



FY20 Operating & Capital Budget

The Boston & Planning Agency (BPDA) is the planning and economic development agency for the City of Boston. The BPDA plans and guides inclusive growth in our city - creating opportunities for everyone to live, work and connect. Through our future-focused, city-wide lens, we engage communities, implement new solutions, partner for greater impact and track progress.

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Introduction

The Boston Planning & Development Agency (BPDA) plays a far reaching role in shaping the city. As a self-sustaining organization, a deep love for Boston inspires staff to make this city an exciting place to live, work, and connect. By guiding physical, social and economic change in Boston's neighborhoods and its downtown, the BPDA seeks to shape a more prosperous, resilient, and vibrant city for all. The BPDA is charged with growing the City's tax base, cultivating the private jobs market, training the workforce, encouraging new businesses to locate in Boston and existing businesses to expand and planning the future of neighborhoods with the community. The BPDA is responsible for identifying height and density limits, charting the course for sustainable development and resilient building construction, advocating for multi-modal transportation, responding to the city's changing population, producing insightful research on our city, and ensuring Boston retains its distinctive character.

The BPDA is made up of five business units that interact through what is referred to as Related Parties Transactions. The units are comprised of three major entities; the Boston Redevelopment Authority (BRA); the Economic Development and Industrial Corporation (EDIC), which includes the Mayor's Office of Workforce Development (OWD), and the Boston Industrial Development Finance Authority (BIDFA). There are two associated 501(c)(3) non-profit entities; the Boston Local Development Corporation (BLDC) and Friends of Youth Opportunity Boston (FYOB).

BPDA Goals & Objectives



Engage Communities: The BPDA engages the people, businesses and communities of Boston as well as its own employees. The BPDA continues to design and implement new forums and communication tools that enable people to participate in ways that are natural and convenient.



Implement New Solutions: To be a leader in planning and to solve many of the challenges that 21st century cities face, the BPDA leverages expertise, taps into Boston's innovative spirit, and captures inspiration from around the world. The BPDA identifies new approaches and collaborates with partners to implement new solutions that positively impact the people of Boston.



Partner for Greater Impact: The BPDA has ambitious goals for the future of the City, but cannot achieve them alone. The BPDA works with each partner in the most appropriate way, in order to amplify all efforts, making the sum truly greater than its individual parts. In the end, the collective efforts of many entities helps shape the future of Boston.



Track Progress: To build trust externally and confidence internally, the BPDA tracks progress and impact. With the right measures the BPDA uses appropriate tools to make tracking simple, and translates the results into relatable benefits.

FY19 Key BPDA Accomplishments

- The BPDA Board of Directors approved nearly \$4 billion worth of development in Boston, representing over 6.6 million square feet.
- Approximately 3,435 residential units were approved by the BPDA Board of Directors, of which approximately 696 are designated affordable.
- Over 5,500 construction jobs and 7,000 direct jobs have been created as a result of projects approved by the BPDA in FY19.
- Opened The Beverly, the first new affordable and workforce housing development in more than 25 years with 239 income restricted units available to individuals, couples and families with qualifying incomes.
- Planning studies for Dudley Square in Roxbury, Glover's Corner in Dorchester, Downtown, East Boston and Mattapan, as well as a mobility study for Allston-Brighton are underway. The public process for PLAN: Newmarket will kick-off in the coming months.
- Broke ground on 115 Winthrop Square, turning a dilapidated, vacant city-owned garage generating no revenue into an economic driver for the entire city. The proceeds from the sale of the garage — over \$160 million in total — will allow significant and needed investments in our parks, including Boston Common (\$28M), Franklin Park (\$28M), the Emerald Necklace (\$11M) and Rose F. Kennedy Greenway (\$5M). And we will make long overdue investments in our public housing, including the Boston Housing Authority's Orient Heights in East Boston (\$10M) and Old Colony in South Boston (\$25M).
- Celebrated the opening of two Roxbury projects: Smith House and Dewitt Center. Both projects help execute the goals outlined in PLAN: Dudley, including using public land to bring additional affordable and middle income housing to the district, and create good jobs and sustainable economic development
- With the goal of promoting diversity, preventing displacement and fostering a more inclusive workforce, the BPDA released diversity criteria encouraging the participation of people of color, women and minorities and Women Business Enterprises for all Requests for Land Disposition Proposals moving forward.
- A new Community Engagement Team was created under the Planning Department to better connect residents with planning and development in their community.
- Approved a Compact Living pilot, a two-year pilot program that aims to increase sustainable options for housing in response to growing demand. The pilot program is an important component of Mayor Martin J. Walsh's updated Housing a Changing City: Boston 2030.

- Joined other City departments to announce Resilient Boston Harbor plans, including elevated landscapes, enhanced waterfront parks, flood resilient buildings, and revitalized and increased connections and access to the waterfront.
- Approved three proposals to temporarily activate the Charlestown Navy Yard for Summer 2019, including free public programming and waterfront access for both residents and visitors to enjoy.
- Appointed six new members to the Roxbury Strategic Master Plan Oversight Committee (RSMPOC), representing a wide range of stakeholders in the Roxbury neighborhood.
- Announced that Benjamin Franklin Institute of Technology (BFIT) would be the first private college to participate in Boston Tuition Free Community-College Plan (TFCC), a program that makes college more affordable for Boston residents who have earned their high school credential. TFCC is funded by the Linkage Program, a program that ensures large-scale developments bring direct benefits to Boston through payment from developers.
- Following a successful 18-month pilot program, approved a citywide zoning text amendment for Additional Dwelling Units (ADUs). ADUs will increase affordable housing options, create safer living arrangements and support multigenerational family arrangements and opportunities for aging in place.
- BPDA employees took part in a Core Values survey, determining what values the BPDA would use to help shape our culture and educate the public. The results showed that the Agency staff places high importance on five core values: Fair, Inclusive, Optimistic, Responsive, and Transparent.
- Completed the 2018 Inclusionary Development Policy (IDP) Annual Report, detailing the strides Boston is making to create and preserve affordable housing opportunities across the City. For example, 546 new IDP units were completed in 2018. Additionally, of the total IDP housing stock, 16% of units are located in Downtown, 13% are located on the South Boston Waterfront, 11% are located in the South End, and 9% are located in South Boston.

FY19 Key Improvements to BPDA Financial Practices

The Finance department continues to make progress in their efforts to define BPDA physical asset needs, seek strategic investments for recurring revenue growth, and develop and implement plans to reduce long-term liabilities. Below are some of the changes made to better manage the BPDA's finances into the future:

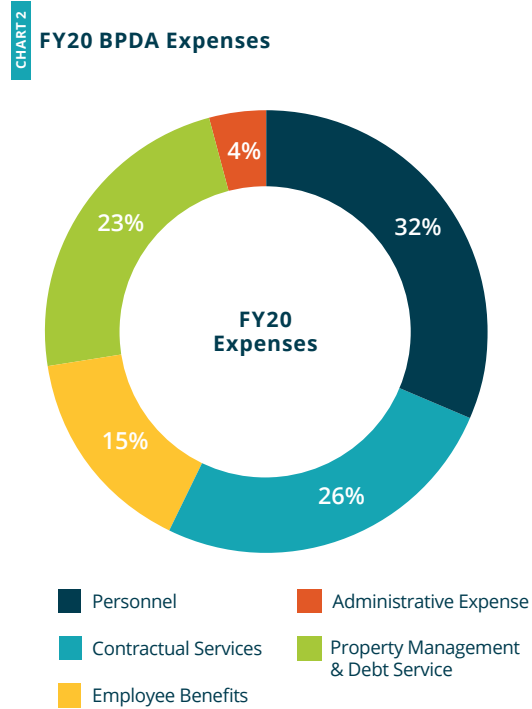
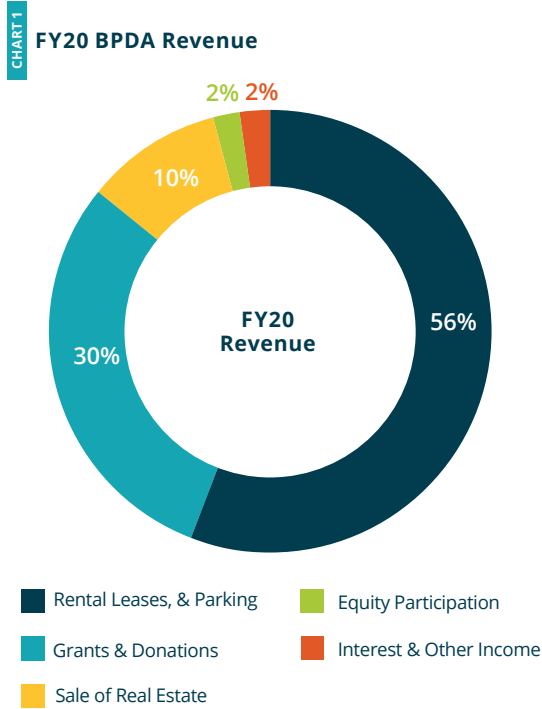
- The Finance department is engaging in a long term consulting project with the BPDA's financial software provider to better leverage capabilities and improve reporting and data management.
- The procurement team has developed a comprehensive library of guidance documents and resources to support staff through the procurement process. This enhances compliance and improved administrative efficiency.
- The Finance and Real Estate departments have collaborated to catalogue and begin to establish a prioritization methodology for the 10 year capital plan and are now building multi-year capital budgets.
- The Budget and Accounts Payable team is collaborating with the Management Information Systems (MIS) team to improve and replace the existing requisition and purchase order system.
- The Lease Administration unit tracks and ensures quality information for all the lease and license fixed rent revenues which in the FY19 total approximately \$20.9M. The FY19 revenue figure includes over \$.40M in additional revenues that were identified and exacted due to the Lease Administration unit's review and enforcement of existing lease provisions.
- The Finance and Human Resources team secured cost savings through moving to a semi self-insured model for health insurance benefits for EDIC employees.
- Efforts have been made to evaluate market earning rates and ensure all employees are paid fairly through compensation studies.

