



# FY19 Operating & Capital Budget

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

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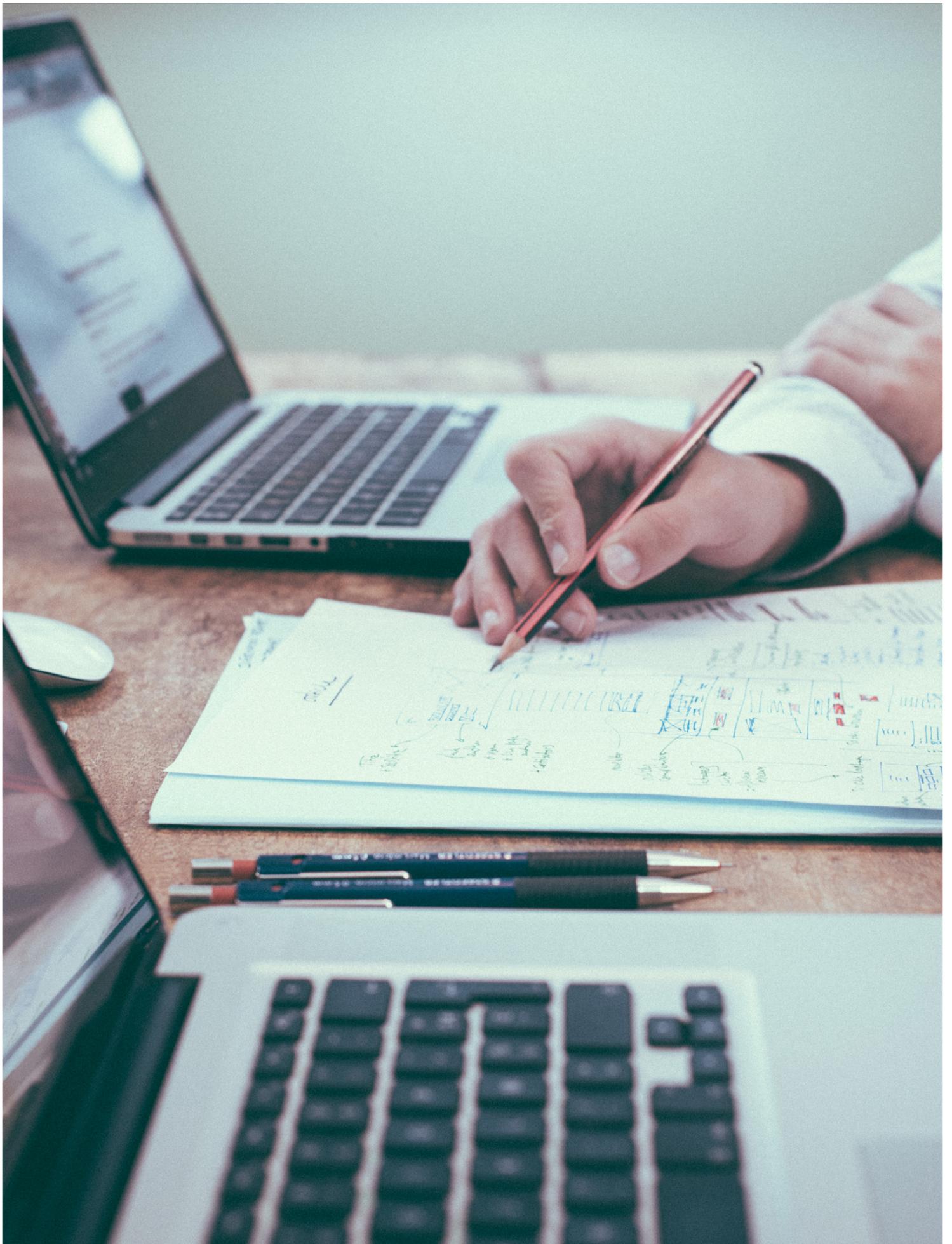
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# Introduction

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The Boston Planning & Development Agency (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 Agency (BIDFA). There are also two associated 501(c)(3) non-profit entities; the Boston Local Development Corporation (BLDC) and Friends of Youth Opportunity Boston (FYOB).

The 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 a better 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, 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 multimodal trans-

portation, responding to the city's changing population, producing insightful research on our city, and ensuring Boston retains its distinctive character.

## 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.

### **FY18 Key BPDA Accomplishments**

- BPDA Board of Directors approved nearly \$5.2 billion worth of development in Boston, representing over 10.3 million square feet.
- 4,151 residential units were approved by the BPDA Board of Directors, of which 724 are designated affordable.
- 7,622 construction jobs and 11,719 direct jobs have been created as a result of projects approved by the BPDA in FY18.
- The Upham's Corner Implementation process is underway while planning studies for Dudley Square in Roxbury and Glover's Corner in Dorchester continue to move forward.
- Launched in 2016, (OWD) Tuition Free Community College (TFCC) initiative continues to expand, including charter and private school graduates in addition to Boston Public School graduates. 137 students are enrolled in the TFCC program with an average household income of \$26,736, of which 93% are students of color.
- Using the standardized application process for the disbursement of community benefits

funds, the BPDA released \$610,000 to non-profits and community groups citywide.

- Technology upgrades to increase transparency and efficiency include new project timeline pages on the BPDA's website and the launch of a new developer portal.
- Following an investment of an estimated \$17M, the China Trade Building is now fully leased, with a mix of institutional, non-profit, business and administrative uses.
- Temporary library services for the Chinatown branch of the Boston Public Library was opened in the China Trade Building, marking the return of library services to Chinatown for the first time in 50 years.
- The BPDA completed its 10-year Capital Improvement Plan and Capital Budget, which identified and prioritized needed long term investments in infrastructure projects to support future economic growth in the Raymond L. Flynn Marine Park (RLFMP), the Charlestown Navy Yard (CNY), Long Wharf, the China Trade Building, and the BPDA's other physical assets.
- Additional staff was recruited to the Planning Department to better meet the mission and vision of the BPDA.
- Reebok and America's Test Kitchen opened their headquarters at the Innovation and Design Building in the RLFMP.

- The BPDA successfully negotiated the relocation of the Cannistraro manufacturing facility to the RLFMP which brought new manufacturing jobs to Boston.
- The “BPDA Boot camp: Getting to know the BPDA” event continues in an effort to familiarize emerging professionals with Boston’s development review process.
- The BPDA, along with the Disability Housing Task Force, was honored with a Mayoral proclamation that July 25, 2018 was BPDA and DHTF Accessibility Day, recognizing the BPDA’s work to improve accessibility in Boston.
- The Budget & Finance and Real Estate departments have collaborated to catalogue and begin to establish a prioritization methodology for the 10 year capital plan.
- 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.
- In collaboration with the Compliance Department and OWD, improvements were made to the Article 80 Mitigation and Community Benefits process to allow for quicker distribution of funds to the community and better tracking internally.

