

CITY OF ROCHESTER
NOTICE of PUBLIC MEETING:
FINANCE COMMITTEE

Meeting Information

Date: April 9, 2024
Time: 6:00 P.M.
Location: City Council Chambers
31 Wakefield Street
Rochester, New Hampshire

Agenda

1. **Call to Order**

2. **Acceptance of Minutes:** March 12 2024. Pg. 2.

3. **Public Input**

4. **Unfinished Business:**
 - 4.1.1 Residential Trash Bags-Retail Program. Pg. 7.
 - 4.1.2 79E Summary Review. Pg. 13.

5. **New Business:** None
 - 5.1.1 Employer Assisted Child Care Cooperative-ARPA Funded. Pg. 17.
 - 5.1.2 ARPA Funding Recommendations- Lead Paint Program , and Rochester Child Care. Pg. 80.

Reports from Finance & Administration

- 5.2.1 Monthly Financial Report Summary-March 31, 2024. Pg.85.

- 6 **Other**
- 7 **Adjournment**

Finance Committee

Meeting Minutes

Meeting Information

Date: March 12, 2024

Time: 6:00 P.M.

Location: 31 Wakefield Street

Committee members present: Mayor Callaghan, Councilor Fitzpatrick, Councilor Sullivan, Councilor Turner, Councilor Walker, and Deputy Mayor Hamann

City staff present: Finance Director Mark Sullivan. Cassie Givara, Deputy City Clerk.

Agenda & Minutes

1. Call to Order

Mayor Callaghan called the Finance Committee meeting to order at 6:00 PM.

Deputy City Clerk Cassie Givara took the roll call attendance. Councilors Fitzpatrick, Sullivan, Turner, Walker, Deputy Mayor Hamann, and Mayor Callaghan were all present.

2. Acceptance of Minutes: February 13 2024

Councilor Walker **MOVED** to **ACCEPT** the minutes of the February 13, 2024, Finance Committee meeting. Councilor Hamann seconded the motion. The **MOTION CARRIED** by a unanimous voice vote.

3. Public Input

There was no one present for public input.

4. Unfinished Business: Opioid Committee-Review of Opioid Fund Proposals

Mayor Callaghan reported that Todd Marsh, Welfare Director, was unable to attend the meeting this evening, but does want to discuss these proposals with the Committee. Director Marsh has been working with the Opioid Abatement Committee to weigh in on the proposals and would attend a Finance Committee meeting in the future to give guidance. Finance Director Mark Sullivan clarified that Director Marsh did not intend to endorse any of the proposals or make recommendations. He had become aware that some of the proposals would impact the Welfare office and had concerns about how the funds would be administered. Director Marsh will work further with the Opioid Abatement Committee, and the proposals will come back to the Finance

Committee in the future when the proposals have been fine tuned.

Councilor Lawrence asked if any part of this agenda item is time sensitive. Director Sullivan stated that the opioid funds were resultant from litigation settlement and would not expire. Councilor Lawrence inquired if any of the proposals for service or programs funded by this settlement have associated deadlines. Director Sullivan stated that this would need to be answered by the Opioid Abatement Committee.

5. New Business:

5.1.1 Review of 79E Properties

Director Sullivan directed the Committee to a chart in the packet illustrating the currently active 79-E properties in Rochester, their baseline value, and their deferred value. The 7 properties listed have a baseline value of \$2.1 million, with a deferred value of \$2.3 million following substantial completion of the projects: more than doubling the assessed value through the 79-E program. He explained the chart, which shows the estimated construction costs as well as the permit values, which translates into \$8 million in investment in the downtown area. The chart also shows the number of dwelling units these 7 projects added, which total 117.

Director Sullivan explained the second chart, showing the four properties which have been approved for 79-E but have not yet reached substantial completion at which time the deferred value is established and the “clock starts” on the 79-E incentive. These four properties add an additional \$12 million in permit fees, bringing the investment in the downtown area to over \$20 million for all projects.

Councilor Walker inquired if the column illustrating “dwelling units” included any commercial space in these properties. Director Sullivan explained that commercial space is not included in this number, only residential dwelling units.

Councilor Turner inquired what portion of the permit fees listed in the chart come back to the City. Director Sullivan explained that the City received \$9 per \$1000 of construction cost for building permits. The number listed in the chart was received by the City in its entirety using this calculation for permit fees.

Councilor Sullivan asked if the baseline value listed is the current assessment versus the full assessed value which is the projected value. Director Sullivan clarified that the baseline was the value of the property at the initiation of the project, prior to any building permits being issued. The deferred value is the amount that the chief assessor has added on top of the baseline value. The full assessed value is the combination of the two, which will be used in the tax rate upon completion of the project. It is the current value as opposed to a projected value.

Mayor Callaghan asked if there is a final assessment done by the Chief Assessor at the completion of the projects. Director Sullivan stated that he would confirm that this is the procedure with the Chief Assessor.

The Committee discussed the timeline on the deferments. Mayor Callaghan explained that, per the State law, the clock starts as soon as substantial completion is reached. There was a discussion regarding certificates of occupancy and if the issuance of such signals the completion of the projects and the start of deferment. Director Sullivan stated that he would have the Chief Assessor draft a timeline of the process and report back to the committee.

