

Strategic Planning and Community Development

Repositioning For the Future

December 8, 2020

March 30, 2021

April 27, 2021

Malden Redevelopment Authority

An Integral Part of the City for 50 Years

- ▶ The MRA has acted as the City's defacto Planning and Economic Development department for decades
- ▶ Through this arrangement, the MRA has successfully utilized parking program revenue, along with administrative fees for managing grants, to fund salary and operation expenses without any cost to the City of Malden general fund
- ▶ Through this, the MRA has taken the lead in representing the city on:
 - ▶ Open space and recreational initiatives
 - ▶ Affordable housing policy and strategy
 - ▶ Riverfront activation and placemaking
 - ▶ MVDC (Tri-City redevelopment of Rivers Edge)
- ▶ Grant programs managed by the MRA on behalf of the City
 - ▶ Federal (CDBG, HOME, Lead Paint Abatement)
 - ▶ State (PARC, MassWorks, MAPC, Gaming Commission etc.)
 - ▶ Local (Private and foundational grants)

Proposal

- ▶ Consolidate the existing Malden Redevelopment Authority, along with related City functions, into a newly created “Office of Planning and Economic Development” department
 - ▶ Maintain the MRA as a legal entity in name to maintain the powers provided under the statute (MGL Chapter 121B)
 - ▶ Reposition current MRA Board of Directors to be a newly established “Office for Planning and Economic Development” Board
 - ▶ This Board would at times carry out the authority of the Malden Redevelopment Authority Board as allowed under Chapter 121B
- ▶ Expand the newly created and refocused department by adding resources to address transportation planning and grant writing/management
- ▶ Move the ownership and management of the parking garages under the City through the city parking department
- ▶ Consolidate the current MRA core accounting functions and staff (accounting, payroll, audits) into the city office of the CFO

How we get there

- ▶ Formalized agreement between the City of Malden and MRA Board of Directors that outlines the transfer of all assets and liabilities of the MRA to the City of Malden
 - ▶ Draft agreement complete; being reviewed by City Solicitor
 - ▶ All property gets transferred to the City of Malden (garages/lots/land/building)
- ▶ Creation of ordinances that establishes the City of Malden Office of Economic Planning and Development department and outlines key elements
 - ▶ Drafts distributed to City Council March 16, 2021
- ▶ Amendment of the City Parking Department ordinance to integrate the management of the off-street parking resources
 - ▶ Draft to be completed
- ▶ Presentation of a July 1, 2021 budget that reflects all of the above

