

Boston City Council Committee on Ways and Means Kenzie Bok, Chair Annissa
Essaibi-George, Vice-Chair

April 6, 2020

Dear Department Head,

The Boston City Council's Committee on Ways and Means FY21 budget review process will begin on April 13, 2020. In years past, the Committee has used several formats to perform an exhaustive review. While public hearings provide a great opportunity to delve into the fiscal operations, challenges, and innovative efficiencies of our city departments, it is difficult to bring in every department for an individual hearing, and even more difficult in these challenging times. Our goal is to work as efficiently as possible, gathering both written and oral testimony to gain a thorough understanding of the budget. While all departments are asked to respond to the attached Pre- Hearing Information Request, we will hold hearings only on the spending accounts that comprise the bulk of the City's budget. Please review the enclosed schedule detailing which departments will be coming in for hearings, and which will be grouped together. Please note that this year the Committee will be hosting a series of internal budget clinics for Council staff, as well as working sessions for Councilors, to occur a week or more prior to the relevant hearings, so it is especially important that these departmental reports be submitted two weeks in advance of your hearing.

Please also note that we have sub-divided a few hearings to allow for presentations to be made on specific departments or divisions within a department. These smaller divisions do not need to complete an individual questionnaire, but should be thoroughly addressed within the responses of the larger department. A copy of the presentation and any other material to be provided at the hearing should be submitted at least 72 hours in advance of the hearing. Each presentation should be kept under 10 minutes.

The City Council is required by law to reauthorize the not-to-exceed amount for revolving funds. Revolving funds will be heard during the overseeing department's hearing. The exception is for those departments that have revolving funds but are not scheduled for a departmental budget hearing. These revolving funds will be grouped together in a separate hearing. Please check the schedule for the date of your hearing. Please note that we have also detailed the information request on your revolving funds (on the next page) and ask that it be packaged in a separate report.

Attached you will find a framework for your FY21 budget report to be submitted to the City Council. If you have a hearing scheduled for your department or fund, please submit your Pre-Hearing Information Request report to the City Council Budget Office no later than two weeks prior to your hearing. If your department does not have a hearing scheduled, please submit your report no later than May 15, 2020. Your report will be included in the FY21 budget review file made available to the public. If you have any questions or concerns, please contact Michelle A. Goldberg, Director of Legislative Budget Analysis, at (617) 635-4645 and we will work together to address your needs.

I thank you and your staff for your hard work in this difficult season and your continued commitment to the residents of the City of Boston.

Sincerely,

Kenzie Bok, Chair Committee on Ways and Means

Please prepare a report with the following information and deliver it to the City Council Budget team at least two weeks in advance of your hearing, or by May 15, 2020 if no hearing is scheduled for your department:

GENERAL INFORMATION

• Summary Budget for FY21

The BPDA is a self-sustaining agency that has several independent funding sources, all of which are currently showing potential COVID-19 impacts. Our internal governance is such that the BPDA budget is due by the June Board Meeting at which time the BPDA budget will be publicly available. The FY20 budget is available in full detail in our [budget book](#) made public on our website.

• Please detail, for each expense category, any line items listed as “Other” or “Misc”, including a report on what expenditures this line is intended to cover.

The BPDA entities do not have any expense categories with these descriptions.

BUDGET NARRATIVE:

• Please explain and quantify your three largest budget reductions from FY20 in terms of real dollars, and your three largest budget reductions from FY20 in terms of percentage, if different.

Currently the BPDA is drafting the FY21 budget to share with the Board of Directors on June 13, 2020. For FY20, the BPDA saw the three largest reductions come from budgets associated with full occupancy of our inventory. As The China Trade Building realized full occupancy, we no longer required a budget for costs associated with leasing vacant space. The BRA demonstrated temporary self sufficiency so that the EDIC had a lower interest-company grant expense than in the previous year. The BPDA was also able to realize savings in FY20 on capital projects scheduled for our MIS department by leveraging cooperative purchasing platforms.

• Please explain and quantify your three largest budget increases from FY20 in terms of real dollars, and your three largest budget increases from FY20 in terms of percentage, if different.

Changes in BPDA budgeted expenses from FY19 to FY20 are associated with state regulations regarding Governmental Accounting Standards Board (GASB) changing the treatment of our construction projects to be classified as operating expenses rather than a capital expense. For example, the Culvert and Sinkhole Repairs in the Charlestown Navy Yard project. Because it is a project to fill a sinkhole on a road, it does not add to the value of an asset in our holding. Therefore, the new regulations resulted in the need to carry \$800,000 in the operating budget for this effort. The project was put out to bid and awarded, however work will not begin until the construction moratorium is lifted.

• Please explain and quantify any other significant programmatic expansions or reductions, the reasons for changes, and accompanying financial impact.

The Office of Workforce Development (OWD) has expanded in many ways, including the citywide launch of Boston Saves last fall and financial empowerment programs for thousands of people in position to prepare for the economy of the future. Please see [OWD's 2019 Annual Report](#). In addition, we have expanded our real estate disposition activities with an emphasis on community development activities. After nearly three years of public engagement and community meetings, the PLAN: Nubian Square community planning effort has transitioned to the point where Requests for Proposals (RFPs) are being written and released for publicly-owned properties. During this process, the BPDA and the City of Boston worked with community members to create Diversity and Inclusion, Development without Displacement, and Good Jobs selection criteria for development on public property. These have become the standard for our public real estate disposition activities across the City.

• Have any new responsibilities been assigned to your department over the past two fiscal years, including individual or systemic expansion of duties (e.g. short-term rental regulation, lobbyist registration, etc.)

Demands on the BPDA continuously evolve. As a quasi-public organization, the BPDA has five different business units that all experience their own unique trends. The similarity is that each of these entities have a unique relationship with the local economy. The BPDA comprises 2 entities, the Boston Redevelopment Authority and the Economic Development Industrial Corporation (EDIC). The Mayor's Office of Workforce Development (with Friends of Youth Opportunity Boston), Boston Industrial Development Financing Authority, Boston Local Development Corporation, all sit within EDIC.

The BPDA has taken on the responsibilities of implementing Imagine Boston 2030, the first Citywide master plan in over 50 years, through neighborhood planning initiatives. This year, the Agency hired a Senior Planner for Imagine Boston 2030 Implementation, who is dedicated to working collaboratively across Departments through the Imagine Boston 2030 lens, with an emphasis on ongoing planning initiatives.

There continues to be increasing requirements around accounting methodologies; the Finance Department at the BPDA has been evolving to meet these new requirements. When it comes to the Mayor's Executive Order on Equitable Procurement, the BPDA is a co-participant in the Living Cities Inclusive Procurement Accelerator, and is rolling out procedural clarifications with the FY21 budget.

• Have any responsibilities been transferred out of your department over the past two fiscal years?

There has been no material change.

• Please provide Actual YTD FY20 spending, and projected Actual FY20 spending on pace. Where has your spending for FY20 so far exceeded or contracted against your FY20 budgeted amount?

In all major categories the BPDA is underspending for FY20. Typically, the highest spending levels occur in the third and fourth quarters when it comes to non-personnel. Certain capital projects required change orders due to unforeseen cost changes. Please see our [FY20 Q3 Update](#)

• Please detail any savings realized by your department in FY20.

For FY20 there are several key areas that came in below budget. The mild winter of 2019-2020 allowed for very low spending on snow removal. The BPDA Records Management team was able to avoid needing a one time investment for a project by leveraging our functionality within the content management system. The MIS department also was able to complete several enterprise wide updates and license renewal for amounts lower than expected. These items will be removed from the FY20 budget, but they also came in below budget. Other savings are projected due to COVID closures.

• If applicable, please elaborate on any changes in the external funds your department will receive this year.

Over the years, OWD plays a critical role as an intermediary receiving federal and state funds to support career centers and workforce training for Boston's youth and adults. Due to the Covid-19 pandemic, we are carefully monitoring levels for these sources. Please see OWD's Annual Report above for more information.

• Please provide a list of 5 major accomplishments for FY20, highlighting first-time accomplishments.

1. The BPDA held approximately 458 Agency-sponsored meetings across every Boston neighborhood, open to the public and advertised on the agency website in 2019. This included our standard planning process meetings, including an ongoing Chat with a Planner series at breweries, bowling alleys, and libraries for current planning initiatives, as well as Article 80 development project public meetings. Materials for these meetings have been translated depending on the needs of the neighborhood, and translation and interpretation services for meetings are available to the public upon request.
2. The BPDA Board in 2019 approved over 10 million square feet of new development worth \$5.5 billion and 4,715 residential units, including 1,216 income-restricted units, representing over 26% of total units. Board approved projects will generate over \$2 million in new Inclusionary Development Policy (IDP) funds and \$21.7 million in Linkage fees to support affordable housing and job training programs. The residential units approved last year make progress towards Mayor Walsh's goal to create 69,000 new units of housing by the year 2030, as called for in the administration's housing plan *Housing a Changing City: Boston 2030*.
3. Guided by *Imagine Boston 2030*, the first Citywide master plan in 50 years, the BPDA launched new planning efforts in Newmarket, Charlestown and Western Avenue in Allston-Brighton. Last year, after a comprehensive community process, the agency also

passed planning guidelines for PLAN: Nubian Square, formerly known as PLAN: Dudley Square, that prioritizes public land for public good.

4. The BPDA joined Mayor Walsh and the Mayor's Office of Workforce Development to disburse \$1.35 million to 23 community-based organizations as part of the 2019-2020 Neighborhood Jobs Trust Grantees. The Neighborhood Jobs Trust is a public charitable trust replenished by Linkage fees from developers of large-scale commercial projects in Boston. More information, and a list of grantees can be found on the BPDA website [here](#).
5. The agency's Real Estate Department saw many years of comprehensive planning, dedicated work, and deep community engagement bear fruit in 2019. These accomplishments are highlighted in the Real Estate Department's 2019 Annual Report, available on the BPDA website [here](#), and include championing diversity and inclusion in development, continuous operational improvements, investing in the historic Charlestown Navy Yard, and supporting the marine economy in the Raymond L. Flynn Marine Park.

• Please outline your chief goals for FY21, divided into ongoing and new initiatives.

The BPDA's mission is to plan and guide inclusive growth in our city. To do this effectively the Agency needs to assure we are driving diversity and inclusivity within our own organization. Since December 2018, the BPDA, in continued partnership with YW Boston, has offered agency-wide seminars as well as small group trainings to further dialogues centered on race and ethnicity. Concurrently to re-enforce the Agency's commitment to diversity at the top level, senior leadership has also participated in diversity workshops with YW Boston that assist in building increased capacity to support staff input and future staff recommendations.

YW Boston staff will continue to develop recommendations that assist the Agency in creating a customized and measurable action plan addressing diversity, hiring, retention and training practices. The action plan will take into consideration the overall organization, including staff feedback from the various programs presented by YW, the information gained from the small group training, and the already ongoing internal efforts towards diversity. This continued partnership with YW Boston serves as a key flagship program in the BPDA's ongoing and future commitment to diversity, equity and inclusion.

The impacts of and the aftermath of COVID19 are still unknown, and thus from a very practical sense the BPDA has paused the public review process for all Article 80 development projects and planning studies until public meetings can resume based on public health guidance. Following Covid-19, the agency's goals include resuming these processes in a safe and equitable way. The BPDA is beginning to explore what public engagement could look like after Covid-19, and how digital engagement can be used to complement in-person engagement. We remain committed to a public process that is equitable for all, and staff is thinking through how the agency can use all available resources to do so. While future conversations around planning and development may look different, community voices will continue to guide our work.

Department Goals:

- **Development Review**
 - Work to establish and maintain a culture of professionalism within the Department that enables staff to adequately represent the Agency both within City Hall and to the general public.
 - Partner with the Planning Division to create a framework of enhanced collaboration with both the Downtown & Neighborhood Planning and Urban Design Departments.
 - Work to continue to improve transparency, consistency and inclusion around the agency's Development Review processes for both internal and external stakeholders.
 - Work to explore and implement new policies and procedures based on national best practices for stakeholder engagement and meeting facilitation.

- **Planning**
 - Guided by Imagine Boston 2030 and the overarching themes of climate change, resiliency, and equity, continue to pursue all of the planning initiatives we have been tasked with in a professional and dedicated manner.
 - Continue to perform our regulatory functions with competency, whether it be the review of Board of Appeal cases, providing constituent services, performing Design Review, or providing input on Article 80 projects.
 - Continue to expand the Planning Division's collective skill set, potentially through new professional development opportunities, such as identifying new methods of civic outreach and engagement to address challenges with language access and social equity.
 - Continue to foster greater collaboration within the Division amongst all of its Departments and with the rest of the Agency.

- **Real Estate**
 - The Real Estate Department leverages the 13 million square feet of public land owned by the BPDA to support the mission of the BPDA and address Boston's most critical challenges.
 - Community development: We work closely with communities to ensure that developments on BPDA-owned land meet community needs, including affordable housing and job opportunities in growing commercial sectors
 - Economic growth: We designate properties to support key industries, from blue-collar maritime jobs to emerging life-science facilities, and we subsidize space in our commercial buildings to incubate growing local companies.
 - Cultural & community institutions: A significant portion of our land and office space is offered to important local organizations such as community college

programs, non-profit services, recovery programs, health clinics, dance groups, community gardens and more.

- Financial stewardship: We ensure public real estate is appropriately valued and utilized, while also generating revenue to fund the agency's other functions including planning, workforce development and development review.
- Office of Workforce Development
 - Focus on strategic spending to ensure OWD programs focus on what skills the economy will need and keeping the resources available to those who are in need.

• For any multi-year projects or investments, discuss any ramp-ups or wind-downs in spending your department is experiencing this year, and the plan for future years.

