

## AGENDA

### COMMITTEE ON ADMINISTRATION/INFORMATION SYSTEMS

February 9, 2009  
Aldermen O'Neil, Garrity,  
Osborne, Pinard, Murphy

5:00 PM  
Aldermanic Chambers  
City Hall (3<sup>rd</sup> Floor)

1. Chairman O'Neil calls the meeting to order.
2. The Clerk calls the roll.
3. Recommendation from Matthew Normand, Acting City Clerk, regarding a policy for street closures and license events.  
**Ladies and Gentlemen, what is your pleasure?**
4. Report from Mindy Salomone-Abood, Public Works, identifying savings on stationary and other related items.  
**Ladies and Gentlemen, what is your pleasure?**
5. Communication from Jennie Angell, Director of Information Systems, submitting a cell phone policy for the Information Systems Department.  
**Ladies and Gentlemen, what is your pleasure?**
6. Communication from Thomas Clark, City Solicitor regarding a Naming Rights Policy.  
*(Note: Referred by the Board of Mayor and Alderman on February 3, 2009.)*  
**Ladies and Gentlemen, what is your pleasure?**
7. Discussion relative to the approved taxi rate increase.  
**Ladies and Gentlemen, what is your pleasure?**

## **TABLED ITEMS**

*A motion is in order to remove any item from the table.*

8. Communication from Barbara Potvin, New England Sampler, requesting the City hold a public forum to discuss the process of closing off city streets and the impact that these closings have on local small businesses as well as the benefits drawn by the City of Manchester and its local citizens.  
*(Note: Referred by the Board of Mayor and Aldermen on 10/21/08. Tabled 11/24/08 recommendation to be submitted by staff)*
  
9. Communication from Bryan Christiansen from Comcast with notification of certain price increases for cable services and equipment starting in December 2008.  
*(Note: Referred by the Board of Mayor and Aldermen on 11/12/08. Tabled 11/24/08 Representative from Comcast to attend the next meeting. )*
  
10. 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. Tabled 12/15/08 review of grades and responsibilities of positions to come from Human Resources. HR approved 1/22/09)*
  
11. If there is no further business, a motion is in order to adjourn.



*Matthew Normand  
Acting City Clerk*

**CITY OF MANCHESTER**  
*Office of the City Clerk*

MEMORANDUM

TO: Committee on Administration/Information Systems  
Aldermen O'Neil, Garrity, Osborne, Pinard, Murphy

FROM: Matthew Normand  
Acting City Clerk

DATE: February 6, 2009

RE: Proposed Policy on Street Closures

On November 24, 2008, the Committee requested that the City Clerk's Office review the current procedures for street closure for special entertainment events and propose some suggestions to improve the process. After some prior discussions with the Parking Division, Police, and Mayor's Office as well as members of the Committee, we have attached some recommendations for the Committee's consideration.

Our intent is to continue permitting street closures for entertainment related events under current procedures and ordinances but to add some additional oversight by including the Parking Division approval, notification to abutting businesses, and Committee on Administration involvement under certain conditions.

Please call me should you have any questions or concerns. Thank you.

pc: Sgt. J. Flanagan, Police Department  
T. Clark, Solicitor's Office  
B. Stanley, Parking Division  
S. Thomas, Mayor's Office

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## Proposed procedures for street closures for entertainment purposes

### Policy

Temporary street closures for Entertainment Place of Assembly Permits may be granted by the City of Manchester based on the following standards:

1. Application for street closure must be submitted at least 30 days prior to event.
2. Any application received after deadline shall be denied by the Office of the City Clerk and submitted to Committee on Administration/Information Systems for approval.
3. The activity may not impair normal Fire and Police operations.
4. The City shall not incur additional costs related to street closure.
5. Businesses directly abutting the proposed street closure will be notified by Office of the City Clerk.
6. Multiple requests for street closures on same block in a close proximity of time may be referred to the Administration/Information Systems for consideration.

### Procedure

1. Application must be filed with the Office of the City Clerk with appropriate approvals from Police, Fire, Highway and the Parking Division.
2. Applicant must provide detailed plans for street closure with application. Details shall include times and date of closure, description of event and purpose for request.
3. Office of City Clerk will notify in writing all abutters affected by closure.
4. All clean-up is responsibility of applicant.
5. Any additional costs for City services shall remain the responsibility of applicant.
6. All decisions of the Committee on Administration/Information Systems are final.



*Matthew Normand  
Acting City Clerk*

**CITY OF MANCHESTER**  
*Office of the City Clerk*

MEMORANDUM

To: The Committee on Administration/Information Systems  
Aldermen O'Neil, Garrity, Osborne, Pinard, Murphy

From: Heather Freeman  
Administrative Assistant III *HF*

Date: January 13, 2009

Re: Request of the Committee

Enclosed is a Stationary Savings Report requested by the Committee at the November 24, 2008 meeting, submitted by Mindy Salomone-Abood, Public Works.

Enclosure

4-1

Kevin A. Sheppard, P.E.  
Public Works Director

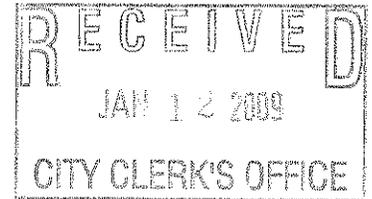
Timothy J. Clougherty  
Deputy Public Works Director



Commission  
William A. Varkas  
Henry R. Bourgeois  
Joan Flurey  
William F. Houghton Jr.  
Robert R. Rivard

**CITY OF MANCHESTER**  
*Highway Department*

January 12, 2009



Honorable Administration Committee Members  
C/O Alderman Dan O'Neil, Chairman  
One City Hall Plaza  
Manchester, NH 03101

**RE: Stationery Savings Report, Purchasing Division**

Dear Committee Members:

I am writing to update the Committee on Administration on the savings that the Purchasing Division has realized on Stationery.

**Letterhead:**

16,500 pieces produced during the year  
Average reported department cost per page: \$.17 Total: \$2,805.00

By Departments producing their own letterhead cost per page: \$.04 Total: \$2,145.00  
**Savings: \$ 660.00**

**Envelopes:**

Window:  
78,000 pieces produced  
Average reported cost per page: \$.07 Total: \$5,460.00

Current contract, 2000 ordered at a time, cost per page: \$.049 Total: \$3,822.00  
**Savings: \$1,638.00**

Regular #10:

58,850 pieces produced  
Average reported cost per page: \$.14 Total: \$8,239.00

Current contract, 2000 ordered at a time, cost per page: \$.047 Total: \$2,766.00  
**Savings: \$5,473.00**

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**Business Cards:**

56,125 pieces are produced each year

Departments were paying anywhere from \$29.00/box to \$141.00/box, this includes one color and two color business cards.