BPDA Budget Sources and Uses

BPDA Revenue is derived from two main categories: 86% is Rental, Leases, & Parking as well as Grants & Donations with the remaining 14% from Sale of Real Estate, Equity Participation, and Interest & Other Income.

Personnel and Benefits represent the largest category of expenses for the BPDA with 47% of the total budget. It is important to note that staff costs related to operating OWD's Community Based Organizations (CBOs) are accounted for in Contractual Services rather than Personnel. Adding Personnel and CBO costs together would account for 60% of all BPDA expenses.

The next largest category at 26% is Contractual Services. This category includes externally funded pass-through expenses for service providers for OWD and the inter-company grant from EDIC to BRA. Property Management & Debt and Administrative Expense comprise the remaining 23%.



BPDA Revenue includes:

Rentals, Leases, & Parking: This category represents funds generated from ground leases or leases in BPDA-owned properties or buildings. Categories include: Leases, Licenses, Additional or Percentage Rent, Reimbursable, Operating, & Maintenance Charges, Parking, Payment In-lieu of Taxes (PILOT) (EDIC/OWD only)

Sale of Real Estate: This BRA-only revenue category includes revenue from the one-time or installment sale of BRA-owned property.

Equity Participation: Funds from the sale and resale of properties developed on BRA-owned land. Every time a unit or parcel is sold, the BRA collects either 2% or 4% from the total sale price.

Grants & Donations: Grant or Donation funds received by the Mayor’s Office of Workforce Development are distributed to CBOs. This category also includes inter-company grants between EDIC and BRA as authorized by the Board of Directors of each entity.

Interest & Other Income: Interest received on loans, bank deposits, late payments, fees, and sales of maps and other publications.

BPDA Expenses include:



Personnel: The cost of full time and part-time employees, overtime, interns, Employment Service Contractors (ESC), and temporary help.



Employee Benefits: All expenses related to health insurance and benefits such as dental and vision, disability insurance, post-retirement benefits, and workers compensation. There are unique items between the BRA and EDIC, but in totality they provide employees with a wide range of options and support.



Administrative Expense: Includes technology, employee education and engagement, community engagement, copy equipment, office supplies, postage, travel, as well as marketing, recruiting and advertising of community meetings and procurement opportunities.



Contractual Services: OWD payments to CBOs for programming expenses, outside legal fees, auditing services, appraisal services, and consultant services for planning studies.



Property Management: Utilities, insurance, transportation, maintenance and land up-keep, and security costs. Fixed costs such as depreciation of capital expenses and debt service expenses.



No.	Description	Quantity	Amount
1234	Id rutrum	245.53	555.75
2567	Sed interdum odio	594.87	492.74
0034	Pellentesque molestie	356.40	400.00
0460	Maecenas varius nisi		
4729	Integer varius nisi		
4500	Quisque luctus turpis		
4883			

Bill to: Curabillur suscipit, LTD
456 Pellentesque, Aliquet
2W st. - SUD - 9999
987-654-321

VOICER








BPDA FY20 Budget Summary

The FY20 Revenue Budget totals \$75.2M, with an Operating Budget of \$70.2M. This represents an increase in Revenue of \$13.2M or 21% from the FY19 Revenue Budget and an increase in Operating Expenses of \$9.4M or 15%. The budgeted Revenue and Expenses creates a budgeted surplus of \$4.9M which is an increase from the budgeted surplus of FY19. Highlights of the budgeted Revenues and Expenses by category follow below in [Table 1](#).

As a self-sustaining Agency pursuing a public mission, this budget seeks to direct maximum support to mission-critical planning and economic development functions while leveraging cost savings, reducing long-term liabilities identifying investments in assets which generate sustainable recurring revenue.

The FY20 Operating Budget shows an increase in both revenues and costs as compared to the FY19 Budget. Beneath these “top-line” numbers are several one-time expense and revenue items specific to FY20.

TABLE 1 Combined Budget Summary
In Millions of Dollars

Revenue	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget
 Rental, Leases, & Parking	\$31.04	\$39.35	\$36.41	\$38.13	\$42.43
 Sale of Real Estate	\$2.69	\$3.52	\$5.85	\$3.75	\$7.65
 Equity Participation	\$2.65	\$1.21	\$1.58	\$1.30	\$1.10
 Grants & Donations	\$21.20	\$26.60	\$18.08	\$17.72	\$22.48
 Interest & Other Income	\$0.31	\$5.20	\$1.19	\$1.02	\$1.53
 Total Revenues	\$57.89	\$75.88	\$63.11	\$61.92	\$75.19
Expenses	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget
 Personnel	\$18.85	\$20.40	\$18.10	\$20.75	\$22.40
 Employee Benefits	\$8.36	\$8.40	\$8.32	\$9.86	\$10.80
 Administrative Expense	\$1.36	\$1.80	\$1.95	\$2.40	\$2.88
 Contractual Services	\$19.44	\$27.50	\$17.27	\$18.07	\$17.67
 Property Management & Debt Services	\$9.27	\$9.50	\$9.41	\$9.75	\$16.46
 Total Expenses	\$57.28	\$67.60	\$55.05	\$60.83	\$70.21
 Net Surplus/(Deficit)	\$0.61	\$8.28	\$8.06	\$1.09	\$4.98

Compared to the prior year's budgeted revenue, the FY20 Budget will experience an overall increase. The recent years of declining Federal, State and Donation revenue to OWD are starting to level off as OWD is projecting only a \$.15M decline. The BPDA is able to absorb this decline with the growth in expected Rental, Lease & Parking and Sale of Real Estate revenues.

After considerable investment, the BPDA's China Trade Building located at 2 Boylston Street is now fully leased. This facility is now fully leased. FY20 will be the first year that the building achieves full occupancy. The BPDA has secured competitive lease rates at other sites and tenants are taking occupancy, negotiating resets or adhering to scheduled increases throughout FY20. Parking revenue is expected to level off as V1 and the Bunker Hill Community College lots are fully operational, but fewer cruises are scheduled for the FY20 cycle which explains the slight decline for the FY20 budget.

On the expense side, the FY20 Budget is projecting increases in all categories. For staffing, BPDA has been strategically adding staff in the Planning Department and the Development Review Department to enhance its role as the City of Boston's planning agency as well as in the Real Estate, Research, MIS, and Finance departments to increase capacity in those areas.

Personnel expenses will increase in FY20. Salaries and wages will increase due to a cost-of-living (COLA) & merit adjustments. Additional investments in internship programming will support a previously underfunded program. FY20 marks the second year of increased in-

vestments in internship funding, allowing the BPDA to remain competitive in an otherwise active employment market.

The BPDA has recognized, planned for, and executed strategies to control fixed and long-term benefits costs. From investing contributions to its retiree health insurance liability to refinancing long term debt and moving toward self-insurance for employee health care expenses, the Finance Department is proactively controlling these costs to keep the BPDA on a firm financial footing for years to come.

The Administrative Expense category includes investments such as translation services and advertising for public meetings and procurement opportunities. This category also includes increased expenses for telecommunication services that support our new parking equipment. FY20 will be the first year that the BPDA will also carry a line item to support recruitment efforts with a \$100,000 available for search firm and recruitment services to ensure the BPDA attracts and retains a diverse and talented staff.

Contracted Services is seeing an increase for several key items but there are notable reductions as well. First, a decrease in Federal, State and Donation revenue results in a decrease in programmatic spending for OWD. Furthermore, OWD continues to examine account continuity and has reclassified some expenses into the Administrative Expense category. Beyond what is happening in OWD, the BRA and EDIC anticipate fewer lease commissions and appraisals due to our high occupancy rates.

BPDA Revenue Summary

The BPDA is budgeting \$75.2M for Revenue in FY20. Overall, FY20 budgeted Revenue is projected to increase from the FY19 budgeted Revenue by \$13.2M, or 21% with increases in all categories with the exception of Equity Participation. **Chart 3** details these categories.

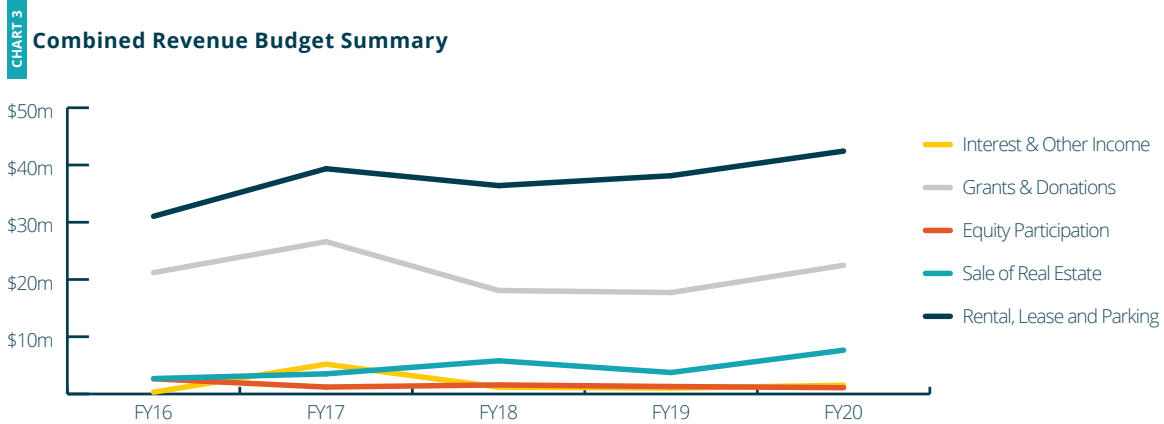


Table 2 shows Parking revenue is budgeted to decrease by \$.06M or .5%. Parcel V1 in the RLFMP was opened as a surface parking lot and became fully operational in the fourth quarter of FY18. It's initial performance was slow due to traffic pattern challenges. These issues have been addressed so that this lot can allow the BPDA to not only provide new parking opportunities for monthly tenants, but also the potential to substantially increase the BPDA's share of event parking from the nearby Rockland Trust Bank Pavilion and from those visiting restaurants and retail outlets in the Seaport district. The structured parking facility at 12 Drydock Avenue continues to be in great demand due to the influx of large employers such as Reebok and America's Test Kitchen to the RLFMP. Typically, surface lots such as C1 and C2 in the RLFMP were used for cruise patron parking, but with few cruises scheduled the BPDA is seeing an overall decline for Parking revenue. In addition, the BPDA is now responsible for student parking on BPDA land which is immediately

adjacent to Bunker Hill Community College, creating another heretofore untapped revenue source.

