

## AGENDA

### COMMITTEE ON LANDS AND BUILDINGS

**November 3, 2004**  
**Aldermen Thibault, Roy,**  
**Gatsas, Osborne, Porter**

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

1. Chairman Thibault calls the meeting to order.
2. The Clerk calls the roll.
3. Communication from Carol Johnson, Deputy City Clerk requesting a Committee recommendation to the Board of Mayor and Aldermen relative to the St. Joseph's Meals on Wheels program.  
**Gentlemen, what is your pleasure?**
4. If there is no further business, a motion is in order to adjourn.



# CITY OF MANCHESTER

## Office of the City Clerk



Leo R. Bernier  
City Clerk

Carol A. Johnson  
Deputy City Clerk

Paula L-Kang  
Deputy Clerk  
Administrative Services

Matthew Normand  
Deputy Clerk  
Licensing & Facilities

Patricia Piecuch  
Deputy Clerk  
Financial Administration

Memo To: Committee on Lands and Buildings

From: C. Johnson  
Deputy City Clerk

Date: October 28, 2004

Re: New Senior Center

It has come to my attention that a tabled item in the Committee regarding the West Side Library is creating an issue for St. Joseph's Meals on Wheels.

The Elderly Services Director has previously reported (8/17/04 communication attached) that the new facility was designed with the intent of the program being run out of the new facility. The Elderly Services Commission has recommended (see 8/9/2004 report attached) that St. Joseph Community Services remain in the old facility. The Committee had tabled a request of the Library to meet with the Committee for a presentation regarding the former Elderly Services site.

Since the grand opening of the facility is November 17<sup>th</sup>, and the facility will be utilized in early November, I am requesting, on behalf of the Commission that the Committee provide a recommendation to the Board of Mayor and Aldermen in terms of the St. Joseph's Meals on Wheels program.

It is my belief that the Committee can still address the Library Department's request at a later date.

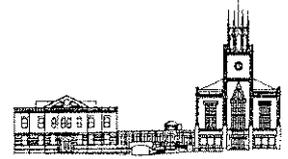
C: Mayor Baines and All Aldermen  
B. Vigneault, Elderly Services Director  
Jeffrey A. Bolduc, Elderly Services Commission Chair



# CITY OF MANCHESTER

## Elderly Services Department

66 Hanover Street  
Manchester, New Hampshire 03101  
(603) 624-6533 • Fax (603) 628-6159  
Email: [elderly@ci.manchester.nh.us](mailto:elderly@ci.manchester.nh.us)



To: Elderly Services Commission, Mayor Robert Baines, Members of the Board of Aldermen  
From: Barbara Vigneault, Director  
Date: 8/17/04  
Subject: Commission Recommendations

I. Opening Date: a tentative opening date has been set for Nov. 17<sup>th</sup>. This date is "tentative" due to the fact that it is contingent upon the construction/move in time frame. Once we are closer to ending construction this date will be submitted to the Mayor and City Clerk's Office for confirmation and approval. The City Clerk's Office is responsible for invitations, event agenda and process, and amenities – ribbons etc. Will work with both the Mayor's Office and the City Clerk's Office to facilitate the process.

II. The Staff is recruiting programs and services to be held at the new Center beginning with the month of November. The Director has met with the staff and has given them direction as to program implementation. The staff members are the experts in scheduling and these are staff responsibilities. I disagree with the quotations and to the recommendation that the Department is "seeing 'who wants to come' and/or using the same programming from years past." The staff has actively sought out services and programs to be held at the Centers and has booked educational and social programs. It is evident in the calendars and schedules. And it is important to keep some of the old activities to satisfy the needs of those currently attending and to help their transition to the new Center. The programming being planned is based on the wants and needs of the seniors. A survey has been designed and distributed to find user interest and wants. This information will help with developing and designing programming. Many housing sites have been included in this survey. This information will be available for perusal on a master form. An important service provided by the Department is the information and referral and case management function. The social and educational programs may be a "draw" for people coming into the facility but there is another need that must be addressed. Seniors, families, and caregivers are in need of accessing community services. This support in obtaining the appropriate care, whether it is in-home care or agency support, is an important part of being "the front door to senior services." There are several reasons why this is so. There is a trust factor for those who frequent the centers. There is also the fact that services need to be not only "accessible" but "convenient." It is also true that "case management" is termed loosely in the field. It is used here as providing a case plan, information and referral, and getting the service to the individual. If social work or a licensed case manager is required in certain situations, then that can be obtained through further referral and has been done in cases, through NH Catholic Charities, Greater Manchester Mental Health, Easter Seals, NHHS-DEAS. And at times, private case managers will contact the *Department* for information relative to a client's needs. Attorneys and doctors utilize the Department's resources frequently for their clients. This service is important to provide through the Department.

