

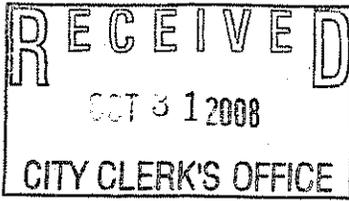
AGENDA

COMMITTEE ON ADMINISTRATION/INFORMATION SYSTEMS

December 15, 2008
Aldermen O'Neil, Garrity,
Osborne, Pinard, Murphy

5:15 PM
Aldermanic Chambers
City Hall (3rd Floor)

1. Chairman O'Neil calls the meeting to order.
2. The Clerk calls the roll.
3. Discussion relating to the potential merger of the Planning and Community Development Department and the Building Department.
(Note: Referred by the Board of Mayor and Aldermen on 11/12/08. Proposal and updated information previously forwarded to the Mayor and all Aldermen under separate cover.)
Ladies and Gentlemen, what is your pleasure?
4. There being no further business, a motion is in order to adjourn.

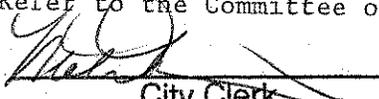


CITY OF MANCHESTER
One City Hall Plaza
Manchester, New Hampshire 03101

October 31, 2008

Honorable Board of Mayor & Aldermen
City of Manchester
One City Hall Plaza
Manchester, NH 03101

In board of Mayor and Aldermen
Date: 11/12/2008 On Motion of Ald. Murphy
Second by Ald. Garrity
Voted Refer to the Committee on Admin.


City Clerk

Subject: Planning/Building Department Merger

Honorable Board Members:

At the request and direction of the Board, we have been involved in discussions regarding the potential merger of the Planning and Community Development Department with the Building Department. After reviewing our department missions, our staff complement, our current responsibilities, and our budgets, we have developed a proposal that we believe creates an efficient, service oriented department.

While we would be available to provide additional information and answer questions at the BMA meeting of November 12, we would suggest that the Board refer the proposal to committee for a presentation. In this particular case, it may be appropriate to refer the matter to both the Committee on Human Resources and the Committee on Administration.

Respectfully submitted,



Leon L. LaFreniere, AICP
Building Regulations Director



Pamela H. Goucher, AICP
Interim Planning Director



CITY OF MANCHESTER

One City Hall Plaza
Manchester, NH 03101

November 17, 2008

Chairman Dan O'Neil
Committee on Administration/Information Systems
Board of Mayor & Aldermen
City of Manchester
Manchester, NH 03101

Subject: Planning/Building Department Merger

Honorable Chair O'Neil:

As a result of action taken by the Board of Mayor and Aldermen on November 12, 2008, we are respectfully submitting the enclosed material regarding a proposed consolidation of the Planning & Community Development Department with the Building Department to the Committee on Administration/Information Systems.

We will both be available to review the proposal with the Committee on Monday, November 24, 2008.

Respectfully submitted,

Leon L. LaFreniere, AICP
Building Regulations Director

Pamela H. Goucher, AICP
Interim Planning Director

attachments

Consolidation Proposal

Planning & Community Development Department
Building Department

Submitted by:

Leon L. LaFreniere
Building Regulations Director

Pamela H. Goucher
Interim Planning & Community Development Director

November 18, 2008

Table of Contents

1. Executive Summary	i
2. Consolidation Report	
A. Introduction – Impetus for Study	1
B. Process	1
C. Compatibility of Department Missions, Functions and Responsibilities	2
D. Concerns	4
E. Potential Benefits of Consolidation	4
F. Savings/Costs	5
G. Conclusions/Recommendations	6
3. Appendix	8
a. Draft Organization Chart for Consolidated Department	
b. Existing Organization Chart for the Building Department	
c. Existing Organization Chart for the Planning & Community Development Department	

Executive Summary

Proposed Merger of Planning & Community Development Department & Building Department

This proposal is submitted in response to a directive of the Board of Mayor and Aldermen to develop an organizational plan for a new department combining the functions of the existing Planning and Building Departments. Information was gathered from both internal and external customers of each department as part of the study process, as well as from other communities. Compatibility of the respective departmental missions, functions and responsibilities, as well as the potential benefits and negative consequences of consolidation were considered. While some nominal initial expenses would be incurred for minor building alterations to physically connect the two existing departments, to combine phone systems, to link computer equipment, and to provide new signage, it is anticipated that a consolidation of the two departments into one would offer the following benefits:

- Bring together two departments whose mission statements are similar and compatible;
- Further enhance customer service through improved communication;
- Improve efficiency of administrative support functions;
- Streamline site development review for applications to Planning & Zoning Boards;
- Streamline code enforcement by placing housing standards & zoning compliance under one supervisory unit;
- Combine the planning department staff oversight and expenditure of CDBG, HOME, ESG and LHRDG (Lead Paint) funds with staff inspection/compliance services of building department;
- Reduce & reorganize the staff complement and save City salaries/benefits;
- Significantly reduce paper files and storage needs;
- Achieve small, miscellaneous savings, over time, in operating costs by eliminating phone lines and coordinating office equipment and supplies;
- Increase staff moral by ending the speculation surrounding various merger initiatives that have been circulating over the past several years regarding both the Building Department as well as the Planning & Community Development Department.

If directed to proceed with the proposal as developed by the current Building Regulations Director and the Interim Planning Director, efforts will be focused on accomplishing the transition with a minimum of disruption to the two current departments, to customers and to the staff.

Consolidation Study – Planning & Building Departments 2008

Introduction

This report contains the results of a study of a proposal to consolidate the Planning & Community Development Department with the Building Department. The information contained herein is prepared in response to a directive of the Board of Mayor and Aldermen, as voted at their meeting of October 7, 2008. While this directive formalized a timeframe to conduct such a study, the Director of the Building Department and the Interim Director of the Planning & Community Development Department had previously initiated preliminary discussions regarding such a merger.

These discussions came about in part as a result of Mayor Guinta's expressed desire to consolidate various functions of government in order to achieve maximum efficiency. Prior to the FY 2009 budget process, Mayor Guinta proposed a consolidation of the Building Department, Planning & Community Development Department and the Manchester Economic Development Office. While concerns have been raised about potential conflicts between the disparate missions and responsibilities of the city's regulatory and marketing departments, the proposal did however raise the prospect of consolidating the city's land use regulatory efforts.

We as public administrators, recognize our responsibility to investigate all opportunities for continued improvement, and to strive for implementation of measures available to improve the efficiency of government. This responsibility in the end became the goal.

Process

In an effort to take a comprehensive approach to this task, we defined a process that would assemble as much information as possible in the time available. Meetings were held with the Mayor, other department heads, and the staff of both the Planning Department and the Building Department to garner input. In addition, internal departmental staff surveys were conducted in an effort to gain as much input as possible from the people most critical to the success of any proposed change. We also conducted

targeted outreach efforts to outside developer interests in an effort to gain additional perspective.

Efforts were taken to review the various approaches to planning, community development, land use and building safety regulations utilized by similarly positioned communities in New Hampshire, Maine and Massachusetts. Information from Nashua, Concord and Keene, NH; Portland, ME; as well as Lowell and Worcester, MA was reviewed. This part of our investigation revealed that no singular model exists that would indicate an industry trend. Almost every community sampled utilizes a different approach to their organizational structure in these areas. While some communities take a combined approach, as many or more utilize a separate department structure. The combined approach seems more common in smaller communities with less staff resources.

As a result of reviewing the aforementioned information, the following tasks were defined:

- An analysis of each department's missions, areas of responsibility, strengths and weaknesses to determine compatibility;
- Identification of potential benefits;
- Identification of potential negative consequences/concerns;
- Identification of potential savings and costs of consolidation;
- Development of recommendations to the BMA.

Compatibility of Departmental Missions, Functions and Responsibilities

The Building Department is responsible for the administration of the city's construction codes, the Zoning Ordinance, minimum housing standards, permitting and the enforcement of the City's land use standards. The statutory authority to administer these areas of responsibility originates from City ordinances, as well as State and Federal laws and standards. The Department provides guidance to citizens and developers regarding development requirements. It also provides staff support to the Zoning Board of Adjustment and the Building Board of Appeals.

The Planning & Community Development Department develops and implements neighborhood and long-range planning efforts for the community. It oversees the City's growth management activities,

completes reviews of development proposals, and provides staff support to the Planning Board as well as several other Commissions/Committees. The Department, with recommendations from the Planning Board, initiates revisions to the Zoning Ordinance, and comments on rezoning requests, and determines compliance of such with the City's Master Plan. Planning staff has historically participated in facility planning of City buildings. Within the Planning Department is one of the City's leading GIS experts, who provides mapping services for Planning Department projects as well as for many other City departments. In addition to these responsibilities, the Planning and Community Development Department also prepares, administers, and monitors the City's Community Improvement Program, and provides direct staff support to the CIP Committee of the BMA.

