Boston Redevelopment Authority

Operational Review Debrief

Objectives of the operational review

- Assess the Boston Redevelopment Authority's (BRA) Planning Department and the BRA's current operations to identify opportunities for improvement

- Outline a potential set of next steps for the BRA to address these opportunities

Several sources of insight were used to assess current performance and identify opportunities

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Sources of insight

Interviews with BRA employees	▪ Discussed challenges and opportunities 1:1 with over 30 BRA employees
Interviews with BRA's external stakeholders	▪ Spoke 1:1 with 18 external stakeholders, including developers, community organizations, and other Boston depts
Assessment of peer cities	▪ Reviewed 4 domestic and 4 global peer cities, including interviews with 3 US-based planning department leads
Process review	▪ Analyzed existing Article 80 and Design Review processes
Financial review	▪ Assessed current-state financial performance, including potential real estate opportunity
Organizational health survey	▪ Conducted a 30+ minute organizational health survey; analyzed responses (70%, n=156) against 700+ other organizations

Interviews[1] (n=56)

Planning Dept	17
Other BRA	21
Other Boston city agencies	4
Community orgs & members	4
Developers	4
Other external	6

1 Number of different people interviewed; with several, multiple discussions were conducted. Dates: Between Feb 9 and Mar 20, 2015

Overview of the BRA

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Key facts

Organization & Operations

- **Employs ~240 staff** across 10 divisions and 6 legal entities (BRA, EDIC, and 4 501c(3) organizations) including 24 contractors and 5 PTE
  - There are **35 staff (~15%) in the Planning Department**, and a total of ~45-55 planning-related staff across the City
- Between 2010 and 2014, BRA approved ~260 Article 80 projects (~52 per year)

Finances

- **Operating surplus of ~$5M/year generated in both 2013 and 2014,** but is expected to fall to <$1M/year in 2015 and 2016, driven mostly by a decrease in intergovernmental revenue
  - 2014 revenue of $59 M and 2015 revenue expected to be ~$53 M. Rental revenue contributes ~50% of total revenue
  - Expenses are driven by contractual services ($27.1M) and salaries and benefits ($25.8M), which together make up 98% of total operating expenses

- **Cash position of $51 M in 2014** on its balance sheet
  - **~$18M of this is unrestricted** and may be allocated for capital spending and other internal expenses (e.g., employee fringe benefits)
  - Cash position was strengthened by $13 M of operating surplus generated over the last three years (2012-2014)

Sources: BRA Finance Dept, BRA Development Review Dept

Key findings (1/4)

Theme	Findings
(A) Mission & vision	▪ **Those interviewed do not believe the BRA has a clear mission or vision** – BRA performs 5+ functions today and interviewees say it is not clear that all these activities are core to the BRA's mission (e.g., JCS, property management) ▪ BRA's vision over the next 3-5 years could be to continue to support development while doing **more proactive planning** – Most peer cities do more comprehensive planning than Boston (e.g., master planning, robust neighborhood planning, in-depth environmental planning, etc.) – Majority of internal and external stakeholders believe Boston should **do high-level citywide planning,** and do more proactive planning in general
(B) Organization & capabilities	▪ **Organizational health across the BRA is bottom-quartile** compared to other public and private sector organizations, driven by low coordination/control, accountability, and culture/climate. However many staff reported that they feel the BRA has been moving in the right direction over the past year ▪ **Changes to the organizational structure and talent may need to be evaluated to drive the necessary transformation of the agency** (e.g., Director currently has a higher than average span of control with 13 direct reports) ▪ Majority of peer and leading global cities keep **planning and development review together** in the same organization, although strategic economic development activities are typically in a separate organization

Sources: BRA stakeholder and staff interviews, BRA annual report, BRA website, OHI survey, interviews with peer city agencies

Key findings (2/4)

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Theme	Findings
B **Organization & capabilities (cont'd)**	**Boston does relatively less planning than peer cities** and has fewer planning-dedicated staff - Unlike the BRA, planning organizations in peer cities evaluated: - Have a **dedicated master planning group** - Are **more integrated across the "customer journey"** in that they handle planning through permitting and inspection - Are **city agencies funded through city budget and development fees** (e.g., development review fees, permit fees, etc.) - Similar to the BRA, planning organizations in peer cities evaluated also: - Play a key coordinator role, with **planning activities spread across multiple city departments** **Outsource specialty capabilities** (e.g. traffic studies, financial studies), although to varying degrees - In peer cities, citywide **property ownership and maintenance is often consolidated into a single city agency**; where this is not the case, sale/leasing of property is often centralized **If BRA wants to drive master planning and increase the number of planning projects over the next 2-3 years, it would likely require 5-6 more planning and 1 more design staff resource,** as well as reallocation of some existing staff

Sources: BRA stakeholder and staff interviews, BRA annual report, BRA website, OHI survey, interviews with peer city agencies

Key findings (3/4)

Theme	Findings
C **Management & governance**	▪ **Several personnel management processes are absent or poorly executed** (e.g., no formal feedback mechanisms; no performance reviews conducted for 8 years; no accurate roster of all staff) ▪ **Metrics are not used** to understand or manage performance at an organizational level or within any of the divisions within the BRA ▪ **Financial / accounting** data and processes are **not in line with peer City agencies** (e.g., no budgeting process today, financial entries not up to date), and are dependent on individuals' institutional knowledge ▪ **Better integration** between EDIC/BRA could be sought; different compensation and benefits structures in an integrated workforce today creates resentment and management challenges
D **Asset management**	▪ Comprehensive, accurate list of all BRA real estate assets does not exist (e.g., one parcel listed as being 7 mi^2) ▪ **At least 10 properties are available for lease in near-term with potential incremental revenue opportunity of ~$6-8M[1],** if appropriate capital improvements are made and real estate portfolio is strategically managed ▪ **Real estate management could be elevated in the organization**, given its importance to revenues, rather than being two layers down within the Facilities and Engineering Department

1 Potential revenue for China Trade Building based on Costar rental data for zip code 02116. This price is gross and does not net out the $3M cost of capital
   improvements required, as well as property operating costs.
Sources: BRA stakeholder and staff interviews, BRA annual report, BRA website, OHI survey, interviews with peer city agencies

Key findings (4/4)

Theme	Findings
(E) Processes & systems	▪ **Many internal processes are not codified or standardized, leading to concerns about sufficient oversight and transparency** (e.g., budgeting, lease negotiations, design review, compensation decisions, etc.) ▪ Development review perceived to work reasonably well by external stakeholders, although constituents desire **streamlining across agencies** (e.g., BRA, ZBA, ISD) **and greater consistency across development projects** (e.g., how PMs manage, when planners are involved, etc.) ▪ **Design Review process is viewed as too long, too subjective, and inconsistent across projects.** However, most believe that high design standards and holding developers to a high bar is good for the City ▪ **Systems are needed for tracking and maintaining data** on Article 80 project reviews (including design review), ZBA reviews, and real estate/leases. Only 64% of projects include specific approval dates
(F) Transparency	▪ **There is low transparency today both internally and** externally, e.g., no audited financial report published since 2012; no clear published Article 80 design review guidelines; siloed culture with limited information-sharing across divisions ▪ **Opportunity exists to more proactively communicate** the rationale behind decisions made by the BRA and the benefits the BRA provides to Boston

Sources: BRA stakeholder and staff interviews, BRA annual report, BRA website, OHI survey, interviews with peer city agencies

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- **BRA Overview**

- Performance Assessment

- Potential Next Steps

The BRA[1] is the organization responsible for planning and development review in Boston, and drives several other activities as well

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	Activities currently driven by BRA	Activities currently not driven by BRA
Planning and design	▪ Create targeted plans for some city areas ▪ Review development projects and provide guidance on planning and design aspects ▪ Provide design review for select ZBA projects	▪ Conduct city-wide or comprehensive neighborhood planning ▪ Drive transportation or environmental planning (done in other depts)
Development	▪ Facilitate the review process (Article 80) for development projects	▪ Perform strategic economic development (e.g., target sectors, large-scale businesses, etc) ▪ Provide permitting and inspection services (done in ISD)
Zoning	▪ Shape zoning code by suggesting policy changes to the Boston Zoning Commission	▪ Control and change zoning code ▪ Decide on zoning code appeals
Jobs and community services	▪ Provide adult education, skills training, and job placement ▪ Provide youth services	▪ Support job growth / training for non-blue collar jobs
Property management	▪ Own and sell land ▪ Lease undeveloped and improved land ▪ Manage property (facilities management), including making capital improvements	▪ Drive similar activities for land/buildings owned by other agencies (e.g., DND, BPS)

1 Refers to the combined BRA, consisting of the BRA and EDIC legal entitites
Source: BRA interviews, BRA annual report, BRA website

The BRA has 246 people across 10 divisions and 2 legal entities (BRA and EDIC)

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BRA organization[1] as of March 2015

( ) = Number of FTE

Chief of Staff

Director of BRA (5)

BRA Board (5)

Executive Secretary (2)

Support (4)

Planning (35)

Zoning policy (2)

Research (6)

Develop-ment Review (9)

Enginee-ring and Facilities Manage-ment (34)

Communi-cations (2)

Jobs and community services (79)

MIS (Infor-mation Systems) (14)

Admin and Finance (38)

Legal (10)

Urban Design (15)

Community and Institutional Planning (9)

Regulatory and Environmental Planning (9)

Zoning (ZBA Review) (2)

Property management (11)

Capital Construction (6)

Real Estate and Commercial Leasing (2)

Operations (15)

Human Resources (5)

Budget and Finance (14)

Compliance (6)

Administrative Services[2] (13)

- Total headcount: 246
- EDIC legal entity: 164
- BRA legal entity: 82

1 Most recently created org chart does not fully align with most recent payroll data 2 Administrative services includes admin staff allocated to several departments

The Planning Department today performs several functions

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Planning Division: Types of activities		Description
Planning	**Regulatory and Environmental**	▪ Coordinate city plans with State/Federal regulations ▪ Coordinate Environment policy with other city agencies
	Institutional	▪ Review and approve institutional master plans ▪ Manage long-term relationships with Institutions
	Community	▪ Facilitate community planning through public engagement ▪ Provide zoning recommendations
Urban Design	**Article 80 Design Review**	▪ Conduct design review on Article 80 projects
	Neighborhood and ZBA Design Review	▪ Perform design review on select ZBA projects
	Technology Group	▪ Develop and maintain city-wide 3D model
	Boston Civic Design Commission	▪ 1 member of BRA sits on BCDC board, which reviews and critiques all Article 80 projects
Zoning		▪ Recommend updates to City zoning code (through Zoning Commission) ▪ Facilitate review of all ZBA appeals cases

The BRA[1] generated $59M in revenue in FY14, with nearly half coming from long-term leases (either land or building leases)

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Revenue sources	FY14A revenue	Explanation
Rental, leases, and long-term agreements	$28.1M *(48%)*	▪ Properties owned by BRA that generate rental income, generally on long-term agreements ▪ Sustainable revenue model
Equity Participation	$4.9M *(8%)*	▪ Land sales that provide revenue on condo sales in perpetuity ▪ 4% of sale price on first condo sale and 2% for every sale thereafter
Project, Interest and Other income	$2.3M *(4%)*	▪ One-time land sales (disposition) ▪ Used to account for 20-30% of total revenue but is now very low
Inter Government and Grant income	$23.9M *(40%)*	▪ The State provides grants to BRA which are then used by Jobs and Community Services (JCS) for creation of jobs ▪ Intergovernmental transfers may also support capital improvements on properties ▪ Nearly 40% of total revenue in 2013 and 2014

- Rental, leases, and long-term agreements are expected to be the primary driver of revenue going forward
- ~ 75% leases are long term and don't have renegotiation windows before 2048. Rest are varied with shorter-term expiry dates in the 2020s and 2030s
- Grant income is pass-through; nearly 100% of this revenue is incurred as cost by JCS

1 BRA (here and in following pages of financial analysis) refers to the combined BRA / EDIC entity
SOURCE: BRA Finance Department electronic data and handwritten notes

15 revenue sources drive ~50% of revenue

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$M, 2014A

Category	Source	Value
Rental, leases and long term agreements ($18M)	First Trade Union	3.7
	Sargent's Wharf	2.0
	Rowes Wharf	1.7
	China Trade	1.6
	Jamestown 21-23-25 Drydock	1.5
	Hayward Street	1.5
	Boston Freigh Terminals	1.2
	Boston Design Center/MDSE MART	1.1
	University Associates	1.0
	Massport Authority	0.9
	Zoom Group	0.7
	CV Dry dock Avenue LLC	0.6
	Park-wide Reimbursement	0.6
Inter-Government and Grant Income ($9.5M)	CDBG	2.8
	Workforce Investment Act Youth Program	1.6
	Workforce Investment Act Adult Program	1.3
	Skilled Careers in Life Science (SCILS)	1.2
	Workforce Investment Act Dislocated Workers Program	0.9
	Write Boston (deferred revenue)	0.9
	DOE State Literacy	0.9
Others[1] ($31.5M)	Other (e.g., smaller leases)	31.5

47% of revenue

1 Includes approximately $10M of rental income from ~ 57 rental/leases with annual payments varying from $1500 to $500K such as Sidera Networks, Harbor Light etc., $7.2M of revenue from equity participation and project income and other grant income of $14.4M primarily for JCS related work

SOURCE: BRA Finance Department

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In FY14, revenue exceeded costs by ~$5M

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$M

FY14

Revenues

28.1 — Rental, leases, and long-term agree-ments

23.9 — Inter Govern-ment and grant income

4.9 — Equity Partic-ipation

2.3 — Project interest and other income

59.2

Costs

54.4 — Personnel and benefits

25.8

27.7 — Contractual services plus (Grants, etc.)

