

COBRAMAN



Manager Coordinating Brownfield
Redevelopment Activities

CENTRAL EUROPE Project 1CE014P4 COBRAMAN

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Organisational structure

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1 Preface

Professional process management in order to develop and deliver opportunity plans and to steer revitalization processes were mentioned in the Job description ('COBRAMAN, 2009) of the newly established profession "brownfield manager" as main objectives. Besides this the issue of community involvement as well as application of new market instruments to facilitate the redevelopment of brownfield sites should be within the responsibilities of the brownfield manager. However it is obvious the brownfield manager in first place is acting as networker, collecting, analyzing but also distribution information to the related municipal departments involved in brownfield developing process. For practical implementation the question has to be solved, where and how the new established position should be integrated in the existing municipal organization structure.

Among project partners discussions show that there cannot be one best solution because of the broad variety of different organization structures even with the project consortium. However in this report a general solution, providing alternatives for the installation in different places is presented and the adaption of such a general solution to one pilot study case is described. This can be seen as best practice example even in practice the adaption to local circumstances might be very different.

2 General structure

The general structure of municipal organisation in most European municipalities is shown in figure 1. The lord major as head of public administration is leading various technical authorities and departments. Nearly all technical departments are affected by brownfield revitalisation processes from Section 1 business development benefiting from new created jobs during revitalisation and later on the newly developed site, over section 2 real estate and finances leading to section 6 in case contamination has to be remediated or new building plans need to be drawn.

Lord mayor: Head of public administration

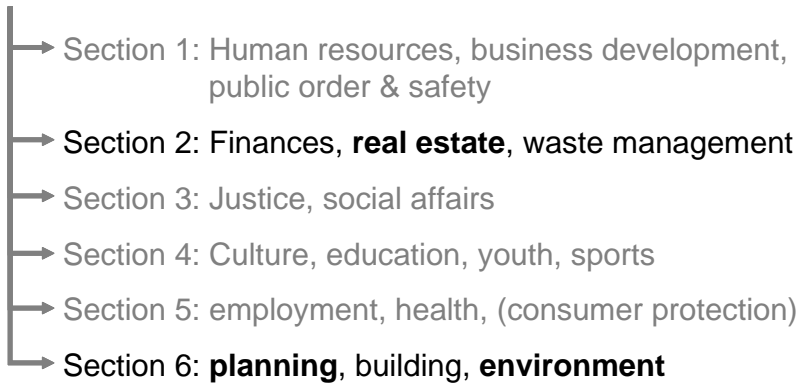
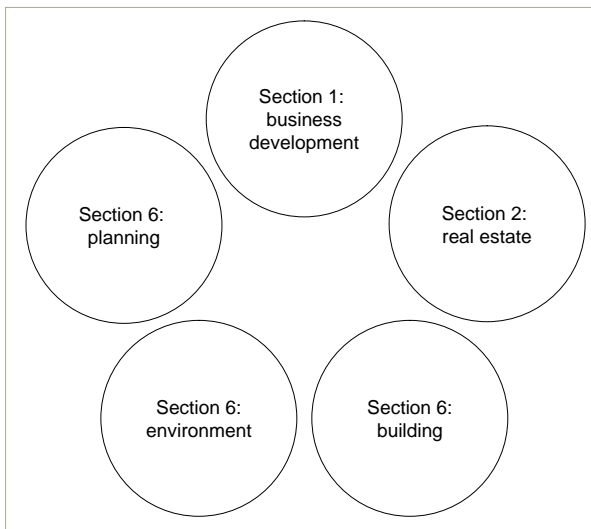
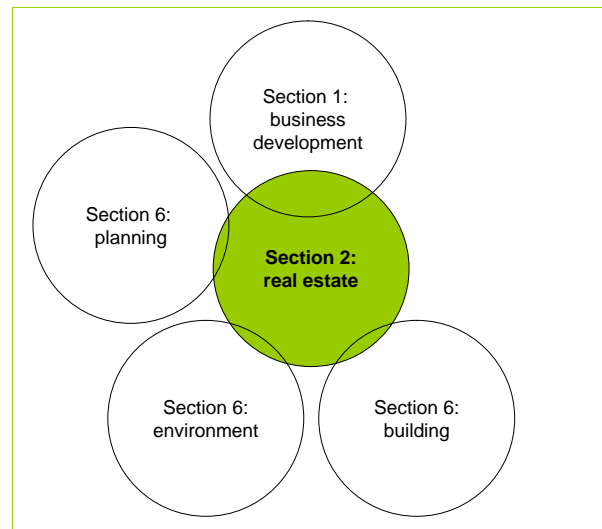


Fig1: general structure of public administration

However the two sections mainly involved are section 2 with real estate and section 6 with the departments planning and environment. Depending on the ownership situation the location of a brownfield manager could fit better to real estate department in case the site is owned by the city or location could fit better to planning department in case the site is owned by a private body. In such cases where the site is owned by a private body but a significant contamination of the site is expected / respectively know the brownfield manager could also be situated in the environmental department. The possible options are shown as overview in figure 2.



