ACTION PLAN UPDATE
BRA BOARD MEETING | APRIL 14, 2016
AGENDA

1. Performance and Operational Review Summaries
2. Action Plan Highlights
3. Key Upcoming Items
Performance and Operational Review Summaries
KPMG & “BUILDING THE NEW BRA”
A ROADMAP TO REFORMING AND MODERNIZING THE AGENCY

• KPMG performance review of BRA/EDIC released July 2014 cited troubling deficiencies in many areas of organization

• Released “Building the New BRA” report. Offers an in-depth look at measures the BRA/EDIC took to enhance transparency, accountability, and workflow in 2014

• Highlights of the report include:
  • Improving Policies and Protocols;
  • Modernizing Systems and Organizational Structure;
  • Maximizing BRA/EDIC Assets and Enhancing Fiscal Accountability; and
  • Nurturing Opportunity and Financial Empowerment among Residents

April 14, 2016
BRA/EDIC Board Meeting
In January 2015, McKinsey & Company commissioned to undertake a review of the Planning department, per the recommendation of the KMPG report.

After an initial assessment, scope of review was increased to analyze and identify areas of improvement to the BRA/EDIC as a whole.

The McKinsey & Company report, released in July 2015, identified several areas of improvement for the BRA/EDIC including:

- Management;
- Organization and Capabilities;
- Asset Management;
- Culture; and
- Operations.
July 2014: KPMG Performance Review released

January 2015: McKinsey & Company hired

December 2014: “Building the New BRA”

July 2015: Operational Review released

April 2016: 45% Complete
Action Plan Highlights

### A. Sharpen Focus of BRA

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<tbody>
<tr>
<td>1. Focus on development, real estate and planning functions</td>
<td>In</td>
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</tr>
<tr>
<td>2. Create a communications/messaging strategy to ensure all staff is focused on priorities</td>
<td>Director’s Office</td>
<td>✔</td>
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### B. Prioritize Proactive Planning

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<tr>
<td>3. Recognize Planning division</td>
<td>Director of Planning</td>
<td>✔</td>
<td>✔</td>
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<td>4. Conduct search for permanent Director of Planning</td>
<td>Director’s Office/HR</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>5. Create detailed 2-year Master Planning strategy and work plan - Imagine Boston 2030</td>
<td>Planning Division</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>6. Source and manage 5-6 required planning staff members (or outsourced equivalent) to drive citywide plan/strategic planning areas</td>
<td>Director of Planning/HR</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>7. Develop &amp; Communicate Design concept</td>
<td>Deputy Director of Urban Design</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>8. Add 5 incremental Urban Design staff member to enable design support for citywide plan and to support existing design review workload</td>
<td>Director of Planning</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>9. Put in place a significantly modernized zoning code</td>
<td>Planning Division</td>
<td>✔</td>
<td>✔</td>
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### C. Elevate Real Estate Management

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<tbody>
<tr>
<td>10. Create and fill a new position (Director of Real Estate) to manage the utilization, marketing and leasing of BRA/EDIC's real estate assets</td>
<td>Director’s Office/HR</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>11. Develop a strategic plan for growing BRA/EDIC’s ongoing land and property revenue by at least 5% per year over the next 5 years, while successfully meeting mission goals</td>
<td>Director of Real Estate</td>
<td>✔</td>
<td>✔</td>
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### D. Professional Management of Organization

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<tr>
<td>12. Conduct a careful, systematic assessment of leadership team to determine suitability</td>
<td>Director’s Office</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>13. Roll out management dashboard to track departmental metrics</td>
<td>Director’s Office</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>14. Create an integrated internal tracking system that combines all development functions</td>
<td>Director of Dev. Review</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>15. Create and foster a &quot;Finance Excellence&quot; plan</td>
<td>Director of Finance</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<td>16. Develop a plan and action plan for culture and organizational health issues identified in A&amp;B</td>
<td>Director of Finance</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>17. Create and foster an &quot;HR Excellence&quot; plan</td>
<td>Director of Human Resources</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>18. Create and foster a &quot;Legal Excellence&quot; plan</td>
<td>General Council</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>19. Develop a 3-year budget projection to validate soundness of new hiring decisions/strategies</td>
<td>Director of Finance</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>20. Develop a plan and action plan for culture and organizational health issues identified in Planning division</td>
<td>Director of Planning</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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<tr>
<td>21. Optimize administrative support model</td>
<td>Director of Human Resources</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
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KEY FINDINGS

