

ACTION PLAN UPDATE

BRA BOARD MEETING | APRIL 14, 2016

April 14, 2016

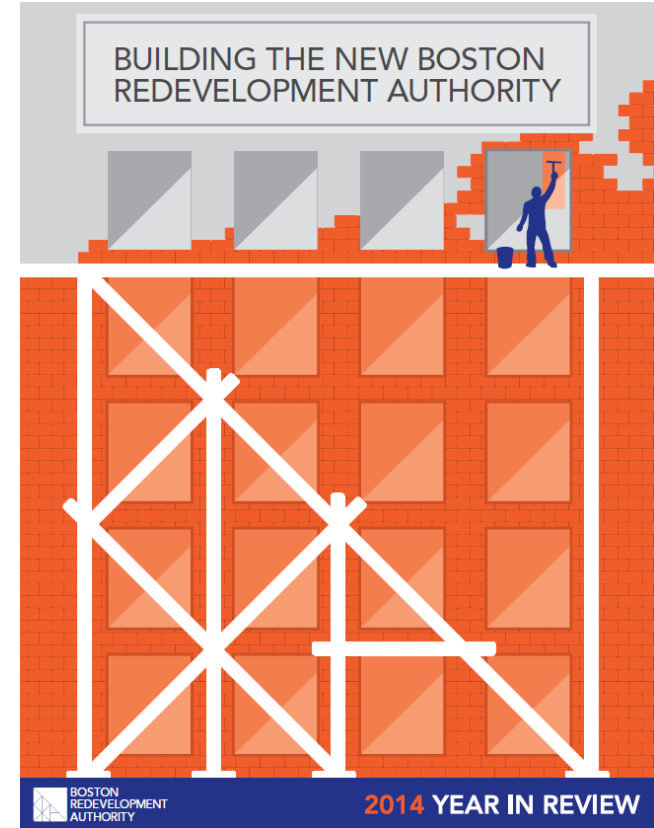
BRAVEDIC Board Meeting

AGENDA

1. Performance and Operational Review Summaries
2. Action Plan Highlights
3. Key Upcoming Items

1

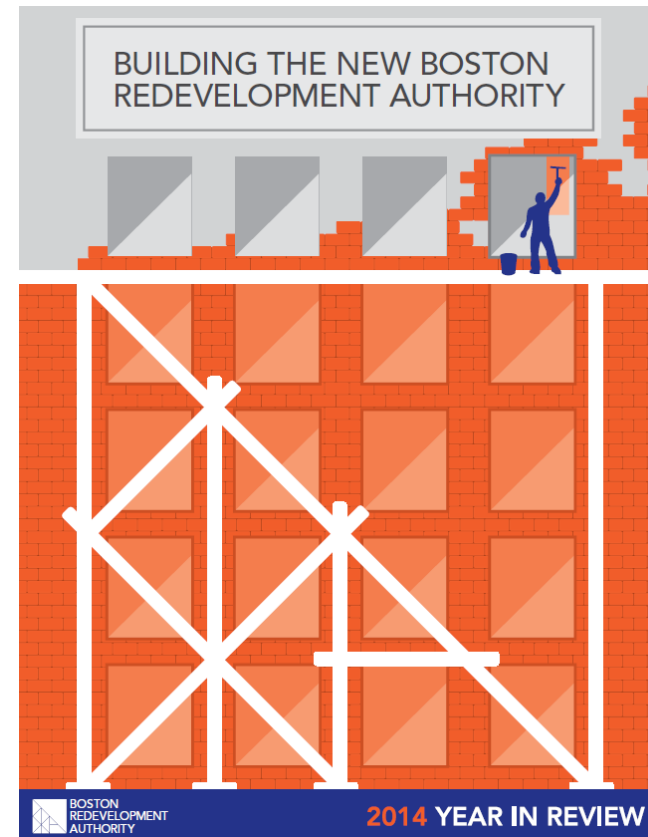
Performance and Operational Review Summaries



KPMG & “BUILDING THE NEW BRA”

A ROADMAP TO REFORMING AND MODERNIZING THE AGENCY

- KPMG performance review of BRA/EDIC released July 2014 cited troubling deficiencies in many areas of organization
- Released “Building the New BRA” report. Offers an in-depth look at measures the BRA/EDIC took to enhance transparency, accountability, and workflow in 2014
- **Highlights of the report include:**
 - Improving Policies and Protocols;
 - Modernizing Systems and Organizational Structure;
 - Maximizing BRA/EDIC Assets and Enhancing Fiscal Accountability; and
 - Nurturing Opportunity and Financial Empowerment among Residents

