

# Evaluation and Assessment

City of Revere

Office of Strategic Planning  
and Economic Development



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# CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>1</b>
Key Recommendations	2
<b>INTRODUCTION</b>	<b>3</b>
<b>SPED MISSION STATEMENT</b>	<b>4</b>
<b>HISTORY</b>	<b>5</b>
<b>ACHIEVEMENTS</b>	<b>6</b>
<b>STATE OF SPED TODAY</b>	<b>7</b>
Structure	7
Resources	7
Budget	8
<b>ABOUT THE WORK</b>	<b>9</b>
Emerging/Expanding Areas of Responsibility	10
Technology, Workspace, and Equipment Needs	10
Recommendations	11
Budget and Income Streams	12
Recommendations	13
<b>ANTICIPATED STAFFING NEEDS</b>	<b>14</b>
Economic Development and Workforce Development	14
Recommendations	15
Affordable Housing	15
Recommendations	16
<b>GENERAL STAFFING</b>	<b>17</b>
Recommendations	17
Marketing and Identity	19
Recommendation	19
Hiring, Orienting, Retention	19
Recommendations	20
Residency Requirement	22
Recommendations	22
<b>BUDGETARY CONSIDERATIONS</b>	<b>23</b>
Recommendation	23
<b>ACTION AGENDA</b>	<b>24</b>
<b>APPENDICES</b>	<b>25</b>
Appendix 1 - SPED Job Descriptions – Existing Positions	25
Appendix 2 - Organizational Chart – Existing Positions (FY20)	27
Appendix 3 - Organizational Chart – Proposed Positions	28
Appendix 4 - Workforce Statistics	29
Appendix 5 - Interview List	31



## EXECUTIVE SUMMARY

The City of Revere's Office of Strategic Planning and Economic Development (SPED) is facing a major organizational transition. Three members of the department's ten-member staff, including some who have been with SPED since it was created, have semi-retired and are presently working part-time schedules. Other members of the SPED staff are expected to move in this direction as well. Meanwhile, the department's work – a mix of policy and planning initiatives, programs to support community needs and create amenities for residents, and facilitating real estate projects in a broad range of sizes – will increase in scope and volume as several important commercial properties move toward development and implementation of the priorities and initiatives identified through community planning initiatives begins.

SPED is doing a laudable job of serving Revere's community needs with its small staff and limited resources. As staff members fully retire, or if anyone requires extended time off, maintaining this level of work will become considerably more difficult. Additionally, as the department's workload increases almost simultaneously with decreasing staff capacity, maintaining the current level of service, community planning, and large-scale development projects will be even more difficult.

Consistent with strategies being utilized by employers in other sectors that are facing similar generational workforce transitions, there is an opportunity within SPED for semi-retired staff members to orient, mentor, and train new staff members while continuing to serve as part-time staff. Additionally, the department can begin to build a talent pipeline with internships, work-study programs, as well as offer part-time and/or flexible employment arrangements to create new connections, build awareness of public service as a career path, and foster employment opportunities to leverage during future departmental transitions, staffing changes, or growth.

The next generation of planners and municipal employees has different expectations of the work environment than the generation that is retiring, and they have skills and knowledge that will change the way the department conducts its work. The incoming generation doesn't remember a time without computers, cell phones, or the internet. They are able to gather and utilize information quickly, given the right tools. They appreciate environments, like SPED's and the City of Revere's, that are innovative, collaborative, and responsive and are of a size and scale that provide abundant opportunities for hands-on learning and experience through key community projects. The City of Revere has a lot to offer new recruits in the breadth of activity within the community and the breadth and depth of projects within SPED.

## KEY RECOMMENDATIONS



Identify and designate a Deputy Director of SPED in the short-term and begin mentoring and training that person to be the department's next director;



Hire mid-level planners and project managers with skills and interest in community planning, economic and workforce development, and transportation and mobility and begin utilizing the expertise and relationships of the semi-retired and retiring staff members to mentor and train them, while simultaneously documenting processes, systems, and relationships;



Continue the trend of gradually moving more of SPED's budget to the municipal budget to increase funding predictability;



Improve SPED's technology with updated hardware, software, tools, and training so that incoming staff can access information, collaborate, and perform analysis to enable the department to maintain and increase its workload and provide strong planning and policy recommendations; and,



Improve SPED's workspace, storage, and meeting spaces to attract and retain the next generation of planners and project managers and create space for more people within the department.

As SPED proactively plans for staffing transitions within the department, taking this time to examine and reflect on what works well and what could be improved will ensure that the department continues to serve the community well now, and in the future.



## INTRODUCTION

Beginning in March 2019, Andrea Shapiro Consulting, in collaboration with Community Reinvestment Associates and Utile, gathered information through interviews with City of Revere staff and others, surveys with staff of nearby municipalities, literature review, and external research to arrive at the recommendations and conclusions herein. While there has been some published research on the generational transition of staff at the State government level, we found concern, but little published research or guidance on this transition at the municipal level.

This report provides an evaluation and assessment of SPED, including examining existing capacity, anticipated capability, and community needs. We researched the marketplace of potential staff members and promising practices from nearby municipalities as well as regional, state, and federal government. The analysis discusses where we believe the department needs to be in terms of staffing, physical space, technology, equipment, and other work-related necessities, and a path to getting there. It identifies strengths and areas for improvement and provides recommendations for ensuring an effective transition while continuing to serve community needs.

Revere's Mayor, Human Resources Director, staff and Director of SPED, and many external partners and peers were tremendous sources of information and advice during this assessment, and we are indebted to them for their candor, thoughtfulness, and collegiality. [Appendix 5 includes a list of interviewees.]



## SPED MISSION STATEMENT

The Office of Strategic Planning and Economic Development (SPED) is successor to the Department of Planning and Community Development and the original Mayor's Office of Community Development before that. For 41 years this city department has played a central and critical role in planning for the future as well as working in the present to enhance the fabric of the community and the quality of life in Revere and in the region. SPED acts as clearinghouse for major development project permits, and spearheads planning and project implementation in the areas of:

- Infrastructure improvement and transportation;
- Housing development and neighborhood preservation;
- Economic development and workforce development;
- Conservation and recreation;
- Community resiliency and sustainability; and,
- Preparing for climate change vulnerability.

SPED functions as the primary contact with and local partner for many of the federal, state, and regional entities engaged in public initiatives within the above project areas, including MassDevelopment, the Environmental Protection Agency, the U.S. Department of Housing and Urban Development, Massachusetts Gaming Commission, U.S. Department of Transportation, the MBTA, Massport, Massachusetts Area Planning Commission (MAPC), The Neighborhood Developers, and others. SPED works closely with other municipalities in the region, particularly on planning efforts and projects that affect multiple communities.

SPED summarizes its mission as follows:

*The mission of the Office of Strategic Planning and Economic Development is to create an environment in the City of Revere that is conducive to retaining, growing and attracting businesses, thereby strengthening and revitalizing our neighborhoods and stabilizing and transforming the physical, social, civic and economic environment of our community. Our goals are to foster and facilitate the balanced economic development of the City, to expand and diversify job opportunities, to increase our commercial, residential, recreational, social and civic options as a community; and to generally improve the quality, variety and security of life for the residents of Revere – all in close consultation, communication, and coordination with the Office of the Mayor and other city agencies, as appropriate.*

## HISTORY

Upon taking office in January 1978, Mayor George Colella created the Mayor's Office of Community Development (OCD), staffing it with a handful of innovative, energetic staff members early in their careers, who were reassigned from other City departments. He charged the office with developing strategies for community renewal and finding grant funds or other means to pay for them.

On February 6, the Great Blizzard of 1978 struck Revere. It lasted for three days and paralyzed the city for some time after. It had devastating property, infrastructure, and economic impacts on many sections of the city, and the damage was apparent for months and even years after the storm. Mayor Colella turned to the Office of Community Development and directed the staff to coordinate with federal and state agencies whose resources could help with disaster recovery. The Mayor's Office of Community Development assumed that responsibility in addition to its regular planning and development responsibilities. Seizing the day, Revere worked to make the best of a bad situation. With guidance from City Clerk John Henry, the OCD produced a compendium of needs and goals and identified specific federal resources that might help address them. With the great support and advocacy of freshman Congressman Edward J. Markey, Mayor Colella took this recovery plan first to the Carter White House and then to key federal agencies with the OCD provided backup and follow-through for a sustained period thereafter. The OCD continued to coordinate disaster recovery efforts working with Congressman Markey to obtain a succession of Acts of Congress and federal appropriations to strengthen seawalls and revetments for the protection of Roughan's point. The OCD also worked with federal authorities to elevate and floodproof a number of homes in that low-lying neighborhood district, and to widen and totally re-sand historic Revere Beach. In 2003, Congressman Markey succeeded in having Revere Beach designated as a National Historic Landmark.