Strength Through Refocusing

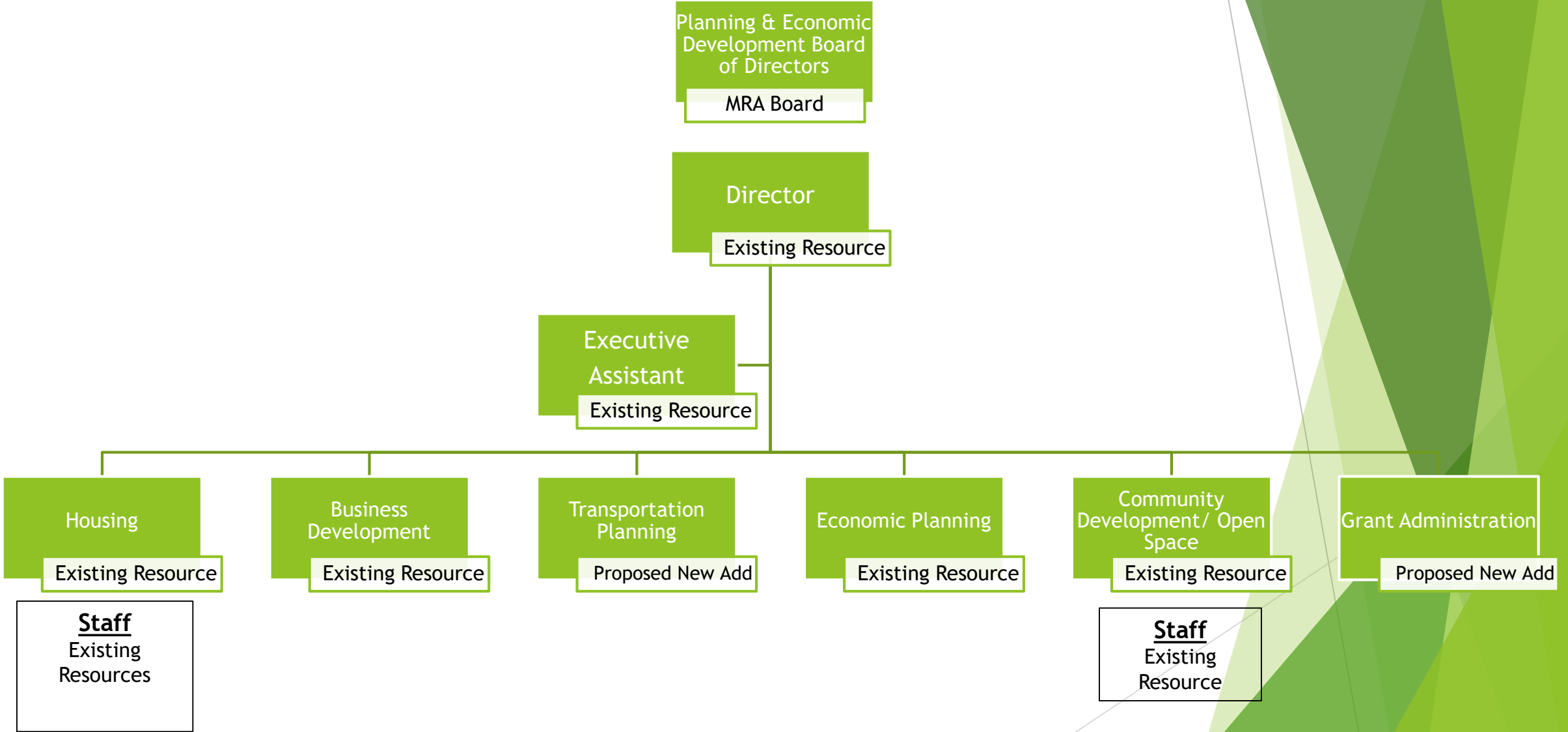
Add to New Department	Remove From New Department
Business Development (existing resource)	Parking functions (consolidate with parking)
Transportation Planner (new proposed in budget)	Comptroller (Integrate with city CFO Office)
Grants Manager (new proposed in budget)	Home/Lead field oversight (non-admin integrate with Inspectional Services)

Assets and Liabilities

Assets Transferred	Liabilities Transferred/Assumed
Jackson Street Parking Garage	Pension liability (past and present)
CBD Parking Garage	Health care liability (past and present)
Land on which the DPW sits	Outstanding loans
Pearl Street site office	Existing parking agreements
Main St and Ferry Street lot	
Mountain Ave Lot (not deck)	
Ramsdell St. Lot	

