

BPDA Questionnaire Responses

GENERAL INFORMATION

• Summary Budget for FY22

The BPDA is a self-sustaining agency. 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 FY21 Budget Presentation can be found [HERE](#)

• 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 FY21 in terms of real dollars, and your three largest budget reductions from FY21 in terms of percentage, if different.

Currently the BPDA is drafting the FY22 budget to share with the Board of Directors on June 13, 2021. In FY21 the BPDA cut \$480,000 of administrative expenses in anticipation of revenue contractions due to COVID19.

• Please explain and quantify your three largest budget increases from FY21 in terms of real dollars, and your three largest budget increases from FY21 in terms of percentage, if different.

Changes in BPDA budgeted expenses from FY20 to FY21 included an investment in Environmental Remediation of Building 108 in the Charlestown Navy Yard. Despite delays due to COVID-19 restrictions and bid protests the project was delayed and will only be partially completed in FY21. This is included in our operating budget and not our capital budget due to the nature of our accounting requirements as a independent entity.

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

The BPDA made significant efforts to support DEI by establishing the Office of Diversity, Equity and Inclusion. Specific revenue streams will support this work at roughly \$900,000/year. The department is currently staffed and creating plans for FY22 and beyond.

• 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 has 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 (OWD) (with Friends of Youth Opportunity Boston), Boston Industrial Development Financing Authority, Boston Local Development Corporation, all sit within EDIC.

The BPDA is 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.

The BPDA has partnered closely with the Office of Economic Development and the City's Chief Equity Officer to advance equitable procurement efforts and recently adopted the BPDA Equitable Procurement Plan.

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

NA

• Please provide Actual YTD FY21 spending, and projected Actual FY21 spending on pace. Where has your spending for FY21 so far exceeded or contracted against your FY21 budgeted amount?

FY21 Expenditures continue to remain below budget with spending increasing in the third quarter. Planning projects adjusted as community engagement shifted to virtual platforms.

• Please detail any savings realized by your department in FY21.

FY21 Expenditures continue to remain below budget with spending increasing in the third quarter. Planning projects adjusted timelines as community engagement shifted to virtual platforms.

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

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 OWDs Annual Report above for more information.

• Did your department receive any external funds in FY21 related to COVID-19? If so, please detail how these funds have been expended, encumbered, or budgeted.

The BPDA experienced significant revenue declines in parking revenue due to COVID-19. Several tenants needed to request deferment on lease payments.

• Is your department expecting to receive any external funds in FY22 related to COVID-19? If so, please detail how these funds will be expended, encumbered, or budgeted.

At this time the BPDA does not expect any additional funds due to COVID-19.

• Please provide a list of 5 major accomplishments for FY21, highlighting first-time accomplishments.

(1) Policies that support equitable access to opportunities

In early 2021, Boston became the first major City in the nation to add fair housing requirements to its Zoning Code when the BPDA adopted [Affirmatively Furthering Fair Housing](#) requirements. The zoning amendment will require developers in Boston to take substantial steps to stem displacement and provide further access to housing to those historically discriminated against.

Over the past several years, the BPDA has focused on creating a more inclusive and community-focused public process for reviewing development projects and participating in planning studies, including making sure non-English speaking individuals can participate in meetings in a meaningful way. The BPDA formally adopted a Language Access Plan (LAP). The BPDA's LAP requires proponents for projects undergoing large project review to create and implement a project specific LAP to ensure that residents within the neighborhood where a project is located will have language access and appropriate translation and interpretation.

The BPDA increased Linkage fees to support affordable housing and job training by 42 percent. The increase raised the current fees to \$15.39 per square foot, of which \$13.00 will be dedicated to affordable housing and \$2.39 will be dedicated to workforce training.

The BPDA also furthered diversity, equity and inclusion requirements in its planning, development, and real estate practices. In August 2020, the agency [reissued](#) Request for Proposals (RFPs) for three BPDA-owned properties that had not sufficiently outlined plans for further the agency's mission regarding diversity and inclusion.

(2) Strategic investments in Diversity, Equity, and Inclusion

Over the past year the BPDA has prioritized investments and initiatives that further diversity, equity and inclusion. These investments build on the BPDA's progress transforming into a community-led, planning first agency that supports growth that reflects the needs of each neighborhood.

The agency [appointed](#) its first ever Director of Diversity, Equity, and Inclusion to serve on the agency's senior leadership team and be charged with development and oversight of the BPDA's racial equity and diversity priorities, establishing collaborative partnerships with internal and external stakeholders, and fostering a more inclusive, equitable, welcoming, supportive, and diverse agency.

