nevertheless, representatives of the construction industry have indicated that they will have sufficient capacity to respond to additional project advertisements.	Similar to other task forces, work with industry associations and agencies to proactively notify contractors of the opportunity for work and to assist them in getting certified/prequalified. Public agencies should also identify opportunities to streamline the certification/prequalification process. Consider implementing the Condensed Prequalification Process proposed by the Procurement Task Force.
Permits Permitting requirements should not be overlooked. Several agencies described the challenges of obtaining permits from local conservation commissions for projects within existing rights-of-way.	The Permitting Task Force recommended a number of solutions to address this barrier. However, EOT reiterates that interagency cooperation will be needed to ensure quick implementation of projects.
MassHighway Staffing MassHighway is already undertaking a dramatically larger road and bridge program than they have done in the past. This impacts both pre-construction activities and construction. On the design side, with the Accelerated Bridge Program (ABP) underway MassHighway is positioned to deliver this aggressive program throughout 2009. In order to implement ABP, employees transferred out from other MassHighway sections, leaving vacancies that remain unfilled. Positions will need to be filled and additional staff will be needed in order to advance additional design projects quickly	See discussion above. Some of the shortfall can be addressed by focusing on resurfacing projects, using on-call consultants, retirees, and temporary hires. Overall, a substantial effort will be needed to ensure that the staffing resources are available. For additional actions, see recommendations of the Work Force Task Force.
MassHighway Construction Documents Once a project is ready for advertisement, it is transferred to the construction contracts section of MassHighway. This group reviews final designs for constructability and puts together the packages that the contractors use to bid construction projects. Additional employees are needed to address current demands and more would be needed if activity levels increase considerably.	Hire additional staff for construction contract section.
MassHighway Procurement (Issuing Notice to Proceed)	See recommendations of Procurement Task Force.

Barrier / Obstacle	Mitigation Strategy / Actions Required
On the construction side, the department is currently undertaking an ambitious program due to ABP. Through effective reforms in the pre-construction process, projects are being advertised more quickly than in the past. Previously, it took an average of 104 days from bid opening to NTP and this has been reduced to an average of 59 days. Further, the recent economic downturn in private construction has increased the supply of trained workers. But consideration must be given to making sure that the flow of road and bridge construction does not end up creating competition among agencies such as MassHighway, the MBTA, DCR, or the MassPike, all of whom own roads and bridges	
MBTA and MTA Board Meetings The MBTA and MTA Boards meet monthly; which may not be frequently enough to advance time sensitive projects quickly, where spending within prescribed dates is required.	The approval process could be improved, specifically for projects under the economic stimulus initiative, by securing Board approval for the entire program with appropriate reporting requirements; preserving the Board's fiduciary responsibilities while eliminating the requirement for approval of individual projects within the program.
Department of Conservation and Recreation Resource Constraints DCR is an EOEA agency. They have limited staffing to manage new projects beyond their current program and would rely on consultants to do their design work. They also face competition for consultants and contractors with other road and bridge agencies.	See narrative and recommendations in the State Facilities and Courts Task Force. For additional actions, see recommendations of the Procurement Task Force.
Federal Funding Eligibility Constraints The current U.S. House of Representatives stimulus proposal limits eligible projects to those that can be funded under existing Title 23 rules. This results in the exclusion of projects on most local roadways.	There would be substantial value in instituting a Community Transportation Infrastructure Assistance Program to supplement funding and support of the Chapter 90 Local Roads Program. The Commonwealth, along with its municipalities, should advocate during Congressional deliberations for the expansion of funding eligibility to include any transportation projects for which Massachusetts General Law allows state financial support.

For information on Procurement, Permitting and Workforce, see *Section III, Cross-cutting Task Force Overview.*

8. Metrics for Measuring Success

There are a number of ways to measure the success of transportation-related projects and programs. Throughout the implementation of the Federal Act, it will remain critical to focus on its central

purpose, which is job creation and job retention. It will also be important to determine how effectively the projects and programs are supporting the Commonwealth's organizing principles and the policy directives of the new administration.

Ultimately, the key measure of success will be whether the job gets done. In other words, the projects identified on the list must be able to be implemented on schedule. The Transportation Project Delivery Task Force devoted considerable energy to determining project readiness. Mobility Compact members were asked to identify projects that could begin implementation at four initial intervals of 90 days, 180 days, one year, and two years. Projects can begin implementation soon after the execution of a contract whether for procurement, consultant services, or construction.

Because most if not all of the projects are likely to be funded through traditional transportation funding channels administered through USDOT agencies, readiness will be defined by the impending Federal Act. The House Appropriations Committee version of the bill identifies a number of measures related to the awarding of contracts and includes the forcible redistribution of unobligated funds. With these considerations in mind, the following are proposed metrics for measuring the success of the Federal Act for transportation projects.

Metrics

For each of these metrics, it is suggested that a list be prepared showing all of the projects and a timeline, which summarizes the number of projects or procurements that achieve a particular milestone each week.

Metric	Description	Method for Monitoring / Measurement
Design Contract Awards	For pre-construction services or procurements, tracking of the number achieving various milestones in the contracting process	Prepare monthly reports on the number of projects that achieve: • Completion of Project Scope and Estimate • Approval of Request for Response (RFR) • Advertisement of RFR or Procurement • Selection of Consultant or Vendor • Fee Negotiation and Contract Execution or Purchase
Construction Activities	For construction services or procurements, tracking of the number achieving various milestones in the contracting process	Prepare monthly reports on the number of projects that achieve: • Advertisement • Bid Documents Opening • Contract Awards • Issuance of Construction Notice to Proceed
Jobs	Number of jobs created and duration for which they were created by each project funded.	• Incorporate systems for measuring job activities through payroll reporting and other tracking

		measures.
Long-term benefits	Consistency with Governor's organizing principles and *youMove Massachusetts* Themes	• Report on quantity of and investments associated with projects addressing various themes and principles on a monthly basis

III. Cross-cutting Task Force Overview

Permitting Task Force

1. Introduction

The Permitting Task Force is charged with developing a process to speed up state and local permitting processes for ready-to-go Federal Act projects identified in the work plans. The Task Force focuses its efforts on ways in which to expedite the permitting and review process while also maintaining the state's high standards of environmental protection and other land use objectives.

The Task Force utilized an existing forum – the Interagency Permitting Board – and supplemented the membership to include all potential stakeholders in the deliberations. Membership includes nearly all state stakeholders involved with permitting and review during the development process, including quasi-public partners such as the Massachusetts Bay Transportation Authority, Massachusetts Port Authority and MassDevelopment. Participating agencies and organizations are as follows:

- Executive Office of Housing and Economic Development
- Massachusetts Permit Regulatory Office
- Department of Housing and Community Development
- Massachusetts Office of Business Development
- Office of Consumer Affairs and Business Regulation
- Executive Office of Energy and Environmental Affairs
- Department of Environmental Protection
- Department of Fish and Game
- Executive Office of Transportation and Public Works
- Executive Office of Labor and Workforce Development
- Department of Labor
- Division of Capital Asset Management
- Department of Public Safety
- Joint Committee on Consumer Protection and Licensure
- Massachusetts Bay Transportation Authority
- Massachusetts Port Authority
- MassDevelopment
- Massachusetts Building Trades Council
- South Shore Building Trades Council
- Massachusetts Municipal Association
- City of Attleboro
- City of Lowell
- Town of Foxborough

The Permitting Task Force met six times between December 22, 2008 and January 26, 2009 to develop a strategy to speed the permitting and review of Federal Act projects. The results of these deliberations include agency-specific remedies and the establishment of a multi-agency framework to review and advance complicated projects involving multiple reviews by a variety of state, local and federal agencies.

Expedited permitting and related review is critical to the successful deployment of Federal Act funding. Through an expedited review process, the Patrick Administration will maximize the number of eligible projects for federal infrastructure dollars and therefore maximize the stimulus effect of that spending.

2. Members

Name	Title	Agency / Organization
Bialecki, Gregory (chair)	Undersecretary for Business Development	Executive Office of Housing and Economic Development
Anderson Lamoureux, April	Permit Ombudsman/Director	Massachusetts Permit Regulatory Office
Ayrassian, Gary	Planner	City of Attleboro
Baacke, Adam	Assistant City Manager	City of Lowell
Brennan, Andrew	Director of Environmental Affairs	Massachusetts Bay Transportation Authority
Buckley, Jack	Deputy Director	Division of Fish and Game
Caspbarra, William	Building Commissioner and Director of Code Enforcement	Town of Foxborough
Clarke, Sandra	Chief of Staff	Office of Consumer Affairs and Business Regulation
Dalzell, Stewart	Deputy Director, Environmental Planning & Permitting	Massachusetts Port Authority
Feher, Matthew	Senior Legislative Analyst	Massachusetts Municipal Association
Gaertner, Kurt	Planning Coordinator	Executive Office of Energy and Environmental Affairs
Gatzunis, Thomas	Commissioner	Department of Public Safety
Goodman, Nancy	Vice President for Policy	Environmental League of Massachusetts
Hunter, Michael	Director, Business Resource Team	Massachusetts Office of Business Development
Kimmell, Ken	General Counsel	Executive Office of Energy and Environmental Affairs
Lehan, Richard	General Counsel	Department of Fish and Game
Lucien, Lionel	Manager, Public-Private Development Unit	Executive Office of Transportation and Public Works
Marlin, Rich	Legislative Director	Massachusetts Building Trades Council

Name	Title	Agency / Organization
McGrail, Robert J.	Director of Special Projects	Executive Office of Labor and Workforce Development
McMahon, Martha	Deputy General Counsel	Division of Capital Asset Management
Meeker, Carol	Deputy General Counsel	Division of Capital Asset Management
Miller, Michael	Senior Vice President for Real Estate	MassDevelopment
Moran, Gary	Deputy Commissioner	Department of Environmental Protection
Murphy, Alana	Policy Director	Department of Housing and Community Development
Noel, George	Director	Department of Labor
Rizzi, Robert	President	Quincy & South Shore Building Trades Council
Rodriques, Michael	Chairman	Joint Committee Consumer Protection and Licensure
Weinberg, Philip	Associate Commissioner	Department of Environmental Protection

Individual members should not be construed to have endorsed the contents of this report.

3. Permitting Task Force Objectives

Building on the Governor's charge for the Permitting Task Force and the guiding principles he articulated for the projects to be funded under the Federal Act, the Task Force agreed to use the following questions about the permitting process to guide the Task Force in its deliberations and in the development of its recommendations:

- How can state agencies expedite permitting and related reviews for priority projects in order to maximize the number of projects eligible for Federal Act funding? For this exercise, the Task Force assumed that six months would be available to complete all project reviews, issue permits and complete the procurement process. With this six-month period the Task Force assumed there is a 90 day window to complete the permitting process.
- What resources are necessary to complete 90-day reviews? Agencies were asked to evaluate the current capacity of their organization and additional resources that may be necessary to improve efficiencies and meet the anticipated demand created through a federal recovery bill. Agencies were also asked to consider innovative avenues for expediting reviews.
- How can all applicable agencies collaborate most effectively to address the needs of individual project proponents?

In response to the aforementioned questions, all agencies participating in the Permitting Task Force have committed to the following Statement of Commitment:

Participating agencies commit to the following principles for any state or federal infrastructure project identified as a priority project by the Patrick Administration during the CY 2009 – 2010:

- Projects will be given administrative priority;
- Projects will be assigned to dedicated project managers within each agency;
- Permitting decisions and relevant reviews on priority projects will be rendered within 90 days;
- Participating agencies will develop a procedure by which the 90-day reviews will be accomplished; and,
- All agencies will participate in the Task Force collaborative review process, as needed.

4. Permitting Task Force Findings

The Permitting Task Force has found that the existing permitting processes generally work well, and serve to ensure the Commonwealth maintains the highest standards of environmental protection and other land use objectives. However, the Task Force recognizes the unique opportunity presented by the American Recovery and Reinvestment Act and has identified several aspects of the review process that should be considered, including:

a. Projects not already in the permitting process should be assessed for potential permitting challenges by the Task Force prior to being considered for Federal monies.
b. Permit appeals can create substantial delays for projects and should be settled in an expeditious fashion.
c. The need to comply with federal permitting may reduce the number of projects eligible for federal stimulus.
d. The lack of coordination among approving agencies may cause projects to be delayed.
e. Projects requiring permits from multiple agencies may exist and will require special attention.

5. Permitting Task Force Recommendations

Recommendations. Based on the objectives and findings above, the Permitting Task Force recommends the following general recommendations to the existing permitting processes in order to accelerate or otherwise improve those processes for projects funded under the Federal Act.

A. Placement on Priority Funding List

- The Permitting Task Force recommends that any project being considered for Federal Act funding that has not yet commenced or completed the State permitting process be subject to review by the agencies participating in the Permitting Task Force. The Task Force recognizes its role is to maximize the number of projects that can be ready for federal funding. That said, the Task Force recommends that a list of potential projects be vetted by the Permitting Task Force to "red flag" any projects that will have substantial permitting or regulatory challenges before they are prioritized for funding.
- The Task Force will conduct preliminary evaluations of projects that are not yet fully permitted and "red flag" projects with substantial permitting or regulatory challenges. This period of preliminary evaluation will be conducted in an expeditious fashion by all affected agencies.

B. Appeals

- Permit appeals can create a substantial delay for projects. The Permitting Task Force recommends several means by which to address this issue:

- Broad-based reform of the permit appeals process for designated Federal Act projects to enable project proponents to proceed at their own risk when an agency permit is issued and subsequently appealed. This recommendation mirrors the local appeals process that allowed by MGL c.40A s. 11 that allows proponents to proceed at their own risk when a previously issued special permit has been appealed;
- Chapter 205 of the Acts of 2006 established a separate session of the land court department, known as the permit session. This session has original jurisdiction, concurrent with the superior court department over certain civil actions involving land use and environmental permitting. Currently, cases filed in the permit session are limited to those involving either 25 or more dwelling units or the construction or alteration or 25,000 square feet or more of gross floor area or both. The Permitting Task Force recommends that all federal stimulus projects be referred to the Permit Session of Land Court, and that the Permit Session be granted additional staff resources to meet the increased demand.

C. Federal Exemptions

- The Permitting Task Force recommends that the State pursue federal legislation that exempts federal stimulus projects from federal reviews that are triggered by federal funding sources. This exemption would be limited to those projects where the federal funding is the *only* federal action that triggers federal review. These reviews include National Environmental Policy Act (NEPA), Section 106 of the National Historic Preservation Act (see next bullet) or any of the review programs of the US Department of Transportation Act. This exemption would be limited to federal environmental review processes and would not exempt any project from the requirements of any federal permit (e.g., the US Clean Water Act, US Endangered Species Act, etc). Projects that would otherwise require a federal permit would still be subject to the federally required review processes.
- The Task Force recommends that federal funds are instead provided to states in the form of a "block grant" which then requires the state to conduct its own environmental review thereby avoiding any significant delays caused by federal agency reviews.
- The Task Force recognizes that transportation infrastructure funds are likely to be provided through sources governed by Title 23. As such, it will be necessary for transportation projects to be included in Metropolitan Planning Organization (MPO) Transportation Improvement Programs (TIPs) and the State Transportation Improvement Program (STIP). To maximize the projects eligible for federal funding the Task Force recommends:
- MPOs work closely with the EOT to institute an expedited process for TIP amendments, including both member and public review. The process should allow for TIP amendments to become effective immediately after bill passage and for the STIP to be amended immediately thereafter

D. Massachusetts Historic Commission

- The Massachusetts Historic Commission (MHC) declined participation in the Permitting Task Force on the grounds that they are charged with carrying out federal regulation and federal reviews. However there will be federal stimulus projects that require MHC review and under traditional mechanisms, it can take several months for project proponents to consult with MHC and obtain their approval of plans to eliminate, minimize or mitigate the project's adverse effects on historic resources.
- If stimulus were to pass through federal agencies, under current law the project must be reviewed for compliance with Section 106 of the National Historic Preservation Act of 1966.
- All projects requiring state funding, licenses or permits must be reviewed for compliance with MHC in compliance with MGL c.9, s.26-27C. If federal stimulus projects are exempt from Section 106 of the National Historic Preservation Act and projects are instead subject to MGL c.9, the Task Force has drafted an amendment to this statute that it believes will help

facilitate an expedited and transparent review process through the Massachusetts Historical Commission.

- The Task Force acknowledges the importance of historic resources and has proposed the following solutions to expedite the MHC consultation process:

– Statutory amendment to create a 90-day consultation period between the proponents and MHC that results in recommendations to eliminate, minimize or mitigate the project's adverse effects on historic resources. This 90-day process would be available only to proponents that request the assistance. For projects that have requested assistance after a determination of adverse effect, and if MHC does not respond and consult with the proponent to development recommendations within 90 days, the proponent would be able to proceed with the project. Current law applies this form of constructive approval to the 30-day period for initial determination by MHC.
– The Task Force recommends the ability to contract with outside consultants is made available to the MHC to facilitate the expedited review process. A list of pre-qualified consultants can be accessed through DCAM as described below.
– DCAM has contracted with 10 firms to assist with their compliance with federal and state historic laws and regulations. Other Commonwealth agencies including the Massachusetts Historic Commission may use these consultants provided prior written approval is received from DCAM's contract administrator. The consultant will bill the agency it performs services for and user agencies will be responsible for making payments directly to the consultant. A list of approved consultants is available on the Commonwealth's Procurement website http://www.comm-pass.com.
– The Task Force respectfully requests the Secretary of State's approval for MHC to participate in the Permitting Task Force and collaborate with other state and federal agencies on the review of federal stimulus projects.

E. Permitting Task Force

- The Permitting Task Force will be used as a place where project proponents can vet perceived permitting problems and obtain assistance, and where state agencies can collaborate on projects requiring review of multiple agencies. When proponents perceive a potential permitting delay, they may contact the Massachusetts Permit Regulatory Office (MPRO) and complete a Permitting Task Force Project Template. MPRO will analyze the issue, assign an MPRO project manager to the case, and take one of three actions:

1. When the issue involves a single agency, MPRO will refer the case to the relevant agency for review;
2. When the issue involves multiple issuing authorities, MPRO will convene the Permitting Task Force and invite the relevant state agencies and municipal officials to meet with the project proponent and attempt to coordinate the state and local review and permitting process;
3. In the event that the State Permit Ombudsman determines there is no cause for action, the MPRO will notify the project proponent of such finding.

- The Permitting Task Force will also be a resource for state agencies that are having difficulty receiving timely information or responses from proponents of federal stimulus projects. In this case, the state agency may contact MPRO who will facilitate a meeting with the project proponent, municipality and any affected agencies.

Potential Barriers. As with any expedited process, there are potential barriers which will need to be overcome. Below are the barriers identified by each agency and a proposed solution to mitigate those barriers.

A. Executive Office of Housing and Economic Development
Massachusetts Permit Regulatory Office (MPRO) – Potential Barriers to 90 Day Reviews

- Timing and coordination of multiple agencies reviews for individual federal stimulus project.

- Timing and coordination of single agency reviews for individual federal stimulus project.
- Additional project managers will be required.

Recommended Solutions

- The Permitting Task Force will convene weekly for the duration of the deployment of Operation Recovery funds to collaborate and discuss multi-agency reviews of individual projects.
- For individual projects that require multiple agency reviews and are concerned about permitting process or regulatory complications or delays, the Task Force will be available to meet with the project proponent and attempt to remedy their concerns.
- For individual projects that require single agency reviews and are concerned about permitting process or regulatory complications, the Task Force will work with the proponent and agency responsible for the review to seek a solution.
- MPRO will serve as the single state point of contact for permitting issues and will convene the Task Force as appropriate. An MPRO project manager will be assigned to each incoming project.
- MPRO proposes hiring two additional Project Managers on a contract basis for CY2009 – CY2010.

B. Executive Office of Energy and Environmental Affairs
Department of Environmental Protection – Potential Barriers to 90 Day Reviews

- Additional permitting staff is essential in order to ensure timely permitting and to provide technical assistance for stimulus projects, while continuing efficient and timely permitting of existing projects that support economic development;
- There are also a number of permit categories for which 90-day permitting may be infeasible. These categories include permits where:
  - Collection of required field and technical data takes a sufficient portion of or is greater than 90 days (e.g., groundwater discharge and major new water supply permits)
  - Mandated public notice process requirements and/or historic pattern of public involvement takes a sufficient portion of or is greater than 90 days (i.e., Chapter 91, wetlands protection act variance; and
  - Other agencies control permitting timelines (e.g., wetlands reviews commenced at local Conservation Commissions, federal permits such as NPDES discharge permits or Army Corps 404 permits for fill or dredge).
- Completeness of the proponent's application and responsiveness to information requests; A proponent's failure to adequately respond within ten business days to a notice that their application is deficient will result in an extension of the permit deadline equal to the number of days an adequate response is delayed.
- Appeals of permitting decisions.

Recommended Solutions

- Temporary staff/resources to ensure timely permitting and technical assistance for stimulus projects. MassDEP estimates 4-7 staff needed per 100 permits (based on an average of 2 permits per project, 8-14 staff would needed for permitting of each 100 projects requiring MassDEP permits).
- Emergency legislation authorizing state permitting agencies and municipal authorities to promulgate emergency regulations that would exempt/waive federal stimulus projects from current statutory or regulatory requirements to obtain an individual preconstruction permits or

otherwise streamline the permit process by revising existing permit procedures or standards; provided that agency makes a finding that the exemption/waiver or streamlined approval will be conditioned in order to prevent significant damage to the environment. The regulations adopted under this provision would sunset within 6-12 months from promulgation.

- Establish resource protection conditions and best management operating practices in "permits by rule" that would prevent adverse impact to the environment for federal stimulus projects. Compliance with those pre-conditions would be required to obtain an exemption from individual permit application submission and review. The regulation would require plans to be prepared by a registered professional engineer or similarly licensed professional who would submit a certification that the project was completed in accordance with the permit by rule conditions. Certifications would be subject to compliance audits. Examples of activities to be considered for conditional exemption from individual permit process may include the following:

– Reconstruction Projects: The transportation bond bill exempts state highway projects from compliance with MEPA, c. 91 (Waterways) and Wetlands permitting where the project is a reconstruction or rehabilitation project within the same alignment. This exemption could be expanded to municipal road and bridge projects or other reconstruction projects that will occupy the same footprint, subject to best management rules to ensure that surrounding resources areas are not impacted during the reconstruction process. The concept could be expanded to include expansions of appropriate scale in relation to resource area protection required.
– Dredge and Fill Projects: The current Water Quality Certification regulations ("401 Certification) do not require a DEP permit for the dredging or disposal of 100 cy of fill where a federal Category 1 Programmatic General Permit (PGP) is applicable. These exemption criteria could be expanded to allow for greater volumes of dredging or filling with resource protection performance standards and best management practices established that ensure the work would not impact the aquatic environment or riverbanks.
– Projects in Wetland Resource Areas: The state wetland regulations currently establish a 100 foot buffer zone around Bordering Vegetated Wetlands (BVW) and a 200' buffer zone around Riverfront Areas. Work in the resource area and buffer zone requires local Conservation Commission approval with potential appeals to DEP. In addition, there is a list of limited projects that are not required to meet specific performance standards, but are still required to proceed through the full approval process. At "Greenfield" developments in buffer zones, permit by rule conditions regarding project scaling, activity setbacks, and storm water, erosion and sediment controls work would prevent impacts to resource areas. At "Brownfield" developments in urban waterfronts, expanding the exemptions for redevelopment projects and economic alternative analysis will reduce permit timelines. The limited projects lists could also be expanded to expedite reviews subject to implementation of resource protection performance standards and associated best management practices.

- MassDEP will explore potential statutory reforms to enable further streamlining for federal stimulus projects. Such measures may include reduced public comment periods and the ability of project proponents to proceed at their own risk in the face of an appeal. Under the current wetland protection review process, construction cannot proceed—even if MassDEP has issued a permit –if that approval is under appeal. This can sometimes be a major cause of delay. MassDEP will conclude its statutory review within 30 days of the issuance of this report and make recommendations shortly thereafter.

C. Department of Fish and Game – Potential Barriers to 90 Day Reviews

- As a general matter, a project proponent's failure to timely submit a complete application and or to timely respond to any follow-up information requests are barriers to 90-day reviews. For example, delays may result if a project proponent does not submit a final conservation plan reflecting agency recommended modifications in a timely fashion;

- Potential delays may occur if projects require a take permit and the project has not yet commenced with the DFG/NHESP process. The period for reviews is set forth in Department regulations as follows:

– 321 CMR 10.18 of the Massachusetts Endangered Species Act (MESA) regulations requires that any project or activity that will take place in DFW-delineated priority habitat for a state-listed species must be reviewed by the Natural Heritage Endangered Species Program (NHESP) prior to the commencement of work in the priority habitat. The NHESP has 30 days to determine whether an application for review is complete, and 60 days to complete its review.

– If the NHESP's review determines that a take will occur, the project or activity must either be modified to eliminate the take or the proponent must obtain a conservation and management permit from the NHESP pursuant to 310 CMR 10.23. The NHESP has 30 days to approve or deny the proponent's proposed final conservation plan,

- The MESA regulations at 321 CMR 10.14 contain 12 categories of projects and activities that are exempt from the above MESA review and permitting requirements in 321 CMR 10.18 through 10.23. These include exemptions associated with certain maintenance, repair, or replacement work on existing commercial and industrial buildings and mixed use structures, and road or utility work. DFW has also promulgated guidance that allows certain project proponents to be exempt from MESA review if they took significant action towards implementing their project even though the site was later designated as priority habitat by the NHESP.

- The most recent DFW mapping of priority habitat in October, 2008 resulted in a 15% reduction in the total area of non-aquatic/non-wetland/non-protected open space designated as priority habitat in MA.

Recommended Solutions

- Prior to being added to a list of priority projects for federal stimulus funding, DFW/NHESP has the opportunity to map the project and determine whether or not the project will take place in DFW-delineated priority habitat for a state-listed species and if so, whether or not the review process has commenced. Assuming DFW/NHESP is provided sufficiently specific project location information it will conduct expeditious project evaluations after receiving the completed project template for each project;

- In order to conduct faster reviews of federal stimulus projects, DFW/NHESP will:

– Consideration of MESA regulatory exemptions for one or more categories of federal stimulus projects. This review will include an evaluation of the existing exemptions under the MESA regulations as well as the NHESP's recent project review and permitting experience. DFW/NHESP expects to conduct this regulatory review within 30 days of the issuance of this report.

– Establish a permitting team that will seek to complete its review and permitting of Federal Act projects faster than the existing regulatory deadlines (assuming staffing needs are met). The team will be modeled on the December 2008 MOU between MHD and DFW that provides funding for staff to meet accelerated MESA review and permit deadlines for MHD projects. The team will use dedicated NHESP staff to provide outreach to the project proponents and help guide them through the MESA process.

– Development of best management practices ("BMPs") for certain state-listed species listed below and a related storm water protection plan ("SWPP"). DFW/NHESP has already committed, in connection with its December, 2008 MOU with MHD, to develop these MOUs, and expects them to be well underway in the next 3 months. DFW/NHESP already has permitting guidelines for the eastern box turtle. Regardless, assuming its staffing needs are met (see below), DFW/NHESP is committed to meeting accelerated timeframes for permitting Federal Act projects even if the new BMPs identified below are not fully in place.

- More specifically, BMPs will be developed for the following state-listed species that frequently require project conditioning:
  - Freshwater mussels;
  - Marsh birds (e.g., bittern, rail, grebe);
  - Freshwater turtles (Blanding's and wood turtles).
- Development of a BMP or a Frequently Asked Questions ("FAQ") document for the bald eagle, the atlantic sturgeon, shortnose sturgeon, and other state-listed fish species.
- Exploration of ways to facilitate an expedited path to off-site mitigation, including the concept of an expanded conservation bank for such MESA-related projects. In that regard, DFG and DFW signed an MOA with the Nature Conservancy ("TNC") in July 2008 that utilizes the TNC as a resource for MESA permit applicants to provide enhanced off-site mitigation.

- DFW requires additional staff to support the aforementioned streamlining plan:
- In FY 2009 a total of 14 NHESP staff completed 1,016 reviews of projects under MESA. This averages out to one staff person handling 79 projects over the course of a year. Consequently, the estimated number of new staff needed to handle the Federal Act projects would be 1 for every additional 79 projects.
- For example, a 10% increase in the number of projects reviewed under MESA (over the FY 2009 total) would require an increase of 2 NHESP staff.
- NHESP is also requesting 2 staff to be dedicated to providing technical assistance and outreach to the project proponents and to guide Federal Act project proponents through the MESA process.

D. Executive Office of Transportation and Public Works
Massachusetts Highway Department – Potential Barriers to 90-Day Reviews

- Timely review of MassHighway submissions is dependent on complete submissions and timely responses to MassHighway comments at various stages of design and review.
- Staff resources are required to expedite MassHighway reviews.

Recommended Solutions

- 14 employees are required to review every $100 million in total project costs. The personnel are required to address the design, review, permitting, and construction oversight of private development projects that could benefit for funding through the stimulus package. These projects would consist of private developments that have completed MEPA and need design review by MassHighway to secure their permit, and subsequently construct these improvements.
- Additionally, MassHighway will consider utilizing outside consultants as peer reviewers if necessary to enable 90-day reviews.

E. Executive Office of Public Safety
Department of Public Safety – Potential Barriers to 90-Day Reviews

- Building Code revisions effective March 1, 2009 may affect the timely issuance of building permits for projects that were designed under the Sixth Edition of the Building Code.

Recommended Solutions

- There are two ways in which the Department of Public Safety can remedy potential delays caused by new Building Code Revisions:
- First, a project applicant may apply for variances from the Building Code Appeals Board (BCAB) for building features that are not in compliance with the Seventh Edition of the Code. The BCAB is a three-member subset of the full Board of Building Regulations and Standards.

The BCAB meets at least twice each month to consider variance requests. However, it may take 30-60 days in order to receive a hearing before the BCAB, probably more if there is an increase in applications due to stimulus dollar projects. Consequently, this may not be the most effective solution.

- Second, and possibly the more viable solution, members of the Board of Building Regulations and Standards may consider an extension of the concurrency period so that permit applicants may continue to design and build to the more familiar Sixth Edition of the Code. Board members meet the second Tuesday of each month. The next scheduled meeting will convene on February 10, 2009. Typically, Board members would consider and debate a request for an extension to the concurrency period during a regular meeting. Recognizing that swifter action may be necessary, Board members may be able to consider and vote the matter via a conference call or e-mail correspondence. There are trades offs however with this second solution, as an example the 7th edition has higher standards for some life safety and energy efficiency requirements.

Federal and State Accessibility Standards Differ—Proposed Solution

- Legislation has been drafted and previously filed to regulate areas not generally open to the public, including employee-only areas, consistent with the Americans with Disabilities Act (ADA). The legislation clarifies the Board's jurisdiction as including not only public buildings but also facilities, and brings parking space requirements into conformity with the (ADA).
  - The proposed legislation seeks to extend the Architectural Access Board's current jurisdiction over "public buildings" to include employee areas and bring the Board's enabling legislation into compliance with the ADA as well as modify the make-up of the Board.
  - The Board's jurisdiction must be expanded in order to submit its regulations to the United States Department of Justice (DOJ) for certification as substantially equivalent to Title III of the ADA. The AAB promulgates rules and regulations designed to make public buildings accessible to and safe for individuals with disabilities, whether they are employed in or visiting the building. Title III of the ADA, which covers public accommodations and commercial facilities, recognizes the role that regulations like these play in ensuring compliance with building-related aspects of accessibility. As a result, certification by the DOJ indicates that local regulations meet or exceed the ADA's accessibility requirements for new construction or alterations.

- In recognition of the jurisdictional triggers of 521 CMR, and in an effort to insure that Federal Act monies are able to be expended for immediate and proper use, the Department, on behalf of the AAB, recommends granting a blanket time variance for compliance with the Board's regulations. It is understood that requiring immediate compliance would potentially cause unintended, negative consequences of preventing timely commencement of construction projects and hamper the success of the Federal Act package. This variance would apply to all projects that are funded with Federal Act monies. This arrangement has been discussed and agreed upon in general terms with representatives from DCAM and EOCD. To those ends, it is recommended that the AAB pursue an MOU commemorating this agreement with A&F.

F. Executive Office of Administration and Finance

Division of Capital Asset Management – Potential Barriers to 90-Day Reviews

- Additional staff or the use of consultants may be required.
- If any particular project does involve the transfer or disposition of state lands, and legislation authorizing such transfer or disposition has not been enacted, special legislation will probably be required for that transfer or disposition.

Recommended Solutions

- DCAM notes that if any of the priority projects involve the acquisition of real estate interests by the state, DCAM will need to hire outside counsel (subject to MGL Ch. 30, s. 65), environmental and other consultants;
- Project proponents requiring legislative approval seek assistance from DCAM's single point of contact, Martha McMahon and utilize the legislative text provided by DCAM.

G. Massachusetts Bay Transportation Authority

- Timely review (i.e., within 90 days) is dependent on the proponents submitting full and complete applications to the MBTA.
- For most foreseeable projects, a license can be issued within the 90-day timeframe. A project that requires an easement or a direct interest in real estate must go through the MBTA review process and then by statute, must be presented to the MBTA Board of Directors for its approval. This additional step may take closer to 120 to 150 days to complete.
- MBTA must perform engineering review for all projects.

Recommended solutions

- Prospective proponents should identify as soon as possible any MBTA license that may be required. Proponents should go to the MBTA's Real Estate website (www.transitrealty.com/licensing) for a copy of the license application and guidelines for processing an application. Proponents should be prepared to provide engineering drawings, survey plans, proof of insurance, etc. This information and the contact information for the MBTA staff appointed to these projects is included on the MBTA website under the guidelines for how to apply for a license or easement.
- For those projects that require an easement or a land transfer that require a Board of Directors approval, the MBTA can grant a license to allow the work to go forward pending Board Approval of the permanent easement. While the MBTA can make this accommodation, it is important to point out that many developers may not be able willing to move forward with a temporary license. This is particularly true for financing entities who will only be satisfied with the full and permanent easement. The MBTA will make all efforts to move these projects as quickly as possible.
- The MBTA anticipates that additional engineering assistance may be required on a short term basis.

H. Municipalities
Municipal Permitting: Potential Barriers to 90-Day Reviews

- Every city and town manages their own local permitting process. Municipal processes may occur before, during or after the state process and there is no uniformity across communities. This may cause local permitting delays even after expedited reviews at the state level due to a lack of staff capacity, volunteer boards and commissions, or state revisions that impact local development.

Recommended Solutions

- The Permitting Task Force recommends that all Federal Act projects be assigned a single point of contact on the local level to easily and effectively communicate with state agencies on that project;
- Proponents of Federal Act projects consult with the municipality before pursuing state permits in order to ensure the highest level of coordination;

- Municipal officials and the designated municipal point of contact are encouraged to attend any Task Force meetings involving projects in that community;
- State and local permitting agencies coordinate to the highest degree possible to ensure timely and coordinated decisions on Federal Act projects;
- Technical assistance to municipalities with a lack of capacity to conduct timely reviews would prove helpful to expedite matters on the local level. The Task Force recommends that technical assistance be delivered through existing quasi-public agencies that currently offer municipal technical assistance such as MassDevelopment and the Regional Planning Agencies. The Task Force recommends that funding be allocated for additional staffing in each quasi-public agency assisting with increased requests for technical assistance, as needed;
- For regional infrastructure projects involving two or more communities, the Task Force recommends that the communities work together to conduct joint municipal reviews.

6. Actions Needed

In order to enable 90-day reviews of Federal Act project, each participating agency will undertake the action plans described below. In order to meet the increased demand from the Federal Act projects, participating agencies will require supplemental staff. Each agency's staffing needs are described in the sections below and summarized in the following table:

Agency/Office/ Department	Type of Internal Staff Needed	Method Used to Estimate # of Staff Needed	Notes
Massachusetts Permit Regulatory Office	Project Manager	Estimate based on current workload with 1 director and 3.5 project managers.	Hiring to be on contract basis for CY2009—CY2010.
MassHighway	Project Management, Environmental Services, Right of Way, and Construction Support Staff	14 staff per $100 million in total project costs.	*See Transportation Section for full staffing analysis.*
Department of Environmental Protection	Environmental Analysts, Environmental Engineers, and Regional Planners	8-14 staff per 100 projects. Based on estimate of 2 permits per project and 4-7 staff required for every 100 permits.	Hire consultants to provide permit review and legal/technical assistance and contractors to provide administrative support. Apply resources towards overtime for experienced permitters.
Department of Fish and Game	Conservation Biologist III	1 staff per 79 projects plus 2 additional staff for technical assistance. Based on FY2009 review of 1,016 projects by 14 NHESP staff.	2 additional staff would be dedicated to technical assistance and outreach for projects going through the MESA process.

Agency/Office/ Department	Type of Internal Staff Needed	Method Used to Estimate # of Staff Needed	Notes
Department of Public Safety	Building Inspectors, Engineering Inspectors, Elevator Inspectors, Administrative Support	1 building inspector per $100 million and 1 support staff per $500 million. 1 engineering inspector per 200 new boilers and 1 elevator inspector per 650 new elevators are also needed.	Additional support staff may be needed based on number of new boilers and elevators installed.
Division of Capital Asset Management	No additional internal staff requested. Outside Counsel and/or environmental consultants may be needed.	Anticipates using current staffing but based on volume of projects may need to hire additional staff.	If projects involve acquisition of real estate, DCAM will need to hire outside counsel, environmental or other consultants on a case by case basis. See State Facilities Section for full staffing analysis.
Massachusetts Bay Transportation Authority	Engineering		The MBTA will need temporary engineering assistance to supplement existing staff. *See Transportation Section for full staffing analysis.*

A. Executive Office of Housing and Economic Development Massachusetts Permit Regulatory Office (MPRO)

- Information on the Task Force and its ability to assist Federal Act project proponents with permitting will be added to the EOHED and MPRO websites.
- Templates with all necessary information have been prepared and will be completed by project proponents.
- Permitting Task Force will begin meeting with project proponents on February 2, 2009.

Staffing Plan

- MPRO consists of one Director and 3.5 project managers. In order to handle the increased workload of Federal Act projects, MPRO will add two project managers on a contract basis for CY2009 – CY2010.

B. Executive Office of Transportation and Public Works MassHighway

- Streamlining Underway: In October 2007 MHD implemented 720 CMR 13.00: Approval of Access to State Highways regulation to govern, among other things, expedite the overall environmental review and permitting process by providing project proponents with transparency, predictability, and timeliness of MassHighway actions on access permits;

- The MassHighway streamlining plan will be accomplished by utilizing:
  - Existing MassHighway procedures that call for "single points of contact" and dedicated project manager;
  - Current regulations allow permitting decisions and relevant reviews on projects to be rendered within a 90-day period subject to MassHighway receiving within all required submissions in a timely fashion;
  - Recent revisions to the Standard Operating Procedure (SOP) for the Review of Access Permits to be consistent with the regulations. The SOP assists project proponents and MassHighway in meeting the 90-day review, and if needed could be modify to meet the need of the Operation Recovery program.

Staffing Plan

- 14 employees are required to review every $100 million in total project costs. The personnel are required to address the design, review, permitting, and construction oversight of private development projects that could benefit for funding through the stimulus package. These projects would consist of private developments that have completed MEPA and need design review by MassHighway to secure their permit, and subsequently construct these improvements.
- Additionally, MassHighway will consider utilizing outside consultants as peer reviewers if necessary to enable 90-day reviews.

C. Executive Office of Energy and Environmental Affairs Department of Environmental Protection

- Streamlining Underway: In 2007, MassDEP reduced its permitting timelines 20% across the board, and committed to issuing 90% of its permits within 180 days—and DEP is meeting these commitments.
- Existing FASTrack Program: Fast Track Permitting incorporates a set of sound environmental policies and procedures that promote smart growth and economic development across the Commonwealth. In the Fast Track program, MassDEP negotiates individual agreements with proponents of eligible projects, and guarantees:
  - Expedited administrative and technical reviews for all eligible projects;
  - Negotiated permit schedules and fees;
  - A single point of contact through the entire permitting process;
  - Protection of natural resources and promotion of smart growth; and
- The DEP streamlining plan will be accomplished through an enhanced FASTrack permitting program which encompasses the following features:
  - Pre-permitting meetings;
  - Ongoing technical assistance with applicants/consultants;
  - Dedicated "single points of contact" and project managers;
  - Senior management "ombudspersons" to resolve bottlenecks and coordinate multiple agency reviews.

Staffing Plan

- Reassignments of experienced permit staff;
- Temporary staff/resources to ensure timely permitting and technical assistance for stimulus projects. MassDEP estimates 4-7 staff needed per 100 permits (based on an average of 2 permits per project, 8-14 staff would needed for permitting of each 100 projects requiring MassDEP permits).

D. Department of Fish and Game

- Existing Exemptions and Guidance: The MESA regulations at 321 CMR 10.14 contain 12 categories of projects and activities that are exempt from the above MESA review and permitting requirements in 321 CMR 10.18 through 10.23. These include exemptions associated with certain maintenance, repair, or replacement work on existing commercial and industrial buildings and mixed use structures, and road or utility work. DFW has also promulgated guidance that allows certain project proponents to be exempt from MESA review if they took significant action towards implementing their project even though the site was later designated as priority habitat by the NHESP.
- Reduction in Priority Habitat Mapping Area: The most recent DFW mapping of priority habitat in October, 2008 resulted in a 15% reduction in the total area of non-aquatic/non-wetland/non-protected open space designated as priority habitat in the Commonwealth.
- The DFW/NHESP streamlining plan will include:

– Consideration of MESA regulatory exemptions for one or more categories of Federal Act projects. This review will include an evaluation of the existing exemptions under the MESA regulations as well as the NHESP's recent project review and permitting experience.
– Establish a permitting team that will seek to complete its review and permitting of Federal Act projects faster than the existing regulatory deadlines (assuming staffing needs are met). The team will be modeled on the December 2008 MOU between MHD and DFW that provides funding for staff to meet accelerated MESA review and permit deadlines for MHD projects. The team will use dedicated NHESP staff to provide outreach to the project proponents and help guide them through the MESA process.
– Development of best management practices ("BMPs") for certain state-listed species listed below and a related storm water protection plan ("SWPP") in connection with DFW/NHESP's MOU with MHD. While having the BMPs and the SWPP in place will facilitate the expedited permitting of the Federal Act projects. DFW/NHESP, utilizing the requested additional staff, is committed to meeting accelerated permitting timeframes for the stimulus projects even if the BMPs are not fully in place.
– More specifically, BMPs will be developed for the following state-listed species that frequently require project conditioning:
  - Freshwater mussels;
  - Marsh birds (e.g., bittern, rail, grebe);
  - Freshwater turtles (Blanding's and wood turtles).
– Development of a BMP or a Frequently Asked Questions ("FAQ") document for the bald eagle, the atlantic sturgeon, shortnose sturgeon, and other state-listed fish species.
– Exploration of ways to facilitate an expedited path to off-site mitigation, including the concept of an expanded conservation bank for such MESA-related projects. This approach will take advantage of the existing July, 2008 MOA between DFG, DFW and the Nature Conservancy ("TNC") that utilizes the TNC as a resource for MESA permit applicants to provide enhanced off-site mitigation.

Staffing Plan

- In FY 2009 a total of 14 NHESP staff completed 1,016 reviews of projects under MESA. This averages out to one staff person handling 79 projects over the course of a year. Consequently, the estimated number of new staff needed to handle the Federal Act projects would be 1 for every additional 79 projects. For example, a 10% increase in the number of projects reviewed under MESA (over the FY 2009 total) would require an increase of 2 NHESP staff.
- NHESP is also requesting 2 staff to be dedicated to providing technical assistance and outreach to the project proponents and to guide Federal Act project proponents through the MESA process.

E. Executive Office of Public Safety Department of Public Safety

- Additional Building, Engineering and Elevator Inspectors to meet anticipated demand;

Staffing Plan

- It is estimated that the Department of Public Safety would need to hire a minimum of one (1) additional building inspector for each $200 million stimulus dollars spent on state building construction projects and retain at least one (1) support staff for each $500 million spent. For instance, if a total of one billion is intended to be spent on varied state building projects, the Department would require at least 5 additional building inspectors and 2 support staff to handle added workload. This figure anticipates full staffing of its 14 FTE building inspector positions, for a total of 19 inspectors.
- It is estimated that the Department would need to hire a minimum of one (1) additional engineering inspector per 200 new boilers or pressure vessels added to existing stock which translates into approximately 1 new inspector for each $4 million stimulus dollars spent on this type of activity. Additionally, it is estimated that the Department would require at least one (1) support staff for each $400 million spent. For instance, if a total of $400 million is intended to be spent on varied state engineering projects, the Department would require at least 10 additional engineering inspectors and 1 support staff to handle added workload. This figure anticipates full staffing of its 11 FTE engineering inspector positions, for a total of 21 inspectors.
- It is further estimated that the Department will need 1 additional Elevator inspector for each 650 new elevators constructed.