Since the Walsh administration boldly took on reforms at the BPDA, several key adjustments have been made. By moving to a partially self insured model for health care for EDIC employees and accelerating our paydown of our long term liabilities in Post Retirement Benefits, the BPDA has been able perform favorably against budgets. The Finance team made a long list of changes, added highly talented staff, and have successfully built out financial controls that model the City of Boston Office of Budget Management best practices.

Owning over 13 million square feet of Real Estate across the City, the BPDA has over \$200M in capital improvement infrastructure needs. These needs are primarily in the Raymond L Flynn Marine Park, the Long Wharf area and The Charlestown Navy Yard, but exist across our real estate portfolio. A great example of the public value of our real estate investment is the nearly \$20 million of improvements recently performed at the Chinatrade Building at 2 Boylston Street in Chinatown. Our investments have repositioned this asset which is now the home for the temporary Chinatown Branch Library, important non-profit community institutions like the Chinatown Historical Society and Chinatown Main Streets, Urban College of Boston, the International Institute of New England, and the State's Department of Children and Families.

As a direct result of Imagine Boston 2030, we are doing more planning now than we have historically ever done. We are currently running 11 full-scale planning initiatives and 18 smaller-scale initiatives in addition to participating in another 14 planning processes being led by other City or State departments and agencies. The BPDA has invested in additional staffing for the Planning Division, specifically in community engagement and transportation/infrastructure and climate change/resiliency planning.

• Is there any expanded budget authority your department was not granted this year but hopes to resubmit for consideration in the future? Please describe. NA

• Please describe and quantify departmental financial and personnel resources devoted to language access.

The BPDA makes ongoing efforts to invest in areas of access and opportunity. When building FY20 the BPDA increased budgets for translation and interpretation by \$50,000 for our Development Review and Planning community meetings. Another \$65,000 a year roughly is spent on running procurement advertisements in local multilingual media outlets that translate our procurement opportunities. BPDA's engagement with YW was roughly \$35,000 investment, with much of this programming including bias against non-English speaking vendors. The BPDA also recently hired a Talent Acquisition Manager who is charged with using a diversity lens in all hiring.

PERSONNEL INFORMATION

- Five Year analysis of Full Time Employees (FTE's), including a breakdown of employees added and employees lost through transition.
 - In the past 5 years the BPDA has hired 182 people
 - In the past 5 years BPDA has lost 158

	FTEs				
Fiscal Year	FY16	FY17	FY18	FY19	FY20 as of 4/26/20
Count	242	232	236	236	237

• Breakdown of employees on leave by leave category (FMLA, paid administrative leave, unpaid leave), FY19 to present.

The BPDA's FY20 Annual Leave activity includes any staff member who had time coded with the following categories. The BPDA works closely with each employee to ensure that their leave is properly accounted for throughout the year.

- Unpaid Leave - 10
- Paid AL - 6
- FMLA - 7
- Unpaid Leave of Absence - 2

• Five Year analysis of the total number of full-time, part time and contract positions.

The Agency's current payroll system titled Automatic Data Processing (ADP) can provide a three (3) year look back for active employees. Following this time period information is archived. In addition, after an employee's departure from the Agency, ADP will archive their information after 150 days. Currently, Human Resources, Archives, and the IT departments are working together in order to analyze whether historical information can be housed in ADP so that better analysis can occur. Related to part-time positions, as there is the need, the Agency generally hires full time positions. However, there are times when a full time employee has

requested to reduce their hours to part-time (i.e. maternity, disability, etc.) and the request has been accommodated. As of 5/8/2020, there are seven (7) part-time employees included in the Agency's staff of 237 (including board members).

• Breakdown of departmental employees by race and gender, and a breakdown of your top 10 wage earners by race and gender.

5/8/2020	
Total Number of Employees	237

	Male (50%)	Female (50%)	Total	%
White (62%)	74	73	147	62%
Black (16%)	19	20	39	16%
Asian (13%)	14	16	30	13%
Latino (5%)	7	6	13	5%
Two or More Races (3%)	4	4	8	3%
Total	118	119	237	
%	50%	50%		

Top 10% Earners	Male (71%)	Female (29%)	Total	%
White (79%)	15	4	19	79%
Asian (13%)	1	2	3	13%
Latino (4%)	1	0	1	4%
Two or More Races (4%)	0	1	1	4%
Total	17	7	24	
%	71%	29%		

• Breakdown of departmental employees with language competency other than English, by language.

The BPDA has a list of employees who have volunteered to assist with translation when needed, including Spanish, Mandarin, Cantonese, and Korean. The agency is in the process of developing a Language Access Plan to inform these processes moving forward. The BPDA is considering opportunities to get staff certified to run public meetings in multiple languages.

- Five year analysis of dept. overtime.
 - The majority of overtime expenses are related to union employees who support operations in the Raymond L. Flynn Marine Park. These numbers also include expenses associated with paying nonexempt employees' overtime when they work more than 35 hours per week.

Fiscal Year	Earnings
FY16	\$98,913
FY17	\$121,000
FY18	\$107,866
FY19	\$93,377
FY20 YTD as of 3/31/20	\$68,505

- **Please report on the amount and justification for any stipends given by your department.**

The BPDA does not provide stipends.

- **Please explain any hiring challenges your department has experienced this year.**

Generally speaking, during strong economic times, the agency sees more staff turnover. The BPDA hired a Talent Acquisition Manager in 2019 to focus on goals related to employee retention and diversifying the workforce. The agency has also partnered with YW Boston to allow for an increased focus on diversity and inclusion; several staff-led subgroups have been formed to identify areas for improvement as it relates to culture, hiring practices, and inclusion.

CONTRACTS

- **Please provide an overview of all current contracts.**
- **Breakdown of contractors by minority-owned, woman-owned, and whether the contractor is Boston-based.**
- **Please describe what you have found to be the chief barriers (if any) to increasing contractor diversity in the above categories.**
- **Please give a brief narrative of each contract over \$100,000 managed by your department, describing the services provided, service level expectation and performance measures used to evaluate the contractor including any quality assurance steps such as departmental oversight or target goals. o Please also include justification for this outside**

contracting including a detailed explanation of why this service cannot be performed in-house.

By establishing contracts through our public procurement process the BPDA holds contracts to prepare key Boston assets for climate change, ensure access to unique economic opportunities, and support city wide planning efforts. By holding these contracts the BPDA is able to efficiently ensure that the assets generate enough revenue to support the development of taxable City property, address housing demands, and promote economic growth for every Bostonian. The BPDA also administers contracts on behalf of MassWorks, without taking administrative fees. Through our participation in the Living Cities Inclusive Procurement Accelerator, the BPDA has implemented several internal innovations to streamline the process while meeting our procedural obligations. The BPDA CPO presides over all purchasing and procurement, not just requests for proposal, to ensure that contracts are established appropriately.

Please see our [list of contracts over \\$100,000](#)

PERFORMANCE MEASURES

- **Please provide an overview of your FY21 performance measures including:**
 - o **Any changes in targets from the FY20 performance measures**
 - o **An overview of each measure with narrative explaining its history and trends**

The BPDA is currently developing the FY21 Operating and Capital Budgets. It is our practice to be courteous to our Board of Directors and not discuss anything material in public prior to that public process.

- **For FY21, please provide a narrative explaining any proposed new measurements or changes to the target levels of any existing performance measurements. Please provide a separate report on the following, if applicable. NA**

REVOLVING FUNDS NA

- o Name of revolving fund
- o The board, department, or officer authorized to expend from the fund
- o Annual authorization on this fund
- o The programs and purposes for which the revolving fund may be expended
- o Any restrictions on the expended funds
- o For FY19
 - The revenue and expense detail in checkbook form with beginning and ending balances
- o For FY20
 - The anticipated revenue and expenses for FY20
 - The actual-to-date revenue and expense detail in checkbook form with beginning and end-to-date balances
- o For FY21
 - Any proposed changes to the structure of the fund from previous years

- Any anticipated changes to the source of receipts for the fund from previous years

Thank you for your timely response. Please return your completed report to Michelle A. Goldberg, Director of Legislative Budget Analysis, at michelle.a.goldberg@boston.gov.



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.

The Boston Planning & Development Agency (BPDA)

The Boston Planning & Development 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.

The information provided in this report is the best available at the time of its publication. All or partial use of this report must be cited.

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Information

For more information about Boston's demographics or economy, please visit bostonplans.org

Questions

Please contact us at bpdabudget@boston.gov with additional questions.

Finance Department

Director of Finance, Brian Connolly

Controller, Robert Luisi

Budget Director, Michelle Goldberg

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Senior Accountant, Linda Qian

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Accountant I, Patigul Halik

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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:

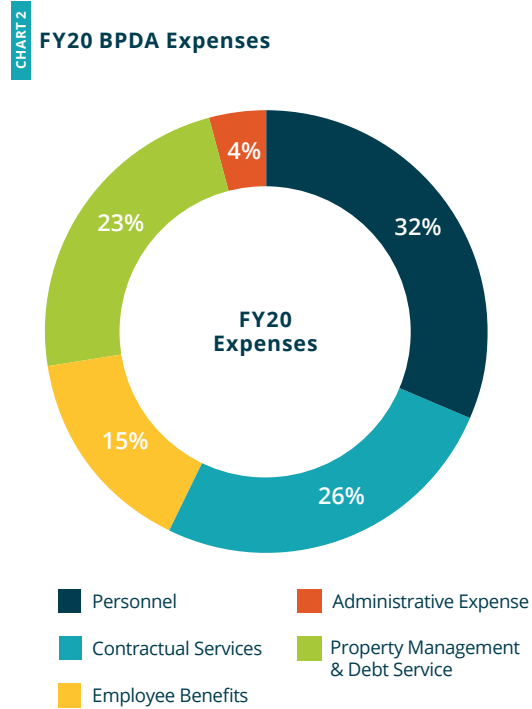
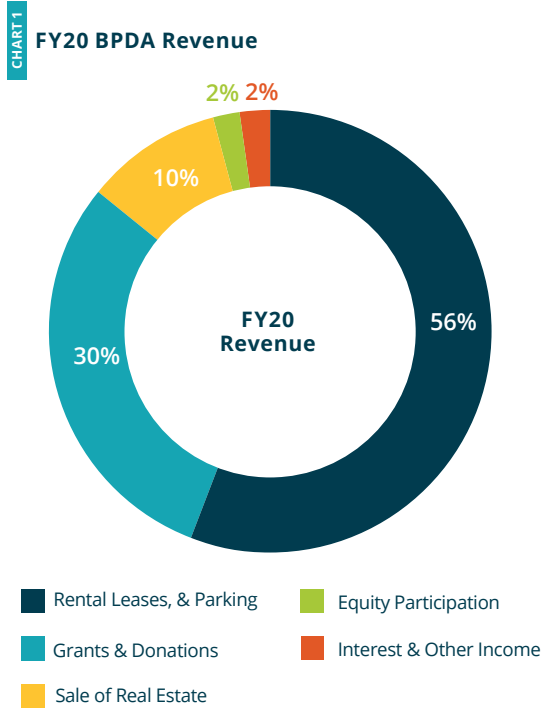
- The Finance department is engaging in a long term consulting project with the BPDA's financial software provider to better leverage capabilities and improve reporting and data management.
- The procurement team has developed a comprehensive library of guidance documents and resources to support staff 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.



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

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 turpis		
4500	Quisque luctus turpis		
4883			

POLICE












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.

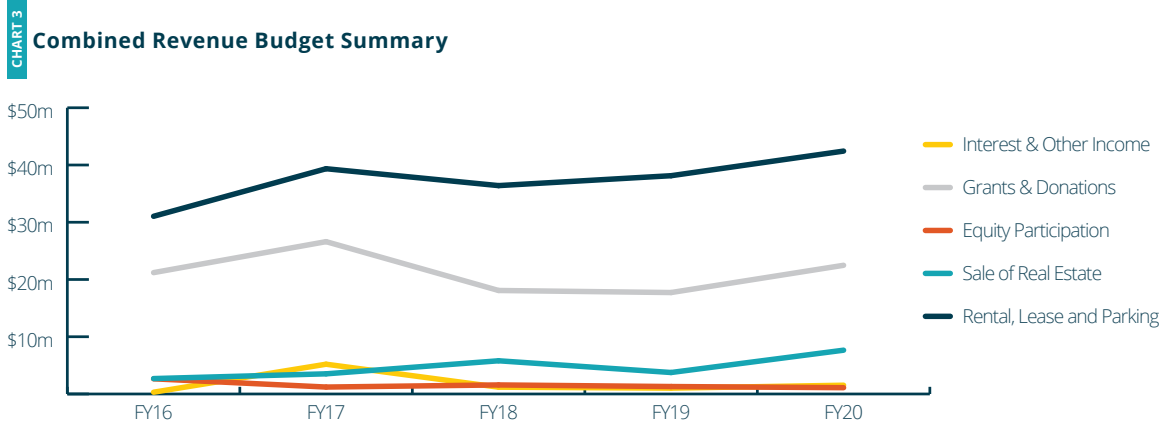


Table 2 shows Parking revenue is budgeted to decrease by \$.06M or .5%. Parcel V1 in the RLFMP was opened as a surface parking lot and became fully operational in the fourth quarter of FY18. It's initial performance was slow due to traffic pattern challenges. These issues have been addressed so that 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.

