MONTAGUE SELECTBOARD MEETING VIA ZOOM Monday, December 11, 2023 AGENDA

Join Zoom Meeting: https://us02web.zoom.us/j/86551263160

Meeting ID: 865 5126 3160 Passcode: 291986 Dial into meeting: +1 646 558 8656

Topics may start earlier than specified, unless there is a hearing scheduled

Meeting Bei	eing Taped	Votes May Be Taken
1. 6:00PM	Selectboard Chair opens the meeting, in being recorded and roll call taken	cluding announcing that the meeting is
2. 6:00	Approve Minutes:Selectboard November 27, 2023 andSix Town Regionalization Planning B	
3. 6:02	Public Comment Period: Individuals will I the Selectboard will strictly adhere to time	` /
4. 6:04	 Sewer Commissioners Sewer Abatements for First Half FY: Discuss HVAC/Operations Building Bike Path Mural Surplus Equipment Authorization (list FY25 Budget Update Monthly Discharge Summary for No Sewer Commission Retreat Schedu 	Report and Next Steps st as attached) vember 2023
5. 6:40	•	nds over \$25,000 to purchase a new 2023 hn Deere that has reached its replacemen
6. 6:45	 Steven Ellis, Eileen Seymour, Tom Berg FY25 Curbside Trash & Recycling Trash Sticker Revenue History and Preliminary Thoughts on New Trash 	Options for FY25
7. 6:55	 Jon Dobosz, Parks and Rec Director Execute PARC Grant agreement an Center Playscape Improvement Pro 	d associated documents for the Montague ject
8. 7:00	Ed Gregory, Historical Society • Historical Society Request to Take I	Possession of Farren Architectural Plans
9. 7:05	 Maureen Pollock, Town Planner & Suzar Planning Department and RiverCult \$22,450 to partially fund a Shea The 	ure seek ARPA Expenditure Request for

Montague Selectboard Meeting December 11, 2023 Page 2

- 10. 7:15 Assistant Town Administrators Business
 - FY25 Capital Planning Cycle: Timeline and overview of capital requests
 - Updates on Burn Dump drainage and Montague City Road Flooding relief projects
 - Cable television license renewal process
- 11. 7:30 Town Administrators Business
 - Review Economic Development Plan
 - Six Town Regionalization Planning Board Update
 - Comcast Letter of Support
 - Topics not anticipated in the 48 hour posting

Next Meeting:

• Selectboard, Monday, December 18, 2023 at 6:00 PM, In Person at 1 Avenue A, Turners Falls, and via ZOOM

SIX TOWN REGIONALIZATION PLANNING BOARD

In Person & Virtual Meeting Gill Town Hall November 14, 2023 – 6:30 p.m. MEETING MINUTES

STRPB Members Present: Alan Genovese, Chair (Warwick); Greg Snedeker, Vice Chair/Secretary/Treasurer (Gill); David Young, Member (Warwick); Renee Keir, Member (Bernardston); Dorinda Bell Upp (Montague)

Town of Warwick Present: Amanda Carey, Selectboard Secretary; Keith Ross, Selectboard Vice-Chair; Brian Snell, Selectboard Clerk; Diana Noble, Finance Committee Chair & School Committee Member

Town of Northfield Present: Sarah Kerns, Selectboard; Bernhard Porada, Finance Committee; Reina Dastons, School Committee; Heath Cummings, Selectboard

Town of Montague Present: Christopher Boutwell, Selectboard; Richard Kuklewicz, Selectboard; Francia Wisnewski, Finance Committee Chair; John Hanold, Finance Committee; Frederic Bowman, Finance Committee; Dorinda Bell Upp, Finance Committee; Steve Ellis, Town Administrator

Town of Leyden Present: Katherine DiMatteo, Selectboard; Erica Jensen, Selectboard; Ginger Robinson, Finance Committee Chair; Michele Gairusso, Town Coordinator

Town of Gill Present: Peter Turban, Finance Committee & Treasurer; ReBecca Mandel, Finance Committee; Sandy Brown, Finance Committee; Tupper Brown, Finance Committee; Claire Chang, Finance Committee Chair; Charles Garbiel, Selectboard; Randy Crochier, Selectboard Chair; Ray Purington, Town Administrator

Town of Bernardston Present: Stan Garland, Selectboard Chair; Ken Bordewieck, Selectboard Vice-Chair; Brian Keir, Selectboard Clerk; Jane Dutcher, Finance Committee Chair

Others Present: Julian Mendoza, Greenfield Recorder; Russ Kaubris, FCTS Business Manager; Patricia Kinsella, PVRSD; Jordan Barns, PVRSD; Janet Masucci (technology), Jeff Singleton, Montague Reporter

Present via Zoom: Mark Abrahams, The Abrahams Group President; Matt Abrahams, The Abrahams Group

The following Boards and Committees called their meetings to order at 6:37 p.m.:

- Bernardston Selectboard
- Gill Selectboard
- Leyden Selectboard
- Montague Selectboard
- Northfield Selectboard
- Warwick Selectboard
- Gill Finance Committee
- Montague Finance Committee

OVERVIEW:

Alan Genovese explained that the STRPB members were appointed by their respective towns to engage in researching the idea of regionalizing the six towns and their schools. Genovese gave recognition to all of the volunteers that have put time into this and thanked them for researching the potential merger of PVRSD and GMRSD to form a new district.

Genovese explained that the STRPB held their first in-person meeting in November of 2019. Both their meetings and progress slowed down during COVID. They have been assisted by five grants, four from DESE, and one from DOR. The Abrahams Group was hired to analyze the available options for regionalization.

PROJECT SCOPE/GOALS:

Mark Abrahams, President of the Abrahams Group, explained that they were asked to put together a merged district budget of the six towns to include a new salary schedule, a merged health insurance plan, and a combined central office for the merged district. They were then tasked with taking the merged budget and subtracting out common revenues to come up with an amount to be assessed to each of the six towns. The Abrahams Group was asked to determine assessments to five towns excluding Warwick, and also six towns including Warwick.

ASSESSMENT OPTIONS:

Matt Abrahams reported that they initially ran six assessments. The first two were run as statutory and the next four were run as alternatives. Matt disclosed that statutory is the preferred methodology from DESE. It begins with the local district contribution from each member town to the region. The alternative methodology does not begin with state district contribution from each member town. The statutory methodology requires a 2/3's vote of member towns whereas the alternative methodology requires 100% of member towns and an annual vote of the alternative assessment methodology.

SALARY SCHEDULE:

Matt presented the new salary schedule that they constructed. They put together a schedule for a combined district that is somewhat based on today's existing schedule. They based it on Gill Montague's FY24 teacher's salary schedule. They created additional steps to ensure that some highest paid PVRSD teachers would not make less than they currently are.

MERGED HEALTH INSURANCE PLAN:

Matt presented a merged health insurance plan. They reviewed the health insurance plans that employees have today and compared the different district's plans. Transferring PVRSD employees to Gill-Montague's plan resulted in about an increase of \$410,848. They also analyzed if Gill-Montague employees went to PVRSD's health insurance plans. That resulted in a decrease of about \$378,877.

COMBINED CENTRAL OFFICE:

The Abrahams Group created a cost analysis of a combined central office in a merged district. The results projected a decrease of about \$316,772.

COMBINED BUDGET:

Matt presented what it would look like with all of these adjustments together (teacher salaries, health insurance, central office). There would be a total cost increase of about \$295,967 with the option of transferring PVRSD employees to the Gill-Montague health plans. The five town (excluding Warwick) estimated total would be about \$38,667,712. The Six Town (including Warwick) estimate total would be \$39,392,536.

Matt explained that the amount to be assessed to each town would be calculated by taking the budget and subtracting revenues. They based revenues off of what the districts have currently. (Five town district revenue is about \$16,044,287. Six town district revenue is about \$16,132,564.)

DISCUSSION/QUESTIONS:

Genovese pointed out that all of this information can be found on the STRPB Facebook page. All of this would be contingent upon collective bargaining. Genovese recognized that a lot of information has been shared so they may want to have follow-up meeting after everyone has had a chance to go back and discuss with their respective town's boards.

Montague asked if there is any sort of timeline in place and what the next steps would be if it is decided to move forward with this project.

Genovese explained that if the respective towns wish to pursue this next step would be the towns working together to create a new regional school agreement to see if we could establish something that everyone agrees on. If that doesn't happen this can not move forward. If they can find something that everyone agrees on then it would go to town votes. If all of the participating towns vote in favor of it then there will be a transitional agreement to work through.

Brian Snell asked if any of the collective bargaining units had any feedback during this process. Genovese responded that this is just an exercise of what we know at this time and the collective bargaining units have not been approached as of yet.

Genovese pointed out that there could be significant additions and opportunities at the middle school and high school levels with regionalizing.

Heath Cummings, Northfield BOS, transportation costs, Alan – have looked at that very closely, maybe need an additional bus, can change year to year depending on where students are,

Heath Cummings expressed concerns with cutting central office staff and making more work for less people.

Richard Kuklewicz suggested all six towns vote on the same day on a new regional agreement if the choice is to move forward with forming a new district.

Christopher Boutwell questioned how the staff and students feel about this. Genovese and Snedeker disclosed that they have received mixed results. Some could see the benefits of becoming larger to include more class offerings, JV teams at the high school, and current programs expanding.

Ginger Robinson expressed concerns with closing schools. Snedeker assured that they were not tasked with closing schools. The idea would be to move all middle schoolers to one school and all high schoolers to another school.

A Gill Finance Committee member requested more information on the mission and the educational opportunities and benefits, not just the finances. Snedeker stated that there is comprehensive information on the website.

Tupper Brown questioned what the next phases would be for the construction of a regional agreement. Genovese explained that they currently have grant money available to implement the next phase going forward to hire someone to work with the towns to establish details of what the new agreement would be that everyone can agree on. They hope to establish different task forces for each area of the agreement.

Snedeker confirmed that the STRPB has funds from DOR already that have been budgeted to send out RFP's. There is also funding set aside for legal aspects.

John Hanold feels that the protection of teachers, salaries and health insurance has been carefully covered, where the merging of a central office seems to be built up from scratch. Hanold just wants to make sure it is looked at as to what residual effect this will have on elementary schools.

All the towns will have their own discussions and then reach out to the STRPB to let them know if the Towns would like to have another all-six town meeting of officials or would they would like representatives from the Planning Board to meet individually with them to discuss the next steps, or the Town officials can send their responses by email or phone.

The following Boards and Committees moved to adjourn their meetings at 8:22

p.m.: • Bernardston Selectboard

- Gill Selectboard
- Leyden Selectboard
- Montague Selectboard
- Northfield Selectboard
- Warwick Selectboard
- Gill Finance Committee
- Montague Finance Committee

Respectfully submitted, Amanda Carey

Sewer Abatements FY2024 First Half Billing Period

			Superintendent	2nd Half (for	
#	Location	Reason for Request	Recommendation	Treasurer)	Notes (\$18.39/1000gallon)
1	128 7th St	3-family Landlord replaced toilet and			USAGE BILLED: 101,000 GALLONS
	Turners Falls MA	other plumbing repairs.	DO NOT ABATE	USE 35,000G	LEAK FIXED, INFLATED 2ND HALF BILLING READING
			DO NOT ABATE	FOR 2ND HALF BILL	USED 3 YR AVERAGE OF 35,000
2	100 K St.	Resident advised incorrect data from			
	Turners Falls MA	water dept	DO NOT ABATE		UNFOUNDED, CORRECT NUMBERS WERE ENTERED FROM WATER DEPT
3	8 Wentworth Ave	Resident advised property is on			
	Turners Falls, MA	septic not sewer.	DO NOT ABATE		UNFOUNDED, PROPERTY IS ON SEWER AS PER ASSESSORS OFFICE
4	20 Bridge St.	Meter removed as house burned			USAGE BILLED: 0
	Millers Falls, MA	down	ABATE		ABATE \$77.46
5	34 Main St	Montague Common Hall-prior leak		USE 10,000G	USAGE BILLED: 126,000 GALLONS \$2317.14
	Montague, MA 01351	repaired	ABATE	FOR 2ND HALF BILL	ABATE \$2,133.24
					USED ACTUAL WATER DEPT READING OF 10,000
6	24 Avenue C,			USE 27,000G	USAGE BILLED: 37,000 GALLONS
	Turners Falls, MA		DO NOT ABATE	FOR 2ND HALF BILL	LEAK FIXED, INFLATED 2ND HALF BILLING READING
					USED 3 YR AVERAGE OF 27,000
7	24 Highland St.	Resident advised new meter put in			
	Millers Falls, MA	April 2023, unsure why reading would	DO NOT ABATE		UNFOUNDED, NEW METER CAPTURED USAGE AS PER WATER DEPT
		be higher than normal.			

Property sales - not abated, it is the responsibility of the seller/buyer to obtain utility information and determine an equitable solution with respect to payment obligations to the town prior to closing.

Toilet leaks - not abated, water that goes through plumbing devices and reaches the sewer is billed because it is conveyed by the sanitary sewer and treated at the CWF WPCFOFFICEDATA/Shared%20Documents/5_Sewer%20Abatements/FY22%20abatements/Abatements_Cover_Sheet_FY2022.xlsx



Basis of Design Memorandum

Project No.:	21154			
Subject:	Montague, MA Clean Water Facility (CWF) Headworks	Mechanical Evalua	tion - DRAFT	
Prepared By:	Ted Carlman, HVAC Engineer	Date:	1/19/2023	
Reviewed By:	Lisa M. Muscanell-DePaola, Project Manager	Date:	1/26/2023	
Revised By:	Ted Carlman, HVAC Engineer	Date:	1/27/2023	

Introduction

A site visit was conducted at the Montague, MA CWF on January 10th, 2023, to perform a walk-through and evaluation of the existing headworks space. The purpose of the site visit was to determine the extent of the HVAC system needs and requirements at this location.

The memorandum serves as a summary of the visual inspections and observations only to the HVAC systems serving the headworks based upon the site visit. Based on these observations, a summary of the findings and recommendations regarding the HVAC system upgrades have been noted. Refer to Appendix A for photographs taken during Wright-Pierce's field inspection on January 10th, 2023.

Applicable Codes

- 2015 International Energy Conservation Code as amended by 780 CMR 13.00
- ASHRAE Ventilation for Acceptable Indoor Air Quality
- 2015 International Mechanical Code as amended by 780 CMR 28.00
- 2016 NFPA 820 Standard for Fire Protection in Wastewater Treatment and Collection Facilities
- 248 CMR 10.00 Massachusetts Plumbing Code

Description of Existing Facilities General

The CWF consists of a single level above grade and was originally constructed in 1963. The current layout of the headworks space within the existing clean water facility constructed in 1979. The major mechanical systems serving the building are original to the 1979 construction, however the systems serving the headworks space were upgraded in 2007 as part of a capital improvement upgrade. The 2007 facility documents did not include the HVAC upgrades, and the noted capacities are assumptions made based on standard design practices. Refer to Appendix A for photos of the existing conditions.

HVAC

Heating

Heating is provided via two explosion proof electric heaters sized to maintain 55°F within the space. The unit heaters appeared to be in poor condition with signs of heavy corrosion. At the time of the visit, it was observed that the electric unit heater located on the southern wall was not operational. It was noted by operations staff that the unit heaters have required a lot of repairs due to heavy corrosion, but when they are both functional, they provide an adequate amount of heat.

Ventilation

Ventilation is provided via two roof mounted exhaust fans and one exterior louver with a motorized damper. The existing documentation of the 2007 facility does not include the upgrades done to the HVAC system. The existing exhaust fan systems appeared to have been replaced in kind from the 1979 design. The only major change between the 1979 installation and the 2007 upgrades appears to be the makeup air ductwork from the building air handling unit was removed, and makeup air is now induced via an louver and motorized damper located low on the northwest exterior wall. In 2007, it appears that the hot water unit heaters were replaced with explosion proof electric unit heaters. One smaller roof mounted exhaust fan is ducted to just below the ceiling, and the larger of the two exhaust fans is ducted to two grilles located low along the wall. It is assumed that the ventilation was designed to NFPA 820 Class 1 Division 1 standards; no ventilation or ventilated at less than 12 air changes per hour.

At the time of the visit, the exhaust fans were not in operation, but it was noted by operations staff that the fans had been maintained and worked when controlled correctly. The exhaust fans were not accessible at the time of the visit, but the fans were described to be in poor condition by operations staff. The existing exhaust ductwork appeared to be in fair condition, but beyond its usable life. The makeup air intake louver and damper were closed and not operational at the time of the visit and blocked by old sampling equipment being stored by the owner. The louver and motorized damper are in poor condition and well beyond their useful life.

The control panel serving the headworks is in the electrical room on the southeast corner of the Operations Building. The existing panel is a relay-based system that was installed as part of the 2007 upgrades, but it was noted by the operations staff that the controls rarely functioned as designed. It is assumed that the exhaust fan and intake system sequence of operation meets NFPA 820 requirements; the space should be ventilated at 12 ACH per hour when occupied, and no ventilation is required when unoccupied.

Design Conditions Outdoor Design Conditions

Summer: 89.6°F DB, 71.6°F WB, ASHRAE 0.4%

• Winter: -2.7°F DB, ASHRAE 99.6%

Indoor Design Conditions

Location	Summer	Winter	Ventilation
Headworks	Ambient	55°F	12 ACH occupied; None unoccupied

Proposed Modifications General

The following proposed modifications will include a range of different options that include the minimum required modifications to make the space operational and maintain the minimum code requirements and our recommendation for fully upgrading the space in the near future. Any minimum required modifications will consider "future proofing" the system so that the modifications are integral to a full system upgrade.

Our Opinion of Probable Construction Costs (OPCC) includes a range of values based on the described work. The costs to repair equipment or replace in kind ("minimum required") assumes that the work is primarily performed by facilities staff unless a licensed contractor is required to perform the work. The costs for the full



recommendation assume that an outside contractor is performing the work unless otherwise noted and includes the bare labor and material costs. It does not consider factors that an outside contractor will take into account including, but not limited to: Filed Sub-Bid cost factors, complexity of the work factors, inflation, or the current market.

HVAC

Heating

The existing heating system appears to have adequate heating capability; however the existing ventilation system was not operational at the time of the visit, and it was reported that the ventilation system was frequently not operational. Based on the manufacturer and model of the existing unit heaters, the two electric unit heaters may not have enough capacity to adequately heat the space and ventilation air on a heating design day (any amount of time when the temperature reaches the winter temperature design criteria) when the ventilation system in operational. Preliminary heating and ventilation calculations found that heating the space would require ~10kW capacity, but heating the unconditioned ventilation air would require ~90 kW total heating capacity.

Minimum Requirements

Repair existing electric unit heaters to be fully functional. If either electric unit heater is beyond repair, replace with new explosion proof electric unit heater equal to a Indeeco Ultra-Safe unit heater with a capacity of 30kW. Proposed electric unit heater shall be 316 stainless steel corrosion-resistant construction for wastewater treatment plants.

The OPCC to repair an electric unit heater depends on the nature of the repair, but it is typically <\$1000 including parts and labor. It was noted on site that the units have been repaired previously; it is recommended to review the historical cost to repair data of these units. The OPCC to replace one unit heater in its entirety is approximately \$8,500-\$10,000.

Full Recommendation

For space tempering, provide three new explosion proof electric unit heater with wall mounted thermostat controls. Each heater shall be equal to Indeeco Ultra-Safe, each with a capacity of 30kW. Proposed electric unit heater shall be 316 stainless steel corrosion-resistant construction for wastewater treatment plants.

OPCC is \$25,000-\$30,000.

Headworks Ventilation

Many of the corrosion issues in the space appear to have been caused by inadequate ventilation due to faulty controls and eventually failing equipment. To maintain a Class 1/Division 1 rating in the Headworks in accordance with NFPA 820, the following actions should be implemented:

Minimum Requirements

Repair existing rooftop exhaust fans to be fully functional or replace in kind if beyond repair. Replace existing motorized inlet damper in kind and reconnect into existing control system. Relocate stored equipment to new location to not obstruct inlet damper. Clean existing ductwork and rebalance existing exhaust fans to maintain a



total of 12 ACH of ventilation; ~4000 cfm for the ducted low point exhaust fan and ~1500 cfm for the high point exhaust fan.

Repair/reconfigure existing control system. Each fan should be controlled via space light status relay and run cycle timer. The unoccupied run cycle timer control is to help protect against corrosion and gas buildup.

It is recommended to update the sequence of operation to the following:

- If the lights in the space served are energized, then the space shall be considered occupied; if the lights are deenergized, then the space shall be considered unoccupied.
- If the space is occupied OR the switch is in "Hand" position; The fans shall be energized, and the inlet and exhaust dampers shall open. The fans shall run continuously until the space is considered unoccupied.
- If the space is unoccupied the fans shall operate based on run cycle timer, 5 minutes active 25 minutes inactive (adjustable). When active the fans shall be energized and the inlet and exhaust dampers shall open. When inactive the fans shall be de-energize and the dampers shall close.
- If the switch is in the "Off" position (for maintenance only); The fans shall be de-energize and the dampers shall close.

The OPCC to repair the existing exhaust fans depends on the nature of the repair, but it is typically <\$1000 including parts and labor per fan. It was noted on site that the units have been repaired previously, so it is recommended to review the historical cost to repair data of these units. OPCC for damper is ~\$1,500, OPCC for cleaning and balancing is ~\$2,000, and OPCC for controls is \$5,000.

Full Recommendation

Provide new Direct Digital Control (DDC) system and implement the previously mentioned sequence of operation. The proposed DDC system should be designed to automatically control the HVAC equipment serving the headworks space and provide alarms to the operators indicating the status of the system. The proposed DDC system would be upgradable to have the capability to be expanded on during future upgrades to the building, be able to be remotely monitored by operators, and have a head end system for easy control and troubleshooting of the HVAC system. During the visit, it was noted that the proposed DDC system panel could be located in the Administrative Building and network cabling could be extended to the headworks space via an existing underground conduit.

Replace existing inlet louver and motorized damper for supply/makeup air. The louver and damper shall be sized to maintain a total of 12 ACH of ventilation, and the controls shall be interlocked with the exhaust fan operation.

Replace existing exhaust fan systems in kind. Provide two new roof mounted explosion proof belt drive utility exhaust fans, associated ductwork, insulation, controls, and appurtenances. New ductwork shall be routed following the existing exhaust ductwork but sized for the recommended airflow. The exhaust fans shall be sized to maintain a total of 12 ACH of ventilation; ~4000 cfm for the ducted low point exhaust fan and ~1500 cfm for the high point exhaust fan.

For additional corrosion protection, the space could be declassified to Class 1 Division 2, which would require that the ventilation system maintain 12 ACH when occupied or >50°F ambient temperature and 6 ACH unoccupied and <50°F ambient temperature.



The budgetary OPCC for the full recommendation is \$55,000 and includes associated costs for fans, louver&damper, ductwork, and controls.

Electrical Room

At the time of the visit, it was observed that the electrical room in the Operations Building, where the existing control panel is located, is cooled via a through wall air conditioning unit. Operations staff noted that there was some corrosion and odors in the electrical space. The penetration of the through wall unit was not adequately sealed, and an exhaust fan serving a Class 1, Division 1 space was located and exhausting near the opening, which may be the cause of the corrosion and odors. It is recommended that the through wall air conditioner be removed, the opening be patched and sealed, and that a ductless split heat pump system is installed to provide cooling. The proposed recommendation would not require an outside contractor unless the work performed requires a licensed contractor.

The OPCC for the proposed recommendation is \$5,000.

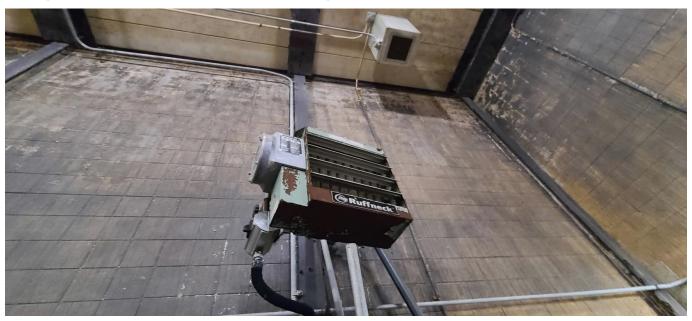


Appendix A Photographs Taken During Field Inspection January 2023





Existing Explosion Proof Electric Unit Heater and High Point Exhaust



Existing Low Point Exhaust Ductwork



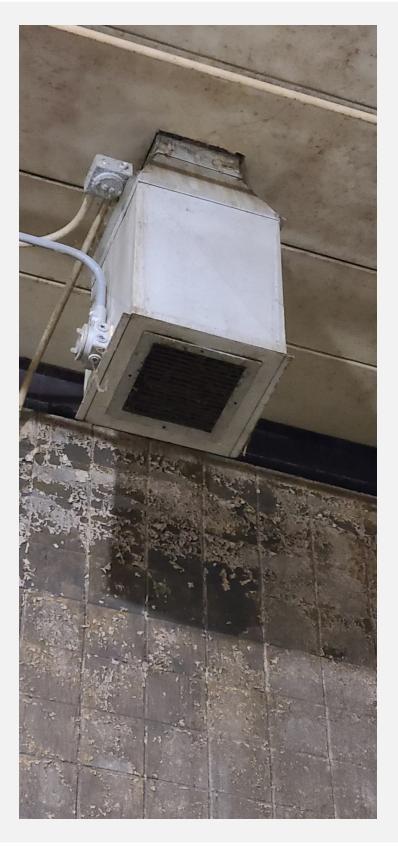
Existing Intake Louver/Damper



Existing Low Point Exhaust Ductwork, Grille, and Explosion Proof Electric Unit Heater











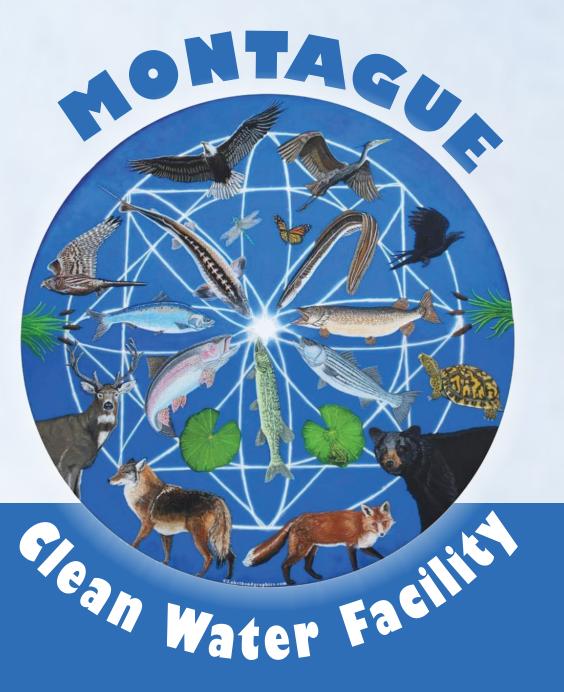












Screw Pumps:

These large, enclosed screw pumps (based on the Archimede's Screw Principal) pump all of the Town's wastewater from one end of the facility to the other for further biological treatment.