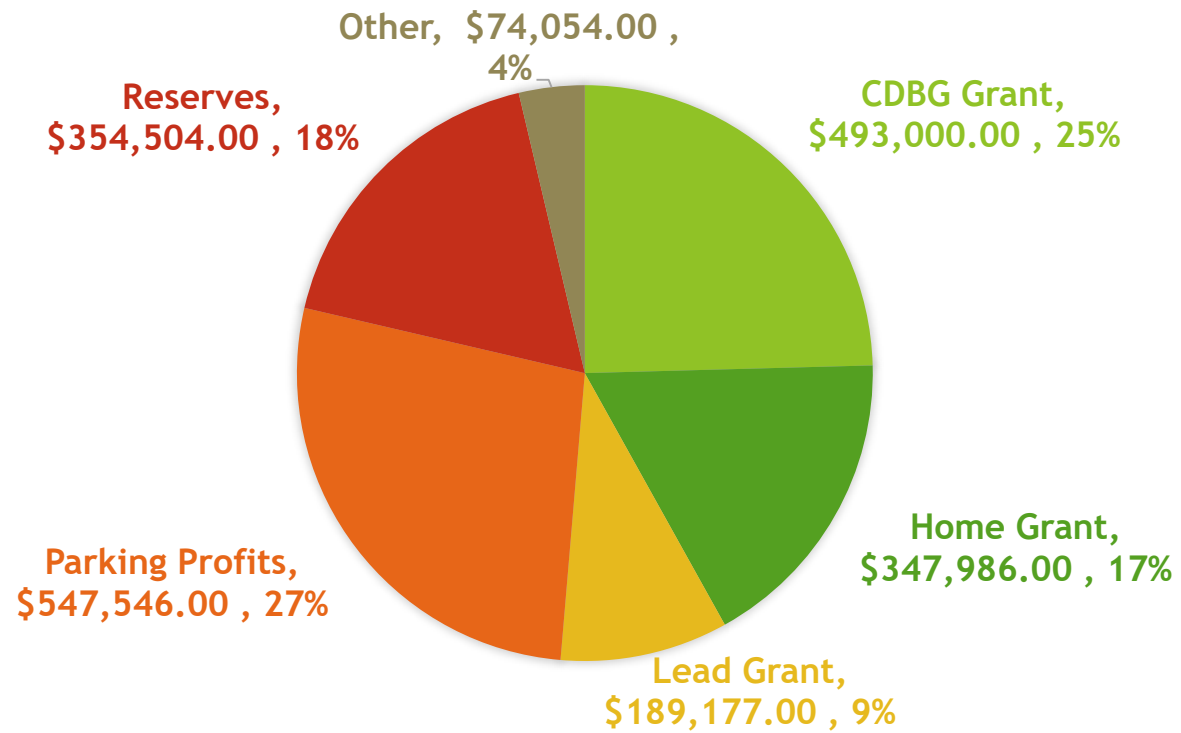
Timeline of Steps to Success

- ▶ March 23- City Council begins review of draft ordinances and draft MOU
- ▶ March 23 to May 1- City and MRA collaborate to incorporate MRA budget into newly formed department budget
 - ▶ Efficiencies identified, streamlined
- ▶ March 23 to May 1- City and MRA collaborate to incorporate Parking budget into City of Malden parking budget
- ▶ Prior to May 1- City Council approves ordinances to establish department, and establish positions in salary ordinances
- ▶ Prior to May 1- City Council votes to authorize execution of MOU with MRA Board of Directors
- ▶ May 11th- City Budget presented to City Council incorporating MRA into city functions



MRA FY21 Budget Funding Sources

FUNDING SOURCES FY21



FY21 Uses of Funds as Budgeted

Malden Redevelopment Authority	
Payroll	\$ 848,745.00
Insurance-Health/Dental active employees	\$ 130,000.00
Insurance-Health/Dental retirees	\$ 120,000.00
Retirement 2021 active employees	\$ 91,023.00
Retirement 2021 retirees	\$ 154,985.00
Employer Taxes	\$ 13,500.00
Payroll Processing Fee	\$ 3,000.00
Advertising	\$ 5,500.00
Audits	
-M R A	\$ 18,750.00
-OMB 133 Single Audit	\$ 6,250.00
-Home, NSC Single Audit	\$ 10,000.00
-Parking Program Audit	\$ 10,000.00
Bank Fees	\$ 450.00
Commercial Insurance	
-Public Officials & Umbrella	\$ 26,900.00
-Property & Liability	\$ 102,220.00
-Auto	\$ 9,839.00
-Worker's Comp.	\$ 5,000.00
Communication Expense	\$ 22,500.00
Conferences/Conventions/Travel	\$ 13,000.00
Consultants	\$ 75,000.00
Dues/Memberships/Subscriptions	\$ 11,000.00
Engineering and Design	\$ 42,000.00
Equipment Lease	\$ 10,000.00
Housing Service Providers Rental Assistance Programs	\$ 84,450.00
Information Technology	\$ 50,000.00
Legal	\$ 68,500.00
Miscellaneous	\$ 20,000.00
Office Supplies	\$ 20,000.00
Postage	\$ 2,000.00
Printing	\$ 5,000.00
Utilities, Site Office	\$ 17,500.00
Board Member Compensation	\$ 9,600.00
Total MRA Administrative Expenses	\$ 2,006,712.00

Challenges- FY21 and Beyond

- ▶ Parking revenues have been below even the reduced budgeted level
- ▶ Lead grant is finished and will need to be reapplied for
- ▶ Reserves were used to supplement reduced parking revenue and have been depleted
- ▶ Restrictions on uses of grant funding continue to present challenges
 - ▶ Retiree health
- ▶ Expenses are increasing while revenue sources are decreasing
 - ▶ Upgrades needed to garages
 - ▶ Pension costs increasing over 9 percent

Off Street Parking

Current

- ▶ Managed through a contract with SP Plus
- ▶ SP Plus and MRA collaborate on annual budget
- ▶ Operating profits available to MRA to support operations