F. Executive Office of Administration and Finance Division of Capital Asset Management

- DCAM has designated two representatives, Deputy General Counsels Carol Meeker and Martha McMahon, to serve on the Task Force. They will communicate with others at DCAM as necessary, and will participate in ongoing Task Force review of projects.
- DCAM assumes its involvement in priority projects coming before this Task Force will relate to transactions involving the transfer or disposition of state lands. DCAM therefore proposes to meet the objectives of the Task Force by:

– Identifying a single point of contact for project requiring legislative approval;
– Identifying the transactions related to such projects as priority transactions;
– Assigning experienced real estate property managers, attorneys, and others as necessary to address each priority transaction; and,
– Using best efforts to complete each priority transaction within 90 days, subject to the requirements set forth in the legislation authorizing such transaction for appraisals, Inspector General review and approval of appraisals, surveys, Inspector General review and comment on documents, advance notices to the General Court and others, etc.

- DCAM does not anticipate the need for any general legislative amendments relating the transactions involved in the priority projects. If any particular project does involve the transfer or disposition of state lands, and legislation authorizing such transfer or disposition has not been enacted, special legislation will probably be required for that transfer or disposition. A sample bill is available by request.

Staffing Plan

- DCAM's current plan is to use existing staff to meet these objectives. Depending on the number and complexity of the transactions involved in the priority projects, however, additional staff, or the use of consultants, may be required.

- If any of the priority projects involve the acquisition of real estate interests by the state, DCAM will need to hire outside counsel (subject to MGL Ch. 30, s. 65), environmental and other consultants on a case-by-case basis.

G. Massachusetts Bay Transportation Authority

- The MBTA has identified a single point of contact for Federal Act project inquiries and those projects will be given priority in the license/easement review process;
- A project that requires an easement or a direct interest in real estate must go through the MBTA review process and then by statute, must be presented to the MBTA Board of Directors for its approval. This additional step may take closer to 120 to 150 days to complete. MBTA staff commits to taking all possible steps to shorten this timeframe as much as possible. Additionally, MBTA can grant a temporary license to perform the work while the Board of Directors' review and approval is pending.

Staffing Plan

- Temporary engineering assistance will be needed to supplement the MBTA's existing staff.

Metrics for Measuring Success

Metric	Description	Method for Monitoring / Measurement
Improve Review Timeliness	Timely Review of Federal Act Projects • MPRO/Permitting Task Force will track the success rate of 90-day state agency reviews.	• Database of Federal Act projects detailing the date completed applications were received, date permits were issued by agency, and total permitting time by project.

Procurement Task Force

1. Introduction

The Mission of the Procurement Task Force. The Procurement Task Force was established by the Governor in mid-December 2008 to evaluate existing procurement processes and to make recommendations for streamlining procurement in connection with any projects funded under the anticipated American Recovery and Reinvestment Act of 2009 (the Federal Act). Specifically, the Governor charged the Procurement Task Force with developing "ways to simplify and speed up the procurement and contracting processes consistent with transparency, accountability, and a fair opportunity for small businesses, including Minority, Woman and disadvantaged business enterprises ("M/W/DBEs"), to participate". As a guiding principle, the Governor also charged Task Forces with giving preference if possible to Massachusetts companies and workers in awarding contracts for work funded under the Federal Act.

Under the Federal Act, there are expected to be "use it or lose it" provisions that require the commitment and expenditure of federal funds on eligible projects within specified time frames. These provisions are being included to ensure that the funding will be spent on projects that can commence quickly and create jobs in the near term. If a state does not spend funds for eligible projects quickly enough, the funds are expected to be reallocated to other states.

Procurement is a critical step in the path to starting work on a capital project. Consequently, the Governor rightly identified the time it takes to procure design and construction contracts and goods and services as one of the critical factors impacting our capacity to invest the federal funds in capital projects quickly enough to comply with the requirements under the Federal Act. We need to ensure that the procurement process does not cause any of our public agencies awarded funding under the Federal Act to fail to meet the related time requirements and to thereby lose the federal funding.

There are, however, necessary protections built into public procurement processes that make the public procurement of construction contracts and goods and services more time consuming than it would otherwise be. In connection with any procurement of construction contracts and goods or services by a public awarding authority, taxpayers have a legitimate interest in ensuring that their funds are being spent wisely. For this reason, laws governing the procurement of construction contracts and goods and services by public agencies generally require open and competitive bidding processes following public notice to ensure that the public is receiving the best value for its investment. Public procurement processes are also constructed to ensure that qualified contractors have a fair opportunity to bid on the provision of construction contracts and goods and services, including small businesses and minority and women-owned businesses; that public officials involved in awarding contracts are disinterested parties; and that other protections are in place to hold public officials accountable for the decisions that are made. While asking the Procurement Task Force to identify ways to simplify and speed up the procurement and contracting processes for projects funded under the Federal Act, the Governor also charged the Task Force with making recommendations that include these fundamental protections.

The Process of the Procurement Task Force. Pursuant to the Governor's direction, the Procurement Task Force was composed of a broad range of stakeholders in the public procurement process, including: representatives of a wide variety of public agencies that carry out capital projects, representatives of contractor and subcontractor associations, representatives of building trades organizations, representatives of the business community, representatives of the small and minority-owned business community, state legislators, the Inspector General, representatives of the Attorney General's office, the Assistant Secretary for Access and Opportunity and representatives from the Office of Labor and Workforce Development. The individual members of the Procurement Task Force are listed in *Section 2* below. This broad representation contributed to productive, well-informed and

thoughtful deliberations at Task Force meetings at which all perspectives were articulated and considered.

The Procurement Task Force held six meetings of the full Task Force between December 22, 2008 and January 21, 2009. In addition, certain members of the Procurement Task Force were assigned to serve on smaller working groups, each of which met at least once to further develop recommendations presented at meetings of the full Procurement Task Force for further consideration at subsequent task force meetings. There were six working groups charged with developing recommendations in the following areas: the vertical procurement process; the horizontal procurement process; the information technology and equipment procurement process; labor-related procurement issues; M/W/DBE-related procurement issues; and the proposal to establish an economic stimulus alternate procurement board (discussed below).

At its first meeting, the Procurement Task Force developed objectives to guide its recommendations for the procurement process or processes that should apply to capital projects funded under the Federal Act. At the next two meetings, the Procurement Task Force evaluated the procurement processes currently followed by public agencies and decided on a general framework for recommending changes to these existing processes to achieve the Governor's and the Task Force's objectives with respect to procurement for projects funded under the Federal Act. At the final three meetings, the Procurement Task Force deliberated and decided upon the specific recommendations contained in this report.

The Results of the Procurement Task Force's Work. The Procurement Task Force is proud to offer the recommendations contained in this report. In a short period of time, the Task Force reached consensus on a general framework for achieving the Governor's and the Task Force's objectives with respect to procurement for capital projects funded under the Federal Act. The Task Force is offering numerous recommendations that will streamline and improve existing procurement processes. These recommendations also preserve – and in some cases enhance-transparency, accountability and other important protections to ensure a fair, open and competitive process that yields the best value for taxpayers.

This report of the Procurement Task Force is a direct result of the remarkable contributions of each and every member of the Task Force. All Task Force members answered the Governor's call for action with enthusiasm and energy. They dedicated significant amounts of their time to the collective effort, and they worked hard to support it. Many Task Force members made compromises, putting aside their particular interests and concerns in furtherance of achieving the broader objectives of the Task Force. With a spirit of collaboration and mutual respect, the Task Force members worked together to develop the consensus recommendations contained in this report.

2. Members

Name	Title	Agency / Organization
Gonzalez, Jay (Chair)	Undersecretary	Executive Office of Administration & Finance
Adelman, Ed	Executive Director	State College Building Authority
Affanato, Steve	Associate Executive Director	Building Trades Employer Association
Beeman, Greg	President & CEO	Associated Builders and Contractors
Bickelman, Ellen	State Purchasing Agent	Operational Services Division
Bolling, Bruce	Executive Director	MA Alliance of Small Contractors

Name	Title	Agency / Organization
Boronski-Burack, Debra	President and CEO	Massachusetts Chamber of Business and Industry
Breen, Marie	General Counsel	MassPike
Callahan, Frank	President	MA Building Trades Council
Clifton, Kenrick	Asst. Director for Government Compliance	Massachusetts Bay Transportation Authority
Conyngham, Monica	General Counsel	EOTPW
Culver, Robert	President and CEO	MDFA
Dalton, Albert B.	Deputy Chief Legal Counsel	Massport
Dowd, Anne	EVP of Legislative Affairs	MDFA
Feeley, Kevin	Procurement	MWRA
Flanagan-Cahill, Susan	General Counsel	MSBA
Friedman, David	First Assistant Attorney General	Attorney General's Office
Goodman, Abbie	Executive Director and CEO	The Engineering Center
Griffin Munnings, Amy	Executive Director	New England Black Chamber of Commerce, Inc.
Hamel, Linda	General Counsel	ITD
Hedderman, Jenny	General Counsel	OSC
Jenkins, John		Massachusetts Black Business Alliance
Lawton, Monica	Executive Director	Associated Subcontractors of Massachusetts, Inc.
MacKenzie, Dave	Executive Director	UMASS Building Authority
Mahr, David	Capital Budget Director	EOEEA
Marlow, Ron	Assistant Secretary for Access and Opportunity	Executive Office of Administration & Finance
McDonough, Gerry	General Counsel	DOLWD
Nutting, Jeff	Town Administrator	MMA/Town of Franklin
Orsino, Jeannette	Executive Director	RTAs
Perini, David	Commissioner	DCAM
Petrucelli, Robert	Executive Director	Associated General Contractors of Massachusetts
Phillips, Ellen	Deputy Purchasing Agent	OSD
Pourbaix, John	Executive Director	Construction Industries of Massachusetts

Name	Title	Agency / Organization
Schectman, Amy	Associate Director for Public Housing and Rental Assistance	DHCD
Smith, William	General Counsel	MCCA
Sullivan, Greg	Inspector General	Commonwealth of Massachusetts

3. Procurement Task Force Objectives

Building on the Governor's charge for the Procurement Task Force and the guiding principles he articulated for the projects to be funded under the Federal Act, the Task Force agreed on the following objectives for the procurement process or processes to be used in connection with such projects. These objectives guided the Task Force in its deliberations and in the development of its recommendations:

- Speed
- Best value for the Commonwealth
- Quality goods and services
- Simplicity
- Transparency
- Accountability
- Fair opportunity for small businesses to participate, including M/W/DBEs
- Preference for MA businesses
- Fair competition
- Less costly procurement process
- Fair wages and benefits for workers

4. Procurement Task Force Findings

Under Massachusetts law, different procurement processes are required for the procurement of different types of design and construction contracts and goods and services. Specifically, there are different procurement requirements and processes authorized for vertical design and construction projects, horizontal construction projects, certain types of energy efficiency improvement contracts, the acquisition of goods and services by state entities, and the acquisition of goods and services by municipalities. Representatives from the Office of the Inspector General, Operational Services Division and Information Technology presented summaries of the different procurement requirements and processes for construction, goods and services and information technology services to the Procurement Task Force (included in *Appendix 4 – Procurement*). In addition, representatives from each of the public awarding authorities charged with carrying out capital construction projects for the Commonwealth provided the Task Force with an overview of specific procurement processes that apply to them.

Following an evaluation of the existing procurement processes, the Procurement Task Force identified the following findings which formed its recommendations with respect to the state and municipal procurement processes that may be used in connection with projects funded under the Federal Act:

- In general, the existing procurement processes work well and they further the objectives set forth above.
- Many reforms to procurement processes used for horizontal and vertical construction projects were implemented through the Construction Reform Law of 2004 (Chapter 193 of the Acts of 2004) as the result of the work of the Special Commission on Construction Reform, which was a legislatively established commission, and included many of the members of the Procurement Task Force.
- Both the public awarding authorities that administer and manage procurement processes and the private contractors that participate in such processes are familiar with and knowledgeable about existing procurement processes and the reforms implemented in 2004 through the Construction Reform Law.
- The establishment of new procurement processes that completely replace and change the way in which construction contracts and goods and services are procured for projects funded under the Federal Act would require time and resources to educate public and private participants about the process and would be more likely to lead to mistakes, delays and failed procurements.
- Depending on the project and the public awarding authority, it was reported that procurements can take anywhere from 14 to 120 days to complete under existing processes.
- While the time it takes to procure construction contracts and goods and services pursuant to the existing procurement processes will generally not prevent a project funded under the Federal Act from meeting the "use it or lose it" time requirements, it is possible that it could contribute to a failure to meet those requirements for some projects.
- While the existing procurement processes generally work well, there are a number of aspects of those processes that could be improved to result in a more efficient and expedited process, a simpler process and a process that otherwise does a better job of meeting the objectives set forth above.

Many recommendations of this Task Force will benefit Massachusetts companies and workers. Further consideration is being given as to whether procurement guidelines could be established to grant express preferences to in-state businesses consistent with legal requirements, and if so, whether the benefits of doing so would justify the potential costs and risks.

When the Procurement Task Force started its work, no draft of the Federal Act existed and it was not known whether the Federal Act would in any way address the issue of procurement of construction contracts and goods and services for projects funded under the Federal Act. Prior to publication of this report, a version of the Federal Act was filed in the House of Representatives which includes a requirement that all contracts awarded for projects funded under the Federal Act comply with the requirements of the Federal Acquisition Regulation (FAR). Based on an initial review of the FAR the Task Force has been advised that public awarding authorities in Massachusetts would be subject to State procurement laws in connection with projects funded under the Federal Act, but they would also need to comply with certain Federally mandated contractual requirements and policies. The Task Force would need to continue to monitor the development of procurement related provisions in the Federal Act as it moves through Congress and the impact, if any, such requirements will have for projects funded under the Federal Act.

The FAR shall apply to contracts awarded with funds made available through the Federal Act. The Task Force believes that Federal Act and the FAR authorize public awarding authorities to utilize state procurement statutes and regulations in the expenditure of such funds, so long as said public awarding authorities comply with federally mandated contractual requirements and policies, which the Task Force are still in the process of being identified.

5. Procurement Task Force Recommendations

Based on the objectives and findings above, the Procurement Task Force makes the following recommendations regarding the procurement and contracting of projects funded under the Federal Act.

The General Framework. The Procurement Task Force recommends that the existing procurement processes be used as the foundation for building simpler and faster processes for procuring and contracting projects funded under the Federal Act. In order to ensure that even the modified procurement processes do not unnecessarily pose a barrier to commencing a project within the time requirements in the Federal Act, the Task Force also recommends the creation of a special board with limited jurisdiction to grant waivers and/or modifications during the procurement process when appropriate.

Generally Applicable Recommended Improvements. The Procurement Task Force recommends the following generally applicable improvements to all relevant existing procurement processes where related existing provisions apply in order to simplify, accelerate or otherwise improve those processes for projects funded under the Federal Act.

A. Recommend Establishment of an Economic Stimulus Alternate Procurement Board.

While the recommendations contained in this report are likely to minimize the instances in which the procurement process would prevent a public awarding authority from being able to start work on a project within the time requirements of the Federal Act, the Procurement Task Force recommends establishing a special process to address those instances when the modified procurement process is insufficient. Specifically, the Task Force recommends the establishment of an Economic Stimulus Alternate Procurement Board ("ESAP") for the purpose of providing a means for waiving procurement requirements and instituting alternate requirements when necessary to ensure that a public awarding authority does not lose funding for a project under the Federal Act due to the procurement process. Specifically, the Procurement Task Force recommends the following with respect to the establishment of the ESAP Board:

- ESAP would be modeled after the Asset Management Board, a currently existing Massachusetts state government board authorized under M.G.L. c. 7B to consider exemptions from the public procurement requirements with respect to real estate and non-real estate transactions.
- Like the Asset Management Board, the ESAP Board would be authorized to waive the applicability of existing procurement and contracting rules and substitute others that must include safeguards to insure fairness, competitiveness, accountability and transparency. Unlike the Asset Management Board, however, the ESAP Board would only be authorized to grant such waivers if it is demonstrated that the waiver is necessary to ensure that a public awarding authority does not lose funding for a project under the Federal Act.
- Unlike the Asset Management Board, the ESAP Board would not be authorized to permit the use of fundamentally different, alternate procurement processes from those available to the awarding authority for the project under law; rather, it may waive and modify requirements of procurement processes authorized by law when and to the extent necessary to ensure that a project can be procured and commenced within the time requirements of the Federal Act.
- Proposals would be made to the ESAP Board by the Federal Economic Recovery Project Director at his/her discretion on behalf of the respective public awarding authority when it is determined that a waiver or modification from the procurement laws is necessary in order to procure and commence a project within the time requirements of the Federal Act.
- Proposals submitted to the ESAP Board by the Federal Economic Recovery Project Director would be subject to a 14-day public comment period. Following the 14-day public comment

period, the ESAP Board would, within 7 days, approve or reject the requested waiver or modification from procurement requirements or approve a modified version of the proposed action.

- ESAP Board authority would be exclusively limited to projects funded under the Federal Act and the ESAP Board would be dissolved when it is determined that there are no additional projects to be funded under the Federal Act by a public agency in the Commonwealth.
- ESAP Board decision making would be expeditious and final.
- ESAP Board membership should be comprised of individuals with requisite experience, a reputation of integrity and an absence of any actual or perceived potential conflict of interest, and members shall serve for the primary purpose of protecting the public interest in assuring fair, effective, and accountable procurement and contracting in connection with any project requiring a waiver or modification of procurement requirements.
- Project proposals would be written and state the need for ESAP Board consideration and the specific relief sought.
- Legislation would include standards and criteria that the ESAP Board would be required to follow in evaluating any requested waiver or modification to procurement requirements and it would include dollar thresholds for projects eligible for ESAP Board consideration.

B. Where possible, develop Standard Economic Stimulus Contract Provisions across all contracting authorities for projects funded by Federal Act.

- Agencies and authorities have each developed unique contract forms over the past few years that address specific statutory and administrative concerns of that entity. Some of the recommendations made by this Task Force may require that modifications to current contract forms be made. Provisions related to the Federal Act should be standardized to the extent possible so that contractors and vendors can easily discern changes to the contract forms they are otherwise familiar with.
- Where possible throughout the effort to standardize special stimulus provisions, the various agencies and authorities are encouraged to standardize other aspects of the contract specifications as practical.

C. Apprenticeship is a career training program that combines paid on-the-job training with classroom instruction. Apprentice programs can be established by an individual employer, a group of employers, or a labor union. There are over 400 employers that have registered apprentice programs, and several thousand employers who have apprentices through collective bargaining agreements with labor unions. Apprenticeship training provides career development opportunities, and is one of the most cost-efficient workforce development tools, and the most affordable option available to both workers and employers.

- Employers with registered apprentice programs are more likely to be Massachusetts employers. In order to have a registered apprentice program in the Commonwealth, an employer must have an office here, or, if an out-of-state contractor, its state must have a reciprocal agreement with Massachusetts.
- The purpose of the Federal Act is not just to create jobs, but to create jobs that will have a long-term benefit to the economy and to include all citizens, including the long-term unemployed and otherwise disadvantaged populations. Additionally, an apprentice training requirement is an essential program to meet these objectives. There are thousands of unemployed apprentices who are ready, willing, and able to work.
- Apprenticeship program requirements cannot interfere with the objectives of starting projects quickly and making projects available to a diverse job-seeking population.

- In recognition of these benefits, of apprentice training, and mindful of the concerns, a Labor Working Group from the Procurement Task Force, comprised of representatives from non-union and union contractors associations, the building trades union, and state and local governments that procure public works projects, reached the following consensus on an apprentice training requirement for public works projects under the Federal Act, where the amount of construction costs under any contract awarded is likely to exceed $1 million:
- The specifications set forth in the Request for Reponses shall require that, on a per project basis, no less than twenty percent (20%) of the total hours of employees receiving an hourly wage who are directly employed on the site of the project, employed by the contractor or any subcontractor, and subject to the prevailing wage, shall be performed by apprentices in a bona fide apprentice training program, as defined by M.G.L. c. 23, sections 11H & 11I that is approved by the Division of Apprentice Training of the Department of Labor & Workforce Development of the Commonwealth.
- The Procurement Task Force recognizes that this proposal may pose challenges for the filed sub-bid requirements of Section 44F of Chapter 149 of the General Laws, and that additional steps may be necessary to reconcile the proposal with those requirements.
- During the performance of the contract, the contractor shall submit periodic reports to the awarding authority with records indicating the total hours worked by all journeymen and apprentices in positions subject to the apprentice requirement. In any instance in which the apprentice hours do not constitute twenty percent of the total hours of employees subject to the apprentice requirement, the contractor shall submit a plan to the awarding authority describing how the contractor shall comply with the apprentice requirement.
- An awarding authority or a contractor may adjust these requirements if the Economic Stimulus Alternative Procurement Board determines that, despite a good faith effort, and due to unavoidable circumstances, such as a demonstrated lack of apprentices in a specific geographic area, compliance with these requirements is not feasible.
- Providing additional financial resources are available, the Division of Apprentice Training shall enhance its outreach efforts to underserved populations to increase and diversify the number of apprentices in the Commonwealth.

D. Enhance contractor capacity and aid in the inclusion of M/W/DBE contractors.

- Access to credit / working capital: enhance capitalization of quasi-governmental agencies, such as the Massachusetts Community Development Finance Corporation (CDFC), to provide greater access to capital on the part of M/W/DBEs.
- Contract Size: Given the timing of the Federal Act, there may be a desire to "bundle" contracts to create economies of scale that address efficiency concerns. However, "unbundling" contracts into smaller contractual elements is a sure way to encourage participation by small and M/W/DBE firms in a race and gender neutral manner. State agencies and the quasi-governmental corporations are encouraged to strike a balance between goals of efficiency and objectives of inclusion.
- On-Going Provision of Education and Training, Technical Assistance and Capacity Building Services—identify a funding source that can be brought forward and maintained in support of the provision of education and training, technical assistance, and capacity building services.
- Prompt Payment: since contractors tend to operate on very thin cash flows the Task Force recommends applying either the Operational Services Division prompt payment mechanism as used for paying vendors for the delivery of goods and services or federal prompt payment mechanisms to all contracts for projects funded under the Federal Act.
- Regional Contracting: public agencies, when pursuing projects across regions should seek to be as inclusive as possible of regional business entities, both small and M/W/DBE firms.

- Contract Compliance: Each state agency must be ready, willing and able to devote the requisite resources to ensure M/W/DBE and other contract compliance on public contracts.
- State agencies and authorities have M/WBE inclusion policies, DBE inclusion policies or both. Each state agency should apply its policy to the projects undertaken as part of the Federal Act.
- In doing so, each agency should ensure that it maintains adherence to the parameters that led to the adoption of their policy as well as federal court rulings regarding the application of race and gender conscious approaches regarding the use of M/WBE and/or DBE firms.
- All state agencies have "good faith effort" waiver language that allows for a lower utilization goal. Each public agency should adopt clear guidelines, which are applied uniformly, before issuing a waiver (see MBTA guidelines, *Appendix 4 – Procurement).*
- To ensure accuracy, transparency and accountability, contract compliance should be audited on a periodic basis. This audit function should include auditing the use of good faith waivers. This audit function should rest with both the state agencies and the Federal Economic Recovery Program Director.
- The Commonwealth should be allowed to adopt state M/WBE requirements when either (a) federal law and/or regulations are silent with respect to its own DBE requirements or (b) the state can demonstrate that the application of state M/WBE requirements will lead to greater access and opportunities for minority and women business enterprise participation.
- Where possible, race and gender neutral approaches to contracting, should be adopted to increase the level of participation of such firms.
- The Federal Economic Recovery Program Director should have responsibility for maintaining and reinforcing the principles and conceptual framework for access and opportunity. This framework should be embodied in proactive actions as well as in reporting and compliance functions.

Generally Applicable Recommended Improvements to Construction Processes. The Procurement Task Force recommends the following generally applicable improvements to procurement processes for construction where related existing provisions apply in order to simplify, accelerate or otherwise improve those processes for projects funded under the Federal Act.

A. Update threshold criteria in statutory and administrative policies as follows:

- Allow design for maintenance/repair projects under a specified dollar threshold to proceed before funds are in place.
- Increase threshold for House Doctor Contracts to $2.5 million aggregate fees for DCAM and as approved by the Designer Selection Board (DSB) and on a case by case basis for other public awarding authorities under the jurisdiction of the DSB. House Doctor Contracts typically involve multiple contracts to perform various engineering studies and design services up to a threshold for multiple agencies or facilities.

B. Recognize that payment and performance bonding requirements provide certain financial protections to the Commonwealth but also may limit the number and diversity of bidders due to bonding capacity constraints and requirements. Payment bonds guarantee payment to subcontractors and laborers in the event the general contractor defaults. Performance bonds guarantee faithful performance of the contract by the vendor bonded (general contractor and/or subcontractors). These bonds are often issued together and typically are provided to the contracting authority prior to contract execution. Recommendations include:

- Increase the thresholds of projects requiring payment bonds from $2,000 and $5,000 to $25,000.
- Reinforce that there is discretion with respect to requiring 50% versus 100% payment bond on contracts less than $100,000.
- Reinforce that there is discretion with respect to requiring a performance bond on contracts less than $100,000.
- The state should capitalize a surety bond guarantee program and operate it through the Massachusetts Community Development Finance Corporation ("CDFC").
- Use the provision (recommended above) of on-going education and training, technical assistance and capacity building services to assist firms in their efforts to become bondable absent the bond guarantee program.

C. Improve bid advertising information made available to the contracting community while reducing turnaround time. Specifically:

- Eliminate existing advertising requirements in local newspapers; instead use direct email, websites and monthly ads in local papers directing persons to a centralized Federal website.
- All public awarding authorities should publish a list of projects on COMM-PASS or other centralized website so contractors can plan; use this centralized data base to coordinate bid opening dates on large projects.
- Reduce the required advertising time in the Central Register to one week and allow COMM-PASS and other on-line advertising to start the clock for the required advertising period when notice is provided.

D. Decrease elapsed time from bid to "shovel in the ground" by enhancing processes that relate to the following contractor procurement processes:

- Work with the Attorney General's Office to develop an accelerated bid protest process for projects funded under the Federal Act to ensure that bid disputes are filed and resolved promptly.
- Create performance-based specifications and standardized designs. This would allow for an easier bid process for less specialized items. Allow design for maintenance/repair projects under a specified dollar threshold to proceed before funds are in place.
- Enable the use of electronic signatures for internal approvals within state agencies and authorities.
- Every state agency and authority should outline the actual steps between bid advertising and issuing a "Notice To Proceed" and assess the process to determine if a more efficient internal process can be developed.
- Explore on-line bidding at state agencies and authorities where possible and not in conflict with public bid opening requirements.
- Where a public awarding authority is governed by a statutorily established board (i.e., MassPort, MSBA, MBTA, MTA, etc.) develop procedures to reduce or eliminate delays caused by the need to wait for board approval of contract award in instances where the board meets once a month. This may include scheduling special meetings for boards for the purpose of approving projects funded under the Federal Act or obtaining the EOT Secretary's signature on contracts at the time the board approves the contract.
- Mistakes in the procurement process, usually due to inexperience, can result in delays and protests. In order to mitigate these risks, create a program to further educate awarding authorities, contractors and subcontractors about procurement procedures. This would

provide education about any expedited procurement process implemented during the Economic Stimulus Program.

- Each agency should include standard provisions in contract for projects funded under the Federal Act that impose contract execution, NTP and commencement of work deadlines.

Recommended Improvements to Specific Procurement Processes. The Procurement Task Force Recommends the following additional improvements to the procurement processes for specific types of projects.

Vertical Construction

- Revise advertising and bidding requirements for smaller projects.
  - For projects less than $10,000, allow the use of sound business practices.
  - For project between $10,000 and $50,000 require three written quotes and award to lowest responsible bidder but relieve awarding authorities from public advertising requirements.
  - For projects between $50,000 and $100,000 require agencies to use sealed bid process under M.G.L.c.30,s. 39M procedures.
- Where only 1 or perhaps 2 sub-bids are received for a particular filed sub-bid trade and such sub-bids are significantly above the estimate, allow awarding authorities to reject the sub-bids and re-solicit bids once and if in the second round of bidding they still only receive 1 or 2 sub-bids and those bids are still significantly above the estimate, the awarding authority may assign the work to the general contractor, providing the awarding authority confirms that their estimate is accurate and the sub-bid prices are in fact unreasonably high.
- Increase designer selection law threshold from current thresholds applying to projects where the estimated construction cost is greater than $100,000 or projects where the architect fee is greater than $10,000 to projects where the estimated construction cost is greater than $250,000 or the architect fee is greater than $25,000.
- Update the Division of Capital Asset Management's (DCAM) current delegation authority:
  - Raise the current delegation threshold floor from $100,000 to $250,000.
  - Raise ceiling of delegation threshold from $1 million to $2 million.
- Streamline the designer selection process by eliminating the requirement for a formal study phase (and certification) and incorporating the programming function more efficiently into the continuum of the design process. This will allow for a more integrated study and programming and would expedite the transition into the design process (see *Appendix 4 – Procurement*).
- Streamline the designer selection process by having the Designer Selection Board (DSB) simultaneously approve selection of a design firm for study and final design. This will eliminate the time required for separate presentations to the DSB and approval by the DSB where the Agency is satisfied with the study designer (see *Appendix 4 – Procurement*).
- For Construction Manager (CM) at Risk projects (M.G.L. c. 149A) undertaken by DCAM—establish a procurement process which allows DCAM to prequalify construction manager firms and create an annual list of such prequalified construction manager firms in lieu of the current requirement to prequalify construction manager firms on a project by project basis. DCAM would then invite all prequalified construction manager firms to submit a proposal for specific projects from the list of prequalified construction manager firms. This would save time, costs and the administrative burden of conducting multiple simultaneous RFQs for individual projects and allow DCAM to expedite the initiation of CM at Risk projects (see *Appendix 4 – Procurement*).
- For CM at Risk projects (M.G.L. c. 149A) undertaken by other public awarding authorities, allow public awarding authorities (who have been approved to use the CM at Risk delivery method by the Office of Inspector General in accordance with the requirements of c. 149A) to

use DCAM's annual list of prequalified Construction Management firms in lieu of the current requirement to prequalify construction manager firms on a project by project basis. Such awarding authorities would then be allowed to invite all prequalified construction manager firms to submit a proposal for their specific project. This would save time, costs and the administrative burden of conducting multiple simultaneous RFQs for individual projects and allow public awarding authorities to expedite the initiation of CM at Risk projects (see *Appendix 4 – Procurement*).

- For projects procured under M.G.L. c. 149 with an estimated construction cost of $10 million or more and subject to the mandatory prequalification of general contractors and subcontractors (M.G.L. c. 149, §§ 44 D½ and 44D¾) recommendation is to streamline the mandatory prequalification process by providing an option to awarding authorities to utilize a "Condensed Prequalification Process" that allows certain of the statutory prequalification criteria to be evaluated by review of the DCAM Certification files, providing that the prequalification committee for such public awarding authority certify that such review has been undertaken (see *Appendix 4 – Procurement*).
- Allow for increased incentive payments to construction managers in special circumstances.
- For energy service projects authorized under M.G.L. c. 25A allow DCAM to establish an annual list of prequalified Energy Service Companies (ESCOs) from which public awarding authorities undertaking energy services projects may solicit a minimum of three (3) proposals for each project (see *Appendix 4 – Procurement*).

Horizontal Construction

The Procurement Task Force is making a number of recommendations for which there was consensus among Task Force members. One recommendation received general collective support but concerns were raised regarding whether acceptable contractual language could be developed quickly enough to meet the time frames identified for action under the Federal Act.

Consensus Recommendations

- Allow A+B Bidding for horizontal construction projects to enable agencies to take completion time into account in the selection process. Selection criteria and processes must be clear, objective and transparent; time requirements need to be imposed on awarding agencies to ensure timely decisions so as not to impede a contractor's work progress.
- Expand use of incentives/disincentives to achieve completion dates.
- Allow agencies and authorities that already receive federal funds to continue to follow those procurement practices already in place that save time.
- Use Task Order Contracts for both design and construction, on a Time and Materials basis, to begin construction in phases on small and medium sized horizontal construction projects.
- On appropriate projects, use "Rapid Award" process (similar to that used by MassPort in certain Homeland Security Contracts): prequalify bidders, require bidders to submit bonds at time of bids, open, award and NTP in one day, with work to begin immediately.
- To the extent practicable, formally advertise Federal Act projects when all project documents (plans, specs, etc.) are ready for bid. Respond to contractors' questions in a timely fashion to allow contractor community to be prepared to begin work as soon as possible.
- Utilize standard specifications and plans, minimize the use of special provisions.
- Share contract information such as type of project, estimated cost, location and projected time frame with third parties that can halt progress such as utilities, permitting and historical agencies.
- Develop means for timely Alternative Dispute Resolution.

- Support agencies' hiring of additional qualified personnel to execute this initiative.
- Additional funding for the agencies will be needed for administering, oversight and enforcement.

Recommendation Without Full Consensus

As noted above, one concept received general collective support but could not be adopted with full consensus.

Use of "CM At Risk" Contracting: Agency subcommittee members see CM At Risk in horizontal construction as a means of bringing the contractor into the process before design is finalized, which may allow a project to qualify for Federal Act funds even if the design is not fully complete. It should also reduce problems regarding constructability of a project. It is currently authorized for vertical construction under Massachusetts law and is used in other states for horizontal construction. This prior experience should enable CM At Risk to be implemented on appropriate horizontal projects rapidly.

The Construction Industries of Massachusetts ("CIM") was unable to endorse this recommendation due to concerns about possible contracting issues, including pricing and risk shifting. CIM noted that shifting risk to contractors may increase prices and narrow competition, and may affect contractors' ability to obtain surety bonds. CIM believes that any alternative delivery procurement method must be viewed as a team/partnership between the owner and contractor.

CIM is not adverse to the concept of CM. As an alternative, CIM has suggested CM with a negotiated fee. Also, CIM believes it is critical to ensure the awarding authority has the expertise and experienced personnel in place to effectively oversee & procure a CM job. It also feels a clear, objective prequalification process must be established specifically for each contract.

Goods and Services, Information Technology and Equipment

Several enhancements to the IT Procurement process can be implemented for projects within the Federal Act to maximize the number of IT projects that qualify for the timing provisions within the Act, specifically:

- All IT vendors submitting bids on projects funded under the Federal Act must file their bids online and file their paperwork electronically on Comm-PASS (to be followed up by paper copies). Under current OSD processes, SOMWBA certified business, among others, may apply for a hardship exemption from this requirement.
- Create Procurement Speed Teams (PSTs) which include OSD, ITD and subject matter experts. Supplement PSTs with contract resources, but exhibit caution with respect to business conflicts.
- For municipal IT and non IT equipment: use Comm-Pass instead of print ads; use sound business practices under $10,000 and increase solicitation of three written quotes to procurements between $10,000 and $25,000
- If Federal Act spending focuses on specific areas of non-IT equipment, the Work Group can assemble Equipment Speed Teams if necessary.
- Maintain current internal controls and procurement processes where possible and attempt to maintain uniform procurement system when possible
- Create template RFQs and RFRs for IT procurements. OSD and ITD will provide training to state agencies and vendors on how to use the anticipated template RFQ/RFR and PST procurement methods as well as the web based procurement tools.

- OSD will research the creation of a central location on Comm-PASS for information about future and current Federal Act procurements, or the use of subcategory tagging to easily identify Federal Act projects to users, in either case to enable IT vendors to plan their bidding strategically. Within six (6) months the Comm-PASS "QuickQuote" system will be available to agencies, and can be used to speed procurements.
- Use of statewide contracts speeds procurements by avoiding the full blown RFR process. If it appears that the number of contractors on ITS33 (solutions provider and technical specialist categories) is too small, or that the contractors currently on the contract lack the requisite expertise to complete the type of projects contemplated for Federal Act funding, the IT/non IT Equipment Work Group will reconvene and discuss ways of temporarily opening ITS33 to a larger group of contractors.

6. Actions Needed

The recommendations in this report can be broadly categorized as "administrative" changes and "statutory" changes.

Administrative changes need to be made by each agency or authority. In many cases the extent of change will vary by organization for the same recommendation. Therefore, the Procurement Task Force recommends that each relevant agency or authority develop and report to the Governor's designees their own implementation plan for administrative changes necessary to implement these recommendations.

Many of the recommendations require changes to the Massachusetts General Law. As indicated above, this report provides recommendations on changes to the procurement process and laws, but does not provide detailed recommendations on specific language. Therefore, the Procurement Task Force recommends that public awarding authorities work together to draft the necessary legislative changes.

Recommendation Category	Key Steps
Create an Economic Stimulus Alternate Procurement Board	• Draft necessary legislation.
Improve bid advertising information	• Draft proposed legislation: widely publicize Federal website; collect e-mail addresses of contractors and subcontractors for direct communication. • Take final Federal Act project list and place on each agency's website.
Standardize Contract Provisions	• Once legislation is drafted for final recommendations of this Task Force, contracting agencies and authorities should jointly develop whatever modifications are necessary to existing contracts.
Decrease elapsed time from bid to "shovel in the ground" by enhancing the following contractor and subcontractor selection and approval process	• Add dedicated staff and deadlines to AG's office for bid protests. • Develop performance based specifications where possible. • Each agency should outline their process and collaborate over ways to eliminate steps and/or reduce time for each step between bid advertising and NTP. • Explore on line bidding were possible (and address legislative issues if necessary). • Schedule special board meetings to approve Federal Act

Recommendation Category	Key Steps
	projects. • Preapproved Economic Stimulus projects as a group. • Obtain Secretary approval, if applicable, at time of Board vote. • IG to explore development of mandatory training model for awarding authorities in order to benefit from stimulus funds.
Apprenticeship	• Draft necessary legislation and modify bid advertising and contract documents as necessary.
Decrease elapsed time from bid to "shovel in the ground" by enhancing processes that relate to the following contractor procurement processes	• Draft necessary legislation to enable changes as appropriate.
Address payment and performance bonding thresholds	• Utilize discretion in payment and performance bonding as noted and draft legislation to increase thresholds.
Update threshold criteria in statutory and administrative policies	• Draft legislation to enable recommended thresholds.
Vertical Construction Recommendations	• Draft necessary legislation to enable changes as appropriate.
Horizontal Construction Recommendations	• Draft necessary legislation to enable changes as appropriate.
Goods and Services, Information Technology and Equipment	• Draft necessary legislation to enable changes as appropriate.

All of these legislative changes are recommended to be applicable only to projects funded under the Federal Act and the legislation should contain appropriate limiting and sunset language to make this clear. The Procurement Task Force plans to reconvene within 6-12 months to review the public agencies experience under the modified procurement laws to determine whether any such changes should be made permanent.

Workforce Task Force

1. Introduction

The Executive Office of Labor and Workforce Development (EOLWD) has been tasked by the Governor with planning to mobilize both the state and the private workforce, including strategies to accelerate hiring and inclusion of underrepresented communities in preparation for federal funding under the anticipated Federal Act. The Workforce Task Force includes members of EOLWD who are working on workforce readiness planning along with members of other government agencies, labor, business, and civic actors to discuss ways to ensure timely provision of workforce responses to the seven Project Delivery Task Forces. The Workforce Task Force is one of three cross-cutting task forces (Permitting and Procurement are the other two) that aim to support all the areas of potential Federal Act investment.

The Task Force met five times between December 23, 2008 and January 20, 2009. Additional meetings are anticipated over the next several months. Several working groups have been established and will meet to propose detailed recommendations and implementation plans.

The work of the Task Force has been complicated by a lack of information of how much federal workforce training dollars will be available and how flexibly they can be spent. Since the beginning of December of 2008, EOLWD has been engaged with the Governor's Office in Washington, D.C, to propose language to Congress that will allow the Commonwealth enough discretionary money to adequately implement needed statewide initiatives and for movement around the state to address regional urgencies that the current allotment formulas do not allow.

A number of state agencies have actively participated in the Task Force, including the EOLWD, Housing and Economic Development (HED), Administration and Finance (ANF), and the Department of Labor (DOL). Workforce Development (DWD) and the Human Resources Division (HRD) have actively participated as well. Workforce agencies, both public and private, include the Massachusetts Workforce Investment Board, several Career Centers workforce investment boards (WIBs), and the Massachusetts Workforce Board Association. There were also representatives from Labor and the Constructions industry.

The Workforce Task Force is committed to ensuring that Massachusetts residents who are unemployed are put back to work on Federal Act projects. Additionally, the Task Force supports the Governor's call for using this historic occasion to extend employment opportunities to chronically under- and unemployed communities and populations. By using the opportunities provided the Commonwealth in the economic recovery funding, we can hire and train new workers as well as get our unemployed off the bench and back to work.

2. Members

Name	Title	Agency / Organization
Bump, Suzanne (Chair)	Secretary	EOLWD
Anderson, Don	Career Center Director	Workforce Central Career Centers
Bower, Bob	Political Director	Massachusetts AFL-CIO
Corr, Jane	Chief of Staff	EOEEA
Correia, Tamika	Executive Director	Massachusetts Workforce Investment Board
D'Angelo, Mark	Director	Office of Employee Relations, Human Resource Division

Name	Title	Agency / Organization
Finfer, Lewis	Executive Director	Massachusetts Communities Action Network
Gillis, Don	Executive Director	Massachusetts Workforce Board Association
Gunning, Thomas	Executive Director	Building Trades Employers Association
James, Jennifer	Undersecretary of Workforce Development	EOLWD
Kelleher, Hugh	Executive Director	Plumbing, Heating & Cooling Contractors Association of Greater Boston
Langan, John	Assistant Director of Employee Relations	Human Resources Division
Lawton, Monica	CEO	Associated Subcontractors of Massachusetts
Marlow, Ron	Assistant Secretary	EOA&F
Marra, John	General Counsel	Human Resources Division
McGee, Thomas M.	State Senator	3rd Essex and Middlesex District
Mooney, Bill	Training Director	International Union of Operating Engineers Local 4, Joint Apprenticeship Training Council
Nakajima, Eric	Senior Policy Advisor	EOHED
Noel, George	Director	Department of Labor
O'Malley, Bernadette	Chief of Staff	EOLWD
Sarris, Mary	Executive Director	North Shore Workforce Investment Board
Scibak, John W.	State Representative	2nd Hampshire District
Selesnick, Judy	Executive Director	Workforce Investment Association of Massachusetts
Smith, Robb	Director of Policy and Planning	EOLWD
Snyder, Nancy	President	Commonwealth Corporation
Taylor, Michael	Director	Department of Workforce Development
Vogel, Mary	Executive Director	The Construction Institute
Wallace, David	Director	Division of Apprentice Training, Department of Workforce Development
Wright, Ellen	Director of Human Resources	Information Technology Division

3. Task Force Findings and Recommendations

There are three areas of concern for the Workforce Task Force: (1) Labor Demand; (2) Labor Supply; (3) Labor Policies and Standards; and (4) Public Workforce Hiring. Labor Demand relates to the need for workers and training. Labor Supply refers to the available labor pool, both those individuals skilled and ready to work and those needing some degree of training. Labor Policies and Standards refer to the mechanisms we need to put into place to accomplish the Governor's workforce priorities. Public Workforce Hiring refers to the hiring of various public workforce needs.

It is important to note that the work of the Workforce Task Force is far from over. Four Working Groups have been created to address the four main areas of concern in which issues still need to be resolved and specific details and procedures need to be articulated: Labor; Statewide Training; DWD Operations; and Public Workforce Staffing. These Working Groups will be meeting over the next several weeks to complete the specific recommendations, procedures, and other details still unresolved. Once these Working Groups complete their work, we anticipate that they will transition into implementation oversight committees, such as Monitoring & Tracking of data and outcomes and Outreach & Recruitment of chronically under- and unemployed workers. The descriptions of the Working Groups are laid out below in the "Actions Needed" section.

Labor Demand

1.A. Labor Demand Findings

The Commonwealth Corporation began researching the labor demand for potentially-targeted industries shortly before the economic recovery task forces were formally created by the Governor. Their staff conducted interviews with industry leaders in four of the five targeted industries as well as potential training providers in the five primary sectors that are being discussed as targeted for stimulus funding: Infrastructure Projects, School Building Construction, Electronic Medical Records, Energy Efficiency, and Broadband Access.

For each industry sector identified in the Federal Act, they asked four questions (for a full list of the questions and the answers received, please see *Appendix 6 – Workforce*).

1) If Federal Act money becomes available for this industry what will be your initial/short-term workforce needs?
2) Is there a ready supply of workers or are there specific areas in which you anticipate shortages?
3) Kinds of occupations and skills needed, including certification and licenses?
4) Are there existing training vendors who you hire from or use to upgrade skills?