The OCD largely succeeded in pursuing both recovery and renewal simultaneously. Over the years the OCD was awarded numerous competitive Community Development Block Grants which leveraged millions of dollars in Urban Parks and Recreation Grants (now state-administered Parkland Acquisitions and Renovations for Communities [PARC] grants), federal and state sewer and water infrastructure grants, and other public resources to support neighborhood preservation and community revitalization initiatives. As the mission grew, the staff expanded, at one time reaching 17 full- and part-time positions.

When long-time City Planner Robert Furlong retired, the OCD was reconstituted as the Department of Planning and Community Development (DPCD) with its Director simultaneously serving as department administrator and City Planner. In 2017, Mayor Brian Arrigo redesignated the department as the Office of Strategic Planning and Economic Development (SPED) and its fourth director, Robert O'Brien, was appointed.

## ACHIEVEMENTS

During its 41-year history, it is estimated that OCD/DPCD/SPED has secured more than \$200 million from the federal and state sources to address the community's goals and objectives and capitalize on economic development opportunities. Throughout that time, this department has served as a center of creativity for the City of Revere. Over successive years, the support and encouragement of mayors Robert Haas, Thomas Ambrosino, Daniel Rizzo, and Brian Arrigo enabled and encouraged the department to pursue its mission successfully.

Among the department's historic achievements:

- \$3.2 Million Urban Development Action Grant (UDAG) for site work associated with the development of the Towle Manufacturing plant (more recently NECCO). This was one of the first and largest UDAGs awarded;
- Creation of the federal grant funded Senior Citizen Park Maintenance Corps which won federal and state awards;
- More than 1000 units of low- and moderate-income residential units upgraded to code or otherwise improved using Section 312, CDBG, HOME, Rental Rehab, and Neighborhood Strategies Area funding;
- Dozens of low- and moderate-income families assisted through the First-Time Home Buyers Program;
- Coordination of efforts to produce new affordable housing utilizing federal HOME program funds, working with regional and community-based organizations;
- Creation of new recreation and conservation areas with state/federal funding;
- Revitalization of the entire city-owned park and playground system – several times;
- Major downtown revitalization through \$4.375 million in MassWorks grants;
- Coordination of \$5.7 million in MassWorks grants for significant improvements to Shirley Avenue and Revere Beach Parkway;
- Upgrades and safety improvements for major thoroughfares using the Urban Systems program;
- The creation of a \$5 million first-rate football and soccer facility at Paul Revere Stadium - mainly federal- and state-funded;
- Approximately 65 of the city's 110 miles of streets and sidewalks have been resurfaced and improved with urban plantings;
- 273,148 linear feet of sanitary sewer improved and replaced;
- 36,040 linear feet of water mains and lines replaced and improved;
- Three (3) of seven (7) critical tide gates and pumping stations have been repaired and/or replaced; and,
- Assembled more than \$100 million in public investment in Revere Beach, restored historic pavilions, extended sidewalks/boardwalk, created the Wonderland multi-modal transit facility with a garage with capacity for 1865 cars and new bus terminal. Also created a new public plaza and the iconic Markey Bridge adjoining the Wonderland Station multi-modal transit facility, both funded with a \$20 million federal TIGER grant, one of the first such grants awarded nationally. This significant public investment has already yielded nearly \$1 billion in private investment completed or underway at Waterfront Square, the Transit Oriented Development underway at Wonderland which at full build-out will include 1000 units of market rate housing, a 172-room hotel, at least two restaurants, a Starbucks, and additional retail space.



## STATE OF SPED TODAY

### STRUCTURE

Today, the Office of Strategic Planning and Economic Development consists of a director and nine staff members, as shown in the organizational chart and abbreviated job descriptions in the Appendix. This includes three staff members who have recently retired and returned to the department part-time. Each of these semi-retired staff members has decades of experience and relationships, and vast institutional knowledge. The Housing Manager, another experienced senior staffer, retired a few years ago, and that vacant position has not been filled, resulting in a noticeable lack of housing focus in the department. SPED has recently filled several positions and the newer staff members are working closely with the semi-retired staff members who have returned to their positions – learning from them and building internal and external relationships. Nevertheless, SPED is missing some areas of expertise, and may lose additional expertise when the Director eventually retires, and the semi-retired staff members fully retire.

Now is the time to begin building the staff capacity to ensure that SPED can continue its work planning and implementing existing and future projects to address Revere's housing needs, infrastructure, economic development, energy concerns, the environment, and other quality of life issues.

### RESOURCES

In addition to annual City budget appropriations, the SPED uses administrative funds from grants wherever possible. Mainly, this is limited to the CDBG and HOME programs, with other state/federal grant programs specifically prohibiting administration as eligible project costs. With Mayoral and City Council approvals, SPED utilizes Community Improvement Trust Fund resources to supplement and/or complement various neighborhood improvement and infrastructure projects it is undertaking.

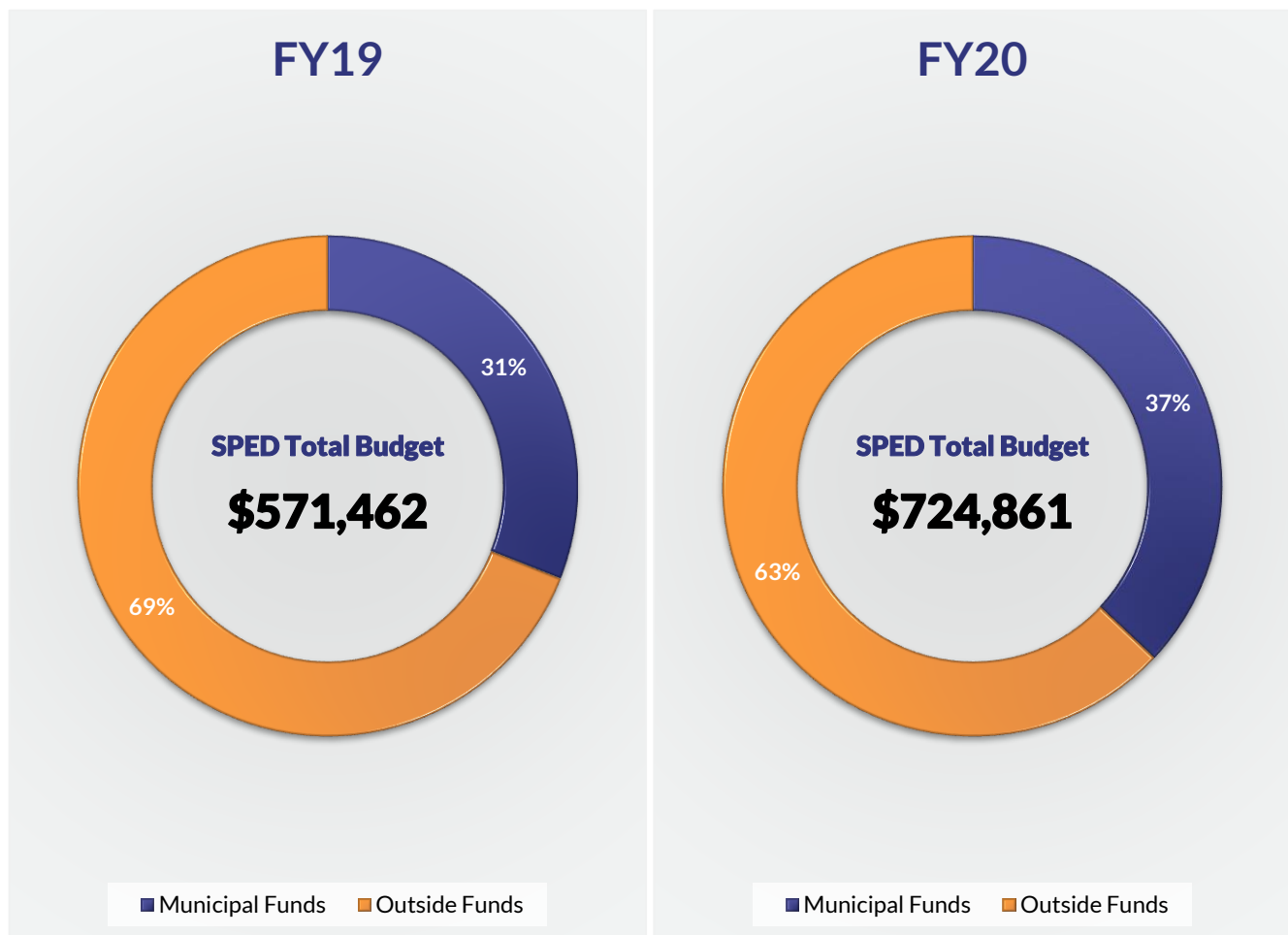
Intangible support through partnerships as well as technical and research assistance comes from the North Suburban HOME Consortium, the Metro North and North Shore Workforce Boards (with territories that somewhat overlap Revere), private developers who participate in planning and executing neighborhood improvement projects, and the Metropolitan Area Planning Council. SPED also interacts and collaborates with community-based organizations like Revere On the Move, the Neighborhood Developers, the MGH and East Boston Neighborhood Health Centers, and Community Action Programs Inter-City (CAPIC, the local anti-poverty agency), among others.