- Mission and Vision
- Organization and Capabilities
- Asset Management
- Processes and Systems
- Transparency
- Management and Culture
MISSION AND VISION

- Organization and Capabilities
- Asset Management
- Processes and Systems
- Transparency
- Management and Culture

KEY FINDINGS

- Sharpen focus
- Professionalize management
- Elevate and optimize real estate
- Prioritize proactive planning
- Streamline Article 80 + Design Review processes
- Make BRA more transparent
- Build a new culture

7 MAJOR OBJECTIVES
44 POINT ACTION PLAN
KEY FINDINGS

- Mission and Vision
- Organization and Capabilities
- Asset Management
- Processes and Systems
- Transparency
- Management and Culture

7 MAJOR OBJECTIVES
44 POINT ACTION PLAN

1. Sharpen focus
2. Professionalize management
3. Elevate and optimize real estate
4. Prioritize proactive planning
5. Streamline Article 80 + Design Review processes
6. Make BRA more transparent
7. Build a new culture
7 MAJOR OBJECTIVES
44 POINT ACTION PLAN

1. Sharpen focus
2. Make BRA more transparent
3. Build a new culture
4. Professionalize Management
5. Elevate and optimize real estate
6. Prioritize proactive planning
7. Streamline Article 80 + Design Review processes
IDENTITY + CULTURE

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

1. Sharpen focus
2. Make BRA more transparent
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IDENTITY + CULTURE

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OPERATIONS

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

7 MAJOR OBJECTIVES

1. Sharpen focus
2. Make BRA more transparent
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4. Professionalize Management
5. Elevate and optimize real estate
6. Prioritize proactive planning
7. Streamline Article 80 + Design Review processes
PROFESSIONALIZE MANAGEMENT

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

- 1. Sharpen focus
- 2. Make BRA more transparent
- 3. Build a new culture
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- 7. Streamline Article 80 + Design Review processes
Conduct a careful, systematic assessment of leadership to determine suitability – March 2015
Conduct a careful, systematic assessment of leadership to determine suitability – April 2016 (in progress)

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

SOURCE: BRA Payroll Data March 2016, BRA org chart
Create and foster a Finance Excellence Plan

### Budgeting
- July 2015
  - No departmental budgets
  - Capital budgeting “wish list”, but prioritization/focus unclear
  - One individual driving BRA budgeting
  - Limited forward-looking projections beyond 1 yr

### Tools and systems
- Data (balance sheet, employee list, etc.) not consistently up-to-date
- Complex banking system with multiple accounts
- Longer than one week required to pull balance sheet details
- Lease tracking and management software options being explored

### Collaboration
- Collaboration of other departments with Finance often limited until near the end of a process

### Transparency
- Delays in posting audited financials
- Limited access internally to certain systems (e.g., RFP) and vendor documents

### April 2016
- Strategic budgeting exercise annually, including capital planning
- Department budgets
- Standardized financial management reports set up and readily available
- Reorganized banking system
- Accurate data on a monthly basis
- YARDI complete, $225k collected, $2.1m in future collection
- $5.1m in total due down to $728K
- 90 day balance: $3.2m down to $417K
- Serving as a partner on major financial decisions
- Tracking IDP with DND/other agencies

### Upcoming
- Longer-term forecasting to validate soundness of new hiring/staff
- Budget and Procurement Manager
- BRA Board presentation to present FY17 budget
- Continue to identify collection opportunities on leases
- Continue to serve as partners and drivers on major financial decisions
- Audited financials posted on BRA website
  - FY16 budget posted on BRA website
  - Budget shared with City Council
Track departmental metrics

http://ztableau01.cityhall.boston.co/b/t/BRA_Reports/views/Master_BRA/DEVELOPMENTPROJECTMAP?%3Aembed=y&%3Adisplay_count=no
ELEVATE AND OPTIMIZE REAL ESTATE

