

**MassDOT Board of Directors**

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# The Way Forward: A 21<sup>st</sup> - Century Transportation Plan



Governor Patrick, Lt. Governor Murray, and Secretary Davey at the opening of the John C. Oliver Transit Center



# Letter From the MassDOT Board of Directors

Members of the General Court -

Pursuant to Chapter 132 of the Acts of 2012, we, the members of the Board of Directors of the Massachusetts Department of Transportation (MassDOT), present *The Way Forward: A 21<sup>st</sup>-Century Transportation Plan*. This document describes the current state of our transportation infrastructure and details the investments necessary to stabilize today's transportation system and to build a system for the twenty-first century. Since the 2009 passage of transportation reform legislation, MassDOT has significantly improved its business practices and has invested taxpayer dollars prudently. We are committed to planning, managing, and maintaining a statewide transportation system that is efficient and safe for our customers and employees and that supports our economy.

MassDOT, under the leadership of its Board, is committed to tangible improvements in the quality of our roads, the safety of our bridges, the reliability of our public transit systems, and the expansion of our bicycling and pedestrian networks. The daily commute, the ride to school, the trip to the supermarket or medical office – these trips are woven into the fabric of our lives, and they can be made tangibly and markedly better than they are today. Every city and town in the Commonwealth deserves better transportation infrastructure to support its economy and quality of life, and *The Way Forward* is a crucial step to get us there.

In 2012, the Massachusetts Legislature provided MassDOT with funding to address an immediate budget gap at the MBTA. At the time, the Legislature also directed MassDOT to prepare *The Way Forward* and to hold six public hearings, all in the service of identifying our long-term transportation needs. In the autumn of 2012, MassDOT launched the *Your Vision, Our Future* process, which featured seventeen public meetings held across the Commonwealth – opportunities for the public to discuss the needs of the transportation system directly with MassDOT leadership. We heard from over 1,000 transportation customers, elected officials, business leaders, and community advocates about their vision for the future of transportation in Massachusetts, and ideas for how to equitably pay for it. *The Way Forward* is the capstone of that effort.

States across the country are facing similar transportation challenges – aging infrastructure, deferred maintenance, and demand for new infrastructure and services. The debate can no longer be about whether our transportation system needs additional resources or whether the returns to our economy and quality of life would be worth the investment. Instead, we must figure out how to make that investment – fairly, efficiently, and with an eye to the future.

This plan lays out ways that we can address the gap between our transportation resources and our needs, prioritize our investments to achieve the maximum benefit for the Commonwealth, and create a world-class transportation system that strengthens our economy and improves our quality of life.

Respectfully submitted,

The MassDOT Board of Directors



*Your Vision, Our Future* public listening sessions in Pittsfield, Lynn, and Hyannis (from top)



Water damaged abutments of Davitt Memorial Bridge

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***One transportation department moving all customers safely and efficiently***





Commerce-inhibiting weight restrictions on the Willimansett Bridge

## Our Transportation System Before Reform

On March 28, 2007 – just 90 days into the Patrick-Murray Administration – a non-partisan committee of transportation experts, the Transportation Finance Commission, issued a report revealing a \$15-billion to \$19-billion funding gap for the maintenance of our statewide roads, bridges, and rail assets over 20 years. At the time, the transportation system was managed by six different public and quasi-public state bureaucracies, all overseen by a variety of boards with different legislative mandates. The agencies often competed against each other for scarce resources and worked at cross purposes without sufficient focus on coordinated transportation services or high-quality customer experiences.

At the time, the Central Artery project – the ‘Big Dig’ – was incomplete and faced a significant shortfall in funding. Federal dollars were at risk as state bond authorizations for projects under construction were running out. At the same time, a risky financial transaction entered into by a prior administration, termed a ‘swaption,’ was coming due with a required payment of \$263 million that, without a solution, would have resulted in a toll increase for the Boston Harbor tunnels to a total of \$7 and an increase to \$2 at the Allston and Weston tolls on the Massachusetts Turnpike. Bonds at the Massachusetts Turnpike Authority faced default and the Commonwealth’s credit rating was at risk of being downgraded. The MBTA and the Commonwealth’s 15 Regional Transit Authorities faced budget deficits and the need for fare increases and service cuts, while subway, bus, and commuter rail riders were experiencing increasing delays and chronically unreliable and inadequate service.

Spending on the Central Artery project had drained resources from areas of the Commonwealth outside greater Boston. Hundreds of structurally deficient bridges lacked proper maintenance and a long list of critical projects such as resurfacing thousands of miles of roads, fixing potholes, and repairing buses remained unfunded. It took years for a road or bridge project to go from concept to completion, with many projects coming in over budget or late. There was no published capital plan detailing available resources, needs, and proposed investments in our transportation system.

That was the reality of the Commonwealth’s transportation system six years ago. It was clear that a continuing inability or unwillingness to acknowledge the true extent of our challenges would bankrupt our system and compromise public safety.

*In 2007, with increasing transit disruptions, decaying bridges, poor customer service, and construction project delays, our transportation system was broken.*







# Changing Transportation through Reform

Recognizing the crossroads at which the state found itself and acknowledging the critical role that transportation plays in supporting an economically competitive Commonwealth, Governor Patrick and the Legislature enacted *An Act Modernizing the Transportation Systems of the Commonwealth* in 2009, fundamentally changing the way the Commonwealth delivers transportation services. Once siloed and largely autonomous, disparate transportation agencies are now a single, coordinated Massachusetts Department of Transportation (MassDOT).

In the three years since transportation reform went into effect, MassDOT has made significant changes in the way it provides transportation services, seeking new efficiencies and finding new avenues for collaboration both inside and outside the agency. Today, the unified MassDOT oversees the Commonwealth's roads, bridges, airports, rails, subways, buses, and Registry of Motor Vehicles, with a commitment to customer service and safety. Transportation reform, coupled with ongoing improvement efforts, has resulted in a more transparent, safe, efficient, and cost-effective transportation system. Furthermore, it has helped to create a transportation agency that is better positioned to respond to the needs of the entire Commonwealth.

Some of the most notable successes of transportation reform include:

**Regional Transit Improvements:** MassDOT and the Regional Transit Authorities have improved their collaboration in order to obtain and leverage additional state and federal funding. This partnership has enabled the Regional Transit Authorities to provide better service for their customers. Successful projects include a Commonwealth-wide initiative to upgrade bus fleets, new intermodal facilities like the John W. Olver Transportation Center in Greenfield, and new routes and services for customers in Worcester, Lowell, Cape Cod, and Pittsfield.

**Avoided Higher Tolls and Fares:** The significant toll increases proposed in 2008 related to 'swaptions' were avoided in part by dedicating an increase in the state sales tax to transportation. This additional funding also provided the MBTA and the Regional Transit Authorities with a short-term reprieve to avoid fare increases and service cuts.

**Collaboration on Human Services Transportation:** As required by Executive Order 530, MassDOT, the Regional Transit Authorities, and the MBTA are working with their partners in the human services field to better coordinate transportation for the elderly and people with disabilities. This collaboration will lead to more efficient and less expensive services for customers.

**Record Investment in Statewide and Local Transportation:** Road and bridge investment across the Commonwealth has almost tripled in the past seven years, from \$515 million in FY2007 to \$1.4 billion in FY2013; state of good repair investment at the MBTA is anticipated to average \$594 million per year from 2013 and 2017, a record in absolute dollars; and, despite budget pressure during recent recessions, local road and bridge funding (the Chapter 90 program) is now at its highest level ever of \$200 million per year.



**Accountability** – Taking bold new action to deliver reform



**Partnerships** – MassDOT's Small Bottleneck Program is helping communities fix traffic choke points – **Fitchburg**



**Sustainability** – Award-winning project that replaced a bridge and improved the environment at the same time – **Becket**



**Innovation** – Award-winning Fast 14 rapid bridge replacement saved millions of dollars and valuable time on I-93 by using innovative techniques – **Medford**

These investments mean safer roads, less congestion, and more comfortable commutes for residents of every community in the Commonwealth.

**Improving the Safety of our Bridges:** The Patrick-Murray Administration's Accelerated Bridge Program is the largest statewide transportation investment program in the Commonwealth's history. The program has allowed MassDOT to reduce the number of structurally deficient bridges by almost 20% since the inception of the program in 2008. By its completion in 2016, it is estimated that the program will have created or sustained nearly 160,000 private sector jobs. While the primary benefit of the program has been needed repairs to vital bridges, it has also allowed MassDOT to avoid \$72 million in annual bridge maintenance costs. Through the Accelerated Bridge Program, MassDOT has funded the modernization and reconstruction of five mega-bridge projects across the Commonwealth: the Route 9 Bridge over Lake Quinsigamond in Worcester/Shrewsbury, the Whittier Bridge in Amesbury/Newburyport, the Fore River Bridge in Quincy/Weymouth, the Longfellow Bridge in Boston/Cambridge, and the Route 79/I-195 interchange in Fall River. Under the program, MassDOT has pursued creative methods of project delivery, such as the 'heavy lift' bridge projects on Route 2 in Phillipston and Cedar Street in Wellesley, and has reduced project delivery times as seen with the recently completed Neponset River Bridge between Quincy and Boston (which opened five months ahead of schedule). MassDOT is replicating successful methods developed as part of the Accelerated Bridge Program throughout MassDOT, in order to bring those lessons learned to other projects and programs.

**Projects Built Faster:** By using innovative materials and techniques, MassDOT is striving not only to deliver projects on time and on budget, but also to deliver them faster and with less disruption to the traveling public. The nationally recognized 'Fast 14' project on I-93 in Medford replaced 14 bridges north of Boston in just 10 weeks – not years. From 2008 to 2010, the average highway project delivery timeline was cut by 35%. Lengthy, inefficient construction projects are no longer acceptable, and MassDOT is committed to continuing to improve its project delivery record.

**Modernizing Registry Services:** Since 2007, online transactions at the Registry of Motor Vehicles have increased to a record three million annually. Less reliance on bricks and mortar branches and more emphasis on online services means greater convenience for our customers and reduced operating costs for the Registry. At the same time, MassDOT has reduced the number of Registry employees by 6.4% since 2007. The Registry is also replacing its current computer system, developed in 1983, to allow for greater collaboration and information sharing among government agencies responsible for the safety of those using our roadways. When complete, this modernization project will allow customers to track their records and transactions, check branch wait times remotely, and make 'reservations' for places in line.

**Customer Improvements at the MBTA:** In 2012, with a renewed focus on its customers, the MBTA experienced a surge in ridership to its highest level since its creation in 1964. The MBTA delivered subway countdown clocks on the Red, Blue, and Orange lines; mobile apps for tracking the arrival of buses and



trains, commuter rail ticketing, and parking lot payments; new stations on the Fairmount Line; improved accessibility for our customers with disabilities including new elevators at Red and Green Line stations; and upgraded stations at State Street, Orient Heights, Ashmont, Wonderland, and Science Park. This was all accomplished while the number of employees at the MBTA was reduced by almost 5% between 2008 and 2012.

**Healthy, Sustainable Transportation:** MassDOT has placed a new emphasis on the environmental sustainability of our transportation system. The GreenDOT initiative seeks ways to reduce our impact on the natural environment, while the mode shift goal prioritizes the need to provide a range of travel options to our customers in order to reduce reliance on private vehicles. MassDOT is also a member of the statewide Healthy Transportation Compact, through which it works with its partners at the Executive Office of Energy & Environmental Affairs and the Executive Office of Health & Human Services to facilitate transportation decisions that expand mobility, improve public health, support a cleaner environment, and create stronger communities.

**Significant Benefit Changes:** MassDOT has saved hundreds of millions of dollars through institutional reforms, including the elimination of overly generous retirement benefits such as the MBTA's '23-years and out' program and the shift of MBTA employees into the more cost-effective Commonwealth Group Insurance Commission benefit programs. Certain salaries have been reduced, including those of new MassDOT toll collectors.

**Improved Credit Ratings:** MassDOT and Commonwealth credit ratings are not only secure, but now rated at historically high levels. In 2010, both Moody's and Standard & Poor's assigned the Commonwealth triple-A credit ratings for the Accelerated Bridge Program financing, the highest rating ever received by the Commonwealth. Just recently, in October 2012, Standard & Poor's raised its rating on the MassDOT Metropolitan Highway System senior lien revenue bonds to A+ from A. Higher bond ratings make it cheaper for the Commonwealth to borrow money to support our infrastructure programs, translating directly into more projects across Massachusetts.

**Implemented a Flagger Program:** The Administration implemented the long sought-after use of civilian flaggers at low-speed construction work sites, in line with nearly every other state in the nation.

**Increased Agency Transparency:** Weekly maintenance activities related to the Central Artery are published on the MassDOT website for public review; the MBTA offers public tours of its maintenance and operations centers; real-time highway travel information for mobile devices has been introduced; and all MassDOT Divisions now participate in quarterly public accountability meetings and offer other means for the public to learn about our performance metrics, our challenges, and our successes. From MassDOT's participation in the Commonwealth's Open Checkbook initiative, to the MBTA's monthly scorecard, to



**Customer Service** – RMV is offering services in partnership with AAA of Southern New England to help our customers with their RMV transactions – Framingham



**Innovation** – Real-time multi-modal information to provide motorists the choice of driving downtown on I-93S or taking commuter rail – Woburn

monthly reports on Registry of Motor Vehicle branch wait times, we are creating a more transparent and responsive organization.

**Aviation Advances:** MassDOT is fostering the development of our general aviation airport network, including the groundbreaking for a new Gulfstream Aerospace Corporation hangar at Westfield-Barnes Airport (creating over 100 private sector jobs), the opening of a new airport terminal building in Barnstable, and the implementation of a statewide runway safety marking project.

**Successful Strategic Collaboration with the Massachusetts Port Authority:** A new partnership between Massport and MassDOT has resulted in customer-focused improvements such as the launch of fare-free MBTA Silver Line service from Logan Airport to downtown Boston and airport departure signs at South Station. Together, Massport, MassDOT, and the MBTA are working to systematically reduce automobile dependence and congestion at the Logan terminals.

**Eliminating Administrative Inefficiencies:** MassDOT has streamlined internal administrative functions, including the consolidation of the human resources, information technology, legal, and civil rights departments within MassDOT and the MBTA.

The reforms undertaken by MassDOT over the last three years have resulted in cost savings of more than \$500 million and a safer, more customer-focused transportation system. Many of the reforms implemented by MassDOT since 2009 were influenced by the recommendations of the Transportation Finance Commission, and MassDOT now tracks our accomplishments as part of a Transportation Finance Commission scorecard. As of 2010, MassDOT has completed 54% of the 22 Finance Commission recommendations, with another 36% of the recommendations underway. However, as important as these accomplishments have been to MassDOT, they have not – and nor were they intended to – entirely eliminate the backlog of unfunded maintenance and the need for greater debt relief and additional financial support.

At the *Your Vision, Our Future* sessions across the Commonwealth – as well as at the MBTA fare increase hearings during the spring of 2012 – MassDOT staff heard from the public and from elected officials what every private business owner would love to hear: that people want more of our product. They want additional MBTA services at night, at rush hour, and on weekends. They want more capacity on their roads and fewer delays and less congestion. They want improved technology to plan their trips.

our ticket anywhere, anytime.



**MBTA mTicket**  
for Commuter Rail and Ferry

**Customer Service** – First in the nation mobile ticketing saves our customers time and money, and helps the T collect fares.



**Choice** – Complete Street design standards give our customers safe choices to bicycle, drive, take transit, or walk – **Dorchester**



# Meeting Our Statewide Transportation Needs – A 21<sup>st</sup>-Century Transportation Plan

The reality is that our financial challenges are much larger than the savings we can achieve through agency reform. We cannot adequately pay for the transportation system we have today, and the improved statewide system that our customers want is one we definitely cannot afford without additional funding. This plan is the MassDOT Board’s articulation of how to meet public demands for more and better transportation and to do so in a way that is fiscally responsible now and for the future. We have laid out a 10-year plan for stabilizing operating costs and making important capital investments in the system. The details are explained below.

## Operating Needs

The operating budgets of the Regional Transit Authorities, the MBTA, and MassDOT require additional funding in order to maintain current levels of service. This includes the costs of providing 1.4 million daily trips on more than 3,000 buses, commuter rail, subway, ferries, and paratransit vehicles each day; managing thousands of lane-miles of roads; and continuing to responsibly pay for things that we’ve already bought or built. These operating budgets pay for lawn mowing and tree trimming along our highways, leases for Registry of Motor Vehicle branches, and customer service improvements, among many other necessities.