III. Occupation of Departments' space at the West Side Center is a decision of the Board of Mayor and Aldermen. The Director can advise the Board on the negatives and positives of keeping the space, transitioning from the space, or leaving the space. The recommendation would be to allow for transition from the space, leaving time to consider the benefit of needed space. City space, of course, is optimal in presenting needed programming and any Department would advocate for keeping space. It is the recommendation of the Elderly Services Director that things be worked out with the Director of the Library, because of the importance of working together in close environments and the coordination of public services. St. Joseph Community Services wants to move to the new building for easier access and utilization of a better kitchen area. St. Joseph Community Services is *able* to utilize either area for their congregate and MOW's Programs. Both spaces accommodate the existing Programs. The new building was designed with the intent of those Programs operating out of the new building. The new building commercial kitchen is not entirely fit up for restaurant operations at this time. Without St. Joseph Community Services in the kitchen, it could be utilized for other food related services, such as catered events, dinners, and other varies activities.

IV. The hours of operation are the regular business hours of a workweek. A small staff requires staff to be "2 deep" in training and knowledge of operations. Flexibility is key. "Salaried (not hourly) staff is in need of "planning/paperwork time" for business operational work and duties. Public attendance in early morning hours is not more popular than afternoon hours.



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The staff recommends 9:00-3:30 as the *most active* hours for programming attendance, so business hours work well. The regular every Thurs. evening hours are not popular, but special events or occasions that would be of an evening nature should be considered on various evenings/Saturdays.

V. Staffing, duties and performance, as stipulated in the City Charter, is the responsibility of the Director. The Elderly Services Commission's role is to make recommendations on "policy" to the Board of Mayor and Aldermen and to the Department Head. It is the desire of the Director to get input on policy and to work *with* the Commission on improving and advancing the work of the Department.

VI. The policies for vacation, sick, leave, benefits are established by the Board of Mayor and Aldermen and fall under the auspices of the Human Resources Department. A desk audit was requested in 2002, by the Director, and was performed by the Human Resources Department. The Director had developed Department Policies and Procedures in 2002 and has updated said copy in 2004 with a copy given to the Commission.

VII. The financial requirements of the Department, budgets, payroll, billing are important to maintain within the Department with the current City Financial structure. It would not save quantitative time to pass these responsibilities on to another Department, since the Department would have to pass on the appropriate "paperwork" or "computer time" in processing these functions. The Department is accountable for these responsibilities.

Respectfully submitted,

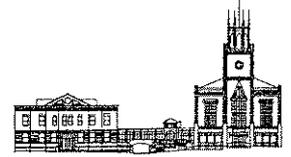
Barbara Vigneault, Director  
Elderly Services Department



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August 9, 2004

Carol A. Johnson  
Deputy City Clerk  
City of Manchester, NH

Ms. Johnson,

Enclosed, please find an advisory report from the Elderly Services Commission, regarding the Senior Activity Center / Administration-Personnel / Operating Procedures. This advisory report was initially sent to the Mayor and Director Vigneault via the email system with the unanimous approval of all commissioners.

During the Elderly Services Commission meeting held on July 29<sup>th</sup>, the report was signed, and to be forwarded to the entire Board of Mayor and Alderman.

