

FY24 City Manager Proposed Issues Options Summary

<u>Department</u>	<u>Issues & Option</u>	<u>Depart Level Amount</u>	<u>CM Proposed Budget Status</u>		<u>Included Amounts</u>	<u>Page</u>
			<u>Included</u>	<u>Excluded</u>		
City Manager's Office						
City Manager's Office	Government Channel Operations & Support	\$11,200	Included		\$11,200	3
City Manager's Office	Increase Part Time Camera Operators	\$1,000		Excluded		6
City Manager's Office	Administrative Assistant-Full Time	\$70,597		Excluded		8
I/O Totals City Manager's Office		\$82,797				
Legal Department						
Legal Department	New Assistant City Attorney Position-Full Time	\$120,422		Excluded		9
I/O Totals Legal Department		\$120,422				
IT Services						
IT Services	Desktop Support Specialist-(2) Full Time Positions	\$157,372	Included		\$39,343	11
IT Services	Microsoft 365 Licensing	\$45,000	Included		\$45,000	13
I/O Totals IT		\$202,372			\$84,343	
Public Buildings & Grounds						
Public Buildings & Grounds	HVAC Contract-New Public Works Facility	\$30,379	Included		\$30,379	15
Public Buildings & Grounds	Solar Power Purchasing Agreement-New Public Works Facility	\$26,000	Included		\$26,000	17
Public Buildings & Grounds	Heating Fuel-New Public Works Facility	\$16,140	Included		\$16,140	20
I/O Totals Public Buildings & Grounds		\$72,519			\$72,519	
Library						
Library	Library Assistant Position-Full Time	\$68,501		Excluded		23
Library	Transition Intergrated Library Systems to new platform	\$18,000	Included		\$18,000	26
I/O Totals Libray		\$86,501			\$18,000	
Police Department						
Police Department	Police Patrol Officers- (2) Full Time Positions	\$233,884		Excluded		28
Police Department	Increase Overtime Training	\$50,000	Included		\$50,000	30
I/O Totals Police Department		\$283,884			\$50,000	
Fire						
Fire	Increase Firefigher Overtime	\$100,000		Excluded		32
Fire	Fire Department Reorganization	\$108,979	Included		\$54,489	34
I/O Totals Fire Dept		\$208,979			\$54,489	
Public Works Department						
Public Works Department	Cemetery Administration & Maintenance	\$15,000	Included		\$15,000	40
Public Works Department	Cocheo River Clean Up	\$20,000		Excluded		43
Public Works Department	Large Vehicle Undercarriage Treatments	\$15,000		Excluded		45
I/O Totals Public Works Department		\$50,000			\$15,000	

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<u>Recreation & Arena</u>						
Recreation						
Arena	Re-Organization-Recreation-Net Changes	\$60,017	Included		\$22	47
	Re-Organization-Arena-Net Changes	\$8,639	Included		(\$13,529)	47
<u>I/O Totals Recreation & Arena</u>		\$68,656			(\$13,507)	
<u>Water Fund & Sewer Fund</u>						
Water Fund	Water Treatment Plant-Chemical Supplies	\$46,700	Included		\$46,700	52
Water Fund	Water Treatment Plant-Electricity	\$21,000	Included		\$21,000	55
Water Fund	New Positions and Removal of Positions per Work Force Plan	\$86,895	Included		\$43,448	57
Sewer Fund	New Positions and Removal of Positions per Work Force Plan	\$320,223	Included		\$160,112	57
<u>I/O Totals Water-Sewer</u>		\$474,818			\$271,260	
	Amounts Included	\$563,304			\$563,304	
	Amounts Excluded	\$1,087,644				
	All Totals	\$1,650,948				



Office of Finance & Administration Budget Development Issues & Options Form

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Government Channel

- 1. Name of Issue:** Increase to Government Channel Operations and Support.
- 2. Description of the Issue – Define the issue or problem clearly & succinctly:**

There are three items which account for the proposed increase in the Government Channel Operating Budget.

- 1) Professional Consultation Services: The tools, methods and technical requirements for media content delivery is ever changing. There is a need for objective, professional consultation services to aid in procurement to satisfy the city's communication goals.
- 2) New video server support and fees for new media services: The current video server which supports our cable channel, live streaming and archived/indexed videos is at end of life. A video server replacement is planned for FY24 with existing CIP funds. With the new video server system, the City will be poised to offer more services for media delivery, for our public meetings but also for special programming and general municipal information. The added features may include "Over the Top" Apps such as Apple TV, Roku, Amazon Fire, and Closed Captions. The new server will also enable an easier pathway for remote live productions to reach the cable and streaming channel. This will result in an increased need of funds for additional yearly costs for technical support, software/firmware upgrades and other related fees.

- 3) Closed Caption services: The city will have the option of providing closed captioning of Public Meetings for the live cable broadcast, and possible “repeat plays”.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

- 1) Estimated amount added for consultation services: \$3,000.00
 - 2) Support and fees associated with new video server and services: \$4,500.00
 - 3) Estimated amount of Closed Captioning Services: \$3,700.00
- Total Expenses: \$11,200**

4. Benefits Lost – What will the impact be to City services?

Historical, the Government Channel services line has not yet been over expended. However, there has been a significant increase in cost of hardware and other materials, shipping, and onsite technical/troubleshooting service, which would make absorbing the additional services into the current budget difficult at best. A non-increase in operating budget for the proposed may result in contingency / emergency funds request, or lack of services desired.

- 1) Consultation Services support request: Coordinator spends much time on researching new technologies and relies on product vender’s information and perspective. Ability to turn over new technology services has been inefficient and slows long term planning.
- 2) Fees associated with new server system: Lack of these funds will make attaining media delivery goals not possible. The City will not be current with media delivery trends, and will not be prepared for how constituents will consume media information in the future.
- 3) Closed Captioning. Recent development in video server technology has made some form of closed captioning* more affordable, but with added costs based per hourly usage. *Please note that closed captioning will not be 100% accurate. While a form of closed captioning is available in internet browsers, we would like to better serve our hearing-impaired constituents by providing closed captioning for our cable subscribers.

5. **Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:**
6. **Supplemental Information:** At the time of this I/O writing, a high-end estimate of services was submitted. Any surplus would be returned to the general fund. Additionally, if it is determined that there are sufficient funds in the FY24 CIP equipment purchases, it is possible to incorporate some of these first-year items in CIP, thus moving ongoing costs to FY25.
7. **Status:** Included in City Manager’s FY24 Proposed Budget.



Office of Finance & Administration Budget Development Issues & Options Form

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: City Manager – Government Channel

1. Name of Issue: Government Channel – Request to increase Camera Operator salary line.

2. Description of the Issue – Define the issue or problem clearly & succinctly:

In certain circumstances, the “Camera Operator” position also acts as a media assistant for the Government Channel Coordinator. Tasks have included assistance for special programming, testing and troubleshooting equipment, as well as occasional assistance for media/video production.

The Government Channel is looking forward to increasing special programming and taking advantage of the “Video Lab” at the Creteau Technology Center. Creating programming in a professional studio environment for a “one person operator” is challenging and time consuming, and results in inefficiency. We are also exploring ways to offer a more formal relationship with the Extended Learning Opportunity Program at Spaulding High School.

An increase to the camera operator line would ensure enough funding for expanding programming, while also providing opportunities for local students to engage in real-world media production of local community interest.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

Request is to increase the current fiscal year budget from \$8,800.00 to \$9,800.00. The increase of \$1,000 will add estimate of 18 extra pay event instances.

4. Benefits Lost – What will the impact be to City services?

No direct loss to current level city services. Lack of small financial incentive will make recruitment and retention of skilled assistants challenging.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

6. Supplemental Information:

7. Status: Excluded from City Manager's FY24 Proposed Budget.



City of Rochester, New Hampshire Issues & Options Form

Department: City Manager

1. **Name of Issue:** Administrative Assistant (1) to the City Manager, Deputy City Manager/Finance Director, Public Information Manager. 30-40 hours per week.
2. **Description of the Issue – Define the issue or problem clearly & succinctly:**

City Management is in need of an Administrative Assistant to help with day-to-day operations, scheduling, answering phones, welcoming citizens to the City Hall campus and giving directions, updating the website/social media pages, and other duties as assigned.
3. **Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:**

Total compensation salary requested for Admin. Assistant 1 \$65,597, which includes benefits.
4. **What will the impact be to City services?**

The Administrative Assistant would assist with general admin support, writing Letters and other correspondence, support the City's website, staff on/off boarding, schedule conference rooms, answer phones, copier service calls/stocking paper/coffee-tea/orders for events, provide clerical support for the Mayor.
5. **Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:**
6. **Supplemental Information:**
7. **Status:** Excluded from City Manager's FY24 Proposed Budget



Office of Finance & Administration Budget Development Issues & Options Form

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Legal

1. **Name of Issue:** Creation of Assistant City Attorney Position.
2. **Description of the Issue – Define the issue or problem clearly & succinctly:**

The Legal Department desires to increase the services offered by it to the City and to meet needs requested by other City Departments. In particular, the Legal Department seeks to enhance its services in regards to Code Compliance matters, Human Resources issues (including labor negotiations), staffing of and responsiveness to Land Use Boards, oversight of the continued interactions with the Environmental Protection Agency and New Hampshire Department of Environmental Services in regards to the City's Wastewater Treatment Facilities, and provide services to internal clients which are currently being provided by outside firms. Due to increased caseloads and demands for services an additional in-house attorney is necessary. The additional in-house attorney is essential to maintaining a consistent, and financially stable, level of service to the City.
3. **Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:**

New Position of Assistant City Attorney will be a Grade 14 Non-Union Position with a projected annual wage of \$85,922.00, employee benefits will be approximately \$34,500.

Total Compensation: \$120,422.

4. Benefits Lost – What will the impact be to City services?:

Increased response times to legal matters, increased reliance on outside counsel, and associated fees for service.

5. Options – Outline a proposed solution along with the fiscal implications.

As stated above, the two options available to meet this growing need for legal services is to create the new position of Assistant City Attorney or to increase expenditures on outside counsel.

6. Supplemental Information: N/A

7. Status: Excluded from City Manager's FY24 Proposed Budget



Office of Finance & Administration Budget Development Issues & Options Form

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Information Technology

1. Name of Issue:

Desktop Support Specialist – 2 requested

2. Description of the Issue – Define the issue or problem clearly & succinctly:

Create 2 new positions in IT called Desktop Support Specialist. This position would support all City departments in diagnosing and resolving tier 1 technical issues with computer hardware, software, communications, and physical security devices. They would, as time allowed, also participate in providing training and specialized requests like conference room set up and document scanning process assistance.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

\$52,000 salary plus \$26,685 in benefits for total increase for 2 Specialists of \$157,372 in Salaries & Benefits (annual).

4. Benefits Lost – What will the impact be to City services?:

We have witnessed in the past 2 years increasing load on IT services. These have included

- New technologies requiring IT to understand the technology and its impact on the network and security; more complexity to the network model and additional services.
- Additional users and additional requests for endpoints (laptop/desktop, cell phone, desk phone).
- Increasing inventory of IT assets, and
- An ever-evolving cyber environment which requires more attention to security measures.