For four of the five industry sectors discussed as targets of the Federal Act – infrastructure, school building improvements, energy efficiency of public buildings and broadband access- a significant share of the demand is going to be in the construction trades. As we narrow down the potential projects we will need to project demand by trade or occupation by region across all of the Federal Act projects in order to develop a comprehensive picture of workforce needs.

The two occupational areas in which there may be shortages in the short-term include energy efficiency contractors to do installation and in the information technology field to implement stimulus projects in electronic medical records. In the area of electronic medical records, the demand is for more high-end programmers, sales and technical support staff and trainers. The strong tendency is to hire people with experience. There is evidence of a downturn in the technology area in the economy.

In the area of construction, as we are able to project potential shortages over the two-year period covered by the Federal Act with more precision by trade and by region, the Commonwealth should invest in Pre-Apprenticeship programs that reach out to unemployed and underemployed communities to provide the basic skills and knowledge necessary to be accepted into an apprenticeship program.

For each of the occupational areas in which there are projected shortages, developing an apprenticeship program is a proven vehicle for ensuring on the job training opportunities and classroom training for the mastery of skills necessary to earn the credentials, licenses, skills and experience. Particularly in fields that value experience and applied knowledge, apprenticeship is an effective vehicle to transition career changers and new workers into construction, energy efficiency or information technology.

There were a few themes that seemed to emerge consistently:

- In terms of school buildings, infrastructure, energy efficiency and even broadband access, much of the demand is going to be in the construction trades.
- Until there is some certainty the actual projects and can estimate demand it is difficult to know if we need to train large numbers of new workers in the building trades. There is significant unemployment among construction workers given the nature of this economic downturn, so it is possible that at least in the short-term we may be able to meet the demand for workers through putting unemployed construction workers back to work. In the energy efficiency field, some training may be needed to prepare skilled trades people with new skills to install new technologies.
- As more accuracy in estimates for additional workers is provided, will need to move quickly to create a pipeline in the trades. It seems that apprenticeship programs, vocational technical schools and other union-sponsored programs are willing and able to move quickly to expand their training programs.
- There may also be opportunities to use some of the youth employment money to support young people in training for building trades jobs either through formal apprenticeship training or opening up the vocational technical schools in the Summer of 2009 to provide intensive training with some on-the-job elements that prepare them for apprenticeship programs or less skilled trades jobs in open shop construction sites in the Fall and Winter of 2009.
- In the area of electronic medical records, the demand is for more high-end programmers, sales and technical support staff and trainers. The strong tendency is to hire people with experience. This may also present an opportunity to do some retraining specific to the health field for technical workers who have been or may be laid off in the financial services field. We need to be able to reach out quickly to workers who have been laid off with these skill sets to provide some training in the health field to meet new demand. We may need to turn to community colleges, continuing education departments of four-year colleges or proprietary schools to be able to respond quickly to specific occupational demand with a modular and customized training for IT and sales professionals from other industry sectors that is open entry/open exit.

1.B. Labor Demand Recommendations

Addressing Statewide Training and Hiring Needs

- Energy Efficiency Training Program: In the area of energy efficiency there are two approaches to preparing a workforce (in either case the training should be done through a partnership with two or more employers to ensure hiring, appropriate curriculum, and on the job training opportunities):
  - Upgrade the skills of seasoned trades workers (such as electricians and plumbers) to install energy efficiency products, technologies through apprenticeship programs or vocational technical schools/community colleges.
  - Prepare workers new to the energy efficiency field to install technologies that do not require licenses or high level skills (i.e. installing insulation) through vocational technical schools, community colleges or community-based organizations.

- Energy Efficiency Retraining Program: This may also present an opportunity to do some retraining for workers who have been or may be laid off in the financial services field. We need to be able to reach out quickly to workers who have been laid off with these skill sets to provide some training to meet new demand. We may need to turn to community colleges, continuing education departments of four-year colleges or proprietary schools to be able to respond quickly to specific occupational demand with a modular and customized training for professionals from other industry sectors that is open entry/open exit.
- Hiring Through Career Centers: Businesses receiving contacts to perform public works or related projects will have a goal to hire a significant percentage of the employees to work on such projects from the unemployed labor pool through the local One Stop Career Centers. The unemployed candidates would be screened, trained and processed by the One Stop Career Centers and hired by the successful contractors on the public works and related projects.

Labor Supply

2.A. Labor Supply Findings

In order to respond to the Governor's calls for (1) ensuring that projects are "shovel-ready" within the 180-day "use it or lose it" period and (2) getting unemployed workers back to work as soon as possible, our first "labor supply" task was to determine how many Massachusetts residents are unemployed and in what occupations were they last employed. Although the numbers of actually unemployed persons in Massachusetts is larger than the universe of those collecting unemployment benefits, it is the latter population for whom we have data. The Task Force concluded that the most important data that is needed for matching the unemployed to new jobs are occupation and residence. The Department of Workforce Development (DWD) has information on unemployment claimants that will allow us to know how many persons are unemployed in a given occupation (down to the 6-digit Standard Occupational Code [SOC]) for each of our sixteen workforce investment areas.

DWD is working to change the normal monthly 2-digit SOC reporting on unemployment claimants to a 6-digit reporting, so that it has a more exact tool for the Career Centers to use for job matching. The Task Force envisions that this tool can be overlaid onto a map of economic recovery projects to match specific occupational demand with supply. Below is a list of frequently identified job types from the project delivery task forces.

Job Type	% Un-employment	# of Un-employed	Region of Highest Incidence
Management Occupations (11)	11.1%	17,454	Metro SW
Project Estimator (13-1051)		115	Metro SW, Bristol
Computer Software Engineers, Applications		959	Metro SW, Metro North, Lower Merrimack
Computer Software Engineers, Systems Software		328	Metro SW, Metro North, Lower Merrimack
Architecture & Engineering	2.1%	3,349	Metro SW, Metro North, Lower Merrimack, Bristol
Electrical		236	Metro SW, Metro North, Lower Merrimack, South Coastal
Civil		96	Metro SW, Metro North, Lower Merrimack
Office & Admin Support	14.9%	23,452	Boston, Bristol, Metro North

Job Type	% Un-employment	# of Un-employed	Region of Highest Incidence
Construction & Extraction	16.9%	26,682	Bristol, South Coastal, Lower Merrimack Hampden
Construction Laborers		8,563	Bristol, New Bedford
Operating Engineers & Other Construction Equipment Operators		1,203	Bristol, Lower Merrimack
Electrician		2,037	South Coastal, Lower Merrimack, Brockton, Bristol, Boston
Plumbers		1,691	Lower Merrimack, South Coastal
Roofers		587	Hampton, Bristol

The most recent data we have on unemployment from December, 2008, shows nearly 27,000 construction workers collecting unemployment benefits. Using the Project Delivery Task Force job estimation methodology, we can expect about 14,000 jobs per billion dollars of horizontal construction and 9,000 jobs per billion dollars of vertical construction Given the high level of unemployment in the construction trades, at this point in time it appears that the immediate (180-day) demand for skilled trades can completely or largely be met by unemployed construction workers.

Given the need to analyze and act on demand and supply data to address potential shortages by trade and by region, EOLWD needs to act as the clearinghouse and broker to maintain and report on the demand and supply data by region across all of the stimulus projects in the Commonwealth.

Our next "labor supply" task is look ahead to preparing workers over the two-year timeframe of the economic recovery program. It is in this time-frame that we may be able to best address the needs of those individuals who are chronically under- and unemployed. (We can address some of this need through apprentice training programs within the 180-day period. However, a large number of these individuals are not qualified to enter apprentice training programs and remedial education and other training is necessary.) The Task Force identified needs for investment in adult literacy,(Graduation Equivalency Degree (GED) and English for Speakers of Other Languages (ESOL) programs. The Commonwealth should consider investing any new training funds in computer-based literacy and ESOL that could be provided at career centers, public libraries and other community settings. Volunteers through the Commonwealth Corps or other community service programs could provide tutoring to support and enhance computer-based programs.

If there are additional funds through the Workforce Investment Act for training dislocated workers, the Commonwealth should consider investing those resources into training programs that integrate basic skills, GED preparation, pre-college and ESOL with occupational skills training for direct and indirect jobs that are created through the Federal Act. Any new training programs should be required to accelerate, integrate and intensify learning to ensure that students complete the training and are able to attain employment in their field in as short a time period as possible.

2.B. Labor Supply Recommendations

Bolstering the Commonwealth's Workforce System

- EOLWD Clearinghouse: EOLWD will develop an efficient and effective system through career centers (and working with building trades hiring halls) to identify, contact and connect unemployed construction workers to hiring opportunities created through the Federal Act in a

timely manner. This will require having some ability to do matching of job postings with job seekers in the career centers and UI claimant data base, having accurate contact and occupation information and having staff capacity to dedicate to this brokering function.

- Regional Network: EOLWD will work with the 16 workforce investment boards to facilitate the collection and dissemination of employment data to the regions. The boards will work with local apprentice training programs, labor unions, community colleges, businesses, municipal leaders, and other stakeholders to ensure efficient and effective matching of job openings and training opportunities to under- and unemployed Massachusetts residents.
- Network of Regional Apprentice Preparedness Programs (APPs): A number of APPs should be developed across the state in partnership with the building trades training directors and apprenticeship programs to ensure that the curriculum reflects the entry requirements for the apprenticeship program and that there are actual apprenticeship opportunities upon completion of the Pre-Apprenticeship program. The Building Trades Apprenticeship Training Programs and the vocational technical schools have indicated a willingness and ability to move quickly to add apprentices in response to demand.
- Basic Skills, GED, ESOL, and related programs: Continue to support and expand upon these programs, where resources are available. Many of these programs will receive additional funding in the Federal Act.
- IT Needs: The Task Force wants to stress the importance of four IT projects that have been submitted through the IT Task Force by EOLWD. These projects are important to efficiently and effectively implementing our workforce capacity plan.
  - Workforce Development Application Upgrade and Data Warehouse
  - Network Infrastructure Upgrade
  - DWD Data Center Backup Replacement / Business Continuity Operations
  - Oracle Technology Upgrade Project
- Expedited Public Workforce Staffing Plan: Establish an expedited and flexible hiring process to identify and hire appropriately skilled employees to help stimulate a broad based economic recovery through the Federal Act. Leverage the opportunity presented by the Federal Act program to achieve:
  - Increase diversity by establishing diversity goals for women, minorities and persons with disabilities consistent with federal census data on available workforce by job type.
  - Reach out and target chronically unemployed and underemployed citizens for job training apprenticeship opportunities.

Our challenge will be to create the right balance of compliance and reporting requirements to insure transparency and accountability without jeopardizing the primary goal. One option to minimize duplicative and burdensome administrative oversight would be to establish one point of entry for all job applicants. This could streamline, standardize and quality control the applicant data at the time of application. While this option has many positives, it could prove time-consuming and complicated to implement across agencies, different branches of government and possibly even across municipalities.

Labor Policies and Standards

The Workforce Task Force was especially interested in the use of apprentice training programs to implement the Governor's economic recovery priorities. Apprenticeship is a career training program that combines paid on-the-job training with classroom instruction. Apprentice programs can be established by an individual employer, a group of employers, or a labor union. Despite popular conception, apprentice training programs are not limited to building trades occupations. According to the Department of Apprentice Training there are over 850 occupations that utilize apprentice training

programs throughout the country. There are over 400 employers that have registered apprentice programs, and several thousand employers who have apprentices through collective bargaining agreements with labor unions. Apprenticeship training is one of the best routes to the middle class, one of the most cost-efficient workforce development tools, and the most affordable option available to both workers and employers.

Employers with registered apprentice programs are more likely to be Massachusetts employers. In order to have a registered apprentice program in the Commonwealth, an employer must have an office here, or, if an out-of-state contractor, its state must have a reciprocal agreement with Massachusetts. If the purpose of the Federal Act is not just to create jobs, but to create jobs that will have a long-term benefit to our economy and to include all citizens, the long-term unemployed and otherwise disadvantaged populations, an apprentice training requirement is essential. And there are thousands of unemployed apprentices who are ready, willing, and able to work. But such a requirement cannot interfere with the objectives of getting projects started quickly and making projects available to a wide population.

In recognition of these benefits of apprentice training, and mindful of the concerns, a Labor Working Group from the Procurement Task Force, comprised of representatives from non-union and union contractors associations, the building trades union, and state and local governments that procure public works projects, reached the following consensus on an apprentice training requirement for public works projects under the Federal Act, where the amount of construction costs under any contract awarded is likely to exceed $1 million. The Workforce Task Force endorses this consensus:

1) The specifications set forth in the Request for Reponses shall require that, on a per project basis, no less than twenty percent (20%) of the total hours of employees receiving an hourly wage who are directly employed on the site of the project, employed by the contractor or any subcontractor, and subject to the prevailing wage, shall be performed by apprentices in a bona fide apprentice training program, as defined by M.G.L. c. 23, sections 11H & 11I that is approved by the Division of Apprentice Training of the Department of Labor & Workforce Development of the Commonwealth.
    - The Labor Working Group recognizes that this proposal may pose challenges for the filed sub-bid requirements of Section 44F of Chapter 149 of the General Laws, and that additional steps may be necessary to reconcile the proposal with those requirements.
    - During the performance of the contract, the contractor shall submit periodic reports to the awarding authority with records indicating the total hours worked by all journeymen and apprentices in positions subject to the apprentice requirement. In any instance in which the apprentice hours do not constitute twenty percent of the total hours of employees subject to the apprentice requirement, the contractor shall submit a plan to the awarding authority describing how the contractor shall comply with the apprentice requirement.

2) An awarding authority or a contractor may adjust these requirements if the assigned federal oversight body determines that, despite a good faith effort, and due to unavoidable circumstances, such as a demonstrated lack of apprentices in a specific geographic area, compliance with these requirements is not feasible.

3) An awarding authority serving a low-income population may require additional specifications that address the needs of its clients, such as preferential hiring for residents of public housing authorities for available apprenticeship positions.

4) Providing additional financial resources are available, the Division of Apprentice Training shall enhance its outreach efforts to underserved populations to increase and diversify the number of apprentices in the Commonwealth.

The Procurement Task Force takes no position on apprentice training programs for non-publicly bid construction projects because it is beyond the scope of their jurisdiction. The Workforce Task Force recommends the use of apprentice training programs in all occupations that can utilize them. To that end the Workforce Task Force Labor Working Group will be addressing ways to operationalize and implement this recommendation over the next few weeks.

Among the other recommendations of the Task Force are:

- Project Labor Agreements: The Task Force recommends that the Commonwealth require or encourage (depending on legality) the use of PLAs on large construction projects, which would additionally include hiring requirements, dedicated training money for a fund such as the Workforce Training Fund, and a process to link APPs with Apprentice Training Programs and building trades unions and contractors.
- Staffing Needs for Division of Apprentice Training: To provide adequate support and service regarding the increased use of apprentice training programs, DAT has calculated that it will need, at a minimum, the following staff:

- 2 Field Staff (total compensation of $120,000)
- 1 Assistant (total compensation of $70,000)
- 1 Office support (total compensation of $50,000)
- Total staffing request is $240,000

- Staffing Needs for Division of Occupational Safety: The infrastructure projects (building and transportation projects) associated with the Federal Act will all be subject to the Massachusetts prevailing wage law. The Division of Occupational Safety (DOS) administers that law (G.L. c. 149, §§ 26 and 27, *et. Seq).* (Please see *Appendix 4 – Procurement* for relevant details on this law).

A recent amendment to the law also requires awarding authorities to request, and DOS to furnish annual updates to the prevailing wage rate sheets. DOS issues an average of 750 prevailing wage rate sheets per month,[9] except during the months of March through June, when it issues between 900 and 1,000 sheets per month due to increased procurement in advance of the construction season. During these busy months, DOS's staff, which consists of one attorney and one administrative assistant, is working at full capacity, and often delaying other work in order to keep up with the demand. In addition to issuing prevailing wage rate sheets upon request by the awarding authorities, DOS answers hundreds of telephone inquiries every month from procurement officers, contractors and others related to their obligations under the prevailing wage law, the proper classification of specific work on a project, etc. Additionally DOS issues official determinations of the proper classification of work on construction projects for prevailing wage purposes.

Depending upon the number of projects ultimately funded through the stimulus, it is expected that there will be a significant increase in requests for prevailing wage rate sheets, in telephone inquiries and formal determination requests. The inquiries are likely to increase more dramatically because of the plan to delegate procurement authority to agencies that do not routinely procure public construction projects (*see Section 4, Procurement Task Force Report*). At current staffing levels DOS could not process the additional requests for prevailing wage rate sheets in a timely manner, which would result in delays to the procurement process as the rate sheets must be included in the bid documents.

[9] Without the inclusion of annual updates under the recent amendment, the first of which will be issued in August 2009. This amendment did not include any additional staff, and the impact on our ability to furnish prevailing wage rates in a timely manner is unknown at this time.

Further, the one attorney who handles all prevailing wage inquiries, in addition to his responsibilities for administering the minimum wage program, would be unable to provide timely advice to procurement officers and contractors who call with questions about their obligations, or the proper classification of work on a particular job.[10] Additionally, this attorney regularly participates in the Inspector General's training program for procurement officers. The IG has indicated the intention to increase the number of training opportunities available in order to ensure that new or inexperienced procurement officers will understand their obligations. This will place an addition burden on the same one attorney.

If DOS were unable to fulfill its responsibilities for administering prevailing wage rate sheets, providing guidance and making determinations in a timely manner, the result would be a delay in the procurement process. DOS has estimated that it will need one additional attorney and one additional administrative assistant to supplement our staff during the stimulus period to handle the increased volume. The estimated annual costs are as follows:

- Counsel (total compensation of $51,000)
- Administrative Assistant (total compensation of $36,000)
- PC and Printer (total cost of $1,600)
- Total staffing and equipment request is $88,600

Public Workforce Hiring

HRD/ANF ACTION PLAN for Internal Staffing:

When an agency is impacted by the Federal Act, the Human Resources Division (HRD) along with the Executive Office for Administration and Finance (ANF) and the Office of Diversity and Equal Opportunity (ODEO) will work with the impacted agency to:

1) Develop and support an expedited recruitment and staffing plan at the agency level.
2) Establish a flexible mix of agency staffing options.
3) Further streamline and delegate HRD internal controls to expedite the hiring process.

1) HRD/ANF will immediately begin work with Agencies to prepare for resourcing Federal Act projects

HRD and ANF will reach out and work with state agencies to:

- Develop recruitment and outreach programs to staff potential projects (we will coordinate with DET and ELWD career centers).
- Establish appropriate agency staffing levels to facilitate an expedited recruitment, selection and hiring process.
- Identify appropriate diversity goals.
- Develop streamlined and delegated internal hiring controls at the agency and Secretariat level.

2) HRD/ANF will help agencies utilize a flexible staffing plan where appropriate:

[10] As one of the goals of the stimulus is to provide opportunities to small, minority and women-owned business who have not historically performed public work, DOS anticipates that there will be an even greater demand for guidance from our staff as these contractors move through the process and work through issues related to which rate applies.

Hiring regular employees:

- By working with organized labor, the Commonwealth will pursue certain measures to establish more flexible hiring guidelines for employing regular state employees on time bound or temporary projects. In addition to potentially speeding up the hiring process and attracting a wider talent pool, allowing agencies to hire regular employees allows the Commonwealth to develop some "bench strength" to address our succession planning needs as the boomer generation retires, the economy improves and the demand for talent increases.

Use of Post-retirees:

- Agencies can also deploy post-retirees to 120-day appointments as part of their staffing. These post-retirees can bring many years of direct experience to a project and could dramatically reduce the training and ramp-up time for stimulus projects. Post-retirees are only available to work a finite amount of time based on retirement law, usually about half-time or full-time for six months.

Use of Vendors/Consultants:

- In some cases vendors can provide a ready source of both personnel and equipment to perform the required work. If vendors are known entities and have been pre-approved from a procurement standpoint, resources can be acquired quickly. However, it is important to note that if the vendor employees are performing bargaining unit work (work which is normally performed by union employees), issues may arise where the unions contest an illegal transfer of bargaining unit work. In these cases, it will be important to work closely with agencies to ensure that all applicable laws are followed.

Use of Contract Employees:

- The advantage of contract employees is that they can be hired quickly and let go at the conclusion of a project without impacting other agency operations through the bumping process. However, it is necessary to be careful to abide by existing collective bargaining obligations not to transfer bargaining unit work. There are occasions, however, where there is language specifying that the federal funds cannot be used to pay for regular state employees or that regular employees are not qualified for the specific work. HRD would lift all hiring control flags on relevant contract positions.

3) HRD/ANF will streamline many internal hiring controls and increase agency delegation and oversight for stimulus projects.

In the event that an agency is impacted by a particular stipulation in the Federal Act, the HRD along with the ANF would meet with the agency(s) review their hiring proposal. As 95% of the time it takes to fill a position is controlled by the Secretariat and agency, HRD would work with and strongly encourage secretariats to streamline and delegate their hiring controls as well, in order to expedite the hiring process. Based on the agency's business needs HRD and ANF would choose from the following options to expedite the hiring process.

Hiring of Bargaining Unit Employees:

- *Classification* – Delegated to agencies (current policy).
- *Compensation* – HRD would allow for maximum flexibility that is allowed under the collective bargaining rules (most significantly HRD would allow agencies to hire above 15% increases without HRD approval, agencies would still base salary increases on the number of years of comparable service).
- Posting process:

– Agencies can waive the CEO posting process where they had a ready defined pool of qualified candidates.

- Postings could also be continuously posted in order to facilitate a steady stream of applicants for the jobs needing to be filled.
- Gain agreement from unions to waive 10 day internal promotional requirements under current collective bargaining agreements.

- *Minimum Entrance Requirements (MER)* – In cases where the MERS prove to inhibit effective recruitment, we will work to adjust them as necessary. The Chief Human Resources Officer would waive MER's as needed on a case by case basis.

Hiring of Managers:

- *Classification* – Would be delegated to the agencies that have trained Hay evaluators subject to post audit by HRD. This would include benchmark titles as well agency heads and their direct reports. Questionable classifications would be class flagged by HRD but allowed to proceed in order to expedite the hiring process. For agencies who do not have trained evaluators, HRD would expedite approval of submissions within 24 to 48 hours. HRD could train agency evaluators as needed.
- *Compensation* – HRD would continue to allow the application of comparable years of service for the purpose of quartile placement and the setting of salaries. Additionally, HRD would allow agencies to hire above 15% increase without HRD approval, assuming the years of comparable service
- Posting process:
- Agencies could waive the CEO posting process.
- Postings could also be continuously posted in order to facilitate a steady stream of applicants for the jobs needing to be filled.
- *Minimum Entrance Requirements (MER)* – The Chief Human Resources Officer would waive MER's as needed on a case by case basis.
- *CORI Check* – Will work with the Executive Office of Public Safety (EOPS) to expedite the Criminal Offender Record Information (CORI) check process where appropriate.

4. Actions Needed

Key Steps

The Task Force has created several working groups that are charged with compiling a menu of specific recommendations to implement its policy recommendations. The working groups are:

1. **Labor Working Group**: This group will recommend specifics on the use of apprentice training programs in non-construction occupations (and construction occupations, if the issue is not already settled) and the feasibility of using PLAs to address hiring and training goals as well the timely performance of projects.

   Workforce Task Force Policy Positions relevant to this Working Group:

   - Apprentice Training Program Requirements: The Task Force recommends the establishment of a requirement for projects to utilize bona fide apprentice training programs. We are generally in agreement with the Labor Working Group for the Procurement Task Force of a 20%/$1 million threshold for construction occupations. The Workforce Labor Working Group will recommend options for apprentice requirements for non-construction occupations.
   - Project Labor Agreements: The Task Force recommends that the Commonwealth require or encourage (depending on legality) the use of PLAs on large construction projects, which would additionally include hiring requirements, dedicated training money for a fund such as the Workforce Training Fund, and a process to link APPs with Apprentice Training Programs and building trades unions and contractors.

- Hiring Through Career Centers: Businesses receiving contacts to perform public works or related projects will have a goal to hire a significant percentage of the employees to work on such projects from the unemployed labor pool through the local One Stop Career Centers.
  - The unemployed candidates would be screened, trained and processed by the One Stop Career Centers and hired by the successful contractors on the public works and related projects.

2. **Statewide Training Working Group**: This group will recommend specifics on our statewide training initiatives and the use of EOLWD as a clearinghouse of workforce information.

   Workforce Task Force Policy Positions relevant to this Working Group:

   - Energy Efficiency Training Program: In the area of energy efficiency there are two approaches to preparing a workforce (in either case the training should be done through a partnership with two or more employers to ensure hiring, appropriate curriculum and on the job training opportunities):
     - Upgrade the skills of seasoned trades workers (such as electricians and plumbers) to install energy efficiency products, technologies through apprenticeship programs or vocational technical schools/community colleges; and,
     - Prepare workers new to the energy efficiency field to install technologies that do not require licenses or high level skills (i.e. installing insulation) through vocational technical schools, community colleges or community-based organizations.
   - Health Care Retraining Program: This may also present an opportunity to do some retraining specific to the health field for technical workers who have been or may be laid off in the financial services field. We need to be able to reach out quickly to workers who have been laid off with these skill sets to provide some training in the health field to meet new demand. We may need to turn to community colleges, continuing education departments of four-year colleges or proprietary schools to be able to respond quickly to specific occupational demand with a modular and customized training for IT and sales professionals from other industry sectors that is open entry/open exit.
   - Network of Regional Apprentice Preparedness Programs: A number of APPs should be developed across the state in partnership with the building trades training directors and apprenticeship programs to ensure that the curriculum reflects the entry requirements for the apprenticeship program and that there are actual apprenticeship opportunities upon completion of the Pre-Apprenticeship program. The Building Trades Apprenticeship Training Programs and the vocational technical schools have indicated a willingness and ability to move quickly to add apprentices in response to demand.

3. **DWD Planning Working Group**: This is an internal DWD effort, which other Task Force members have been invited to join, which has pre-existed the establishment of the Task Force and is considering operational issues across the workforce systems to efficiently and effectively deliver workforce data and programs under the economic recovery act.

   Workforce Task Force Policy Position relevant to this Working Group:

   - EOLWD Clearinghouse Recommendation: EOLWD will develop an efficient and effective system through career centers (and working with building trades hiring halls) to identify, contact and connect unemployed construction workers to hiring opportunities created through the stimulus package in a timely manner. This will require having some ability to do matching of job postings with job seekers in the career centers and Unemployment Compensation claimant data base, having accurate contact and occupation information and having staff capacity to dedicate to this brokering function.

4. **Public Workforce Working Group**: HRD is coordinating this in-house and will use this group to further hone its proposal on hiring of public workforce positions. (This is an internal HRD working group).

Metrics for Measuring Success

It is expected that metric guidelines will be distributed by as part of the Federal Act. The Workforce Task Force will collect and report these metrics. Additionally, working groups are engaged in creating metrics for the specific recommendations that are being developed. Once metrics are identified, working groups will undertake planning for monitoring and measurement.

IV. Project Information

Project List Summary

The project information collected across task forces was consolidated in a standardized project list with 57 data fields. Each task force maintained its own list and made the necessary updates after revisions related to the elimination of duplicates (both within and across task forces), inclusion of additional data (i.e., readiness criteria) and or updates in existing project information (i.e., project cost).

The consolidated project lists allow the Commonwealth to have a holistic view of the potential projects that may be eligible for funding via the Federal Act across key areas and regions. The project list is meant to be a living document. It will need to be constantly updated to reflect not only the changes driven by the Federal Act, but also the enhancements achieved in terms of data gaps, duplicates and non-standard data definitions. The current lists need to be updated on a continuous basis to avoid the following results:

- **Project duplicates:** while internal duplicates (within a taskforce) have been minimized; the current challenge is to identify and eliminate external duplicates (across task forces with overlapping functions).
- **Non-standard data definitions:** although a good portion of the data has been cleaned up or updated to maintain standard data definitions more data cleansing needs to take place.

There are two different project lists presented below:

1. **State-Reviewed, "Shovel-Ready" Project List –** Projects preliminarily determined by state agencies to meet the 180-day project readiness standard and to further Task Force objectives following a diligent evaluation of projects undertaken by the relevant agencies.
2. **Unreviewed List of Projects Submitted for State Consideration –** Projects submitted to Task Forces by municipalities or third parties that have not yet been independently reviewed by state agencies for project readiness and for furtherance of the objectives developed by the related Task Force.

Note: For DCAM projects that have been bundled, if a project/bundle is at a single site, the site is identified in the Project Title column. When the bundle includes work at multiple sites, the sites are noted in the Description column. Each line on the spreadsheet represents a bundle and all project bundles are limited to single agencies—no project bundle includes more than one agency.

DCAM has taken the approach of bundling projects to make the bidding process more efficient and expedient, thereby enabling projects to be bid-ready as soon as possible. The overall approach is to develop the scope and bid packages for these projects with the support of DCAM staff and outside contracted engineering firms. Once the bid packages are ready, DCAM will bid them and manage the construction. For bundles that are for an estimated cost less than the approved project delegation thresholds (currently $1 million), the bid documents and funds would be provided to the agencies to bid. Agencies will be trained on the procedures for bidding and managing these projects. DCAM will oversee the delegated projects to ensure that spending occurs as required.

Data Fields

Project Information—Data Fields		
• Task Force • ID • Project Title • Public Entity • Agency • Location of Entity/Agency (City or Town) • Other Proponent(s) • Project Description • Project Objectives • Metrics for Success in Meeting Objectives • Gaps or Barriers to Meeting Objectives • Plants to Mitigate Gaps or Barriers • Evidence of Ability to Execute	• Indicate Ability to Execute • Estimated Total Project Cost • Existing Funds for Project • Total Federal Stimulus Amount Requested • Other Possible Sources of Funding • Source for Existing or Other Funds • Earliest Start Date • Expected Finish Date • Readiness: Is Design Complete? • Readiness: Sight or Right of Way Acquired? • Readiness: Is MEPA Review Completed?	• Readiness: Can Procurement be Completed and a Notice to Proceed be Issued within 180 days? • Readiness: Are all required permits complete? • Readiness: Other Considerations • Number of Jobs Created (individual methodology) • Number of Jobs Created by SOC Code (individual methodology) • Number of Jobs Created (standard methodology) • City/Town • Zip Code • GIS Coordinates

Definitions

Project Information Data Fields	
Field	Definition
Task Force	Seven Project Delivery Task Forces were created to identify "shovel-ready" infrastructure projects. Each of these task forces is identified on the project list. They are labeled: Energy, Education, Transportation, IT, Private Development, State Facilities, and Municipal. Within some task forces projects are identified by task force and agency/department (e.g. State Facilities – DCAM). If projects have been "bundled" (grouped for procurement purposes) that is also identified.
ID	Each task force collected projects independently, and some task forces had pre-established numeric IDs that they assigned to their projects. These values are represented in the ID field.
Project Title	Each task force provided a project title for their projects.
Public Entity	Task Forces used this field to provide the department or division name, municipality name, or other information about the public agency sponsoring the project or the location of the project.
Agency	The agency, department or entity that submitted to the project to the task force.

Project Information Data Fields	
Field	Definition
Location of Entity/Agency (City or Town)	Location of the entity/agency submitting the project.
Other Proponent(s)	A public or non-public entity proponent of the project, in addition to the agency, department and task force submitting the project.
Project Description	A brief description of the project.
Project Objectives	Identifies one or more project objectives that are specific and measurable.
Metrics for Success in Meeting Objectives	Identifies one or more metrics and corresponding explanations to be used to measure the progress of the project towards meeting the stated objectives.
Gaps or Barriers to Meeting Objectives	Identifies all key gaps or barriers that could prohibit the project from successfully commencing within 180 days and/or meeting the stated project objectives.
Plans to Mitigate Gaps or Barriers	Identifies plans the task force has identified to overcome gaps or barriers so that the project can commence within 180 days and meet the stated project objectives.
Evidence of Ability to Execute	Explanation of evidence that the project proponent (or the public agency carrying out the project for the benefit of a non-public project proponent) can effectively execute a project of this type and scale.
Indicate Ability to Execute	Ability to execute was identified by one of the following answers: A. Yes, based on successful comparable prior experience. B. No, but the proponent is contracting or partnering with such an entity. C. No.
Estimated Total Project Cost	Anticipated total cost to complete the project. This value is larger than the Total Federal Stimulus Amount Requested when the project has already started and has secured funding from other sources.
Existing Funds for Project	Funding already secured to support the project. This field was used for projects that have already secured funding from other sources to identify the dollar amount and/or source of funds secured already.
Total Federal Stimulus Amount Requested	Total funds requested from the Federal Act to support the project.
Other Possible Sources of Funding	Other public or non-public funds that could be used to fund the project.
Source for Existing or Other Funds	Source of other public or non-public funds that will be used to fund the project.
Earliest Start Date	The earliest date that the project could commence.
Expected Finish Date	The expected project completion date.
Readiness: Is Design Complete?	Indicates if the project has been designed.
Readiness: Sight or Right of Way Acquired?	Indicates whether a required sight or right of way has been acquired in order for the project to commence.

Project Information Data Fields	
Field	Definition
Readiness: Is MEPA Review Completed?	Indicates if the required Massachusetts Environmental Policy Act (MEPA) review has occurred. MEPA requires that state agencies study the environmental consequences of their actions, including permitting and financial assistance. It also requires them to take all feasible measures to avoid, minimize, and mitigate damage to the environment. This is required for projects above a certain size that involve some state agency action.
Readiness: Can Procurement be Completed and a Notice to Proceed can be Issued within 180 days?	Indicates whether a Notice to Proceed (NTP) can be issued within 180 days, therefore indicating that the project can be "shovel-ready" within 180 days. Projects typically can start the day after the NTP is issued.
Readiness: Are Permits from Multiple Permitting Agencies Required?	Indicates if permits from multiple agencies are required. Permits from multiple agencies require more time to secure and therefore could impact a projects' ability to be "shovel-ready" within 180 days.
Readiness: Are all required permits complete?	Indicates if permits must be secured before a project commences.
Readiness: Other Considerations	Explanation of any other barriers to project readiness that exist beyond the readiness questions asked.
Number of Jobs Created (individual methodology)	Agencies used their own job creation methodology to estimate the number of jobs their projects would create.
Number of Jobs Created by SOC Code (individual methodology)	Agencies estimated the number of jobs their projects would create by Standard Occupational Classification (SOC) code. Unemployment claimants report the SOC code for their job skills. The purpose of this data is to match the unemployed with the jobs being created.
Number of Jobs Created (standard methodology)	A standard job creation methodology has been used for all horizontal and vertical construction jobs. This methodology estimates jobs by project along the following guidelines: • 14,000 jobs per Billion dollars of Horizontal construction (multiply the total project $ value by 0.000014) • 9,000 jobs per Billion dollars of Vertical construction (multiply the total project $ value by 0.000009) The IT Task Force used its own job creation methodology.
City/Town	City/town where the project is located.
Zip Code	Zip code of the project.
GIS Coordinates	GIS coordinates of the project.

V. Appendices

1. Development Cabinet Infrastructure Priorities
2. Information Technology (IT)
3. Private Development
4. Procurement
5. State Facilities and Courts
6. Workforce

Appendix 1: Development Cabinet Infrastructure Priorities

Statement of Administration Priorities for Transportation and Other Infrastructure Investments

The Patrick/Murray Administration is committed to implementing the Commonwealth's sustainable development principles by ensuring that state funds used for transportation and other infrastructure investments are consistent with these principles to the greatest extent possible. To that end, it is the goal of the Administration that infrastructure investments using state funds advance at least one, and preferably two or more, of the following objectives, without adversely affecting the other objectives:

- Support job creation in key Massachusetts industry sectors
- Support the creation of new workforce housing
- Support clean energy production or use
- Reduce energy consumption and/or greenhouse gas emissions
- Promote mobility and/or reduce congestion
- Support development within growth districts
- Support redevelopment projects in Gateway Plus cities
- Support other smart growth development projects

It is also the goal of the Administration that funding be awarded to transportation and other infrastructure investment projects that are ready to proceed (that is, projects that are likely to proceed expeditiously from design and permitting to construction, based on adequate staffing and financial support and based on appropriate due diligence regarding engineering, permitting and cost issues).

It is also the goal of the Administration that funding be awarded to projects for which contractors pay livable wages (where applicable, prevailing wages), provide health insurance benefits and maintain and participate in a bona fide apprentice training program.

Notes:

The first goal does not apply to transportation or other infrastructure spending directed to the repair or replacement of infrastructure that does not expand capacity.

It is understood that there will always be worthwhile infrastructure investments that do not meet these goals. The objective of the Administration is that the substantial majority of its infrastructure investments will meet these goals, and that all investments will do so to the extent possible.

Implementation

The program administrators for the state infrastructure programs listed below will be informed that, effective immediately:

1. Prior to making any final investment decisions, they must now document whether a state infrastructure investment meets these goals (and if so, how), or provide an explanation as to why the investment is otherwise worthwhile. A standard format for this documentation will be prepared, not expected to exceed one page in length.

2. At the each of each fiscal year, they will be required to report on the extent to which these goals were met by their investments for the year.

The logistics of the implementation will be worked out in the periodic coordination meetings held for the program administrators, which are led by Undersecretary Gonzales and Undersecretary Bialecki.

Results of the implementation of the policy will be reported back to the Development Cabinet.

Applicable Programs:

MORE
CDAG
PWED
STRAP
TOD
RAILCAP
WATCAP
Off-Street Parking
SRF
DIF
I-Cubed
Seaport Advisory Council

Appendix 2: Information Technology (IT)

The appendices include the following:

- Appendix 2A: Scoring System for IT Projects
- Appendix 2B: Job Estimates Summary and Methodology
- Appendix 2C: eHealth Projects Recommendations Details
- Appendix 2D: eHealth – Potential Cost Savings
- Appendix 2E: eHealth – Potential Cost Avoidance
- Appendix 2F: eHealth – System Performance

Appendix 2A: Scoring System for IT Projects

Below is the recommended approach to prioritizing IT projects. The database contains the following information about each project:

1. Project Identification
    a. Project Title
    b. Secretariat
    c. Department
    d. Location
2. Project Description and Objectives
    a. Project Description
    b. Measurable objectives
    c. Metrics for Success in Meeting Objectives
    d. Gaps or Barriers
    e. Plans to Mitigate Gaps or Barriers
3. Project Schedule
    a. Earliest Start Date
    b. Expected Finish Date
    c. High-Level Milestones
    d. Expected Completion Date-Each Milestone
4. Project Staffing
    a. Est. Number of Full-time employees
    b. Est. Number of Contractors
    c. Expected Job Titles
    d. Expected Job Skills
5. Project Costs

In addition to these categories, the database also contains information about the benefits and improvements for Massachusetts citizens. The flexibility of the database allows for projects to be re-analyzed in accord with changing criteria and with the parameters of the Federal Act once they are finalized.

The scoring tool includes the Federal Act goals, the Governor's guiding principles, the alignment with Secretariat and Commonwealth strategic priorities, and a risk/complexity assessment. The following table shows the numerical weighting system built into the tool.

Criterion	Scoring Detail	Descriptor	Max Points
Start in 180 days?	Self reported factor indicates a project is ready (5) or not (0)	Binary score	5.00
Completed in 2 years from January 20th?	Reflects weather the self reported project end date is before Jan. 20 2011 (5) or is not before (0)	Binary score	5.00
Weighted Score	Place holder for in the version dated 01042009. Should any column need to be prioritized and weighted above others, this will be the factor multiplying the results.		
Current Project Stage	Preference is given to projects in farther stages of development, those that are closer to		5.00

Criterion	Scoring Detail	Descriptor	Max Points
	procurement.		
	1.25	Level 1: Initiation- Project charter, high level scope complete	
	2.50	Level 2: Planning and Design – project planning complete, resource needs and timeline in place	
	3.75	Level 3: Procurement Started – Draft RFQ developed	
	5.00	Level 4: Procurement Ready – Final RFQ developed	
Operating Budget Impact	Preference is given to projects that improve operating budget outlooks over those that add burdens to operating budgets.		5.00
	1.25	Will increase operating budget	
	2.50	No change to operating budget	
	3.75	Modest decrease in operating budget	
	5.00	Significant decrease in operating budget	
Project Mix/Job Impact	With each 10% increase in total funds being dedicated to labor/employment, the project receives a (.5) point increase in score. Preference is given to those projects dedicating more funds to labor than to hardware or software.		5.00
Employment Score-Self Reported	Drawing from the sum of the reported factor indicating the estimated number of full time employees a project is likely to require/create, this score grants preference to those projects that require/create higher numbers of jobs.		5.00
	0.00	No labor required	
	1.00	1-10 FTEs	

Criterion	Scoring Detail	Descriptor	Max Points
	2.00	11-20 FTEs	
	3.00	21-50 FTEs	
	4.00	51-200 FTEs	
	5.00	> 200 FTE	
Employment Score-Calculated	Similar to the Self Reported Employment Score in its preference to more labor, this version estimates the number of FTEs based on the Project Mix/Job Impact reported as compared to the total project costs		
	Score is same break down as self reported (0, 1-10, 11-20, 21-50, 21-200, greater than 200)		
Total Governor's Federal Act Points			**30.00**
Project Risk	Preference is given to lower risk projects over those with higher risks.		2.50
	2.50	Minimal	
	1.75	Moderate	
	1.00	High	
	0.25	Very High	
Project Complexity	Preference is given to less complex projects over those that are more complete.		2.50
	2.50	Extremely Low	
	2.00	Low	
	1.50	Moderate	
	1.00	High	
	0.50	Extremely High	
Total Risk/Complexity Points			**5.00**
Alignment with Secretariat/ Constitutional Strategic Goals	Self reported factor indicates the degree to which a project aligns with the Secretariat/Constitutional Office's	2 points for increased alignment	10.00
	2.00	Not Aligned/Unknown	
	4.00	Modest	

Criterion	Scoring Detail	Descriptor	Max Points
	6.00	Significant	
	7.00	Transformational for the Secretariat	
	10.00	Transformational Commonwealth wide	
Secretariat Alignment Points			**10.00**
Alignment with Commonwealth Strategic Plan	score 10 for alignment with the Commonwealth's Strategic Plan	Binary score	10.00
Commonwealth Alignment Points			**10.00**
ITD Evaluation *(points not currently awarded)*	ITD Evaluation of agency's track record and capacity to deliver project successfully	1 point for increased capability	5.00
	1.00	Limited Capacity	
	2.00	Somewhat Capable	
	3.00	Mostly Capable	
	4.00	Capable	
	5.00	Fully Capable	
ITD Evaluation Points			**5.00**
Grand Total Maximum Points			**60.00**
"Extra Credit/Tie Breaker" Points			
Use MA Based Resources	Self reported factor indicates a project is anticipates using MA based resources (5) or does not (0)	Binary score	5.00
Promote other economic activities (e.g. Green Energy)	Self reported factor indicates a project aligns with additional Commonwealth wide objectives (5) or not (0)	Binary score	5.00

The Task Force process itself followed these steps:

1. Asked Branches/Secretariats/Constitutional Offices and agencies to submit projects to be considered for funding from the Federal Act (Christmas week) via web-based survey tool. Data compiled into database.
2. Branches/Secretariats/Constitutional Offices or agencies scored their projects based on these criteria shown in the table above.
3. Task Force reviewed the results of this scoring and adjusted where necessary to align with all criteria.
4. With all projects now scored, the Task Force agreed to wait until for final definition of the priorities and/or constraints in the Federal Act to complete the effort.

Appendix 2B: Job Estimates Summary and Methodology

IT Projects

The following table summarizes the IT projects and their potential impact:

	IT Projects		
Secretariat or Constitutional Office	Total Project Count	Total Cost / Federal Act Request	Potential for New External Jobs
Administration and Finance	42	296,758,226	595
Education	14	166,310,000	95
Energy and Environmental Affairs	37	78,885,000	285
Health and Human Services	31	101,981,028	338
Housing and Economic Development	12	2,351,000	17
Independent Offices and Commissions	5	6,500,000	25
Judiciary	11	11,076,434	9
Labor and Workforce Development	9	26,230,000	59
Massachusetts District Attorney Association	3	1,315,000	11
Office of the Comptroller	3	26,500,000	57
Public Safety	9	185,150,000	523
State Auditor	1	6,562,300	16
Transportation and Public Works	15	64,310,000	151
Treasurer and Receiver General	2	1,500,000	3
TOTAL	**194**	**975,428,988**	**2184**

Each project has a specific plan (captured in the IT Task Force database) that estimates contractor job requirements. Additional contractor jobs will be created through the establishment of an outsourced Federal Act Project Management Office (PMO) within ITD that will oversee project execution, monitoring and reporting across all initiatives.