In FY18, the BPDA procured new state of the art parking software and equipment that will allow for better management & marketing of the parking inventory, particularly during hours of operation where inventory is typically underutilized. The BPDA is excited to access and work with great analytics for this critical revenue stream. Installation is underway and should be completed in FY20.

The BPDA is receiving regular survey information on market rate data changes for comparable surface and structured parking facilities. This information ensures the BPDA remains competitive in the parking market.

PILOT revenue for OWD is increasing by nearly \$1.3M, or over 58%, due to increased leasing and rents in the EDIC Jamestown building with the addition of new tenants.

Tenant Charges are increasing by roughly \$0.12M, or 9.28%, based on the current year projection of actual operating expenses for the EDIC 12 Channel Street building and the RLFMP. Operating costs for maintaining these buildings can vary from year to year depending on vacancy rates and maintenance needs.

Percentage Rent is increasing by \$0.15M, or 13.04%, based on the current year projections of actual rent owed to the EDIC from tenants in the Design Center and other properties that are required to pay percentage rents as part of their lease.

Sale of Real Estate is increasing by \$7.65M which is more than double the FY19 budget. The BRA anticipates finalizing the South Station Air Rights agreement early in FY20 which will yield over \$3.8M in fees and payments. Additional payments of over \$2M are also anticipated one-time payments. It is important to note that this revenue is not recurring and expenses budgeted against these revenues will need to be funded from an alternative source in future years.

Equity Participation is decreasing by \$0.2M,

or nearly 15%, based on the FY20 projection for this volatile, economically sensitive revenue stream.

Grants & Donations are budgeted to increase by \$4.7M or 26%. FY20 is a unique year for BRA expenses because two large construction projects, the Charlestown Navy Yard Culvert and Sinkhole project and the Demolition and Remediation of Building 108 both need to be included in the BRA operating budget. Therefore EDIC will be granting BRA \$800,000 for the CNY Culvert and Sinkhole. The BRA will also access Neighborhood Development Funds and EPA grant funds to cover the expenses for the Demolition and Remediation of Building 108. The remaining amounts in the category represent a decline in Federal and State grants and Donation revenue to OWD.

OWD receives millions of dollars in Federal, State, and City grants and donations. As these sources of revenue fall short of operating expenses, funds from EDIC are provided to support its programs and those of the CBOs funded through OWD. **Table 3** shows the variance between FY19 and FY20 OWD

TABLE 2 **Rentals, Leases, & Parking Detail**
Actual Dollars

Revenues	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget	\$ Change '19-'20	% Change '19-'20
Leases & Licenses	\$26,234,160	\$19,054,435	\$20,656,060	\$23,364,107	\$2,708,047	13.11%
Parking	\$9,068,119	\$11,653,021	\$12,648,047	\$12,585,013	-\$63,034	-0.50%
Payment In-lieu of Taxes (Pilot)	\$1,815,342	\$2,840,060	\$2,342,679	\$3,723,330	\$1,380,651	58.93%
Tenant Charges	\$1,064,622	\$1,438,257	\$1,337,076	\$1,461,100	\$124,024	9.28%
Percentage Rent	\$1,165,750	\$1,423,859	\$1,150,000	\$1,300,000	\$150,000	13.04%
Total	\$39,347,994	\$36,409,631	\$38,133,862	\$42,433,550	\$4,299,688	11.28%

More detail on revenues and expenses follows in the Revenue sections follows.

grants budgets. Budget to budget, OWD is expected to lose over \$.15M in FY20 or 1.22%. OWD staff have applied for additional grants from other sources, but those awards are not guaranteed. Therefore the FY20 Budget excludes these. In addition, many grants are assumed at level funding until additional information is available later in the fiscal year. These funding levels could increase or decrease at that time.

The largest loss in OWD revenue occurs in City funds. OWD is collaborating to redesign the Neighborhood Jobs Trust administrative procedures which will result in a shift of where funding is recorded. Therefore this reduction

does not reflect a change in programming.

The State grants are seeing an increase in FY20, particularly in youth employment. The Grants and Donations category has leveled out after the FY18 separation of WriteBoston, Inc. (WBI) from EDIC. The changes in these revenue sources do not necessarily have corresponding dollar for dollar change in program expenses.

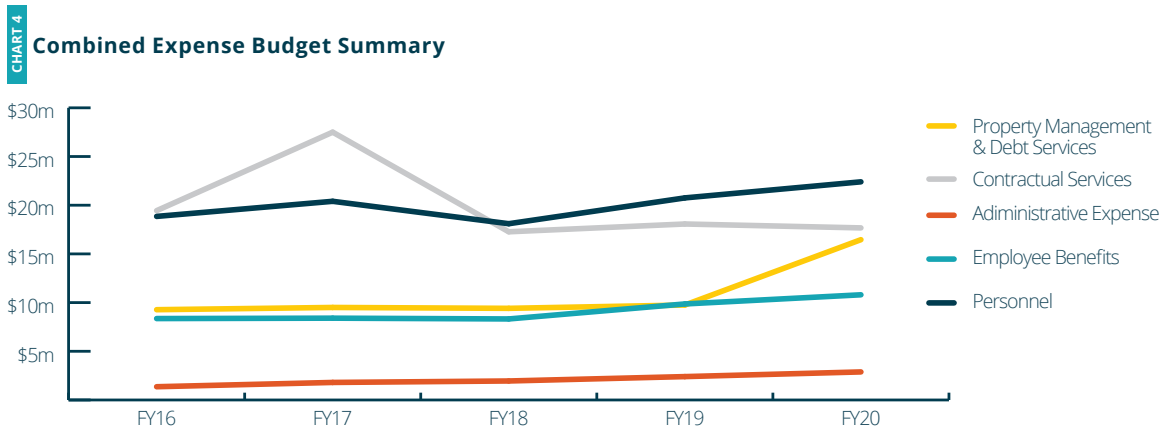
Interest & Other Income is expected to remain stable at \$0.1M after the correction due to over budgeting of Massachusetts General Law 121A fees in FY17.

TABLE 3 **Grants & Donations**
Office of Workforce Development (OWD) Only

Source	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget	\$ Change '19 - '20	% Change '19 - '20
Federal	\$7,889,022	\$6,665,103	\$6,473,520	\$6,101,238	-\$372,282	-5.75%
State	\$4,890,840	\$4,445,951	\$3,367,775	\$4,225,565	\$857,790	25.47%
City	\$1,177,553	\$1,478,648	\$1,821,938	\$1,130,966	-\$690,972	-37.93%
Donations	\$2,083,967	\$1,641,417	\$802,738	\$855,752	\$53,014	6.60%
Total	\$16,041,382	\$14,231,119	\$12,465,971	\$12,313,521	-\$152,450	-1.22%

BPDA Combined Expense Summary

Chart 4 shows that the FY20 Expense Budget is increasing by \$9.14M or 15%. Since FY16 the Finance team has worked to develop the budget process, many expenses have been recategorized in an effort to improve financial reporting. This results in some shifting between categories, particularly Administrative Services, Contractual Services and Property Management & Debt Service. The BPDA is also feeling the impact of GASB rule changes which is in part why for the first time large construction projects are included in the operating budget.



Personnel expenses which account for 32% of all BPDA expenses, are expected to increase by \$1.65M or 7.9%. Several sub-categories makes up those expenses which are shown in **Table 4**.

Salary & Wages are budgeted to increase by \$1.12M or 5.72%. The projected headcount is expected to increase by a net of 8 employees (see **Chart 5**). BPDA is planning to provide an average salary increase of 4% for cost of living adjustment and merit increases.

EDIC employs approximately a dozen employees in the RLFMP that are members of the Industrial Union of Marine and Shipbuilding Workers of America. These employees work under a collective bargaining agreement and receive different wage and benefit packages from other EDIC employees. EDIC and the Union settled a contract spanning three years