While the functions and responsibilities of these two departments differ in specific application, they are however compatible and complementary in scope. The City's efforts to promote a healthy economic base, safe and livable environments, ensure an adequate supply of safe and affordable housing, as well as a high quality of life form the core of each department's mission.

A review of the Mission Statements of the Building and Planning Departments reveals that the primary common goals of each department focus on community quality of life issues, as well as the health and safety of our citizens.

Building Department Mission Statement:

The Building Department strives to provide the highest quality customer service in carrying out its functions as required by the administrative authority (Board of Mayor and Aldermen). These functions include the application of adopted regulatory codes and ordinances as they apply to the built environment, as well as various state and local land use rules and regulations.

Planning & Community Development Mission Statement:

The mission of the Planning & Community Development Department is to plan and manage the development of Manchester in a manner that insures a healthy economic base, safe and livable neighborhoods, a range of cultural opportunities and quality public facilities.

While current areas of responsibility differ in function and source of authority, we have determined that no conflicts exist either in goals or application.

Potential Benefits of Consolidation

The strength and success of each department rests primarily in its competent and dedicated workforce. The ability of staff to provide quality customer service and efficiently utilize available resources has allowed both departments to address customer service requirements in these challenging economic times. In the case of the Planning Department however, staff shortages resulting from retirements and position vacancies have severely hampered the ability to keep up with both demands for service and long range planning functions. The current staffing level within the Planning Department is approximately 60% of full complement, with 7.5 positions filled out of 12.

The principal benefits anticipated by a merger would be an improved customer experience and potential cost savings, as well as a more coordinated work approach of staff. The customer experience could be improved by an enhanced communication process. In the case of both departments, the most significant expense is salaries. A consolidated department would permit a more efficient utilization of staff resources through combining administrative support functions, as well as some field inspection responsibilities. The most significant cost savings would be realized by eliminating one department head level salary; however, other savings would be realized.

A significant portion of the CIP budget, as well as allocation of CIP staff time, is dedicated to programs designed to improve the housing stock and quality of life in the City's neighborhoods. Consolidation will allow for increased interaction with the Code Enforcement Division (as proposed) which will enhance the ability of staff to plan and allocate CIP resources in the most efficient and effective manner.

Concerns

Our internal staff surveys identified loss of focus on individual mission goals as a concern. A fear for loss of specific public identity for important city safety and quality of life programs was also identified. Outside developer interests indicated concerns about reductions in

service capacity if a merger resulted in fewer available resources and staff. In addition, concerns that significant building modifications would be necessary to fully integrate customer and staff functions were raised. Finally, a general concern regarding availability of adequate financial resources to maintain services was universally recognized.

Savings/Costs

The potential for savings in salary expenses result primarily from the fact that a single department head will be required where two currently exist. Also, additional savings can be realized by upgrading two planning positions that are currently contributing at levels above their current grade, and in turn, filling a vacancy at a lower level than called for by current complement.

Miscellaneous savings in operating expenses are anticipated if certain functions are combined, such as potentially reducing the number of phone lines, eliminating the need for redundant office equipment, etc.

The current Building Department staff complement stands at twenty (20), with one (1) grant funded position vacancy. The current Planning & Community Development Department complement stands at twelve (12), with four and one-half (4 ½) full time equivalent position vacancies and one (1) grant funded position vacancy. The total complement for the two departments currently stands at thirty four (34), including limited term, grant funded positions. It is our belief that a reorganized department can maintain services to the public with a total of thirty two (32) positions, *as long as the staff complement is approved as proposed in the organizational chart.*

For purposes of this study it has been assumed that implementation of the consolidation would take place on January 1, 2009. Anticipated savings from the FY 2009 general fund appropriations would be approximately \$44,200 within this fiscal year. Since these savings would carry forward, it is anticipated that a combined department would save approximately \$112,000 in FY 2010. *These savings projections assume that the adjusted combined complement is fully funded and staffed as proposed.*

In order to combine the two departments into a single working unit, some costs will be incurred to address required building and systems modifications. Following discussions with the Public Works Department,

the Information Systems Department and the city's security manager, the following preliminary estimates have been identified:

- \$3,000 - Building modifications to physically connect the two departments;
- \$1,500 - Equipment necessary to combine two existing phone systems;
- \$2,800 - Modifications to existing security system;
- \$ 350 - Printing and graphics;
- \$ 500 - Signage; and
- \$ 250 - Miscellaneous fittings to adjust modular office systems.
- \$8,400 - Total

Conclusions/Recommendations

The administration of the current Building Department and the Planning & Community Development Department, believe that a consolidation will yield benefits to the community in the form of improved service delivery and cost savings. This study concludes that a consolidation of the two departments will not create conflicts between individual department responsibilities; rather it will enhance specific departmental functions. In addition, it will also present an opportunity to reduce resource demands while maintaining services.

Improved customer experience, a potential for more efficient utilization of administrative support resources, the ability to integrate and coordinate the development review process, the ability to coordinate construction field inspections, the ability to have CIP staff have a more direct link to the Housing Certificate of Compliance program are all envisioned as benefits of consolidation. Potential savings may be realized in areas including: salary expenses, telephone charges, and in the replacement costs and lease expenses associated with redundant office equipment. An additional benefit would result from the ability to maintain separation of accounting functions in accord with internal auditor's recommendations. This is a challenge currently within each of the departments due to limited administrative staff resources.

We believe that an improved customer experience will result from the consolidation of development review and code enforcement functions.

The current development review process requires a coordinated effort of the two departments to insure uniform application of development standards. By combining the planning review functions relating to development with the zoning review functions, customers will enjoy the benefit of a unified review process.

A major emphasis of the Building Department's current code enforcement efforts rests in the areas of housing standards and zoning compliance. By combining these efforts under a single supervisory unit, the department will have the ability to apply improved coordination and unity in our efforts to achieve compliant properties.

The following steps will be required should the BMA recommend proceeding with implementation:

- Adoption of required changes to Code of Ordinances that currently reference separate departments;
- Adoption of amended Class Specifications;
- Adoption of required changes to the Zoning Ordinance where referring to separate departmental responsibility; and
- Identification of funds necessary to execute required building modifications.

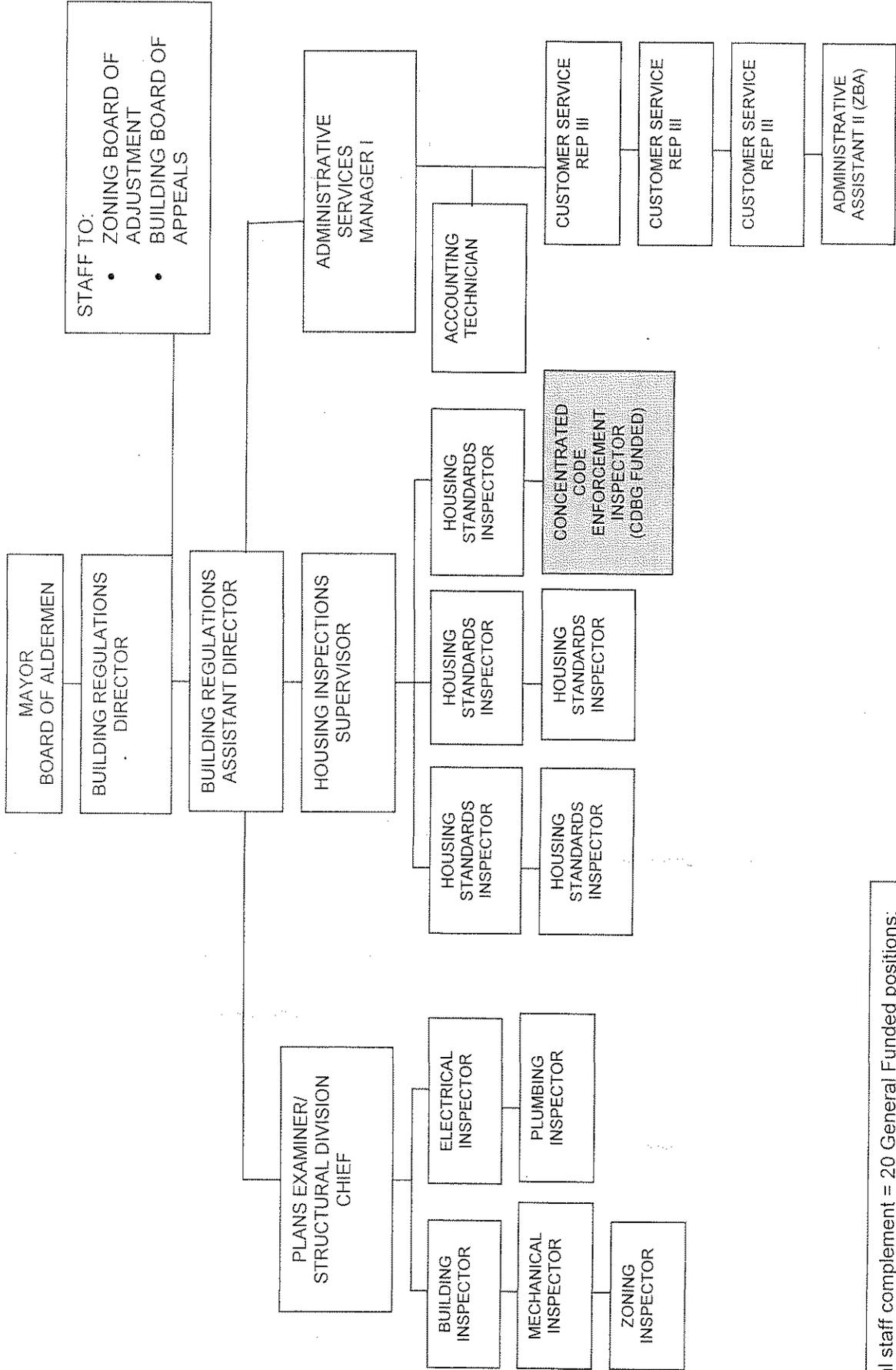
Attached to this report, in the appendix, are copies of the following documents:

- A draft organizational chart for the proposed consolidated department;
- Existing organizational chart for the Building Department; and
- Existing organizational chart for the Planning & Community Development Department.

In conclusion, we trust that the information provided demonstrates the advantages of a departmental merger and, as proposed, has the support of both the Building Regulations Director and the Interim Planning Director.

Appendix

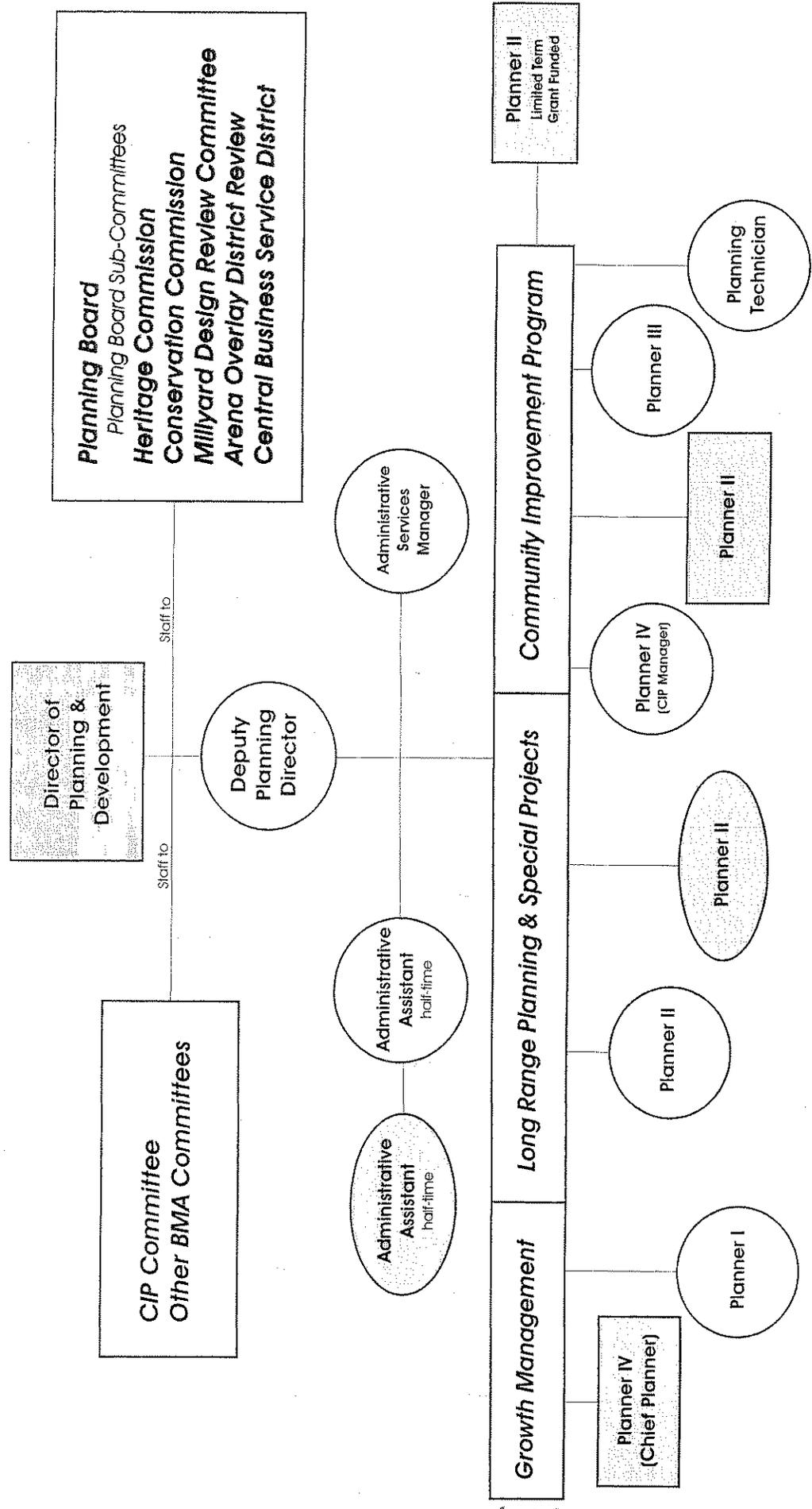
EXISTING BUILDING DEPARTMENT COMPLEMENT



3-14

Total staff complement = 20 General Funded positions;
1 grant funded, limited term.

EXISTING PLANNING & COMMUNITY DEVELOPMENT DEPARTMENT



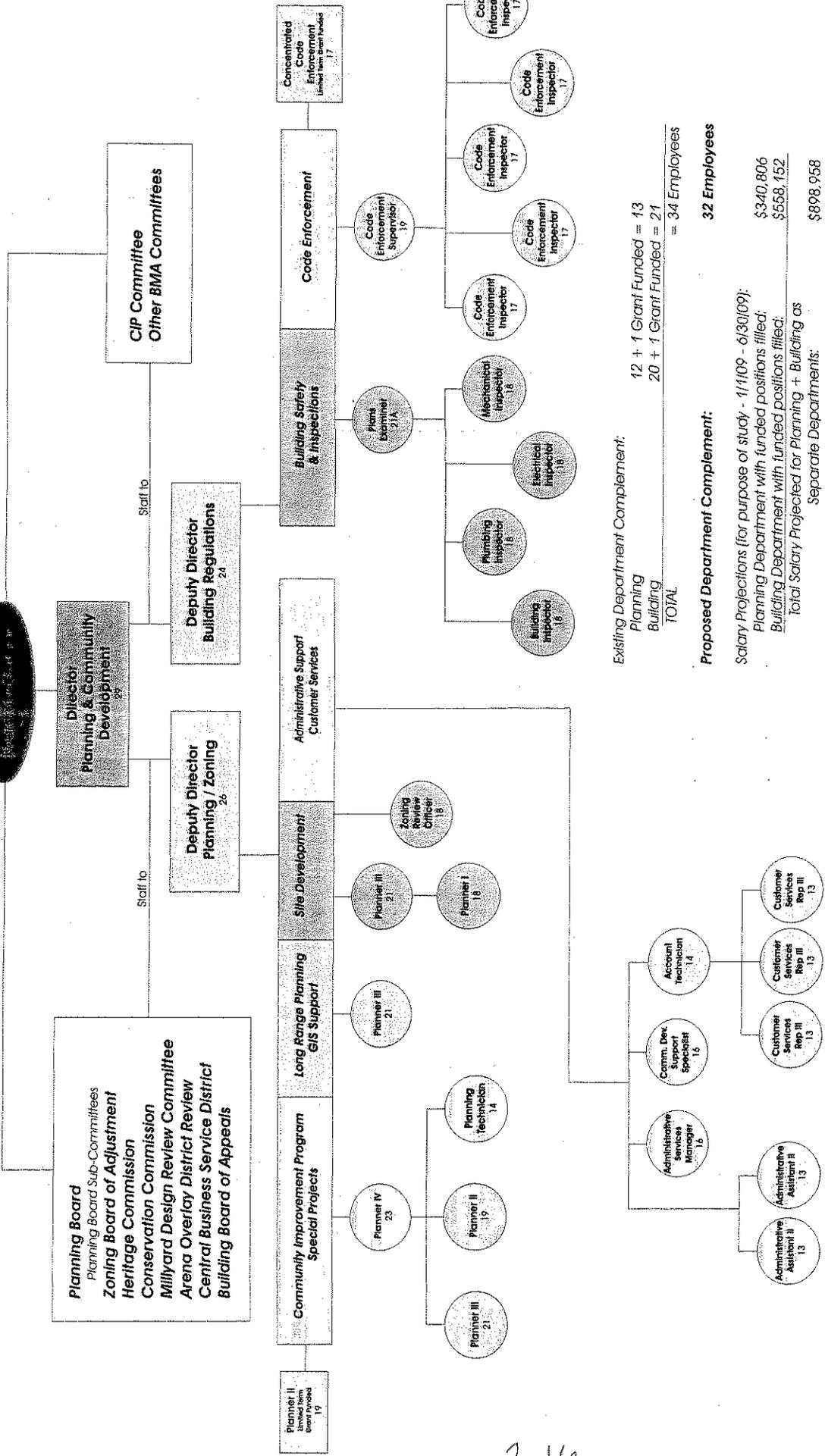
○ Funded/Filled
 □ Funded/Vacant
 ◌ Not Funded/Vacant