Councilor Lawrence inquired if there was a policy requiring a certain amount of housing units for approved 79-E projects. Director Sullivan said there is no requirement for number of residential units; however the duration of the 79-E tax relief determined by City Council can be extended based upon certain criteria, one being residential units. Councilor Fitzpatrick explained that the 79-E program is not necessarily intended as a housing program, but rather a capital investment program, although it can be used for residential housing.

5.1.2 City Residential Trash Bags-Retail Options

Director Sullivan gave an overview of the Waste Management Host agreement, which contains a clause that all overflow residential household trash, above and beyond what would fit in the toter, is to be brought to the residential drop-off at the landfill in a city-approved bag; although the City opted to use stickers rather than trash bags. This clause had been loosely enforced by many years by Waste Management. However, Waste Management has started enforcing this requirement much more stringently and has been turning residents away who have not obtained a sticker. This is causing a large increase in foot traffic to the tax office, where these stickers are sold, and causing delays with the office's other business. Previously, the tax office reported selling approximately 2,500 stickers per year. This has significantly increased to almost 2,500 each month.

Director Sullivan presented the idea of City trash bags, which is the system in place in many neighboring communities. These bags are produced by a company in Lewiston, Maine and sold locally in rolls at local grocery and convenience stores. Director Sullivan reported that the cost of producing these trash bags is equivalent to the cost of the trash stickers. The retail cost of the trash bags would be kept the same as the sticker cost; \$1.75. He indicated he has been in contact with both Hannaford and Market Basket, both of whom already have experience selling municipal trash bags from the referenced manufacturer, and is he is working on an agreement. Director Sullivan explained that unlike the sticker, these bags will be sold in rolls of 5 as opposed to individual due to the logistics on the manufacturing process and sales in stores.

Councilor Sullivan inquired about the proposed \$9 cost of these rolls of trash bags. Director Sullivan explained that he had rounded up slightly in case the retail locations wanted to take a margin on the sales.

Councilor Walker asserted that this proposal would effectively be increasing the cost of the trash bags (over the cost of stickers) since there would not be an option for single bag

purchases and there would likely be an increased cost to cover the margin taken by the store. Director Sullivan clarified that the City could stipulate that the price at the store is not to exceed \$1.75 per bag.

Councilor Walker speculated that the quality of municipal trash bags is not equivalent to the quality of premium store brands. The City bags could potentially rip when a resident tries to fill them, wasting the money spent on said bag, whereas the stickers could be placed on the exterior of any heavy-duty bag. Director Sullivan stated that the City could have the bags made with increased thickness, if desired.

Councilor Fitzpatrick clarified that the sale of neither trash bags nor stickers is not a way to generate revenue for the City, but rather a way to control the materials received at the landfill and ensure it comes only from Rochester residents. He inquired if the City could look into a vending machine to sell and distribute trash stickers. Director Sullivan stated that he had looked into a vending machine option, however it did not seem plausible for multiple reasons such as how the machine would be able to vend more than one requested sticker, where it would be located, and who would do the service and maintenance on the machine.

Councilor Sullivan inquired if it would be feasible to offer the bags in stores and simultaneously continue to sell the stickers through the City for the first year. If there are multiple complaints regarding the quality of the bags or if they don't work out as anticipated, the City could revert back to the sticker system without interruption. Director Sullivan agreed and stated that the intention is for there to be a transition period where the stickers are still available through the City while the bags are being sold in stores.

Councilor Sullivan inquired if the possibility had been explored of selling trash stickers in stores instead of the proposed bags. Director Sullivan stated that he had not looked into this, primarily because the stores are already well accustomed to the process of selling municipal bags for other communities.

The committee discussed the potential of increasing the cost of the trash bags if the thickness were increased. Director Sullivan reiterated that the trash bag price could be capped at a certain amount, even if the City were to opt for a thicker quality.

There was a brief discussion clarifying that this sticker and/or bag system would not affect the drop-off of larger items unable to fit into toters or bags, and items such as yard or construction waste.

Councilor Lawrence asked if this trash bag proposal could potentially tie in with the process of progressing toward the Waste Management landfill closure in 2034, at which point residents will need a new way of getting rid of household waste. Director Sullivan stated he had not looked this far into the future as the immediate concern was alleviating the traffic from the tax office, however he agreed that this would be a natural transition with getting residents accustomed to this process in the future.

Councilor Turner stated that residents are currently purchasing trash stickers and separately purchasing trash bags for their totes; with the proposed system, they would be purchasing the bags alone which could potentially be a cost savings. Councilor Walker reiterated his concern of the quality of the bags and the potential for breakage and wasted cost to the tax payers. Director Sullivan restated that the City could opt to have bags manufactured with increased thickness.

Mayor Callaghan asked if this item could be kept in committee for another month or if it was of a time sensitive nature. Director Sullivan stated that although it is time sensitive to the extent that a solution is needed to relieve the burden from the tax office, he is still waiting on a decision from the grocery stores; it would not be a problem to wait one more month while these other details are resolved.

Councilor Sullivan requested a cost comparison for the base model trash bags versus several other thicknesses in order to make a recommendation.