Under the current contract:

One Color Business cards: \$30.49/box

Two Color Business cards: \$37.11/box

Savings on business cards will range from **\$3,600.00 to \$4,000.00** annually based on the options the Departments make.

Total Annual Savings on the City Stationery will range from: **\$11,371.00 to \$11,771.00.**

**Other Savings:**

**Copy Paper:**

The City purchased 926 cases of 8.5 x 11 copy paper over the course of the budget year. When we entered into the contract paper was selling at \$27 to \$29 per case. During that time the paper industry increased their prices 2-3 times, on average 6%. The city paid \$25.90 per case.

Market: 926 cases @ \$29.00/case = \$26,854.00 Annual cost

City: 926 cases @ \$25.90/case = \$23,983.00 Actual cost

Generating a savings for the City of **\$2,871.00** for the year on 8.5 x 11 copy paper.

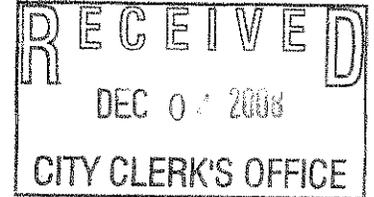
The City had several other copy paper choices available to Departments under contracted prices ranging in sizes and brightness.

Respectfully Submitted,



Mindy Salomone-Abood  
Public Works Purchasing Agent.

Jennie Angell  
Director, Information Services



**CITY OF MANCHESTER**  
*Information Systems Department*

December 4, 2008

Daniel O'Neil, Chairman  
Committee on Administration and Information Systems  
Board of Mayor and Alderman  
City of Manchester  
Manchester, NH 03101

Subject: Cell Phone Policy

Honorable Dan O'Neil,

The Information Systems Department provides technical support to all City Departments which includes the 24 hour a day emergency service systems used by the Police and Fire Departments. These systems include voice communications, Computer Aided Dispatch, mobile computers in police and fire vehicles, GIS, email and records management. The Information Systems Department is also an active participant in the city's emergency preparedness. The systems in use are complex and varied and require continuous monitoring to insure all systems are working properly. To assist us with this monitoring, these systems are set up to send alerts and alarms via email that will notify staff of pending problems or failures. Frequently these alerts go out before city personnel are affected, so corrections can be made without impacting employees who rely on these systems to do their jobs safely and effectively. There are 10 to 15 of these types of emails on a typical day.

To be able to respond to these alerts 7 days a week, the employees who respond to these alerts need to have "data service" on their cell phones. Several of the employees at Information Systems have added this service to their personal cell phones for the sole purpose of responding to these equipment notifications. Adding this service to a personal cell phone costs about \$30 per month. Information Systems currently has no city issued cell phones so the employees are paying for this themselves.

In order for Information Systems to provide the high level of response required for emergency services, key personnel need to be within email access as much as possible. Therefore, I have put together the attached cell phone policy for the Information Systems Department. This approach of either adding the data service to the employees' personal phone or charging the employee for personal use on a city provided phone is the most cost effective solution to providing this service and is acceptable to the employees.

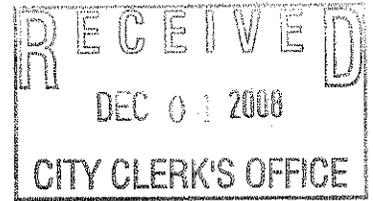
Please advise if you have any questions or concerns.

Sincerely,

Jennie Angell  
Director of Information Services

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*Jennie Angell*  
*Director, Information Services*



## **CITY OF MANCHESTER** *Information Systems Department*

Cell Phone Policy Draft

### Background

The Information Systems department provides technical support to many critical life-safety systems within the city that require 7/24 support. These systems employ varying types of technology so the employee who is the most qualified to respond will depend on the type of critical incident. These systems also send out critical alert emails to notify support personnel of impending failures. These notifications allow the staff to fix problems immediately reducing the impact and potential losses to the city. In order for these email notifications to be effective, they need to be forwarded to staff cell phones so the staff get these notifications on a 7/24 basis. To be able to receive these emails, the cell phone service must include "data services" at a cost of approximately \$30 per month which is added on to the monthly service costs. Recognizing this need, several of the staff at Information Systems are paying for this additional service themselves just so they can provide the city with the 7/24 service that the department is currently required to provide. If they did not have their current positions within the city, they would not be paying for this service.

It is inappropriate for employees to have to pay for this "data service" themselves, so the following cell phone policy is being put in place. This policy will be reviewed annually in January and adjusted for changes in technology, pricing structures and needs.

Information Systems recognizes that employees have varying circumstances so two scenarios are being defined. In both scenarios the following items are assumed so the cost to the city and the employee are the same.

1. Basic cell phone only service can be purchased for \$10 per month. This is the minimum cost for a pay as you go service that is provided by Tracfone and the add-on to a family plan provided by Verizon Wireless.
2. The cost to add data service to a plan is approximately \$30 per month.

### Scenario 1

This scenario is for the employee who has a single phone plan. The minimum cost for cell service with a data plan on an individual basis is \$79.99. Purchasing the service on the GSA contract is \$30 per month cheaper.

The city will execute the cell service contract with the data service. The current GSA contract price is approximately \$50 per month. The employee getting the phone will pay the city \$120

for the year in an annual payment at the beginning of the budget year. This will allow the employee to use the phone for personal use. The city will only pay for the minimum amount of minutes per month and any extra charges incurred because of personal use will be the responsibility of the employee. If the service is cancelled for any reason during the year, the employee will be reimbursed for the unused portion of the service less any extra charges from personal use that might have occurred. The phone will also need to be returned to the city unless the employee purchases his own phone.

#### Scenario 2

The employee stays on his own personal plan and the city reimburses the employee for up to \$30 per month for data service. The employee must present proof of service and its costs in the form of a copy of the monthly invoice for the service.

This policy is primarily for exempt employees who are needed for critical services. If the department determines that there is a benefit for certain non-exempt employees to have "data services" on their cell phone, this will be determined on a case by case basis. Employees, who are participating in this policy, are expected to keep their cell phones with them in operating condition as much as is practical.

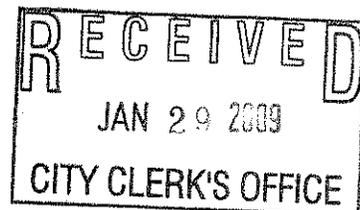
Thomas R. Clark  
City Solicitor

Thomas I. Arnold, III  
Deputy City Solicitor



Peter R. Chiesa  
Gregory T. Muller  
John G. Blanchard  
Jeremy A. Harmon

**CITY OF MANCHESTER**  
*Office of the City Solicitor*



January 29, 2009

Matthew Normand, Acting City Clerk  
City of Manchester  
One City Hall Plaza  
Manchester, NH 03101

RE: **Naming Rights Policy**

Dear Matt:

Enclosed is the draft naming rights policy requested by the Board at its meeting on December 16, 2008.