All of this has impacted our Infrastructure team's ability to ensure that all systems are configured to best practices and running reliably. We have had several near misses this year, where we were implementing fixes last minute to systems that were near catastrophic. Had these failed, vital City services would have been impacted. These staff will serve to maintain production support at levels that the City's users need while maintaining operational best practices.

We acknowledge that we are not able to properly monitor the network and respond to user requests at the speed they need to remain productive. Ticket loads regularly hit and stay at 80+ tickets for weeks.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

The City Manager and Council could choose to fund 1 position fully and the other half way through the fiscal year, which would cut the cost \$39,343. However, we would lose the value of training both at the same time, which would cost the team more time.

6. Supplemental Information:

7. Status: Included in City Manager's FY24 Proposed Budget: One (1/2) Year Position.



Office of Finance & Administration Budget Development Issues & Options Form

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Department: IT Services

1. Name of Issue: Microsoft 365 licensing

2. Description of the Issue – Define the issue or problem clearly & succinctly:

A few years back, the City started using the Microsoft 365 platform for applications like an online meeting platform (Teams), an office suite (Microsoft Office), email, collaboration, secure document storage and sharing. The Office suite is only available for local installation if we use an advanced license (G3) which we have been using to upgrade the current Office 2016 licensing on City computers. The increased cost of the advanced license as well as the increase in number of users is one reason we are seeing an increase in cost for our M365 licensing.

Additionally, we are now using M365 for so much more: publicly available Parcel Cards; secure logins to many applications enforced with MFA; website name location services (DNS); mobile device management; and device deployment. The costs with these new additions have increased our costs as well.

The ability to have data and workflow in the Microsoft environment adds security, resilience and continuity. These security, resilience and continuity components become more important as we see our auditors and insurers asking more detailed questions related to cybersecurity and business continuity. M365 is highly regarded for its security, flexibility, and availability. It is recommended by our Risk Management cyber company.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

This I&O is to request \$45,000 to be applied to O&M budget 534003. Note that this line item already has \$65,000 allocated to M365 licensing, for a total of \$110,000 to be used for this licensing in FY24.

4. Benefits Lost – What will the impact be to City services?:

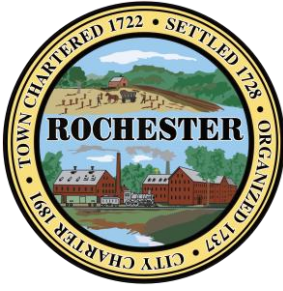
- Increased IT support to manage licensing and replacement of perpetual Office suite. Licensing management and installation is more complex and the Office suite does not stay updated for features in the same way as the Microsoft 365 tools.
- Since we would still need Teams (or another online meeting platform) we would increase costs to have both the perpetually licensed Office suite and the lower level Microsoft 365 license.
- Alternate cost/location for other services like DNS and file sharing. Increased complexity and training for the team.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

It's difficult to compare apples to apples on this. Microsoft 365 has so many tools that we can leverage and continue to build on in a single administrative portal. We could certainly shop for a leaner DNS or file sharing option and rebuild the services. We could seek alternative deployment tools, but none are as integrated as the M365 suite. We could also seek alternative mobile device management tools, but again the integration and single pane of glass of M365 would be lost.

6. Supplemental Information:

7. Status: Included in City Manager's FY24 Proposed Budget.



**Office of Finance & Administration
Budget Development
Issues & Options Form**

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: B&G - General Fund New Building

1. Name of Issue:

Increase to the **HVAC Account 11090057-541901 increase \$30,379**

2. Description of the Issue – Define the issue or problem clearly & succinctly:

The annual cost for TRANE CO Building Automation System (BAS) Control Maintenance & Service Contract is \$12,400 and the TRANE CO Mechanical Service Maintenance & Repair contract is \$28,500. Previous budget for HVAC at the 45 Old Dover Road Facility was \$12,521. The BAS system is proprietary system for communication with all system components. It is used for remote building control and diagnostics for all equipment. The BAS service contract includes operating and software system updates and technical assistance to keep the building running as designed. The mechanical service contract will consist of semi-annual factory recommended preventative maintenance visits that include inspection, calibration and detailed reports of any deficiencies. The new building HVAC system is equipped with 2 air handling units, 6 heat recovery units, 1 large condensing unit, 3 boilers, 3 main pumps, 2 mini-split systems, 3 cabinet unit heaters, 9 unit heaters, 12 exhaust fans, 15 variable VAV's (variable air volume units). Subscription to these services also puts the facility on a preferred customer list that will provide us with prioritized response times.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

Increase budgeted to \$40,900 for FY2024

Increase of approximately 75% = \$30,379.0

4. Benefits Lost – What will the impact be to City services?

This is a mandatory cost for proper maintenance and operation of the new facility HVAC system.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

Staff will be negotiating a possible 3-4% decrease in the total contract cost if the City is willing to enter into a 3 year contract that would be similar to current Honeywell with set incremental increases (Current contract 3% annually) .

6. Supplemental Information:

7. Status: Included in City Manager's FY24 Proposed Budget.



**Office of Finance & Administration
Budget Development
Issues & Options Form**

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: DPW – General Fund New Building

1. Name of Issue:

Increase to the **Electricity Supply Account 13010057-562200 by \$26,000**

2. Description of the Issue – Define the issue or problem clearly & succinctly:

The contractual Purchase Power Agreement (PPA) cost with Aldrich Energy is averaging \$3903 per month. $\$3903 \times 12 = \$46,836$. Annually (see pg.19) Previous budget for electricity at the 45 Old Dover Rd building was \$20,500. To date we are producing enough power for the building and there are no budgeted Eversource charges at this time. There is no previous history for comparison cost for the new facility. However, we recognize that the Old Dover Rd facility dimensions are approximately 14,000 square feet and new facility dimensions are nearly 4x larger at approximately 55,000 square feet. Using those numbers we believe the building is operating efficiently as the increased cost are not four times the cost of the old facility.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

Increase budgeted to \$46,500 for FY2024

Increase of approximately 45% = \$26,000

This amount will be looked at again next year to see if increase is sufficient.

4. Benefits Lost – What will the impact be to City services?

The contractual PPM cost for electricity is mandatory.

- 5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:**

Staff will continue to monitor costs and budget for cost, The City has budgeted to purchase the solar equipment in FY27 and at that time this expense will be eliminated.

- 6. Supplemental Information:**

Attached Aldrich Energy invoice history.

- 7. Status:** Included in City Manager's FY24 Proposed Budget.

Aldrich Energy Invoices

Month	Amount	
22-Jan	0 *	
22-Feb	0 *	
22-Mar	0 *	
22-Apr	\$ 4,165.20	Fully Operational
22-May	\$ 5,514.30	
22-Jun	\$ 5,175.90	
22-Jul	\$ 5,766.30	
22-Aug	\$ 4,765.50	
22-Sep	\$ 3,715.20	
22-Oct	\$ 2,778.30	
22-Nov	\$ 2,097.90	
22-Dec	<u>\$ 1,149.30</u>	
Annual	\$35,127.90	
8 Month avg	\$3,903	

Est 12x3\$3903 \$46,836.00

*Solar array not fully operational until April 2022



**Office of Finance & Administration
Budget Development
Issues & Options Form**

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: DPW – General Fund New Building

1. Name of Issue:

Increase to the **Electricity Supply Account 13010057-562400 by \$16,140**

2. Description of the Issue – Define the issue or problem clearly & succinctly:

The monthly average for heating the new building with natural gas is \$2,345. Annually (see pg3). Previous budget heating fuel at the 45 Old Dover Rd building was \$12,000. There is no previous history for comparison cost for the new facility. However, we recognize that the Old Dover Rd facility dimensions are approximately 14,000 square feet and new facility dimensions are nearly 4x larger at approximately 55,000 square feet. Using those numbers, we believe the building is operating efficiently as the increased cost are not four times the cost of the old facility.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

Increase budgeted to \$28,140 for FY2024

Increase of approximately 43% = \$16,140

This amount will be looked at again next year to see if increase is sufficient.

4. Benefits Lost – What will the impact be to City services?

This is a mandatory cost for operation of the facility.

- 5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:**

Staff will continue to monitor this expense and to adjust the annually.

- 6. Supplemental Information:**

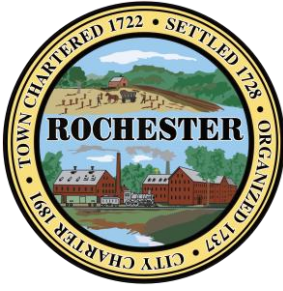
Attached 12-month history

- 7. Status:** Included in City Manager's FY24 Proposed Budget.

DPW NEW BUILDING HISTORY NORTHER UTILITIES

Natural Gas Invoices New Building

12/12/2022	\$1,876.33	1
11/3/2022	\$1,114.60	2
10/14/2022	\$549.49	3
9/9/2022	\$366.31	4
8/5/2022	\$408.24	5
7/1/2022	\$562.45	6
6/3/2022	\$878.47	7
5/6/2022	\$2,129.05	8
3/4/2022	\$4,633.70	9
3/31/2022	\$4,065.26	10
2/4/2022	\$6,900.98	11
1/7/2022	\$4,649.84	12
<hr/>		
	\$28,134.72	
Divide 12mo	\$2,345	



**Office of Finance & Administration
Budget Development
Issues & Options Form**

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Rochester Public Library

1. Name of Issue:

Creating a new, full-time (35 hour) Library Assistant position to focus on publicity and marketing.

2. Description of the Issue – Define the issue or problem clearly & succinctly:

As the Library continues to expand it's programming and outreach to the community, it has become clear that we need a dedicated position to publicize and market those initiatives. Last year, Rochester, along with four other area libraries, received a grant to evaluate and provide marketing strategies. One of the main takeaways from the grant was that to properly publicize what we offer we need a coordinated and focused marketing strategy. Our current approach to social media and publicity is neither focused nor coordinated. Having a full-time, dedicated position would allow us to create long term strategies to get the word out about the many services and programs we offer to the community.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

See Attached.

4. Benefits Lost – What will the impact be to City services?

There would be no negative impact to city services. Positive impact would be a greater awareness in the community of the services and program offered by the Library, resulting in an overall increase in Library use.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

If the position is not approved, the Library will not be able to expand its publicity efforts and will not be able to establish a coordinated publicity and marketing strategy. Community members who are already familiar with Library programs and services will continue to take advantage of them, but we will be unable to plan or implement a strategy for introducing our services to community members who might otherwise take advantage of them.