1.0 — Admin

SOURCE: BRA Finance Department

14
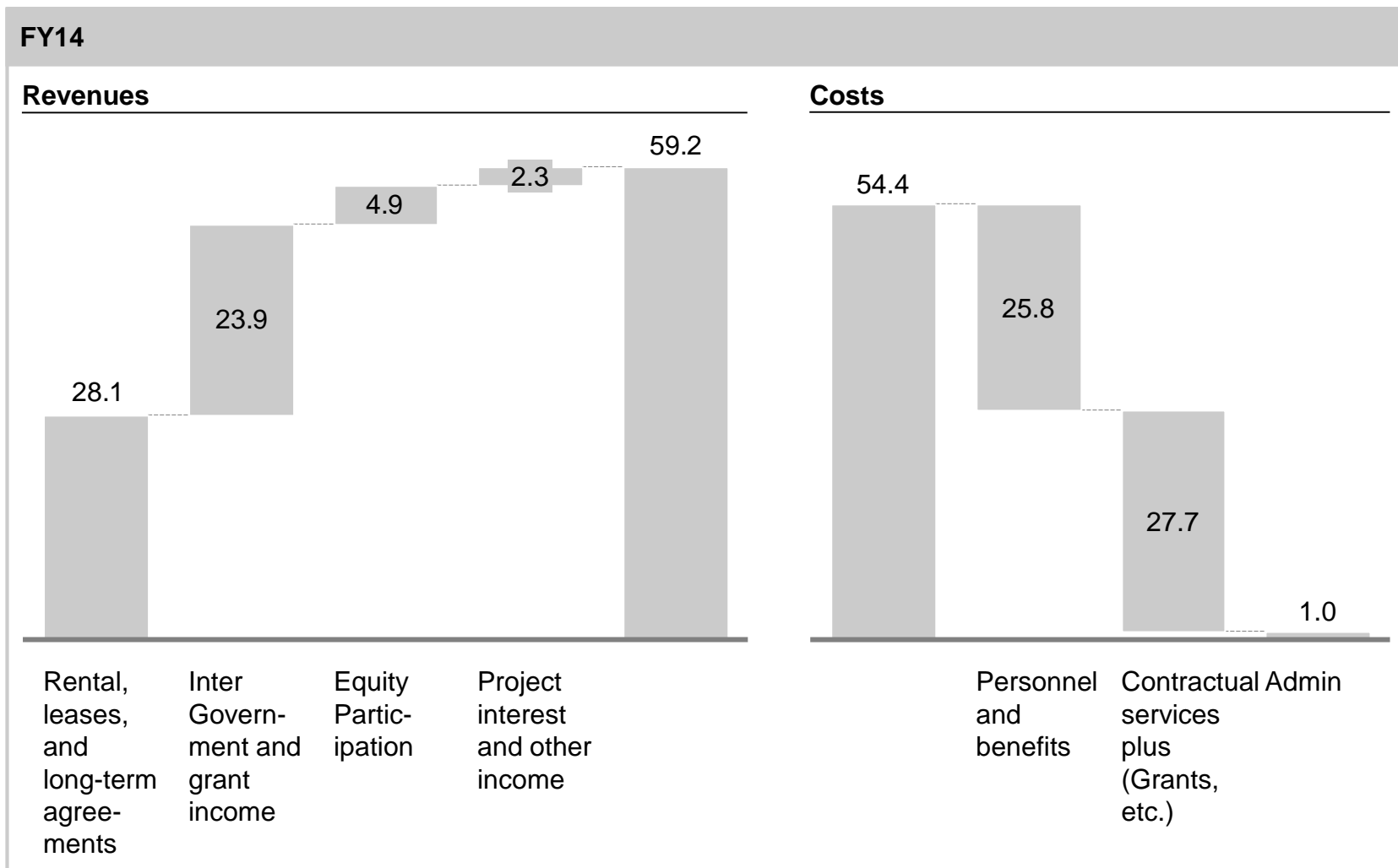
Net surplus from real estate income funds planning, development services, and associated overhead
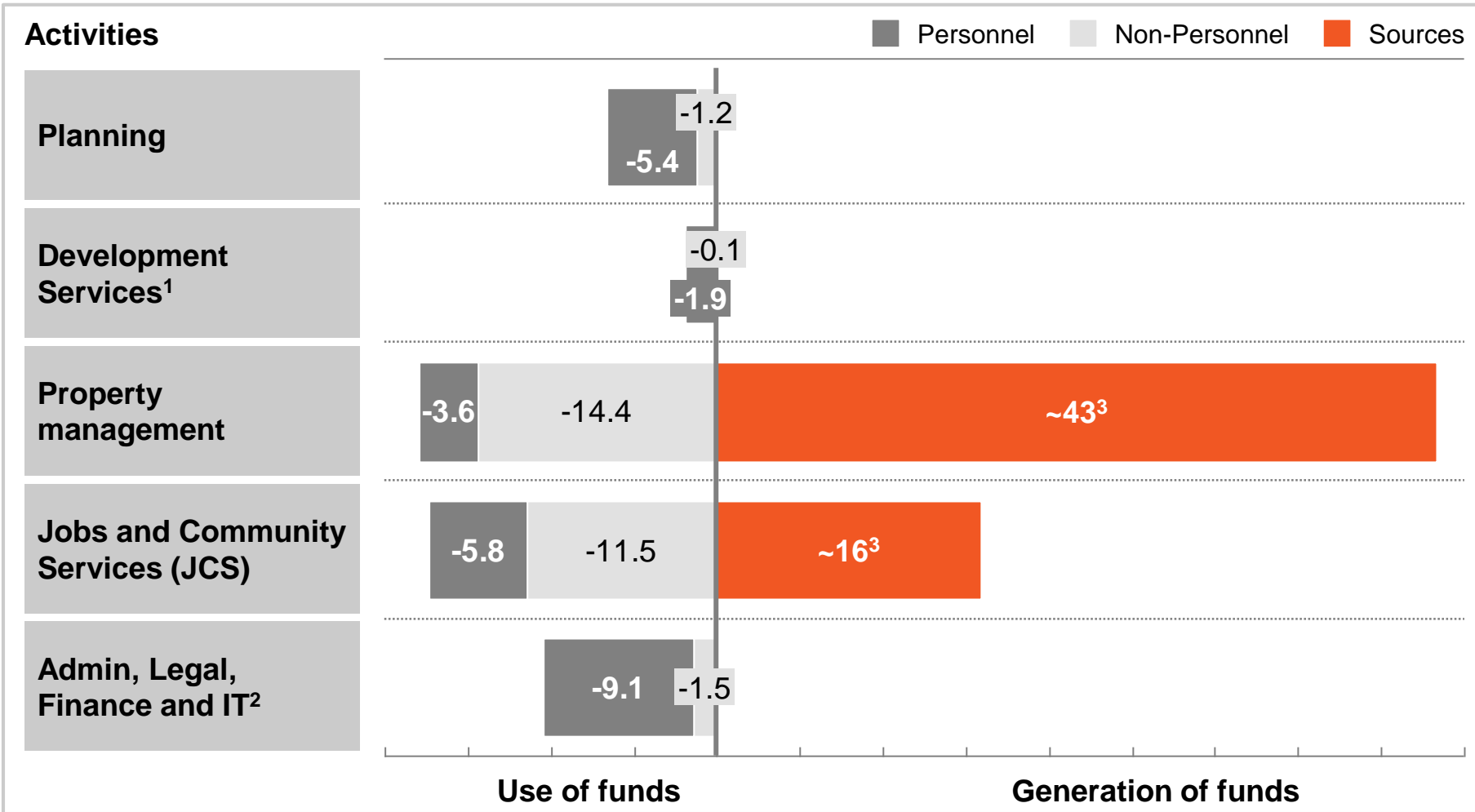
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$M, 2014A

Activities	Personnel	Non-Personnel	Sources

Use of funds   **Generation of funds**

- Planning: -1.2, -5.4
- Development Services[1]: -0.1, -1.9
- Property management: -3.6, -14.4, ~43[3]
- Jobs and Community Services (JCS): -5.8, -11.5, ~16[3]
- Admin, Legal, Finance and IT[2]: -9.1, -1.5

1 Includes development review, communications, and regulatory reform
2 Includes Director's Office, Secretary's Office, other admin personnel, Research, General Counsel, Finance, HR, Management Information System and Board
3 Split between revenue for JCS and from property management is approximate; per BRA Finance Dept, revenue for JCS is typically $1-2M less than cost, and remainder of revenue is from property management

SOURCE: 2014 BRA Budget , 2014 BRA Audit reports, BRA Finance Dept
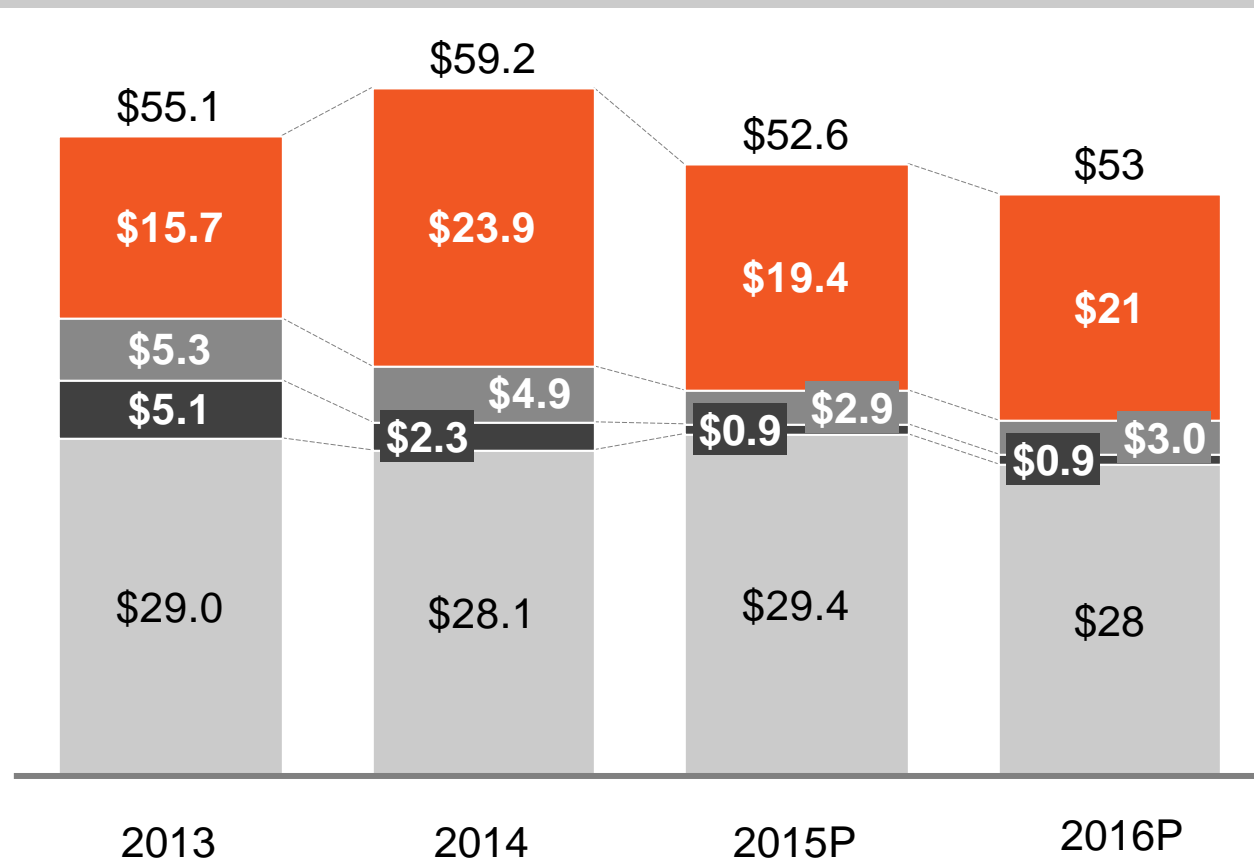
Increased BRA operating income in 2012-14 has helped grow the cash balance, but income is expected to decrease to <$1M in 2015-16

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$M

BRA/EDIC Revenue, Cost, and Operating Income

Operating income

Revenue Cost

Year	Operating income	Revenue	Cost
2011A	0.5	51.8	51.3
2012A	2.9	53.5	50.6
2013A	5.0	55.1	50.1
2014A	4.8	59.2	54.4
2015P	0.7	52.6	51.9
2016P	0.5	53.0	52.5
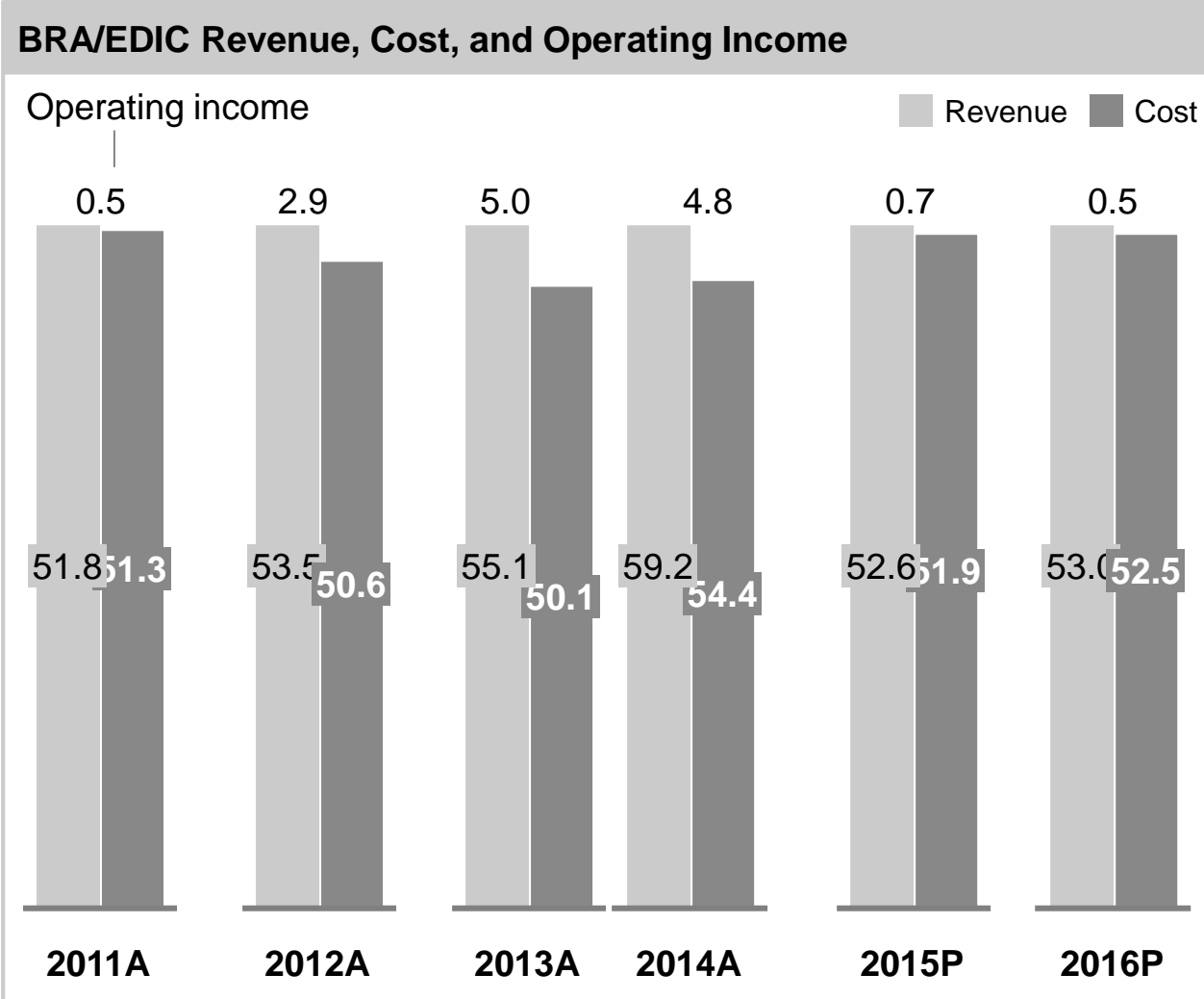
- Rental and lease revenue is roughly constant between 2011 and 2015, but income increased due to grants and intergovernmental