Councilor Walker asked if residents of other communities would be able to purchase these bags and bring their trash to the Rochester landfill. Director Sullivan stated that it is possible for anyone to buy these bags, however IDs are checked by Waste Management staff and only Rochester residents are authorized to drop off. The Committee discussed the prevalence of non-resident landlords, businesses, and residents of other communities utilizing the landfill and how the stickers and bags are trying to protect against this. Councilor Walker asked if the tax office staff verifies IDs prior to selling stickers. Director Sullivan stated he would confirm this with the tax collector but reiterated that regardless of how the sticker is obtained, Waste Management would still be verifying residency.

Reports from Finance & Administration

5.2.1 Monthly Financial Report Summary-February 29, 2024

There was no discussion regarding the finance report.

6. Other

There was no discussion under “other.”

7. Adjournment

Mayor Callaghan **ADJOURNED** the Finance Committee meeting at 6:37 PM.

Respectfully Submitted,

Cassie Givara, Deputy City Clerk

FINANCE COMMITTEE

Agenda Item

Agenda Item Name: Residential Trash Bag Program for Waste Management-UPDATES

Date Submitted: 4-4-24

Name of Person Submitting Item: Mark Sullivan-Director of Finance

E-mail Address: mark.sullivan@rochesternh.gov

Meeting Date Requested: 4-9-24

Issue Summary Statement: Updates for the 3-12-24 Finance Committee.

1. Tax Office does not verify identification when selling trash bag stickers. Reason being Rochester residency verification is performed by Waste Management at the Residential Drop Off station. Department of Public Works Deputy Director of Operations & Administration Lisa Clark attested to this fact, and stated Waste Management absolutely confirms Rochester residency through identification, Waste Management is diligently enforcing the contractual requirements of overflow bags and is requiring anyone that is entering the Residential Drop Off area to provide identification issued by the State of NH that proves Rochester residency.
2. The contemplated overflow trash bags are 30 gallons with a thickness of 1.6 mils, and are constructed of a low density polyethylene material that has strength and flexibility characteristics, and does not easily puncture, or tare. The manufacturing process meets ISO 9001-2000 quality standards. Hefty Trash bags offer a variety of bags from .85 mils is 1 to 1.2 mils in thickness. Contractor trash bags can range between 2 mils to 4 mils in thickness. The trash bags thickness of 1.6 mils are being selected based upon anticipated normal household overflow waste, not heavy construction materials.

3. The overflow requirement in the contract between Waste Management and the City of Rochester is intended to capture overflow from Rochester residents who cannot fit their weekly trash in the residential totes. The requirement is simple, all overflow trash being brought to the Residential Drop Off area must be in an approved trash bag. The contractual requirement was not established to be a safeguard against unscrupulous landlords looking to bring trash into Rochester at a rate less expensive than the host City of their rental properties. The contractual requirement was also not intended to police enterprising small business owners who reside in Rochester and have found a loop hole in the system to create a for profit residential trash hauling business. It is the responsibility of Waste Management to identify any individuals operating a trash hauling business that does not have a commercial contract with Waste Management. Waste Management needs to deny any business not operating with a commercial contract access to the Residential Drop Off area.

4. City of Dover and City of Somersworth sell these identical bags manufactured by Boxes and Bags in Lewiston ME throughout many retail locations in Dover & Somersworth as part of their “throw as you go” programs. The pricing is as follows;
 - a) City of Dover 30 gallon 1.6 mil at \$3.91 per bag, packaged in rolls of (10). Roll of (10) is \$39.10. Dover also offers a 15 gallon trash bag at \$2.34 per bag, roll of (10) is \$23.40.
 - b) City of Somersworth offers a 30 gallon 1.6 mil at \$2.40 per bag, roll of (10) is \$24.00, and a 15 gallon trash bag at \$1.85 per bag, roll of (10) \$18.50.
 - c) Town of Barrington has a transfer station with base fee of \$1.50 per bag with a menu of subcategory add on fees.

5. Selling stickers to affix to resident self purchased random trash bag are not a viable solution for a controlled trash bag program. The stickers Rochester current sells are basic sticker rolls that can be easily purchased on Amazon for \$10 to \$13 for a roll of (250). The Rochester stickers can easily be reproduced for less than .10 cents per sticker. In addition, verifying the stickers among a pile of bags is more difficult than verifying a bag with a specific color and city seal. Moreover, the serial number on the current sticker is not a formal registration and crossed referenced against an approved registration list, and is essentially meaningless. There has been times when whole roles of stickers have been delivered with the same serial number.

6. The retail locations Rochester would use for the trash bags retail sales are both of the Hannaford and Market Basket locations. Boxes & Bags has the all of the necessary contact information to begin the program. The cost of bags is .48 cents per bag, and will retail in rolls of (5) at \$9.00 per roll.

7. Transferring trash bag sales from a Tax Office function to a retail sales function will reduce transaction volumes in the Tax Office, and allow staff to dedicate more time to Motor Vehicle Registrations, Property Tax collections, and Water-Sewer Bill collections. The retail option will also provide residents with more convenient options for purchase.

Recommended Action: Approve the retail trash bag sale program.