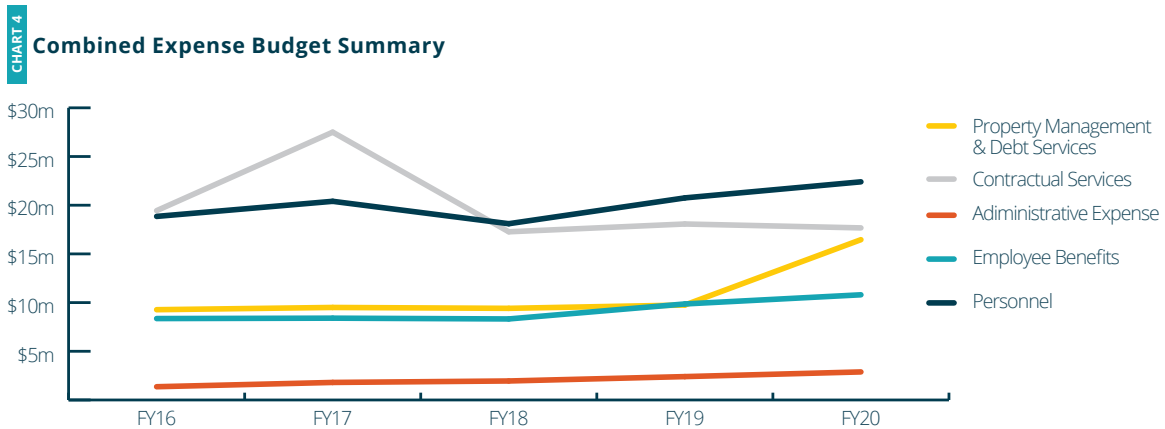
Interest & Other Income is expected to remain stable at \$0.1M after the correction due to over budgeting of Massachusetts General Law 121A fees in FY17.

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

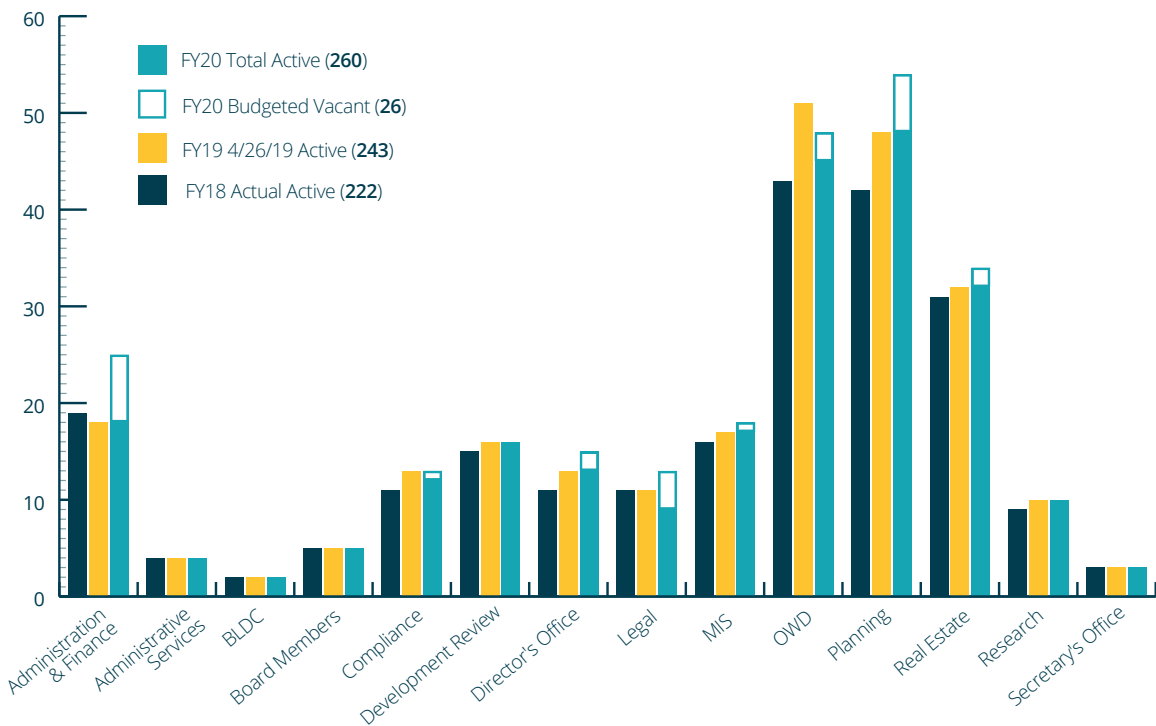
beginning March 2019 through March 2022. The members accepted a 2% annual base wage adjustment each year of the contract as well as other changes agreed to by both parties. This agreement impacts overtime expenses as well so the FY20 Overtime budget was increased to stay in line with the agreement.

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.



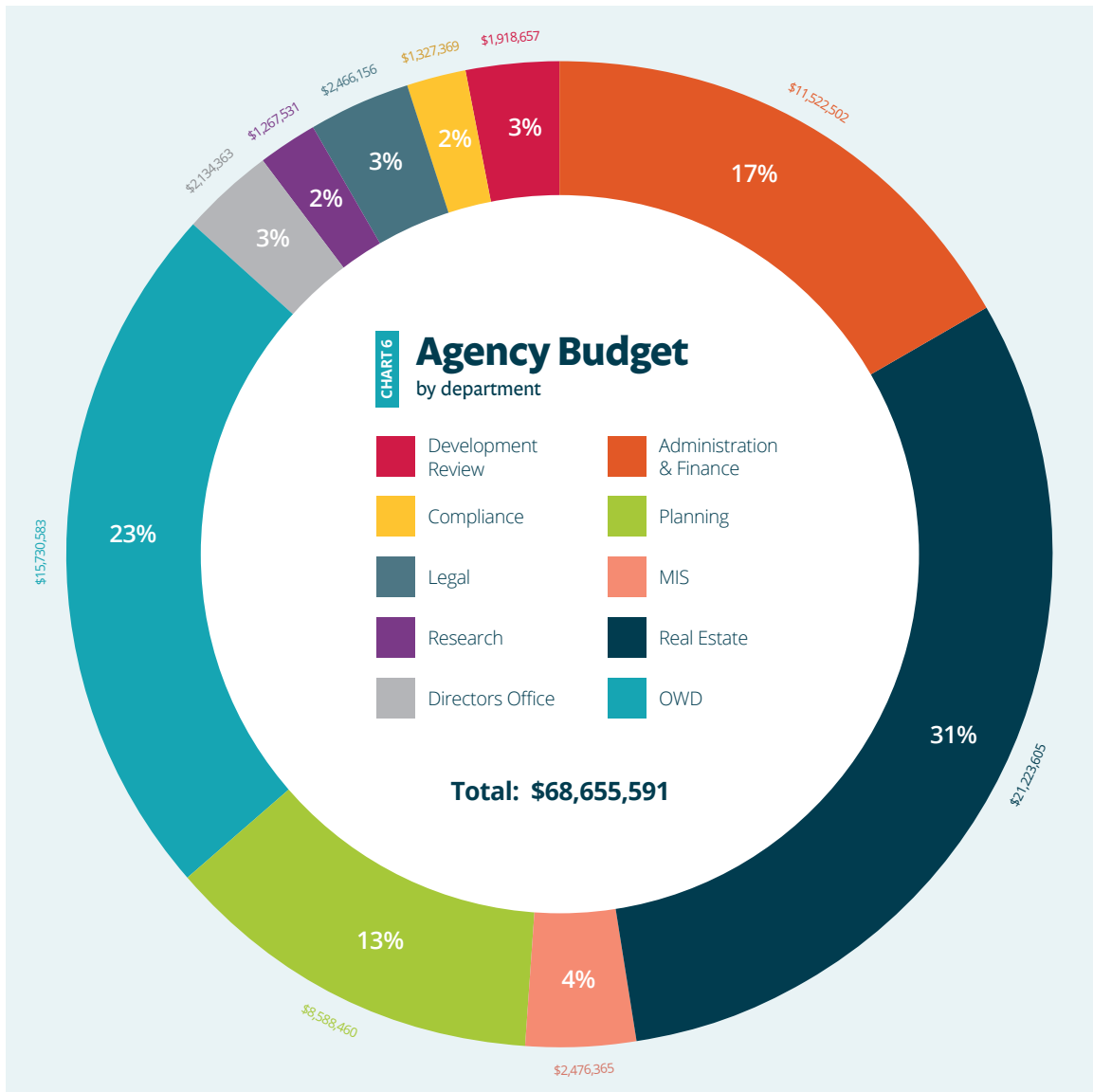
Pass-through Grants: Federal or State grants will often “pass-through” the BPDA to other recipients. An example of such an occurrence is State “MassWorks” grants. The BPDA administers the program for these grants but does not receive any administrative fees. These grants are excluded from the budget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



MAYOR'S OFFICE OF WORKFORCE DEVELOPMENT

FY19 ANNUAL REPORT

*EQUITABLE ACCESS TO FAIR WAGES, OPPORTUNITIES FOR
ADVANCEMENT, AND ECONOMIC SECURITY*



JULY 1, 2018 - JUNE 30, 2019





Dear friends and colleagues:

The City of Boston is in the midst of an era of low unemployment and booming economic activity. More and more businesses are moving into the city, and jobs are more plentiful than ever. If job placements were our only goal, we might be tempted to rest on these laurels. But putting people into jobs is not our ultimate goal. Our ambition is much higher.

We strive to be a city where every resident has equal access to the education, training, and support they need to start careers, not just jobs. To bring home not just a paycheck, but benefits and wages that can help support a family. That's how we strengthen and expand our middle class.

I am proud of the work documented in this annual report from the Mayor's Office of Workforce Development (OWD). Over Fiscal Year 2019, OWD distributed more than \$13 million to organizations that provide services ranging from adult education to English language classes to job training in high-demand industries. What's more, these programs are concentrated in the neighborhoods that need them most.

Ricardo Bonilla, a graduate of our City Academy training pipeline, is a great example of the power of these programs. Thanks to the collaborative efforts of City Academy's training and employment partners—and his own dedication and hard work—Ricardo is now working for the Boston Water & Sewer Commission, earning new benefits and wages that are 70% higher than at his earlier jobs. His new career is life-changing not only for him, but also for his family and three young sons.

There are many more residents like Ricardo who only need the opportunity to prove what they can do. It is our job to continue to create pathways to that prosperity, and help more residents reach their fullest potential.

Sincerely,

A handwritten signature in black ink, appearing to read "Martin J. Walsh". The signature is fluid and cursive, written over a white background.

Martin J. Walsh
Mayor, City of Boston



Dear partners:

At the Mayor's Office of Workforce Development (OWD), we are honored to undertake the mission that Mayor Walsh has put before us: To create equitable access to fair wages, opportunities for advancement, and economic security for all of Boston's residents.

To fulfill this call, we challenge ourselves year after year in many facets of workforce inclusion:

Leadership. We aim to lead the conversation, both regionally and nationally, on innovative approaches to expanding equity.

Research. We commission new research, and follow the latest findings from our partners, to think strategically about workforce trends and resident needs.

Achievement. We continually monitor the success of our programs to ensure that the dollars we invest yield outcomes for the city's career-seekers.

Growth. When programs demonstrate their value, we strive to expand their reach so that the maximal number of workers can benefit.

The past fiscal year represents significant strides for Boston's workforce. City Academy, a training pipeline for residents, produced its first class of graduates: new trainees in emergency medical services and in commercial driving and hoisting. The Tuition-Free Community College Plan expanded its participating colleges to include its first four-year college, Benjamin Franklin Institute of Technology. And our office is leading a new initiative to improve work outcomes for youth and young adults who are experiencing homelessness. As this annual report attests, these collaborative accomplishments are but a few of many to celebrate this year.

Thank you to our staff, colleagues, and partners who have made the successes described in this report possible. We look forward to building on the momentum of the past year to continue to expand opportunity for all of Boston's workers.

Sincerely,

A stylized, handwritten signature in dark ink, appearing to be the name 'Trinh'.

Trinh Nguyen
Director, Mayor's Office of Workforce Development



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04 RESEARCH

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INTRODUCTION



* Includes community benefits, Community Development Block Grant, and Neighborhood Jobs Trust funds, which are not captured in FY19 Financials

In the past fiscal year, the Mayor’s Office of Workforce Development distributed more than \$13 million to 85 community organizations that provide such critical services as vocational training, English instruction, adult basic education, tuition-free college, and economic supports. While these programs are available throughout the city, they are especially concentrated in neighborhoods like Roxbury and Dorchester (where unemployment is over triple the city average) and help position these residents for better jobs.

But employment is only a step toward the greater goal: Equity. As Mayor Walsh put it in his State of the City address, “Social justice strengthens all of us.” In the realm of workforce development, justice means equitable access to fair wages, opportunities for advancement, and economic security. This is the vision that guides us.

It is why we are national leaders in implementing novel workforce approaches to problems like homelessness and incarceration. It is why we commission new research to understand the shifting labor and economic landscape in which we work. It is why we don’t simply launch programs, but grow them to their full potential.

We encourage you to follow up on the achievements highlighted in this FY19 annual report by learning more from the web resources provided. Please join us in pushing the conversation from jobs to justice, from employment to equity.

LEADERSHIP

FROM A CHALLENGED PAST TO A CAREER-FOCUSED FUTURE



For many returning citizens, a release from prison often brings new confinements: A criminal record, restricted employment, and limited access to the legal services, housing, and education they need to start their lives anew. Youth Options Unlimited (YOU) Boston, a division of OWD, is leading the effort to help Boston's returning citizens make a successful transition back into the community.

With the help of a newly awarded \$630,000 grant from the U.S. Department of Labor and leveraged funds, YOU Boston will provide 100

young adults with support services and job training in commercial driving, culinary work, information technology, construction, healthcare, wastewater management, and office administration. YOU Boston is undertaking this effort as part of the Compass Rose Collaborative, a re-entry project of eight communities nationwide that apply evidence-based program designs. The goal is to place 70% of participants into higher education, apprenticeship, or unsubsidized employment by 2021.