- BRA cash position in 2014 is ~$51M - ~$18M[1] of which is unrestricted – but there is limited strategic budgeting today

- More broadly, segmented and limited financial visibility across the organization is a significant challenge (e.g., some key finance data documented in notes only)

SOURCE: BRA Finance Department
1 Plan is to allocate these funds for capital spending, additional staffing, and other internal expenses

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BRA has ~$51M in cash and cash equivalents today, with ~$18M unrestricted

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BRA Balance Sheet
$M

		2013A	2014A	2015P[1]
Assets	**Current**	89.3	51.1	47
	Non-current	180.2	189.7	192
Liabilities	**Current**	8.8	12.2	10
	Non-current	225.2	208.4	200

Of $51M, approximately $18M is unrestricted[2]

- Due to data limitations, Finance Department is not able to verify the cash flows over time or rationale for changes in ending balances
- The projection for 2015 is based on notes and the Finance Department was not sure of linkage to the 2014 balance

1 NOTE: 2015 projected numbers are based on BRA Finance Department estimates, but there is not a clear tie between numbers and current financials.
2 Plan is to allocate these funds for capital spending, additional staffing, and other internal expenses (e.g., fringe employee benefits, unfunded liabilities)
SOURCE: BRA Finance Department

Planning department expenses account for 12% of BRA total while E&F and JCS together account for 65%

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2014 Costs

$M	Planning	Development Services[1]	Engineering & Facilities(E&F)	Jobs and Community Services (JCS)	Admin, Legal, Finance and MIS[2]	Total
Salaries	3.3	1.4	2.7	4.5	6.2	18.1
Benefits	2.1	0.5	0.9	1.3	2.9	7.7
Admin[3]	0.2	…	0.1	0.3	0.4	1.0
Contractual Services	1.0	0.1	14.3	11.2	1.1	27.7
Total Cost	6.6	2.0	18.0	17.3	10.6	54.5
% of Total Cost	12%	4%	33%	32%	19%	100%
Headcount	35	12	34	79	86	246[4]
% Headcount	15%	5%	14%	32%	35%	

1 Includes Development review, communications, and Regulatory reform
2 Includes Director's office, Secretary's office, other Admin personnel, General Counsel, Finance, HR, Management Information System, Research and Board
3 Admin includes costs for supplies, advertising, data processing, software, travel and other expenses
4 Includes part-time employees and contractors

SOURCE: 2014 BRA Budget and 2014 BRA Audit reports

BRA approved ~260 Article 80 projects between 2010 and 2014

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■ Projects approved as listed in Pipeline   ■ Projects approved, but not noted as such in Pipeline

Detail for projects tracked in Pipeline database

	Number of Projects approved[0]	**Average cost of Project[1]** $M	**Total Project cost[2]** $B
2014	37 / 58	49.8	1.8
2013	54 / 76	75.6	4.0
2012	33 / 37	81.1	6.0
2011	17 / 46	23.1	0.4
2010	19 / 37	30.6	0.6
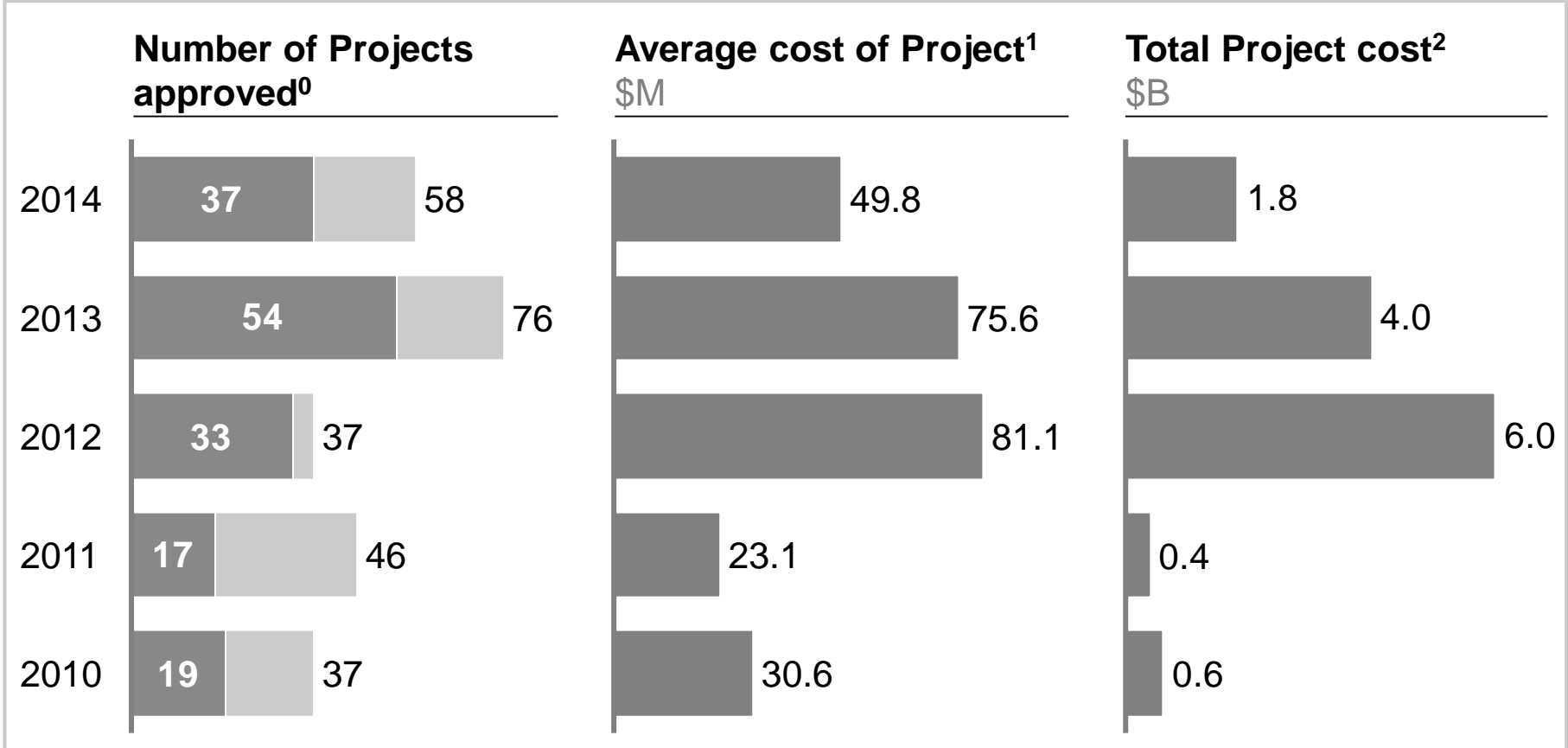
0 Pipeline (project tracking tool) only denotes a portion (!150) of projects as approved
1: Average cost of project is the proposed cost of projects denoted as approved in Pipeline.
2. Total project cost is the product of "number of projects approved" and "average cost of project". Only includes projects denoted as approved in Pipeline

SOURCE: BRA Pipeline data

The Article 80 process, including Design Review, involves numerous different stakeholders

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Stakeholder	Pre-file discussions	Filing and pre-review	Article 80 review	Board Approvals	Permitting and construction
Developer	✓	✓	✓	✓	✓
City of Boston	✓	✓	✓	✓	✓
BRA Planning	✓	✓	✓	✓	
BRA Development Review	✓	✓	✓	✓	
Citizens	✓	✓	✓	✓	
Neighborhood Organizations	✓	✓	✓	✓	
Elected Officials	✓	✓	✓	✓	
IAG		✓	✓	✓	
BTD		✓	✓		
BCDC (Boston Civic Design Commission)			✓		
Landmarks			✓		
City and state agencies			✓		
BRA Board				✓	
Zoning Board of Appeals				✓	
ISD					✓

SOURCE: BRA website and interviews

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- **Performance Assessment**

  – (A) Mission & vision

  – (B) Organization & capabilities

  – (C) Management & governance

  – (D) Asset management

  – (E) Processes & systems

  – (F) Transparency

- Potential Next Steps

The current performance of both the Planning Department and the BRA more broadly was reviewed along six dimensions

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A — Mission & Vision

B — Organization & Capabilities

C — Management & Governance

D — Asset Management

E — Processes & Systems

F — Transparency

Boston Redevelopment Authority

- Across each of the 6 areas covered in the operation review, the BRA was compared to the comparable agency in a set of other cities
  - **Peer cities:** U.S. cities with total population and population density comparable to Boston
  - **Global cities:** Major U.S. and international major financial centers

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- Potential Next Steps

A Peer cities and global cities considered

	City	Current Population[3], million	Population Density[3] (/sq. Mile)	Annual population growth rate[4] Percent, 1995-2015	Current GDP[4] $ M	Annual GDP growth4, percent, 1995-2015	Construction GDP / Capita[1,4] '000s $	Quality of Life Ranking[2,4]
Peer Cities	**Boston**	0.6	13,340	0.3	336,232	2.2	2.1	35
	San Francisco	0.8	17,867	1.0	360,395	2.6	2.2	29
	Philadelphia	1.5	10,520	0.3	364,009	2.0	1.7	54
	Seattle	0.6	7,774	1.1	258,819	2.9	2.3	44
	Vancouver	0.6	13,590	1.4	109,800	2.9	3.5	5
Global Cities	New York	8.4	27,778	2.00	1,358,000	2.0	2.0	44
	Singapore	5.5	19,725	1.40	297,941	2.4	1.5	25
	Hong Kong	7.2	17,024	0.80	292,677	2.2	2.3	70
	London	7.8	6,600	1.80	732,000	2.1	1.8	38
	Berlin	3.6	10,520	0.32	141,022	2.7	1.2	16

1 Defined as ratio of construction GDP and population of the city
2 Mercer Quality of Life ranking
3 Data for the City proper
4 Data for Metropolitan area
SOURCE: US Census Bureau, City websites

A Most peer cities do more planning than Boston

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✓ Full planning　　✓ Partial planning　　☐ No planning

Types and Extent of planning conducted by various cities

	City	Project by Project[1]	Special Planning Areas[2]	Neighborhood Planning[3]	Master Planning[4]
	Boston	✓	✓	✓ (partial)	
North America Peer Cities	San Francisco	✓	✓	✓	✓
	Philadelphia	✓	✓	✓ (partial)	✓
	Seattle	✓	✓	✓	✓
	Vancouver	✓		✓	✓ (partial)
Global Cities	New York	✓	✓	✓	✓
	Singapore	✓ (partial)	✓	✓	✓
	Hong Kong	✓ (partial)	✓	✓	✓ (partial)
	London	✓	✓	✓	✓ (partial)
	Berlin	✓	✓	✓	✓

1 Planning to support specific development projects or other city objectives. For example, Philadelphia does planning to promote projects pertaining to providing accessibility to healthy eating places. Similarly, the city of Boston has a food truck initiative. All cities identified do "Development review" which is the activity performed when a developer submits a project proposal

2 Identifying special zones / areas for economic development. For example, Harrison Albany Corridor is a special planning area for the South End

3 Planning for neighborhoods within cities. For example, the neighborhood of Roxbury in Boston Metropolitan area. Full check represents all neighborhoods/districts have a plan

4 Master planning is defined as "partial" if City has a strategic vision document with goals. Defined as "full" if there is a plan with maps, zoning, land use and development rules along with an implementation plan including description of the key processes

SOURCE: City websites

A … including master planning, although the process varies (1/2)

City	Master plan timeline	Description of master planning process	Key metrics tracked
Seattle	- 20-year plan (1994-2014) - Annually amended with a comprehensive update every 10 years - Developed over 5 years - New plan is "Seattle 2035"	- Driven by Department of Planning and Development (DPD) - Guided by four core values of community, environment, economic development, security and social equity - Plan must meet requirements of "Washington State Growth Management Act" - Draft plan is discussed through series of ongoing public engagement events. Feedback is adopted into the Final Mayor plan which is then approved by DPD - Portions of the plan are legally mandated	- 2024 Jobs per Household - 2020 % of trips made using Non-SOV modes - 2050 goal of 87% reduction in GHG emissions - 2020 Traffic volume-to-capacity ratio
Philadelphia	- 25-year plan (2010-2035) - Updated every 5 years - Developed over 1.5 years - Implemented over 2 phases. Phase 1 for the City and Phase 2 for 18 Districts - Last Comprehensive plan was published in 1960	- Driven by Philadelphia City Planning Commission (PCPC) - Plan has two sections. "City Wide Vision" that informs District plan and "District Plans" that inform zoning rules - Two working groups: The City Working Group comprising of city agencies and The External Advisory Board comprising of regional leaders from the public, private and non-profit sectors - Final plan is approved by PCPC - Draft zoning code presented in 2011 to City council for consideration - Plan is a guideline for the City and Districts	- Healthy Food Access score - Philadelphia Air Quality Index - Philadelphia tree canopy coverage - Annual number of traffic fatalities and injuries
San Francisco	- Created in 1996 - Updated as needed via plan amendments, typically annually - Current General plan document massively different from original plan document	- Driven by City of San Francisco Planning Department - Plan has two sections. "City Wide Plan" that guides City decision making on land use issues for both public and private property and 11 "Area plans" focusing on specific geographic regions within the city. - Plan is legal once approved by the Board of Supervisors and is enforced by Planning Department	- 30,000 new housing units by 2020 - 50,000 new street trees in next 20 years - Reduce pedestrian injuries and fatalities by half in 2021

A ... including master planning, although the process varies (2/2)