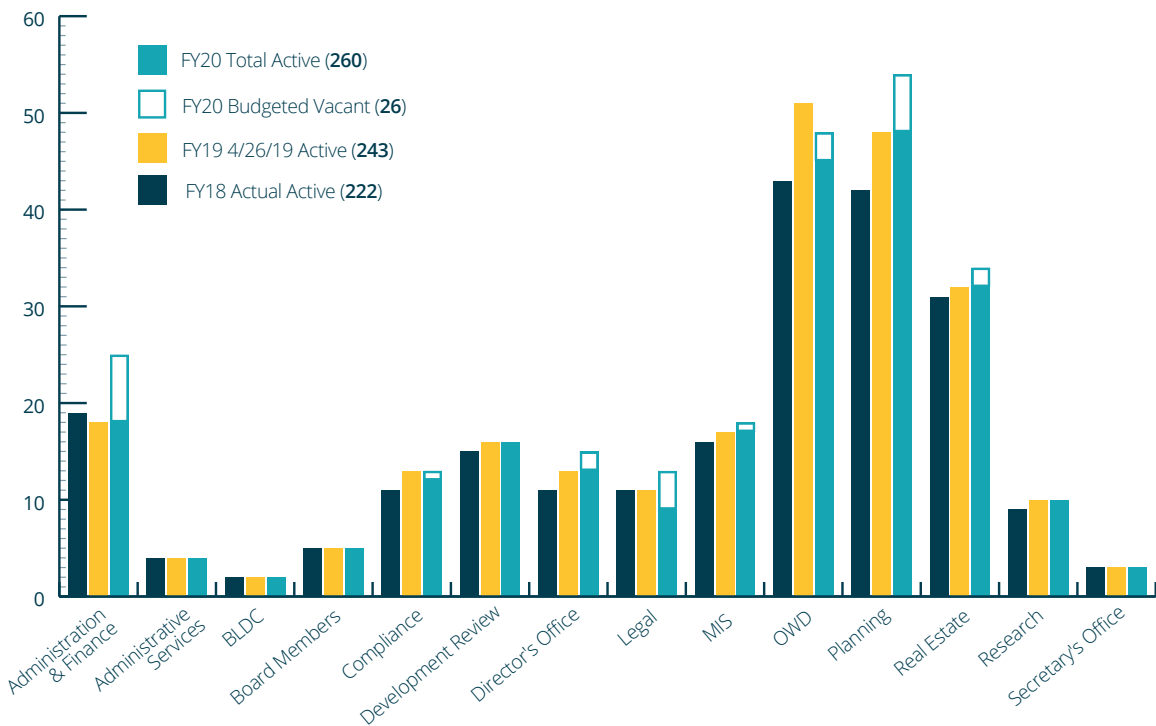
beginning March 2019 through March 2022. The members accepted a 2% annual base wage adjustment each year of the contract as well as other changes agreed to by both parties. This agreement impacts overtime expenses as well so the FY20 Overtime budget was increased to stay in line with the agreement.

The BPDA is expanding the intern program to fund additional interns and ensure they are paid the newly adjusted State minimum wage. The BPDA realizes that a competitive job market requires the BPDA to compete for talent, and the internship project is a proven method for attracting and retaining staff. Similarly, OWD continues to work closely with staff to stretch every grant dollar and stipends for Youth Opportunity Unlimited (YOU) workers will be increasing as they adjust to shrinking programmatic dollars.

TABLE 4 Personnel Details

	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget	\$ Change '19 - '20	% Change '19 - '20
Salary & Wages	\$18,258,191	\$16,945,608	\$19,647,404	\$20,770,603	\$1,123,199	5.72%
Overtime	\$45,247	\$107,866	\$110,000	\$112,200	\$2,200	2.00%
Interns	\$92,319	\$156,601	\$110,000	\$138,800	\$28,800	26.18%
Temporary Help	\$1,091,912	\$610,820	\$548,138	\$544,828	-\$3,310	-0.60%
Stipends	\$654,276	\$235,116	\$336,338	\$842,764	\$506,426	150.57%
Total	\$20,411,945	\$18,056,011	\$20,751,880	\$22,409,195	\$1,657,315	7.99%

CHART 5 Head Count



*FY20 is the first year with new position management method for tracking vacancies.

Budgeted employee headcount for the BPDA is projected to increase in FY20 from 252 to 260. **Chart 5** details the actual FY18 headcount by department, current active employees for FY19, and funded vacancies. Of the 28 vacancies, 12 are for new positions in FY20, the remaining are current vacancies that will be funded and available to be filled in FY20.

The FY20 headcount represents a sustainable workforce for the BPDA at the current level of business. During the last economic downturn, staffing was reduced to approximately 200 employees

TABLE 5 EDIC Health Insurance
Rate Change History

Renewal Year	Final Rate
FY20	10.00%
FY19	5.00%
FY18	5.50%
FY17	7.20%
FY16	9.90%
FY15	-5.00%
FY14	2.30%
FY13	-5.10%
FY12	-5.00%
FY11	7.10%
FY10	0.00%
Average	2.90%

due to declines in revenue and mission related needs. Should there be another economic downturn, staffing levels may need to be reduced again. Tracking headcount, estimating attrition and engaging in organizational planning are all the ways the BPDA is working to avoid large staff reductions when there are economic cycle changes.

Employee Benefits, which are detailed in **Table 6**, includes three major expenses: Health Insurance, Retirement or Pension Expense and Other Post-Retirement Employee Benefits (OPEB). Within the Health Insurance category there is funding for dental, vision, short and long-term disability insurances. Overall FY20 benefit costs are budgeted to increase by \$.94M, or 9.53%. This is primarily due to an increase in Health Insurance and Other Post Retirement Healthcare expenses.

Health Insurance Benefits vary between BRA and EDIC due to the State statutes each entity is incorporated under. The overall expense increased by \$.30M or 10.29% over the FY19 Budget amount.

BRA employees are members of the State’s Group Insurance Commission (GIC). The GIC provides several health insurance options for employees and their dependents. The GIC attempts to continually provide value to its members by negotiating with insurers and adjusting plan design, deductibles and co-pays to deliver high quality coverage at the best price. The BRA pays 80% and employees pay 20% of annual premiums in addition to any deductibles and copays.

For more information regarding the GIC, please visit: <http://www.mass.gov/anf/employee-insurance-and-retirement-benefits/oversight-agencies/gic/>

EDIC provides its employees with health insurance through Blue Cross Blue Shield (BCBS). The plan design has a high deductible and is offset by offering a Health Savings Account (HSA). EDIC pays 80% of annual premiums and employees pay 20% of annual premiums in addition to any deductibles and copays. EDIC pays 50% of the plan deductible for the employee by making a deposit into their HSA. For FY19 a 15% match is offered (up from 10% in FY17) in order to cover a full 80% of the employee deductible. HSA’s operate similarly to an IRA in several ways. For example, contributions are made on an individual basis and earn investment returns, which make them fully portable. Contributions are also pre-tax, and funds in an HSA can be used for any eligible medical expenses including

TABLE 6 Employee Benefits Details

Employee Benefits	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget	\$ Change '19 - '20	% Change '19 - '20
Health Insurance	2,880,253	2,315,931	2,926,974	3,228,242	301,268	10.29%
Other Insurance	1,137,129	1,753,584	1,146,216	1,182,487	36,271	3.16%
Pension Expense	3,175,005	2,869,333	3,877,024	3,862,436	-14,588	-0.38%
OPEB	687,797	1,318,693	1,318,693	2,000,000	681,307	51.67%
Other Benefits	542,744	290,955	591,091	508,090	-83,001	-14.04%
Total	8,422,928	8,548,496	9,859,998	10,781,255	921,257	9.34%

Medicare wraparound plan premiums in retirement.

In FY18, the EDIC changed the plan design and became partially self-insured. Employee deductibles increased from \$2,000/\$4,000 (single/ family) to \$3,300/\$6,250 with the difference in deductible for the employee becoming the EDIC self-insured portion of the plan. This change reduced the increase in BCBS premium from 14.1% to 7.2% for the FY18. For FY19 the plan design enabled the EDIC to hold down insurance premiums to a modest 5% increase. In FY20 the budget is increasing by over 10%.

The BPDA works to keep the cost of health insurance low for EDIC employees and the BPDA while providing high quality coverage. **Table 6** shows that by successfully negotiating with providers and implementing plan design changes, the average annual increase in premiums has been below 2%.

The Pension Expense is a category includes retirement benefits that are budgeted to decrease modestly overall by \$.02M, or -.38%. Between the BRA and EDIC, employee retirement benefits vary due to the state stat-

utes under which each company is incorporated. BRA employees are members of the State-Boston Retirement System (SBRS), a member system of the Public Employee Retirement Administration Commission (PERAC) and as such are the beneficiaries of a defined-benefit pension plan. BRA employees are subject to a fixed percentage of annual earnings. Deductions from their pay in order to fund the annuity portion of their future retirement benefit. BRA annual retirement contributions consists of both the Normal Cost (the amount of contributions required to fund the benefit allocated to the current year of service) and its share of the unfunded liability for past retiree benefits and is expected to be fully funded by 2025, after which the remaining cost will only be the Normal Cost. For more information on SBRS please visit: <https://www.boston.gov/departments/retirement>

Other Post-retirement Employee Benefits (OPEB) is a BRA expense for retiree health care costs associated with the defined-benefit pension plan described above. BRA retirees receive the same health care benefits in retirement as active employees despite the fact that all employees hired after a certain

date were required to contribute to Medicare. With a change in State law, all employees that contribute to Medicare must, with certain exceptions, move to Medicare upon becoming age eligible. This change in the law is a significant reduction in future healthcare costs.

Rather than providing full private coverage for future retiree plans, a combination of Medicare and private coverage (commonly referred to as 'wrap around coverage') will be provided. Per Government Accounting Standards Board (GASB) requirements, the BPDA must now report the unfunded liability of all OPEB costs annually and will soon be required to fund that liability. Previously, the BRA's unfunded liability was over \$25M. After a change in the law mentioned above, there was a large reduction in that liability. Coupling that with changes in trust fund contributions, the liability stands at \$12M as of the most recent valuation.

The BPDA made significant changes to the financial structure of OPEB when establishing the irrevocable trust. The impact of this change along with the GASB changes means the previous paydown schedule needs to change. In FY20 the BPDA will work with partners to determine the new schedule.

For more information regarding the PRIT fund please visit: <http://www.mapension.com/about-prim/>

EDIC Retirement Benefits are based on its enabling legislation. EDIC employees are not eligible for the defined-benefit pension plan provided to BRA employees. In lieu of a defined-benefit pension plan, EDIC employees are enrolled in a 401(a) defined contribution retirement plan. Employees receive an em-

ployer paid per diem payment of \$12.40 for each day worked and a matching contribution of up to 6% of their annual salary paid into their 401(a) account.

Funds held in the 401(a) are professionally managed and employees are encouraged to join an advisory group that meets to discuss investment performance and consider investment options recommended by the manager.