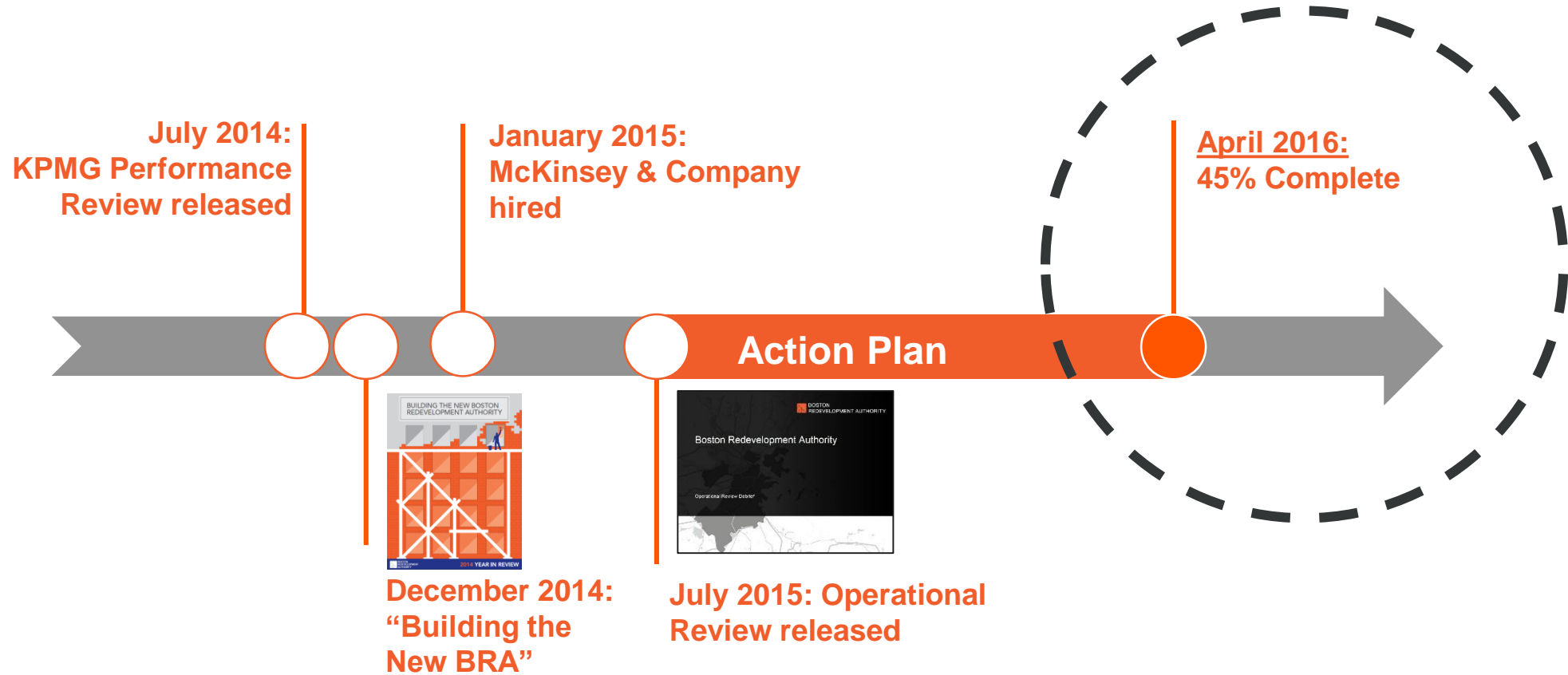


MCKINSEY & COMPANY

- In January 2015, McKinsey & Company commissioned to undertake a review of the Planning department, per the recommendation of the KMPG report
- After an initial assessment, scope of review was increased to analyze and identify areas of improvement to the BRA/EDIC as a whole
- The McKinsey & Company report, released in July 2015, identified several areas of improvement for the BRA/EDIC including:
 - Management;
 - Organization and Capabilities;
 - Asset Management;
 - Culture; and
 - Operations



TIMELINE



2

Action Plan Highlights

		Jul-15	Oct-15	Dec-15	Jan-16	Mar-16
A Sharpen Focus of BRA		In Progress	In Progress	In Progress	In Progress	In Progress
1	Focus on development, real estate and planning functions	Director's Office	✓	✓	✓	✓
2	Create a communications/messaging strategy to ensure all staff is focused on priorities	Director's Office				✓
B Prioritize Proactive Planning		In Progress	In Progress	In Progress	In Progress	In Progress
3	Reorganize Planning division	Director of Planning	✓	✓	✓	✓
4	Conduct search for permanent Director of Planning	Director's Office/HR		✓	C	C
5	Create detailed 2-year Master Planning strategy and work plan - ImagineBoston 2030	Planning Division	✓	✓	C	C
6	Source and manage 5-6 required planning staff members (or outsourced equivalent) to drive citywide plan/strategic planning areas	Director of Planning/HR		✓	✓	✓
7	Reconfigure Urban Design reporting relationship	Director's Office	✓	C	C	C
8	Add 1 incremental Urban Design staff member to enable design support for citywide plan and to support existing design review workload	Deputy Director of Urban Design/HR		✓	C	C
9	Put in place a significantly modernized zoning code	Planning Division		✓	✓	✓
C Elevate Real Estate Management		In Progress	In Progress	In Progress	In Progress	In Progress
10	Create and fill a new position (Director of Real Estate) to manage the utilization, marketing and leasing of BRA/EDIC's real estate assets	Director's Office/HR		✓	C	C
11	Develop a strategic plan for growing BRA/EDIC's ongoing land and property revenue by at least 5% per year over the next 5 years, while successfully meeting mission goals	Director of Real Estate				✓
D Professionalize Management of Organization		In Progress	In Progress	In Progress	In Progress	In Progress
12	Conduct a careful, systematic assessment of leadership team to determine suitability	Director's Office	✓	✓	✓	C
13	Roll out management dashboard to track departmental metrics	Director's Office	✓	✓	C	C
14	Create an integrated internal tracking system that combines all development functions	Director of Dev. Review		✓	✓	✓
15	Create and foster a "Finance Excellence" plan	Director of Finance		✓	✓	✓
16	Develop a plan and act on culture and organizational health issues identified in A&F	Director of Finance				✓
17	Create and foster an "HR Excellence" plan	Director of Human Resources	✓	C	C	C
18	Create and foster a "Legal Excellence" plan	General Counsel		✓	✓	✓
19	Develop a 3-year budget projection to validate soundness of new hiring decisions/staff	Director of Finance				✓
20	Develop a plan and act on culture and organizational health issues identified in Planning division	Director of Planning	✓	✓	✓	✓
21	Optimize administrative support model	Director of Human Resources		✓	✓	C

KEY FINDINGS

Mission and Vision

**Organization and
Capabilities**

Asset Management

Processes and Systems

Transparency

**Management and
Culture**

KEY FINDINGS

Mission and Vision

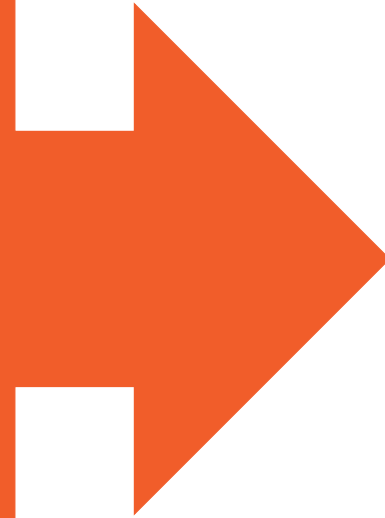
**Organization and
Capabilities**

Asset Management

Processes and Systems

Transparency

**Management and
Culture**



7 MAJOR OBJECTIVES

44 POINT ACTION PLAN

1. Sharpen focus

**2. Professionalize
management**

**3. Elevate and optimize
real estate**

**4. Prioritize proactive
planning**

**5. Streamline Article 80 +
Design Review processes**

**6. Make BRA more
transparent**

7. Build a new culture

KEY FINDINGS

Mission and Vision

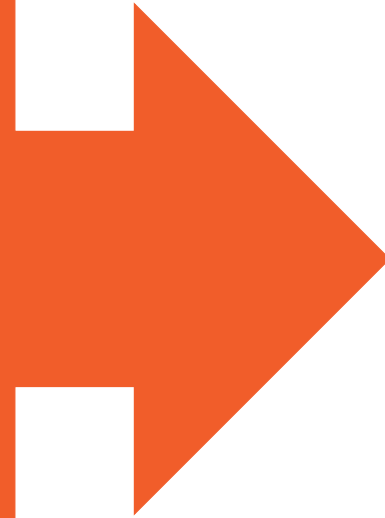
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IDENTITY + CULTURE

These objectives cut across all departments at the BRA. Progress on items related to BRA identity and culture should be ongoing and responsive to staff feedback and analysis. The BRA has taken concrete steps to address these action items, but will continue to do so over the next year.

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OPERATIONS

These objectives relate to individual departments and have specific action items associated with most items. Consistent and significant progress was made in 2015 on the action items prioritized as “immediate.” In 2016, the BRA continues to make progress on outstanding items.