Few would disagree that we have a moral responsibility and fiduciary obligation to pay for our current expenses and those costs that we have incurred in the past. **But to simply pay those past bills and operate the transportation system we have today, we need significant additional investment.** Without it, the MBTA and the Regional Transit Authorities will need to dramatically increase fares and reduce or eliminate service, and MassDOT will continue to pay for employees with borrowed funds, adding unnecessary interest costs.

We are not alone in our assessment of the financial needs of our transportation system. The imperative to better fund the Massachusetts transportation system has been exhaustively documented by nonpartisan and independent groups over the last several years, from the *Findings of the Transportation Finance Commission: An Unsustainable System* (2007) to the *MBTA Review* (2009) led by David F. D’Alessandro. More recently, MassINC’s report *Moving Forward with Funding* (2011) assessed the Regional Transit Authorities’ funding needs and corresponding economic development opportunities, while Transportation for Massachusetts’ report *Maxed Out: Massachusetts Transportation at a Crossroads* (2011) and other objective assessments describe a situation that continues to worsen.

All of this research points to inconveniences, lost opportunities for economic development and job growth, lost opportunities for improvements to our natural environment, and, at worst, jeopardized public safety.

As part of drafting this plan, MassDOT has prepared a 25-year financial funding model, the first 10 years of which are shown in Appendix One. The model projects operating and capital needs for our statewide transportation system, the funds needed to stabilize the system and bring it back to a manageable state of good repair, and the funds needed to make targeted investments in expansion. Based on the model, MassDOT has estimated its detailed needs for operating funds, as shown below.

*An accelerated investment in our transportation system is needed to stabilize maintenance needs, modernize roads and trains, and create jobs.*

*In 2011, Governor Patrick, elected officials, and representatives of Gulfstream Aerospace Corp. announced the construction of a new maintenance hangar at Westfield-Barnes Regional Airport. The project is estimated to create 200 construction jobs, 100 new full-time jobs, and to maintain Gulfstream’s existing current 130-member workforce at Westfield-Barnes.*

## Funding Needs for Existing Operations and Expansion Improvements

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### **MassDOT Operating Budget**

**FY14** \$371 million

**10-Year** \$4.4 billion

Of this new funding, \$234 million will eliminate the need to use bonds (borrowed money) to pay for MassDOT's daily operations and payroll; \$50 million will ensure that snow and ice operations are annually funded at an appropriate level based on the average five-year cost; and \$75 million will be used to manage the \$13 billion *21st-Century Transportation Plan*.

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### **RTA Operating Funding**

**FY14** \$100 million

**10-Year** \$1.1 billion

This new investment will allow MassDOT to end the practice of funding the Regional Transit Authorities' operating budgets in arrears, thereby eliminating the need for the Transit Authorities to take on short-term debt to in order fund annual operating costs (which, in turn, increases costs to the taxpayers and customers and inhibits the Transit Authorities from appropriately managing their budgets). Thereafter, the \$100 million in annual additional funding will be used to expand RTA service by adding hours of operation, increasing frequency on existing routes, and adding new service.

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### **MBTA Operating Budget**

**FY14** \$166 million

**10-Year** \$3.2 billion

This new investment will address the systemic budget deficit at the MBTA, much of which is caused by the existing MBTA debt burden related to the Central Artery public transit commitments. Beginning in FY2014, \$25 million in annual funding will also be available for the MBTA to provide modest service improvements, such as expanded evening hours, restored weekend commuter rail service, and the provision of more Customer Service Agents. Funding will also be provided for the operating costs of the South Coast Rail project and the MBTA Green Line Extension to Somerville and Medford.

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### **Debt Service for the *21st-Century Transportation Plan***

**FY14** \$18 million

**10-Year** \$2.9 billion

The \$13 billion *21st-Century Transportation Plan* will be financed over time through the issuance of new bonds. The cost associated with the borrowing for this 25-year program will be \$18 million in FY2014 and will increase to \$518 million in FY2023 as more projects enter construction. Over the 25-years of the financial model, the borrowing costs estimated for the *21st-Century Transportation Plan* will be \$10.9 billion.



## **Capital Needs**

In the normal course of business, a transportation department must perform regular maintenance, repair, and replacement of its assets. Like a house that ages and requires regular upkeep – fixing leaky faucets, replacing a roof -- so, too, do our roads and rails.

Within its existing capital investment program, MassDOT expects to spend \$12 billion to \$14 billion in capital funds for highway, bridge, public transit, and aeronautics programs across the Commonwealth over the course of the next ten years, assuming federal funding remains stable. While this amount will allow the department to perform critical maintenance and make some limited new investments, it is not enough to properly maintain our assets or make necessary enhancements to our systems. If we fail to address maintenance issues now, they will become larger, more costly repairs in the future.

This plan, therefore, recommends an intensive decade-long period of statewide capital investment to be followed by a systematic maintenance program that will save taxpayer dollars and improve our transportation system. It is a 10-year, \$13-billion additional capital investment plan we call the *21<sup>st</sup> Century Transportation Plan*. This plan will reduce congestion on our roads and delays and crowding on our public transit system; invest in targeted expansion; improve safety; modernize our transportation system; and create jobs and economic development for the long-term benefit of the Commonwealth. High-quality infrastructure maintenance is a core responsibility of any department of transportation, and the *21<sup>st</sup>-Century Transportation Plan* will position MassDOT to be able to maintain its assets responsibly and promptly. The Plan will also allow MassDOT to complete targeted expansion projects across the Commonwealth to support our economy, such as passenger rail from Boston to Springfield, from the Berkshires to New York City, and to Cape Cod; the South Coast Rail project; the extension of the Green Line to Somerville and Medford; and the expansion of South Station to allow for more rail transportation across the Commonwealth.

This investment essentially doubles the currently forecasted transportation capital program over the next decade. Furthermore, the plan includes an additional \$100 million per year for local roads and bridges (the Chapter 90 program) and an additional \$40 million per year in capital funds for the Regional Transit Authorities. The funding needs detailed in the proposed *21<sup>st</sup>-Century Transportation Plan* were developed by MassDOT staff based on the priorities we have heard repeatedly from our customers: more reliable and efficient transportation services, greater mobility and equity across the Commonwealth.

It is important to note that the *21<sup>st</sup>-Century Transportation Plan*, fully funded, will not allow us to build many worthy projects that have been conceived for the Commonwealth's transportation system or that our customers may want. The plan requires us to select our investments carefully and strategically, to keep them in line with our resources both now and in the future, to leverage existing planning and design work, and to focus on a small number of projects that are within our means and promise substantial benefits. Following the decade of investment proposed in the *21<sup>st</sup>-Century Transportation Plan*, we recommend that

***MassDOT and New Balance are partnering to create Brighton Landing, a new MBTA commuter rail station which will serve the improved New Balance campus and the Brighton neighborhood. New Balance will fund all permitting, design, and construction costs related to the station, bringing private funds to the MBTA system and generating new public transportation benefits and job creation.***

***In January 2012, Massport approved Bedford-based Rectrix Aviation to be the primary provider of support services to general aviation aircraft at Worcester Regional Airport and Hanscom Field. Rectrix will offer services such as aircraft parking and fueling, maintenance, and hangar facilities. Over time, Rectrix is expected to add approximately 100 new jobs to the Massachusetts economy.***

MassDOT then re-evaluate the transportation priorities of the Commonwealth and, as appropriate, select a new set of targeted priorities to pursue.

The tables below detail the proposed funding levels – all part of the *21<sup>st</sup>-Century Transportation Plan* – for different MassDOT programs and projects.

Long-term capital investments are generally financed over time, much like purchasing a house with a mortgage or improving a home with a home equity loan. Based on the needs discussed above, the average annual funding required to address our operating needs (both eliminating structural deficits and providing the identified service improvements) and to fund the annual debt service cost of the \$13 billion *21<sup>st</sup>-Century Transportation Plan* is \$1.02 billion per year, increasing from \$650 million in FY2014 to \$1.3 billion in FY2023. These figures represent uninflated (e.g. FY2014) dollars.

## Road, Bridge and Multi-Use State of Good Repair Priorities – The Next 10 Years

<b>Bridge Program</b> \$1.175 billion	Funds a new targeted program modeled after the successful Accelerated Bridge Program (which ends in 2016). One-third of the proposed new funding will be used to complete several large projects of regional significance; the remainder will be used to accelerate repairs to local bridges, thereby reducing congestion and improving public safety.
<b>Multimodal Highway Program</b> \$1.25 billion	Funds a statewide portfolio of hundreds of local and regional projects designed to improve safety, reduce congestion, reduce the number of 'high-crash' locations in the Commonwealth, and reconstruct roads. This includes \$250 million for the transportation assets managed by the Department of Conservation & Recreation.
<b>Regional Priority Projects</b> \$930 million	Funds three major highway projects of regional significance, including the I-91 viaduct in Springfield, the I-93/I-95 interchange in Woburn (the busiest in Massachusetts), and the I-93/I-95 interchange in Canton. These projects will all address safety and mobility concerns in corridors of the Commonwealth that are struggling with severe congestion.
<b>Bicycle &amp; Pedestrian Facilities</b> \$430 million	Dedicated funding to construct and improve bicycle and pedestrian facilities owned/managed by both MassDOT and the Department of Conservation & Recreation.
<b>Highway Preservation Facilities &amp; Systems</b> \$400 million	Targeted funding for a municipal small bottlenecks programs; safety and operational improvements at depots; deployment of roadside traffic and travel information; equipment procurements; and completion of an integrated asset management system.
<b>Chapter 90</b> \$1.0 billion	An additional \$100 million per year to increase the annual allotment from \$200 million to \$300 million per year. In FY2014, a portion of the additional \$100 million will be used for a statewide municipal road asset management system. In subsequent years, the funding would be added to the allotment.

## Regional Transit Authority State of Good Repair Priorities – The Next 10 Years

<b>RTA Vehicles</b> \$400 million	Funds a 10-year program to replace buses that have exceeded their useful life, purchase new buses for expanded services, and support replacement of other equipment and facilities upgrades. Across the Commonwealth, there will be newer buses, fewer delays, and improved reliability.
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*Project and program funding is based on estimated costs in FY12*



## MBTA State of Good Repair Priorities – The Next 10 Years

<b>Red &amp; Orange Line Cars</b> \$1.5 billion	Funds procurement of subway vehicles to replace the 43-year old Red Line vehicles and 31-year old Orange Line vehicles, as well as improvements to tracks, signals, and systems. At the end of this project, the Red and Orange Lines will have twenty-first century vehicles, fewer delays, and improved reliability. This assumes that the program is 100% state funded to allow the fabrication and assembly of the cars in the Commonwealth, creating jobs.
<b>Green Line Cars</b> \$732 million	Funds procurement of Green Line cars, as well as limited improvements to tracks, signals, and systems. This will reduce wait times and train breakdowns, and allow for more three-car trains during rush hour, which would enable increased passenger capacity with minimal additional operating costs for the MBTA. The program will be 100% state funded to allow the fabrication and assembly of the cars in the Commonwealth, which would also create jobs.
<b>MBTA Buses</b> \$450 million	Accelerates a 10-year program to replace buses that have exceeded their useful life and for which it is no longer economically feasible to continue rehabilitation. Capacity will increase and fewer breakdowns will occur.
<b>Red Line Car #3 Overhaul</b> \$200 million	Overhauls the newest Red Line cars that date back to 1994 for a longer useful life and fewer breakdowns.
<b>MBTA Power, Facilities &amp; Operations</b> \$300 million	Funds critical upgrades to decades-old electrical service, fuel systems, water pumps, track, tunnel, and other infrastructure that is essential for the timely operation of trains and buses. Failures can and do happen frequently with the current system resulting in service delays, and reliability and safety issues. Improved power systems are also necessary to run more frequent subway service, more frequent use of 3-car trains on the Green Line, and reach full-speeds on the Red Line.
<b>Modernization Pilot Projects</b> \$200 million	Funds the development and piloting of innovative programs at the MBTA, including the implementation of a new Bus Rapid Transit system and the use of Diesel Multiple Unit vehicles. These innovations will allow the MBTA to experiment with new vehicle technologies and new methods of service provision in order to provide better, faster, cleaner, and more efficient public transit.

## MassDOT/Commonwealth State of Good Repair Priorities – The Next 10 Years

<b>Aeronautics</b> \$125 million	In 2010, the <i>Massachusetts Statewide Airport System Plan</i> identified a need of approximately \$54 million annually to ensure the short- and long-term development of a safe and efficient airport system. This investment of \$125 million is critical to address funding needs at our general aviation airports. These investments will help to support jobs in the aviation industry.
<b>Registry of Motor Vehicles</b> \$150 million	Investment to consolidate regional ‘super centers’ and to develop self-service kiosks at retail and municipal centers for customer convenience.

## Unlocking Economic Growth in the Commonwealth – The Next 10 Years

<b>South Coast Rail</b> \$1.8 billion	This level of funding ensures that the South Coast Rail line, which will use diesel-powered commuter trains to connect Boston to Fall River and New Bedford – the fourth and fifth largest cities in the Commonwealth – can be completed in the next eight years. This will result in greater overall mobility for South Coast residents, less congestion on Route 24, and more transportation options in a key region of the Commonwealth. Commuter rail service to the South Coast is projected to create 3,800 new jobs and generate nearly \$500 million in new economic activity statewide every year.
<b>Green Line Extension</b> \$674 million	The Green Line Extension finance plan assumes that the Federal Transit Administration will fund almost half of the total project cost of \$1,327,517,000, which would reduce the required state contribution to \$674 million. This will allow this long-awaited project to continue to progress, along with the promise of greater mobility, economic opportunity, and environmental benefits for one of the densest corridors in New England.
<b>South Station Expansion</b> \$850 million	This level of funding will provide support for the estimated cost to complete design and construction, within the next 10 years, of an expanded South Station that will accommodate future passenger rail growth for the existing commuter rail system, South Coast Rail, and Amtrak services along the Northeast Corridor, the Inland Route through Worcester and Springfield, and future high-speed rail service to Montreal.
<b>Inland Route</b> \$362.4 million	This level of funding will support the expansion of passenger rail by directly connecting Boston with Springfield, via what is commonly known as the Inland Route. Funding will cover major rehabilitation along the route, including creating a continuous second track, widening bridges, updating interlockings, upgrading the signal system, purchasing passenger train equipment, and constructing or rehabilitating stations. This will also support a future high-speed rail connection to New York City via Springfield.
<b>Berkshires to NYC</b> \$113.8 million	This project will allow for the rehabilitation of track, signals, and structures between Pittsfield and the Massachusetts/Connecticut state line in order to support future rail service between Pittsfield and New York City. The current line is served by freight carriers and is not up to the standards necessary for a passenger rail connection.
<b>Rail to Cape Cod</b> \$20.8 million	This level of funding will support permanent, seasonal service on weekends between Boston and Hyannis by upgrading rail, grade crossings, interlockings, bridges, drainage, and station accessibility. The five-year capital program will allow passenger service to continue uninterrupted during the summer months to connect this key tourist destination with Boston. Future expansion to year-round or weekday service would require additional upgrades (specifically in signal systems) to support additional train movements.

*Project and program funding is based on estimated costs in FY12*





## The Consequences of Inaction – Lost Economic Opportunities

A safe, efficient, and convenient transportation system is critical to support and expand our economy. Without additional investment, however, MassDOT analysis shows that the average driver on the Commonwealth's congested roads will experience a 23% increase in daily delay between now and 2023 – in other words, a 30-minute drive today will require 36.9 minutes 20 years from now. Regional bus, rail, and subway services will be cut or eliminated in efforts to reduce costs, resulting in reduced access to employment opportunities for residents and additional cars on our roads. Less than one-third of the estimated demand for public transit in the state will be met. Local roads will also suffer, with deteriorating surfaces and additional delay.

National studies and local reports have consistently shown that a well-funded transportation system produces tangible and meaningful economic benefits. According to the American Public Transportation Association, every dollar invested in transportation produces four dollars in economic return. The *Massachusetts Statewide Airport Economic Impact Study*, a recent analysis by the MassDOT Aeronautics Division, estimates that the 39 airports of the Commonwealth, including Logan International Airport, generate \$11.9 billion in total annual economic activity and \$4.9 billion in total annual payroll from the 124,369 jobs that can be traced to the aviation industry. Likewise, commuter rail service to the South Coast is projected to create 3,800 new jobs and generate nearly \$500 million in new statewide economic activity every year.