[Learn more about YOU Boston at youboston.org](http://youboston.org)

ALIGNING PARTNERSHIPS TO END YOUTH HOMELESSNESS

The National Center on Employment and Homelessness at Heartland Alliance issued a challenge to communities across the United States: Spark systems change to increase employment and income for those facing homelessness. The Mayor's Office of Workforce Development answered that call by proposing a coordinated citywide effort to improve job outcomes specifically for youth and young adults—a priority population in the City's action plan to end chronic homelessness. Less than half of 18-24-year-olds experiencing homelessness in Boston report active employment.

As one of seven communities awarded a Pathways Forward Challenge grant, the City of Boston is now convening public, private, and non-profit organizations to address the unique employment challenges facing youth with housing instability.

Why focus on youth homelessness?

235

young people live in shelters, transition housing, or on the street

160

are pregnant or parenting

58%

lack employment

[Learn more at owd.boston.gov/RisingTogether](http://owd.boston.gov/RisingTogether)

RESEARCH

WORKFORCE INCLUSION FOR TALENT WITHOUT 4-YEAR DEGREES



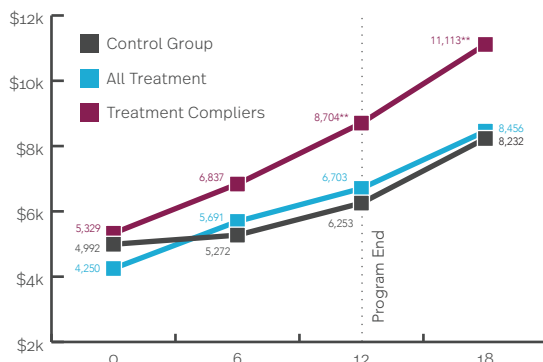
Since the Great Recession, educational requirements have risen for jobs that once did not require a bachelor's degree. This updrift has left many capable Boston workers without access to middle class careers. However, a report newly commissioned by OWD, *Untapped: Redefining Hiring in the New Economy*, uncovers a number of ways these non-BA workers can fill crucial positions within the local economy. Among the findings:

- Many non-BA workers already possess the organizational, problem solving, and multi-tasking skills that employers say they seek.
- Workers pursuing technical certificates and associate degrees in informational technology or engineering will be in higher demand.
- The primary area in which non-BA workers need more training to stay competitive with BA workers is in computer literacy and software skills.

[Read the full report at bit.ly/OWD-Untapped](http://bit.ly/OWD-Untapped)

MAXIMIZING CREDIT-BUILDING AND YOUTH ENGAGEMENT

Available Credit



Credit cuts both ways. While good credit can open doors to cheaper loans and mortgages, bad credit can make financial hardship even harder. But what if people learned how to use credit earlier in life? Could it make a difference?

To find out, OWD commissioned a study of the Boston Youth Credit Building Initiative, a one-year credit-building program for working adults led by the Mayor's Office of Financial Empowerment. The report compared the outcomes of program participants to those of a control group and found:

- Within six months of the program, the share of participants with no credit score dropped 11 percentage points relative to only a 4 percentage-point drop for the control group.
- Within 18 months, the credit scores of participants who complied with the program were 37 points higher than those of the control group.
- Program compliers increased their available credit by \$2,881 on average compared to the control group.

[Read the full report at bit.ly/YouthCredit](http://bit.ly/YouthCredit)

ACHIEVEMENT

JOB TRAINING PROGRAMS ELEVATE INCOMES

More than 2,000 job-seekers accessed life-changing job training and education programs in 2017-2018 thanks to funding from the Neighborhood Jobs Trust (NJT)—a public charitable trust that collects linkage fees from developers of large commercial buildings in Boston. The latest NJT impact report details the many ways in which funded programs targeted their services to meet demand in specific industries. Local Initiatives Support Corporation (LISC) Boston, for example, prepared job-seekers for job training in the culinary, hospitality, and information technology fields. Ninety percent of graduates were placed in jobs, earning \$16.20/hour on average.

Job training programs, which were selected through an open Request for Proposals (RFP) process, also tailored their services to populations facing unique barriers to employment—such as people with disabilities, older workers, single mothers, immigrants, returning citizens, and homeless veterans. After job placement, graduates of these programs earned an average wage of \$15.37 per hour with 76% earning benefits as well.

AVG WORKER FROM NJT-FUNDED TRAINING PROGRAMS*

MAKES \$15.37/hr



EARNs BENEFITS



ENJOYS 46% INCREASED INCOME



Read the full report at bit.ly/NJT2017-2018

* Funded through the RFP

APPRENTICESHIP CAN BE AN ALTERNATIVE—OR PATHWAY—TO COLLEGE



The Greater Boston American Apprenticeship Initiative (GBAAI) trains participants for apprenticeships in construction, emergency medical services, facilities maintenance, and hospitality. In the four years since its inception, GBAAI has placed more than 200 graduates in apprenticeships that provide living wages, benefits, and built-in wage increases. For workers without college degrees, these apprenticeships provide a valuable route to the middle class. But GBAAI provides a path to

college, too—offering college credit for on-the-job training and tuition assistance for continued coursework.

This year, the program celebrated a special mile marker: The first GBAAI apprentice graduated from college. Mykelsy Charles, a hospitality apprentice, crossed the stage at Bunker Hill Community College to accept her Associate Degree in Hotel/Restaurant Management. Before GBAAI, she had spent six years trying to finish a degree amidst family responsibilities and financial stressors. Now, she is the first member of her family to earn a college degree.

Learn more about GBAAI at owd.boston.gov/GBAAI

BOSTONIANS BUILD CREDIT IN PROGRAM'S FIRST YEAR

Mayor Walsh launched Boston Builds Credit in 2017 with the goal of helping Boston residents build prime credit scores. The program provides free credit-building workshops, individualized credit counseling sessions (called Financial Check-Ups), and ongoing financial coaching.

The conclusion of the program's first year was an opportunity to assess the initial impact. Among the results:

- ~2,400 people received a Financial Check-Up
- ~2,000 people attended a credit-building workshop
- ~1,560 people took advantage of financial coaching
- 523 clients increased their credit scores by 30+ points
- 156 clients established new credit, achieving an average credit score of 694 – considered a “prime” score



[Learn more about Boston Builds Credit at www.bostonbuildscredit.org](http://www.bostonbuildscredit.org)

CITY ACADEMY GRADUATES FIRST CLASS OF EMT AND CDL/HOISTING TRAINEES



City Academy is a free job training pipeline that prepares Boston residents for careers with the City of Boston or the private sector. In March, the program graduated its first class of trainees. Among the 26 graduates, 13 had obtained their commercial driver's license (CDL) or hoisting credential; the other 13 successfully completed their pre-apprenticeship training in emergency medical services.

One of the graduates, Ricardo Bonilla, had worked two jobs (one full-time, one part-time) prior to joining City Academy. "They were dead-end jobs," he said. "City Academy opened my eyes to think long-term." Thanks to his new CDL license, Bonilla landed a job on a truck crew at the Boston Water & Sewer Commission. Not only does he make over \$10 more per hour than in his earlier jobs, but he also earns good benefits and can work toward a pension. He's also able to spend more time with his three young sons. "I want to be able to give them a steady future," he said.

[Learn more about City Academy at owd.boston.gov/CityAcademy](http://owd.boston.gov/CityAcademy)

KINDERGARTNERS BUILD SAVINGS FOR COLLEGE AND CAREER IN BOSTON SAVES PILOT

Mayor Walsh launched Boston Saves in 2016 to give every Boston Public Schools (BPS) kindergartner a savings account seeded with \$50 for college or career training. During its three-year pilot phase, Boston Saves gathered input from families, teachers, and administrators at 11 BPS schools to prepare for the citywide launch in 2019. An evaluation of the pilot phase shows that 1,600 kindergartners received accounts totaling \$80,000 in seed funding. Their families built on this investment by earning another \$14,800 in incentives for their children's accounts. Some 43% of families also attended a Boston Saves event.

Family Champions – community members who explain Boston Saves to fellow families, often in their native languages – made an outsized impact on family involvement. Schools that had a Family Champion achieved a participation rate with the program's online platform that was 70% higher than that of other schools. Based on this finding, Boston Saves is creating a more extensive network of Family Champions at scale.

1,600 KINDERGARTNERS HAVE \$94,800 IN SAVINGS

Learn more about Boston Saves at www.BostonSavesCSA.org

GROWTH

TUITION-FREE COLLEGE PROGRAM ADDS FIRST PRIVATE COLLEGE



Since 2016, the Tuition-Free Community College Plan has empowered income-eligible Boston residents to attend community college free of tuition or mandatory fees. This year, the scope of the program widened with the addition of a new participating school: Benjamin Franklin Institute of Technology (BFIT).

BFIT is the first four-year college and the first private school to join the Tuition-Free Community College Plan, which previously included three

schools: Bunker Hill Community College, MassBay Community College, and Roxbury Community College. The addition of BFIT brings unique options to Tuition-Free students—a South End campus, the opportunity to earn a bachelor’s degree, and a focus on the high-demand field of technology. Boston is the third-fastest growing tech hub in the nation; high tech industries have averaged 3% job growth each year between 2010 and 2017.

Learn more about the Tuition-Free Community College Plan at www.bit.go/tuition-free

ROXBURY CENTER EMPOWERS ASPIRING HOMEBUYERS



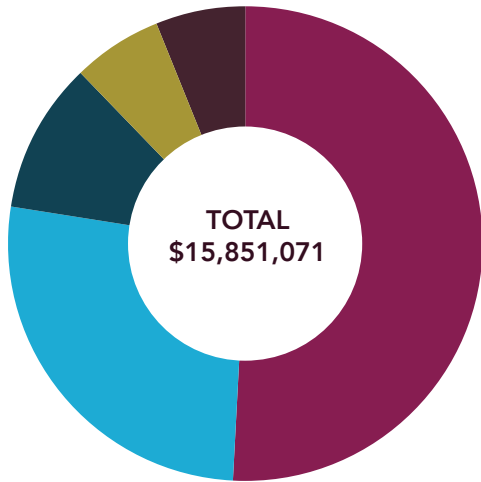
The Roxbury Center for Financial Empowerment offers a variety of services to help Boston residents build wealth. These include one-on-one financial and employment coaching and workshops in budgeting, credit building, and banking services. New this year, the Roxbury Center added homebuyer readiness workshops to their roster. These workshops, offered in partnership with the Boston Home Center, review the ins-and-outs of mortgages, the hidden costs of home-buying, and helpful resources available to homebuyers.

The Boston Tax Help Coalition, which provides free tax services at more than 25 sites throughout the city, referred taxpayers who aspired to homeownership to the new workshops. The homebuyer readiness workshops are made possible by a grant from the Wells Fargo Foundation.

Learn more about the Roxbury Center for Financial Empowerment at <http://bit.ly/RoxburyCenter>

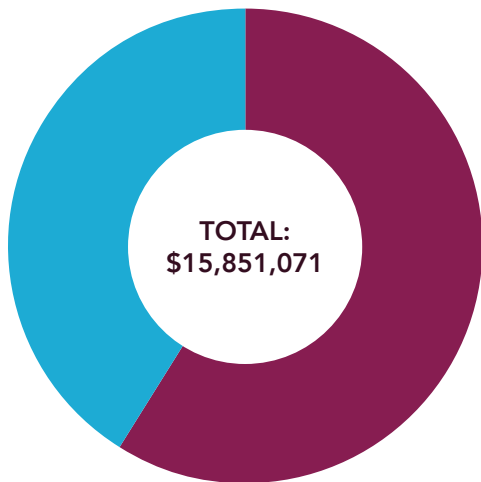
FINANCIALS

FY19 REVENUE



EDIC	\$958,351
OTHER	\$962,169
CITY	\$1,605,898
STATE	\$4,241,868
FEDERAL	\$8,082,785

FY19 EXPENDITURES



OWD PROGRAMS	\$6,516,26
GRANTS/CONTRACTS TO CBOS*	\$9,334,81

* Does not include disbursed funds from the Neighborhood Jobs Trust (\$1.7M), Community Development Block Grants (\$2.2M), or community benefits (\$100,000)

ACKNOWLEDGEMENTS

THANK YOU TO THE MANY PARTNERS WHO MAKE OUR WORK POSSIBLE,
INCLUDING BUT NOT LIMITED TO:

Boston Housing Authority

Boston Private Industry Council

Boston Public Schools

Boston Youth Service Network

Commonwealth Corporation

English for New Bostonians

Massachusetts Executive Office of Labor
& Workforce Development

Massachusetts Workforce Professionals
Association

MassHire Career Centers

SkillWorks

U.S. Department of Labor

Boston Tax Help Coalition

1199 Service Employees International Union (SEIU)
Action for Boston Community Development (ABCD)
Allston Brighton APAC
Allston Brighton Family Services Center
American Consumer Credit Counseling (ACCC)
Boston Chinatown Neighborhood Center (BCNC)
Boston Housing Authority
Boston Private Bank and Trust
Boston Public Library
Bunker Hill Development, Charlestown BHA
Cambridge Just a Start
Children's Health Watch
City of Boston Credit Union
Codman Square Health Center
Deaf Inc
Dot House Health
Eastern Bank
Federal Deposit Insurance Corporation (FDIC)
Federal Reserve Bank of Boston
Greater Boston Legal Services (GBLS)
High Street Family Learning Center
Internal Revenue Service (IRS)
Jewish Vocational Service (JVS)
Massachusetts Department of Revenue
Mayor's Commission for People with Disabilities
National Disability Institute
Neighborhood of Affordable Housing (NOAH),
East Boston
Rockland Trust
Santander Bank
Street Cred
Suffolk University
Trustman Family Learning Center
Urban Edge

Living Wage Advisory Committee

Darlene Lombos (chair)
Executive Director, Community Labor United

Brian Piccini
CEO/Owner, Boston Urban Hospitality, Inc.