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PROFESSIONALIZE MANAGEMENT

1. Conduct a careful, systematic assessment of leadership to determine suitability
2. Create and foster a Finance Excellence Plan
3. Create and foster a Human Resources Excellence Plan
4. Create and foster a Legal Excellence Plan
5. Track departmental metrics
6. Optimize administrative support model

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3. Build a new culture

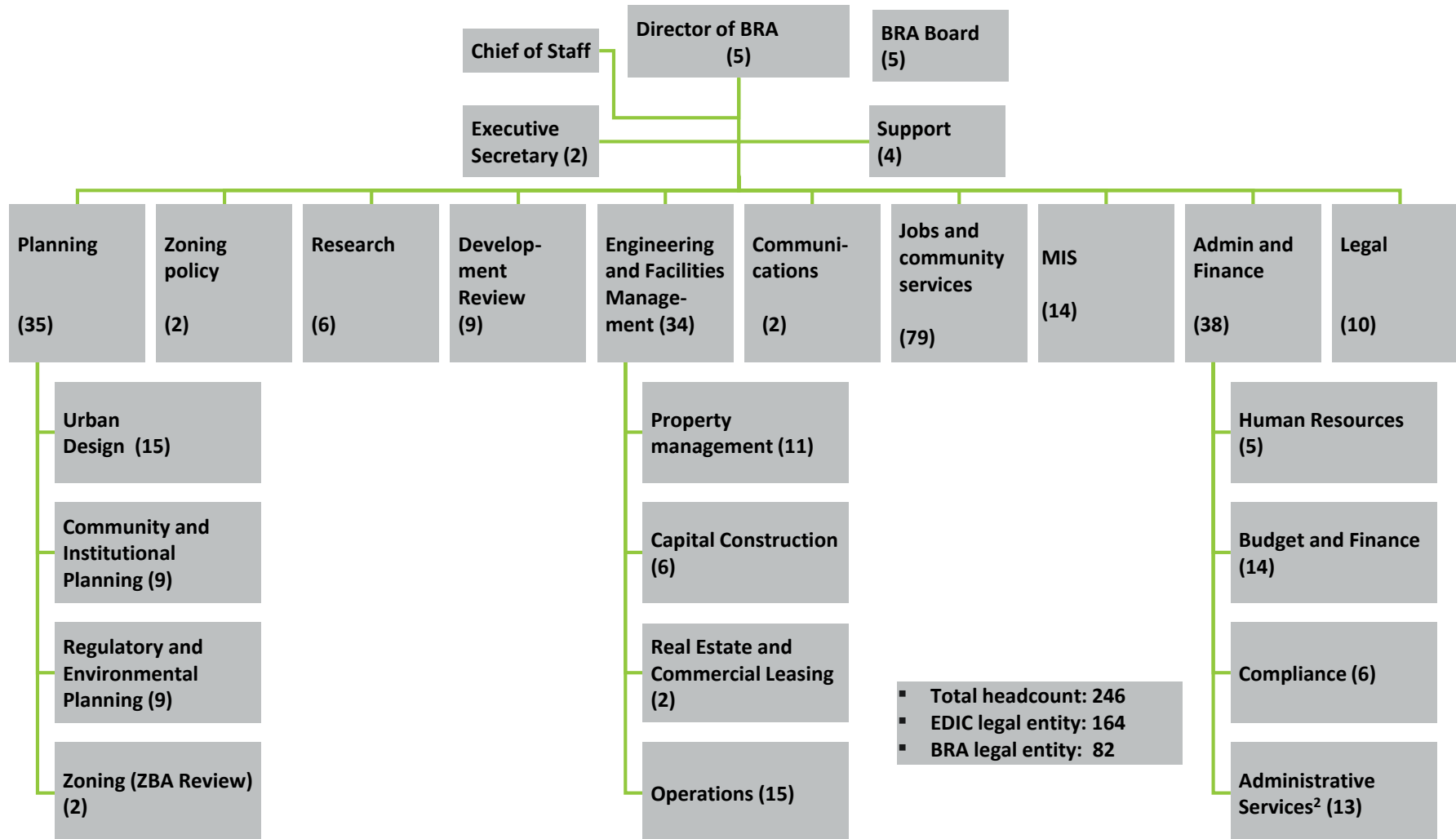
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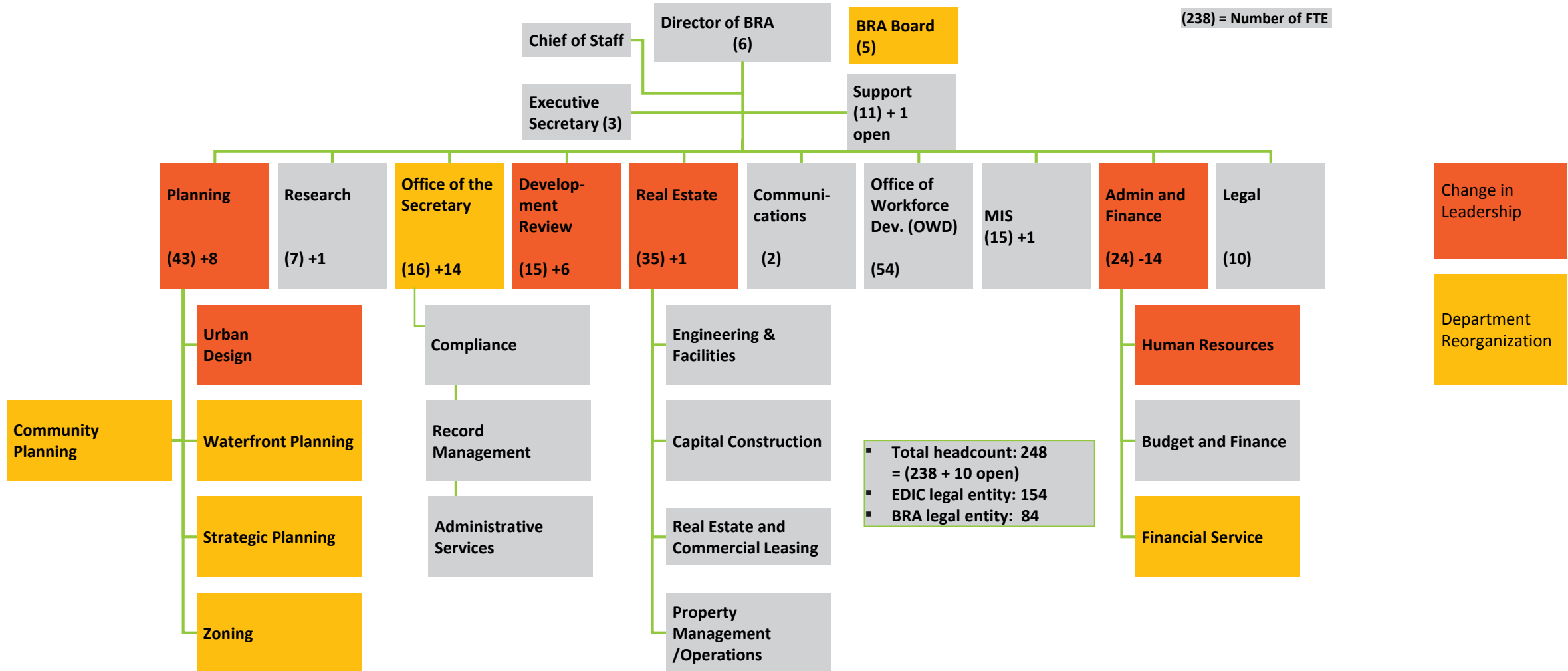
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Conduct a careful, systematic assessment of leadership to determine suitability – March 2015



