

**CITY OF BUFFALO URBAN RENEWAL AGENCY
BOARD MEETING MINUTES
901 CITY HALL**

MEETING DATE: March 6, 2019

MEMBERS AND OFFICERS PRESENT: Mayor Byron Brown
Brendan R. Mehaffy
Timothy Ball, Corporation Counsel
Commissioner Donna Estrich
Council Member Christopher Scanlon

MEMBERS ABSENT: Council President Darius Pridgen
Council Member Joseph Golombek
Mr. Domenic Bonifacio

SECRETARY: Scott C. Billman

OTHERS PRESENT: Yvonne McCray, BURA Director of Housing, Tracy Cooley, FCA
BURA Deputy Director, Brenda Durfee, BURA, Francisco
Guzman, BURA, Samantha Long, BURA, Theresa Farrell, BURA

- 1.0 Mr. Mehaffy called the meeting to order at 9:25 am.
- 2.0 Mr. Mehaffy made the motion to waive the reading of the minutes of the January 24, 2019 meeting, seconded by Commissioner Estrich and carried unanimously.

3.0 **CDBG**

Agenda Item 3a - Consultant Contract with the Asakura Robinson Company for an Organizational Assessment and Restructuring Plan

Agency members approved a request to enter into a consulting contract with the Asakura Robinson Company to prepare a Strategic Planning and Restructuring Plan for the City of Buffalo Urban Renewal Agency ("BURA"). The anticipated term will be for five months beginning on or about March 1, 2019 and concluding on or about July 1, 2019 for a contract not to exceed \$100,000.00.

On December 17, 2018 BURA issued a request for proposals to identify a consultant to perform an organizational assessment. The Agency received fifteen proposals. A review committee was established to evaluate each proposal based on the criteria set forth by the RFP. The committee members consisted of Brendan R. Mehaffy- BURA Vice Chair, Donna Estrich – Commissioner of Administration, Finance, Policy & Urban Affairs, Council Member Christopher Scanlon, Scott C. Billman - BURA General Counsel, Rebecca Gandour - Director of Development, Rashika Hall - HUD Grants Program Administrator, Brenda A. Durfee - Special Projects Manager, and Francisco Guzman - BURA Engineer

After the review of the initial fifteen proposals, the committee made the decision to extend an invitation to six respondents for a forty-five minute teleconference to expand upon their submissions. Of the six firms the review committee unanimously agreed to invite, two respondents for a final interview. The two firms were allotted forty-five minutes to elaborate on their approach to deliver the stated desired outcomes as referenced in the RFP. At the completion of the final round, Asakura Robinson Company was selected based on a combination of experience, responsiveness to BURA's needs, onsite engagement commitment, drafting a strategic plan that is adaptable and implementable, strong community engagement experience, research driven approach, and overall services to be provided.

The anticipated Scope of Services will include the following:

1. Conduct a strategic assessment of all key program areas, including a thorough review of current procedures as well as interviews with key staff and board members.
2. Review past and current organizational structures and staffing levels.
3. Compare and contrast BURA and BURA, Inc.'s organizational structure, services, and staffing levels with similar-sized public agencies in peer cities.
4. Guide BURA and BURA, Inc. through a comprehensive review and refinement of its current vision, mission, and objectives.
5. Utilize findings of the organizational assessment to develop a three-year strategic plan that includes priorities and business objectives, with goals that align with community-based and community-led programs driven by needs.
6. Clarify reporting relationships, level of authority, decision-making processes, and roles and responsibilities in order to ensure accountability for achieving strategic outcomes/results.
7. Develop an implementation timetable with specific, measurable, achievable, realistic and timely benchmarks needed to accomplish stated goals.
8. Depending on the extent of recommended organizational changes, provide a list of cost saving measures to maintain or increase current levels of service and improve overall efficiency.
9. Develop a feasibility plan to diversify and maintain BURA and BURA, Inc.'s revenue flow for overall sustainability.
10. Establish a framework and process for leadership at the board, management and staff levels to effectively implement the strategic plan and monitor progress toward achieving its goals and objectives.
11. Prepare an assessment that the board, management and staff can use to identify where gaps in training, leadership, and expertise could impact future growth.
12. Provide leadership coaching for management to strengthen BURA's existing foundation for growth and continued success.
13. Prepare a presentation summarizing findings and recommendations for review by the board and executive team.

Council Member Scanlon made the motion to approve Item 3a, seconded by Commissioner Estrich and carried unanimously.

4.0 OTHER

Agenda Item 4a - Contract with A&E Consultant for 667 Main Street

Agency members approved a request to enter into a contract with DiDonato Associates in the amount of \$53,482 for design services associated with building envelope restoration at 667 Main Street (rear, AKA 664 Washington Street.)

667 Washington Street is a 3 story, 19,000 square foot commercial building located in the City of Buffalo's Theatre Historic Preservation District. The "rear" portion of the building, fronting to Main Street, is occupied by Hostel Buffalo. The portion of the building fronting on Washington Street is vacant. The vacant portion of the building is the subject of this action. A Building Condition Assessment was conducted in March 2016, noting several deficiencies in the structure. A project was subsequently undertaken to install shoring to support deteriorated floors, install temporary stairs to provide access to the upper floors, install temporary construction lighting and patch the roof membrane. That project was completed in May 2016. Structural scaffolding remains in the building. The roof membrane patch has since failed.

DiDonato Associates is to design a project including environmental remediation, removal and replacement of all roofs and roof structural members, general building repair including floor joist replacement and electrical and fire alarm services. Contract includes construction administration during the construction phase and closeout services.

Mr. Ball made the motion to approve Item 4a, seconded by Mr. Mehaffy and carried unanimously.

5.0 DIVISION REPORTS


Agenda Item 5,a,b,c - BURA Housing and Planning Updates (Informational Only)

Director Yvonne McCray, Division of Housing, Tracy Cooley, Deputy Director of FCA and Keith Lucas, Director of Planning provided Divisional reports to the Board.

There being no further business to discuss, Council Member Christopher Scanlon made the motion to adjourn the meeting, seconded by Mr. Ball and carried unanimously. The meeting was adjourned at 9:50 am.

Respectfully submitted,

By:



Scott C. Billman, Secretary

Reported by: Risë Geller