FINANCE COMMITTEE

Agenda Item

Agenda Item Name: Residential Trash Bag Program for Waste Management

Date Submitted: 3-8-24

Name of Person Submitting Item: Mark Sullivan-Director of Finance

E-mail Address: mark.sullivan@rochesternh.gov

Meeting Date Requested: 3-12-24

Issue Summary Statement: Waste Management has began stronger enforcement of the requirement that all overflow residential trash brought to Waste Management's Residential Drop-Off have an identifying City sticker of trash bag. This condition is part of the agreement between the City and Waste Management. The contractual clause is enclosed. The City sells special trash bags stickers at \$1.73 per sticker. Trash sticker sales have averaged 2,500 per year, but since Waste Management increased enforcement sales are 2,500 per month. The trash stickers are sold at the Tax Collectors Office. The considerable volume has caused issues with normal daily processing of motor vehicle registrations, utility and tax bill payments.

The recommendation is to change the sticker program to a retail trash bag sale program through Market Basket & Hannaford grocery store locations in Rochester. Other communities use this type of system to distribute City trash bags, for example City of Dover. The trash bags will be packaged in a roll of five (5) bags, and the retail price will be \$9.00. The trash bags will be lilac in color and the City of Rochester's seal will be imprinted on bags. Finance is working with Boxes & Bags out of Lewiston ME on establishing the program. City of Dover uses Boxes & Bags for their trash bag program. In addition, Finance is negotiating with Market Basket and Hannaford stores on accepting the request to retail the trash bags.

Recommended Action: Approval of the program

APPENDIX A
to
“First Amendment
to
Host Community Agreement
Dated May 30, 2007
Between
City of Rochester
and
Waste Management of New Hampshire, Inc.”

“EXHIBIT C

Automated Cart Residential Solid Waste Collection System

The parties agree that on or about April 1, 2008 an Automated Cart Residential Solid Waste Collection System will be implemented. Upon the effective date of the implementation of the system, the following modifications to the scope of services to be provided under the Host Community Agreement dated May 30, 2007 (hereinafter the “Host Community Agreement”) between the City and Waste Management shall apply:

1. Waste Management will pay the costs of purchasing and delivering one 64-gallon cart for each unit at a single family, duplex, triplex, or four unit residence, which qualifies for collection services under Section 3 (a) of the Host Community Agreement and is in conformance with the City Solid Waste Ordinance. Residents will be required to place all acceptable residential solid waste in the cart to be collected. No residential solid waste placed outside the cart will be collected. Residents will be instructed to place containers at curb-line within 3' of the edge of roadway for collection. Any residential unit eligible for a 64-gallon cart that has 6 or more residents regularly living in that unit shall be considered by the City for a larger or second cart, City agrees a second cart will only be approved after a waste/recycling audit is conducted verifying the need for the additional cart, Waste Management shall provide said additional approved carts at no added cost to the City. The Company also agrees to provide carts at its standard subscription rates to those Rochester residential units that do not qualify for the program under Section 3 (a) of the Host Community Agreement. Upon the start of this program the City agrees to pay an annual fee of \$30,000 for the collection of solid waste at the four-unit residences. This will be prorated the first year from the start of collection to July 1, after which it will be payable with the payment due under Section 4 of the Host Community Agreement. The fee will escalate annually with other fees, as provided for in Section 4(a) of the Host Community Agreement.
2. Waste Management will repair and/or replace such carts that are defective in manufacture or wear out from ordinary wear and tear,
3. Waste Management will sell to the City at its cost extra carts and recycling bins for the City to use to replace those which have been stolen, damaged by collisions, abuse, etc.
4. Waste Management will provide every Residence, which qualifies under Section 3(a) a recycling bin in addition to any bins that the Residence may currently have.

5. Waste Management will undertake a publicity campaign, at its expense, to make people aware of the changes occurring in the implementation of the program, Said program will include, but not be limited to:

A. WM will conduct a series of public presentations at community events and school assemblies prior to implementation of the program designed to show Residents the proper use of the new cart system and to review the benefits of recycling, It is anticipated that no less than 4 such presentations will be conducted.

B. WM will collaborate with City to produce a video presentation for rebroadcast over community access) cable programming. Content will be similar to public presentations.

C. An introductory direct mail letter will be produced and distributed to all eligible Residences 4 to 6 weeks prior to implementation. This will be a high level announcement of impending changes.

D. A comprehensive newsletter will be mailed to all eligible Residences 1 to 2 weeks prior to distribution of carts and start-up of new system. This will be a very detailed "How-To" guide of all aspects of the Solid Waste and recycling program available.

6. Bulky Waste shall be collected no less frequently than on a quarterly schedule. The Company shall establish and publicize the schedule for these collections. The parties agree the collection of Bulky Waste may include a requirement for the Resident to contact the Company to request said service.

7. Upon implementation of this program, the days and hours of operation at the Residential Drop-Off Center will change to 8:00 am to 300 pm on Monday, Wednesday, Friday and Saturday. Any Residential Solid Waste delivered to the Drop-Off Center must be in City approved bags. City agrees that bags for this purpose will be sold to Residents for a tee to be not less than the average price for bags sold in Dover, Farmington and Somersworth N.H. The City shall retain any revenues generated from the sale of such bags."

FINANCE COMMITTEE

Agenda Item

Agenda Item Name: Review 79E Property Status

Date Submitted: 3-8-24

Name of Person Submitting Item: Mark Sullivan-Director of Finance

E-mail Address: mark.sullivan@rochesternh.gov

Meeting Date Requested: 4-9-24

Issue Summary Statement: Financial review of the properties granted 79E Community Revitalization Tax Incentive. Updated spreadsheets, also included is a 79E Process Summary.