Chlorine Contact Tanks:

The maze-like layout of these tanks allows for sufficient contact time with chlorine, in order to reduce pathogens before discharging to the CT River, protecting recreational use of the water annually between April and October.



Secondary Clarifiers:

These large circular tanks settle out any remaining solids which are primarily composed of the microorganisms used to biologically treat the wastewater.



Healthy aquatic

ecosystems include upland forests which filter rainwater and

and other insects.

46

Clean river water

offers places for

PEPG OF 5 Mas

paddling, and fishing for species such as largemouth bass and

trees, support

lmost 400 species

of moths and

river water from agricultural and

(Quercus palusti

Sugar maple

Staghorn sumac (Rhus typhina)

(Acer saccharum)

Sasssafras

(Sassafras albidum)

Located just east of this sign, the Montague Clean Water Facility treats industrial and residential wastewater from the villages

of Turners Falls, Montague City, Montague Center and Lake Pleasant.

Completing the treatment before release into the river helps protect public health as well as the plants and animals that live along the Connecticut River and the streams and brooks connected to it.



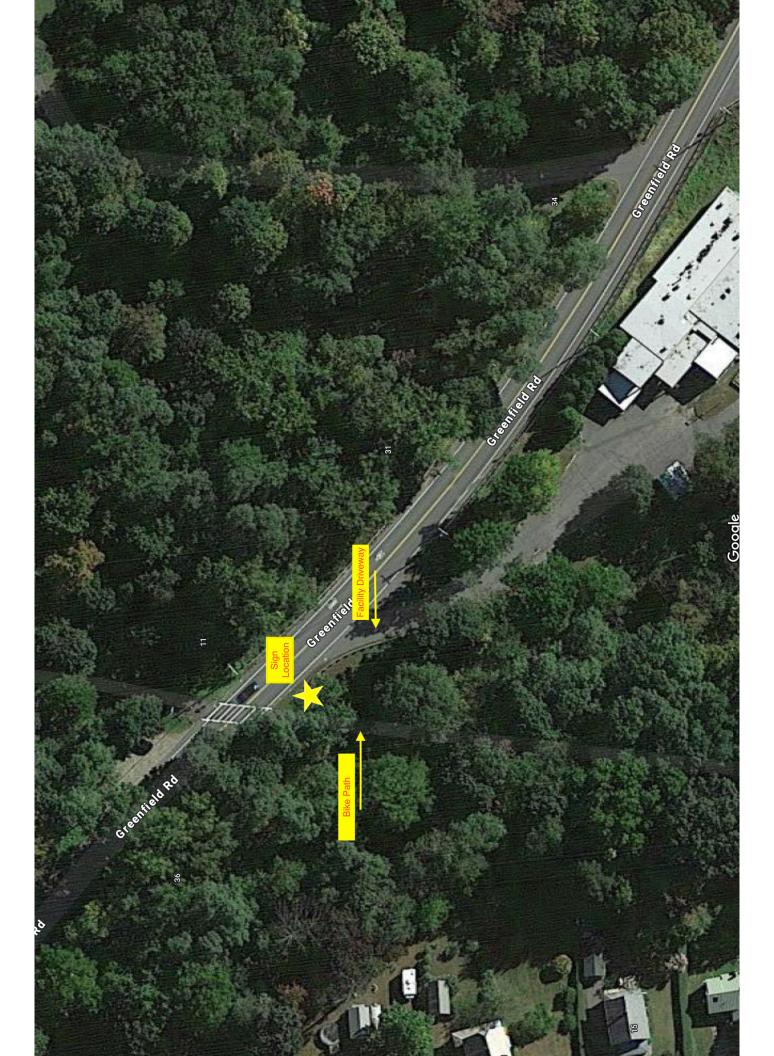
MASSACHUSETTS DEPARTMENT OF CONSERVATION AND RECREATION

Many thanks to Massachusetts Department of Conservation and Recreation for granting permission to locate this

In addition to artist, Mary Chicoine, who designed and created this interpretive sign, thanks to Lauri Bond who created the Montague Clean Water Facility logo and to Mallory Gabriella who created the secondary clarifier image.

CANYOU FIND THESE LEAVES?

Trees and other plants grow on the steep the steep river banks and along the Canalside Rail Trail. See if you can spot these tree leaves as you wander along the bike path. Look up and on the ground. Which leaves can you find?!



CWF Surplus Equipment DEC2023

<u>Date</u>		Equipment Description	<u>Make</u>	<u>Model</u>	<u>Year</u>	<u>Serial Number</u>	<u>Approx Value</u>
	Dec-23	Ford F350 Truck	FORD	F350	2009	1FTWF31589EA00168	\$6,500
	Dec-23	Single Axle Truck	FORD	L8000	1996	1FDWK82E6VVA00627	\$7,500
	Dec-23	Shaker w/ John Deer En	gine	500-SS		8801005	\$15,000
	Dec-23	Fornier Dewatering Pre	Fornier	3(4)-900/4000CV	2011	IFI PR 10-0232	\$280,000

Montague Permit Discharge Summary November 2023

Parameter	Permit Required Limitation	Result
Flow	1.83 MGD (Average Monthly)	0.67
BOD mg/L BOD % Removal	30 mg/L (Average Monthly) >/= 85.0% (Average Monthly)	6.7 98.0%
TSS mg/L TSS % Removal	30 mg/L (Average Monthly) >/= 85.0% (Average Monthly)	6.4 97.8%
pH Low pH High	6.0 SU (Daily) 8.3 SU (Daily)	7.02 7.93

MGD=Millions of Gallons per Day (standard water/wastewater flow measu

BOD=Biochemical Oxygen Demand

TSS= Total Suspended Solids

pH= potential hydrogen (acid/base scale)

SU= Standard Units

mg/L= milligram per liter

MPN= Most Probable Number

^{*}Note: Summary subject to change pending final data review and submital to EPA/DEP



Sourcewell Pa Utility Tractors & Mowers - 031121 CE and AG - 040319 Utility Vehicles 122220 Arkansas 4600041718 Delaware GSS-21673 Mississippi (CE Only) 8200056371

Mississippi 8200055841

MX5400HSTC WEB QUOTE #2729383 Date: 12/6/2023 6:32:02 AM -- Customer Information -dpw, town of montage hwysupt@montague-ma.gov 4138632054

> Quote Provided By BACON'S EQUIPMENT ben gillett 198 S Central St Plainfield, MA 01070-9770 email: bgillett323@hotmail.com phone: 4132308793

-- Custom Options --

-- Standard Features --



MX5400HSTC UTILITY CAB TRACTOR, 4WD, HST TRANSMISSION * * * EQUIPMENT IN STANDARD MACHINE * *

DIESEL ENGINE
Model # V2403
Direct injection
4 Cyl. 148.6 cu. in.
^ 53.8 Net Eng. HP
^ 46.5 PTO HP
@ 2700 Eng. rpm
EPA Tier 4 Emmission Cert.

Turbo Common Rail Electronic Fuel Injection 12V - 650 CCA Battery

Charging Output 60 Amps

HYDRAULICS

Open Center - Gear Pump 4.9 gpm Power Steering 9.5 gpm Remote/3 Pt. Hitch 14.4 gpm Total Hyd. Flow Cat I/II 3-point Hitch At lift Point 2870 lbs 24" Behind 2310 lbs. Telescoping Lower Links Telescoping Stabilizers

^ Manufacturer Estimate

FRONT AXLE

Hydrostatic Power Steering 4WD: Cast Iron, Bevel Gear

TRANSMISSION

3 Range Low/Med/High Cruise Control Standard Mech. Wet Disc Brakes Left Side Brake Pedals Rear Differential Lock

INSTRUMENTS

Tachometer/Hour Meter Fuel Gauge Meter Warning Symbols Coolant Temperature Meter

FLUID CAPACITY

Fuel Tank 11.9 gal Cooling System 6.9 ats Crankcase with filter 7.4 ats Transmission and Hydraulics 11.6 gal

POWER TAKE OFF

Live-Independent Hydraulic 540 rpm Rear PTO @ 2700 Eng. rpm SAE Std 1 3/8" Six Spline

SAFETY EQUIPMENT

2-Post Foldable ROPS w/ Retractable Seat Belt Flip-Up PTO Shield Safety Start Switches Parking Brakes Electric Key Shut Off Turn Signals SMV Sign

OPERATORS PLATFORM

Semi-Flat Deck w/Hanging Pedals High Back Seat with Adjustable Suspension Tilt Steering Interior Light Interior Rearview Mirror Front Wiper with Washer A/C & Heater Speakers & Radio Pre-Wired Left Hand Step Horn Left & Right Hand Door Rubber Floor Mat Stationary PTO Switch Cup Holder Color Coded Controls

MX5400HSTC Base Price:	\$46,211.00
(1) BOLT ON CUTTING EDGE(73" w/11 Holes) TL1748-BOLT ON CUTTING EDGE(73" w/11 Holes)	\$286.00
(1) 72" HD BUCKET FOR LA724/854 L2296-72" HD BUCKET FOR LA724/854	\$1,347.00
(1) 1ST POS LEVER KIT MX5400/MX6000 CAB MX6891-1ST POS LEVER KIT MX5400/MX6000 CAB	\$616.00
(1) REAR WIPER KIT / E36 CAB L8364-REAR WIPER KIT / E36 CAB	\$175.00
(1) REAR WORK LIGHT CAB/E30 L8333-REAR WORK LIGHT CAB/E30	\$161.00
(1) FRONT LOADER MX SERIES W/O VALVE LA1065A-FRONT LOADER MX SERIES W/O VALVE	\$5,517.00
(1) ROD INDICATOR KIT FOR LA844 MX2140-ROD INDICATOR KIT FOR LA844	\$91.00
(1) SEAT ARM REST KIT PNF ZG1341-SEAT ARM REST KIT PNF	\$78.00
(1) LOADER VALVE FOR CAB MODELS MX2132-LOADER VALVE FOR CAB MODELS	\$934.00
(1) DOUBLE ACTING VALVE FOR MX L8303-DOUBLE ACTING VALVE FOR MX	\$294.00
Configured Price:	\$55,710.00
Sourcewell Discount:	(\$12,256.20)
SUBTOTAL:	\$43,453.80
Factory Assembly:	\$260.00
Dealer Assembly:	\$1,054.17
Freight Cost:	\$1,150.00
PDI:	\$400.00
wr long third function	\$1,000.00
loaded tires	\$600.00

Total Unit Price: \$47,917.97 Quantity Ordered: Final Sales Price: \$47,917.97

Final pricing will be based upon pricing at the time of final delivery to Sourcewell members. Purchase Order Must Reflect Final Sales Price.

To order, place your Purchase Order directly with the quoting

SELECTED TIRES

AMXR8896 & AMXR8897

FRONT - 300/70R16.5 R14T 116A8 GDYR

REAR - 440/80R24 R14T 135A8 GDYR

*Some series of products are sold out for 2022. All equipment specifications are as complete as possible as of the date on the quote. Additional attachments, options, or accessories may be added (or deleted) at the discounted price. All specifications and prices are subject to change. Taxes are not included. The PDI fees and freight for attachments and accessories quoted may have additional charges added by the delivering dealer. These charges will be billed separately. Prices for product quoted are good for 60 days from the date shown on the quote. All equipment as quoted is subject to availability.

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Ben Geellett. 413-230-8793 cell 268-3620 Boss.

	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24 to 11/30
Receipts												
Barrel Stickers	16,848	17,402	18,668	19,022	19,061	20,651	23,166	24,076	25,935	30,438	34,022	11,984
Trash Bag Stickers	180,796	183,919	181,190	187,082	182,627	192,350	187,868	206,741	232,470	225,029	221,395	73,352
Tipping/Recycle Center (MRF)	31,094	32,401	35,020	36,470	35,788	36,707	37,470	46,090	56,295	53,679	48,685	31,438
Sale of Recyclables	3,103	624	4,871	3,493	2,796	11,761	7,726	4,086	7,815	7,970	5,389	2,266
Recycling Bins	284	259	838	195	195	340	215	585	20			
FSWMD for MRF	20,000		14,230	8,154	5,320	5,372	399	2,167				
Recycling Rebates										9,495	868.69	
Total Revenue	252,125	234,605	254,817	254,415	245,786	267,181	256,843	283,744	322,535	326,610	310,360	119,040
Expenses												
Wages	17,221	16,489	17,402	18,127	12,906	10,629	11,600	13,821	10,749	11,246	12,721	6064.53
Solid Waste Removal	279,470	283,691	236,051	268,196	267,920	282,465	287,843	218,312	227,998	237,300	259,876	88,430.49
Recycling Removal	90,977	91,840	107,167	94,196	100,476	101,143	109,405	110,168	103,950	97,045	106,353	36,190
Bulky Waste Removal	18,401	19,115	26,908	22,310	17,300	21,473	30,257	38,225	46,886	52,539	40,516	22,029
Household Haz Waste	3,302	2,618	3,665	4,660	4,331	4,550	4,532	4,905	4,337	3,573	3,574	
Landfill Monitoring	12,532	12,691	12,756	12,700	13,099	13,527	13,542	16,234	16,245	18,983	20,692	
Tipping Fees								108,925	139,194	122,880	114,930	41,514
NonRepublic Recycling										11,716	47,698	26,944
Recycle Ctr Permit/Insp				6,910	195	400	150	400	150	175	175	
Other Exp					1,117	160			219	305	1,618	
Office Supplies/Stickers	7,536	4,636	4,882	5,985	6,736	6,956	818	6,907	14,565	9,584	8944.9	202.91
Total Exp	429,439	431,080	408,831	433,085	424,080	441,303	458,148	517,898	564,292	565,345	617,098	221,374
Net Loss	(177,314)	(196,474)	(154,014)	(178,670)	(178,294)	(174,122)	(201,305)	(234,155)	(241,758)	(238,735)	(306,738)	(102,334)
% of total costs covered	58.71%	54.42%	62.33%	58.74%	57.96%	60.54%	56.06%	54.79%	57.16%	57.77%	50.29%	53.77%
Cost Recovery												
All Sticker Revenue	197,644.40	201,321.37	199,857.79	206,103.50	201,687.70	213,001.10	211,033.70	230,816.50	258,404.80	255,466.35	255,416.90	85,336.30
All Pickup & Disposal Fees	370,446.53	375,531.42	343,217.59	362,392.24	368,396.23	383,608.20	397,248.40	437,405.23	471,142.03	457,224.52	481,158.68	166,134.07
Uncovered Cost (\$)	172,802.13	174,210.05	143,359.80	156,288.74	166,708.53	170,607.10	186,214.70	206,588.73	212,737.23	201,758.17	225,741.78	80,797.77
% Cost Uncovered*	46.6%	46.4%	41.8%	43.1%	45.3%	44.5%	46.9%	47.2%	45.2%	44.1%	46.9%	48.6%

^{*} This uncovered balance is not covered by curbside trash & recycling sticker revenue

Preliminary Analysis of Curbside Trash Recycling Cost to Sticker Revenue

FY25 Sticker Price Scenarios	Current	Opt	ions
Bag sticker (1)	\$3.00	\$ 3.50	\$ 4.00
Barrel (26 week)	\$78	\$91	\$104
Annual: 1 bag or barrel/week	\$156	\$182	\$208
Percent Increase in Cost		16.7%	33.3%
Marginal Revenue Increase	_	42,569.48	85,138.97
Revenue at Given Price	255,417	297,986	340,556
Curbside Pickup & Disposal Fees	630,600	630,600	630,600
% Cost Uncovered	59.5%	52.7%	46.0%

FY25-27 Trash Bid Summary

Curbside	Callac	tion	Drico
Cui bside	Collec	LIUII	riice

	Republic Services	Casella - Revised (5%)**	USA Waste & Recycling*
Y1	\$ 445,000.00	\$ 485,000.00	\$ 580,443.00
Y2	\$ 471,700.00	\$ 509,250.00	\$ 609,465.15
Y3	\$ 500,002.00	\$ 534,712.50	\$ 639,938.41
Sub-Total	\$ 1,416,702.00	\$ 1,528,962.50	\$ 1,829,846.56
FY23 Actual Cost			

Municipal Trash Disposal Price

	Repu	Republic Services		Casella - Revised		USA Waste & Recycling	
Y1	\$	141,700.00	\$	145,600.00	\$	149,500.00	
Y2	\$	150,202.00	\$	152,880.00	\$	156,975.00	
Y3	\$	159,211.00	\$	160,524.00	\$	164,823.75	
Sub-Total	\$	451,113.00	\$	459,004.00	\$	471,298.75	

^{*} USA will only use automated collection. They purchase and maintain totes. Bi-weekly single stream recycling adds an estimated \$19,200 to current recycling costs, which the other vendors manual dual-stream bids would not require.

Total Price

	R	Republic Services		Casella		USA Waste & Recycling	
Y1	\$	586,700.00	\$	630,600.00	\$	729,943.00	
Y2	\$	621,902.00	\$	662,130.00	\$	766,440.15	
Y3	\$	659,213.00	\$	695,236.50	\$	804,762.16	
Total	\$	1,867,815.00	\$	1,987,966.50	\$	2,301,145.31	

Marginal Additional Cost

	Republic Services	Casella	USA Waste & Recycling
Y1	\$	43,900.00	\$ 143,243.00
Y2	\$	40,228.00	\$ 144,538.15
Y3	\$	36,023.50	\$ 145,549.16
Total	\$	120,151.50	\$ 433,330.31

Municipal Trash Disposal Rate/Ton*** (annual estimate of 1,300 tons)

	Republi	c Services	Casella**	USA Wa	ste & Recycling**
Y1	\$	109.00 \$	112.00	\$	115.00
Y2	\$	115.54 \$	117.60	\$	120.75
Y3	\$	122.47 \$	123.48	\$	126.79

^{**} annual increase subject to increase of the greater of 5% or CPI/CPI-U Northeast. 5% minimum is shown

Comparison to Current Cost

	FY23 Actual	FY24 Budgeted	FY25 Casella	
Curbside Collection	\$ 366,611	\$ 380,000	\$	485,000.00
Trash Disposal	\$ 114,929	\$ 157,500	\$	145,600.00
	\$ 481,540	\$ 537,500	\$	630,600.00
		11.6%	,	17.3%

^{***} Used as basis for annualized trash disposal cost estimates presented above.

Surrounding Towns Trash Expense Comparison

	Transf	er Station	Annual			
	Permit	t (Annual)	fee	Tras	sh Bag Pric	es/Sizes
Greenfield		N/A		\$	1.00	8 gal
				\$	2.00	13 gal
				\$	3.00	33 gal
South Hadley		N/A	\$ 125.00	bi-we	ekly trash _l	pickup
Deerfield	\$	70.00		\$	1.70	15gal
				\$	2.80	37gal
Athol	\$	65.00		\$	3.40	
Orange	\$	35.00		\$	2.50	

COMMONWEALTH OF MASSACHUSETTS EXECUTIVE OFFICE OF ENERGY AND ENVIRONMENTAL AFFAIRS DIVISION OF CONSERVATION SERVICES

PARKLAND ACQUISITIONS AND RENOVATIONS FOR COMMUNITIES PROGRAM PROJECT AGREEMENT

]	Made this	day of	, 2023 between the Town of Montague, with an address of
1 Avenu	e A, Turners Fal	ls, Montague, M	MA 01376, hereinafter referred to as the PARTICIPANT, and the
Commo	nwealth of Mass	achusetts acting	by and through the Secretary of the Executive Office of Energy
and Env	ironmental Affa	irs, hereinafter re	referred to as the COMMONWEALTH, with an address of 100
Cambrid	ge Street, 10th F	loor, Boston, MA	A 02114.

Premises: Approximately 4.5 acres of land including any buildings thereon located at School Street in the Town of Montague, Massachusetts. For Participant's Title, see Book 1241, Page 179; Book 2051, Page 268; Book 525, Page 112; Book 1656, Page 151; and Book 905, Page 64 in the Franklin County Registry of Deeds, at 43 Hope Street, Greenfield, MA 01301.

WHEREAS, the **PARTICIPANT** has established a Park, Recreation, or Conservation Commission under Massachusetts General Laws Chapter 45, § 2 or Massachusetts General Laws Chapter 40, § 8C, hereinafter referred to as the **COMMISSION**, and has made application to the **COMMONWEALTH** for assistance under the Massachusetts Parkland Acquisitions and Renovations for Communities (PARC) Program, pursuant to St. 1977, Chapter 933, as amended, for a project briefly described as follows:

Montague Center Park, PARC #3: The project will include the construction of a playground, parking lot, pollinator and rain gardens, planting of trees,

hereinafter referred to as the **PROJECT**.

WHEREAS, the **COMMONWEALTH** has received said application and found the application to be in conformance with the Statewide Comprehensive Outdoor Recreation Plan, St. 1977, Chapter 933, as amended, and the PARC Program policies and regulation, 301 CMR 5.00.

WHEREAS, the **COMMONWEALTH** has approved said application and has obligated certain funds in the amount of \$340,000 (three hundred forty thousand dollars).

WITNESSETH:

- 1. The **COMMONWEALTH** and the **PARTICIPANT** mutually agree to perform the terms and conditions of this Agreement in accordance with the Massachusetts PARC Program, its policies and regulation 301 CMR 5.00, Massachusetts General Laws Chapter 45, § 2, Massachusetts General Laws Chapter 40, § 8C, and St. 1996, Chapter 15.
- 2. The **PARTICIPANT** agrees to perform the **PROJECT** described above by authorizing its **COMMISSION** to develop, manage, maintain, and operate the **PROJECT** in accordance with the terms, conditions and obligations contained in the **PARTICIPANT'S** application(s), as approved, including any promises, conditions, plans, specification estimates, procedures, project proposals, maps, and assurances made a part thereof, and furthermore, in accordance with any special terms

- and conditions attached to and incorporated in this Agreement. No significant deviations from the **PROJECT** shall be undertaken without advance approval by the **COMMONWEALTH**.
- 3. The **PARTICIPANT** agrees that the facilities of the **PROJECT** shall be open to the general public and shall not be limited to residents of the **PARTICIPANT**. The **PARTICIPANT** shall prominently display on the **PROJECT** a sign designated by the **COMMONWEALTH**, which sets forth public access and an indication that the **PROJECT** received PARC grant funds.
- 4. The **PARTICIPANT** acknowledges Article 97 of the Massachusetts Constitution which states, in part, that: "Lands or easements taken or acquired for such park, recreation or conservation purposes shall not be used for other purposes or otherwise disposed of except by laws enacted by a two-thirds vote, taken by yeas and nays, of each branch of the General Court." The **PARTICIPANT** hereby agrees that any property or facilities comprising the **PROJECT** will not be used for purposes other than those stipulated herein or otherwise disposed of unless the **PARTICIPANT** receives the appropriate authorization from the General Court, the approval of the Secretary of Energy and Environmental Affairs, and any authorizations required by the provisions of Massachusetts General Laws Chapter 40, § 15A or St. 1996, Chapter 15.
- 5. The PARTICIPANT hereby covenants and agrees that the PROJECT, including the property and any and all associated facilities and improvements, shall be devoted to park, recreation and/or conservation purposes in perpetuity, within the meaning of Article 97 of the Commonwealth's Declaration of Rights, and shall not be used for other purposes or otherwise disposed of except in accordance with the provisions of said Article 97. In the event that the property or facilities cease to be used for such purposes, all interest in the property or facilities shall revert to the Commonwealth pursuant to St. 1996, Chapter 15. The PARTICIPANT shall notify the Secretary in writing of any change in use or potential change in use of the property or facilities that is inconsistent with said park or outdoor recreation purposes. The PARTICIPANT shall have 90 days from the date written notice was received by the Secretary to present satisfactory evidence that the basis for reversion has been cured, in which case the property or facilities shall not revert. Upon receipt of written notice, the Secretary may review the circumstances of the property or facilities and determine that reversion of the property or facilities is not appropriate or essential to the protection of public open space in which case the provisions of paragraph 6 shall apply.
- 6. The **PARTICIPANT** further agrees that despite any such authorization and approval, in the event the property or facilities comprising the **PROJECT** are used for purposes other than those described herein, the **PARTICIPANT** shall provide other property and facilities of equal value and utility and the proposed use of said other property and facilities is specifically agreed to by the Secretary of Energy and Environmental Affairs.
- 7. Failure by the **PARTICIPANT** to comply with the terms and conditions of this Agreement or the policies or regulation of the PARC Program may, at the sole option of the **COMMONWEALTH**, suspend or terminate all obligations of the **COMMONWEALTH** hereunder.
- 8. PARTICIPANT and COMMONWEALTH acknowledge that the benefit desired by the COMMONWEALTH from the full compliance by the PARTICIPANT is the existence, protection, and the net increase of park and recreation facilities, and that such benefit exceeds to an immeasurable and unascertainable extent the dollar value of the funding provided by this Agreement. Consequently, the PARTICIPANT and the COMMONWEALTH agree that payment of money damages by the PARTICIPANT to the COMMONWEALTH would be an inadequate remedy for a breach of this Agreement by the PARTICIPANT, and, therefore, that the terms and conditions of this Agreement shall be enforceable by specific performance.

9. The **PARTICIPANT** agrees to record a copy of this Agreement at the Registry of Deeds and to provide proof of such recording to the **COMMONWEALTH**. In the case of a development project, this Agreement shall be recorded with and a marginal notation entered on the deed to the property to be improved by **PROJECT**. This project agreement shall also be recorded and marginally noted on any prior deed, restriction, conveyance, or other instrument affecting the **PROJECT** area. Failure to do so shall not impair the validity or enforcement of the agreement. The **PARTICIPANT** agrees to reference this project agreement in any deed, restriction, or conveyance or other instrument affecting the **PROJECT** area.

<u>COM</u>	MONWEALTH OF MASSACHUSETTS		<u>PARTICIPANT</u>
BY	Secretary, Executive Office of Energy and Environmental Affairs	BY	Chief Executive Officer
DATI	E:		PARK, RECREATION, OR CONSERVATION COMMISSION
		BY	
		DATE:	•

Attached hereto evidence of authority to execute this agreement on behalf of the **PARTICIPANT**. In the case of a municipality, a certified copy of the vote or votes of the governing body authorizing the **PROJECT**, appropriating municipal funds therefore, and authorizing execution of this Agreement by the Officer, Board, or Commission whose signature(s) appears above. In addition, a park boundary map is attached that accurately reflects the property that is protected through the receipt of the PARC grant award.