Should you have any questions concerning this or other matters, please contact me at your convenience.

Respectfully,

  
Jeffrey A. Bolduc  
Chairman  
Elderly Services Commission



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July 19, 2004

## ELDERLY SERVICES COMMISSION ADVISORY REPORT

RE: "Initial Report" on Senior Activity Center / Administration-Personnel / Operating Procedures

TO:

Robert Baines  
Mayor  
City of Manchester  
One City Hall Plaza  
Manchester, NH 03101

Barbara Vigneault Director  
Elderly Services  
City of Manchester, NH  
66 Hanover St  
Manchester, NH 03101

FROM:

Elderly Services Commission, City of Manchester NH



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On behalf of the Elderly Services Commission, we present this "Initial Advisory Report" on the Senior Activity Center / Administration-Personal / Operating procedures. The conclusions, recommendations and suggestions listed in this report are based upon observations and experiences by professionals in the industry of Eldercare.

### RECOMMENDATIONS:

1. Opening Date must be "set" as soon as possible, without delay.

**Basis:** Without an opening date, preparations and scheduling cannot occur. The commission recommends at least "7 to 10" workdays, from construction completion to grand opening. This will allow set up, acclamation and adjustment to the new facility.

2. That the Department actively recruit/ solicit agencies and organizations to provide "new" as well as popular programs of educational and social benefit.

**Basis:** The more popular programs, (educational & social) need to be recruited as soon as possible. Most program facilitators are "booked" two to three months in advance. Based upon our commissioners experience, and that of other professionals in the field, they identify "indecisiveness" and "wait and see" the downfall to most programs. We strongly recommend that the department take the pro-active approach and recruit and solicit programming, rather than seeing "who wants to come" and/or using the same programming from years past.

3. The commission recommends that the Mayor's office and Director review and re-consider St. Joseph's involvement with the "New" Senior Activity Center. (Meals on Wheels and Congregate Dining).

**Basis:** As per the Elderly Services Commission Advisory Report dated, March 22, 2004, in re; CMC proposal. The commissioners unanimously advised against "exclusive use", "dedicated space" by ANY organization or entity, without first being approved through the City of Manchester.

Understanding the need for St. Joseph's services and their commitment to the community, WE RECOMMEND that the Director and the Mayors Office consider keeping the St. Joseph's programs, where they are currently located in the West Side Senior Center building. This recommendation has been brought forward by several current and past commissioner's, and would increase the Center's ability to provide more services throughout any given day. Several positive factors support this recommendation;

- A) It is the belief of this commission that the City of Manchester is the only entity that does not receive rent for space provided to St. Joseph's programming.
- B) The "Meals on Wheels" and "Congregate Dining" foods all arrive pre-cooked. The space needs are for distribution and packaging, not cooking. Congregate dining at the West Side Center, currently serves 6-8 meals per day on average, half of which are staff of the facility.



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- C) The "Meals on Wheels" program averages 8 to 11 vehicles per day making deliveries, and occupies space from 8am thru 1:30-2pm.
- D) By keeping the St. Joseph's programming where they currently are, all parties, especially our seniors benefit. The increased "open" parking spots in the lot and on the street greatly enhances the senior's ability to attend a program or function.
- E) The two buildings are attached, so if a senior wished to dine on a "congregate" meal they can do so without going outside.
- F) The time frame of 8am thru 1:30 pm is the most popular if not the most critical time frame for most seniors' citizens. Programming after 1:30 –2:00pm, is only at best " half as much attended as programs hosted earlier in the day."
- G) Increased parking, increased safety in parking lot (delivery drivers not coming and going) increased use of space, kitchen availability, should hosting of "chefs" be a reality.

### SUGGESTIONS:

The commission, understanding the rules and authority of the commission, offers the following "suggestions", to aid the department in accomplishing its goals.