Recommended Action: Review

79-E Process

1. Owner of a qualifying structure submits 79E application to Economic Development Office.
2. Public Hearing is held, Council application is granted, and Covenants established, recorded.
3. Prior to start of construction, the Assessing Department inspects the property and sets the baseline value* (RSA 79-E:13, I (b) “original assessed value”), which remains until expiration of covenants. Note: Baseline value cannot be increased due to substantial rehabilitation, however can be increased due to other factors such as market forces.
4. Issue of Building permits triggers subsequent Assessing inspection of property during the tax year cycle April 1st to March 31st. Assessing determines if substantial completion has occurred. As of April 1st if substantial completion of a rehabilitated building has occurred the tax relief period outlined in the covenants begins.
5. In the case of a replacement of a qualifying structure the tax relief period begins at completion of construction of the replacement structure.
6. Once either substantial completion or completion of construction has occurred, the deferred value is calculated by the Assessing Department and removed from the assessment.
7. The Assessing Department tracks the April 1st date of completion and the expiration date of the covenants.
8. Once the covenants have expired the deferred value is added back into the assessed value for April 1st of that tax year.

79E Properties-Covents Active

LOCATION	BASELINE VALUE	79E VALUE DEFERRED	FULL ASSESSED VALUE	YEARS TERM	EXPIRES	CONSTRUCTION EST. COSTS	ACTUAL PERMIT VALUES	RSA 79E 15% BASE or \$75K	PURPOSE	DWELLING UNITS	COMM UNITS
82 Wakefield	\$369,100	\$39,200	\$408,300	5	3/31/2020	\$300,000	\$245,000	\$55,365	Historical preservation	0	1
2-6 North Main ¹	\$541,800	\$199,000	\$740,800	7	3/31/2025	\$75,000	\$28,000	\$81,270	Rehabilitation Dwelling-Existing	24	2
1 Wakefield	\$385,400	\$778,900	\$1,164,300	7	3/31/2025	\$1,600,000	\$1,493,000	\$57,810	New Multi-unit Dwellings	21	7
124 North Main	\$196,200	\$159,000	\$355,200	7	3/31/2024	\$90,000	\$70,950	\$29,430	Rehabilitation Dwelling-Existing	8	0
28 North Main ²	\$203,500	\$70,600	\$274,100	7	3/31/2028	\$125,000	\$101,000	\$30,525	New Multi-unit Dwellings	5	2
10-14 North Main	\$222,300	\$968,600	\$1,190,900	7	3/31/2029	\$6,131,000	\$5,486,808	\$33,345	Comm. & New Multi Unit Dwellings	50	2
10 South Main	\$184,700	\$202,400	\$387,100	7	3/31/2029	\$300,000	\$670,000	\$27,705	Comm. & New Multi Unit Dwellings	4	1
TOTALS	\$2,103,000	\$2,417,700	\$4,520,700		\$322,056	\$8,621,000	\$8,094,758			112	15

1-Property Sold 9-20 \$1,850,000

2-Partial 79E adjustment- pending final inspection for Tax Year 2021

79 E Properties-Convenants Not Active

LOCATION	BASELINE VALUE	79E VALUE DEFERRED	FULL ASSESSED VALUE	YEARS TERM	EXPIRES	CONSTRUCTION EST. COSTS	ACTUAL PERMIT VALUES	RSA 79E 15% BASE or \$75K	PURPOSE	DWELLING UNITS	COMM UNITS
22 South Main	\$382,700	\$0	\$382,700	11	Pending	\$1,600,000	\$650,000	\$57,405	Comm. & New Multi Unit Dwellings	5	1
73-77 North Main	\$203,800	\$0	\$203,800	11	Pending	\$950,000	\$85,500	\$30,570	Comm. & New Multi Unit Dwellings	6	2
45-55 North Main St	\$226,000	\$0	\$226,000	7	Pending	\$11,750,000	\$11,994,760	\$33,900	Comm. & New Multi Unit Dwellings	45	2
135 North Main St											
Totals	\$812,500	\$0	\$812,500	\$29	\$0	\$14,300,000	\$12,730,260			56	5

FINANCE COMMITTEE

Agenda Item

Agenda Item Name: Employer-Assisted Childcare Cooperative City Manager Self-Directed Work Team- Update

Date Submitted: April 1, 2024

Name of Person Submitting Item: Jessica Chavez

E-mail Address: Jessica.chavez@rochesternh.gov

Meeting Date Requested: April 9th, 2024

Issue Summary Statement: Provide an update on the progress of the Employer-Assisted Childcare Work Group established by the City Manager in January 2023. This will include a needs assessment report collected by a consulting firm, a recommended operating budget, a Great Bay Community College partnership opportunity, recommendations for the City Manager and additional data reports. Childcare work group members will be present at this meeting to answer any questions.

Recommended Action: Discussion to guide the City Manager and Employer-Assisted Childcare Work Group in their next steps, here are a few questions being presented-

1. Should the City pursue building an addition adjacent to the tech center for the purpose of opening a childcare center and potential workforce development program that would serve City/School employees and community families despite recognizing that it is unsustainable and would require an annual investment from the City?
2. If the City chose to develop a new childcare program, should the City operate/manage the program itself, or issue an RFP soliciting bids for management of a newly developed childcare program?
3. Are there alternative uses for the ARPA funding that would support child/youth programming?