## BUDGET

In FY19 the total budget for SPED, including the Conservation Commission's stipends and supplies, was \$571,462, with only 31% derived from the municipal budget. \$179,463 in municipal funds covered the Director's salary, office expenses, stipends for Planning Board members, and \$45,982 for part-time salaries. The remaining 69% of the department's budget, covering eight (8) professional staff salaries and totaling \$391,999, came from outside grant administration and program delivery funds.

The FY20 total budget for SPED, including City-funded and outside-funded positions and supplies totals \$724,861. The FY20 budget increases the municipal share of SPED's salary account to \$257,228, which allows for the addition or promotion of at least one position, and for the first time ever, moves the City Planner to the City-appropriated budget. The percentage of SPED's budget (including the Conservation Commission and supplies) from the municipal budget increases to 37%. The remaining 63%, which supports eight (8) important staff positions, remains dependent on unpredictable grant funds.

In FY20, SPED anticipates leveraging at least \$4.98 million in outside grants and other funds to benefit the community.<sup>1</sup>



<sup>1</sup> This includes CDBG, Inflow and Infiltration (I&I), CIT, MassWorks, and other funds.

## ABOUT THE WORK

To augment projects in the areas of infrastructure, transportation, neighborhood preservation, economic development, conservation and recreation, community resiliency and sustainability, and preparing for climate change vulnerability, the City of Revere has established the following goals and priorities for its use of HUD funds:

1. Creation and preservation of affordable owner-occupied housing;
2. Development/improvement of lower income rental housing;
3. Improvement of public facilities located in low/moderate income neighborhoods or serving specialized needs of low/moderate income persons;
4. Activities that support small business job retention and creation;
5. Provision of assistance to public services for low/moderate income persons;
6. Forward planning and sustained coordination of planning efforts, including leveraging federal funds with other public and private resources.

In addition to its continued work across planning and development, in the past two years, SPED has added the following to its accomplishments:

- Managed a complex and detailed planning process for the redevelopment of Suffolk Downs with development scheduled to begin by 2020;
- Formulated similar planning processes for sites including the former Wonderland Park and the Caddy Farms-Weylus site;
- Coordinated permitting and monitored development of 30+ major commercial projects and 30+ smaller commercial and residential projects;
- Funded and completed 10 storefront/signage improvement projects in the downtown and Shirley Avenue business districts;
- Secured two Opportunity Zone designations within the city;
- Obtained several significant grants from the Massachusetts Gaming Commission for hospitality-related economic development and transportation planning;
- Coordinated the community visioning/master planning process “Next Stop Revere” with the Metropolitan Area Planning Council;
- Worked with The Neighborhood Developers (TND) to launch the CONNECT workforce development program in Revere;
- Installed murals and public art at key locations;
- Acted as lead community/project manager on behalf of five adjoining communities for the \$13.5 million Northern Strand Bicycle Trail;
- Continued to coordinate the build-out of the Waterfront Square transit-oriented development (TOD); and,
- Participated in inter-municipal and regional planning efforts with Malden, Boston, Saugus, and on emerging planning work in Lynn and Chelsea.

## EMERGING/EXPANDING AREAS OF RESPONSIBILITY

As the department enters its fifth decade as the City's planning and development arm, the traditional areas of infrastructure, open space and recreation, zoning and permitting, etc. remain its core responsibilities. Yet, new and expanding focus areas are demanding greater attention, including increased attention to affordable housing; implementation of Green Communities technology; sustainability and climate change resiliency planning; transportation and mobility; economic development and workforce development coordination; and attracting and supporting responsible developers, as well as project planning and project oversight. It is becoming increasingly clear that SPED does not presently possess the staff capacity in terms of person-hours or subject area expertise to effectively address these new and growing needs simultaneously and well.

## TECHNOLOGY, WORKSPACE, AND EQUIPMENT NEEDS

The Office of Strategic Planning and Economic Development works collaboratively both internally and externally. There is a general expectation for this type of collaboration from constituents and partners, existing staff, and potential new hires. Unfortunately, the department's workspace, tools, and equipment are not especially conducive to collaborative work or attracting new talent.

A few notable examples:

- Computers are older, do not have sufficient memory, and/or are not compatible with today's software. Because the department's computers run Windows 7 rather than Windows 10, not only are computers less secure, but there are significant compatibility issues with partners and constituents running more updated versions of software that is used on a daily basis. This creates additional work, delays, and frustration on both sides, because files like project plans may not be compatible and often cannot be opened by staff. This is a citywide issue that affects Human Resources as well as every department's use of the MUNIS software that is used by most municipalities.
- SPED is heavily reliant of outside consultants and other providers for spatial analysis and analytics, while other municipalities have this capacity in-house and can observe trends and make decisions more quickly as a result.
- SPED's workspace is not conducive to focused or confidential work. The office is laid out in a semi-open style with divided cubicles, a large shared table, photocopier, common files, etc. When a visitor arrives, conversations frequently happen at the shared table directly in the entryway (the only space large enough to spread out plans). This can be distracting, and there is no quiet area to have a quieter or more private conversation. The same goes when the photocopier is running a large job – it's right in the entryway, so it creates noise that staff and visitors can hear throughout the office.
- The department's work is quite paper-intensive – project plans for both internal projects and constituent projects, income-qualification information, and so much more are done via paper. These records need to be maintained and kept close by for many years, especially in the case of large-scale or multi-year development projects, so there are a lot of file cabinets and shelves take up prime real estate within the office.
- Staff frequently have meetings outside of the office and not reimbursed for their travel. SPED's projects are all over the city, and staff members need to travel frequently to worksites, local businesses, and partners' offices. Travel reimbursement or stipends were once available but are no longer.



## RECOMMENDATIONS

### 1. Carefully invest in technology, tools, and training.

At a minimum, the City should move everyone, not just SPED, to Windows 10 and upgrade hardware and software to support it. This will help with security, collaboration, and working with constituents as well as utilizing MUNIS to its full benefit. It will also help with attracting new talent. We recognize that this requires a significant investment on the City's part, but hardware prices are at an all-time low and there is a major benefit to all departments having updated, compatible equipment and software.

Additionally, invest in training, software, and tools that will allow SPED to have in-house capacity to conduct data collection and spatial analysis in-house. The next generation of planners and policymakers expect to be able to use up-to-date software and GIS tools to inform their work and meeting this expectation will help the department to make recommendations and planning decisions more quickly and cost-effectively and attract the best planners for the community.

### 2. Value the character and quality of the department's physical environment, in addition to its functionality.

Office space can be used as a recruiting tool, setting the department apart from other municipalities. In Salem, the Planning and Community Development department's new office space allows for new ways of doing business: by sharing a floor with the inspectional services department and engineering, the planning team is able to collaborate more fully with other departments while offering a seamless experience to the public. Furthermore, the quality of the work environment is a marketable feature that may attract new talent.