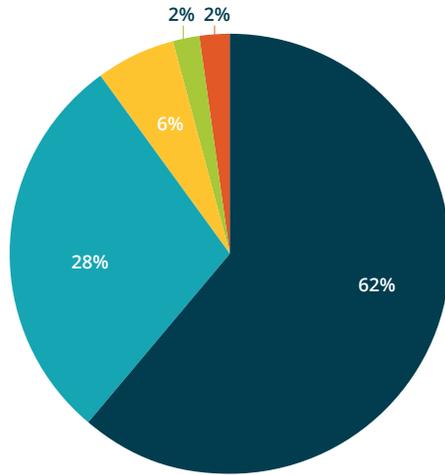
### **FY18 Key Improvements to BPDA Financial & Budget Practices**

The Administration & Finance team 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 Accounting team and Budget and Accounts Payable team have collaborated to enhance practices that will reduce variances, improve account continuity across the BPDA companies, and accelerate the quarterly closing process.
- A Procurement Specialist has been hired to support and advance the effort to comply with the complex requirements associated with procurement.
- Additional funds have been collected through the Fiscal Compliance Unit by reviewing and enforcing lease requirements and implementing software solutions.
- The Budget & 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.

CHART 1

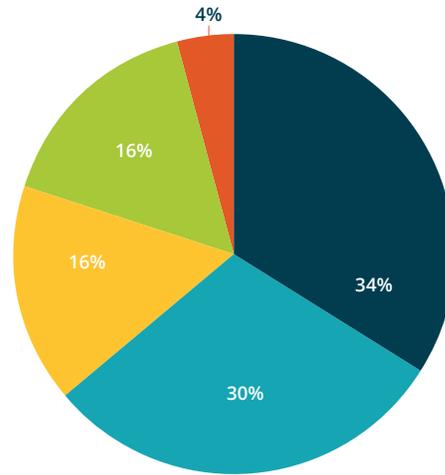
FY19 BPDA Revenue



- Rental Leases, & Parking
- Grants & Donations
- Sale of Real Estate
- Equity Participation
- Interest & Other Income

CHART 2

FY19 BPDA Expenses



- Personnel
- Contractual Services
- Property Management & Debt Service
- Employee Benefits
- Administrative Services

### BPDA Budget Sources and Uses

BPDA Revenue is derived from two main categories: 90% is Rental, Leases, & Parking as well as Grants & Donations with the remaining 10% from Sale of Real Estate, Equity Participation, and Interest & Other Income.

Personnel and Benefits represent the largest category of expenses for the BPDA at 50% 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 64% of all BPDA expenses.

The next largest category at 30% is Contractual Services. This category includes external-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 20%.

**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
- Tenant Charges (EDIC only)
- Parking
- Payment In-lieu of Tax (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 re-sale of properties developed on BRA-owned land. Every time a unit or parcel is sold, the BPDA 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 planning studies.

***Property Management*** – Utilities, insurance, transportation, maintenance and land upkeep, and security costs. Fixed costs such as depreciation of capital expenses and debt service expenses.



No.	Description	Quantity
1234	Id rutrum	245.53
2567	Sed interdum odio	855.75
0450	Pellentesque	694.87
4729	Maecenas molestie	492.74
4530	Integer varius nisi	356.40
4593	Quisque luctus turpis	400.00

Bill to: Curabitur suscipit, LTD  
456 Pellentesque, Aliquet  
214 st. SUO, 9899  
987-654-321

POWER

# BPDA FY19 Budget Summary

The FY19 Revenue Budget totals \$61.9M, with an Operating Budget of \$60.8M. This represents a decrease in Revenue of \$.76M or 1.2% from the FY18 Revenue Budget and a decrease in Operating Expenses of \$1.4M or 2.2%. The budgeted Revenue and Expenses creates a budgeted surplus of \$1.1M which is a small increase from the budgeted surplus of FY18. Highlights of the budgeted Revenues and Expenses by category follow below in [Table 1](#).

As a self-sustaining Agency with a public mission, this budget seeks to link efforts to support mission critical planning and development functions while still finding cost savings, reducing long-term liabilities and investing in assets which generate sustainable recurring revenue.

The FY19 Operating Budget shows a decline in both revenues and costs as compared to the FY18 Budget. However, beneath those “top- line” numbers, the FY19 Budget can be characterized

**TABLE 1 Combined Budget Summary**  
In Millions of Dollars

Revenue	FY16 Actual	FY17 Actual	FY18 Projected	FY18 Budget	FY19 Budget
Rental, Leases, & Parking	31.04	32.57	38.46	32.88	38.13
Sale of Real Estate	2.69	3.43	3.54	3.85	3.75
Equity Participation	2.65	2.2	1.3	1.4	1.3
Grants & Donations	21.2	23.01	25.27	23.54	17.72
Interest & Other Income	0.31	1.03	1.55	1	1.02
<b>Total Revenues</b>	<b>57.89</b>	<b>62.24</b>	<b>70.12</b>	<b>62.68</b>	<b>61.92</b>
Expenses	FY16 Actual	FY17 Actual	FY18 Projected	FY18 Budget	FY19 Budget
Personnel	18.85	19.54	19.98	19.69	20.75
Employee Benefits	8.36	10.04	10.24	9.34	9.86
Administrative Expense	1.36	2.09	1.6	2.57	2.4
Contractual Services	19.44	17.5	23.82	21.43	18.07
Property Management & Debt Services	9.27	12.47	6.52	9.18	9.75
<b>Total Expenses</b>	<b>57.28</b>	<b>61.65</b>	<b>62.16</b>	<b>62.23</b>	<b>60.83</b>
<b>Net Surplus/(Deficit)</b>	<b>0.62</b>	<b>0.59</b>	<b>7.96</b>	<b>0.45</b>	<b>1.09</b>

by notable changes in the sources of revenue and types of expenses versus the FY18 Budget. These differences result in a larger surplus projection than in recent years. Changes occurred for both the BRA and the EDIC, which are the two main components of the BPDA budget.

Compared to the prior year's budgeted revenue, the FY19 Budget will experience an overall decrease. The continuing decline of Federal, State and Donation revenue to OWD are offset by gains in Lease & Parking revenues. Coupling that with lower costs associated with grant spending in OWD and less need for an inter-company grant is resulting in a projected surplus of \$1.1M.

Lease revenue will increase after several years of investments in the BPDA's China Trade Building located at 2 Boylston Street. The BPDA has secured competitive lease rates and tenants are taking occupancy throughout FY19. Parking revenue in the EDIC RLFMP will increase with the seasonal needs of the expanded cruise ship business at MassPort's Black Falcon Terminal and planned additional spaces on Parcel V1 and Bunker Hill Community College lot.

On the expense side, the FY19 Budget is projecting reduced expenses for temporary labor related to the reduction of OWD Federal and State grants mentioned above (although less than a dollar for dollar decrease compared to the loss of revenue above) and from the reduced need for an inter-company grant from the EDIC to the BRA.

On 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. With salary being its largest expense, the BPDA carefully controls the addition of staff.