Department Complement: 12.0 General Fund Employees
 1.0 Grant Funded Employee
 Existing Funding (Fy09): 10.5 General Fund Employees
 Current Staff Complement: 7.5 General Fund Employees

3-15

PROPOSED DEPARTMENT OF PLANNING & COMMUNITY DEVELOPMENT

*Planning / Building Division
Committee on Administration
November 1, 2008*



Existing Department Complement:
 Planning 12 + 1 Grant Funded = 13
 Building 20 + 1 Grant Funded = 21
TOTAL = 34 Employees

Proposed Department Complement: 32 Employees

Salary Projections (for purpose of study - 1/1/09 - 6/30/09):
 Planning Department with funded positions filled: \$340,806
 Building Department with funded positions filled: \$558,152
 Total Salary Projected for Planning + Building as Separate Departments: \$898,958

Salary Projected for Reorganized Department [1/1/09 - 6/30/09] \$854,825
Projected Salary Savings - first 6 months as new Department: \$ 44,133

*Planning / Building Headout
Committee on Administration
December 1, 2008*

**Position Analysis – Existing & Proposed
Department of Planning & Community Development
(Changes Highlighted)**

Existing		Proposed	
<u>Title</u>	<u>Grade</u>	<u>Title</u>	<u>Grade</u>
Director of Planning & Community Development	29	Director of Planning & Community Development	29
Deputy Planning Director	25	Deputy Director – Planning/Zoning	26
Planner IV (CIP Manager)	23	Planner IV (CIP Manager)	23
Planner IV (vacant)	23	Planner III (to be filled)	21
Planner III (CIP)	21	Planner III (CIP)	21
Planner II (CIP – vacant)	19	Planner II (CIP – to be filled)	19
Planner II (grant funded – vacant)	19	Planner II (grant-funded – to be filled)	19
Planner II	19	Planner III	21
Planner II (vacant)	19	Planner II (to remain vacant)	19
Planner I	18	Planner I	18
Administrative Services Manager I	16	Administrative Services Manager I	16
Planning Technician	14	Planning Technician	14
Administrative Asst. II (PB clerk - 1/2 Time)	13	Administrative Asst. II (1/2 Time)	13
Administrative Asst. II (1/2 Time - vacant)	13	Administrative Asst. II (1/2 Time – to remain vacant)	13

Existing		Proposed	
<u>Title</u>	<u>Grade</u>	<u>Title</u>	<u>Grade</u>
Building Regulations Director	26	(Responsibilities folded in to Planning Director's position)	N/A
Building Regulations Assistant Director	22	Deputy Director - Building Regulations	24
Plans Examiner	21/A	Plans Examiner	21/A
Housing Inspections Supervisor	19	Code Enforcement Supervisor (Title Change Only)	19
Building Inspector	18	Building Inspector	18
Electrical Inspector	18	Electrical Inspector	18
Mechanical Inspector	18	Mechanical Inspector	18
Plumbing Inspector	18	Plumbing Inspector	18
Zoning Inspector	18	Zoning Review Officer	18
Housing Inspector	17	Code Enforcement Officer	17
Housing Inspector	17	Code Enforcement Officer	17
Housing Inspector	17	Code Enforcement Officer	17
Housing Inspector	17	Code Enforcement Officer	17
Housing Inspector	17	Code Enforcement Officer	17
Housing Inspector (Grant Funded)	17	Code Enforcement Officer (Grant Funded)	17
Administrative Services Manager I	16	Community Development Support Specialist	16
Accounting Technician	14	Accounting Technician	14
Customer Service Rep. III	13	Customer Service Rep. III	13
Customer Service Rep. III	13	Customer Service Rep. III	13
Customer Service Rep. III (vacant)	13	Customer Service Rep. III (vacant - to be filled)	13
Administrative Asst. II (ZBA Clerk)	13	Administrative Asst. II (ZBA Clerk)	13

** Changes in duties/responsibilities to be reviewed by HR

3-18²



CITY OF MANCHESTER

December 10, 2008

Committee on Administration/Information Systems
Board of Mayor and Aldermen
City of Manchester, NH

Subject: Planning/Building Department Merger

Honorable Members of the Committee:

We would once again like to thank the committee for allowing us the opportunity to present the findings of our study of the proposed merger of the Planning and Building Departments. We have invested considerable time and effort into the development of the proposal now under consideration, and thus we appreciate the review and analysis received from your committee. During the course of the meeting additional information was requested. The following points represent our understanding of the information requested by the committee:

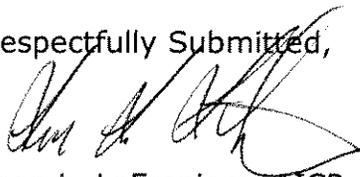
- Provide a more complete analysis of building/systems modification cost estimates with back-up data;
- Identify the funding requirements for the full approved complement for both the Planning and Building Departments;
- Provide examples of the benefits of maintaining the integration of CIP and Planning functions, potential benefits resulting from the integration of Community Improvement Program initiatives with the Building Department's code enforcement efforts - what can we accomplish in the future that we are not doing now;
- Explain the benefits of creating a single supervisory unit to coordinate code enforcement efforts;
- Identify additional duties and responsibilities anticipated for the proposed Deputy Director of Planning and Community Development for Planning and Zoning, and for the Deputy Director of Planning and Community Development for Building Regulations;
- Identify the differences in duties between a Planner II position, Planner III and Planner IV position;
- Identify the duties and responsibilities for the proposed Community Development Support Specialist position and how they differ from the existing Administrative Services Manager I position;

One City Hall Plaza, Manchester, New Hampshire 03101

- Provide a summary of information gathered from other communities during course of the study;
- Provide an explanation for the rationale behind the proposal to eliminate one Planner II position as part of the consolidation plan;
- Provide examples of how the proposed merger will improve the customer experience; and
- Provide examples of what duties and responsibilities, tasks, projects and programs can and cannot be completed with and without a full staff complement in Planning.

Please find attached our best efforts to respond to the requests for additional information.

Respectfully Submitted,



Leon L. LaFreniere, AICP
Building Regulations Director



Pamela H. Goucher, AICP
Interim Planning Director

- **Provide a more complete analysis of building/systems modification cost estimates with back-up data.**

We have solicited estimates for costs associated with building modifications required to implement the consolidation proposal. Attached are estimates from contractors recommended by the Highway Department and the City's Security Manager. Also attached is a copy of an e-mail communication from the Information Systems Department regarding telephone hardware costs. These estimates permit the following refinement of total building modification expenses as follows:

- \$2,900 - DRG Construction Co. estimate to connect Building and Planning Departments with new access point to physically connect the two departments;
- \$1,325 - Cost of 4 - 48 button consoles which are smallest available units with enough lines to accommodate combined staff numbers;
- \$1,416 - Pelmac Industries Inc. Estimate for modifications to existing security system;
- \$ 350 - Printing and graphics;
- \$ 500 - Signage; and
- \$ 250 - Miscellaneous fittings to adjust modular office systems.
- \$6,741 - Total

- **Identify the funding requirements for the full approved complement for both the Planning and Building Departments.**

The full approved complement salary expenses for the Building Department full approved complement and the Planning Department full complement for FY 2009 are provided below. For comparison purposes, projected expenses for a hypothetically consolidated department are also provided a full year scenario.