Tim Sieber,
*Professor of Anthropology, UMass-Boston;
Brazilian Worker Center, Treasurer*

Benjamin Stuart
*Research & Data Analyst, Greater Boston Chamber of
Commerce*

Natacha Thomas
Associate General Counsel, Boston Retirement Board

Natalicia Tracy
Executive Director, Brazilian Worker Center

Neighborhood Jobs Trust Trustees

Frank Baker,
District 3 City Councillor

Emme Handy,
Chief Financial Officer & Collector-Treasurer, City of Boston

Trinh Nguyen,
Director of the Mayor's Office of Workforce Development

Our apologies if we unintentionally omitted any of our valued partners.

Thank You to Our Employees

Dee-Dee Allen	Veronica Fitzgerald	Lisa Melara	Fatima Saidi
Joe Amerena	LaKeisha Franklin	Cecilia Mondesir	Amarfi Sanchez
Mary Ashley	Katy Gall	Joseph Monge	Lynn Sanders
Sherley Austin	Jowaun Gamble	Midori Morikawa	Xavier Savage
Carlos Barbosa	Alan Gentle	Michelle Muallem	Clare Shepherd
Mark Beamis	Maya Getter	Adrienne Munroe	Larry Smith
Nicole Beckles	Malik Gomes	Xanty Necochea	Lydia Souroufis
Herbert Bond	Ricky Grant	Kerry Nee	Judy Steriti
Angie Camacho	Alex Gray	Verena Niederhoefer	Katie Sullivan
Joshua Caveney	Peggy Hinds-Watson	Brian Norton	Sean Thimas
Cindy Chow	Graham Hulse	Stefanie O'Shea	Gosia Tomaszewska
Patrick Costello	Ruby Jean	Ada Pantoja	Sammy Tse
David Damiani	Sayyida Jean-Charles	Leticia Paterlini	Sharon Tulchinsky
Melanie Davis-Kay	Mallory Jones	Guillermo Perez, Jr.	Mimi Turchinetz
Mattie Deed	Ronice Kimbrel	Lourenco Pires	Lyndon Vincent
Peter DeSisto	Todd Lee	Justin Polk	Ronnie-Charlemagne
Edward Downs, Jr.	Katie Liesener	Ellen President	Devon Wedge
Joanne Evans	Cheryl Loiselle	Azan Reid	Cassie White
Lee Fields	Kim Lucas	Christian Rivera	Ann Wong
Tracey Fils-Aime	Jonathan Makrez	Brian Robinson	Karen Wontan
Julie Fins	Constance Martin	Jose Rodriguez	





BPDA FY20 3rd QUARTER BUDGET UPDATE

April 2020

Contents

- FY20 BPDA 3rd Quarter Operating Budget Update
- BPDA 3rd Quarter Capital Spending Update

FY20 BPDA 3rd Quarter Operating Budget Update

3



**boston planning &
development agency**

FY20 Third Quarter Operating Budget Update

	FY20 Annual Budget	FY20 Q3 Budget	FY20 Q3 Actuals	Q3 Variance
Revenue				
RENTAL, LEASES	\$42,433,550	\$31,825,162	\$30,628,695	(\$1,196,467)
SALE OF REAL ESTATE	\$7,648,960	\$5,736,720	\$6,337,184	\$600,464
EQUITY PARTICIPATION	\$1,100,000	\$825,000	\$1,018,882	\$193,882
GRANT INCOME	\$22,477,589	\$16,858,192	\$16,607,987	(\$250,206)
OTHER INCOME	\$1,526,262	1,144,696	1,591,998	\$447,302
Total Revenue	\$75,186,361	\$56,389,770	\$56,184,747	(\$205,023)

	FY20 Annual Budget	FY20 Q3 Budget	FY20 Q3 Actuals	Q3 Variance
Expenses				
PERSONNEL	\$22,760,869	\$17,070,651	\$15,666,504	(\$1,404,147)
EMPLOYEE BENEFITS	\$10,781,256	\$8,085,942	\$7,490,227	(\$565,665)
ADMINISTRATIVE SERVICES	\$2,882,144	\$2,179,390	\$2,561,178	\$381,788
CONTRACTUAL SERVICES	\$17,675,508	\$13,256,631	\$12,465,298	(\$791,333)
PROPERTY MANAGEMENT	\$16,187,475	\$12,120,861	\$7,666,160	(\$4,474,701)
BONDS	\$289,627	\$217,221	\$196,627	(\$20,594)
Total Expenses	\$70,576,879	\$52,950,696	\$46,046,043	(\$6,904,653)

Net Surplus/(Deficit)	\$4,609,482	\$3,439,074	\$10,138,703	\$6,699,629
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FY20 3rd Quarter Update (7/1/19-3/31/20)

- The BPDA continued to see positive performance through the 3rd quarter of FY20. Several key revenue items have performed as or better than expected. The South Station Air Rights deal closed as planned.
- Traditionally the BPDA spending accelerates through the third and fourth quarter. Given that both the Demolition and Remediation of Building 108 and the CNY Navy Yard Culvert and Sinkhole repairs were poised to begin and were halted by COVID19 related orders, we are projecting changes for Q4.
- Given that we are \$1.5M below our expected revenue performance, the low operational spending is a positive sign as the Agency projects the closing of FY20 and the development of FY21.

BPDA Capital Spending Update

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FY19 and FY20 Capital Spending

FY20 Capital Budget Summary Update						
Category	FY19 Budget	FY 19 Actual	FY20 Budget	FY20 YTD Q3 Actual	Agency Funding FY20	City Funding FY20
Management Information Services	\$420,000	\$230,894	\$200,000	\$300,000	\$200,000	\$0
BRA - China Trade	\$3,170,610	\$1,868,885	\$1,425,000	\$469,865	\$1,012,500	\$0
BRA - Charlestown Navy Yard	\$168,550	\$13,496	\$0	\$10,546	\$0	\$0
BRA - Other Locations	\$500,000	\$109,469	\$1,550,803	\$75,926	\$250,000	\$65,803
EDIC - RLFMP	\$8,637,422	\$1,806,279	\$10,372,650	\$4,889,916	\$7,982,450	\$2,260,200
Vehicles	\$59,000	\$58,446	\$60,000	\$47,354	\$60,000	\$0
TOTAL	\$14,022,555	\$4,087,469	\$13,608,453	\$5,793,607	\$9,504,950	\$2,326,003

Questions?

News & Updates

Mayor Walsh, Office of Workforce Development award \$1.35 million of Neighborhood Jobs Trust funding to 23 community organizations

Nov 27, 2019

Mayor Martin J. Walsh and the Mayor's Office of Workforce Development today announced the disbursement of \$1.35 million to 23 community-based organizations as part of the 2019-2020 Neighborhood Jobs Trust (NJT) Grantees. The recipients were celebrated today at More Than Words bookstore in the South End, a first-time recipient of NJT funding. NJT funding supports community-based organizations that provide Boston residents with job training skills and support services, enabling them to enter career pathways and obtain higher paying jobs.

"We will only grow as a City if we leverage the strong development market and use every tool available to us to ensure that prosperity is within reach of all of our residents," said Mayor Walsh. "The Neighborhood Jobs Trust is a powerful tool funded through [linkage fees](#) that gives us the ability to invest in workforce development and job training, directly helping thousands of Boston residents reach their fullest potential."

The [Neighborhood Jobs Trust](#) is a public charitable trust replenished by linkage fees from developers of large-scale commercial projects in Boston. Since 2014, new development approved by the Boston Planning & Development Agency (BPDA) is generating over \$75 million in linkage fees, with \$61.6 million to support affordable housing and \$13.5 million to support job training.

In September, Mayor Walsh [signed a home-rule petition](#) he proposed to grant the City greater flexibility in adjusting linkage rates to keep pace with the development market. The proposal requires approval from the Massachusetts Legislature.

NJT recipients were selected through an open [Request for Proposals \(RFP\)](#) process administered by the Mayor's Office of Workforce Development. Anticipated results of this year's selected training programs include: 511 Boston residents will enroll in job training,



“We’re grateful to the Mayor for his support of the Neighborhood Jobs Trust,” said Trinh Nguyen, Director of the Mayor’s Office of Workforce Development, which stewards NJT funds. “A financially robust trust fund will help us continue to build on the successes captured in our latest NJT impact report.”

According to the [Neighborhood Jobs Trust Impact Report](#) released today, NJT-funded organizations helped more than 2,000 Boston residents in need access job training and education programs crucial to economic mobility from 2017-2018. The \$2.86 million investment, bolstered by another \$2.9 million in leveraged funds, supported such services as contextualized English instruction, tuition-free college, employment coaching, paid internships, and bridge programs for post-secondary or career training that leads to quality jobs.

The report details the many ways in which NJT-funded programs targeted their services to meet demand in specific industries. The SkillWorks IT/Tech Initiative, for example, placed 140 Boston Public Schools students in paid summer internships in Boston’s high-growth tech industry. Local Initiatives Support Corporation (LISC) Boston used its funds to prepare job-seekers for the rigors of job training in the culinary, hospitality, and information technology fields. Ninety percent of the graduates were placed in jobs, earning \$16.20 an hour on average.

Two graduates of NJT-funded job training programs, Alice Mei and Terry Li, picked up customer service and retail job skills from a program run by Boston Chinatown Neighborhood Center. An immigrant couple from China, Mei and Li honed their English and learned American customer service norms, such as smiling, shaking hands, and establishing eye contact. The couple used these skills every day working at APM Coffee, the coffee shop they opened on Kneeland Street.

Li is already looking forward to their next steps. “I hope my business is successful and we can have another branch and serve a lot of people,” he said.

The full list of the FY2020 NJT recipients can be found below.

Organization	FY20 Funding	Anticipated Results
ABCD First Steps	\$50,000	ABCD’s First Steps program prepares low-income



Asian American Civic Association	\$77,000	BEEMS is a training program at a Madison Park Vocational High School that prepares participants to work as maintenance technicians, primarily in building management and hospitality settings.
BEST Hospitality	\$88,000	BEST's Hospitality Apprenticeship program prepares trainees for careers in hotel and culinary settings.
Community Servings	\$95,000	Community Serving's Teaching Kitchen is an occupational skills training program preparing very low-income Boston residents for culinary positions.
English for New Bostonians (ENB)	\$150,000	With support from NJT funding, ENB will support ESOL pathways program to provide services to 200 Boston residents.
International Institute of New England (IINE)	\$90,000	IINE's Healthcare and Hospitality Training Program trains immigrant and refugee populations with occupational skills and ESOL services.
Jackson Mann Community Center/BCYF	\$50,000	NJT funding will support 84 students with ESOL and ABE programs.
Jewish Vocational Services (JVS) Pharmacy Tech Training	\$40,000	JVS's pharmacy training program prepares students for licensure as pharmacy technicians.
JRI/STRIVE	\$25,000	JRI's CORE program provides occupational skills training leading to a 3-month paid internship at Brigham and Women's Hospital.
More Than Words (MTW)	\$35,000	MTW's Transitional Employment Model provides job readiness and life skills training while young people are engaged in running a bookstore in Boston's South End.
Morgan Memorial Goodwill Industries	\$50,000	Goodwill's HELP program trains individuals for entry-level roles in human service fields.
Mothers for Justice and Equality (MJE)	\$20,000	MJE's job training will serve participants with a focus on executive functioning and soft skills for positions in administration in non-profits, health care and



Mujeres Unidas Avanzando (MUA)		MUA's Certified Medical Assistant for English Language Learner program trains immigrant women for in-demand careers such as medical assistants, while also teaching language skills.
NECAT	\$20,000	NECAT provides culinary training to prepare students for positions in hotel and restaurant kitchens.
New England Center for Homeless Veterans (NECHV)	\$50,000	NECHV serves veterans and their immediate family members with training pathways, including in-demand pathways in transportation such as school bus drivers.
Operation ABLE	\$80,000	Operation ABLE's Medical Office Skills Program trains unemployed older adults for careers as medical office assistants.
Project Hope	\$50,000	Project Hope's Healthcare Professions Training Program serves low-income women.
Skillworks	\$100,000	With NJT funding, approximately 150 Boston residents will enroll in training.
St. Francis House	\$35,000	St. Francis House Dog Care Academy partners with Urban Hound to train and employ participants, who are residents of the organization's shelter.
St. Mary's Center for Women and Children	\$35,000	Through the Women@Work program, 14 women will receive occupations skills, work readiness training and the opportunity for a paid, transitional job experience.
Work, Inc.	\$35,000	Work Inc's Customized Employment and personal discovery model tailors programs to individual students. Their target population is Boston residents with Autism Spectrum Disorder, and they focus on matching jobseekers with meaningful employment.
YMCA Training, Inc.	\$80,000	Training, Inc. prepares trainees for positions as human services assistants, including training on basic computer skills and Microsoft Office. Trainees spend 4 weeks running a "simulated business" to practice their skills.
YouthBuild Boston	\$50,000	YBP's Building Trades Assessment Program

will earn a stipend and participate in a home construction project.

Total \$1,355,000.00

About the Mayor's Office of Workforce Development

The Mayor's Office of Workforce Development (OWD) is an innovative agency within the Boston Redevelopment Authority that seeks to ensure the full participation of all Boston residents in the City's economic vitality and future. OWD funds and oversees programs that promote workforce development through education, jobs training, apprenticeships, financial coaching, career pathways, literacy initiatives, and the like. Please visit OWD.Boston.Gov to learn more about OWD's work.

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BPDA Real Estate Division 2019 Annual Report



**boston planning &
development agency**

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Aerial of Boston City Hall Plaza, Alex MacLean

Executive Summary - Public Land for Public Good

The Boston Planning & Development Agency (BPDA) is deeply committed to planning and guiding inclusive growth in the City of Boston, creating opportunities for everyone to live, work, and connect. The BPDA Real Estate Department leverages the 13 million square feet of public land owned by the BPDA to support this mission and address Boston's most critical challenges.