Salaries and wages will increase in FY19 due to a cost-of-living adjustment (COLA), merit, and additional investments in internship programming, which had previously been underfunded.

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 BPDA is proactively controlling these costs to keep the BPDA on a firm financial footing for years to come.

Contracted services is seeing a decline for two key reasons. First, a decrease in Federal, State and Donation revenue results in a decrease in programmatic spending for OWD. Second, as the spending for the China Trade Building slows, the need for an inter-company grant from the EDIC to the BRA declines.

TABLE 2

**Combined Revenue Budget Summary**

In Millions of Dollars

Revenues	FY16 Actual	FY17 Actual	FY18 Projected	FY18 Budget	FY19 Budget
Rental, Leases, & Parking	\$31.04	\$32.57	\$38.46	\$32.88	38.13
Sale of Real Estate	\$2.69	\$3.43	\$3.54	\$3.85	3.75
Equity Participation	\$2.65	\$2.20	\$1.30	\$1.40	1.3
Grants & Donations	\$21.20	\$23.01	\$25.27	\$23.54	17.72
Interest & Other Income	\$0.31	\$1.03	\$1.55	\$1.00	1.02
<b>Total Revenues</b>	<b>\$57.89</b>	<b>\$62.24</b>	<b>\$70.12</b>	<b>\$62.68</b>	<b>61.92</b>

**BPDA Revenue Summary**

The BPDA is budgeting \$61.92M for Revenue in FY19. Overall, FY19 budgeted Revenue is projected to decrease from the FY18 Revenue budget by \$.76M, or 1.2% with increases in the Rentals, Leases, & Parking and Interest & Other Income categories, and decreases in the Sale of Real Estate, Grants & Donations and Equity Participation categories. **Table 2** details these categories.

**Table 3** shows Parking revenue is budgeted to increase by \$1.6M or 14%. The addition of Parcel V1 in the RLFMP as a surface parking lot which came online in the fourth quarter of FY18 is allowing 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 Blue Hills Music 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

only during the cruise season. As plans continue to develop for an expansion to the existing garage, those lots will be in demand as "swing space" when construction affects operations in the garage. Based upon the analysis of parking needs during the 2017 cruise season, confidence is high that sufficient space exists on the top floor of 12 Drydock Avenue to accommodate cruise passengers. 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.

All BPDA parking facilities are now under contract with one management company with an incentive in the contract to generate additional revenue. In this fiscal year, we expect to procure, install and utilize new state of the art parking software and equipment that will allow for better management & marketing of our parking inventory, particularly during hours of operation where inventory is typically underutilized.

Finally, the BPDA is receiving regular survey information on market rate changes for other nearby surface and structured parking facilities. This information supports the tracking of parking rates and plan for rate increases when the market will bear such an increase.

PILOT revenue for OWD is increasing by nearly \$0.7M, or over 41%, due to increased leasing and rents in the EDIC Jamestown building with the addition of new tenants.

Tenant Charges are increasing by roughly \$0.2M, or 18%, 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 year to year depending on vacancy rates and maintenance needed.

Percentage Rent is increasing slightly by \$0.03M, or 2.5%, 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 decreasing slightly by \$0.1M or 2%, almost entirely as a result of one-time sale of land or air rights expected in FY19. 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 \$0.1M, or nearly 7%, based on the FY19 projection for this volatile, economically sensitive revenue stream.

Grants & Donations are budgeted to decrease by \$5.8M or 24%. There is a decrease in this category for the BRA due to decrease in the inter-company funding from a \$8.2M to \$5.2M from EDIC for the China Trade Building (expenses for this project are reflected in the Capital Budget). The remaining decrease is a reflection of the decline in Federal and State grants and Donation revenue to OWD.

**TABLE 3** **Rentals, Leases, & Parking Detail**  
Actual Dollars

Revenues	FY17 Actual	FY18 Budget	FY19 Budget	\$ Change ('18-'19)	% Change ('18-'19)
Leases & Licenses	\$19,081,268	\$17,954,210	\$20,656,060	\$2,701,850	15.05%
Parking	\$9,763,080	\$11,021,026	\$12,648,047	\$1,627,021	14.76%
Payment In-lieu of Tax (Pilot)	\$1,163,960	\$1,655,351	\$2,342,679	\$687,328	41.52%
Tenant Charges	\$1,314,400	\$1,130,975	\$1,337,076	\$206,101	18.22%
Percentage Rent	\$1,250,000	\$1,122,000	\$1,150,000	\$28,000	2.50%
<b>Total</b>	<b>\$32,572,708</b>	<b>\$32,883,562</b>	<b>\$38,133,862</b>	<b>\$5,250,300</b>	<b>\$0.16</b>

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

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 4** shows the variance between FY18 and FY19 OWD grants budgets. Budget to budget, OWD is expected to lose over \$1.7M in FY19 or 12%, after experiencing a similar decline in FY18. OWD staff have applied for additional grants from other sources, but as those awards are not guaranteed, the FY19 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 Grants and Donations, The Federal grant for Choice Neighborhood and Skilled Careers in Life Sciences (SCILS) ended in FY18, which had a -\$1.2M impact last year and the remaining \$0.15M reduction is impacting FY19. State grant funds are also seeing a decline in FY19, particularly in literacy funding. The loss in Donations funding is largely due to the separation of WriteBoston, Inc. from EDIC as its fiscal administrator in FY18. The reductions in these revenue sources do not necessarily have corresponding dollar for dollar reductions in expenses. The OWD deficit – its revenue over expenses when excluded from EDIC – will increase from \$2.7M in FY18 to \$3.2M in FY19 due to these changes.

**TABLE 4** Grants & Donations  
Office of Workforce Development (OWD) Only

Revenues	FY17 Actual	FY18 Budget	FY19 Budget	\$ Change ('18-'19)	% Change ('18-'19)
Federal	\$7,889,022	\$6,665,103	\$6,473,520	-\$191,583	-2.87%
State	\$4,890,840	\$4,445,951	\$3,367,775	-\$1,078,176	-24.25%
City	\$1,177,553	\$1,478,648	\$1,821,938	\$343,290	23.22%
Donations	\$2,083,967	\$1,641,417	\$802,738	-\$838,679	-51.09%
<b>Total</b>	<b>\$16,041,382</b>	<b>\$14,231,119</b>	<b>\$12,465,971</b>	<b>-\$1,765,148</b>	<b>-12.40%</b>

**TABLE 5** Combined Expense Budget Summary  
in Millions of Dollars

Expenses	FY16 Actual	FY17 Actual	FY18 Projected	FY18 Budget	FY19 Budget
Personnel	\$18.85	\$20.40	\$19.40	\$19.69	\$20.75
Employee Benefits	\$8.36	\$8.40	\$9.30	\$9.34	\$9.86
Administrative Expense	\$1.36	\$1.70	\$1.70	\$2.57	\$2.40
Contractual Services	\$19.44	\$27.50	\$19.20	\$21.43	\$18.07
Property Management & Debt Services	\$9.27	\$9.50	\$9.50	\$9.18	\$9.75
<b>Total Expenses</b>	<b>\$57.28</b>	<b>\$67.50</b>	<b>\$59.10</b>	<b>\$62.23</b>	<b>\$60.83</b>

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.