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City	Master plan timeline	Description of master planning process	Key metrics tracked
Singapore	▪ First developed in 1958 ▪ New plans in 1980, 2003, 2008 and 2014 ▪ 5-10 year time horizon ▪ Developed over 2-3 years	▪ Driven by "Urban Redevelopment Authority (URA)" ▪ Master plan is Statutory, has high precision map and zoning guidelines ▪ Objectives related to housing, recreation and business development are non-statutory ▪ URA outlines draft Master plan and solicits feedback from Public and Land Transport Authority ▪ Ministry of National Development maintains oversight on master plan. Parliament approves the final master plan and therefore plan is legally binding	▪ Monitoring done through long-term numerical targets, e.g. – Increase living space to 40 sq.m gross per person – Increase size of park area to 0.8 hectares per 1000 people – Double amount of green space to 4500 hectares
Berlin	▪ First plan in 2007, revised in 2008. Most recent plan released in 2009 ▪ No specific timeline available for next revision	▪ Driven by "The Joint Spatial Planning Department." Plan sets forth guidelines for development and specifies where transportation corridors and population centers should be ▪ Some portions of the plan such as maps and specific blue prints are legally binding on all planning organizations	▪ No standard KPIs monitored by the city

A **The mission statement for the BRA implies a focus on planning – yet the organization does limited proactive planning**

PRELIMINARY

BOSTON REDEVELOPMENT AUTHORITY

Mission	
Boston	▪ 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 and its downtown the BRA seeks to shape a more prosperous, sustainable, and beautiful city for all
San Francisco	▪ Shape the future of San Francisco and the region by: – generating an extraordinary vision for the General Plan and in neighborhood plans; – fostering exemplary design through planning controls; – improving our surroundings through environmental analysis; – preserving our unique heritage; – encouraging a broad range of housing and a diverse job base; and – enforcing the Planning Code.
Philadelphia	▪ Guide the orderly growth and development of the city of Philadelphia
Seattle	▪ Building a dynamic and sustainable Seattle
Vancouver	▪ A citizen's advisory body – looking at the city's future

> BRA's mission is explicit about planning – and yet it does less planning than peer agencies

A **Stakeholders say the BRA lacks a clear vision today and could clarify one to inform key decisions in the organization over the next 2-3 years**

PRELIMINARY

BOSTON REDEVELOPMENT AUTHORITY

Potential Vision Options for Consideration by BRA Leadership (*NON COMPREHENSIVE*)

	1 Accelerate development over current pace	**2** Balance current development with quality and social needs	**3** Transform Boston to "Top 10" livability globally
Description	▪ Facilitate process management of proposed developments ▪ Interface actively with Economic Development to find opportunities ▪ Emphasize speed and ease of process, and proactively finding opportunities	▪ Provide development support (speed, ease) on par with peer cities, but balance against the need for a very high-quality built environment ▪ Define top-down objectives for the city (e.g., 53K housing) and actively seek to meet	▪ Shape Boston into a "Top 10" quality of life city (globally) over the next 20 years ▪ Emphasize detailed, long-term, and comprehensive planning, as well as active communication around shared vision ▪ Continue to support development – but maintain focus on quality first
Potential actions dependent on vision	▪ Continue efforts to simplify and de-restrict zoning code ▪ Simplify and time-constrain the Design Review process ▪ Streamline integration with permitting ▪ Leadership focused on driving and facilitating development projects ▪ No master planning	▪ Continue efforts to simplify and de-restrict zoning code ▪ Maintain strong quality and degree of community involvement in Art 80/Design process, but ensure consistency ▪ Build a strategic master vision quickly, and increase targeted proactive planning ▪ Add 6-7 planning/design staff	▪ Implement comprehensive master planning process ▪ Update zoning code to fully reflect detailed plans and drive desired development ▪ Increase design standards and ensure absolute compliance ▪ Leadership focused on building a strong, binding plan ▪ Add 10+ addt'l planning FTEs

Potential actions independent of vision	▪ **Increase efficiency and clarity of Article 80 / Design Review processes**
	  ▪ **Significantly increase transparency both internally and externally**
	    ▪ **Implement management basics throughout organization**
	      ▪ **Increase utilization of real estate**		

A Employees of the BRA want a cohesive, focused vision that guides the activities of the organization

BOSTON REDEVELOPMENT AUTHORITY

- Employees largely believe that the BRA's mission, in a nutshell, is (1) to drive planning and (2) to facilitate development. Employees also believe BRA can and should be a positive agent of change, facilitating balance across the views of many different stakeholders:
  - "BRA is an agent of change."
  - "Promote economic development in a way that does not just benefit a few."
  - "Build Boston into a resilient and sustainable city, across economic brackets."
  - "Negotiate the tension between history and the future."

- Employees, however, see several challenges with the current mission:
  - Too broad: Unclear how planning, development, JCS, and the BMIP fit together
  - Insufficient execution against planning component: Sense that BRA should be doing more proactive planning, but today is largely reactive and responds to development

- To many, the vision – where the organization needs to go over the next few years and how they'll get there – is also not well defined or executed. Survey results show:
  - 56% believe BRA mission is easy to understand and meaningful
  - 30% believe the BRA's mission is clearly communicated throughout the organization
  - 30% believes the vision is actually translated into activities

Contents

- BRA Overview

- **Performance Assessment**

  - (A) Mission & vision

  - **(B) Organization & capabilities**

  - (C) Management & governance

  - (D) Asset management

  - (E) Processes & systems

  - (F) Transparency

- Potential Next Steps

B Planning and project development are done in the same organization in peer cities

BOSTON REDEVELOPMENT AUTHORITY

Indicates city agency most equivalent to Boston's BRA

	Planning	Zoning[1]	Project Development	Economic Development	Job Creation and Services	Real Asset Management	Affordable Housing
Boston	BRA	BRA (and ZBA)	BRA	Office of Economic Development and BRA	BRA	BRA / DND / DPW / Property & Construction Mgmnt	Department of Neighborhood Development
San Francisco	San Francisco Planning Dept.	San Francisco Planning Dept	San Francisco Planning Dept	Office of Economic and Work Development.	SF Center for Econ. Dev. (SFCED)	Mayor's Office of Housing & Comm. Dev.	Mayor's Office of Housing & Comm. Dev.
Philadelphia	Philadelphia City Planning Commission (PCPC)	PCPC	PCPC	Phila Industrial Development Corporation (PIDC)	PIDC/Business Attraction and Retention	PHDC/PRA/ Office of Neigh-borhood Econ Dev (ONED)	City of Phila./ Housing Authority
Seattle	Department of Planning & Development	Department of Planning & Development	Department of Planning & Development	Seattle Office of Economic Development	Seattle Office of Economic Development	Real Estate Services / Seattle Office of Housing (OH)	Seattle Office of Housing (OH)
New York	NYC Dept of City Planning	NYC Dept of City Planning	NYC Dept of City Planning	NYCEDC/ Center for RE Transaction services	NYCEDC/ Center for Economic Transformation	Asset Management Organization	NYC Housing Dev. Corp.

Note: BRA here refers to combined BRA/EDIC organization
1 Zoning review and appeal, but not necessarily zoning code definition

SOURCE: City websites, interviews with planning departments

B Several non-US cities have organizations with scope similar to the BRA, although JCS appears to be an anomaly

BOSTON REDEVELOPMENT AUTHORITY

🟩 Indicates city agency most equivalent to Boston's BRA

	Planning	Zoning[1]	Project Development	Economic Development	Job Creation and Services	Real Asset Management	Affordable Housing
Boston	BRA	BRA (and ZBA)	BRA	Office of Economic Development and BRA	BRA	BRA / DND / DPW / Property & Construction Mgmnt	Department of Neighborhood Development
Vancouver	Planning & Development Services	Planning & Development Services	Planning & Development Services	Vancouver Economic Comm. (VEC)	Vancouver Economic Comm. (VEC)	Real estate & Facilities Mgmt.	Affordable Housing Authority
Hong Kong	URA -Planning Dept.	URA - Planning Dept.	URA – Planning Dept	Development Bureau	Labor Dept.	URA/ HK Housing Authority	URA/HK Housing Authority
Singapore	Urban Redev't Authority	Urban Redev't Authority	URA / Economic Development Board	Urban Redev't Authority	Economic Development Board	Urban Redev't Authority	Housing Development Board
Berlin	SD for Urban Dev. and the Environment	SD for Urban Dev. and the Environment	SD for Urban Dev. and the Environment	SD for Urban Dev. and the Environment	Federal Empl. Agency / SD for Empl.4	SD for Urban Dev. and the Environment	SD for Urban Dev. and the Environment

1 Zoning review and appeal, but not necessarily zoning code definition

SOURCE: City websites, interviews with planning departments

B Planning organizations typically consist of ~3-5 divisions, including one focused on master planning

BOSTON REDEVELOPMENT AUTHORITY

	Position in City Organization	Structure of Planning Organization
San Francisco	▪ Planning department is part of Planning Commission, a standalone City agency reporting to the Mayor through a Board of Supervisors	▪ 4 divisions: Master Planning, Current Planning, Environmental Planning, and Zoning/Compliance ▪ Urban Design is part of Master Planning ▪ Zoning/Compliance sets and enforces zoning rules
Philadelphia	▪ Philadelphia City Planning Commission is a standalone department that is part of the Deputy Mayor's office of Economic Development, reporting to the Mayor	▪ 5 divisions: Master Planning, Urban Design, Art Commission, Citizen's Planning Institute, and Development Planning ▪ Citizen's Planning Institute has private individuals who take an active role in city planning
Seattle	▪ Planning and Development is a standalone department that is part of the Neighborhoods and Develop-ment office, reporting to the Mayor	▪ 4 divisions: Master Planning, Community Development, Land Use Policy and Urban Design, Area planning ▪ Community Development is responsible for development review
Vancouver	▪ Planning and Development Services is a department within the Office of the City Manager, reporting to the Mayor	▪ 3 divisions: Planning, Development Services, and Inspections ▪ Organization handles development projects from start to finish, including permitting and conducting actual inspections ▪ Significant discretion for Director of Planning

B **San Francisco Planning Department org structure shows range of planning activities centralized in the Planning Department**

PRELIMINARY

BOSTON
REDEVELOPMENT AUTHORITY
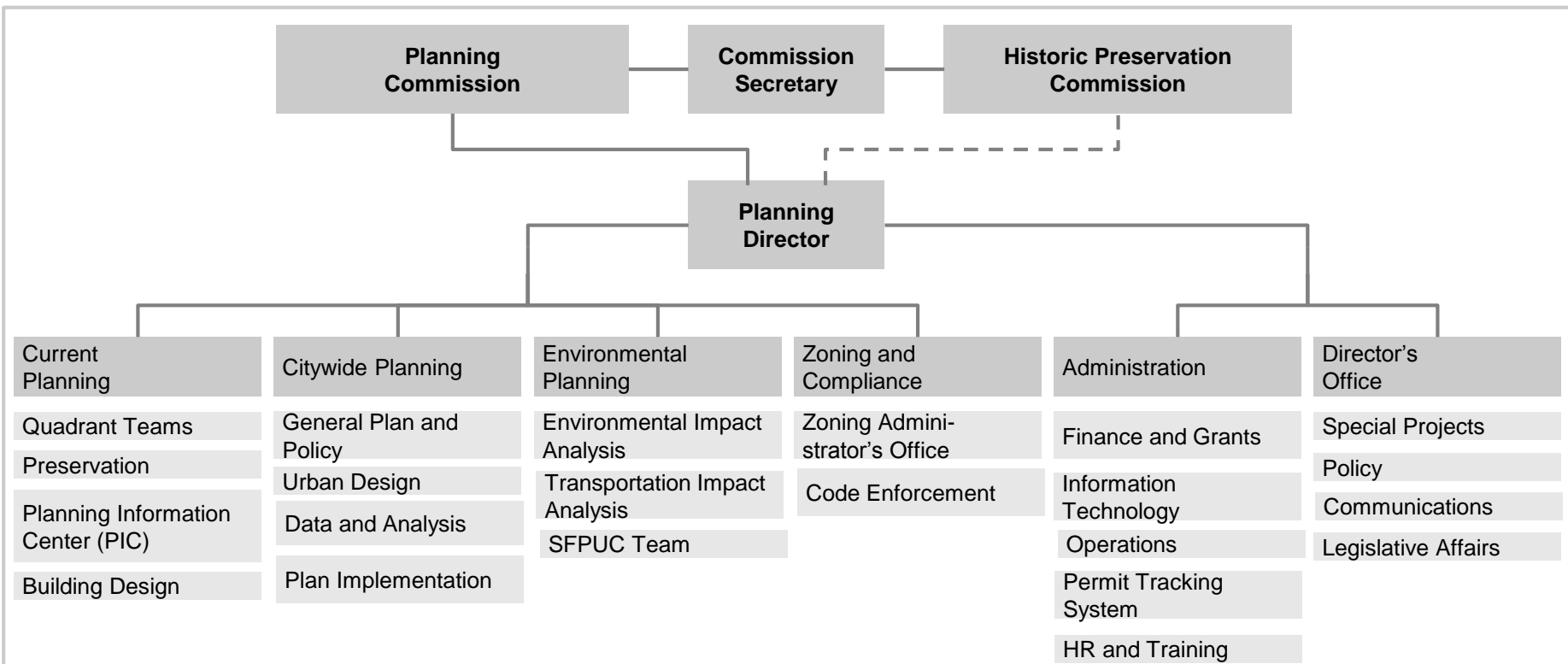
- Current planning is responsible for community and neighborhood planning
- Citywide planning is responsible for development and implementation of master plan
- Environmental planning is responsible for reviewing projects for potential environmental impacts on the city and its people
- Zoning and compliance is responsible for design and implementation of the San Francisco Planning code (including enforcement)

B Seattle Planning Department org structure shows planning, development and code compliance integrated in one organization

BOSTON REDEVELOPMENT AUTHORITY

Seattle department of planning and development (DPD)
December 10, 2014

Director

Deputy Director

Department Administration Director
- Finance and Accounting
- Human Resources/Training and Education
- Information Technology

City Planning Director
Vacant
- Deputy Planning Director
- Comprehensive and Regional
- Land use Policy and Urban design
- Area Planning
- Community Development
- Seattle Design Commission
- Seattle Planning Commission

Operations Director
- Engineering Services
- Construction Inspection
- Electrical Inspections, Signs, Licensing
- Land use Review
- Site Inspections
- Side Sewer
- Boiler and Pressure Vessels
- Elevator and Conveyance
- Principal Planner
- Principal Engineer/Building official
- Public Resource Center
- Disaster Preparedness

Code Compliance Director

Enforcement
- Citations
- Court cases
- Construction compliance

Code Compliance
- Abatement
- Housing
- Land use
- Vacant buildings
- Weeds

Rental and Housing Regulations
- Rental registration and inspection ordinance
- Property owner/tenant assistance

Community Engagement Manager
Vacant
- Community Outreach and Engagement
- Customer Service Manager

- Comprehensive and Regional planning is responsible for master planning (Seattle 2035 comprehensive plan)
- Seattle Design commission advises on design policies for capital improvement projects
- Seattle Planning commission is an independent body that advises Mayor and city departments on planning issues

- Community engagement manager is responsible for ensuring DPD services are understood by applicants and general public and respond to pubic questions and concerns related to Department's responsibilities
- Code Compliance is responsible for developing and enforcing policies and codes related to environment, land use, housing etc.