SPED is in a part of City Hall that has a lot of unmet potential, especially in the two stairwell spaces. SPED should work with an architect or design professional to reimagine and reorganize its physical space. Making space for all staff in the main office, creating a file room for shared plans and project files in the stairwell spaces, moving the photocopier into a contained space (possibly in one of the stairwell spaces), and moving the conference room table somewhere quiet and/or private, creating some telephone booth-like rooms for calls and other private conversations, and installing some soundproofing material would provide greater comfort and usability for staff and constituents alike.

Additionally, digitizing older planning documents and files (and discarding of the originals or sending them to off-site storage) will allow the department to further optimize its space.

### 3. Consider purchasing and providing additional equipment that will enhance departmental performance.

Vehicles, whether as part of the City fleet or designated for SPED, will help staff to manage projects and relationships throughout Revere. The City could also have bike-sharing racks installed at City Hall and other City offices and provide staff with credits to use for work-related travel.

## BUDGET AND INCOME STREAMS

Revere has historically relied on local, State, and Federal funds, including Community Development Block Grant (CDBG) and HOME funds, to support the Office of Strategic Planning and Economic Development's projects, activities, and staffing. In recent years, this funding has been decreasing, and this trend is expected to continue. As noted in the section on the State of SPED Today, funding for some staffing comes from the City budget. Funding for specific projects comes from the City's Community Investment Trust (CIT) Fund, as well as the Infiltration and Inflow (I&I) fund, Chapter 90 funds, MassWorks grants, MassDevelopment technical assistance grants, although with minor exceptions, these funds are not being used for staffing purposes.

Unlike comparable and nearby communities, including Boston, Chelsea, Malden, Medford, Peabody, Quincy, Salem, and Somerville, Revere has not adopted the Community Preservation Act (CPA), which creates a funding mechanism for open space protection, historic preservation, affordable housing, and outdoor recreation.<sup>2</sup>

Some nearby communities have also implemented linkage ordinances with the funds generated supporting affordable housing and job training, as well as inclusionary housing ordinances that create units and/or funding streams for affordable housing production and preservation.



<sup>2</sup> The CPA enables Massachusetts communities to implement a real estate surcharge on both residential and commercial properties of up to 3% of the tax levy, which creates eligibility for State matching funds, and the combined funds can be used to address a variety of community needs. The CPA must be adopted through a local ballot referendum. To date, 175 municipalities in Massachusetts have adopted the CPA. [Source: Community Preservation Coalition website, <https://www.communitypreservation.org/about>]

Communities that have CPA funds are able to restore historic properties and monuments, preserve and create affordable housing, create new open space and renovate existing parks, and pursue additional community development activities that may be difficult to carry out using federal and state funding.

## RECOMMENDATIONS

### 1. Increase the SPED's funding for both administration and projects.

Some possible revenue sources include:

- The Community Preservation Act and housing and/or linkage fees tied to commercial development are potential revenue-generating sources that Revere should consider in conjunction with the Next Stop Revere planning process;
- An inclusionary housing ordinance could create affordable units (or cash in lieu) to offset large-scale market-rate and luxury housing development;
- Consider creating (by ordinance) a Site Plan Review fee for larger projects which could be directed to SPED staffing and admin support;
- Consider dedicating some percentage of annual Community Improvement Trust (CIT) Fund revenue stream to SPED planning/staffing or creating a fund specifically for Community Development projects and programs;
- Consider leasing part of Wonderland Park for an interim period to run a commuter parking lot with the revenue stream directed to support both SPED and abutting neighborhood improvement projects;
- Focus on the State's proposed \$1.3 billion GreenWorks program; urge legislative delegation to allow some share of the funds for local administration and green project delivery uses; and,
- Focus on Mass Gaming Commission grant programs for transportation and economic development planning which are likely to grow substantially and could support staff with a transportation/economic development focus.

### 2. Gradually move a greater proportion of SPED's budget to the municipal budget.

With the trend of declining annual federal entitlement grant allocations for CDBG and HOME, the City should substantially increase budgeted municipal support for the very important work done by SPED, which contributes directly to the City's property tax revenues and other fees. This will ultimately enable the department to complete more projects and attract more outside funding to benefit Revere residents and businesses.

## ANTICIPATED STAFFING NEEDS

Over the next decade, the City of Revere will experience renewed development interest as some key properties are poised for redevelopment, including Wonderland Park, the Necco property, and the Caddy Farms-Weylus site. The City and residents are engaging in Next Stop Revere, a comprehensive master planning process with Metropolitan Area Planning Council (MAPC), to inform policy, incorporate the community's vision for maintaining and improving quality of life, and consider the future of housing, economic development, natural resources, open space, transportation, climate resiliency, land use, and zoning. Next Stop Revere will identify a set of actions for the City to take over the next 10-20 years. This document will guide most program areas and activities that fall under SPED through 2030. After extensive community and internal process, a planning document will be available in early 2020.

Because of this, the recommendations on staffing and job descriptions in this evaluation are broad and flexible. This is consistent with the preferences of jobseekers in general and particularly in the planning and community development field, where many entry- and mid-level candidates are looking for exposure to a variety of projects, people, learning opportunities, and environments. Additionally, with an anticipated departmental leadership change in the not-too-distant future, it is important to leave some flexibility for a new department director to build an organization that meets their needs and the Administration's goals.

### ECONOMIC DEVELOPMENT AND WORKFORCE DEVELOPMENT

With the development of the Encore casino in nearby Everett and related growth of new and existing businesses, there is an opportunity for Revere to return to its roots as a destination for gaming, sports, entertainment, recreation, and relaxation. In addition, Revere Beach and the Wonderland site provide real estate and economic development opportunities that will create opportunities for the workforce, with a variety of labor, service, and managerial positions, in addition to positions in the building trades (see Appendix 4 for statistics). However, Revere runs the risk of not having sufficient local workforce to support the jobs being created.

It is important that Revere contributes local labor for the jobs created through its economic development activity. Sixty-eight percent (68%) of Revere's population is of working age (16+ years old), with a range of skills and interests that match the growing needs of local employers. Ensuring that members of the Revere community have the skills to fill these positions and the ability to access them requires the City's engagement both in the programming that builds potential employee skills and experience, and the regional conversations that create employment opportunities for local talent.

In the next few years, because of retirement of key staff, there will be a need within SPED for additional capacity in both economic and workforce development. There are existing staff members who have strong backgrounds in these areas; however, as major economic development opportunities arise, there will need to be even more departmental capacity in terms of time and intensity to focus on both the economic and workforce development aspects of these projects and potential projects.

Existing SPED staff has significant and strong connections with local businesses and solid knowledge about the existing labor needs. Using the department's expertise in this area and augmenting it with additional experience and connection to the local and regional organizations that engage in workforce development will ensure that Revere can leverage future business investment and commercial development in the community.



Continued collaboration with The Neighborhood Developers and through CONNECT, which focuses on individual well-being and offers special attention to financial well-being and employment, can provide additional capacity for workforce development programs and policy discussions; but there will need to be even more capacity, focus, and resources committed to ensure that Revere can successfully attract economic development opportunities, provide the workforce for these opportunities, and deliver benefits – in the form of good local jobs – for residents.

## RECOMMENDATIONS

### **1. SPED should add a planner or project manager position or adapt an existing position to focus on economic and workforce development.**

With the key parcels and real estate development opportunities that exist today, it is extremely important to embrace the tremendous economic and workforce development opportunities they represent. Having a staff member focused on these important projects, who can learn from SPED's Director before his retirement, will position the City to continue its success in economic development while increasing the ability to build a broad and deep workforce to embrace the many opportunities that exist today and will continue to grow out of future development.

### **2. Reconnect with the regional organizations that are working with the tourism and entertainment industry.**

The City, through SPED, should rejoin the Greater Boston Convention and Visitors Bureau and the North of Boston Convention and Visitors Bureau. These connections will become more important as the hospitality industry in Revere grows. Relationships with these regional organizations should be maintained by SPED's Director.

## AFFORDABLE HOUSING

Revere has experienced significant development of new market-rate and luxury housing, and some development of affordable rental housing by The Neighborhood Developers and others. With one-third of all housing units in Revere built before 1939, there is still a perceived need for housing rehabilitation of properties owned by low- and moderate-income residents, and CDBG funding continues to be set aside for this activity. CDBG funds have been used for rehabilitation of residential properties in Revere since the 1980s, for small, but important projects like bringing properties up to code and modifying properties for accessibility modifications. The per-unit costs and project management costs of these projects are very high.