City of Rochester, New Hampshire

OFFICE OF THE CITY MANAGER
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www.RochesterNH.gov

Employer-Assisted Child Care Cooperative City Manager Self-Directed Work Team

**To: Katie Ambrose, City Manager
Finance Committee**
From: Child Care Work Team
Date: March 21, 2024

Following submission of the Child Care Work Team's recommendations to the City Manager in December 2023, Ms. Ambrose approached the Work Team to explore the possibility of a collaboration with the Creteau Tech Center and Great Bay Community College.

Child Care Work Team chair Jess Chavez and member Carole Glenn joined City Manager Ambrose at a meeting with Superintendent Repucci, Great Bay Community College President Cheryl Lesser, Director of CTC Michelle Halligan Foley, and Director of School Facilities Dave Totty to discuss this opportunity.

Key information collected as a result of these discussion include:

- The initial estimates to build an addition exceeded \$2M, though the group acknowledged that there are sources available to fund the gap between this amount and the available ARPA funding allocated to this childcare project.
- The partnership between the Tech Center and Great Bay CC provides a workforce pipeline to help address the significant staffing shortages in area childcare programs.
- A suggested operating budget for a childcare program that includes market rate tuition, personnel costs aligned with current City employee scales and operating expenses aligned with other City departments results in an annual deficit of over \$217,000.
- Aligning new childcare staff positions with existing City job categories/unions put the wages higher than those in existing programs. This would lead to poaching staff from other programs (competing with those programs which are already short staffed)
- Third party operation/management of a center would also require an annual investment by the City (i.e. Management fee), but this amount is unknown until/if bids are received in response to an RFP issued by the City. Some vendors offer a back-up care option for families to be reimbursed for fees paid to providers for alternate care when they cannot use their primary childcare option. Again, the management fee for this service would be determined once a vendor is selected.

While the concept of this partnership is appealing, the Work Team acknowledges the City cannot build and operate a childcare program that would be self-sustaining. It would require a significant annual investment by the City regardless of whether a program is operated/managed by the City or by a third-party vendor.



City of Rochester, New Hampshire

OFFICE OF THE CITY MANAGER

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Questions for the Finance Committee:

1. Should the City pursue building an addition adjacent to the tech center for the purpose of opening a childcare center that would serve City/School employees and potentially community families despite recognizing that it is unsustainable and would require a significant investment annually from the City?
2. If the City chose to develop a new childcare program, should the City operate/manage the program itself, or issue an RFP soliciting bids for management of a newly developed childcare program?
3. Are there alternative uses for the ARPA funding that would support child/youth programming?

Members:

Jessica Chavez	Carole Glenn	Jaclyn Millard
Steve Trepanier	Christina Paquette	Ashlynn Marshall
Lauren Krans	Matt Wyatt	

Attachments:

- Recommendations to City Manager with data reports
- Rough sketch of proposed addition location with rough cost estimate
- Sample operating budget; personnel cost breakdown, classroom personnel cost breakdown



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Employer-Assisted Child Care Cooperative City Manager Self-Directed Work Team

Recommendations

To: Katie Ambrose, City Manager

From: Child Care Work Team

In January 2023, the Employer-Assisted Child Care Cooperative Self-Directed Work team was convened following City Council allocation of \$1.4M in ARPA funds to explore the feasibility of the City establishing a childcare program as a recruitment and retention incentive.

Specifically, the committee was tasked with:

- A feasibility study
- Program management analysis
- Facility options

The work team has based its recommendations on data collected from a variety of sources. Mills Consulting Group, LLC was a critical partner in gathering data and providing specialized expertise related to early childhood.

Mills Consulting

Mills Consulting Group in collaboration with Work Team members developed a survey for distribution to City and school department staff. A total of 205 surveys were returned, with 54% of respondents reporting that they have and/or anticipate within the next 2 years having, adopting, or acquiring guardianship of child/ren under the age of 10. About half of respondents with children under 10 indicated they would be interested in a childcare program offered by the City. Some of the “themes” identified in comments include cost of care (increasing affordability), scheduling (not having to pay for summer when child does not attend, availability of afterschool/evening/school vacation/summer care).

Two focus groups (one daytime, one evening) hosted by the Child Care Work Team and facilitated by Mills Consulting generated input from two parents and two advocates from a local early childhood program.

Mills Consulting also conducted research on existing centers in the Rochester area. Information was gathered from licensed early care and education centers which offer full time care and serve young children infant through preschool age. Interviews with the directors of the centers were conducted and focused on areas such as licensed capacity, enrollment, numbers and ages served, schedule options, waiting lists, tuition rates, and staff wages/benefits.

The final report from Mills Consulting Group, LLC is attached with this report.



City of Rochester, New Hampshire

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Community Survey

The Work Team developed an electronic survey targeting families in the community. A press release was published in the Rochester Post and Work Team members gave out information and QR codes to the survey at the car seat event hosted by the Fire Dept at Walmart. The survey was open for a month, and the Work Team received 54 responses. Over 90% of respondents reported residing in Rochester, most work fulltime, and most have children under 10. Two-thirds of respondents would prefer to have their child/ren in a childcare center. Complete survey results are included in attachments with this report.