In total, approximately 2,200 external jobs would be created as a result of the IT Project List if all projects were to be implemented. These jobs will cover roles from entry to high-level positions, including:

- Entry Level Positions
  - Developer
  - Web Developer
  - .NET Developer
  - Java Developer
  - Trainer
- Mid-Level Positions
  - Database Administrator

- Architect
- System Analyst
- Business Analyst
- Network/Telecommunications

• High-Level Positions

- Project Manager
- Program / Portfolio Managers

eHealth Projects

The following table summarizes the eHealth projects and their potential impact:

eHealth Projects			
Project	Total Project Count	Total Cost / Federal Act Request	Potential for New External Jobs
Ambulatory Electronic Health Records (AEHR)	1	340,000,000	805
Computerized Physician Order Entry (CPOE)	1	125,000,000	275
Community Health Center EHRs (CHC)	1	13,000,000	32
State-level Health Information Exchange (S-HIE)	1	35,000,000	96
TOTAL	**4**	**513,000,000**	**1208**

Most of the eHealth projects will be staffed through contracts with implementing organizations. Therefore, most of the jobs created will be in the private sector.

In total, an estimated 1200 external jobs would be created if all of the projects were to be implemented. These jobs will cover roles from entry level jobs to high-level positions, such as:

- Entry Level Positions
  - Trainer
  - Business Analyst
  - Programmer
- Mid-Level Positions
  - Implementation Lead
  - Database Administrator
  - System Architect
- High-Level Positions
  - Project Manager

Appendix 2C: eHealth Projects Recommendations Details

Healthcare is information intensive. In the U.S. in general, it is also very much paper-based and highly fragmented with well documented associated issues in terms of patient safety, quality of care, and costs. While the Commonwealth of Massachusetts is one of the most advanced States in both the deployment of electronic health records (EHRs) in its various care-delivery settings, and the deployment of health information exchanges (HIEs) across settings, it is far from having achieved ubiquitous EHR automation and information sharing.

The four eHealth projects identified below are designed to close the automation gaps within three critical care-delivery settings (individual physician practices, acute care hospitals, and community health centers) and to deploy a state-wide HIE:

1. Ambulatory Electronic Health Records (AEHR)

This project is designed to deploy an AEHR in 13,000 individual physician practices (out of the estimated 14,000 physician practices that exist in the Commonwealth).

On average, only 15% of the individual physician practices have clinical information systems (with typically the larger practices being more automated and the solo practitioners [there are 4,000 of them in the Commonwealth] being far less so). Yet, also on average, 35 to 40% of all the care provided in a community takes place in these individual physician practices. The lack of automation means that these physicians cannot easily trend patient data; do not have the clinical decision support tools that could alert them of adverse drug-to-drug interactions; cannot be electronically reminded of best medical practices; etc.

AEHR systems include these alert and reminder features. They typically include productivity tools such as an electronic prescribing that allows orders to be renewed and communicated automatically to pharmacies. AEHRs also allow patient data to be exchanged among authorized care providers both within a practice and with external providers (and increasingly with patients themselves).

The two primary obstacles to the deployment of AEHR systems in individual physician practices have been costs and implementation/support issues. This project is intended to alleviate these two concerns by lowering the adoption costs (on average, physicians will only contribute 15% of their practice installation's total costs), and by selecting AEHR systems that would be deployed by implementation organizations (IOs) vetted and monitored by the MeHI/DOH. In addition, the AEHR systems will be proposed in an ASP (Application Service Provider) mode where the application is remotely operated and maintained by approved service organizations (SOs).

2. Computerized Physician Order Entry (CPOE)

This project is designed to deploy a CPOE system in the 63 acute care hospitals throughout the Commonwealth that still do not have one or one fully implemented.

Most hospitals have installed ancillary (laboratory, radiology, pharmacy, etc.) and order entry/results reporting (OE/RR) systems. Yet, most of these OE/RR systems are typically used by data entry clerks and nurses, with well documented patient safety issues. For instance, the greatest percentage of preventable adverse drug events (ADEs) occurs during physician ordering( ). Less than 5% of U.S. hospitals have CPOE, i.e., clinical systems designed to be directly used by the attending physicians so that they can access patient information real time at the point and time of decision making, and enter their own orders so that transcription errors are eliminated. They can also take advantage of a variety of built-in clinical decision support tools: e.g., alerts regarding a potential medication error (wrong dosage, allergic reaction, drug-to-drug interaction, etc.); alerts regarding the existence of test results to avoid duplicate ordering; best practice reminders; recommended switch to a generic drug; etc. CPOE systems also typically automated workflows, electronic physician documentation (using templates that increase the electronic capture of structured data), and an integrated medication administration-pharmacy application. They are designed to be used by physicians and therefore incorporate special user interface and performance requirements.

The two primary obstacles to the deployment of CPOE systems in acute care hospitals have been costs and adoption issues. CPOE implementation is a time-consuming and expensive undertaking requiring at least two years for most hospitals, with a price tag that is beyond the reach of many community hospitals (especially those in relatively poor communities). Achieving physician utilization is also a daunting challenge as CPOE changes the way in which physicians practice medicine on a day-to-day basis. This project is intended to alleviate these two concerns by lowering CPOE costs and selecting implementation organizations (IOs) that have a proven methodology and the resources to support these complex clinical transformation projects.

3. Community Health Center EHRs

This project is designed to deploy an EHR in the 12 Community Health Centers (CHCs) in the Commonwealth that still do not have one or one fully implemented. The project also includes deploying a central clinical data repository (CDR).

CHCs serve as the front line of the primary care system for the Commonwealth. They are typically designed to provide underserved populations with preventive care and chronic disease care management services, thereby alleviating the burden on hospitals' emergency departments, It is critical that these care-delivery settings be clinically automated to enhance patient safety and care quality, increase staff productivity, and allow patient information to be shared with the acute care hospitals. Functionally, these CHC EHR systems are very similar to the physician practices' AEHR systems mentioned earlier.

Because of the populations they served, CHCs also function as an "early warning system" of emerging trends in public health. To exploit this potential, an additional project component is the deployment of a central CHC-specific CDR which will provide timely outcome and gap reporting on preventive and chronic care programs, and quality measures and improvement reports for the management of public health programs and the individual centers.

The two primary obstacles to the deployment of CHC EHR systems have been costs and implementation issues. This project is intended to alleviate these two concerns by lowering the system costs and selecting EHR solutions that would be deployed by implementation organizations (IOs) vetted and monitored by MeHI/DOH. In addition, the central CDR implementation can deploy data mining and reporting tools cost-effectively and provide each CHC with shared resources to help address their analysis and reporting needs.

4. State-level Health Information Exchange (S-HIE)

The three prior projects are designed to enhance the clinical automation level of three major care- delivery channels: individual physician practices (where the biggest automation gap probably resides); acute care hospitals; and CHCs. In parallel with the general deployment of EHRs in these three care-delivery channels, this project is designed to deploy a state-level health information exchange (S-HIE) that will support the

secure sharing of patient information among them and the care-settings that already have EHRs. The project also includes the deployment of a state healthcare data warehouse that will aggregate and normalize de-identified patient data for the purpose of population management, bio-surveillance, and quality/outcome measurement.

HIEs support the electronic movement of health-related data according to an agreed upon set of interoperability standards, across non-affiliated organizations in a manner protecting privacy and security. HIEs are expected to yield a wide range of benefits: increased patient safety (for instance, by sharing a patient's allergy data and medication list among his/her care providers); increased care quality (as a provider has access to patient data across the whole continuum of care at the time of decision making); and reduced cost (as information sharing reduces duplicate testing and the number of ADEs, streamlines or eliminates administrative processes like the manual pulling of patient charts, etc.). In fact, the state-level HIE (S-HIE) is intended to be a "network of networks" both connecting C-HIEs and encouraging their development. The S-HIE also includes a state-wide clinical data warehouse (CDW) made of de-identified patient data and including clinical analytics for the purpose of population management, bio-surveillance, compliance reporting, and outcome/performance analysis.

The primary obstacle to the deployment of a S-HIE has been its initial deployment cost. This project is intended to finance the S-HIE for a finite amount of fund and a finite amount of time; with the expectation that the project will become financially self-sustainable after that initial investment period. Indirectly, the S-HIE project is expected to foster the development of C-HIEs in medical trading areas throughout the Commonwealth.

To a large extent, these four projects should be considered as one e-Health program, engaging both EHRs and HIEs within the same initiative. Though unusual, this approach is highly logical and can offer important advantages:

- For physicians to gain value from a C-HIE, certain conditions must be met that EHR deployment enables. Specifically, a large quantity of medical information needs to be collected in a standardized electronic format and made available through the HIE, so that identifying and obtaining clinical data becomes a practical part of an office visit. Only a broad set of EHR-enabled physicians, as part of a coordinated community-wide system will generate such a store of standard, electronic clinical data;
- The value of an EHR system increases greatly if it has the power to integrate –quickly, easily, accurately, and consistently at the point of care – data obtained through a HIE from other care-delivery settings; and
- A concerted implementation process for EHRs and HIEs will leverage their interdependent value, facilitate networking and interoperability, and promote the establishment of a functional, useful HIE.

The Powerful Vision of an Interoperable EHR

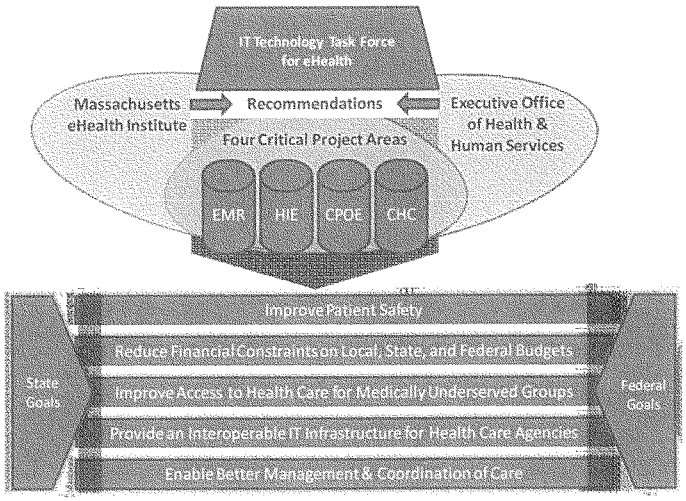
The value of the four eHealth projects recommended is both individual and synergistic. Synergistic means that the value of each project is increased by the others. For instance, the "value proposition" of an individual EHR is strongly increased when that EHR serves as a conduit for a provider to send and receive electronic information about a patient, and allow coordination of care across the continuum. Conversely, the automation of individual physician practices greatly increases the value of an HIE. The base EHRs also permit the accumulation of valuable clinical data for purposes of health assessment s and policy development, bio-surveillance, research, etc.

Considered together, these four eHealth projects promote the concept of a state-wide interoperable EHR is to provide integrated clinical information systems across the whole care continuum. The concept provides a powerful model which can potentially be applied across all care settings and will support all care professionals and disciplines. The interoperable EHR will be integral to delivering the medicine of the future in the Commonwealth. A future where care-delivery settings will be fully integrated across the whole care continuum and the patient will pass seamlessly through the system with controlled and managed 'hand-offs' with information flowing with the patient. A future where the expertise and skills of a wider range of clinicians will be used to deliver healthcare and where there will be much more emphasis on team working with

clinicians moving between different settings to deliver the care that is required, rather than asking the patient to travel as is now the case.

A future where the interoperable EHR will provide the foundation for integrated care and as a by-product will provide reliable and timely information for research and population management.

A future where patients will be better informed about their illness, their general health and well being, and about the services that are available to them. This will enable patients to make informed decisions about their own health and will support choice in how services are delivered and tailored to meet their individual needs. As a result the population as a whole will take more ownership and personal responsibility for their own health and, in turn, this will ensure more appropriate emphasis is placed on disease/illness prevention and health promotion rather than cure.



Appendix 2D: eHealth – Potential Cost Savings

Potential Cost Savings		
Benefit Area	Description	Metric
Communication & Clinical Documentation	Due to enhanced communication among care providers and enhanced clinical documentation mechanisms resulting from EMRs, health care delivery organizations, such as hospitals and community health centers would expect to see a decrease in partial shift overtime.	The overtime that overlaps in a given shift allocated to documenting and transferring knowledge regarding patient(s) to the next staff member of the following work shift. • Partial Shift Overtime.
Inpatient Throughput & Capacity	Resulting from automated work flow delivered by an EMR and greater ease of retrieving patient information through an HIE, more patients would be able to access services resulting in increased medical admissions, and a decrease in the average number of transfers pending each day.	• Number of Inpatient Medical Admissions. • Average number of transfers pending each day.
Inpatient Length of Stay Reduction	Length of Stay determines the number of days that a patient resides in an acute care setting following their admission; and Excess of Days per service area, such as hospital unit.	• Length of Stay. • Excess of Days per service area.
Perioperative Services Throughput & Capacity	An automated workflow properly implemented has been proven to enhance throughput in perioperative environments conducting surgeries by increasing the number of OR cases per month, decrease OR Suite turnaround times, decrease the length of stay in the recovery room (PACU), and decrease room utilization.	• Number of OR Cases per month. • OR Suite Turn-around Times. • PACU Length of Stay. • Room Utilization.
Emergency Department Throughput & Capacity	Immediate access to patient information and medical history through an HIE can facilitate care delivered in emergency situations, thus enabling greater access to care. This translates into increased number of ED visits, a decreased number of patients who leave without being seen, and a decrease in diversion time because an ER is able to see more patients. Also, with the automated EMR system and physician order system, the average length of stay in the ED would decrease due to greater efficiency in the process of delivering care.	• Number of ED Visits. • Diversion Time, (length of time an ER diverts patients from other care providers, such as emergency medical response teams). • Average Length of Stay in ED. • Number of Left Without Being Seen (LWBS).
Pharmacy Utilization & Supply	The fusion of CPOE applications, tied to EMRs, and networked through an HIE can facilitate transfer of information and reduce redundant tests and orders based on availability of information for a given patient. Hence, the supply costs and pharmacy costs associated with procedures would decrease. In the process of automating workflow would enable a degree of supply and drug standardization at care organizations.	• Clinical Supply Costs. • Pharmacy Costs. • Supply & Drug Standardization.

Appendix 2E: eHealth – Potential Cost Avoidance

Potential Cost Avoidance		
Benefit Area	Description	Metric
Adverse Drug Events	CPOE systems can be remarkably effective in reducing the rate of serious medication errors identified as "adverse drug events." Both the number of cases and the rate of occurrence are important factors to monitor adoption as well as forecast a reduction in financial costs associated with adverse drug events.	• Number of Adverse Drug Events. • Rate of Adverse Drug Events Occurring.
Duplicate Test Reduction	As a result of disparate systems across health care organizations and presence of data integrity issues associated with the data, care providers order the same tests thus duplicating services rendered in the lab or for other diagnostic purposes.	• Number of duplicate lab tests. • Number of duplicate radiology tests.

Appendix F: eHealth – System Performance

System Performance		
Benefit Area	Description	Metric
System Uptime	When the system is in a "steady state" the users can use and operate the system and applications in a normal manner. The system is not recovering from failures in its technology infrastructure or attempting to process work that was a result of a down state, (i.e. when the system was not available to the user), whether planned or unplanned, or conducting a history upload.	• System Uptime.
Average Response Resolution& Time	Refers to the elapsed time for a user activity when using the System in a "steady state." The Response Time measurement typically commences when the user completes an activity in the application itself, such as: (i) enters the last character in a field on a form and presses either the enter, return, tab, or similar end of activity action on the keyboard; or (ii) clicks on a confirmation to proceed indicator such as an OK, sign, confirm, done, or next dialogue box or icon. This measurement typically ends when: (i) the System is ready to accept the User's next action such as the input of data; or (ii) the data requested by the user begins to display.	• Time elapsed to complete a specific activity in the application.
Frequency of System Usage	By measuring the number of transactions (orders, results, referrals, etc.) flowing through the exchange, the Task Force will be able to gauge the facilitation of information sharing.	• Number of transactions flowing through the exchange utility.

System Performance		
Benefit Area	Description	Metric
Number of Users	Having the vast majority of hospitals, physician practices, and other care provider organizations, such as labs, Imaging Centers, Pharmacies, etc. connected to the exchange utility means that data is being captured from multiple venues of care and creating a patient centric record across the entire continuum that is accessible to all care providers.	• Number of users participating in the exchange utility by organization type. • Number of users allowed to access the exchange utility.
Accuracy of Master Patient Index/ Record Locator Service	It is critical for use and adoption of an exchange utility to ensure that data coming into the system is standardized and is connected to the right patient.	• Monitor accuracy of the utility's algorithms in retrieving the right patient data during a selected time frame.

Appendix 3: Private Development

Recognizing the many benefits that high-speed Internet service, or broadband, can bring across all sectors to the citizens of the Commonwealth, including universal Internet for school-age children, seamless access for first responders, improved healthcare outcomes and e-health interoperability, enhanced civic participation and more efficient government, Governor Patrick identified ubiquitous broadband as a key element of the Commonwealth's economic development strategy. Towards this end, in August 2008, Governor Patrick signed *An Act Establishing and Funding the Massachusetts Broadband Institute* with the purpose of bringing affordable broadband to those citizens in the Commonwealth currently without access and dedicating up to $40 million in general-obligation bond funds for the purpose of bringing affordable, robust and ubiquitous broadband, through a public-private partnership model, to unserved and underserved citizens.

The Public-Private Partnership Model

Unlike other more traditional and visible objects of public infrastructure investment, such as roads, bridges and school buildings, broadband is a new form of infrastructure that is materially different. Historically in the United States, broadband infrastructure has been financed, built and operated by the private sector. Unfortunately, unserved areas of the Commonwealth (mostly in rural western Massachusetts) have proven to be cost-prohibitive for telecommunications providers which have, in turn, prevented network expansion and deployment of broadband infrastructure to those areas. The required capital investment is too great, and the break-even timeline is too long. For example, detailed financial modeling suggests that a private provider would require roughly 30 years to break even on a capital investment in a rural area like western Massachusetts. Additionally, many of the public benefits of broadband do not flow directly to commercial Internet providers and are therefore (and understandably) not part of their business calculus – this is exactly where it is appropriate for targeted and careful government intervention.

Through the Broadband Institute's public-private partnership model, we are authorizing the use of state bond funds for investment in selected long-lived components of broadband infrastructure, such as conduit, fiber and wireless towers. These components will then be made available to private firms, who will use these publicly owned assets, in combination with their own privately owned infrastructure assets, to offset their cost of providing broadband service to previously unserved homes and businesses. This unique approach, and the planning that has already taken place as a result of the Commonwealth's broadband initiative, along with the tools already provided by the Legislature via the recently-enacted Broadband Act, sets Massachusetts apart from many other states across the nation. Due to the work and collaboration done to date by public and private stakeholders, Massachusetts is in an enviable position to more effectively leverage potential federal funding for broadband infrastructure deployment than many other states.

Regarding the Massachusetts Highway Department's conduit deployment along Interstate 91 and Interstate 291

Adding these two cables into the broader backbone ring will create four sub-rings, ensuring robust, redundant, and survivable networks. The build will also include diverse entrances to the carrier-neutral facility at One Federal Street in Springfield and the state's new proposed Data Center. Approaching these projects in this fashion will realize a savings on time and money for both the Commonwealth and potential private providers looking to partner with us – and would have an immediate economic stimulus effect.

Overall Economic Benefits

Complementary federal funding for broadband will ensure that Massachusetts is well-positioned to compete effectively within our 21st century, knowledge-based, information economy. Broadband access has a proven track record of stimulating economic growth, creating jobs, and increasing property values and tax receipts. Broadband also generates many public returns – including fewer cars on the road, better education and health care and more efficient government – that pay societal dividends above and beyond the profits reaped by the private firms that provide the service. Universal, affordable and consistently high-quality broadband would thus be the 21st century equivalent of previous federal government infrastructure initiatives, including the expansion of electricity, telephone and road networks, which resulted in tremendous short- and long-term economic development and increased shared prosperity from targeted public infrastructure investments.

MassDevelopment Non-Profit Fund

Higher Education Projects

Recent surveys of colleges and universities by MassDevelopment, HEFA, and AICUM reveal 67 shovel-ready construction projects totaling $1.5 billion that are currently on hold. These projects represent 9,687 one-year FTE jobs. Eleven of these projects entail the construction of new academic facilities that will increase permanent employment by the institutions as well as allow them to increase enrollment. Eight projects entail the construction of new residence halls that would house more than 1,800 students, thus accommodating increased enrollment and relieving pressure on surrounding housing markets.

Private higher education in Massachusetts is a main economic driver by serving nearly 250,000 students, 112,000 of whom come from out of state. Massachusetts is the only state that educates more college students in the independent sector than in the public sector.

Healthcare Projects

Thirty-four hospitals responded to a recent survey (about one-third of the state's hospitals) and identified 198 shovel-ready capital projects with a total cost of $2.8 billion.

- 26 hospitals identified 77 building and renovation projects with a total capital requirement of $1 billion.
- 21 hospitals identified 70 information technology projects with a total capital requirement of $420 million.
- 16 hospitals identified 51 green/energy projects with a total capital requirement of $1.3 billion.

	Number of Hospitals Reporting	Number of Projects	Total Capital Needs Low Est.	Total Capital Needs High Est.	Partial Funding Identified To Date
Building/Renovations	26	77	$ 1,017,324,021	$ 1,026,361,021	$ 400,533,000
Technology	21	70	$ 418,674,519	$ 422,674,519	$ 30,613,545
Green/Energy	16	51	$ 1,322,183,041	$ 1,322,183,041	$ 279,329,000
Total		**198**	**$ 2,758,181,581**	**$ 2,771,218,581**	**$ 710,475,545**

MHA notes that many hospitals identified traditional brick-and-mortar projects involving replacement, renovation, or enlargement of critical building infrastructure to replace outdated, undersized, and ageing facilities. Some of these ageing facilities were built more than three decades ago and require upgrades to meet patient needs and to satisfy current safety and efficiency requirements. The median age of Massachusetts hospitals in 2006 was 11.4 years compared with 9.7 years nationally.

Cultural Facilities Projects

The Massachusetts non-profit cultural economy employs 45,000 people and has a statewide economic impact in excess of $3 billion. Cultural organizations rank as second highest in a survey of why people visit the Commonwealth, and tourist spending supports hotels and restaurants. Gateway cities such as Lowell, New Bedford, North Adams, and Pittsfield depend on cultural facilities as a key component of their economic development. A general decline in corporate and personal contributions to these facilities is expected over the course of the current recession. Given the overall economic impact of this segment and the magnitude of potential projects, this sector merits strong support.

A survey conducted by the Massachusetts Cultural Council last month indicates that 72 shovel-ready projects across the state have an aggregate project budget of $682.9 million.

Appendix 4: Procurement

Appendix 4A: Current Procurement Requirements

The Commonwealth of Massachusetts

Office of the Inspector General

GREGORY W. SULLIVAN
INSPECTOR GENERAL

[illegible]

Dear Local Official:

The following charts were created by the Office of the Inspector General for local officials to use as a quick reference guide on public procurement procedures that must be followed pursuant to the Massachusetts General Laws. Your local rules may establish stricter or additional requirements that you must follow. Contact your chief procurement officer (CPO) or legal counsel for advice on your local rules and procurement procedures.

The charts highlight particular areas which may require compliance depending on the cost or the nature of your procurement. For example, the charts highlight, where applicable, the requirement for a ten-hour course in construction safety and health approved by the United States Occupational Safety and Health Administration (OSHA). Pursuant to M.G.L. c.30, §39S, any person submitting a bid for, or signing a contract to work on, a public building or public works project estimated to cost more than $10,000, must certify under the pains and penalties of perjury that he or she is able to furnish labor in harmony with all other elements of labor employed in the work and that all employees employed on the worksite, or in work subject to the bid, have successfully completed at least ten hours of OSHA approved training. The charts are meant to provide a general overview of the principal public procurement statutes, and are not a substitute for the advice of legal counsel.

Any suggestions for the charts or questions concerning M.G.L. c.30B may be directed to this Office by calling 617.722.8838. Questions concerning M.G.L. c.149, M.G.L. c.30, §39M, and M.G.L. c.7 may be directed to the Office of the Attorney General by calling 617.727.2200 or your legal counsel.

Prevailing wage rate sheets may be requested online at http://www.mass.gov/dos/pwrequest or by calling the Division of Occupational Safety at 617.727.3492.

Central Register advertisements may be submitted online at http://www.sec.state.ma.us/spr/sprinf/infocent.htm to the Secretary of the Commonwealth. The submission deadline is 4:00 pm on Tuesday.

Goods and Services Bulletin advertisements may be submitted online at http://www.sec.state.ma.us/sprpublicforms/GSSubmissionform.aspx to the Secretary of the Commonwealth. The submission deadline is 4:00 pm on Wednesday.

Sincerely,

Gregory W. Sullivan

Gregory W. Sullivan
Inspector General

M.G.L. c. 149

BUILDING CONSTRUCTION CONTRACTS

Estimated Contract Amount	Under $10,000	$10,000 to $24,999	$25,000 to $100,000	Over $100,000	Over $10,000,000
Procurement Procedure	Solicit three written price quotes.	Solicit written price quotes.	Sealed bids (using M.G.L. c.30, §39M procedure).	Sealed bids.	Solicit statements of qualifications.
Advertising Requirements	No.	Advertise once in the Central Register and post a notice on your jurisdiction's bulletin board for at least two weeks before bids are due. Posting on your website or Comm-PASS is optional.	Advertise once in the Central Register and newspaper at least two weeks before bids are due, and post on your jurisdiction's bulletin board or website for one week before bids are due.	Advertise once in the Central Register and newspaper at least two weeks before bids are due, and post on your jurisdiction's bulletin board or website for one week before bids are due.	Advertise the request for qualifications once in the Central Register, newspaper, and Comm-PASS at least two weeks before bids are due.11
DCAM Certification	No.	No.	No.	Required for general bidders and filed sub-bidders.	Required for general bidders and filed sub-bidders.
OSHA Training	No.	Yes.	Yes.	Yes.	Yes.
City/Town Prequalification	No.	No.	No.	Optional.12	Yes.
Filed Sub-bids	No.	No.	No.	Yes ($20,000 and over).	Yes ($20,000 and over).
Bid Deposit	No.	No.	5% of the value of the total bid.	5% of the value of the total bid, or sub-bid.	5% of the value of the total bid, or sub-bid.
Payment Bond	50%	50% payment	50% payment	100% payment	100% payment

[11] The advertising procedures listed pertain only to the request for qualifications. Within 14 days of the completion of the prequalification evaluation process, you are required to post a notice in your jurisdiction, and on Comm-PASS listing those general and sub-bidders who have been prequalified. A copy of the notice must be sent via first class mail, postage pre-paid to all prequalified general and sub-contractors along with an invitation to bid. The invitation to bid must have a deadline of at least two weeks. You may only solicit bids from those contractors that have been prequalified.

[12] If you decide to use the optional prequalification process for projects over $100,000, follow the procedures listed in the "Over $10,000,000" column.

	payment bond, if project cost is more than $2,000.	bond.	bond.	bond.	bond.
Performance Bond	No.	No.	No.	100% performance bond.	100% performance bond.
Prevailing Wage	Yes.	Yes.	Yes.	Yes.	Yes.
Contractor Evaluation	No.	No.	No.	Yes.	Yes.

M.G.L. c. 30, §39M
PUBLIC WORKS (NON-BUILDING) CONSTRUCTION

Estimated Contract Amount	$10,000 and under	Over $10,000
Procurement Procedure	No.	Sealed bids.
Advertising Required	No.	Advertise once in the Central Register and your local newspaper at least two weeks before bids are due, and post a notice on your jurisdiction's bulletin board for one week before bids are due.
DCAM Certification	No.	No.
OSHA Training	No.	Yes.
City/Town Prequalification	No.	No.13
Filed Sub-bids	No.	No.
Bid Deposit	No.	5% of the value of the total bid.
Payment Bond	50% payment bond, if project cost is more than $2,000.	50% payment bond.
Performance Bond	No.	No.
Prevailing Wage	Yes.	Yes.

M.G.L. c.30B alternative procurement procedure referenced from M.G.L. c.30, §39M(d).
PUBLIC WORKS (NON-BUILDING) CONSTRUCTION

Estimated Contract Amount	Over $10,000 up to $25,000
Procurement Procedure	Sealed bids.
Advertising Required	Advertise once in your local newspaper at least two weeks before bids are due, and post a notice on your jurisdiction's bulletin board for at least two weeks before bids are due. M.G.L. c.9, §20A requires an advertisement in the Central Register.

[13] Although M.G.L. c.30, §39M does not mandate a contractor prequalification process, prequalification of bidders by the Massachusetts Highway Department is required for contracts of $50,000 or more where the awarding authority receives State Aid funds under M.G.L. c.90, §34, or the work is on a state road, regardless of whether the awarding authority receives State Aid funds under M.G.L. c.90, §34.

DCAM Certification	No.
OSHA Training	Yes.
City/Town Prequalification	No.
Filed Sub-Bids	No.
Bid Deposit	No.
Payment Bond	50% payment bond.
Performance Bond	No.
Prevailing Wage	Yes.

M.G.L. c.7, §§38A½-O PUBLIC BUILDING PROJECTS DESIGN SERVICES

Cities, Towns, Regional School Districts, and Horace Mann Charter Schools[14][15][16]

Estimated Construction Cost Design Fee*	$100,000 or less *	Over $100,000*
Procurement Procedure	No. Recommend soliciting qualifications and prices from at least three designers.	Qualifications-based selection process. Jurisdiction must either set the design fee or set a not-to-exceed fee limit and negotiate the fee with the top-ranked designer within the fee limit.
Advertising Required	No.	Advertise once in the Central Register and your local newspaper at least two weeks before the deadline for filing applications.
Designer Selection Board	No.	Registration and application.

[14] Cities, Towns, School Districts, and Horace Mann Charter Schools are required to adopt their own procedures for selecting designers for building projects. These procedures must conform to the purposes and intent of the designer selection process as outlined in M.G.L. c.7, §§38A½-O and noted herein. See the *Model Designer Selection Procedures for Municipalities and Other Local Public Agencies* developed by this office at http://www.mass.gov/ig/publ/dsbguide.htm.

[15] Housing Authorities must follow the procedures established by the Department of Housing and Community Development for design of state-funded housing.

[16] Executive Departments of the Commonwealth and Commonwealth Charter Schools are subject to the jurisdiction of the Designer Selection Board when the design fee is $10,000 or more and the construction project is estimated to cost $100,000 or more.

Designer Evaluation (Submit to DCAM and Designer Selection Board)	No.	Yes.
Registration	No.	Yes, by Board of Registration in the appropriate discipline.
Insurance	No.	10% of the total cost of the project or $1 million, whichever is less.
Prevailing Wage	No.	No.

*** Design Fee: The Designer Selection Board recommends that when there is no estimated cost of construction, the designer selection procedures should be followed if the design fee is $10,000 or more. For practical purposes, the design fee should not exceed 10% of the estimated cost of construction.**

M.G.L. c.30B Procurement of Supplies and Services

Estimated Contract Amount	Under $5,000	$5,000 to $24,999	$25,000 and over
Procurement Procedure	Sound business practices.17	Solicit three written or oral quotes.	Sealed bids or proposals. (M.G.L. c.30B, §§5 or 6).
Advertising Required	No.	No.	Advertise once in a newspaper of general circulation at least two weeks before bids or proposals are due, and post a notice on your jurisdiction's bulletin board or website for two weeks before bids or proposals are due. If $100,000 or more, advertise once in the Goods and Services Bulletin.
Award contract to:	Responsible18 person offering a competitive price.	Responsible person offering the lowest price.	Under §5, the responsive19 and responsible bidder offering the lowest price. Under §6, the most advantageous proposal from a responsive and responsible proposer taking into consideration price and evaluation criteria.

[17] This office interprets sound business practices to mean periodically checking price lists or seeking price quotes to ensure that you are receiving a competitive price for the supply or service.

[18] M.G.L. c.30B, §2 defines a responsible bidder or offeror as "a person who has the capability to perform fully the contract requirements, and the integrity and reliability which assures good faith performance."

[19] M.G.L. c.30B, §2 defines a responsive bidder or offeror as "a person who has submitted a bid or proposal which conforms in all respects to the invitation for bids or request for proposals."

Written Contract20	No.	Yes.	Yes.
Maximum Contract Term21	Three years, unless majority vote authorizes longer.	Three years, unless majority vote authorizes longer.	Three years, unless majority vote authorizes longer.

[20] M.G.L. c.30B, §17(a) states "All contracts in the amount of [$5,000] or more shall be in writing, and the governmental body shall make no payment for a supply or service rendered prior to the execution of such contract."

[21] M.G.L. c.30B, §12(b) states "Unless authorized by majority vote, a procurement officer shall not award a contract for a term exceeding three years, including any renewal, extension, or option."

Appendix 4B: Procedures for Good Faith Efforts

PROCEDURES FOR GOOD FAITH EFFORTS

Objective of Good Faith Efforts

Good faith efforts are those that, given all relevant circumstances, a bidder/offeror actively and aggressively seeking to meet a DBE goal would make. The bidder/offeror must show that it took all necessary and reasonable steps to achieve the DBE goal, which by their scope, intensity and appropriateness to the objective, could reasonably be expected to obtain sufficient DBE participation, even if they were not fully successful. Only those efforts made prior to the award stage will be considered for evaluation of good faith efforts.

To award a contract to a bidder/offeror that has failed to meet the DBE contract goal as stated in that specific solicitation, the MBTA would decide whether the contractor made "good faith efforts" to actively and aggressively seek DBEs to meet the established goal. In determining whether good faith efforts have been made, the MBTA will consider on the basis of documentation timely submitted, the quality, quantity and the intensity of the different types of efforts that the bidder/offeror has made.

Procedure/Steps

The MBTA considers each of the listed steps particularly significant in evaluating a bidder's good faith efforts. The kinds of efforts that are considered demonstrative of good faith efforts include, but are not limited to, the following:

1. **Pre-bid meetings/advertising/written notices.** A bidder's or offeror's failure to solicit through all reasonable and available means (e.g. pre-bid meetings, advertising and/or written notices) the interest of all certified DBEs who have the capability to perform the work of the contract, may be considered adversely by the MBTA in assessing good faith efforts. Advertisements and written notices should be placed in minority and/or women trade association's newspapers or other media that can reasonably be expected to reach DBE firms. The bidder/offeror must determine with certainty if the DBEs are interested by taking appropriate steps to follow up initial solicitations.

2. **Identifying portions of the work/Letters.** The contractor is expected to select portions of the work to be performed by the DBEs in order to increase the likelihood that the DBE goals will be achieved. This includes, where appropriate, breaking out work items units to facilitate DBE participation, even when the prime contractor might otherwise prefer to perform these work items with its own forces.

   A bidder or offeror is expected to solicit sub-bids by mailing on a timely basis, registered or certified letters to DBE firms qualified to perform those categories of work which the bidder is willing to subcontract. The letter will clearly identify the portions of work and also offer to breakdown more portions that are economically feasible to facilitate DBE participation. The letter may also offer assistance with regard to bonding and insurance requirements, where applicable, and/or financing (e.g. lines of credit). Other assistance may include: contacting bonding and insurance companies of behalf of DBEs; arranging with sureties incremental or phased bonding for the DBEs; paying for the cost of the bond or insurance; and waiving bond or other requirements.

   Bidders will use the Massachusetts Unified Certification Program (MUCP) known as SOMWBA as a source of DBEs for solicitation. In addition to this mandatory requirement to use the MUCP database, bidders are encouraged to use the services of minority and women community organizations in order to identify certifiable DBEs for work under the contract.

3. **Adequate information and follow-up by Primes Contractors.** Prime contractors/bidders/offerors are expected to provide DBEs with adequate information about the plans, specifications, and requirements of the contract in a timely manner to assist them in responding to a solicitation. Follow-up activity by the Prime must be documented by telephone logs or other written documentation which provide:
    - Type of contact, e.g. telephone call, visit, letter.
    - Name of person who made contact and name of person and firm contacted; telephone, and date of contact
    - Response from the firm contacted

    Responses from interested DBEs. Bidders will submit records of responses, proposals and/or bids received from DBEs, which will include:
    - Names, addresses and telephone numbers of all DBEs that responded to the bidder's solicitation
    - All responses, proposals, or bids received and whether these were in writing or verbal. If written, copies of such responses must be submitted
    - The date each response was received.

4. **Negotiating in good faith**. It is imperative that the bidder negotiates in good faith with interested DBEs. A summary of all communications and negotiations between the bidder and the DBE should be documented by the bidder. It is the responsibility of the bidder/offeror to make a portion of the work available to the DBE subcontractors and suppliers and to select these portions of the work or material needs consistent with available DBE subcontractors and suppliers, so as to facilitate participation. Evidence of such negotiations includes: names; contact information of DBE considered; information regarding plans for the work selected for subcontracting; and evidence as to why additional agreements could not be reached for DBEs to perform the work.

5. **Equipment/Supplies/Materials.** Contractors may make efforts to assist interested DBEs in obtaining necessary equipment, supplies, materials, or related assistance or services.

6. **Other Bidders.** Whether other bidders on the procurement met the DBE goal in itself is not determinative but may be instructive.

7. **Other Efforts.** Each bidder/offeror may include in the information submitted any other efforts made to meet the DBE goal that are not listed above.

Appendix 4C: Streamlined Design Services Procurement Process

STREAMLINING THE PROCESS FOR PROCUREMENT OF DESIGN SERVICES

Objective: Make the procurement process for study design services and final design services more efficient.

Why is it needed:

The process is currently too cumbersome in two areas:

1) Continuation Services
   - currently DCAM and the DSB use a two step process in order to have a designer appointed to perform the continued services of final design where that firm already performed the study
   - this process can be reduced to one step saving time and unnecessary work to accomplish the same goal
   - experience shows that the firm selected for the study is almost always asked to continue on to perform final design services
   - *note: G.L. c. 7, section 38I requires the DSB to approve continued or extended services (both defined) and the recommended course of action below will not affect that section 38I*

2) Study Certification
   - currently the process of contracting with a designer to perform final design services on a building project is being delayed by the requirement that there be a completed certified study by the DCAM commissioner in place, before moving forward with encumbering funds, signing a contract and authorizing the designer to proceed
   - where the certification of a study is a formality, significant time can be saved by allowing the final design to proceed upon completion of the basic elements of the study (to be determined by DCAM commissioner) and sign off by the user agency

What is needed: *

1) Continuation Services

   Administrative Change
   - DSB to combine procurement process of study and final design services by specifying in the study design advertisement, that when the DSB ranks and chooses the finalists for study design services, this also constitutes the DSB's approval of continuation to final design services unless the DCAM commissioner determines otherwise
   - this will require a change to the statutory quorum requirements because the DSB will be acting on larger projects at the outset (see next bullets)

   Proposed Legislation
   - G.L. c. 7, section 38F (d) calls for three "classes" of projects differentiated by size and complexity and each class of project has a different quorum requirement for the DSB to act
   - The separate classes of project are not necessary and section 38 (d) should be deleted
   - The DSB should be bound by only one quorum requirement for simplification of the process
   - Set the quorum for all project at six members - this will be a reduction from nine which was the quorum for the largest and most complex projects – but require that four of the six must be architects or engineers
   - The Regulation at 811 CMR Section 4.01 and sequence, which addresses the "classes" of projects referenced in the above bullets must be repealed

2) Study Certification
   - Administrative change – DCAM to determine earliest time possible to proceed with final design services for commissioner to authorize proceeding, i.e., minimal study components for schematic design that that should be included for User Agency, Programming Director and DCAM Commissioner Sign-off: DCAM confirmation of the need for the proposed project; Building Space Program with Adjacency Diagrams; Feasibility and constructability analysis; Proposed Scope of construction with alternatives considered; Implementation Schedule; Cost Estimate
   - Legislation – In G.L. c. 29, section 7K eliminate the study certification formality requirement in item (d) of 7K, which requires that the DCAM commissioner certify in writing to the commissioner of administration that the study is complete and appropriate, and add a provision stating that the contract for design may be awarded upon satisfactory completion of the basic elements of the study, in the DCAM commissioner's discretion.

**Items affecting the DSB have been vetted through and are fully endorsed by the DSB*

Appendix 4D: Centralized Prequalification for Construction Manager at Risk Firms

Statewide Centralized Prequalification for Construction Manager at Risk Firms

Existing Law: Under GL c 149A, each awarding authority, on a project by project basis, undertakes its own time consuming, labor intensive, two phase procurement process to: 1) prequalify or reject firms seeking prequalification; and 2) seek both non-price and price proposals from those firms it prequalified. This proposal would centralize the first phase, the prequalification of the CMs on a non-project specific basis, with the Division of Capital Asset Management (DCAM).

Proposed Legislation: The proposed legislation would authorize DCAM to issue a statewide Request for Qualifications to prequalify firms for CM at Risk projects undertaken by various awarding authorities across the Commonwealth. Annually DCAM would initiate the statewide CM Request for Qualifications process, generally following the current requirements of GL c.149A, except that it would not be tied to any particular project or project schedule, and the scope of services would be broad to be later refined by the awarding authority at the RFP stage. DCAM would advertise the RFQ, require submission of materials consistent with existing law, apply the same criteria it currently uses consistent with existing law and firms would be required to have prior CM at Risk experience. The statewide list of prequalified firms would be valid for one year from its issue, with firms required to reapply on an annual basis.* Only those firms appearing on the centralized statewide list of prequalified CMs would be able to submit proposals to individual awarding authorities as those awarding authorities undertake procurements for individual CM at Risk projects.

Awarding Authorities undertaking the CM at Risk Request for Proposals process could accept proposals from firms on the Statewide List of Prequalified CMs. At the RFP stage awarding authorities would generally follow the current RFP process, advertising the project and in the RFP identify project specific qualifications or experience, specifics of the project, and the scope of services. Valid DCAM Certification as well as an Update Statement would be required at both the RFQ and RFP stages and awarding authorities would select CMs utilizing the criteria consistent with the existing law, including similar project experience.

Advantages: Under the proposal there would be one statewide list of prequalified CMs for Massachusetts CM at Risk projects. It would relieve individual awarding authorities from having to undertake the repetitive and time consuming task of prequalification on a project by project basis and the relieve CM firms from having to submit voluminous and repetitive materials to each awarding authority on a project by project basis. At the six month point the statewide list could be opened up if new firms want to apply for addition to the list, and if deemed prequalified would be added to the list until the next annual statewide prequalification is undertaken by DCAM.

**DCAM does not believe grouping firms by type of projects or size of projects at the RFQ stage for developing the centralized statewide list is necessary and that one master list of prequalified firms is sufficient. Awarding Authorities will identify project specific prior experience requirements in the RFP, and at the RFP stage a firm's DCAM Certification, single project limit and aggregate project limit will serve to also ensure that they are not applying for projects which may exceed their prior experience or capacity.*

Appendix 4E: Proposed "Condensed" Prequalification Process

Proposed "Condensed" Prequalification Process For Vertical Construction Projects

The following is a proposal for a Condensed Prequalification Process for use during the Federal stimulus period. In making this proposal, significant consideration has been given to the required balance needed between the urgent economic priority of expediting "shovel-ready" projects in order to get both people and businesses in the Commonwealth back to work and the critical need to protect the public interests and maintain quality and accountability in the selection of contractors and subcontractors eligible to perform work on public construction projects.

This proposal does not eliminate the current prequalification process required in M.G.L. c. 149, §§ 44D½ and 44D¾ and 810 CMR 9.00 and 810 CMR 10.00 for projects with an estimated construction cost of $10 million or more. Instead, this proposal is intended to provide awarding authorities with the OPTION to conduct an abbreviated process, in lieu of the current required process, providing certain requirements are met.

Highlights of the proposed Condensed Prequalification Process "option" created by this proposal are below:

1. Awarding authorities opting for the Condensed Prequalification Process shall be required to utilize a standard RFQ that includes specific requests for submission of information on all statutory criteria not otherwise included in the DCAM Certification review process. (see attached chart)

2. Awarding authorities opting for the Condensed Prequalification Process shall have an affirmative obligation to review the DCAM Certification files and must certify in writing that they have reviewed the DCAM Certification files for all current prequalification criteria identified as duplicative with the DCAM Certification review process. (see attached chart)

3. By requiring the prequalification committee for awarding authorities conducting the Condensed Prequalification Process to affirmatively review the DCAM Certification files and certify in writing that Prequalification Committee has taken that step, the proposed process provides the awarding authority with critical information regarding an interested general contractor or subcontractor's public project record. In addition, a prequalification committee will have access to any new information that may have arisen since the most recent annual DCAM Certificate of Eligibility was issued, including information submitted by third parties or other public owners regarding any updates on contractor performance on public projects.

4. DCAM will revised its Update Statement form, required by contractors at both the prequalification and bidding stages of procurement, to now require the contractor to provide the required "updates" back to the date of its application for certification or re-certification rather than from the date of the last certificate issued. This is intended to fill a noted gap in reporting by contractors identified between the time a contractor applies for certification and when it has a certificate issued. By revising this reporting requirement, contractors will have to report information that may have occurred (i.e. fines, law suits, penalties, terminations, etc.) since submitting its application for DCAM certification.