6. Supplemental Information:

7. Status: Excluded from City Manager's FY24 Proposed Budget.

POSITION	Category	ADD	INCREASE		RECLASSIFY		CURRENT	PROPOSED	WAGES
			FROM	TO	FROM	TO			

Library

Library Assistant	ADD	NEW POSITION							43680
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HOLIDAY	E REPORT	FICA	MEDI	NHRS	MEDICAL	DENTAL	LIFE	STD	LTD

		2,708	633	5,910	14,735	300	94	236	204
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WAGES	BENEFITS	TOTAL COMP

43,680	24,821	68,501
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Office of Finance & Administration Budget Development Issues & Options Form

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Rochester Public Library

- 1. Name of Issue:** Change from current Integrated Library System (ILS) to a more cost-effective ILS.
- 2. Description of the Issue – Define the issue or problem clearly & succinctly:**
Increasing cost of current Integrated Library System (ILS) vs. dramatic savings with comparable system.

An integrated library system (ILS) is software that manages core library functions and services. An ILS includes several distinct but inter-related modules such as: acquisitions (ordering, receiving, and invoicing materials), cataloging (classifying and indexing materials), circulation (lending materials to patrons and receiving them back), and the online public access catalog or OPAC (which patrons use to search the catalog).

The Library currently uses Innovative Interfaces Inc. for its ILS. We would like to switch to Koha, an open-source ILS, with implementation and support provided by ByWater Solutions. During FY24, we would migrate to Koha, but in order to offer regular Library service without interruption, we would need to continue using Innovative's ILS during the migration. This means that for FY24 only, we would be paying for our current ILS as well as the cost of migrating to Koha.

Starting FY25, the majority of the savings would be allocated to two specific Library initiatives: increasing electronic services and eliminating fines for overdue materials.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

FY23: Innovative Interfaces	\$33,626.00
FY24: Innovative Interfaces	\$35,000.00
ByWaters Solutions:	\$18,000.00
(Koha Installation	\$8,000.00)
(Annual Hosting/Support	\$5,000.00)
(Training	\$5,000.00)
Overall Increase:	\$18,000
FY25: ByWaters Solutions:	\$5,000.00
Overall Savings:	\$30,000

4. Benefits Lost – What will the impact be to City services? There will be no negative impact to city services. Staff will be trained on the new ILS in advance of implementation to ensure a seamless transition. Positive impacts to city services are increased electronic services and the elimination of fines for overdue Library materials.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

The Library continues to use Innovative Interfaces ILS, electronic resources are not increased and alternate sources of funding are explored for eliminating fines on overdue materials.

6. Supplemental Information:

7. Status: Included in City Manager's FY24 Proposed Budget



Office of Finance & Administration Budget Development Issues & Options Form

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Police Department

1. Name of Issue: Two Additional Police Officer Personnel

2. Description of the Issue – Define the issue or problem clearly & succinctly:

With service demands and the residential and commercial development, along with both the drug and mental health crisis over the past several years—this continues to strain our current staff. During the past 2-3 years with COVID, we've seen our calls for service decline, but we feel this won't be the norm as COVID is less impactful moving forward. With our staffing levels, we've primarily been reactive to calls for service, and have seen our proactive enforcement decline. The nature and complexity of many of these service calls continue to become more labor intensive. As the time needed for reactive policing demands increase—proactive enforcement activities decrease. Officers are not able to spend as much time focusing on concerns such as traffic violations, quality of life issues, or have adequate time to engage citizens in positive community policing efforts as part of their daily routine.

The high service demands further lead to officer burnout and turnover as officers look for agencies with smaller workloads. As service calls are unlikely to decrease in the future years, the department needs to look at innovative ways to decrease officer's workloads. Through a combination of technology, hiring additional staffing, and increasing our detective division which will allow more felony's and complex cases to be freed from patrol officers and be sent to detectives. After completing a review of workloads, using a staffing matrix based upon service demands, the administration put forth a plan to increase staffing by two officers per year through FY26 in attempt to meet said service demands. Administration reviews this plan, along with service demands, annually to plan for future years.

3. **Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:** Salary for a merit track 5 officer would be \$72,183 along with \$37,258 in benefits; totaling \$109,442. An additional \$7,500 in uniforms and equipment would bring the total FY24 budget cost of \$116,942 per officer, so for two additional officers would total \$233,884.
4. **Benefits Lost – What will the impact be to City services?:** With both residential, retail, and commercial growth in the city the department will not be able to keep up with the growing demands. This will cause increased response times in calls for service, and increase burnout for current officers. With reduced proactive police activity and presence, there is an increased likelihood of citizen's becoming victim to crimes and less of a chance for solving them.
5. **Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:** The City Manager and Council could choose to fund just one police officer position, or fund both positions halfway through the fiscal year, which would cut the cost in half.
6. **Supplemental Information:** None attached
7. **Status:** Excluded from City Manager's FY24 Proposed Budget.



Office of Finance & Administration Budget Development Issues & Options Form

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Police Department

1. Name of Issue: Increase Training Overtime Budget

2. Description of the Issue – Define the issue or problem clearly & succinctly:

In June of 2020, Governor Sununu created the Commission on Law Enforcement Accountability, Community and Transparency (LEACT). The LEACT Commission was specifically charged with examining **training curriculum**, procedures and policies throughout the State; procedures related to the reporting and investigation of police misconduct; the current state of relationships between law enforcement and the communities they serve; and any other subject matter the Commission deemed relevant. This I&O is focused solely on the training aspect.

When LEACT became law in 2021 it mandates that the number of hours of annual in-service training for law enforcement officers in NH, on an incremental basis over the next three years, be increased to a minimum of twenty-four (24) hours by January 1, 2024. In addition to those mandated hours, every officer must complete yearly: six (6) hours of implicit bias and cultural responsiveness; ethics; and de-escalation training (2 hours for each discipline). For the past several years, the total amount of (minimum) of in-service training required by the state has been eight (8) hours.

Our training overtime budget has not been increased since 2012 when it went from \$21,820 to \$29,940.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year: Request to increase \$50,000 to the overtime training line which is currently \$28,940.00. Totaling that line to \$78,940.00.

4. **Benefits Lost – What will the impact be to City services?:** In-service training has always been extremely important for things such as maintenance of skills, knowledge about new laws, enforcement procedures, and safety practices to name a few. When an officer is in an extremely stressful situation, it is a well known fact that you inevitably revert back to your training in how you handle and cope with the situation at hand. The LEACT law is an unfunded mandate put on local agencies that have to fund the required increased number of hours of in-service training per officer per year.
5. **Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:** The City Manager and Council could choose not to increase the training overtime line which would have to rely on enough funds in salaries to cover the overage we've been seeing on the training overtime line.
6. **Supplemental Information:** None attached
7. **Status:** Included in City Manager's FY24 Proposed Budget.



**Office of Finance & Administration
Budget Development
Issues & Options Form**

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Fire Department

- 1. Name of Issue:** Fire Department Request: Increase Regular Overtime \$100,000.
Org 12020054 - Obj 513001 from \$240,000 to \$340,000

2. Description of the Issue – Define the issue or problem clearly & succinctly:

The Fire Department regular overtime line has been at the same allotment since prior to 2010 at least and has only increased by a small percentage in the years prior to that. The need for an increase in the overtime line is apparent, with increasing calls for service, on-duty personnel increases due to re-organization and safety, and increase in salaries over the decades that have not correlated to the overtime budget. Overtime expenditures are difficult to track, due to the varying and unpredictable nature of the need, however, there is a clear trend over the last three years showing the need to increase this line. In FY 20, 21 & 22, the regular overtime line was expended at 152%, 176%, & 172% respectfully. The projection for this year is to expend 150%-175%, with many variables present. Approval of this request would get us close to the current 150% trend.

Additionally, The Fire Department is planning the addition of a third fire station in the near future to meet the needs of the public. This addition will come with increases to personnel, minimum manning, and subsequently, overtime. The Fire Department would like to increase the impact on the budget over time, and this step will help greatly with that transition.

- 3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:** \$100,000

4. Benefits Lost – What will the impact be to City services?

City services are not affected with denial of this additional funding. The Fire Department will continue to provide adequate response and coverage.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

Option 1: Add \$100,000 to the overtime line.

Option 2: Continue to operate in the red and reconcile the funds at fiscal year end.

6. Supplemental Information:

7. Status: Excluded from City Manager's FY24 Proposed Budget.



**Office of Finance & Administration
Budget Development
Issues & Options Form**

Department: Fire

1. **Name of Issue:** Fire Department Reorganization
2. **Description of the Issue:** The Fire Department needs a reorganization to improve safety, succession planning, officer mentoring, retention, workflow, and service level. As part of this endeavor, three main objectives have been determined:

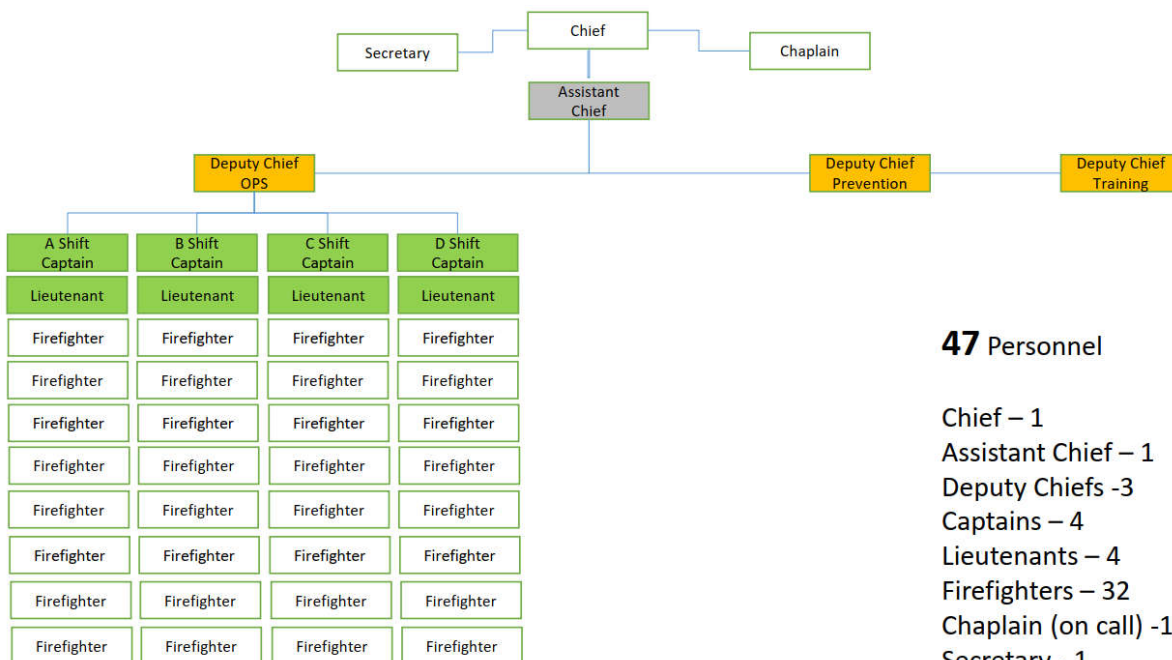
Objective 1. Command Officer on duty 24 hours