Very truly yours,

Thomas R. Clark  
City Solicitor

TRC/hr  
Enclosure

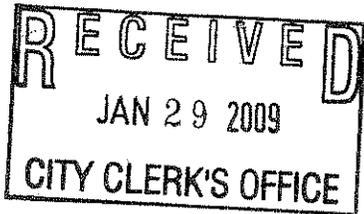
In board of Mayor and Aldermen

Date: 2/3/09 On Motion of Ald. Lopez

Second by Ald. Sullivan

Voted to refer to Committee on Administration

  
City Clerk



**DRAFT**

POLICY ON NAMING  
CITY PROPERTY

All requests to name city owned or controlled real property, buildings or structures shall be submitted, in writing, to the Board of Mayor and Aldermen for referral to the department or entity having jurisdiction over the real property, building or structure. The written request shall contain the following information:

- Background information detailing the appropriateness of the intended name.
- Background information on the real property, building or structure in question.
- How any costs associated with the naming shall be funded.

The department or other entity shall review the written request and forward a recommendation to the Board of Mayor and Aldermen for referral to the Committee on Lands and Buildings.

The Committee on Land and Buildings shall take such action as it deems appropriate and report its recommendation to the Board of Mayor and Aldermen.

**To the Board of Mayor and Aldermen of the City of Manchester:**

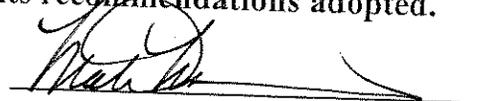
The Committee on Administration/Information Systems respectfully recommends, after due and careful consideration, that the expiration date for the ordinance amendment increasing current taxi rates from \$.25 per one-sixth of a mile to \$.40 per one-sixth of a mile, be extended until February 28, 2009.

*(Unanimous vote conducted via phone poll)*

Respectfully submitted,

  
Clerk of Committee

At a meeting of the Board of Mayor and Aldermen held January 20, 2009 on a motion of Alderman Osborne, duly seconded by Alderman Garrity, the report of the Committee was accepted and its recommendations adopted.



Acting City Clerk

**To the Board of Mayor and Aldermen of the City of Manchester:**

The Committee on Public Safety, Health and Traffic respectfully recommends, after due and careful consideration, that the request from Barbara Potvin, New England Sampler, for the City to hold a public forum to discuss the closing off of city streets be referred to the Committee on Administration/Information Systems.

*(Unanimous vote)*

Respectfully submitted,

  
Clerk of Committee

At a meeting of the Board of Mayor and Aldermen held October 21, 2008, on a motion of Alderman Sullivan duly seconded by Alderman O'Neil the report of the Committee was accepted and the recommendations adopted.

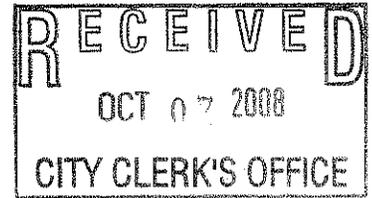
  
Deputy City Clerk



The  
New England  
Sampler

Specializing in  
New England Products  
&  
Specialty Foods

42 Hanover St.  
Manchester, NH 03101  
603.626.4477



September 26, 2008

Dear Mayor Guinta, Aldermen Mark Roy, Mike Lopez, Dan O'Neil, Peter Sullivan & Brandy Stanley,

As you may already know, the Palace Theatre held a fundraising event last Thursday, September 18<sup>th</sup>. Attached is a petition signed by a number of business owners and managers located on the one-way section of Hanover St., between Chestnut and Elm Street. Peter Ramsey, the Executive Director of the Palace Theatre has been provided a copy of this petition and discussions have been held with Peter. Stephanie Lewry, from Intown was present at a discussion between Peter Ramsey, and myself, Barbara Potvin regarding this petition, the blocking off of the street and the implications of blocking the streets off for any such event.

During this discussion, Peter Ramsey had suggested that the City of Manchester might consider holding a Public Forum to discuss the process of closing off city streets and the impact that these closings have on local small businesses as well as the benefits drawn by the City of Manchester and its local citizens. After great consideration and input from other businesses on Elm St., that have faced this situation and dilemma, I agree with Peter that a public discussion would be helpful and could provide us all, including the City Hall with a policy that addresses and considers the welfare of all business owners/managers, local community members as well as Manchester City Hall.

Feel free to contact me at 603-626-4477 with any questions you might have regarding this request and this petition.

Sincerely,

Barbara J. Potvin

Owner

The New England Sampler

cc: Peter Ramsey, Stephanie Lewry

September 19, 2008

We the signed business managers and owners would like the City of Manchester to know of our discontent and concern regarding the blocking off of Hanover St., between Chestnut and Elm on Thursday, September 18, 2008 for the Palace Theatre's Wine Tasting and Fundraising event. It is our understanding that they did not have permission to block off the parking spaces, but did have permission to block the street after 2PM. However, it should be noted, that most business owners and managers were not included in this decision nor were the majority notified that this would occur prior to this week. Many were never informed and only realized on Thursday when they saw the cones along the parking space.

Further, our concerns include:

- Most businesses were not informed that the streets and parking spaces along this stretch of Hanover St. would be inaccessible throughout most of the day.
- As business owners and managers we are concerned with the significant loss of revenue for each business located on this section of Hanover St. Many businesses had to either reschedule or cancel appointments. Others noted a drop in their sales because of the inaccessibility of the street and on-street parking. Some even ended up closing early due to the loss of revenue and lack of access for customers.
- Our concerns also include loss of revenue for the City of Manchester. Many parking spaces on both sides of the road were blocked off as early as 8AM.
- Finally, there is a concern for public safety and property, whenever such events occur, since ambulances and fire trucks can not safely access Hanover St. between Chestnut and Elm during the aforementioned events.

The following business owners/managers would like register their concerns regarding the lack of opportunity to give input and recommendations, as well as the lack of appropriate notification as to when these types of events will be occurring.