Community Partners Forum

The Work Team coordinated a forum for community partners that was held on October 17, 2023, at the Rochester Senior Activity Center. Approximately 25 invitations were emailed to those identified as childcare providers, early childhood advocates, and other key partners. 14 people affirmative responses were received and 9 people representing family childcare, center-based programs, Head Start, Early Learning NH, and Granite United Way participated in the forum. Work Team members facilitated small group discussions, and gathered input on how the City might partner with local providers to stabilize the early childhood industry and how we could increase the availability of childcare in Rochester. Participant feedback was overwhelmingly positive and helped the Work Team begin to develop relationships with diverse key partners. A compilation of the input we received is attached with this report.

Facilities

The Work Team explored multiple locations as potential spaces to house a childcare program. Several were eliminated because licensing regulations would be challenging to meet. The group also recognized that to be self-sustaining, a program would need to be licensed to serve at least 60+ children. While potential sites exist within the City, most would require significant renovations/upgrades or had timelines in place for other reasons that did not align with our plan for expending the ARPA funding allocated for our project.

Conclusion:

After reviewing the data we gathered over the last several months, we acknowledge that an employer-assisted childcare program operated by the City is not feasible nor self-sustaining. There is not significant need among City staff for a childcare program and to be perceived as a benefit by employees, a significant tuition discount would need to be offered, which makes it even more difficult to ensure the program can sustain itself without the use of taxpayer dollars. Further, while opening a new center might increase the availability of spaces for children in Rochester, staffing continues to be a significant challenge for the existing programs, and we feel that challenge would extend to a City-run program as well.

Through the course of our research, we have identified several recommendations to support City staff who are caring for young children that could be effective employee recruitment and retention tools.



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Recommendations:

- Establish a program to provide gift baskets to City employee newborns & their families. The baskets might include board books for the baby and supportive resources for the parents/caregivers. An example of this in practice can be found here: [StartSmart: Birth Gifts with a Purpose | Monadnock United Way \(muw.org\)](#).
- Create a program that connects a new parent/caregiver with a mentor who will reach out to check in with the new parent during family leave and continue check-ins when the new parent returns to work. The intent of this recommendation is to provide practical and emotional support for new families adjusting to returning to work after welcoming a new child to the family.
- Create a work team to develop family friendly workplace practices and procedures and explore research-based family friendly workplace designations (information about a program being offered through Granite United Way is attached), practices and programs that may include but are not limited to the following:
 - Increase opportunities for flexible work schedules and remote work (where possible)
 - Implement inclusive leave practices for families with a newborn or newly adopted/foster child that include both parents in a two-family home (regardless of gender).
 - Development of a City mission statement that is supportive of working families and that guides future decision making.
 - Drop-In hours for evening meetings.
 - Continued support and possible expansion of the Recreation Department's existing childcare programs (summer camp, vacation camp). Explore options to encourage City staff participation in such programs.
 - Before/After school care for City/School staff (whose children may not attend the Rochester schools where there is availability of care).
- Expansion of Small Wonders preschool (CTE center) to better meet the needs of working families (i.e. longer daily hours of operation, year-round availability, expanded ages served to include infants and toddlers, increased capacity).
- Explore enhancements or expansions to existing city facilities that currently support and collaborate with family and youth organizations.

Members:

Jessica Chavez	Carole Glenn	Jaclyn Millard
Steve Trepanier	Christina Paquette	Ashlynn Marshall
Lauren Krans	Matt Wyatt	

Attachments:

- Mills Consulting report
- Community Survey report
- Community Partner forum data
- Granite United Way Early Childhood Initiatives Family Friendly Workplace flyer

Child Care Needs Assessment Study

City of Rochester, NH

PREPARED BY MILLS CONSULTING GROUP, INC.

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Introduction

Mills Consulting Group, Inc. was hired by the City of Rochester, New Hampshire in June 2023 to conduct a child care needs assessment to assist in their examination of the potential establishment of a child care center to serve City employees.

Our scope of work involved gathering information and conducting research which included: an online child care needs assessment survey of City employees, research on local child care centers, gathering feedback from parents and local child care advocates, and research on child care center operational management models.

Child Care Needs Assessment Survey Results

An online child care needs assessment survey was administered to better understand the child care demand, needs and interests of those working for the City of Rochester community. The survey was made available for two weeks during the middle of July 2023; in early August it was made available again to the Rochester Public Schools staff.

A total of 205 surveys were returned. Of that number, 111 reported that they currently have children age newborn to 10 years old and/or anticipate having, adopting or acquiring guardianship of a child or children within the next two years, while 94 reported that they did not have children or anticipate having, adopting or acquiring guardianship of a child. For those that reported that they did not, they were instructed that they were finished with the survey.

Of the 111 respondents, 82 (74%) reported that they currently have children age newborn to 10 years old. Of these, 20 reported that there is a possibility that they may have, adopt or acquire guardianship of a child/children within the next two years. An additional 29 respondents do not currently have children, but reported that they may have, adopt or acquire guardianship of a child/children within the next two years.

It is important to note that not all respondents who completed the survey answered every question, and so there is some variation in the number of responses from one question to another.