Objective 2. Increase Prevention Capability

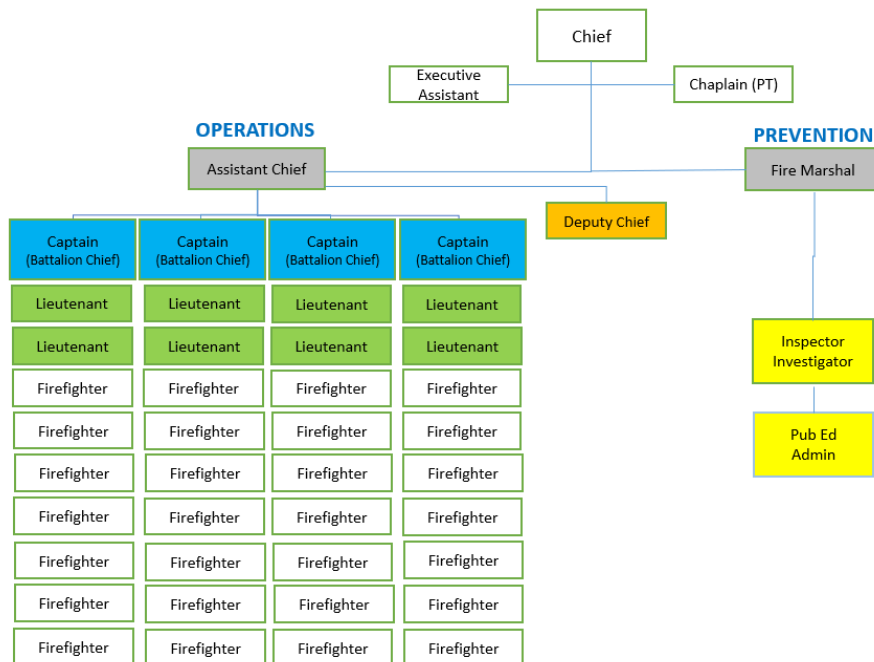
Objective 3. Division of Labor Improvements

ORGANIZATIONAL CHARTS (Current and Proposed)

CURRENT



PROPOSED ORGANIZATIONAL CHART



48 Personnel

Chief – 1
 Exec. Assistant - 1
 Chaplain (on call) -1
 Assistant Chief – 1
 Fire Marshal - 1
 Deputy Chief - 1
 Battalion Chiefs -4
 Captains – 4
 Lieutenants – 4
 Firefighters – 28
 Inspector/Investigator - 1
 Public Educator/Admin Asst- 1

Objective 1. Command Officer on duty 24 hours

Goal: Promote 4 Firefighters to Lieutenant to replace Captains on Engine

Goal: Move Captains to Command Car

Goal: Increase overtime to compensate for new Lieutenants' coverage and for historical use

The fire service has seen changes regarding its ability to safely operate at emergency scenes. In the past, most firefighters and officers lived in Rochester or close to the city. Over the years, living requirements have been relaxed due to cost of living in the area, need to attract quality candidates, contract changes, amongst other reasons. Off-duty members are not as available as they once were, and the fire department needs to adjust with these changes. There is a real problem after normal business hours, with guaranteeing the availability of a command officer to respond to major calls. This department is at the point where a Shift Commander is needed on duty 24 hours a day.

Safety of our firefighters is the number one reason for this need, but additionally, the everyday responsibilities of the shifts need more focus and compliance. Currently, the Shift Commander is assigned to the busiest engine company, which means they leave the building frequently to respond to calls for service. This makes it exceedingly difficult to organize the daily work and tasks that must be completed. The new model will give them the time at the station during normal business to keep work flowing, while being available 24/7 to respond to serious calls and take command and control of incidents.

With the current model, there is not much chance for new Lieutenants to gain on-the-job experience in a safe way. The most experienced officers are still doing the most calls while the newer officers need the experience. The new model allows our newest Lieutenants to operate

with a mentor close at hand and to gain the much needed experience in the shortest amount of time on the busiest engine company. This sets them up for filling middle management roles in the future, with the experience to bring with them.

This job is taxing on the body and mind. As our experienced officers reach the later years in their careers, we need to maintain their experience as long as possible. This model keeps them present in a way that puts that experience to work while lessening the physical part of the job (extending their career) and putting them in a place that provides a safer work environment for the other firefighters.

Objective 2. Increase Prevention Capability

Goal: Add FT Fire Inspector

Goal: Add FT Public Educator/Administrative Assistant

The need to expand the Fire Prevention division has been identified as a high priority. The Fire Department is focused on the city's economic growth and the education of its most vulnerable populations, older adults, and children. The expansion includes:

- a. Inspection Capability / Efficiency
- b. Expansion of Community Risk Reduction
- c. Reception / Scheduling Capability of Fire Prevention

In the last year, fire department permits have doubled. Most permits consist of multiple inspections, sometimes more than ten for one permit. The Fire Inspector and Public Educator / Admin Assistant positions are necessary to allow the division to operate more efficiently and meet the needs of economic development now and into the future. Currently, one Deputy Chief is the only member working in the division. These new positions will allow for focus on inspection work on a regular basis, with scheduling and administrative work being handled by one additional employee. Additionally, this will allot time for the manager to assist with the administrative management of the fire department.

The Fire Department has only one position responsible for completing administrative, reception, and scheduling work. In the past year, the Fire Department Executive Secretary has absorbed duties of the Fire Prevention division. This has negatively affected the efficiency of the normal duties of the Executive Secretary. Concurrently, the Fire Department needs a back-up for the highly skilled responsibilities of the Executive Secretary, including payroll and accounts payable. This position would fill that gap in service, as well as the needs of the Prevention Division.

Objective 3. Division of Labor Improvements

Goal: Change Executive Secretary to Executive Assistant

Goal: Remove Deputy Chief of Training position (vacant)

Goal: Remove Deputy Chief of Operations position through attrition

Goal: Reclassify Prevention Deputy to Fire Marshal, managing prevention division

Goal: Adjust Assistant Chief job description, managing operations division

Goal: Promote Shift Commanders from Captains to Battalion Chiefs and incorporate training, operations, and administrative duties to their existing duties

Aside from the fact that the title of secretary has not aged well, the Executive Secretary has evolved far past the traditional role of a secretary. This individual provides a wide range of assistance to the Fire Chief, including a set of skills that most chief fire officers don't acquire in their career. Due to the priceless value that this individual has in the day-to-day operations of the department, and the level at which they perform, I am requesting a change in title to Executive Assistant, as well as a wage study to determine a fair wage that reflects the duties performed and that will enhance retention now, and recruitment in the future.

The Training Deputy Chief is currently vacant, and I have not filled the position as part of the re-organization. My goal for the training officer position is to create a position that is at the level of Captain after all other changes have taken place. It is essential that a training officer still be involved in the day-to-day operations of the material that they are teaching or managing. The future position will be one that is paid the same as a shift officer, and still covers extra shifts occasionally. This model keeps the individual proficient and improves the quality of training all around.

The Operations Deputy Chief position will be adjusted and/or removed when it becomes vacant. The position represents a supervisory redundancy with the Assistant Chief position, and the operational duties will be incorporated into the new Battalion Chief positions on shift.

The Prevention Deputy Chief is currently performing the duties of a management position. With the requested increase to prevention staff, this position would be re-classified to Fire Marshal, with the duties of managing the prevention division and assisting the Chief with administration management of the fire department. The Fire Marshal would also still perform inspection duties along with the new inspector, putting more boots on the ground.

The Assistant Chief job description has been adjusted to realign the job with direct management of the operations division of the department. Prevention duties have been removed, as this model was not effective. The Assistant Chief will also assist the Chief with administration management of the department.

As soon as feasible, the shift commanders would be re-classified from Captains to Battalion Chiefs. This will place the middle management functions at their level. While increasing safety of operations, we also gain a commander 24/7. This change also creates a liaison between staff employees and shift employees, improving communication and relations between the two.

3. Costs:

This re-organization plan comes with the ability to pay for most of the changes with current budget re-allocation and surplus.

Financed From Existing Funds

Promote 4 Firefighters to Lieutenant:	\$22,907
Add Fulltime Fire Inspector:	\$78,562
Reclassify to Fire Marshal	\$10,000

New Financing Requested

Fulltime Public Educator/Administrative Assistant: \$76,979

Reclassify Captains to Battalion Chiefs: \$32,000

4. Benefits Lost –

Growth of Rochester

If inspections get backlogged, the attraction of coming to Rochester will lessen. This city has worked exceedingly hard to make our city a desirable location, now we need to follow through.

Lack of Succession Planning (internal growth)

The current model of succession cannot continue if this department is to progress. The employees need to have a platform for upward progression, with opportunities to acquire needed experience with a mentor in place. We have already seen members leaving for other departments, taking their knowledge and experience with them. They need a clear career path that allows for advancement here at the Rochester Fire Department.

Prevention

Rochester Fire Department permit requests doubled from FY 22 to FY 23. This trend is expected to continue. Many permits require multiple inspections each. With the growth the city is experiencing, the Fire Department inspection process can quickly become the sticking point for progress of projects, as they cannot move on until each step is approved. Without increasing the efficiency of the Prevention Division, this outcome is inevitable, the quality and timeliness of work will suffer, which results in delays and cost issues for the customers. This lack of progress detracts from the image of a welcoming, responsive municipal environment, which is needed to motivate builders and businesses to want to come to Rochester and stay in Rochester.

The additional benefits lost are the inability for the Prevention Division to expand its services at a proper level. The Deputy Chief has started programs for community risk reduction including education for the older and younger populations. He does most of this engagement on weekends and off hours, while still working over his normal duty hours during the week. His dedication to these endeavors has created the possibility of burnout, as he sees the importance of this work and continues to provide it at any cost. Our most vulnerable populations need continuous education and engagement on matters of safety, but we also need to retain our valued members who provide these services.

Other target hazards will continue to be set aside until more staff can be added. Fire and life safety inspections are proven to lessen the chance of disaster and loss of life, and the more staff that is dedicated to it, is equivalent to what can be accomplished.

5. Options:

Fulltime Public Educator/Administrative Assistant: \$76,979 (\$50,606 salary+\$26,372 benefits)

Option 1: **Start July 2023** Full Year

Option 2: **Start January 2024**, 1/2 year hire - 1/2 the cost in year 1, full cost in year 2.

Reclassify Captains to Battalion Chiefs: \$32,000

Option 1: Finance new July 2023

Option 2: Finance with surplus from future changes to Operations Deputy Chief and Training Officer

6. Supplemental Information:

7. Status: Included in City Manager's FY24 Proposed Budget-1/2 Year.



**Office of Finance & Administration
Budget Development
Issues & Options Form**

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Public Works

1. Name of Issue:

Create and maintain a Cemetery Administration and Maintenance Fund.

2. Description of the Issue – Define the issue or problem clearly & succinctly:

Chapter 49 of the General Ordinances of the City requires the City Manager control the following cemeteries: Old Cemetery by Willow Brook (off of S. Main St. near junction with Franklin St.), Old Town Farm Cemetery (N. Main St. near Home Depot), and Haven Hill Cemetery (Rochester Hill Rd.).