Conduct a careful, systematic assessment of leadership to determine suitability – April 2016 (in progress)



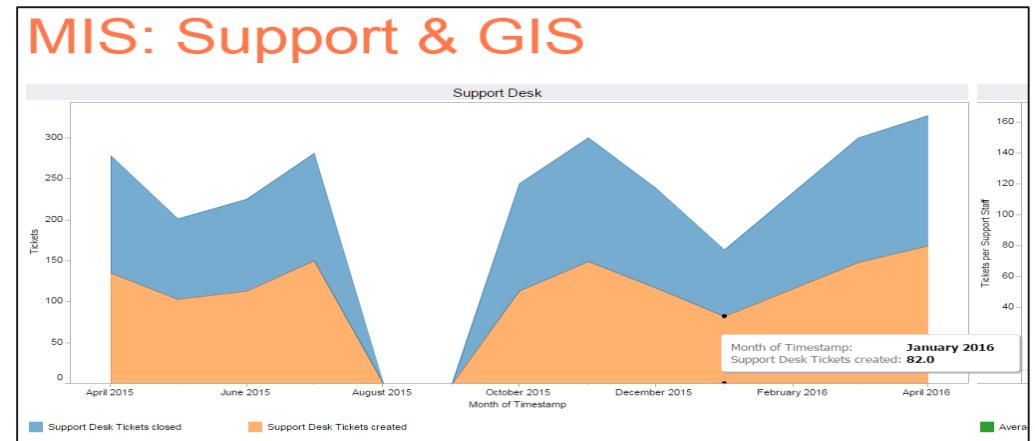
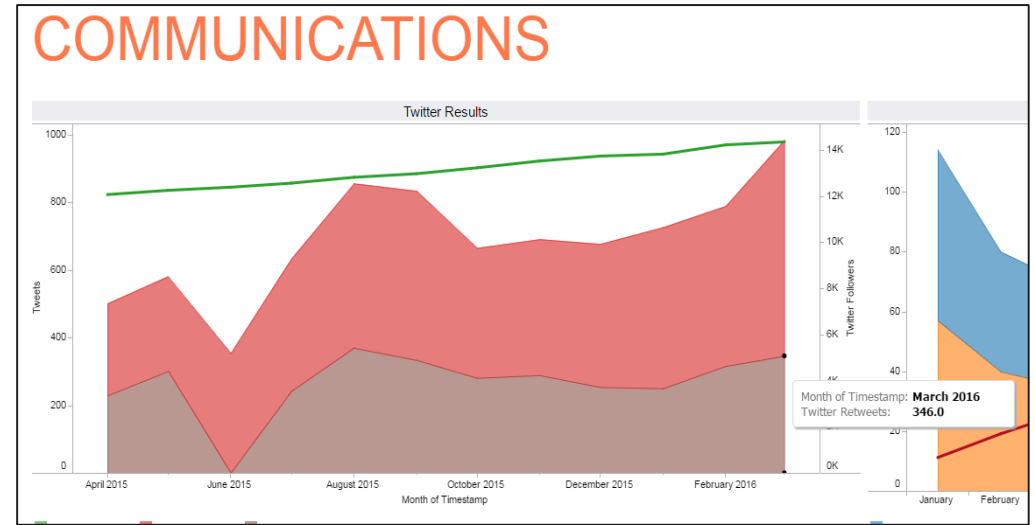
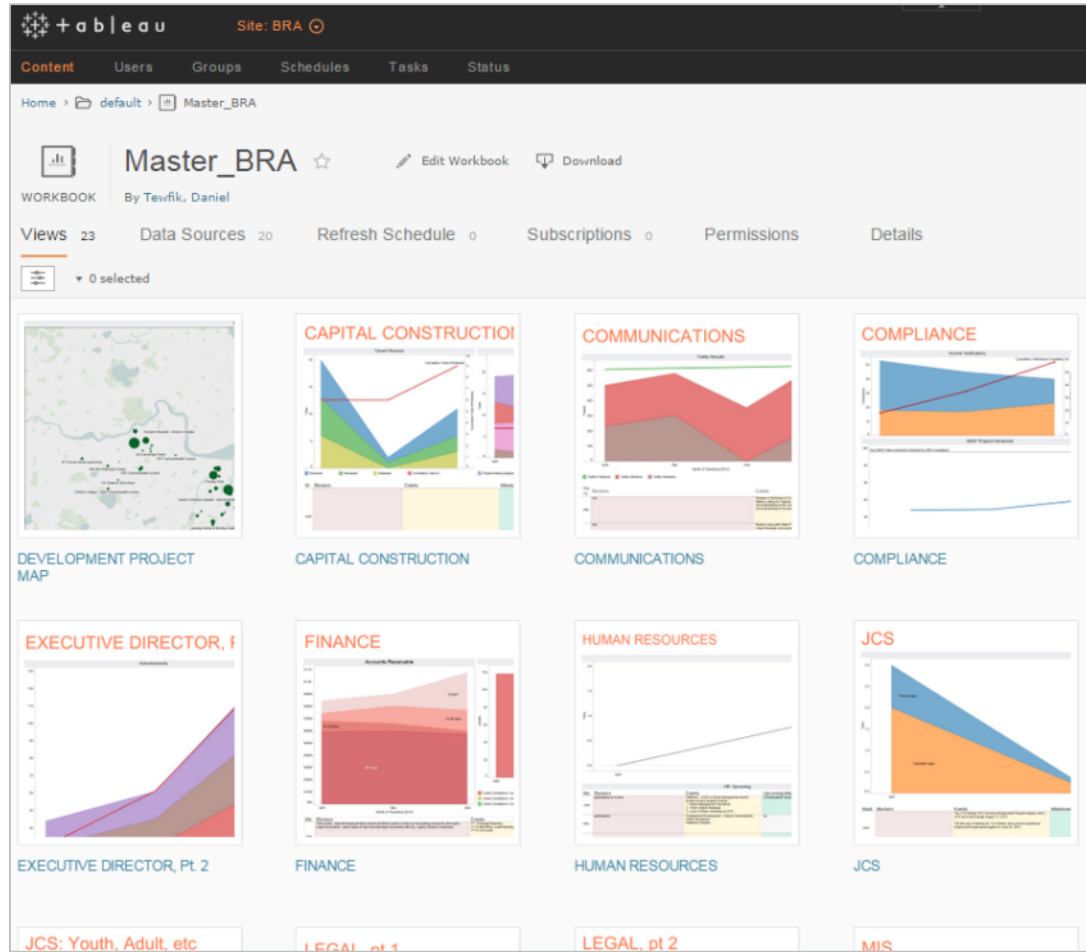
Create and foster a Finance Excellence Plan