Note: Org chart detail shown only to "manager level" in hierarchy

SOURCE: City website, interview with planning department

B These agencies collaborate together to perform various degrees of planning for the city overall

BOSTON REDEVELOPMENT AUTHORITY

FTEs dedicated to planning

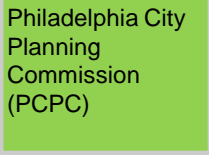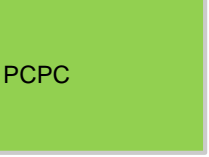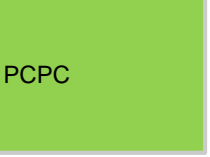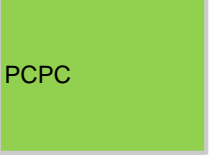| FUNCTION	BOSTON[1]	SAN FRANCISCO	SEATTLE	VANCOUVER	PHILADELPHIA
Master Planning	▪ 2 BRA	▪ 20 DP and 2 consultants to run transport, financial analysis ▪ City-wide plan and general plan development	▪ 6 DPD, 3 in other city departments and 6 consultants ▪ Comprehensive planning	▪ 15 PDS ▪ Strategic vision document and special area planning	▪ 8 PCPC and 2 consultants ▪ Philadelphia 2035 plan
Community / Institutional Planning	▪ 9 BRA ▪ Community engage-ment, IMP review	▪ 12 DP ▪ Neighborhood, special area planning, IMP review	▪ 6 DPD, 1 DND ▪ Work with neighborhood planners; IMP completely done by DND	▪ 25 PDS ▪ Dedicated neighborhood, community and special area planning	▪ 5 PCPC ▪ Community and neighborhood planning
Housing	▪ ~1-2 DND ▪ Boston Housing plan	▪ 4 DP and 6 OH ▪ Housing element of master plan	▪ 3 OH ▪ Housing element	▪ 8 PDS and TBD ED ▪ Housing element	▪ 5 OHD ▪ Housing element
Landuse, Parks and Recreation	▪ 2 BRA and ~2 BPRD ▪ Open space plan	▪ 5 DP ▪ Land use and open space planning	▪ 10 DPD and 2 SPR ▪ Land use planning	▪ 4 BPR ▪ Land use and open spaces planning	▪ 6 PRD ▪ Land use and open space planning
Infrastructure	▪ 3 BRA and 5 BTD ▪ "Go Boston 2030" transportation plan	▪ 9 DP and 2 MTA and 2 STA ▪ Prepare and maintain transportation element	▪ 7 SDOT ▪ Transportation element of master plan	▪ 10 TD ▪ Transportation 2040	▪ 1 PCPC ▪ Transportation element
Environment	▪ 3 BRA and ~3-4 ED ▪ "Greenovate" Boston plan	▪ 27 resources and 7 DE ▪ Rigorous environment review process to pass CEQA regulation	▪ 4 OSE ▪ Environment element	▪ 12 PDS ▪ Greenest city 2020 action plan	▪ 1 PCPC ▪ Healthy communities planning
Urban Design	▪ 14 BRA ▪ Article 80 design review, urban design technology	▪ 12 resources ▪ Design review ▪ Design review for small residential is at the discretion of planning while it is mandated for large projects ▪ Takes ~ 6 months for large projects	▪ 8 DPD, 2 consultants ▪ Design reviews only on multi-family and commercial projects ▪ 3-6 months for design reviews generally	▪ 20 PDS ▪ Design review of every project submitted	▪ 5 PCPC ▪ Design reviews and providing urban design input into planning. Review all projects in conservation districts
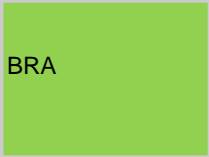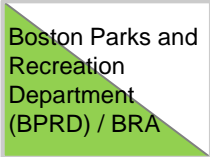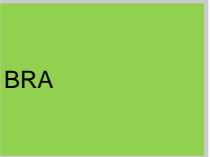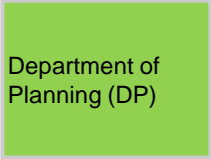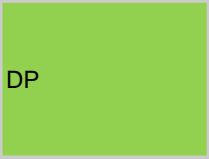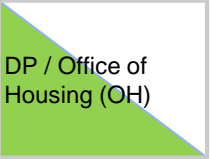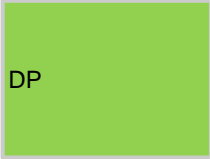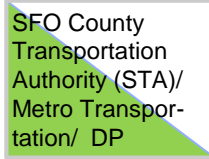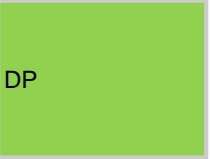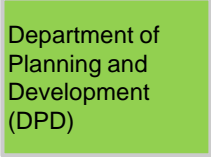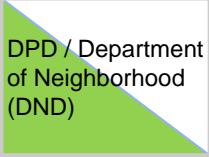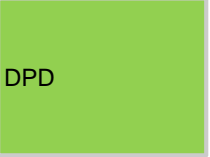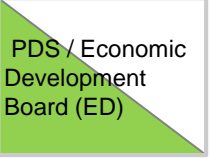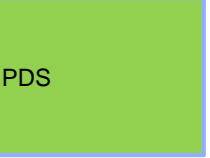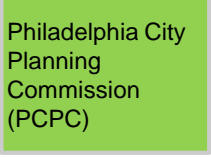
Note: Resources for various activities are approximate and were sourced from city websites and through interviews with planning department leaders. Resources outside planning dept are not 100% allocated and represent approximate headcount during times of greater planning. Due to the project-based nature of many planning activities, these figures may fluctuate over time
1 Additional planning-associated resources not shown here include those in Public Facilities, Public Works, Water & Sewer, and Disabilities Commission. Head of planning is allocated to Master planning. BRA has "regulatory and environment planning", which has been split into Infrastructure and Environment for the purpose of this chart
SOURCE: City websites, interviews with planning departments

B In most cities, different types of planning activities are spread across multiple city departments

BOSTON REDEVELOPMENT AUTHORITY

🟩 Indicates city agency equivalent to the BRA handling that function

	Master Planning	Community / IMP	Housing	Land use, Parks and Recreation	Infrastructure	Environment	Urban Design
Boston		BRA	Department of Neighborhood Development (DND)	Boston Parks and Recreation Department (BPRD) / BRA	Transportation Department (TD) / BRA	Environment Department (ED) / BRA	BRA
San Francisco	Department of Planning (DP)	DP	DP / Office of Housing (OH)	DP	SFO County Transportation Authority (STA)/ Metro Transpor-tation/ DP	DP / Office of Environment (OE)	DP
Seattle	Department of Planning and Development (DPD)	DPD / Department of Neighborhood (DND)	Office of Housing (OH)	DPD / Seattle Parks and Recreation (SPR)	Seattle Department of Transportation (SDOT)	Office of Sustainability and Environment (OSE)	DPD
Vancouver	Planning and Development Services (PDS)	Planning and Development Services (PDS)	PDS / Economic Development Board (ED)	Board of Parks and Recreation (BPR)	Transportation Department (TD)	PDS	PDS
Philadelphia	Philadelphia City Planning Commission (PCPC)	Philadelphia City Planning Commission (PCPC)	Office of Housing and Community Development (OHD)	Parks and Recreation Department (PRD)	PCPC	PCPC	PCPC

B Boston has fewer total planning resources than several peer cities

BOSTON REDEVELOPMENT AUTHORITY

■ Planning Dept[1] ■ Other city depts and consultants

	Planning resources per City[1]	Number of people working on Master plan[2]	Estimated planning dept spend $ M, USD
Boston[3]	32 / ~15-22 / ~47-54	1	6.5
San Francisco[4]	~89 / ~19 / ~108	~22	~20
Seattle	~30 / ~28 / ~58	~15	~7.6
Vancouver[5]	~80 / ~14 / ~94	~20	~15
Philadelphia	~20 / ~13 / ~33	~10	N/A
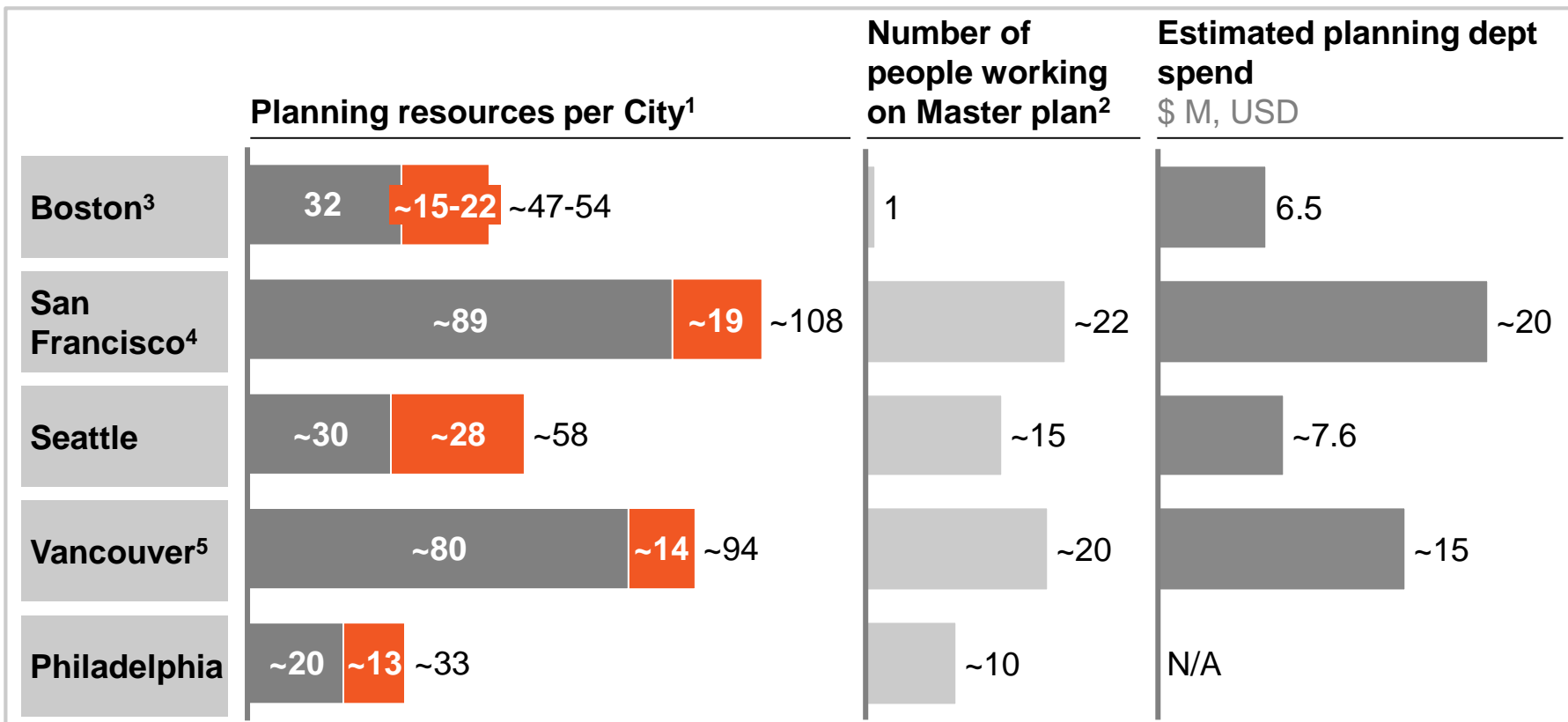
1 Planning department includes planning, urban design, and zoning review. Resources from other city departments are not 100% allocated to planning activities. Figures represent approximate headcount during times of greater planning. Due to the project-based nature of many planning activities, these figures may fluctuate over time.   2 Not 100% dedicated

3 Estimate of planning resources in other depts includes Public Facilities and Property Management, Environmental, Boston Water and Sewer, BTD, DND, Parks and Recreation, Heritage planning, Health services planning, Disabilities Commission, and Public Works

4 Includes city planning, environmental planning, some of current planning, and 3 resources from zoning and compliance

5 Vancouver does partial master planning (land use, transportation, sustainability and affordable housing). Resources include urban design, heritage planners, landscape planners, environmental planners and general planners

SOURCE: City website, interviews with planning departments

B Most peer cities have a single city organization that manages and transacts the city's properties

BOSTON REDEVELOPMENT AUTHORITY

Description of real estate management structure

San Francisco
- Real Estate Division of General Services Agency (reporting to the Mayor) is responsible for the acquisition of all real property required for City purposes, the sale of surplus real property owned by the City, and the leasing of property required by various City departments
- Agency also conducts all facilities management citywide
- 199 FTE and $32 M annual budget

Philadelphia
- Property ownership split across Philadelphia Redevelopment Authority (PRA), PHDC, and ONED
- PRA manages sale of all city properties owned by PRA and Philadelphia Housing Development Corporation
- PRA manages neighborhood revitalization program dedicated to turning foreclosed properties into active dwellings

Seattle
- Real Estate Services (part of Dept of Finance and Administrative Services) and Seattle Office of Housing own city property
- RES is centralized city agency responsible for maintaining and selling all city real estate
- $67 M[1] annual budget

Vancouver
- Real Estate and Facilities Management is a standalone department reporting to the Mayor through Office of City Manager
- Only city entity that buys, sells, leases, and manages properties
- Improves the sustainability of city buildings

1. Budget is for the entire "Facilities and Services" department of which the real estate services is a division
SOURCE: City websites

Observation

1 There are benefits to planning and project development being in the same organization, and it is common in peer cities

2 BRA includes several functions, some of which may not be related to its core mission

3 Director's span of control – 13 direct reports – exceeds cross-sector best practice of 6-8

4 Some important roles (e.g., performance management/operations) are currently absent from organization

5 Some roles (e.g., real estate management) may not be appropriately elevated in the organization structure

6 There is no dedicated group for master planning, as seen in most peer cities

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  - (F) Transparency

- Potential Next Steps

C Feedback heard from BRA staff

BOSTON REDEVELOPMENT AUTHORITY

Current state: What interviewees said

	Planning Department	Rest of BRA
Empowerment	▪ Very low. Senior leadership involved in all decisions (from major projects to small expenditures). This bottlenecks progress, efficiency, and employee satisfaction	▪ Varies significantly by department ▪ Engineering/Facilities Management and Finance report lowest sense of empowerment
Communications	▪ Staff meetings with Deputy Directors occur, but leadership rarely communicates with rest of department ▪ Reluctance to respond to emails	▪ Certain depts have stronger-communicating teams ▪ Perspective that Director's Office communication is too limited and sporadic
Coaching / guidance	▪ No coaching ▪ Onboarding exclusively through apprenticeship – no guides to outline basic job activities	▪ Select departments provide some coaching ▪ In general, more recently appointed leaders are investing more in coaching and management of their teams
Feedback	▪ Hierarchical culture with no upward feedback ▪ Only downward feedback provided in year-end performance review	▪ Upward feedback limited to those who have a close relationship; no formal mechanism ▪ Only downward feedback provided in year-end performance review
Performance management	▪ 2014 was the first year that year-end performance reviews were conducted. However, the timing was not consistent across departments, and the approach/intent poorly communicated ▪ No established compensation policy: "Utilize outside political channels or threaten to leave." ▪ No career path or trajectory exists	
Professional development	▪ No encouragement or budget to support ongoing training, conference participation, etc.	