The ordinance requires the administration of interments and execution of maintenance. This request is to provide recurring CIP funds to provide adequate maintenance and interment planning for these cemeteries.

Maintenance:

The only current maintenance practice is for DPW to mow grass at Haven Hill Cemetery and at Old Town Farm Cemetery and the City pays Rochester Cemetery Association (RCA) to mow grass at the Old Cemetery by Willow Brook. More than light maintenance is recommended. Residents have expressed an interest in repairing many cracked stones and the decorative iron fence at Old Cemetery by Willow Brook. These services are specialized being performed by few vendors.

Funding should be available for tree removal/pruning services. Haven Hill Cemetery could be improved with gravel or stone dust lanes.

Administration:

In 2021-22, at Haven Hill Cemetery, there were requests of the City to locate interment sites for burials, and, there were actual, unofficial interments not being coordinated with the City.

Haven Hill Cemetery dates back to the early 1700s/late 1600s. It contains over 350 marked graves. The latest interment map was dated 1934, and updated by visual inspection in the early 80's. Several discrepancies were noted in the field in 2021 and due to the long history, likely unmarked graves and increasing inquiries, the City contracted a specialized service to use ground penetrating radar to locate unmarked graves. This survey located 50 anomalies with high probability as unmarked graves. The survey was converted to GPS coordinates with unmarked grave locations recorded and this service has allowed the City to better plan the regulation of future interment sites. This service cost \$12,997 from City Manager budget and PBG operations and maintenance budget. The same services are recommended at Old Town Farm Cemetery and the Old Cemetery by Willow Brook. The City nor RCA has maps or interment registers for these cemeteries.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

Recommend five consecutive years of \$15,000 cash funding per year to build towards funding tree, headstone, and fence maintenance, minor improvements and to continue cemetery mapping. Account: 11090050-532200 Public Building and Grounds Contracted Services.

4. Benefits Lost What will the impact be to City services?:

Mapping enables future interments to be planned to not interfere with potential unmarked graves. Mapping could be funded as previously. Continued deterioration of cemeteries. No improvements.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

Continued light maintenance by the City. No fiscal implications.

6. Supplemental Information:

None

7. Status: Included in City Manager's FY24 Proposed Budget



**Office of Finance & Administration
Budget Development
Issues & Options Form**

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Public Works

1. Name of Issue:

Cocheco River Clean Up

2. Description of the Issue – Define the issue or problem clearly & succinctly:

The Cocheco River segment through the downtown of Rochester contains a large amount of foreign debris consisting of appliances, tires, drums of unknown substances, trash, etc. In addition, there are constricted areas due to bank erosion and dead trees. Some members of the public have expressed concern regarding the appearance and function of the River.

Needed are forces to remove woody and foreign debris perhaps on a recurring schedule. The Cocheco River Local Advisory Committee does not have the resources financially or otherwise to perform this work but does endorse efforts to clean up the river.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

An Aquatic Resource Mitigation grant may be available through NHDES in 2023 for up to \$20,000 that could be used towards this effort with matching funds. The work to remove woody and foreign debris in the Wilson St. area run of the river was quoted at \$25,000. The work is very labor intensive.

Recommend a \$20,000 investment towards this effort. Work does not need NHDES permitting if it does not result in permanent wetland impacts. Planning Department has offered to champion the grant and manage it and the work.

4. Benefits Lost What will the impact be to City services?:

None.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

6. Supplemental Information:

It is understood that this problem is recurring. The Council may want to consider periodic clean up efforts.

7. Status: Excluded from City Manager's FY24 Proposed Budget



**Office of Finance & Administration
Budget Development
Issues & Options Form**

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Public Works

1. Name of Issue:

Large DPW Vehicle Protective Undercarriage Treatments

2. Description of the Issue – Define the issue or problem clearly & succinctly:

At the FY23 Budget Hearings, members of the Council expressed interest in pursuing this treatment of vehicles. Although the new DPW facility has a wash bay which washes under carriages, salt attack is severe. DPW has 15 large trucks. We propose to fund the treatment of this fleet in 2024. Thereafter, we will evaluate the condition of the undercoating to determine when it may next be needed. Alternatively, a trial of a few trucks could be done. After this first treatment it may be that future renewal treatments can be maintained with O and M funds.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

Quoted costs are \$800 per 6 wheel dump and \$1000 per 10 wheel dump. Recommend \$15,000 FY24 for initial treatment of all large trucks out of accounting line: 13010057543001 Vehicle Maintenance.

4. Benefits Lost – What will the impact be to City services?:

Protective under coatings are proven to prolong the life of vehicle under carriage and components. Large trucks are large investments of \$200K+ each.

- 5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:**

No undercoating. No fiscal implications.

- 6. Supplemental Information:**

None

- 7. Status:** Excluded from City Manager's FY24 Proposed Budget



Office of Finance & Administration Budget Development Issues & Options Form

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Recreation and Arena

1. **Name of Issue:** Recreation and Arena Re-Organization
2. **Description of the Issue – Define the issue or problem clearly & succinctly:**

The last re-organization of the department of Recreation and Arena was in 2006 when the Recreation Department (then called Recreation and Youth Services or “RAYS”) was merged with the Arena Department. For these past 17 years, the department has remained at 6 full time and 1 part time position. The scope of department responsibilities, program offerings and community expectations have increased significantly since 2006. After recent transitions in department leadership, the Arena Supervisor position was strategically not filled in hopes that funding for this position could be re-allocated as part of this re-org for the FY24 budget cycle. This organizational update is needed if the City of Rochester wants to continue meeting the current and future recreational needs of its growing community.

3. **Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:**

Re-Org Piece 1

- Remove Arena Supervisor
 - *Position not filled when the Arena Supervisor was promoted to Asst. Dir.*
- Create 40hr/week Facility and Ops Attendant
- Re-class Admin Asst. to Business Coordinator
- Bring Marketing Program Coordinator to 40 hours/week
- Adjust Rec Supervisor Rec/Arena budget allocations

Piece 1 Total Increase: Rec Budget: \$12,408 Arena Budget: \$12,489

Re-Org Piece 2

- Create PT Senior Services Coordinator
- Create 2 PT Recreation Attendants
- *These responsibilities currently being filled by part time seasonal staff who work year-round.*

Piece 2 Total Increase: Rec Budget: \$48,575 Arena Budget: \$0

Total for Whole Rec & Arena Re-Org: Rec Budget: \$60,983 Arena Budget: \$12,489

4. Benefits Lost – What will the impact be to City services?

A) Maintain Integrity of Current Offerings and Retain Experienced Staff

The enhancement and additions of staff provided by this re-organization are needed to sustain the *current* volume and quality of program, event, and facility offerings. The knowledge and skills needed to manage and implement municipal recreation programs and facilities have significantly increased in 17 years since the last re-org.

B) Meet Growing Demand for Senior Programming

Rochester deserves a Senior Services Coordinator who is dedicated specifically to meeting the health, wellness and social needs of our aging population. Our current senior center offerings are only a baseline of what robust senior centers offer communities of our size. Without this re-org, senior programming will remain status quo and will not be able to grow.

C) Increase in Program Offerings and Prepare for Community Growth

The proposed staffing changes would allow for the Recreation Supervisor and Marketing Program Coordinator to focus on increasing the offerings to the Pre-K, Youth, Teen and Adult demographics. Removing senior programs from the Recreation Supervisor provide an opportunity to shift recreational ice programming under this position, streamlining how all our recreation programs (ice and non-ice) are designed for the community, increasing program options and accessibility. The additional hours for the Marketing Program Coordinator would also support enhancing outdoor specific events that tie in nature-based learning and highlight the parks and green space in Rochester.

D) Increase Department Revenues and Continued Sound Financial Practices

Adequate staffing levels will provide team members time to focus on more business minded approaches to creating revenue generating programs, marketing opportunities and facility offerings. Re-classifying the Administrative Assistant II role to a Business Coordinator supports this more business minded approach to recreation and acknowledges the value of this role in processing a half a million dollars annually in department revenues.

E) Risk Mitigation: Safe Programs and Facilities

Recreation is a field full of physical activity, large crowds and highly trafficked indoor and outdoor facilities-all contributing to a high-risk potential. Through department sponsored programs alone (not including private rentals), Recreation & Arena had 19,400 program touches during FY22 and as of January FY23 has already surpassed the 16,000 program touch mark. During October and November 2022, the Rec Center (Entrance B only) saw over 7,000 visitors and the Rochester Arena saw over 15,000 visitors (data from SRPC Pedestrian Counters).

To summarize-department facilities are active places and adequate facility staff is essential for safety and risk management. The addition of a Facilities and Operations Attendant will allow for appropriate daily facility support at the Rochester Arena and other highly trafficked department facilities like pools. This alleviation of some daily tasks from the Facilities and Operations Supervisor will allow this position to focus on proactive planning, proactive service/repairs and oversee consistent training of staff (CPR, ServeSafe, Crowd Management). The addition of two PT Recreation Attendants will provide consistent, trained, knowledgeable staff presence during the over 1,500 of open facility hours per year at the Rec Center. For the past

17 years, this responsibility has been filled by part time seasonal staff, even though the workload is year-round, not seasonal. Classifying these positions also aligns the department with best employment practices.

Safe department offerings also rely on hiring and obtaining safe staff members and volunteers. Currently the Administrative Assistant II manages background checks for our department. Given the confidential nature and significance of this information, re-classification to the Business Coordinator role is most appropriate. Currently the Admin Asst. II processes 50-80 background checks of part time seasonal staff members and volunteers annually.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

Re-Org Piece 1					
Organizational Change	Budget Allocation	Rec Salaries Change	Arena Salaries Changes	Rec Benefits Change	Arena Benefits Change
Remove Arena Supervisor	Current: Rec: 34% Arena: 66% Proposed: n/a	\$ (22,553)	\$ (43,780)	\$ (9,522)	\$ (18,485)
Create FT Facility and Operations Attendant	Current: n/a Proposed: Rec: 34% Arena: 66%	\$14,851	\$ 28,828	\$ 7,989	\$ 15,509
Re-class Admin Asst. to Business Coordinator	Current: Rec: 15% Arena: 85% Proposed: Rec: 15% Arena: 85%	\$ 8,982	\$1,585	\$ 1,902	\$ 336
Adjust Marketing Program Coordinator to 40 hrs/week	Current: Rec: 68% Arena: 32% Proposed: Rec: 68% Arena: 32%	\$7,821	\$ 3,681	\$ 15,597	\$ 7,340
Adjust Rec Supervisor Allocations	Current: Rec: 100% Arena: 0% Proposed: Rec: 85% Arena: 15%	\$(9,458)	\$ 9,458	\$ (4,167)	\$ 4,167
Total Per Line Item		\$ (357)	\$ (228)	\$ 11,799	\$ 8,867

Piece 1 Total Increase: Rec Budget: \$11,442 Arena Budget: \$8,639

Re-Org Piece 2		
<i>All positions below 100% Rec Budget</i>	Rec Salaries Change	Rec Benefits Change
Organizational Change		
Create PT Senior Services Coordinator	\$34,243	\$2,620
Create PT Rec Attendant	\$3,666	\$2,190
Create PT Rec Attendant	\$3,666	\$2,190
Total Per Line Item	\$41,575	\$7,000