Additionally, the agency [created](#) an Equity and Inclusion Fund as part of the BPDA Fiscal Year 2021 budget to fund internal activities directly related to addressing racial equity and inclusion in the BPDA's work.

Building on its ongoing commitment to create a more user-friendly website experience, BPDA [added](#) two new features to its website to address translation and accessibility. A new translation feature is now available in the top right navigation of every page on the agency's website, bostonplans.org. Already implemented on the website is [PageAssist by Monsido](#), a toolbar which gives users control over their website experience through personalized options in font size, colors, and keyboard navigation.

(3) Approved development projects that create affordable housing, support economic development

Despite the economic impacts of the global pandemic, in 2020 the BPDA Board approved over 15.8 million square feet of new development worth more than \$8.5 billion and 10,123 residential units, including 2,826 income-restricted units, representing over 27 percent of total units. The new housing units further cement Boston's leadership in percentage of income-restricted housing units. The 2020 Board approved projects will generate over \$5.4 million in new Inclusionary Development Policy (IDP) funds, over \$43.2 million in Linkage fees to support affordable housing, and over \$8.5 million in Linkage fees to support job training programs. The development projects are expected to create approximately 23,287 construction jobs and 12,012 permanent jobs.

(4) Increased community planning

The BPDA is leading an unprecedented number of planning studies alongside Boston's communities, each guided by [Imagine Boston 2030](#), the first city-wide master plan in 50 years aimed at guiding growth. In addition to the Allston-Brighton Mobility Study and Western Avenue Corridor Study, there are neighborhood planning studies moving forward in [Charlestown](#), [Downtown](#), [Dorchester's Glover's Corner](#), [Mattapan](#), [Newmarket](#) and [East Boston](#), and since 2014, planning guidelines have been passed for [PLAN: JP/Rox](#), [PLAN: South Boston Dorchester Avenue](#), and [PLAN: Nubian Square](#). The [South Boston Seaport Strategic Transit Plan](#) is also identifying specific mobility recommendations to improve the operations and capacity of the transit network serving Boston's Seaport District.

(5) Shaping Suffolk Downs Redevelopment to support affordable housing, local jobs

Following the first BPDA Board meeting to be held simultaneously in English, Spanish and Arabic, the BPDA [approved](#) the [Suffolk Downs Redevelopment](#), a five-phase development project that will create thousands of jobs, affordable and market-rate housing units, and dramatically improve transportation infrastructure and climate resiliency in East Boston. The project will create approximately 7,000 residential units, representing 7.31 million square feet, across the Boston portion of the site. The residential units include more than 900 on-site income-restricted units, and an additional \$5 million housing stabilization fund to support off-site income-restricted housing, bringing the total commitment of affordable housing to 20 percent of the overall units. The affordable housing that will be created through the project represents the largest contribution of affordable housing created through one single private development project in City of Boston history. Additional details on the project's job and workforce training support, future flood and climate change protections, transportation infrastructure and open space can be found [here](#).

• Please outline your chief goals for FY22, divided into ongoing and new initiatives. Please indicate whether these goals are related to COVID-19 recovery and whether they may require external funds related to COVID-19.

The BPDA has several goals that it will begin or continue to execute towards in Fiscal Year 2022. These include, but are not limited to:

- 1. Ensure our planning, real estate, and development process prioritize inclusion and equity through meaningful and consistent engagement with the community.**
 - a. New Initiative - Expand and institutionalize a formalized community engagement strategy for each of the BPDA's major external processes.
 - b. New Initiative - Implement the BPDA's Equitable Procurement Plan, with the desired outcome that woman- and minority-owned businesses (WMBEs) are equitably represented in BPDA's annual contract spend.
- 2. Deploy BPDA's planning and development tools in innovative ways to support responsible, equitable growth.**
 - a. Continued Initiative - Where possible, aggressively implement climate resiliency measures on BPDA property.
 - b. Continued Initiative - Prioritize dispositions that support affordability and community-driven outcomes.
 - c. Continued Initiative - Enact zoning that will make Boston more equitable and resilient (e.g., finalize and adopt Coast Flood Resiliency Zoning Overlay).
- 3. Thoughtfully invest in the BPDA's internal systems and exceptional talent.**
 - a. Continued Initiative - Increase internal DEI programming through a formalized, staff-driven committee and targeted training.
 - b. Continued Initiative - Develop a more robust capital planning process, allowing the BPDA to accelerate its investment in known infrastructure needs while prioritizing community and economic development outcomes.
 - c. Continued Initiative - Expand development review and planning data collection and analysis.
 - d. Continued Initiative - Streamline the procurement process for goods and services.
 - e. Continued Initiative - Look for opportunities to improve or increase the share of development and planning data through the BPDA website.
 - f. New Initiative - Create and implement a new strategy for tracking the employee experience.