Other Benefits includes a variety of expenses such as vision, dental, workers compensation, Federal Insurance Contribution Act (FICA) expenses, and unemployment benefits. In total, the budget for these expenses is decreasing by \$.08M or -14%. This is one of the main areas the BPDA has made changes to categorization of smaller insurance expenses between Other Insurance and Other Benefits, but there is no material change in costs.

Administrative Services includes amount for translation services and additional advertisement expenses. The BPDA is pleased to invest in efforts to better engage the community and expand access to do business with us. Additional investments are included in the category for telecommunication services to our parking facilities and the new equipment being installed. Beyond these investments this category includes several key expenses to maintain operations such as, office supplies, and technology expenses. New accounts were created in FY18 to clearly recognize and track items for management such as Agency Media Subscriptions, Meeting Expenses, Employee Engagement and Community Engagement expenses. BPDA wide, employees are provided with tuition reimbursements as well as reimbursements for memberships and dues to professional or-

ganizations, which is consolidated in the Finance Department's budget.

Table 7 show that Contractual Services is decreasing by \$-.39M or -2.15% due mostly to the decreased program activity for OWD as a result of the decline in revenue, and few lease commissions to anticipate. This category also includes funding for the Planning department to initiate several studies as a result of ImagineBoston2030 recommendations. The Legal department has been successful at reducing their need for outside counsel which has helped control costs in this category.

Contractual Services includes funding for the Inter-company grant from the EDIC to the BRA to support specific items such as the CNY Culvert and Sinkhole and Retirement and Post Retirement Health expenses. Contractual Services also includes funding for CBOs that receive funds from OWD. **Table 7** also illustrates the budget practice improvement that was implemented in FY18. CBO budgets were moved from the Planning & Economic Development category to the Program Expense category.

Property Management and Debt Service is increasing by \$6.73M or 69.05% compared to FY19. **Table 6** shows this change and how even this large increase remains below the FY17 Actuals. FY17 was the year in which the recategorization of the Inter-company Grant to Contractual Services took effect. Two key items in the BRA budget, The CNY Culvert and Sinkhole project and the Building 108 project are operating expense projects. These one time items have outside funding but still cause this category to increase. Beyond these items are increases related to managing BPDA parking lots and the full occupancy of the China Trade Building for costs such as maintenance, security, utilities and water. This category also supports much of the Real Estate department's work to maintain BPDA owned properties. These include expenses that range from HVAC and electrical services to trash removal, snow removal, repairs, and maintenance which have had several multi-year agreements go through the procurement process in FY17.

TABLE 7
Contractual Services Detail

Contractual Services	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget	\$ Change '19 - '20	% Change '19 - '20
Finance	\$742,276	\$549,548	\$412,954	\$560,750	\$147,796	35.79%
Legal	\$524,759	\$424,794	\$495,000	\$495,000	\$0	0.00%
Planning & Econ. Dev.	\$13,717,196	\$6,196,120	\$2,472,202	\$2,035,188	-\$437,014	-17.68%
Grant Expense	\$6,434,381	\$6,487,611	\$5,220,000	\$5,616,565	\$396,565	7.60%
Program Expense	\$11,928,596	\$8,390,787	\$9,465,278	\$8,969,005	-\$496,273	-5.24%
Total	\$33,347,208	\$22,048,860	\$18,065,434	\$17,676,508	-\$388,926	-2.15%

TABLE 8
Property Management & Debt Detail

Property Mgmt & Debt	FY17 Actual	FY18 Actual	FY19 Budget	FY20 Budget	\$ Change '19 - '20	% Change '19 - '20
Building & Land Main.	\$4,140,331	\$4,800,032	\$5,234,823	\$11,046,823	\$5,812,000	111.03%
Depreciation	\$2,911,403	\$2,452,178	\$2,565,761	\$3,430,000	\$864,239	33.68%
Insurance	\$494,051	\$621,426	\$526,663	\$576,395	\$49,732	9.44%
Transportation	\$87,490	\$44,568	\$86,021	\$90,601	\$4,580	5.32%
Bad Debt	\$912,610	\$695,634	\$186,000	\$186,000	\$0	0.00%
Utilities	\$773,548	\$912,326	\$807,656	\$857,656	\$50,000	6.19%
Bonds	\$341,227	\$334,710	\$340,000	\$289,627	-\$50,373	-14.82%
Total	\$9,660,660	\$9,860,874	\$9,746,924	\$16,477,102	\$6,730,178	69.05%

Related Party Transactions

Related Party transactions refer to these four units: BLDC, BIDFA, FYOB, and WBI. These entities are staffed and paid for through the EDIC payroll and are covered under EDIC's fringe benefits policies. In addition to Human Resources Management, EDIC provides all financial services support including billing and collections, budget development, accounts payable services and audits. Depending on the entities financial health, EDIC Related Party Transactions and subsequent costs total approximately \$0.5M per year. WBI left the BPDA to function as an autonomous entity in FY18.

Excluded Items

The FY20 Budget does not include the following:



Mitigation & Community Benefit Funds: The BPDA acts as a pass through entity for mitigation and community benefits funds that arise from the Article 80 process as memorialized in Cooperation Agreements. The BPDA monitors compliance with the Cooperation Agreements and collects and releases funds per the terms. Funds held under these agreements are restricted and cannot be used for BPDA operating expenses.



Notes Receivable Funds: The BPDA holds notes or loans on many properties throughout the city for land conveyed for development purposes. These notes are generally only due when there is a change in the use of the property from what was originally agreed to. For example, when a property changes from affordable to market rate housing, the note may become due. Nearly all notes receivable funds are due to the City of Boston if repayment were required. In such case, the BPDA would collect the funds and transfer them to the City's Department of Neighborhood Development (DND).

Inclusionary Development Policy Funds Revenue generated from Inclusionary Development Policy (IDP) for affordable housing through the Article 80 process is transferred to be managed by DND for the creation of affordable housing at sites across the city.



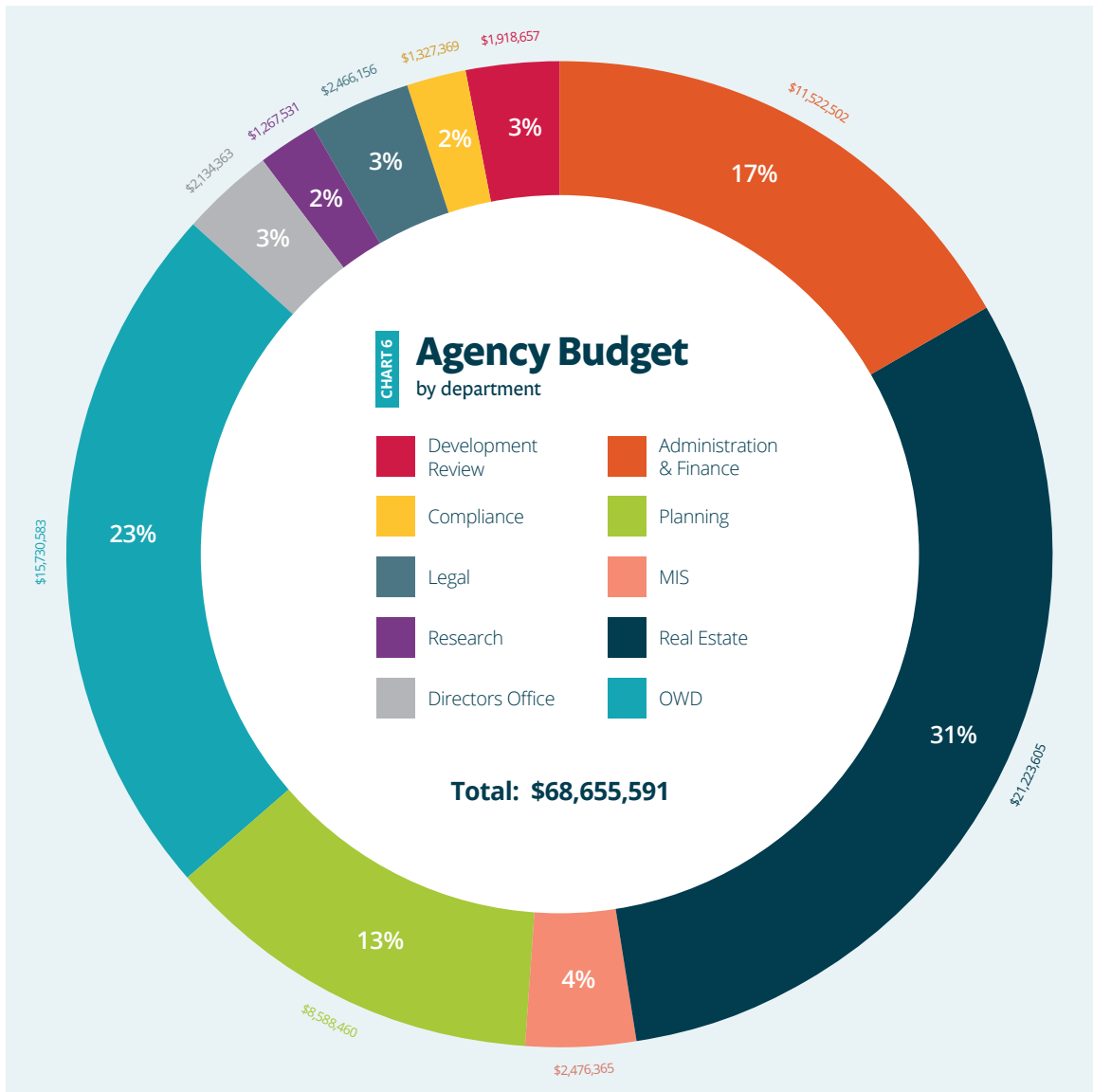
Pass-through Grants: Federal or State grants will often “pass-through” the BPDA to other recipients. An example of such an occurrence is State “MassWorks” grants. The BPDA administers the program for these grants but does not receive any administrative fees. These grants are excluded from the budget as the BPDA does not directly benefit from them and they would artificially increase the size of the budget.