By completing dozens of additional local roadway improvement projects, MassDOT will help to facilitate community-level financial investments and economic growth currently constrained by limited transportation infrastructure. The American Road and Transportation Builders Association has estimated that more than 1.5 million full-time jobs in the Commonwealth in key industries like tourism, retail sales, agriculture, and manufacturing are in some way dependent on or benefit from the state's transportation infrastructure network. These jobs and the economic benefits and quality of life that accrue from a strong economy will be jeopardized without responsible, forward-looking investment in our transportation system.

In addition, as the Urban Land Institute recently noted in its 2012 report *Hub and Spoke: Core Transit Congestion and the Future of Transit and Development* in Greater Boston, increasing ridership on the MBTA – without an accompanying increase in investment – leads to productivity-inhibiting delays and congestion. All of this research points to, at best, inconveniences, lost opportunities for economic and job growth, lost opportunities for improvements to our natural environment, and, at worst, jeopardized public safety.

***In January of 2012, the Patrick-Murray Administration celebrated the opening of the \$35 million Route 24 Interchange 8B. Supported with both Commonwealth and federal ARRA funds, the interchange provides substantially improved access to the Fall River Executive Park. Access of this type contributes to job growth and economic development.***



## Solutions – Potential New Reforms

Additional funding will allow us to significantly improve the daily commute of millions of people across Massachusetts. MassDOT, however, must and will continue to improve its business practices and take advantage of new technology to deliver more efficient, cost-effective service. Through its public meeting process and stakeholder conversations, MassDOT has identified a number of additional reforms that could be implemented to meet those goals.

### All-Electronic Tolling

MassDOT has begun work to implement statewide All-Electronic Tolling (AET), to replace the existing toll plazas on the Massachusetts Turnpike, Tobin Bridge, and Harbor Tunnels with overhead gantries to be installed along the highways, allowing all traffic to travel at normal highway speed through the tolling areas. Cash will be eliminated from the system entirely, as all transactions will be conducted using either the current E-ZPass system or through video tolling (in which invoices are sent to customers whose license plates are recorded by the AET camera system). This concept will lessen congestion, improve air quality, and reduce operating costs by an estimated \$50 million annually.

### Registry of Motor Vehicles Modernization

The public is increasingly performing Registry transactions – including license, registration renewals, and bill payment – online rather than in person. For those who still wish or need to visit a Registry branch, our modernization program would replace current branch offices with a smaller network of superior regional and commercial centers, including centers at insurance agencies and AAA branches. In some cases, self-service options could even be made available at appropriate commercial/retail establishments. These new facilities would offer a comprehensive menu of essential services, providing customers with shorter wait times and reducing Registry operating expenses.

### Utility Reimbursements

Utility relocations are one of the top reasons for project delay. Using lessons learned from our Federal-aid construction program and the Accelerated Bridge Program – which allow MassDOT to more fully reimburse utility companies for relocating conduits, poles, and lines, all of which help to keep transportation projects on schedule – MassDOT will again file legislation to extend utility relocation reimbursements to projects funded by state revenues.

### Leveraging Real Estate Assets

MassDOT is one of the largest owners of real estate in the Commonwealth, and we recently completed a statewide inventory of all of our parcels and other assets. MassDOT is now beginning the process of identifying all non-essential, non-transportation parcels that are eligible for disposition, including transfer to municipalities, lease or sale to third parties, and use as part of a public/private partnership. Additionally, MassDOT will seek new tools to expedite the disposition of appropriate assets through such means as reverse auctions, online bidding, and uniform rate sheets.

***In June 2012, Lieutenant Governor Murray broke ground on the Kenneth F. Burns Memorial Bridge in Worcester, the first of five mega-projects to be completed by the Accelerated Bridge Program. The \$89.9 million project will widen the bridge from two to three travel lanes in each direction and provide accessible sidewalks and dedicated bicycle lanes on both sides of the bridge. The bridge carries 53,000 cars a day and is a crucial link between Worcester and Shrewsbury, providing needed access to vital business districts and a major regional medical and biotech hub.***



***Innovation will continue to lead MassDOT to do business in a more efficient way, saving money and allowing us to deliver more to our customers.***

#### **Performance Management**

MassDOT is working to expand its performance management efforts across all divisions. Performance management at MassDOT aims to ensure that we make the best use of the public funds available to accomplish our agency mission, and to track whether our expenditures are matching our core goals. For several years, the MBTA has produced monthly scorecards that evaluate the Authority's performance on customer service and budget metrics. Similarly, the Registry of Motor Vehicles produces monthly scorecards on vital metrics such as branch and call center wait times. MassDOT is now expanding these techniques throughout the rest of the agency. Monthly accountability meetings that focus on Division performance are chaired by the Secretary of Transportation, and these meetings are open to the public on a quarterly basis.

#### **Fully Integrated Asset Management**

In order to effectively manage the complex transportation system of the Commonwealth, MassDOT must invest in a modern asset management system. Such a system would track the useful life of all infrastructure and equipment from roads and bridges to buses and railroad track to snowplows and office buildings. The MBTA is already an industry leader in asset management with its State of Good Repair database. The Highway Division employs asset management processes by using the PONTIS system to guide bridge investments. The Highway Division is also in the early stages of building the Maximo system to provide data on assets such as guardrails, lighting, and signs. Full incorporation of all MassDOT assets into an organization-wide management system will allow for cost-savings and better fiscal planning for the replacement and overhaul of assets.

#### **Structural Reform of the Metropolitan Planning Organizations**

MassDOT plans to propose reform of the Metropolitan Planning Organizations (MPOs) of the Commonwealth. MPOs are federally designated and are important partners in the transportation planning process, helping their member communities to prioritize transportation needs for project funding. With its legislative partners, MassDOT aims to ensure that the MPO structure in the Commonwealth is effective, equitable, and transparent, and wants to expand public involvement in the annual MPO process of programming federal transportation dollars for expenditure. The MPO process is a key avenue for local officials and residents to become directly involved with transportation planning in their regions, and MassDOT aims to increase that kind of participation to ensure broader and more equal representation in our transportation planning processes. MassDOT is reviewing reform opportunities that could address MPO size, MPO performance, the number of MPOs in the Commonwealth, and the methods by which the MPOs select projects.

#### **State Infrastructure Bank**

The Commonwealth could create a State Infrastructure Bank (SIB) to provide public funds to match private capital for the purpose of making loans to support the construction of infrastructure with a public purpose. Projects supported by SIB funds would be required to have an economic benefit for the Commonwealth

and to generate revenue so that interest paid to the SIB could then be invested in other beneficial projects. Legislative approval is necessary to establish a SIB in the Commonwealth.

### **MBTA Retirement Changes**

MassDOT will seek to update eligibility and other policies of the MBTA retirement system to ensure that they remain consistent with Commonwealth policies and practices. This is important both for equity and for long-term cost savings. Further, MassDOT and the MBTA will also review the recommendations of the Retiree Health Care Commission for realigning benefit costs while both protecting public employees and avoiding budget cuts in other areas as health care costs continue to escalate.

### **Vehicle Miles Traveled – Pilot Program**

MassDOT will propose a voluntary pilot program in which residents can pay for driving as a utility – a set price for every vehicle mile driven, in lieu of paying the state gas tax. This pilot program will be coupled with the establishment of a joint administration/legislative committee to study and recommend a framework for a more comprehensive program.

### **Value Capture**

Over the past year, the Urban Land Institute, MassINC, the Dukakis Center for Urban & Regional Policy, and other academic and policy institutions have advanced the concept that transit and transportation-oriented development is critical for local and regional economic development and quality of life. As part of this discussion, these organizations have proposed variations of value capture financing that could fund either the modernization of existing service or new services.

### **Further Partnerships with Massport**

The 2009 transportation reform legislation directed MassDOT to take over the Tobin Bridge (formerly owned by Massport), and gave management responsibility to Massport for Worcester Regional Airport and Hanscom Field. Since then, Massport, MassDOT, and the MBTA have partnered in numerous ways to reduce costs and improve customer service. In 2012, the MBTA and Massport launched a pilot program offering free MBTA Silver Line service between Logan Airport and South Station in order to reduce the number of private vehicles at Logan. MassDOT and Massport are working to make this fare-free service permanent and to identify other areas of collaboration.

Working in partnership with the Legislature, MassDOT will pursue these reforms as part of its ongoing efforts to reduce costs, improve the delivery of service to customers, realize its goals for the management of a safe and efficient transportation system, and lead the nation in innovation and sustainable mobility. In addition, the Commonwealth should commit to the public that transportation revenues will be dedicated to the goals outlined in this plan, without any diversion or use of funds for other purposes or programs. Without that commitment, MassDOT will not be able to fully fund the *21<sup>st</sup>-Century Transportation Plan*.

**Better management systems will assist MassDOT in anticipating needs before costs escalate.**

**With federal, state, and local support, the MBTA opened the Wonderland Intermodal Transit Center in Revere's Waterfront Square in June 2012. The Center – which provides parking for bicycles and automobiles – represents the first phase of a long-planned urban redevelopment project, and promises to be an economic turning point for Revere.**



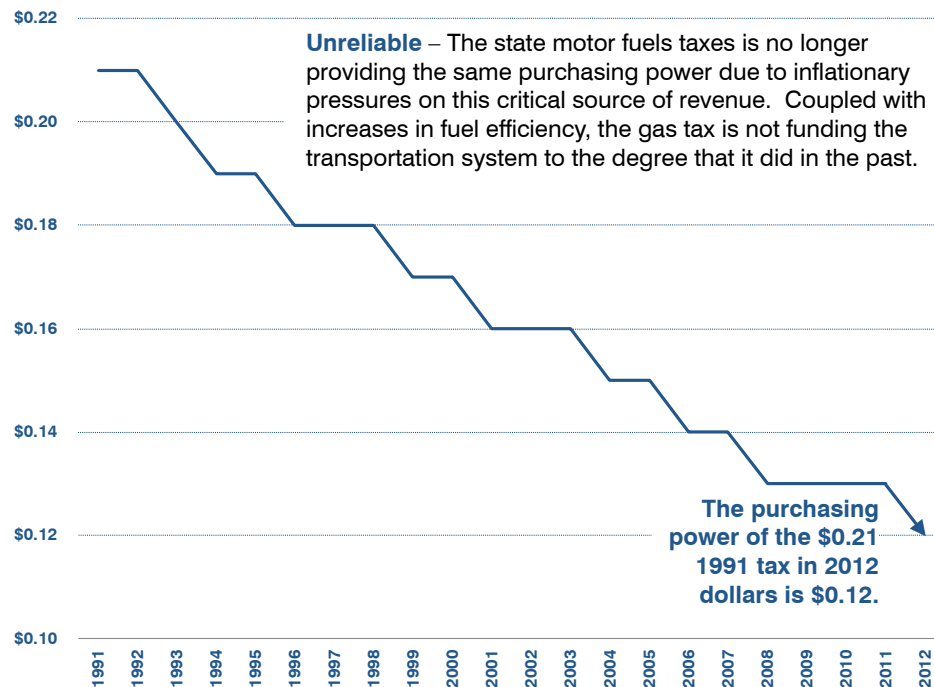


## Solutions – Potential New Sources of Revenue

Transportation revenues available to the Commonwealth today include the gas tax, tolls, Registry of Motor Vehicle fees, and a portion of the state sales tax. These sources are increasingly unreliable, unable to keep pace with the true funding needs of the transportation system, and inequitable in both their collection and their allocation. The state tax on gasoline has not increased since 1991. Because gas taxes are a fixed value – 21 cents per gallon in Massachusetts – rather than a percentage of the overall sale, the Commonwealth receives no additional financial benefit when the price of gas increases. Furthermore, inflation has diminished the value of the state’s gas tax. So, while construction and operating costs have consistently increased over the past 22 years, the main funding mechanism for supporting transportation projects has remained static. This dynamic has significantly reduced the buying power of the gas tax. Additionally, after decades of significant increases in fuel consumption, the past decade has seen fuel consumption in the Commonwealth stagnate. While this has environmental benefits, it points to the decreasing value of the gas tax as a long-term means of funding the Massachusetts transportation system.

*The funding MassDOT has historically relied on, such as the motor fuels tax, is becoming more unreliable and is limiting the opportunities to invest in our system.*

### Decline in Purchasing Power from State Motor Fuels Tax



**Massachusetts has in the past substantially relied on federal transportation funding, but that source is less reliable now. Where the federal government is helping less, the Commonwealth has to pick up slack.**

**Based on growth projections developed for the South Coast Rail Economic Development and Land Use Corridor Plan, implementation of the commuter rail line will result in an additional 3,800 jobs.**

While tolls and other user fees are an important source of transportation funding in the Commonwealth, they are also problematic in a variety of ways. Their use is limited and encumbered by various discount programs and other restrictions that have been implemented over the years. In addition, a portion of our toll revenues are currently scheduled to be eliminated in 2017, which will cause MassDOT to lose an average \$120 million a year in revenue. User fees inconsistently applied also raise equity concerns, particularly the use of roadway toll revenue to fund the construction and debt costs associated with the Central Artery project. Transportation costs should be shared equitably across all users of our system, not borne disproportionately or arbitrarily by one mode, one region of the Commonwealth, or one subset of travelers.

The MBTA relies heavily on a portion of the Commonwealth sales tax to fund its operations and debt-service payments, but sales tax revenue projections made more than a decade ago when the Legislature voted to ‘forward fund’ the MBTA have never materialized. Due to the growth of online retail, two major recessions, and other factors, sales tax collections in the Commonwealth have grown by only 1% per year since 2000, not the 3% originally anticipated. As of 2009, this has resulted in a \$460-million gap between anticipated and actual sales tax revenue for the MBTA.

Furthermore, while the federal government has historically provided substantial funding for the Commonwealth’s transportation program, federal funding is becoming less dependable than it once was.

Over the past year, in the 17 *Your Vision, Our Future* forums held by MassDOT, as well as other statewide transportation events hosted by the Metropolitan Area Planning Council, the Conservation Law Foundation, A Better City, the Pioneer Valley Planning Association, the Dukakis Center for Urban & Regional Policy, and MassINC, a number of options and recommendations for raising new revenues have been proposed by the public and municipal leaders.

The recommendations and an initial analysis of each is below. To meet our \$1 billion average annual investment need, MassDOT and the Legislature should consider these and other revenue options.

#### **Commonwealth Payroll Tax**

According to *Moving Forward with Funding: New Strategies to Support Transportation and Balanced Regional Economic Growth*, published by MassINC in 2011: “A 0.16 percent payroll tax would provide revenue in the range needed to close the MBTA’s annual operating deficit (\$140 million to \$207 million, depending on how the tax is levied in overlapping RTA districts). This 0.16 percent payroll tax would cost the median full-time worker in the MBTA service area just \$1.77 per week. In RTA service districts, a payroll tax at this rate would generate nearly \$100 million in revenue...at a cost of approximately \$1.50 per week to the median full-time worker in RTA districts.” A payroll tax would be a new tax in the Commonwealth that employers would pay on the wages of their employees.

**Motor Fuels Taxes**

The current tax of 21 cents was last increased in 1991. Only 14 states have lower per-mile fuel taxes than does Massachusetts, making our fuel tax one of the cheapest in the U.S. Increasing the gas tax by one cent per gallon would yield \$32 million per year. To raise \$1 billion, consumers would need to pay an additional thirty cents per gallon, resulting in a total gas tax of 51 cents per gallon, which would be the highest in the nation. The Commonwealth could also index the fuel tax to inflation and/or other adjustments in the price of gas, which would allow the Commonwealth to benefit from increases in the per-gallon cost of gas.

**State Sales Tax**

To raise an additional \$1 billion in sales tax in calendar year 2013, the sales tax rate would need to increase from the current 6.25 percent to 7.75 percent.

**Income Tax**

To raise \$1 billion in the personal income tax paid by residents of the Commonwealth in CY2013, the existing income tax rate would have to be increased from 5.25% to approximately 5.66%. This would be approximately an 8% increase over the existing income tax rate.

**Green Fee**

Under a ‘green fee,’ existing vehicle registration and title fees would be assessed additional fees based on a vehicle’s level of carbon emissions. Under a green fee scenario, owners of motorcycles and hybrid cars could pay an extra \$15 every two years for registrations, car and hybrid SUV owners could pay an additional \$30 every two years, SUV and light truck owners could pay an additional \$60, and heavy truck owners could pay an additional \$85. The fee would be adjusted to reflect the age of the vehicle and the anticipated emissions produced – higher polluting vehicles would pay more, while cleaner vehicles would pay less.