Name:	Business Name:	Address:
Scott Sewald	Suddenly Susan Gourmet Del.	87 Hanover St
Simona Jodolovic	Al Barak Limburg	81 Hanover St
Bill Miller	OK PARKERS	89 Hanover St
Jim Kappeler	Robert Photographers	72 Hanover St
Chris Aker	EMBASI	54 Hanover St
Andrea Lessard	Shop Estella	52 Hanover St.
Jeanine Sylvester	Runners Alley	36 Hanover St
Susan Martin	Ston & Beauverne	32 Hanover St
Sun Chung	Korean Place Restaurant	110 Hanover St.
Zenee Huel	Cottages Design Furniture	73 Hanover St.
Barbara Martin	The New England Sampler	42 Hanover St
John Blum	John on Hanover	26 Hanover St.
John Blum	Soly Luna Jewelry	83 Hanover St

**Freeman, Heather**

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**From:** Freeman, Heather  
**Sent:** Tuesday, January 13, 2009 10:19 AM  
**To:** 'Bryan\_Christiansen@cable.comcast.com'  
**Subject:** Board of Mayor and Aldermen-Request for Representative  
**Attachments:** Comcast Letter.pdf

Mr. Christiansen,

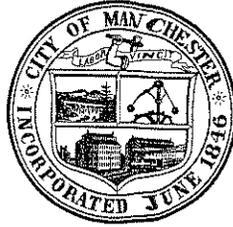
As you know the Committee on Administration/Information Systems has requested that a representative from Comcast be present at the next Committee meeting to speak on the current changes to pricing and the relation to revenue impact. Chairman O'Neil has requested we coordinate a date for the next meeting. Would a representative be available to attend the evening of February 2<sup>nd</sup>, 3<sup>rd</sup> or 17<sup>th</sup>?

I have enclosed for your convenience your letter forwarded to the Board of Mayor and Aldermen on November 12, 2008. The statement in question was your first paragraph on the second page that states: *Another change of note is that effective December 1, 2008, Standard Cable service will no longer be available for new subscription.* I would be prepared to explain the changes stated in the letter and the effects to the City.

Please let me know what date works best for you and if you have any questions.  
Thank you,

Heather Freeman  
Administrative Assistant III  
Office of the City Clerk  
T: (603) 624-6455 F: (603) 624 6481

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*Matthew Normand  
Acting City Clerk*

**CITY OF MANCHESTER**  
*Office of the City Clerk*

December 3, 2008

Bryan Christiansen  
Comcast  
54 Regional Drive  
Concord, NH 03301

RE: Comcast Cable Services and Price Adjustments

Please be advised that at the meeting of the Committee on Administration/Information Systems held on November 24, 2008 it was asked that a representative from Comcast attend the next committee meeting to discuss service as well as your communication dated October 24, 2008 regarding price adjustments.

Sincerely,

Heather Freeman  
Administrative Assistant III  
Office of the City Clerk

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11/24/08 tabled



In board of Mayor and Aldermen

Date: 11/12/08 On Motion of Ald O'Neil :

Second by Ald. Gatsas

Voted to refer to Committee on Administration

October 24, 2008

  
City Clerk

RECEIVED  
OCT 27 2008  
MAYOR'S OFFICE

*Via Certified Mail Return Receipt Requested*

The Honorable Frank Guinta  
Mayor/Board of Alderman  
City of Manchester  
1 City Hall Plaza  
Manchester, NH 03101

RECEIVED  
NOV 06 2008  
CITY CLERK'S OFFICE

*Re: Price Adjustments*

Dear Mayor and Members of the Board:

Comcast is committed to offering the best value in home entertainment, providing a wide variety of programming and an array of packages to accommodate customers' preferences. In today's challenging economic environment, Comcast like many other companies is experiencing increased business and operational costs. As a result, certain prices for cable services and equipment will change starting in December 2008.

While we have been highly focused on controlling our costs for the benefit of our customers, price adjustments are a necessity in view of the increased cost of doing business, including gas prices, healthcare costs, increases in the cost we pay for programming, and technology and service improvements. Even with these pressures, our average New England customer's total bill will increase by 3.6 percent, which is well under the rate of inflation.

Comcast spends about \$6 billion a year on programming alone to give our customers the best content and the most video choices. While we have been aggressive at controlling these costs, we anticipate continued increases in the cost to acquire programming, particularly for sports.

Comcast is also giving customers more choice with bundled discounts and new, more economical tiers for video, phone and high-speed Internet services. In fact we offer the lowest-priced basic video service among our competitors with our Basic Service, and have introduced Digital Economy cable service recently, giving cost-conscious consumers an additional low-cost option.

We're also continuing to increase the value of our services by making investments to offer the largest video on demand library, the most HD choices, a faster high-speed Internet and the newest technologies for our Comcast Digital Voice service – a low-cost, feature-rich digital phone service.

In addition, we're redoubling our efforts to improve the customer experience. We are investing in hiring and training personnel and in new technology more than at any other time in our 45-year history. We have hired over 15,000 customer service representatives and technicians in the past two years, including nearly 2,000 in New England alone, rolled out smart handheld devices and laptops to field technicians to improve on-time reliability, and developed new customer care technologies to help improve trouble-shooting and repairs.

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Manchester, NH  
Re: Price Adjustments  
Page 2

Enclosed please find a copy of the Notices we are sending to our customers in your community which will provide you with further detailed information regarding the scheduled price adjustments. One particular change that I would like to call to your attention is that beginning with these price adjustment notices, a digital cable box will now be available as part of our Digital Additional Outlet Service Charge. Another change of note is that effective December 1, 2008, Standard Cable service will no longer be available for new subscription. Customers who subscribe to Standard Cable as of December 1<sup>st</sup> will continue to receive the service until they make a change to their package selection or until they receive further notice.

Comcast continues to be one of the best values for consumers' entertainment dollars. An entire month of Comcast cable television is about the same price as only one night at the movies for a family of four, and a third of the cost for the same family to attend a professional football game, concert or live stage show.

As always, if you should have any questions or concerns regarding this matter, or any matter, please feel free to contact me at 603-224-0957, ext. 202.

Sincerely,



Bryan Christiansen  
Senior Manager of Government & Community Relations

## IMPORTANT Information

Dear Comcast Customer,

At Comcast, our goal is to give you more value, including the largest video on demand library and the most HD choices, a faster high-speed Internet and the newest technologies for our Comcast Digital Voice service – a low-cost, feature-rich digital phone service. We're also redoubling our efforts to improve your experiences with us, investing more than at any other time in our 45-year history to hire, train and give our employees the tools they need to serve you better.

### What this means for you.

While we continue to make these investments, Comcast, like many other companies, is experiencing increased business and operational costs from today's challenging economic environment. As a result, certain prices for cable service and equipment will change starting December 1.

While we have been highly focused on controlling our costs, price adjustments are a necessity in view of the increased cost of doing business, including gas prices, healthcare costs, increases in the cost we pay for programming, technology and service improvements.

Please review the information on the following page(s) that identifies the adjustments and the effective date of the adjustments. If you are currently enjoying a promotion, your price will remain in effect until the scheduled expiration date of your promotion.