COMMONWEALTH OF MASSACHUSETTS ~ STANDARD CONTRACT FORM



This form is jointly issued and published by the Office of the Comptroller (CTR), the Executive Office for Administration and Finance (ANF), and the Operational Services

Division (OSD) as the default contract for all Commonwealth Departments when another form is not prescribed by regulation or policy. The Commonwealth deems void any changes made on or by attachment (in the form of addendum, engagement letters, contract forms or invoice terms) to the terms in this published form or to the <u>Standard Contract Form Instructions</u>

and Contractor Certifications, the <u>Commonwealth Terms and Conditions for Human and Social Services</u> or the <u>Commonwealth IT Terms and Conditions</u> which are incorporated by reference herein. Additional non-conflicting terms may be added by Attachment. Contractors are required to access published forms at CTR Forms: https://www.macs.gov/lists/oscl-forms.

Forms are also posted at OSD Forms: https://www.mass.gov/lists/osd-forms.						
CONTRACTOR LEGAL NAME: Town of Montague (and d/b/a):		COMMONWEALTH DEPARTMENT NAME: Exec. Off. of Energy and Env. Affairs MMARS Department Code: ENV				
Legal Address: (W-9, W-4): 1 Avenue A, Turners Falls	s. Montague. MA 01376	Business Mailing Address: 100 Cambridge Street, 10th Floor, Boston, MA 02114				
Contract Manager: Jonathan Dobosz	Phone: (413) 863-3216	Billing Address (if different):				
E-Mail: recdir@montague-ma.gov	Fax:	Contract Manager: Melissa Cryan	Phone: 857-274-7173			
Contractor Vendor Code: VC6000191893	i wai	E-Mail: melissa.cryan@mass.gov	Fax:			
Vendor Code Address ID (e.g. "AD001"): AD 001.		MMARS Doc ID(s):	T WA.			
(Note: The Address ID must be set up for EFT paym	ents.)	RFR/Procurement or Other ID Number: ENV 24 DCS 05				
X NEW CONTRA	°T	CONTRACT AMENDA				
PROCUREMENT OR EXCEPTION TYPE: (Check on		Enter Current Contract End Date <u>Prior</u> to Amendment:				
Statewide Contract (OSD or an OSD-designated		Enter Amendment Amount: \$ (or "no change")				
Collective Purchase (Attach OSD approval, scope		AMENDMENT TYPE: (Check one option only. Attach de				
X Department Procurement (includes all Grants -		Amendment to Date, Scope or Budget (Attach update				
Notice or RFR, and Response or other procureme Emergency Contract (Attach justification for emer	• ,	Interim Contract (Attach justification for Interim Contract)				
Contract Employee (Attach Employment Status F		Contract Employee (Attach any updates to scope or bu				
Other Procurement Exception (Attach authorizing specific exemption or earmark, and exception justif		Other Procurement Exception (Attach authorizing lang scope and budget)	guage/justification and updated			
, , ,	, 1 0 /	lowing Commonwealth Terms and Conditions document	are incorporated by reference			
into this Contract and are legally binding: (Check C Services Commonwealth IT Terms and Conditions	DNE option): X Commonwealth	Terms and Conditions Commonwealth Terms and Conditions	ons For Human and Social			
		horized performance accepted in accordance with the terms				
		ds, subject to intercept for Commonwealth owed debts under ns, conditions or terms and any changes if rates or terms are				
<u> </u>		of this contract (or new total if Contract is being amended). \$ 340,000.				
		` '				
a PPD as follows: Payment issued within 10 days	% PPD; Payment issued within 1	n EFT 45 days from invoice receipt. Contractors requesting ac 5 days % PPD; Payment issued within 20 days % PPI	D: Payment issued within 30 days			
% PPD. If PPD percentages are left blank, identify	reason: X agree to standard 45	day cycle statutory/legal or Ready Payments (M.G.L. c. 29, § 23A); only initial payment				
(subsequent payments scheduled to support standard		rompt Pay Discounts Policy.) ENT: (Enter the Contract title, purpose, fiscal year(s) and a d	etailed description of the seems of			
		g documentation and justifications.) Montague Center Park ,				
include the construction of a playground, parking lot, p	ollinator and rain gardens, planting	g of trees, in accordance with the terms of the PARC Grant P				
the Town of Montague, and on file with the Executive			antrast obligations			
· · · · · ·	• /	actor certify for this Contract, or Contract Amendment, that C gations have been incurred <u>prior</u> to the Effective Date.	ontract obligations.			
	= -	and <u>no</u> obligations have been incurred <u>prior</u> to the Effective	Date			
		d the parties agree that payments for any obligations incurre				
authorized to be made either as settlement paym	ents or as authorized reimburseme	ent payments, and that the details and circumstances of all ol	bligations under this Contract are			
·		ases the Commonwealth from further claims related to these	•			
		with no new obligations being incurred after this date unless hall survive its termination for the purpose of resolving any cl				
		ing, invoicing or final payments, or during any lapse between				
CERTIFICATIONS: Notwithstanding verbal or other Amendment has been executed by an authorized sign approvals. The Contractor certifies that they have according to the Standard Contract Form Instruction upon request to support compliance, and agrees that herein according to the following hierarchy of docume Instructions and Contractor Certifications, the Reque unacceptable, and additional negotiated terms, providing made using the process outlined in 801 CMR 21.07, in	representations by the parties, the natory of the Contractor, the Deparessed and reviewed all documents is and Contractor Certifications uncall terms governing performance on the precedence, the applicable Corst for Response (RFR) or other sed that additional negotiated terms	"Effective Date" of this Contract or Amendment shall be the artment, or a later Contract or Amendment Start Date specific incorporated by reference as electronically published and the ler the pains and penalties of perjury, and further agrees to prefit this Contract and doing business in Massachusetts are attain monwealth Terms and Conditions, this Standard Contract Folicitation, the Contractor's Response (excluding any langue will take precedence over the relevant terms in the RFR and any amended RFR or Response terms result in best value, low	ne latest date that this Contract or ed above, subject to any required Contractor makes all certifications rovide any required documentation ched or incorporated by reference Form, the Standard Contract Form age stricken by a Department as the Contractor's Response only if			
Contract. AUTHORIZING SIGNATURE FOR THE CONTRACTO	OR:	AUTHORIZING SIGNATURE FOR THE COMMONWEA	LTH:			
X:	t Time of Signature)	X: Dat (Signature and Date Must Be Captured At	Time of Signature)			
Print Name:		Print Name: Bryan Hightower .	· ,			
Print Title:	<u>.</u>	Print Title: Director of Capital & Trust Planning .				

COMMONWEALTH OF MASSACHUSETTS ~ STANDARD CONTRACT FORM



ATTACHMENT A – SCOPE OF SERVICES AND ADDITIONAL TERMS AND CONDITIONS

INSTRUCTIONS: In order to ensure that the Department and the Contractor have a clear understanding of their respective responsibilities and performance expectations, the Following attachment shall contain a specific detailed description of all obligations, responsibilities and additional terms and conditions between the Contractor and the Department which do not modify the Contract boilerplate language. Attach as many additional pages as necessary. {See INSTRUCTIONS sheet for more information and suggested provisions to include in ATTACHMENT A.}

Montague Center Park, PARC #3: The project will include the construction of a playground, parking lot, pollinator and rain gardens, planting of trees, in accordance with the terms of the PARC Grant Program and application filed by the Town of Montague, and on file with the Executive Office of Energy and Environmental Affairs, Division of Conservation Services. The Town of Montague will be reimbursed 68% of eligible costs incurred during the contract period up to the \$340,000 grant award as evidenced by the submittal of invoices and canceled municipal checks.

ATTACHMENT B – BUDGET AND APPROVED EXPENDITURES

{The Department and Contractor may complete this format or attach an approved alternative Budget format or invoice,}

Items identified below which are not part of the Contract should be left blank.

Attach as many additional copies of this format as necessary, Maximum obligation should appear as last entry.

Contract Expenditures	Unit Rate (per unit, hour, day)	Number of Units	Other Fees or Charges (specify)	TOTAL
FY24 Design				\$ 30,600
FY25 Construction				\$ 309,400
				\$
				\$
				\$
				\$
SUBTOTAL (this page)				\$ 340,000

MAXIMUM OBLIGATION	\$ 340,000
	, ,

Page __1___ of ___1 __Budget pages
Attachment B is subject to any restrictions or additional provisions outlined in Attachment A

Coronavirus State Fiscal Recovery Fund (FRF) Contract Addendum

(Assistance Listing Number 21.027)

Notice: The contract, agreement, statement of work, or purchase order ("Contract") between ______ ("Contractor") and the Executive Office of Energy and Environmental Affairs to which this addendum is attached or otherwise incorporated is funded, in whole or in part, using federal assistance provided to the Commonwealth of Massachusetts by the U.S. Department of the Treasury under Section 9901 of the American Rescue Plan Act of 2021 ("ARPA"), which established the Coronavirus State Fiscal Recovery Fund ("FRF").

In accordance with ARPA, the U.S. Department of the Treasury's regulations implementing the FRF (31 CFR Part 35), the <u>Award Terms and Conditions</u>, and the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, <u>2 C.F.R. Part 200</u>, the following terms and conditions apply to the Contractor in connection with its performance of the Contract.

These terms and conditions are in addition to, and in no way limit or alter, the other terms, conditions, rights, and remedies set forth in or applicable to the Contract, including those set forth in the Commonwealth of Massachusetts Standard Contract Form and Commonwealth Terms and Conditions. In the event of any conflict among the requirements applicable to the Contract, the most stringent requirements will apply.

1. Eligible Costs.

- a. The Contractor agrees to incur only those costs that are necessary, reasonable, and directly allocable for the purpose of completing the contracted project or program.
- b. Indirect costs are not an eligible use of funds received under this Contract.
- c. Costs may be incurred only during the period of this Contract.

2. Financial Management.

a. Contractor may not deviate significantly from its established policies and practices regarding the incurrence of costs.

3. Suspension and Debarment (Executive Orders 12549 and 12689).

- a. This Contract is funded through payments received by the Commonwealth of
 Massachusetts from the FRF. FRF funds are subject to 2 CFR Part 200 and U.S.
 Department of the Treasury's implementing regulations at 31 CFR Part 19. The Contract
 is a covered transaction for purposes of such regulations.
- b. As such, the Contractor is required to verify, and by executing this Contract the Contractor hereby certifies, that neither it nor any of the Contractor's principals are excluded, disqualified, or otherwise ineligible (as such terms are defined at 31 CFR Part 19, Subpart I) for participation in a covered transaction. Such parties are ineligible if listed on the government-wide Excluded Parties List System in the System for Award Management (SAM) in accordance with 2 CFR Part 180 and U.S. Department of the Treasury's implementing regulations at 31 CFR Part 19 that implement Executive Orders 12549 and 12689, "Debarment and Suspension."

- c. The Contractor must comply with 31 CFR Part 19, subpart C, and shall include a requirement to comply with these requirements in any lower tier covered transaction it enters into under this award.
- d. The Contractor shall have an ongoing duty during the term of this Contract to disclose to the Executive Office of Energy and Environmental Affairs on an ongoing basis any occurrence that would prevent the Contractor from making the certifications contained in this Section 1. Such disclosure shall be made in writing to the Executive Office of Energy and Environmental Affairs within five (5) business days of when the Contractor discovers or reasonably believes there is a likelihood of such occurrence. This certification is a material representation of fact relied upon by the Executive Office of Energy and Environmental Affairs. If it is later determined that the Contractor did not comply with 31 CFR Part 19, subpart C, in addition to remedies available to the Executive Office of Energy and Environmental Affairs, the Federal government may pursue available remedies, including but not limited to suspension and/or debarment.

4. Prohibition on Certain Telecommunications and Video Surveillance Services or Equipment (2 CFR § 200.216).

- a. Pursuant to 2 CFR §200.216, the Executive Office of Energy and Environmental Affairs is prohibited from using FRF funds to procure, obtain, or enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that use covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system.
- b. As described in Public Law 115-232, section 889, "Covered telecommunications equipment or services" is:
 - Telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities);
 - ii. For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities);
 - iii. Telecommunications or video surveillance services provided by such entities or using such equipment; and
 - iv. Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.
- c. The Contractor agrees that it shall not provide covered telecommunications equipment or services in the performance of this Contract.
- d. A compilation of prohibited telecommunications and video surveillance equipment and services entities may be found in the System for Award Management (SAM) excluded parties list.

5. Reporting Program Performance

- a. Contractor is responsible for the collection of performance information for services under this Contract in a format and using metrics defined by the Executive Office of Energy and Environmental Affairs.
- b. Contractor is responsible for the submission of such performance reports to the Executive Office of Energy and Environmental Affairs as required by the federal government.
- c. Contractor is responsible for the submission of such performance reports to the Executive Office of Energy and Environmental Affairs as required by the Commonwealth of Massachusetts, the Federal Funds Equity and Accountability Review Panel, the Massachusetts State Auditor, and the Massachusetts Inspector General.
- d. Contractor acknowledges that performance information for services under this Contract will be displayed publicly on a website published by the Commonwealth as required by Chapter 288 of the Acts of 2020, Chapter 102 of the Acts of 2021, and other related laws.
- e. Contractor shall take all reasonable steps necessary to protect personally identifiable information collected during the performance of services required by this Contract and prevent the submission or publication of such information.
- **6. Remedies for Contract Violation.** Should the Contractor violate of any of the terms of the Contract, the Executive Office of Energy and Environmental Affairs may pursue all available administrative, contractual, or legal remedies, as well as any applicable sanctions and penalties.
- 7. Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). [To the extent the Contract involves the employment of mechanics or laborers (as defined in 29 CFR Part 5 and including watchmen and guards) for any part of the contract work, the Contractor agrees to the following terms:
 - a. Overtime requirements. The Contractor shall not require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such workweek.
 - b. Violation; liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (a) of this section, the Contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, the Contractor and any such subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory), for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (a) of this section, in the sum of \$29 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (a) of this section.

- c. Withholding for unpaid wages and liquidated damages. the Executive Office of Energy and Environmental Affairs shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other Federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (b) of this section.
- d. Records. The Contractor shall maintain payrolls and basic payroll records during the course of the work and shall preserve them for a period of three years from the completion of the contract for all laborers and mechanics, including guards and watchmen, working on the Contract. Such records shall contain the name and address of each such employee, social security number, correct classifications, hourly rates of wages paid, daily and weekly number of hours worked, deductions made, and actual wages paid. The records to be maintained under this paragraph shall be made available by the Contractor for inspection, copying, or transcription by authorized representatives of the Executive Office of Energy and Environmental Affairs and the Department of Labor, and the Contractor will permit such representatives to interview employees during working hours on the job.
- e. Subcontracts. The Contractor shall insert in any subcontracts the clauses set forth in paragraph (a) through (d) of this section and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower tier subcontractor with the clauses set forth in paragraphs (a) through (d) of this section.

8. The Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended.

- a. The Contractor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387).
- b. The Contractor agrees to report each violation to the Executive Office of Energy and Environmental Affairs and understands and agrees that the Executive Office of Energy and Environmental Affairs will, in turn, report each violation as required to assure notification to the U.S. Department of the Treasury and the appropriate Environmental Protection Agency Regional Office.
- c. The Contractor agrees to include the above requirements in each subcontract financed in whole or in part with FRF funds.
- **9. Other Federal Environmental Laws and Regulations**. The Contractor shall comply with all other applicable federal environmental laws and regulations.
- 10. Byrd Anti-Lobbying Amendment (31 U.S.C. 1352). The Contractor certifies that:

- a. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- b. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the Contractor shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- c. To the extent the Contractor is permitted and intends to utilize subcontractors under the Contract, the Contractor shall require that the language of this certification be included in all subcontracts and that all subcontractors shall certify and disclose accordingly.
- d. This certification is a material representation of fact upon which reliance was placed when this Contract was entered into or amended. The making of this certification is a prerequisite for entering into or amending this Contract imposed by 31 U.S.C. 1352. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.
- **11. Non-Discrimination.** The Contractor shall comply with all applicable federal laws and regulations prohibiting discrimination including, without limitation, the following:
 - a. Title VI of the Civil Rights Act of 1964 (42 U.S.C. §§ 2000d et seq.) and U.S. Department of the Treasury's implementing regulations at 31 C.F.R. Part 22, which prohibit discrimination on the basis of race, color, or national origin under programs or activities receiving federal financial assistance;
 - b. The Fair Housing Act, Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§ 3601 et seq.), which prohibits discrimination in housing on the basis of race, color, religion, national origin, sex, familial status, or disability;
 - c. Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794), which prohibits discrimination on the basis of disability under any program or activity receiving federal financial assistance;
 - d. The Age Discrimination Act of 1975, as amended (42 U.S.C. §§ 6101 et seq.), and U.S. Department of the Treasury's implementing regulations at 31 C.F.R. Part 23, which prohibit discrimination on the basis of age in programs or activities receiving federal financial assistance; and
 - e. Title II of the Americans with Disabilities Act of 1990, as amended (42 U.S.C. §§ 12101 et seq.), which prohibits discrimination on the basis of disability under programs, activities, and services provided or made available by state and local governments or instrumentalities or agencies thereto.

12. Publications. To the extent the Contractor is authorized or directed to produce publications pursuant to this Contract, any such publications produced with FRF funds must display the following language: "This project [is being] [was] supported, in whole or in part, by federal award number [enter project FAIN] awarded to the Commonwealth of Massachusetts by the U.S. Department of the Treasury."

13. Maintenance of and Access to Records.

- a. The Contractor shall maintain records pertinent to the Contract in a manner consistent with 2 C.F.R. § 200.334.
- b. The Contractor shall make available to the Executive Office of Energy and Environmental Affairs, the U. S. Department of the Treasury, the Treasury Office of Inspector General, the Government Accountability Office, or any of their authorized representatives any documents, papers, or other records, including electronic records, of the Contractor that are pertinent to the Contract, in order to make audits, investigations, examinations, excerpts, transcripts, and copies of such documents. This right also includes timely and reasonable access to the Contractor's personnel for the purpose of interview and discussion related to such documents. This right of access shall continue as long as records are retained.
- **14. Increasing Seat Belt Use in the United States.** Pursuant to Executive Order 13043, 62 FR 19217 (Apr. 18, 1997), the Contractor is encouraged to adopt and enforce on-the job seat belt policies and programs for their employees when operating company-owned, rented or personally owned vehicles.
- **15. Reducing Text Messaging While Driving.** Pursuant to Executive Order 13513, 74 FR 51225 (Oct. 6, 2009), the Contractor is encouraged to adopt and enforce policies that ban text messaging while driving and should establish workplace safety policies to decrease accidents caused by distracted drivers.

16.	Subcontractors. To the extent the Contractor is permitted and intends to utilize subcontractors under the Contract, the Contractor agrees to incorporate all relevant provisions of this addendum into its written agreement with the subcontractor.				
	On behalf of	("Contractor"), I			
	certify that I am an authorized signatory for the contractor and that I have read, understood, and will comply with requirements set forth in this contract addendum:				
	Authorized signatory signature:	_ Date			
	Print name:	_			
	Print title:				

This form is jointly issued and published by the Office of the Comptroller (CTR) and the Operational Services Division (OSD) as the default form for all Commonwealth Departments when another form is not prescribed by regulation or policy.

Signature for Corporation (C or S), Partnership, Trust/Estate, Limited Liability Company (must match Form W-9 tax classification)

Contractor Legal Name T	Contractor Vendor/Customer Code (if available, not the Taxpayer Identification Number or Social Security Number)
INCIDICATIONS: Any Contractor (other than a cale premieter or an indi-	idual controlatory manatary and idea of individuals and

INSTRUCTIONS: Any Contractor (other than a sole-proprietor or an individual contractor) must provide a listing of individuals who are authorized as legal representatives of the Contractor who can sign contracts and other legally binding documents related to the contract on the Contractor's behalf. In addition to this listing, any state department may require additional proof of authority to sign contracts on behalf of the Contractor, or proof of authenticity of signature (a notarized signature that the Department can use to verify that the signature and date that appear on the Contract or other legal document was actually made by the Contractor's authorized signatory, and not by a representative, designee or other individual.)

For privacy purposes **DO NOT ATTACH** any documentation containing personal information, such as bank account numbers, social security numbers, driver's licenses, home addresses, social security cards or any other personally identifiable information that you do not want released as part of a public record. The Commonwealth reserves the right to publish the names and titles of authorized signatories of contractors.

There are three types of electronic signatures that will be accepted on this form: 1) Traditional "wet signature" (ink on paper); 2) Electronic signature that is either: a. hand drawn using a mouse or finger if working from a touch screen device; or b. An upload picture of the signatory's hand drawn signature; 3) Electronic signature affixed using a digital tool such as Adobe Sign or DocuSign. Typed text of a name not generated by a digital tool, computer generated cursive, or an electronic symbol are not acceptable forms of electronic signature.

Authorized Signatory Name	Signature (Signature as it will appear on contract or other documents)	Title	Phone Number	Email Address

Acceptance of any payment under a Contract or Grant shall operate as a waiver of any defense by the Contractor challenging the existence of a valid Contract due to an alleged lack of actual authority to execute the document by the signatory.

I certify that I am a responsible authorized officer of the Contractor and as an authorized officer of the Contractor I certify that the names of the individuals identified on this listing are current as of the date of execution and that these individuals are authorized to sign contracts and other legally binding documents related to contracts with the Commonwealth of Massachusetts on behalf of the Contractor. I understand and agree that the Contractor has a duty to ensure that this listing is immediately updated and communicated to any state department with which the Contractor does business whenever the authorized signatories above retire, are otherwise terminated from the Contractor's employ, have their responsibilities changed resulting in their no longer being authorized to sign contracts with the Commonwealth or whenever new signatories are designated.

Please note you cannot self-certify your own signature as a single signer listed above.

Signature	Date
olghatare	Date
Print Name	Phone Number
Fillt Name	Fliorie Nullibei
Title	Email Address
ride	Email Address

A copy of this listing must be attached to the "record copy" of a contract filed with the department.

From: Britt Ruhe

To: <u>Maureen Pollock</u>; <u>River Culture</u>

Subject: updated budget

Date: Tuesday, November 28, 2023 5:54:31 PM

Attachments: <u>image.png</u>

Hi Maureen and Suzanne,

Here is an updated budget for you to look at. I was able to get it close to \$30,000 by removing an assistant for the muralist and decreasing the size of the mural to 2500SF. It is very possible that the muralist will end up just painting the whole wall. I think if a muralist wants an assistant they can take care of that out of their fee.

If we can get the AirBnB donated then the total amount goes under \$30K.

We may have discussed this already, but in case we didn't, in order for me to cover the project under my liability insurance and to facilitate efficient procurement of lifts, paint, etc, it would be helpful if the whole project cost is contracted to Common Wealth Murals, and then I will pay the artists, suppliers, etc. Does this work for you?

If this budget ooks ok, I will add it to a project description which includes the process for community input and decision making.

Thanks, Britt

1 14 2 4 5			
Lead Artist Fee			
Lead Artist Fee	\$	12,600	Design and Installation
TOTAL	\$	12,600	
Materials			
Expendables	\$		Tape, tar paper, rollers, brushes, etc.
Paint	\$	2,000	Estimated \$1 per SF for mural grade liquid or spray paint
Printing	\$	25	Mural references
TOTAL	\$	2,525	
Wall Prep, Equipment Rental, Sealing			
Lift and permits	\$	2,500	
Wall Priming (labor & materials)	\$	2,000	\$1 per sf for materials and labor
Sealing the mural (materials & labor)		255	\$.34 per sf for materials and labor
TOTAL	\$	4,755	
Travel			
Travel to Montague	\$	600	Flight or Mileage
Per Diems	\$	595	\$35 per day
Hotel/AirBnB	\$	3,060	\$180 per night for Artist for 17 days
Car Rental	\$	1,275	\$80 per day for 17 days
TOTAL	\$	5,530	
Administrative & Project Management			
Project Management	\$		Project management from start to finish of project.
Overhead & Contingency	\$	1,300	5% of direct costs in case of weather and other delays, technical difficulties, additional materials, etc
TOTAL	\$	5,100	
TOTAL PROJECT BUDGET	\$	30,510	

Britt Ruhe Director

Community engaged murals only happen with community support. <u>Donate here</u> to support our next murals!

FY25 Capital Cycle Req	uests As of Dec 7, 2023 (Not ranked)					
		Project On	CIC Vote Winte	r Annual		
Submitted by	Project Decription	Cost CIP	STM	ATM		Notes/Comments
Capital						
CWF	Montague Center Pump Station Rehab	YES		\$	283,800	
DPW	Equipment and Major Repairs (Discretionary)	YES		\$	100,000	To be reduced based on balance as of March 1. Balace of 11/7/23 is \$81,490
DPW	Replace 10 Ton Trailer	YES		\$	40,401	
DPW	New Skid Steer	NO		\$	90,000	Initially proposed Fall 23 STM. Tabled for consideration during annual budget cycle
DPW	Replace Ferry Rd Culvert	YES		\$	222,880	
DPW	Town Hall Parking Lot Rehabiltiation	YES		\$	200,000	may need to update based on quote
DPW	Alleyway Paving	YES		\$	30,000	FY25 plan to repave First St Alley
DPW	Sewer Pipe+ Manhole Re-lining	YES		\$	500,000	Consider bonding to complete the re-lining instead of funding annually
Libraries	New Main Branch Feasibility Study	YES		\$	150,000	Expenditure contingent on acceptance into Mass Library Building Program
GMRSD	Hillcrest Pavement and Sidewalks	YES		\$	100,000	
GMRSD	Sheffield Main Office Reconfiguration	NO		\$	20,000	
GMRSD	Hillcrest Cafeteria Reconfiguration	NO		\$	40,000	
Non-Capital						
Conservation Com.	Conservation Trust			\$	10,000	
Total		\$0	\$-	\$	1,787,081	

Potential Submittals/ In development		
DPW	Stormwater Outfalls/Slope Stabalization	NO
CWF	Ops Building HVAC	YES
GMRSD	MSBA New School Feasibility Study	YES

FY25 Grant funded projects			ant value	on CIP
Congressional Earmark	Avenue A Streetscape	\$	960,000	YES
Rural and Small Town	Ave A CSO Reduction	\$	500,000	YES
Site Readiness	Strathmore Demo Design	\$	132,700	YES
Comm Dev Block Grant	Hillcrest Neighborhood Playground	\$	400,000	YES
PARC Grant	Montague Center Playscape	\$	340,000	YES
DEP GAP II	CWF fine bubble aerators/diffusers	\$	150,000	YES
USDA Rural Development	Screw Pump Replacement	\$	860,000	YES
		\$	3,342,700	

Current Funding Source	Balances (11.31.23)	
Town Capital Stab.	\$	1,531,461
CWF Cap Stab.	\$	262,668
GMRSD Stab.	\$	89,745
Free Cash	\$	612,997
Sewer Ret Earnings	\$	140,000
Sale of Real Estate	\$	575,445
	\$	3,212,316

Key Dates	
	8-Jan CIC meets with Selectboard to review capital article slate
	10-Jan CIC meets with Fincom to solidify capital article slate
	27-Feb STM/ Finalize Draft CIC report
	13-Mar CIC capital article report to FinCom/ Selectboard

10C

MAURA HEALEY GOVERNOR KIM DRISCOLL

LIEUTENANT GOVERNOR

COMMONWEALTH OF MASSACHUSETTS DEPARTMENT OF TELECOMMUNICATIONS AND CABLE

1000 Washington Street, Suite 600 Boston, MA 02118-6500 Telephone: (617) 305-3580 www.mass.gov/dtc

> YVONNE HAO SECRETARY OF HOUSING AND ECONOMIC DEVELOPMENT

EDWARD A. PALLESCHI UNDERSECRETARY

KAREN CHARLES
COMMISSIONER

February 8, 2023 Chairman Board of Selectmen Town Hall One Avenue A Turners Falls, MA 01376

Re: License Expiration Notice

Dear Chairman:

Six months ago, the Department of Telecommunications and Cable (Department) notified you that your cable television license (license) with Comcast Cable Communications, Inc. expires on 8/31/2025. If either you as the Issuing Authority or Comcast Cable Communications, Inc. invoked the formal renewal process, you should have started the ascertainment process to determine your community's cable-related needs and review Comcast Cable Communications, Inc.'s performance under the current license.