SPED has recently added a CDBG Program Director who has deep experience in affordable housing. Her expertise will benefit the department and the community; however, her capacity in terms of time and resources might not be sufficient to serve the department's needs. Since this position has been filled very recently, this is an area that should be revisited in six months to a year.

## RECOMMENDATIONS

### 1. Consider options for outsourcing the management of housing rehab projects.

Although the number of projects is small, each one requires a lot of staff time between project management and administrative requirements. There are several options for outsourcing this function that other municipalities are using, like partnering with the Malden Redevelopment Authority or outsourcing to Community Opportunity Group, as Chelsea and Everett have done.

### 2. Revisit the position of CDBG Program Director in six months to a year when SPED can better assess the affordable housing capacity availability and need.

The recently filled position of CDBG Program Director could be a logical position to add affordable housing project management responsibilities to as well as being liaison to the North Suburban HOME Consortium, since some projects are likely to receive funding from both sources, and the record-keeping requirements are similar. However, SPED should be careful to keep the expectations for the CDBG Program Director reasonable in terms of workload, and augment the department's affordable housing capacity with interns, staff, or consultants, as appropriate and necessary.



## GENERAL STAFFING

Several of the current members of the SPED staff have primary and secondary functions, and all have a high level of contact with constituents and other City departments. Interviewees noted that one of the primary reasons SPED's projects are successful is that staff members have longstanding relationships, both internally and externally, and are able to leverage those relationships to keep things moving ahead. With three long-time staff members now working part-time and the full-time department Director planning to move to part-time in the not-too-distant future, there will be growth opportunities and experience gaps within the department; however, during the period that semi-retired staff members remain available, there is a significant opportunity for new hires or existing staff members to learn more about these roles and how to continue their success to benefit the community.

Being able to benefit from the experience, institutional memory, and relationships of long-time staff members while learning a new job would be a great benefit to incoming staff members. There is an opportunity in the department to make great use of the part-time retirees as mentors for incoming staff, while finding way to incorporate new ideas for implementing projects, communicating with constituents, and solving neighborhood and citywide challenges.

As noted previously, the department's budget for staffing is heavily reliant on outside (non-appropriated) funding, and those resources have decreased in recent years. Moving more of these positions to the City's budget – at least consistent with the reduction in available funding sources – would provide a more consistent level of staff capacity for the department, to the benefit of the community.

## RECOMMENDATIONS

### **1. Increase the number of staff in general, with an eye toward new staff members who can grow into more senior level leadership positions.**

- The number of anticipated building permits over the next several years is growing. It exceeds the current planning staff capacity (one part-time retiree, who also staffs the Planning Board). Adding a full-time planning staff member, who can be trained to move into the senior planning staff position, should be a departmental priority.
- With several part-time retirees expected to transition to full retirement over the next three to five years, there is a need for additional planning and project management staff who can grow into these senior level positions. These new positions should be fairly general in focus, and candidates should have some education and work experience, planning and/or project management experience, as well as expertise or interests that broaden the department's collective knowledge, for example experience in travel and tourism, workforce development, transportation/mobility, sustainability, and housing. Two to three full-time positions, combined with some work-study and/or intern support, added over the next two years should provide the proper staffing level to sustain or increase the level of service to the community and prepare for the departmental staffing transition.
- Recruiting internally, with attention to maintaining appropriate capacity within any City departments that might be impacted, could be an effective strategy for attracting talent to SPED. From its beginning, SPED grew by incorporating staff and functions from City departments it collaborated with frequently. This allowed SPED to grow organically, retaining the internal knowledge and relationships needed to advance its mission and projects.

**2. Prepare for a transition and knowledge-transfer that will result from retirement by senior level staff.**

- Leveraging the expertise and relationships of the semi-retired, part-time experienced staff during a transition and training period is both timely and beneficial. New staff members will have the opportunity to learn from those who have been in these roles, while simultaneously adding their unique perspectives and experiences. This way of orienting and training new talent is consistent with workplace trends in other fields that are experiencing the “silver tsunami” and has been quite effective when the right conditions exist.
- The Office of Strategic Planning and Economic Development’s Director anticipates transitioning to a part-time role at some point in the near future. It’s not too early for the Mayor and SPED Director to begin considering the skills and characteristics a candidate would need to serve the community, SPED, and City’s senior management team, and to begin searching for or mentoring the next leader of the Office of Strategic Planning and Economic Development so that there can be an opportunity for training and mentoring.

**3. Consider alternatives to full-time staff positions to supplement and support staff needs.**

- Budget for professional consulting services and intern positions and consider creative solutions for temporary/part-time assistance (i.e., students or interns with work-study funds) to give the department more capacity without adding another full-time salary and benefits. Ensure that there is a departmental budget line item designated for consulting and coaching services and that the City Council allocates these funds each year and gives the department authority to use these funds appropriately. These funds can be used for discretionary planning projects and temporary staff positions, including interns. It is important that the City is able to hire the best interns, not relying on assigned fellows. Other creative solutions to hiring part-time assistance should be explored, including partial funding through work-study. In Somerville, they’re working with interns through MIT’s work-study program, which pays 75% of an intern’s salary.



## MARKETING AND IDENTITY

The City of Revere and the Office of Strategic Planning and Economic Development's identities are very important in the marketing of the municipality as an employer.

SPED is a key department in the City of Revere's relationships within the community and the region. However, the Office's name – Strategic Planning and Economic Development – does not reflect the comprehensive mission of the department or the breadth of projects under its management. The department's functions include strategic planning, municipal planning, as well as focus on key needs in the areas of economic development, business support, housing rehabilitation, affordable housing development, infrastructure, parks and open space enhancement, historic preservation, permitting, and more. External interviewees expressed limited understanding of which staff members and what kinds of projects were included within the department, although when asked about specific projects or areas of work, their experiences and relationships were very positive. The department's name impacts the perception of potential employees and should reflect the breadth of talent the City wants to recruit.

## RECOMMENDATION

### **1. Change the department name to one that reflects the full range of activities the Office of Strategic Planning and Economic Development conducts.**

In other municipalities, department names include some mention of Planning and Community Development. Alternatives include Community Planning and Economic Development, Community Planning and Development, Planning and Development, or variations on those.

## HIRING, ORIENTING, RETENTION

Creating a pipeline of municipal employees, especially in the community development and planning field, is a growing need, as Revere's municipal workforce, more broadly than just SPED, includes many retirement-age staff members. The "silver tsunami" is affecting the government workforce at all levels – more so than in private sector positions, because the workforce is generally older than the workforce in other sectors.<sup>3</sup>

The City's recently hired Human Resources Director revealed that other departments are experiencing similar demographic changes to those in SPED. He has found that entry-level positions are not at all difficult to fill, and for senior positions, there's may be a specific person the Mayor or department director has identified as suited to the position. Where he has the most difficulty is with positions that require a higher level of expertise, a technical degree, and mid-level positions in general. He noted that filling a City engineer position, a position that has been posted for two years, has been especially challenging.

There are several ways the City and the SPED can create a pipeline of new talent, build jobs that suit today's jobseekers, and retain the best employees.

<sup>3</sup> Source: Job One: Reimagine Today's State Government Workforce, March 2019, NASCA, Accenture, NEOGOV

## RECOMMENDATIONS

### 1. Don't undersell the appeal of the job and the City as an employer.

Revere has a brand name with a unique history and assets. Make it clear to potential candidates that Revere “is willing to try stuff.” It is important that potential candidates realize that they can make a significant impact, especially if they are coming from larger cities or state agencies where their jobs were more bureaucratic. The next generation of planners and project managers wants to work on projects and in communities that are innovative.

Like other nearby smaller cities, Revere will find that the advantages of working for a smaller city rather than a state agency or bigger city can help attract candidates. Entry- and mid-level planners will appreciate the flexibility of positions, since a smaller staff means they can be more of a generalist; have the opportunity to gain a broad understanding of how cities work; and, have access to key decision-makers and the decision-making process in a way they wouldn't in a larger community. Revere, like nearby cities, is dealing with legacy and more recent immigrant communities in positive and progressive ways, and this is attractive to job candidates who share these values and perspectives.