**Consolidation Proposal
Full Compliment-Financial Summary**

Building Department

Building FY09 Full Compliment Salary Expenses - (20 Full-Time Employees Plus ZBA Stipend)	\$1,111,835
--	-------------

Planning Department

Planning FY09 Full Compliment Salary Expenses - (12 Full-Time Equivalent Employees)	\$738,274
--	-----------

Total Full Compliment As Separate Departments:	\$1,850,109
--	-------------

Consolidated Department Scenario

Full Compliment As Separate Departments -	\$1,850,109
Compliment As Projected in Consolidated Department (For Full FY2009) -	<u>\$1,709,763</u>
Projected Savings:	\$ 140,346

- **Provide examples of the benefits of maintaining the integration of CIP and Planning functions, and of potential benefits resulting from the integration of Community Improvement Program initiatives with the Building Department's code enforcement efforts – what can we accomplish in the future that we are not doing now.**

A major advantage of maintaining the CIP function within the Planning Department is the ability to coordinate and allocate available financial resources in a responsible manner, while addressing the pressing priority needs of the Community identified through the planning functions of the Department. Having a clear understanding of the short and long term financial capabilities, limitations and challenges of the City results in the development of planning initiatives that are more realistic and therefore likely to be completed. To be effective in both areas, access to topical information is extremely important, with data gathering and subsequent analysis a regular activity of the Planning Department.

A merging of the Building and Planning Departments would create an excellent opportunity for the Code Inspectors to interact with the CIP Staff in several ways. Regular interaction between the Inspectors and CIP Planning Staff would provide the Planners with an improved and timely understanding of the issues of the neighborhoods above and beyond what would ordinarily be gleaned through analysis of demographic data that is produced on an annual basis. This information would assist the CIP Staff in assessing the effectiveness of its neighborhood revitalization efforts and make determinations as to whether or not tweaking of the various programs is necessary.

Inspectors could be used to distribute informational flyers to property owners and tenants relative to the various CIP housing programs (rehab, first time homebuyers & lead paint hazard remediation, etc.) administered by the Planning Department. Conceivably, the Inspectors could also be enlisted to provide limited information relative to the logistics and requirements of the programs in addition to distribution of the flyers. This would assist the CIP Staff in the marketing of the programs, in particular the lead paint hazard remediation program which traditionally has been a hard sell due to the many inaccuracies about property owner's liability and costs of remediation.

The benefits to the Building Department would be that the department head would have administrative oversight of the CIP and building functions, thus improving the potential for greater access of CIP financial resources that could be allocated towards programs furthering the mission of the Building Department (ie: the Concentrated Code Enforcement and dilapidated building programs).

- **Explain the benefits of creating a single supervisory unit to coordinate code enforcement efforts.**

The code enforcement efforts of the Building Department currently focus in two primary areas of zoning and housing standards. Zoning enforcement has functioned under the Structural Division of the department that provides construction compliance reviews and inspections. The Housing Standards Division of the department administers the Certificate of Compliance Program, responds to complaints regarding housing standards, and performs zoning compliance inspections on residential properties.

While the individual currently performing most of the neighborhood and residential zoning compliance inspections is working under the supervision of the Structural Division Supervisor, he is technically titled as a Housing Inspector. Conversely, the Housing Inspectors functioning under the supervision of the Housing Inspections Supervisor perform zoning compliance inspections on subject properties as part of their current responsibilities. Both divisions currently provide support to the Neighborhood Enhancement Team.

The consolidation of zoning compliance efforts under a single supervisory unit will provide for a more efficient application of these standards, and will serve to enhance the regulatory influence of each individual inspector's efforts. Placing responsibility for coordinated code enforcement (both housing and zoning) under the re-titled Code Enforcement Supervisor, will provide additional emphasis on our efforts to achieve compliance on problem properties. Support for the Neighborhood Enhancement Team will be better coordinated, and will require fewer resources as a result. It will further serve to correct the disparity of reporting that exists currently with one titled Housing Inspector functioning within the Structural Division.

- **Identify additional duties and responsibilities anticipated for the proposed Deputy Director of Planning and Community Development for Planning and Zoning, and for the Deputy Director of Planning and Community Development for Building Regulations.**

It is anticipated that the Deputy Director for Planning and Zoning will assume responsibility for oversight of CIP and the Administrative Support section of the department in addition to current duties. This position will also play a key role in the coordination of the City's long range planning efforts, as well as taking an active role in departmental budget preparation responsibilities; all of which were not specifically part of this position's duties.

The Deputy Director for Building Regulations will also assume additional duties as the manager of the department's building safety and code enforcement efforts. In addition to providing oversight for the building regulations functions, this position will provide staff support to the Zoning Board of Adjustment and the Building Board of Appeals.

This individual will also take an active role in departmental budget preparations with particular emphasis on revenue generation.

It is important to recognize that both the Building and Planning Departments provide important services to the city's citizens. The efforts of these departments contribute considerably to the health, safety, quality of life and economic vitality of our community. The proposal under consideration will provide these services with 25% less administrative capacity than existing in the current structure. As a result each of the top administrative positions will be required to assume additional duties and responsibilities to ensure that service are maintained.

We have attached copies of draft proposed class specifications for each of these positions.

- **Identify the differences in duties between a Planner II position, Planner III position, and Planner IV position.**

We have attached copies of the Class Specifications for each of these positions. There are no changes proposed to these Class Specifications.

- **Identify the duties and responsibilities for the proposed Community Development Support Specialist position and how they differ from the existing Administrative Services Manager I position.**

The current proposal is to modify the Class Specification of an existing Administrative Services Manager I, and change the title to Community Development Support Specialist. This change is designed to recognize the duties and responsibilities specifically associated with the proposed Planning and Community Development Department. These duties will include:

- Coordination of centralized inspection scheduling;
- Oversight of departmental purchasing functions (permitting separation of accounting functions as recommended by the City's Internal Auditor and Good Accounting Practice);
- Providing technical advice and assistance to departmental staff as required;
- Assist in the development RFP's & manage bidding process for demolition permits;
- Preparation of monthly construction valuation reports and provision of monthly updates to construction reporting agencies (ie: Dodge Reports, Construction Summary, Means, Reed Data);
- Responsibility for developing system improvements to computer applications, providing operating systems support for the HTE Building Permits, Code Enforcement and Planning and Zoning Modules, and demonstrating use to appropriate departmental staff;
- Responsibility for communication & coordination with other departmental staff to maximize effectiveness and efficiency of departmental & interdepartmental operations;
- Development and maintenance of up to date departmental web site for public use and access.

- **Provide a summary of information gathered from other communities during course of the study.**

We have attached a summary of the information gathered from other communities. As was noted in the original report, almost every community sampled utilizes a different approach to their organizational structure. While some communities take a combined approach, as many or more utilize a separate department structure. The combined approach seems more common in smaller communities with less staff resources.

- **Provide an explanation for the rationale behind the proposal to eliminate one Planner II position as part of the consolidation plan.**

We feel it important to state the obvious, in that there is clear benefit to maintaining this position as part of the approved complement regardless of the fate of the consolidation plan. Our proposal to eliminate this position from complement results almost solely from a recognition that resource limitations are a reality that must be acknowledged. And as well, from a recognition that this position has not been funded for the past few years. Funding this position as part of complement would enable the department to address many of the programs and tasks that currently are not getting done. If this position were funded it would obviously reduce the anticipated savings projected in the consolidation plan.

- **Provide examples of how the proposed merger will improve the customer experience.**

While the administrators of both departments believe that a spirit of cooperation currently exists between the two departments, as well as a common goal to offer the best service to the public, it is our belief that a merger of the departments into one would provide an improved customer experience. Currently, the Planning Department often receives phone calls from people needing assistance from the Building Department. In turn, the Building Department often receives phone calls from people needing assistance from the Planning Department. Having one main telephone number, and staff to answer and direct phone calls appropriately, would be a benefit to the public. The same issue arises on a regular basis with foot-traffic, with people unsure of where they need to go or who they need to speak with. The goal of a merged department would be to direct people to a reception area and then determine what they needed and who they needed to speak with.

Currently, the staff of both departments often schedule meetings together to review large development proposals. However, as a merged department, having the public understand that we are all on the same "team" working together to help them through the review process would, in our opinion, improve the customer experience.

Some additional benefits anticipated through consolidation:

- Coordinated and unified approach to the decision making process;
- Coordinated and unified approach to the application of regulatory standards;
- Ability to manage staff resources to address pressing needs as they arise;
- Ability to take advantage of grant funds to offset program administrative costs; and
- Potential for more efficient utilization of staff resources through centralized inspection scheduling.

- **Provide examples of what duties and responsibilities, tasks, projects and programs can and cannot be completed with and without a full staff complement in Planning.**

Consequences of Planning Positions Remaining Unfilled

Lack of Planning - Without adequate staffing, the Planning & Community Development Department is operating in "crisis mode" on a daily basis, with little or no time for real planning or visioning. To carry out its mission and to serve the needs of the City, the department *should* be focusing on many issues, including the following:

Neighborhood Planning - The Planning Department should be devoting more time to neighborhood planning and livability. If the neighborhoods aren't healthy and vibrant, the impacts to both the general population and the City's resources are stressed. Not investing in the City's neighborhoods can lead to building vacancies, abandonment and crime. The health of the population is linked to the environment in which people live.