- 1) Review current job descriptions, and insure they are accurate and up to date.
- 2) Assign a full-time employee to the "Socialization" recruitment planning and co-ordination.
  - \* Assign a full time employee to the "Educational" recruitment planning and co-ordination.
  - \* This insures efficiency, effectiveness, professionalism and accountability. This will also reduce redundant work and remove any "turf" issues if any.
- 3) We suggest that the East and West Side Centers, do not initiate, plan or offer anything else, other than what's already been scheduled, so employees can focus on the "New Center".
- 4) We also suggest "starting fresh" by having employees assigned to the two centers work from the Main office, again, this is to provide an atmosphere where each of them can co-ordinate the future success of the center. Further, this will also help break some of the "turf" issues, whether it is between staff, or the seniors themselves that attend the different centers. This will also give Employees an opportunity to feel and share the centers success when it opens.
- 5) We further suggest that "all other" personal be assigned to the centers to open and operate, with full time employees being assigned first then supplemented by part time employees.
- 6) That all full time employees be encouraged to join and participate in Senior related Boards and Organizations. This will broaden the employee's knowledge and points of contact.
- 7) We also suggest that all "Case Management" by your employees stop, unless they are Certified and Licensed to perform such work.
- 8) Any employee performing "Information and Referral Services", should document the request, information given, the organization and contact person given. This method will help identify needs and gaps in services.



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- 9) A person within the department should be assigned the duties of overseeing all volunteer, and paid –Volunteer employees.
- 10) Identify “office duties” that can be transferred, ie; payroll, billing and purchasing.
- 11) Establish a policy for the use of vacation and sick time, to insure fairness to all employees.
- 12) Establish a policy for “lunch breaks”, to insure fairness to employees, and to insure the office is staffed at all times during business hours.

### SUMMARY:

In July a meeting with the Mayor of Manchester and various department's was held to look at the future of the Senior Center, and to establish a course of action. Prior to this meeting, Commissioners Chapman and Bolduc had been preparing an “Advisory Report” on Administration of the Elderly Services Department. This “initial report” reflects a combination of our findings and a course of action that was discussed at City Hall.

With the new Senior Activity Center, comes the need for “new” direction and focus, and to insure the needs of our seniors come first. Our “recommendations” and “suggestions” are the result of inquires observations, experiences and input from professionals in the private and public sector. Most importantly, they are from the people we serve, our seniors.

Respectfully submitted,  
Elderly Service Department Commissioners

  
Jeffrey A. Bolduc  
Chairman

  
Mary Anne Totten M.D.

  
Ronald Boisvert

  
Victoria Chapman  
Secretary

  
Fern Gelinas



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### ELDERLY SERVICES COMMISSION

July 26, 2004

TO: Aldermanic Committee on Lands & Buildings  
City of Manchester

ATTN: Alderman Henry Thibeault  
Chairman

FROM: Jeffrey A. Bolduc  
Chairman  
Elderly Services Commission  
City of Manchester

RE: King Fire House, 76 North Main St, Manchester, NH 03102  
(Currently – West Side Senior Center / West Annex of City Library).

Aldermen;

On behalf of the Elderly Services Commission, we respectfully request that your committee not make a final determination on the use of space, which is currently occupied by the West Side Senior Center. The new center, while larger in space than the existing, will be addressing the needs of (2) separate centers all into one. Further, additional programming for the center is currently underway, and the actual use of space, will not be realized until after the center is completed and open.

The commission has "recommended" in an Administrative Report, that some programs remain intact at the existing location, citing numerous reasons from functionality to safety issues. The recommendation to seek the continued use of space, until after the new center is opened and operations can be assessed.

The commission welcomes the opportunity to address this issue and to prepare a report for your committee on the "recommended use of space".

Your consideration in this matter is greatly appreciated,

Respectfully

Jeffrey A. Bolduc  
Chairman  
Elderly Services Commission

## COMMITTEE ON LANDS AND BUILDINGS

July 27, 2004

3:00 PM

Chairman Thibault called the meeting to order.

The Clerk called the roll.