### 2. Tap into university relationships to find and incubate talent.

By offering paid internships and job shadowing opportunities, and utilizing fellows and university-subsidized work-study students, the City of Revere can begin to create a pool of potential future staff members. The City can also build and maintain relationships with institutions that will provide long-term sources for talent in all departments.

For example, Chelsea connected with its innovations planner through her role as an Ash Center Summer Innovation Fellow for the City. The Ash Center is an institute at the Harvard Kennedy School of Government. The City continues to work with the Kennedy School and relies on this relationship for summer interns.

To support the work of the Office of Strategic Planning and Economic Development, relationships with institutions that offer engineering, planning, architecture, drafting, construction, statistics, public management, and similar fields will be important. Fortunately, there are several great ones within an easy commute of Revere.

### 3. Build strong connections with local educational and training institutions, including Revere High School, in addition to universities.

To build interest in employment with the City of Revere, and to develop relationships that will provide talented potential staff members, the Office of Strategic Planning and Economic Development should work closely with the Human Resources Department to increase knowledge about public service – and particularly planning and community development – as a potential career path at all of the local educational and training institutions that might be pipelines for recruiting, including Revere High School, other local high schools and vocational schools, community colleges, and local colleges and universities.

Additionally, the SPED should begin cultivating talent at the high school and vocational school level, because building these relationships early can result in providing high-quality employees to public service positions in Revere later on. Revere High School is a well-respected local institution, with a long history of developing talented City staff members, city councilors, and others. Creating internships and work-study opportunities and marketing them to Revere High School and vocational school students will benefit the community and the department in the long run.

#### **4. Foster a collaborative work environment through departmental structuring and opportunities for knowledge transfer and ongoing knowledge sharing.**

The staffing and structure of SPED should reflect existing synergies, desired workflows, and municipal priorities. In Salem, the Planning and Community Development department is divided into four sections that reflect department priorities: (1) Administration and Policy; (2) Planning, Zoning Board of Appeals, and the Conservation Commission; (3) Economic Development and Arts and Culture; and (4) Historic Preservation. This format allows for the sharing of responsibilities. Biweekly full-team meetings also offer a more formal venue for collaboration and creative problem-solving.

Revere's Office of Strategic Planning and Economic Development is small and in transition, so a more flexible organizational structure than Salem's would work well. Even so, one way of thinking about the expertise and staffing levels needed is to look at how the work naturally divides up. For Revere, the department's sections could be: (1) Community Development / Community Programming; (2) Administration and Finance; and (3) Planning and Sustainability. These sections are not very different from the current departmental organizational chart (Appendix 2).

Each section should be staffed with a combination of experienced planners and program managers, and, depending on priority and workload, additional entry-level or senior staff members, part-time staff, work-study students, or interns. It would be useful for the department to have some generalists as well, for additional capacity in different project areas during the busiest times as well as flexibility to cover for family leave, vacations, etc. Detailed recommendations on future staffing are included in the Action Agenda.

The department, as it is currently structured, represents divisions created by the current staff and their expertise. Over time, staff should be hired to fit the organization, as defined by the community opportunities and needs as well as the City's priorities and goals. A possible organizational chart for the future is included in Appendix 3. Ongoing conversations with the Mayor and department Director will offer additional suggestions for achieving an optimal organizational structure.

#### **5. Create opportunities for mobility of staff while being realistic about budgetary constraints.**

Retaining staff through advancement is one way to build the department's capacity, but it's important to be realistic about staff retention. Budgetary constraints don't allow for all staff to advance. Furthermore, it should be expected that younger staff may only be interested in working in the department for a few years. Jobs should be built, and projects planned and documented in ways that make them easily transferable to the next staff member.

Staff mobility within the City has been a successful strategy for SPED in the past. Attracting staff from other City departments may be a good resource to gain additional SPED staff members with an understanding of and appreciation for the community and the work that SPED does.

## RESIDENCY REQUIREMENT

Most of the surrounding communities have dropped residency requirements for municipal employees, recognizing that not everyone wants to live where they work and that having the flexibility to hire the best person for a particular job is very important, especially in a tight job market.

Revere's residency requirement only affects non-union employees. In SPED, the only non-union employee is the Director.

## RECOMMENDATIONS

### **1. Change the residency requirement to attract the best talent.**

The best people for top- and mid-level positions are not going to want to relocate to Revere – or any other community - for a job. By the time they reach that point in their careers, it's likely that they own a home, are in a committed relationship, and/or might have children in a school or daycare. You will broaden the pool of candidates by eliminating residency requirements for at least some of the non-union positions.

Because of the nature of SPED's work in community planning and real estate development, the Director position has significant potential for conflict of interest or perceived conflict of interest if this person is a resident (e.g., projects in a neighborhood where they own property having a positive effect on their property value). For this reason, there should be no residency requirement for this position, or there should be a residency preference rather than a requirement.

### **2. Have a balanced team that includes people with deep institutional knowledge.**

While relaxing or eliminating the residency requirement for some positions might make sense, it's important that the SPED team include both talented people (with experience in Revere and/or elsewhere) and people with deep local and institutional knowledge (about the history of the political power base, past initiatives, etc.). Revere has many talented local people – some with multiple generations of Revere history – and hiring local residents, where possible, makes good sense.



## BUDGETARY CONSIDERATIONS

The department's reliance on outside funding sources for staff salaries makes it difficult to plan over multiple years; so, it should be a municipal and departmental goal to continue the trend of moving SPED staff to the municipal budget. This will ensure a consistent flow of planning initiatives and project implementation over time.

Salaries for entry level planning positions (i.e., planners with bachelor's degrees and some work experience or master's degrees and less experience) in the region are in the \$55,000 to \$65,000 range, plus benefits. Salaries for senior level planning positions (i.e., planners with master's degrees and several years of work experience) are in the \$80,000+ range, plus benefits. Graduate student interns earn roughly \$18 to \$22 per hour.

In the longer-term, the department's senior finance position may offer an opportunity for a current City employee. This position is currently filled by a long-time staff member who is currently working a part-time, semi-retired schedule. His replacement should be selected or hired and trained in the short-term, as this is a key position within the department and the City. Ultimately, the full-time salary for the senior finance position would be in the \$85,000+ range, with considerable experience in public finance in addition to applicable certifications and education.

During the transition period, three semi-retired staff members are available to train and mentor new hires, which is a cost-effective way for the department to continue operating effectively while preparing for a significant staffing transition. In the Action Agenda that follows, we recommend hiring staff to replace three full-time positions and maintaining the part-time semi-retired positions during the transition period, then adding one or two positions once the semi-retired staff members have fully retired.

### RECOMMENDATION

#### **1. Educate municipal leadership on the roles and responsibilities of the planning team and celebrate the department's successes regularly and publicly.**

When City leadership understands and values the work the department does, the department is prioritized. A well-informed Mayor and City Council can have a significant and positive impact on budget and staff resources. Revere is fortunate to have a Mayor and City Council that are actively engaged in and supportive of community planning initiatives and community development projects. Keeping them informed on an ongoing basis will be important to the successful transition within SPED.

## ACTION AGENDA

Throughout this document, suggestions have been made regarding strategies and steps SPED can take while shifting its staffing structure. The department's structure will ultimately depend on the municipal priorities during the transition period and beyond, as well as the department Director's preferences.

The first steps of this transition should be:

1. Fill two full-time planner/project manager positions with a mix of experienced and entry level planners while the veteran staff members are available to train and mentor new staff, document processes, and provide additional departmental capacity;
2. Post these existing positions with more generic planner/project manager titles for flexibility to hire the best candidates with the most appropriate interests and experience during the hiring process;
3. Fill one full-time senior finance position with an experienced public finance professional while the department's semi-retired Financial Administrator is available to train and mentor his replacement and continue maintaining the department's operations;
4. Create and fill a Deputy Director position to support the Director as he begins to transition to semi-retired status to provide a potential plan for succession; and,
5. It is very important for budgeting and planning purposes to develop and commit to a timeline for full retirement for the positions where retirement is anticipated or already in process.

The next steps of this transition will come as veteran staff members fully retire. There currently isn't a defined timeframe for full retirement of these staff members, and it is likely to happen at staggered times.