### BPDA Expense Summary

**Table 5** shows that the FY19 Expense Budget is decreasing by \$1.4M or 2.2%. Since FY16 the Administration & Finance (A&F) team works to enhance the budget process, many expenses have been re-categorized in an effort to provide more detailed financial reports. This results in some shifting between categories, particularly Administrative Services, Contractual Services and Property Management & Debt Service.

Personnel expenses which account for 34% of all BPDA expenses, are expected to increase by \$1.02M or 5.2%. Several sub-categories makes up those expenses which are shown in **Table 6**.

Salary & Wages are budgeted to increase by \$1.2M or 6.7%. The projected headcount is expected to increase by a net of six active employees (see **Table 8**). BPDA is planning to provide an average salary increase of 4.0% for

cost of living adjustment and merit increases. The FY19 budgeted headcount is the same as the budgeted headcount in FY17, indicating that the BPDA is starting to maintain steady staffing levels.

In recent years the cost of living adjustment percentage has fluctuated as reflected in **Table 7**. The BPDA experienced several years of challenging revenue levels due to the economic downturn, including salary reductions in FY10. Since then the BPDA has made efforts to catch up, resulting in a 10 year average of 1.6% in COLA 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 2016 through March 2019. The members accepted a 2.0% annual base wage adjustment each year of the contract as well as other changes agreed to by both parties.

**TABLE 6** Personnel Details

	FY17 Actual	FY18 Budget	FY19 Budget	\$ Change ('18 -'19)	% Change ('18 -'19)
Salary & Wages	\$18,534,246	\$18,418,541	\$19,647,404	\$1,228,863	6.67%
Overtime	\$121,000	\$121,000	\$110,000	-\$11,000	-9.09%
Interns	\$100,000	\$85,272	\$110,000	\$24,728	29%
Temporary Help	\$787,189	\$669,573	\$548,138	-\$121,435	-18.14%
Stipends	-	\$400,581	\$336,338	-\$64,243	-16.04%
<b>Total</b>	<b>\$19,542,435</b>	<b>\$19,694,967</b>	<b>\$20,751,880</b>	<b>\$1,056,913</b>	<b>5.37%</b>

TABLE 7

## Recent COLA History

Fiscal Year	Percentage
FY19 (COLA & MERIT)	4%
FY18	2%
FY17	3%
FY16	3%
FY15	6%
FY14	0%
FY13	3%
FY12	0%
FY11	0%
FY10	-4%
FY09	3%
10 Year Average	2%

Overtime expenses are budgeted level with FY18. The Intern program funding increase is partly due to a rise in the minimum wage and adjustments for previous years of underfunding. There is a reduction in Temporary Help due to reductions in OWD Grant & Donation income, and Stipends for Youth Opportunity Unlimited (YOU) workers have been reclassified from Contractual Services to Personnel.

Budgeted employee Headcount for the BPDA is projected to increase in FY19 to 252 from 246. **Table 8** details the headcount by department assumed in the FY17 budget, current active employees, and vacancies. Of the 30 vacancies, 14 are for new positions in FY19, the remaining are current vacancies that will be funded and filled in FY19.

The FY19 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 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 as well as engaging in organizational planning can mitigate large staff reductions when there are economic cycle changes.

Employee Benefits, which are detailed in **Table 9**, 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 FY19 benefit costs are budgeted to increase by \$0.5M, or 5.5%. This is primarily due to an increase in other insurance and Pension expenses. The BPDA has been exploring new ways to categorize employee benefits resulting in some variances within categories but overall there is a modest increase in benefits expenses.

**TABLE 8** **Head Count Table**

Department	FY17 Actual	FY18 Budget	FY18 Active	FY18 Vacant	FY19 Budget
Administration & Finance	22	24	19	3	22
Administrative Services	2	0	4	0	4
BLDC	2	2	2	0	2
Board Members	5	5	5	0	5
Compliance	12	11	11	2	13
Development Review	15	16	15	1	16
Director's Office	18	12	11	2	13
Legal	13	13	11	2	13
MIS	17	16	16	2	18
OWD	53	50	43	3	46
Planning	45	50	42	11	53
Real Estate	37	35	31	3	34
Research	8	9	9	1	10
Secretary's Office	3	3	3	0	3
<b>Total</b>	<b>252</b>	<b>246</b>	<b>222</b>	<b>30</b>	<b>252</b>
<b>Employee Service Contractors</b>	<b>31</b>	<b>18</b>	<b>12</b>		<b>13</b>

Health Insurance Benefits vary between BRA and EDIC due to the state statutes each company is incorporated under. The overall expense decreased by \$0.14M or 4.7% under the FY18 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 copays 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

**TABLE 9** Employee Benefits Details

Employee Benefits	FY17 Actual	FY18 Budget	FY19 Budget	\$ Change ('18 -'19)	% Change ('18 -'19)
Health Insurance	2,663,686	3,071,028	2,926,974	-144,054	-0.05
Other Insurance	482,818	661,313	1,146,216	484,903	0.73
Pension Expense	3,555,808	3,582,650	3,877,024	294,374	0.08
OPEB	1,665,500	1,354,795	1,318,693	-36,102	-0.03
Other Benefits	1,674,228	671,899	591,091	-80,808	-0.12
<b>Total</b>	<b>10,042,040</b>	<b>9,341,685</b>	<b>9,859,998</b>	<b>518,313</b>	<b>0.06</b>

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 expense including Medicare wraparound plan premiums in retirement.

In FY18, 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.

The BPDA constantly works to keep the cost of health insurance low for EDIC employees and the BPDA while providing high quality coverage. **Table 10** shows that by successfully negotiating with providers and implementing plan design changes, the average annual increase in premiums has been below 2%.

Pension Expense is a category for retirement benefits that are budgeted to increase modestly overall by \$0.3M, or 8%. Between the BRA and EDIC, employee retirement benefits vary due to the state statutes 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>

**TABLE 10** **EDIC Health Insurance**  
Rate Change History

Renewal Year	Final Rate
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	1.88%

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 enjoy 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.

In preparation for that funding requirement, the BPDA has developed a 10 year funding schedule as shown in **Table 11**. In FY15, the BPDA set aside \$2.5M toward this liability. In FY16, the BRA opened an OPEB trust fund account with the Pension Reserves Investment Trust (PRIT), the investment arm of Public Employee Retirement Administration Commission (PERAC) and transferred the FY15 amount and the FY16 contribution of \$1.5M to that fund. The FY17 budgeted amount of \$1.4M was transferred in January 2017. In FY18 \$1.4M was transferred as well. Those contributions, totaling \$6.8M, have earned \$1.07M to date for a return of 15.4% since inception. Every year, immediately after approval of the Annual Budget and subject to the availability of funds, the BPDA will transfer the annual appropriation for this liability per the funding schedule to PRIT for investment. For FY19, the scheduled amount for transfer to PRIT is \$1.3M per the schedule below.