Our work is guided by the following principles:

- **Community development:** We work closely with communities to ensure that developments on BPDA-owned land meet community needs, including affordable housing and job opportunities in growing commercial sectors.
- **Economic growth:** We designate properties to support key industries, from blue-collar maritime jobs to emerging life-science facilities, and we subsidize space in our commercial buildings to incubate growing local companies.
- **Cultural & community institutions:** A significant portion of our land and office space is offered to important local organizations such as community college programs, non-profit services, recovery programs, health clinics, dance groups, community gardens and more.
- **Financial stewardship:** We ensure public real estate is appropriately valued and utilized, while also generating revenue to fund the agency's other functions including planning, workforce development and development review.

In 2019, we saw many years of comprehensive planning, dedicated work, and deep community engagement bear fruit. Across the City, our work reached key milestones:

Championing diversity & inclusion in development:

The BPDA is committed to using its leverage as a real estate owner to promote development that builds wealth for minority and women-owned business enterprises and supports the existing fabric of Boston's communities. This year, we incorporated Diversity & Inclusion and Development without Displacement requirements into all real estate Requests for Proposals (RFPs), and collaborated with the City of Boston on several steps to create more equitable and transparent procurement processes for our contracts.

Continuous operational improvements:

We undertook a major reorganization of the Real Estate Department and increased capacity in strategic areas. We also implemented new project management systems for Procurement and Leasing, and made innovative improvements in our property inventory management which aid our ability to plan strategically for property dispositions.

Prioritizing community-driven development in Roxbury:

After a two-year planning process, in partnership with the BPDA Planning Team and the Department of Neighborhood Development (DND) we took key steps toward implementing PLAN: Nubian Square, formerly known as PLAN: Dudley Square. Developers were identified for four public parcels in Nubian Square, and RFPs were issued for two more. We also continued our partnership with DND to develop infill housing in the Garrison Trotter neighborhood and worked closely with community partners to start a discussion about the future of the Frederick Douglass Peace Garden in Lower Roxbury.

Investing the historic Charlestown Navy Yard:

We took major steps towards transforming Building 108, a condemned power plant, into a community asset. The Capital Construction team completed demolition design, in concert with the Environmental Protection Agency (EPA), and the Disposition team released an RFP for redevelopment. Along with the Rope Walk and Chainforge, this project will complete the redevelopment of the Historic Monument Area. We also successfully piloted the first summer activation of Shipyard Park, inviting community members from across the City to enjoy this historic location.

Preserving Chinatown:

After designating a developer for P-12c in Chinatown in 2018, we worked closely with BPDA Development Review to support this important mixed-use affordable housing development. In addition, our renovated office spaces at the China Trade Building welcomed local non-profits as tenants at no cost, supporting these important community and cultural organizations.

Supporting the marine economy in the Raymond L. Flynn Marine Park (RLFMP):

The mission of the RLFMP is to preserve and grow Boston's maritime industries, and create and protect jobs that pay decent wages for people at a variety of skill levels. In 2019, we issued RFPs for two key vacant properties, with a focus on marine industrial and general industrial uses. We also continued our engaged stewardship of the RLFMP with ongoing capital construction repairs and support for community events.

Expanding harbor & open space access:

We used our negotiating power to achieve public benefits that preserve and expand the Harborwalk in Charlestown and East Boston, and set aside land for permanent use as open space and urban wild.



The BPDA has a comprehensive inventory of its real estate assets.

Currently, we own:

- **316** parcels
- **13,338,901** square feet of land total
- **6,644,586** square feet of land is ground leased
- **1,751,984** square feet is public open space
- **1,226,506** square feet used for parking, including public lots
- **16,734** square feet of community garden
- **\$10,581,905** FY20 Property management budget

About the BPDA Real Estate Department

As the team responsible for the agency's real estate holdings, we manage, develop, acquire and lease the agency's real estate with a focus on fiscal responsibility and community development. We treat our property like we live next door, and strive to find ways to use our real estate to make the lives of Bostonians better. Our efforts fund the agency's planning and economic development functions, while supporting the agency's mission to guide inclusive growth in our city.

The BPDA's 13 million square feet of real estate assets span Boston's neighborhoods. Our two largest land holdings are the Charlestown Navy Yard and the Raymond L. Flynn Marine Park in South Boston. The agency's downtown properties include well-known properties such as Long Wharf, Quincy Market, and the Custom House Tower. Our neighborhood-based properties are clustered in Roxbury, Charlestown, the South End, and Chinatown and provide the greatest nearterm community development opportunities.

Our department is organized into five divisions: Commercial Leasing, Dispositions, Capital Construction, Operations, and Administration. Staff members are based at both Boston City Hall and at 22 Drydock Avenue the Raymond L. Flynn Marine Park. Our work includes actively marketing and negotiating opportunities with private and public entities for the redevelopment, re-use, and leasing of our property. We manage design, construction, and tenant relationships associated with all property assets under the BPDA's care and custody. Through close coordination with the agency's Planning and Development Review departments, we ensure development on our property is planned through community engagement, aligned with community objectives, and conducted in an open and transparent way.

In addition, we work closely with our colleagues on the Finance and Legal teams to ensure commitments on the use of our land are honored and that rent is collected appropriately. We also regu-

larly collaborate with other city and state entities on shared goals and initiatives involving public land and represent the agency within the greater Boston real estate development community.

How the BPDA sells property

The BPDA property inventory consists of land parcels ranging from small, unbuildable parcels to larger sites suitable for residential, mixed-use or commercial development. The Real Estate Department conducts strategic property dispositions with the goal of maximizing public benefit generated from public land.

The BPDA conducts its property dispositions through an open, transparent, community-driven process. We endeavor to follow Massachusetts General Law (MGL) Chapter 30B as the guideline for our property sale process. Per Chapter 30B, we dispose of parcels in the following ways:

- **Issue a Request for Proposals (RFP).** The development guidelines of our RFPs are deeply informed by community feedback, from the uses of the site to circulation and community benefits.
- **Transfer the parcel to another government agency.** For example, we may transfer land to the Parks Department to preserve land as open space, or transfer land to the Department of Neighborhood Development to develop neighborhood infill housing.
- **Directly designate unbuildable parcels** with values of \$35,000 and below to abutters.

For parcels with values above \$35,000 in which there is only one qualified bidder, the BPDA may depart from 30B and directly designate these parcels. In these cases, the BPDA prioritizes community feedback and will conduct a community process. All of our RFPs for the disposition of our property are posted on our procurement webpage and also advertised publicly across Boston.

HOPE



R O X B U R Y



Championing Diversity & Inclusion in Development:

In partnership with DND, the BPDA committed to include criteria in all RFPs for public land that evaluates proposals based on their plan to promote diversity and inclusion and prevent displacement. Much of this policy language was written in collaboration with the community during the PLAN: Nubian Square, previously known as PLAN: Dudley Square process.

Our Diversity & Inclusion Policy aims to:

- **Increase the participation** of women and people of color in the workforce.
- **Support wealth creation** in marginalized populations by incentivizing developers to partner with Minority and Women Business Enterprises (M/WBEs), including finding creative ways to build capacity in smaller firms.
- **Help current residents** remain in their communities, afford housing, and find pathways to economic opportunity.

The BPDA piloted the diversity and inclusion language in the RFP released for Parcel P-12C in Chinatown in 2017, and we are already seeing results. The selected developer for P-12c has committed to awarding twenty percent of professional services and construction contracts to M/WBEs, and contracts will be subdivided into smaller bids to facilitate participation from smaller firms.

The new language is also seeing results in commercial and industrial development. The 2019 RFP for 24 Drydock in the Marine Park yielded five proposals, all of which incorporated M/WBEs in meaningful and creative ways across all areas of devel-

opment. Multiple proposals included thoughtful joint ventures between more established firms and smaller M/WBE firms, with the goal of building the smaller firms' capacity and providing valuable experience.

In addition, the BPDA, led by our Real Estate and Finance teams, also collaborated with the City of Boston on several steps to create more equitable and transparent procurement processes for our contracts, ranging from goods and services to construction to design.

- The BPDA and City of Boston were jointly selected as one of ten cities to receive technical assistance, resources, and peer benchmarking through the Living Cities' City Accelerator Initiative on Inclusive Procurement.
- The BPDA is participating in a cross-agency [Disparity Study](#) to identify challenges for M/WBEs in doing business with the City of Boston.
- BPDA staff have coordinated with the City of Boston regarding a series of Mayoral Executive Orders to support equitable procurement.

Real Estate staff worked closely with the City's Equity and Inclusion Unit to improve outreach, yielding an increased number of responses to procurement opportunities for snow clearance and parking management, including responses from M/WBEs. The agency has also made a significant investment to advertise procurements in local, multilingual publications.

Continuous Operational Improvements

In 2019, we made key improvements in the Real Estate team's operations, improving our ability to plan the future of our assets strategically, manage our projects efficiently, and provide excellent service to our tenants and community members.

Building a Cohesive Real Estate Team

Building off the recommendations of the McKinsey and KPMG audits, in 2019 we further reorganized the Real Estate team to focus less on geography and the company owning the land (i.e., EDIC vs. BRA) and more directly on the work performed. The result is the organization of the staff around the five key lines of business identified earlier: Commercial Leasing, Dispositions, Capital Construction, Operations and Administration.

In addition, the Real Estate Department added new staff to increase capacity, including new team members working on Leasing and Disposition, a new Deputy Director of Administration to focus on strategic procurement, a new Deputy Director for Operations, and the BPDA's first Harvard Business Fellow, whose work focused on operational improvements.

Establishing Excellence in Procurement

The newly formed Real Estate Administration team began to review, standardize, and streamline our financial processes. We approach our work holistically across budgeting, procurement, and vendor management, while working closely with our Finance and Legal teams. Improved procurement allowed us to make more capital investments and work with small, local, women-, minority-, and veteran-owned vendors.

We increased transparency and efficiency through the use of digital tools such as Asana and Box, and our two largest contracts for parking and property management now include both specific software and Key Performance Indicators (KPIs).

In 2020, we'll focus on continuous improvement, to ensure that all stakeholders have the services, revenue, and data they need to inform and support their work.

Innovations in Inventory Management

In 2019, we undertook a systematic effort to confirm our property inventory and improve our inventory management system. Working with the BPDA Management and Information Systems team, we updated our property data, revised the structure of our data to reflect the team's needs, and built dashboard and mapping functions so that our data is easily accessible. In 2020, we will build out procedures to ensure that the data stays up to date, and we will use our new tools to strategically prioritize our properties for disposition.

Improvements in Leasing Business Processes

In 2019, the Commercial Leasing team improved lease tracking and renegotiation business processes, resulting in better internal outcomes and more responsive service to our tenants. We built out an aging report to systematically track upcoming lease expirations. We also developed a new interdepartmental project management system, which manages each lease negotiation from expiration to execution and document filing. The system improves communication between departments and leads to a smoother process.

Prioritizing Community-Driven Development in Roxbury



PLAN: Nubian Square (formerly PLAN: Dudley Square) Public Meeting

The neighborhood of Roxbury is at the heart of our commitment to use BPDA-owned land to respond to the needs and desires of the local community. In 2019, we worked with the Roxbury community to develop visions for multiple properties across the neighborhood to meet the needs identified by the community.

PLAN: Nubian Square

The two-year public process for [PLAN: Nubian Square](#) (formerly known as PLAN: Dudley Square) engaged the community on their vision for publicly-owned vacant parcels in Nubian Square.

Based on community feedback, all PLAN: Nubian Square RFPs will stipulate that:

- All housing developments will be one-third deeply affordable and one-third moderately affordable.
- Proposals should be mindful of the rich cultural history of this important neighborhood, and use development as a catalyst to promote arts, culture, education, commercial, and retail enterprise.
- Commercial uses promote local business and job creation, with an emphasis on maximizing opportunities for local businesses, people of color, and women.
- The community and the City's goals for new construction emphasize sustainable, resilient, and healthy buildings.



Aerial of Nubian Square, formerly Dudley Square, Alex MacLean

In 2019, we took big steps to move PLAN: Nubian Square into implementation, in partnership with DND and the BPDA Planning Team:

- We assisted in identifying developers for four DND-owned parcels: 135 Dudley Street, 2147 Washington Street, 40-50 Warren Street, and 75-81 Dudley Street. All projects are currently in the development review phase. The selected proposals will cumulatively bring 265 housing units to Nubian, including 75 affordable homeownership units and 128 affordable rental units. Additional community benefits include robust M/WBE participation, anti-displacement measures, and below-market office space for local small businesses.
- [The Roxbury Strategic Master Plan Oversight Committee](#) voted to approve the next three RFPs: the Blair Lot, the Nawn Factory site, and Parcel 8. BPDA released the RFPs for the Blair Lot, to be developed for mixed-used development including affordable homeownership units, and DND also released the RFP for the Nawn Factory site for historic and educational uses. Proposals for both RFPs are due in February 2020. The RFP for Parcel 8, to be developed for commercial or institutional uses, will be released in 2020.
- We began the community process for two additional parcels: The Crescent site at the intersection of Tremont Street and Melnea Cass Boulevard; and a smaller site at the intersection of Malcolm X Boulevard and Putnam Place.

In 2020, we will take the next steps on PLAN: Nubian Square parcels. Work will include selecting developers for the Blair Lot and Nawn Factory, issuing the RFP for Parcel 8, and issuing RFPs for the remaining parcels.

Garrison Trotter

In 2019, we continued our strategic partnership with DND to develop the high-priority Holworthy-Hollander parcels in Roxbury's Washington Park Urban Renewal Area. These parcels are slated for affordable housing, as the latest phase of infill homes in the Garrison Trotter neighborhood. The most recent phase, completed in late 2018, created 11 homes through DND's [Neighborhood Homes Initiative \(NHI\)](#) and consisted of 18 housing units on Waumbeck, Harold, Howland and Crawford Streets. Per NHI requirements, two-thirds of the units are income restricted.