	July 2015	April 2016	Upcoming
Budgeting	<ul style="list-style-type: none"> No departmental budgets Capital budgeting “wish list”, but prioritization/focus unclear One individual driving BRA budgeting Limited forward-looking projections beyond 1 yr 	<ul style="list-style-type: none"> Strategic budgeting exercise annually, including capital planning Department budgets 	<ul style="list-style-type: none"> Longer-term forecasting to validate soundness of new hiring/staff Budget and Procurement Manager BRA Board presentation to present FY17 budget
Tools and systems	<ul style="list-style-type: none"> Data (balance sheet, employee list, etc.) not consistently up-to-date Complex banking system with multiple accounts Longer than one week required to pull balance sheet details Lease tracking and management software options being explored 	<ul style="list-style-type: none"> Standardized financial management reports set up and readily available Reorganized banking system Accurate data on a monthly basis YARDI complete, \$225k collected, \$2.1m in future collection \$5.1m in total due down to \$728K 90 day balance: \$3.2m down to \$417K 	<ul style="list-style-type: none"> Continue to identify collection opportunities on leases
Collaboration	<ul style="list-style-type: none"> Collaboration of other departments with Finance often limited until near the end of a process 	<ul style="list-style-type: none"> Serving as a partner on major financial decisions Tracking IDP with DND/other agencies 	<ul style="list-style-type: none"> Continue to serve as partners and drivers on major financial decisions
Transparency	<ul style="list-style-type: none"> Delays in posting audited financials Limited access internally to certain systems (e.g., RFP) and vendor documents 	<ul style="list-style-type: none"> Audited financials posted on BRA website FY16 budget posted on BRA website Budget shared with City Council 	

Create and foster a Human Resources Excellence Plan

	July 2015	To: March 2016	Upcoming
Budgeting	<ul style="list-style-type: none"> No performance reviews for staff 	<ul style="list-style-type: none"> Base Performance Reviews completed FY16 Performance Reviews begin Longer-term forecasting Identifiable Department Goals & Employee Performance Goals 	<ul style="list-style-type: none"> Complete FY16 Performance Reviews Departmental and Employee Performance Goals institutionalized
Tools and systems	<ul style="list-style-type: none"> No clear recruitment process Weekly time-sheets Weak new hire orientation 	<ul style="list-style-type: none"> New recruiting system (ICMS) in progress New ADP Timesheets software in progress Improved new-hire orientation program Compensation Study completed (delete) Professional Development Program Wellness program Lunch and Learns 	<ul style="list-style-type: none"> Complete recruiting system (ICMS) Complete ADP Timesheets software
Collaboration		<ul style="list-style-type: none"> Employee engagement through inclusion, open communication, feedback from employee surveys and forums 	
Transparency		<ul style="list-style-type: none"> Compliance with Fair Labor Standards Act and Affordable Care Act regulations Events Committee EDIC Retirement Committee EDIC Healthcare Committee 	

Track departmental metrics



ELEVATE AND OPTIMIZE REAL ESTATE

1. Create and fill a new position: Director of Real Estate to manage the utilization, marketing and leasing of all BRA/EDIC assets
2. Develop a strategic real estate plan

1. Sharpen focus

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Elevate and Optimize Real Estate

	July 2015	April 2016	Upcoming
Raymond L. Flynn Marine Park	<ul style="list-style-type: none"> Operational industrial park 	<ul style="list-style-type: none"> Coordinate with and support Planning Department on the Raymond L. Flynn Marine Park Master Plan (RLFMP) update 	<ul style="list-style-type: none"> Complete Raymond L. Flynn Marine Park Master Plan (RLFMP) update
Assets	<ul style="list-style-type: none"> BRA Owned Land Database (BOLD) 	<ul style="list-style-type: none"> Structure all BRA properties into an accurate and accessible BOLD Explore options to advance long vacant industrial buildings (Chain Forge, Ropewalk, Parcel N) to productive re-uses Prioritize capital improvements needs of assets and secure adequate funding to complete those improvements 	<ul style="list-style-type: none"> Ensure that BOLD on BRA website is complete and accurate Implement a project and property based budgeting system to better anticipate and manage asset costs
Collaboration		<ul style="list-style-type: none"> Identify all BRA-owned land and assets available for disposition and reuse Work with A&F/YARDI to identify and track all contracts, leases and expenditures 	<ul style="list-style-type: none"> Coordinate strategy to offer BRA-owned land for disposition and re-use which involves stakeholder engagement
Transparency			<ul style="list-style-type: none"> BOLD available on website Improved communication with CNY/RLFMP businesses and community groups

PRIORITIZE PROACTIVE PLANNING

1. Reorganize Planning Department
2. Conduct search for permanent Director of Planning
3. Create detailed two-year master planning strategy and work plan – Imagine Boston 2030
4. Additional Planning staff to drive Citywide plan/strategic planning areas
5. Reconfigure Urban Design reporting relationship
6. Additional design review staff
7. Modernized Zoning Code

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Prioritize Proactive Planning

	July 2015	April 2016	Upcoming
Department	<ul style="list-style-type: none"> Acting Director of Planning in place Reconfigured Urban Design department 	<ul style="list-style-type: none"> Permanent Director of Planning Eight new planning staff Urban Design updates at BRA board 	<ul style="list-style-type: none"> Optimize department structure Complete additional hiring to meet needs Streamlined design review processes and procedures
Planning initiatives	<ul style="list-style-type: none"> ImagineBoston 2030 kicks off Beginning of 2 Strategic Planning Areas: JP/Rox and South Boston/Dot Avenue 	<ul style="list-style-type: none"> 2-year strategy for ImagineBoston in place 7 workshops for JP/Rox 9 workshops for South Boston/Dot Avenue 2 additional Strategic Planning Areas identified: Glover's Corner, Dorchester and Dudley Square, Roxbury 3 workshops of 8 held in Dudley Square 	<ul style="list-style-type: none"> Approval of guidelines for Strategic Planning Areas Zoning in place for Strategic Planning Areas Commence Glover's Corner Identify additional planning areas
Collaboration	<ul style="list-style-type: none"> Interdepartmental meetings with Development Review department being discussed 	<ul style="list-style-type: none"> Regular structured interdepartmental meetings with Development Review dept. BRA board meeting presence/participation 	<ul style="list-style-type: none"> Continue to explore innovative ways to engage staff, community and stakeholders in all conversations
Transparency		<ul style="list-style-type: none"> Innovative community engagement strategies: Open houses, walk/bike shops, interactive workshop design, Textizen, Co-Urbanize, greater online presence 	

STREAMLINE PROCESSES

1. Clarify ZBA Design Review guidelines
2. Clarify Article 80 Design Review guidelines
3. Streamline Design Review process
4. Standardized procedures for initiating, managing, and concluding all Article 80 Reviews
5. Brief urban design status updates at BRA Board
6. Pipeline 2.0: Internal tracking system
7. Integrate ZBA/BRA Planning and Design Review into ISD

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Streamline Processes

July 2015

Development Review

- Project pipeline: overwhelming user interface, no triggers, workflows or automation, limited reporting capabilities
- Inconsistent communications regarding project review, approval and completion
- Current Article 80 perceived as barrier to entry to outside developers
- Desire to bring new participants into community process
- Some community members like current zoning to maintain their voice in development matters