1. Create and fill a new position: Director of Real Estate to manage the utilization, marketing and leasing of all BRA/EDIC assets
2. Develop a strategic real estate plan
3. Build a new culture
4. Professionalize Management
5. Elevate and optimize real estate
6. Prioritize proactive planning
7. Streamline Article 80 + Design Review processes
### Elevate and Optimize Real Estate

<table>
<thead>
<tr>
<th>July 2015</th>
<th>April 2016</th>
<th>Upcoming</th>
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<tbody>
<tr>
<td><strong>Raymond L. Flynn Marine Park</strong></td>
<td><strong>Operational industrial park</strong></td>
<td><strong>Coordinate with and support Planning Department on the Raymond L. Flynn Marine Park Master Plan (RLFMP) update</strong></td>
</tr>
<tr>
<td><strong>Assets</strong></td>
<td><strong>BRA Owned Land Database (BOLD)</strong></td>
<td><strong>Complete Raymond L. Flynn Marine Park Master Plan (RLFMP) update</strong></td>
</tr>
<tr>
<td><strong>Collaboration</strong></td>
<td></td>
<td><strong>Ensure that BOLD on BRA website is complete and accurate</strong></td>
</tr>
<tr>
<td><strong>Transparency</strong></td>
<td></td>
<td><strong>Implement a project and property based budgeting system to better anticipate and manage asset costs</strong></td>
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- Identifying all BRA-owned land and assets available for disposition and reuse
- Work with A&F/YARDI to identify and track all contracts, leases, and expenditures
- Structure all BRA properties into an accurate and accessible BOLD
- Explore options to advance long vacant industrial buildings (Chain Forge, Ropewalk, Parcel N) to productive re-uses
- Prioritize capital improvements needs of assets and secure adequate funding to complete those improvements
- Coordinate strategy to offer BRA-owned land for disposition and re-use which involves stakeholder engagement
- BOLD available on website
- Improved communication with CNY/RLFMP businesses and community groups
PRIORITIZE PROACTIVE PLANNING

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

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<thead>
<tr>
<th>Department</th>
<th>Planning initiatives</th>
<th>Collaboration</th>
<th>Transparency</th>
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</table>
| July 2015  | ImagineBoston 2030 kicks off  
Beginning of 2 Strategic Planning Areas: JP/Rox and South Boston/Dot Avenue | Interdepartmental meetings with Development Review department being discussed | Innovative community engagement strategies: Open houses, walk/bike shops, interactive workshop design, Textizen, Co-Urbanize, greater online presence |
| April 2016 | 2-year strategy for ImagineBoston in place  
7 workshops for JP/Rox  
9 workshops for South Boston/Dot Avenue  
2 additional Strategic Planning Areas identified: Glover’s Corner, Dorchester and Dudley Square, Roxbury  
3 workshops of 8 held in Dudley Square | Regular structured interdepartmental meetings with Development Review dept.  
BRA board meeting presence/participation | |
| Upcoming | Optimize department structure  
Complete additional hiring to meet needs  
Streamlined design review processes and procedures | Approval of guidelines for Strategic Planning Areas  
Zoning in place for Strategic Planning Areas  
Commence Glover’s Corner  
Identify additional planning areas | Continue to explore innovative ways to engage staff, community and stakeholders in all conversations |
STREAMLINE PROCESSES