Energy efficiency/Green Ethics - Sustainability, renewable energy sources & efficiency are not just buzz words – the Planning Department should be researching ways to incorporate new technology into the City's regulations. The State recently signed HB 310, which provides building guidelines that municipalities can follow when assessing whether to allow alternative energy projects, such as wind turbines and geo-thermal wells. Alternative energy products and green buildings are an important step towards reducing the use of fossil fuels and reducing greenhouse emissions. *The City of Manchester should be reviewing pertinent regulations to make sure that we have established appropriate guidelines **before** someone comes in with a proposal.* Many businesses are actively seeking to locate in eco-progressive cities that have supportive policies to match the rapidly emerging, environment-friendly corporate ethic.

Program Compliance – The Planning Department is responsible for assisting almost 40 non-profit agencies with City/State/Federal Funding. In addition to the contracts that this office prepares annually, the staff provides guidance and assistance throughout the year and is responsible for monitoring the programs. It is imperative that planning staff regularly visit the offices of the non-profits and determine that they are complying with all applicable regulations so the City continues to receive clear audits with annual HUD reviews. *Currently, with only 2/3 of the CIP staff, the monitoring is not getting done on a regular basis, potentially jeopardizing State/Federal funds. The recent reduction in staff assigned to CIP functions, from 4 ½ to 3, impacts the ability of staff to adequately monitor and ensure that funds are expended appropriately.*

Grants/Special Projects – The Planning Department is generally on the lookout for any grants that would benefit the City. Currently, the staff is attending meetings and developing proposals to seek a very large portion of the 20 million dollars in Neighborhood Stabilization Program Funds that the State will be distributing. These Federal monies are a response to the National crisis in abandoned and foreclosed homes. Planning Department staff is working with the Mayor as well as with staff in the office of the City Clerk, the Building, Police, and Fire Departments and is assembling necessary information for the City's preliminary application, due this month. This is a huge undertaking with all the other daily work and with reduced staff.

Master Plan – State Statutes recommend that the master plan for a town or city be updated every 5-10 years. It is the duty of the Planning Board to prepare a master plan to guide the development of the municipality. The Planning Board and staff got underway with an update to the 1993 master plan in 2006. *Work on the master plan came to a halt in the spring of 2008 with department retirements and reduced staffing.* It is anticipated that the master plan will get back on track later this year with the help of a consultant, but the hope had been to complete a draft of this plan by the Fall of 2008.

Rezoning Applications – Under a policy adopted by the BMA, the Planning Department is responsible for reviewing all rezoning petitions. *Currently, there are several applications that have been submitted for review and, due to staffing, have not yet been forwarded to the BMA for public hearing.*

Traffic Management/Traffic Calming – The Planning Department and Planning Board play roles in coordinating programs for traffic management and traffic calming with the Highway Department and often with the Police Department, as well as with the SNHPC. Staff has not been available to attend all pertinent meetings.

Alternative Transportation/Multi-modal Center – Planning Staff, in conjunction with MEDO and the Mayor's office, has been involved with reviewing potential sites for a new multi-modal transportation center for Manchester. Meetings with City Departments, State officials and private property owners have taken time. However, this project is in the early stages and, as it moves forward, will require a significant commitment of staff time from this department – staff and time commitments we cannot presently provide.

Special Projects – In the past, Planning staff has been heavily involved in the restoration of City Hall, the Rines Center, the Senior Center and other public buildings. Currently, staff is on the committee looking at the space/programmatic needs of the Fire Department, the Police Department and the Public Works Department. Without additional staffing, it will be difficult to be an active participant on study committees.

General Growth Management – Even with the recent economic downturn, the Planning Department continues to meet with developers, engineers and the general public on a myriad of projects. Staff time spent in meetings, both departmental and at the Planning Board, is significant. There are many developers looking at options while the economy is down, preparing for the upturn. Also, with the increase in foreclosures, this office is seeing an increase in foot-traffic from homeowners, banks, attorneys and appraisers. Staff planners must respond to these requests, taking them away from other projects. And, in order to comply with State Statutes, agendas, abutter notices, and recommendations all must be prepared in a timely fashion for Planning Board meetings. *The Planning Board is currently receiving material 24 hours prior to their meetings; until this past summer, agenda packages were mailed to Board members one week in advance of the meetings. Understandably, we have had complaints from Board members that they do not have enough time to properly review the material.*

CIP Administration – The continued functioning of the CIP, with reduced staff, places a significant burden on existing planners that must assume the responsibilities of the unfilled position and not compromise the quality of their own work. It will be difficult for the reduced staff to complete the special project demands of CIP, such as the CIP budget, annual program monitoring, Action Plan development and the CAPER (Consolidated Annual Performance Evaluation Report). *All are necessary for the continued receipt of the approximately 3 million dollars in HUD funds.*

Boards/Committees – In addition to the Planning Board and the various BMA committees, the Planning Department provides staff support to the Heritage Commission, the Millyard Design Review Committee, the Arena Overlay District, the Conservation Commission, the Mayor's Utility Coordinating Committee, the Mayor's Task Force on Housing, Manchester's 10 Year Plan to End Homelessness Steering Committee, Healthy Manchester Leadership Council, and the CBSD Advisory Committee. *Without additional planners, we will be forced to reduce the number of Planning Board and committee meetings scheduled by this office and eliminate staff attendance at other committee meetings.*

Attachments

DRG

Construction

P.O. Box 4352

Manchester, NH 03108

(603) 305-1390

Estimate

City of Manchester
Attn: Mark Fay

December 4, 2008

Property Location:
One City Hall Plaza, Planning & Building Dept.
Manchester, NH 03101

Description of Work:

1. Remove existing door from Planning Dept. closet.
2. Install new door jam with existing door in wall abutting Building Dept.
3. Patch all walls where work has been completed.
4. Tape, patch and paint all walls affected by construction.
5. Install new wood trim to new doorway and existing doorway.
6. All new work to match existing paint and trim.
7. Patch carpet where needed (carpet supplied by city).
8. Does not include electrical (to be completed by facilities).
9. All work to be completed after normal business hours.
10. Building permit application.

Materials & Labor: \$2,900.00

LaFreniere, Leon

From: Sayward, Suzanne
Sent: Wednesday, October 29, 2008 11:21 AM
To: LaFreniere, Leon; Goucher, Pamela
Cc: Brown, Terrance
Subject: Price for 48 button console is \$321.30

Suzanne Sayward
Data/Telecommunications Specialist
City of Manchester
Information Systems Department
100 Merrimack St.
Manchester, NH 03101
ssayward@manchesternh.gov
tel: 603-624-6577
fax: 603-624-6320

Draft Proposed

December 8, 2008



City of Manchester, New Hampshire

Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Deputy Planning Director <u>Deputy Director Planning and Community Development – Planning and Zoning</u>
Class Code Number	1365-25

General Statement of Duties

Manages assigned daily operations and activities and other related work as directed by the Planning Director of the Planning and Community Development Department; performs directly related work as required.

Distinguishing Features of the Class

The principal function of an employee in this class is to provide administrative oversight of the activities of the Planning and Community Development Department and to serve as Planning and Community Development Director as required. The work is performed under the supervision and direction of the Planning and Community Development Director but considerable leeway is granted for the exercise of independent judgment and initiative. Supervision is exercised over the work of all employees within the ~~planning~~ Planning and Community Development Department. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, the Planning Board, the Zoning Board of Adjustment, the Board of Mayor and Alderman, business and community groups, Federal and State officials, representatives of the media and the public. The principal duties of this class are performed in a general office setting.

Examples of Essential Work
(illustrative only)

- Works with the Planning **and Community Development** Director in planning, organizing, directing and evaluating the work of the Departmental staff in implementing the expressed goals, policies, and directives of the Planning **and Community Development** Department;
- Supervises, trains, evaluates and coordinates the work of employees involved in various planning activities;
- Oversees the daily operations of the Growth Management **and Community Improvement Program** functions;
- Works with the Planning **and Community Development** Director to provide status reports to the Planning Board and the Board of Mayor and Alderman on Departmental operations, any major shift in policies or procedures, and recommendations for future development;
- Coordinates the regulatory processes between private development interests and the City's Land Use Boards;
- Performs professional planning duties in long-range planning activities, including the preparation of comprehensive plans;
- Promotes an environment within the Planning **and Community Development** Department conducive to consensus building and conflict resolution in and among participants in community development projects;
- Participates in various aspects of personnel administration within the Department, including hiring, termination, grievance procedures and coordination of employee training;
- **Participates in the development and administration of Departmental budget;**
- **May serve as a spokesperson for the Planning and Community Development Department;**
- **Serves as the Planning and Community Development Director during an absence;**
- Performs special projects for the Planning Director, **the Planning Board**, and the Board of Mayor and Alderman as requested;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities
(at time of appointment)**

- Comprehensive knowledge of the theory, principles and practices of community development, **zoning administration**, land planning and urban redevelopment;
- Comprehensive knowledge of City planning and zoning activities and relevant ordinances and regulations;
- Comprehensive knowledge of relevant City ordinances and regulations;
- **Comprehensive** Thorough knowledge of current principles and practices of public administration;
- **Comprehensive knowledge of budgetary principles within a municipality;**
- **Ability to read and understand site plans and construction documents;**
- Substantial knowledge of practices and procedures of supervision;
- Ability to provide administrative direction within a municipal Department;
- Ability to supervise, train, evaluate and lead the work of others;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

Acceptable Experience and Training

- Graduation from an accredited college or university with a Master's Degree in Urban Planning, **Architecture** Design, Public Administration or a closely related field; and
- Considerable experience in planning operations within a municipality; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

Required Special Qualifications

- American Institute of Certified Planners preferred.

Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to review a wide variety of written material in electronic or hardcopy form;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate a personal computer and related equipment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee have access to various work sites throughout the City and out of the area.

Approved by: _____ Date: _____

Draft Proposed

December 8, 2008



City of Manchester, New Hampshire

Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Assistant Building Regulations Director Deputy Director Planning and Community Development – Building Regulations
Class Code Number	5180-22

General Statement of Duties

Manages the daily operations and activities of the Building Department **Planning and Community Development Department**; performs directly related work as required.

Distinguishing Features of the Class

The principal function of an employee in this class is to enforce building construction codes and standards. The work is performed under the supervision and direction of the ~~Building Regulations Director~~ **Planning and Community Development Director** but extensive leeway is granted for the exercise of independent judgement and initiative. Supervision is exercised over the work of all employees within the ~~Building Department~~ **Planning and Community Development Department**. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, the Zoning board of Adjustment, the Board of Mayor and Alderman, business and community groups, developers, State and Federal officials, representatives of the media and the public. The principal duties of this class are performed in a general office environment.

**Examples of Essential Work
(illustrative only)**

- Works with the Planning and Community Development Director in planning, organizing, directing and evaluating the work of the Departmental staff in implementing the expressed goals, policies, and directives of the Planning and Community Development Department;
- Manages Oversees daily operations and activities of the Building Department Regulations functions;
- Supervises, trains, evaluates and prioritizes work assignments for Departmental Managers in inspections and enforcement operations;
- Reviews complex plans and related construction documentation for approval;
- Oversees the enforcement of all building codes and standards within the City of Manchester;
- Participates in the development of Department policy in coordination with the Building Regulations Director Director of Planning and Community Development;
- Participates in budget development and administration;
- Provides status reports to the Building Regulations Director of Planning and Community Development on specific cases warranting attention;
- Administers and interprets land use municipal regulations, including the Zoning Ordinance, municipal eCode of Ordinances and applicable State codes;
- Represents the City before District, Superior and Supreme Courts in matters relating to the enforcement of construction and land use regulations in coordination with the City Solicitor's office;
- Maintains statistical reports for the purpose of tracking economic, population and municipal infrastructure needs projections;
- Coordinates projects with the Deputy Director of Planning and Community Development for Planning and Zoning Planning Department and Economic Development Department to promote and facilitate the economic development efforts of the municipality corporation;
- Participates in various aspects of personnel administration within the Department, including hiring, termination, grievance procedures and coordinating employee training;
- Serves as a spokesperson for the Building Department Planning and Community Development Department;
- Performs special projects for the Building Regulations Director Planning and Community Development Director as requested;
- Serves as the Building Regulations Director Planning and Community Development Director during an absence;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;

- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities
(at time of appointment)**

- Comprehensive knowledge of laws and ordinances affecting all building construction procedures;
- Comprehensive knowledge of the City of Manchester Zoning Ordinances;
- Comprehensive knowledge of blueprint and understanding of construction documents and plans reading;
- Comprehensive knowledge of current principles and practices of public administration;
- Comprehensive knowledge of budgetary principles within a municipality;
- Thorough knowledge of laws and ordinances regarding signs, noise, odor, solid waste, graffiti, and public nuisances;
- Ability to provide administrative direction within a municipal Department;
- Ability to supervise, train, evaluate and lead the work of others;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

Acceptable Experience and Training

- Graduation from an accredited college or university with a Bachelor's Degree in Architecture, Engineering, Public Administration or a closely related field; and
- Considerable experience in architecture, engineering, inspections/enforcement or related, including some supervisory experience; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

Required Special Qualifications

- Certification as a Building Official from the ~~Council of American Building Officials~~ **International Code Council is preferred.**

Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to review a wide variety of written material in electronic or hardcopy form;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate a personal computer and related equipment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to have access to various work sites throughout the City and out of the area.

Approved by: _____

Date:



City of Manchester, New Hampshire

Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Planner II
Class Code Number	1340-19

General Statement of Duties

Performs professional planning duties in support of planning initiatives within the City of Manchester; performs directly related work as required.

Distinguishing Features of the Class

The principal function of an employee in this class is to apply professional standards to planning, administration, coordination, research and implementation of neighborhood, business development, urban re-vitalization and related within the City of Manchester. The work is performed under the supervision and direction of the Planner IV and Planning Director but considerable leeway is granted for the exercise of independent judgement and initiative. Supervision is exercised over the work of employees in the class of administrative support staff. This class is distinguished from the class of Planner I by the performance of planning duties with less oversight, including completing minor projects autonomously. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, State and federal officials, representatives of neighborhood organizations, business and community organizations and the public. The principal duties of this class are performed in a general office environment.

Examples of Essential Work
(illustrative only)

- Performs professional planning duties in the development of plans, policies and programs in support of the City's goals in alignment with private development in the City of Manchester;
- Gathers and analyzes data on land use, transportation, development and related based on present and future conditions;
- Uses computerized modeling techniques, including forecasting, capacity analysis and related to determine impact of various plans on existing City conditions;
- Prepares recommendations for the review and consideration of various boards and commissions;
- Explains policies, procedures and regulations to the public, developers, business organizations, contractors, architects and related;
- Performs on-site inspections to determine conformance with plans;
- Catalogues and maintains official subdivision and site plan documents for public access;
- Establishes procedures for collecting, summarizing and storing programmatic data to improve program effectiveness using computers, source documents and related;
- Prepares reports for public review, internal use or review by outside organizations, including graphics, to describe projects and program goals or activities;
- Prepares and makes presentations before citizen groups, City commissions, hearing officers and/or the Board of Mayor and Alderman as requested;
- Determines the appropriateness and validity of data for use in various projects and makes recommendations for additional data collection as needed;
- Prepares reports to funding agencies on the status of grant-funded projects;
- Analyzes rules, laws and regulations of other agencies to determine their impact on the City of Manchester;
- Coordinates the work of outside planning consultants, including transportation planning;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

Required Knowledge, Skills and Abilities
(at time of appointment)

- Substantial knowledge of land use theory, urban design, economics, municipal finance operations, land use law, demographics, environmental design, resource development and ecology;
- Substantial knowledge of the methods used for citizen involvement in planning projects;
- Substantial knowledge of data gathering and research techniques;
- Substantial knowledge of the theory and methods for formulating land use policies and related;
- Substantial knowledge of the current principles and practices involved in urban planning research;
- Substantial knowledge of computer mapping systems such as ARCMAP;
- Some knowledge of, or the ability to quickly learn, the architectural, economic and cultural history of the City of Manchester;
- Ability to read and interpret architectural and engineering designs and specifications, including planimetric, topographic, geologic, hydrological, statistical maps, charts and graphs;
- Ability to performs basic designs;
- Ability to make public presentations on complex planning designs and municipal operations and represent the City in a professional capacity;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations on all facets of planning operations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

Acceptable Experience and Training

- Graduation from an accredited college or university with a Master's Degree in Urban Planning, Architecture, Public Administration or related; and
- Some experience in municipal planning operations; or

3-46

- Two years of additional work experience in municipal planning operations plus a bachelor's degree may be substituted for the Master's Degree

Required Special Qualifications

- Possession of a New Hampshire drivers license or access to transportation.

Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to perform on-site inspections and review plans, designs and drawings;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate a personal computer and related equipment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to have access to all areas of the City.

Approved by: BMA

Date: Feb 21, 2006



City of Manchester, New Hampshire

Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Planner III
Class Code Number	1350-21

General Statement of Duties

Performs professional planning duties in support of planning initiatives within the City of Manchester; performs directly related work as required.