• 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.

BPDA is engaged in several multi year projects that experienced significant timeline adjustments due to the COVID-19 pandemic.

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

N/A

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

Over the past several years, the BPDA has focused on creating a more inclusive and community-focused public process for reviewing development projects and participating in planning studies, including making sure non-English speaking individuals can participate in meetings in a meaningful way. The BPDA formally adopted a Language Access Plan (LAP) including the funds for a full time staff and expenses. The BPDA's LAP requires proponents for projects undergoing large project review to create and implement a project specific LAP to ensure that residents within the neighborhood where a project is located will have language access and appropriate translation and interpretation.

Throughout the pandemic, the BPDA has leveraged virtual platforms that enhance translation capabilities.

PERSONNEL INFORMATION

• Five Year analysis of Full Time Employees (FTE's), including a breakdown of employees added and employees lost through transition.

163 Employees Added

151 Employees Lost

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

25 Employees on FMLA

2 Employees on Unpaid Leave of Absence

11 Employees on Unpaid Leave

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

373 Full-time
 16 Part-time
 108 Contract

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

5/6/2021	
Total Number of Employees	242

	Male (50%)	Female (50%)	Total	%
White (62%)	74	77	151	62%
Black (18%)	22	21	43	18%
Asian (11%)	12	14	26	11%
Latino (6%)	8	6	14	6%
Two or More Races (3%)	4	4	8	3%
Total	120	122	242	
%	50%	50%		

Top 10% Earners	Male (66%)	Female (33%)	Total	%
White (70%)	13	4	17	71%
Asian (16%)	1	3	4	17%

Latino (4%)	1		1	4%
Black (4%)	1		1	4%
Two or more races		1	1	4%
Total	16	8	24	100%
%				

• **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 has adopted 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 department 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
FY17	\$121,000
FY18	\$107,866
FY19	\$93,377
FY20	\$84,832
FY21 YTD as of 3/31/21	\$62,579

- **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 and any vacancies that you are seeking or not seeking to fill.**

Generally speaking, during strong economic times, the agency sees more staff turnover. 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. With the establishment of the Office of Diversity, Equity and Inclusion, the BPDA is seeking additional staff to support that growth.

CONTRACTS

- **Please provide an overview of all current contracts.**

See attached

- **Breakdown of contractors by minority-owned, woman-owned, and whether the contractor is Boston-based, listed alongside contract amount.**

See attached

- **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.**

See attached

- **Please also include justification for this outside contracting including a detailed explanation of why this service cannot be performed in-house.**

The BPDA requires a highly skilled workforce to conduct our business. On occasion the BPDA may need to seek outside services to supplement staff capacity. In these circumstances the BPDA engages in a competitive procurement process to ensure a fair and transparent engagement. Reviews are done annually to assess capacity and workload

to ensure full time staff have the resources needed. In order to properly maintain our assets, the BPDA will retain construction and design services .

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

PERFORMANCE MEASURES

• Please provide an overview of your FY22 performance measures including:

o Any changes in targets from the FY21 performance measures

o An overview of each measure with narrative explaining its history and trends

The BPDA is currently developing the FY22 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 FY22, 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:

N/A

Contract Name	Vendor	Entity	Start Date	Initial Term End Date	Current	MWBE	Budget Component
City Wide Electrical Repairs and Maintenance	Gone Green Electric Corporation Incorporated	BRA	7/1/2019	6/30/2021	\$187,500	None	Operating - Real Estate
Pier 4 Culvert and Sinkhole Repairs	ACK Marine & General Contracting LLC	BRA	4/16/2020	1/6/2021	\$713,200	Women	Capital
Disparity Study	BBC Research & Consulting	EDIC	1/1/2020	6/30/2021	\$182,484	None	Operating - Real Estate
CNY Landscaping Services	Brightview Landscapes LLC	BRA	5/18/2020	5/17/2022	\$340,000	None	Operating - Real Estate
PLAN: East Boston Multimodal Transportation Study	Toole Design Group LLC	BRA	7/9/2019	7/8/2021	\$360,000	Minority	Operating - Real Estate
Downtown Planning Study	NBBJ LP	BRA	9/21/2018	4/30/2021	\$750,000	None	Operating - Real Estate
PLAN: South Boston Dorchester Ave. Transportation Study	Nelson Nygaard Consulting Associates Inc.	BRA	10/9/2019	3/27/2021	\$450,000	None	Operating - Real Estate
Commercial Property Management of CTC	Colliers International New England LLC	BRA	2/1/2020	1/31/2023	\$664,543	None	Operating - Real Estate
Congress Street Bridge Lighting Project	Hartranft Lighting Design	BRA	3/21/2017	12/31/2021	\$121,805	None	Operating - Real Estate
Snow Removal - BRA Properties	Los Mellos Cleaning Services	BRA	1/8/2021	6/30/2021	\$250,000	None	Operating - Real Estate
Box	Carahsoft Technology Corp. - Box	BRA	8/31/2018	8/30/2021	\$115,447	None	Operating - Real Estate
Long Wharf Seawall Stabilization: Construction Phase	ACK Marine & General Contracting LLC	BRA	7/15/2020	2/3/2021	\$819,350	Women	Capital
Parking Management Agreement - BRA	ABM Industry Groups	BRA	4/1/2020	3/31/2022	\$274,612	None	Operating - Real Estate
Parking Management Agreement - EDIC	ABM Industry Groups	EDIC	4/1/2020	3/31/2022	\$446,149	None	Operating - Real Estate
Technical Analysis & Resilient Design Development - E.Boston	Weston and Sampson Engineers Inc.	BRA	1/29/2021	8/31/2021	\$400,000	None	Operating - Real Estate
GIS Software, Support & Training	ESRI Inc.	BRA	1/8/2020	9/30/2022	\$222,500	None	Operating - Real Estate
Box	Carahsoft Technology Corp. - Box	EDIC	8/31/2018	8/30/2021	\$115,447	None	Operating - Real Estate
Northern Ave/Tide St Mobility Improvement Project	STV Incorporated	EDIC	12/9/2019	6/30/2021	\$229,252	None	Capital
Environmental Remediation and Demolition of Building 108: Design Phase	Weston and Sampson Engineers Inc.	BRA	4/19/2019	4/18/2021	\$1,071,075	None	Operating - Real Estate
PLAN: Mattapan Land Use, Urban Design, Market Analysis, and Transportation Study	Mass Design Group LTD	BRA	9/3/2019	8/31/2021	\$350,000	None	Operating - Real Estate
Lease of Printers	Xerox Corp.	EDIC	8/7/2020	8/6/2023	\$323,310	None	Operating - Real Estate
PLAN: Newmarket, the 21st Century Economy Initiative	Utile Inc.	BRA	11/13/2020	11/12/2022	\$399,942	None	Operating - Real Estate
Environmental Remediation/Demolition - CNY Bldg 108	S & R Corporation	BRA	1/27/2021	1/26/2022	\$5,108,615	None	Operating - Real Estate
Trash Removal Services EDIC RLFMP	DBI Waste Systems Inc.	EDIC	1/1/2021	12/31/2023	\$120,000	None	Operating - Real Estate
China Trade Center Basement Waterproofing IFB	Heritage Restoration LLC	BRA	2/13/2021	5/8/2021	\$599,150	None	Capital
Downtown Waterfront Design and Use Guidelines	SCAPE Landscape Architecture D.P.C.	BRA	2/5/2021	9/30/2021	\$200,000	None	Operating - Real Estate
Consulting Svcs - East Boston Land Use	Gamble Associates	BRA	6/19/2019	6/30/2021	\$250,000	None	Operating - Real Estate
Long Wharf Seawall Stabilization: Design Phase	Foth Infrastructure & Environment LLC	BRA	2/27/2018	Upon Completion	\$306,195	None	Capital

Contract Name	Vendor	Entity	Start Date	Initial Term End Date	Current	MWBE	Budget Component
12 Channel Street Stairwell Code Compliance and Stair Pressurization System Contract	STUDIO ENEE Architects	EDIC	TBD	12/31/2022	\$180,000	Minority, Wo	Capital
Indigo Apartment Project - Massworks	Indigo Apartments Landowner LLC	BRA	6/11/2020	6/30/2021	\$2,250,000	None	Operating - Real Estate
Parking Garage Addition East - Phase 4 RLFMP	Weston and Sampson Engineers Inc.	EDIC	4/13/2017	Upon Completion	\$2,165,000	None	Capital