C BRA Finance observations and opportunities

BRA Finance and Accounting

	From: Current state	To: Desired state
Budgeting	▪ No departmental budgets ▪ Capital budgeting "wish list", but prioritization / focus unclear ▪ One individual driving BRA budgeting ▪ Limited forward-looking projections beyond 1 yr	▪ Strategic budgeting exercise annually, including capital planning ▪ Department budgets with variance tracking ▪ Longer-term forecasting (5 year +)
Tools and systems	▪ Data (balance sheet, employee list, etc.) not consistently up-to-date ▪ Longer than one week required to pull balance sheet detail (e.g., balances by account) ▪ Lease tracking and management software just being put in place now (roll out over next 6 months)	▪ Standardized financial management reports set up and readily available ▪ Basic information (e.g., P&L and balance sheet detail) available much more quickly ▪ Data up to date and accurate on a monthly basis
Collaboration	▪ Collaboration of other departments with Finance is often limited until near the end of a process (e.g., lease negotiations)	▪ Serve as a partner from start to finish on major financial decisions
Transparency	▪ Delays in posting audited financials ▪ Limited access internally to certain systems (e.g., RFP) and vendor documents	▪ Audited financials posted each year, along with "annual report" style commentary on performance ▪ Publicly available access to AP register

C **One challenge for management is that it aims to operate as one organization but has two compensation structures mixed throughout the organization**

PRELIMINARY

BOSTON
REDEVELOPMENT AUTHORITY

	BRA employee	**EDIC employee**
Current Benefits	▪ Defined Benefit Pension plan ▪ 12% contributed by employer	▪ 401A and 457 ▪ 11% contributed by employer (5% per-diem and 6% social security)
Retirement Benefits	▪ Post-retirement Health plan with 80% contribution from BRA	▪ Provision for HSA with a current 75% deductible contribution from employer

Major difference in compensation benefits is in post-retirement healthcare; creates "siloing" and a feeling of resentment due to perceived unfairness

Today, governance of the BRA is driven by a board of 5 members, 4 of whom are appointed by the Mayor

BOSTON REDEVELOPMENT AUTHORITY

BRA Board

Paul Foster (2006) Former VP External Relations, Reebok	**Consuelo Gonzales-Thornell** (1989) President, BCT Construction	**Michael Monahan** (2013) Business Mgr, Local 103 (Brother. of Elec.)	**Theodore Landsmark** (2014) President Emrts, Boston Architect. College	**Timothy Burke (2011) CEO, Addiction Treatment Program**

Appointed by Mayor, approved by City Council

Appointed by Governor

- Members vote to approve or not approve all Article 80 project decisions, ZBA design review decisions, final planning study outcomes, and zoning code changes (recommendations to be made to Zoning Commission)

- Board governance structure faces some challenges:
  - Perception is that they rubber-stamp everything. There may be an opportunity for them to do further review in advance of a meeting, but staff say the reality is that projects typically only go to the board once issue have been worked out and the key parties are on board
  - Planning projects go last on each meeting agenda, sending the signal that planning is not as important as current development projects

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- **Performance Assessment**

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  – (B) Organization & capabilities

  – (C) Management & governance

  – **(D) Asset management**

  – (E) Processes & systems

  – (F) Transparency

- Potential Next Steps

D BRA owns ~16-18 msf of property[1]; at least ~10 significant properties up for lease through 2016, and additional ~100 parcels available for sale or lease[1]

BOSTON REDEVELOPMENT AUTHORITY

BRA and EDIC – estimate of owned property (msf[2])

Total property owned: ~16-18 msf[1]

(Pie chart segments labeled A, B, C, D)
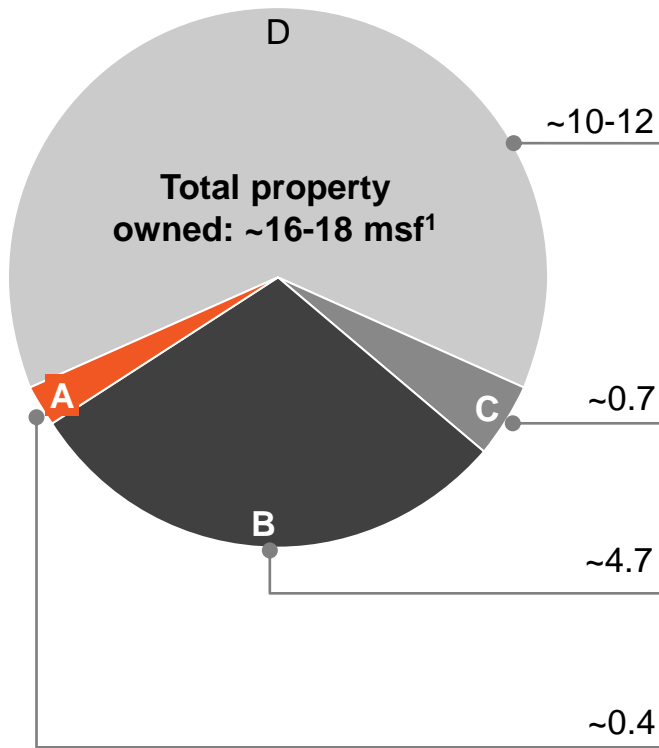
~10-12 → **Undeveloped, available for sale/disposal/lease**
- ~100 parcels > 20,000 sf, with ~30 of these > 100,000 sf
- > 500 parcels < 20,000 sf listed in database

> *Can undevelopable parcels be disposed to reduce cost of holding?*

~0.7 → **Undeveloped, available to lease**
- 7 parcels in Boston Marine Industrial Park (BMIP)
- Average 100,000 sf

> *Real estate team currently has opportunities in motion on 4 of 7 parcels: A, Q1, C1, and C2*

~4.7 → **Developed, currently leased**
- ~50 leases
- More than 50% leased until 2048 and beyond

~0.4 → **Developed, available to lease now**
- China Trade Building[2]: 92,000 sf
- 2 properties in BMIP: ~270,000 sf (land)
  - 25 Fid Kennedy Avenue (parcel N)
  - 3 Dolphin Way (parcel M)

No single, accurate database of all BRA & EDIC-owned properties exists today
. There is a team currently pulling this together, with a July 2015 deadline

---

1 Sum of land area (where vacant) and building square footage (where developed). For developed properties, *only* building floor area is counted; land area is not. Of the ~16-18 msf, approximately ~11-13 msf is land area, and ~5 msf building area
2 2016 budget has $3M capital allocated to improvements for China Trade Building
NOTE: Figures are all estimates as no single, accurate database of all property and leased assets currently exists
SOURCE: BRA documents, staff interviews

D **BRA could generate an incremental ~$6-8M per year from available China Trade and BMIP parcels, with additional potential from ~30 additional 100K sf parcels**

PRELIMINARY

BOSTON REDEVELOPMENT AUTHORITY

A. Developed land – available to lease

- **China Trade Building**

Number of lots	Total sf	Previous lease price $/sf/year	Current market price[1] $/sf/year	Total revenue potential[1] $M
1	92,000	17	30-40	2.7-3.7

- **Boston Marine Industrial Park**

Number of lots	Total sf	Previous lease price $/sf/year	Current market price[2] $/sf/year	Total revenue Potential $M
2	~260,000 (land)	10 (building)	3-4 (land)[2]	0.8-1.0

C. Undeveloped land – available to lease

- **Boston Marine Industrial Park**

Number of lots	Total sf	Previous price	Current market price[3] $/sf/year	Potential revenue $M
7	~720,000	N/A	3-4	2.2-2.9

Significant additional revenue could be generated through:
- Sale or development of the remaining ~30 parcels > 100K square feet
- Charging development review service fee

1 Costar rental data, range of price is from industrial to office/commercial in zip code 02116. This price is gross and does not net out the $3M cost of capital improvements required, as well as property operating costs.
2 Previously rented as developed space (building), forward-looking estimate assumes a land lease. Rate is per BRA real estate team.
3 Rate is for industrial land lease, per BRA real estate team.

SOURCE: BRA documents, staff interviews, COSTAR

D BRA historically has entered into two types of lease arrangements

BOSTON REDEVELOPMENT AUTHORITY

	Explanation	Holding Leases currently have expiration windows that could be extended
Holding Lease	▪ Payment made by a developer to hold a piece of land for a certain period before committing to the lease ▪ Payment is typically $25,000 per year but can be higher depending on the size of the land	
Option A: Nominal Land Lease with Equity Participation	▪ Land (not buildings) is leased to a developer for a nominal fee (typically $1 to $10 / year) ▪ Additional annual lease payments will be based on either a percentage of rental income or on 4% of property first sale and 2% of sale thereafter	
Option B: Standard Lease	▪ Land and/or buildings are leased at close to market rates ▪ There may or may not be additional payments based on rental income or in the form of equity participation	

- ▪ Holding Leases currently have expiration windows that could be extended
- ▪ Certain leases have triggers for re-negotiation when tenants improve property, move out or near lease expiration. However, BRA currently does not actively track these triggers
- ▪ No consistent policy of revisiting negotiated rents when tenants continue to stay beyond lease expiration
- ▪ There is a team currently working on a lease management system (YARDI) to track lease expiration triggers, with a July 2015 deadline

SOURCE: BRA Finance Department

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- **Performance Assessment**

  - (A) Mission & vision

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  - **(E) Processes & systems**

  - (F) Transparency

- Potential Next Steps

E **With development projects, community members want a clearer process / more input, and developers want more predictable design review**

PRELIMINARY

BOSTON REDEVELOPMENT AUTHORITY

Heard from BRA's external stakeholders on Article 80 and Planning processes

Community members & organizations	Developers

▪ Desire clearer communications regarding how Article 80 and Planning projects are reviewed/completed (e.g., perhaps a community roadshow)
▪ Are largely in favor of doing more proactive planning, however for differing reasons:
   – Some want stronger neighborhood-centric input, e.g., to prevent developers from entering and building taller buildings
   – Others believe a "city first" perspective is necessary and see more planning as the change management exercise to get people on board with greater, taller development
▪ Believe zoning code drives more through the BRA than should be, although some community members like the current process as a way to maintain their voice in development matters (vs. more as-of-right)
▪ Perceive that design review dictates design rather than reviewing it, and often does not consider what the community would want
▪ Want to bring new participants into the community process
	▪ Established developers like the current Article 80 process
	   – Restrictive zoning code requiring Article 80 review provides greater flexibility than as-of-right
	   – Blends community interests with financial realities of development projects
	   – Creates barriers to entry to outside developers
	▪ From the outside, find the process in Boston too politicized and restrictive; need to increase transparency and consistency (e.g., through clearer, publicized policies)
	▪ Want Boston to have leading design and believe that the BRA Design Review team significantly helps improve Boston's public realm – but also believe review is inconsistently applied across projects
	▪ Perceive the design review process as tedious and unnecessarily long, bottlenecked by Planning leadership. BCDC is duplicative. Less-involved process should be sufficient for smaller projects
	▪ Believe that issues beyond BRA review are more significant in inhibiting development in Boston, such as high unionized labor costs and an overall process (BRA through permitting and inspection) that is not well-coordinated

SOURCE: Interviews with community groups/individuals, developers, and other external stakeholders

E Over the past two years, Article 80 projects were approved (LOI to Board Approval) on average in <3.5 months[1]

BOSTON REDEVELOPMENT AUTHORITY

	Number of Projects entered in Pipeline database[1]	Of those, projects approved[1] %	Average approval time[1] (months)
2014	73	*Too early to determine*	2.9
2013	84	61	3.4
2012	47	81	4.9
2011	33	52	7.3
2010	29	66	4.5

Does not include Design Review time, which nearly always continues to occur after Board approval for the project
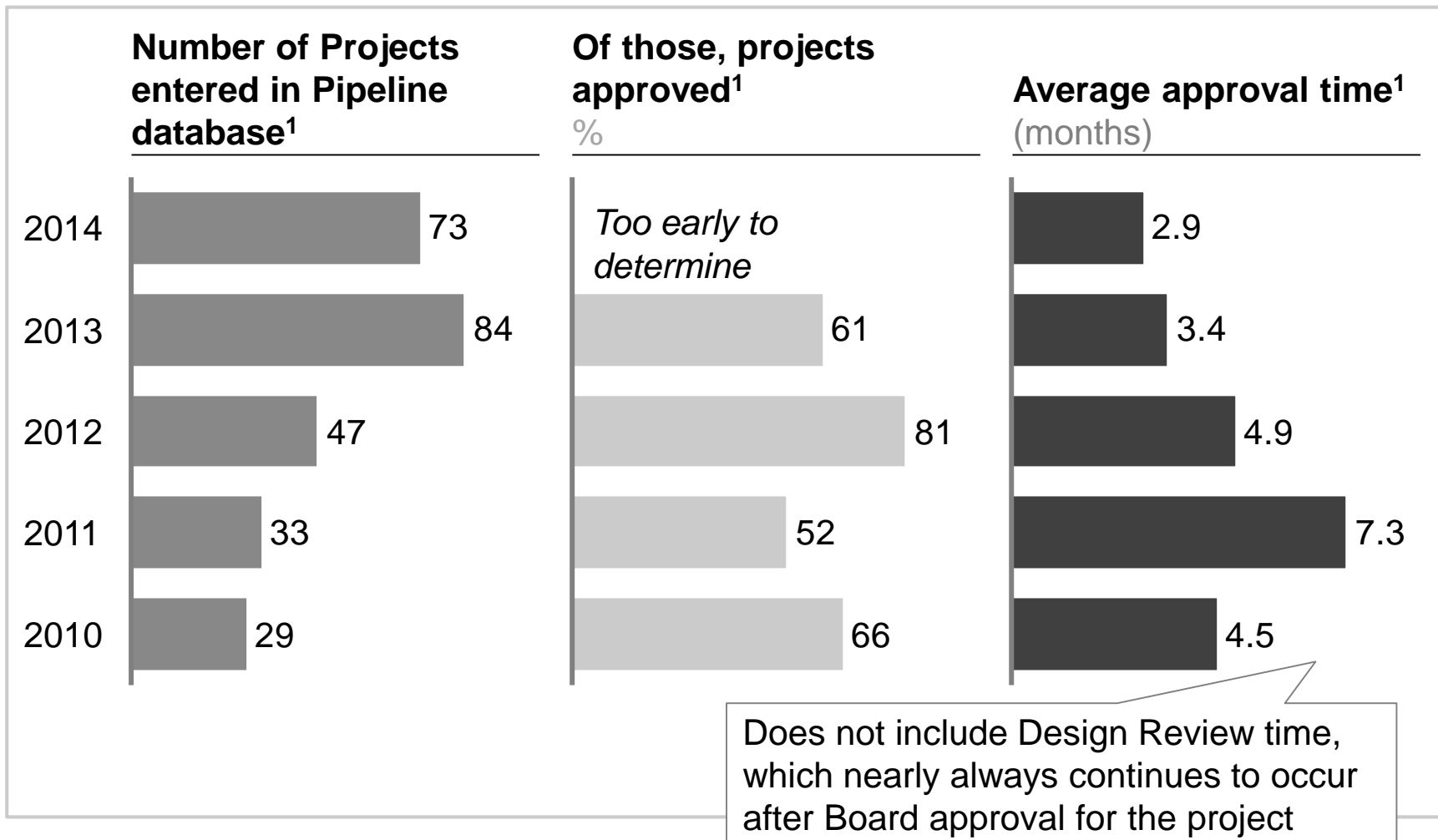
1 Only includes projects tracked and denoted as approved in BRA's Pipeline database. Of the total ~260 approved projects, approximately ~150 are denoted as such in Pipeline.