Piece 2 Total Increase: Rec Budget: \$48,575 Arena Budget: \$0

Total for Whole Re-Org: Rec Budget: \$60,017 Arena Budget: \$8,639

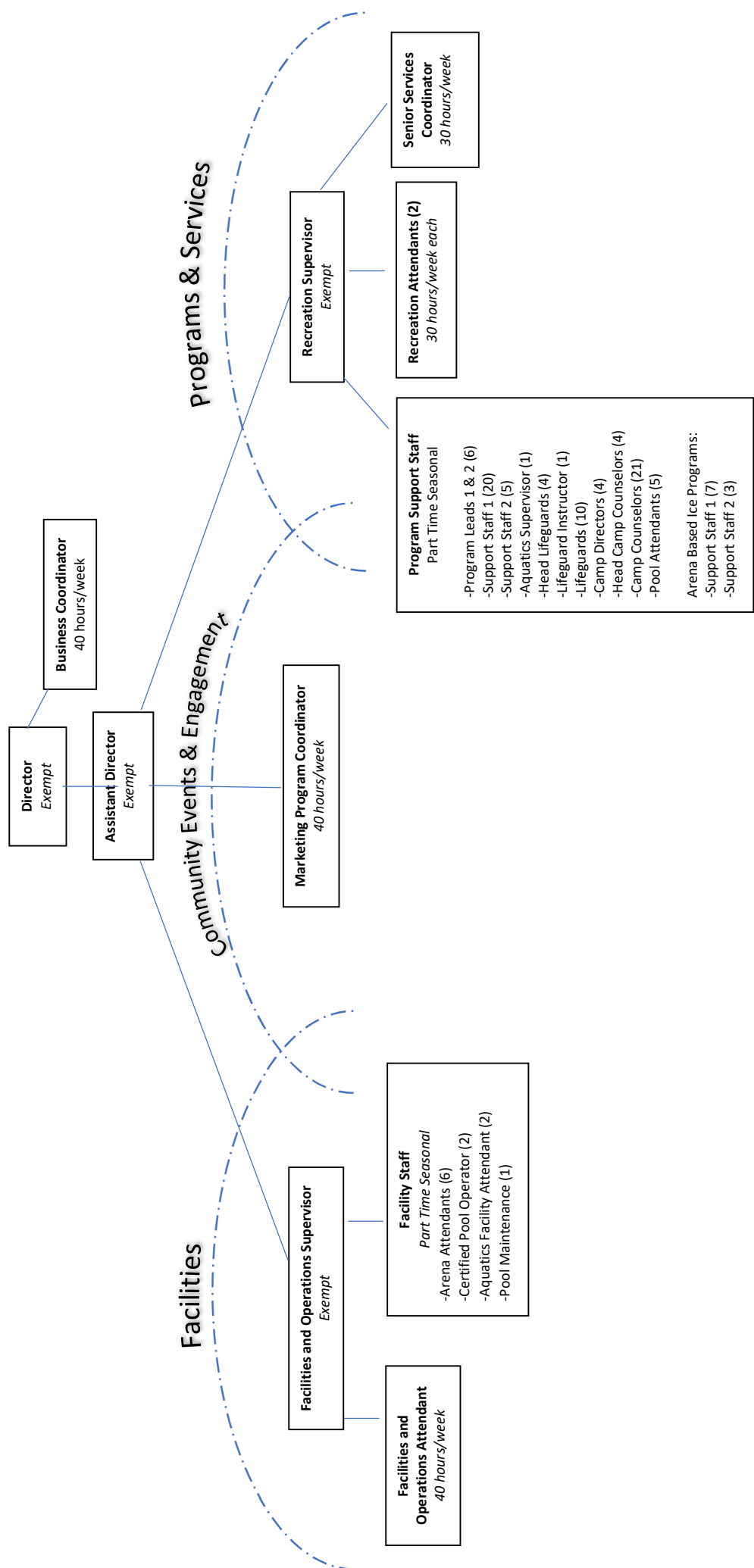
6. Supplemental Information: Organizational Charts (Attached)

Positions and Budget Allocations Chart (Below)

Current Positions/Allocations	Rec	Arena
Director	85%	15%
Admin Asst II	85%	15%
Assistant Director	88%	12%
Recreation Supervisor	100%	0%
Facility and Ops Supervisor	34%	66%
Arena Supervisor	34%	66%
Marketing Program Coordinator	68%	32%
Proposed Positions/Allocations	Rec	Arena
Director	85%	15%
Business Coordinator	85%	15%
Assistant Director	88%	12%
Recreation Supervisor	85%	15%
Facility and Ops Supervisor	34%	66%
Marketing Program Coordinator	68%	32%
Facility and Ops Attendant	34%	66%
Recreation Attendant	100%	0%
Recreation Attendant	100%	0%
Senior Services Coordinator	100%	0%

- 7. Status:** Included in City Managers FY24 Proposed Budget- Net of: Full Year Upgrades, 1/2 Year Full Time Facilities Operation Attendant, and removal of Full Time Arena Supervisor. Excluded Part Time Positions.

Proposed Recreation & Arena Organizational Chart



Notes: Numbers next to each position are an estimate of how many staff members are in these roles during a *typical* program/facility year. Numbers may vary year to year.



**Office of Finance & Administration
Budget Development
Issues & Options Form**

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: DPW – WATER FUND - WATER TREATMENT PLANT

1. Name of Issue:

Increase to Chemical Supply Account 51601073-561031 – Based on escalation of chemical supply cost. Amount of Increase \$46,700

2. Description of the Issue – Define the issue or problem clearly & succinctly:

The WTP Chemical Account was inadequately funded in FY2022 due to the unprecedented spikes in chemical cost caused by the Covid-19 supply shortage and transportation issues. The budgeted amount was \$197,161 and actual cost were \$226,962. The FY2023 budgeted amount was \$201,696 and we are at 77% spent ½ way through the year. We can anticipate being significantly under funded by years end. As pricing has not started to level off or decline at this time it is necessary to increase the budgeted amount for chemicals. Costs for these primary treatment chemicals increased between 50% and 112% at the most recent public bid. Inflationary pressures on transportation and extraction of raw materials are expected to continue through CY2023.

Attached is a simple spreadsheet that details per chemical the cost escalations for past 3 years.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

Increase budgeted to \$248,400,000 for FY2024

Increase of approx 24% = \$46,700

This amount will be looked at again for next year to see if increase is sufficient.

4. Benefits Lost – What will the impact be to City services?

These chemical costs are mandatory for the WTP to produce safe drinking water for the public. The budget should be increased to cover the actual cost.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

The DPW does go out to bid annually seeking the lowest possible cost for these chemicals and staff does pay close attention to the market and will keep City Officials informed if cost continue to rise.

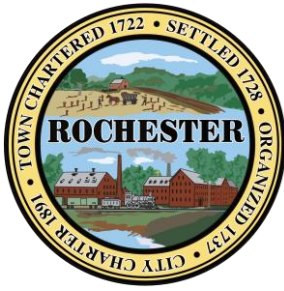
6. Supplemental Information:

The impact of actual chemical expenditures is variable and based on water quality and customer demand. Water quality is the most volatile component, and we must budget for high chemical feed rates for public safety.

Results from regional cooperative bidding associations which solicit for the calendar year indicate pricing increases have not yet stabilized.

7. Status: Included in City Manager's FY24 Proposed Budget.

Annual Bid Cost								
WTP			Bid Prices			Cost per estimated bid quantities actual quantities vary annually as treatment requires		
Chemical	Annual Estimate d Quantity		FY22	FY21	FY20	FY22	FY21	FY20
Aluminum Sulfate 48%	48000	gallon	1.57	1.36	1.04	\$75,360.00	\$65,280.00	\$49,920.00
Sodium Hydroxide 25%	26182	gallon	1.6732	0.794	0.961	\$43,807.72	\$20,783.27	\$25,155.67
Sodium Hypochlorite 15 %	13255	gallon	2.29	1.141	0.914	\$30,353.95	\$15,123.96	\$12,108.44
Non Zinc Ortoploysphoshate	15273	lbs	3.95	1.23	1.13	\$60,328.35	\$15,123.96	\$17,258.49
Sodium Fluoride	4364	lbs	2.87	1.166	0.879	\$12,524.68	\$5,088.42	\$3,836.83
Powered Activated Carbon	17455	lbs	2.6781	1.25	0.784	\$46,746.24	\$21,818.75	\$13,684.72
Potassium Permanganate	6545	lbs	2.44	1.589	1.512	\$15,969.80	\$10,400.01	\$9,896.04
Sodium Bicarbonate	130909	lbs	0.452	0.432	0.397	\$59,170.87	\$56,552.69	\$51,970.87
H2O2	2	each	700.00	700.00	700.00	\$1,400.00	\$1,400.00	\$1,400.00
Cost based on Bid Estimated Quantities						\$345,661.61	\$211,571.05	\$185,231.06
ACTUAL Annual Cost						\$226,962.68	\$183,357.70	\$158,746.91



**Office of Finance & Administration
Budget Development
Issues & Options Form**

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: WATER FUND – WATER TREATMENT PLANTS

1. Name of Issue:

Increase to the Electricity Supply Account 51601073-562200 by \$21,000

2. Description of the Issue – Define the issue or problem clearly & succinctly:

The electricity account has been inadequately funded for the past several budgets
FY2020 Budget Amount \$175,000 Actual Cost \$188,807.

FY2021 Budget Amount \$180,000 Actual Cost \$212,164

FY2022 Budget Amount \$185,000 Actual Cost \$212,000

FY2023 Budget Amount \$192,000 Actual Cost Estimated \$212,000

This account covers the electricity at the Strafford Rd WTP, the Cocheco Well Treatment Plant and all Water Booster Stations.

In 2019, an independent energy evaluation of the Surface Water Treatment Facility, Groundwater Plant, and pump stations identified equipment and process goals for reducing electrical consumption where feasible. The majority and most impactful of those goals have been implemented. Average electrical use per day at each location has trended steady to downward since 2020 but an expanding customer base will have an inverse effect on energy saving efficiencies. The primary driver for cost increases in this line item is supplier and delivery rate escalation.

3. Costs – What monetary costs are associated with this issue? If Multi-year in impact, break down by fiscal year:

Increase budgeted to \$213,000 for FY2024

Increase of approx 11% = \$21,000

This amount will be looked at again next year to see if increase is sufficient.

4. Benefits Lost – What will the impact be to City services?

The electricity costs are mandatory for the WTP to produce safe drinking water for the public. The budget should be increased to cover the actual cost.

5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:

Staff will continue to monitor costs, pursue additional energy saving incentives and equipment replacements, and perform another independent energy evaluation when eligible.

6. Supplemental Information:

None

7. Status: Included in City Manager's FY24 Proposed Budget.



**Office of Finance & Administration
Budget Development
Issues & Options Form**

This Issues & Options form is a tool to provide policy makers a quick, easy to read analysis of important policy issues pertaining to the budgeting process.