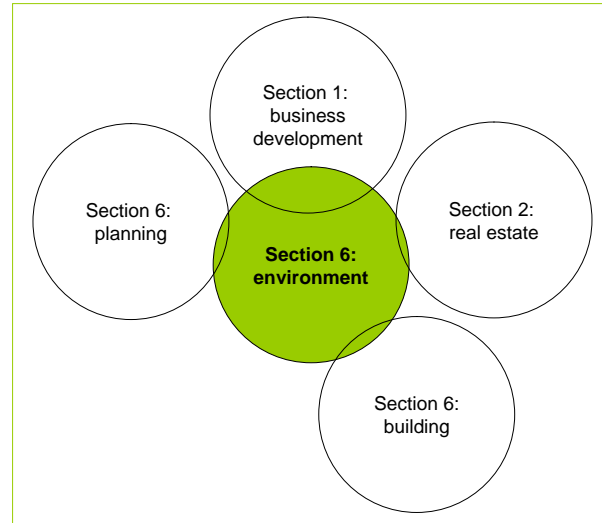
Departments involved



Option1: site is owned by the city



Option 2: the site is owned by a private body



Option 3: the site is owned either private or public but due to historical analyses it is highly expected that the site is contaminated and an environmental remediation is needed

Fig 2: possible options where to locate the brownfield manager

3 Decision making structure and responsibilities

As mentioned in the preface a brownfield manager is acting as key know for information flow and therefore is interconnecting different departments. Selected staff from the departments involved is building the interdisciplinary working group which's head the brownfield manager is. It is nature of municipal organization that the decision making in this very special situation is very difficult. Therefore it is highly recommended to set up rules of internal procedure within the interdisciplinary working group. COBRAMAN proposal of key issues to be defined in such a document are as follows:

Part A: setting up and structure

Preamble

Short statement about:

- joint goals of working group and
- the reason for such a group (if applicable)
- lifetime of IWG

Members of the group

- Giving a list of names, departments and contact details, as well as indication of responsibilities.
- Permanent members as well as potential part time members should be listed.
- The possibility to include new members from other departments should also be mentioned here.

Taking part in the meeting

- Provisions for stand-ins. Regular members are expected to take part but in case they are not able a competent representative should be participating with same rights for decision taking.

Rights and duties of IWG

- Meeting schedule (min. frequency of meetings) and reporting duties
- Location within hieratical structure of municipality
- Definition of decision competences of the IWG (which decisions can be taken within the group and which decision can only be prepared)

Part B: Tasks and goals

- Description of general goals, which also refer to and have to be in line with city development plans
- Description of specific goals, like acting as information platform, networking between different departments, preparing political decision process, securing adequate public participation,...

Part C: internal rules of procedure

Leadership / chair of IWG

- Who is chairing the group, who is representing it in public/within municipality/against third parties like investors?

The brownfield manager / office of IWG

- Who is acting as brownfield manager/head of IWG office?
- Separation of tasks and duties between chair of IWG and brownfield manager
- Availability

Rules for decision taking

- Separation against decision competences of participating departments
- Definition of decision taking process:
how many members have to attend the process
does all partner do have the same weights

4 Example: Adaption of general structure recommendation to pilot case study Stuttgart.

The COBRAMAN job profile of the brownfield manager as well as other specialised literature is clearly indicating that the position should be acting as “one stop shop” for pot. investors, interested public, other stakeholders ect. An overview of communication network for a brownfield manager and the interdisciplinary working group is shown in figure 3