5. DCAM will revise its Contractor Evaluation Form required pursuant to M.G.L. §44D(7) and §44D(16) to include additional "certification" language that requires awarding authorities and owner's project managers preparing the required Contractor Evaluations to state the following:

> *I hereby certify that this project evaluation was not the subject of any negotiation, close-out, or settlement of the subject project or related thereto and that no compensation or consideration (either financial or*

additional work on this project or otherwise) was given to the awarding authority or me in connection with its preparation or the opinions contained herein.

Appendix 4F: Energy Service Contracts – Solicitation from Three Prequalified Firms

Energy Service Contracts – Solicitation from Three Prequalified Firms

Current Law:
M.G.L. c. 25A, §11C authorizes the procurement of an energy services contract with one company that provides a combination of services including energy audits, design, financing, construction, and maintenance services. DCAM conducts the procurement process for these combined services by issuance of a publically advertised request for proposals ("RFP") seeking proposals from DCAM Certified energy service companies (ESCOs). Currently, §11C requires DCAM to publically solicit proposals from all DCAM certified ESCOs.

In response to the RFP, ESCOs conduct a preliminary review of the designated facility and provide proposals to DCAM (and its client user agency) offering to perform certain energy conservation measures (lighting, cogen, boilers, etc) at the designated client facility. The RFP process often results in multiple proposals which can vary significantly on the type and scope of recommended energy conservation measures. Proposals are evaluated through a competitive process on the basis of cost, quality and energy savings. The proposal and evaluation process is complex and time consuming and, depending on the size and nature of the facility, it can takes approximately 3 months to complete an analysis of the recommended measures and determine what proposal is in the best interest of the user agency. Contracts are then jointly executed by selected ESCO, DCAM, and respective user agency.

This RFP procurement process for energy service contracts is not subject to the Designer Selection Board or the procurement processes specified in M.G.L. c. 149 but governed by Chapter 25A.

Proposal:
This proposal is to amend M.G.L. c. 25A, §11C to allow DCAM the option to establish a prequalification process that would allow DCAM to create a prequalified list of ESCOs to work on public projects in the Commonwealth (which includes DCAM and all public agencies). In addition, this proposal requires further amendment to M.G.L. c. 25A, §11C to allow DCAM and its user agencies to issue the RFP to a minimum of 3 prequalified ESCOs rather than the universe of DCAM certified and qualified ESCOs, providing the awarding authority certify that the selection of ESCOs from which proposals solicited was made in a fair and equitable manner without influence or negotiation with any ESCO. Specifically, it would allow DCAM to streamline the current RFP, proposal, evaluation and selection process by issuance of an annual RFQ intended to prequalify ESCOs. This would be as an alternative to the current requirement to seek proposals from all DCAM certified ESCOs for a particular project. By limiting the pool of ESCOs to 3 firms, DCAM and the user agency can reduce the time required to review and evaluate the energy conservation measures offered in the proposals.

The process of prequalifying approved ESCOs and inviting only a limited number of ESCOs to submit proposals through an RFP process is not a novel concept. It is being utilized at Federal facilities and several states and is endorsed by the Energy Services Coalition, which is a national nonprofit organization composed of a network of experts from a wide range of organizations working together at the state and local level to increase energy efficiency and building upgrades through energy savings performance contracting.

Advantages:
The advantage of this proposal would be to streamline the selection process for qualified ESCOs and expedite the installation and implementation of energy and cost savings measures. It would also result in higher quality proposals from ESCOs because ESCOs would know that only a limited number of firms have been asked to participate in the proposal process for each facility. This would also reduce costs associated with the RFP and proposal process which currently requires DCAM and its user agencies to dedicate resources to review multiple proposals (which have various engineering and technical

components) from multiple ESCOs and determine the best fit for facility. It would further reduce costs for ESCOs currently spending the time and money to prepare proposals where the chances are limited for selection. The proposal evaluation process and selection could be shortened and more focused.

Appendix 5: State Facilities and Courts

Division of Capital Asset Management (DCAM)

DCAM STAFFING PROJECTIONS
FEDERAL ECONOMIC RECOVERY INFRASTRUCTURE FUNDING

January 12, 2009

Variable Planning Assumptions	
Fed Funding Amount ($Millions)	$ 300.0
Percent Large Capital Projects	50%
Percent Smaller Repairs	15%
Percent Energy Projects	35%
Avg Cost Large Projects ($Millions)	$ 25.0
Avg Cost Small Projects	$ 700,000
% Small Projects Managed by DCAM	60%
% New FTEs Available Through Outside Prog Mngrs (OPDC)	50%
% New FTEs Available Through Outside Prog Mngrs (Energy)	50%

Office of Planning Design and Construction Includes All DCAM Managed Projects	
Project Managers Needed	7
Asst Project Mngrs Needed	14
Deputy Directors Needed	2
Admin Project Coordinators	2
Prog Project Managers	2
Prog Planning Assts	2
OPDC Admin Support	2
TOTAL OPDC FTEs	30

Energy and Facilities Maintenance Assume All Energy Projects DCAM Managed	
Energy Retrofit Planners	4
Efficiency Maximization Planners	2
Contract Specialists	3
OFM Repair Managers for Hs Dr. Prog	2
Job Order Contracting Coordinator	1
Energy and Maint Data Coordinator	2
Commissioning Coordinator	2
TOTAL FTEs E/OFM	16

Critical Support Staff - All Other DCAM Offices	
Finance Contracting/Bid Room Admin *	2
Finance - Accountant *	1
Agency Wide Database Manager *	1
Bid Room Additional Manager	1
Attorney - Energy and Construction *	1
Real Estate/Leasing Support for OPDC *	1
* variable based on amount of fed $	
TOTAL Critical Support FTEs	7

TOTAL FTE PROJECTION ALL DCAM	
OPDC	30
E/OFM	16
OTHER OFFICES	7
TOTAL ALL AGENCY FTEs	53

REVISED DCAM FTEs - TAKING OUTSIDE PROGRAM MNGRS INTO ACCOUNT	
OPDC	15
E/OFM	8
OTHER OFFICES	7
TOTAL ALL AGENCY FTEs Factoring In Outside Prog Mngr Firms	30
AGENCY FTEs That Could Be Replaced By Outside Prog Mngr Firms	23

Department of Housing and Community Development (DHCD)

DHCD Bureau of Housing Development and Construction Preliminary Proposed Staffing Projections In Support of The Federal Economic Recovery Program January 9, 2009	Current (FTE) Staffing including hiring to fill existing positions FY 09 $104M Baseline Cap	Additional Hiring Required to : Accelerate Current Capital P Expand current scopes and add Energy Saving Components $311.8 m and 283 Projects over Baseline For FY10	Additional Hiring Required to : Add Strategic Sustain Next $36.4 m and 219 projects over Baseline For FY10	Additional Hiring Required to : Add Delegated Capital Projects, new code and life/safety projects and Next $158.3 m and 866 projects over Baseline For FY10	Additional Hiring Required to : Add Comprehensive Mod Next $73.5 M and 19 Projects over Baseline For FY10	Additional Hiring Required to : Provide support and assistance to DHCD staff for all additional For FY10
Senior Management						
Director, BHDC	1					
Asst. Director for Operations	1					
Capital Finance Manager	1					
Director, Program Development	1					
Director, Project Management	1					
Technical Services Director	1					
Subtotals	6	0	0	0	0	0
Project Management						
Asst. Director Project Management	1					
Supervising Project Manger	1			1		
Senior Project Managers	10	3		3	1	
Subtotals	12	3	0	4	1	0
Architectural and Engineering						
Supervising Architect	1					
Supervising Engineer	1					
Staff Architect	6	1			1	
Mechanical Engineer	3	1			1	
Civil Engineer	1			1		
Subtotals	12	2	0	1	2	0
Construction Administration						
Supervisor of Construction Services	1					
Senior Construction Advisor	1					
Construction Advisors	5	1		2	1	
Subtotals	7	1	0	2	1	0
Program Development						
Developer, Mixed Finance Programs	1					
Developer, Sustainability Programs	1					
Capital Planning System Developer	1					
Sustainability Project Assistant			1			
Energy Specialist			1			
Subtotals	3	0	2	0	0	0
CRITICAL SUPPORT FUNCTIONS						
Senior Accountant	1					2
Contract Specialist (legal staff)	0					1
Accountant	1					2
Fiscal Analyst	1					2
Senior Clerk	1					
Admin. Serv.	1					
Clerk	1					2
Clerk	1					1
Subtotals	7	0	0	0	0	10
INCREMENTAL TOTALS - ALL BHDC	47	6	2	7	4	10
CUMULATIVE TOTALS - ALL BHDC	47	53	55	62	66	76
Net new						29

Department of Conservation and Recreation (DCR)

	25 % funding	50% funding	75% funding	100 % funding
Res. Eng's	11	22	33	44.5
Project Mgr's	2.5	5	7	10
Admin Support	1 (project tracking)	2	2	2
TOTAL	14.5	29	42	57.5

Massachusetts Convention Center Authority (MCCA)

firm	Tishman Construction Corp. of MA	MCCA Staffing	Owner's Proj. Mgr. Staffing
Boston Common Garage - Entry / Exit Roadway Restoration			
SOC	*Design and Construction Management*		
47-1010	Project Executive		0.25
47-1010	Project Manager	Existing Staff	0.5
47-1010	Project Assistant Manager		
43-9199	Administrative Assistant		0.25
13-2031	Project Finance Administrator	Existing Staff	0.25
47-1010	Project Field Inspector		1
SOC	*OPM Subcontract Construction Personnel*		
23-1011	Construction Law Attorney		0.25
17-0000	Field Test Inspector		0.25
47-1010	Project Scheduler		0.25
47-1010	Project Field Inspector		
13-1051	Project Estimator		
	Subtotals	0	3
Mass Mutual Center Arena Roof Replacement			
SOC	*Design and Construction Management*		
47-1010	Project Executive		0.25
47-1010	Project Manager	Existing Staff	0.5
47-1010	Project Assistant Manager		
43-9199	Administrative Assistant		0.25
13-2031	Project Finance Administrator	Existing Staff	0.25
47-1010	Project Field Inspector		1
SOC	*OPM Subcontract Construction Personnel*		
23-1011	Construction Law Attorney		1
17-0000	Field Test Inspector		0.25
47-1010	Project Scheduler		0.25
47-1010	Project Field Inspector		
13-1051	Project Estimator		
	Subtotals	0	3.75
Hynes / MTA Tunnel Concrete Ceiling Replacement			
SOC	*Design and Construction Management*		
47-1010	Project Executive		0.25
47-1010	Project Manager	Existing Staff	0.5
47-1010	Project Assistant Manager		1
43-9199	Administrative Assistant		0.25
13-2031	Project Finance Administrator	Existing Staff	0.25
47-1010	Project Field Inspector		2
SOC	*OPM Subcontract Construction Personnel*		
23-1011	Construction Law Attorney		0.25
17-0000	Field Test Inspector		0.5
47-1010	Project Scheduler		0.25
47-1010	Project Field Inspector		
13-1051	Project Estimator		
	Subtotals	0	3.25
Hynes Asbestos Flooring Abatement & Replacement			
SOC	*Design and Construction Management*		
47-1010	Project Executive		0.25
47-1010	Project Manager	Existing Staff	0.5
47-1010	Project Assistant Manager		0.5
43-9199	Administrative Assistant		0.25
13-2031	Project Finance Administrator	Existing Staff	0.25
47-1010	Project Field Inspector		1
SOC	*OPM Subcontract Construction Personnel*		
23-1011	Construction Law Attorney		0.25
17-0000	Field Test Inspector		0.5
47-1010	Project Scheduler		0.25
47-1010	Project Field Inspector		
13-1051	Project Estimator		
	Subtotals	0	3.75
	Totals	0	15.75

Firms	Simpson, Gumpertz, and Heger, & Keville	Engineering Staff
Boston Common Garage - Entry / Exit Roadway Restoration		
SOC	***Prime and Subconsultant Engineers & Designers***	
17-1011	Principle	1
17-1011	Senior Project Mgr B & C	1
17-2050	Staff Consultant 1-A & 1-B	1
17-2050	Senior Staff II-A	
17-2199	Structural Eng	1
17-3011	Senior Drafter	1
17-3022	Staff1-B	
17-2080	Environmental Engineer	
17-3022	Senior Project Supervisor A	
17-3029	Senior Lab Technician	1
17-3029	Non-Technical A Support	
13-1051	Estimator	1
	Subtotal	7
Mass Mutual Center Arena Roof Replacement		
Firms	Simpson, Gumpertz, and Heger, & Keville	
SOC	***Prime and Subconsultant Engineers & Designers***	
17-1011	Principle	1
17-1011	Senior Project Mgr B & C	1
17-2050	Staff Consultant 1-A & 1-B	2
17-2050	Senior Staff II-A	
17-2199	Structural Eng	1
17-3011	Senior Drafter	1
17-3022	Staff1-B	1
17-2080	Environmental Engineer	
17-3022	Senior Project Supervisor A	
17-3029	Senior Lab Technician	
17-3029	Non-Technical A Support	
13-1051	Estimator	1
	Subtotal	8
Hynes / MTA Tunnel Concrete Ceiling Replacement		
Firms	Simpson, Gumpertz, and Heger, RW Sullivan, & Keville	
SOC	***Prime and Subconsultant Engineers & Designers***	
17-1011	Principle	2
17-1011	Senior Project Mgr B & C	2
17-2050	Staff Consultant 1-A & 1-B	1
17-2050	Senior Staff II-A	2
17-2199	Structural Eng	1
17-3011	Senior Drafter	1
17-3022	Staff1-B	1
17-2080	Environmental Engineer	
17-3022	Senior Project Supervisor A	1
17-3029	Senior Lab Technician	
17-3029	Non-Technical A Support	1
13-1051	Estimator	1
	Subtotal	13
Hynes Asbestos Flooring Abatement & Replacement		
Firms	Simpson, Gumpertz, and Heger, Tetratech Rizzo, & Keville	
SOC	***Prime and Subconsultant Engineers & Designers***	
17-1011	Principle	2
17-1011	Senior Project Mgr B & C	2
17-2050	Staff Consultant 1-A & 1-B	1
17-2050	Senior Staff II-A	
17-2199	Structural Eng	
17-3011	Senior Drafter	2
17-3022	Staff1-B	
17-2080	Environmental Engineer	1
17-3022	Senior Project Supervisor A	
17-3029	Senior Lab Technician	1
17-3029	Non-Technical A Support	
13-1051	Estimator	1
	Subtotal	10
	Total	38

Administrative Office of the Courts

	Responsibilities	Projects > $1M	Projects < $1M
AOTC			
Contract Attorney	Administer the contracting process / study design Construction, etc. Coordinate the operation of bid room.	1	
Engineer	Manage technical aspects of projects through the various phases of study-design-construction; work with DCAM, House Doctors		1
Project Manager	Provide onsite project supervision; reporting prevailing wage compliance		1
Administrative Coordinator	Process / maintain required documents, contracts, fiscal, accounting		2
Court Capital Projects			
Project Administrators	Work in conjunction with DCAM to administer all aspects of projects; Coordinate with AOTC departments to provide information;		
Architect (MA Registration)	Manage design aspects of projects through the various phases of study-design-construction. Responsible for Federal reporting requirements.	1	
Engineer (Preferably Electrical)	Manage technical aspects of projects through the various phases of study-design-construction. Responsible for Federal reporting requirements.	1	
Administrative / Procurement Coordinators	Process / maintain required documents, contracts, fiscal, accounting	0	
Engineering / Architectural Interns	Support projects through CAD work and to coordinate construction documents.	2	

Appendix 6: Workforce

The following questions and answers were compiled after discussions with members across various Task Forces. This information provides a summary of the key thoughts emerging in each of the areas discussed above.

School Building Upgrades

Question	Response
If Federal Act money becomes available for this industry what will be your initial/short-term workforce needs?	Primarily building trades workers: plumbers and gasfitters, electricians, carpenters, masons, roofers. Also, steelworkers, heavy equipment operators, refrigeration and boiler technicians, truck drivers, laborers.
Is there a ready supply of workers or are there specific areas in which you anticipate shortages?	There are a significant number of unemployed skilled trades workers (masters and journeymen). However, there might be a need for additional apprentices and laborers, as well as additional graduates from vocational technical and proprietary training programs.
Kinds of occupations and skills needed, including certification and licenses?	Many of the occupations are licensed (electricians, plumbers and gas fitters, pipefitters, refrigeration and boiler technicians, heavy equipment operators, truck drivers)
Are there existing training vendors who you hire from or use to upgrade skills?	If projects require union contractors, the labor source is union hiring halls and the unions provide training. If projects do not require union contractors, the labor sources are varied (local relationships, advertisements) and the training system varies from vocational technical schools to proprietary training schools to OJT.

Broadband Access

Question	Response
If Federal Act money becomes available for this industry what will be your initial/short-term workforce needs?	Primarily telecommunications, or data network installers, including line installers. Will also require sub-contractor supplied construction workers engaged in laying cables or lines underground or above ground; and/or wireless towers.
Is there a ready supply of workers or are there specific areas in which you anticipate shortages?	There are a significant number of unemployed construction workers available.

Question	Response
Kinds of occupations and skills needed, including certification and licenses?	Regarding telecommunications installers, including line installers, there were 1450 fewer workers employed in 2007 (8850) compared to 2001 (10,300). While they may not be unemployed, they may be willing to come back into the industry. It is possible that any workers coming into the industry will require to be trained on the current and specific technologies being used.
Are there existing training vendors who you hire from or use to upgrade skills?	Communications Workers of America and the International Brotherhood of Electrical Workers (IBEW) have apprenticeship programs and also joint programs at community colleges. E.g., A consortium of twenty-three colleges in Northeastern states an A.A.S. Telecommunications Technology degree program for Verizon technicians. Titled Next Step, the degree program was developed in partnership with Verizon and its Technical Unions; CWA (Communications Workers of America) and IBEW (International Brotherhood of Electrical Workers). Utilities Workers Union is starting a training program in Hyde Park and is a partner in a program at Bunker Hill CC in partnership with NSTAR. Traditional companies with an AT&T heritage, such as Verizon are union shops, many competing companies are non-union.

Energy Efficiency

Questions	Responses
If Federal Act.money becomes available for this industry what will be your initial/short-term workforce needs?	Very difficult to determine prior to some kind of estimation of scope of work, number of sites, type of sites. But can move quickly to develop a tight estimate as stimulus information is available.
Is there a ready supply of workers or are there specific areas in which you anticipate shortages?	There may a good supply of workers available, although many will need skill upgrades. Weatherization of buildings to bring them up to EE standards has some specific skill sets attached to it (such as "air blower door testing" and use of an infrared camera to determine where heat leaks are) that are specialized to this work. Some additional workers will also be needed, but we cannot yet quantify how many.
Kinds of occupations and skills needed, including certification and licenses?	General Contractors – General Laborers Construction Equip Operators Roofers – Siding – Windows and door installation -Painters Insulation Workers Demolition and renovation experts Electricians HVAC - Plumbing Industrial Truck Drivers Construction Managers PV Installation Energy auditors/job estimators

Questions	Responses
	Building Inspectors Architects Engineers
Are there existing training vendors who you hire from or use to upgrade skills?	Cape Cod Community College and Greenfield Community College; potentially the "Clean Energy Institute" being developed by CSG; most workers in these areas are trained by unions or employers through OJT. There are also a number of vocational technical schools with evening programs on energy efficiency.

Electronic Medical Records

Question	Response
If Federal Act money becomes available for this industry what will be your initial/short-term workforce needs?	Health Care Information System vendors would need programmers, sales and technical support staff, and trainers Health care providers would need programmers (for conversion, IT staff for updates on software, trainers for new and ongoing staff training needs Many acute care hospitals have already implemented Electronic Medical Records (EMRs). Their needs are in ongoing training for current staff in utilizing EMRs, IT Help Desk staff to assist in use of software, and programmers/software developers to add enhancements and address changes in EMRs for increased efficiency and usefulness as well as use EMRs for management information purposes.
Is there a ready supply of workers or are there specific areas in which you anticipate shortages?	Programmers for design, enhancement and records conversion. There doesn't seem to be a lack of programmers now, but there might be some retraining needs depending on the system. Same for trainers and "help desk" staff. On an ongoing basis, clinicians, assistants and administrative staff will enter data, so no need for new staff. Where physicians utilize voice recognition transcription services, may utilize "correctionists" for editing. No articulated tremendous need for new staff.
Kinds of occupations and skills needed, including certification and licenses?	Health care providers need trainers to teach staff how to use EMR, help desk staff for software usage, IT staff for ongoing development /system changes to address utilization of software. For programmers and IT staff, may be a need for training in specific systems and languages but no licenses/certifications identified. Providers also need staff to develop and implement legal protocols for usage of EMRs with respect to HIPAA and other legal and internal policy considerations. Staff with ongoing responsibility for using EMRs need the following competencies: "indexing" (or naming)

Question	Response
	the document, and quality control of data entered, basic computer skills, keyboard and data entry, typing, encrypting and sending records to other providers. Health Care Information System Vendors need programmers/software engineers (generally college-level educated), sales staff (look for relevant work experience and/or bachelor's level education), trainers (same preparation as sales staff), and technical support staff (usually with experience in software and hardware support).
Are there existing training vendors who you hire from or use to upgrade skills?	Vendors generally hire programmers who have relevant work experience and then train them in the specific application. Same for sales, support and training staff.

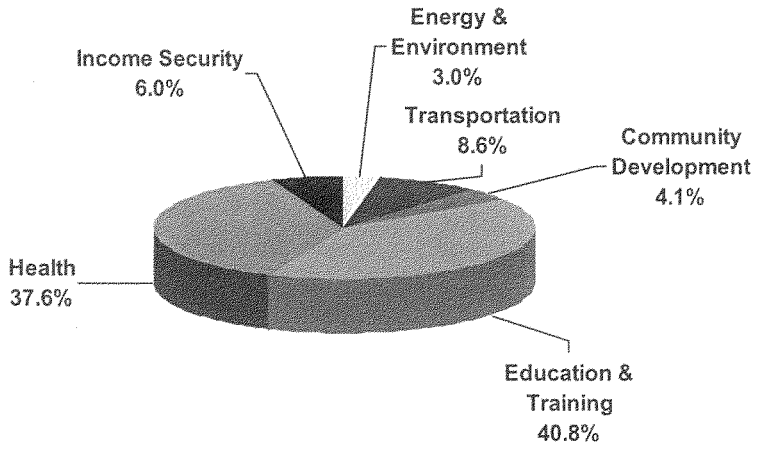
The Division of Occupational Safety (DOS) administers the law referenced in the Workforce section of this document, and detailed further below (G.L. c. 149, §§ 26 and 27, *et. Seq):*

The infrastructure projects (building and transportation projects) associated with the Federal Act will all be subject to the Massachusetts prevailing wage law. The Division of Occupational Safety (DOS) administers that law (G.L. c. 149, §§ 26 and 27, *et. Seq),* with relevant portions shown below:

Prior to awarding a contract for the construction of public works, said public official or public body shall submit to the commissioner a list of the jobs . . . and shall request the commissioner to determine the rate of wages to be paid on each job. . . . The Commissioner . . . shall proceed forthwith to determine the same, and shall furnish said official or public body with a schedule of such rate or rates of wages as soon as said determination shall have been made. In advertising or calling for bids for said works, the awarding official or public body shall incorporate said schedule in the advertisement or call for bids by an appropriate reference thereto, and shall furnish a copy of said schedule, without cost, to any person requesting the same. Said schedule shall be made a part of the contract for said works and shall continue to be the minimum rate or rates of wages for said employees during the life of the contract. G.L. c. 147, § 27

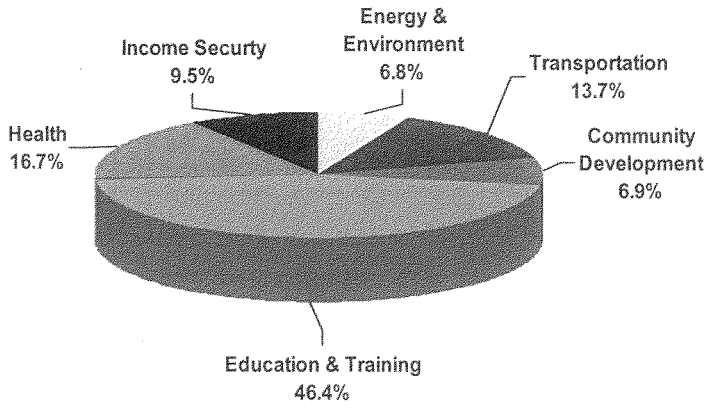
[i] United States Small Business Administration, www.census.gov/epcd/www/smallbus.html from Janneke Ratcliffe, Center for Community Capitalism, University of North Carolina at Chapel Hill, "Who Counting? Measuring Social Outcomes from Targeted Private Equity." Small Business Lending Survey, 2007 Spending Estimates, Tower Group

Projected Federal Outlays by Sector, Fiscal Year 2010

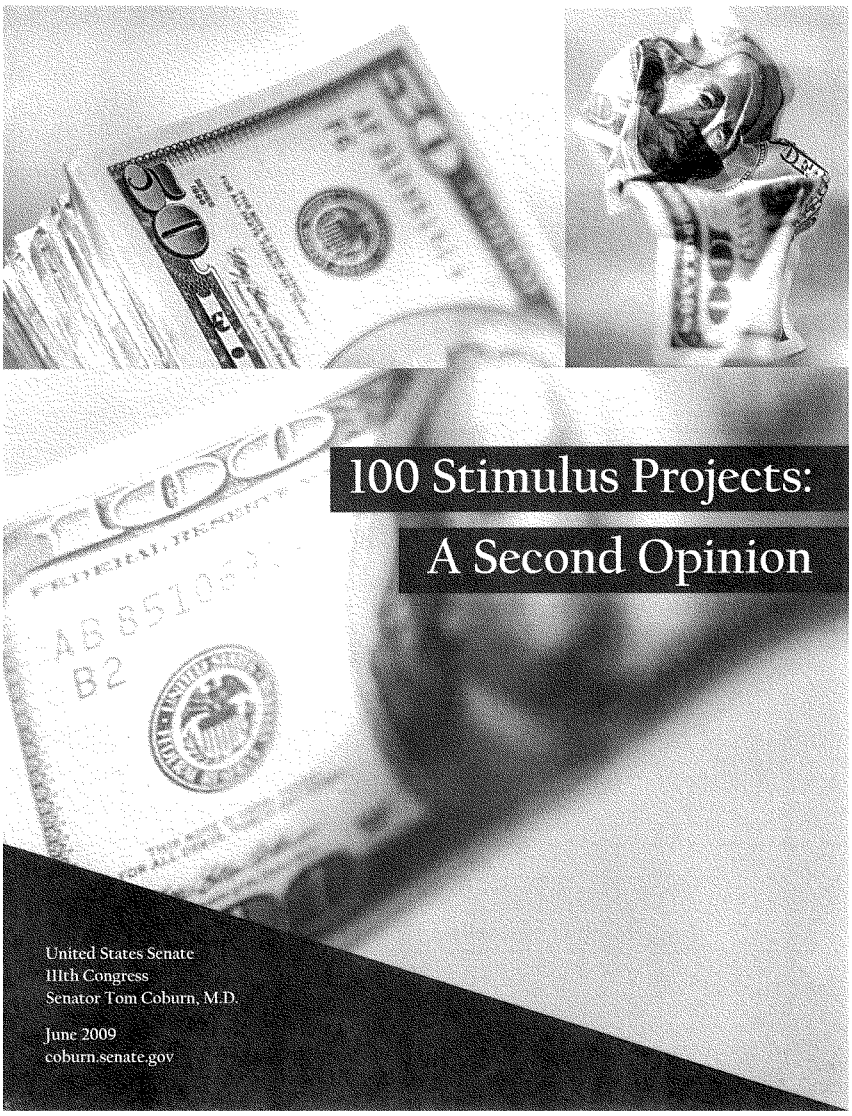


Source: GAO analysis of CBO, FFIS, and Recovery.gov data.

Projected Federal Outlays by Sector, Fiscal Year 2011



Source: GAO analysis of CBO, FFIS, and Recovery.gov data.


100 Stimulus Projects:
A Second Opinion
United States Senate
111th Congress
Senator Tom Coburn, M.D.
June 2009
coburn.senate.gov

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A Second Opinion on the Stimulus

Earlier this year, Congress was quick to pass the American Recovery and Reinvestment Act, or stimulus bill that promised to jumpstart the economy and put Americans back to work by spending $787 billion on "shovel-ready" projects across the country.

There was no question that the nation's economic condition demanded bold action. Nor is there any question that the massive amount of stimulus spending so far has created some new jobs. Yet, as recent statistics have shown, the jobs that may have been created or saved from the stimulus are not offsetting the millions of jobs that our economy is still hemorrhaging. In my estimation, Congress chose the wrong approach to stimulating the economy by spending money we don't have on things we don't need. Real stimulus includes lowering the tax and regulatory burden on hardworking families and businesses, which creates good jobs for the long term.

Unemployment soared to 9.4 percent in May 2009, according to the Bureau of Labor Statistics (BLS), with 14.5 million Americans now out of work. These numbers are staggering, but may actually be too low. BLS also reports that "true unemployment" could be as high as 16.4 percent when adjusted for all workers that would like to work full time but are discouraged from doing so.[1] Behind these statistics are stories of families trying to make ends meet without a steady pay check, and even those who have not lost their jobs are anxious about their own financial situation, as well as the future that they can expect for their children and grandchildren.

It is fair to say that these statistics do not tell the full story of the stimulus. Taxpayers have a lot of questions about how the stimulus is working and they deserve answers.

For example, what kinds of jobs are being created? Are these permanent jobs or seasonal and temporary jobs that will soon be gone when the project is completed? What are the merits of projects being funded with stimulus dollars? Will these projects make real improvements in the lives of taxpayers and communities or are they simply pet projects of politicians and lobbyists that never got off the ground because they are a low priority? Are some stimulus projects actually making matters *worse* for ordinary Americans?

Taxpayers would *not* be shocked to hear that millions of dollars of stimulus money are being wasted, but they might be shocked to learn the answers to these questions. After a review of thousands of projects, it is fair to claim that there are some successes, but there are also places where we need to do better.

Earl Devaney, head of the Recovery Act Accountability and Transparency (RAT) Board, estimates that at least $55 billion of the money may be lost to waste, fraud and abuse.[2] Unfortunately, we all have come to expect waste and mismanagement when Washington spends money. But this time the expectation must be different. When ordinary Americans are laid off or lose their jobs, they are losing more than just income. They are losing their health insurance, as well as their ability to pay their mortgages, to send their kids to school, or even provide necessities like food and shelter.

This report is an attempt to look beyond the statistics of jobs created or even money wasted. It, instead, provides a closer examination of 100 projects, programs and missteps – worth $5.5 billion – some even in

[1] Bureau of Labor Statistics, "Table A-12. Alternative measure of labor utilization," June 5, 2009, http://www.bls.gov/news.release/empsit.t12.htm.
[2] King Jr., Neil, "Watchdog Over Stimulus Spending Toes a Delicate Line," *Wall Street Journal*, March 9, 2009, http://online.wsj.com/article/SB123627399401341865.html.

my own home state of Oklahoma, that are likely to fail the expectation of out of work Americans who were hoping this bill would create good jobs that they are desperately seeking so that they can provide for their families once again.

I plan on issuing additional reports on stimulus projects in the months to come in the hope that by keeping government accountable, we can provide the most value for taxpayers.

Tom Coburn, M.D.
U.S. Senator

Introduction

By offering 100 examples of questionable stimulus projects, worth $5.5 billion, this report does not attempt to *prove* that the stimulus is not working. Rather, the intent is to educate taxpayers, policymakers and the media on lessons that can be learned from some of the early missteps and prevent other questionable projects from moving forward.

As Congress debated the stimulus bill in February, there were significant concerns that billions of dollars would be wasted and the bill was rushed to passage without a single member of Congress reading it.

Even Vice President Joe Biden, who was charged with heading up the stimulus implementation, said on June 2, "Some people are being scammed already."[3]

Shortly after it passed, the Vice President warned of the challenges facing the government in the short-term when he said, "Six months from now, if the verdict on this effort is that we've wasted the money, we built things that were unnecessary or we've done things that are legal but make no sense, then folks don't look for any help from the federal government for a long while."[4] All around the country, just such a pattern is starting to develop, making some Americans think twice. A new *Rasmussen* poll released on June 10 shows that 45 percent of taxpayers want to halt all of the remaining unspent stimulus funds, while only 36 percent want to continue.[5]

In Florida, local officials are using $128 million in stimulus money for a bridge project that has been hotly debated for more than 20 years by locals who see it as unnecessary and a waste of money. Known as the Indian Street Bridge, it would connect the communities of Stuart and Palm City even though an existing bridge connects the two only a quarter of a mile away. Even the bridge's shovel-ready status has been called into question since construction cannot begin until the needed parcels of land are purchased, which is not expected to happen until 2011.

In Perkins, Oklahoma, residents are literally paying the price for the "free" stimulus dollars provided by the American Recovery and Reinvestment Act. Perkins is receiving $1.445 million from a federal stimulus grant for new wastewater treatment plant. As a condition of accepting those funds, the town must comply with a number of federal requirements. These federal restrictions have increased the total cost of the project from $5.26 million to $7.2 million, offsetting any financial benefit from the grant. As a result, utility rates for local residents have risen by 60% to pay the costs for accepting the stimulus money. City Manager Pete Seikel said residents don't understand why their sewer rates have to be increased if the city is getting federal grants to build the new wastewater treatment plant.

In Ypsilanti, Michigan, half a million dollars will go towards renovating a historic freighthouse that closed its doors in 2004. Supporters of the project envision the new space being used for yoga classes or a coffee shop. This is not exactly what most taxpayers had in mind when they were sold the stimulus.

Supporters of the stimulus said that the key to preventing the misuse of federal money was a strong dose of transparency. If the details of every project were posted online, they said, including where the money

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[3] Nicolaci da Costa, Pedro, "Biden says some waste inevitable part of stimulus," *Reuters*, June 2, 2009, http://www.reuters.com/article/politicsNews/idUSTRE5516HE20090602.

[4] Superville, Darlene, "Obama to states: Spend stimulus wisely or else," *Associated Press*, March 12, 2009, http://seattletimes.nwsource.com/html/politics/2008820634_apobamastimulus.html.

[5] "45% Say Cancel Rest of Stimulus Spending," *Rasmussen Reports*, June 10, 2009, http://www.rasmussenreports.com/public_content/business/economic_stimulus_package/45_say_cancel_rest_of_stimulus_spending

is spent and for what, a natural system of accountability would develop. Unfortunately, this has not happened. It is nearly impossible right now for the average taxpayer to find out where his money is going. It was recently revealed that Recovery.gov, a new website being developed to bring "unprecedented transparency" by tracking the money "down to the penny," may not even be ready until spring 2010 – a full year after the stimulus was passed. Taxpayers who will be left paying for every wasteful stimulus project deserve a full accounting of where their money is going.

This makes the report being released today all the more important. It highlights 100 projects out of thousands that have received stimulus money but are not poised to stimulate the economy, create lasting jobs, serve taxpayers in the long term, or use taxpayer money in an appropriate way. Some may be reasonable if funded through private investment, or state and local government. Some would even be worthy federal projects. The vast majority of the projects, though, are not appropriate uses of taxpayer money at any time or in any context.

The beginning report consists of the ten most questionable stimulus projects I have encountered until now. Following that are ninety additional projects, for a total of 100, listed in no particular order, but are broken down by region of the country.

This waste is troubling both for its short-term failure to put Americans back to work and for its long-term fiscal impact on the nation. Our current national debt exceeds $11 trillion and the Congressional Budget Office projects more than $1 trillion will be added per year to it for the next decade, in large part due to stimulus spending.

As we move forward with the stimulus, it is vital that the public know how and why taxpayer dollars are being spent and the impact of the projects that are being funded.

TOP TEN PROJECTS

1. "Free" Stimulus Money Results in Higher Utility Costs for Residents of Perkins, Oklahoma

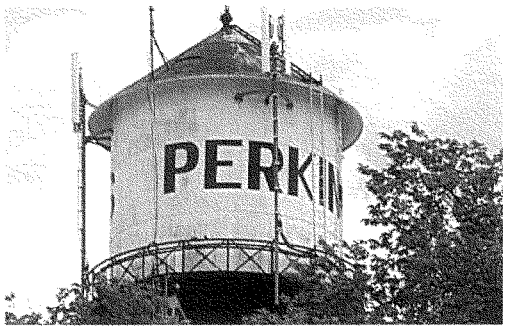
In Perkins, Oklahoma, residents are literally paying a price for accepting "free" stimulus dollars.

Perkins' wastewater treatment plant is outdated and the town had planned to build a new one for $5 million. To help with the cost, the town applied for, and received, $1.5 million in "free" stimulus money.

"We were shovel ready. The engineering was done. We were ready or getting ready to advertise for bids," said Perkins City Manager Pete Seikel.[6]

Then came the catch.

The Perkins Journal reported, "The good news: Perkins is receiving money from the American Recovery and Reinvestment Act for its new wastewater treatment plant. The bad news: ARRA funds come with strings that will increase project costs by 25 percent."



Current wastewater plant in Perkins, Oklahoma.

As a condition of accepting those funds, the town must comply with a number of federal requirements. These federal restrictions have increased the total cost of the project from $5.26 million to $7.2 million, offsetting any financial benefit from the grant.[7]

Additionally, the state tied the federal dollars to the Oklahoma Water Resource Board's (OWRB) revolving loan program in a 70 percent loan/30 percent grant arrangement. Perkins will be borrowing $5.875 million from OWRB and receiving $1.445 million from a federal stimulus grant.

As a result, utility rates for local residents have risen dramatically to pay the costs for accepting the federal assistance. To pay back the loan and the increased cost of the project, the town raised residents' utility taxes by 60 percent this year.

The City Manager acknowledged that residents don't understand why their sewer rates have to be increased if the city is getting federal grants to build the new wastewater treatment plant.

"I thought the stimulus money, I thought that was going to pay for it. I don't understand why we have to pay for it, too," said Robert Allensworth of Perkins.

"It is to stimulate the economy, to (get) people back to work, inject some cash into the system," said Seikel, but even he says, at best, getting the stimulus money for the new wastewater treatment plant will be a wash.[8]

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[6] Smith, Jeffrey, "Stimulus Money For Perkins Put To Reality Check," *The News On 6*, June 2, 2009, http://www.newson6.com/global/story.asp?s=10466616.
[7] Charles, Michelle, "Stimulus funds increase cost of wastewater plant," *Perkins Journal*, May 21, 2009, http://www.thejournalok.com/atf.php?sid=18734.

2. FutureGen: The Stimulus Earmark that Wasn't, Becomes the Costliest Pork Project in History

When President Obama announced his economic stimulus plan, he stated unequivocally that no earmarks for pet projects of members of Congress would be funded as part of the program.

The Capitol Hill newspaper *The Politico* wrote "The Obama administration wants it known that it's serious about keeping earmarks out of the stimulus package. How serious? Administration officials say they won't include funding in the massive bill for an Illinois energy project that would create hundreds of downstate jobs and that the state's congressional delegation, including then-Sen. Barack Obama, had lobbied hard for." Brendan Daly, a spokesman for the Speaker of the House, emphasized that it was Obama's decision to exclude an earmark for an energy project called FutureGen and that Speaker Nancy Pelosi had ensured it was not in the House version. "It shows that we're serious about it," Daly noted.[9]

But even the best intentions of a new President often are not enough to deter the craftiness of Washington lobbyists and politicians when hundreds of billions of dollars are being doled out within a 400-page bill rushed to passage so quickly that there was little time for anyone to read it.



FutureGen received the largest earmark in pork barrel history as a result of clever wordsmithing. Impeached Illinois Governor Rod Blagojevich, one of the biggest FutureGen supporters, is pictured here speaking at the announcement that Mattoon, Illinois, had been selected for the project.

"Deep inside the economic stimulus package is a $1 billion prize that, in five short words, shows the benefits of being in power in Washington," reported *The Washington Post*. Everyone familiar with the subject knew that there was only one shovel-ready project in the entire country that met the criteria for "fossil energy research and development" listed in the bill: The FutureGen plant in Mattoon, Illinois.[10]

And while proponents insisted throughout the debate that the stimulus bill contained no earmarks, these carefully selected five words guaranteed the largest earmark in pork barrel history.

To the surprise of few, on June 12, the Department of Energy announced FutureGen would be receiving $1.073 billion from the taxpayers, $1 billion of which will be provided from stimulus funds.[11]

Earmark opponents can say "I told you so," but what taxpayers haven't been told is the real reason why FutureGen supporters had to go to such extraordinary measures to secure its funding.

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[8] Smith, Jeffrey, "Stimulus Money For Perkins Put To Reality Check," *The News On 6*, June 2, 2009, http://www.newson6.com/global/story.asp?s=10466616.

[9] Martin, Jonathan, "Obama team wants earmarks out of stimulus," The Politico, January 27, 2009, http://www.politico.com/news/stories/0109/18013.html .

[10] Kindy, Kimberly, "New Life for 'Clean Coal' Project; Illinois Plant Was Abandoned by Bush; Now Its Backers Are in Power," The Washington Post, http://www.washingtonpost.com/wp-dyn/content/article/2009/03/05/AR2009030502138.html.

[11] "Secretary Chu Announces Agreement on FutureGen Project in Mattoon, IL; Paves Way for First US Commercial Scale Carbon Capture and Storage Project," U.S. Department of Energy press release, June 12, 2009, http://www.energy.gov/news2009/7454.htm .

"New technology makes FutureGen a waste of tax money,"[12] concluded the immediate past Secretary of Energy and scientific experts and other officials concur.

Just last year, then-Secretary Samuel W. Bodman stated that "FutureGen was announced in early 2003 as a $950 million initiative to create a single coal-based power plant where new technologies, then revolutionary, would be demonstrated. Since then, the project's estimated cost has almost doubled and innovations in technology and changes in the marketplace have created other viable options for demonstrating carbon capture and storage on a commercial scale. ... It became clear the Department of Energy could not, in good conscience, continue to support the program. The likelihood that it would fail, leaving the American people with hundreds of millions of dollars in sunk cost and none of the benefits, is not acceptable."[13]

Secretary Bodman noted , "As secretary of energy, I must spend taxpayer dollars wisely and make difficult decisions. To confront the energy and environmental challenges before us, we must achieve meaningful results for the American people. That means continually reassessing our national investments. We continually must ask if we are using government resources efficiently to achieve a cleaner, more sustainable, more affordable and more secure energy future. Where we are not, we must make changes. That's what we are doing with FutureGen," Bodman said when the Department decided to end the funding for the project that will now receive over $1 billion from the federal government.[14]

A 2007 Massachusetts Institute of Technology (MIT) report showed that the FutureGen approach was not the best way to go about such an experimental new technology. According to the MIT report, there are "concerns about this particular project" including a "continuing lack of clarity about the project objectives." The MIT analysis concluded "It is important that the U.S. government begin thinking about such a portfolio of demonstration projects and not be singularly focused on any one project, such as FutureGen."[15]

The success of FutureGen is a failure for the stimulus program. Instead of directing $1 billion towards promising new energy technologies that hold the promise of providing cleaner and cheaper energy for the future along with the creation of jobs to support such breakthroughs, these resources will instead be sunk into a project that is expected to be a costly failure.

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[12] Honorable Samuel W. Bodman, then-United States Secretary of Energy. "New technology makes FutureGen a waste of tax money," St. Louis Post Dispatch, February 6, 2008, http://www.stltoday.com/stltoday/news/stories.nsf/editorialcommentary/story/FED1EF50F9C186CA862573E70017463B?OpenDocument .

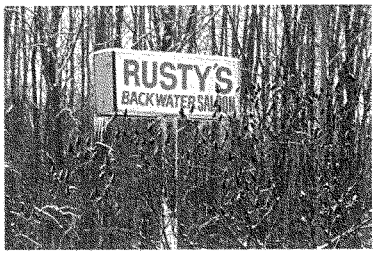
[13] Honorable Samuel W. Bodman, then-United States Secretary of Energy. "New technology makes FutureGen a waste of tax money," St. Louis Post Dispatch, February 6 2008, http://www.stltoday.com/stltoday/news/stories.nsf/editorialcommentary/story/FED1EF50F9C186CA862573E70017463B?OpenDocument .

[14] Honorable Samuel W. Bodman, then-United States Secretary of Energy. "New technology makes FutureGen a waste of tax money," St. Louis Post Dispatch, February 6 2008, http://www.stltoday.com/stltoday/news/stories.nsf/editorialcommentary/story/FED1EF50F9C186CA862573E70017463B?OpenDocument .

[15] "The Future of Coal," Massachusetts Institute of Technology, March 14, 2007, http://web.mit.edu/coal/The_Future_of_Coal.pdf.