Even if you and Comcast Cable Communications, Inc. have agreed to forgo the formal renewal process, you should have an ascertainment process. By ascertaining your cable needs early in the renewal process, you will benefit from sufficient time to review the proposal submitted by Comcast Cable Communications, Inc.. The Department recommends that the Issuing Authority complete its ascertainment process at least twelve months, and no later than six months, prior to the expiration of its cable license.

The Department is available to advise you regarding your duties and rights during the renewal process. While we cannot assist you with substantive negotiations, we would be happy to meet with you and/or your Cable Advisory Committee to discuss procedural requirements. If you would like to schedule a meeting or if you have any questions, please contact the Department at 617-305-3580 or dtc.efiling@mass.gov.

1 Xm

Shonda D. Green Department Secretary

30 month



Steven James, House Clerk Office of the Clerk of the House State House. Rm 145 Boston, MA 02133 Michael D. Hurley, Senate Clerk Office of the Clerk of the Senate State House. Rm 335 Boston, MA 02133

To the Honorable Senate and House of Representatives,

The Healey-Driscoll Administration is pleased to submit the 2023 economic development plan, *Team Massachusetts: Leading Future Generations.*

In recent years, Massachusetts has faced a complex economic landscape defined by the COVID-19 pandemic, global conflicts, high inflation, and the looming threat of climate change. In the face of these bold macroeconomic forces, Massachusetts stands poised to adapt, innovate, and lead future generations. We can do this leveraging the strengths in all of our sectors and regions.

Massachusetts is primed to lead an innovative, mission-oriented, high-growth economy. We are world leaders in many sectors, such as higher education, health care and hospitals, life sciences, and financial and intellectual capital. We can tackle global issues like diseases and climate change, improve health care, and educate and develop young talent. We can accomplish all of this while creating a compassionate community that embraces diversity, celebrates freedoms, prioritizes scientific advancement, and values safety for everyone.

Team Massachusetts: Leading Future Generations is drafted with this strong history and record of success in mind, and with an eye towards a vibrant future for our state, its economy and its people. This plan reflects a vision for Massachusetts which is organized around three main priorities, supported by specific initiatives for each:

- 1. Fundamentals: Investing in the fundamentals to enable economic growth,
- 2. Talent: Retaining and attracting the world's best talent across all backgrounds, and
- 3. Sectors: Supporting businesses that power the state's economy

And at the center of this plan, as in all of our work, are the Healey-Driscoll Administration's core principles of equity, affordability, and competitiveness.

The Healey-Driscoll Administration is proud of our strong partnership with the Legislature. In just under a year, our collaboration led to meaningful cuts for Massachusetts families and businesses – the first in more than 20 years – and a budget that made historic investments in education, workforce development, climate innovation and local aid. We look forward to working with our legislative partners to bring our full economic vision to life over the coming years.

Massachusetts can be the best place in the nation for individuals to pursue rewarding careers and for companies to start, scale, and succeed. Achieving this vision will ensure that we lead for future generations and deliver the results our communities deserve.

Sincerely,

Maura Healey Kim Driscoll Governor Lt. Governor

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THE VISION:

Team Massachusetts: Leading Future Generations

Almost 250 years ago, the shot was heard around the world. Our state took the first step and started a revolution for our country. Of course, a lot has happened since 1775. In fact, a lot has happened since Massachusetts' last state economic development plan in 2019. The world has experienced a global pandemic, destabilizing armed conflicts, supply chain disruptions, and inflation. Interest rates have risen, some states have rolled back reproductive and civil rights, and we continue to live with growing impacts from climate change, with annual temperatures the warmest they've ever been.

It is again our state's time to lead. The Healey-Driscoll Administration is pleased to put forth the 2023 economic development plan, Team Massachusetts: Leading Future Generations.

Massachusetts has a unique opportunity to demonstrate to the rest of our country a better path forward. To do so, we need to work together as a team, leveraging the strengths in all of our sectors and regions. We believe Massachusetts can be an innovative, mission-driven, high-growth economy that solves the big problems facing our world by curing disease, addressing climate change, improving health care, and educating our young talent. And we can do this while being a humane place to live, where we embrace diversity, celebrate freedoms, reinforce science, take care of all communities, and value safety for everyone. Achieving this vision will ensure that we lead for future generations by making Massachusetts the best place in the nation for individuals to pursue rewarding careers and for companies to start, scale, and succeed.

The Healey-Driscoll Administration, through the Executive Office of Economic Development (EOED), has spent the past several months working with many stakeholders on this bold vision for our state's economic development – our north star – and we are committed to bringing this vision to life over the coming years. As we developed this plan, we kept in mind several guiding principles.

First, we must achieve this vision in a way that focuses on the administration's priorities of equity, affordability, and competitiveness.

Second, we must be intentional about ensuring our plan reaches residents in all regions, across a diversity of all backgrounds and experiences.

Finally, we must focus our plan on areas where the state is best positioned to make a difference. In many ways, economic development is largely driven by the private sector, nonprofit organizations, and communities. However, in state government, we have unique powers we can use to effectively drive economic development in partnership with our colleagues in the Legislature and other members of our state's economic development ecosystem:



Convene: We can bring people together to communicate, align, and collaborate



Resources: We allocate state funds, resources, and incentives



Regulations & Laws: We can pass, repeal, and amend laws & regulations

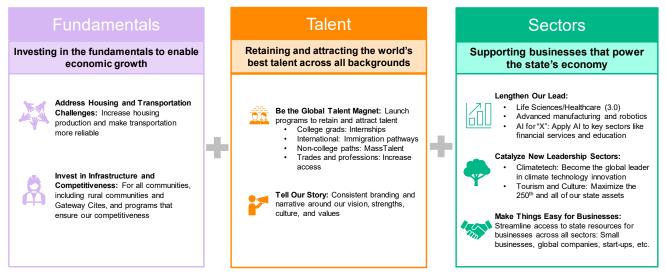


Customer: We have state purchasing power around goods and services



Message & Communicate: We have an ability to amplify and convey messages

With this in mind, we are proposing three main priorities for our economic development plan, supported by specific initiatives for each.



The initiatives supporting these three priorities were chosen through the work of the Economic Development Planning Council,¹ comprised of leaders and stakeholders from key industries in our state's economy; from feedback gathered during 10 regional meetings held across the state attended by stakeholders and members of the public and more than a dozen sector-specific meetings attended by industry leaders; and from substantial data analysis undertaken by the EOED team. These initiatives are broad enough to move the needle for the state in a meaningful way over the next three years. They also leverage the unique powers the state can employ to be effective in supporting economic development. And our vision is flexible enough that, when other economic development issues and priorities arise over the next several years, we can proceed with eyes wide open to best support the state's economy.

Our ability to implement this plan requires working as a team across our cabinet. Given the critical nature of the housing and transportation challenges in our state, these priorities are highlighted in the Fundamentals section of this plan and provide the essential foundations for economic growth. The Executive Office of Housing and Livable Communities and the Massachusetts Department of Transportation lay out their plans in that section. Secretariats from elsewhere in the cabinet will collaborate across other initiatives. For example, the Talent priority closely aligns with the work of the Executive Office of Labor and Workforce Development (EOLWD) and includes initiatives that coordinate with the four-year plan that EOLWD is working on for the U.S. Department of Labor.

For the Sectors priority, the Executive Office of Health and Human Services will play a big role in lengthening the lead in life sciences and healthcare, while the Executive Office of Energy and Environment Affairs and the state's Climate Office are key partners for advancing our state's climate tech sector. For all three priorities, EOED will work across secretariats to implement plans successfully.

In Massachusetts, we are fortunate to have another tool in our economic development toolkit with our quasi-public agencies, which serve as key implementation vehicles for this plan. The quasis operate independently from the state in many ways and can therefore move more nimbly and creatively on certain programs. Yet they are largely funded by and aligned closely with the state. Many initiatives within this plan will be managed and implemented by economic development quasis, which include:

- Massachusetts Growth Capital Corporation: Focuses on small businesses and offers technical assistance, loans, and grants.
- **MassVentures**: Focuses on early stage "deep tech" startups being spun out of universities and that have manufacturing elements, diverse founders, and a broad footprint across the state.
- Massachusetts Technology Collaborative: Focuses on our innovation sectors and administers grants and programs around workforce, research, and other areas for sectors such as advanced manufacturing, robotics, AI, quantum, digital health, cybersecurity, broadband, and others.
- Massachusetts Life Sciences Center: Focuses on our life sciences industry and provides grants
 and workforce programs to support diversity, R&D, and collaboration across the regions and life
 science ecosystem.
- MassDevelopment: Focuses on real estate as the state's development finance agency and land bank that provides a variety of financing tools, such as grants and loans, to support development across municipalities and regions.
- Massachusettts Clean Energy Center: Focuses on the clean energy and climate technology space and works with startups as well as large companies on areas such as workforce and R&D.

Importantly, this economic development plan factors in regional input and differences around the Fundamentals, Talent, and Sectors priorities and we are excited to tailor the initiatives in our plan to best leverage the strengths and opportunities of each region in our state.

As we implement these initiatives, we will track key metrics and indicators and will know we are making progress in achieving our state's vision when:

- Massachusetts is one of the highest GDP per capita states and we grow GDP faster than the national average.
- All regions rise with the rising tide: Economic growth happens across all regions and GDP per capita rises in every region.

- Our overall population starts to increase and returns to pre-pandemic growth trends.
- More talent stays here. For example, we see an increase in the percent of high school and college graduates who stay in Massachusetts.
- More companies start and expand here.
- We create more opportunities for all of our talent: Income inequality gap closes, especially across race, gender, and educational backgrounds.
- Workforce participation increases and we start to see more people entering the job market.
- We grow in a way that is consistent with protecting our climate: We achieve climate targets.
- Our state ranks as one of the most competitive in terms of friendliness to families and businesses.
- We continue to innovate and solve big problems in mission-driven areas around health care, life sciences, climate, defense, and other areas. This will be reflected in our leadership in attracting venture funding and federal grants, in filling patents, and in Massachusetts-based companies advancing initial public offerings (IPOs) and acquisitions.

In the rest of this section, we lay out the macroeconomic perspective and the macroeconomic implications for our state. We also provide an overview of the economic development planning process. Then, we will dive into each of the three priorities of Fundamentals, Talent, and Sectors, and describe the specific initiatives under each. Finally, we summarize how we will use metrics to track our progress and how we will implement the plan.

The Healey-Driscoll Administration knows that this is the moment for our state to lead. This is an inflection point, and the stakes are high. What we do with this plan will set us on a path for the future. We have a chance to show our country that we can continue to solve the biggest problems facing our world while doing so in a way that celebrates and respects freedoms and community. Now is the moment for Massachusetts to lead for future generations.

We are tremendously grateful for all of the work that has been done and we are excited about sharing this plan with legislators, stakeholders, and the public. We look forward to bringing this plan to life for our state.

MACROECONOMIC CONTEXT:

How has the world changed since the last economic development plan?

It has been an eventful four years since the last state economic development plan was completed. In many ways large and small, the world has changed significantly since 2019.

The most notable event has of course been the global COVID-19 pandemic, which shut down the world economy and resulted in several million deaths around the world. Over the course of the public health emergency, there were more than two million confirmed cases and over 22,000 deaths linked to COVID-19 in Massachusetts.²

Now, in 2023, with vaccines and significant federal government support, life and the economy are trending back to pre-pandemic levels. But there are fundamental shifts and still unknown impacts on our state economy from the pandemic. For example, many downtown office buildings remain largely empty as companies, especially in the tech sector, have shifted to remote or hybrid work. Supply chain disruptions have been another consequence of the pandemic. The shutdowns meant that many factories fell behind in production, creating scarcity of key components and product shortages and inflation across many areas. The pandemic exposed the interdependency and weaknesses of the global supply chain.

The last several years have also seen an increase in global uncertainty and volatility. Russia invaded Ukraine in February 2022, triggering a large outflow of Ukrainians across Europe and the rest of the world. The war also has resulted in a spike in energy and other commodity prices given the restrictions on trade with Russia. In addition to this actual physical war, there have been increased tensions with China that have resulted in the federal government enacting more stringent trade restrictions. In early October 2023, the attack on Israel by Hamas resulted in the tragic loss of innocent lives and ignited regional conflict with widespread implications.

Many of these factors have contributed to high levels of inflation. To offset this, the Federal Reserve started increasing interest rates to their highest levels since 2001. This has raised the cost of borrowing for all businesses and has also exposed the fragility of certain financial institutions, such as Silicon Valley Bank. During this time of heightened interest rates, strong risk management practices are important for the banking sector and its customers.

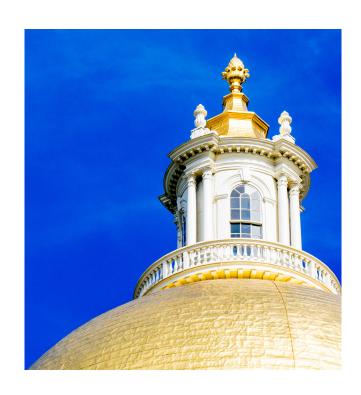
With the Biden Administration assuming office in January 2021, we now have a concerted national industrial policy to address many of these challenges. With the support of Congress, including the Massachusetts federal delegation, the administration has created a historic amount of federal funding that states can compete for, including through the \$250 billion CHIPS and Science Act, the \$750 billion+ Inflation Reduction Act, the \$2 billion for Advanced Research Projects Agency for Health (ARPA-H), and several others.

Many states have taken different approaches post-pandemic and are aggressively working to grow their populations and economies. For example, some states had less restrictive COVID-19 public health restrictions and opened their economies earlier. Others have focused on reducing taxes and building more homes to attract individuals and businesses with lower costs. Many states have been increasing investments in education and workforce development. And many are aggressively leveraging tax incentives to woo businesses and win federal grants.

In addition, there have been some important shifts in the national climate. The Dobbs decision³ overturned Roe vs. Wade and has enabled many states to put forward legislation restricting reproductive rights. The death of George Floyd and the Black Lives Matter movement have highlighted the inequities and injustices that are still very present in our country. We now see many states pushing for further restrictions on individual rights and civil liberties, particularly around the transgender community. There has also been a disconcerting surge in some states banning books and challenging school curriculum.

Against this backdrop, the existential threat of climate change has increased. The last few years have seen the increasingly disruptive effects of climate change around the U.S. and the world, including catastrophic fires, heat waves, marine heat waves, floods, storms, droughts, and other impacts. Massachusetts has experienced recent climate-driven weather extremes; for example, in 2023, historically intense rainstorms caused flooding across inland-New England, including western Massachusetts, where more than 10,000 acres of farmland have been damaged across the region.

A Merrimack Valley storm resulted in over six inches of rain within six hours, causing approximately \$30 million in damages in North Andover in early August,⁴ and in September, Leominster experienced life-threatening flooding when about ten inches of torrential rain fell in the span of about six hours.⁵



According to the National Oceanic and Atmospheric Administration, in 2023 alone, the U.S. has so far experienced 25 confirmed climate disaster events costing more than 1 billion dollars each, including two in Massachusetts: the February winter storm/cold snap, and the July flooding.⁶ These events are imposing increasing costs on the state and municipalities.⁷

It has indeed been an eventful four years since the last plan: a global pandemic, a war, global supply chain issues, inflation, rising interest rates, bank failures, climate change-related natural disasters, significant federal funding opportunities, and an increasingly divisive view on values. These issues constitute the macroeconomic backdrop for the 2023 economic development plan. While these macro issues pose barriers to growth, they also present real opportunities for Massachusetts to thrive and lead.

IMPLICATIONS FOR MASSACHUSETTS:

Where are we now?

Given all the macroeconomic events, where does Massachusetts stand now and what is our starting point in 2023 as we consider our economic development plan for the next four years?

We are starting from a place of many relative and unique strengths. And, on the surface, many of the economic indicators show that we are starting with a healthy economy.

We are world leaders in many sectors, such as higher education, healthcare and hospitals, life sciences, and financial and intellectual capital. The financial and intellectual sector alone generates approximately 25 percent of the state's GDP (\$157 billion) and represents 15 percent of the state's employment base (533,000 employees).8

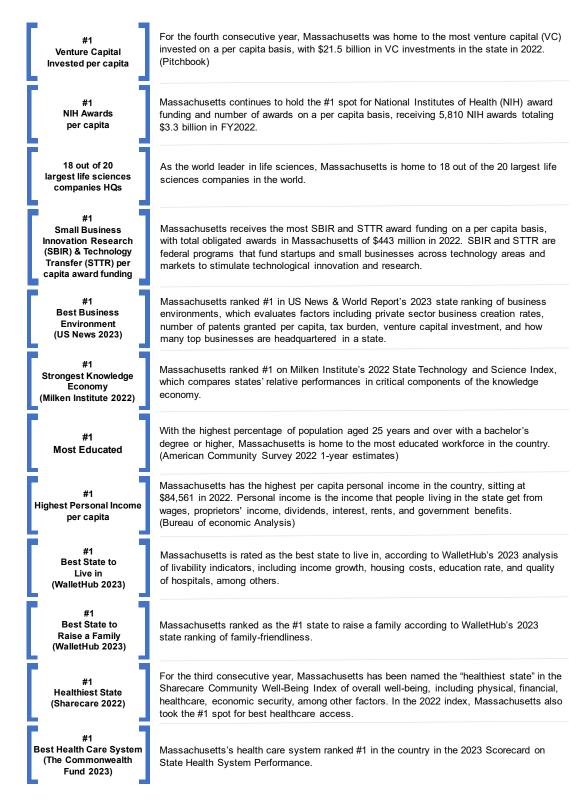




We are the number one state per capita in venture funding and in National Institutes for Health (NIH) grants received on a per capita basis. Eighteen of the top 20 largest global life sciences companies are headquartered in our state. We have over 100 universities and colleges and draw talent from around the world. We are the most educated in terms of percentage of population with college degrees and the richest in terms of per capita income. Each year, Massachusetts is a national leader in research and development on a per capita basis across federal grant programs, such as NIH, Small Business Innovation Research and Small Business Technology Transfer programs.

We are strong on values and quality of life. Historically, Massachusetts is a pioneer when it comes to firsts: first public school, first public library, first state to have universal health care, and first to recognize marriage equality. The state invests heavily in its public K-12 education system. The Healey-Driscoll Administration stepped in after the Dobbs decision to help ensure access to reproductive rights in our state. Bold measures are underway to confront the climate crisis and we are the first state with a cabinet-level position dedicated to climate change.

We have a history of balanced, responsible governance across Democratic and Republican administrations. The state is fiscally responsible and has worked closely with the private sector to support key initiatives and sectors, such as life sciences. In 2023's CNBC ranking, we moved up nine spots nationally to number 15 in business competitiveness. Wallethub's 2023 survey confirmed that Massachusetts is the number one place to live in the country.



The state is also home to historically diverse leadership. Massachusetts is one of only three states to have ever elected a Black governor, Deval Patrick, and we have the nation's first openly lesbian governor, Maura Healey. We are proud that our executive branch is led by an all-woman leadership team and our cabinet is comprised of individuals from a diversity of backgrounds. The City of Boston is led by a Asian American woman mayor, Michelle Wu, and the state has the first Black woman attorney general in Massachusetts history, Andrea Campbell. Susan Collins, leading the Boston Federal Reserve, is the first Black women leader in any Federal Reserve branch.

There are woman leaders at Harvard, MIT, Boston University, and across many of our other higher education institutions, and Mass General Brigham and Dana Farber are now led by women. In the summer of 2023, Boston hosted the national NAACP conference as well as a national Asian American Pacific Islander conference.

We saw Massachusetts leverage its many strengths during the COVID-19 pandemic. Massachusetts was one of the first COVID-19 epicenters in the country and was also one of the first to respond with requirements around social distancing, masks, and vaccines. We were among the first states to identify the unequal effects of COVID-19 on disadvantaged communities as we experienced the highest rates of infection in those communities. In response, our leading hospitals and healthcare systems developed protocols and were creative and dedicated in doing what was necessary to take care of patients. Our life sciences sector expedited the research and techniques necessary to bring vaccines to market. Manufacturers stepped up to produce personal protective equipment. Our academic institutions, nonprofit organizations, municipal governments, and private businesses all coordinated with each other and the state to communicate information to communities and operationalize testing.

Today, there is real momentum building in this first year of the Healey-Driscoll Administration. While working on this economic development plan, we have started putting points on the board. Early this year, this administration decided to compete for significant federal funding opportunities, with the intention to capitalize on these once-in-a-generation federal programs. As the end of 2023 approaches, we have already secured several federal wins on behalf of the state.

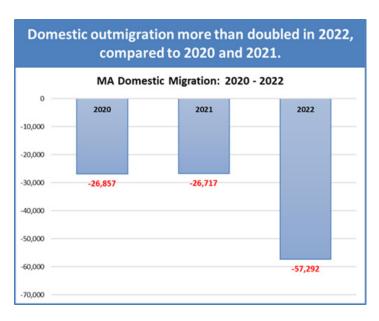
In August 2022, prior to Governor Healey and Lieutenant Governor Driscoll taking office, President Biden signed the CHIPS and Science Act into law. The bill aims to onshore the manufacturing of microelectronics and semiconductor technologies in America and support workforce training for these industries. By January 2023, the federal government started to roll out competitive programming authorized under the CHIPS and Science Act and our quasi partner MassTech Collaborative had already begun assembling a broad coalition of more than 90 partners across the public and private sectors to develop a proposal to the U.S. Department of Defense (DoD) Microelectronics Commons program through CHIPS and Science, which aims to advance the microelectronics needs of the DoD while spurring new jobs, workforce training, and investment in advanced manufacturing and technology sectors.

This opportunity plays to our strengths as it is focused on the most cutting-edge areas of science and advanced manufacturing. Bringing together leaders from across the state's private and public sectors, with major companies, universities, research centers, startups, and nonprofits represented, the state leveraged this group – Team Massachusetts - to put forth its strongest proposal. Massachusetts further expanded this coalition by bringing in neighboring states, and the Healey-Driscoll Administration also committed \$40 million in matching funds to make the bid more competitive. In September, the Biden Administration announced Massachusetts as one of eight winners chosen out of 83 applicants to host a hub as part of the Microelectronics Commons program. This win will help us further strengthen our advanced manufacturing, technology, and innovation ecosystems. The hub, which will be based out of MassTech and receive up to \$100 million in funding over the next five years, will advance the economic and national security needs of the DoD and this nation.

This year, Massachusetts also pursued an opportunity through the Advanced Research Projects Agency for Health, or ARPA-H, a new agency created by the Biden Administration to advance transformative innovations and breakthroughs in health care and life sciences. The Biden Administration announced in March that it would be choosing two hubs to support ARPA-H's mission, and our state jumped into action. Employing our Team Massachusetts approach again, we assembled a coalition of public and private partners, including all of our state's leading hospitals, universities and medical schools, venture firms and startups, and private sector industry groups, all led by our quasi agency the Massachusetts Life Sciences Center, to submit a proposal to ARPA-H. In September, ARPA-H announced our state was selected to host its Investor Catalyst Hub, which will foster collaboration among researchers, entrepreneurs, and investors to accelerate innovative ideas that transform health care.

Massachusetts has also built momentum with the passage of the first broad-based state tax relief package in 20 years. These tax cuts will make Massachusetts more affordable and competitive, keeping more wealth here, stimulating our economy, and attracting more investment. We are grateful for the partnership with the Legislature for passing this comprehensive tax package that is key to enabling continued economic growth.

Despite this recent momentum, the last few years have also led to some underlying trends that are less positive for our state. The most concerning metric is around population. Prior to the pandemic, Massachusetts steadily grew its population consistently. While the state experienced some out-migration domestically to other states, that trend was more than offset by incoming international immigration. However, this trend has reversed post-pandemic and we are now losing population. Domestic outmigration has doubled and in 2022 and nearly 1,100 people left the state per week on average. Some of those leaving the state are retirees, but the majority are recent graduates and families.

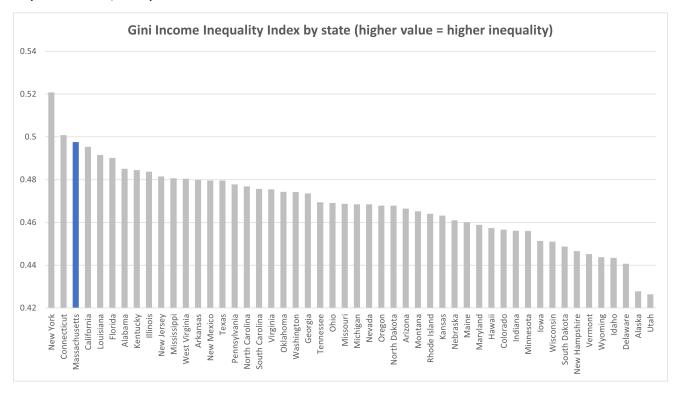


Remote work, particularly for tech companies, has given people freedom to live elsewhere while working for Massachusetts-based companies.

Massachusetts is also seen as expensive, which could explain why the two states that residents are most frequently moving to are New Hampshire and Florida, neither of which have state income tax. At the same time, international immigration to Massachusetts has slowed, in part due to the pandemic and more stringent federal policies. If these trends continue, our workforce will continue to age and shrink.