Proposed

- ▶ Continue with SP Plus contract
- ▶ Net projected operating profit reflected in city budget as revenue line item

Parking FY21 Budget

Malden MRA Locations
Budget Draft Revenue and Expense Numbers
July 2020 through June 2021

	CBD	Gardens	D-St Po Lot	Towers	Ferry & Main	Florence	Jackson St	Main St	Maplewood	Mtn Ave Po Lot	Mtn Ave Deck	Ramsdell	All Locations
Revenues													
Transient Parking	157,909.83	0.00	0.00	0.00	0.00	12,801.25	170,101.27	0.00	0.00	0.00	9,578.21	0.00	350,390.55
Monthly Parking	637,230.55	70,578.65	83,921.60	110,619.37	16,875.00	5,400.00	633,477.96	0.00	6,440.00	8,700.00	29,100.00	7,650.00	1,609,993.13
Jurors Parking	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,600.00	0.00	3,600.00
Coupon Revenue	15,101.60	0.00	0.00	0.00	0.00	0.00	332.22	0.00	0.00	0.00	0.00	0.00	15,433.82
Validations	32,703.04	0.00	0.00	0.00	0.00	800.00	9,834.60	0.00	0.00	0.00	0.00	0.00	43,337.64
Meter Parking	0.00	0.00	0.00	0.00	534.61	0.00	0.00	18,703.26	1,132.77	0.00	0.00	0.00	20,370.64
Key Deposits	840.00	240.00	360.00	120.00	60.00	0.00	840.00	0.00	60.00	120.00	60.00	60.00	2,760.00
Misc Parking Revenue	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Special Event	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rental Revenue	21,000.00	0.00	0.00	0.00	0.00	0.00	48,084.00	0.00	0.00	0.00	0.00	0.00	69,084.00
Total Revenue	864,785.02	70,818.65	84,281.60	110,739.37	17,469.61	19,001.25	862,670.05	18,703.26	7,632.77	8,820.00	42,338.21	7,710.00	2,114,969.79
Net Cash Revenue	864,785.02	70,818.65	84,281.60	110,739.37	17,469.61	19,001.25	862,670.05	18,703.26	7,632.77	8,820.00	42,338.21	7,710.00	2,114,969.79
Expenses													
Payroll	149,269.00	0.00	0.00	216,930.00	0.00	0.00	167,652.00	0.00	0.00	0.00	0.00	0.00	533,851.00
Payroll Taxes	11,671.00	0.00	0.00	16,848.00	0.00	0.00	13,077.00	0.00	0.00	0.00	0.00	0.00	41,596.00
Worker's Compensation	10,076.00	0.00	0.00	14,643.00	0.00	0.00	11,317.00	0.00	0.00	0.00	0.00	0.00	36,036.00
Group Insurance	22,548.00	0.00	0.00	7,615.92	0.00	0.00	7,512.48	0.00	0.00	0.00	0.00	0.00	37,676.40
Retirement	0.00	0.00	0.00	1,360.99	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,360.99
Equipment Expense	0.00	0.00	0.00	2,660.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,660.10
Uniforms	0.00	0.00	0.00	3,600.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,600.00
Garage Supplies	2,668.63	138.64	0.00	1,371.13	0.00	0.00	919.37	0.00	0.00	39.53	0.00	0.00	5,137.29
Office Supplies	1,220.12	0.00	0.00	2,182.02	0.00	0.00	3.74	0.00	0.00	0.00	0.00	0.00	3,405.88
Repairs & Maintenance	50,298.02	3,936.08	3,086.36	5,373.05	0.00	6,000.00	14,698.38	0.00	0.00	348.00	11,385.78	0.00	95,125.67
Sweeping	6,000.00	0.00	0.00	0.00	0.00	0.00	4,000.00	0.00	0.00	0.00	1,425.00	0.00	11,425.00
Landscaping	0.00	0.00	981.94	0.00	0.00	0.00	0.00	0.00	0.00	750.00	0.00	0.00	1,731.94
Elevator Maintenance	41,173.48	0.00	0.00	485.52	0.00	0.00	21,088.61	0.00	0.00	0.00	0.00	0.00	62,747.62
Waste Removal	10,400.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10,400.00
Snow Removal	17,500.00	0.00	18,000.00	0.00	12,000.00	12,000.00	17,500.00	10,000.00	7,500.00	8,500.00	12,000.00	5,000.00	120,000.00
Cleaning	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Liability Insurance	11,249.28	2,400.00	2,954.88	2,400.00	2,400.00	2,400.00	11,249.28	2,400.00	2,400.00	2,400.00	2,400.00	2,400.00	47,053.44
Other Insurance	480.00	384.00	0.00	480.00	0.00	0.00	480.00	0.00	0.00	0.00	0.00	0.00	1,824.00
Utilities	60,587.52	3,788.75	4,008.24	70.05	0.00	7,006.87	34,439.27	3,220.52	0.00	512.29	2,847.28	0.00	116,480.78
HUB Monitoring	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rental Equipment	0.00	0.00	0.00	550.95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	550.95
Postage & Freight	40.76	212.41	0.00	473.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	726.94
Telephone	284.20	0.00	0.00	27,324.96	0.00	573.40	112.20	353.83	0.00	0.00	0.00	0.00	28,648.59
Fixed Management Fee	0.00	0.00	0.00	39,999.96	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	39,999.96
Auto Mileage	0.00	0.00	0.00	6,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6,000.00
Data Processing Fees	11,341.73	1,509.74	2,448.00	3,535.57	401.53	931.06	13,481.74	4.46	228.51	318.69	1,244.26	155.17	35,600.46
Employee Development	540.00	0.00	0.00	540.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,080.00
Auto Damage Claims	6,607.71	0.00	0.00	0.00	0.00	140.00	0.00	0.00	0.00	0.00	0.00	0.00	6,747.71
Credit Card Fees	1,428.00	0.00	0.00	3,124.45	0.00	6,857.79	5,346.35	27.58	0.00	0.00	5,524.98	0.00	22,309.15
Printing & Ticket Expense	6,438.80	0.00	0.00	311.85	0.00	0.00	2,953.01	0.00	0.00	0.00	0.00	0.00	9,703.66
Miscellaneous Expense	391.41	19.10	0.00	264.44	0.00	0.00	118.24	0.00	0.00	0.00	0.00	0.00	793.19
Advertising	0.00	0.00	0.00	3,600.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,600.00
Pre-Opening Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Expenses	422,213.67	12,388.71	31,479.42	361,745.73	14,801.53	35,909.12	325,948.68	16,006.39	10,128.51	12,868.51	36,827.30	7,555.17	1,287,872.74
Net Operating Surplus	442,571.35	58,429.94	52,802.18	-251,006.36	2,668.07	-16,907.87	536,721.38	2,696.87	-2,495.74	-4,048.51	5,510.91	154.83	827,097.05
Net Operating Income (Loss)	442,571.35	58,429.94	52,802.18	-251,006.36	2,668.07	-16,907.87	536,721.38	2,696.87	-2,495.74	-4,048.51	5,510.91	154.83	827,097.05