Design Review

- Perception that design review dictates design rather than reviewing it
- Design review process perceived to be tedious and unnecessarily long
- Unclear guidelines regarding design review
- Role of BCDC questioned

April 2016

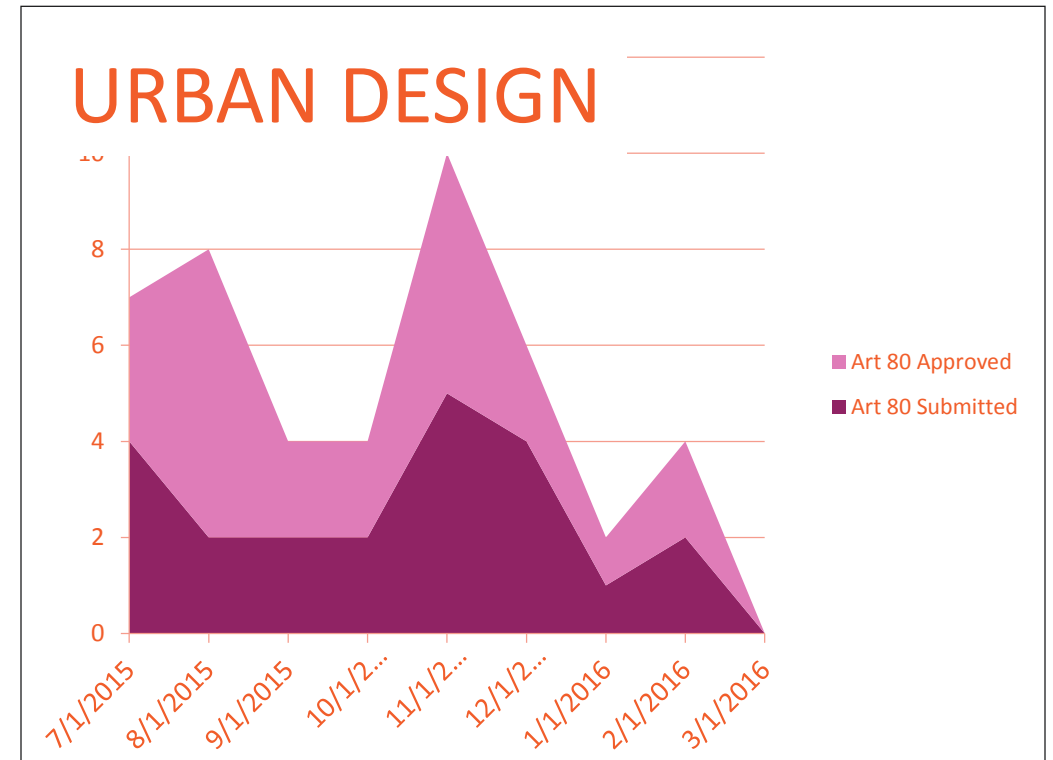
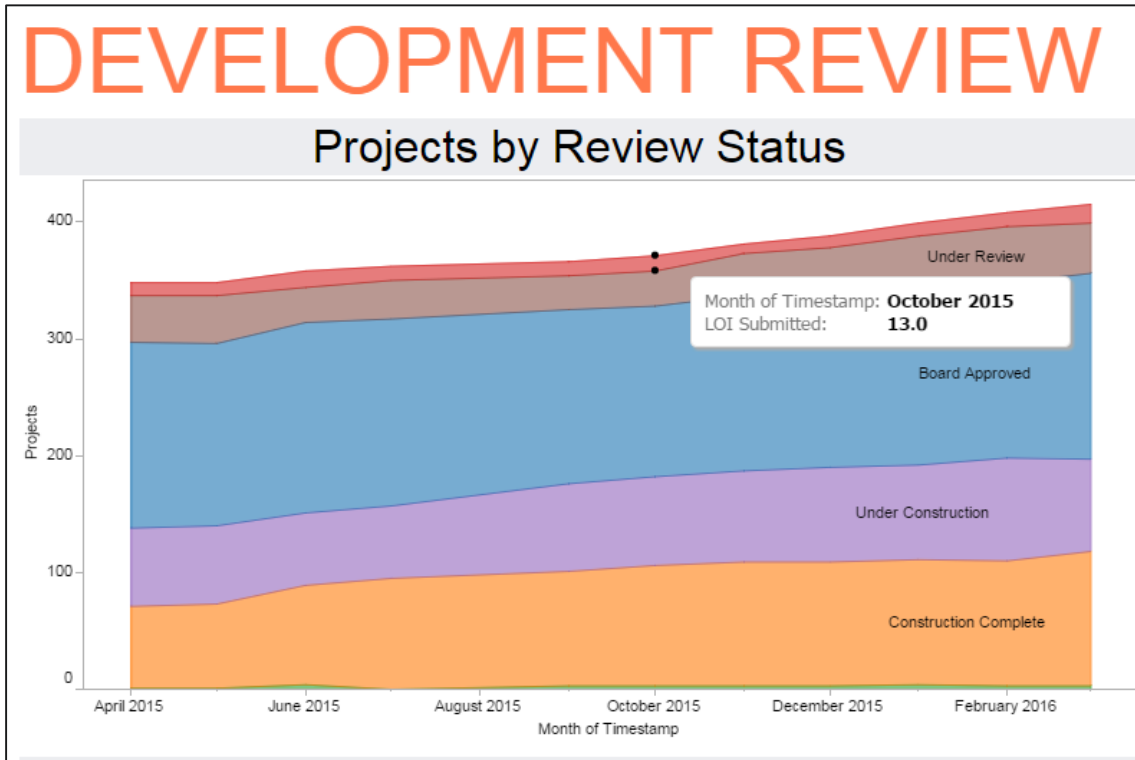
- Pipeline 2.0 in full development
- Electronic document submission
- Dedicated and detailed project pages on website
- On-line calendars
- ~80% of projects are approved in ~6 months
- Team approach to project review
- Regular structured interdepartmental meetings

- Design Review to be integrated into Pipeline 2.0
- Clear ZBA Design Review guidelines published on website