While Massachusetts is the most educated¹² and wealthiest¹³ state in the country, we are also one of the most unequal states, with the third highest Gini coefficient in 2022.¹⁴

Beneath the statewide per capita averages, Black and Latino residents in Massachusetts have lower per capita income, compared to White and Asian household incomes.



The perception that Massachusetts is one of the more expensive states in the country is supported by data: We have some of the highest and fastest growing rental costs and home prices in the nation, a housing shortage of an estimated 200,000 units at a time when other major metros are producing new housing at much higher rates, and childcare costs are among the highest in the country.¹⁵ There is also a view that we are becoming less competitive and friendly towards business. The cost of doing business is regularly cited by employers and highlighted in state-by-state evaluations. The October 2023 report from the national Tax Foundation shows Massachusetts dropping from 34th to 46th place in the ranking of states' attractiveness for businesses.¹⁶

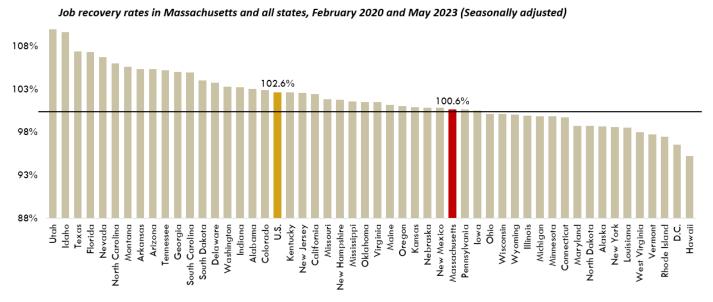
Massachusetts is also struggling to address ongoing transportation issues. In 2022, Boston was considered the second worst city in the country for traffic. The MBTA transit network is hampered by capital needs and maintenance issues, which negatively impact both operations and the commuter experience for riders.

We have a workforce skills shortage, evident by the continuing gap between hiring rates and job openings throughout industries and sectors. This gap spans from biomanufacturing to restaurants and tourism and is an issue throughout the state. Further, the state has a shrinking labor force and an aging population.

This administration recognizes that access to affordable childcare is a key driver in the state's economy, enabling families of all income levels to participate in our workforce and achieve their economic mobility goals. The early education and care sector is the workforce behind the state's workforce and serves as the beginning of the educational journey for many of our youngest learners, including children in communities that have been historically marginalized or lack equitable educational opportunities.

Today, the state's childcare system includes capacity to serve approximately 230,000 children through licensed, center-based, family childcare and after school programs across the state. While licensed capacity has nearly returned to pre-pandemic levels, the actual staffed capacity of programs across the state is much lower due to teacher shortages and significant challenges recruiting and retaining staff at all program levels. As the state's childcare sector continues to rebound, the Healey-Driscoll Administration is committed to pursuing interventions that not only support continued stabilization across the sector but increase access and affordability for all families.

Overall, while the Massachusetts economy is now back to pre-pandemic levels, our recovery has been slower than many other states. In March 2023, our job count finally returned to pre-pandemic levels. It took approximately three years for Massachusetts to regain those lost jobs. Our growth post-pandemic is below the U.S. average and well below states such as Utah, which has experienced much faster growth of its population and the economy over the past few years.



Source: UMass Amherst Donahue Institute Analysis; Bureau of Labor Statistics, Current Employment Statistics

So, while our administration is starting from a strong foundation and our state still has a healthy economy in many ways, this is not the time to rest on our laurels. This is the time to act quickly to address these issues, reverse some of these concerning trends, and lengthen our lead. This is the focus of this 2023 economic development plan and our three priority areas of Fundamentals, Talent, and Sectors.

THE ECONOMIC DEVELOPMENT PLANNING PROCESS

Massachusetts state law requires that each new gubernatorial administration create a formal economic development plan in its first year. Previous plans have been thoughtful and have resulted in the implementation of important economic development policies.

For this 2023 process, the Executive Office of Economic Development (EOED) worked across all regions to engage with stakeholders, experts, businesses, residents, communities, legislators, and our cabinet colleagues to gather feedback about our state's economic development needs.

Over this past year, EOED assembled a 30-member Economic Development Planning Council, with representatives from all sectors of our economy and all regions of our state. In addition, EOED organized nine regional engagement sessions that were open to the public. These regions included: Berkshires, Pioneer Valley, Central, Metrowest, Greater Boston, Cape and Islands, Merrimack Valley, Southeast, and Northeast. Each regional session focused on five main discussion areas: business climate, community and neighborhood development, key clusters and innovation, workforce and talent, and equity and opportunity. EOED also held its first ever Spanish language engagement session. All told, more than 1,300 attendees participated in these conversations. EOED also held sector-specific meetings across 11 sectors, with CEOs and leaders from many organizations. These sectors included areas such as life sciences, small businesses, financial services, rural, hospitals and healthcare, advanced manufacturing, and others.



This economic development plan focuses on three priority areas of Fundamentals, Talent, and Sectors, each of which are supported by specific initiatives.

Fundamentals:

- Address Housing and Transportation Challenges: Increase housing production and make transportation more reliable.
- Invest in Infrastructure and Competitiveness: For all communities, including rural communities and Gateway Cities, and projects and programs that ensure our competitiveness.

Talent:

- Be the Global Talent Magnet: Launch programs to retain and attract talent, including college graduates, immigrants, non-college grads, and trades/professions.
- Tell Our Story: Champion consistent branding and narrative around our vision, strengths, culture, and values.

Sectors:

- Lengthen Our Lead: Advance bold leadership in life sciences and healthcare, advanced manufacturing and robotics, and in the application of AI for all key sectors.
- Catalyze New Leadership Sectors: Capitalize on the opportunity to become new leaders in climatetech and tourism & culture.
- Make Things Easy for Businesses: Streamline access to state resources for businesses across all sectors.

Across these initiatives are consistent themes: As a state, we need to make things simpler for businesses and individuals to thrive; we need to use our convening power in state government and be more coordinated to gain the power of scale by working together; we need to be more proactive, intentional, and aggressive; we need to be more focused and go big on areas where we have a right to win; and we need to be more assertive and consistent in trumpeting our strengths and successes as a state.

This plan outlines how we can work together as Team Massachusetts on the programs, funding, legislation, and messaging that will allow us to address these themes and bring the Healey-Driscoll Administration's economic development vision to life on behalf of Massachusetts.

FUNDAMENTALS:

Investing in Housing,
Transportation, Infrastructure,
and Competitiveness to Enable
Economic Growth

In order for Massachusetts to succeed, the state must invest in the fundamentals that enable its residents, businesses, and regions to succeed. Presently, housing costs, transportation challenges, and infrastructure shortfalls are inhibitors to economic opportunity. These issues hinder productivity and put significant strain on key components of the state's economy. Participants in the regional listening sessions clearly conveyed the negative impact of these issues on their daily lives. These challenges are felt by restaurants on Cape Cod, manufacturers in the Merrimack Valley, college graduates in Greater Boston, farmers in the small, rural towns of western Massachusetts, and everywhere in between.

With focus on and dedication to this first priority of Fundamentals, the administration will steer Massachusetts towards a more affordable, equitable, and competitive future. The following imperatives are vital for achieving this objective: **Address Housing and Transportation Challenges** and **Invest in Infrastructure and Competitiveness.**

Address Housing and Transportation Challenges

Throughout the regional listening sessions, residents consistently and persistently raised housing and transportation as major issues impacting the economic development goals of the state. Similarly, council members and industry leaders involved with sector meetings cited housing costs and transportation shortfalls as significant concerns for their businesses, their employees, and their competitive footing. While these issues extend beyond the Executive Office of Economic Development, it became evident that the Healey-Driscoll Administration cannot put forth a complete economic development strategy without addressing housing and transportation challenges. If it is too expensive to live here and too hard to get to where you need to be, the state's economy will suffer.

The transportation and building sectors are also large sources of greenhouse gas emissions and are among the four key sectors that are the focus of the state's Clean Energy and Climate Plans.

Aligning housing production goals with our emissions reductions mandate and spurring public transportation ridership with investments in service quality and expanded options demonstrates we can achieve both our economic development objectives and our steep emissions reduction goals.¹⁹



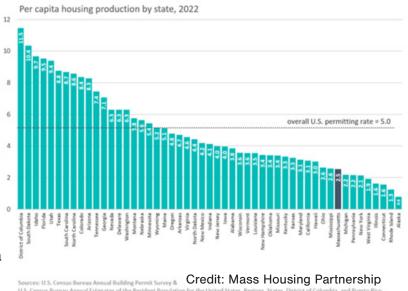
Confront the State's Housing Challenges

Current Situation

For decades, Massachusetts failed to produce enough housing. The consequence of this inaction are rents and home prices among the highest in the nation. The status of the housing market serves as an impediment to economic opportunity and negatively affects the state's economy, especially as other growing metro areas have lower housing costs. The state needs approximately 200,000 housing units to restore a healthy housing market.

Despite gaining roughly 400,000 residents between 2010 and 2020, Massachusetts saw only approximately 160,000 permits issued for new housing units during that same period.²⁰ While we are making progress, the state remains 40 to 50 percent below the per capita national average in new housing production.²¹ The problem impacts individuals and families across the entire state that are cost burdened and forced to make sacrifices to get by each month.

These conditions make it difficult to build a sustainable and vibrant economy:



Companies struggle to attract and retain talent that can find better housing options in peer states, small businesses hustle to find adequate workforce as rising rents push out desirable candidates, and young families and aging residents are forced to make hard decisions about their future.

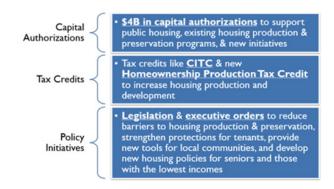
Proposed Initiatives

The Healey-Driscoll Administration recognizes that Massachusetts needs to produce more housing in order to give residents across all incomes an opportunity to build a life here. From the very outset, Governor Healey and Lieutenant Governor Driscoll have made addressing Massachusetts' housing crisis a top priority. The Governor established the Executive Office of Housing and Livable Communities (EOHLC) in June 2023 with the goal to create more homes and lower housing costs for residents in every region.

The newly formed EOHLC is tasked with boosting housing production, preserving and producing affordable housing, advancing neighborhood stabilization efforts, and creating more equitable homeownership pathways in a manner that is consistent with our Clean Energy and Climate Plan. To make a meaningful dent in this major assignment, the Administration intends to be aggressive and bold with policy and leadership.

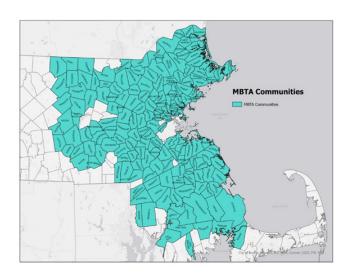
In that spirit, Governor Healey filed a \$4 billion housing package on October 18 that will supercharge capital accounts for strategic housing investments while advancing several policy initiatives. The Affordable Homes Act represents the largest housing bond bill in the state's history. It includes \$1.6 billion for public housing, \$1.8 billion for housing production and preservation, and several notable outside sections, including enabling accessory dwelling units (ADUs) by-right. This package was filed on the heels of the passage of a tax reform bill that included a significant expansion of the Housing Development Incentive Program (HDIP) to unlock market rate housing in Gateway Cities²² and an increase in the state Low Income Housing Tax Credit to spur more affordable housing. Notably, the bill also includes incentives for new energy efficient housing production and retrofits of existing housing.





Zoning will also continue to be an area of emphasis. Rezoning for housing projects is an incredibly unpredictable and time-consuming process for developers.

Communities determine local zoning decisions, which have a direct impact on capacity for new housing. This underscores the importance of the new multi-family zoning requirement for MBTA Communities. ²³ Under the MBTA Communities law, 177 municipalities within the MBTA service areas are required to create "as of right" zoning for multifamily housing. By enabling the development of new housing near transit, municipalities will allow for new housing in walkable neighborhoods, downtowns, and town centers, maximizing public transit investment.



The law will also boost local economic development as new residents will generate foot traffic and patronage for nearby restaurants, supermarkets, stores, and entertainment venues.

As communities come into full compliance with the MBTA Communities Law over the next two years, the state will begin to see widespread benefits. The zoning has the potential to create new apartments and condominiums for young workers looking to settle down and new options for aging residents looking to downsize from a single-family home. There is also abundant evidence that households living near transit, downtowns, and village centers drive less than their counterparts in single family homes and outlying locations, which will mean fewer cars on the road, less traffic congestion, and reduced greenhouse gas emissions.

The Healey-Driscoll Administration plans to target homeownership programs as another avenue to create economic opportunity and more equity in the state. By incentivizing the production of affordable homeownership and supporting first-time homebuyers, EOHLC and its partners are working to open pathways to the middle class for hardworking residents. These efforts are particularly focused on supporting homeownership among Black and Hispanic communities that have much lower homeownership rates. This will help ensure that Massachusetts' future economic prosperity has widespread and equitable benefits.

EOHLC will also explore ways to leverage surplus state land for affordable housing production. A problem created over several decades will not be resolved easily, but this Administration, through the leadership and dedication of EOHLC, will take on the challenge with intentionality and urgency.

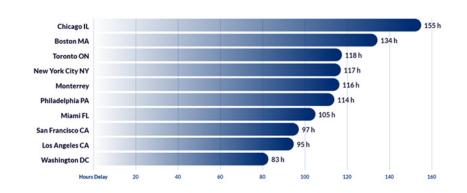
Taking on Transportation Shortfalls

Current Situation

Congestion on the state's roadway and transit network is frustrating for all who experience it. Unreliable network conditions can lead to varying travel times for the same trips, which can undermine people's confidence in the system and can make the state less attractive to companies, both as employers and as commercial entities.

According to the 2022 Global Traffic Scorecard, Boston is considered the second worst city in North America in terms of traffic delays.²⁴ An August 2023 poll concluded that more than 60 percent of MBTA subway riders described the quality of their service experience as fair or poor.²⁵

The current status quo is serving as an impediment to the productivity and reputation of the state's economy.



These issues are not new, but the Healey-Driscoll Administration recognizes that the status quo cannot continue if the state wants to advance a successful economic development strategy.

Proposed Initiatives

A connected, safe, and reliable transportation network is critical to meeting the Healey-Driscoll Administration's vision for a successful economic development plan. The Massachusetts Department of Transportation (MassDOT) is cognizant of this imperative as it manages state transportation activities and operations. The state agency is committed to service delivery improvements, including the safety and reliability of the roadway and transit network.

MassDOT includes the Highway Division, which has jurisdiction over nearly 10,000 roadway miles in the state; the Rail and Transit Division, which manages freight, passenger, and seasonal rail lines and coordinates activities with the state's 15 Regional Transit Authorities (RTAs);

the Registry of Motor Vehicles, which maintains approximately 5.3 million vehicle registrations and licenses over six million drivers; the Aeronautics Division, which maintains and oversees 35 public use airports; and the Massachusetts Bay Transportation Authority (MBTA), which delivers over 750,000 transit trips per week on bus, subway, commuter rail and ferries.

MassDOT also works in partnership with the Massachusetts Port Authority (Massport), which owns and operates Logan Airport—a world class airport that serves as the primary airport of New England and is minutes from downtown Boston—as well as Flynn Cruiseport Boston, the Conley Container Terminal, Worcester Regional Airport, and Hanscom Field.

Core to its mission of improving the state's transportation network is maximizing the Administration's annual Capital Investment Plan (CIP). The current fiscal year (FY) 2024-28 CIP is centered around a framework that prioritizes reliability and modernization. Collectively, these priorities emphasize investments to keep the network in a state of good repair and meet the state's travel needs.²⁶ The CIP includes large-scale investments that, among other goals, are intended to improve operational efficiencies on major corridors, such as South Coast Rail, West-East Rail, and the I-495/I-90 interchange project in Hopkinton and Westborough.

MassDOT is also investing in new tools to manage state and local roadway operations via enhanced Transportation Systems Management and Operations activities. These activities include deployment of intelligent transportation systems (ITS) elements like cameras and variable message signs that monitor roadways and inform first responders and the public about impacts. The FY2024-28 CIP includes \$60 million in planned spending for ITS improvements, including a prioritization in Gateway Cities to accommodate the state's most significant centers of growth.

Public transportation is a key component of the transportation network in terms of helping our state to thrive. Transit drives economic development in many ways, most directly by transporting a region's workforce and enabling access to goods and services, especially for those without access to personal vehicles. Additionally, when more people can choose transit, the negative externalities of traffic, such as emissions, traffic congestion, and roadway injuries and deaths, decrease.

The Bus Network Redesign, a multi-million-dollar project to completely reimagine the MBTA bus network to better serve riders, will increase frequency and reliability. Related investments include a 25 percent increase in bus service across the network; a doubling of the number of high frequency corridors (buses every 15-minutes or less, all-day, seven days a week); and a 31 percent increase in high-frequency service on weekends. The Bus Network Redesign project also reflects a dedication to equity by structuring service to provide 125,000 more low-income households and residents of color with high-frequency service than are served today. The five-year implementation is ongoing with the first transit priority projects and route changes coming in 2024.

Bus Network Redesign is an initiative of the Better Bus Project, which will improve bus service through bus stop improvements and station renovations, fleet and facility improvements, and accessibility improvements for the entire system. As an example of this larger effort, MassDOT and the MBTA have piloted transit signal priority and bus lanes on the Tobin Bridge, saving everyone, not just bus riders, a collective 28 hours every weekday via improved traffic flow.

The MBTA is also increasing capacity and reliability through safety and maintenance improvements, such as a \$285 million effort to replace signals on the Red and Orange Lines, and through a landmark collective bargaining agreement with the Boston Carmen's Union Local 589, the MBTA's largest workers' union. This new agreement will enable not only the financial security of the MBTA's workforce, but will also attract new bus operators, maintenance workers, and others who the agency depends on to provide the frequent, reliable service people need.

MassDOT and the MBTA are already experiencing impacts of climate change, including track and station flooding, and have taken steps to assess vulnerability and make improvements. These investments will continue to be a priority for the agencies as the effects of climate change worsen.²⁷

As highlighted in the regional listening sessions, Regional Transit Authorities (RTAs) are also a vital component to ensuring reliable travel in our communities. MassDOT's FY 2024-28 CIP includes \$306.4 million in planned capital spending to support RTAs and other small transit providers in the state, including funding for new vehicles, facility enhancements, and technical assistance. This investment complements appropriations made via the annual operating budget process, in partnership with the Legislature.

MassDOT's ultimate purpose is to enable people to safely travel between places and reach opportunities. This is an essential policy area for all stakeholders in economic development initiatives, including businesses, employees, and customers. MassDOT recognizes it has a role not only in supporting connectivity between places, but also in enhancing the viability of housing, commercial, and other transportation-friendly site developments across the entire Commonwealth.

The 2020 US Census reported that over 200,000 Massachusetts households do not have access to a vehicle, and that the share of households without a car is largest in urban communities, low-income communities, and communities of color. Where transit is available, these families and individuals are dependent on the access that it provides. This further underscores the link between transportation and economic development.

To support bicycle and pedestrian connectivity, MassDOT plans to spend a combined \$528 million on expansions and enhancements to the Commonwealth's bicycle and pedestrian network, Complete Streets implementation, and support for the Safe Routes to School and the Shared Streets and Spaces programs, the latter of which fund quick-launch improvements to support public health, safe mobility, and strengthened commerce.

Now and into the future, MassDOT is dedicating significant effort to planning work and capacity building to respond, inform, and work with partners on destination accessibility. MassDOT is investing in data platforms and systems that allow the agency to better understand accessibility opportunities and challenges. The Office of Transportation Planning is leading a study with the MBTA to reexamine its fare policy and identify ways to improve and simplify fares on all services. The state agency also supports metropolitan planning organizations and municipalities in developing programs and funding projects that improve access to critical destinations.

Overall, the work of MassDOT, the MBTA, and its partners to improve access and connectivity, when partnered with making the transportation network we have safer and more reliable, lay the groundwork for the Commonwealth's future economic vitality.

Invest in Infrastructure and Competitiveness

Current Situation

In addition to housing and transportation, the other key part of Fundamentals is the continued investment in infrastructure. The state has invested historically in these areas with the successful Community One Stop for Growth model, and it has made a positive difference in places like Gateway Cities. However, there is more work to be done to unlock economic development opportunities across Massachusetts. In addition to continued support for Gateway Cities, there are many infrastructure needs in rural communities, historically disadvantaged neighborhoods, and large transformation projects that can unleash untapped potential. This Administration recognizes that its decisions around policy and infrastructure investments can contribute in meaningful ways to the economic development prospects and the overall vibrancy of communities. These investments include several strategic initiatives.

Proposed Initiatives

Building on Successful Models for Infrastructure Support to Help All Communities

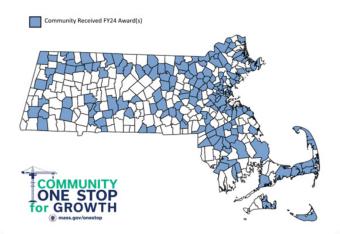
Massachusetts is comprised of 351 towns and cities, spanning 10,555 square miles of land. Each municipality, including our rural and coastal communities, and Gateway Cities, have unique charm and a proud history. Every day, businesses and residents are working in these communities to participate in and grow the economy. Downtowns, business districts, and neighborhoods are underpinned by the investments made in the roads, utilities, water, and sewer infrastructure of their cities and towns, and in the community and business development activities that activate these shared resources.

The Healey-Driscoll Administration is committed to building on the success of the Community One Stop for Growth, which is run by the Executive Office of Economic Development (EOED) and is currently the main vehicle for public economic development investment in the Commonwealth. It is an annual, year-long collaborative process across grant programs within EOED, Executive Office of Housing and Livable Communities (EOHLC), and MassDevelopment.

The One Stop includes critical funding that spurs economic development by investing in public infrastructure, preparing sites and cleaning up brownfields to prepare them for development, and supporting vibrant downtowns. The One Stop serves as a model to advance equitable and easy access to resources that support the economic foundation of the state.

FY24 Community One Stop for Growth

On October 25, 2023, Governor Healey and Lieutenant Governor Driscoll announced \$164 million in grants across 338 projects in 161 communities.



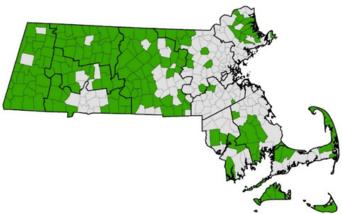
Equally as important are EOED's Seaport Economic Council grants and dredging programs, which invest in the state's 78 coastal communities, and other programs and initiatives managed by MassDevelopment, including the Transformative Development Initiative (TDI) program, real estate programs, the agency's management of real estate assets as the state's land bank, and investments made through the agency's bonding and lending services. The suite of programs offered at EOED and partner agencies are vital to making progress on infrastructure access and reliability in our communities.

Uplift Rural Communities

Of the 351 municipalities in the state, 181 communities are considered rural and small towns.²⁸ Collectively, these communities make up nearly 60 percent of the state's land area and approximately 13 percent of the state's population. These communities have experienced population and employment declines and residents have lower incomes compared to the statewide averages. Governor Healey and Lieutenant Governor Driscoll are committed to supporting rural municipalities, from the Berkshires to the outer Cape, and creating the conditions necessary for economic development in these areas. In May 2023, the Administration announced the new position of the Director of Rural Affairs within EOED to support communities and help cultivate economic development opportunities. To deepen this commitment, the Healey-Driscoll Administration will do the following:

Massachusetts Rural and Small Towns

Vision: Strong rural communities in Massachusetts have stable populations and businesses. Rural residents have access to jobs and income. The assets within the community are used in alignment with community aspirations.



Enable a Livable and Workable Rural Massachusetts to Stabilize Population

- Unlock Funding to Improve Rural Infrastructure: Unlock funding to ensure the state is meeting rural communities' needs around roads, water sewer capacity, and other infrastructure to better enable growth.
- Rural Designation to Funnel Resources: Create a workable rural economic designation like the Gateway Cities designation to direct resources, increase opportunities for private funding, and improve visibility for rural communities.
- Reduce Burden to Access Funds: Make funding easier to access to achieve quick wins in rural communities.

Champion Businesses and Key Rural Projects that Grow Jobs

• Cross-Secretariat Collaboration to Remove Barriers: Work across secretariats to address roadblocks to key projects that grow jobs in rural areas. While the scale of projects may be small, they will have a significant impact on rural communities.

- **Convening**: Assist communities in their economic sustainability by facilitating connections among parties and leveraging community assets and actors to elevate strengths and partnerships.
- Strong Sectors and Career Pipelines: Invest in economic strengths such as eco-tourism, farming, fishing, and arts and culture, and create career pathways from traditional and vocational high schools and community colleges to municipal jobs.
- Targeted Support for Space Utilization: Direct funds toward space utilization and mill demolition and redevelopment, including through Community One Stop funding.

Hit the Basics

- **Relationship-building**: Interact with all 181 Rural Communities by building and maintaining open lines of communication with the town administrators, managers, select boards, executive secretaries so they know they are being heard.
- **Information**: EOED has created a dedicated rural economic development section of the EOED website to streamline communication.

The Healey-Driscoll Administration will know we are successful in achieving this vision for rural economic development when there is a stable business presence and populations in rural areas and rural populations have access to good jobs and living wages.

Invest in Projects and Programs that Ensure Competitiveness:

Large Transformational Projects

Current Situation

It can be challenging to advance complex development projects in Massachusetts. This is particularly true for very large, complicated development projects that involve multiple stakeholders, and require a long time for planning and completion. These projects have significant economic benefit, but are hard to get started, and slow or uncertain in terms of the time required to navigate all of the required processes. We believe the state has an important role to play in initiating these projects, and prioritizing them to accelerate the timelines.

Proposed Initiatives

Massachusetts must make strides to improve transparency and predictability in the siting and permitting process for development prospects across the state. The status quo consumes too much time and resources, which increases the cost of doing business in the state, especially for large projects. The Healey-Driscoll Administration understands that this issue will require a whole government approach. Together, we are forming a Competitiveness Cabinet, similar to the existing Workforce Skills Cabinet led by the Executive Office of Labor and Workforce Development. This cross-secretariat cabinet will include five secretariats: the Executive Office of Economic Development (EOED), the Executive Office of Administration and Finance, the Executive Office of Energy and Environmental Affairs (EOEEA), the Executive Office of Housing and Livable Communities, and the Massachusetts Department of Transportation.

This Competitiveness Cabinet will be chaired by the Secretary of Economic Development and will address issues such as permitting and zoning while building upon the foundation of 43D Expedited Permitting to develop a "Growth District Initiative" to create an inventory of development-ready sites for new and expanding businesses. The Competitiveness Cabinet will also partner with municipalities to identify one or more areas within their communities as appropriate locations for significant new growth, whether commercial, residential, or mixed-use. The objective will be to create a level of "development readiness" in Massachusetts that will make our state highly attractive to new development and truly competitive at a national and international level. Working closely with EOEEA and Department of Public Utilities, and utility companies, EOED will also support these efforts by exploring ways to expedite access to the necessary electric utility infrastructure for sites. The Commonwealth aims to be the "goto" state for user-friendly, efficient, and streamlined siting, permitting and utilities. Importantly, there is work underway already on this aspiration with the state's Commission on Clean Energy Infrastructure Siting and Permitting under the leadership of EOEEA.