If you currently have multiple digital converter boxes in your home, the Digital Additional Outlet Service Charge now includes the price of a digital set top box. In addition, effective December 1, 2008, Standard Cable will no longer be offered as a new cable service option. However, if you currently subscribe to Standard Cable, you will continue to receive the service until further notice, unless you choose to make a change to your service or cable package.

### What's happening at Comcast?

Comcast has increased the value of our services and made investments in our products to give you more variety, choice and control. Over the past year, we've more than tripled the number of HD choices we offer, with customers now having access to more than 1,000 HD choices at any given time – day or night – through the launch of several new HD networks and the addition of hundreds of HD On Demand programs. And our On Demand service now offers over 10,000 titles every month. We've also introduced a convenient, new feature called "AnyRoom On Demand," which enables you to start an On Demand program on any television and continue to view it on any other TV in the home that has a digital cable box.

### We value your business.

Comcast values your business and is committed to providing you with the best possible experience. If you have any questions regarding these changes, please visit [www.comcast-ne.com/information](http://www.comcast-ne.com/information) or call us at 1-800-COMCAST.

Thank you for choosing Comcast for your entertainment and communications needs.



Stephen L. Hackley  
Senior Vice President  
Comcast Northern New England Region

## QUESTIONS & Answers

### Q: Why are my prices changing?

A: We are highly focused on controlling our costs, but price adjustments are a necessity in view of the increased cost of doing business in this challenging economic environment, including gas prices, healthcare costs, increases in the cost we pay for programming and technology and service improvements. Comcast spends about \$6 billion a year on programming to deliver our customers the best content and the most video choices. While we've aggressively controlled these costs, we expect continued increases in costs we pay for programming, particularly sports.

### Q: When will this price increase take effect?

A: The price increase will take effect with your December or February bills as outlined on the following pages.

### Q: What other package or service options are available to me?

A: Comcast offers a variety of packages to suit your needs. To explore any of the options available to you, please visit [www.comcast-ne.com/information](http://www.comcast-ne.com/information) or call us at 1-800-COMCAST.

All prices listed in this notice are per month charges unless otherwise specified and do not include applicable regulatory fees, FCC user fees, franchise fees, or federal, state & local taxes. SA9800B1

## IMPORTANT Information

Dear Customer:

At Comcast, our goal is to give you more value, including, a faster high-speed internet and the newest technologies. The following price adjustments to our Comcast High Speed Internet products will be effective December 1, 2008. Also, effective December 1, 2008, Comcast High-Speed Internet Performance Lite will be discontinued. If you subscribe to Comcast High-Speed Performance Lite, after December 1st you will receive Comcast High-Speed Internet Performance. Existing Performance customers (6Mbps/1Mbps) who also subscribe to Comcast Digital Voice will be receiving a speed upgrade at no additional cost. On December 1st, 2008, your new speed will be Performance PLUS (8Mbps/2Mbps) and your monthly rate will not change. If you would like to learn more about our various Comcast High-Speed internet products and packages please contact your local Comcast representative or visit us online at [www.comcast.com](http://www.comcast.com).

Your Current Product & Speed	Current Price	Your Product & Speed as of Dec. 1, 2008	Price as of Dec. 1, 2008
Performance Lite (4Mbps/384Kbps)	\$57.95	<i>Please note there may be a change from the product you were subscribed to prior to Dec 1st</i> Performance Lite is Discontinued, you will automatically be moved to Performance Plus (6Mbps/1Mbps)	
Performance Lite (4Mbps/384Kbps) for Digital Voice customers	\$42.95	Performance Lite for Digital Voice Customers is Discontinued, you will automatically be moved to Performance Plus (6Mbps/1Mbps) for Digital Voice Customers	\$59.95
Performance (6Mbps/1Mbps)	\$59.95	Performance Plus (6Mbps/1Mbps)	\$42.95
Performance (6Mbps/1Mbps) for Digital Voice customers	\$52.95	Performance Plus (6Mbps/1Mbps)	\$59.95
Performance Plus (8Mbps/2Mbps)	\$67.95	Performance Plus (8Mbps/2Mbps) for Digital Voice customers*	\$52.95
Performance Plus (8Mbps/2Mbps) for Digital Voice customers	\$62.95	Performance Plus (8Mbps/2Mbps)	\$69.95
**Blast! (16Mbps/2Mbps)	\$67.95	Performance Plus (8Mbps/2Mbps) for Digital Voice customers	\$52.95
**Blast! (16Mbps/2Mbps) for Digital Voice customers	\$62.95	**Blast! (16Mbps/2Mbps)	\$69.95
		**Blast! (16Mbps/2Mbps) for Digital Voice customers	\$52.95

If you have any questions regarding these changes, or for information about any Comcast products, please call 1-866-660-6137.

Sincerely,  
Comcast

*See reverse side for additional information.*

**Comcast**

10/08 X-25708

\* Comcast Performance (6Mbps/1Mbps) combined with Digital Voice is still available on December 1st at the new rate of \$42.95 per month.

\*\* Comcast Blast™ not available in all areas. All prices are per month charges and do not include applicable regulatory, FCC user and franchise fees, or federal, state and local taxes. To receive the Comcast High-Speed Performance speed enhancements after December 1st, you may need to reset your modem, Comcast Home Networking Gateway or eMTA. You can reset your modem or Comcast Home Networking Gateway by unplugging it from the electrical outlet for 60 seconds and plugging it back in. If you have an eMTA it can be reset by depressing the "reset" button located on the back of the eMTA using a paperclip or similar object until the lights on the front of the unit go off. After the lights turn off release the reset button and wait for the eMTA to complete its reset. It may take up to five minutes for the eMTA to reset.

## IMPORTANT Information

November 2008

Dear Customer:

Comcast is committed to keeping you informed about our products and services. As part of our efforts, we are providing you with advance notice that your Digital Bronze Cable Package price will increase from \$12.95 per month to \$13.95 per month effective with your December bill.

Please note that this package is no longer sold by Comcast. To receive all the features and benefits that Comcast has to offer, you may want to upgrade to one of our current Digital Value packages.