Present: Aldermen Thibault, Roy, Gatsas, Osborne, Porter

Messrs.: S. Tellier, R. MacKenzie, T. Arnold, D. Webster, R. Soucy,  
K. DeSchuiteneer, P. Lawrence, P. Sampo, B. Chabot,  
L. LaFreniere, K. Sheppard

Chairman Thibault addressed Item 4 of the agenda:

Communication from the City Library regarding space needs for the West Side Manchester Library.

Chairman Thibault stated I just have to say one thing on that. As a liaison to the Board of Mayor and Aldermen and the Library I know that they want to come in and give a presentation so I would like to have this tabled like the other request we have today on the agenda until they get together and know what they are looking for and can bring it to this Committee.

On motion of Alderman Porter, duly seconded by Alderman Osborne it was voted to table this item.

### **TABLED ITEMS**

On motion of Alderman Porter, duly seconded by Alderman Roy it was voted to remove all items from the table.

5. Communication from John Gadd requesting to purchase property located at 398 Hanover Street (Map 289, Lot 15).

Alderman Porter stated this is a property that the City has been living with for 1,000 years and I would move that we sell this to John Gadd and Ms. Halen. I believe it is a \$5,000 offer.

## Memo

To: Elderly Services Commission, City of Manchester, NH  
Elderly Services Director, Barbara Vigneault.

From: Officer Jeff Bolduc, Manchester Police Dept.

Re: Safety and Parking issues.  
Meals on Wheels @ "New" Senior Center.

Date: April 1, 2003

As a Police Officer, I have detected and noted SAFETY ISSUES, concerning the existing Senior Center on the West Side. This safety issue can be resolved with multiple positive benefits for all person that either work or visit the Senior Center.

As we are all aware, the parking situation at the West Side Senior Center is a "nightmare" at times, with no viable solution available.

One particular Safety issue, is the Meals on Wheels Program, which relies on drivers coming any going throughout the morning into the busiest times of our Senior Center.

Unlike the Seniors who come, and stay, the Meals on Wheels Drivers and staff are coming and going, and with seniors with either slow or limited mobility having to walk through the area where the Drivers and Staff are parking, this creates a serious safety issue.

Further the meals on Wheels program currently has anywhere between 4 to 6 vehicles, using spaces for 5 to 7 vehicles. This is understandable, due to their deliveries and the need to access the areas in and around the cars.

## SAFETY SOLUTIONS / RECOMMENDATIONS

### GOALS:

- ◆ Increased safety
- ◆ Greater accessibility for Senior Citizens.
- ◆ Reduced traffic congestion
- ◆ Increased accessible parking spots.
- ◆ Traffic flow and patterns not intermixed

### SOLUTIONS:

- ◆ Keep the Meals on Wheels Program at the current site not the new facility, until such time the City Funds the expansion of the Library,
- ◆ The staff and drivers of the Meals on Wheels Program will have greater access in and out of the existing parking lot, without traffic jams, and GREATLY REDUCING the risk of our Seniors being injured.

### BENEFITS:

- ◆ Traffic flows and patterns will flow smoothly, with minimal interruption, thus creating a safer environment.
- ◆ By having the Meals on Wheels employees utilizing their existing location, several valuable “up front” and accessible parking spots will be free when the New Center is constructed.
- ◆ The traffic flow between the two lots would be more consistent with each of their needs, and not in conflict with each other.
- ◆ Meals on Wheels would have additional space and storage.
- ◆ Meals could still be served on days there is a function at the center, for those who choose not to attend the function

In conclusion, I would also urge the Staff of the Senior Center to utilize the existing parking lot, to keep the more accessible spots open to our Seniors, creating a safer environment not only for our Seniors, but for the Meals on Wheels Program, as well as the numerous people and students of St. Andrews.

(Staff of Elderly Services and Meals on Wheels can and will take between 9-12 prime parking spaces near or at the entrances of the new facility. This will once again create a safety problem and limited accessible parking spots.

Respectfully,  
Jeffrey Bolduc  
Senior Service Officer  
Manchester Police Department

PC: File  
Deputy Chief Leidemer