The Healey-Driscoll Administration seeks to support transformational projects across the Commonwealth. Left to the markets, these complicated projects might have difficulties getting started. The goal of the state would be to help initiate and coordinate in order to enable local municipalities and the private sector to then invest. The Competitiveness Cabinet will also lead and accelerate these large projects. The Cabinet will explore creative financing solutions and streamlined permitting procedures will be explored to better help transformational projects become reality. Most importantly, the Healey-Driscoll Administration recognizes that good, smart public infrastructure investments create conditions for subsequent private investment that can be truly transformative.

Internet and Cell Service Access

Current Situation

While great progress has been made relative to broadband access in recent years, there are still gaps in the availability, adoption, and quality of service across Massachusetts. These shortfalls impact individuals, families, and businesses that are seeking to learn, work, and compete. In addition, lack of consistent cell service is also a hindrance to residents and businesses.



Reliable and accessible broadband and cell service are fundamentals for our economic competitiveness.

Proposed Initiatives

To support our state's competitiveness, we must ensure consistent and high-quality access to internet and cell service for all our residents. Due to Massachusetts' deep focus and investment in deploying broadband and internet accessibility, over 98 percent of the Commonwealth is considered served by high-quality internet and cell service today. However, the remaining 18,000 Broadband Serviceable Locations (BSL) that are unserved or underserved still experience a lack of connectivity, creating a digital divide that hinders residents' ability to fully participate in today's connected world. In addition, the BSL are highly dispersed across the state with many of them located in small groups, in low density areas, and in markets that currently lack competition.

With a strong foundation of broadband investments to date, and new sources of funding on the horizon, Massachusetts has a once-in-a-generation opportunity to close the digital divide for all residents. Our state is in a unique position to leverage proven broadband deployment models and invest unprecedented amount of federal broadband funding through the Infrastructure Investment and Jobs Act's Broadband Equity, Access, and Deployment Program and the federal Capital Projects Fund. Digital literacy, access to devices, and affordable plans through the federal Affordable Connectivity Program (ACP) are also key to moving beyond access to ensuring economic participation among all residents.

This is the state's moment to address remaining coverage gaps, while pursuing the larger goal of digital equity, and the Healey-Driscoll Administration is committed to 100 percent of serviceable locations having a pathway to broadband access by 2026. Further, the Administration is committed to finding a pathway for the locations that may be experiencing internet quality of service issues, particularly those in affordable and public housing. Finally, the state will provide support for households that are struggling to afford and use the internet with digital equity services, including by providing devices, digital literacy training, and by getting residents enrolled in the Affordable Connectivity Program, which supports households in achieving connectivity.

Healey-Driscoll Administration Broadband and Digital Equity Vision

Availability Adoption Quality of Service Every location has highspeed internet available. Every resident can utilize and afford the internet. Every location has reliable service.

There is an opportunity for Massachusetts to continue to be a leader in connectivity among all states.

Additionally, cell coverage is still a challenge for residents and employers across the state. Working with the Executive Office of Technology Services and Security and major cell service providers, EOED will work to identify coverage and quality of service gaps to address the challenges of providing stable and reliable cell service.

In summary, economic growth for our state starts with the Fundamentals, both around housing and transportation, and around continued investment in infrastructure and competitiveness. This first priority of Fundamentals lays the foundation for the next two priorities around Talent and Sectors.





Governor Healey, Lt. Governor Driscoll tour affordable housing development in Worcester.

TALENT:

Retaining and Attracting the World's Best Talent Across All Backgrounds

The Healey-Driscoll Administration intends to reinforce our state's position as the global talent hub for individuals from every kind of background. To do this, we propose specific initiatives to retain and attract all types of talent, from college students to international immigrants and high school graduates to tradespeople. The state must also do better championing our state's unique story, values, and vision in a consistent and authentic way so our residents feel proud to be part of Team Massachusetts and talent outside of our state wants to join us.

While we propose new initiatives that demonstrate the urgency and tenacity that are necessary to achieve these goals, the Healey-Driscoll Administration also recognizes the importance of cross-secretariat collaboration to reach this imperative and has elected to continue the state's Workforce Skills Cabinet. The Cabinet brings together the Executive Offices of Labor and Workforce Development (EOLWD), Education (EOE), EOED, and the Executive Office of Health and Human Services (HHS).

Teamwork and partnership within and beyond government are paramount for the Administration to successfully execute this talent strategy. Our approach will be built around two components: **Be the Global Talent Magnet** and **Tell Our Story**.

Be the Global Talent Magnet

Current Situation

For our state, economic growth starts with talent: the people of Massachusetts have long driven the state's economy. Talent is our secret sauce and our biggest competitive advantage. We have talent across every kind of background, thanks to some of the best K-12 education in the country that develop our homegrown talent and the best colleges and universities on the globe that attract the world's best talent. However, we need to do a better job of retaining this talent, as it is the fuel for our economic engine. We propose initiatives around each type of talent in our state.

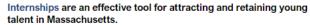
Proposed Initiatives

College Students - Statewide Internship Program

Massachusetts has so many of the world's best colleges and universities that, each year, draw nearly 500,000 of the best college students from around the country and world to our state. The University of Massachusetts System has more than 330,000 alumni in the state and awards approximately 20,000 undergraduate and graduate degrees each year across its five campuses.²⁹ The Healey-Driscoll Administration aims to retain as many college graduates here as possible through a new statewide internship program.

We propose creating a tax incentive for Massachusetts companies that are willing to host and support college interns. The state will work with our quasis to promote these tax credits and onboard more companies to offer internships. This approach will ease the financial burden for companies that wish to participate in internship programs and will aim to draw large and small companies alike. A second component of this work will involve better organizing many internship grants and subsidies that already exist across our state, such as through the Mass Life Sciences Center, MassTech Collaborative, and MassCEC. The state will also partner with college and university career centers to market these internships to students.

Our long-term aspiration is for every college student studying in Massachusetts to participate in at least one internship with a Massachusetts company during their time in the state and that their internship experience converts to a full-time job placement that will help them stay here post-graduation.







 The MassCEC Internship Program has placed over 5,000 students and recent graduates at more than 600 clean energy companies since 2013

These internships will also help our companies attract and retain talent and boost local economies across the state. The program is a win-win, where young adults get a better opportunity to see what makes Massachusetts special and employers get access to a pipeline of future talent.

Immigrants - Visa Navigation and Global Entrepreneur in Residence Program

Given the world class colleges and universities in the state, Massachusetts is a popular destination for some of the best and brightest international students. The Healey-Driscoll Administration recognizes that immigrants are integral to the Massachusetts story. It is for that reason that connecting our immigrant talent to Massachusetts' workforce is a key priority of the Workforce Skills Cabinet, and will be a component of the forthcoming State Workforce Plan. Within that effort, EOED is focused on helping international students find ways to stay here after graduation to pursue careers and build lives in this state.

Immigrants make up approximately 20 percent of the state's workforce.³⁰ There are over 70,000 international students in Massachusetts, the third largest population of international students in the United States that contributes \$3.2 billion to state economy.³¹ International students also comprise about 30 percent of all master's degree candidates at the 10 largest universities in Massachusetts.³²

Yet approximately 7,000 international student graduates leave Massachusetts each year. For many of these students, federal immigration policy drives them to leave. The H1-B visa program is heavily oversubscribed for those seeking to work in the United States: today, the program is capped at 85,000 nationally, yet in FY2024, a record 780,884 people applied for the H1-B visa, an increase of 61 percent from last year's 438,927 applicants.³³ When demand exceeds supply, which is the case most years, a lottery determines H1-B visa winners and the chance of success is now well below 20 percent. The lack of available H1-B visas limits the state's ability to retain highly skilled foreign workers, many of whom are likely to become founders and entrepreneurs.

Massachusetts cannot change the federal visa regulations, but the state can explore ways to leverage the existing federal framework to create opportunity and economic gain. Since 2015, UMass Boston has operated a Global Entrepreneur in Residence (GEIR) program on its campus to help immigrant students navigate the federal visa system and find ways to stay in this country, and in Massachusetts, after graduation.

To ensure Massachusetts remains a global talent hub, the Healey-Driscoll Administration proposes to build on the existing success of the GEIR Program and scale it across the state by partnering with additional colleges and universities. The Healey-Driscoll Administration will dedicate resources, including through quasi-public agencies such as MassTech Collaborative and MassVentures, to work with the higher education institutions and industry partners to improve program capacity and offer concierge-like immigration services to keep more foreign graduates here.

Retention rates for top performing areas in the U.S. reach 85 percent; Massachusetts retains only 66 percent of international graduates.³⁴ The aspiration is for us to change that and become the best state in the country for international students to find ways to stay in Massachusetts beyond graduation and make valuable contributions to our economy.

Massachusetts High School Grads - Scale MassTalent

The Healey-Driscoll Administration is committed to being the national leader in workforce training and development by connecting job seekers to meaningful career pathways and high-quality jobs. Leveraging the collective reach and leadership of the Workforce Skills Cabinet is central to this effort, including the Healey-Driscoll Administration's MassTalent initiative to connect employers to skilled, diverse jobseekers for indemand, high growth industries and occupations.



Massachusetts' workforce system and workforce partners represent a wide range of training programs and collaborative industry leaders to prepare untapped, diverse talent with the skills to excel at employers across industries. Many career pathway programs only require a minimum of a high school diploma, providing alternative pathways for adult learners to pursue meaningful

But, navigating this system can be a challenge for both jobseekers and employers. That is why MassTalent aims to streamline resources to help residents find job training and employers find the skilled talent they need; when fully developed, MassTalent will serve as a central tool for companies to access multiple talent pipelines in four high-growth industries:

careers in Massachusetts.

- Life Sciences: Curing disease
- Advanced Manufacturing: Defending our country
- Healthcare: Caring for each otherClean Energy: Protecting our planet

For MassTalent's work to support the life sciences industry, the Healey-Driscoll Administration is supporting programs such as Pathmaker, which is run by the MA Life Sciences Center (MSLC). Pathmaker funds new training partnerships between industry and training providers, creating industry standardized training programs that are free and accessible to students and adults with a high school education and no previous experience. Biomanufacturing is a particular area of focus of this program.

In this space, there are also other established workforce programs through external organizations that we will engage through Pathmaker, including MassBio's Bioversity, Jewish Vocational Services, Gloucester Marine Genomics Institute, Worcester Polytechnic Institute, Quincy College, MassBioED, Middlesex Community College, and many others. Over time, the goal will be for 75 percent of Pathmaker graduates to be gainfully employed in the life sciences field.

For MassTalent's efforts to support advanced manufacturing, the Healey-Driscoll Administration plans to scale up the existing MassMakes program, run by the quasi MassTech through its Center for Advanced Manufacturing. Using the model of "core competencies," the industry has identified the following occupation training priorities: computer numerical control technicians, maintenance technicians, mechanical engineering technicians/mechanical drafters, electrical engineering technicians, industrial engineering technicians, and chemical/materials technicians. Several of these skillsets are relevant for the growing needs of the robotics and automation industry.

For MassTalent's work to support the healthcare and human services industry, the administration is partnering with employers, training providers, and educational organizations to increase the pipeline, streamline credentialing processes, promote registered apprenticeship, and accelerated training programs, and retain workers. Given where the shortages are most acute and we can have the most impact, we are prioritizing nursing, direct care entry-level occupations like certified nursing assistants, and behavioral health roles.

For MassTalent's work to support clean energy, the Massachusetts Clean Energy Center is partnering with companies, labor, and workforce providers to train and fill in-demand roles, such as green electricians, green HVAC workers, and electric power line installers and repairers. The state needs to add approximately 36,000 clean energy jobs by 2030. Since 2010, the Massachusetts clean energy industry has experienced 73 percent job growth, adding 44,016 new workers, demonstrating the significant demand for these roles. These roles are necessary for achieving our state's ambitious climate goals.

Trades and Professions - Increase Pathways

Another important pathway for retaining and attracting talent is with our trades and professions, including roles such as plumbers, electricians, hairdressers, real estate professionals, and many others. Almost 500,000 licenses are currently issued to people and businesses in Massachusetts by the Division of Occupational Licensure (DOL) within EOED's Office of Consumer Affairs and Business Regulation. Today, many of the systems and processes by which talent working in the trades obtain a license are outdated and result in inefficiencies, a cumbersome experience for users and even a barrier to entry. To grow our economy and remain competitive, the Commonwealth needs to modernize its licensing systems and increase pathways for talent to enter trades and professions.

Licenses Issued b	<u>y the Division of</u>	Occupational Licensure

500,000 active licenses across 34 practice areas in 2023		
Practice areas (only top 20 by licensing volume displayed):		
Architecture	Massage Therapy	
Barbering	Pipefitting	
Construction Supervision	Plumbing and Gas Fitting	
Cosmetology	Public Accountancy	
Drinking Water Supply	Real Estate	
Electrical	Refrigeration	
Elevator	Security Systems	
Engineering and Land Surveying	Sheet Metal	
Funeral and Embalming	Sprinkler Fitting	
Hoisting	Veterinary	

Currently, the DOL maintains several independent, non-integrated licensing systems that are unable to communicate with each other. Responding to user requests then requires significant manual work, which results in long response times and makes it difficult to track customer service metrics.

Many other states have newer, easier to use systems. Massachusetts cannot afford to lag in this area. To remain competitive and ensure the strength of our workforce pipeline in the trades, the Healey-Driscoll Administration will improve licensure technology through updates and streamlining. The DOL will work closely with the Executive Office of Technology Services and Security on this information technology modernization project.

In addition to these systems improvements and to meet the changing needs of Massachusetts residents, the licensing boards need to update relevant regulations so the boards are more effective at safeguarding consumers while also becoming simpler for businesses to navigate. The Healey-Driscoll Administration proposes three main initiatives in this area: embracing modern learning methods; opening doors to new and returning residents; and increasing entry-level workforce opportunities.

- Embracing modern learning methods: As the state continues its recovery from the COVID-19 pandemic, there is a significant and unique opportunity to benefit from the lessons learned through that challenging time among them that hybrid education is a viable and beneficial educational option in many disciplines. While there will always be the need for on-the-job training, the option for hybrid learning will open the door to components of training for many career-seekers that could not previously pursue such an opportunity due to child-care, transportation, or mobility challenges. Currently, such educational arrangements are made on an ad-hoc basis without consistent and predicable standards. The DOL will work with the 26 independent boards of registration and various other licensing units that make up the agency's portfolio to have more consistent open access to hybrid education options to meet educational requirements.
- Opening doors to new and returning residents: To responsibly open Massachusetts up to the rest of the country and the world, the administration proposes establishing a dedicated Reciprocity Ombudsperson and unit at the DOL to guide those seeking licensure from other jurisdictions through the process here in Massachusetts. This would help many segments, such as veterans, their spouses, and the families of active-duty military stationed in the Commonwealth. Currently, the process is managed on a board-by-board, case-by-case basis utilizing a standard of "substantial equivalency" which can vary by license, jurisdiction, and issuing authority. By developing a single point of contact that can research applications from outside Massachusetts for consistency with our established standards and shepherding them through the local license recognition process, Massachusetts can make a stressful process easier for applicants and licensing authorities all while establishing clear, predicable standards and making access easier.
- Increasing entry-level work opportunities: To increase entry-level workforce opportunities, DOL will examine how to adjust existing regulatory and licensing standards to industry needs, including how the state can increase access to apprenticeship and entry-level opportunities for trades in the most in-demand sectors. To do so, the administration will take the opportunity to engage with partners across government and organized labor to determine if the current requirements including apprentice ratios, licensure prerequisites, and on the job training hours meet the balanced needs of labor, industry demand, and consumer confidence. This is particularly relevant for industries where demand will continue to grow, such as the green economy. In addition, this represents a unique window of time where the state must meet the moment for employers, employees, and aspiring

tradespeople. To seize the opportunity, the state in partnership with industry, trades, and licensing boards can explore new, limited license types that require fewer hours of training and education to obtain but are strategically focused in areas where the workforce is needed most. With the right balance, the Commonwealth can help deploy specialized skills much more quickly to support the state's economy and open doors to individuals across the state seeking a rewarding career pathway.

Tell Our Story

Current Situation

A key part of retaining and attracting talent involves telling our Massachusetts story about who we are as a state, and why this is the best place to start and grow a career, and the best state to start and scale a business.

As mentioned in the introduction, the state and its people have much to be proud of, and we have a unique opportunity to lead for the country and the world. Massachusetts can be a high growth, strong, vibrant, innovation and mission-driven economy that solves important problems around curing disease, climate change, education, defense, and many other areas while also being a humane place to live, where we celebrate and protect freedoms and are committed to embracing our communities.

However, the perception of our state is lagging, and does not reflect the realities of our strengths and our vision. Far too often, the coverage and commentary are solely focused on the negative here in Massachusetts. While we have problems, so do other places, and we are working hard to address and fix these issues. The state must do a better job of sharing the positives.

Proposed Initiatives

The Healey-Driscoll Administration is here to tell our story in an authentic, proactive way. We will coalesce and convene across all members of our community, to share a concise and consistent view of our state, in an organic way. This narrative campaign will bring together "Team Massachusetts" and engage and enlist our large companies, small companies, investors, state government, legislators, municipal leaders, and nonprofits so that all of these key stakeholders are invested in and helping sell our state to talented people and to companies. As part of this, we will consider forming a cross-ecosystem Team MA Council, that will work together on private-public programs to help us tell our story and retain talent. The goal is two part: 1) for us to attract and retain talent and enable them to live their best lives here; and 2) for us to attract and retain companies, and to support their expansion and their success here. This administration wants people to think about Massachusetts as a leader, and the BEST place to live and work in the country, and maybe the world.

To summarize, this second priority area of our economic development plan is all around retaining and attracting talent, by creating opportunities for all of our talent, and by telling our story. We now turn to the third and last priority area of our plan, Sectors.

SECTORS:

Supporting businesses that power the state's economy

Now that we have covered the first two priority areas of the plan: Fundamentals and Talent, we will dive into the third priority: Sectors. Massachusetts' economy is powered by a diverse set of industries and businesses. In order to succeed going forward, the Healey-Driscoll Administration intends to deploy sector-specific initiatives to address unique issues by sector. We are not a huge state, and we need to focus on the sectors where we have competitive advantages, and a natural right to win. To do this, we are focusing our strategy around three components: Lengthen the Lead in Key Sectors; Catalyze New Leadership Sectors; and Make Things Easy for Businesses across every sector to access resources from the state.

Lengthen the Lead in Key Sectors

Current Situation

There are three sectors where this state is already a national and global leader. These three leadership sectors are: life sciences and healthcare; advanced manufacturing and robotics; financial services and education. These sectors are powered by industry-leading companies, world-class institutions and organizations, and some of the brightest minds on the planet. However, just because we are leaders today does not mean we will be leaders forever. The state should recall its cautionary tale in the past, when at one point, Massachusetts led in software and technology, with prominent companies along the Route 128 corridor, such as DEC and Wang Computing. However, over time, this sector shifted to California. To ensure that this does not happen again, we cannot rest on our laurels, and we cannot simply maintain and tread water. Instead, the Healey-Driscoll Administration plans to invest, convene, and ensure that these three leading sectors lengthen their leads as national and world leaders.

Proposed Initiatives

Life Sciences & Healthcare

Today, in 2023, we are the undisputed global epicenter for the life sciences industry. Eighteen of the top 20 global pharmaceutical companies are headquartered in the state. Greater Boston is the global hub for life sciences activity and Worcester is the #15 hub in the country, surpassing many other larger cities. We receive the largest amount of venture funding for life sciences startups. The state's life sciences ecosystem showed the world its capabilities during the pandemic when companies like Moderna, organizations like the Broad Institute, and many others worked together to discover and deploy vaccines and testing. In September 2023, the Biden Administration cemented this leading position with its decision to place one of the just three regional hubs for its ambitious health care program in ARPA-H within Massachusetts.³⁵

However, this success did not happen purely by accident. This state had many of the proper ingredients in place, with our universities, research centers, leading hospitals, and investment community. Massachusetts was also the first to implement universal health care, which then became the template for President Obama's Affordable Care Act.

Intentional actions, including the deployment of proactive public-private partnerships, then accelerated this momentum to grow a leading sector. Under Governor Patrick, the state launched the Life Sciences Initiative, and committed \$1 billion over ten years, across a combination of operating and capital funds, tax incentives, and policy initiatives to foster the industry. This early vision also involved the formal creation of the Massachusetts Life Sciences Center to lead on this work as a quasi-public agency. Governor Baker further strengthened this success with his renewal of key authorizations 2018, in partnership with the state legislature.

While there is much to be proud of as the global leader, we still have much work to do. This past summer, a study released by the Blue Cross Blue Shield of Massachusetts Foundation and the Health Equity Compact concluded that health inequities experienced by people of color in Massachusetts are costing the state an estimated \$5.9 billion each year.³⁶ The Boston Public Health Commission found a 23-year life expectancy gap between two census tracts in Back Bay and Nubian Square in 2023, which are neighborhoods separated by just a few miles.³⁷ Massachusetts must improve on health disparities with the global epicenter for life sciences in its backyard.

Meanwhile, many other states are trying aggressively to replicate and overtake our success in life sciences. North Carolina has made significant investments in the Research Triangle Park, and in biomanufacturing. Texas is the winner of the other competitive ARPA-H hub, and has gained the commitment of several philanthropic donors, alongside a 20-year, \$6 billion investment in its Cancer Prevention & Research Institute of Texas (CPRIT). California continues to grow its ecosystem, as it has since the early 2000s.





Very much in the spirit of ARPA-H, Massachusetts must endeavor to do better for patients by taking on the biggest, most challenging problems: health equity and reducing disparities in health care. This state can play an outsized role in diagnosing diseases earlier, preventing disease, getting drugs and treatments to market faster, helping find sustainable financial models for hospitals, and pushing the science around cell and gene therapy and new diagnostics. We want to shift the focus to keeping people healthy, not waiting until they're sick. We are differentially able to help on these issues because our state has leaders across the ecosystem, and because we are large enough to have enough scale, but small enough to run pilots and experiments quickly. If we can solve these issues here, we can again be a model for the country and the world, similar to our universal health care, and our Covid vaccine and testing rollouts.

The Healey-Driscoll Administration has already committed to a reauthorization of our Life Sciences Initiative, which would be 3.0.38 Rather than simply continue the same programs with some additional funding, Massachusetts has an opportunity now with ARPA-H and our ecosystem to raise the bar again. This administration intends to use 3.0 to reimagine and to think bigger. To solve these next set of problems will require two fundamental changes. First, we need to think beyond silos and just drug discovery, and think more holistically across life sciences, providers (i.e., hospitals and community care), payors (i.e., private and government), medical device manufacturers, and academia. Second, to accelerate improvements in health care, we need to adopt new technologies even faster, particularly around data analytics, machine learning, and artificial intelligence. As this administration prepares the next life sciences proposal, these focus areas will be emphasized in the approach.

For example, as part of the 3.0 initiative, the Healey-Driscoll Administration will explore the assembly of an ARPA-H inspired fund for Massachusetts that would be overseen by the Secretary of Economic Development, in collaboration with the Executive Office of Health and Human Services and the Massachusetts Life Sciences Center, and guided by a small advisory council of leaders from every part of the healthcare ecosystem. This group could allocate grants for pilots and experiments that are tackling these big problems, with the requirement that participants work across different players in the ecosystem, and that they incorporate new technologies. As an example, there could be a multi-dimensional partnership that involves a medical diagnostic company, a biotech company, a hospital, a community partner, a payor, and an Al software company that work together on running a concrete project, such as:

- Finding solutions to better treat and support brain health: steer focus on identifying better ways to treat mental and behavioral health issues for better interventions and stronger outcomes.
- Getting medicines to market faster: identifying and eliminating bottlenecks in pharmaceutical discovery, curing disease, and reducing financial barriers for patients.
- Eliminating barriers for clinical trials, including access: expanding upon the pathways for preventative care and improving long-term community health outcomes.
- Predictive health care modeling: in medicine, AI is being employed using analytics to review patient datasets and forecast the likelihood of certain diseases and disorders. When utilized, AI can detect difficult to identify conditions, diagnose, and serve as an important tool for preventative care.
- Fetal and maternal health care outcomes: understanding and addressing the geographical and cultural disparities in health outcomes for mothers and infants.
- Early disease detection: determine ways to improve the timing and accuracy of early disease detection to treat problems sooner, such as on-site at the hospital.

In addition, information and data will be paramount in order to solve these complex problems. As a first key step in the process, the Healey-Driscoll Administration will explore how to improve data-sharing and coordination in a safe, practical, and responsible manner. Inspired by the 2019 Digital Health Council Report,³⁹ this administration will revisit the concept around the "Distributed Data Network," which is designed to allow for sharing of key electronic records across the Commonwealth. The concept aims to unlock innovation through real time aggregation of health care data.

The Distributed Data Network (DDN) will enable the ability to supplement electronic medical records and hospital system data and change the discussion between patients and physicians – focusing less on capturing information and more on providing care. The DDN would serve to address existing gaps and create a framework for data exchange for care coordination and patient access. The DDN will also be a competitive advantage and tool for everyone in the ecosystem to develop and run better pilots around the big problems above. It is also very complementary to the ARPANET-H concept that ARPA-H is working towards, and similar to what other countries, such as the United Kingdom and Israel, have done with shared records. The Healey-Driscoll Administration will re-engage the leaders who worked on the 2019 DDN efforts, and follow through on implementing as part of life sciences and healthcare 3.0 vision.

Through Life Sciences and Healthcare 3.0, and ARPA-H, we can lengthen our lead in this space, and help patients in our state, country, and the world.

Advanced Manufacturing & Robotics

Another area where Massachusetts is already a leader is in specialized advanced manufacturing and robotics. The manufacturing sector generates \$56 billion of the state's GDP (9%) and employs approximately 230,000 residents, of which advanced manufacturing accounts for about 80% of the sector's GDP and roughly 75% of employment. There are leading advanced manufacturing companies with significant footprints in this state. This includes Raytheon Technologies, General Dynamics, Analog Devices, Boston Scientific, Waters, and many others.

For Robotics, the ecosystem includes more than 400 companies and 35 robotics research and development programs across 18 higher education institutions. Massachusetts is also home to some of the world's leading robotics companies. Leading in the areas of fulfillment and development of specialized hardware, Massachusetts is a pioneer in robotics. Major players in the emerging industry, such as IRobot, Symbotic, Boston Dynamics, Amazon Robotics, and Brooks, have robust operations in the state.