This robust, community-based process made significant progress in 2019. The Garrison Trotter Neighborhood Association approved the inclusion of 12 BPDA-owned parcels on Holworthy and Hollander Streets into the NHI. Housing prototypes and proposed site plans are currently being refined in order for an RFP to be issued in the first half of 2020. It is expected that the RFP will call for the development of 13 homes containing 21 to 24 total units, with two-thirds of the units stipulated to be income-restricted affordable housing. This phase is expected to be transformational for this immediate area, turning 75,000 square feet of vacant, under-utilized land into high-quality, well-designed, owner-occupied housing.

Frederick Douglass Peace Garden

In 2019, we began discussions with the Lower Roxbury community about the future of the Frederick Douglass Peace Garden, in collaboration with the [Mayor's Office of Arts & Culture](#) and the [Edward Ingersoll Browne Fund](#). The garden was originally

established with the hard work of community residents, and was maintained by the Trustees of Reservation until 2016. The garden was the original site considered for the Frederick Douglass monument that is now planned to be sited at the corner of Tremont Street and Hammond Street.

This year, we held informal discussions with stakeholders and led a community meeting to solicit feedback on how the community envisions the future of this culturally important site. In 2020, we will draft and issue an RFP, with community involvement every step of the way.

Melnea Cass Boulevard Hotel & Residences

The Marriott Residence Inn Boston opened in 2019, on land awarded jointly by the BPDA and the Massachusetts Department of Transportation (MassDOT). The development includes 135 hotel rooms, 8,000 square feet of retail space, and 50 rental units, including 7 affordable units. In response to community activism, the developer guaranteed wages of \$18 dollars an hour for all permanent hotel staff, and is creating a \$400 thousand workforce training and development fund to be administered by the BPDA. Construction on the residential units is ongoing.



Rendering of Melnea Cass Boulevard Hotel & Residences



Rendering of Parcel 10, Madison Tropical Development

Madison Tropical

The three-phase Madison Tropical development, also built on BPDA and MassDOT land, completed Phase Two in 2019. Phase One, the expansion of the Tropical Foods market, was completed in 2015. Phase Two is a mixed-use development consisting of 23 rental units and ground floor commercial space. Construction is complete and the building is partially leased. In 2019, the development team submitted a notice of project change for Phase Three, requesting to shift from commercial use to affordable rental and condo units.



151 Lenox Street

151 Lenox Street

We extended tentative designation for Tenants' Development Corporation (TDC) to redevelop 151 Lenox Street as a community center with programs geared towards personal growth, empowerment and enrichment of youth through seniors.



Rendering of 41 Regent Street

41 Regent Street

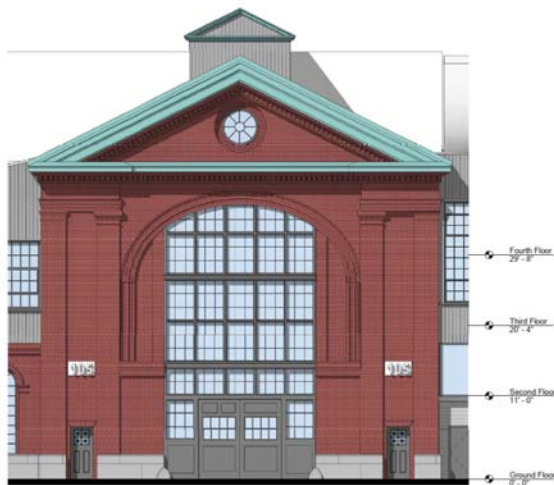
We also extended the Final Designation status of CVSE, LLC, a local minority-owned development entity, to construct 14 condominium units at 41 Regent Street. The developers intend to create units that will provide housing for the young, work-force segment of the community.

Invigorating the Charlestown Navy Yard

The Charlestown Navy Yard is a national historic landmark, and we are proud of our stewardship of the Navy Yard's architectural and historical legacy. The Historic Monument Area of the Navy Yard in particular reflects major stylistic developments and evolution of military technology. In 2019, we made strides in the preservation and redevelopment of key Historic Monument Area buildings.



Building 108 Power Plant in the Charlestown Navy Yard



Chain Forge Building, a 1904-built former chain factory.



Ropewalk Apartments, 317 Fifth Street, Charlestown, Boston, MA

Building 108 Power Plant Demolition & Redevelopment

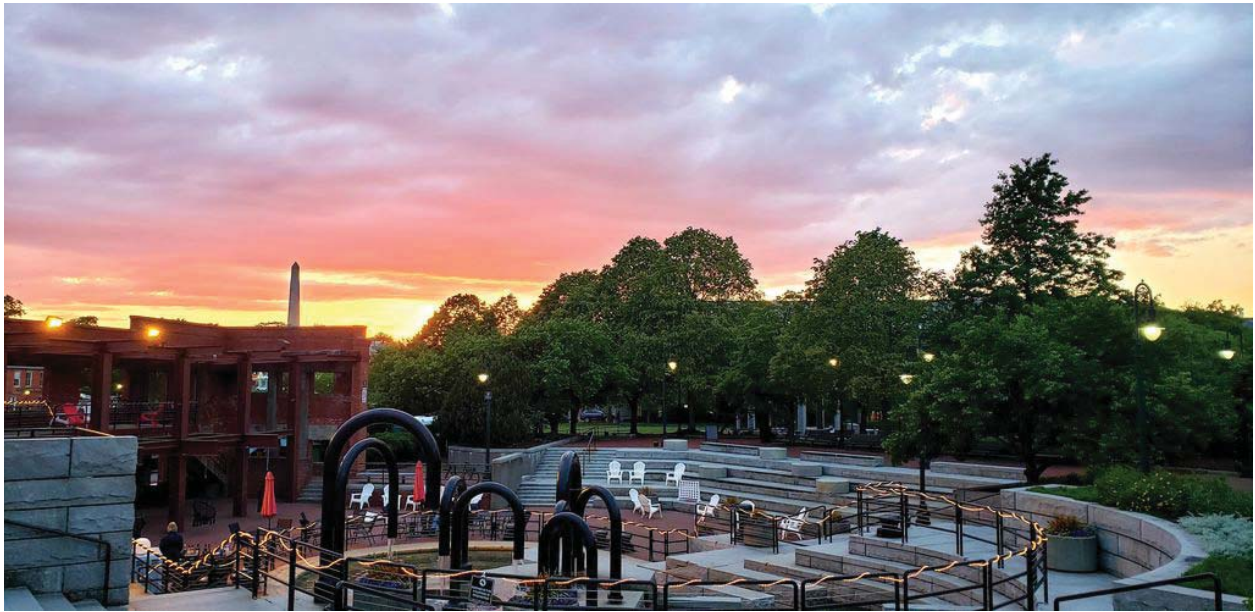
Starting from its construction in 1902, the Building 108 Power plant was the source of power for the Navy Yard. After the Navy Yard was decommissioned, the building fell into disrepair and became hazardous. In 2019, we took major steps to remediate the hazards and redevelop the building. The Capital Construction team erected temporary safety barriers around the building, completed demolition design, and worked proactively with both the Massachusetts Department of Environmental Protection (DEP) and the EPA to address environmental remediation. The Disposition team issued an RFP for redevelopment that honors the history of the site and the architectural character of the Historic Monument Area. In 2020, demolition will be completed and the Disposition team will select a developer for the site.

Chain Forge Hotel

The Chain Forge manufactured the die-lock anchor chain and was the Navy's sole source of chains for decades. In 2019, the developer resolved its final regulatory and financial concerns. In 2020, construction will begin on a 230-room hotel with exhibition space.

The Ropewalk - New Residential Development

The Ropewalk complex produced all of the Navy's rope for almost 135 years, and is the only building of its type that still exists in the United States. The development is preserving the building and renovating the interior to include 97 residential units, 20% of which will be affordable, along with community and exhibition space. In 2019, the developers were in the final phase of construction, and plan to open the building in 2020.



The Anchor, an outdoor community gathering space in Shipyard Park

Activating the Navy Yard Waterfront

We issued an RFP in June 2018 to activate the waterfront and watersheet of the Navy Yard, with the goal of making the Charlestown Navy Yard open and welcoming to all. After a thorough review that included significant community engagement, two proponents were awarded temporary license agreements for the summer of 2019: the Anthem Group, and the USS Constitution Museum.

- The Anthem Group created the Anchor, an outdoor community gathering space in Shipyard Park featuring activities for residents and visitors of all ages, along with beer and wine service. According to the Anthem Group, the Anchor received 110,000 visitors in its first season, and produced 300 programs including art programs, live performances, fitness programs, and inner city youth outreach. The BPDA negotiated a creative rent structure which credited expenditures on public programming to incentivize the Anthem Group to invest capital to enhance the experience for visitors.

- The BPDA awarded a \$10,000 grant to the USS Constitution Museum to offer free outdoor programming. The USS Constitution Museum turned “inside out,” taking the remarkable stories told by the collections and exhibits outside the museum into the Navy Yard and filling exterior windows and illuminated reproductions of maritime masterpieces.

Waterfront Focus in 2020

In 2020, we will build on this success by moving forward with plans for redeveloping and activating the last remaining parcels on the Navy Yard waterfront: Pier 4, Pier 5, and the Dry Dock #2 Pump House. We held an initial community meeting to discuss the future of the sites in 2019, and plans to move forward with redevelopment in 2020 in line with planning recommendations and the desires of the Navy Yard community.

This year, we worked closely with the Chinatown community to build affordable housing and support key community institutions.

(Right) Aerial of Charlestown Navy Yard, Alex McLean



Preserving Chinatown

Focus on Affordable Housing on Tremont Street

In 2019, we supported the 290 Tremont Street project as it continued moving through the Article 80 process. The project will redevelop the BPDA's existing parking lot on Tremont Street through a unique partnership between the Asian Community Development Corporation, Millennium Partners, Tufts Shared Services, and the Doubletree Hotel. All of its 168 homeownership and rental units are affordable. It also includes an expansion of the adjacent Tufts garage and an addition to the hotel. The project is entering affordable housing financing rounds with the city and state in early 2020, and is projected to break ground in spring 2021.



Rendering, 290 Tremont Street, Pedestrian View

The China Trade Center & Liberty Tree Plaza

We also reached major milestones with the China Trade Center, a historic building and community space in the heart of Chinatown. The BPDA acquired the China Trade Center in 1993 as part of the City's commitment to revitalize downtown Boston. After a major tenant vacated the building in 2014, the BPDA embarked on a major renovation project, investing several million dollars in building improvements.

In 2019, the Commercial Leasing team fully leased the building, allowing the BPDA to subsidize the rent of long-term non-profit tenants which play a vital role in Chinatown's community: Gung Kwok Dance, Chinatown Main Streets, and the Chinatown Historical Society. The Commercial Leasing team also leases space to mission-oriented tenants including the Chinatown branch of the Boston Public Library, Urban College of Boston, the Massachusetts Department of Children



Liberty Tree Plaza

and Family Services, International Institute of New England, and the Fenway Community Health Center.

We are continuing to invest in the historic building. The newly renovated Liberty Tree Plaza opened at the beginning of 2019, with new paving, lighting, and landscaping. We are currently overseeing a more than \$500,000 project to paint and repair the atrium. The 7-story atrium allows light, views, and connections to the Boston Public Library, conference space, classrooms, non-profits, and retail. The design will maintain the historic character of the building while addressing deficiencies in the common area.

Continuing to Convert Parking to Housing 2020

In early 2020, we plan to begin a community process around the R-1 site, which is currently licensed to Tufts Shared Services for parking. As the Parcel P-12c project moves forward and Tufts is able to relocate its R-1 parking to the new 290 Tremont Street garage addition, R-1 will be available for a new use.

We look forward to initiating this conversation with the community and expect that this may be another site for the creation of affordable housing in Chinatown.

Supporting the Marine Industrial Economy in the RLFMP



Parcel M, Located at 3 Dolphin Way



Rendering, 2 Drydock Avenue



Rendering, Marine Wharf (Parcel A Hotel), 1 Drydock Avenue

Developing vacant industrial parcels

In 2019, we reissued two RFPs for key marine industrial sites in the RLFMP. We received 5 proposals for 24 Drydock Avenue and awarded Tentative Developer Designation to Cronin Development, LLC in January 2020. Cronin proposes not only to create a project that will bring additional life science and research and development jobs to the RLFMP, but to move its headquarters to the new building and provide financial support to retain the marine-related jobs of Boston Ship Repair in the RLFMP.

We also received three proposals for Parcel M, located at 3 Dolphin Way. Staff are currently engaged in vetting these proposals to ensure that a selection is made that will best benefit the ongoing mission of the RLFMP.

2 Drydock Avenue

The thirteen-story commercial building under construction at 2 Drydock will result in 50 permanent jobs, and the design includes a thirteen thousand square foot urban plaza, which will introduce publicly accessible open space. Community benefits include a \$50,000 donation to Martin Richard's Park.

1 Drydock Avenue

This site is under construction as a 411-room hotel. The design is LEED Gold certifiable, and public benefits include a \$50,000 donation to Martin Richard's Park and maintenance of adjacent public open space. Innovation Square at Northern Avenue has completed its first phase of construction and has begun the second phase. The site is being developed as a research and development and manufacturing facility. Public benefits of the project include public transit infrastructure improvements, and 1,000 new full and part-time jobs.



Rendering, Innovation Square, Tide Street Patrial Elevation

Innovation Square at Northern Avenue

This development has completed its first phase of construction and has begun the second phase. The site is being developed as a research and development and manufacturing facility. Public benefits of the project include public transit infrastructure improvements, and 1,000 new full and part-time jobs.