Linkage: Funds collected for and disbursed through Linkage, such as the Neighborhood Jobs Trust, are not included in this budget. These funds are directed to the City of Boston. From there, some funds may ultimately be distributed in the form of a grant to fund specific OWD job training programs at the City's discretion.

Department Budgets

This section contains brief descriptions of the different departments within the BPDA. Along with goals and objectives, it includes summary budgets of the different key areas of funding. As the BPDA develops new and additional financial practices, department funding will change over time.



Finance

Finance Mission

The Finance department supports all other divisions in the BPDA, allowing each department to more efficiently achieve its individual mission, and ensuring the cohesive operation of the Agency overall.

The BPDA has been a self-sustaining Agency since 1987. The Finance department ensures the agency can deliver on its mission at no cost to the City budget.

Role at the Agency

The Finance division oversees the Agency's budgets, grants, audits, and tax filings for all five reporting entities. The Accounting unit focuses on cash management, audits, asset management, notes receivables and other critical operations. The budget unit creates and monitors Agency wide budgets, department budgets, and capital budgets. They also support the entire department with analysis and reporting.

Procurement also sits within Finance. This unit helps coordinate purchasing, public bidding, and contracting activities.

The Lease Administration unit continues to maintain and build the Yardi Voyager real estate software platform used to track and ensure quality of all receivable revenue information and critical date activity for the BPDA's lease and short term license portfolio generally averaging 150 contracts in number.

Organization

The Finance department is home to Accounting, Budget, and Lease Compliance. The BPDA has identified a potential to reorganize the former Administration and Finance division to further reform efforts. For budgeting purposes Administrative Services and Human Resources are included in Finance's budget. Additional changes are being considered for FY21.

TABLE 9 Finance Budget
FY20

Expenses	
Personnel	
Salaries and Wages	\$2,338,825
Interns	\$78,800
Employment Service Contractors	\$25,000
<i>Subtotal</i>	\$2,442,625
Employee Benefits	
Actuarial Health Expense	\$2,000,000
Fringe Allocation	\$745,356
<i>Subtotal</i>	2,745,356
Administrative Expense	
Advertising	\$1,500
Data Processing	\$120,700
Professional Development	\$22,500
Leased Office Equipment	\$25,194
Marketing	\$16,617
Office Supplies	\$120,000
Postage	\$24,500
Printing and Copy Services	\$9,500
Professional Fees and Dues	\$6,073
Agency Media Subscriptions	\$1,570
Seminars/Conference Reimbursement	\$3,825
Travel/Administrative	\$23,199
<i>Bank Fees</i>	\$9,827
Other Miscellaneous	\$239,250
<i>Subtotal</i>	\$624,255
Contractual Services	
Finance	\$267,750
Legal	\$95,000
Grant Expense	\$5,533,565
<i>Subtotal</i>	\$5,896,315
Property Management	
Building and Land Maintenance	\$190,100
Insurance	\$58,300
Transportation	\$14,155
Bad Debt	\$186,000
<i>Subtotal</i>	\$448,555
Grand Total	\$12,157,106

Real Estate

Real Estate Mission

The Real Estate department manages the utilization, marketing, leasing and disposition of BPDA assets. These physical assets include the Charlestown Navy Yard, the Raymond L. Flynn Marine Park in South Boston, Long Wharf along the Downtown Waterfront, and various sites throughout Boston. The department identifies key development opportunities, manages locations of economic activity and growth, and seeks to maximize the value of the BPDA's real estate assets for the people of Boston. Revenue generated through those assets also provides funding for the BPDA's operations and planning activities.

Role at the Agency

Real Estate staff actively markets and negotiates opportunities with private and public entities for the redevelopment, re-use, and leasing of these properties. Working closely with the BPDA's Planning, MIS, Legal, and Finance divisions, the Real Estate department strives to operate with transparency and accountability. The department regularly collaborates with other entities, such as the City of Boston's Department of Neighborhood Development and Massport, on shared goals and initiatives.

Organization

The Real Estate department is comprised of five divisions: Property/Asset Management, Engineering and Facilities Management, Commercial and Industrial Leasing, Capital Construction, and Operations.

TABLE 10
Real Estate Budget
FY20

Expenses	
Personnel	
Salaries and Wages	\$2,712,176
Overtime	\$102,000
<i>Subtotal</i>	<i>\$2,814,176</i>
Employee Benefits	
Fringe Allocation	\$1,179,171
<i>Subtotal</i>	<i>\$1,179,171</i>
Administrative Expense	
Advertising	\$67,000
Data Processing	\$90,255
Professional Development	\$150
Graphic Design	\$10,095
Leased Office Equipment	\$6,500
Marketing	\$1,000
Office Supplies	\$6,000
Printing and Copy Services	\$1,193
Professional Fees and Dues	\$5,442
Agency Media Subscriptions	\$883
Seminars/Conference Reimbursement	\$349
Telephone Services	\$140,282
Travel/Administrative	\$8,486
Bank/Credit Card Fees	\$279,373
<i>Subtotal</i>	<i>\$617,007</i>
Contractual Services	
Planning and Economic Development	\$955,188
<i>Subtotal</i>	<i>\$955,188</i>
Property Management	
Building and Land Maintenance	\$10,581,908
Depreciation	\$3,430,000
Insurance	\$488,749
Transportation	\$55,000
Utilities	\$857,656
Bonds	\$289,627
<i>Subtotal</i>	<i>\$15,702,939</i>
Grand Total	\$21,268,481

Management Information Systems (MIS)

MIS Mission

The Information Technology Services department's mission is to provide technology leadership, expertise and services that help the agency fulfill its mission and achieve its business goals.

Role at the Agency

Deliver information technology solutions and services that meet the needs of the agency and achieve the highest level of customer satisfaction.

- Deliver information technology solutions and services that meet the needs of the agency and achieve the highest level of customer satisfaction.
- Support the use of information technology to facilitate innovation.
- Provide leadership in planning for the effective and efficient use of technology.
- Provide a robust, reliable, and secure information technology infrastructure.
- Attract, develop, and retain quality information technology professionals.

Organization

The Information Technology Services Department is lead by the Chief Information Officer who oversees IT Project Management, Technology Support/Help Desk, Geographic Information Systems (GIS), Enterprise and System Applications, Graphic Design, and External and Internal Web solutions.

TABLE 11 MIS Budget
FY20

Expenses	
Personnel	
Salaries and Wages	\$1,458,357
Intern	\$10,000
Employment Service Contractors	\$100,000
<i>Subtotal</i>	<i>\$1,568,357</i>
Employee Benefits	
Fringe Allocation	\$356,667
<i>Subtotal</i>	
Contractual Services	
<i>Subtotal</i>	<i>\$0</i>
Administrative Expense	
Data Processing	\$408,752
Professional Development	\$3,000
Graphic Design	\$13,000
Leased Office Equipment	\$72,200
Professional Fees and Dues	\$50
Seminars/Conference Reimbursement	\$100
Telephone Services	\$77,822
Travel/Administrative	\$9,407
<i>Subtotal</i>	<i>\$584,332</i>
Property Management	
<i>Subtotal</i>	<i>\$0</i>
Grand Total	\$2,509,356

Planning

Planning Mission

Planning is the process of creating long-term visions for places and communities as small as an intersection and as large as a region. The Planning departments leverages, and seeks to influence, the social, economic, physical, and natural factors affecting a community. In Boston, planning occurs at the streetscape, neighborhood, institutional, and waterfront scales. Planning Department works closely with community members and other local stakeholders to create plans that set the appropriate context for new development while respecting the City's historic character and its future aspirations. The Division aims to create places that are livable, ecologically sensitive, and economically thriving.

Role at the Agency

Planning at the BPDA is an iterative process that combines community engagement with the direction and guidance of experienced BPDA planning and urban design staff. At times, the use of outside consultants is also incorporated to help develop planning initiatives. Resulting plans are comprehensive documents, which articulate broad community goals as well as outline physical development opportunities and guidelines. The BPDA's current planning documents can be viewed on the Planning Initiatives page.

The Planning Department collaborates with other departments across the BPDA, including Development Review. New planning initiatives may result in zoning changes and the BPDA Zoning department facilitates the codification of these changes into the zoning code. The staff of the Development Review department works with developers to ensure that project proposals fit within these planning frameworks for neighborhood, institutional, or waterfront plans. Outside the BPDA, the Planning Department works closely with many other City and State entities.

Organization

The Planning Department is comprised of four divisions. Community Planning works at the neighborhood level and assists communities with articulating and implementing local plans. Urban Design's input helps determine appropriate heights, densities, setbacks, building styles, and public spaces to be outlined in plans. Climate Change and Environmental Planning promotes sustainability and resiliency alongside the city-wide goal of increasing public access to the waterfront and guides visions for waterfront development. Transportation and Infrastructure Planning works to plan sustainable and reliable systems while collaborating with communities, private sector groups, and other government agencies.

TABLE 12 **Planning Budget**
FY20

Expenses	
Personnel	
Salaries and Wages	\$4,632,366
Overtime	\$10,200
Employment Service Contractors	\$72,000
<i>Subtotal</i>	<i>\$4,714,566</i>
Employee Benefits	
Fringe Allocation	\$2,276,631
<i>Subtotal</i>	<i>\$2,276,631</i>
Administrative Expense	
Advertising	\$51,213
Data Processing	\$12,248
Professional Development	\$8,967
Mapping & Model Supplies	\$4,000
Marketing	\$100,000
Professional Fees and Dues	\$15,284
Agency Media Subscriptions	\$2,990
Seminars/Conference Reimbursement	\$10,489
<i>Travel/Administrative</i>	<i>\$19,500</i>
<i>Subtotal</i>	<i>\$224,691</i>
Contractual Services	
Planning and Economic Development	\$1,180,000
<i>Meeting Expenses</i>	<i>\$60,000</i>
<i>Subtotal</i>	<i>\$1,240,000</i>
Property Management	
<i>Subtotal</i>	<i>\$0</i>
Grand Total	\$8,455,888

Office of Workforce Development (OWD)

OWD Mission

The mission of OWD's department is to be an innovative public agency that promotes economic resilience to ensure the full participation of all Boston residents in the city's economic vitality and future.