2 Average approval time defined as # of months from submission of Letter of Intent to Board Approval. Does not include Design Review process

SOURCE: Project data from Pipeline tool used by BRA

E 80% of tracked approved projects are completed in < 6 months[1]
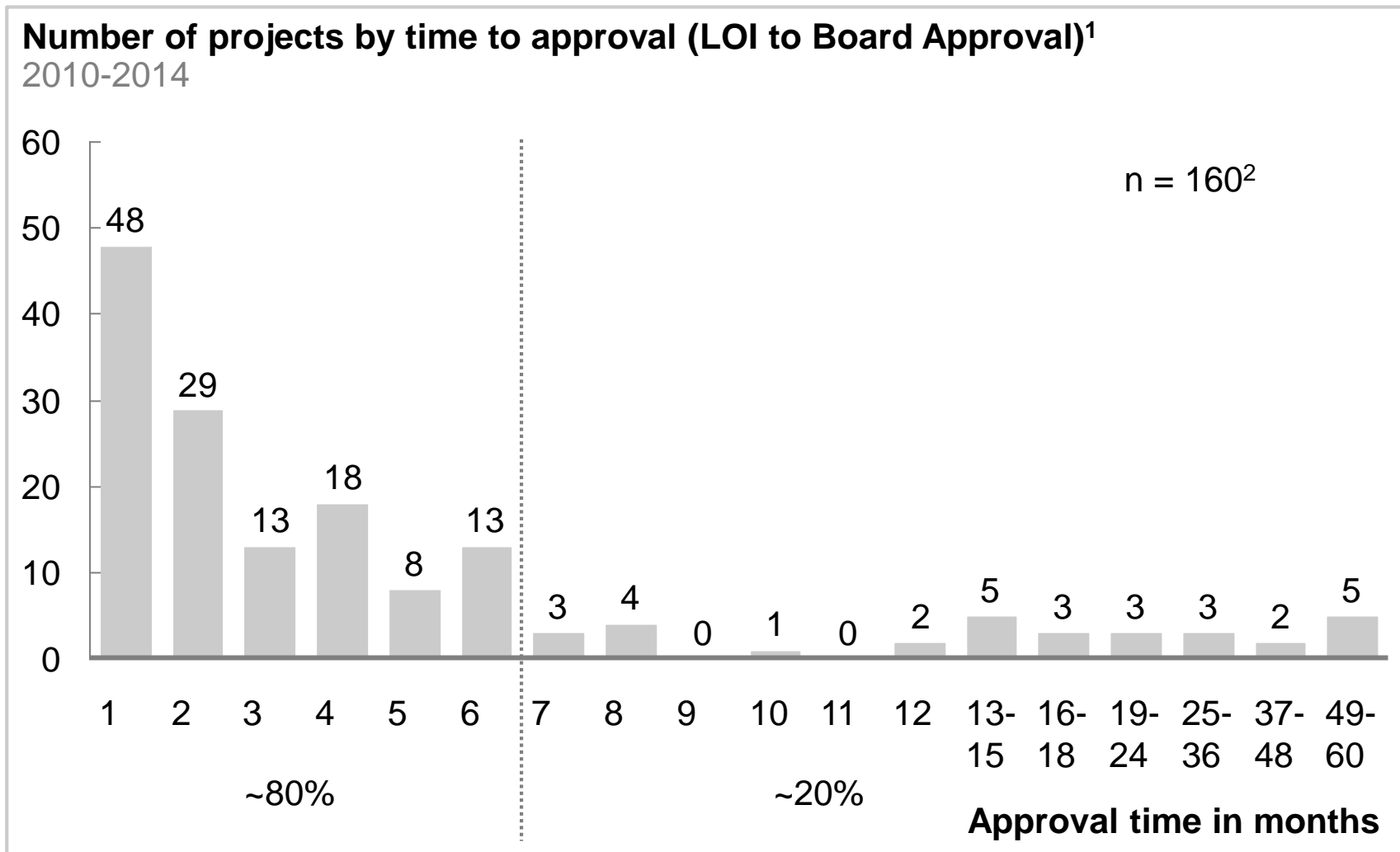
BOSTON REDEVELOPMENT AUTHORITY

Number of projects by time to approval (LOI to Board Approval)[1]
2010-2014

n = 160[2]

Bar chart values by approval time in months:
- 1: 48
- 2: 29
- 3: 13
- 4: 18
- 5: 8
- 6: 13
- 7: 3
- 8: 4
- 9: 0
- 10: 1
- 11: 0
- 12: 2
- 13-15: 5
- 16-18: 3
- 19-24: 3
- 25-36: 3
- 37-48: 2
- 49-60: 5

~80% | ~20%

Approval time in months

1 Average approval time defined as # of months from submission of Letter of Intent to Board Approval; does not include Design Review process
2 Number of approved projects identified in Pipeline (total of approved projects is ~260)

SOURCE: Project data sourced from Pipeline (BRA Internal tool)

E Stakeholders identified design review as a key pain point in the Article 80 process

BOSTON REDEVELOPMENT AUTHORITY

Article 80 Process	**Design review**					**ISD permitting & construction**
	Pre-file discussions	**Filing and pre-review**	**Article 80 review**	**Board approval**	~8 - 20 mos ~30 hrs act. review time[2]	

			Timing			
Timing	Several months (highly variable)		1 – 6 mos[1]			

Key activities	▪ Renderings
	▪ Build neighbor-hood support
	▪ Early design conversations
		▪ File Letter of Intent
		▪ BRA PM forms team and Impact Advisory Group (IAG)
		▪ File Project Notification Form
			▪ 30-day comment period and discussions:
			  – Scoping session
			  – IAG session
			  – Community mtg
			▪ BCDC approval
				▪ Final agreements (e.g., affordable housing)
				▪ BRA board approval
				▪ ZBA approval
					▪ Review with Urban Design (~50% context, ~50% building)
					▪ 4-20 meetings
						▪ ZBA (and Zoning Commision > 100K sq ft) review
						▪ ISD review
						▪ Begin construction

Potential opportun-ities	▪ Start design review earlier ▪ Build neighborhood support before entering review process	▪ Standardize LOI & electronic entry ▪ Generate fresh membership on IAGs ▪ Standardize project management process ▪ Track all projects in revised Pipeline	▪ Start 30 day comment period after community meeting ▪ Create online comment forum for each project ▪ Acknowledge considerations made ▪ Eliminate BCDC / design review duplication	▪ …	▪ Pre-submit materials rather than real-time review ▪ Provide clear, explicit design principles ▪ Make time commitment – if conditions met	▪ …

Note: Total design review timeline in part driven by developer "wait" time, or time spent making design revisions.

1 Accounts for 80% of approved projects that are tracked; ~160 out of 260 approved were tracked
2 Estimate based on a sample of 4 projects

E Challenges and potential opportunities with Design Review process

Challenges and potential opportunities with design review process today

Design Review Timeline

X = meeting

Developer iteration time

Queue time for meeting

Meeting 1   Meeting 2   X   X   X   X   X

1 Many stakeholders required at first few meetings, sometimes creating scheduling challenge. Limited ability to address

2 Reduce queuing delay by doing e-mail-based review & feedback; currently all feedback is done in person

3 3 potential ways to reduce required number of meetings
- Provide clearer guidelines to set expectations earlier in process
- Require 3-5 day advance submission of design revisions prior to meeting (enables better preparation)
- Increase empowerment of staff designers

4 Design review process (timing, number of meetings, feedback) not systematically tracked and reviewed today; consider starting doing this, and presenting brief update to Board monthly

5 Add 1 additional resource (utilization of existing resources is high)

(E) 345 Harrison illustrates a major development that progressed in ~8 months from LOI to Board, with strong community support due to planning in place

Article 80 Timeline

Date	Event
06/14/13	LOI
10/31/13	PNF
10/31/13	PNF receipt published in Herald, comment period begins
11/13/13	Scoping session
11/19/13	IAG meeting
11/20/13	PDA plan submitted
12/02/13	Community meeting, comment period extended
01/06/14	Comment period ends
02/13/14	Board approval

Design review: Remains pending. 11 meetings from 9/11/13 – present, including 3 BCDC. Delay of 7-8 months as project sold after 2/13/14 board approval

Description

- 602 unit retail and residential development in South End
- 14 stories x 2 buildings
- 530,000 ft

Process highlights

- Developer conducted meetings with a number of community reps as well as BRA staff prior to LOI
- LOI to Board Approval took 8 months
- Developer needed clarification on housing requirements: "we would appreciate clarity on what constitutes an "affordable" unit in terms of income limitations as the IDP and Code are not consistent"
- The Director of Planning – not Development Review - is the first recipient of memos regarding negotiated improvements and community benefits
- Nearly all aspects of contract are negotiable, and based on precedent:
  - Developer requested that roadway improvements be consistent with Ink Block and 275 Albany ($0.75 per sq ft, $420,000 total)
  - Requested community benefits consistent with Ink Block and 275 Albany Street - $250,000
- Project fits into the strategic plan published by BRA in June of 2012
- Only 5 comment letters submitted (other than city agencies); all were strongly in favor of the project

E Pipeline tracking tool could be upgraded to be more useful to PMs, to track projects through design review, and to interface with other city departments

BOSTON REDEVELOPMENT AUTHORITY

Current status	Challenges
▪ Custom Microsoft Access based project database tool principally used by project managers to track and report status of a project submitted by a developer	▪ Pipeline has not been designed to automatically pull data from project submitted by a developer and relies on manual entry
▪ Project manager is required to manually enter the data into Pipeline	▪ Pipeline is a desktop-based tool and therefore access is limited to within the office environment
▪ Pipeline feeds data on projects into BRA's external webpage – but updated data is not available on all projects	▪ Although querying can be done, it is not intuitive and few people in the organization are trained to do it
▪ Other than Project managers, this tool is used by Chief of Staff and Director to convey project statistics to key external stakeholders	▪ Pipeline is not a scalable solution and staff feel it does not provide the level of detail needed to track project status
	▪ A web-based SQL database would be both scalable and shareable and will address limitations of Pipeline

**BOSTON
REDEVELOPMENT AUTHORITY**

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- Potential Next Steps

Ⓕ Current state challenges in transparency (1/2)

	BRA Current State	Potential Future State for BRA
Expand public financial reporting	▪ Provides limited, dated outlay and payment information via Boston Checkbook Explorer (only through 2013), and basic operating and capital budgets via static City budget summaries	▪ Share: – Annual report and audited financials – Detailed operating budget – Payrolls and salaries – Revenue streams (e.g., from rents)
Share real-time, detailed project and real estate data	▪ Significant amount of project information provided (address, Article 80 status, documents such as PNF, etc) on BRA website currently ▪ Inconsistent provision of board meeting agendas and memos on calendar website related to development projects ▪ Parcel information provided on website but with some missing / incorrect information (e.g., 1.9 million sq ft – 7 sq miles - shown for one parcel)	▪ Continue to provide existing detail, but in addition: – Provide terms and value for leases of BRA-owned property, drawing information from YARDI – Make easier to search / consolidate (ability to download data sets) – Ensure information is quality and up-to-date
Communicate meeting discourse and responses to comments	▪ Comments received and reviewed (at public meetings and via mail/email), but no acknowledgement or discussion is made of them	▪ Acknowledge number of comments received (either via email or during meetings), as well as the key themes/highlights

SOURCE: Staff and external stakeholder interviews

(F) Current state challenges in transparency (2/2)

**BOSTON
REDEVELOPMENT AUTHORITY**

	BRA Current State	**Potential Future State for BRA**
Expand public ability to participate in planning process	▪ No dedicated online platform or portal for stakeholders unable to physically attend board/community meetings to provide input	▪ Create online discussion portal for each "live" project ▪ Longer-term, introduce citizen surveying and polling functions

Provide key performance metrics and data	▪ Did not issue an Authority update between 2009 and 2014
	▪ No consistent KPIs released year to year
	▪ Several BRA metrics are available on the Boston About Results (BAR) dashboard, including:
	  – Number of units under construction
	  – Square feet and cost approved
	  – Construction jobs created
		▪ Communicate additional metrics, including:
		  – # of projects reviewed past 12 months
		  – # of community meetings
		  – # of comments received
		  – # of planning projects underway
		  – # planning projects completed
		  – # of ZBA design reviews conducted
		  – # of new leases signed
		  – # of parcels, sq ftg available
		  – # of RFIs / RFPs released, and what they are

(F) Expand financial public reporting
Example: CheckbookNYC

http://checkbooknyc.com/spending_landing/yeartype/B/year/116

- Checkbook NYC enables the public to monitor NYC's spending with detailed, up-to-date information about revenues, expenditures, contracts, payroll, and budget in an easy-to-use, dashboard forma

- A subcontractor reporting system on the City's Payee Information Portal, rolled out in 2012, requires all vendors with contracts over a certain dollar amount to report their subcontractors online.