**Vehicle Miles Traveled Tax**

A 2.4 cents-per-mile fee on vehicle miles traveled would produce \$1 billion in annual revenue. The fee could be collected at a vehicle’s annual safety inspection or through an onboard device that would record miles travelled but protect user privacy by not collecting location information.

**Routine, Regular Increases in Fees, Fares, and Tolls**

Some experts recommend shifting the burden of funding transportation services from broad-based taxes to specific user fees in order to more clearly draw a connection between cost and use. To accomplish this over the next decade, MassDOT could enact a series of modest, regular increases to transportation fares, fees, and tolls to keep pace with the cost of inflation. MBTA fares could increase 5% every two years beginning in FY2015, yielding an estimated \$145 million in cumulative new revenues by 2023. Tolls could increase 5% every other year beginning in FY2015, resulting in \$84 million in new annual revenues by FY2023.

**Neighboring State Motor Fuels Taxes**

State	Motor Fuels Tax	Year Last Changed
CT	45¢	2012
ME	30¢	2011
MA	21¢	1991
NH	18¢	1991
NY	50.6¢	2013
RI	32¢	2009
VT	26.7¢	2013

**Neighboring State Sales Taxes**

State	Sales Tax
CT	6.35%
ME	5%
MA	6.25%
NH	0%
NY*	8%
RI	7%
VT	6%

*\*New York State has a 4.0% statewide tax while counties can also tax; figure is for Albany & Rensselaer Counties*



**While the financial picture is grim, it is important to note that the MBTA is too valuable an economic asset to permit its further deterioration or even collapse. A robust public transportation system provides vital economic and quality-of-life benefits to residents from all walks of life and to businesses in the communities it serves.**

- MBTA Review 2009

**Downtowns in the Gateway Cities were not designed to accommodate cars. These areas have the potential to become thriving urban centers, but like larger downtowns, they need frequent and predictable transit service.**

- MassINC. 2011

For services provided by the Registry of Motor Vehicles, a 10% fee increase every five years beginning in FY2018 would result in \$54 million in new annual revenues.

#### **New Tolling Mechanisms**

MassDOT could introduce new tolling mechanisms to support state road maintenance or expansion, local roadway improvements, or public transit expansion. This could be done through dedicating existing toll revenue differently than it is done today, implementing high-occupancy/express lane tolls (so-called “HOT” lane tolling), developing congestion pricing policies, or introducing tolls on new facilities such as I-93, I-95, or I-84 as a way to fund ongoing maintenance and capacity improvements. In order to implement innovative toll concepts on interstates other than I-90, MassDOT would need approval from the Federal Highway Administration.

#### **Western Turnpike Tolls**

Tolls currently collected on the Western Turnpike generate nearly \$120 million in annual revenue. Eliminating these tolls when the bonds on the Western Turnpike reach maturity in 2017, as is currently mandated, would greatly constrain MassDOT’s ability to continue to maintain the Western Turnpike in its current condition, and would exacerbate inequities on the roadway. The financial analysis discussed throughout this document, therefore, assumes that the revenue generated by the Western Turnpike tolls will continue to be available to MassDOT after 2017. MassDOT proposes maintaining tolls on the Western Turnpike in order to continue to dedicate sufficient resources to this important corridor, and to use a portion of those tolls for transportation projects off the Turnpike in the region in which they were collected (for example, dedicating a portion of tolls collected west of Sturbridge to transportation improvements on the Turnpike as well as locally in the Pioneer Valley and/or the Berkshires). This change will require legislative approval.

## Conclusion – Transportation at the Crossroads

*The Way Forward* lays out the case for significant additional investment in our transportation system. To fully fund our operations and to implement the *21<sup>st</sup> Century Transportation Plan* requires an additional average \$1.02 billion per year in new revenue over the next 10 years. Without new revenue options for the MassDOT agencies by FY2014, the MassDOT Board of Directors will need to take action to address increasingly un-manageable short-term operating deficits. These deficits could be cured through the following cuts and increases, with the amounts subject to the specific needs of the agencies at the time that the Board would need to take action. These additional revenues and service cuts, however, are unsustainable and will result in a short time a failed system.

**We have an opportunity to solve the funding crisis for our transportation system for a generation.**

The MassDOT Board would introduce the fees shown in the chart below to address budget deficits in FY2014; these fees would then be needed every year in order to continue to address funding shortfalls at the transportation agencies. It is important to note, however, that the \$100 million shown here for the Regional Transit Authorities would be provided in FY2014 only in order to place the Transit Authorities on a proactive, forward-funded budget cycle. Without additional revenues, the Regional Transit Authorities could not then continue to receive \$100 million per year, as those funds would be needed to address ongoing MBTA operating deficits.

<b>Board Options</b>	<b>MBTA Deficit</b> (FY14 \$140m)	<b>MassDOT Deficit</b> (FY14 \$284m)	<b>RTA Funding</b> (FY14 \$100)
<b>Increase registration fees by \$53</b> Generates approx. \$200,000,000	\$75,000,000	\$100,000,000	\$25,000,000
<b>Increase annual vehicle inspection fee by \$19</b> Generates approx. \$90,000,000	\$0	\$75,000,000	\$15,000,000
<b>Increase license fee by \$86</b> Generates approx. \$160,000,000	\$40,000,000	\$100,000,000	\$60,000,000
<b>Increase I-90 tolls by 5%</b> Generates approx. \$16,000,000	\$0	\$16,000,000	\$0
<b>Increase MBTA fares by 5%</b> Generates approx. \$26,000,000	\$26,000,000	\$0	\$0
<b>MBTA service cuts</b> Saves approx. \$40,000,000	\$40,000,000	\$0	\$0
<b>Estimated Total</b>	<b>\$141,000,000</b>	<b>\$291,000,000</b>	<b>\$100,000,000</b>





## The Way Forward

A modern transportation network, adequately funded and professionally managed, is essential to our economic future. Our roads, bridges, buses, rails, and airports are the backbone of our economic growth and quality of life. Governor Patrick has made the call to accept our 'generational responsibility' to invest in and strategically expand our public infrastructure, and *The Way Forward* is part of that call. Our elected leaders must make the hard decisions necessary to fund and manage the repairs and investments that the people of Massachusetts need today and in the future. We must recognize that the need to share resources equitably is core to the vision of our Commonwealth, and that we have a responsibility to improve the transportation infrastructure, and support our economy and quality of life, in all of our communities. Let that discussion begin now.

*We must stop putting off for later the hard decisions necessary to fund and manage the repairs and investments we need today.*

## Appendix One – Proforma

REVENUES	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>Tax Revenue</b>						
Motor Fuels Tax	\$662,000,000	\$663,816,000	\$659,705,000	\$661,436,000	\$669,282,000	\$673,889,000
Sales Tax	311,700,000	319,492,500	327,479,813	335,666,808	344,058,478	352,659,940
<b>Total Tax Revenue</b>	<b>973,700,000</b>	<b>983,308,500</b>	<b>987,184,813</b>	<b>997,102,808</b>	<b>1,013,340,478</b>	<b>1,026,548,940</b>
<b>Fees &amp; Tolls</b>						
RMV Fees	523,890,000	535,415,580	547,194,723	559,233,007	571,536,133	584,109,928
MVSI Fees	134,432,594	137,390,111	140,412,694	143,501,773	146,658,812	149,885,306
MHS Toll Revenue	215,963,453	218,095,818	220,276,776	222,479,543	224,704,339	226,951,382
WT Toll Revenue	117,655,172	118,831,724	120,020,041	121,220,241	122,432,444	123,656,768
MHS & WT Non-Toll Revenue	50,441,027	51,702,053	52,994,604	54,319,469	55,677,456	57,069,392
Highway Revenue	23,667,000	24,258,675	24,865,142	25,486,770	26,123,940	26,777,038
MRB Assessments	8,699,046	8,916,522	9,139,435	9,367,921	9,602,119	9,842,172
<b>Total Fees &amp; Tolls</b>	<b>1,074,721,292</b>	<b>1,094,610,482</b>	<b>1,114,903,414</b>	<b>1,135,608,725</b>	<b>1,156,735,242</b>	<b>1,178,291,986</b>
<b>Non-Operating</b>						
Federal Grants	32,722,686	33,540,753	34,379,272	35,238,754	36,119,723	37,022,716
Prior Year Surplus / Reserves	73,750,000	0	0	0	0	0
<b>Total Non-Operating</b>	<b>106,472,686</b>	<b>33,540,753</b>	<b>34,379,272</b>	<b>35,238,754</b>	<b>36,119,723</b>	<b>37,022,716</b>
<b>TOTAL REVENUES</b>	<b>2,154,893,978</b>	<b>2,111,459,736</b>	<b>2,136,467,499</b>	<b>2,167,950,287</b>	<b>2,206,195,443</b>	<b>2,241,863,642</b>
EXPENSES	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
<b>Operating Expenses</b>						
Employee, Payroll & Benefits	228,971,856	491,790,477	511,462,096	531,920,580	553,197,403	575,325,299
Materials, Supplies & Services	197,394,390	205,092,352	210,219,661	215,475,153	220,862,032	226,383,582
Office & Administrative	86,683,909	133,968,511	137,317,723	140,750,666	144,269,433	147,876,169
Construction & Maintenance	159,417,889	203,667,682	208,759,374	213,978,358	219,327,817	224,811,012
<b>Transfers, Grants &amp; Subsidies</b>						
2009 MBTA Debt Relief	160,000,000	160,000,000	160,000,000	160,000,000	160,000,000	160,000,000
Add'l MBTA Debt Relief	54,000,000	165,900,000	199,365,625	282,222,266	349,395,322	456,085,205
RTA Contract Assistance	67,635,055	162,000,000	166,050,000	170,201,250	174,456,281	178,817,688
Other Grants & Subsidies	24,294,087	15,294,087	15,676,439	16,068,350	16,470,058	16,881,810
<b>Total Operating Expenses</b>	<b>978,397,186</b>	<b>1,537,713,108</b>	<b>1,608,850,918</b>	<b>1,730,616,622</b>	<b>1,837,978,346</b>	<b>1,986,180,766</b>
<b>Debt Service Expenses</b>						
Commonwealth Past Borrowings Principal & Interest	1,025,991,135	1,011,668,507	965,482,418	934,211,489	689,672,773	646,047,322
MHS Principal & Interest	129,117,881	129,752,281	149,686,481	149,731,981	149,271,531	148,796,731
WT Principal & Interest	21,387,776	20,413,957	19,335,240	18,193,082	16,807,460	0
FY14-FY23 Currently Planned Borrowing	0	43,744,240	117,194,583	192,509,753	263,548,902	317,974,099
21st-CTP \$13B Finance Plan Principal & Interest	0	18,174,574	40,711,461	97,273,519	171,194,280	269,310,412
<b>Total Debt Service Expenses</b>	<b>1,176,496,793</b>	<b>1,233,753,560</b>	<b>1,292,410,183</b>	<b>1,391,919,825</b>	<b>1,290,494,947</b>	<b>1,382,128,564</b>
<b>TOTAL EXPENSES</b>	<b>2,154,893,978</b>	<b>2,761,466,667</b>	<b>2,901,261,101</b>	<b>3,122,536,447</b>	<b>3,128,473,293</b>	<b>3,368,309,330</b>
<b>REVENUE GAP</b>	<b>0</b>	<b>-650,006,932</b>	<b>-764,793,602</b>	<b>-954,586,160</b>	<b>-922,277,850</b>	<b>-1,126,445,687</b>
<b>REVENUE GAP</b> (unadjusted for inflation)	<b>0</b>	<b>-650,006,932</b>	<b>-746,140,100</b>	<b>-908,588,849</b>	<b>-856,426,668</b>	<b>-1,020,504,197</b>

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
\$677,333,000	\$681,171,000	\$684,535,000	\$691,380,350	\$698,294,154
361,476,438	370,513,349	379,776,183	389,270,588	399,002,352
<b>1,038,809,438</b>	<b>1,051,684,349</b>	<b>1,064,311,183</b>	<b>1,080,650,938</b>	<b>1,097,296,506</b>

596,960,346	610,093,474	623,515,530	637,232,872	651,251,995
153,182,782	156,552,804	159,996,965	163,516,899	167,114,270
229,220,896	231,513,105	233,828,236	236,166,518	238,528,184
124,893,336	126,142,269	127,403,692	128,677,729	129,964,506
58,496,127	59,958,530	61,457,493	62,993,931	64,568,779
27,446,464	28,132,626	28,835,941	29,556,840	30,295,761
10,088,226	10,340,432	10,598,943	10,863,916	11,135,514
<b>1,200,288,178</b>	<b>1,222,733,240</b>	<b>1,245,636,801</b>	<b>1,269,008,705</b>	<b>1,292,859,009</b>

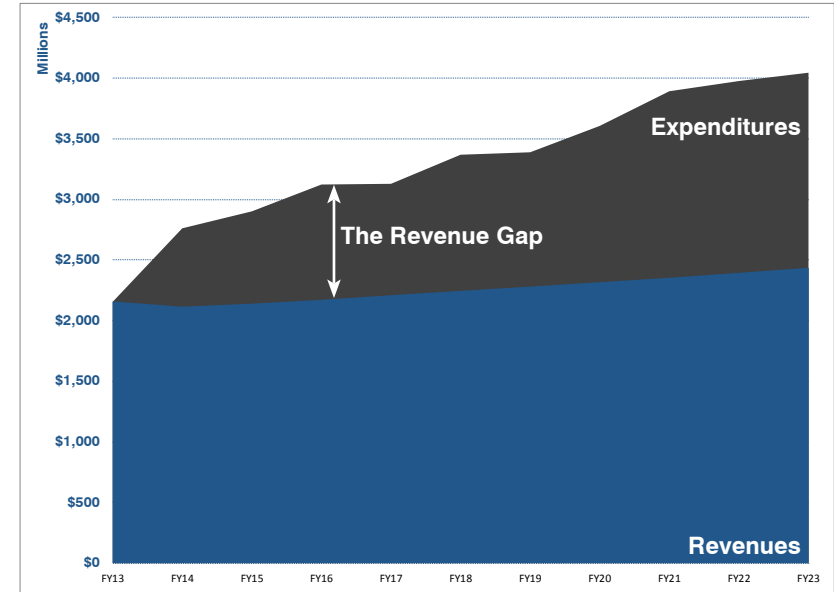
37,948,284	38,896,991	39,869,416	40,866,151	41,887,805
0	0	0	0	0
<b>37,948,284</b>	<b>38,896,991</b>	<b>39,869,416</b>	<b>40,866,151</b>	<b>41,887,805</b>
<b>2,277,045,900</b>	<b>2,313,314,580</b>	<b>2,349,817,400</b>	<b>2,390,525,794</b>	<b>2,432,043,320</b>

FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
598,338,311	622,271,843	647,162,717	673,049,226	699,971,195
232,043,172	237,844,251	243,790,358	249,885,117	256,132,244
151,573,073	155,362,400	159,246,460	163,227,622	167,308,312
230,431,288	236,192,070	242,096,871	248,149,293	254,353,026
160,000,000	160,000,000	160,000,000	160,000,000	160,000,000
290,593,684	357,858,526	366,804,989	375,975,114	385,374,492
183,288,130	187,870,334	192,567,092	197,381,269	202,315,801
17,303,855	17,736,451	18,179,863	18,634,359	19,100,218
<b>1,863,571,513</b>	<b>1,975,135,876</b>	<b>2,029,848,350</b>	<b>2,086,302,000</b>	<b>2,144,555,288</b>

626,292,837	598,477,901	707,637,477	647,966,747	570,121,496
148,740,081	149,866,394	158,687,394	158,187,544	158,788,544
0	0	0	0	0
376,589,090	439,393,876	506,388,457	577,572,833	652,947,003
373,319,221	443,202,165	489,390,590	505,982,217	518,329,047
<b>1,524,941,229</b>	<b>1,630,940,335</b>	<b>1,862,103,918</b>	<b>1,889,709,341</b>	<b>1,900,186,090</b>
<b>3,338,512,742</b>	<b>3,606,076,211</b>	<b>3,891,952,268</b>	<b>3,976,011,341</b>	<b>4,044,741,378</b>

<b>-1,111,466,841</b>	<b>-1,292,761,631</b>	<b>-1,542,134,868</b>	<b>-1,585,485,547</b>	<b>-1,612,698,058</b>
<b>-982,374,733</b>	<b>-1,114,744,303</b>	<b>-1,297,344,452</b>	<b>-1,301,281,826</b>	<b>-1,291,333,074</b>

## 10-year Projected Revenues vs. Expenditures



Note: The Proforma to the left and graph above do not include MBTA assessment, fare, and sale tax revenues, or current MBTA operating costs.