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

TABLE 11

**OPEB Contribution Schedule**

Fiscal Year	Total Contribution	Expected Benefit Payments	Funded Status
FY16	\$4,028,198	\$626,035	32%
FY17	\$1,386,974	\$649,512	43%
FY18	\$1,354,795	\$709,762	53%
FY19	\$1,318,693	\$765,159	63%
FY20	\$1,279,126	\$806,875	73%
FY21	\$1,237,292	\$878,047	82%
FY22	\$1,190,797	\$922,047	91%
FY23	\$1,141,901	\$979,487	99%
FY24	\$1,089,686	\$1,047,945	107%
FY25	\$649,031	\$0	99%

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 employer 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 regularly 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 totality, the budget for these expenses is increasing by \$0.5M or 73%. 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 remains virtually unchanged going into FY19 after efforts to reorganize this category from FY17 to FY18. This category includes several key expenses to maintain operations such as telecommunications, office supplies, and technology expenses. New accounts have been created 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 organizations, which is consolidated in the Administration & Finance Department's budget.

TABLE 12

**Contractual Services Detail**

Contractual Services	FY17 Actual	FY18 Budget	FY19 Budget	\$ Change	% Change
Admin & Finance	\$297,200	\$282,500	\$412,954	\$130,454.00	46.18%
Legal	\$729,825	\$528,545	\$495,000	-\$33,545.00	-6.35%
Planning & Econ. Dev.	\$16,476,626	\$2,123,777	\$2,472,202	\$348,425.00	16.41%
Grant Expense	-	\$8,171,046	\$5,225,000	-\$2,946,046.00	-36.05%
Program Expense	-	\$10,329,022	\$9,465,278	-\$863,744.00	-8.36%
<b>Total</b>	<b>\$17,503,651</b>	<b>\$21,434,890</b>	<b>\$18,070,434</b>	<b>-\$3,364,456.00</b>	<b>-15.70%</b>

TABLE 13

**Property Management & Debt Detail**

Property Mgmt. & Debt	FY17 Actual	FY18 Budget	FY19 Budget	\$ Change	% Change
Building & Land Maintenance	\$3,958,152	\$3,493,271	\$5,234,823	\$1,741,552	49.85%
Depreciation	\$2,500,000	\$2,919,859	\$2,565,761	-\$354,098	-12.13%
Insurance	\$471,305	\$506,735	\$526,663	\$19,928	3.93%
Transportation	\$44,013	\$78,615	\$86,021	\$7,406	9.42%
Bad Debt	\$4,489,464	\$120,000	\$186,000	\$66,000	55.00%
Utilities	\$190,000	\$679,594	\$807,656	\$128,062	18.84%
Bonds	\$818,160	\$340,000	\$340,000	\$0	0.00%
<b>Total</b>	<b>\$12,471,094</b>	<b>\$8,138,074</b>	<b>\$9,746,924</b>	<b>\$1,608,850</b>	<b>19.77%</b>

**Table 12** show that Contractual Services is decreasing by \$4.4M or 19.6% due mostly to the decreased activity for OWD as a result of the decline in revenue, as well as a decrease in the inter-company grant expense for EDIC. 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 the China Trade Building project. This expense is decreasing as the project nears completion. Contractual Services also includes funding for CBOs that receive funds from OWD. Given the decline in Federal, State and Donation funding, OWD will need to reduce the amount of programming over all. **Table 12** 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 \$1.6M or 19.7% compared to FY18. **Table 13** shows this change which remains below the FY17 Actuals. FY17 was the year in which the re-categorization of the Inter-company Grant to Contractual Services took effect. The increased occupancy of the China Trade Building does result in additional

operating expenses in FY19 such as building repair and 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.

The BPDA has continually worked to reduce its debt. Over the last five years, the level of debt has decreased from approximately \$19.0M in FY12 to \$13.1M in FY18. This has been accomplished through retirement of certain notes and continued payment of principal and interest. In FY17, the note on the RLFMP parking garage was refinanced to a fixed rate to avoid an interest rate reset in FY22, potentially saving the BPDA additional interest costs given the likelihood of increased rates by that point.

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## **Related Party Transactions**

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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.

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# Excluded Items

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*The FY19 Budget does not include the following:*

## ***Mitigation and 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 "Mass-Works" 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.

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# Department Budgets

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*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.*

## **Administration & Finance (A&F)**

### *Administration & Finance Mission*

The Administration & 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 is self-sustaining, and became an independent financial entity in 1987. The agency provides all services to the people and businesses of Boston at no cost to the city budget.

The BPDA's main revenue sources include rental and lease agreement payments on BRA owned properties like the Charlestown Navy Yard, China Trade Building, Sargent's Wharf, income from land and building sales, grant income, income on condo sales, and interest income. The BPDA does not collect payment for permitting and zoning work done as part of development review.

The BRA budget undergoes an annual audit process by KPMG and budget approval before the BPDA Board. The EDIC budget undergoes an annual audit process by Daniel Dennis & Company and budget approval before the BPDA Board.

### *Role at the Agency*

The department has two core functions: finance, and human resources. The finance division oversees the agency's budgets, grants, audits, and tax filings for all five reporting entities.

Administrative Services support helps to maintain and organize operations within the BPDA's physical offices at City Hall and its six other sites, including furniture, phones, office setup and supplies. Human resources manages recruitment, hiring, and employee support services.

### *Organization*

The department's three functions are each executed by dedicated teams of professionals. All three teams report to the Director of Administration & Finance.

**Administration & Finance Budget**  
 FY19

<b>Expenses</b>	
<b>Personnel</b>	
Salaries and Wages	\$1,942,118
Interns	\$110,000
Employment Service Contractors	\$25,000
<i>Subtotal</i>	<i>\$2,077,118</i>
<b>Employee Benefits</b>	
Actuarial Health Expense	\$1,318,693
Fringe Allocation	\$586,303
<i>Subtotal</i>	<i>\$1,904,996</i>
<b>Administrative Expense</b>	
Advertising	\$1,500
Data Processing	\$70,700
Professional Development	\$75,000
Leased Office Equipment	\$17,194
Marketing	\$16,617
Office Supplies	\$120,000
Postage	\$24,500
Printing and Copy Services	\$9,500
Dues and Subscriptions	\$15,618
Agency Media Subscriptions	\$1,570
Seminars and Membership Fees	\$7,290
Travel/Administrative	\$23,199
Bank Fees	\$9,359
Other Miscellaneous	\$169,800
<i>Subtotal</i>	<i>\$561,847</i>
<b>Contractual Services</b>	
Administration & Finance	\$255,000
Legal	\$95,000
Grant Expense	\$5,200,000
<i>Subtotal</i>	<i>\$5,550,000</i>
<b>Property Management</b>	
Building and Land Maintenance	\$175,800
Insurance	\$53,000
Transportation	\$14,155
Bad Debt	\$186,000
<i>Subtotal</i>	<i>\$428,955</i>
<b>Grand Total</b>	<b>\$10,522,916</b>