Role at the Agency

- City's largest workforce development funder, and creates policies and programs that support the aspirations, education, and career paths for youth and adults.
- Oversees and convenes the region's one-stop career center, known as the American Job Centers.
- Oversees the Adult Literacy Initiative - a group of 26 State funded The High School Equivalency Test (HiSET) and English to Speakers of Other Languages (ESOL) programs that serve greater Boston.
- Oversees the Neighborhood Jobs Trust, funded by Linkage fees from developers, and it also oversees the funding allocations of BRA mitigation funds.

TABLE 13 OWD Budget
FY20

Expenses	
Personnel	
Salaries and Wages	\$3,338,500
Employment Service Contractors	\$300,508
Other Personnel	\$842,764
<i>Subtotal</i>	<i>\$4,481,772</i>
Employee Benefits	
Fringe Allocation	\$1,264,499
<i>Subtotal</i>	<i>\$1,264,499</i>
Administrative Expense	
Data Processing	\$0
Professional Development	\$0
Printing and Copy Services	\$0
Professional Fees and Dues	\$0
Seminars/Conference Reimbursement	\$0
Other Miscellaneous	\$462,995
Educational Supplies	\$10,000
<i>Subtotal</i>	<i>\$472,995</i>
Contractual Services	
Professional Contracts	\$123,500
Program Expense	\$9,062,510
<i>Subtotal</i>	<i>\$9,186,010</i>
Property Management	
Building and Land Maintenance	\$274,516
Insurance	\$29,346
Transportation	\$21,446
<i>Subtotal</i>	<i>\$325,308</i>
Grand Total	\$15,730,583

Director's Office

Director's Office Mission

The Director's Office oversees all facets of the BPDA to make certain that the City of Boston's planning objectives and economic development strategies are achieved. Through the prioritization of these objectives and strategies, this office ensures that businesses and developers continue to invest in the City of Boston, which results in more jobs and housing for the citizens of Boston.

Role at the Agency

The Director's Office works with all departments within the BPDA to identify and execute priority initiatives, new policies, as well as to create innovative planning and economic development strategies. The office collaborates with cross-departmental teams within the Mayor's Cabinet to help ensure that all of the City of Boston's departments are best serving Bostonians.

Organization

The Director's Office is staffed by a team of professionals with legal, planning, economic development and policy expertise. The Communications Department also sits within the Directors Office and liaises with BPDA staff to ensure that accurate information about planning, economic development, and census data in Boston is shared with the press. The Director's staff works closely with all of the BPDA's departments and serves as the Director's liaison to other city departments, elected officials, the community, developers, businesses, and all other stakeholders.

TABLE 14 Director's Office Budget
FY20

Expenses	
Personnel	
Salaries and Wages	\$1,344,006
<i>Subtotal</i>	<i>\$1,344,006</i>
Employee Benefits	
Fringe Allocation	\$609,640
<i>Subtotal</i>	<i>\$609,640</i>
Administrative Expense	
Professional Development	\$3,000
Marketing	\$3,000
Office Supplies	\$500
Printing and Copy Services	\$1,000
Professional Fees and Dues	\$2,725
Agency Media Subscriptions	\$6,879
Seminars/Conference Reimbursement	\$675
Travel/Administrative	\$20,000
Meeting Expenses	\$14,000
<i>Community Engagement</i>	<i>\$12,500</i>
<i>Subtotal</i>	<i>\$64,279</i>
Contractual Services	\$0
<i>Subtotal</i>	<i>\$0</i>
Property Management	\$0
Building and Land Maintenance	\$300
<i>Subtotal</i>	<i>\$300</i>
Grand Total	\$2,018,225

Research

Research Mission

The Research department strives to understand the current environment of Boston to produce quality research and targeted information that will inform and benefit the residents and businesses of Boston.

Role in the Agency

The BPDA's Research department compiles and analyzes current, historical, and comparative data on the city of Boston. The department conducts research on Boston's economy, population, and commercial markets for all departments of the BPDA, the City of Boston, and related organizations.

Organization

The Research department is a 10 person team with members who have backgrounds in economics, sociology and public policy, and prior experience working with research institutes, colleges and universities, and community organizations. Staff areas of expertise and primary research topics include the following:

- Neighborhood and city demographics
- The labor market, industries, jobs, and employers
- Real estate and development
- Econometric modeling
- Economic development
- Populations of interest, such as the foreign born

TABLE 15 Research Budget
FY20

Expenses	
Personnel	
Salaries and Wages	\$844,683
Intern	\$40,000
<i>Subtotal</i>	<i>\$884,683</i>
Employee Benefits	
Fringe Allocation	\$309,807
<i>Subtotal</i>	<i>\$309,807</i>
Administrative Expense	
Data Processing	\$70,000
Agency Media Subscriptions	\$5,564
Seminars/Conference	\$424
Reimbursement	
Travel/Administrative	\$2,000
<i>Subtotal</i>	<i>\$77,988</i>
Contractual Services	\$0
<i>Subtotal</i>	<i>\$0</i>
Property Management	\$0
<i>Subtotal</i>	<i>\$0</i>
Grand Total	\$1,272,478

Legal

Legal Mission

The Legal department strives to support the strategic goals of the BPDA by providing high quality legal counsel to protect and preserve the legal and ethical integrity of the agencies.

Role at the Agency

The Legal department provide transactional real estate counsel to the BPDA staff through structuring, negotiating, and drafting all legal documentation required pursuant to urban renewal plans and projects, demonstration projects, the Article 80 development process and the Inclusionary Development Policy for affordable housing. The Legal department represent and guide the BPDA through litigation and provide advice to staff by maintaining a knowledge of existing and pending legislation that impacts the business and operations of the BPDA.

Organization

The Legal department is staffed by a general counsel, six experienced attorneys, one support person and various legal interns throughout the year.

TABLE 16 Legal Budget
FY20

Expenses	
Personnel	
Salaries and Wages	\$1,457,091
Intern	\$10,000
<i>Subtotal</i>	<i>\$1,467,091</i>
Employee Benefits	
Fringe Allocation	\$663,655
<i>Subtotal</i>	<i>\$663,655</i>
Administrative Expense	
Professional Development	\$3,000
Professional Fees and Dues	\$7,195
Agency Media Subscriptions	\$30,330
Seminars/Conference	\$4,425
Reimbursement	
Travel	\$3,000
<i>Subtotal</i>	<i>\$47,950</i>
Contractual Services	
Legal	\$400,000
<i>Subtotal</i>	<i>\$400,000</i>
Property Management	
<i>Subtotal</i>	<i>\$0</i>
Grand Total	\$2,578,696

Compliance

Compliance Mission

The BPDA's Compliance Department mission is threefold. The Developer Compliance Group reviews, tracks, and monitors the progress of commitments made for privately funded projects that are subject to the Article 80 process of the Boston Zoning Code. These commitments include both monetary and non-monetary obligations.

The Contract Compliance Group increases employment opportunities for Boston residents, minorities, and women as enumerated in the Boston Residents Jobs Policy. They also ensure workers receive the correct wage on projects subject to the federal Davis-Bacon Act and the Commonwealth's prevailing wage.

The Housing Compliance unit approves applicants who are applying for an IDP rental or condo and reviewing all documentation and in order to be approved within the guidelines of our BPDA program.

Role at the Agency

The Compliance Department identifies job opportunities for residents, minorities, and women by working with contractors, unions, stakeholders, and the community. They also respond to constituent requests regarding developer commitments, City Council requests, testify at hearings, and coordinate with other city departments.

Organization

The Contract Compliance Officers are in the field, hold weekly meetings with general contractors and subcontractors, and work closely with union stewards and business agents.

The Contract Compliance Group ensures that general contractors continually make a "best faith effort" to comply with the goals enumerated in the Boston Residents Jobs Policy. The Developer Compliance Group works closely with the BPDA legal department, Finance, developers, and the BPDA project managers to ensure commitments are measurable and quantifiable, and that the developer meets those commitments on a timely basis. The Housing Compliance ensures that all Inclusionary Development Projects are handled with a thorough and efficient review.

TABLE 17
Compliance Budget
FY20

Expenses	
Personnel	
Salaries and Wage	\$934,006
Employment Service Contractors	\$47,320
<i>Subtotal</i>	<i>\$981,326</i>
Employee Benefits	
Fringe Allocation	\$240,351
<i>Subtotal</i>	<i>\$240,351</i>
Administrative Expense	
Professional Fees and Dues	\$1,359
Agency Media Subscriptions	\$796
Seminars/Conference	\$210
Reimbursement	
Travel/Administrative	\$600
<i>Subtotal</i>	<i>\$2,965</i>
Contractual Services	\$30,000
<i>Subtotal</i>	<i>\$30,000</i>
Property Management	\$0
<i>Subtotal</i>	<i>\$0</i>
Grand Total	\$1,254,642

Development Review

Development Review Mission:

The BPDA's Development Review Department facilitates the review of small and large scale development projects, pursuant to Article 80 of the Boston Zoning Code. Led by a team of Project Management staff, this department coordinates with BPDA Planning & Urban Design staff, City agencies, elected officials and the community to foster responsible development in the neighborhoods and the Downtown.

Role at the Agency:

The Development Review Department is responsible for facilitating the evaluation of design, density, use, and physical and social impacts for all development projects in the City of Boston, including proposals for residential, commercial office, hotel, retail, and research & development uses. The Project Managers assemble and work closely with Planners and Urban Design staff, relevant City agencies and the community to ensure that the impacts of each project are identified and mitigated and that the design of the project is one that relates to and enhances the surrounding area.