3. Little-Used "Shovel-Ready" Bridges in Rural Wisconsin Given Priority Over Widely Used Structurally Deficient Bridges

Wisconsin has 1,256 structurally deficient bridges, which more than the number in Florida, Colorado, Arizona and Alaska – combined.[16] Instead of repairing these bridges, $15.8 million in transportation stimulus money will be used repair 37 rural bridges that hardly anyone uses.



On average, the 37 rural bridges carry little more than 500 vehicles apiece each day, with several that typically see fewer than 100. One bridge along River Road in Iowa County carries no more than 10 cars a day, but will receive nearly $430,000 for repairs.[17] Puzzled residents are wondering why these bridges will receive the state's first wave of stimulus money when other more pressing needs are getting nothing.

The answer is that many repair projects for the worst-off bridges cannot begin quickly, and so are not considered "shovel-ready." Shovel-ready projects were pushed to the front of the line, whether they were high priorities or not, and as a result, the only projects available for immediate repairs in Wisconsin were those that almost nobody uses.

Commenting on the difficulty of operating within the stimulus rules, Beth Cannestra, director of bureau structures for Wisconsin, conceded, "Smaller, lower-volume roadway projects are easier to get out."[18]

One small bridge is receiving $840,000, though it only carries 260 vehicles a day on average. It primarily provides access to a golf course and Rusty's Backwater Saloon, which boasts pontoon rentals and a Steak-A-Rooni for just $5.25.[19] In contrast, the *Journal-Sentinal* found that half of all Milwaukee streets have not been repaved for forty years and 20 percent of them are past their intended lifespan.[20]

Another small project receiving money – much to the astonishment of town chairman Dave Lucey – is a 40-foot bridge over Blue Mounds Creek that leads to a recreational site and private camping ground. "I was surprised as anyone when I got the call that the bridge was going to be fixed," Lucey said. "I can tell you that bridge is a low priority for us."[21]

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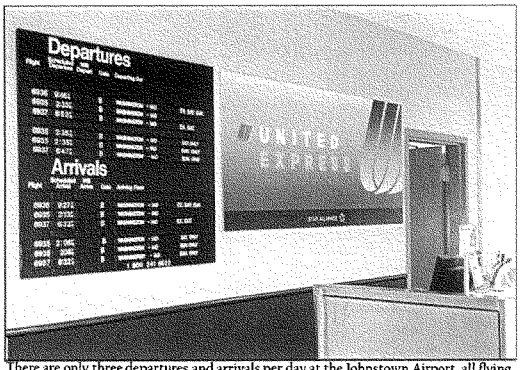
[16] Website of the U.S. Department of Transportation, Federal Highway Administration, "Deficient Bridges by State and Highway System," as of December 2008, accessed June 15, 2009, http://www.fhwa.dot.gov/BRIDGE/nbi/defbr08.cfm.
[17] Poston, Ben and Tom Held, "Rural bridges targeted," *(Milwaukee) Journal-Sentinal*, March 29, 2009, http://www.jsonline.com/news/wisconsin/42103902.html.
[18] Poston, Ben and Tom Held, "Rural bridges targeted," *(Milwaukee) Journal-Sentinal*, March 29, 2009, http://www.jsonline.com/news/wisconsin/42103902.html.
[19] Poston, Ben and Tom Held, "Rural bridges targeted," *(Milwaukee) Journal-Sentinal*, March 29, 2009, http://www.jsonline.com/news/wisconsin/42103902.html; Menu of Rusty's Backwater Saloon, http://www.rustys.net/graphics/menu1.jpg.
[20] Marley, Patrick, "State approves 49 road, bridge projects funded by stimulus," (Milwaukee) *Journal-Sentinal*, March 17, 2009, http://www.jsonline.com/news/statepolitics/41411607.html.
[21] Poston, Ben and Tom Held, "Rural bridges targeted," *(Milwaukee) Journal-Sentinal*, March 29, 2009, http://www.jsonline.com/news/wisconsin/42103902.html.

4. $800,000 for little-used Johnstown, Pennsylvania airport to repave a back-up runway; the "Airport for Nobody" Has Already Received Tens of Millions in Taxpayer dollars

The John Murtha Airport in Johnstown/Cambria County will receive $800,000 in economic stimulus funds, despite the fact that virtually no one uses the airport.

According to *ABC News* the airport will receive money for an, "$18 million runway made of reinforced concrete that's big enough to land any airplane in North America. The airport also has a $7 million air traffic control tower, a $14 million hanger and $8 million radar." However, "most of the time, the only thing the airport doesn't have is airplanes."[22]



There are only three departures and arrivals per day at the Johnstown Airport, all flying in or out of Washington, D.C. The board above displays the schedule at the airport.

Last year, Rep. John Murtha asked Federal Aviation Administration (FAA) to pay to build a backup runway. But with less than 10,000 passengers using the airport or close to 20 passengers per day, it didn't meet the agency criteria for support, so the request was denied.

The stimulus bill had no such rule, so with only 9,733 passengers per year[23], the FAA allocated $800,000 to Murtha Airport for repaving the backup runway.

Since 1990 this airport has received $150 million of federal money.[24] The airport also receives other annual subsidies. For every flight into the airport, they receive a per passenger subsidy of $100. However, there "are plenty of empty seats."[25]

The airport offers only three commercial flights and gets about 20 passengers per day. In between the arrivals and departures, airport officials admit there are few faces around the facility.[26]

Local resident, Bill Previte, asked, "Doesn't it seem kind of ridiculous to have a motorized carousel for the baggage claim when 15 people get off the airplane?" he said. "It's obvious: There's not enough population to justify this place."[27]

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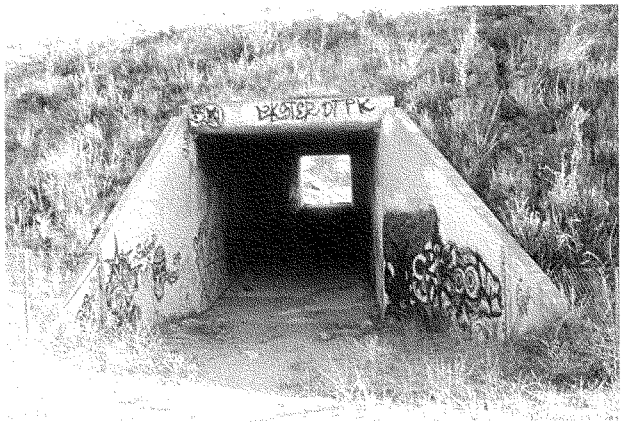
[22] Karl, Jonathan, "Welcome to the Airport for Nobody," ABC News, April 23, 2009, http://abcnews.go.com/m/screen?id=7412160&pid=80.
[23] Federal Aviation Administration Website, "Passenger Boarding (Enplanement) & All-Cargo Data," http://www.faa.gov/airports_airtraffic/airports/planning_capacity/passenger_allcargo_stats/passenger/media/cy07_primary_np_comm.pdf, accessed June 3, 2009.
[24] Leonniq, Carol, "FAA Approves Plan to Give Stimulus Funds to Airport Named After Murtha," *Washington Post*, May 12, 2009, http://www.washingtonpost.com/wp-dyn/content/article/2009/05/12/AR2009051202679.html
[25] Karl, Jonathan, "Welcome to the Airport for Nobody," ABC News, April 23, 2009, http://abcnews.go.com/m/screen?id=7412160&pid=80.
[26] Acosta, Jim, and Rodriguez, Janet, "Remote Murtha airport lands big bucks from Washington," *CNN*, April 23, 2009, http://www.cnn.com/2009/POLITICS/04/23/murtha.airport/.

5. $3.4 Million for Wildlife "Eco-Passage" in Florida; Project Still May Take Years to Finish

Why did the turtle cross the road? To get to the other side of a stimulus project. The Florida Department of Transportation is planning to spend $3.4 million in stimulus cash for a wildlife crossing, otherwise known as an "eco-passage." It will serve as an underground wildlife road-crossing for turtles and other animals that live in Lake Jackson, Florida.[28]

When a local columnist described this project to a friend, they said that, "FSU (Florida State University) is talking about laying off 200 people and we're protecting turtles?"[29]



An eco-passage like the one above will be built under U.S.-27 in Florida.

Over 60 species have become road kill on U.S.-27, the road that the eco-passage would go under. Alligators, otters, snakes and lizards and even beavers have been killed on this stretch of road.[30]

Turtles seem to get squished more than any other species. The area has the highest road-kill mortality rate for turtles in the world[31]

Local community activists have put up a temporary fence for the critters that reportedly works pretty well. It saves a lot of our four legged friends.

The eco-passage will consist of a series of fences that will direct all the animal traffic to a 13-foot tunnel that will go under U.S.27.[32]

But, even though they are getting millions in stimulus funds, the permanent eco-passage is only in the design stage, and is not fully funded. It needs $6 million and it is unclear how long it will take to get the project built.[33]

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[27] Leonnig, Carol, "Murtha's Earmarks Keep Airport Aloft," *Washington Post*, April 19, 2009, http://www.washingtonpost.com/wp-dyn/content/article/2009/04/18/AR2009041802128.html.
[28] The Florida Office of Economic Recovery, "List of State of Florida Transportation Enhancement," http://flarecovery.com/ resources/documents/fdot-hwys-enhancement-list-4-15-09.pdf, accessed June 2, 2009.
[29] Hohmeister, Mark, "Lake Jackson Ecopassage Advances At A Turtle's Pace,"Tallahassee Democrat, January 10, 2009, http://www.lakejacksonturtles.org/tdo010909.htm.
[30] Hohmeister, Mark, "Lake Jackson Ecopassage Advances At A Turtle's Pace,"Tallahassee Democrat, January 10, 2009, http://www.lakejacksonturtles.org/tdo010909.htm.
[31] http://www.lakejacksonturtles.org/
[32] Hohmeister, Mark, "Lake Jackson Ecopassage Advances At A Turtle's Pace,"Tallahassee Democrat, January 10, 2009, http://www.lakejacksonturtles.org/tdo010909.htm.

6. Nevada Non-Profit Gets Weatherization Contract After Being Fired For Same Work

Getting fired is not typically a strong resume builder, but for the non-profit Community Service Agency (CSA), it landed the organization a $2 million promotion. Nevada-based CSA was terminated for bungling a federal weatherization program, but will receive nearly $2 million in federal stimulus funds to resume its program.

State officials gave the Community Service Agency (CSA) a $1,849,627 contract with federal stimulus funds for Nevada's low income weatherization program.



Weatherization contractors, such as this one pictured above, will get to work soon on Nevada stimulus projects.

However, according to an evaluation of Nevada's weatherization assistance programs, the State of Nevada had several problems with CSA, and "after first trying to work with CSA. . .[Nevada's] Housing Division found it necessary to move toward termination of CSA and replacement of its weatherization services."[34]

Five major problems for CSA were outlined in the investigative report: 1) deficiencies in work completed; 2) management problems; 3) lack of executive interest at CSA in continuing to provide weatherization services; 4) managers assigned to weatherization did not appear fully qualified by experience in the weatherization or housing area; and 5) failure to follow accountability and reporting requirements even though "the Housing Division had provided clear direction."[35] None of these failures prevented the state of Nevada from hiring the organization back on to do weatherization work under the stimulus.

The stimulus bill provides $5 billion to weatherize home for low-income families, well over the $227.2 million for the weatherization last year. The increase has been described as contractors "winning the lottery."[36] For CSA, it certainly has been a lucky day.

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[33] The Florida Office of Economic Recovery, "List of State of Florida Transportation Enhancement," http://flarecovery.com/ resources/documents/fdot-hwys-enhancement-list-4-15-09.pdf, accessed June 2, 2009.
[34] Peaceh, H. Gil and Mark Thompson, "State Fiscal Year 2007 Evaluation of the NRS 702: Energy Assistance Program & Weatherization Assistance Program," H. Gil Peach & Associates LLC, December 2008, page 32.
[35] Peaceh, H. Gil and Mark Thompson, "State Fiscal Year 2007 Evaluation of the NRS 702: Energy Assistance Program & Weatherization Assistance Program," H. Gil Peach & Associates LLC, December 2008.
[36] Feherenbacher, Katie, "Weatherization Stimulus: Lots of It, Fast," *Business Week*, January 30, 2009, http://www.businessweek.com/technology/content/jan2009/tc20090129_222846.htm.

7. Non-Existent Oklahoma Lake in Line for Over $1 Million To Construct a New Guardrail

Built in the 1960's to help improve the water supply of Oklahoma's panhandle, Optima Lake has suffered from one unfortunate problem: it never filled up. In 1997, Alan Riffel, then-City Manager of nearby Woodward, Oklahoma, called the lake, "one of Oklahoma's greatest boondoggles." Twelve years later, Optima Lake is in line to receive $1.15 million in federal stimulus money to construct a new guardrail for a lake that does not exist.[37]



Boat dock jutting into the middle of Optima Lake.

The guardrail is needed for "public safety," says the Army Corps of Engineers, but there is not much of the public around to protect. Because the lake has never filled with water it is all but useless to potential visitors.

The Army Corps website paints an unflattering picture: "The water level in the lake has never reached normal pool. Visitors should be aware that the lake's level can be very low. Depending on rainfall and evaporation rates, the lake may offer no water-based recreation and may not be suitable for swimming, fishing, boating or other activities. Visitors should come for the quiet natural setting-with or without water in the lake area."[38]

According to the Geological Society of America, Optima Lake "loses 100 percent of its inflowing water to evaporation."[39] Conditions became so bad that in 2006, University of Texas-Dallas profession of hydrology, Tom Brikowski, argued for letting the lake's water drain underground to save it from evaporation. He said, "you get to the point where you can't afford to lose that much water."[40] In a small bit of irony, one of the streams feeding into the lake is Dry Creek. One thing is sure, if visitors are clever enough to get past the new guardrail they will not have to worry about falling into the water.



Existing guardrail running alongside Optima Lake.

Guymon city manager Ted Graham, whose town is the home of home of Optima Lake, said, "We all feel the county could use a million dollars in a lot better places than the Optima Lake....personally, I don't think it should be done."[41]

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[37] Website of the U.S. Army Corps of Engineers, *American Recovery and Reinvestment Act Civil Works Projects List: Operations and Maintanence*, p. 197, accessed June 3, 2009, http://www.usace.army.mil/recovery/Documents/FY09%20CW%20Operation%20and%20Maintenance%20ARRA%20-%20FINAL.pdf.

[38] Website of the U.S. Army Corps of Engineers, "Optima Lake: Oklahoma," accessed June 5, 2009, http://www.swt.usace.army.mil/recreat/OPSField.CFM?tbl=OPSField_LakeName=Optima%20Lake.

[39] The Geological Society of America, "Droughts and Reservoirs: Finding Storage Space Underground," News Release, September 18, 2006, http://www.geosociety.org/news/pr/06-39.htm.

[40] "Scientists study ways to safeguard water," UPI, September 18, 2006, http://www.upi.com/Science_News/2006/09/18/Scientists-study-ways-to-safeguard-water/UPI-46471158589190/.

[41] Lester, Amy, "Senator: Oklahoma Stimulus Project Wasteful," *NewsOn6* (Oklahoma), June 9, 2009, http://www.newson6.com/global/story.asp?s=10480942.

8. Taxpayers Taken for a Ride: Nearly $10 Million to be Spent to Renovate a Century Old Train Station that Hasn't Been Used in 30 Years

Elizabethtown, located in Lancaster County, Pennsylvania, will spend more than $9.38 million of federal stimulus funds to renovate a 97-year-old train station building that has sat vacant for more than 30 years.[42]

"I think from far away, it looks fine, but as soon as you get up closer and realize that it's not actually a station, it's kind of depressing," said train rider Maegan Demko.[43]

When the renovation is complete, State Transportation of Secretary Allen Biehler provides reassurance that taxpayer money will be well spent. "(The station's) not just going to be a little monument that someone can look at on a museum tour — it's going to be used," Biehler said.[44]



Abandoned train station planned for massive overhaul with stimulus money.

The station's platform currently serves more than 80,000 passengers a year along Amtrak's Keystone Corridor, meaning taxpayers will subsidize up to $117 per passenger to pay for the renovation.[45] A one-way ticket from Elizabethtown to New York City, by contrast, costs just $45 per passenger.[46]

The U.S. Department of Transportation is providing two grants for the project.

The first grant of $7.97 million will pay for the renovation of the building, including installation of elevators and raising and extending the boarding platforms.[47] Officials also hope to include a coffee shop, restaurant, newsstand or market inside the station.[48]

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[42] Yoder, Michael, "Elizabethtown Amtrak project feted," *Lancaster Newspapers*, April 4, 2009, http://articles.lancasteronline.com/local/4/235910 .

[43] Kehm, Amy, "Stimulus Money to Help Elizabethtown Train Station," (Pennsylvania) *ABC 27 News*, http://www.whtm.com/news/stories/0309/602882.html.

[44] Yoder, Michael, "Elizabethtown Amtrak project feted," *Lancaster Newspapers*, April 4, 2009, http://articles.lancasteronline.com/local/4/235910.

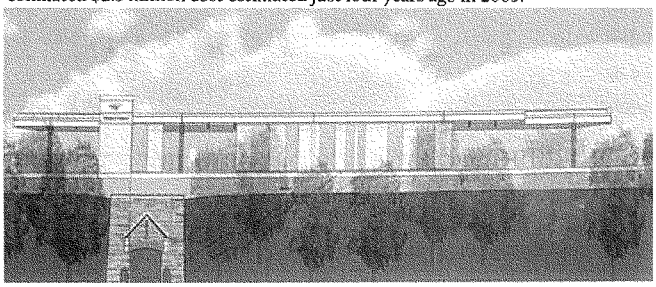
[45] Pennsylvania Department of Transportation press release, "Secretary Announces $9 Million In Stimulus Funds For Elizabethtown Station," April 2009, http://www.dot.state.pa.us/Internet/pdNews.nsf/SecretaryScrapbook/BB1C8432D6DFE7A28525759200638DF2?opendocument

[46] Amtrak website, search for one-way fare from Elizabethtown (ELT) to New York Penn Station (NYP), on June 15, 2009, http://tickets.amtrak.com/itd/amtrak/FareFinder?_tripType=Return&_origin=New+York%2C+NY+%28NYP%29&_depmonthyear=2009-06&_depday=15&_dephourmin=&_destination=elt&_retmonthyear=2009-06&_retday=15&_rethourmin=&_adults=1&_children=0&_infants=0&_searchBy=schedule&x=19&y=15.

[47] Larison, Dennis, "E-town station on fast track to renovation," *Lancaster Newspapers*, May 31, 2009, http://articles.lancasteronline.com/local/4/238232 .

The second grant, for more than $1.41 million, will provide additional off-site parking at an as-of-yet-undetermined site.[49]

The $7.97 million being spent on the renovation is nearly twice the cost of the $4.8 million that had been estimated for the project before federal stimulus dollars were involved[50] and more than three times the estimated $2.5 million cost estimated just four years ago in 2005.[51]



An artist's rendition of what the renovated Elizabethtown Amtrak station would look like.

While the refurbished station may provide increased comfort for area Amtrak riders, spending stimulus money intended for transportation improvements on this project probably will not comfort residents who drive on the county's dilapidated roads and bridges.

Pennsylvania has more state-owned bridges in critical need of immediate repair than any other state in the U.S.,[52] and Pennsylvania Governor Ed Rendell noted that "Lancaster County has 163 structurally deficient bridges, representing 22 percent of the 737 state-maintained bridges in the county. In addition, 172 miles – or about 16 percent – of state highways in the region are in poor condition."[53]

But as Drew Galloway, a representative from Amtrak, points out "the shovel for the shovel-ready part (of this project) was bought about a decade ago."[54]

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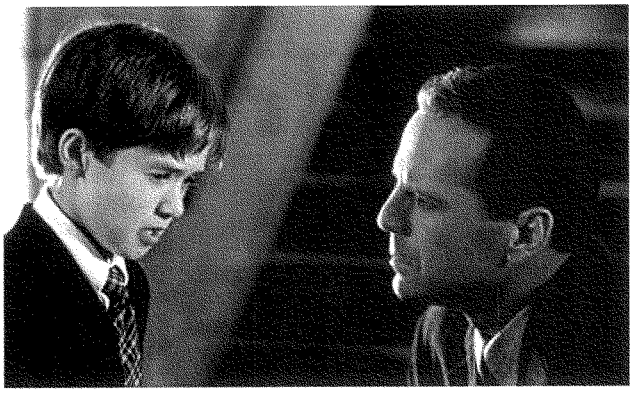
[48] Knapp, Tom, "Plan lurches forward for train station revamp," *Intelligencer Journal*, June 13, 2007.
[49] Larison, Dennis, "E-town station on fast track to renovation," *Lancaster Newspapers*, May 31, 2009, http://articles.lancasteronline.com/local/4/238232 .
[50] Knapp, Tom, "Ridership soars at E-town station; Borough reports an additional 10,000 passengers boarded trains in each of the past 3 years," *Intelligencer Journal*, December 5, 2007.
[51] Knapp, Tom, "Pitts hears E-town Amtrak station woes," *Intelligencer Journal*, December 4, 2007.
[52] "Pa. Bridges Among Nation's Worst," WGAL Channel 8, August 2, 2007, http://www.wgal.com/news/13805604/detail.html.
[53] Commonwealth of Pennsylvania press release, "GOVERNOR RENDELL URGES IMMEDIATE ACTION ON TRANSPORTATION FUNDING PLAN," March 21, 2007, http://www.state.pa.us/papower/cwp/view.asp?A=11&Q=460981.
[54] Yoder, Michael, "Elizabethtown Amtrak project feted," *Lancaster Newspapers*, April 4, 2009, http://articles.lancasteronline.com/local/4/235910.

9. Ten Thousand Dead People Get Stimulus Checks, Social Security Administration Blames a Tough Deadline

Whoever said you can't take your money with you when die clearly never anticipated the stimulus. Millions of Americans on Social Security are receiving $250 from Uncle Sam, including dead people. The Social Security Administration (SSA) blames a strict mid-June deadline for mailing out 10,000 checks to deceased persons.[55]



"I see stimulus checks . . . "

James Hagner, of Orchard Beach, Maryland received a stimulus check for his mother who has been dead for four decades. SSA admits to sending out at least $2.5 million in stimulus cash to other dead people.[56]

A Long Island , New York woman received a $250 check from the U.S. Treasury, but it wasn't for her. When Antoniette Santopadre got her stimulus check that she was expecting, she quickly realized it was for her dead father, Romolo Romonini, an American citizen who passed in Italy 34 years ago.[57] The SSA later discovered that he had never even participated in the Social Security system.[58]

The SSA says that they didn't review all the Social Security records, though it raises questions about how long it must have been since the agency last reviewed its rolls. Santopadre's father died 34 years ago and Hagner's mom died 40 years ago and neither received a Social Security check since the Johnson administration. According to SSA, the problem was that they didn't have a record of death.

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[55] "Dead Woman Gets Federal Stimulus Check: Son Wants To Keep Check As Souvenir," WBAL-TV, May 12, 2009, http://www.wbaltv.com/news/19435100/detail.html.

[56] "Dead Woman Gets Federal Stimulus Check: Son Wants To Keep Check As Souvenir," WBAL-TV, May 12, 2009, http://www.wbaltv.com/news/19435100/detail.html.

[57] "Dead People Being Sent Stimulus Checks," Fox News, May 15, 2009, http://www.foxnews.com/politics/2009/05/15/dead-people-sent-stimulus-checks/.

[58] Pavia, Jim. Memo to Government: Dead People Don't Spend," Investment News, May 24, 2009, http://www.investmentnews.com/apps/pbcs.dll/article?AID=/20090524/REG/305249992/1008.

10. Town of Union, New York, Encouraged to Spend Money It Did Not Request For a Homelessness Problem It Does Not Have

The Town of Union, New York, was surprised when it was notified that it would be receiving a $578,661 stimulus grant to prevent homelessness for several reasons. First, the town never applied for the money and second, it doesn't have any homeless problem.

"Union did not request the money and does not currently have homeless programs in place in the town to administer such funds," said town Supervisor John Bernardo, according to the *Binghamton Press & Sun-Bulletin*. "'We were surprised,' Bernardo said. 'We've never been a recipient before.' Bernardo said he isn't aware of any homeless issue in the largely suburban town."[59]

The money is coming from the Department of Housing and Urban Development (HUD) program to pay for homeless prevention and emergency shelter programs.

Adam Glantz, a HUD spokesman, said the homeless funds were distributed based on population, housing needs and some poverty statistics. 'We hope and encourage these new grantees to develop creative strategies for the funding,' Glantz said of Union's homeless grant.

Regardless of how creative local officials get when developing strategies to spend this unrequested money, it does not appear that new jobs will be created as a result because the town has stated its intention to utilize existing employees. In a May 12 report to HUD, Paul A. Nelson, the planning director of Union stated, "to the extent possible, the Town intends to operate the program with a combination of existing employees and" an agency "which is already under contract."[60] That doesn't sound very creative and the only problem it seems to solve is how to spend money that the town did not ask for and did not need.

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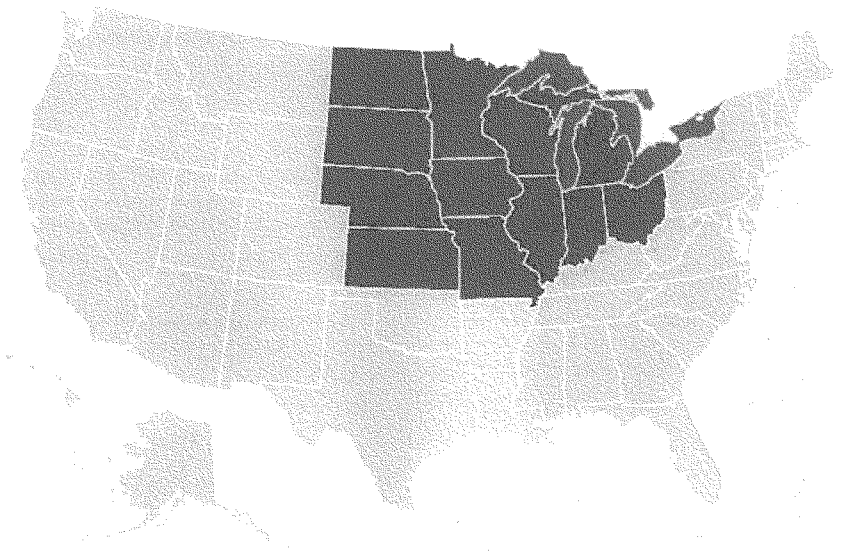
[59] Nancy Dooling, "$578,661 for Union Homeless Questioned," *Binghamton Press & Sun-Bulletin*, March 5, 2009, http://coburn.senate.gov/public/index.cfm?FuseAction=LatestNews.NewsStories&ContentRecord_id=cf9742de-802a-23ad-4c83-d4b5b82fc924

[60] Nelson, Paul, "Final HPRP Substantial Amendment Form HUD-40119," Town of Union, New York, May 12, 2009, http://www.townofunion.com/pdfs/CDBG/FFY%202009/FINAL%20401119%20TOU%20HPRP%205-12-09.pdf

PROJECTS BY REGION

Midwestern Region



11. Illinois county to spend $173,824 weatherization grant on eight pickup trucks. Having received $400,000 for a federal weatherization program, Madison County in Illinois will be spending nearly half of it on eight new Ford F-150's. One member of the county board, Bill Meyer, raised concerns about how fast the county is being forced to spend the money, noting that "it looks like this is being crammed down our throat." Fellow council member Bruce Malone responded that they have little choice: "They are saying, 'Get out and spend it.'"[61]

12. South Dakota fish hatchery to spend half of a $20,000 grant on a freezer for fish sperm. Gavins Point National Fish Hatchery already has three cryo freezers for storing sperm from pallid sturgeon, but stimulus money has given it the to purchase another one. "The insulation on the side that holds the liquid nitrogen is breaking up," explained Jeff Powell, a project manager with the hatchery. The new refrigerator will be used "to hold sperm samples, hormones and ice packs." The hatchery plans to use the other $10,000 portion of its grant to replace lighting, which is expected to save the hatchery $713 per year – meaning it will take only 14 years for the savings to outstrip the cost of the grant.[62]

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[61] Schmidt, Sanford, "Panel calls for spending stimulus funds on weatherization," *The Telegraph*, June 8, 2009, http://www.thetelegraph.com/news/money-27636-county-federal.html#.

[62] Johnson, Nathan, "Stimulus Funds To Light Up Fish Hatchery," (Yanktown) *Press & Dakotan*, June 9, 2009.

13. Wisconsin nursing home receives $2.8 million in stimulus money it didn't need or request. Prior to the stimulus funding, the Knapp Haven nursing home was on track for a loan from the USDA. When stimulus money came available, the funding source was simply shifted to a new source of federal assistance. "It's kind of a joke as far as I'm concerned," said Carmen Newman, Chetek's city clerk-treasurer. "I don't understand how they can say this is stimulus." Chetek Mayor Dianne Knowlton added, "I don't see how the project benefited."[63]

14. Iowa state legislators are using money freed up by federal stimulus cash to buy $11 million in new cars the State does not need. About four dozen brand new cars owned by the state are already sitting unused in a parking lot near the capitol. According to state representative Christopher Rants, "'Some of them have the stickers on them. None of them have license plates. Some of them still have the seats wrapped in plastic."[64]

15. Road signs costing $300 each are being placed at construction sites to alert motorists that the project is being paid for by stimulus money. Signs are popping up all across American. In Illinois alone, the signs are expected to cost $150,000, according to the Illinois Department of Transportation (IDOT). According to an IDOT spokesman, "It's difficult for us to determine how many signs there will be."[65]

16. Stimulus grant may cost Dayton, Ohio 1,200 jobs. NCR Corp., an automated teller machine company based in Dayton, may consolidate all of its operations in Duluth, Georgia, possibly with the help of a $5.5 million stimulus grant that Ohio legislators claim would help pay for the NCR factory. Ohio state senator, Jon Husted, complained that it was not fair. "The use of stimulus funds means that Ohio taxpayers were forced to pay for NCR's move to Georgia," he said.[66]

17. The governor of Michigan is using $500,000 to renovate the Ypsilanti Freighthouse, which may house a "yoga or children's movement class" and a full-time tourist information center. "We envision in our business plan a full-time tourist information and hospitality center where neighbors, as well as commuters and visitors arriving or departing on the rails, can grab a bite or a cup of coffee," Bonnie Penet, co-chair of the Friends of the Ypsilanti Freighthouse, said. "At the same time a yoga or children's movement class may be in progress in the great hall, giving way to a catered event in the evening."[67]

18. Critics question whether the much-hyped 2000th transportation stimulus project is necessary. Much was made of the 2000th stimulus project, though one local critic did not have much good to say in response, "We've got a lot of things to deal with out here, but traffic isn't

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[63] Umhoefer, Dave, "Stimulus money for Chetek project is just a funding shift", *Journal Sentinel*, May 30, 2009, http://www.jsonline.com/news/wisconsin/46555547.html.

[64] Henderson, O. Kay, "GOP lawmaker: state should stop buying new cars," *Radio Iowa News*, April 16, 2009, http://www.radioiowa.com/gestalt/go.cfm?objectid=AB9C379F-5056-B82A-37CE88059F05EE9C.

[65] Erickson, Kurt, "Stimulus money paying for signs announcing funded projects," *Bloomington Pantagraph*, May 12, 2009, http://coburn.senate.gov/public/index.cfm?FuseAction=LatestNews.NewsStories&ContentRecord_id=41274695-802a-23ad-412f-52b64399c2f9.

[66] Pierog, Karen and Lisa Lambert, "Ohio worries stimulus grant will help rob it of jobs," *Reuters*, June 4, 2009, http://www.forbes.com/feeds/afx/2009/06/04/afx6506569.html.

[67] Laughren, Christine, "Freighthouse awarded federal stimulus grant," *Ypsilanti Courier*, April 16, 2009, http://www.ypsilanticourier.com/stories/041609/loc_20090416012.shtml.

one of them." Local officials in Kalamazoo County, Michigan, plan to spend $43.9 million[68] to widen several miles of I-94 and rebuild the interchange at south Westnedge Avenue.[69] The county, which has only had 3 percent growth since 2000, doesn't seem to need the project.[70] "Rush hour lasts 10 minutes, maybe 15 on a Friday" said Kalamazoo resident, Yvonne Zipp.[71]

19. **Parking lot that no one wants.** In Macomb, Illinois, $643, 945 was spent on a Prairieview public housing parking lot that no one wants. Many of the residents that the parking lot was supposed to benefit have protested it. Explaining his concern, a local resident said, "The kids love the grass. We've got enough pavement here."[72]

20. **Ohio state legislators oppose the governor's plans to use $57 million for "planning and preliminary studies instead of bricks-and-mortar construction."** State transportation officials passed over several shovel-ready projects to steer nearly seven percent of the state's $774 million to planning and preliminary studies. Among the larger studies are $20 million to examine a highway project on the eastern corridor of Cincinnati and $20 million to examine a three-mile "opportunity corridor" that would connect the city of Cleveland's university district to Interstate 490. An additional $10 million statewide would go simply toward "project plans/design" for the Ohio Department of Transportation, while $7 million more would go toward project development for the Ohio passenger rail corridor.[73]

21. **Minnesota theater wins millions over bigger job producers.** The Minneapolis City Council has chosen to give $2 million to the Schubert Theater, making it the city's largest recipient of discretionary funds. The theater will be used for "dance and music events," and is expected to create 41 full-time jobs. Council Member, Paul Ostrow, the only member to vote against the project, objected that the theater was given higher priority over a solar panel manufacturing facility in a low-income area would create 360 jobs. Noting his displeasure with the Council's decision, Ostrow said, "this is frankly not a jobs project."[74]

22. **Illinois will spend $350,000 to build a four-person bunkhouse at Crab Orchard National Wildlife Refuge.**[75] The median price for a home in Marion, Illinois, the site of the park, is currently $71,000.[76]

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[68] Russon, Gabrielle, "Cost of I-94 project drops by 35%," *Kalamazoo Gazette*, June 12, 2009, http://www.mlive.com/news/kzgazette/index.ssf?/base/news-34/1244818248163290.xml&coll=7.
[69] State of Michigan website, "American Recovery and Reinvestment Act (ARRA) Funded MDOT Trunkline Projects," http://www.mi.gov/documents/mdot/MDOT_ARRA_Trunkline_Projects_280623_7.pdf.
[70] Laurent Belsie, "Obama Speeds By His Stimulus Critics," *Christian Science Monitor*, April 13, 2009, http://features.csmonitor.com/economyrebuild/2009/04/13/obama-speeds-past-his-stimulus-critics/.
[71] Belsie, Laurent, "Obama speeds past his stimulus critics" *The Christian Science Monitor*, April 13, 2009, http://features.csmonitor.com/economyrebuild/2009/04/13/obama-speeds-past-his-stimulus-critics/.
[72] Steelman, Lainie, "Parking under protest at Prairieview," *Macomb Journal*, June 10, 2009, http://www.macombjournal.com/news/x2085756847/Parking-under-protest-at-Prairieview.
[73] Wehrman, Jessica, "Republicans oppose Strickland using stimulus dollars for studies, *Dayton daily News*, April 20, 2009, http://www.daytondailynews.com/news/dayton-news/republicans-oppose-strickland-using-stimulus-dollars-for-studies-87414.html.
[74] Brandt, Steve, "Mpls. fixer-upper theater will get stimulus funds," *Minneapolis Star-Tribune*, June 2, 2009, http://www.startribune.com/entertainment/onstage/46768652.html?elr=KArksD:aDyaEP:kD:aU2EkP7K_t:aDyaEP:kD:aUiD3aPc:_Yyc:aUU.
[75] Crab Orchard refuge gets federal stimulus money." *The Southern*, April 27, 2009, http://www.southernillinoisan.com/articles/2009/04/27/breaking_news/doc49f5b5b1d94f7615566167.txt.

23. Police jobs in Columbus, Ohio saved by stimulus could still leave officers getting pink slips. Earlier this year, President Obama went to Columbus, Ohio to speak about the benefits of the stimulus bill at the graduation of 25 local police recruits. The stimulus was intended to pay for them to work until the end of the year. However, new cuts announced by Columbus Police Department mean that the 25 graduating recruits will likely lose their jobs at the end of the year.[77]

24. The Fort Wayne, Indiana airport will spend $1.27 million in stimulus cash for runway signs. Some signs will be posted along runways and taxiways while others will be painted directly on pavement "to help pilots and ground crews find their way without confusion."[78]

25. Akron, Ohio will use up to $1.5 million to erect a suicide-prevention fence. The city plans to use more than a million dollars to build a fence to keep people from jumping off the All-American Bridge despite concerns such a project would be wasteful, ineffective, and ugly.[79]

26. Rather than help welfare recipients obtain jobs and escape poverty, $1 million will be used to study whether 300 people in Chicago are healthier when living in "green" public housing facilities. The study will evaluate whether building green housing is healthier for people and will focus on 300 residents at a Chicago public housing facility. Researchers expect to find that residents living in these more energy-efficient facilities will have much lower healthcare costs. This study will create interviewing jobs.[80]

27. The National Institute of Health gives Indiana University professor $356,000 to study how kids perceive foreign accents. The grant was given to the University of Indiana, which has an endowment of more than $1.5 billion, to "test how children perceive foreign-accented speech compared to native-accented speech." It will also determine how such accents might influence speech development in children.[81]

28. Detroit Public Schools will reap massive benefits from stimulus despite a $150 million deficit. According to *The Intelligencer*, financial management problems became "so tangled the state recently appointed a manager to take the financial reins." The Detroit Public School System stands to get $530 million, which $355 million would have "no strings attached."[82]

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[76] Zillow.com, search for "Marion, Illinois," accessed June 12, 2009, http://www.zillow.com/homes/map/marion-illinois_rb/#/homes/for_sale/map/marion-illinois_rb/37.75301,-88.886657,37.678324,-88.968197_rect/12_zm/.
[77] "Police Officers Saved By Stimulus May Still Lose Their Jobs," CNN, May 26, 2009, http://www.cnn.com/2009/POLITICS/05/26/ohio.stimulus.police.cuts/.
[78] Caylor, Bob, "Airport gets $1.27M from stimulus to install signs," *The News-Sentinel*, April 9, 2009, http://www.news-sentinel.com/apps/pbcs.dll/article?AID=/20090409/BUSINESS/904090316.
[79] Cooper, Michael, "Soul-Searching in Akron, Ohio, Over Stimulus Use," *New York Times*, May 5, 2009, http://www.nytimes.com/2009/05/06/us/06akron.html?_r=1&ref=global-home.
[80] Sachs, Peter, "UIC gets $1M grant to study 'green' housing," *Chi-Town Daily News*, May 08, 2009, http://www.chitowndailynews.org/Chicago_news/UIC_gets_1M_grant_to_study_%E2%80%98green%E2%80%99_housing,2651.
[81] Study focuses on how kids perceive accents," *United Press International*, May 13, 2009, http://www.upi.com/Science_News/2009/05/13/Study-focuses-on-how-kids-perceive-accents/UPI-56061242227066/.
[82] Christoff, Chris, "Michigan schools set to win big in stimulus," *Detroit Free Press*, March 10, 2009, http://coburn.senate.gov/public/index.cfm?FuseAction=LatestNews.NewsStories&ContentRecord_id=f2418c16-802a-23ad-4dca-5523267e6857.

29. **Michigan will spend $983, 952 for streetscaping in Ann Arbor.** The city plans to install "decorative sidewalks and crosswalks, planters, landscaping, decorative lighting, trees, trash receptacles, benches and bike loops."[83]

30. **"Dead" project in Leelanau County, Michigan gets new life in stimulus aid.** In March, the governor announced that the Solon Township would receive $1.3 million in grants and loans to help pay for construction of a wastewater treatment plant. Unfortunately, the locals do not want it and have declared the project "dead on arrival." According to one local newspaper, the stimulus money will now be used "to build a wastewater treatment plant for which there is no plan, and for which local support is questionable at best." Zoning administrator Tim Cypher summed it up, "The good is that there is, and there will be, more money available to work on these projects. The bad news is that it will be a while before any kind of water or wastewater treatment project is 'shovel-ready' in Solon Township."[84]

31. **Visitor center and a pedestrian bridge Kansas chosen for "aesthetics" over economics.** The Tallgrass Prairie National Preserve's new visitor's center and a pedestrian and bike project over U.S. Highway 75 were some of the first projects approved for stimulus funds in the state. Failing to cite an economic benefit from the projects, officials noted that they chose "projects that strengthen the cultural, aesthetic or environmental value of our transportation system."[85]

32. **A National Forest in Missouri will receive $462,000 to replace toilets.** The Mark Twain National Forest will purchase 22 new concrete toilets to replace existing toilets.[86]

33. **Stimulus funds will be used to demolish a sauna and build showers in the women's locker room at Grand Forks Air Force Base in North Dakota.** According to the solicitation for bids for the project, the project will cost between $25,000 and $100,000.[87]

34. **Federal stimulus cash paying for a fish hatchery and a new visitor center in Missouri.** $2.9 million will go to a new Mingo National Wildlife Refuge visitor center in Missouri, and an additional $940,000 will go for solar power at a Fish Hatchery.[88]

35. **$10 million will be used for school lunch equipment and education technology in Oshkosh, Wisconsin.** "It doesn't seem hopeful, does it," said one superintendent. "We're not seeing it as an opportunity to retain teachers." According to *The Northwestern*, "Local school administrators have warned that temporary money designed to expand programming would only cause more

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[83] Shea, Bill, "Area projects get $16 million in federal transportation funds," *Crain's Detroit Business*, April 10, 2009, http://www.crainsdetroit.com/article/20090410/BRIGHTSIDE/304109991#.

[84] "'Dead' project gets stimulus aid," *Leelanau Enterprise*, March 25, 2009, http://www.leelanaunews.com/drupal/?q=node/6001.

[85] "Chase, Osage counties get federal stimulus projects," *Emporia Gazette*, April 1, 2009, http://coburn.senate.gov/public/index.cfm?FuseAction=LatestNews.NewsStories&ContentRecord_id=672542a6-802a-23ad-444a-0ce6b27c1812.

[86] "RECOVERY - Precast Concrete Toilet Buildings - Mark Twain National Forest," U.S. Department of Agriculture, Solicitation Number: AG-447U-S-09-0021AY, https://www.fbo.gov/index?s=opportunity&mode=form&id=c6106fb75fb99cd10b5cfccccc2e2716&tab=core&_cview=0&cck=1&au=&ck=.

[87] "RECOVERY -Repair Women's Showers Fitness Center," U.S. Air Force, Solicitation Number: JFSD200827, https://www.fbo.gov/index?s=opportunity&mode=form&id=23c1a76dfc80dbed7a00db130a58652d&tab=core&_cview=0.

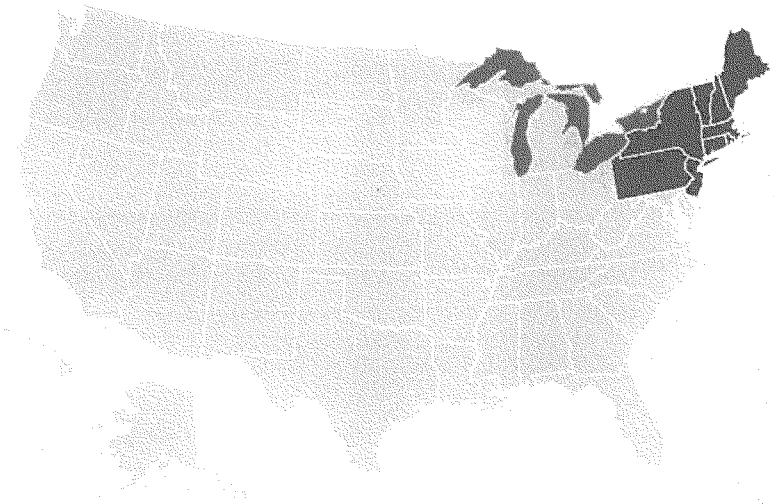
[88] "Missouri fish and wildlife areas to get $4.5 million in federal economic stimulus grants," *Associated Press*, April 29, 2009, http://coburn.senate.gov/public/index.cfm?FuseAction=LatestNews.NewsStories&ContentRecord_id=f8c76031-802a-23ad-4bc3-f98a2cad36e0.

harm to future budgets when the funding dissipates and districts can't maintain the new services."[89]

36. Missouri plans to spend $500,000 of federal stimulus money on fish food. Governor Jay Nixon has earmarked half a million dollars to pay for the feed costs for state fish farmers.[90]

[89] Rodewald, Adam, "Oshkosh schools still waiting to receive stimulus dollars," *Northwesterner*, April 4, 2009, http://www.thenorthwestern.com/article/20090404/OSH0101/904040405/1987.
[90] "Missouri outlines plan for $156 million in stimulus funds," *Associated Press*, April 8, 2009, http://coburn.senate.gov/public/index.cfm?FuseAction=LatestNews.NewsStories&ContentRecord_id=cf95ebba-802a-23ad-4497-508be2ba7ef4.