Department: Public Works Department – Sewer Fund

1. **Name of Issue:** Wastewater and Water Workforce Modifications per the 2022 Workforce Study and Master Plan to meet increasing environmental regulatory demands.

2. **Description of the Issue – Define the issue or problem clearly & succinctly:**

Adequately staff a combined water-sewer utility by:

- Augment and convert the existing, understaffed Utility Division (6 employees). New combined water-sewer utility would consist of a workforce with each position funded 50-50 by water-sewer, with supervisors funded wholly by water or sewer.
- Augment workforce at Wastewater Treatment Facility to operate and maintain additional recent infrastructure to comply with EPA effluent permit requirements.

Remove Existing Position:

- **Municipal Services Supervisor for Utilities:** RMMG; Grade 11;

Wages and Benefits:	Water:	Sewer:	Total:
	\$53,537	\$53,537	\$107,074

Implement New Positions:

- **Wastewater Collections System Supervisor**; RMMG; Grade 11;
Wages: \$75,337; Benefits: \$31,913; Total: \$107,250; Sewer Fund.
- **Water Distribution System Supervisor**; RMMG; Grade 11;
Wages: \$75,330; Benefits: \$31,913; Total: \$107,250; Water Fund.
 - *Note: Wastewater Collection System Supervisor, or Water Distribution System Supervisor to be filled by existing Municipal Services Supervisor for Utilities employee.*
- **Wastewater Collections and Pump Station Lead**; AFSCME; Grade 6;
Wages: \$58,635; Benefits: \$28,171; Total: \$86,806. Sewer Fund (was requested in FY23 budget and not approved.).
- **Wastewater Collections System Light Equipment Operator**; AFSCME; Grade 2:

Wages:	Benefits:	Total:
\$20,956; Water.	\$12,226; Water.	\$33,182; <u>Water Fund</u> .
\$20,956; Sewer.	\$12,226; Sewer.	\$33,182; <u>Sewer Fund</u> .
	\$24,452	\$66,364
- **Wastewater Treatment Facility Operator**; AFSCME; Grade 5;
Wages: \$47,569; Benefits: \$25,692; Total: \$73,261. Sewer Fund
- **Wastewater Treatment Facility Maintenance Mechanic**; AFSCME; Grade 5; Wages: \$47,569; Benefits: \$25,692; Total: \$73,261. Sewer Fund

The emphasis of this Issues and Options request is for additional wastewater personnel resources as the City currently faces significant EPA requirements to operate its treatment and collections systems.

Wastewater and water personnel resources are understaffed in Rochester for levels of both current and future infrastructure. This has been confirmed by three independent sources:

- EPA's guidance on staffing wastewater facilities (wastewater understaffing)
- 2007 NH DES Wastewater Staffing Study (wastewater understaffing)
- 2022 Jacobs Engineering Water/Wastewater Workforce Study and Master Plan (wastewater and water understaffing)

All three resources conclude that to operate expanding infrastructure to comply with EPA effluent regulations, the current water-wastewater workforce requires an additional 8-10 employees between the Wastewater Treatment Facility staff, sewer collections staff and Water Treatment Facility and distribution system staffs, *with the majority of the need at the Wastewater Treatment Facility and sewer collections staff*. This need and the five-year master plan to obtain these additional positions was presented in the FY23 budget and is attached here.

Per the Workforce Master Plan presented to the Council in the FY23 budget, recommendations are to transform the existing under-staffed, singular Utilities Division which services both water and wastewater infrastructure into a water division distribution workforce and a wastewater workforce so that there are adequate employees to service both.

Needs per the Workforce Master Plan:

FY24 Existing Utilities Division Supervisor position: Remove position.

FY24 Wastewater Collections System Supervisor: New

FY24 Water Distribution System Supervisor: New

Either above new positions to be populated by existing Utilities Division Supervisor employee

FY24 Wastewater Collections and Pump Station System Lead: New (*Not Approved FY23*)

FY24 Wastewater Collections System Light Equipment Operator: New

FY24 Wastewater Treatment Facility Operator: New

FY24 Wastewater Treatment Facility Maintenance Mechanic: New

FY25 Wastewater Treatment Facility Maintenance Mechanic: New

FY25 Water Treatment Facility Maintenance Mechanic: New

FY26 Wastewater Treatment Facility Operator: New

FY28 Wastewater Treatment Facility Chief Operator: Re-evaluate need.

FY28 Water Treatment Facility Chief Operator: Re-evaluate need.

3. Costs – What monetary costs are associated with this issue? If Multi-year impact, break down by fiscal year:

Total costs for FY24:

Water Fund: \$86,895

Sewer Fund: \$320,223

General Fund: \$0

NOTE THERE IS NO IMPACT TO THE GENERAL FUND AND NO IMPACT TO TAX RATE

4. Benefits Lost– What will the impact be to City services?:

The City is under-performing in water and wastewater utilities. The City has nine employees total to maintain the 120 mile water distribution system, 100 mile

sewer collections system and 30 wastewater pump stations. However, 6 of the nine have duties split between water distribution and wastewater collections. Per the study this workforce is completely undersized for the infrastructure it is responsible for. The existing central Utilities Division which services both water and sewer infrastructure is under required strength and is largely reactive to system casualties and is unable to be proactive.

All studies indicated the Wastewater Treatment Facility requires a staff of 10. Current staff is 6. The Wastewater Treatment Facility in the next year will expand infrastructure footprint by a third to comply with the EPA's Great Bay General Permit for Nitrogen, and to implement long-term maintenance. This infrastructure is required to comply with EPA effluent permit regulations and will require augmenting existing staff for operation and maintenance. Additionally, another 15M-\$30M of new infrastructure may need to come on-line in the years ahead to enable the City to comply with the EPA individual effluent permit, of which the City received a draft in 2022. This permit has new, extensive requirements. See attached supporting letter from City's environmental attorneys.

The current EPA General Permit for Nitrogen states: “Any permit noncompliance constitutes a violation of the Clean Water Act and is grounds for enforcement action...”. Further it contains a section on Civil and Administrative penalties, including criminal penalties for negligence in compliance.

The draft EPA Individual Permit for the Wastewater Treatment Facility was received in 2022. Permit language states: “The permittee shall provide an adequate staff to carry out the operation, maintenance, repair and testing functions required to ensure compliance with the terms and conditions of this permit.” It further requires the City to submit a description of sufficient staffing necessary to properly operate and maintain

the sanitary sewer collection system and how the operation and maintenance program is staffed.

- 5. Options – Outline a proposed solution along with the fiscal implications. If there are multiple options, break them out independently so that they can be considered and analyzed as separately:**

Statutory law requires adequate staffing. Do not adequately staff and risk adverse impact to the environment and/or non-compliance and penalties from oversight agencies.

An option is to hire contracted operators and maintenance personnel. This will be much more costly than City employees. Contract employees cost about \$100-\$150/hour.

The Wastewater industry is experiencing very serious employee shortages and recruitments nation-wide. Approval of new positions could take many months to fill. If requests are pushed to future budgets this will lengthen the delay.

6. Supplemental Information:

- See attached letter from City's environmental attorney regarding the need.
- See attached spreadsheet showing cost breakdowns per fund for the requested positions.
- See attached DPW Workforce Master Plan which was shown to the Council during the FY23 budget.

- 7. Status:** Included in City Manager's FY24 Proposed Budget: 1/2 Year



Sherilyn Burnett Young
Attorney-At-Law
sby@rathlaw.com
Please reply to: Concord Office

December 20, 2022

City of Rochester
Blaine Cox, City Manager
Members, Public Works Committee
City Hall
31 Wakefield Street
Rochester, NH 03867

RE: Extensive New Compliance Obligations under NPDES WWTF Permits

Dear Mr. Cox and Members of the Rochester Public Works Committee:

I write this letter to alert you to the requirements for adequate staffing of the City of Rochester's wastewater treatment facility (WWTF) that will be necessitated by the anticipated final National Pollutant Discharge Elimination System (NPDES) permit for the WWTF that EPA Region 1 will be issuing soon. On April 19, 2022 EPA issued its Draft NPDES permit to Rochester, to which the City responded with comments on the record. The City is now awaiting a final permit to be issued at any time.

Several other NPDES individual permits for New Hampshire nearby communities have also recently been issued, including the City of Portsmouth (the Pease WWTF is final, and the Pierce Island facility is under appeal), Hampton, Rye, Seabrook and Exeter. Rochester's Draft Permit and each of the other final NPDES permits include significant new compliance provisions, increased frequency of testing, and time-bound deliverables for new programs and reports. Given that your current NPDES permit was issued in 1997, there are vastly increased compliance requirements for programs, monitoring and reporting than are in your current permit.

In addition to this anticipated final individual NPDES permit, the City of Rochester is currently complying with the requirements of a November 2020 Great Bay Total Nitrogen General Permit (**Nitrogen GP**) covering discharges from thirteen wastewater treatment facilities, including Rochester, that discharge treated wastewater containing nitrogen into the Great Bay watershed. The Nitrogen GP provisions include effluent limitations and extensive studying, monitoring and reporting requirements.

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F (603) 595-7489

120 Water Street
2nd Floor
Boston, MA 02109
T (617) 523-8080
F (603) 226-2700

26 State Street
Suite 9
Montpelier, VT 05602
T (802) 552-4037
F (603) 226-2700

1855 Elm Street
Manchester NH 03104
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City of Rochester
Blaine Cox, City Manager
December 20, 2022
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While the City certainly can appeal unlawful or arbitrary and capricious requirements in its final individual NPDES Permit, based on the experience of other communities, Rochester will inevitably be forced by EPA's issuance of a final permit to expand its programs, monitoring and reporting obligations. These new compliance obligations will be *in addition to* the ongoing obligations to comply with the terms and conditions of its Nitrogen GP. There is a genuine issue as to the City's ability to manage compliance with these two permits, considering the combined feasibility and costs of these significantly increased compliance standards.

Rochester, like other municipalities, is challenged by the national manpower shortage and reduction in qualified operations workforce. The combined Nitrogen GP and the individual NPDES final permit will no doubt require the City to hire additional management and operations staff in the midst of these challenging economic times. To do otherwise is at its peril, as there are considerable risks to the City if it fails to meet its compliance requirements.

The City's 2020 Nitrogen GP states: "Any permit noncompliance constitutes a violation of the Clean Water Act and is grounds for enforcement action...". Further it contains a section on Civil and Administrative penalties, including criminal penalties for negligence in compliance.

The City's April 2022 draft individual NPDES permit states: "The permittee shall provide an adequate staff to carry out the operation, maintenance, repair and testing functions required to ensure compliance with the terms and conditions of this permit." It further requires the City to submit a description of sufficient staffing necessary to properly operate and maintain the sanitary sewer collection system and how the operation and maintenance program is staffed.