- ◀ Average revenue gap w/ inflation = **\$1.16 billion** FY14-23
- ◀ Average revenue gap = **\$1.02 billion** FY14-23



## Appendix Two – Proforma Explanation

### What is a Proforma?

A proforma is an accurate statement of the finances of an organization. The proforma shown here details the sources of transportation funding available to and financial obligations of the Massachusetts Department of Transportation in FY2014-FY2023.

### Revenues

The revenue section of the proforma includes all of the existing revenues available to fund transportation. Most of the fees and taxes paid to the Registry of Motor Vehicles (RMV) and all of the gas or motor vehicle fuels tax (currently 21 cents) is dedicated to transportation uses. In 2009, the Legislature pledged a portion of the state sales tax increase to support transportation, including to the MBTA and the Regional Transit Authorities. Tolls charged for travel on the Massachusetts Turnpike (I-90), Tobin Bridge, and the Sumner and Ted Williams Tunnels are also represented as revenues for the transportation system. The annual \$29 inspection fee for vehicles, labeled the MSVI, is also accounted for in this discussion.

### Types of Revenues

*State Motor Fuels Tax:* The Commonwealth collects 21-cents per gallon tax on each gallon of gasoline and diesel fuel consumers purchase at the pump, estimated at \$662 million in fiscal year 2013.

*Sales Tax:* Five-thirteenths of one cent (0.385%) of the state sales on all purchases is dedicated to transportation, estimated to be \$311.7 million in FY2013.

*Registry of Motor Vehicle Fees:* These are the fees charged by the Registry for vehicle titles, registrations and drivers license fees, estimated at \$523.8 million in fiscal year 2013.

*Motor Vehicle Safety Inspection Fee (MSVI):* Each motor vehicle registered in the Commonwealth is required to have an annual safety and emissions inspection; the fee for which is \$29. These inspection fees are expected to total \$134 million in FY2013.

*Metropolitan Highway System (MHS) Tolls:* These funds are generated by motorists paying to use the Metropolitan Highway System from Route 128 to downtown Boston, the Tobin Bridge and the Sumner Tunnel and the Ted Williams Tunnel.

*Western Turnpike (WT) Tolls:* This is revenue generated by motorists paying a toll to use the western portion of the Massachusetts Turnpike from Route 128 to the New York border.

*Metropolitan Highway System & Western Turnpike Non-Toll Revenue:* MassDOT collects revenues from leases of service plazas, cell phone towers, and fiber optic conduits located along the I-90 corridor from Boston to New York.

*Highway Revenue:* This includes funds from the issuance of permits and fees for the use of the Commonwealth's highways by oversized vehicles and construction equipment, and from the sale and lease of MassDOT land.

*Merit Rating Board (MRB) Assessments:* MassDOT assesses fees to insurance companies for the costs of maintaining and updating individual driving records and of reporting this information to Massachusetts auto insurers and other government agencies involved in transportation and public safety.

## Expenses

The operating expenses of MassDOT include:

*Payroll and Benefits:* Wages, health care costs, and insurance for the 4,000 employees of the Massachusetts Department of Transportation. The model also includes \$75 million to manage the accelerated capital program over the course of the next decade. This number increases in the proforma in FY2014 to reflect our proposal to stop paying for our employees with borrowed funds and to properly pay for them with operating funds.

*Materials, Supplies, Services, and Administrative Expenses:* These categories include rents, goods, fuel, electricity and water and other services necessary to operate the state highway system, registry branches, aeronautics programs and general operations of the department. This category also includes the funds paid to private service stations for providing annual vehicle inspections out of the \$29 fee paid by motorists. Similar to payroll and benefits, the growth in FY2014 is due to the transfer of \$48.3 million in rents, goods and other services that had been historically charged to the capital budget.

*Construction & Maintenance:* These funds support the rehabilitation and modernization of the I-90 Turnpike from Lenox to downtown Boston, including the introduction of All- Electronic Tolling. This construction program is funded from tolls paid for the use of the road. Also included in this category is the additional funding (\$50 million) necessary to meet the forecasted cost to remove snow based on the five year historical average.

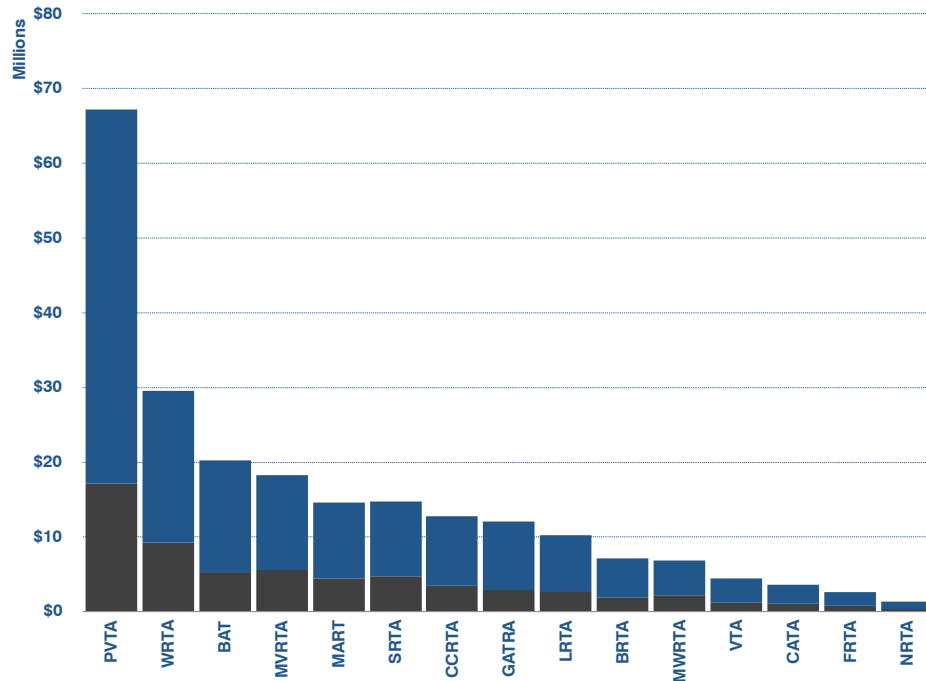
*Grants, Subsidies, and Contract Assistance:* this category represents funding transferred from MassDOT to other agencies and programs:

*2009 MBTA Contract Assistance:* In 2009, the MBTA received a \$160 million annual infusion from the state as part of a financing package that saw the Commonwealth's sales-tax rate increase to 6.25 percent. That additional revenue, coupled with a bond refinancing, stabilized the MBTA budget for the next several years and helped to prevent fare increases and service cuts.

**Additional MBTA Contract Assistance:** Amounts represented in this line item are the annual operating deficits for the MBTA, \$140 million in FY14 growing to \$427 million in FY18. In addition, \$25 million, indexed to inflation at 2.5%, is included for possible service enhancements to the system that could include late night service on weekends and nights.

**RTA Contract Assistance:** This is the annual state assistance for the 15 Regional Transit Authorities to allow for the introduction of forward funding and repayment of debt associated with this practice. In FY2015 the \$100M, plus the base of \$62 million, is available for expanded services. This level of funding will allow for additional customer and service improvements that may include night and weekend service, shorter waits and more routine, predictable service.

**RTA State Contract Assistance Spending with Additional \$100 Million Funding**



RTA	2013 Millions	2014 Millions	Change Millions
PVTA	\$17.2	\$49.9	+\$32.2
WRTA	\$9.2	\$20.3	+\$11.1
BAT	\$5.2	\$15.0	+\$9.8
MVRTA	\$5.5	\$12.7	+\$7.2
MART	\$4.4	\$10.2	+\$5.8
SRTA	\$4.6	\$10.0	+\$5.4
CCRTA	\$3.4	\$9.3	+\$5.9
GATRA	\$2.8	\$9.1	+\$6.3
LRTA	\$2.7	\$7.4	+\$4.7
BRTA	\$1.9	\$5.1	+\$3.2
MWRTA	\$2.1	\$4.7	+\$2.6
VTA	\$1.2	\$3.2	+\$2.0
CATA	\$1.1	\$2.5	+\$1.4
FRTA	\$0.7	\$1.7	+\$1.0
NRTA	\$0.4	\$0.8	+\$0.4

**Equity** – MassDOT is proposing to increase the spending for RTA operations by \$100 million going forward. This will help the RTAs provide needed service, including later bus runs in the evenings and on weekends.



Other Grants and Subsidies: These amounts are for services provided to MassDOT by other agencies and programs. The Department of Environmental Management receives an annual allocation of funding for the administration of clean air programs designed to reduce or mitigate the negative air quality impacts from motor vehicles.

*Debt Service:* Principal and interest for borrowings for capital projects, both in the past and the future. This is oftentimes referred to as the ‘cost of capital’ – the amount owed on an annual basis for borrowed funds. With the assistance of the Executive Office of Administration & Finance and other Commonwealth financial offices, MassDOT has included the assumed schedules for the cost of transportation-related debt over the next 25 years, for borrowings in the past, the base capital program for the next ten years, and the *21<sup>st</sup>-Century Transportation Plan*.

Commonwealth Past Borrowings: These values represent the remaining amounts owed for projects that have already been constructed. Over the past twenty to forty years, the Commonwealth issued bonds for the construction of roads, bridges, airports, train stations, and other transportation facilities.

MHS Principal & Interest: This represents the remaining amounts owed for the construction of the Metropolitan Highway System, the I-90 Turnpike from I-95 to downtown Boston, and the Central Artery project.

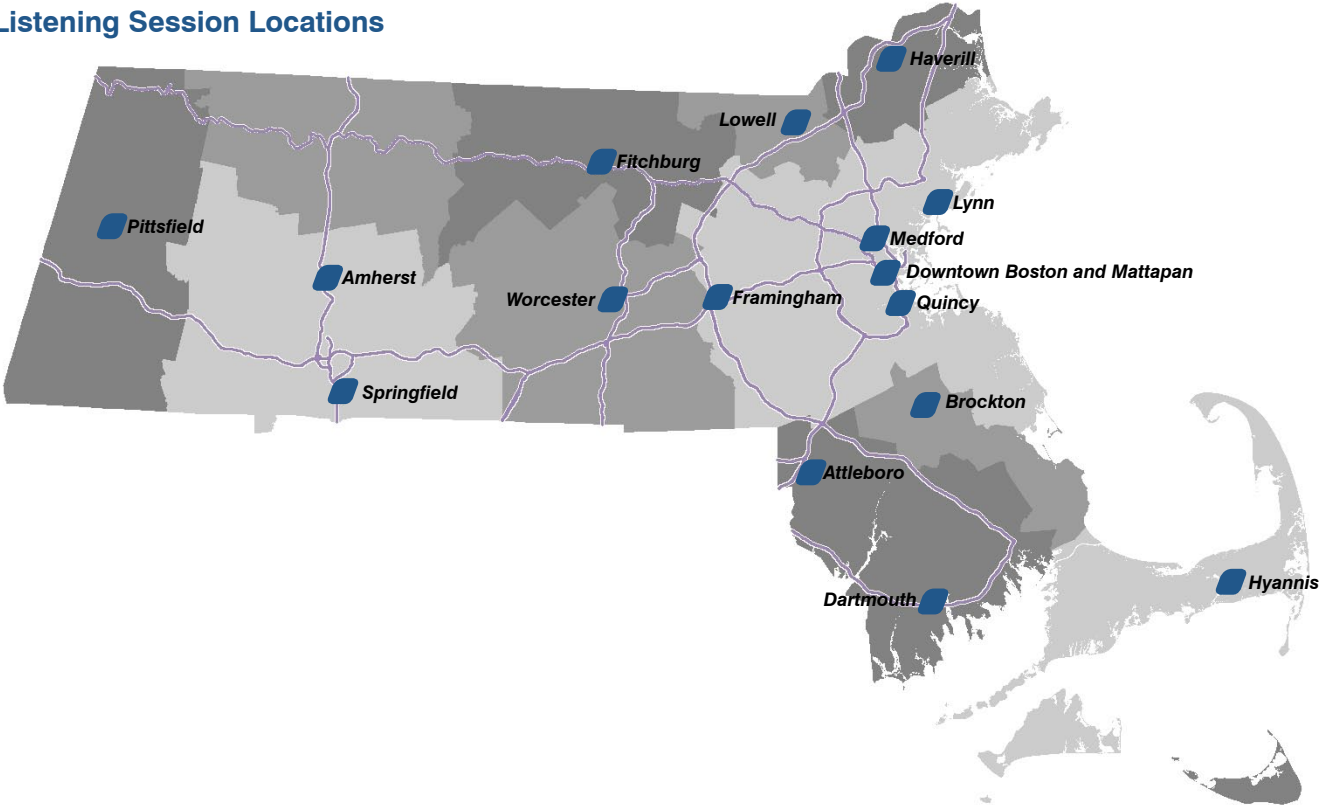
Western Turnpike Principal & Interest: This represents the remaining funds owed for bonds issued to construct and rehabilitate the Western Turnpike from I-95 to the New York border. This debt is scheduled to be fully repaid in FY2017.

Commonwealth Planned Borrowings: If we made no changes in how MassDOT is currently funded, this is the amount that the Commonwealth is anticipated to borrow for transportation infrastructure projects over the next decade. These amounts represent the projected principal and interest payments owed, over the next decade, for these borrowings.

*21<sup>st</sup>-Century Transportation Plan* Principal and Interest: This is our plan for increased capital investment in our transportation system and the borrowing costs associated with it.

# Appendix Three – Your Vision, Our Future Meeting Summaries

## Listening Session Locations



## Springfield

September 27, 2012, 6 PM – 8 PM

Springfield Technical Community College, Springfield MA

### Notes/Summary:

Over 70 people attended the kick off MassDOT Transportation Conversation meeting held in Springfield. Attendees included residents from the city of Springfield and the surrounding communities, elected officials and representative from each division of MassDOT—RMV, Highway, Aeronautics and MBTA/Rail and Transit. Secretary Davey made welcoming remarks and then opened the meeting for public comments and discussion.

### Public comments received at the meeting included but were not limited to the following:

- Improve safety and security at bus stops and on buses
- Increase lighting and crosswalks at bus stops
- More reliable, on-time bus service
- There is a need for new RTA buses
- Create more point-to-point transit
- Establish a Springfield to Boston Commuter Rail
- Expand commuter rail service commuter rail to Springfield/Holyoke
- Increased bus service trips/service hours between Springfield and Worcester/Boston
- Provide a dedicated bicycle car on commuter rail trains
- Improve access to terminals for senior passengers and riders with disabilities
- Provide additional transit services to low income communities
- Create a unified statewide transit system
- More investment in western MA
- Establish fixed route and Para transit as one system
- Extend the Blue Line to Salem
- Create more affordable van service
- Have a holistic conversation about government investment
- Start a conversation about energy future
- Make roadway improvements to Rt. 57 by extending the divided section to Southwick
- Improve coordination between transportation and community planning
- Create opportunities for students to get exposed to transportation jobs
- Expand funding sources for transit
- Reduce transit fares for passengers with a Medicare card
- Public transit to be treated as public utility
- Prioritize transit projects in gateway cities
- Have forward funding as a dedicated revenue source for RTA's
- Create a UPass program

## Worcester

October 2, 2012, 5:30 PM – 7:30 PM

Worcester City Hall -- Levi Lincoln Room

### Notes/Summary:

The meeting had approximately 65 people in attendance including residents from the city of Worcester and the surrounding communities, elected officials, transportation stakeholders and members of the disability community. Secretary Richard A. Davey made opening remarks and then the meeting was opened to public comment. MassDOT senior staff addressed questions and took public comments for the duration of the meeting.