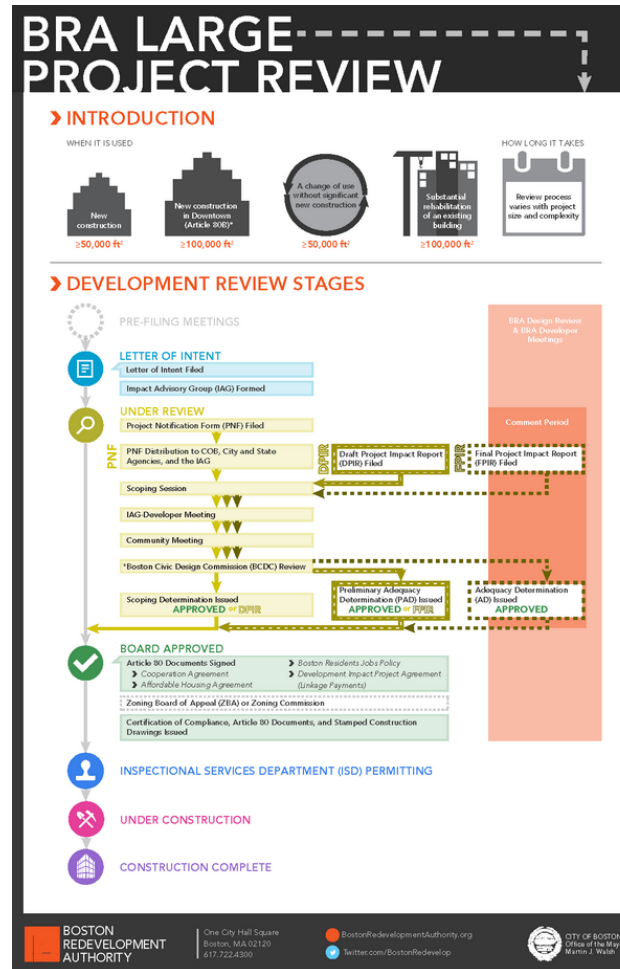
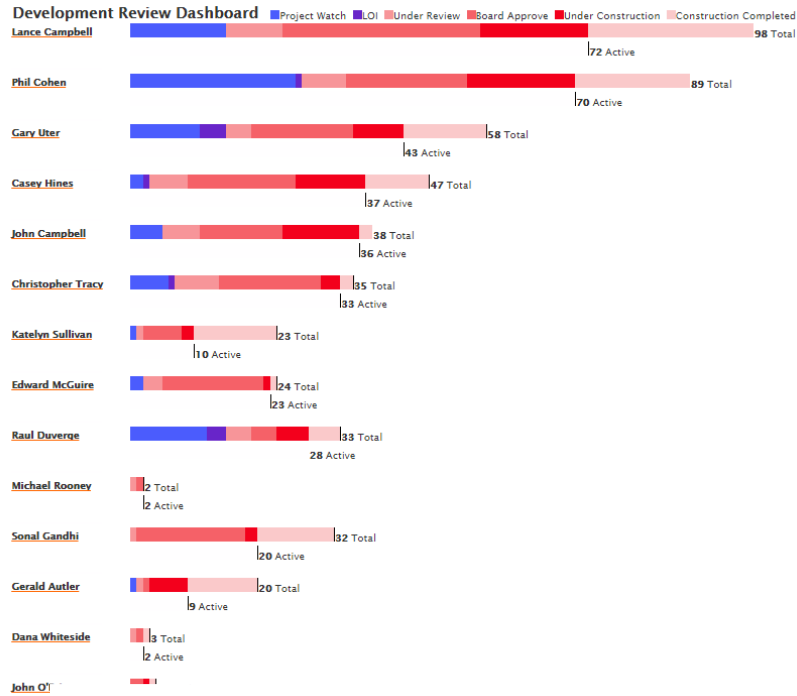
Upcoming

- **Complete Pipeline 2.0**
- Standardized and enhanced BRA Board memos and presentations
- Collaborative public meeting and board presentations
- **Standardized notices to neighborhood and IAG regarding BCDC and all BRA board actions**
- **Piloting new models for more open, collaborative and inclusive public meetings**
- **Urban design to be fully integrated into Pipeline 2.0**
- Regular BRA board presentations
- **Future Design Guidelines (“Dos and Don’ts”) Small Project Review, etc.**
- Electronic sign-off: Small Project Review, Large Project Review (pending ISD)
- **Design Conference IDeAS 2.0: Public conversation/forum on why urban design matters, value of quality design**

Track departmental metrics (in progress)



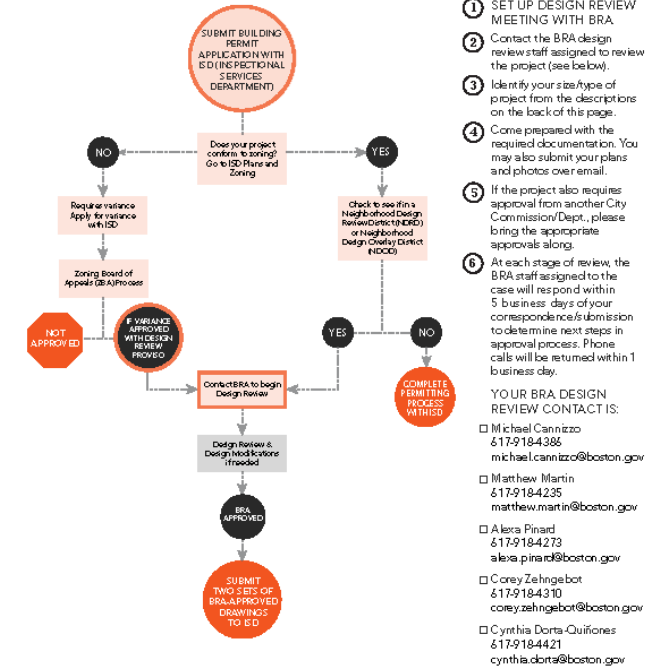
Streamline processes, while also capturing the unique aspects of a particular department



ZBA-BRA DESIGN REVIEW

PURPOSE OF DESIGN REVIEW PROCESS + NEXT STEPS

The purpose of Zoning Board of Appeal (ZBA) - Boston Redevelopment Authority (BRA) design review is to ensure that the design of the proposed exterior alterations, additions or new construction is compatible with, and enhances the existing character of the immediate neighborhood. Please follow this guide to help expedite BRA design review approval.



BRA DESIGN REVIEW

IDENTITY + CULTURE

These objectives cut across all departments at the BRA.

Progress on items related to BRA identity and culture should be ongoing and responsive to staff feedback and analysis. The BRA has taken concrete steps to address these action items, but will continue to do so over the next year.

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BRA MISSION

In partnership with communities, the BRA plans Boston's future while respecting its past. By guiding physical, social, and economic change in Boston's neighborhoods, the BRA seeks to shape a more prosperous, resilient and vibrant city for all.