6. As veteran staff members retire, move staff members (those recently hired and/or other SPED staff and/or staff from other city departments) into more senior roles and, as needed to support the workload, fill any vacated positions;
7. Identify and announce an incoming SPED Director;
8. Hire interns, work study students, mid-level and entry level planners, part-time staff, and consultants to augment the full-time staff in areas of municipal and departmental priority; and,
9. Continue to move SPED positions onto the municipal budget as appropriate and possible.

When there is a new department Director in place and all semi-retired staff members have retired, the new Director will be able to reassess the department's structure, anticipated workload, and budget with consideration for the City's community development and planning priorities. They will be able to continue building an optimal departmental structure to achieve the City's goals over time. SPED will continue to evolve, as most organizations and departments do, with changes in priorities and personnel. Regular assessment of the department's role, the City's priorities, and available resources will result in a department that continues to contribute to Revere's status as a wonderful place to live, work, and visit.

The Office of Strategic Planning and Economic Development has played a key role in planning and implementing past and present projects to address Revere's housing, infrastructure, economic development, open space, and quality of life issues. With significant community development opportunities for Revere now and in the future, combined with an innovative, collaborative work environment and the willingness and availability of semi-retired staff members to support the department and train new staff, SPED is well-positioned to continue and build upon its long history of community and economic development successes.

## APPENDICES

### APPENDIX 1 - SPED JOB DESCRIPTIONS – EXISTING POSITIONS<sup>4</sup>

<b>Director</b>	Oversees the department and assigns work; sets goals for individual staff members and for collaborative multi-disciplinary initiatives; interacts regularly with the Mayor to carry out priority projects; communicates with municipal and external agencies; acts as point of contact and liaison for private housing and commercial developers; focuses on funding/grant opportunities; provides public information on programs, projects and progress.
<b>City Planner</b>	Serves as lead on master-planning and area specific study efforts; reviews plans submitted to Planning Board, Zoning Board of Appeals, Conservation Commission; interacts with other city departments and external agencies; coordinates project implementation with other staffers; represents the City in interactions/partnership efforts with various state, federal, regional and independent entities. Identifies housing and community development needs.
<b>*Chief City Planner/Senior Planner</b>	Provides staff support and guidance to Planning Board; Chairs Site Plan Review Committee; interprets zoning ordinances and recommends modifications to zoning ordinances as needed; coordinates municipal responses to MEPA submissions for major private developments; serves on the Traffic Commission; advises the Director, other staff, and elected officials as to background and historical roots of longer term municipal efforts and initiatives.
<b>*Financial Administrator</b>	Manages all budgets, disbursements and compliance with municipal and grant funding requirements; prepares departmental budgets; coordinates with municipal finance departments (Auditor/Purchasing Agent/Treasurer) in support of departmental actions; assists staff in managing procurement, carrying out grant funded projects, and complying with municipal finance laws and requirements.
<b>Community Development Block Grant Program Director</b>	Administers annual Community Development Block Grant (CDBG) entitlement programs; coordinates consolidated multi-year plan preparation for CDBG and HOME programs; manages federal grant budgets; ensures compliance with eligibility, documentation and reporting requirements of federal agencies; interacts with other staffers to advance municipal development and neighborhood preservation goals; coordinates actions under the CDBG program with City and SPED strategies.

<sup>4</sup> \*Positions currently filled by semi-retired staff.

Multiple titles are listed where needed to match the department's FY20 municipal budget request: budget title first/working title second.

<b>Infrastructure Program Manager</b>	Drafts plans/specifications, provides technical and field support for infrastructure, street and sidewalk improvements and open space facilities citywide; coordinates bidding and management of construction projects and outside engineering contracts; assists in evaluating impacts of public and private projects on infrastructure; provides technical support to other staffers in pursuit of new projects.
<b>Business Liaison and Storefront/Signage Program Coordinator</b>	Proactively works to support City's business community and attract desirable new business; manages the City's Storefront and Signage assistance programs; provides information to prospective investors; coordinates energy conservation interaction with regional utilities; serves as City representative to North Suburban HOME Consortium; implements the City's youth Summer Job Program; assists in pursuit of all project and program goals.
<b>*Housing Intake Officer<sup>5</sup>/Infrastructure Coordinator</b>	Manages neighborhood street and sidewalk improvement projects; works to facilitate neighborhood improvement efforts; supervises outside contractors on public works projects; coordinates 311 system responses to neighborhood issues; interfaces with public utilities on infrastructure improvements; serves as City's Flood Plain Administrator; participates in coastal resiliency planning initiatives; assists in implementing Tree City.
<b>Project Planner</b>	Seeks funding/manage community involved neighborhood improvement projects for open space and recreational facilities as well as climate change and resiliency; focuses on youth and senior citizen needs and opportunities; coordinates and implements local community-based quality of life projects; fosters and facilitates public art installations; oversees the Green Community plan; engages the community in social, broadcast, and print media.
<b>Clerk 1/Assistant Procurement and Fiscal Manager</b>	Oversees the MUNIS system for the Department; assists Finance Administrator in monitoring funds expenditures and compliance; manages Chapter 90 accounts and Clean Water State Revolving Funds; coordinates departmental purchasing and procurement actions; manages Revere Cultural Council funding actions and documentation; manages First-Time Home Buyers Down Payment Assistance and Housing Rehabilitation Programs.

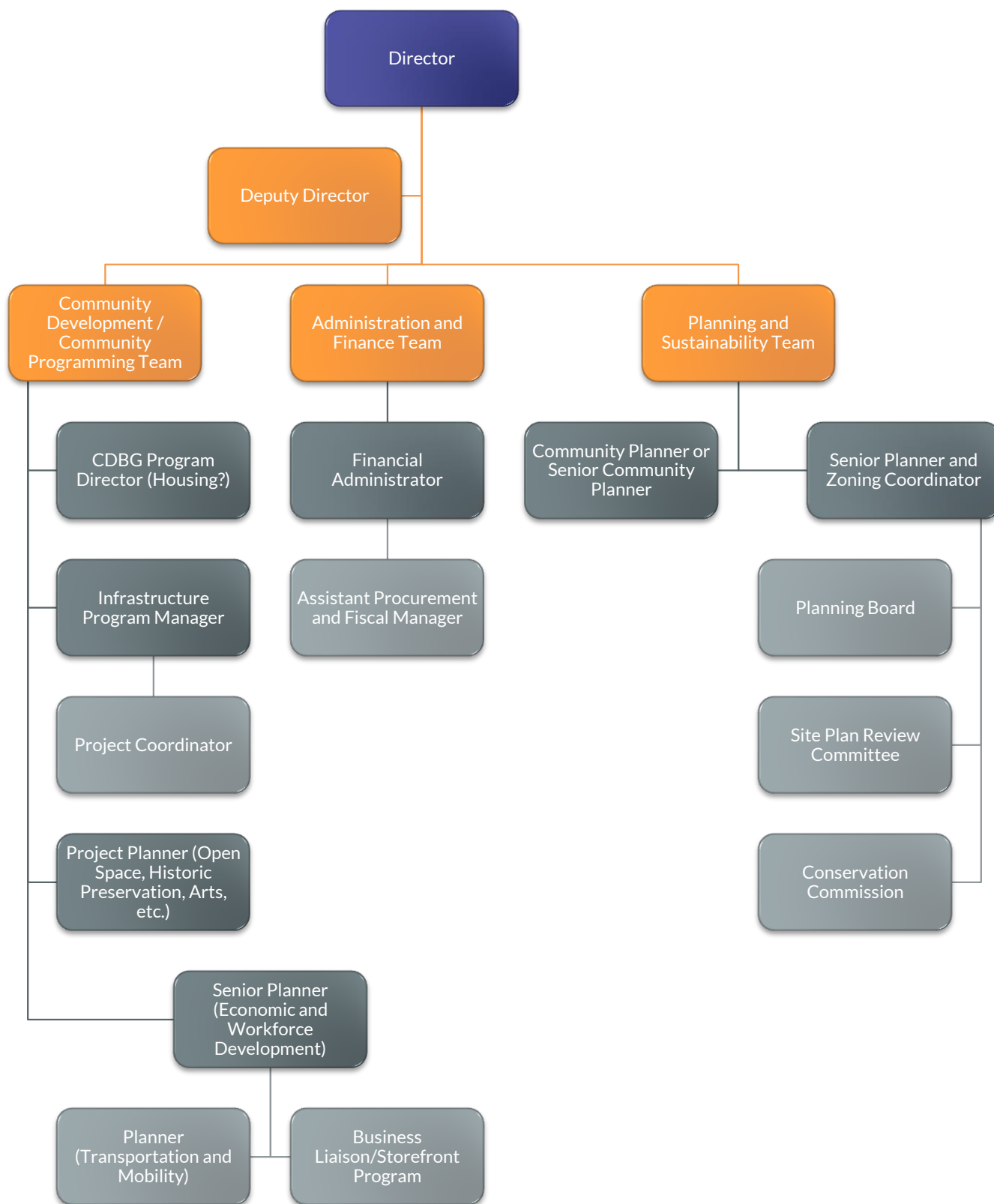
<sup>5</sup> FY20 budget title is Housing Intake Officer.