Job Mappings

<u>Department 7/1/2021</u>	<u>Current Title</u>	<u>New Title</u>	<u>Proposed Grade</u>	<u>Proposed Step</u>	<u>Notes</u>
Planning and Dev.	Executive Director	Director, Planning and Economic Development	M2	10	Will be out of range of salary/grade
Controller	Comptroller and Chief Procurement Officer	Assistant Controller, Internal Audit	M1	10	Will be out of range of salary/grade
Planning and Dev.	Senior Accountant	Planning and Dev. Specialist	SPA 3	5	
Planning and Dev.	Executive Assistant	Planning and Dev. Assistant	CLK 4	5	Will be out of range of salary/grade
Inspectional Svcs.	Rehabilitation Specialist	Rehabilitation Inspector	SPA 4	1	
Planning and Dev.	Rehabilitation/Lead Abatement Specialist	Planning and Dev. Specialist	SPA 3	2	
Planning and Dev.	Community Development Director	Policy & Program Manager, Community Development	SPA 3	4	
Planning and Dev.	Senior Planner and Policy Manager	Sr. Planner and Policy Manager, Land Use	SPA 4	1	
Planning and Dev.	Housing and Community Development Program Assistant	Planning and Dev. Specialist	SPA 3	2	
Planning and Dev.	HOME Program Director	Sr. Policy & Program Manager, Housing	SPA 4	1	
Planning and Dev.	Director, Business and Strategy Development	Director, Business and Strategy Development	M1	1	
Planning and Dev.	New Position	Grant Manager	SPA 3	1	
Planning and Dev.	New Position	Transportation Planner	SPA 3	1	