## 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 A&F 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 15** Real Estate Budget  
FY19

<b>Expenses</b>	
<b>Personnel</b>	
Salaries and Wages	\$2,657,820
Overtime	\$100,000
<i>Subtotal</i>	<i>\$2,757,820</i>
<b>Employee Benefits</b>	
Fringe Allocation	\$1,145,183
<i>Subtotal</i>	<i>\$1,145,183</i>
<b>Administrative Expense</b>	
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
Dues and Subscriptions	\$2,474
Agency Media Subscriptions	\$883
Seminars & Membership Fees	\$349
Telephone Services	\$35,400
Travel/Administrative	\$8,486
Bank/Credit Card Fees	\$279,373
<i>Subtotal</i>	<i>\$509,157</i>
<b>Contractual Services</b>	
Planning & Economic Development	\$1,112,202
<i>Subtotal</i>	<i>\$1,112,202</i>
<b>Property Management</b>	
Building & Land Maintenance	\$4,828,207
Depreciation	\$2,565,761
Insurance	\$444,317
Transportation	\$55,000
Utilities	\$807,656
Bonds	\$340,000
<i>Subtotal</i>	<i>\$9,040,941</i>
<b>Grand Total</b>	<b>\$14,565,303</b>

## 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 16** MIS Budget  
FY19

<b>Expenses</b>	
<b>Personnel</b>	
Salaries and Wages	\$1,359,681
Employment Service Contractors	\$46,500
<i>Subtotal</i>	<i>\$1,406,181</i>
<b>Employee Benefits</b>	
Fringe Allocation	\$356,667
<i>Subtotal</i>	<i>\$356,667</i>
<b>Contractual Services</b>	
<i>Subtotal</i>	<i>\$0</i>
<b>Administrative Expense</b>	
Data Processing	\$308,752
Professional Development	\$3,000
Graphic Design	\$13,000
Leased Office Equipment	\$72,200
Dues and Subscriptions	\$50
Seminars and Membership Fees	\$100
Telephone Services	\$77,822
Travel/Administrative	\$9,407
<i>Subtotal</i>	<i>\$484,332</i>
<b>Property Management</b>	
<i>Subtotal</i>	<i>\$0</i>
<b>Grand Total</b>	<b>\$2,247,180</b>

## 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 department 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 departments, including the Neighborhood Development and Transportation Departments and even the MBTA.

### *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 17

## Planning Budget FY19

<b>Expenses</b>	
<b>Personnel</b>	
Salaries and Wages	\$4,461,577
Overtime	\$10,000
Employment Service Contractors	\$72,000
<i>Subtotal</i>	<i>\$4,543,577</i>
<b>Employee Benefits</b>	
Fringe Allocation	\$2,483,405
<i>Subtotal</i>	<i>\$2,483,405</i>
<b>Administrative Expense</b>	
Advertising	\$51,213
Data Processing	\$12,248
Professional Development	\$8,967
Mapping & Model Supplies	\$4,000
Dues and Subscriptions	\$5,784
Agency Media Subscriptions	\$2,990
Seminars and Membership Fees	\$8,764
Travel/Administrative	\$15,500
<i>Subtotal</i>	<i>\$109,465</i>
<b>Contractual Services</b>	
Planning and Economic Development	\$1,360,000
Meeting Expenses	\$10,000
<i>Subtotal</i>	<i>\$1,370,000</i>
<b>Property Management</b>	
<i>Subtotal</i>	<i>\$04</i>
<b>Grand Total</b>	<b>\$8,506,488</b>

## 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 18** OWD Budget  
FY19

<b>Expenses</b>	
<b>Personnel</b>	
Salaries and Wages	\$3,360,608
Employment Service Contractors	\$357,318
Other Personnel	\$336,338
<i>Subtotal</i>	<i>\$4,054,264</i>
<b>Employee Benefits</b>	
Fringe Allocation	\$1,205,855
<i>Subtotal</i>	<i>\$1,205,855</i>
<b>Administrative Expense</b>	
Data Processing	\$26,250
Professional Development	\$0
Printing and Copy Services	\$6,597
Dues and Subscriptions	\$0
Seminars and Membership Fees	\$0
Other Miscellaneous	\$494,216
Educational Supplies	\$10,000
<i>Subtotal</i>	<i>\$537,063</i>
<b>Contractual Services</b>	
Professional Contracts	\$157,954
Program Expense	\$9,465,278
<i>Subtotal</i>	<i>\$9,623,233</i>
<b>Property Management</b>	
Building and Land Maintenance	\$230,516
Insurance	\$29,346
Transportation	\$16,866
<i>Subtotal</i>	<i>\$276,728</i>
<b>Grand Total</b>	<b>\$15,697,143</b>

## 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 19** Director's Office Budget  
FY19

<b>Expenses</b>	
<b>Personnel</b>	
Salaries and Wages	\$1,254,542
<i>Subtotal</i>	<i>\$1,254,542</i>
<b>Employee Benefits</b>	
Fringe Allocation	\$759,283
<i>Subtotal</i>	<i>\$759,283</i>
<b>Administrative Expense</b>	
Professional Development	\$3,000
Office Supplies	\$500
Printing and Copy Services	\$221
Dues and Subscriptions	\$2,025
Agency Media Subscriptions	\$6,879
Seminars and Membership Fees	\$675
Travel/Administrative	\$18,946
Meeting Expenses	\$3,000
Community Engagement	\$12,500
<i>Subtotal</i>	<i>\$47,746</i>
<b>Contractual Services</b>	
Property Management	\$0
Building and Land Maintenance	\$300
<i>Subtotal</i>	<i>\$300</i>
<b>Grand Total</b>	<b>\$2,061,871</b>

## 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 nine-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 20** Research Budget  
FY19

<b>Expenses</b>	
<b>Personnel</b>	
Salaries and Wages	\$766,447
<i>Subtotal</i>	\$766,447
<b>Employee Benefits</b>	
Fringe Allocation	\$349,755
<i>Subtotal</i>	\$349,755
<b>Administrative Expense</b>	
Data Processing	\$50,000
Agency Media Subscriptions	\$5,564
Seminars and Membership Fees	\$424
Travel/Administrative	\$2,000
<i>Subtotal</i>	\$57,988
<b>Contractual Services</b>	
<i>Subtotal</i>	\$0
<b>Property Management</b>	
<i>Subtotal</i>	\$0
<b>Grand Total</b>	<b>\$1,174,190</b>