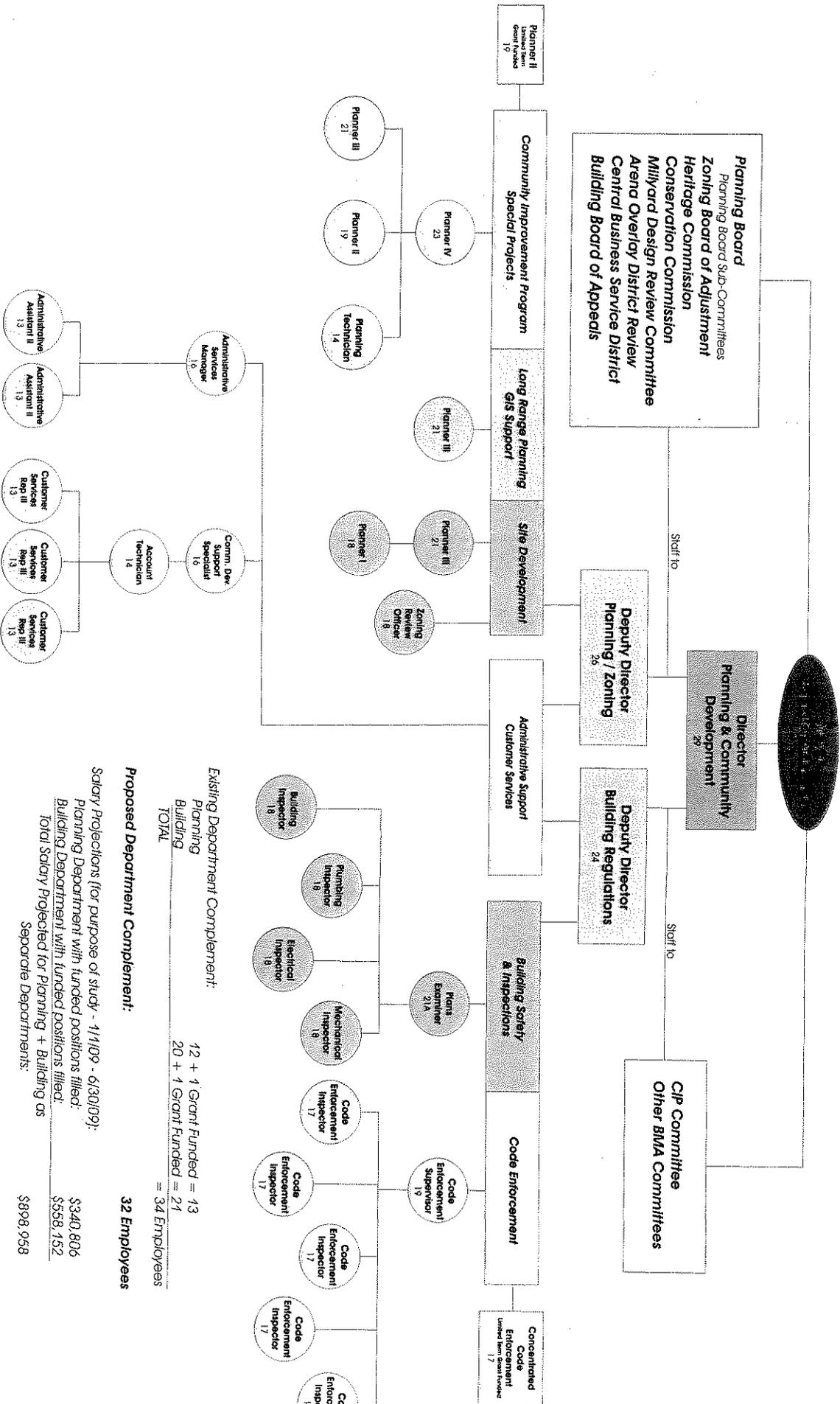
For more information about our current Digital Packages or other services available to you, please call 1-866-660-6137.

Sincerely,

Comcast

9-6

# PROPOSED DEPARTMENT OF PLANNING & COMMUNITY DEVELOPMENT



**Existing Department Complement:**

Planning	42 + 1 Grant Funded = 43
Building	20 + 1 Grant Funded = 21
<b>TOTAL</b>	<b>= 34 Employees</b>

**Proposed Department Complement:**

**32 Employees**

Salary Projections for purpose of study - 1/1/09 - 6/30/09:

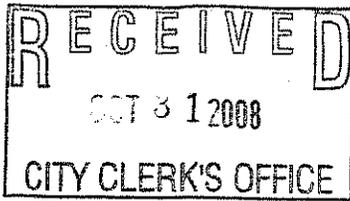
Planning Department with funded positions filled: \$340,806

Building Department with funded positions filled: \$558,152

Total Salary Projected for Planning + Building OS Separable 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



**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

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## 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.

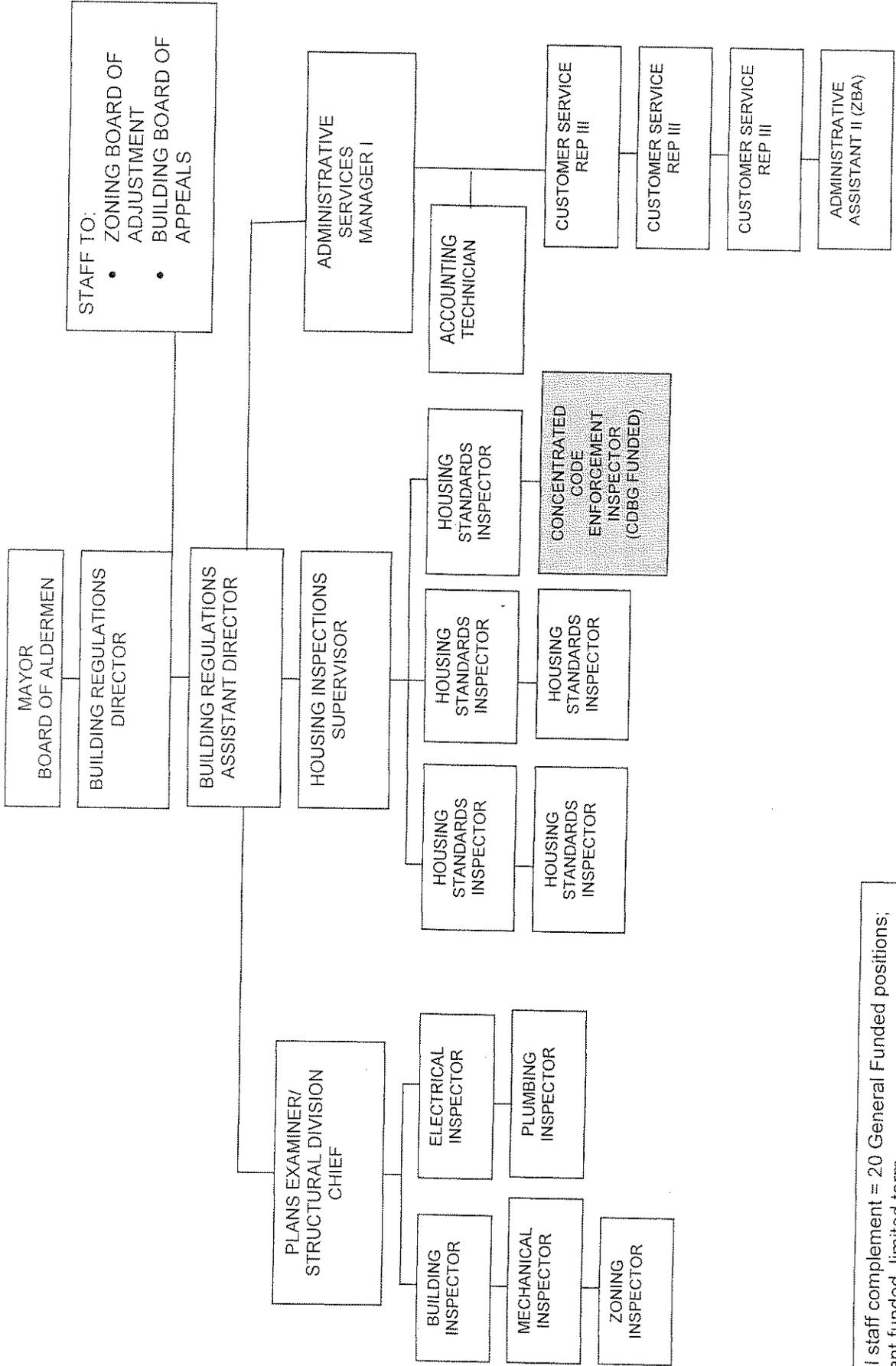
Attached to this report, in the appendix, are copies of the following documents:

- 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



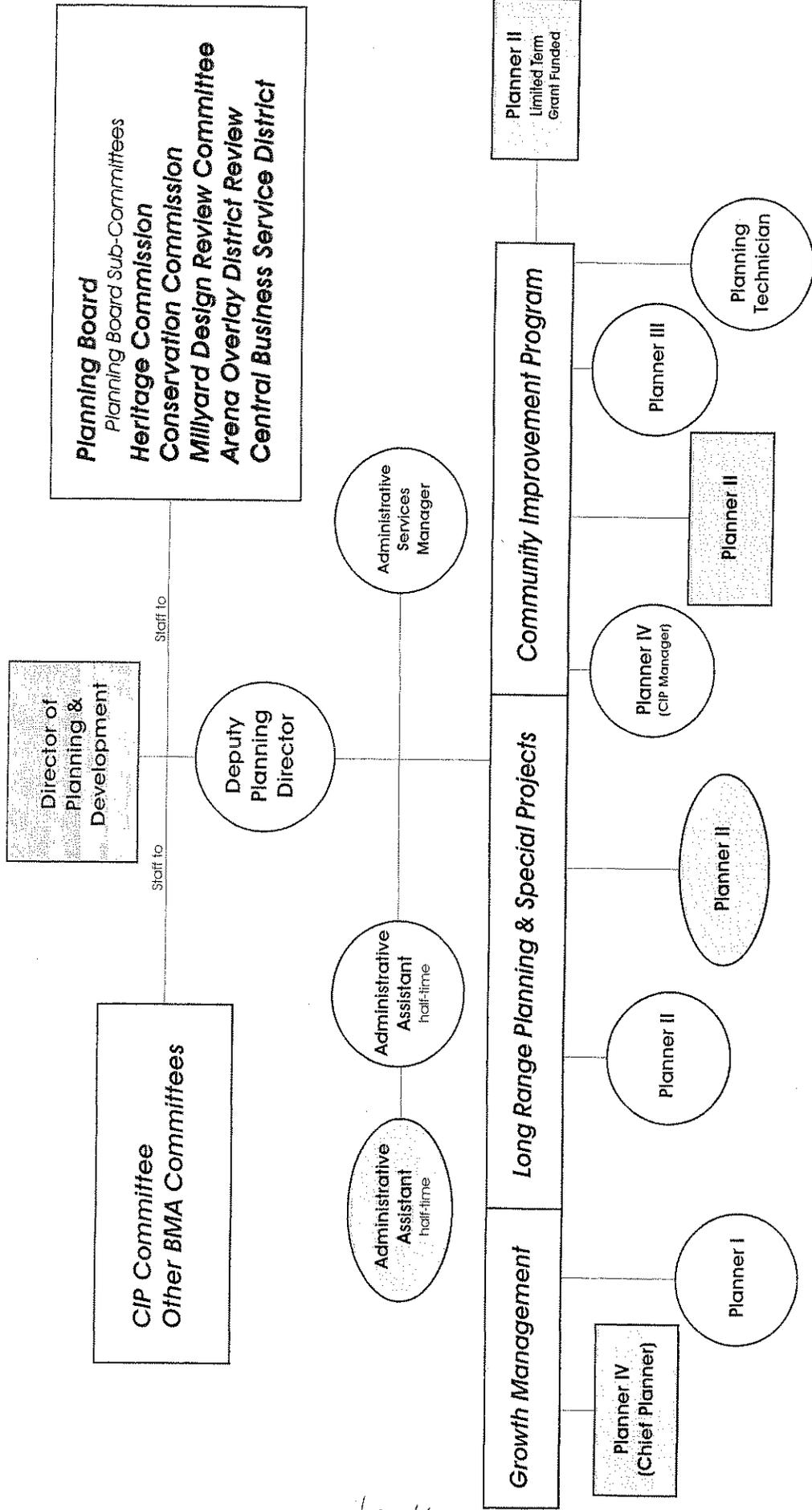
STAFF TO:

- ZONING BOARD OF ADJUSTMENT
- BUILDING BOARD OF APPEALS

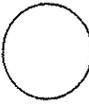
Total staff complement = 20 General Funded positions;  
1 grant funded, limited term.