To put the totality of Rochester's Clean Water Act commitments into broader perspective, in order to comply with the effluent limitations of the Nitrogen GP, Rochester entered into an Administrative Order on Consent with EPA in March 2021 that grants Rochester an interim Total Nitrogen (TN) effluent limit until October 31, 2025. During this interim period, Rochester has committed to implement the following projects to meet the nitrogen effluent limitation of 198 lbs/day set forth in the Nitrogen GP. Those projects include:

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Blaine Cox, City Manager
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1. Pilot Septage Facility Upgrade – The City completed and evaluated a pilot septage receiving facility upgrade which included pilot testing of septage quantities and process response conditions when adding septage at the Headworks Facility. A report was generated and submitted to EPA in September 2021.
2. Permanent Septage Facility Upgrade –The City must design, bid and construct the full septage facility upgrade at the Headworks Facility utilizing the results of the pilot and evaluation. Because of the timing of the City’s receipt of federal funding for this project, EPA granted a one-year extension for the City to complete the facility by December 31, 2023. Upon completion, the City will evaluate efficacy of the constructed, permanent septage facility upgrade and report results in the Nitrogen Reduction Report.
3. Carbon Storage and Feed Building - The City designed this project to provide a permanently installed building at the WWTF to house four (4) 10,000 gallon storage tanks, feed pumps, piping, controls and appurtenances for supplemental carbon to support the simultaneous nitrification/denitrification (SND) system that the City is currently operating to reduce effluent total nitrogen. The facility is now operational as of October 2022, but there remain outstanding punch-list items to be completed by year end, with final site work to be completed in the Spring 2023. The City will evaluate the efficacy of the carbon storage and feed building project and report results in the Nitrogen Reduction Report.
4. Aeration Automation Project – Due to a change in contractors and delayed delivery of equipment, the City sought an extension to complete the work, which EPA approved. The City is on track to complete the work by December 31, 2022 and will report results of this project in its Nitrogen Reduction Report.
5. Sewer System Master Plan Study – The City continues the ongoing

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work for the Sewer System Master Plan conducted by Weston & Sampson, including flow metering and modelling efforts, infrastructure evaluation and facility inspections to fully evaluate the sanitary system and identify and reduce sources of inflow and infiltration (I/I) into the WWTF. The City will continue the study for approximately two years and will report the findings and recommendations of the study in its Nitrogen Reduction Report.

6. Nitrogen Reduction Report – The City is required to submit a Nitrogen Reduction Report to EPA and NH Department of Environmental Services by October 31, 2024. This Report will indicate what actions the City will take to further reduce Nitrogen discharges to ensure consistent compliance with its rolling seasonal average effluent limit for Total Nitrogen of 198 lbs/day (effective as of October 31, 2025). Upon submission of the Report, the City will begin to implement the recommended actions.

As is evident from the above, the Nitrogen General Permit has significant compliance requirements, including new projects, programs, monitoring and reporting by the City. We also expect that Rochester’s final individual NPDES permit will include significantly increased programs, monitoring and reporting requirements, such as:

1. Collection System Mapping – EPA will require the City within 30 months of the effective date of the permit to prepare a map of the City’s entire sewer collection system;
2. Collection System Operation and Maintenance Plan – The City must develop and implement an Operation & Maintenance (O&M) Plan within 24 months of the effective date of the permit that includes:
 - a description of the collection system management goals, *staffing*, information management and legal authorities;
 - a description of the collection system and the overall condition of the system; a preventive maintenance and monitoring program for the system;

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Blaine Cox, City Manager
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- a description of sufficient staffing necessary to properly operate and maintain the collection system and how the O&M program is staffed;
 - a description of funding, the sources of funding and provisions for funding sufficient for implementation of the plan;
 - identification of known and suspected overflows and back-ups, including manholes;
 - a description of the City's program for preventing Inflow and Infiltration (I/I) related effluent violations and unauthorized discharges of wastewater;
 - an educational public outreach program for all aspects of I/I control; and
 - an Overflow Emergency Response Plan to protect public health from overflows and bypasses or upsets;
3. Annual Reporting Requirements – The City must submit a summary report of activities related to the implementation of its Collection System O&M Plan during the previous year, by March 31 annually, *that includes a description of the staffing levels maintained during the year, among other items.*
 4. The City must acquire and install an alternative power source (generator) sufficient to operate the WWTF;
 5. The City must develop an Industrial Users and Pretreatment Program that enforces specific effluent local limits for Industrial Users and others, which includes:
 - Carrying out inspections, surveillance and monitoring procedures to ensure industrial user compliance;
 - Issuing or renewing necessary industrial user control mechanisms;
 - Obtaining appropriate remedies for noncompliance by industrial users;
 - Maintaining an adequate revenue structure for continued implementation of the Pretreatment Program; and
 - Submitting an annual report to EPA and the State describing the prior year's pretreatment program activities;
 6. A new and likely expensive program is the annual requirement for sampling of Per- and-Polyfluorinated Substances (PFAS) chemicals (PFHxS, PFNA, PFOS, and PFOA) for several types of industrial dischargers into the WWTF such as

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commercial car washes, platers/metal finishers, landfill leachate, firefighting training facilities, airports and “any other known or expected sources of PFAS;”

7. There are special conditions for the sampling and disposal of sludge generated by the WWTF, and the generation of PFAS contaminated sludge is likely to be a significant issue for all wastewater and water treatment facilities. An annual report of a Biosolids/Sewage Sludge Report must be submitted to EPA and the State.

The above is just a summary of some of the more significant new programs, plans, sampling and reporting requirements that are expected to be contained in Rochester’s final individual NPDES permit, based on our review of other permits issued recently by EPA to New Hampshire communities. ***And these sit on top of the extensive effluent limitations and monitoring requirements that will be contained in the final permit.*** Many of those effluent limitations and monitoring requirements are new as well.

If a new Total Phosphorus (TP) effluent limit is included in the final NPDES permit it will generate considerable additional compliance obligations, including a likely upgrade to the WWTF at an estimated capital cost of about \$18.3 million, and an estimated \$300,000 annual operating cost (in 2022 dollars). A new TP treatment system would be enclosed in a building that would house the reaction tanks, tertiary clarifiers, chemical storage and all associated equipment and controls. The process would include, among other equipment, five (5) concrete reaction tanks operating in series, each approximately 11 feet wide by 11 feet long and 11 feet deep; two (2) concrete rectangular tertiary clarifiers, each approximately 45 feet long and 15 feet wide; and two (2) clarifier sludge collection systems. This TP project alone would be a heavy burden on City staff to accomplish.

Based on our conversations with Mr. Nourse and his team, they understand these extensive permit requirements. No doubt, additional staffing will be necessary to ensure compliance. This is typical of the experience of other WWTFs in the Seacoast area, including Portsmouth. The time and effort needed to recruit, hire, and train these additional staffers is challenging. We strongly recommend that the City begin *now* to anticipate, budget for and implement the hiring processes necessary to ensure future compliance with these extensive and new WWTF obligations of the combined Nitrogen GP and a final individual NPDES permit.



INSIGHT MATTERS

City of Rochester
Blaine Cox, City Manager
December 20, 2022
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We'd be happy to attend a meeting with you, Peter and his staff to discuss this in further detail if you care to do so.

Very truly yours,

A handwritten signature in blue ink that reads "Sherilyn Young".

Sherilyn Burnett Young

cc: Peter Nourse, Director of City Services
Michael Bezanson, City Engineer
David Green, WWTF Chief Operator

WASTEWATER & WATER WORKFORCE MODIFICATIONS										Proposed Funding			Budget Impacts by Fund	
	Current or most recent emp#	Position Control NO.	Position Description	allocation Or Code	Projected 2024 Salary**	Estimate Benefits**	Total	Proposed Funding Water	Proposed Funding Sewer	Proposed Funding General	New Water Impact	New Sewer Impact		
Eliminate 1 Supervisor & new positions per Jacobs Study	2462	301031	Utilites Supervisor	51	\$75,160.80	\$31,913.00	\$107,073.80	\$0.00	\$0.00	\$0.00	(\$53,536.90)	(\$53,536.90)		
	New	New	Distribution Supervisor	51601057	\$75,337.00	\$31,913.00	\$107,250.00	\$107,250.00	\$0.00		\$107,250.00	\$0.00		
	New	New	Collection Supervisor	52602057	\$75,337.00	\$31,913.00	\$107,250.00	\$0.00	\$107,250.00	\$0.00	\$0.00	\$107,250.00		
	New	New*	Lead Collections	52602057	\$58,635.00	\$28,171.00	\$86,806.00	\$0.00	\$86,806.00	\$0.00	\$0.00	\$86,806.00		
	New	New	LEO Estimate	51	\$41,912.00	\$24,452.00	\$66,364.00	\$33,182.00	\$33,182.00	\$0.00	\$33,182.00	\$33,182.00		
	New	New	WWTP Operator	52602074	\$47,569.00	\$25,692.00	\$73,261.00	\$0.00	\$73,261.00	\$0.00	\$0.00	\$73,261.00		
	New	New	WWTP Mechanic		\$47,569.00	\$25,692.00	\$73,261.00	\$0.00	\$73,261.00	\$0.00	\$0.00	\$73,261.00		
	New	New	WTP Maint Mech	In Master Plan for 2024 Push to 2025			\$0.00							
			Total impact each fund							\$86,895.10	\$320,223.10			

* was previously submitted FY2023

** Salaries and Benefits for new position amounts from H/R

DPW UTILITIES DIVISION WORK FORCE MASTER PLAN

Director of City Services

Deputy Director Tech Services *completed*

Engineering & GIS Division Support (7 Existing positions total)
(Upgrade 1 GIS Tech to GIS/Asset Mgmt Coordinator 2023)*Completed*

Water Superintendent ([Upgrade 2023](#)) *Completed*

Wastewater Superintendent ([Upgrade 2023](#)) *Completed*

Utilities Supervisor Water / Sewer (existing - remove with below split 2024)

Chief Operator ([Evaluate/Reinstate 2028](#))

[Water Distribution](#)

[Municipal Supervisor](#) ([New 2024](#))

[Sewer Collections](#)

[Municipal Supervisor](#) ([New 2024](#))

Chief Operator ([Evaluate/Reinstate 2028](#))

[Lead Treatment Operator](#)

Plant Operator

Plant Operator

Plant Operator

Maintenance Mechanic ([New 2024](#)) differ2025

Laborer Building/Grounds

[Lead Distribution](#)

HEO-Distribution

MEO-Distribution

LEO – Distribution

Meter Tech

Meter Tech

[Lead Pump Station/Collections](#) ([New 2024*](#))

HEO – Collections

MEO – Collections

LEO – [Collections](#) ([New 2024](#))

Pump Station Maint Tech

Pump Station Maint Tech

Pump Station Maint Tech

[Lead Treatment Operator](#)

Plant Operator

Plant Operator

Plant Operator ([New 2024](#))

Plant Operator ([New 2026](#))

[Lead Plant Maintenance](#)

Maintenance Mechanic

Maintenance Mechanic ([New 2024](#))

Maintenance Mechanic ([New 2025](#))

*Lead Pump Station was requested in 2023 Budget - not approved

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