Distinguishing Features of the Class

The principal function of an employee in this class is to apply professional standards to planning, administration, coordination, research and implementation of neighborhood, housing, urban revitalization and related within the City of Manchester. The work is performed under the supervision and direction of the Planner IV and Planning Director but considerable leeway is granted for the exercise of independent judgement and initiative. Supervision is exercised over the work of employees in the class of administrative support staff. This class is distinguished from the class of Planner II by the completion of more complex planning projects. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, State and federal officials, representatives of neighborhood organizations, business and community organizations and the public. The principal duties of this class are performed in a general office environment.

Examples of Essential Work (illustrative only)

- Performs professional planning duties in the development of plans, policies and programs in support of the City's goals in alignment with private development in the City of Manchester;

- Provides professional staff support for external committees, (historic preservation, neighborhood organizations, business enterprise zone areas etc.);
- Gathers and analyzes data on land use, transportation, development, housing and related based on present and future conditions;
- Uses computerized modeling techniques, including forecasting, capacity analysis and related to determine impact of various plans on existing City conditions;
- Completes programming of funding for capital and other community development projects;
- Interprets and applies federal and state regulations;
- Monitors and performs financial tracking of projects to ensure compliance with regulations and goals;
- Performs reporting to Federal agencies and coordination of planning and development activities between departments;
- Explains policies, procedures and regulations to the public, developers, business organizations, contractors, architects and related;
- Performs on-site inspections to determine conformance with improved plans;
- Checks zoning regulations applicable to a particular property and provides all related information to stakeholders;
- Catalogues and maintains official subdivision and site plan documents for public access;
- Establishes procedures for collecting, summarizing and storing programmatic data to improve program effectiveness using computers, source documents and related;
- Prepares reports for public review, internal use or review by outside organizations, including graphics, to describe projects and program goals or activities;
- Prepares and makes presentations before citizen groups, City commissions, hearing officers and/or the Board of Mayor and Alderman as requested;
- Determines the appropriateness and validity of data for use in various projects and makes recommendations for additional data collection as needed;
- Prepares reports to funding agencies on the status of grant-funded projects;
- Analyzes rules, laws and regulations of other agencies to determine their impact on the City of Manchester;
- Coordinates the work of outside planning consultants, including transportation planning;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities
(at time of appointment)**

- Thorough knowledge of land use theory, urban design, economics, municipal finance operations, land use law, housing environmental design, resource development and ecology;
- Thorough knowledge of the methods used for citizen involvement in planning projects;
- Thorough knowledge of data gathering and research techniques;
- Thorough knowledge of the theory and methods for formulating land use policies and related;
- Thorough knowledge of the current principles and practices involved in urban planning research;
- Substantial knowledge of, or the ability to quickly learn, the architectural, economic and cultural history of the City of Manchester;
- Ability to read and interpret architectural and engineering designs and specifications, including planimetric, topographic, geologic, hydrological, statistical maps, charts and graphs;
- Ability to performs basic designs;
- Ability to make public presentations on complex planning designs and municipal operations and represent the City in a professional capacity;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations on all facets of planning operations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

Acceptable Experience and Training

- Graduation from an accredited college or university with a Master's Degree in Urban Planning, Architecture, Public Administration or related; and
- Considerable experience in municipal planning operations; or
- Two years of additional experience in municipal planning operations along with a Bachelor's may be substituted for the Master's degree.



City of Manchester, New Hampshire

Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

Class Title	Planner IV
Class Code Number	1360-23

General Statement of Duties

Performs professional planning duties in support of planning initiatives within the City of Manchester; performs directly related work as required.

Distinguishing Features of the Class

The principal function of an employee in this class is to apply professional standards to planning, administration, coordination, research and implementation of neighborhood, business development, urban re-vitalization and related within the City of Manchester. The work is performed under the supervision and direction of the Planning Director but considerable leeway is granted for the exercise of independent judgement and initiative. Supervision is exercised over the work of employees in the class of Planner I, II and III and administrative support staff. The nature of the work performed requires that an employee in this class establish and maintain effective working relationships with other City employees, State and federal officials, representatives of neighborhood organizations, business and community organizations and the public. The principal duties of this class are performed in a general office environment.

Examples of Essential Work (illustrative only)

- Performs professional planning duties in the development of plans, policies and programs in support of the City's goals in alignment with private development in the City of Manchester;

- Supervises, trains, evaluates and coordinates the work of professional planning staff, assigns and reviews plans and coordinates the involvement of several staff members on large planning projects;
- Performs professional planning in the development/revision of the City's Comprehensive Plan;
- Provides staff support to the Planning Board and CIP Committee;
- Provides professional staff support for external committees, (historic preservation, neighborhood organizations, business enterprise zone areas etc.);
- Gathers and analyzes data on land use, transportation, development and related based on present and future conditions;
- Uses computerized modeling techniques, including forecasting, capacity analysis and related to determine impact of various plans on existing City conditions;
- Prepares recommendations for the review and consideration of the Planning Board;
- Explains policies, procedures and regulations to the public, developers, business organizations, contractors, architects and related;
- Performs on-site inspections to determine conformance with plans;
- Catalogues and maintains official subdivision and site plan documents for public access;
- Establishes procedures for collecting, summarizing and storing programmatic data to improve program effectiveness using computers, source documents and related;
- Prepares reports for public review, internal use or review by outside organizations, including graphics, to describe projects and program goals or activities;
- Prepares and makes presentations before citizen groups, City commissions, hearing officers and/or the Board of Mayor and Alderman as requested;
- Determines the appropriateness and validity of data for use in various projects and makes recommendations for additional data collection as needed;
- Prepares reports to funding agencies on the status of grant-funded projects;
- Analyzes rules, laws and regulations of other agencies to determine their impact on the City of Manchester;
- Coordinates the work of outside planning consultants;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities
(at time of appointment)**

- Comprehensive knowledge of land use theory, urban design, economics, municipal finance operations, land use law, demographics, environmental design, resource development and ecology;
- Comprehensive knowledge of the methods used for citizen involvement in planning projects;
- Comprehensive knowledge of data gathering and research techniques;
- Comprehensive knowledge of the theory and methods for formulating land use policies and related;
- Comprehensive knowledge of the current principles and practices involved in urban planning research;
- Comprehensive knowledge of capital improvement programming;
- Thorough knowledge of, or the ability to quickly learn, the architectural, economic and cultural history of the City of Manchester;
- Ability to read and interpret architectural and engineering designs and specifications, including planimetric, topographic, geologic, hydrological, statistical maps, charts and graphs;
- Ability to performs basic designs;
- Ability to make public presentations on complex planning designs and municipal operations and represent the City in a professional capacity;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to supervise, train, evaluate and coordinate the work of others;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations on all facets of planning operations;
- Ability to operate or quickly learn to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

Acceptable Experience and Training

- Graduation from an accredited college or university with a Master's Degree in Urban Planning, Architecture, Public Administration or related; and
- Extensive experience in municipal planning operations.

Required Special Qualifications

- Possession of a New Hampshire drivers license or access to transportation.

Essential Physical Abilities

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to perform on-site inspections and review plans, designs and drawings;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate a personal computer and related equipment;
- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to have access to all areas of the City.

Approved by: BMA

Date: Feb. 21, 2006

Comparison of Approaches to Planning and Development Organizational Structure

Nashua, NH – Pop. 90,000

Community Development Division consisting of Building Dept., Code Enforcement Dept., Planning/Zoning Dept., Historic District Commission, and Urban Programs (CIP).

Community Development Division Director oversees:

Planning/Zoning Department;

Urban Programs;

Building Department; and

Code Enforcement Department (inspectors are cross-trained in both code enforcement and zoning).

Economic Development was part of the Community Development division however the Aldermen recently voted to remove this position from Community Development and place it under the Mayor.

The Community Development Division is responsible for all building permits. Any permit received is split between the Building & Planning Depts. for review – Building for code compliance and Planning for zoning compliance.

Concord, NH – Pop. 47,000

Community Development Department functions under the direction of the Deputy City Manager – Development.

The Community Development Department includes:

Planning Division;

Building/Zoning/Health division;

Business Developer; and

Administrative Division.

Keene, NH – Pop. 25,000

2 separate departments (Planning Dept. and Health/Code Enforcement/Housing)

Shared administrative staff

Economic development is handled by the planning dept.

Lowell, MA – Pop. 105,000

2 separate departments

Planning/CIP/Conservation Committee.

Inspection Services (Building).

Worcester, MA - Pop. 176,000

2 separate departments.

Inspectional Services includes Building, Zoning Enforcement, and Code Enforcement.
Planning/Neighborhood Development (includes economic development and CIP).

Portland, ME – Pop. 64,000

Planning and Development Department with Housing and Neighborhood Services, Inspections and Planning Divisions.

Economic Development was taken out in 2008 and placed under the City Manager.

Burlington, VT – Pop. 40,000

4 separate departments.

Planning/Zoning.

DPW handles permits and inspections.

Code Enforcement/Zoning Enforcement.