- Checkbook NYC was released for use and modification under an open source license to encourage programmers and governments that adopt the system to contribute improvements and additional features for release in future versions.

- Denver is another example of a city with a clear and up-to-date open checkbook, searchable by department

F Share detailed project data
Example: San Francisco's Development Pipeline tool

BOSTON REDEVELOPMENT AUTHORITY

http://propertymap.sfplanning.org/?dept=planning

- Interfaces with Google Maps.
- Integrated with Department of Building inspections and permits. Updated quarterly (although no apparent update in past 2+ year)
- Lists, "project description, zoning rules, Height limits, public comments, Developer contact details and location"

- The City of San Francisco planning department has a cloud-based "Property Information Map" integrated with Google maps. The following information is provided for each property

  - **Property report**: Neighborhood, current planning team, supervisor district, census tracts, Assessor's report is provided

  - **Zoning:** Displays all pertinent zoning information (code, special restrictions etc.)

  - **Historic preservation report**

  - **Permit information** required for the property

  - **Page for responding to customer complaints** of potential code violations and displaying action to correct those violations

  - **Appeals:** Planning Projects, Building Permits and Zoning Determinations appealed to the San Francisco Board of Appeals

  - **Block Book Notifications**: request made by a member of the public to be notified of permits on any property that is subject to the San Francisco Planning Code.

(F) Expand participation (1/2)
Example: Sao Paolo, Brazil

http://www.prefeitura.sp.gov.br/cidade/secretarias/transportes/planmob/

The São Paulo Department of Transport (SMT) founded the Mobility Laboratory (MobiLab), with the goal of improving mobility management through data analysis and the creation of participatory solutions. To achieve these goals, MobiLab:

- Hosted multiple "hackathons" focused on urban mobility and city planning. Opened its data to developers and used strategic partnerships across academia and industry to garner support for its hackathons

São Paulo also built an innovative crowdsourcing platform to increase public participation in revising the city's master plan. This VGI (Volunteered Geographic Information) platform allowed:

- Residents to provide input to the plan, and will help citizens evaluate whether it meets public demands.

- The largest participatory planning process in the city's history, consisting of 114 public hearings, 25,692 participants, and 10,147 contributions.

SOURCE: São Paulo wins 2014 City/State MobiPrize by empowering citizens and fostering innovation, CityFix, August 2014

(F) Expand participation (2/2)
Example: SpeakUpAustin

BOSTON REDEVELOPMENT AUTHORITY

http://speakupaustin.org/

Austin, Texas,
developed SpeakUpAustin to:

- Engage citizens on local issues

- Allow city agencies to identify problems, make those problems available for citizens to read, and ask citizens to respond

- Allow citizens to vote on proposed solutions

- Keep the idea portal open to keep citizens updated on progress after a solution has been voted on

(F) Provide key performance metrics and data
Example: Pittsburgh, PA

http://www.pittsburghpa.gov/dcp/snap/

The Department of City Planning created PGHSNAP to make public information easily accessible and easily understood. Although all of the datasets presented in PGHSNAP were already available to the public, they faced the following challenges:

- Housed in many different locations, with varying degrees of difficulty in accessing them

- Organized at differing levels of analysis, and aren't available by Pittsburgh neighborhood

PGHSNAP has taken all 90 datasets and organized them by neighborhood and made them available in easy to understand format

PGHSNAP will also inform its first ever comprehensive plan, PLANPGH, and will serve as the data and map foundation for PLANPGH

SOURCE: "Best Practices In Publicizing Data : Pittsburgh Shows How," Congress for a New Urbanism, 2015.

(F) Additional ideas
Example: Vancouver

As part of a broader digital city strategy, the city hosts both an ideas forum for citizens to provide input and share ideas with specific tools for the planning process. These include:

- OPEN DATA
  - Public consultation category added to the City's Open data catalogue
- INFORM/NOTIFY
  - Online notification system that ties digital identity to physical address. This is expected to help address the problem of renters not receiving mailers.
- CONSULT/FEEDBACK
  - Discussion forums encouraged early and often.
  - Polls and Surveys tied to place to avoid distortion of responses.
  - Virtual open houses/public meetings available for accessibility purposes
- REPORT/ANALYTICS
  - Consultation reports attached to Rezoning and Development Permit Applications showing the number and distribution or respondents and both quantitative and qualitative data distilled from the online consultation

(F) Additional ideas
Example: Change ByUS, NYC

http://nyc.changeby.us/#start

An online platform for community projects that was launched by CEOs for Cities, Local Projects, and Code for America in collaboration with NYC. On this platform, citizens can:

- Suggest changes they would like to see

- Join grassroots projects

- Create small groups to discuss issues.

- Submit ideas that are reviewed and, if approved by the review committee, are passed along to city leaders.

SOURCE: "Capturing the Wisdom of Crowds,"
        Planning Magazine December 2014,
        American Planning Association (APA)

(F) Additional ideas
Example: Localocracy

Services the Massachusetts cities of Arlington, Cambridge, Granby, Milford, and South Hadley and allows users to:

▪ Discuss local issues and generate and select ideas. To engage, citizens must register with their actual identities (to ensure that they are registered voters)

▪ View their leaders' and neighbors' rationale for or against a particular concept.

▪ Propose the solution to the appropriate public agency.

Local governments play a passive role, but Localocracy invites public agency representatives to actively monitor the suggestions and implementation is at the discretion of the agency

SOURCE: "Capturing the Wisdom of Crowds,"
       Planning Magazine December 2014,
       American Planning Association (APA)

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- Performance Assessment

- **Potential Next Steps**

Potential next steps could focus on 7 objectives (1/2)

BOSTON REDEVELOPMENT AUTHORITY

1 **Sharpen focus of BRA** by moving non-core activities out of the BRA (e.g. JCS to Economic Development; evaluate moving Facilities and Engineering to a new centralized city-wide shared services group longer-term)

2 **Rebalance from development toward proactive planning** by:
- Establishing new sub-function dedicated to master planning
- Adding ~5-6 resources and budgeting for technical capabilities to drive master planning process and increased strategic area and community planning
- Splitting planning and design, and adding 1 incremental design resource
- Continuing efforts to simplify and de-restrict zoning code and update to reflect planning

3 **Elevate real estate management** in the organization given importance of this activity to BRA finances, and ensure appropriate talent, processes and execution are in place (e.g., clarify desired performance objectives and decision-making protocol). Consider new approaches to finding ways to utilize vacant space (e.g., conduct a "Landathon" for select available parcels)

4 **Professionalize management of the organization** through:
- Introduction of metrics-driven management (e.g., roll out a bi-weekly management dashboard)
- Stronger people management (e.g., introduce 360° feedback, link performance review process to expectations regarding career trajectory)
- Changes to organizational structure to optimize span of control (e.g., consider adding a Director of Performance Manager or Director of Operations-type role)
- Ensuring financial excellence (e.g., introduce budgeting, strengthen processes and systems)

Potential next steps could focus on 7 objectives (2/2)

BOSTON REDEVELOPMENT AUTHORITY

5 **Streamline design review and Article 80 review processes** by publishing clear, public guidelines, establishing concrete time commitments if certain conditions are met (e.g., 6 months for Article 80, 5 days for ZBA), and creating and using required tracking and management system. Also evaluate opportunities to expedite internal legal processes

6 **Make agency as or more transparent than the City** by publishing an annual report with audited financial statements; providing comprehensive and easily searchable pipeline and lease detail on website; sharing check register in real time on Boston's Open Checkbook; and introducing open online forum for comments on each page. Support with publicity around successes

7 **Build a new culture** of openness, collaboration and teamwork, driven by senior leadership demonstration (e.g., living values, hosting "Director's lunches"), increasing personnel co-location (e.g., Director works 2 days per month at the BMIP), and redesigning the office with a more open (e.g., glass wall) and collaborative layout

If BRA increases planning activity, it would likely need 6-7+ additional planning/design resources plus technical services

BOSTON REDEVELOPMENT AUTHORITY

Planning Function	Current state	Potential future state	Additional resources[1]
Master Planning	▪ Comprehensive plans in place for certain elements (e.g. transportation, environment) ▪ No master plan	▪ Develop a city-wide strategic plan outlining a cohesive long-term vision and integrating existing and new elements. Restrict time for creating plan to 1-1.5 years ▪ Coordinate policies and actions (e.g., zoning) across City and State agencies for implementation of master plan	▪ 5 to 6 planning FTE to deliver master plan and ~10 SPAs over 3 years ▪ External resources for running transport impact analysis, energy studies, wind analysis, market studies and financial analysis
Community / Institutional Planning	▪ Limited number of proactive community/neighborhood plans developed today ▪ IMP plans for all medical and educational institutions	▪ Greater amount of proactive (not development driven) community planning (e.g. from ~8 projects/year to 10-12 projects/year) ▪ Zoning code simplified and updated to match plans ▪ Emphasis on planning in special areas and neighborhoods defined by master plan	▪ None (SPA resources included under master plan)
Housing	▪ Assist Department of Neighborhood Development in the development of Housing plan	▪ Master planning team to facilitate coordination across all elements ▪ Assist Department of Neighborhood Development in the development of Housing plan	▪ None
Land use, Parks and Recreation	▪ Assist Parks and recreation department with development of open space plan	▪ Master planning team to facilitate coordination across all elements ▪ Zoning code simplified and updated to match plans ▪ Assist Parks and recreation department with development of open space plan	▪ None
Infrastructure	▪ Participate in transportation review projects with city/state agencies ▪ Participate in development of transportation plan	▪ Master planning team to facilitate coordination across all elements ▪ Participate in transportation review projects with city/state agencies ▪ Participate in development of transportation plan	▪ None
Environment	▪ Coordinate environmental policy with other agencies ▪ Administer zoning regulations	▪ Master planning team to facilitate coordination across all elements ▪ Coordinate environmental policy with other agencies ▪ Administer zoning regulations	▪ None
Urban Design	▪ Design reviews for ZBA cases and Article 80 projects ▪ Propose new standards for development	▪ Streamlined article 80 design review process to improve customer experience (efficiency and transparency) ▪ Develop guidelines and best design practices aligned with the city's master plan	▪ 1 FTE to support master planning and increased community planning

1 If very robust planning is desired, more resources than shown may be required.

A performance management dashboard could help provide greater awareness of the organization's performance, and increase transparency (1/3)

ILLUSTRATIVE

BOSTON REDEVELOPMENT AUTHORITY

Planning

	Currently under way[1]	Complete year to date
# of planning projects (excluding master plan)	☐	☐
# of planning-related community events	☐	☐
# in-house resources	☐	
# projects / resource	☐	

Master plan status
Dedicated resources ☐
Contractors ☐
Latest status
- …
- …
- …

New planning projects since last dashboard
- …
- …
- …
- …
- …

Key upcoming events / milestones
- …
- …
- …
- …

Key decisions needed
- …
- …
- …
- …

Urban Design

	Currently under way	Complete year to date
# Article 80 design review	☐	☐
# design studies (separate from planning projects)	☐	☐
# ZBA design reviews	☐	☐
% ZBA applications receiving design review		☐

List of open design reviews with > 1 month since last mtg
- …
- …
- …
- …

List of design reviews exceeding 10 meetings
- …
- …
- …
- …

Key upcoming events / milestones
- …
- …
- …
- …

Key decisions needed
- …
- …
- …
- …

1 For ongoing items, currently under way; for one-off items, number completed in past two weeks

A performance management dashboard could help provide greater awareness of the organization's performance, and increase transparency (2/3)

ILLUSTRATIVE

BOSTON
REDEVELOPMENT AUTHORITY

Development review

	Currently under review[1]	Approved year to date
# of Article 80 projects	☐	☐
Total square footage	☐	☐
Total development cost	☐	☐
Number of jobs created	☐	☐
Number of housing units	☐	☐
% affordable housing units	☐	☐
Average time to completion	☐	☐
% of projects > 6 mos to complete		☐
# of public engagements	☐	☐

List of open > 6 months since LoI submitted
- …
- …
- …
- …

New development projects since last dashboard
- …
- …
- …
- …

Key upcoming events / milestones
- …
- …
- …
- …

Key decisions needed
- …
- …
- …
- …

Asset management

Status on priority parcels/assets	Recent activity	Next steps
▪ BMIP parcels	… … … … …	… … … … …
▪ Other BRA parcels	… … … … …	… … … … …

Status on maintenance and capex	Recent activity	Next steps
▪ BMIP parcels	… … … … …	… … … … …
▪ Other parcels	… … … … …	… … … … …

Key upcoming events / milestones
- …
- …
- …
- …

Key decisions needed
- …
- …
- …
- …

1 For ongoing items; for one-off items, number completed in past two weeks

A performance management dashboard could help provide greater awareness of the organization's performance, and increase transparency (3/3)

ILLUSTRATIVE

BOSTON REDEVELOPMENT AUTHORITY

Finance

P&L snapshot – year to date

	Actual	Budget
Total revenue ($K)	☐	☐
Total cost ($K)	☐	☐

Balance sheet snapshot – year to date

	Current	Budget
Cash and cash equivalents	☐	☐
Current liabilities	☐	☐

Key expenditures in past 2 weeks
- …
- …
- …
- …

Key upcoming expenditures next 2 weeks
- …
- …
- …
- …

Key upcoming events / milestones
- …
- …
- …
- …

Key decisions needed
- …
- …
- …
- …

Legal

Open litigation and status
- …
- …
- …
- …

Recently completed projects/agreements
- …
- …
- …
- …

Projects/agreements prioritized for review over next 2 weeks
- …
- …
- …

Key upcoming events / milestones
- …
- …
- …
- …

Key decisions needed
- …
- …
- …
- …

Human resources

New hires
- …
- …

Departures
- …
- …
- …

Salary changes
- …
- …
- …
- …

Personnel development initiatives
- …
- …
- …
- …

Key upcoming events
- …
- …
- …
- …

Key decisions needed
- …
- …
- …
- …

Management information systems

Projects recently completed
- …
- …
- …
- …

Top priorities for next 2 weeks
- …
- …
- …
- …

Key decisions needed
- …
- …
- …
- …

Research

	Currently under way	Complete year to date
# of projects	☐	☐

Key upcoming events / milestones
- …
- …
- …
- …

Key decision needed
- …
- …
- …
- …