10-15

# EXISTING PLANNING & COMMUNITY DEVELOPMENT DEPARTMENT

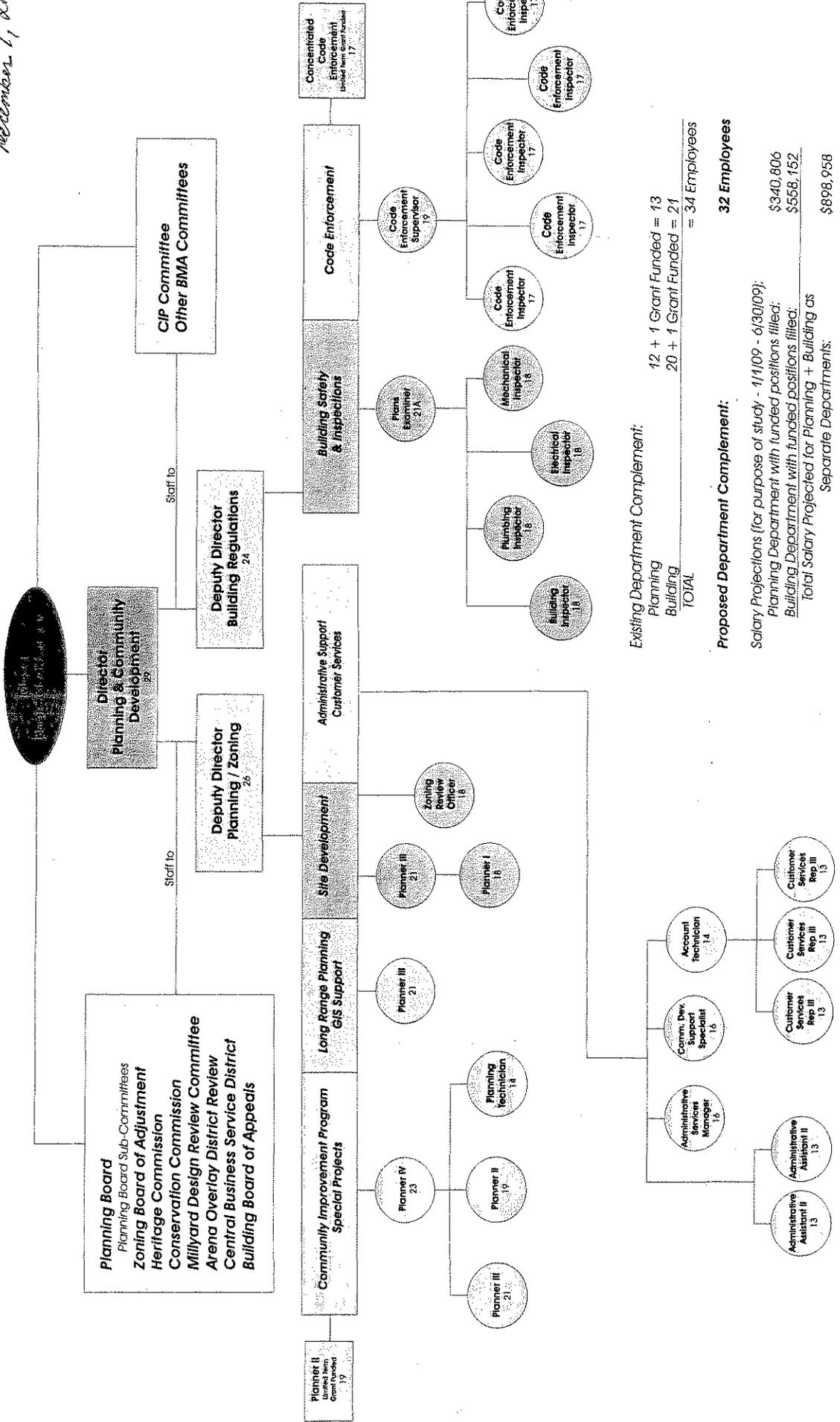


10-16

	Funded/Filled	Department Complement:	12.0 General Fund Employees
	Funded/Vacant	Existing Funding (Fy09):	1.0 Grant Funded Employee
	Not Funded/Vacant	Current Staff Complement:	10.5 General Fund Employees
			7.5 General Fund Employees

Planning / Building Division  
 Committee for Administration  
 November 1, 2008

# PROPOSED DEPARTMENT OF PLANNING & COMMUNITY DEVELOPMENT



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

November 6, 2008

10-17

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

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

<b>Existing</b>		<b>Proposed</b>	
<u>Title</u>	<u>Grade</u>	<u>Title</u>	<u>Grade</u>
Director of Planning & Community Development	29	Director of Planning & Community Development	29
<b>Deputy Planning Director</b>	<b>25</b>	<b>Deputy Director – Planning/Zoning</b>	<b>26</b>
Planner IV (CIP Manager)	23	Planner IV (CIP Manager)	23
<b>Planner IV (vacant)</b>	<b>23</b>	<b>Planner III (to be filled)</b>	<b>21</b>
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
<b>Planner II</b>	<b>19</b>	<b>Planner III</b>	<b>21</b>
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



**Freeman, Heather**

---

**From:** Freeman, Heather  
**Sent:** Wednesday, December 03, 2008 11:58 AM  
**To:** Goucher, Pamela; LaFreniere, Leon  
**Subject:** Requests of the Committee on Administration/Information Systems  
**Attachments:** 1216Admin requests.doc

Please check my understanding of the requests made by the Committee on Administration/Information Systems at the meeting held on 12/1/08.  
Please let me know if there are any discrepancies.

Thank you,

Heather Freeman  
Administrative Assistant III  
Office of the City Clerk  
T: (603) 624-6455 F: (603) 624 6481

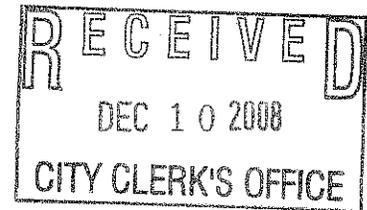
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# CITY OF MANCHESTER

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;

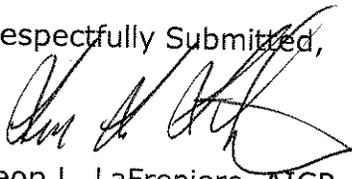
One City Hall Plaza, Manchester, New Hampshire 03101

10-22

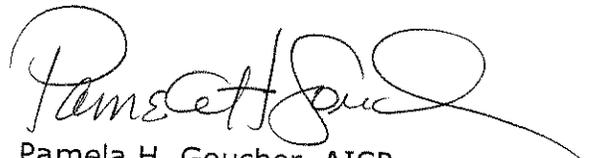
- Provide a summary of information gathered from other communities during course of the study;
- Provide an explanation for the rational behind the proposal to eliminate one Planner II position as part of the consolidation plan;
- Provide examples of how the proposed merger will improve the customer 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 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 for 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
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10-25

- **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 will result 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 is ordinarily gleaned through analysis of demographic data produced on an annual basis. This information would assist the CIP Staff in assessing the effectiveness of its neighborhood revitalization efforts and in making determinations as to whether or not tweaking of the various programs is necessary.

Inspectors could be utilized 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 the 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 rational 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

10-36



**LaFreniere, Leon**

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**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](mailto: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	<del>Deputy Planning Director</del> <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 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.

10-40

**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.

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**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: \_\_\_\_\_

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# 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	<del>Assistant Building Regulations Director</del> <u>Deputy Director Planning and Community Development – Building Regulations</u>
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.

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**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~~ Code 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;

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- 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.

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**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:

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# 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.

<b>Class Title</b>	<b>Planner II</b>
<b>Class Code Number</b>	<b>1340-19</b>

### 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

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- 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.

<b>Class Title</b>	<b>Planner III</b>
<b>Class Code Number</b>	<b>1350-21</b>

### 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;

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- 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.

**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    

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# 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.

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**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

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## **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.