Capital Construction to Protect Infrastructure

The Capital Construction team moved forward multiple projects to protect infrastructure in the RLFMP in 2019:

- Environmental remediation was completed at 339 Northern Ave. The site contained hazardous materials related to uses as part of the former South Boston Army Base and soil contamination from underground storage tanks.
- A construction contract was awarded and initial installations were completed for roadway improvements at Black Falcon Avenue and Terminal Street. Improvements include installing pavement and replacing sidewalks for ADA compliance. The project is projected to be completed in Spring 2020.
- A contractor was selected and construction began for repairs to the RLFMP garage. This is the first comprehensive repair and maintenance program for the garage since its original construction in 1991. Construction is projected to be completed in Summer 2020.
- Emergency repairs were completed for dewatering pumps in Dry Dock 4 on Pier 5.
- Eighty percent of construction was completed for bulkhead rehabilitation at the East Jetty. Work includes constructing a new concrete bulkhead wall, new fencing and gates, and installing an electrical conduit for future use.

Supporting the Marine Park ecosystem

As steward of the RLFMP, we take an active role in ensuring that the RLFMP is a vibrant and activated area that supports Boston's marine industrial community.

The Real Estate Department is supporting pedestrians and cyclists in the RLFMP with a redesign of Northern Avenue. The project aims to introduce sustainable modes of transportation and increase bicycle and foot traffic. In 2020, design will be completed and construction will begin. Work includes reconstructing sidewalks along Northern Avenue and Tide Street to integrate raised bike lanes and ADA-compliant ramps and walkways.



12 Channel Street owned by the BPDA

At the BPDA's 12 Channel Street commercial building, the Commercial Leasing team rents space to small local manufacturing companies and startups in new industries. Industrial tenants include a local, woman-owned custom manufacturer, an electro-mechanical manufacturer, and a defense technology firm's research and development and manufacturing arm for helmet technology. Other tenants include an interior design firm; and multiple commercial distribution firms. 12 Channel Street also houses non-profits including the New Boston Pride Committee, Massachusetts Iraq & Afghanistan Fallen Heroes, and MassRobotics, which supports robotics startups. In 2019,

the Capital Construction and Commercial Leasing teams built out space for Mass Fallen Heroes and provided construction oversight for MassRobotics.

The Commercial Leasing team also supports multiple annual events that activate the RLFMP, including many charitable fundraisers. In 2019, the Commercial Leasing team granted licenses for multiple events, including the 12th Annual Lawyers Have Heart road race supporting the American Heart Association, the Bikes and Beers event supporting the Massachusetts Bicycle Coalition, the 18th annual Harpoonfest, and the Harpoon 5-Miler road race to support the Angel fund. The RLFMP also hosted staging for two high-profile charity bike races: Bike MS Cape Cod Getaway to support MS research, and the Pan Mass Challenge supporting the Dana Farber Cancer Institute and the Jimmy Fund.

In 2019, the Real Estate Department also renegotiated its lease with Jamestown Properties for the Boston Design Center, adjusting the uses allowed in the building in response to challenges faced by the design industry. The new lease will support the historically significant design industry, while allowing Jamestown to creatively position the building to be responsive to the future vision of the RLFMP.

Expanding Harbor & Open Space Access

Expanding the Charlestown Harborwalk while Preserving the Charlestown Port



Charlestown Waterfront

Along the Charlestown waterfront, we negotiated a new lease with Massport for our Little Mystic site. The new lease requires investments from Massport to support the goals of environmental justice, social equity, and multimodal transportation mobility while still protecting the required Designated Port Area (DPA) uses of the Little Mystic site. The final community mitigation package was the result of a community process with neighbors, elected officials, and advocacy groups. Massport's commitments include beautifying the shoreline, setting aside space for a future Harborwalk extension, offering benefits for local, low income students, and creating pedestrian and cycle pathways to connect to local recreational areas.

These investments include filling a missing link in the Harborwalk under the Tobin Bridge to connect residents in the primarily low-income affordable housing developments near the Little Mystic to the Harborwalk in the Navy Yard and beyond. In addition, Massport will also construct a community path along the Mystic Branch Rail Line which will connect residents to open spaces on either side of Charlestown.

Expanding the East Boston Harborwalk while Supporting East Boston Businesses

In 2007, the BPDA acquired approximately nine acres of land on Condor Street in East Boston from the Hess Corporation for the purposes of industrial and economic development. The BPDA sought developers with an innovative economic development strategy supporting the BPDA's commitment toward strengthening Boston's maritime economy. In 2016, the BPDA granted tentative designation to the East Boston Community Development Corporation (EBCDC) to develop three buildings to house three long-standing East Boston businesses.

In 2019, the BPDA negotiated the terms of the ground lease and granted final designation to the EBCDC. Public benefits will include an extension of the Harborwalk with Harbor Arts Installations, a commemorative memorial for the Battle of Chelsea Creek, a tot lot, and a dog walk. In 2020, EBCDC will begin pre-development work, including replacing a decayed seawall.



146 Condor

Preserving Open Space Permanently

In 2019, the BPDA Board voted to transfer 21,000 square feet of open space adjacent to Ceylon Park to the City of Boston Parks and Recreation Department. These parcels will now be permanent open space for the public's enjoyment. In 2020, we anticipate transferring 51,000 square feet of wetland on Cow Island Pond to the Boston Conservation Commission to preserve permanently as urban wild.

CURRENT BRA/EDIC CONTRACTS EXCEEDING \$100,000

PO #	Agency	Date	Vendor	Description	Contract Amount	MWBE	OTHER CERTIFICATION
10878	BRA	12/13/18	HUB PARKING TECHNOLOGY USA INC	PARKING EQUIPMENT - BRA LOCATIONS (SARGENT'S WHARF, FULTON ST, TREMONT)	\$108,337	No	No
TBD	BRA	1/8/20	ESRI, INC.	GIS SOFTWARE, SUPPORT AND TRAINING	\$222,500	No	No
245010	EDIC	4/12/18	FLEMING BROS., INC.	REPAIR & MAINTENANCE OF EDIC PROP. 4/11/18-4/10/19 W/TWO 1 YR OPTIONS (NTE 150K/YR)	\$450,000	No	No
10869	BRA	7/1/19	GONE GREEN ELECTRIC CO., INC.	ELECTRIC SVCS - BPDA PROPERTIES - 3YR CONTRACT/50K YR (7/1/19-6/30/22)	\$150,000	No	No
105550	BRA	6/1/18	KARLA J. SENIOR DBA KMZ SNOW	LANDSCAPING & GRASSCUTTING - 54 PARCELS	\$225,000	No	No
105400	BRA	5/15/18	FOTH INFRASTRUCTURE & ENVIRONMENT, LLC	BRA PROJECT # 5014G - STRUCTURE/INFRASTRUCTURE LW	\$168,550	No	No
105260	BRA	4/12/18	FLEMING BROS., INC.	REPAIR & MAINT. OF PROP. 4/12/18-4/11/19 WITH TWO, 1YR OPTIONS	\$600,000	No	No
104080	BRA	6/15/17	KITTELSON & ASSOCIATES, INC.	GLOVER'S CORNER TRANSPORTATION PLAN & NETWORK ANALYSIS	\$250,000	No	No
ABM - NO PO	EDIC AND BRA	4/1/20	ABM PARKING SERVICES	PARKING MANAGEMENT (MANAGEMENT FEES) - EDIC LOCATIONS (12 DRYDOCK GARAGE, PARKING LOTS C1, C2, V1, AND 120 PARKING METERS IN THE RLFMP) & BRA LOCATIONS (SARGENT'S WHARF, FULTON ST, BUNKER HILL CC, 290 TREMONT)	\$314,590	No	No
24776	EDIC	12/13/18	HUB PARKING TECHNOLOGY USA INC	PARKING EQUIPMENT - EDIC LOCATIONS (12 DRYDOCK AVE GARAGE, C2 LOT, V1 LOT)	\$377,471	No	No
300140	BRA	5/2/13	UTILE, INC.	DOWNTOWN WATERFRONT MUNICIPAL HARBOR PLAN	\$360,000	No	No
10808	BRA	4/19/19	WESTON & SAMPSON	CNY BUILDING 108 PHASE 2 ENVIRONMENTAL AND BUILDING DEMOLITION ENGINEERING DESIGN SERVICES	\$390,800	No	Employee-owned
106940	BRA	10/31/18	KITTELSON & ASSOCIATES, INC.	ALLSTON BRIGHTON MOBILITY STUDY - NTE \$528,000- 10/31/18 - 7/30/20	\$528,000	No	No
246060	EDIC	1/22/18	CHILDS ENGINEERING CORP.	DRYDOCK 4 CLOSURE & PIER 6 RECONSTRUCTION PROJECT	\$539,800	No	No
106200	BRA	9/21/18	NBBJ LP	DOWNTOWN PLANNING STUDY CONSULTANT SERVICES	\$600,000	No	No
COLLIERS - NO PO	BRA	2/1/20	COLLIERS	CHINA TRADE BUILDING (MANAGEMENT FEES) W/TWO 1 YR OPTIONS	\$1,141,463	No	No
GDI-NO PO	BRA	1/2/19	GDI SERVICES (FORMERLY AMPM FACILITY SERVICES)	CHINA TRADE BUILDING CLEANING/LIBERTY TREE PLAZA MAINTENANCE W/GNE 1 YR OPTION	\$500,000	No	No
247370	EDIC	5/13/19	SUMCO ECO-CONTRACTING LLC	ENVIRONMENTAL REMEDIATION AT 339 NORTHERN AVENUE IN THE RLFMP	\$743,633	No	No
247070	EDIC	3/30/19	NEWPORT CONSTRUCTION CORPORATION	CONSTRUCTION SERVICES FOR ROADWAY IMPROVEMENTS AT BLACK FALCON AVENUE & TERMINAL STREET IN THE RLFMP	\$1,742,989	No	No
245300	EDIC	5/30/18	HOWARD/STEIN-HUDSON ASSOCIATES	DESIGN SVCS - RESURFACE BLACK FALCON/TERMINAL ST	\$299,650	No	No
243650	EDIC	4/13/17	WESTON & SAMPSON ENGINEERS, INC.	1303 PARKING GARAGE ADDITION EAST - PHASE 4 - RLFMP	\$2,165,000	No	Employee-owned
106920	BRA	11/30/18	LENA PARK COMMUNITY	OLMSTEAD GREEN PROJECT (MASSWORKS)	\$3,000,000	No	No
106460	BRA	10/30/18	JACKSON SQUARE PARTNERS LLC	JACKSON SQUARE PHASE III, SITE III (MASSWORKS)	\$3,400,000	No	No
2152560	EDIC	3/24/15	YARDI SYSTEMS, INC.	LEASE MGMT SOFTWARE & MAINTENANCE	\$133,466	No	No
24792	EDIC	12/9/19	STV INCORPORATED	MOBILITY IMPROVEMENTS/STREETSCAPE DESIGN - NORTHERN AVE/TIDE ST (12/9/19 - 8/20/21)	\$229,252	No	No
24789	EDIC	12/5/19	MACKAY CONSTRUCTION	SNOW REMOVAL SVCS - 12/5/19 -6/30/20 W/TWO 1 YR OPTIONS	\$660,000	No	No
24742	EDIC	7/30/19	MACKAY CONSTRUCTION	EDIC GARAGE REPAIRS	\$5,019,515	No	No
24741	EDIC	8/15/19	COASTAL MARINE CONSTRUCTION LLC	EAST JETTY RETAINING WALL CONSTRUCTION	\$1,821,076	Yes	No
10848	BRA	7/9/19	TOOLE DESIGN GROUP	PLAN: EAST BOSTON MULTIMODAL TRANSPORTATION STUDY (7/9/19-7/8/21)	\$360,000	Yes	No
10849	BRA	7/30/19	ASK DESIGN/BUILD INC.	PARCEL 2 LANDSCAPE DESIGN SVCS (7/30/19 - 7/29/21)	\$100,000	No	No
10847	BRA	10/9/19	NELSON NYGAARD CONSULTING ASSOCIATES	PLAN: S.BOSTON DORCHESTER AVE TRANSPORTATION PLAN (10/9/19 - 3/17/21)	\$399,699	No	No
10889	BRA	12/12/19	KARLA J. SENIOR DBA KMZ SNOW	SNOW REMOVAL SVCS - 12/12/19 -6/30/20 W/TWO 1 YR OPTIONS (NTE \$250K/YR)	\$750,000	No	No
107370	BRA	4/12/19	STANTEC CONSULTANT SVCS, INC.	CONSULTANT SVCS - SEAPORT TRANSPORT STRATEGY (4/12/19 - 9/30/20)	\$375,000	No	No
105950	BRA	7/15/18	CAPITAL CONTRACTORS	WATERFRONT MAINTENANCE SVCS (7/15/18 - 7/14/21) NTE \$80K/YR	\$240,000	No	No
10936	BRA	9/3/19	MASS DESIGN GROUP, LTD	ANALYSIS - MATTAPAN LAND, URBAN DESIGN, MARKET & TRANSPORTATION (9/3/19 - 8/31/21)	\$350,000	No	No
10946	BRA	4/7/20	ACK MARINE & GENERAL CONTRACTING, LLC	CNY PIER 4 CULVERT/SINKHOLE REPAIRS (4/7/20 - 9/28/20)	\$784,520	Yes	No

		% BY SPEND	# OF CONTRACTS	% BY COUNT
TOTAL	\$29,500,309		36	
TOTAL MWBE	\$2,965,596	10.1%	3	8.3%
TOTAL SDVOBE	\$0	0%	0	0%
TOTAL EMPLOYEE-OWNED	\$2,555,800	8.7%	2	5.6%