## 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 21** Legal Budget  
FY19

<b>Expenses</b>	
<b>Personnel</b>	
Salaries and Wages	\$1,254,670
<i>Subtotal</i>	<i>\$1,254,670</i>
<b>Employee Benefits</b>	
Fringe Allocation	\$733,290
<i>Subtotal</i>	<i>\$733,290</i>
<b>Administrative Expense</b>	
Professional Development	\$3,000
Dues and Subscriptions	\$4,195
Agency Media Subscriptions	\$23,193
Seminars and Membership Fees	\$1,520
<i>Subtotal</i>	<i>\$31,908</i>
<b>Contractual Services</b>	
Legal	\$400,000
<i>Subtotal</i>	<i>\$400,000</i>
<b>Property Management</b>	
<i>Subtotal</i>	<i>\$0</i>
<b>Grand Total</b>	<b>\$2,419,868</b>

## Compliance

### *Compliance Mission*

The BPDA's Compliance Department's 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 con-

tractors 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, Administration & 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 22**  
**Compliance Budget**  
FY19

<b>Expenses</b>	
<b>Personnel</b>	
Salaries and Wage	\$912,223
Employment Service Contractors	\$47,320
<i>Subtotal</i>	<i>\$959,543</i>
<b>Employee Benefits</b>	
Fringe Allocation	\$282,741
<i>Subtotal</i>	<i>\$282,741</i>
<b>Administrative Expense</b>	
Dues and Subscriptions	\$1,359
Agency Media Subscriptions	\$796
Seminars and Membership Fees	\$210
Travel/Administrative	\$600
<i>Subtotal</i>	<i>\$2,965</i>
<b>Contractual Services</b>	
<i>Subtotal</i>	<i>\$0</i>
<b>Property Management</b>	
<i>Subtotal</i>	<i>\$0</i>
<b>Grand Total</b>	<b>\$1,245,249</b>

## 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 23** Development Review Budget  
FY19

<b>Expenses</b>	
<b>Personnel</b>	
Salaries and Wages	\$1,219,058
<i>Subtotal</i>	<i>\$1,219,058</i>
<b>Employee Benefits</b>	
Fringe Allocation	\$626,401
<i>Subtotal</i>	<i>\$626,401</i>
<b>Administrative Expense</b>	
Advertising	\$45,000
Marketing	\$2,128
Dues and Subscriptions	\$869
Seminars and Membership Fees	\$990
Travel/Administrative	\$2,554
Meeting Expenses	\$10,000
<i>Subtotal</i>	<i>\$61,541</i>
<b>Contractual Services</b>	
<i>Subtotal</i>	<i>\$0</i>
<b>Property Management</b>	
<i>Subtotal</i>	<i>\$0</i>
<b>Grand Total</b>	<b>\$1,907,000</b>

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# FY19 Capital Budget Summary

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The BPDA has engaged in a long-term capital project planning process to ensure that its substantial real estate assets are maintained. After many years of deferred maintenance, the BPDA has begun to and must continue to invest in its assets to prevent larger capital expenditures and to produce the revenue needed to sustain the BPDA into the future.

Capital projects are not included in the Operating Budget. Depreciation expense, as shown in **Table 13**, is linked to past capital projects and is an operating expense annually. Therefore, some of the Inter-company grant from EDIC to BRA funds BRA capital expenditures. This grant appears as an operating expense to EDIC and Revenue to BRA as it helps fund the BRA's capital needs.

**Table 24** shows the BPDA Capital budget which represents the plan as of May 2018. Given the size and scope of these projects, this plan may change over the course of the fiscal year. The BPDA has various capital projects that have been in progress prior to FY18 and continue into FY19 and beyond. The FY19 capital needs include several projects that are important in order to maintain the BPDA's assets and to extend their useful lives. The BRA is expected to fund a total of \$4M for capital projects in FY19. In addition, grant funding from the City of Boston (COB) totaling \$0.3M

is part of FY19 capital budget. EDIC is expected to fund a total capital spending of \$8.8M of which \$6.7M is funded internally and \$2.1M is funded by COB.

## **BRA - FY 19 New Projects**

The BRA is funding \$0.12M for a software to create a portal for housing applicants to submit documentation to property managers for review. This system will also help track and manage annual reviews and re-certifications. Additionally, two vehicles at a cost of \$0.06M for the BRA fleet are in disrepair and are in need of replacement. This will help mitigate high repair costs and interruptions in availability to the staff.

Another software investment of \$.15M, with BRA and EDIC sharing the cost, is for an electronic document management system (EDMS). This software program will manage the creation, storage, and control of documents electronically. The primary function of an EDMS is to manage electronic information within an organization's workflow. The BPDA is creating an EDMS to improve document management by creating a system that supports collaboration, workflow, searchability, and retention for the various cross-functional work of the organization.

The BRA is also funding \$500,000 for a new project on Pier 5 to separate the significantly deteriorated portion of the pier from a preservable section in order to ensure that a collapse of the former section prior to demolition or rehabilitation will not further deteriorate the preservable portion of the pier. Sawing the deck and demolishing certain pile caps will separate the two sections of the pier and eliminate this domino effect if the pier does collapse.

### **BRA – Ongoing Projects**

The China Trade Building, located at 2 Boylston Street, has been a critical area of improvement for the BPDA in the last few years. The BPDA has made this a high priority for completion, with the BRA spending roughly \$5.4M to date on base building improvements. The FY19 budget included another \$0.28M of projected spending on this project.

During FY18 base building improvements for the China Trade Building cost the BRA nearly \$0.86M. The projects completed consisted of freight elevator modernization, stair improvements, sidewalk repairs, and mechanical system repairs. In FY19 the China Trade Building capital expenditures will remain active. There are four ongoing projects in the China Trade Building for FY19. There are plans to install indoor bike racks, a lockable room for bike storage, installation of sufficient electrical outlets, and wireless internet at a cost of \$0.074M. Upgrading elevator cabs and installing a key card system to restrict tenant's floor access from the public at a cost to the BPDA of \$0.06M. Work will also be performed on the

lobby atrium and elevator for a combined total of \$0.1M.

Continuous design services for improvements throughout the building are being conducted and will cost another \$0.05M.

Tenant improvements cost the BRA approximately \$2M in FY18. These costs covered tenant improvements for Urban College and Health Resources In Action for floors two and four of the China Trade Building. In FY19, tenant improvements for the space being leased by Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) and Vital Source Technology on floors five and six will take place. The Capital budget calls for funding of \$3M by fiscal year end. This work consists of electrical, HVAC, tenant areas, restrooms, and fire protection improvements. The Boston Public Library build out on the first floor of the China Trade Building was recently completed and primarily funded by the (COB).

The only current project for the BRA that is not associated with the China Trade Building is for Building 108. By the end of FY18 the BRA will complete spending for the Building 108 (Power Plant) study.

### **BRA - City of Boston Funded Projects**

The City is providing a grant of \$0.3M to the BRA for a study regarding structural issues at Long Wharf related to flooding caused by high tides. This project is set to begin in the beginning of FY19.

### **RLFMP (EDIC) - Introduction**

The RLFMP capital expenses total \$2.6M throughout FY18. EDIC will see an increase in FY19 with an expected total capital spending of \$8.8M of which \$6.7M is funded internally and \$2.1M is funded by COB.