### Public comments received at the meeting included but were not limited to the following:

- Design a mobile phone app. to pay for bus fares
- Provide more transportation options
- Create more opportunities for public input on transportation spending
- Improve transportation gaps between regions fixed
- Design and build safer pedestrian facilities (sidewalks)
- Include the disabled community in more transportation decisions
- Maintain a state of good repair for the Worcester Regional Transit Authority
- Increase funding for all RTAs across state
- There is a need to increase funding for public transportation to provide access to medical services in Worcester County
- Improve transportation services for the disabled community in rural areas
- Maintain chapter 90 funding
- Expand WRTA bus routes and extend hours including nights and weekends
- Create additional well maintained bus shelters
- Provide additional funds to allow for continued growth of the WRTA
- Maintain current bus fares /or have the fares subsidized
- Retrofit older WRTA buses with new lifts
- Improve bus routes and times before creating new WRTA facilities
- Provide access to information about how transportation funds are used
- Increase the number of WRTA buses currently in service
- Improve ADA access to buses and bus routes
- Invest in public transportation going forward
- Create a more transparent decision making process
- Recognize that public transportation is directly related to access to quality health care, housing, and economic development
- Focus on statewide planning while recognizing regional needs
- Improve the outreach regarding the WRTA day pass
- Enhance the access/outreach for the WRTA meetings



## Pittsfield

October 4, 2012, 6 PM – 8 PM

Pittsfield Public Library (Berkshire Athenaeum)

### Notes/Summary:

The meeting had a large turnout with approximately 80 people in attendance. Attendees included residents from the city of Pittsfield and the surrounding communities, elected officials and representative from each division of MassDOT—RMV, Highway, Aeronautics and MBTA/Rail and Transit. Highway Administrator Frank DePaola made welcoming remarks and then opened the meeting for public comments and discussion.

### Public comments received at the meeting included but were not limited to the following:

- Expand BRTA bus routes and extended hours including nights, weekends and holidays
- Forward funding and Regional Equity
- Plan for the needs of transportation dependent and the elderly
- Establish regional funding for regional service
- There is a need for bicycle and pedestrian input on all projects
- Advance rail options
- Improve planning process
- Maintain/establish adequate transit for a sustainable economy
- Establish transit in order to travel to cultural attractions
- Provide student fares
- Increase funding to bridge infrastructure
- Create safe pedestrian access to bus stops
- Ensure advanced bike path planning
- View bicycles as a part of integrated transportation
- Focus on emissions/HAZMAT and storm planning
- Ensure bicycle and pedestrian safety
- Provide adequate transportation to healthcare providers
- Maintain ADA compliant sidewalks
- Improve bus connections
- Plan for climate change
- Provide a multi-year prediction for Chapter 90 funding
- Implement regional taxes for transportation
- Ensure BRTA vehicles accommodate service animals
- Confirm construction funding is in place before construction season
- Increase cash flow for small projects
- Ensure each regional has accessible taxis
- Provide Safe, affordable, accessible transit vehicles
- Create larger culverts

## Amherst

October 10, 2012, 6 PM – 8 PM  
UMass Amherst Campus Center

### Notes/Summary:

The meeting had a large turnout with approximately 95 people in attendance. Attendees included many residents from Amherst and the surrounding communities, students, elected officials and representative from each division of MassDOT—RMV, Highway, Aeronautics and MBTA/Rail and Transit. MassDOT senior staff made welcoming remarks and then opened the meeting for public comments and discussion.

### Public comments received at the meeting included but were not limited to the following:

- The Amherst Passenger Rail NECRR should serve UMass and UConn
- Create a Boston -- Springfield rail service
- View public transit as social justice
- Propose a train on I-90 as an alternate to taking a car
- Have accessible Taxi Service
- Make the MBTA fare increase public records accessible
- Poor roadway conditions within the town of Granby
- Chapter 90 efficiency spending
- Focus on Economic Development & Alternative Transportation
- Establish transportation access to colleges, university's & other attractions
- Improve roadway accommodations on roads for bikes (wider roads and lane markings)
- Improve bike safety education
- Increase transit service including evenings and weekends
- Create a dedicated transportation funding source
- Improve rail accommodation for bikes
- Have a "Fund Shift" for mode shift
- Allow for higher rail speeds
- More public outreach to all customers as opposed to only the transit-dependent population
- Create alternative modes available for community to community travel
- Enforce & respect for traffic laws by all modes
- Improve regional cooperation
- Implement innovation in bus routes and van usage
- Create transportation funding equity across the Commonwealth

## Fitchburg

October 16, 2012 -- 5:30-7:30 PM  
Fitchburg Public Library Auditorium

### Notes/Summary:

Over 55 people were in attendance at the meeting held on October 16, 2012 at the Fitchburg Public Library. Attendees included residents from the city of Fitchburg and the neighboring communities, elected officials and municipal leaders. Highway Administrator Frank DePaola made opening remarks and then the meeting was opened to public comment.

### Public comments received at the meeting included but were not limited to the following:

- Van service is not reliable
- A strong roadway network for economic development
- Area streets and sidewalks are in poor condition
- There are problems with limited service of Montachusett Area Regional Transit Authority.
- Provide MARTA night and Sunday service
- The Fitchburg Airport has been beneficial to the region but needs more attention –expand the runway to attract commercial airlines
- Route 2 is a central artery in Fitchburg and an evacuation route, it needs improvements.
- Route 2 should be a limited access highway all the way to I-91
- Improve and expand the MBCR Commuter Rail service
- Fitchburg to Boston commuter rail time should be reduced to under 1 hour
- There needs to be dependable reverse commute for area residents
- There is a need for freight rail improvements
- There is a need for strong leadership at state level to make gains in transportation
- The formation of MassDOT is a good start but there is a need for additional reform in order to address the necessary system expansion and maintenance repairs
- Connect trail networks – a huge trail network will help support economic development
- Public transportation has a tremendous impact on healthcare, education, workforce, and all aspects of life
- Chapter 90 funding improvements- more funds, communities need earlier access to funds)
- Regional work on transportation is critical, Rural areas need to be part of the plan.

## Lowell

October 17, 2012, 6 PM – 8 PM

Middlesex Community College, Lowell

### Notes/Summary:

There were over 50 people in attendance at the meeting held in the Federal Building of Middlesex Community College in Lowell. Attendees included residents from the city of Lowell and the surrounding communities, municipal officials and transportation stakeholders. Representatives from each division of MassDOT—RMV, Highway, Aeronautics and MBTA/Rail and Transit were in attendance and the Registrar of Motor Vehicles, Rachel Kaprielian, made the opening remarks and then opened the meeting for public comments and discussion

### Public comments received at the meeting included but were not limited to the following:

- Increase infrastructure funding going forward
- Infrastructure improvements create jobs and stimulate the economy
- The gas tax has not been increased for quite some time
- Lowell Regional Transit Authority (LRTA) should increase the frequency of bus service
- Improve connectivity among LRTA bus routes
- The lack of a direct route via public transportation to the VA Bedford hospital
- There is a need to increase bus service hours
- Transportation to jobs is essential in Lowell area
- LRTA process of dealing with complaints (they are all taken seriously and logged)
- The process of ADA training on LRTA is essential
- MassDOT should look at other successful transportation systems as a model
- Establish a rail trail between Lowell and Framingham
- The effect that transportation has on the public health crisis
- The need to increase Chapter 90 funding in order to properly support and maintain municipal infrastructure
- An improved transportation network benefits area businesses
- Expand the LRTA service to include Sunday
- Having more LRAT service to the Pheasant Lane mall
- There is traffic and congestion on area state roads
- Bus safety
- Plan for a commuter train to NH
- Expand the MBTA Redline to Bedford, MA
- Some residents find it difficult to afford MBTA prices after the fare increases
- The real estate development opportunities can be attributed to a good transportation system
- Mode shift is an important goal
- There is a need to explore new revenue sources in order to fund projects going forward
- Regional MBCR kiosks or ticket windows are needed. There is a need to purchase train tickets in advance at North Station



## Haverill

October 23, 2012, 6:45 PM – 8:45 PM  
Haverhill Public Library Auditorium

### Notes/Summary:

There were approximately 65 people in attendance. Attendees included many residents from the city of Haverhill and the surrounding communities as well as several elected officials and representatives from each division of MassDOT—RMV, Highway, Aeronautics and MBTA/Rail and Transit. Highway Administrator Frank DePaola made welcoming remarks and then opened the meeting for public comments and discussion.

### Public comments received at the meeting included but were not limited to the following:

- Increase Chapter 90 funding
- Improve transit in downtown Haverhill
- Create/Improve industrial park access from route 97
- Better timeliness of project \$ (time/money/process)
- Stream line permitting
- Run a bus on the shoulder of Rte. 93
- Focus on travel options from a “growing rail service”
- Have sidewalk snow removal
- Improve multi modal connectivity
- Align transit with the reverse commute pattern
- Provide curb to curb access to RTA vans
- Establish an additional revenue to support infrastructure
- Continue the Accelerated Bridge Program –it has been key to communities
- More design build/construction jobs will support economic development
- Expand connections between existing services
- Create a transportation system that supports the quality of life
- Increase investment in maintenance
- Innovations need to be sustainable in terms of funding
- Establish mini service buses for low ridership routes
- Plan for mode shift to non-motorized travel
- Increase bus service on weekends
- Look at New Mexico DOT’s example of building a commuter rail station with limited resources
- Establish drive through tolling
- Improve travel options because people will use them
- Connect land use and transportation investments
- Invest in transportation to improve healthy living

## Hyannis

October 25, 2012, 6:00 PM – 8:00 PM

Cape Cod Regional Transit Authority -- Hyannis

### Notes/Summary:

Over 75 people were in attendance at the meeting held at the Cape Cod Regional Transit Authority. Attendees included many residents from Hyannis and the Cape Cod community as well as elected officials and members of MassDOT senior staff. Jonathan Davis, Acting General Manager of the MBTA, provided welcoming remarks and then the meeting was opened to public comment and discussion.

### Public comments received at the meeting included but were not limited to the following:

- MassDOT budgeting as we are coming out of a recession
- Maintain highway funding at least at the current level
- Create jobs through road and bridge construction
- Focus on driver safety education programs
- Invest in transportation infrastructure going forward
- Storm water management
- Economic impact of bridge traffic
- Having cost effective transportation
- Public and private funding sources
- Reliable transportation creates a better economy
- Evacuation planning in case of a nuclear event or other emergency situation
- Improve the exit 6 park and ride -- provide a visitors center, canal access, and water taxis
- Address bike needs
- Maintain the Shining Sea bike path
- Bike safety for commuters and recreational riders
- Bike paths at rail road crossings
- Bicycle safety in work zones
- Integrate more bike lanes on roads
- Expand the rail trail
- Establish a New York city to Cape Cod train and/or air shuttle
- More technical assistance should be made available to smaller cities and towns that do not have an engineering staff
- Focus on moving people not just cars

## Quincy

November 8, 2012, 6 PM – 8 PM

Quincy High School Auditorium

### Notes/Summary:

There were approximately 45 people in attendance. Attendees included many residents from the city Quincy and the surrounding communities as well as several elected officials and representatives from each division of MassDOT—RMV, Highway, Aeronautics and MBTA/Rail and Transit. After the opening remarks the meeting was opened to a public comments and discussion session.

### Public comments received at the meeting included but were not limited to the following:

- The Middleboro Rotary and funding for regional projects
- Having more revenue to invest in transportation
- Route 3 – public transportation funding from Hingham to Boston
- New Quincy center development
- The Quincy parking garage crumbling
- Massachusetts Highway Association and chapter 90 funding
- Focus on infrastructure to move people not cars
- Promote regional bicycle routes and matching grants
- Consider the impact of roadway projects on transit
- Think as one transportation system
- Address airport management and the aging airport infrastructure
- Streamline the permitting process
- Budget for airport marketing
- Funding is necessary for infrastructure improvements
- There has been no increase since 1991 in the Gas Tax – and we are below average
- There is a relationship between economic development and infrastructure improvements
- Improve bicycle and pedestrian facilities
- Include bike lanes on Route 138
- Clean/maintain the overgrowth on facilities
- Increase revenue and the need to support investments
- Neponset River Bridge address Old colony ramp
- Fore River Bridge
- Improve East Squantum St. intersection in Quincy
- Enhance pedestrian safety
- There is an inadequacy of Chapter 90 funding
- ADA access at Wollaston station
- Include zoning improvements at North Quincy and Wollaston Stations
- There is a relationship between quality of life and transportation • More ferry service
- Provide construction jobs for smaller contractors

## Framingham

November 14, 2012, 6 PM – 8 PM

Memorial Building - Nevins Hall - Framingham

### Notes/Summary:

Over 55 people were in attendance. Attendees included residents from the city of Framingham and the neighboring communities, elected officials, and transportation stakeholders. MassDOT senior staff made opening remarks and then the meeting was opened to public comment.

### Public comments received at the meeting included but were not limited to the following:

- The need for high speed rail to have RTA hub
- Restore the RMV to the Framingham area
- Remove tolls in MetroWest or returning tolls to Western Mass
- At-grade crossings
- The stressing of roadways between 495 & 128 due to the CSX Beacon yard closure
- Expand the MetroWest RTA
- Continue road & bridge program support and increased investment
- Climate change must be accounted for in new projects
- Look to the Merrit Parkway in CT as model for new roadways
- Explore the option of leasing vacant space at interchanges as a revenue source
- RTA improvements
- Increase funding for recreation trails
- Modify existing roads in order to accommodate bikes on major roads
- Central planning for bike needs
- Create additional parking for MBTA facilities
- Improve of bike facilities
- Remove snow from the sidewalks in the winter. They need to be plowed.
- EZ-pass should be accepted in all lanes at tolls
- Increase the capacity on the Framingham line at peak hours
- Raise the penalties for MBTA fare evasion
- Establish spending transparency
- Adopt a “smooth-as-glass” standard for pavement
- Propose the possibility of increasing state gas tax
- Install bicycle detection at signals
- Install bike cages at all MBTA stops
- Improve the reliability in the commuter rail system
- There is a need to expand the reverse commute
- Improve MBCR and RTA collaboration



## Boston – Mattapan

November 15, 2012, 5:30 PM – 7:30 PM

Mattapan Branch Library - Community Room

### Notes/Summary:

Over 65 attendees included residents from the city of Boston, elected officials, transportation stakeholders and representatives from the engineering community were in attendance at the meeting held at the Mattapan Public Library. Representatives from each division of MassDOT—RMV, Highway, Aeronautics and MBTA/Rail and Transit were also in attendance. Highway Administrator Frank DePaola made the opening remarks and then opened the meeting for public comments and discussion.

### Public comments received at the meeting included but were not limited to the following:

- More resources for improving infrastructure
- MBTA and turnpike bridge maintenance
- Create new revenue sources including raising gas tax
- Install security cameras at Morton St. Station
- Dedicate a Mattapan Police station
- Move the Charlie Card vending machine closer to the Mattapan Station Building
- Improve bus stop amenities
- Have pay toilets at stations
- Transparency
- Create an open dialogue between the DOT and community
- GreenDOT goals to be included as part of new project goals
- Chapter 90 funds need to meet GreenDOT goals
- More interagency teamwork
- Safe routes to school program to be improved
- Create a “gateway” to Boston in Mattapan Square and Blue Hill Ave.
- “Fair Fares” on Fairmount
- Establish weekend/early/late service on Fairmount
- Better highways, greenway, and transit
- Establish more opportunities for public involvement
- Improve agency communication/outreach tools with the community
- Maintain current infrastructure
- Revisit forward funding for the MBTA
- Lower the fares for Hyde Park stations
- Allow the MBTA to be relieved of Big Dig debt
- Establish youth passes
- Forward fund for RTA’s
- Remove the McGrath Overpass
- More point to point bus service

## Brockton

November 19, 2012, 6 PM – 8 PM

The Conference Center at Massasoit - Brockton

### Notes/Summary:

There were approximately 60 people in attendance. Attendees included many residents from the city of Brockton and the surrounding communities as well as representatives from MassDOT senior staff. Administrator DePaola provided the welcoming remarks and then the meeting was opened for the duration of the meeting.

### Public comments received at the meeting included but were not limited to the following:

- Maintain/Increase Chapter 90 funding
- Maintain the Brockton Area Transit Authority (BAT) system and service in the Brockton community
- Restore BAT South Shore weekend service
- Utilize Route 24 as a main street for the Brockton business community
- Upgrade the rail yard in Brockton
- Looking into the infrastructure bank establishment
- Insufficient seating on the commuter rail during peak periods
- Retraining veterans for maintenance jobs
- Expanding the BAT hours
- Fair Fares
- Improve ADA access
- Service hours
- Expanding funding for transportation projects
- Extend rail service
- BAT Sunday service
- Mitigate noise issues near highways
- Improve signal synchronization on route 27
- Ensure the availability of public transportation for 2nd and 3rd shift workers
- Create opportunities for veterans
- Have additional accelerated bridge programs
- Implement a North/South rail link
- Explore the economic opportunity of re-establishing the Old Colony Rail
- Compatibility among all MBTA cars

## Medford

November 27, 2012, 6 PM – 8 PM  
McGlynn Middle School - Medford

### Notes/Summary:

The meeting had over 60 people in attendance including residents from the city of Medford and the surrounding communities, elected officials, and members of MassDOT senior staff. Jonathan Davis, Acting General Manager of the MBTA, provided welcoming remarks and then the meeting was opened to public comment and discussion.