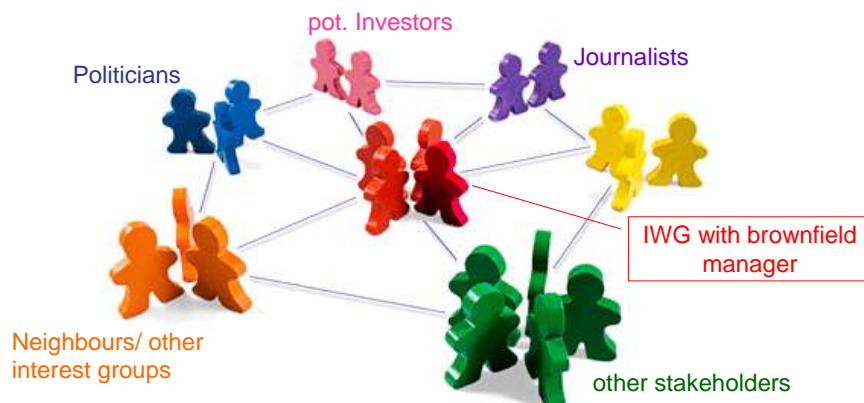


Fig 3: the brownfield managers communication network

In practice this is hard to reach in big municipalities. Therefore within the pilot case Stuttgart the work load is divided under three brownfield managers. Following the recommendation

where to locate the brownfield managers Stuttgart decided to have one brownfield manager in the real estate office (70% part time), a second in the environmental department (50% part time) and a third in the planning department (see figure 4).

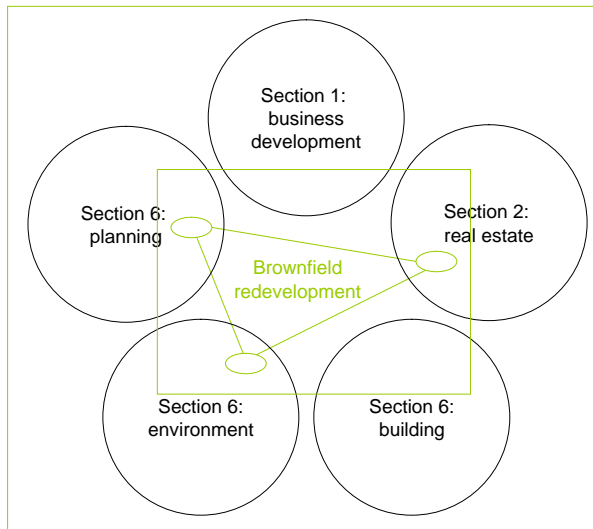


Fig 4: adaption of COBRAMAN recommendation where to locate brownfield manager in the organisation structure in the pilot case Stuttgart.

The brownfield manager within the office for real estate has the largest amount of time dedicated to these issues he also has the leading role in the core team. On working level all three BM are closely interconnected and are benefit from a joint approach. Each of them is well experienced within the municipal structures and the process of brownfield regeneration. Thus this highly interdisciplinary core team is able to competently give information on any kind of request. Additionally they benefit from the intensive know how transfer.

The options in figure 2 already indicate that it would be worthwhile to enlarge the core team also through a representative of the business development office. In this case already in the very beginning of the development process all municipal relevant interest within the municipality could be considered and a consensus for prioritising project goals could be found. However in daily practice it is very hared to convince representatives of business support / business development to co-operate in brownfield redevelopment projects.

The integration into established organisation structures is enhanced by sufficient awareness for the importance of a brownfield management system and by a clear statement pro modern, problem oriented administrative behaviour which means active instead of being reactive. Under these conditions the question where to locate the new position should be answered with regard to the hierarchical position instead of competence aspects. Of most importance is the effective networking possibility despite of dependencies within hierarchical structures.

As this is not a common approach in most CENTRAL Europe municipal structures this should be of social concern while installing such a position. It should be clear to each member involved in the process that a inter-hierarchical BM has to be accepted and for project activities he has to be allowed to act independently. Despite of the lack of integrating him in hierarchical structure it is of immanent importance to allocate sufficient financial budget to the field of action of BM.

One of the recommendations given by COBRAMAN about localisation of BM in cases that the site is owned by the municipality itself is based on the experiences made in the past in Stuttgart.

In those cases the BM will not only act as contact and information point but also will steer and promote the development of the project as soon as the municipalities interest is focused on added value of the site. He will take over the role of administrative project developer and in parallel it will be within the responsibility of the real seated office not only focusing on the financial benefit but also taking into account the general city development goals

In contrast, in cases where the site is owned by a private body the localisation of the BM within the city planning department is more adequate. The fields of action will shift to more communication / coordination / mediation tasks for example in connection to private owners, potential investors, neighbours or other stakeholders. In principle an administrative brownfield management is also beneficial in cases of private owned development sites. The environmental department will of course be integrated in the core team of BM if there are reasonable suspicions that the site is contaminated. In these case the question of ownership is only of second level of importance at the remediation activities have to applied without regard to who was polluter but only on how can the remediation be realised in a most efficient way.

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STUTTGART



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