Summary of Impact to FY22 Budget

Anticipated FY 2022
Strategic Planning and Comm Development

Revenue		
Grant Support	\$	666,739.00
Parking Projected Net	\$	519,000.00
Net Available to Support Operations	\$	1,185,739.00
Expenses		
Salaries (adjusted)	\$	(838,723.00)
Operating Expenses	\$	(280,300.00)
Debt Expenses	\$	(300,000.00)
	\$	(1,419,023.00)
Net Adjusted Impact to City Budget FY22	\$	(233,284.00)

**Adjusted for new staffing adds and existing staff

Note: Benefits costs for Health and Pension are in addition to the above direct costs; Estimated at \$450,000 additional.

Salary Details

Department	Title	Grade/Step	Salary	Other	Total Salary	Department Total
Strategy Planning and Comm. Development	Director	M2/10	\$ 136,634.16	\$ -	\$ 136,634.16	
Strategy Planning and Comm. Development	Business Development Officer	M1/1	\$ 93,888.61	\$ -	\$ 93,888.61	
Strategy Planning and Comm. Development	Planning and Dev. Assistant	CLK4/5	\$ 77,931.36	\$ -	\$ 77,931.36	
Strategy Planning and Comm. Development	Sr. Planner and Policy Manager	SPA4/1	\$ 73,978.00	\$ -	\$ 73,978.00	
Strategy Planning and Comm. Development	Sr. Planner and Policy Manager	SPA4/1	\$ 73,978.00	\$ -	\$ 73,978.00	
Strategy Planning and Comm. Development	Planning and Dev. Specialist	SPA3/5	\$ 70,928.00	\$ -	\$ 72,173.00	
Strategy Planning and Comm. Development	Policy and Program Manager	SPA3/4	\$ 70,413.00	\$ -	\$ 70,413.00	
Strategy Planning and Comm. Development	Planning and Dev. Specialist	SPA3/2	\$ 67,020.00	\$ -	\$ 67,020.00	
Strategy Planning and Comm. Development	Planning and Dev. Specialist	SPA3/2	\$ 67,020.00	\$ -	\$ 67,020.00	
Strategy Planning and Comm. Development	Open Position	SPA3/1	\$ 65,385.00	\$ -	\$ 65,385.00	
Strategy Planning and Comm. Development	Open Position	SPA3/1	\$ 65,385.00	\$ -	\$ 65,385.00	\$ 863,806.13

Projected FY22 Strategic Planning and Community Development

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Name	FY2022 Budgeted
Expense Objects	
Personnel	
General Government	
PLANNING AND ECONOMIC DEVELOPMENT SALARIES	\$863,807.00
PLANNING AND ECONOMIC DEVELOPMENT STIPENDS	\$9,600.00
Total General Government:	\$873,407.00
Total Personnel:	\$873,407.00
Operating Expenses	
General Government	
PLANNING AND ECONOMIC DEVELOPMENT OFFICE SUPPLIES	\$7,500.00
PLANNING AND ECONOMIC DEVELOPMENT UTILITIES	\$17,500.00
PLANNING AND ECONOMIC DEVELOPMENT PROFESSIONAL SERVICES	\$104,300.00
PLANNING AND ECONOMIC DEVELOPMENT CONSULTANTS	\$50,000.00
PLANNING AND ECONOMIC DEVELOPMENT PRINTING	\$5,000.00
PLANNING AND ECONOMIC DEVELOPMENT COMMUNICATION	\$20,000.00
PLANNING AND ECONOMIC DEVELOPMENT ENGINEERING & DESIGN	\$40,000.00
PLANNING AND ECONOMIC DEVELOPMENT EQUIPMENT LEASE	\$10,000.00
PLANNING AND ECONOMIC DEVELOPMENT CONFERENCES & CONVENTIONS	\$5,000.00
PLANNING AND ECONOMIC DEVELOPMENT MISCELLANEOUS	\$10,000.00
PLANNING AND ECONOMIC DEVELOPMENT DUES & MEMBERSHIP	\$11,000.00
Total General Government:	\$280,300.00
Total Operating Expenses:	\$280,300.00
Total Expense Objects:	\$1,153,707.00