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

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### Streamline Processes

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<tr>
<th>July 2015</th>
<th>April 2016</th>
<th>Upcoming</th>
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<tbody>
<tr>
<td><strong>Development Review</strong>&lt;br&gt;  - Project pipeline: overwhelming user interface, no triggers, workflows or automation, limited reporting capabilities&lt;br&gt;  - Inconsistent communications regarding project review, approval and completion&lt;br&gt;  - Current Article 80 perceived as barrier to entry to outside developers&lt;br&gt;  - Desire to bring new participants into community process&lt;br&gt;  - Some community members like current zoning to maintain their voice in development matters</td>
<td><strong>Pipeline 2.0 in full development</strong>&lt;br&gt;  - Electronic document submission&lt;br&gt;  - Dedicated and detailed project pages on website&lt;br&gt;  - On-line calendars&lt;br&gt;  - ~80% of projects are approved in ~6 months&lt;br&gt;  - Team approach to project review&lt;br&gt;  - Regular structured interdepartmental meetings</td>
<td><strong>Complete Pipeline 2.0</strong>&lt;br&gt;  - Standardized and enhanced BRA Board memos and presentations&lt;br&gt;  - Collaborative public meeting and board presentations&lt;br&gt;  - Standardized notices to neighborhood and IAG regarding BCDC and all BRA board actions&lt;br&gt;  - Piloting new models for more open, collaborative and inclusive public meetings</td>
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<tr>
<td><strong>Design Review</strong>&lt;br&gt;  - Perception that design review dictates design rather than reviewing it&lt;br&gt;  - Design review process perceived to be tedious and unnecessarily long&lt;br&gt;  - Unclear guidelines regarding design review&lt;br&gt;  - Role of BCDC questioned</td>
<td><strong>Design Review to be integrated into Pipeline 2.0</strong>&lt;br&gt;  - Clear ZBA Design Review guidelines published on website</td>
<td><strong>Urban design to be fully integrated into Pipeline 2.0</strong>&lt;br&gt;  - Regular BRA board presentations&lt;br&gt;  - Future Design Guidelines (“Dos and Don’ts”) Small Project Review, etc.&lt;br&gt;  - Electronic sign-off: Small Project Review, Large Project Review (pending ISD)&lt;br&gt;  - Design Conference IDeAS 2.0: Public conversation/forum on why urban design matters, value of quality design</td>
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Track departmental metrics (in progress)
Streamline processes, while also capturing the unique aspects of a particular department
IDENTITY + CULTURE

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44 POINT ACTION PLAN

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7. Streamline Article 80 + Design Review processes
In partnership with communities, the BRA plans Boston’s future while respecting its past. By guiding physical, social, and economic change in Boston’s neighborhoods, the BRA seeks to shape a more prosperous, resilient and vibrant city for all.
**THEN**

**JULY 2015**
- f: 12,582
- i: 161,000
- s: 3,239
- w: 1.8m

**NOW**

**APRIL 2016**
- f: 14,369
- i: 258,000
- s: 3,771
- w: 2.2m

- Improved Board process
- Mission/Values on website
- Article 80 project pages
- Budgets posted
- Open house public meetings
WEB ANALYTICS

Page Views by Year

2016
2015

0 500,000 1 million 1.5 million 2 million 2.5 million

19.12% Increase

Content Breakdown

Projects
Housing
News/Calendar
Need Header
Planning
Work with the BRA
About Us
Research/Maps
Neighborhoods
Zoning

Percentage of increase

Planning
57%
Work with the BRA
50%
Housing
42%
**THEN**  
**JULY 2015**
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**NOW**  
**APRIL 2016**
- Open house public meetings

---

**TRANSPARENCY**
- f: 12,582
- i: 161,000
- s: 3,239
- w: 1.8m

**CULTURE**
- 3 all-staff meetings/year
- Directors lunches
- On-site prof. staff training
- Formal cross-departmental collaboration
- Core Values Directors Questions
**THEN**  
**JULY 2015**

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**CULTURE**

- 3 all-staff meetings/year
- Directors lunches
- On-site prof. staff training
- Formal cross-departmental collaboration

**FUTURE**  
**2016-2017**

- Neighborhood informational sessions
- Organizational Identity + Communications Plan

**NOW**  
**APRIL 2016**

- Open house public meetings
- Core Values Directors Questions

Improved Board process

Mission/Values on website

Article 80 project pages

Budgets posted

Open house public meetings

Core Values Directors Questions
Key Upcoming Items

April 14, 2016
BRA/EDIC Board Meeting
KEY UPCOMING ITEMS

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