### **EDIC – FY19 New Projects**

EDIC will break ground on five new projects in FY19 with total projected capital spending of \$4.5M. The design for Black Falcon/Terminal Street Resurfacing will begin early FY19 with a project total cost of \$0.15M. This is the first step in completing the Black Falcon/Terminal Street Resurfacing Construction project. “CP1” is a new project, which has two phases totaling approximately \$3.1M. The first phase is CP1 remediation which consists of cleaning/disposal of PCB contaminated soil and groundwater, and to perform DEP compliance in order to restore the site to its useful purpose. The second phase of the CP1 project is for garage repairs and restoration. Garage repairs consist of concrete repairing, three new steel stairways, repairs for steel corrosion, drain line replacement on all floors, waterproofing, fire protection, canopy repairs, and other miscellaneous work. Parking Equipment & Software is a \$1.1M project, replacing outmoded parking revenue control equipment for a modern, more efficient, user friendly and cost effective Parking Access and Revenue Control (PARC) system.

### **EDIC - Ongoing Projects**

EDIC has spent \$2.6M on ongoing capital projects and will spend an additional \$2.3M in FY19. As of the end of FY18, EDIC has nearly completed the \$2.4M project of fully upgrading and modernizing elevators in EDIC owned buildings including the Central Parking Garage and 12 Channel Street. In FY19 the remaining \$0.4M will be spent. The Parking Garage Design is a \$2.17M project, as of date a total of \$1M was spent and \$1.17M will be spent in FY19. Lastly, the Parking Lot Parcel V1 project will restore the area in order to provide 270 parking spaces. In FY18, \$0.4M was spent on this project, the remaining \$0.65M be spent in FY19. Additionally, there are three completed projects in FY18, Drydock No.4 Caisson Recovery Phase 1, Drydock No.4 – Pier 5 topside Repairs Phase 2, and Park Wide misc. projects (a new sweeper machine for the EDIC garage, purchase of an AC unit, and electrical projects), totaling \$0.2M.

### **EDIC - City Of Boston Funded Projects**

EDIC has three projects scheduled for FY19 totaling \$2.1M which will be fully funded by the COB. Black Falcon/Terminal Street Resurfacing Construction is a \$1.4M project resurfacing roads, sidewalk replacements, and street light improvements. Drydock No. 4 – Pier 6 is a \$0.4M design project in order to study the deteriorated steel bulkhead for structural integrity. Finally, for FY19 is Drydock No. 4's design totals \$0.25M in order to develop the plan for the permanent closure of the caisson.

## FY19 BPDA Capital Projects

Category	FY16 & FY17	FY18 YTD Actuals	FY18 Proj./ Actual 4QTR	FY18 Proj. YE Totals	FY19 Proj.	Funding Source FY19	
						Agency	City
<b>FY19 New Projects</b>							
Pier 5	-	-	-	-	500,000	500,000	-
MIS - Content Management System	-	-	-	-	150,000	150,000	-
Housing Portal	-	-	-	-	120,000	120,000	-
Real Estate Pick Up Truck	-	-	-	-	35,000	35,000	-
Admin Services Sedan	-	-	-	-	24,000	24,000	-
<i>Subtotal</i>	\$ -	\$ -	\$ -	\$ -	\$829,000	\$829,000	\$ -
<b>Ongoing Projects</b>							
Base Building Improvements	4,502,249	448,844	\$408,948	\$857,792	204,499	204,499	-
Real Estate Broker Fees (floors 2-6)	711,532	756,750		\$756,750	685,000	685,000	-
Tenant Improvements (floors 2-6)	4,701,029	\$1,059,859	\$894,606	\$1,954,465	\$2,892,111	2,892,111	-
Bike Room + Electrical Closet	-	-	-	-	74,000	74,000	-
<b>BPL-China Trade</b>	-	\$935,064	-	935,064			
Building 108 - Demo. Study	84,823	\$15,905	\$8,292	\$24,197			
<i>Subtotal</i>	\$9,999,633	\$3,216,422	\$1,311,847	\$4,528,268	\$3,170,610	\$3,170,610	\$ -
<b>COB Funded Projects</b>							
Design - Long Wharf - Structural Damage (CBR24672)	-	-	-	-	168,550	-	300,000
<i>Subtotal</i>					\$168,550	\$ -	\$300,000
<b>Total BRA</b>	<b>\$9,999,633</b>	<b>\$3,216,422</b>	<b>\$1,311,847</b>	<b>\$4,528,268</b>	<b>\$4,168,160</b>	<b>\$3,999,610</b>	<b>\$300,000</b>

## FY19 BPDA Capital Projects Continued...

Category	FY16 & FY17	FY18 YTD Actuals	FY18 Proj. /Actual 4QTR	FY18 Proj. YE Totals	FY19 Projected	Funding Source FY19	
						Agency	City
<b>FY19 New Projects</b>							
Design - Black Falcon/Terminal St Resurfacing (CBR23777)	-	-	-	-	150,000	150,000	-
CP1 Remediation	-	-	-	-	750,000	750,000	-
CP1 Garage Repairs	-	-	-	-	2,316,450	2,316,450	-
Parking Equipment & Software	-	-	-	-	1,100,000	1,100,000	-
MIS - Content Management System	-	-	-	-	150,000	150,000	-
<i>Subtotal</i>	\$-	\$-	\$-	\$-	\$4,466,450	\$4,466,450	\$-
<b>Ongoing Projects</b>							
12 Channel Elevator/Garage Elevator	1,138,890	944,696	130,338	1,075,034	391,013	391,013	-
Parking Garage Design	66,889	-	150,000	150,000	1,252,298	1,252,298	-
Parking Lot Paving	-	-	250,000	250,000	627,661	627,661	-
Drydock No.4 Caisson Recovery Phase 1	525,519	6,232	-	6,232	-	-	-
Drydock No. 4 - Pier 5 Topside Repairs Phase 2	574,000	36,896	-	36,896	-	-	-
Park-Wide Misc. Projects	-	142,920	-	142,920	-	-	-
<i>Subtotal</i>	1,205,779	944,696	530,338	1,475,034	2,270,972	2,270,972	-
<b>COB Funded Projects</b>							
Constr. - Black Falcon/Terminal St Resurfacing (CBR23777)	-	-	-	-	1,400,000	-	1,400,000
Design - Drydock No. 4 - Pier 6 (CBR24673)	-	-	-	-	400,000	-	400,000
Design - Drydock No. 4 (CBR24671)	-	-	-	-	250,000	-	250,000
<i>Subtotal</i>	\$-	\$-	\$-	\$-	2,050,000	\$-	2,050,000
<b>Total EDIC</b>	<b>\$1,205,779</b>	<b>\$944,696</b>	<b>\$530,338</b>	<b>\$1,475,034</b>	<b>\$8,787,422</b>	<b>\$6,737,422</b>	<b>\$2,050,000</b>
				<b>Contingency</b>	<b>\$12,955,582</b>	<b>\$10,737,032</b>	<b>\$2,350,000</b>