Northeastern Region



37. Pawtucket, Rhode Island spending $550,000 on a skateboard park. According to the *Providence Journal*, the skatepark is being funded in the place of much higher priorities: "In this city burdened with one of Rhode Island's highest home foreclosure rates and a $10-million current-year budget deficit, $550,000 in federal stimulus money is coming to build a skateboarding park and renovate tennis and basketball courts at Jenks Junior High School." Construction will not begin until September, but Ronald Wunschel, the city's finance director, believes that the skatepark is, in fact, a top priority for the city. Asked why? "So that young people don't skate on other public property," he said.[91]

38. **Yale and the University of Connecticut are receiving $850,000 in stimulus for research "to study how paying attention improves performance of difficult tasks."** Yale, which had the second-largest endowment in the country in 2007 ($22.5 billion), is getting funding for research on a project to study how paying attention improves performance of difficult tasks.[92]

39. **Gloversville, New York is using $175,000 of stimulus money to pay for a trolley bus to take tourists to festivals and a farmers market.** The trolley is intended to give tourists rides within resort communities, to festivals in the region, and to a local farmers market. According to

[91] Michael P. McKinney, "Pawtucket using stimulus money for skateboard park," *Providence Journal*, March 17, 2009, http://www.projo.com/news/content/PAWTUCKET_STIMULUS_SKATEPARK_03-17-09_VADM6E0_v119.36af019.html.
[92] "Yale, UConn Win Stimulus Cash," *Associated Press*, May 6, 2009, http://www.courant.com/health/hc-stimulus-research-grant-uconnmay07,0,3795787.story.

reports, the trolley "will have an old-fashioned style and will be painted in colors similar to those used in the 1930s, but it will have modern features such as air conditioning."[93] City transit director, Al Schutz, is excited about the project. "It's endless what you can do with this trolley. It will definitely contribute to the ambiance of our city," he said, adding, "which we need."[94]

40. **$3.1 million will turn a canal barge into a floating museum.** In 1921, a 259-foot barge was built to haul agricultural goods on the Erie Canal, but was turned into a museum in 2005 after it was abandoned for more than a decade. The stimulus money will make sure the motorized barge is converted into "a floating museum that would travel the canal." While it may not have economic value, Clifford Siegried, director of the New York State Museum, says, "It is of such historical significance we could not let it go to the scrap heap."[95]

41. **Three million dollars will pay for corporate jet runways in Massachusetts despite opposition of local leaders.** Hanscom Field, the site of the project, has received criticism from local representatives who say it is a "waste of money." State Representative Jay R. Kaufman, from Lexington, one of the towns bordering Hanscom, said using federal stimulus money for this project "reinforces bad corporate behavior, not good corporate behavior."[96]

42. **Maine to spend over $1.3 million on "government arts jobs," including $30,000 for basket makers, $20,000 for story telling, and $12,500 for a music festival.** Old Town-based Maine Indian Basketmakers Alliance was one of nine Maine arts organizations to receive stimulus funding from the National Endowment for the Arts.[97] Maine Arts Commission Director Donna McNeil defended the spending, saying, "I think the government arts jobs are real jobs." But, according to the *Bangor Daily News*, "The grants are designed to subsidize the preservation of jobs and may not be used for the creation of a new position or for previously unscheduled work."[98]

43. **New York City will spend $15 million to rebuild sections of the Coney Island Boardwalk.** "It's Christmas in April as far as the Boardwalk is concerned," said Parks Commissioner Adrian Benepe. Borough President Marty Markowitz, who [in April] called for the city to use stimulus money for the project, said the investment could jumpstart more development of the Boardwalk, though it is not clear if the project will accomplish as much as hoped since there is only enough money to rehabilitate 15 of its 42 blocks. Despite the stimulus money, Coney Island activist,

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[93] Karutis, Kayleigh, "Gloversville to Get Downtown Trolley," *The Leader Herald*, March 24, 2009, http://www.leaderherald.com/page/content.detail/id/511030.html.
[94] McGuire, Jim, "Gloversville can get trolley bus with federal stimulus money," *Daily Gazette*, March 24, 2009, http://www.dailygazette.com/news/2009/mar/24/0324_glovetrolly/.
[95] Williams, Stephen, "Old barge joins historic, scenic rehab plans,"Daily Gazette, April 3, 2009, http://www.dailygazette.com/news/2009/apr/03/0403_barge/.
[96] Michael Levenson, "Hanscom Runway Repairs Opposed," *Boston Globe*, April 9, 2009 http://coburn.senate.gov/public/index.cfm?FuseAction=LatestNews.NewsStories&ContentRecord_id=8ca1ff0f-802a-23ad-4a4b-9192a8d7c05e.
[97] Bloch, Jessica, "$1.3 million in arts funding coming to Maine," *Bangor Daily News*, April 29, 2009, http://www.bangordailynews.com/detail/104764.html.
[98] Bloch, Jessica, "Maine arts groups to receive stimulus funds," *Bangor Daily News*, March 24, 2009, http://www.bangordailynews.com/detail/102242.html.

Dianna Carlin, thinks a lot more money is needed if "they want to make this a world-renowned amusement destination."[99]

44. A New York laboratory is receiving $150 million in stimulus cash for "world's brightest x-ray," but it won't be available until 2015. Energy Secretary Steven Chu announced in March that the Brookhaven National Laboratory on Long Island would receive $150 million to construct an x-ray 10,000 times brighter than its current equipment allows.[100] According to Secretary Chu, the project will "provide critically needed short-term economic relief," though it is not clear how quickly the scientific community will see the benefits. The x-ray is not anticipated to be operational until 2015.[101]

45. Milford, Massachusetts plans to use $3.5 million for a three mile bike/walking trail despite its failure to spend $80 million in federal funds for other pedestrian paths. Massachusetts has received $135 million from the federal government for bike paths since 1991, but has not used more than $80 million that still remains available. Having spent only 37 percent of its share of the funding by Congress for such projects, Massachusetts has a far lower rate than in any other state, according to federal statistics.[102] Milford is spending an additional $3.5 million in stimulus funds for a three mile trail with groundbreaking on Phase II of this three-part project set for this summer.[103]

46. Stimulus funds pay for a hybrid car to be used by Vermont student drivers. Students drivers in Colchester, Vermont could be learning to drive in a Hybrid car courtesy of the stimulus legislation. The city plans on spending $71,200 to purchase a hybrid car for driver's education classes as well as a plug-in hybrid car for town employees that would display a sign explaining its fuel-efficient features.[104]

47. Rochester, New York is getting millions to extend an art trail. The Art Walk 2 extension of the Urban Art Trail will get $3.8 million.[105] The project calls for, "Artistic designs and medallions [that] would be set into the walk. Other pedestrian elements include a pedestrian-level light system adjacent to the ArtWalk, sculptures consistent with an arts district and litter

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[99] Hays, Elizabeth, "Chunk of stimulus will only fix 15 of 42 blocks of Coney Island Boardwalk, *Daily News Brooklyn*, April 2, 2009, http://www.nydailynews.com/ny_local/brooklyn/2009/04/01/2009-04-01_chunk_of_stimulus_will_only_fix_15_of_42.html.
[100] Frank Eltman, "Energy chief doles $1.2 billion in stimulus cash," *Associated Press*, March 23, 2009, http://content.usatoday.net/dist/custom/gci/InsidePage.aspx?cld=dailyrecord&rsParam=30405467.story.
[101] Patrick Whittle, "Brookhaven National lab gets stimulus funding," *Newsday*, March 24, 2009, http://www.newsday.com/business/ny-postim246081344mar24,0,6830555.story.
[102] Wirzbicki , Alan, "$80m in US funds for bike projects unspent in Mass.; State ranks last, tapping 37% of grants since 1991," *Boston Globe*, April 14, 2009, http://www.boston.com/news/nation/washington/articles/2009/04/14/80m_in_us_funds_for_bike_projects_unspent_in_mass/.
[103] Ameden, Danielle, " Second Stretch of bike trail to be built in Milford," *The Milford Daily News*, April 27, 2009, http://www.milforddailynews.com/news/x289631771/Second-stretch-of-bike-trail-to-be-built-in-Milford.
[104] Matt Sutkoski, "Grant Could Provide Students With Hybrid," *Burlington Free Press*, May 29, 2009, http://www.burlingtonfreepress.com/article/20090529/NEWS02/905290310/Grant+could+provide+students+with+hybrid.
[105] "ArtWalk to Get $3.8 million in Federal Stimulus Funds," *Associated Press*, April 2, 2009, http://74.125.47.132/search?q=cache:xUZpX54EORUJ:www.democratandchronicle.com/apps/pbcs.dll/article%3FAID%3D20090402024+%243.8+million+for+%E2%80%9Curban+art+trail&cd=3&hl=en&ct=clnk&gl=us.

containers."[106] According to the ArtWalk website, "ARTWalk is a permanent urban art trail, connecting the arts centers and public spaces within the Neighborhood of the Arts."[107]

48. The National Institutes of Health is giving Yale University $680,100 in stimulus funds to study the effectiveness of diet and exercise at reducing obesity. The study will focus on the effectiveness of a diet and exercise program at reducing obesity and related illness in mentally ill patients.[108]

49. No. 1 priority for Bethlehem, Pennsylvania's share of the stimulus cash: A parking garage. John Callahan, mayor of Bethlehem, has said that the city's number one priority is a parking garage and that the $500,000 stimulus grant necessary for the project was "locked up." He is hoping to drive more traffic to the city's "quaint shops" that are "housed in Victorian buildings."[109]

50. Rochester, New York to spend $1 million grant on "green" upgrades, but will not create new jobs. The grant will include $360,000 for "energy efficiency street lights" and $25,000 on an energy audit" of a building. Commenting on the situation, one local columnist noted, "Unfortunately, the city council, as the last step in the process of fulfilling the promise of new jobs, is poised to spend the money in ways that do not do so."[110]

51. City favors stimulus money over other federal grant to avoid matching requirement. Officials in Windham, Massachusetts have decided to accept a $174,000 stimulus grant to enhance the town's historic train depot despite having already received a federal grant for the same project. The town decided to let the first grant lapse when it discovered that the stimulus money would not require the town to provide matching funds, but that the first grant did.[111]

52. Altoona, Pennsylvania is getting $819,000 for a homelessness prevention program despite local reports that the town may not have enough of a homelessness problem to use it. Mayor of Altoona, Wayne Hippo, says there is "an awful lot of waste . . . It'd be nice to have more local control . . . It's impossible to have one-size-fits-all."[112]

53. $2 million in stimulus cash will be used to monitor scallop reproduction and habitat. The "Nantucket's Marine & Coastal Resources Department is pursuing a grant totaling $2 million

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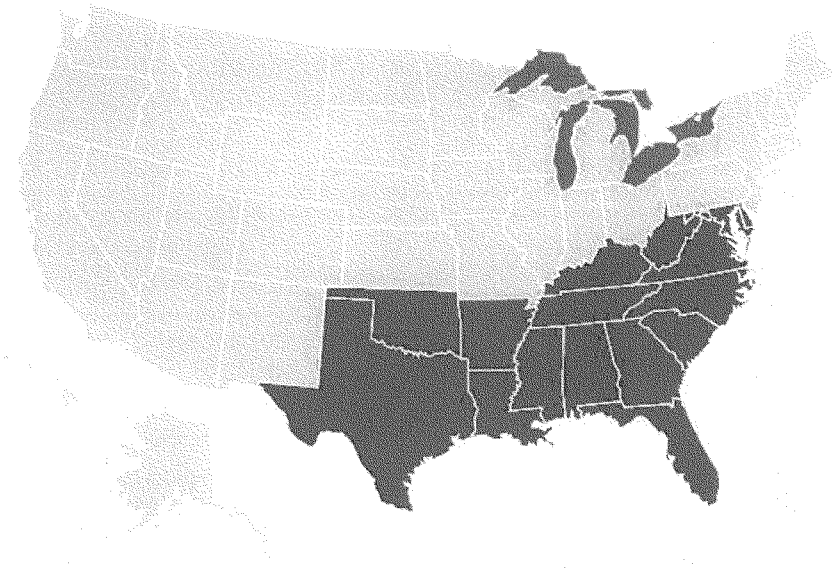
[106] Arts and Cultural Council of Greater Rochester Website, "Rochester's ArtWalk Receives State Funding," http://www.artsrochester.org/news/wr0003walk.htm.
[107] Rochester ArtWalk website, "Home Page," http://www.rochesterartwalk.org/index.php, accessed June 1, 2009.
[108] Dethy, Florence, "Briefly: Yale gets nearly $800,000 in grants," *Yale Daily News*, April 27, 2009, http://www.yaledailynews.com/articles/view/28994.
[109] Radzievich, Nicole, "Bethlehem eyes adding parking spaces on Main Street," *The Morning Call*, April 2, 2009, http://74.125.47.132/search?q=cache:7kNixBZraPkJ:xml.mcall.com/broadband/all-bl_4park,684003apr02,0,2382169.story+Callahan+said+the+city+has+all+but+locked+up+another+%24500,000+grant.+The+city+listed+the+parking+garage+as+its+No.+1+priority+on+the+list+for+federal+stimulus+money.&cd=2&hl=en&ct=clnk&gl=us.
[110] Schmitz, Ray, "Stimulus grant should be used to create jobs," *Post-Bulletin*, June 4, 2009, http://news.postbulletin.com/newsmanager/templates/localnews_story.asp?z=12&a=402544.
[111] Date, Terry, "Windham to use federal money for depot repairs," *Eagle Tribune*, June 11, 2009 http://www.eagletribune.com/punewsnh/local_story_162022948.html?keyword=secondarystory.
[112] Kibler, William, "Officials question stimulus wisdom," *Altoona Mirror*, April 5, 2009, http://www.altoonamirror.com/page/content.detail/id/517765.html/.

over two years from the National Oceanographic & Atmospheric Administration" to study, "scallop spat bags, propagation and habitat monitoring in Madaket Harbor."[113]

54. Nantucket, Massachusetts will spend $5.6 million in stimulus cash to resurface 6.4 miles of road and bike path, or roughly $875,000 a mile. The funding comes from the $437.9 million that the federal government has authorized Massachusetts to spend on highway projects as part of the stimulus bill.[114]

[113] Brace, Peter B., "Town applies for $2 million-grant for eelgrass, scallop restoration," *Nantucket Independent*, April 8, 2009, http://www.nantucketindependent.com/news/2009/0408/other_news/018.html.
[114] Shemkus, Sarah, "Nantucket road project now open for bids," *Cape Cod Times*, April 8, 2009, http://www.capecodonline.com/apps/pbcs.dll/article?AID=/20090408/BIZ/904080312/-1/NEWS.

Southern Region



55. **The Tennessee Department of Transportation plans to use money to create the Clement Railroad Hotel Museum.** Executive Director Cate Hamilton said the $200,000 was a surprise, but that it would help the museum be able to open with a complete set of exhibits. "Definitely this would help us tell our story here in Dickson Tennessee," said Hamilton.[115]

56. **Despite a history of mismanaging federal funds, D.C. Metro will receive hundreds of millions to close its budget deficit.** The agency will receive $200 million in stimulus funds despite having a poor track record of handling federal funds and tracking its inventory. According to a recent report of the inspector general for the D.C. Metro, it "found sloppy accounting, a lack of internal controls and poor oversight."[116]

57. **$77.5 million will be used to extend the consistently over-budget D.C. subway to Dulles Airport in Virginia.** The project to extend the Washington, D.C. Metrorail system 23 miles to connect downtown with Dulles International Airport will receive $77.5 million in stimulus

[115] Arnold, Sky, "Transportation Projects Funded by Stimulus Money," Arnold, *Fox 17 News* (Nashville), http://www.wztv.com/newsroom/top_stories/wztv_vid_5579.shtml.
[116] Sun, Lena H., "Metro reports cite accounting and security gaps," *Washington Post*, March 23, 2009, http://www.washingtonpost.com/wp-dyn/content/article/2009/03/21/AR2009032102088.html.

money.[117] Taxpayers recently agreed to pay an additional nearly $1 billion toward the project, despite its rising costs and schedule delays. Phase 1 of the project, which will provide 11 miles of track, was originally expected to cost $1.5 billion, but has since soared to $2.6 billion and is not expected be ready until 2013.[118]

58. **Wheeling, West Virginia will use almost $400,000 to renovate a downtown music hall.** This comes on the heels of already spending $715,000 to purchase nearby buildings that remain empty. Local officials are hoping "his additional project will "create a domino effect" to finally produce results. City councilman Vernon Seals is hoping for the best: "You're not going to see the retail like you have in the past. But we could be surprised,' he said.[119]

59. **Delaware has received a $7.5 million federal stimulus grant to pay for a boardwalk revival.** The federal government has allotted $7.5 million in stimulus recovery funds, which Rehoboth Beach plans to use for boardwalk reconstruction, including a new pavilion. Storms have damaged parts of the boardwalk, but, said Mayor Sam Cooper, "it's gonna be like a rock for the most part now."[120] Unfortunately, beachgoers should not get their hopes up – the project will "not be finished in time for this summer."[121]

60. **Memphis, Tennessee will spend $1.5 million to redevelop fairgrounds and $250,000 to rehabilitate a dilapidated laundromat.** The city plans to use $1.5 million in Community Development Block Grant Recovery funds to demolish Libertyland amusement park and replace it with soccer and baseball fields surrounding a 170-acre property. It also plans to spend $250,000 on rebuilding a "dilapidated laundromat."[122]

61. **Texas Department of Transportation plans to spend $181 million on a new road opposed by local environmentalists.** Grand Parkway outside of Houston has caused controversy among local residents upset that a new road would devastate Katy Prairie, the last vestige of a large undeveloped green space. The highway will commence the construction of a fourth ring-road around Houston and encourage the urban sprawl opposed by the Obama Administration by enabling the construction of a new development called Bridgeland. On a trip to Florida taken earlier this year, President Obama remarked, "The days where we're just building sprawl forever, those days are over."[123]

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[117] Cella, Matthew, "Dulles rail project gets stimulus check," *Washington Times*, May 8, 2009, http://www.washingtontimes.com/news/2009/may/08/dulles-rail-project-gets-stimulus-check/.
[118] Alec MacGillis, "Dulles Rail Project Faces Cuts as Costs Swell," Washington Post, March 23, 2006, http://www.washingtonpost.com/wp-dyn/content/article/2006/03/22/AR2006032202397.html; Emerling, Gary and Sands, "$900M dulles rail deal back on track," *Washington Times*, March 10, 2009, http://www.washingtontimes.com/news/2009/mar/10/900-million-dulles-rail-deal-back-on-track/.
[119] Hicks, Ian," Council Hopes Capitol Will Provide Spark," *The Intelligencer Wheeling News-Register*, June 5, 2009, http://www.news-register.net/page/content.detail/id/524736.html.
[120] Smith, Kristin, "$7.5M federal grant to pay for boardwalk revival," delmarvanow.com, April 23, 2009, http://coburn.senate.gov/public/index.cfm?FuseAction=LatestNews.NewsStories&ContentRecord_id=e88d9c6e-802a-23ad-4768-888ac5d76677&Issue_id=&CFID=11318314&CFTOKEN=48496743.
[121] Kramer, Cassandra, "DelDOT to Use Stimulus Money to Finish Rehoboth Boardwalk," *WBOC 16*, June 6, 2009, http://www.wboc.com/Global/story.asp?S=10424558.
[122] Andy Meek, "City Seeks Grant to Raze Libertyland," *Memphis Daily News*, May 29, 2009 http://www.memphisdailynews.com/editorial/Article.aspx?id=42755.
[123] Michael Cooper, "Stimulus Ideals Conflict on the Texas Prairie," *New York Times*, March 22, 2009, http://www.nytimes.com/2009/03/23/us/23sprawl.html?pagewanted=1&_r=2.

62. **Despite promises that citizens would be able to track "every dime" of the $787 billion stimulus bill, the federal website devoted to posting the spending details may not be complete until next spring.** During debate over the stimulus, the administration promised that a new website, Recovery.gov would provide "unprecedented transparency" to how stimulus funding was used. Unfortunately, it was recently revealed that the site may not be fully operational until spring 2010 – a full year after the stimulus bill was passed.[124]

63. **Delaware will spend $400,000 to construct a berth for a historic ship to attract tourists.** According to the Delaware Recovery website, it is hoped the project will "bring about a sense of community pride."[125]

64. **Stimulus to pay for housing used by Soyono the Sumatran tiger and Luke the Lion at the National Zoo in Washington, D.C.** Despite federal law that prohibits spending federal funds on local Zoos, money will go to the National Zoo. The Smithsonian, which runs the Zoo, is spending $11.4 of its $25 million in stimulus funds on the National Zoo and its Zoo research center in Virginia.[126]

65. **Washington, North Carolina is using stimulus funds to pay for "project-funding manager" whose job it is to secure even more stimulus funds.** The City hopes to pay the new "project-funding manager" to identify available Stimulus money using a $40,234 grant from the Edward Byrne Memorial Justice Assistance Grant program which, in turn, received funding through the stimulus bill.[127]

66. **Summerfield, North Carolina gets stimulus money for a parking lot.** The town of Summerfield may get $300,000 in federal stimulus funds to build a parking lot, despite the project already being in the town's regular budget. "The way I looked at it is it didn't really matter how you felt about the stimulus package, which is a reality," says Town Manager Michael Brandt. "I thought we might as well seek some benefit. . .If I don't go for it, somebody else will." Mayor Mark Brown concluded, "I think the stimulus money becoming available to aid the Summerfield Rail Trail parking problem is fabulous and unexpected."[128]

67. **The Florida Department of Transportation plans to spend $128 million on the proposed Indian Street Bridge, though it does not yet have all the property it needs.** The proposed funding of $128 million will be used to build a bridge a quarter of a mile away from an existing bridge, but it is unclear whether it is "shovel-ready." According to *CNN*, "the state has yet to buy all the property it needs for the right-of-way leading to the bridge," and "challenges from the

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[124] Kelley, Matt, "Details thin on stimulus contracts," *USA Today*, May 6, 2009, http://www.usatoday.com/tech/news/techpolicy/2009-05-06-stimulus_N.htm.
[125] Delaware Department of Transportation Recovery project website, http://deldot.gov/information/projects/recovery/pages/overfalls/index.shtml.
[126] Grabell, Michael," In the Stimulus Bill, One Zoo Stands Above All Others," *ProPublica*, May 4, 2009, http://www.propublica.org/ion/stimulus/item/in-the-stimulus-bill-one-zoo-stands-above-all-others-504.
[127] Sauls, Elizabeth, "Milking the Stimulus: After all, somebody's got to," *Beaufort Observer*, May 09, 2009, http://www.beaufortobserver.net/Articles-c-2009-05-09-234535.112112_Milking_the_Stimulus.html.
[128] Smith, Sandra, "Town gets stimulus money for parking lot," *Guilford County Northwest Observer*, April 3, 2009, http://coburn.senate.gov/public/index.cfm?FuseAction=LatestNews.NewsStories&ContentRecord_id=81223bea-802a-23ad-4b8e-aa8075a1452b&Issue_id=.

current owners of those parcels could delay construction." The Florida Department of Transportation has yet to purchase 33 of 63 properties needed to build the project.[129]

68. **USDA Inspector General (IG) raises concerns about a $2.5 billion program for rural broadband Internet service.** The Rural Utilities Service (RUS), tasked with doling out $2.5 billion for rural broadband efforts, has a checkered history of mismanagement and incompetence, according to a recent IG report. Since 2005, 90 percent of the loans approved by RUS have gone to communities that already have broadband access.[130]

69. **Miami, Florida will use $2.1 million in stimulus funds to move and relocate an aging Greyhound bus terminal.** The move is meant to facilitate connections between transit buses, commuter rail, intercity rail, and airport shuttles.[131]

70. **Lexington, Kentucky plans to spend $4.7 million on a trail connecting downtown with a horse farm.** In March, the Lexington Area Metropolitan Planning Organization voted to spend $4.7 million on the seven-mile Legacy Trail to connect downtown with a horse farm. Stimulus funds will not finish the trail, but the mayor of Lexington has said it will be important to pursue additional sources of money to finish the trail in time for the Alltech FEI World Equestrian Games in 2010.[132]

71. **Steam rooms in the fitness center of Laughlin Air Force Base in Texas will undergo repairs funded by federal stimulus funds.** According to the solicitation for bids on the project, the total cost is expected to be up to $100,000.[133]

72. **The federal government will provide$300 million in stimulus funds to 61 housing agencies that have been repeatedly faulted by auditors for mishandling government.** Problems have ranged from "poor bookkeeping to money that was spent improperly."[134]

73. **Large federal contractors who have paid big fines for violating environmental, safety, and discrimination rules are receiving stimulus funds.** One such company, CACI International, came under fire in 2004 after its interrogators contracted out to the U.S. Army were caught abusing prisoners at Abu Ghraib. An Army investigation found that CACI International had inadequate screening process and had employees with insufficient training. Despite this history, the company has won three stimulus contracts worth $1.5 million to provide contracting

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[129] Boudreau, Abbie and Jessi Joseph, "Stimulus-funded Florida Bridge draws criticism," CNN, May 4, 2009, http://www.cnn.com/2009/US/05/04/florida.bridge.stimulus/.
[130] Grabell, Michael, "Rural Broadband Stimulus Program Slammed in Gov't Report," *Propublica*, April 14, 2009, http://www.propublica.org/ion/stimulus/item/rural-broadband-stimulus-program-slammed-in-govt-report-414/.
[131] "Vice President Biden, U.S. Transportation Secretary LaHood, Miami Mayor Diaz Announce Availability of $8.4 Billion in Public Transportation Investments," U.S. Department of Transportation, March 5, 2009, http://www.dot.gov/affairs/dot2609.htm.
[132] "Newberry Announces $23 Million In Stimulus Funding For Area." *LEX18 – NBC*, March 30, 2009, http://www.lex18.com/Global/story.asp?S=10076131&nav=EQlp.
[133] "RECOVERY-Repair Fitness Center Steam Rooms," U.S. Air Force, Solicitation Number: F2R3C19037A001, https://www.fbo.gov/index?s=opportunity&mode=form&id=964d87bf562c629704e38b5ff06104a1&tab=core&_cview=1.
[134] Heath, Brad, "Housing agencies faulted in audits to get $300M of stimulus," *USA Today*, April 8, 2009, http://www.usatoday.com/news/washington/2009-04-07-Stimulus-Housing_N.htm.

specialists to the Forest Service. The consultants will help the agency evaluate projects so that it can spend stimulus money quickly.[135]

74. Dallas, Texas will receive stimulus funds to build a downtown park over a freeway. Dallas-planned Woodall Rodgers Deck Park, which will cover part of Woodall Rodgers Freeway, will receive $16.7 million from stimulus funds earmarked for transportation projects.[136] Under the original agreement with the City of Dallas, the park's builders would pay for the entire $92.7 million venture with private funds.[137] That has changed now that stimulus funds have come available. Current plans for the project include: "jogging trails, a dog park, a children's playground, a restaurant, a performance pavilion, a water sculpture, an area for games and much more."[138]

75. Bathrooms a major feature of $11.3 million renovation at Somerville Lake, Texas. Funds will be used to fix up bathrooms built in the 1960's, prompting site manager Ernest Eberle to proclaim, "It's Christmas." The Corps had previously received money to build a bathroom, but not to raze the old one, which is still standing. Eberle noted that the situation would soon change, "At Rocky Creek (Park) restroom No. 3, we got some funding and we were able to replace it. But we ran out of money and couldn't tear the old one down. Now we'll be able to do that."[139]

76. Virginia will spend $340,000 on a rural bridge that carries only 20 cars a day. The Rock Creek Road bridge leads to a gravel road with seven houses. Two residents of Rock Creek Road said they had not realized the bridge was in disrepair and were not sure that was the best use of the stimulus funds. VDOT officials say their top priority in choosing projects was how quickly they could get started.[140]

77. South Carolina Department of Natural Resources will spend $1.7 million to grow oysters. The South Carolina Department of Natural Resources hopes to restore 15 acres of oyster reefs with a $1.7 million federal stimulus grant.[141]

78. Stimulus program paying $2.5 million for beach enhancement studies. Despite recent concerns about beach restoration projects from the Obama Administration, the Army Corps of Engineers is spending $2.5 million to study new projects instead of building them.[142]

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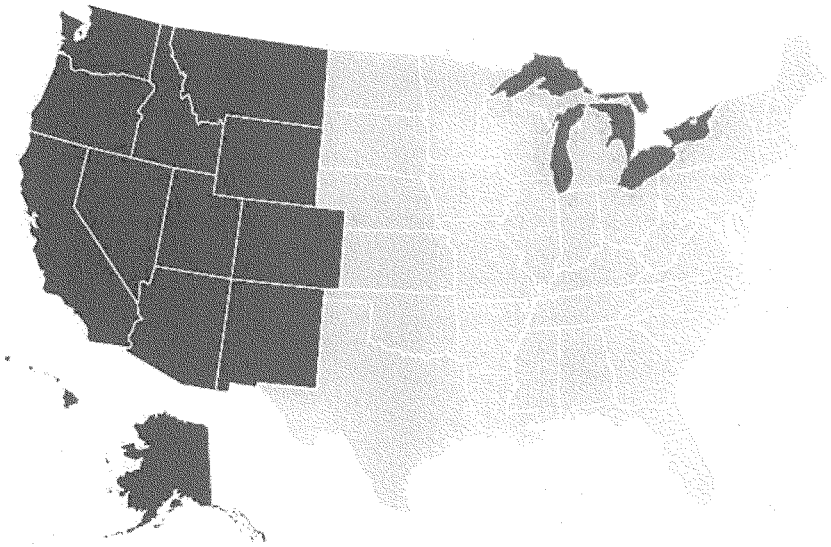
[135] Grabell, Michael and David Epstein, "Stimulus money going to scofflaw companies," *Salon.com*, May 21, 2009, http://www.salon.com/news/feature/2009/05/21/stimulus_bill_contractors/.
[136] Levinthal, Dave, "Woodall Rodgers Deck Park in Dallas will get $16.7 million in stimulus funds," *Dallas News*, March 27, 2009, http://www.dallasnews.com/sharedcontent/dws/news/localnews/stories/DN-woodall_27met.ART.State.Edition1.4ad1cc7.html.
[137] Garrison, Trey, "Woodall Rodgers Park Explained," *DMagazine*, October 18, 2007, http://www.dmagazine.com/Home/2007/10/15/Woodall_Rodgers_Park_Explained.aspx?redirected=1.
[138] "Woodall Rodgers Park project in Dallas receives federal stimulus funds," *Pegasus News Wire*, March 26, 2009, http://www.pegasusnews.com/news/2009/mar/26/woodall-rodgers-park-project-recieves-federal-stim/.
[139] Hahn, Arthur, "Stimulus funding flowing into lake--Somerville receives millions for projects," *Brenham Banner-Press*, May 30, 2009, http://www.brenhambanner.com/articles/2009/05/30/news/news01.txt.
[140] Haberkorn, Jennifer, "Rural bridges first in line for stimulus funds," *Washington Times*, May 10, 2009, http://washingtontimes.com/news/2009/may/10/rural-bridges-first-in-line-for-stimulus-funds/.
[141] "Officials Hope to Restore Oyster Habitat," *Associated Press*, April 19, 2009, http://www.wspa.com/spa/news/local/article/officials_hope_to_restore_oyster_habitat/16724/.
[142] Wood, Anthony R, and Urgo, Jacqueline L, "Budget cuts take bite from beach-fill projects," *Philadelphia Inquirer*, April 30, 2009, http://www.philly.com/inquirer/home_region/20090430_Budget_cuts_take_bite_from_beach-fill_projects.html.

Western Region



79. **Washington State University (Vancouver) is receiving $148, 438 to analyze "the use of marijuana in conjunction with medications like morphine."** According to local reports, "this is the first ARRA funding received by WSU. The project is uniquely qualified to receive these funds because of its potential to stimulate the economy and create or retain jobs within the community."[143]

80. **"Microsoft Bridge" in Seattle will receive $11 million in stimulus funds.** Despite having nearly $20 billion in cash reserves, Microsoft will be the prime beneficiary of $11 million for construction of a bridge to connect the two campuses of its headquarters.[144] Separated by a highway, the Microsoft headquarters outside of Seattle in Redmond, Washington will now be linked by an unusual diagonally shaped bridge, once construction is completed. According to *CNN*, Redmond Mayor John Marchione "applied for federal stimulus money after costs jumped

[143] "Marijuana study receives federal stimulus money," *WSU Today*, June 1, 2009, http://www.wsutoday.wsu.edu/pages/Publications.asp?Action=Detail&PublicationID=14657&PageID=21.
[144] Lai, Eric, "A bridge to Microsoft HQ: Critics slam $11 million federal stimulus for overpass," *Computerworld*, March 31, 2009, http://www.computerworld.com/action/article.do?command=viewArticleBasic&articleId=9130833.

on the project from $25 million to $36 million," leaving the taxpayer to pick up the entire cost overrun.[145]

81. **California is not encouraging school districts to re-hire laid-off teachers.** Following the layoff of a large number of special education instructors, the California Department of Education is not encouraging school districts to create or save new jobs by bringing them back on staff. Heather Carlson, with the Department of Education, noted the reason being "the day after the money runs out, districts once again would have to find a new way to pay those employees."[146]

82. **Oregon will spend $4.2 million to raise railroad track 18 inches.** In Scappoose, Oregon (pop. 6,200), drivers are tired of taking a detour to get past railroad tracks that are not level with the main road. To fix the situation, $4.2 million in stimulus money will raise the railroad tracks by 18 inches so that the road and tracks are level. According to city manager Jon Hanken, the stimulus money was needed because "local voters had rejected a bond issue to pay for the project."[147]

83. **Portland, Oregon will spend $1 million in stimulus funds for bike lockers.** City officials plan to upgrade 100 bike lockers and build a parking garage that will house 250 bicycles.[148] One local columnist questioned the need for the lockers, noting that Oregon had the fifth highest unemployment rate in January at 9.9 percent. Raising the question, "is this proper use of federal stimulus money?" he answered, "of course not!"[149]

84. **Stimulus cash is causing friction between a Colorado county sheriff and commissioner.** At a recent local meeting to discuss how the county would use stimulus money, two officials disagreed about how to use it. $213,716 stimulus grant for a new crime-response vehicle was seen as wasteful because the county already has similar equipment. "I just question the need for this in light of (the Colorado Bureau of Investigation's) criminal vehicle," the commissioner said.[150]

85. **A Wyoming town will build a new government building that local officials do not see helping the economy in the short-term.** Instead of leasing existing space downtown to help revitalize that area. "We're either green and growing or ripe and rotting," said a local official. The city council authorized an application for a $7 million loan to build a new water department administration and engineering building. "Long term I see it; short term, I don't," said council member Patrick Collins about the facility for Board of Public Utilities engineers and administrators. "We have an opportunity with these empty buildings to lease space downtown," Collins said.[151]

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[145] Patrick Oppmann, "Critics slam Microsoft bridge as waste of stimulus money," *CNN.com*, March 31, 2009, http://www.cnn.com/2009/US/03/31/bridge.microsoft/.
[146] Phillips, Roger, "Stimulus no cure-all for schools," *Recordnet.com*, April 3, 2009, http://www.recordnet.com/apps/pbcs.dll/article?AID=/20090403/A_NEWS04/904030322.
[147] Cauchon, Dennis, "Stimulus dollars put to work," *USA Today*, April 1, 2009, http://www.usatoday.com/news/nation/2009-03-31-stimulus-sidebar_N.htm?csp=34.
[148] "$1M Of Stimulus Will Go To Bike Parking," *KPTV*, March 10, 2009, http://www.kptv.com/traffic/18889128/detail.html.
[149] Norton, Larry, "TriMet bike lockers," *OregonLive, Old Town blog*, March 12, 2009, http://blog.oregonlive.com/oldtown/2009/03/trimet_bike_lockers.html.
[150] Standish, Lee Roy, "Stimulus funds cause friction", *The Grand Junction Daily Sentinel*, April 27, 2009, http://www.gjsentinel.com/hp/content/news/stories/2009/04/27/042809_3a_Commission.html?imw=Y.
[151] McCarthy, Bill, "City Council OKs applying for $7 million BOPU building loan," *Wyoming Tribune Eagle*, April, 2009, http://www.wyomingnews.com/articles/2009/04/14/news/19local_04-14-09.txt.

86. **The U.S. Department of the Interior will spend $280 million on wildlife refuges and fish hatcheries, $630,000 on a bridge at the National Bison Range, and $249,000 for solar panels at Ennis Fish Hatchery.** Refuges and hatcheries in Montana will receive about $3 million of the Interior Department's stimulus spending.[152]

87. **Colorado counties reject stimulus money, but change minds and use to buy an industrial dishwasher.** The four counties that at first rejected the money for senior citizen meals were hesitant to accept funds for a program they would not later continue. "'It didn't seem like a wise decision to take it, so we turned it down,' said Jo Downey, director of the council. 'We couldn't see buying food that we'd waste.'" But they changed their minds when state officials informed them that they did not have to use the money for meals, but could purchase "a new industrial-size dishwasher and mixer, plus 10 GPS systems"[153]

88. **Tualatin, Oregon plans to spend $2.5 million on a "train-horn-free" zone.** The city plans to provide $700,000[154] and the local transit agency plans to provide $939,000 in stimulus money towards creating a train-horn-free zone.[155] The money will be for Tualatin to help with noise issues but is not likely to be finished for two years.[156]

89. **San Diego International Airport will get $5 million to install "energy-efficient" runway guidance lights.**[157] Transportation Secretary Ray LaHood called the new signs a "critical investment" that will get the "U.S. economy going again."[158]

90. **A Utah sheriff's office is plans to purchase a Harley-Davidson motorcycle.** Davis County Sheriff's in Utah will be adding a brand new Harley-Davidson to their vehicle fleet courtesy of the stimulus bill. The purchase is part of a Edward Byrnes Memorial Justice Assistance Grant being shared with nearly a dozen other police agencies in the county. The department will receive almost $25,000, most of which will be used to purchase the Harley Davidson.[159]

91. **The Phoenix Police Department is expecting to receive $5.4 million in stimulus cash for new equipment that will not result in job creation.** According to local reports, the funds will "likely include more technology upgrades, such as electronic-citation devices, rather than adding new boots on the ground." Phoenix Executive Assistant Police Chief Tom Lannon said the use

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[152] Deines, Kahrin, "Refuges, hatcheries, to get $3 million," *Great Falls Tribune*, April 27, 2009, http://www.greatfallstribune.com/article/20090427/NEWS01/904270313.
[153] "4 Colo. Counties change minds, take stimulus money," *Associated Press*, June 4, 2009, http://cbs4denver.com/coloradowire/22.0.html?type=local&state=CO&category=n&filename=CO--Stimulus-SeniorMe.xml.
[154] Schmidt, Brad, "Tualatin May Have to Wait Two Years for MAX Quiet Zone," *Oregonian*, March 4, 2009, http://brooklyn-neighborhood.org/2009/03/04/tualatin-finds-cheaper-way-to-keep-wes-trains-quiet-safe/.
[155] http://trimet.org/pdfs/news/stimulusprojects.pdf. Accessed May 28, 2009.
[156] Schmidt, Brad, "Tualatin May Have to Wait Two Years for MAX Quiet Zone," *Oregonian*, March 4, 2009, http://brooklyn-neighborhood.org/2009/03/04/tualatin-finds-cheaper-way-to-keep-wes-trains-quiet-safe/
[157] "Lindbergh runways awarded $5 million," SignOnSanDiego.com (*Union-Tribune*), March 28, 2009, http://www3.signonsandiego.com/stories/2009/mar/28/1m28airport234819-lindbergh-runways-awarded-5-mill/.
[158] "2 Local Airports To Receive Stimulus Funding," *10News.com* (San Diego), March 27, 2009, http://www.10news.com/newsarchive/19030804/detail.html.
[159] Saxton, Bryon, "Sheriff's Office Gets New Wheels," *Standard-Examiner* (Utah), April 29, 2009, http://www.standard.net/live/news/171081.

of the funds will be challenging due to the rules for these law-enforcement grants changing nearly daily.[160]

92. U.S.-Canada border crossings that average less than 2 passenger cars per day and 2-3 trucks a month get millions from stimulus funds. U.S.-Mexico border crossings with 20,000 vehicle crossings per day get nothing. A border post located in Montana sees an average of less than two passenger cars per day and only two to three trucks a month, according to the Bureau of Transportation statistics. Despite the lack of activity, it will receive $15 million in "stimulus" funds for upgrades. Five of the tiny border crossings in Montana will get $77 million in total.[161]

93. Washington State will spend over $18 million in stimulus cash to grow and hatch fish. This represents over 15% of the $120 million the state's funding from the Bureau of Reclamation received for water infrastructure projects.[162]

94. Montana's state-run liquor warehouse will receive $2.2 million in stimulus cash to install skylights. The project is part of the $27.7 million the state has been awarded for energy programs.[163]

95. Eugene, Oregon will spend $2.25 million stimulus dollars to construct a 1,000 foot long bike path, and an additional $180,000 will be spent on "pedestrian facilities, traffic calming and bicycle-related components. The project was approved by the Oregon Transportation Commission for $2.25 million "to construct a 1000-foot-long elevated pedestrian-bicycle path over the Delta Ponds and Delta Highway."[164]

96. A California skate park will get a $620,000 "facelift." Plans to refurbish the skate park in Long Beach, California, had stalled for months as local funds put towards higher priority park projects. With $620,000 in federal stimulus funding available to upgrade the skate park, the city council decided to move forward. Daniel Johnson, a skater, said, "If most of us weren't skating right now, we'd be doing some bad stuff."[165]

97. The Bureau of Land Management is using stimulus funds to study the impact wind farms have on the sage grouse population in Oregon. The proposal would be to "hire people to tag

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[160] Ferraresi, Michael,"City safety agencies work to meet stimulus deadlines," *Arizona Republic*, April 8, 2009, http://www.azcentral.com/community/phoenix/articles/2009/04/08/20090408stim-phxsafety0408.html.
[161] Karl, Jonathan, "'GMA' Investigation: Stimulus Waste or Future Investment? Some Enraged as Montana Outpost With Little Cross-Border Traffic Gets $15M in Federal Stimulus Money," *ABC News*, May 15, 2009, http://www.abcnews.go.com/Politics/story?id=7594607&page=1.
[162] "Yakima Valley water projects get $40M stimulus boost," *Tri-City Herald*, April 17, 2009, http://www.tri-cityherald.com/901/story/546888.html.
[163] Weaver, Christopher, "Stimulus for Liquor Makes You Snicker," *Propublica*, March 11, 2009, http://www.propublica.org/ion/stimulus/item/stimulus-for-liquor-makes-you-snicker-0311/.
[164] "Construction jobs coming to Eugene via stimulus funding," *Daily Journal of Commerce*, April 2, 2009, http://www.djcoregon.com/articleDetail.htm/2009/04/02/Construction-jobs-coming-to-Eugene-via-stimulus-funding.
[165] Cuaron, Brian, "Long Beach's 14th Street Skate Park headed for a facelift," *Long Beach Press-Telegram*, May 30, 2009, http://www.presstelegram.com/news/ci_12487331 .

sage grouse in areas where wind farms are proposed and track the birds' movements to figure out where turbines could be located."[166]

98. Durango, Colorado to spend $215,000 for a bike path to keep kids from walking to school on the street. Construction is scheduled to begin in August on a new bicycle and pedestrian path on County Road 501 after the project received more than $215,000 in federal stimulus funds. Town Planner Joe Crain said, "'It definitely will be a very good thing because of the high school. I see a lot of students walking on the roadway.'[167]

99. $200,000 for restroom and showers at Black Butte Lake, California. The money is for new restrooms and showers in the group area. According the Corps of Engineers stimulus project list, the new restrooms "will greatly improve the public recreational experience."[168]

100. Big Stimulus windfall for tiny town. A town of 82 residents where the people are outnumbered "several times over by mule deer and antelope" in California is getting a $3 million stimulus for build a new water facility. At about $36,000 per person, the Town of Tennant is one of 74 water districts of California set to share $150 for drinking water projects.[169]

[166] "Wind farms' impact on sage grouse part of stimulus study," *The Spokesman-Review*, June 1, 2009, http://www.spokesman.com/stories/2009/jun/01/wind-farms-impact-on-sage-grouse-part-of-stimulus/?print-friendly.
[167] Buford, Katie, "Federal funds to help pay for path: Bayfield to build route for residents", The Durango Herald, April 23, 2009, http://durangoherald.com/sections/News/2009/04/23/Federal_funds_to_help_pay_for_path/.
[168] U.S. Army Corps of Engineers, "Civil Works Expenditure Plan - Operations and Maintenance," http://www.taxpayer.net/user_uploads/file/Stimulus/Corps/Corps_Stimulus_Projects_OperataionandMaintenance.pdf.
[169] Sabalow, Ryan, "Big stimulus grants go to tiny north state water districts,"*Record-Searchlight*, June 9, 2009, http://www.redding.com/news/2009/jun/09/big-stimulus-grants-go-to-tiny-north-state-water/.

