

Boston Redevelopment Authority

Action Plan

July 2015

Objectives

- A Sharpen Focus of BRA
- B Prioritize Proactive Planning
- C Elevate Real Estate Management
- D Professionalize Management of Organization
- E Streamline Article 80 and Design Review Processes
- F Make BRA more Transparent
- G Build a New Culture

- Immediate
- 6-12 months
- 12-18 months

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

E Streamline Article 80 and Design Review Processes	In Progress
22 Further clarify Zoning Board of Appeals (ZBA) design review guidelines and identify clear timelines. Plan to communicate/post to public.	
23 Further clarify Article 80 design review guidelines and identify clear timelines. Plan to communicate/post to public.	
24 Streamline Design Review process	
25 Develop a standardized set of procedures/protocol for initiating, managing, and concluding all Article 80 reviews	✓
26 Track Design Review progress, including elapsed time and number of meetings; provide brief status report at BRA Board meetings	✓
27 Develop a new internal tracking system to replace both current Pipeline database and paper-based project binders	
28 Integrate ZBA BRA planning and design review into Inspectional Services Department permitting system	

F Make BRA more Transparent	In Progress
29 Continue public commitment to increase transparency standards; add Mission and Values section to BRA website	✓
30 Post up-to-date budgets on BRA website	
31 Create and foster a "Communications Excellence" plan	
32 Identify technology to build interactive on-line Article 80 project pages	
33 Augment website to communicate key metrics (e.g.: number of planning projects, public meetings etc.)	

G Build a New Culture	In Progress
34 Create a plan for a more open and collaborative workspace	✓
35 Create formal opportunities for cross-departmental conversations and collaboration	✓
36 Provide on-site professional staff training opportunities	✓
37 Commit that senior leadership will walk the floors and visit all locations of the BRA regularly	
38 Introduce a professional development program for tuition reimbursement and/or budget for attending conferences and continuing education	✓
39 Personalize and add more internal detail to emails	
40 Introduce once-a-quarter "Lunch with the Director" for 8-12 employees (not on leadership team)	✓
41 Second Organizational Health Index, all-staff survey	
42 Innovator of the Year Award	✓
43 All-staff meetings - 3 times a year	✓