Organization:

The Development Review Department is led by the Director and Deputy Director of Development Review and is staffed by a team of Project Managers. Project Managers take the lead role in overseeing and coordinating the development review process for all projects that meet the threshold for either Small or Large Project Review.

TABLE 18 Development Review Budget
FY20

Expenses	
Personnel	
Salaries and Wages	\$1,271,062
<i>Subtotal</i>	<i>\$1,271,062</i>
Employee Benefits	
Fringe Allocation	\$593,628
<i>Subtotal</i>	<i>\$593,628</i>
Administrative Expense	
Advertising	\$100,000
Marketing	\$2,128
Professional Fees and Dues	\$3,000
Seminars/Conference Reimbursement	\$4,000
Travel/Administrative	\$6,018
Meeting Expenses	\$5,000
<i>Subtotal</i>	<i>\$120,146</i>
Contractual Services	\$0
<i>Subtotal</i>	<i>\$0</i>
Property Management	\$0
<i>Subtotal</i>	<i>\$0</i>
Grand Total	\$1,984,836

FY20 Capital Budget Summary

The BPDA owns property that is legally under both the BRA and the EDIC, and therefore the budget is organized by entity, and then grouped by new projects and ongoing projects. The City of Boston sometimes grants funding to either of these entities through their Capital Budget, however the majority of the BPDA's capital spending is supported by BPDA funds. The FY20 Capital Budget includes funding for projects that have already started as well as new projects. Given that construction project cycles can sometimes be active across several fiscal years, the BPDA is starting to establish future year budget projections within the Capital Budget. These capital projects are essential to maintain the Agency's assets and their usable life.

EDIC Projects

The Raymond L. Flynn Marine Park has had an amount of \$1.63M in Capital expenditures in FY19, which was lower than expected. EDIC will see an increase in FY20 with an expected total Capital spending of \$10.4M.

FY20 New Projects

EDIC will begin three new projects in FY20, with a total projected capital spending of \$6.8M. The East Jetty Rehabilitation project will cost EDIC \$2.23M in FY20. This project will repair and stabilize approximately 465 linear feet of steel sheet pile bulkhead. It will demolish the existing site bollards, clean up the old objects, and reinforce the area with

new concrete. This Project will begin in FY20, and will go into future fiscal years. The Parking Garage Construction will be EDIC's largest project of the fiscal year. This project will cost \$4.5M, and combines two crucial parts for the EDIC Garage future; the environmental clean-up of the parcel and the necessary repairs to the garage to extend the life of the asset. EDIC will also have a new MIS project, which will be \$.10M of equipment for the department planned upgrades & will be replacing a vehicle in the EDIC fleet, for \$.03M.

Ongoing Projects

As FY19 ends the RFLMP Parking Garage Design project carries \$.5M into FY20, this is the prep work for the new Parking Garage Construction project mentioned above. EDIC will also start and complete the Environmental Remediation at 339 Northern Ave Project, this is another parcel in the RLFMP that EDIC is focusing on the future development of. This project will cost \$.5M.

City Of Boston Funded Projects

EDIC has one new City of Boston Funded Capital project, it is the RLFMP Resiliency Improvements. This is a \$2.07M project that is a combination of small projects to improve various areas of the RFLMP and bring others up to the proper code requirements. The components of this project include; Flood Resiliency Study, Harbor Walk Connectivity, Mobile Improvement through Sidewalks and Cycle Tracks, and Street Light Upgrades.

EDIC has three projects continuing into FY20 that will be fully funded by the City of Boston. These projects were approved in FY19. Black Falcon/Terminal Street Resurfacing Construction is a \$1.4M project that will resurface the roads, replace the sidewalks and improve street lighting. Drydock No. 4 – Pier 6 Design is a \$.40M project that will design the replacement of the deteriorated steel bulkhead in order to preserve the structural integrity of Pier 6. The last City of Boston funded project continuing into FY20 is Drydock No. 4 Design which is planned to cost \$.25M. This project will develop a design for the permanent closure of the caisson. These City funded projects are expected to be completed in FY20 for a total cost of \$2.05M.

BRA Projects

The Boston Redevelopment Authority has had a slower year than expected, with a total capital spending of \$2.1M in FY19. The BRA is expecting to have another slow year in capital work, due to a change in accounting standards (GASB), these changes result in projects that were once recorded capital expenditures, are now recorded as operational expenses. The BRA is expecting to spend \$1.5M in FY20.

FY20 New Projects

The BRA will continue work at the China Trade Building in FY20 with two projects. The China Trade Window Improvement project is a multi-year, multi-phase project. The first phase will start in FY20 with a total of \$.41M. The second project also has a plan to increase the life and improve the building for the tenants, this is the Atrium Painting & Repairs, and it is a \$.5M project. The BRA will also have a project at the Long Wharf - the Long Wharf Bulkhead Improvement, which will cost the company \$.25M this year, and will continue over three fiscal years. BRA will also have a new MIS project, which will be \$.10M of equipment for the department planned upgrades & will be replacing a vehicle in the BRA fleet, for \$.03M.

Ongoing Projects

After an active FY18, the majority of the China Trade Building major construction projects completed in early FY19. Due to China Trade's ongoing capital needs, the BRA will be carrying over a Base Building Improvement project, a \$.1M project, which will address small issues that may happen throughout the year.

City of Boston Funded Projects

There is a \$.06M ongoing project from FY19 for structural issues at Long Wharf related to flooding caused by high tides. This project is set to finish in FY20.

TABLE 19

FY19 BPDA Capital Projects

Category	FY19 Budget	FY19 Actual/ Projected YE Totals	New Project Total Cost	FY20 Budget	FY21 Budget	FY22 Budget	Funding Source	
							FY20 Agency Funding	FY20 City Funding
FY20 New Projects								
Long Wharf Bulkhead Improvement	-	-	1,485,000	250,000	617,500	617,500	250,000	-
China Trade Window Improvements	-	-	825,000	412,500	412,500	-	412,500	-
Atrium Painting & Repairs	-	-	500,000	500,000	-	-	500,000	-
Vehicle	-	-	30,000	30,000	-	-	30,000	-
MIS Equipment	-	-	100,000	100,000	-	-	100,000	-
<i>Total</i>	-	-	2,940,000	1,292,500	1,030,000	617,500	1,292,500	-
Ongoing Projects								
Base Building Improvements	204,500	58,619		100,000			100,000	-
Bike Room + Electrical Closet	74,000	25,000		-			-	-
Design - Long Wharf - Structural Damage (CBR24672)	168,550	102,747		65,803			-	65,803
Parking Equipment Software	98,488	98,488		-			-	-
<i>Total</i>	545,538	\$284,854		165,803			100,000	65,803
Total BRA	\$545,538	\$284,854		\$1,458,303			\$1,392,500	\$65,803
			BRA Projects Continuing into FY20	\$165,803			\$100,000	\$65,803
			BRA Projects Starting in FY20	\$1,292,500			\$1,292,500	\$-

TABLE 19

FY19 BPDA Capital Projects Continued...

Category	FY19 Budget	FY19 Actual/Projected Totals	New Project Total Cost	FY20 Budget	FY21 Budget	FY22 Budget	Funding Source	
							FY20 Agency Funding	FY20 City Funding
FY20 New Projects								
The Bulkhead Rehabilitation at the East Jetty	-	-	3,382,500	2,232,450	1,150,050	-	2,232,450	-
Northern Ave. Public Realm Improv.	-	-	1,540,000	385,000	1,155,000	-	-	385,000
RFLMP Parking Garage Construction	-	-	4,500,000	4,500,000	-	-	4,500,000	-
12 Channel Fire Safety Upgrade	-	-	1,133,000	-	641,000	492,000	-	-
South Jetty Phase 1	-	-	2,392,500	-	1,196,250	1,196,250	-	-
Prep PIC docs - RLFMP roads to City	-	-	500,000	-	500,000	-	-	-
Vehicle	-	-	30,000	30,000	-	-	30,000	-
MIS Equipment	-	-	100,000	100,000	-	-	100,000	-
<i>Total</i>	-	-	13,578,000	7,247,450	4,642,300	1,688,250	6,862,450	385,000
Ongoing Projects								
12 Channel Elevator/Garage Elevator	391,013	391,013	-	-	-	-	-	-
RFLMP Parking Garage Design	1,252,298	-	-	500,000	-	-	500,000	-
Constr. - Black Falcon/Terminal St Resurfacing (CBR23777)	1,400,000	49,650	-	1,350,350	-	-	-	1,350,350
Environmental Remediation at 339 Northern Ave.	750,000	-	-	750,000	-	-	750,000	-
Design - Black Falcon/Terminal St Resurfacing (CBR23777)	299,650	200,000	-	99,650	-	-	-	99,650
Design - Drydock No. 4 - Pier 6 (CBR24673)	400,000	224,800	-	175,200	-	-	-	175,200
Design - Drydock No. 4 (CBR24671)	250,000	-	-	250,000	-	-	-	250,000
Drydock No.4 Caisson Recovery Phase 1	-	6,232	-	-	-	-	-	-
Drydock No. 4 - Pier 5 Topside Repairs Phase 2	-	36,896	-	-	-	-	-	-
Parking Equipment Software	343,155	343,155	-	-	-	-	-	-
Park-Wide Misc. Projects	-	142,920	-	-	-	-	-	-
<i>Total</i>	5,086,116	1,394,666	-	3,125,200	-	-	1,250,000	1,875,200
Total EDIC	\$5,086,116	\$1,394,666	-	\$10,372,650	-	-	\$8,112,450	\$2,260,200
			EDIC Projects Continuing into FY20	\$3,125,200	-	-	\$1,250,000	\$1,875,200
			EDIC Projects Starting in FY20	\$7,247,450	-	-	\$6,862,450	\$-
			BPDA Total Capital FY20	\$11,830,953	-	-	\$9,504,950	\$2,326,003