## APPENDIX 2 - ORGANIZATIONAL CHART - EXISTING POSITIONS (FY20)





## APPENDIX 3 - ORGANIZATIONAL CHART - PROPOSED POSITIONS



## APPENDIX 4 - WORKFORCE STATISTICS

### Numbers Employed

From 2016 to 2017, employment in Revere grew at a rate of 2.26%, from 27,900 employees to 28,500 employees.

**2.26%**

Employment Growth

### Industries

The most common jobs held by residents of Revere, by number of employees, are Office and Administrative Support Occupations (3,955 people), Food Preparation and Serving Related Occupations (3,734 people), and Sales and Related Occupations (2,726 people). The most common industries in Revere, by number of employees, are Accommodation and Food Services (4,390 people), Health Care and Social Assistance (3,976 people), and Retail Trade (2,963 people).

Compared to other places, Revere has an unusually high number of residents working as Building and Grounds Cleaning and Maintenance Occupations (2.27 times higher than expected), Food Preparation and Serving Related Occupations (2.24 times), and Transportation Occupations (1.84 times). In terms of the number of employees, Revere has an unusually high number of Accommodation and Food Services (2.03 times higher than expected), Transportation and Warehousing (1.74 times), and Administrative and Support and Waste Management Services (1.71 times) industries.

These numbers show that Revere residents have the skills and experience to contribute to the tourism and entertainment industries.

### Language

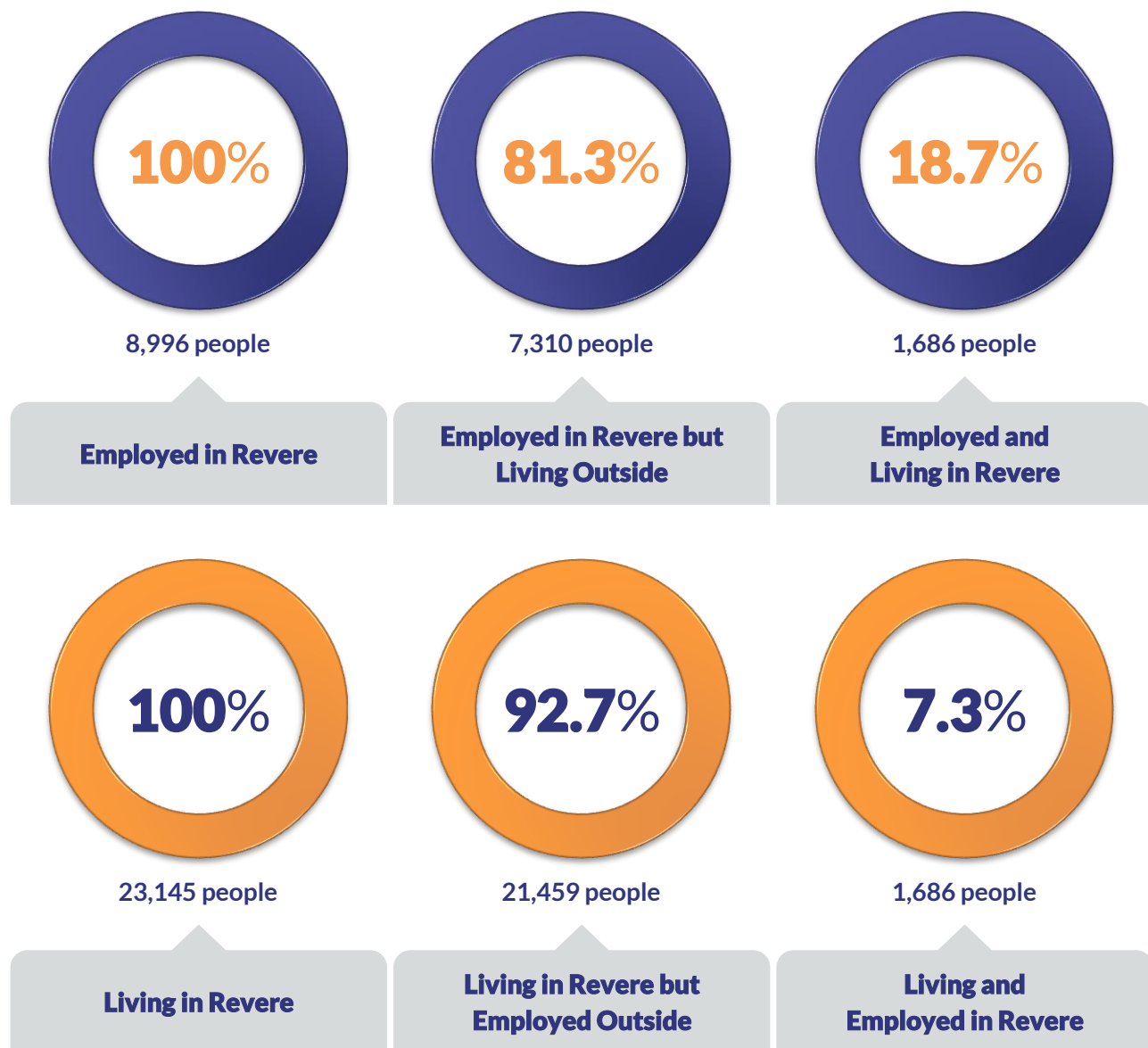
As of 2017, 37% of Revere residents were born outside the United States, compared to the state average of 16.2% and Boston average of 28.3%. 48.5% of Revere citizens are speakers of a non-English language, with 24.2% of the overall population of being native Spanish or Spanish Creole speakers.

### Education

81.9% of the population in Revere has a high school degree or higher but only 19.9% have a bachelor's degree or higher, half of the state average of 42.1% and Boston average of 47.4%. However, since 2010, Revere residents are increasingly pursuing post-high school education including labor union apprenticeships, community college, and graduate school.

## Residency and Employment

Only 7.3% of Revere's population (1,686 residents) both live and work in Revere. This number represents 18.7% of the jobs in Revere.



Source: U.S. Census Bureau, Center for Economic Studies, Primary Jobs, 2015.

There is an opportunity for more Revere residents to both live and work in Revere. This opportunity will grow as the number of local jobs increases with development of several key properties.

## APPENDIX 5 - INTERVIEW LIST

- Deborah Burke, Executive Director – Malden Redevelopment Authority (MRA)
- Aaron Clausen, Director of Planning and Community Development, City of Beverly
- Tom Daniel, Director of Planning and Community Development, City of Salem
- Jessica Kahlenberg, Innovation and Strategy Advisor to the City Manager, City of Chelsea
- Rafael Mares, Executive Director, The Neighborhood Developers
- George Proakis, Executive Director of the Mayor's Office of Strategic Planning and Community Development, City of Somerville
- Robert Repucci, Executive Director – Community Action Programs Inter-City (CAPIC)
- Jane Wiseman, CEO, Institute for Excellence in Government and Innovations in Government Fellow, Ash Center for Democratic Governance and Innovation at Harvard University

### City of Revere

#### SPED staff

- Robert O'Brien – Director
- Frank Stringi – Senior Planner and Zoning Administrator
- William Ash – Financial Administrator
- Techrosette Leng – City Planner
- Elle Baker – Project Planner
- John Festa – Business Liaison
- John Squibb – Infrastructure Coordinator and Flood Plain Administrator
- Michael Kessman – Project Manager and Zoning Permitting Assistant
- Tyler Ash – Assistant Financial Manager and Procurement Officer

#### Other staff

- Brian Arrigo, Mayor
- John Viarella, Human Resources Director