It is hard for Massachusetts to compete in commodity, low skill, low tech manufacturing, but these advanced manufacturing and robotics areas play to our strengths. They require leading research and development, which is coming nearby universities and labs in Massachusetts. These sectors require a skilled, stable, and well-educated labor force. They require both hardware/mechanical and software/digital engineering skills. And, these are growth areas, as advanced manufacturing and robotics are increasingly important across several areas, such as defense, semiconductors, and national security. Quantum computing is another revolutionary technology that will transform computing power and prove critical to the long term strategy in lengthening the lead in these areas, and other key sectors.

This fall, the Department of Defense selected the Northeast Microelectronics Coalition Hub (NEMC) as one of just eight hubs (out of 83 applicants) for the CHIPS Microelectronics Commons award. Led by MassTech Collaborative, this hub involves more than 90 organizations and companies from across the region. This hub will focus on leading edge technologies and manufacturing. It validates the strengths in the region, particularly in Massachusetts.

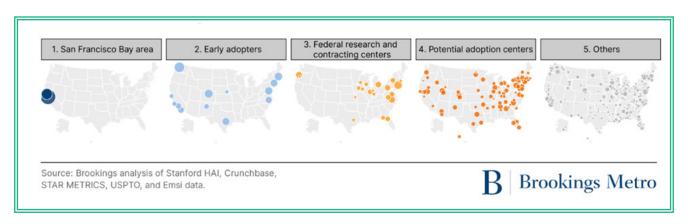
Building off this momentum, the Center for Advanced Manufacturing at the Mass Tech Collaborative will spur better connectivity within the industry and grow an ecosystem that helps both early-stage companies and established incumbents. This includes helping small and medium-sized manufacturers adopt digital technology and scale in this state. Massachusetts can lead in key areas, like aerospace and defense, additive manufacturing, and cutting-edge precision manufacturing. It is evident that semiconductor innovation is hugely important for the country and this state is particularly well-positioned to lead in this area.

Again, our goal is to lengthen our lead. To do this, we intend to leverage public-private partnerships. Working with industry and government partners like the Department of Defense, the Healey-Driscoll Administration will convene industry and academic leaders to establish a Center for Robotics at Massachusetts Technology Collaborative – focused on funding innovation in the ecosystem, with an emphasis on the integration of artificial intelligence and autonomous systems. Massachusetts has an edge in this growing cluster, but the state must continue to work at it in order to lead.

Al for "X": Leveraging Artificial Intelligence in Leading Sectors, such as Education and Financial Services

Innovations that increase productivity have consistently generated GDP growth in Massachusetts, the United States, and across the world. Some innovations, such as the telephone, automobile, and the internet, generated seismic expansions for the global economy. While it is still early innings, artificial intelligence (AI) is likely one of these game-changing technologies. In March 2023, Goldman Sachs estimated that AI could drive approximately \$7 trillion in global economic growth over ten years.⁴⁰

Presently, there is a strong AI ecosystem in the Commonwealth.⁴¹ Harvard and MIT are in the top ten institutions globally for AI research.⁴² However, many other cities, states, and countries are also aggressively investing in AI.



A 2023 study by the Brookings Institution found that nearly half of generative AI job postings in the country were published in six metro areas: San Francisco, San Jose, New York, Los Angeles, Boston, and Seattle. The report identified Boston as an "early adopter", but also acknowledged that other regions are on the radar as "potential adoption centers".

When examining the AI sector, there are several areas for potential leadership – and it is important for Massachusetts to be intentional, and to focus on where the state has the strongest right to win. There are the chips and hardware that go into enabling AI – this is largely owned today by companies such as Nvidia, Qualcomm, and other large tech companies, which are mostly West Coast-based.

Another area of AI development involves horizontal, open source, software AI – this area is being led by companies such as OpenAI, Google, Microsoft, and other largely West Coast-based companies. However, the game changing future of AI is when it creates value by being embedded in specific industries, and applied to solve specific problems - this is where Massachusetts is, can, and will lead in AI.

The Healey-Driscoll Administration will help lead in this AI applied to "X" problems for our existing leaders in places like life sciences, health care and hospitals, advanced manufacturing, robotics, and also education and financial services. For our incumbent leaders, if they do not rapidly adopt AI, they will be at risk of being outpaced by others that do. For example, the financial services industry will continue to leverage "FinTech" as a key enabler for the sector, and it will be necessary for the state's established financial service companies to tap into machine learning and AI to continue to succeed.

In addition, a new generation of industry-specific AI companies should emerge that serve and partner with the leading incumbents to apply AI to improving core business areas, such as operations or customer service. We want to nurture more of these industry-specific AI startups in our state, to help them become the next Toast, Hubspot, Klaviyo, Jellyfish, and Whoop. The state must also be cognizant of the potential impact of rapidly evolving technologies, such as quantum computing, and how the anticipated convergence with AI will have significant impact across industry.

To help us lengthen the lead in Al for "X", the administration will issue an Executive Order to create an Al advisory council, made up of leaders from large companies, startups, academia, investors, and nonprofits. The state will partner with key stakeholders, such as the City of Boston and leaders from across the state. The council will be co-chaired by the Secretary of Economic Development and the Secretary of the Executive Office of Technology Services and Security. Over the course of the next year, the council will come up with specific recommendations for how the state can best support both our incumbents around Al adoption; and also our startups around scaling and succeeding here. The council will culminate its work with an Al convention here in our state, likely in summer of 2024. The recommendations will be announced and launched then.

In summary, these initiatives above will help us Lengthen Our Lead in the three key sectors where we already lead: life sciences and healthcare; advanced manufacturing and robotics; and Al for "X" to propel the state's key sectors forward.

Catalyze New Leadership Sectors

Current Situation

Just as we've had the ingredients and taken intentional steps to build leadership in life sciences and healthcare, advanced manufacturing and robotics, and AI for "X", there are two other sectors where this state can become new leaders. These two areas are: Climatetech; and Tourism & Culture. We are well positioned in both, but these are competitive spaces, and the status quo will not be enough. The Healey-Driscoll Administration is committed to taking proactive steps, and making investments to ensure we lead in these two new sectors.

Climatetech: Create a Leading Global Climatetech Ecosystem and Drive Innovations to Fight Climate Change

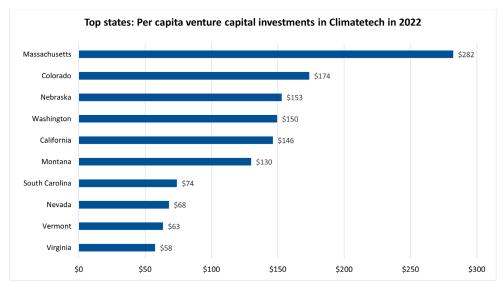
According to a recent survey, 85% of Massachusetts voters say climate change is a problem, with 62% calling it a crisis or a very serious problem. Massachusetts has the opportunity – and a moral imperative – to help the world respond to the climate crisis while creating equitable economic opportunities for its businesses, communities, and residents.

A 2022 report by Deloitte estimated that unabated climate change leading to an increase of 3 degrees C over pre-industrial levels could cost the U.S. \$14.5 trillion by 2070, "affecting every industry and region in the country [and] making it harder for people to live and work due to heat stress, rising sea levels, damaged infrastructure and reduced agricultural productivity."⁴³ A loss of this scale, according to Deloitte, is equivalent to nearly 4 percent of GDP and could result in the loss, over the next 50 years, of nearly 900,000 jobs *annually*.⁴⁴ However, with accelerated decarbonization, the U.S. could gain \$3 trillion over the next 50 years and add a million new jobs to the economy by 2070.⁴⁵

The Commonwealth has long been a national leader in addressing climate change through legislation that continues with its goal to achieve net-zero statewide greenhouse gas emissions by 2050. The Healey-Driscoll Administration demonstrated its commitment on day one with the creation of a first-in-the-nation cabinet-level Office of Climate Innovation and Resilience, charged with leading an all-of-government approach to addressing climate change. And, for the first time, the Commonwealth's 2023 Economic Development Plan includes an intentional strategy to make the Commonwealth a world leader in combating the climate crisis through its greatest strength, innovation, through the development and deployment of climate technology or "climatetech."

Massachusetts is currently a world leader in life sciences, health care, advanced manufacturing, robotics, financial services, and education, and the Healey-Driscoll Administration is committed to adding climatetech to that list. Climatetech encompasses innovative technological solutions that mitigate the impacts of climate change, help communities adapt, and build resilience in systems and infrastructure. Massachusetts is uniquely positioned to lead the world in climatetech innovation, while ensuring equitable opportunities for its citizens:

- Pioneering Industry Strength: Massachusetts has demonstrated an early leadership role in the deployment of climate technology and clean energy job creation. This state has the largest utility-scale offshore wind project in the US rising 15 miles off our shores which will produce enough wind to power 400,000 homes. There are nearly 500 solar businesses operating in the state, with over 34 gigawatts of installed capacity with potential to power over 700,000 homes. We have 104,000 clean energy workers, and clean energy employment has grown 73%, or over 44,000 jobs, since 2010.
- Strong Startup Ecosystem: The state is already home to a dynamic climatetech innovation ecosystem, with leading research universities, the most venture capital deployed in the climatetech sector on a per capita basis⁴⁶ (and second only to California in total dollars), nation-leading incubator and accelerator organizations, such as Greentown Labs and The Engine, and prominent thought leaders in corporate sustainability. This existing ecosystem has already resulted in hundreds of start-ups and many large companies operating in the state committed to reducing greenhouse gas emissions through innovation.



Source: SSTI, Pitchbook, EOED calculations

Equitable Opportunity Focus: Jobs associated with climatetech are diverse in respect to the
educational background and training requirements. Many efforts are already underway to engage
and provide opportunities for wealth creation in environmental justice communities and those that
have been underserved in the past. For example, we have a wealth of independent, community,
and state colleges providing, or gearing up to provide clean energy workforce training.

Massachusetts alone can't solve the climate crisis, but we can help create pathways to scale for the technological breakthroughs needed to rapidly reduce greenhouse emissions as the leading climatetech innovation lab for the world. While the Commonwealth has many strengths, it faces challenges in achieving this vision. Too many young companies are leaving the state, attracted by resources and facilities to demonstrate and deploy their technologies elsewhere, and incentives to locate their manufacturing operations outside of Massachusetts. Talent, especially recent graduates, is leaving the state, unaware of the opportunity to have a significant impact on a global problem while earning a competitive wage. Other residents need new skills or re-skilling to fully participate in

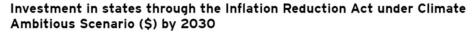
Moreover, although Massachusetts is currently the leader alongside California in attracting venture capital investments in the climatetech sector, historic levels of climate-related federal funding through the Inflation Reduction Act (IRA) could shift that dynamic in favor of other states.

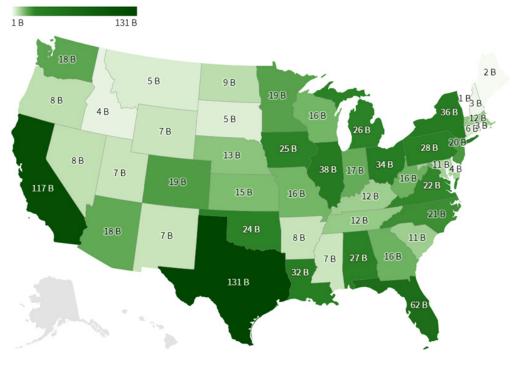
climatetech wealth creation opportunities.

Analysis by the Rocky Mountain Institute (RMI) shows that other climatetech-competitive states, including



Texas, New York, Colorado, and Washington stand to gain significantly more in IRA funding compared to Massachusetts. To keep the center of gravity of this burgeoning new industry in Massachusetts, we must double down on our unique strengths, while addressing the weaknesses that keep us from world leading industry status.





Source: RMI

To accomplish this, the Healey-Driscoll Administration, led by the Executive Office of Economic Development (EOED) and the Executive Office of Energy and Environmental Affairs, will partner with the MassCEC on its economic development mission:

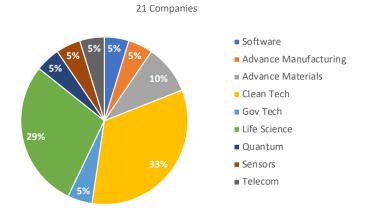
- Flexible Financial Support for Climatetech Innovation and Deployment: The MassCEC must have a toolkit like the resources available through the Massachusetts Life Sciences Center, including more predictable, robust funding on an annual basis, tax incentives, and adding capital funding to its portfolio to further its impact and reach. With additional resources, MassCEC can expand its support for investments in infrastructure, equipment, testing and demonstration facilities, commercialization, and deployment of climate technology.
- Increased Coordination and Support for Climatetech Businesses: EOED will work closely with MassCEC to coordinate and maximize available resources to attract climatetech companies to Massachusetts and help companies born in the state to grow and expand here. The MassCEC will amplify its existing efforts to act as a navigator, supporting demonstration and deployment through convening industry actors and facilitating partnerships across the Commonwealth, including with utilities and manufacturers.

Creation of a Climate Corridor: A regional economic development approach with a focus on creating a "Climate Corridor" can help ensure that each region benefits economically. The EOED will work with the MassCEC to identify and map regional strengths and opportunities for cities and towns to be part of the climatetech revolution. As part of this effort, MassCEC can provide technical assistance to municipalities to help them engage with emerging climate technologies across the Commonwealth, including supporting their efforts to streamline complex permitting in order to move these technologies forward through testing, demonstration and deployment.



MassVentures, an economic development quasi, has recently shifted to a seed stage "deep tech" focus with an emphasis on academic spinouts, diverse geographies and diverse teams:

- 86% of portfolio companies over last three years are academic spinouts.
- Within that same period, one in three portfolio companies operate in the clean technology space.



Investment Focus FY21-FY23

Innovation is playing out across the many different sectors, therefore MassCEC must have the flexibility to support the climate technologies of both today and tomorrow, including technologies that empower the world to decarbonize electricity, buildings, transportation, agriculture, and manufacturing as well as ensure the resilience of people, property and infrastructure. Finally, in order to attract and keep businesses and talent in the state, MassCEC must tell the story of Massachusetts' leadership on addressing climate change and amplify its role as the climatetech innovation lab for the world.

With these actions above, we are confident that Massachusetts can become the clear global leader in climatetech, similar to how we are in life sciences and so many other areas. And, in doing so, we will also help achieve our mission of fighting climate change in our state and across the world.

Tourism & Culture: Own the 250th Celebration of the Founding of the Country

Massachusetts has so much to offer, across all of its regions—with its natural beauty and outdoor activities, history, world-class arts and culture, sports teams, and a diversity of food and communities. And, we are coming up on a historic milestone: the 250th anniversary of the founding of the nation, which started with the "shot heard 'round the world," the Boston Tea Party, Paul Revere's ride, the Battle of Lexington and Concord, and so many other iconic historical moments from our state. With all of this, we have an opportunity to leverage tourism and culture into a much bigger impact economic driver, and should be a national leader.

In 2022, the tourism industry accounted for \$24.2 billion in domestic and international spending, 21 million domestic and international travelers, \$1.9 billion in state and local taxes, and 131,200 jobs in Massachusetts. The industry is still recovering from the COVID-19 pandemic.

Recent spending and focus on tourism have been limited and fragmented in the state. To become a leader, and to own the 250th, the Healey-Driscoll Administration proposes stronger convening and coordination and increased investments in marketing and branding to the Massachusetts Office of Tourism and Travel (MOTT). This additional funding to MOTT will also enable more meaningful destination marking, and amplifying our Gateway Cities, coastal towns, and rural communities as tourism destinations.



To make Massachusetts a leader in tourism – the Healey-Driscoll Administration is committed to prioritizing the tourism economy by making the following strategic initiatives:

- Align the Massachusetts tourism industry by increasing the annual funding to MOTT: Additional funding to MOTT will allow focus on destination marketing, and proactive revenue generation. MOTT will further leverage the regional tourism councils (RTCs) to amplify marketing, deploy industry best practices, and strengthen communication and coordination.
- Bring back the annual Governor's Conference on Travel & Tourism. Use the Massachusetts Marketing Partnership to accept sponsorships and ticket sales, using the revenue to underwrite the conference. Bringing back the Governor's Conference will align industry and create marketing and communication cohesion.
- Use the 250th anniversary of the American Revolution as a catalyst to increase travel to and through Massachusetts: Through the hiring of a 250th Special Events Coordinator and in partnership with the Legislature's 250th Commission, MOTT will plan statewide celebrations beginning in 2024, with culminating events in 2025 and 2026. This presents an opportunity to amplify underrepresented stories from the Revolution and increase international and domestic visitation, including groups and students. The goal is to make Massachusetts the national celebration for the 250th anniversary!
- Create a new campaign for Massachusetts that increases travel to Massachusetts across segments and resonates with residents: With additional funding, MOTT will be able to expand opportunities to grow programs based on food, agricultural, sports, and rural tourism. A bold, new statewide campaign will increase target markets to include long-haul domestic markets and lengthen stays for visitors in Massachusetts.

We believe these actions will ensure that we maximize our potential for tourism and culture as an economic driver, and also enable us to lead on the country's 250th celebration.

Make Things Easy for Businesses

Current Situation

The Healey-Driscoll Administration is committed to competing for businesses from every sector to stay, grow, and relocate to Massachusetts. Employers, from the small downtown convenience store to the large manufacturer, to the farmer, or tech start-up, drive the economy and their success is vital to the state's economic growth. The Commonwealth can and must do better to compete and assist the employers that are the backbone of our economy.

Presently, the onus is largely on individual businesses to navigate state agencies and quasi-public entities to secure resources and incentives for their companies. Through the regional listening sessions, it became clear that businesses are often confused by, and unaware of, the incentives and resources available from the state. Massachusetts can do a better job of engaging and supporting businesses of all sizes and from all sectors. To actualize this vision, the Healey-Driscoll Administration will simplify and streamline access to state resources for businesses through several initiatives:

Proposed Initiatives

Business Front Door

Modeled after the Community One Stop for Growth, this new centralized portal will create one online "front door" to access state resources, and to enable more coordinated, organized responses from the Commonwealth of Massachusetts. In essence, this new system aspires to operate as a concierge for new and existing businesses seeking to expand in Massachusetts. The system will start with a very simple landing page, where businesses – whether a small hair salon, a farm, a startup, or a large global public company – can answer a set of simple questions and tell us what help they are looking for from the state (e.g., tax incentives, R&D grants, loans, land, regulatory guidance etc.). EOED will then leverage staff and technology, such as AI, to funnel the company to the right sector resources, and ensure a timely and helpful response. Businesses will be able to engage state government more easily, and will also enable us to have a dashboard around issues and responses.

International Businesses

The Business Front Door is also going to help us attract more international businesses. Massachusetts is already a large and vibrant economy, with active trade and investments from companies from a wide diversity of countries. In 2022, Massachusetts handled approximately \$114.6 billion in exports and imports, which equals roughly 20 percent of the state's total GDP. According to the Global Business Alliance, Massachusetts has over 1,000 foreign companies operating throughout the state that support over 200,000 jobs.

When foreign companies choose to do business in Massachusetts, it means well-paying jobs for Massachusetts residents. Our strengths with education, talent, research, culture, and leading ecosystems all make us an attractive location for a foreign company. In addition, Logan is a direct flight for many international locations, and the time difference and closer distance to European companies is also an advantage.

However, in recent years, other states have been much more proactive and aggressive in recruiting international companies. For example, competitor states have made frequent visits to other countries, to meet with their large companies, and to market their states. Other states have also set up offices in key countries, to help woo foreign investments.

To stay competitive, the Healey-Driscoll Administration is committed to reenergizing the Massachusetts Office of International Trade and Investment (MOITI) as a premier international business development agency focusing on generating new foreign investors and business and retaining current foreign stakeholders to create jobs, increase the tax base, and support local economies, while also maintaining relations with the local Diplomatic Corps. MOITI will coordinate with the Business Front Door to help prioritize foreign companies and the support they need from our state.

Small and Micro Businesses

The Business Front Door will also be particularly helpful for the companies that have the least resources for navigating state government – small and micro businesses. People from all backgrounds should be able to create and run businesses in any industry in the state, hiring the people they need and accessing the capital they require, to generate wealth for all residents. Small businesses employ nearly half of our workforce and make up most of our businesses.⁴⁷

These businesses are often family-owned, generational, including many owned by women, people of color, immigrants, and veterans, and are a critical element to the Commonwealth's ecosystem. Small businesses contribute so much to the vibrancy of our Main Streets, town centers, downtowns, and neighborhoods. Retailers, restaurants, grocers and farmers markets, barber shops and salons, and other small and micro businesses are woven into the unique charm and fabric of communities across this state.

There is a lot of momentum coming out of the COVID-19 pandemic for small businesses, and this administration intends to capitalize on this opportunity to make Massachusetts a place where small businesses can thrive. To increase support for small and micro businesses, the Healey-Driscoll Administration will:

- Create a user-friendly Small Business Process as part of the Business Front Door
- Reinforce equity lens on all programs and services, including language and cultural access
- Increase access to all levels of the capital stack, as well as investment in Community Development Financial Institutions (CDFIs)
- Provide more robust technical assistance for small business, including increased funding to the Small Business Technical Assistance (SBTA) Program
- Promote Massachusetts as a welcoming and competitive place to start and grow a small business

Under this plan's framework, this administration will closely monitor small and micro businesses starts, growth by existing small and micro businesses, and starts and growth rates across regions and demographics. We must strive for parity for all

Team Massachusetts

The Business Front Door will also act to increase proactive communications with companies, especially new and early-stage startups. The Executive Office of Economic Development is proactively contacting founders and executives, and welcoming them to "Team Massachusetts." This will serve two purposes: first, to express gratitude and appreciation for the company being headquartered here; and second, share the resources that we have and communicate our commitment to helping them grow and scale here.

As part of the Team Massachusetts approach and the Business Front Door, the Healey-Driscoll Administration will maximize new and existing resources, in partnership with the Legislature, to support high priority, high growth companies in the Commonwealth of Massachusetts.

In summary, this third and last priority around Sectors focuses on Lengthening the Lead in Key Sectors; Catalyzing Leadership in New Sectors; and Make Things Easy for Businesses across all sectors. We want everyone to be on Team Massachusetts, and to thrive here in our state.



Governor Healey joins with House Ways and Means Chairman Aaron Michlewitz at a tax relief celebration event at State Street's global headquarters in October.

DATA METRICS & ACCOUNTABILITY

Now that we have shared the three priorities around Fundamentals, Talent, and Sectors, and gone through the initiatives in each, we want to discuss how we will track success across all of these areas.

The Healey-Driscoll Administration is committed to an equitable, inclusive approach to economic development and opportunity creation in the Commonwealth. This effort is and must be shaped by the principles of transparency and accountability. The key elements of this work will include:

- Creating a public-facing dashboard to track key economic, demographic, financial, and equityrelated data related to the Commonwealth's economic development goals and objectives
- Providing accountability with tracking and measuring of performance and outcomes related to economic development programs in the Commonwealth, leveraging existing work of the Office of Performance Management and Oversight (OPMO) in the Executive Office of Economic Development.

The Massachusetts Legislature provided strong leadership on metrics, data reporting, and equity during the public health emergency caused by COVID-19. Legislators enacted laws that required the Commonwealth to publish a website describing federal resources dedicated to the response and recovery efforts⁴⁸ and quarterly reports describing certain financial data.⁴⁹ This initiative can serve as inspiration for continued transparency and consideration for all regions and all humans across the state.

The Healey-Driscoll Administration will adopt some of these best practices from the COVID-19 era and apply them to the Commonwealth's economic development initiatives going forward.

The Executive Office of Economic Development will create and publish a public-facing dashboard with metrics to track progress toward the Commonwealth's economic development goals, including, but not limited to, those listed below.

- Access to housing and improvements to the state's transportation and transit systems:
 - » Housing unit production; median home price/rent
 - » Traffic/ congestion metrics; volume of public transit users; investments in capital projects
- Investments in and outcomes of grantmaking in infrastructure and economic conditions across communities:
 - » Regional data on growth in GDP, businesses, population, and employment; broadband access and coverage; income inequality including Gini coefficient

- » Number of grants awarded across communities; federal funding leveraged by state dollars; jobs created by infrastructure investments
- Trends in the workforce population and increases in access and connections to jobs for talent:
 - » Workforce population growth; college graduate retention rates; labor force participation and hiring rates;
 - » Number of internships supported; outcomes of MassTalent participants; access to occupational licensing; immigration & visas
- Indicators on the state's ability to attract and keep people and businesses:
 - » Populations levels and net migrations levels, domestic and international; state's position on key state rankings on business and living environments
- Investments in and indicators of growth in key sectors, including life sciences and healthcare, advanced manufacturing and robotics, AI, climatetech, and tourism:
 - » Employment and output by industry; new business activity; innovation indicators including patents; VC investments and federal funding leveraged with state dollars
 - » Visitations across regions; visitor spending; occupancy rates
- Streamlined access for businesses to start and grow:
 - » Number of businesses assisted by the Business Front Door service
 - » New business formations, especially among small and micro businesses

The Executive Office of Economic Development will leverage its existing work through the Office of Performance Management and Oversight (OPMO) to provide accountability through tracking and measuring performance and outcomes related to economic development programs in the Commonwealth. Expansions of this work will include:

- Incorporate performance measurement, tracking, and data collection into all new or revised economic development programs included in subsequent economic development legislation
- Create and publish a dataset of performance measurements collected through OPMO
- Leverage business intelligence tools to gain key insights into the OPMO data
- Map investments to ensure an equitable distribution of funds across the Commonwealth to the communities that need it most, such as rural communities.

CONCLUSION

We are very grateful for all of the work and contributions across so many teams and so many members of our community, over the past year, to create this economic development plan. We are Team Massachusetts, and we are committed to Leading Future Generations.

We tried to focus on a manageable set of three priority areas that can have the biggest impact for our state, across all regions, and across all types of humans. We have confidence in these initiatives around:

Fundamentals

- Address Housing and Transportation Challenges
- Invest in Infrastructure and Competitiveness

Talent

- Be the Global Talent Magnet
- Tell Our Story

Sectors

- Lengthen Our Lead
- Catalyze New Leadership Sectors
- Make Things Easy for Businesses

However, this plan, and these priorities and initiatives, are only as good as our ability to bring them to life. To make these a reality, and to have impact on our state and our companies and residents, we will need the proper funding, alignment, ownership, and accountability. We are excited to translate this plan into an economic development bill, and to partner with the State Legislature to fund and implement these initiatives in the coming years.

We believe strongly that executing this plan will ensure that our state is the best place for people to start and grow their careers, and the best place for companies to start and scale.