THEN

JULY 2015

 f: 12,582

 i: 161,000

 s: 3,239

 w: 1.8m

NOW

APRIL 2016

 f: 14,369

 i: 258,000

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 w: 2.2m

TRANSPARENCY

Improved
Board process

Mission/
Values on
website

Article 80
project pages

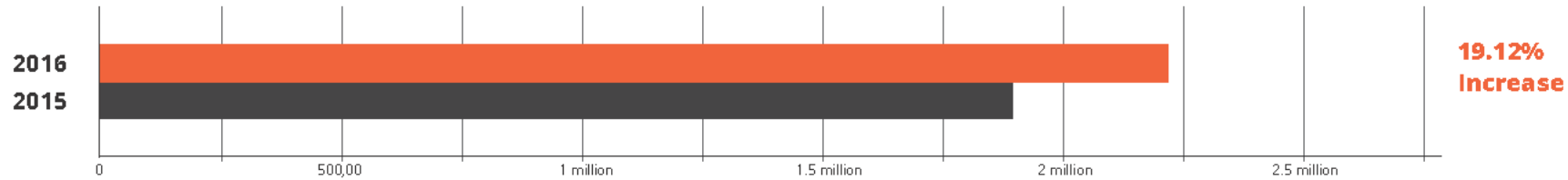
Budgets
posted

Open house
public meetings

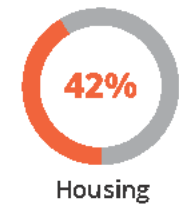


WEB ANALYTICS

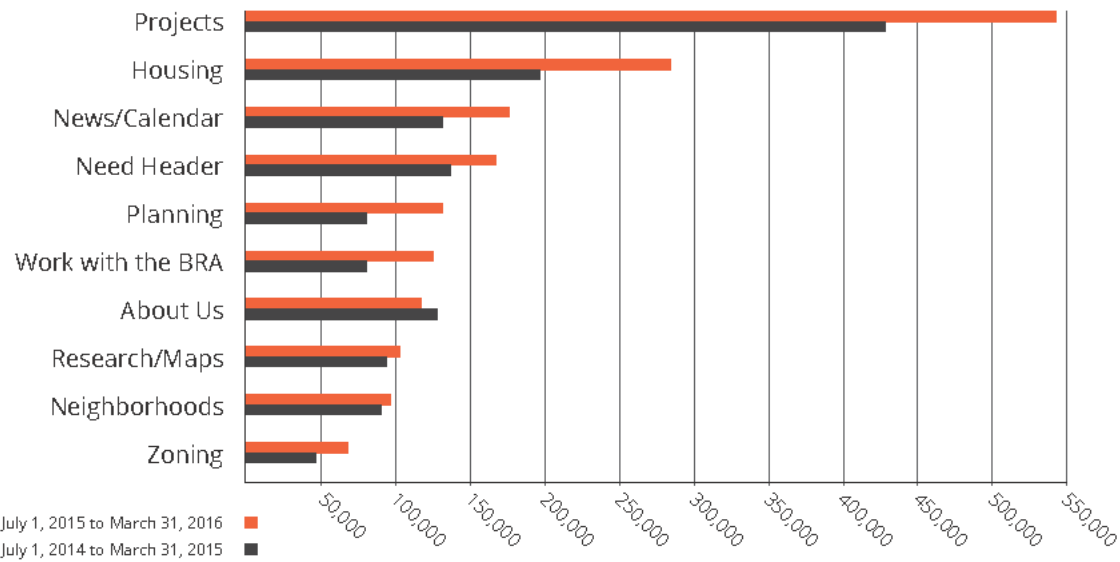
Page Views by Year



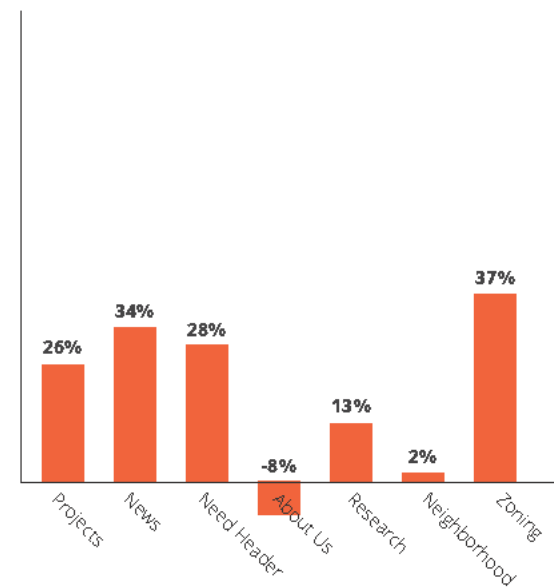
**Percentage of Increase
The Top Three**



Content Breakdown







Percentage of Increase







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TRANSPARENCY

Improved Board process

Mission/
Values on website

Article 80 project pages

Budgets posted

Open house public meetings

CULTURE

3 all-staff meetings/
year

Directors lunches

On-site prof. staff training





Formal cross-departmental collaboration

Core Values Directors Questions

Integrity Diversity
Accountability Fairness Efficiency
Trust **Transparency**
Collaboration Teamwork Foresight
Consistency **Respect** Efficiency
Consistency Collaboration

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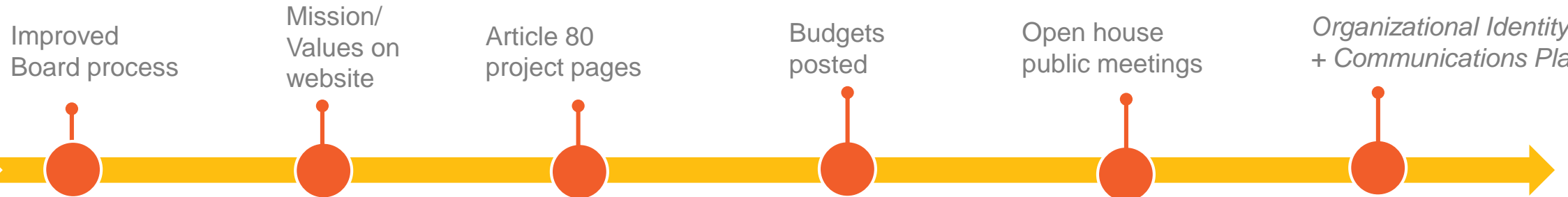
FUTURE

2016-2017

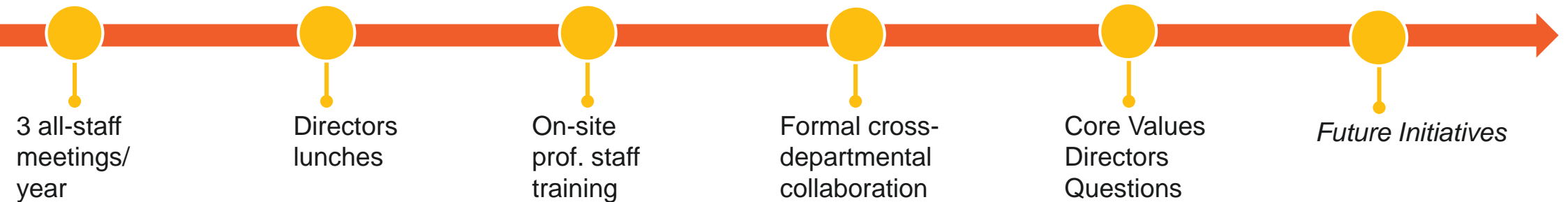
*Neighborhood
informational sessions*

*Organizational Identity
+ Communications Plan*

TRANSPARENCY



CULTURE



3

Key Upcoming
Items



KEY UPCOMING ITEMS

- **FY17 budget presentation - June 2016 BRA Board Meeting**
- **Raymond L. Flynn Marine Park Master Plan update**
- **Accurate BRA-owned land database (BOLD)**
- **Strategic Planning Areas**
- **Pipeline 2.0: Phase 1**
- **Continued improvement of design review processes and procedures**
- **BRA Urban Design Conference (IDeAS 2.0) – June 2016**
- **Piloting new models for more open, collaborative and inclusive public meetings**
- **Neighborhood Informational Sessions**
- **Organizational Identity + Communications Plan**



April 14, 2016

BRA/EDIC Board Meeting