### Public comments received at the meeting included but were not limited to the following:

- Look at the amount of time it takes to get to places using The Ride
- Make Wonderland MBTA Station improvements
- Provide public restrooms at Government Center and State Street stops
- Funding for transportation- infrastructure, highways, bridges
- Address gridlock on Mass Ave. and Alewife Brook Pkwy.
- New development areas have heavy traffic congestion
- There is a need for increased Chapter 90 funding
- Educate the public on the transportation funding process
- The direction of funding
- Extend the MBTA Green Line to Route 16
- The fare raise for the riders users
- Address the chronic underfunding of transportation infrastructure
- Utilize the community path in Somerville as a transportation solution
- Maintenance and up keep is essential for a robust transportation system
- Establish healthy forms of transportation/healthy alternatives policy
- Use gas tax for transportation funding
- Install “No Smoking” signage in all MBTA stations
- Unfairness in MBTA service
- Increase revenue sources for funding
- Reduce pollution
- Reduce diesel use
- Improve accommodations for the disability community

## Boston – Downtown

November 29, 2012, 6 PM – 8 PM

Massachusetts Transportation Building - Boston

### Notes/Summary:

There were over 140 people in attendance at the meeting held at the State Transportation (MassDOT) Attendees included residents from the city of Boston and the surrounding communities, elected officials, and transportation stakeholders. Highway Administrator Frank DePaola and Secretary Richard A. Davey made opening remarks and then the meeting was opened to public comment. Representatives from each division of MassDOT—RMV, Highway, Aeronautics and MBTA/Rail and Transit. MassDOT senior staff addressed questions and took public comments for the duration of the meeting.

### Public comments received at the meeting included but were not limited to the following:

- Find new sources of revenue
- Increase chapter 90 funding
- The lack of weekend service
- Link the North Station and South Station rails
- Increase funding for rail trails
- Increase funding for the commuter rail
- Increase funding for RTAs
- Improve bus routes
- Fix current system first
- Increase transit capacity
- Establish connectivity between networks
- Open road tolling
- Goals for the mode shift
- Expand transit in the urban core
- There has been a positive outcome of the Accelerated Bridge Program
- Create a fair fare system
- There is opposition to the use of Ethanol fuel
- Move the Big Dig debt payments elsewhere
- Run the Silver line from Dudley Station to Logan Airport
- Expand/improve the Newton/Needham Green Line connections
- Improve Red Line service from Cambridge to South Station
- Improve Green Line service by implementing a Blue Line to Riverside solution
- The Fairmont/Indigo line
- Establish a connection between the MBTA Blue Line and Red Line
- The Green Line extension and community path
- Have ticket machines at all commuter rail stations
- Work towards Mode Share goals
- Construct more multi-level parking near transit hubs



## Dartmouth

December 3, 2012, 6 PM – 8 PM

University of Massachusetts - Dartmouth

### Notes/Summary:

There were over 70 people in attendance at the meeting held at the UMass Dartmouth. Attendees included residents from the surrounding communities, elected officials, and transportation stakeholders. Highway Administrator Frank DePaola and Secretary Richard A. Davey made opening remarks and then the meeting was opened to public comment.

### Public comments received at the meeting included but were not limited to the following:

- Include more multi-modal development
- Improve transportation equity across the state
- Provide Southeastern Regional Transit Authority (SRTA) Sunday bus service
- Transportation should be linked to environmental concerns and quality of life issues
- Support South Coast Rail
- Have a connection to the waterfront in the Southeast regional of the state
- Make transit affordable for everyone
- Expand of SRTA bus service hours into the evening
- Bike racks should be installed on SRTA busses
- There is a need to raise revenue for MassDOT services
- Include shared use paths as part of Route 79 improvement projects
- The need to connect New Bedford and Fairhaven for tourism
- Connectivity should drive future bike path expansion efforts
- Provide pedestrian and bike access from lower highlands to Fall River waterfront
- Transportation improvements are key to economic growth and development
- Support the South Coast Rail Project and at grade improvements to Route 79
- Use of the existing rail line between Fall River and New Bedford to construct a bike path
- Expand local transportation services using MBTA service hours
- There need to fund roads and bridges before they fail
- The concern about air quality
- Continue funding support for transportation infrastructure
- Accelerated Bridge Program (ABP) has been very successful
- Improve Visitor signage directing tourism to Fall River waterfront
- Improve bicycle access on Route 6
- Consider implementing green emission fees at RMV and vehicle safety inspections
- Follow the European model for mode shift/car free living
- There is benefit of connecting with other providers
- There are many benefits of the mode shift
- The use of low cost measures for improvements • There are freight benefits with South Coast Rail Project
- The need to improve roadways. Specifically Routes 6, 18, & 24

## Lynn

December 5, 2012, 6 PM – 8 PM

Lynn City Hall

### Notes/Summary:

There were over 100 people in attendance including residents from the city of Lynn and the surrounding communities as well as several elected officials and members of MassDOT senior staff. MassDOT Planning Director, David Mohler, provided welcoming comments and then the meeting was opened to public comments and discussion session.

### Public comments received at the meeting included but were not limited to the following:

- The deterioration of infrastructure
- Find/establish a new revenue stream
- Integral nature of ferry service
- The revitalization of gateway cities
- Investing in roadways and water transit
- Extend the MBTA Blue Line to Lynn
- The quality/ quantity of bathrooms in stations
- Connectivity between modes
- The “Ride” fare increases
- Recognize the transportation challenges that come with a fixed income
- The lack of direct service and increase in commute times
- Transportation is essential in order to access to medical care
- Responsive/ lack of responsiveness of MassDOT and legislature
- There is lack Sunday and evening service
- The need for a North/South rail link
- Focus on area roadway improvements
- The lack of understanding by the public concerning the funding ‘crisis’
- The importance of MassPORT as part of MassDOT
- Revisit projects in design phase with GreenDOT vision
- Recognize the public health value of mass transit
- There is an importance of investing in a system for the future
- Separate the Big Dig debt from operating costs during transportation revenue discussions
- Provide ticket machines at all commuter rail stations
- Increase the gas tax

## Attleboro

December 6, 2012, 6 PM – 8 PM

Attleboro City Hall

### Notes/Summary:

The meeting had a good turnout with approximately 45 people in attendance. Attendees included many residents from Attleboro and the surrounding communities as well as several elected officials and members of MassDOT senior staff. Highway Administrator Frank DePaola provided the welcome and then the meeting was opened to public comments and discussion.

### Public comments received at the meeting included but were not limited to the following:

- Establish northbound access at I-95 exit 1 to Rte. 1 and Beacon Street
- Block off the existing ramp at NB I-295 to NB I-95 and build new ramp that turns left
- Construct high speed rail along the median of I-195, route 24 & I-495
- Install wrong way signage on highway ramps with thermo plastic arrows to prevent crashes
- Post signs for the Emerald Square Mall at the exit of I-95 in order to avoid people exiting at I-95 exit 2
- Start a new fund for transportation based on the surcharge insurance companies levy on drivers who have been in an accident
- Decrease MassDOT's oversight of transit decisions in home rule communities
- MassDOT and the RTA's to ensure that high demand for service to people with disabilities does not affect the quality of service
- Improvements to the Middleboro rotary, Rte. 24 Interchanges, I-95 corridor (295 interchange)
- Consider having bicycle and pedestrian trails along active rail corridors
- Provide more funding to local communities to improve deteriorating pavement conditions
- Reward communities with pavement management plans
- Gas tax revenues should go towards maintaining the roadways not transit
- MassDOT needs to focus on repairing and maintaining our existing infrastructure
- Reevaluate the Chapter 90 formula as it discriminates against Rehoboth and other agricultural communities
- Dedicate more funding for safety improvements
- Public transit is an absolute necessity
- Need solid infrastructure for future and economy
- Harder look at gas tax and user fees with transparency
- \$20 round trip to Boston/Mansfield –may price people out of getting jobs in Boston – need cost/benefit analysis before any action
- Continue transparency from MassDOT as it has improved public opinion
- Encourage MassDOT to delegate to local authorities on small projects
- Raising the gas tax while encouraging other transportation modes could decrease revenue

# Appendix Four – Maps of Currently Unfunded Projects

## MassDOT District 1

The maps on the following six pages demonstrate potential projects that could be funded under the 21st-Century Transportation Plan.

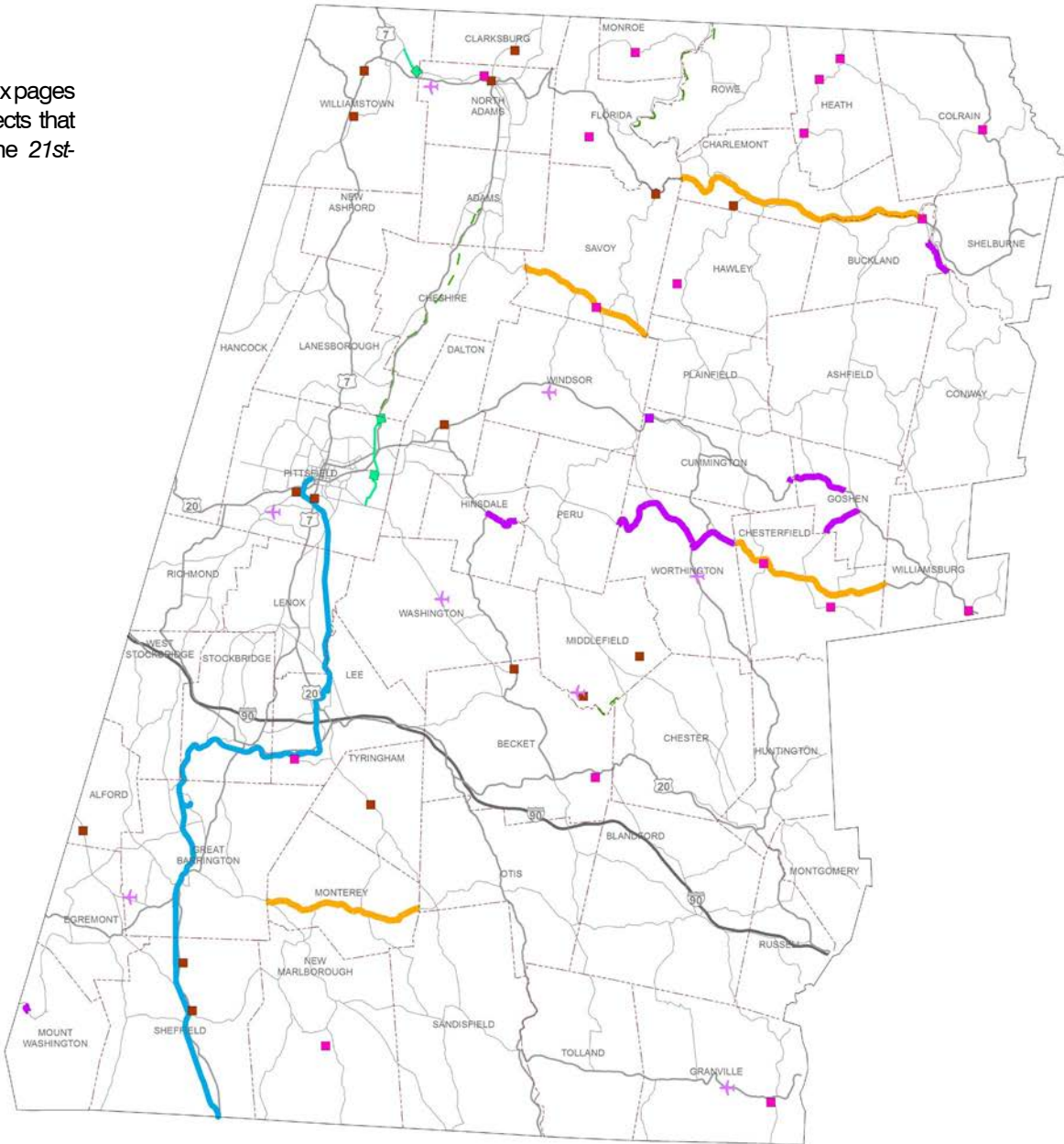
**Legend**

**Project Category**

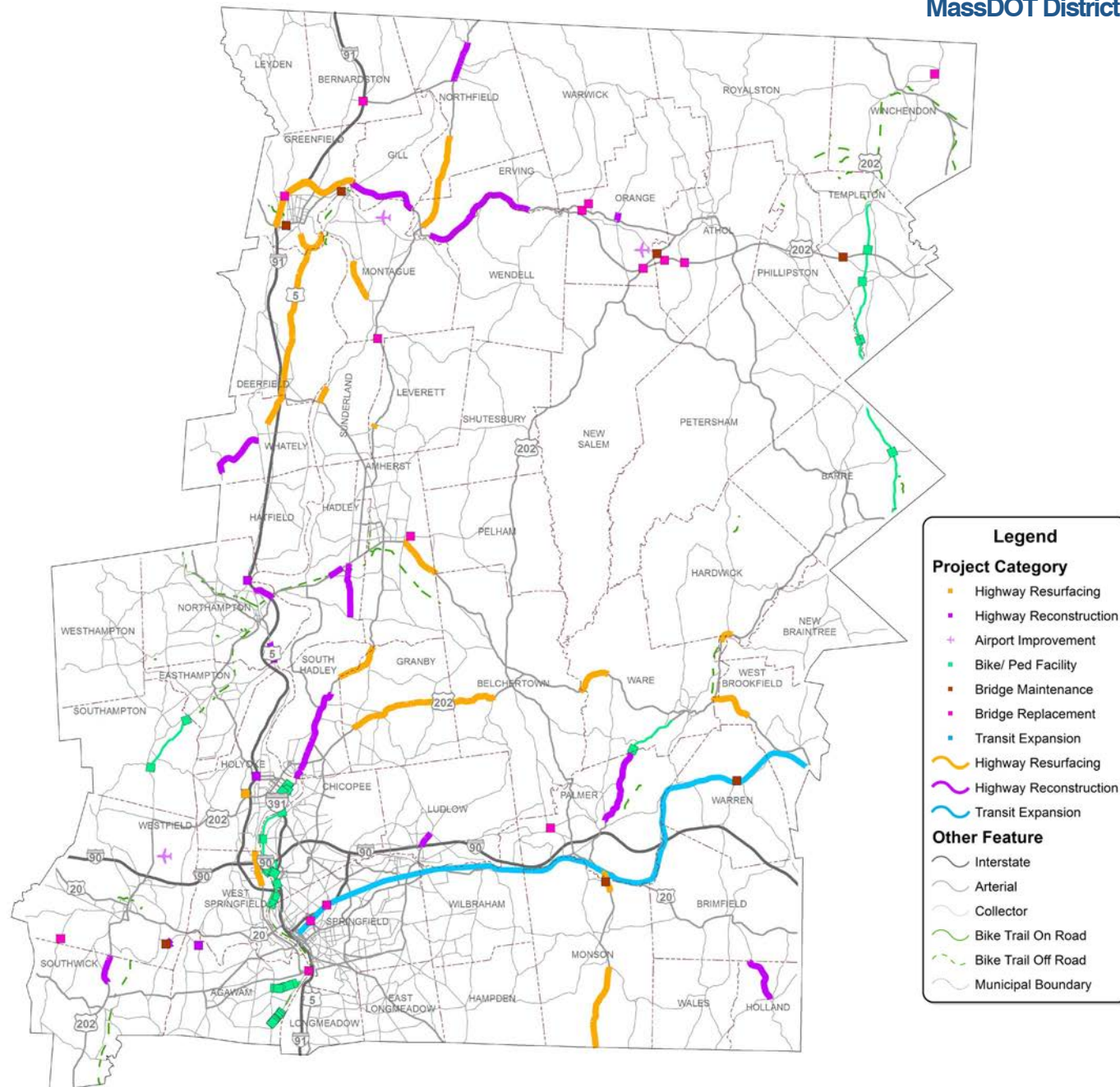
- Highway Resurfacing
- Highway Reconstruction
- + Airport Improvement
- Bike/ Ped Facility
- Bridge Maintenance
- Bridge Replacement
- Transit Expansion
- Highway Resurfacing
- Highway Reconstruction
- Transit Expansion