We are living in uncertain times in the world, and this is the moment for our state to lead and set the example, by solving these important mission-driven problems...and by reaffirming our commitment to protecting freedoms and celebrating our communities. We will be a strong economy, and a great place to live. We started a revolution almost 250 years ago, and it is now again the time for us all to work together as Team Massachusetts and lead again for the country and the world!

Appendix

2023 Economic Development Planning Council

First Name	Last Name	Organization
Ed	Augustus	Massachusetts Secretary of Housing and Livable Communities
Frank	Callahan	President, Massachusetts Building Trades Council
Julie	Chen	Chancellor, University of Massachusetts Lowell
JD	Chesloff	President and Executive Director, Massachusetts Business Roundtable
Roger	Crandall	Chairman, President and CEO, MassMutual
Steven	Ellis	Town Administrator, Town of Montague
Amy	Fagerlund	MassDOT Chief of Operations, Secretary of Transportation Designee
Ann- Margaret	Ferrante	Massachusetts House of Representatives, House Speaker Designee
Barry	Finegold	Massachusetts State Senate, Senate President Designee
Ruthanne	Fuller	President, Massachusetts Municipal Association; and Mayor of Newton
Matthew	Gorzkowicz	Massachusetts Secretary of Administration and Finance
Yvonne	Нао	Massachusetts Secretary of Economic Development; and EDPC Chair
Sarah	Hodges	General Partner, Pillar Venture Capital
Melissa	Hoffer	Massachusetts Climate Chief
Laura	Hooks	Ph.D., Vice President and General Manager, Maritime & Strategic Systems, General Dynamics Mission Systems
Lauren	Jones	Massachusetts Secretary of Labor and Workforce Development
Julie	Kim	President, Takeda U.S. Business Unit and U.S. Country Head
Glynn	Lloyd	Executive Director, Mill Cities Community Investments
Paul	Niedzwiecki	CEO, Cape Cod Chamber of Commerce
Jason	Park	Chief Financial Officer, DraftKings
Andrew	Rebello	Principal, Diman Regional Voc-Tech High School
Elisabeth	Reynolds	Ph.D., Partner, Unless; and MIT Lecturer
Antonio	Rodriguez	Partner, Matrix Venture Capital

Tamara	Small	CEO, NAIOP Massachusetts
Kevin	Tabb	M.D., President and CEO, Beth Israel Lahey Health
Rebecca	Tepper	Massachusetts Secretary of Energy and Environmental Affairs
Brooke	Thomson	President, Associated Industries of Massachusetts
Son	Vo	Owner, Chashu Ramen + Izakaya
Kate	Walsh	Massachusetts Secretary of Health and Human Services
Mary Kay	Wydra	President, Greater Springfield Convention & Visitors Bureau

Regional Listening Sessions

Regional Listening Session	Date & Time	Location
Pioneer Valley	May 19, 2023, at 2:00pm	Springfield College, Springfield
Central	May 22, 2023, at 10:00am	Worcester Polytechnic Institute (WPI), Worcester
Southeast	May 25, 2023, at 9:00am	Bridgewater State University, Bridgewater
Northeast	June 5, 2023, at 1:00pm	North Shore Community College, Danvers
Greater Boston	June 12, 2023, at 11:30am	Roxbury Community College, Boston
Cape Cod & Islands	June 20, 2023, at 1:00pm	Chatham Community Center, Chatham
Berkshire	July 10, 2023, at 11:30am	Berkshire Innovation Center, Pittsfield
Merrimack Valley	July 11, 2023, at 2:00pm	Northern Essex Community College, Haverhill
MetroWest	July 17, 2023, at 2:00pm	Framingham State University, Framingham
Spanish Language	July 31, 2023, at 5:30pm	Virtual (Zoom)

The Healey-Driscoll Administration would like to thank the institutions and organizations that hosted these valuable regional sessions. Additionally, the administration is grateful for the more than 1,300 residents that participated in this process.

Subsector Participants

Education

First	Last	Affiliation
Julie	Chen	UMass Lowell; and EDPC
Yvonne	Нао	MA EOED; and EDPC
Patrick	Tutwiler	MA EOE Secretary
Lauren	Jones	MA EOLWD Secretary; and EDPC
Andrew	Rebello	Diman Regional Vocational Technical; and EDPC
Tonja	Mettlach	Mass Business Roundtable
Pam	Eddinger	Bunker Hill Community College
Rob	McCarron	AICU Mass
John	Keenan	Salem State University
Grace	Wang	Worcester Polytechnic Institute (WPI)
Glen	Comiso	Massachusetts Institute of Technology (MIT)
Christina	Royal	Holyoke Community College
Jim	Kurose	UMass Amherst

Healthcare & Hospitals

First	Last	Affiliation
Kevin	Tabb	Beth Israel Lahey Health; and EDPC
Brooke	Thomson	AIM; and EDPC
Yvonne	Нао	EOED Secretary; and EDPC
Kate	Walsh	EOHHS Secretary; and EDPC
Steve	Walsh	MA Health & Hospital Association
Sam	Skura	Baystate Medical Center
Lauren	Jones	EOLWD Secretary; and EDPC
Anne	Klibanski	Mass General Brigham
Joanne	Marqusee	EOHHS
Aimee	Brewer	Sturdy Memorial Health
Tara	Gregorio	MA Senior Care Association
Tracy	Palandjian	Social Finance
Aimee	Brewer	Sturdy Memorial Health

Financial Capital

First	Last	Affiliation
Roger	Crandall	MassMutual; and EDPC
Yvonne	Нао	EOED Secretary; and EDPC
Matt	Gorzkowicz	ANF Secretary; and EDPC
Layla	D'Emilia	EOED Undersecretary
Ashley	Stolba	EOED Undersecretary
Barry	Finegold	State Senate; and EDPC
Gary	Anderson	MA Division of Insurance
Mary	Gallagher	MA Division of Banks
Bob	Rivers	Eastern Bank
Kathleen	Murphy	Mass Bankers Association
Grace	Lee	M&T Bank
Joe	Casey	HarborOne
Young	Lee	Audax
Ron	O'Hanley	State Street
Pamela	Everhart	Fidelity
Lisa	Murray	Citizens Bank
Brooks	Tingle	John Hancock
Paul	Quaranto	Boston Mutual
Edmund	Kenealy	Liberty Mutual
Luke	Dillon	Life Insurance Association
Chris	Stark	MA Insurance Federation

Life Sciences

First	Last	Affiliation
Julie	Kim	Takeda; and EDPC
Yvonne	Нао	EOED Secretary; and EDPC
Sarah	Stanton	EOED Undersecretary
Ann-		
Margaret	Ferrante	MA House of Representatives; and EDPC
Kenn	Turner	Mass Life Sciences Center
	O'Connell -	
Kendalle	Burlin	MassBio
Brian	Johnson	MassMEDIC
Jason	Kelly	Ginkgo Bioworks
Reshma	Kewalramani	Vertex
Thea	James	Boston Medical Center
Jon	Weaver	Mass. Biomedical Initiatives
Aisha	Francis	Franklin Cummings Institute
Steve	Boyd	Boyd Biomedical
Jennifer	Griffin	Mission BioCapital

David	Kolstad	Gentuity
Udit	Batra	Waters Corporation
Bill	Sibold	Sanofi
Sheila	Dodge	Broad Institute

Tech/Venture

First	Last	Affiliation
Sarah	Hodges	Pillar Venture Capital; and EDPC
Yvonne	Нао	EOED Secretary; and EDPC
Sarah	Stanton	EOED Undersecretary
Antonio	Rodriguez	Matrix; and EDPC
Jason	Park	DraftKings; and EDPC
Charlie	Hipwood	MassVentures
Tiffany	Freitas	PathAl
Anantha	Chandrakasan	MIT
Andrew	Lau	Jellyfish
Andrew	Bialecki	Klaviyo
Beth	Clymer	Jobcase
Brian	Halligan	HubSpot
Brian	Zitin	Reggora
Chris	Comparato	Toast
Christina	Luconi	Rapid7
Claire	Johnson	Stripe
Colin	Angle	iRobot
Corey	Thomas	Rapid7
Helen	Adeosun	CareAcademy
Jeff	Glass	Hometap
Kelly	Reidel	Lightforce Orthodontics
Mike	Massaro	Flywire
Pamela	Aldsworth	JP Morgan Chase
Ryan	Neu	Vendr
Steve	Conine	Wayfair
Will	Ahmed	Whoop
Frank	Leighton	Akamai
Eric	Paley	Founder Collective
Katie	Burke	HubSpot
Paul	Morville	Parrot
Dharmesh	Shah	HubSpot
Diane	Hessan	Communispace

Climate

First	Last	Affiliation
JD	Chesloff	Mass Business Roundtable; and EDPC
Yvonne	Нао	EOED Secretary; and EDPC
Frank	Callahan	MA Building Trades Council; and EDPC
Julie	Chen	UMass Lowell; and EDPC
Joe	Curtatone	Northeast Clean Energy Council (NECEC)
Jen	Daloisio	MassCEC
Layla	D'Emilia	EOED Undersecretary
Hilary	Flynn	MassCEC
Kate	Hardin	Deloitte
Elizabeth	Henry	Environmental League of Massachusetts
Melissa	Hoffer	MA Climate Chief
Jim	Hunt	Eversource
Paul	Niedzwiecki	Cape Cod Chamber; and EDPC
Katie	Rae	The Engine
Emily	Reichert	Greentown Labs
Kara	Runsten	EEA MVP Coordinator
Ashley	Stolba	EOED Undersecretary
Rebecca	Tepper	EEA Secretary
Steve	Woerner	National Grid

Real Estate & Development

First	Last	Affiliation
Doug	Arsham	Mill Creek Residential
Ed	Augustus	EOHLC Secretary; and EDPC
Jonathan	Butler	1Berkshire
Frank	Callahan	MA Building Trades Council; and EDPC
Jeffrey	Daly	Westmass
Gina	Fiandaca	MassDOT Secretary
Ben	Fierro	HomeBuilders
Colleen	Fonseca	Builders of Color Coalition
Ruthann	Fuller	Newton Mayor; MMA; and EDPC
Kurt	Gaertner	Undersecretary, EEA
Yvonne	Нао	EOED Secretary; and EDPC
Ed	Marsteiner	National Development
Gina	Martinez	Beacon Communities
Jeffrey	Myers	Colliers
Young	Park	Berkeley Investments
Andrew	Rebello	Diman Voc-Tech Regional High School
Levi	Reilly	Marcus Partners

Melissa	Schrock	Hilco
Ashley	Stolba	Undersecretary, EED

Small Business

Last	Affiliation
Shi	Asian Business Empowerment Council
Andrews	Mass Growth Capital Corporation
Converse	Love Live Local
Garcia	Small Business Strong; and State Street
Нао	EOED Secretary; and EDPC Chair
Howgate	Mass Taxpayers Foundation
Hussein	ACEDONE
Jibril	EOED Small Business Director
Kriesberg	MassINC
Lloyd	Mill Cities
Moreno	MA LGBT Chamber of Commerce
Obi	BECMA
Román	Amplify LatinX
Vo	Chashu Ramen + Izakaya
Whitfield	Coalition for Equitable Economy
Lanza-Weil	Common Capital
Smith	EforAll - Merrimack Valley
Panacopoulos	Federal Reserve Bank of Boston
Brown	Metropolitan Area Planning Council (MAPC)
Rivera	MassDevelopment
Tran	Southeast Asian Coalition of Central MA
Enchill	Elegant Stiches
De La Cruz	De La Cruz Real Estate
Lyle	Dorchester Bay Economic Development Corporation
ļ ·	EOED Undersecretary
	Shi Andrews Converse Garcia Hao Howgate Hussein Jibril Kriesberg Lloyd Moreno Obi Román Vo Whitfield Lanza-Weil Smith Panacopoulos Brown Rivera Tran Enchill

Tourism

First	Last	Affiliation
Mary-Kay	Wydra	Greater Springfield Convention & Visitors Bureau; and EDPC
Yvonne	Hao	EOED Secretary; and EDPC
Sarah	Stanton	EOED Undersecretary
Peter	Rosskothen	The Log Cabin and Delaney House
Jessica	Muradian	MA Restaurant Association
Martha	Sheridan	Meet Boston
Charlayne	Murrell-Smith	Boston Children's Museum
Reed	Passafaro	Massport
Chryssaldo	Thomas	Hyatt Regency Boston
Leverett	Wing	Commonwealth Seminar
Linda	Dunleavy	Franklin Regional Council of Governments
Paul	Niedzwiecki	Cape Cod Chamber; and EDPC
Cindy	Brown	Boston Duck Tours
Kate	Fox	Destination Salem
Ben	Lamb	1Berkshire
Michael	Bobbitt	Mass. Cultural Council
Emily	Ruddock	Mass. Creative
Paul	Sacco	Mass. Lodging Association
Jason	Alves	East Cambridge Business Association

Advanced Manufacturing

First	Last	Affiliation
Laura	Hooks	General Dynamics; and EDPC
Liz	Reynolds	Unless/MIT; and EDPC
Christine	Nolan	Mass. Tech - Center for Advanced Manufacturing
Julie	Chen	UMass Lowell
Brooke	Thomson	AIM
David	Piperno	SparkCharge
Tim	DelGiudice	Raytheon
Michelle	Lampa	Riverlane
Neeraj	Magotra	Western New England College
Colin	Angle	iRobot
Tom	Ryden	MassRobotics
Kristin	Carlson	Peerless Precision
William	Roper	Istari, Inc.
Barry	Canton	Ginkgo Bioworks
Prem	Singh	Insulet
Jason	Fullmer	Form Labs
Nick	Cardillicchio	Vulcan Forms

Doug	Carlson	MACOM
Rebecca	Diaz	Analog Devices

Rural

First	Last	Affiliation
Yvonne	Нао	EOED Secretary; and EDPC
Ashley	Stolba	EOED Undersecretary
Steven	Ellis	Town Administrator Montague; and EDPC
Ann-		
Margaret	Ferrante	House of Representatives; and EDPC
Anne	Gobi	EOED Rural Affairs Director
Bob	Wilber	EEA Land Protection Director
Laura	Hooks	General Dynamics; and EDPC
Linda	Dunlavy	FRCOG; and MARPA

Note, this subsector working group leveraged the existing Rural Policy Advisory Commission to inform findings and recommendations.

Special Acknowledgements

In this economic development plan, we talk a lot about "Team Massachusetts." This plan was the result of the hard work of so many talented, mission-driven, and committed people from across our state. We are lucky to have such a dream team!

We wanted to give some special acknowledgements here:

- The members of the Economic Development Planning Council for their leadership and active engagement.
- All of the industry and ecosystem leaders who participated in subsector sessions and shared their industry dynamics and perspectives.
- The business and community organizations that met with us throughout the process to contribute input and feedback.
- The hosts of the nine regional sessions held throughout this process and the 1,300 members of the public who participated so passionately in the sessions.
- Mark Melnick of the UMass Donahue Institute for contributing analytics and presentations at the regional sessions.
- Boston Consulting Group for its industry data and support of the sector-specific sessions on financial and intellectual capital, healthcare and hospitals, and education.
- The Massachusetts federal delegation for their leadership and teamwork.
- The mayors and local elected officials for contributing town and city perspectives.
- Our state legislative partners, especially EDET Chairs Barry Finegold and Jerry Parisella and HWM Vice Chair Ann-Margaret Ferrante for sharing their experiences and wisdom as part of this process.
- The Governor and Lieutenant Governor and their teams for all of their inspiring leadership and support.
- The members of the Cabinet and their teams for their collaboration.
- Our Quasi CEOs and teams for joining the sessions, and sharing their ideas.

We also want to thank the many members of our team in the Executive Office of Economic Development, who worked so hard for many months on this plan and managed to laugh and have fun together throughout the process:

- Vicki Grimes, Hannah Benson, and Lucas Patenaude for organizing all of the regional sessions.
- Staff members from EOED, including the Communities & Program team and MOBD, as well the

quasi-agencies, for covering moderator and notetaking roles at the sessions.

- Susan Saia and Angela El-Jazzar for keeping track of all of our schedules and calendars.
- Juan Vega for hosting the first ever Spanish language session.
- · Meggie Quackenbush and Brie Bristol for their editing and visual layout.
- Emrah Fejzic and Ian Chin for their legislative and metrics work.
- Heath Fahle and Jon Cosco and their teams for their finance and legal guidance.
- Sarah Stanton, Layla D'Emilia, and Ashley Stolba and their teams for all of the ideas, expertise, debates, and drafting.
- Emily MacCormack for keeping everything on track.
- Rory O'Hanlon for owning this whole process from beginning to end.







Endnotes

- 1 The full Economic Development Planning Council is outlined in the appendix.
- 2 https://www.mass.gov/info-details/covid-19-reporting
- 3 Dobbs v. Jackson Women's Health Organization, 597 U.S. ___ (2022)
- 4 Allison Kuznitz, North Andover tallies flood damage at \$30 million, WBUR (Aug. 22, 2023), https://www.wbur.org/news/2023/08/22/north-andover-flood-damage-merrimack-valley-rain
- Michael Casey & Kathy McCormack, Heavy rain brings flash flooding in parts of Massachusetts and Rhode Island, Associated Press (Sept. 12, 2023), https://www.wgbh.org/news/local/2023-09-12/heavy-rain-brings-flash-flood ing-in-parts-of-massachusetts-and-rhode-island; Paulina Villegas, 'Catastrophic' flooding causes damage and evacuations in Massachusetts, Washington Post (Sept. 12, 2023), https://www.washingtonpost.com/weather/2023/09/12/leominster-massachusetts-flash-flooding-fitchburg/.
- 6 https://www.ncei.noaa.gov/access/billions/
- Recent research by the Federal Reserve Bank of Boston concludes that a 1-degree rise in average temperature could result in a 3.2 percent increase in per capita municipal spending on average.
- 8 U.S. Bureau of Economic Analysis and Massachusetts Labor Market Information data
- 9 CNBC. com. (2023, July 11). 15. Massachusetts. America's Top States for Business 2023 CNBC. https://www.cnbc.com/2023/07/11/top-states-for-business-massachusetts.html
- McCann, A. (2023, August 14). Best states to live in 2023. WalletHub. https://wallethub.com/edu/best-states-to-live-in/62617
- 11 Massachusetts Attorney General's Office, Covid-19's Unequal Effects in Massachusetts (2020), https://www.mass. gov/doc/covid-19s-unequal-effects-in-massachusetts/download
- 12 Educational Attainment, American Community Survey 2022 1-year estimates
- 13 2022 Per Capita Personal Income, Bureau of Economic Analysis
- 14 SHADAC analysis of 2022 American Community Survey data
- https://info.childcareaware.org/hubfs/Demanding%20Change%20Appendices.pdf?utm_campaign=Budget%20 Reconciliation%20Fall%202021&utm_source=website&utm_content=22_demandingchange_append
- 2024 State Business Tax Climate index. Tax Foundation. (2023, October 25). https://taxfoundation.org/research/all/state/2024-state-business-tax-climate-index/
- 17 The regional listening sessions are outlined in the appendix, including date and location for each public session.
- Please see the appendix for the full list of the sector-specific topics and the individuals that participated in those conversations.
- Massachusetts Clean Energy and Climate Plan for 2025/30, https://www.mass.gov/info-details/massachusetts-clean-energy-and-climate-plan-for-2025-and-2030; Massachusetts Clean Energy and Climate Plan for 2050, https://www.mass.gov/info-details/massachusetts-clean-energy-and-climate-plan-for-2050
- 20 U.S. Census Bureau, New Private Housing Units Authorized by Building Permits for Massachusetts
- 21 Building Momentum Massachusetts Housing Partnership, Aug. 2023
- A "Gateway City" has a population greater than 35,000 and a median household income and educational attainment level less than the state average, as defined by M.G.L. ch. 23a, section 3A. There are 26 Gateway Cities in Massachusetts: Attleboro, Barnstable, Brockton, Chelsea, Chicopee, Everett, Fall River, Fitchburg, Haverhill, Holyoke, Lawrence, Leominster, Lowell, Lynn, Malden, Methuen, New Bedford, Peabody, Pittsfield, Quincy, Revere, Salem, Springfield, Taunton, Westfield, and Worcester.
- 23 M.G.L. ch. 40A, section 3A

- 24 Inrix 2022 Global Traffic Scorecard
- 25 https://www.massincpolling.com/the-topline/poll-residents-sound-the-alarm-on-mbta-service-quality-safety
- 26 https://www.mass.gov/capital-investment-plan-cip
- 27 https://www.mbta.com/sustainability/climate-change-resiliency
- 28 Rural and small towns are defined as municipalities with populations less than 7,000 or with a population density of less than 500 persons per square mile.
- 29 FY22 University of Massachusetts Economic Contribution Analysis (October 2023)
- 30 American Communities Survey via 2022 Boston Consulting Group (BCG) Immigration Report
- 31 https://www.nafsa.org/isev/reports/state?year=2021&state=MA
- 32 MassTLC: The Economic Impact of Immigration on the U.S
- https://www.uscis.gov/working-in-the-united-states/temporary-workers/h-1b-specialty-occupations-and-fash ion-models/h-1b-electronic-registration-process
- 34 Workforce Skills Cabinet calculations via IPEDS & BCG
- 35 https://arpa-h.gov/news-and-events/arpa-h-launches-nationwide-health-innovation-network
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- 37 Health of Boston 2023 Report (May 2023) by the Boston Public Health Commission
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- https://massdigitalhealth.org/sites/default/files/2022-04/MA%20Digital%20Health%20Council%20Report%20FI NAL WEB%2009102019.pdf
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- 41 https://www.brookings.edu/articles/building-ai-cities-how-to-spread-the-benefits-of-an-emerging-technology-across-more-of-america/
- 42 https://thinkml.ai/artificial-intelligence-research-labs/
- Deloitte, The turning point: a new economic climate in the United States (Jan. 2022), https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-the-turning-point-a-new-economic-climate-in-the-united-states-january-2022.pdf
- 44 Id.
- 45 Id.
- 46 State Science & Technology Institute (SSTI) Key Technology Area Investment Data Tool, Pitchbook, EOED calculations
- Small businesses comprise 98% of the business firms in the state and make up 46% of employment, under the SBA definition.
- 48 Chapter 288 of the Acts of 2020
- 49 Section 81 of Chapter 102 of the Acts of 2021

To: Selectboards, FinComs and Town Officials From: Six Town Regionalization Planning Board

Date: December 6, 2023

RE: Follow-up to November 14th Six Town Meeting/Forum

On behalf of the Planning Board (PB), we want to thank you for your participation, comments and questions. The Abrahams Group also wishes to express their appreciation for your careful review and involvement. They understood there was a lot of financial information presented and hope they were helpful in explaining the details behind the assessments.

Because of the abundance of information presented we did not expect an immediate response as to whether or not we should continue to move forward in crafting a regional agreement but we did appreciate you recognizing its members for researching the feasibility of regionalization.

An 18 month grant was awarded by the Department of Revenue which expires in June. The grant also includes money to hire consultants/attorneys to work with town officials on developing a new regional agreement. We believe this can be done in a timely manner with the expertise of outside help and your guidance. For this process to begin the Planning Board will have to deliberate and vote to proceed. We are hoping you will be able to discuss and provide feedback via email, phone conversation (or both) or invite us to attend a meeting by December 28th. In addition to the financial information, you will find extensive information about the educational benefits on our website: https://sites.google.com/view/strpb/home under the Reports/Surveys menu.

With the assistance of two consultants collating feedback from students, teachers, and administrators the additional educational opportunities for merging the two high and middle school students were significant and the Planning Board voted to acknowledge them. Reviewing the educational benefits for both teacher and students prior to the financial report would have provided a better understanding of the educational benefits that the assessments would support. We referred to this as a cost/benefit analysis. The PowerPoint that includes this information is here.

Some of these opportunities include:

- A Program of Study (courses for students) that can be implemented, via more learning opportunities
- Opportunities to engage in more courses including honors, advance placement (AP), etc.
- Additional academic scheduling flexibility to offer student more electives
- Larger but still relatively small class sizes for students to engage, share, and learn together
- More opportunities for programs/services that address social, emotional and mental health
- Expanded arts (performing/visual) and athletic opportunities for middle/high school students
- More extra curricular opportunities, such as clubs, debate teams, student events, etc.
- More certified teachers in their content areas to develop curriculum, review student work, share best practices in real time at department meetings and throughout the day;
- More students and teachers available to share responsibilities, thus reducing the stress/burnout in supporting the middle and high school programs and services.

• More resources for special education

We would like to clarify some of the unsupported assumptions:

- Longer bus rides: We did two studies that revealed minimum impact on bus rides.
- Regionalization is only about finances Towns understand that regionalization doesn't necessarily save money, but can preserve and/or increase programs and services. We have found in our studies that some savings are possible, but, more importantly, the educational opportunities (programs and services) would significantly increase!

Again, please visit our website for more information and also feel free to call us. We look forward to your response.

Wishing you the very best in this holiday season.

Respectfully,
Alan Genovese, Chair
Greg Snedeker, Vice Chair/Secretary/Treasurer
cc Planning Board Members

Attached are the November 14, 2023 Six Town Meeting Minutes.



Office of the Selectboard

Town of Montague

One Avenue A Turners Falls, MA 01376 Phone (413) 863-3200 ext. 108 FAX (413) 863-3231

December 5, 2023

Town of Montague Support for Comcast Broadband Infrastructure Gap Networks Grant Application

Re: MBI Broadband Infrastructure Gap Networks Grant Program

To whom it may concern,

The Commonwealth of Massachusetts through its Capital Projects Fund established the Broadband Infrastructure Gap Networks Grant Program with the goal of accelerating the stalled deployment of broadband infrastructure in areas of the Massachusetts that currently lack access to broadband. The Town of Montague appreciates the Commonwealth's commitment to resolving this persistent problem and wishes to express its support for Comcast's proposal to expand access and connectivity in our community and other under-served locations.

Montague is a small and predominantly rural community that includes an Environmental Justice Area and displays among the lowest median incomes of communities in the Commonwealth. Lacking comprehensive public transportation accessible to much of the Town — and any regularly scheduled public transportation on nights or weekends, it is exceedingly difficult for our unserved residents to bridge the digital divide in support of the personal, professional and educational lives.

The Town of Montague relies upon Comcast to provide our broadband infrastructure and that any of our residents remains unserved due to the excessive costs associated with last mile infrastructure is not acceptable. We see promise in Comcast's Broadband Infrastructure Gap Networks Grant Program application to close the gap in funds availability, allowing the company to close the broadband infrastructure gap for our residents. We urge your award of this grant to Comcast.

Respectfully,

Steven Ellis, MPA Town Administrator

Then Ellis

Richard Kuklewicz Selectboard Chair

Cable Advisory Committee Member