APPENDIX – QUICK REFERENCE OF PROJECTS

State	Grant	Purpose
Top Ten Projects		
Oklahoma	$1.5 million	New water treatment plant that raises utility costs of residents.
Illinois	$1 billion	Most costly earmark in history despite promise of no earmarks.
Wisconsin	$15.8 million	Non-essential repairs for 37 rural bridges rarely used.
California	$10 million	Eminent domain kicking families out of homes to meet stimulus deadlines.
Florida	$3.4 million	Wildlife "eco-passage" that will take years to finish.
Nevada	$2 million	Weatherization contract going to company already fired for poor weatherization work.
Oklahoma	Over $1 million	New guardrail along bone-dry Optima Lake.
Pennsylvania	$9.38 million	Renovate old train station not used in 30 years.
D.C.	$2.5 million	Social security stimulus checks sent to 250 dead peope.
New York	$578,661	Homeless funds go to town that doesn't want the money since it has no homelessnesss.
Midwestern Region		
Illinois	$173,824	Weatherizing 8 pick-up trucks.
South Dakota	$20,000	Freezing fish sperm.
Wisconsin	$2.8 million	Unrequested nursing home assistance.
Iowa	$11 million	Unnecessary new cars for State government
Illinois	$150,000 est.	Road signs marking stimulus projects
Georgia	$5.5 million	Grant used to entice company to move from Iowa, taking 1,200 jobs away from state.
Michigan	$500,000	Renovate historic building to house yoga or children's movement class and a new visitor center.
Michigan	$43.9 million	Unnecessarily widen and rebuild road.
Illinois	$643, 945	New parking lot not wanted by local residents.
Ohio	$57 million	Planning and preliminary studies of highway projects.
Minnesota	$2 million	For theater used for dance and music events.
Illinois	$350,000	4-person bunker at wildlife refuge.
Ohio	n/a	Police jobs saved by stimulus funds could still be lost at end of year.
Indiana	$1.27 million	New airport runway signs.
Ohio	$1.5 million	Suicide prevention fence for a bridge.
Illinois	$1 million	To study if people are healthier in "green" government subsidized housing projects.
Indiana	$356,000	To study how kids perceive accents.
Michigan	$530 million	Mostly "no-strings" funding for school district despite record of poor financial management.
Michigan	$983,952	For decorative sidewalks and crosswalks and streetlights, planters, and

		landscaping.
Michigan	$1.3 million	New wastewater plant declared "dead on arrival" by local citizens.
Kansas	n/a	Visitor center and pedestrian bridge chosen not for economic but for cultural/aesthetic value.
Missouri	$462,000	New toilets at Mark Twain National Forest.
North Dakota	Up to $100,000	To demolish a sauna and build new showers in women's locker room.
Missouri	$2.9 million	Visitor center at wildlife refuge.
Missouri	$940,000	Solar power at a fish hatchery.
Wisconsin	$10 million	School lunch equipment and education technology but no teaching jobs.
Missouri	$500,000	Fish food for fish farmers.
Northeastern Region		
Rhode Island	$550,000	Skateboard Park.
Pennsylvania	$800,000	Backup runway for airport with only 3 flights a day.
Connecticut	$850,000	For studies including "how paying attention improves performance of difficult tasks."
New York	$175,000	Trolley to take tourists to festivals and markets.
New York	$3.1 million	Transform canal barge into floating museum.
Massachusetts	$3 million	Corporate jet runways that are opposed by local residents.
Maine	$1.3 million	For "government art jobs" including basket makers.
New York	$15 million	Partially rebuild portions of Coney Island Boardwalk.
New York	$150 million	To build the world's brightest x-ray.
Massachusetts	$3.5 million	3 mile bike trail despite having $80 million of existing, unused federal funds for bike trails.
Vermont	$71,200	Hybrid cars for driver education classes.
New York	$3.8 million	Extend an urban art trail.
Connecticut	$680,000	To study the effect of diet and exercise on obesity.
Pennsylvania	$500,000	Parking garage.
New York	$1 million	"Green upgrades" but no new jobs.
Massachusetts	$174,000	Duplicates funding to renovate a historic building that is already being funded by separate federal program.
Pennsylvania	$819,000	Homeless prevention despite the lack of homeless.
Massachusetts	$2 million	Monitor scallop reproduction and habitat.
Massachusetts	$5.6 million	Repave bike path.
Southern Region		
Tennessee	$200,000	To help create railroad hotel museum.
D.C.	$2.5 million	Beach enhancement studies by Army corps of Engineers.
D.C.	$200 million	For the D.C. metro despite history of waste and abuse of federal funds.
D.C.	$77.5 million	To Connect D.C. metro to Dulles Airport despite history of waste and abuse of federal funds.

West Virginia	$400,000	Renovate downtown music hall despite lack of interest in developing the surrounding area.
Delaware	$7.5 million	Renovate a boardwalk and build new pavilion.
Tennessee	$1.5 million	To redevelop old amusement park.
Tennessee	$250,000	Rehabilitate a dilapidated laundromat.
Texas	$181 million	Expand Grand Parkway that is opposed by local residents and environmentalists.
South Carolina	$1.7 million	Grow oysters.
D.C.	n/a	Despite promises of transparency, White House won't have website ready until next spring.
Delaware	$400,000	To construct berth for historic ship.
D.C.	$11.4 million	Housing for zoo animals despite prohibition on funds being used for local zoos.
North Carolina	$40,234	Salary of new staff position whose job it is to lobby for more stimulus funds.
North Carolina	$300,000	Parking lot already part of town's existing budget.
Florida	$128 million	Build a duplicative bridge.
D.C.	$2.5 billion	USDA program to bring internet to rural areas despite long history of misusing funds.
Florida	$2.1 million	To relocate an aging Greyhound bus terminal.
Kentucky	$4.7 million	Build a trail connecting downtown to a horse farm.
Texas	Up to $100,000	Steam room for a fitness center.
D.C.	$300 million	Federal funding for 61 housing agencies with history of misusing funds.
D.C.	$1.5 million	Contractor with history of abusing detainees in Iraq used by Forest Service to evaluate projects.
Texas	$16.7 million	Downtown park to cover a freeway.
Texas	$11.3 million	Bathroom repair.
Virginia	$340,000	Repair rural bridge despite no need for repair and only carries 20 cars a day.
Western Region		
Washington	$148,438	To study the use of marijuana in conjunction with other medication.
Washington	$11 million	Create a bridge that connects two Microsoft campuses.
California	n/a	State encouraging school districts to not rehire teachers with stimulus funds.
Oregon	$4.2 million	To raise railroad tracks 18 inches despite local residents rejecting plan.
Colorado	$213,716	New vehicle for sheriff despite already having access to an existing vehicle.
Wyoming	$7 million	Town to lease new office space instead of using existing empty office space.
Wyoming	$280 million	For wildlife refuges and fish hatcheries for such things as solar panels.
Colorado	n/a	Four counties reject stimulus money, but then change minds to buy an industrial dishwasher.
Oregon	$2.5 million	To create a "train-horn free" zone in town.
California	$5 million	To install energy efficient light bulbs

		for airport runway.
Utah	$25,000	Harley Davidson motorcycle for sheriff.
Arizona	$5.4 million	New police equipment but no new jobs.
Montana	$15 million	Upgrades for rarely used border crossing into Canada.
Washington	$18 million	To grow and hatch fish.
Montana	$2.2 million	Skylights for a liquor warehouse.
Oregon	$2.25 million	To construct a 1,000 foot bike path and pedestrian facilities.

California	$620,000	A "facelift" for skate park.
Oregon	n/a	Federal program using stimulus funds to study impact of wind farms on sage grouse population.
Colorado	$215,000	Bike path for kids to get to school.
California	$200,000	Restroom and showers at Lake park.
California	$3 million	New water facility for town of 82 residents.

A SECOND LOOK AT "A SECOND OPINION"

America's Mayors Respond

24. The Fort Wayne, Indiana airport will spend $1.27 million in stimulus cash for runway signs.

Mayor Tom Henry – D, City of Fort Wayne, Indiana:
"For Senator Coburn to attack a project that is specifically and exclusively designed for the safety of the passengers, flight crews and ground crews at Fort Wayne International Airport is extremely disappointing. The junior senator from Oklahoma has a long history as a fiscal conservative, but spending money to jumpstart the faltering economy on necessary infrastructure improvements is not pork, it is needed jobs and investment, plus for this project, enhanced safety for Fort Wayne residents and visitors to our city who rely on this airport. This project is already under contract so Senator Coburn's opposition is simply political posturing, not real action to reduce spending."

58. Wheeling, West Virginia will use almost $400,000 to renovate a downtown music hall.

Mayor Andy McKenzie – R, City of Wheeling, West Virginia:
"The City of Wheeling would like to acknowledge the efforts of both President Obama and Vice-President Biden in developing a recovery effort that provides economic and development opportunities for cities across America. Wheeling City Council by a unanimous vote authorized CDBG –R investment into the Capitol Theatre project to stimulate economic growth, job creation and downtown revitalization. This eligible shovel ready project will create 5.6 million dollars in direct spending in our community and more than 60 new jobs. We are disappointed; Senator Coburn appears to be off the mark. We invite him to come to Wheeling and visit this project that will be a catalyst for future investments in our community."

66. Summerfield, North Carolina gets stimulus money for a parking lot.

Mayor Mark Brown – R, Town of Summerfield, North Carolina:
"For several years, local government has been grappling with how to improve the safety at the Summerfield Rail Trail. Without sufficient parking so close to the start of the trail, this trailhead is a dangerous traffic accident waiting to happen. This Recovery funding will put people to work and expand the number of safe, parking spaces available. I've been someone who has been screaming about the pork jobs, but this is a real safety issue that our town is dealing with – Senator Coburn is wrong to call this a pork project; this is a safety project."

69. Miami, Florida will use $2.1 million in stimulus funds to move and relocate an aging Greyhound bus terminal.

Mayor Carlos Alvarez - Republican, County of Miami-Dade and Mayor Manny Diaz – Independent, City of Miami:
"The Miami Intermodal Center will link bus, train, rental car, Metrorail and an automated people mover to Miami International Airport. It means more tourism, business travel and trade, as well as more options for residents who rely on public transportation," said Mayor

Alvarez. "Transportation infrastructure is the backbone of our economy and will create thousands of jobs in the future."

"It will improve our energy independence and reduce our carbon footprint and greenhouse gas emissions by reducing the number of vehicle miles traveled", said Mayor Diaz. "It is unacceptable for Senator Tom Coburn to not support this project, which will advance our public transportation system and stimulate our economy."

80. "Microsoft Bridge" in Seattle will receive $11 million in stimulus funds.

Mayor John Marchione – Non-partisan, City of Redmond, Washington:
"The 36th Street Bridge project is a vital transportation investment needed to improve mobility and circulation for an area that is home to over 44,000 jobs and represents the second largest employment center in King County after downtown Seattle. It was the region's consensus top priority after a rigorous competitive review, and we were pleased to receive stimulus funding for this important jobs corridor. As Senator Coburn was advised over a month ago, Redmond has since returned $6.4 million of the $11 million stimulus grant due to the current favorable bid climate and strong project cost management."

89. San Diego International Airport will get $5 million to install "energy-efficient" runway guidance lights.

Mayor Jerry Sanders – R, City of San Diego, California:
"These lights and signage will improve safety at Lindbergh Field by reducing the likelihood of accidents on the tarmac. Contrary to Mr. Coburn's belief, this project is, in fact, an appropriate use of stimulus funds as it will put nearly 100 people to work during the installation process."

A Second Look at the Second Opinion:

Coburn Report Riddled with Falsehoods, Outdated Information and Misleading Assertions

A Statement from Ed DeSeve, Senior Advisor to the President for Recovery Act Implementation:

"We have approved more than 20,000 Recovery Act projects to get America's economy moving again. The program is, overall, a great success. With 20,000 projects approved, there are bound to be some mistakes – when we find them, we have been transparent about it, and worked on a bipartisan basis to shut them down immediately. Sen. Coburn's report, however, is filled with inaccuracies, including criticisms of projects that have already been stopped, projects that never were approved, and some projects that are working quite well. If Sen. Coburn has found any problematic projects, we will address them immediately - but much of this seems to be little more than an objection to the Recovery Act itself, which Sen. Coburn opposed. As state officials in Sen. Coburn's own home state have noted, 'We have people working today who would not have jobs if the stimulus package hadn't passed.'"

1. **"Free" Stimulus Money Results in Higher Utility Costs for Residents of Perkins, Oklahoma**

   Response: States, not EPA, make the decisions about Clean Water State Revolving Fund (SRF) ARRA project selection and terms, including the form of assistance (loans or grants) and interest rates. Communities constructing new facilities typically face higher utility rates in order to repay any loan. However, the affordable loan rates provided through the SRF save the community and ratepayers money over the long term compared to market rates.

   While the Buy American and Davis-Bacon provisions added to ARRA by Congress can increase project costs, they create U.S. jobs and provide workers with a fair wage. If the Buy American provisions increase a project's costs by more than 25 percent, the State can apply for a waiver.

2. **FutureGen: The Stimulus Earmark that Wasn't, Becomes the Costliest Pork Project in History**

   Response: The development of carbon capture and storage technology – and the ability for coal-based power plants to achieve zero carbon emissions – is crucially important for our country's energy future. The announcement related to the FutureGen project was the result of a joint decision by private and public partners in the project. The Department of Energy undertook a review of the FutureGen cost estimates and reviewed a series of alternative proposals. Ultimately, Recovery Act funds will be used for detailed design and construction if and only if the FutureGen Alliance and the project successfully meet a series of milestone reviews. This process ensures that the FutureGen project will receive the full funding only if it proves to be a smart investment.

3. **Little-Used "Shovel-Ready" Bridges in Rural Wisconsin Given Priority Over Widely Used Structurally Deficient Bridge.**

   Response: We'd like to correct some facts in this highlighted project. The write up quoted the *Milwaukee Journal Sentinel* which cites traffic figures for the Blooming Grove, WI, bridge of 85,600 cars per day, rather than the correct figure of 8,560 cars per day. If the Blooming Grove Bridge actually had 85,600 cars per day crossing over it, the bridge would be seeing three times the amount of traffic on the most heavily traveled stretch of an interstate.

4. **John Murtha Airport in Johnstown, Pennsylvania has only three flights a day but will receive $800,000 to repave a backup runway.**

   Response: Still under review.

5. **$3.4 Million for Wildlife "Eco-Passage" in Florida; Project Still May Take Years to Finish**

   Response: Still under review.

6. **Nevada Non-Profit Gets Weatherization Contract After Being Fired For Same Work**

   Response: FALSE. The Community Services Agency was never fired or defunded by the State and has over 25 years of experience managing the Weatherization Program.[1]

7. **Non-Existent Oklahoma Lake Gets Over $1 Million For a New Guardrail**

   Response: FALSE. "Work on the guardrail project is not going forward as we explore other approaches to protecting public safety." Army Corps of Engineers

8. **Taxpayers Taken for a Ride: Nearly $10 Million to be Spent to Renovate a Century Old Train Station that Hasn't Been Used in 30 Years**

   Response: The Elizabethtown train station sits along an important transit line in Eastern Pennsylvania between Harrisburg and Philadelphia. This line has enabled the growth of the Lancaster County region in recent years, and the Elizabethtown station is vital to the commuters who live in the area. More than 80,000 passengers use the Elizabethtown station every year, a number which has increased 90% from the approximately 43,000 riders who used the station just five years ago. Improvements to the outdated station will create jobs and improve the riding experience for the passengers who rely on the station every day to get to work. The renovated station will allow ridership to increase even more in the coming years, leading to increased business development and better quality of life for all area residents. (http://articles.lancasteronline.com/local/4/238232)

9. **10,000 Dead People Get Stimulus Checks, Social Security Administration Blames a Tough Deadline**

[1] Two years ago, in 2007, CSA experienced problems with the quality of work of a program manager and some contractors. Nevada Rural Housing Authority brought suit against CSA and Nevada State's Housing Division, and CSA agreed to cease its management of the program until the problems were solved. Since then, CSA hired a seasoned Weatherization Director (the former director of the Nevada Rural Housing Authority). In response to these changes, Nevada Rural Housing Authority dropped its suit against CSA.

Response: This problem was corrected and misdirected government funds have been reclaimed.

10. Town of Union, New York, Encouraged to Spend Money It Did Not Request For a Problem It Does Not Have

Response: FALSE: Although funds are allocated to towns via formula, the grantees are required to submit a plan for use of the funds, which Union did.[2]

11. Illinois county to spend $173,824 weatherization grant on eight pickup trucks.

Response: FALSE. This grant is not supported by ARRA funding.

12. South Dakota fish hatchery to spend half of a $20,000 grant on a freezer for fish sperm.

Response: Still under review.

13. Wisconsin nursing home receives $2.8 million in stimulus money it didn't need or request.

Response: FALSE. The Knapp Haven Nursing Home had originally applied for a non-ARRA Community Facilities Direct Loan for a nursing home renovation in Chetek, Wisconsin, but applied instead for ARRA funding as there were not sufficient funds in the USDA Rural Development State Office allocation. It is possible that the project would have gone unfunded without the ARRA funding.

14. Iowa state legislators are using money freed up by federal stimulus cash to buy $11 million in new cars the State does not need.

Response: MISLEADING. This is not a direct use of ARRA funds to buy cars, and is pure speculation, given that this article was written in April, on where the funding for the cards came.

15. Road signs costing $300 each are being placed at construction sites to alert motorists that the project is being paid for by stimulus money.

Response: Road project signage is both customary, and an allowable use of funds.

[2] The Homeless Prevention/Rapid Re-housing (HPRP) funds in the Recovery Act were allocated to grantees via a formula; grantees did not apply. However, grantees are required to accept the funds by submitting an appending plan. The HPRP Notice indicates that that if grantees do not have the capacity to administer the funds or don't need them, they should simply decline and the funds would be reallocated to other communities. The City of Union did not, in fact, decline the funds but submitted their spending plan outlining how they plan to spend the money that was allocated to them. Also, HPRP funds are largely intended to prevent homelessness, not necessarily correct a chronic homelessness problem, so the fact that someone in the town wasn't "aware of any homelessness issue in the largely suburban town" is irrelevant. It can be used assist folks that are at risk of losing their homes due to job loss, or the inability to make mortgage payments.

16. Stimulus grant may cost Dayton, Ohio 1,200 jobs.

Response: FALSE. The Economic Development Administration (EDA) has a long standing policy that prohibits the agency from providing funds to incentivize a corporate relocation from one U.S. region to another.

Press Reports: http://www.daytondailynews.com/blogs/content/shared-gen/blogs/dayton/opinion/entries/2009/06/04/editorial_stimulus_money_hard.html.

17. The governor of Michigan is using $500,000 to renovate the Ypsilanti Freighthouse, which may house a "yoga or children's movement class" and a full-time tourist information center.

Response: Still under review.

18. Critics question whether the much-hyped 2000th transportation stimulus project is necessary.

Response: This project is a much needed project that was labeled by FOX News as one of the very "best" Recovery Act projects in the country. See http://www.foxnews.com/politics/2009/05/06/stimulus-report-card-hits-misses/

19. Parking lot that no one wants.

Response: Still under review.

20. Ohio state legislators oppose the governor's plans to use $57 million for "planning and preliminary studies instead of bricks-and-mortar construction."

Response: FALSE. The Ohio Department of Transportation is directing these dollars to shorter-term projects, aimed at quickly creating and retaining construction-related jobs.

http://www.dot.state.oh.us/news/Pages/ODOTsStimulusInvestmentsspurringmoreConstruction-RelatedJobs.aspx

21. Minnesota theater wins millions over bigger job producers.

Response: Still under review.

22. Illinois will spend $350,000 to build a four-person bunkhouse at Crab Orchard National Wildlife Refuge.

Response: FALSE. This project was on a contingency project list and is not planned for implementation. Planned Interior Recovery Act projects can be found at www.doi.gov/recovery.

23. Police jobs in Columbus, Ohio saved by stimulus could still leave officers getting pink slips.

Response: MISLEADING. In some cases, States may have HR rules or union contracts regarding those who may be laid off and in what order. If the grantee needs to change the project plan a Change of Scope request must be submitted to the Grant Manager for approval.

As the President said in Columbus, these funds can't solve every problem, and he recognized that the police force would still face budget challenges. But the bottom line is that these funds helped these police recruits keep their jobs for another year, which can only improve the community and economy of Columbus.

24. The Fort Wayne, Indiana airport will spend $1.27 million in stimulus cash for runway signs.

Response: Runway signs are an issue of basic safety for airports. Use of ARRA funds for such signage increases safety for both passengers and crew. As Mayor Tom Henry – D, City of Fort Wayne, Indiana says: "[this is a] project that is specifically and exclusively designed for the safety of the passengers, flight crews and ground crews at Fort Wayne International …spending money to jumpstart the faltering economy on necessary infrastructure improvements is not pork, it is needed jobs and investment, plus for this project, enhanced safety for Fort Wayne residents and visitors to our city who rely on this airport."

25. Akron, Ohio will use up to $1.5 million to erect a suicide-prevention fence.

Response: Installing this fence addresses a basic safety issue.

26. Rather than help welfare recipients obtain jobs and escape poverty, $1 million will be used to study whether 300 people in Chicago are healthier when living in "green" public housing facilities.

Response: Still under review.

27. The National Institute of Health gives Indiana University professor $356,000 to study how kids perceive foreign accents.

Response: This basic research project will inform our knowledge of how children perceive accents and how it affects their ability to understand speech. The knowledge gained from this research will be particularly beneficial to children with hearing deficits. The information gained will also add to the larger knowledge base in the field of speech therapy, and the audio recording database will provide a resource that can be useful for future studies of this topic. This research proposal will investigate this issue by testing

children's perception of foreign-accented speech, a common, real-world source of speech variability.

28. Detroit Public Schools will reap massive benefits from stimulus despite a $150 million deficit.

Response: The Department of Education (ED) is very well aware of Detroit Public Schools' financial management issues, and has been working with them closely to ensure proper procedures as a result.

Press Reports: DPS Emergency Financial Manager Said He Will Not Use Recovery Act Funds to Plug the District's Deficit and Will Be Hiring an Inspector General to Oversee Forensic Audits and Allegations of Financial Wrongdoing in the District. "Detroit Public Schools will soon hire an inspector general to oversee forensic audits and investigate allegations of financial wrongdoing as part of resolving a spiraling deficit, the district's new emergency financial manager said in an interview Thursday. In one of his first interviews since taking office last week, Robert Bobb also told the Free Press that the district's deficit has ballooned to more than $200 million - far more than the $139 million announced last year...Decisions also must be made about how to use some of the $530 million headed to DPS from the federal stimulus package. Bobb said Thursday that he was skeptical that any of the money will come without strings and added that he will not use the stimulus to plug the deficit because that won't solve the structural problems in the budget."[7]

29. Michigan will spend $983, 952 for streetscaping in Ann Arbor.

Response: Still under review.

30. "Dead" project in Leelanau County, Michigan gets new life in stimulus aid.

Response: FALSE. This project has been removed from the Michigan Department of Environmental Quality's project list.

31. Visitor center and a pedestrian bridge Kansas chosen for "aesthetics" over economics.

Response: Still under review.

32. A National Forest in Missouri will receive $462,000 to replace toilets.

Response: MISLEADING. The Forest Service owns and maintains thousands of toilet buildings throughout the National Forest System. As reported in the media, one of these acquisitions involved the $460,000 purchase and installation of 22 prefabricated concrete

[7] Detroit Free Press, 5/13/09

toilet buildings to be built in remote locations throughout Missouri's Mark Twain National Forest.

At an average of about $21,000 each, the price reflects the cost of complete constructed buildings rather than cost of the toilets as indicated in the report. The cost of $9,800 per building was awarded against an existing GSA schedule and is identical to the price the Forest Service paid two years ago for the same units. The negotiated price of $11,600 per site for excavation, grading, and foundation installation is also in line with what the agency paid two years ago.

33. Stimulus funds will be used to demolish a sauna and build showers in the women's locker room at Grand Forks Air Force Base in North Dakota.

Response: MISLEADING. The additional showers are necessary to meet the current design standards for the female population at Grand Forks, ND. This project was included in the Department's Recovery Act Expenditure Plan to "Repair Fitness Center Bldg 308 Showers." It was awarded on April 21, 2009 for $70.3 thousand (13% below original estimate). It demolishes an existing whirlpool and installs six additional showers, required ventilation and plumbing to bring the facility to current standards. The current facility is undersized by 66%.

34. Federal stimulus cash paying for a fish hatchery and a new visitor center in Missouri.

Response: The existing facility at the Mingo National Wildlife Refuge has significant deferred maintenance and does not meet current codes and standards, so building a replacement facility is a more cost-effective alternative.

The improvements to the Neosho National Fish Hatchery include maintenance improvements, in addition to installing a new renewable energy source that will reduce future operational costs.

35. $10 million will be used for school lunch equipment and education technology in Oshkosh, Wisconsin.

Response: States are permitted to use State Fiscal Stabilization funds to restore cuts in state support; districts may not necessarily receive additional funds. This may have the affect of freeing up state funds for other essential public services. While the federal government encourages states to increase the amount available to support education, the statute does not include a supplanting provision.

36. Missouri plans to spend $500,000 of federal stimulus money on fish food.

Response: Funding was specifically provided in the Recovery Act for this purpose.

Press Reports: Missouri Catfishery Owner Saw Feed Costs Increase 50 Percent from 2007 to 2008; Though He Wasn't "A Big Fan" of the Recovery Act, He Said He Might Apply for the Aid Because the Increase "Is Something Putting a Real Pinch on Our Business." "The United States is about to spend $50 million on fish food. The money included in the federal stimulus package is intended to help keep afloat an aquaculture industry already struggling from foreign competition after feed prices jumped 50 percent last year...The aquaculture industry was worth $1.4 billion in sales in 2007, the most recent year for which the U.S. Department of Agriculture has figures. Catfish account for one-third of those sales, and the leading producers are Mississippi, Alabama and Arkansas."[5]

37. **Pawtucket, Rhode Island spending $550,000 on a skateboard park.**

Response: FALSE. The CDBG grant proposal submitted by Pawtucket did not contain the skateboard proposal.

38. **Yale and the University of Connecticut are receiving $850,000 in stimulus for research "to study how paying attention improves performance of difficult tasks."**

Response: This research examines neurobiological mechanisms that support the brain's ability to exclude redundant and/or irrelevant information while searching for and locating targets under conditions of attention versus inattention. This is basic research which focuses on the neurons within a specific area of the brain. The knowledge gained from this study could lead to better understanding of disabilities involving impaired attention, and secondarily, to commercial applications such as treatments to improve attention under occupational stress.

39. **Gloversville, New York is using $175,000 of stimulus money to pay for a trolley bus to take tourists to festivals and a farmers market.**

Response: Still under review.

40. **$3.1 million will turn a canal barge into a floating museum.**

Response: Still under review.

41. **Three million dollars will pay for corporate jet runways in Massachusetts despite opposition of local leaders.**

Response: Still under review.

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[5] Associated Press State & Local Wire, 6/12/09

42. Maine to spend over $1.3 million on "government arts jobs," including $30,000 for basket makers, $20,000 for story telling, and $12,500 for a music festival.

Response: Still under review.

43. New York City will spend $15 million to rebuild sections of the Coney Island Boardwalk.

Response: Still under review.

44. A New York laboratory is receiving $150 million in stimulus cash for "world's brightest x-ray," but it won't be available until 2015.

Response: The $150 million will create over 200 local construction jobs on Long Island in this fiscal year that would not have been created until the following year, providing short-term economic relief to Long Island families. Construction has already begun.

In addition to creating jobs as rapidly as possible, these Recovery Act funds represent an investment in renewed science and technology leadership, enabling discoveries and breakthroughs that will spur U.S. innovation and economic growth in the years ahead. When completed in 2015, NSLS-II will provide American scientists with world-leading capability in one of the most internationally competitive areas of science—advanced lights sources—which have become the state-of-the-art instruments for effecting major advances in materials science, energy, pharmaceuticals and health, and a range of other fields.

45. Milford, Massachusetts plans to use $3.5 million for a three mile bike/walking trail despite its failure to spend $80 million in federal funds for other pedestrian paths.

Response: Still under review.

46. Stimulus funds pay for a hybrid car to be used by Vermont student drivers.

Response: FALSE. No application has been received from the Town of Colchester for this program.

47. Rochester, New York is getting millions to extend an art trail.

Response: Still under review.

48. The National Institutes of Health is giving Yale University $680,100 in stimulus funds to study the effectiveness of diet and exercise at reducing obesity.

Response: This is a clinical study to examine the efficacy of a behavioral intervention for weight management, through nutrition and exercise, for schizophrenic patients. This intervention has been adapted for mentally ill patients from an approach widely used in

the broader population. The intervention has already been found effective in a smaller sample of mentally ill patients and is now being tested in a larger sample.

49. No. 1 priority for Bethlehem, Pennsylvania's share of the stimulus cash: A parking garage.

Response: MISLEADING. This project would be funded under CDBG grants funds, and no funds have been approved yet.

Press Reports: Local Business Owner: "We've Done Customer Surveys and 25 Percent of Them Say That They Would Come More Often If There Was Better Parking." The same article that Sen. Coburn's office includes quotes from local business owners who recognize the link between available parking and increased business: "'It's true,' said Dana DeVito, general manager at Moravian Book Shop. 'We've done customer surveys, and 25 percent of them say that they would come more often if there was better parking.'"[9]

50. Rochester, New York to spend $1 million grant on "green" upgrades, but will not create new jobs.

Response: FALSE. No application has yet been received from the City of Rochester to date for these funds.

51. City favors stimulus money over other federal grant to avoid matching requirement.

Response: Still under review.

52. Altoona, Pennsylvania is getting $819,000 for a homelessness prevention program despite local reports that the town may not have enough of a homelessness problem to use it.

Response: FALSE. Altoona's publicly available Consolidated Plan for their HUD formula programs shows that during the course of the year there are several hundred homeless persons in the city and that they also have persons who are at risk of homelessness. The Homeless Prevention/Rapid Re-housing (HPRP) funds in the Recovery Act were allocated to grantees via a formula; grantees did not apply. However, grantees are required to accept the funds by submitting a spending plan. The HPRP Notice indicates that that if grantees do not have the capacity to administer the funds or don't need them, they should simply decline and the funds would be reallocated to other communities. Also, HPRP funds are largely intended to prevent homelessness, not necessarily correct a chronic homelessness problem. It can be used to assist folks that are at risk of losing their homes due to job loss or the inability to make mortgage payments.

53. $2 million in stimulus cash will be used to monitor scallop reproduction and habitat.

[9] Morning Call (Allentown, PA), 4/2/09

Response: MISLEADING. No grants under the National Oceanic and Atmospheric Administration's coastal habitat restoration program have been awarded to date.

54. Nantucket, Massachusetts will spend $5.6 million in stimulus cash to resurface 6.4 miles of road and bike path, or roughly $875,000 a mile.

Response: Still under review.

55. The Tennessee Department of Transportation plans to use money to create the Clement Railroad Hotel Museum.

Response: Still under review.

56. Despite a history of mismanaging federal funds, D.C. Metro will receive hundreds of millions to close its budget deficit.

Response: Still under review.

57. $77.5 million will be used to extend the consistently over-budget D.C. subway to Dulles Airport in Virginia.

Response: Still under review.

58. Wheeling, West Virginia will use almost $400,000 to renovate a downtown music hall.

Response: MISLEADING. This project would be funded under the CDBG grant program, and no CDBG grants have been awarded yet. As stated by Mayor Andy McKenzie (R), of Wheeling: "... Wheeling City Council by a unanimous vote authorized CDBG –R investment into the Capitol Theatre project to stimulate economic growth, job creation and downtown revitalization. This eligible shovel ready project will create 5.6 million dollars in direct spending in our community and more than 60 new jobs...this project that will be a catalyst for future investments in our community."

59. Delaware has received a $7.5 million federal stimulus grant to pay for a boardwalk revival.

Response: Still under review.

60. Memphis, Tennessee will spend $1.5 million to redevelop fairgrounds and $250,000 to rehabilitate a dilapidated laundromat.

Response: MISLEADING. This project would be funded under the CDBG grant program, and no CDBG grants have been awarded yet.

61. Texas Department of Transportation plans to spend $181 million on a new road opposed by local environmentalists.

Response: Still under review.

62. **Despite promises that citizens would be able to track "every dime" of the $787 billion stimulus bill, the federal website devoted to posting the spending details may not be complete until next spring.**

Response: FALSE. As can be read in this article at GovExec.com (http://www.govexec.com/story_page.cfm?articleid=42866&dcn=todaysnews, the Board feels they are on schedule to meet the statutory deadline.

63. **Delaware will spend $400,000 to construct a berth for a historic ship to attract tourists.**

Response: Still under review.

64. **Stimulus to pay for housing used by Soyono the Sumatran tiger and Luke the Lion at the National Zoo in Washington, D.C.**

Response: Still under review.

65. **Washington, North Carolina is using stimulus funds to pay for "project-funding manager" whose job it is to secure even more stimulus funds.**

Response: Still under review.

66. **Summerfield, North Carolina gets stimulus money for a parking lot.**

Response: Still under review. A comment from Mayor Mark Brown (R), of Summerfield, North Carolina: "For several years, local government has been grappling with how to improve the safety at the Summerfield Rail Trail. Without sufficient parking so close to the start of the trail, this trailhead is a dangerous traffic accident waiting to happen. This Recovery funding will put people to work and expand the number of safe, parking spaces available."

67. **The Florida Department of Transportation plans to spend $128 million on the proposed Indian Street Bridge, though it does not yet have all the property it needs.**

Response: Still under review.

68. **USDA Inspector General (IG) raises concerns about a $2.5 billion program for rural broadband Internet service.**

Response: No funds have yet gone out for the Broadband program, and IG concerns will be taken into account.

69. **Miami, Florida will use $2.1 million in stimulus funds to move and relocate an aging Greyhound bus terminal.**

Response: This intermodal transit project has been widely acclaimed. See http://www.bizjournals.com/southflorida/stories/2009/03/02/daily64.html

70. Lexington, Kentucky plans to spend $4.7 million on a trail connecting downtown with a horse farm.

Response: Still under review.

71. Steam rooms in the fitness center of Laughlin Air Force Base in Texas will undergo repairs funded by federal stimulus funds.

Response: FALSE. This project was not funded with Recovery Act funds.

72. The federal government will provide $300 million in stimulus funds to 61 housing agencies that have been repeatedly faulted by auditors for mishandling government.

Response: Still under review.

73. Large federal contractors who have paid big fines for violating environmental, safety, and discrimination rules are receiving stimulus funds.

Response: CACI is one of the 100 biggest federal contractors overall. USAspending.gov reports that CACI received $1.5B in FY 2008. The Forest Service contract in question represents one-tenth of one percent of the 2008 level awarded to the company.

To meet the rigorous transparency and accountability standards reflected in OMB guidance, the Forest Service has created four Economic Recovery Operations Centers (EROCs) through which all contracts, grants, and agreements funded by the ARRA are processed. Through these Centers, the Forest Service uses competitive procurement procedures for all ARRA awards. Exceptions can only be approved by the agency's senior procurement official. The contract will assist the Forest Service conduct operations at their EROCs. The contract was awarded on a competitive basis.

74. Dallas, Texas will receive stimulus funds to build a downtown park over a freeway.

Response: Still under review.

75. Bathrooms a major feature of $11.3 million renovation at Somerville Lake, Texas.

Response: FALSE. Of the $11.3 million slated for renovation, only $400,000 is for restrooms, the majority is for modernization camping loops.

76. Virginia will spend $340,000 on a rural bridge that carries only 20 cars a day.

Response: Still under review.

77. South Carolina Department of Natural Resources will spend $1.7 million to grow oysters.

Response: Still under review.

78. Stimulus program paying $2.5 million for beach enhancement studies.

Response: Still under review.

79. Washington State University (Vancouver) is receiving $148, 438 to analyze "the use of marijuana in conjunction with medications like morphine."

Response: Still under review.

80. "Microsoft Bridge" in Seattle will receive $11 million in stimulus funds.

Response: MISLEADING. As Sen. Coburn knows, because Gov. Gregoire informed him by mail last month, the bridge in question is using less than half of these funds. It is an important local development project. Mayor John Marchione (Non-partisan), of Redmond, says: "The 36th Street Bridge project is a vital transportation investment needed to improve mobility and circulation for an area that is home to over 44,000 jobs and represents the second largest employment center in King County after downtown Seattle. It was the region's consensus top priority after a rigorous competitive review, and we were pleased to receive stimulus funding for this important jobs corridor."

81. California is not encouraging school districts to re-hire laid-off teachers.

Response: The funds mentioned in the article are related to the release of Title I and IDEA funds, which were not intended to enable districts to retain staff. California received its SFSF funds, which are intended to allow districts to retain teachers.

The other 2 items have to do with States or Districts choosing not to spend ARRA dollars on teacher retention because they are worried about the funding cliff. The first priority of State Fiscal Stabilization Funds is to address state budget shortfalls – so if there are teachers being laid off, the money is intended to be used to retain them. Once state budget shortfalls have been addressed, then the Department of Education are encouraging states to spend the money on investments rather than expansion that cannot be sustained post-ARRA.

82. Oregon will spend $4.2 million to raise railroad track 18 inches.

Response: Still under review.

83. Portland, Oregon will spend $1 million in stimulus funds for bike lockers.

Response: Still under review.

84. Stimulus cash is causing friction between a Colorado county sheriff and commissioner.

Response: FALSE. This issue has been resolved by the Mesa County Commissioners, who have voted to approve a host of projects, including expansion of a county jail.

85. A Wyoming town will build a new government building that local officials do not see helping the economy in the short-term.

Response: Still under review.

86. The U.S. Department of the Interior will spend $280 million on wildlife refuges and fish hatcheries, $630,000 on a bridge at the National Bison Range, and $249,000 for solar panels at Ennis Fish Hatchery.

Response: The Bridge at the National Bison Range does not meet standards and has become a safety hazard to people. This is a deferred maintenance project.

In addition to installing a new renewable energy source that generate 75% of the station's electricity use and reduce future operational costs, the improvements to the Ennis National Fish Hatchery also include maintenance improvements.

87. Colorado counties reject stimulus money, but change minds and use to buy an industrial dishwasher.

Response: FALSE. Per the Colorado Recovery Act office, the four counties will use the nearly $17,000 for meals served to low-income seniors. Recovery Act dollars will not be spent on equipment, such as a dishwasher. Colorado, like much of the nation, has seen a 30 percent increase in demand for emergency food during the recession and the Recovery Act is paying to meet the increased need.

88. Tualatin, Oregon plans to spend $2.5 million on a "train-horn-free" zone.

Response: Still under review.

89. San Diego International Airport will get $5 million to install "energy-efficient" runway guidance lights.

Response: Funding for San Diego Airport Will Pay for Improved Runway Safety Lights and Energy-Efficient Signs of the Airfield. According to the very article cited in the report, the "federal funds will cover the installation of new energy-efficient signs on the

airfield and improved runway safety lights."[3] Mayor Jerry Sanders (R) of San Diego comments on the project: "These lights and signage will improve safety at Lindbergh Field by reducing the likelihood of accidents on the tarmac… this project is, in fact, an appropriate use of stimulus funds as it will put nearly 100 people to work during the installation process."

90. A Utah sheriff's office is plans to purchase a Harley-Davidson motorcycle.

Response: JAG funds can be used to pay for personnel, overtime, and equipment. For example, Recovery-JAG funds may be used to purchase police cruisers (whether marked or unmarked), as well as police motorcycles. While known to many as a manufacturer of motorcycles built for leisurely purposes, Harley Davidson has been a primary supplier of American Law Enforcement motorcycles for over 100 years. More than 3,400 police departments ride Harley-Davidson motorcycles in the U.S. alone.

91. The Phoenix Police Department is expecting to receive $5.4 million in stimulus cash for new equipment that will not result in job creation.

Response: These reports are inaccurate. According to Maricopa County's own application for the funds, the city of Phoenix does intend to use the Recovery Act JAG funds to hire staff in the prosecutors and fire department offices, not for equipment.

92. U.S.-Canada border crossings that average less than 2 passenger cars per day and 2-3 trucks a month get millions from stimulus funds. U.S.-Mexico border crossings with 20,000 vehicle crossings per day get nothing.

Response: Still under review.

93. Washington State will spend over $18 million in stimulus cash to grow and hatch fish.

Response: The Bureau of Reclamation is investing $18.1 million in the Leavenworth Water System – Columbia Basin Project. This project will complete repairs at Leavenworth.

Beginning in the fall 2009, hatchery system improvements at Leavenworth will rebuild the water intake system which includes the pumping plant, fish screen and pipeline, and an effluent pond. An operations and maintenance evaluation concluded the system is in imminent threat of failure, with the potential to shut down hatchery operations. Shut down would affect Endangered Species Act-listed brood stock production, Reclamation's ability to meet Grand Coulee mitigation requirements, and the 2008 Federal Columbia

[3] "Lindbergh runways awarded $5 million," SignOnSanDiego.com (*Union-Tribune)*, March 28, 2009, http://www3.signonsandiego.com/stories/2009/mar/28/1m28airport234819-lindbergh-runways-awarded-5-mill/.

River Power System (FCRPS) Biological Opinion. Completion of this critical water delivery system would ensure continuation of hatchery operations, which supports spring Chinook salmon and continue to ensure tribal Coho fishing opportunities for Yakama and Colville Tribes. Project completion would also resolve ongoing legal disputes, address growing safety issues associated with difficult O&M of the current system, and reduce operating costs.

94. Montana's state-run liquor warehouse will receive $2.2 million in stimulus cash to install skylights.

Response: The skylights at the warehouse will save taxpayers money. See the following analysis from ProPublica:

"Projects like Montana's liquor warehouse could provide fodder for stimulus critics, but it's actually just a continuation of a twenty-year-old program designed to save the state money by reducing energy consumption.

"If light can be reflected in through the windows, we save money," Steven Swanson, the distilled spirits manager at the warehouse, told us. The state of Montana has been in the liquor distribution business [6] since prohibition ended, and brought in about $100 million last year. The warehouse is just one of the many state-owned buildings [1] in line for cost-saving energy improvements.

Montana's Gov. Brian Schweitzer has launched an initiative [7] to cut the state government's energy use by 20 percent before next year. To achieve that "20x10" goal, the state hastened "audits" to plan and design energy-saving renovation in older buildings, like the 30-year-old liquor warehouse, throughout 2008, creating a backlog of projects that were simply awaiting funding, Paul Cartwright, the governor's adviser on energy issues told us.

Last fall, Schweitzer [8], a Democrat, proposed a budget that included about $25 million to pay for renovations. But, as the financial crisis deepened that figure was repeatedly down-sized in the administration's proposals to the state legislature. That is, until the stimulus package arrived on the doorstep."

95. Eugene, Oregon will spend $2.25 million stimulus dollars to construct a 1,000 foot long bike path, and an additional $180,000 will be spent on "pedestrian facilities, traffic calming and bicycle-related components.

Response: Still under review.

96. A California skate park will get a $620,000 "facelift."

Response: MISLEADING. This project would be funded under the CDBG grant program, and no CDBG grants have been awarded yet.

97. The Bureau of Land Management is using stimulus funds to study the impact wind farms have on the sage grouse population in Oregon.

Response: BLM is using Recovery Act funds to complete environmental reviews and other studies needed before public lands can be used for various renewable energy projects. Funding these studies now will accelerate the permitting process.

Sage grouse have been proposed for listing under the Endangered Species Act, so these studies can help BLM develop mitigation and avoidance plans that are needed for BLM to approve permits for wind and other renewable projects.

98. Durango, Colorado to spend $215,000 for a bike path to keep kids from walking to school on the street.

Response: This new bicycle and pedestrian path will be built in front of a high school and will keep students off the roadway and away from vehicle traffic. This project creates jobs and a safer infrastructure for the entire community.

99. $200,000 for restroom and showers at Black Butte Lake, California.

Response: A new restroom will be installed in the Black Butte Lake, Buckhorn Recreation Area Group Use Area to replace a single, aging pit toilet. The area is reserved every weekend between April and September and can accommodate up to 200 users. The nearest waterborne restroom with showers is located close to 1/2 mile from the group use area in the main campground. When the group area is utilized it puts a greater stress on this waterborne restroom and contributes to overcrowded conditions, facility breakdowns, less than desirable cleanliness and waiting lines. This restroom was constructed in 1978.

100. Big Stimulus Windfall for Tiny Town.

Response: FALSE. This system is not receiving ARRA funds.