**Other Feature**

- Interstate
- Arterial
- Collector
- Bike Trail On Road
- Bike Trail Off Road
- Municipal Boundary



# MassDOT District 2





# MassDOT District 3

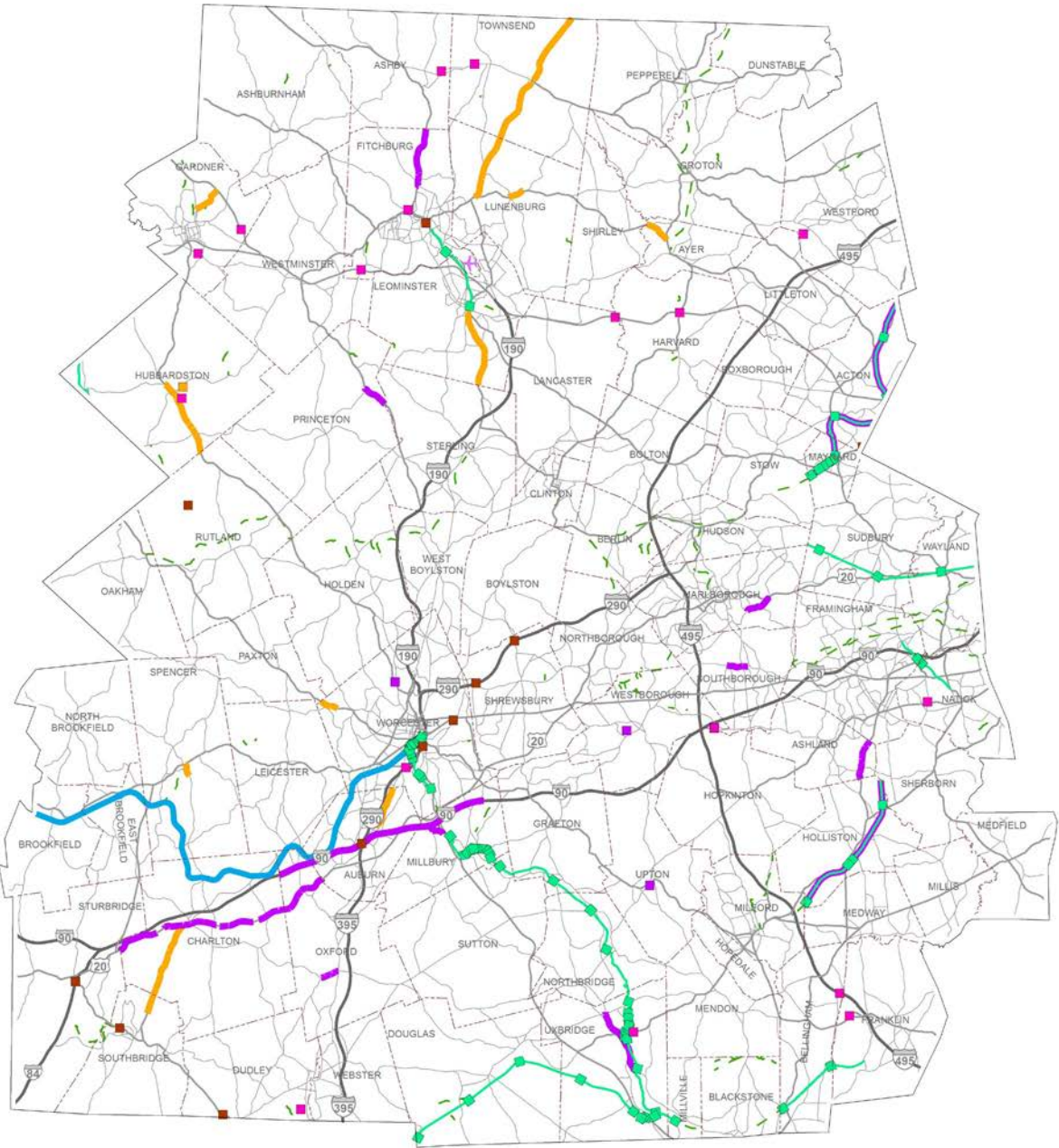
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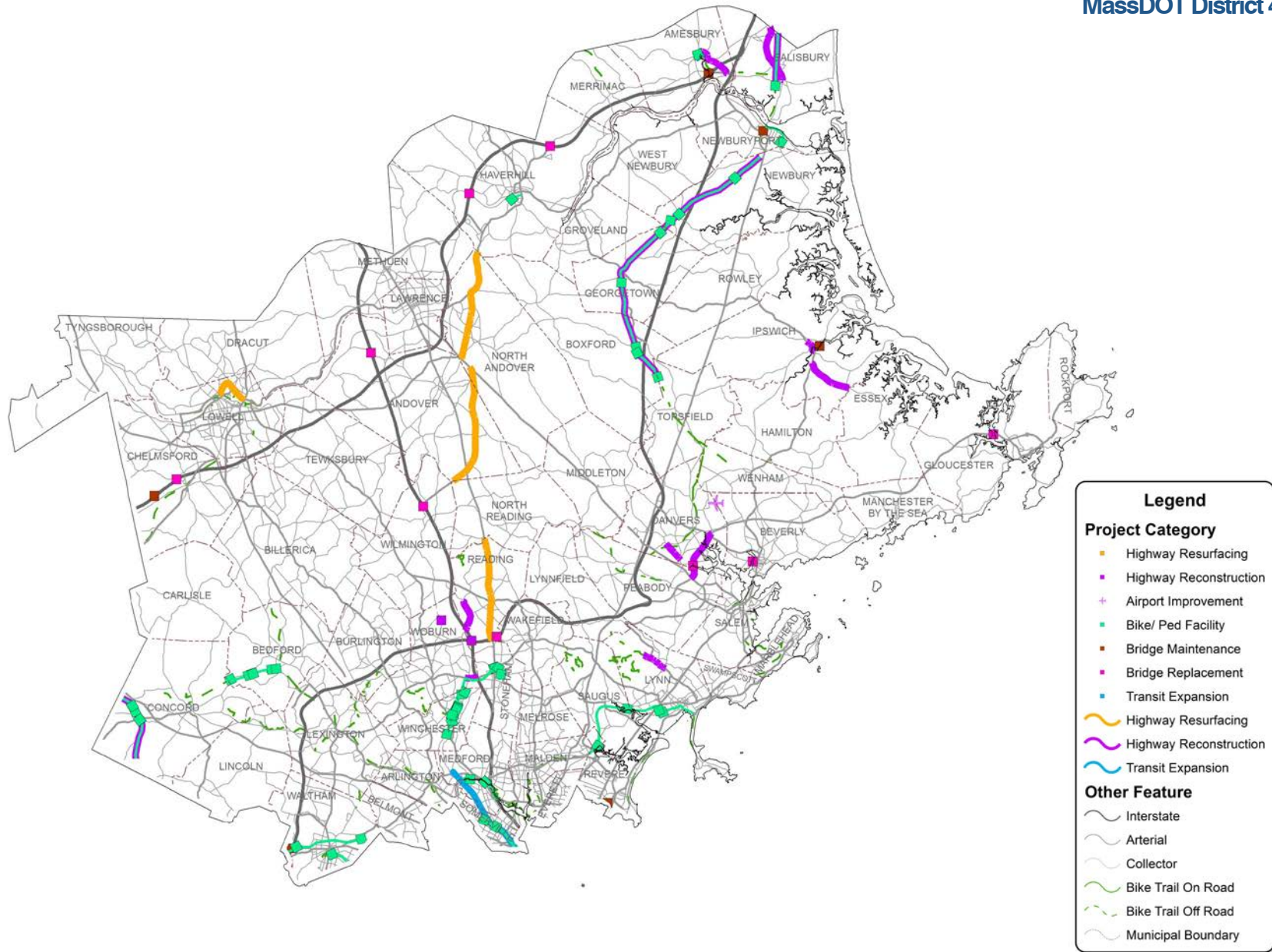
**Project Category**

- Highway Resurfacing
- Highway Reconstruction
- Airport Improvement
- Bike/ Ped Facility
- Bridge Maintenance
- Bridge Replacement
- Transit Expansion
- Highway Resurfacing
- Highway Reconstruction
- Transit Expansion

**Other Feature**

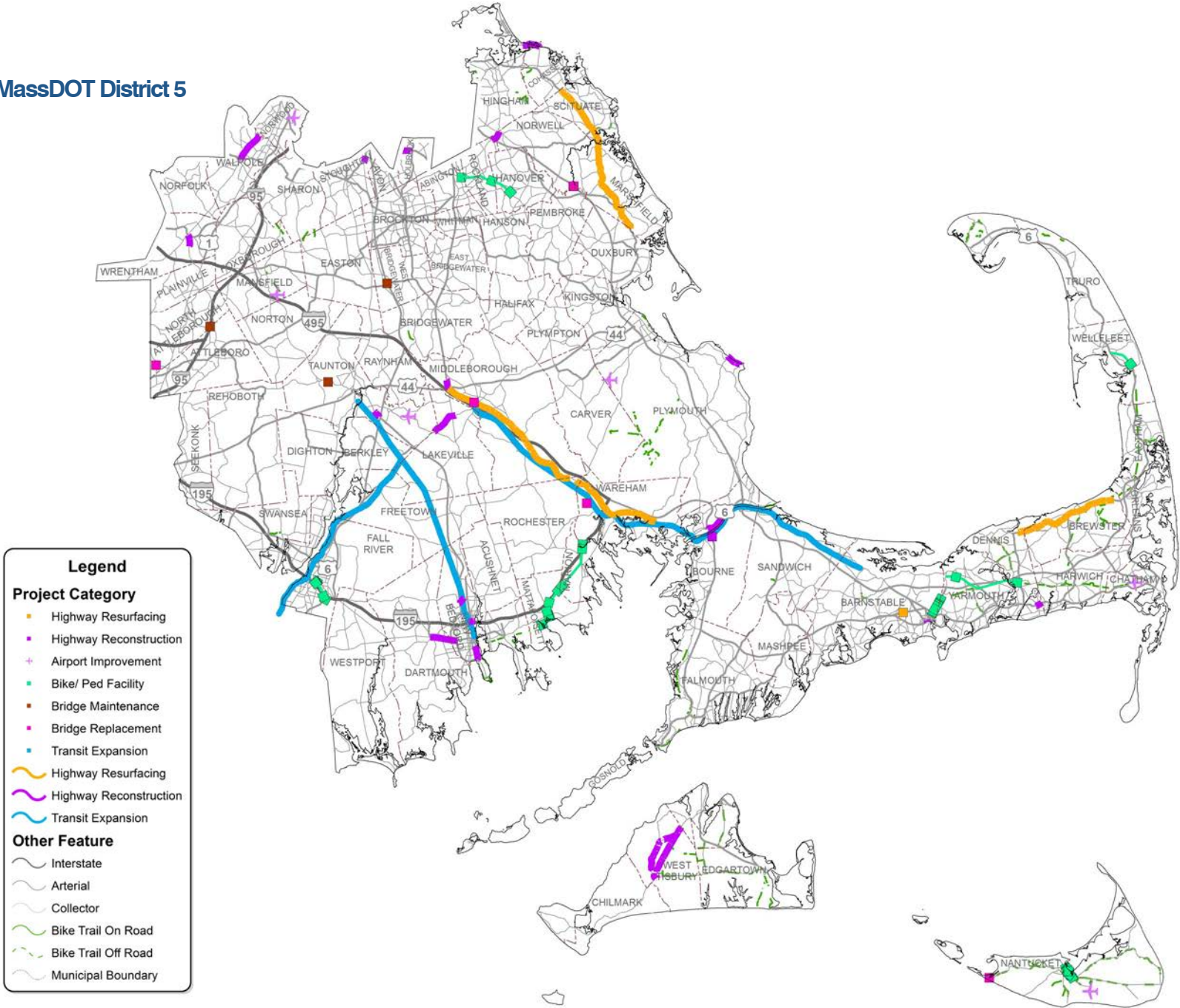
- Interstate
- Arterial
- Collector
- Bike Trail On Road
- Bike Trail Off Road
- Municipal Boundary

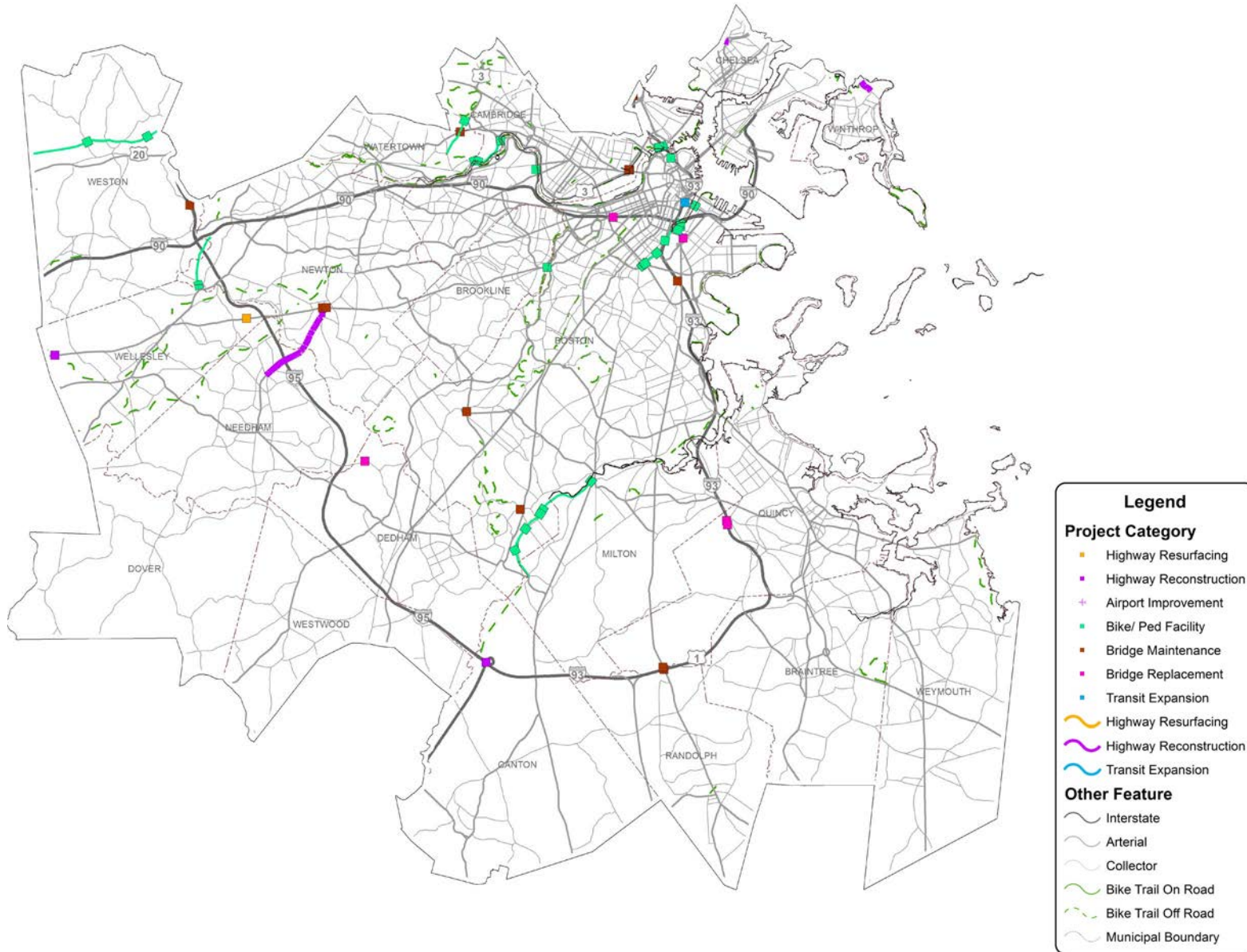






# MassDOT District 5





**Legend**

**Project Category**

- Highway Resurfacing
- Highway Reconstruction
- ✦ Airport Improvement
- Bike/ Ped Facility
- Bridge Maintenance
- Bridge Replacement
- Transit Expansion
- Highway Resurfacing
- Highway Reconstruction
- Transit Expansion

**Other Feature**

- Interstate
- Arterial
- Collector
- Bike Trail On Road
- Bike Trail Off Road
- Municipal Boundary