The survey results are presented in the following sections:

- Profile of Survey Respondents
- Interest in Child Care Initiatives
- Plans to Have, Adopt or Acquire Guardianship of a Child
- Present Child Care Arrangements
- Other Aspects of Child Care
- Impact of Child Care on Work
- Final Comments
- Home Zip Codes

Profile of Survey Respondents

Current place of employment

Primary role	Response Percent (N=113)
School department	53% (n=59)
Fire department	12% (n=13)
Police department	11% (n=13)
City Hall	11% (n=12)
Public works	8% (n=9)
Other	5% (n=6)

The other places of employment reported included: Planning, Library, Legal Department, IT, and Assessor.

Home zip code

As the table indicates, the zip codes 03867 and 03820 had the highest number of respondents living there. See the Home Zip Codes section for a full list of all zip codes reported.

Rank	Zip Code	Response Percent
1	03867	40% (n=39)
2	03820	10% (n=10)
3	03839	6% (n=6)
4	03868	6% (n=6)
5	03825	4% (n=3)

Annual household income before taxes

Sixteen percent (16%) of respondents reported an annual household income of under \$49,999, 31% percent reported an income \$50,000 to \$99,999 and 55% percent reported an income of over \$100,000.

Annual household income	Response Percent (N=109)
Under \$24,999	4% (n=4)
\$25,000–29,999	2% (n=2)
\$30,000–39,999	1% (n=1)
\$40,000–49,999	9% (n=10)
\$50,000–59,999	6% (n=6)
\$60,000–69,999	6% (n=7)
\$70,000–79,999	5% (n=5)
\$80,000–99,999	14% (n=15)
\$100,000–119,999	21% (n=23)
\$120,000–139,999	10% (n=11)
\$140,000–159,999	15% (n=16)
\$160,000–179,999	4% (n=4)
\$180,000 or more	5% (n=5)

Interest in Child Care Initiatives

Likelihood of using various child care initiatives if available

Respondents with children age newborn to 10 years old and/or those who anticipate having, adopting or acquiring guardianship of a child/children within the next two years were asked how likely they would be to use various initiatives if available. Respondents were only asked about initiatives that were relevant to the age of their children (or potential future children).

For initiatives asked about for all respondents, 53% (n=57) reported they would be *very likely* to use financial assistance, and 45% (n=49) were very likely to use back-up child care.

For initiatives asked about for those with children under 5 and/or those who expect to have a child in the next two years, 53% (n=41) were *very likely* to use a newly developed child care center.

For initiatives asked about for those with children ages 5 to 10, 36% (n=18) reported that they were *very likely* to use a summer care program for school-age children.

Refer to the tables that follow.

Sample	Type of initiative	Very Likely	Likely	Somewhat likely	Somewhat Unlikely	Unlikely	Very Unlikely
Asked of all respondents	Financial assistance for your choice of child care (N=108)	53% (n=57)	15% (n=16)	8% (n=9)	3% (n=3)	5% (n=5)	17% (n=18)
	Back-up child care (for when your regular child care arrangements break down) (N=109)	45% (n=49)	18% (n=20)	21% (n=23)	5% (n=5)	4% (n=4)	7% (n=8)
Asked of respondents with children under 5 and/or those who expect to have a child in the next 2 years	A newly developed child care center (N=77)	53% (n=41)	18% (n=14)	17% (n=13)	3% (n=2)	5% (n=4)	4% (n=3)
	A group of licensed family child care homes (care in a provider's home) (N=77)	16% (n=12)	13% (n=10)	33% (n=25)	9% (n=7)	16% (n=12)	14% (n=11)
	Reserved/priority slots in an existing child care center in the local area (N=77)	30% (n=23)	31% (n=24)	12% (n=9)	12% (n=9)	7% (n=5)	9% (n=7)
Asked of those with children ages 5-10	Child care options for school-age children during scheduled holidays and public school vacation breaks (excluding summer break) (N=50)	30% (n=15)	10% (n=5)	24% (n=12)	6% (n=3)	12% (n=6)	18% (n=9)
	Before school care (N=49)	31% (n=15)	12% (n=6)	14% (n=7)	8% (n=4)	10% (n=5)	25% (n=12)
	After school care (N=49)	29% (n=14)	20% (n=10)	18% (n=9)	4% (n=2)	10% (n=5)	18% (n=9)
	A summer care program for school-age children (N=50)	36% (n=18)	16% (n=8)	16% (n=8)	12% (n=6)	4% (n=2)	16% (n=8)

For those respondents who currently have children younger than 5 years old *and* who indicated that they were *very likely or likely* to use a newly developed child care center, the total numbers of reported children in each age group is shown in the table below.

Age group	Very likely to use a center	Likely to use a center
Infant (newborn–12 months)	6	0
Toddler (13 months–24 months)	3	1
Older toddler (25 months–35 months)	4	2
Young preschooler (3–4 years)	6	3
Older preschooler (4–5 years)	4	1
Total	23	7

Of those respondents with children younger than 5 years old and/or those who anticipate having, adopting or acquiring guardianship of a child/children within the next two years *and* who indicated that they were *very likely or likely* to use a newly developed child care center, their incomes fell into the following categories as outlined in the table below. It is important to note that 22% of those respondents who indicated that they were *very likely* reported annual household incomes of under \$80,000.

Annual household income	Very Likely (N=41)	Likely (N=13)
Under \$24,999	0% (n=0)	15% (n=2)
\$25,000-29,999	0% (n=0)	0% (n=0)
\$30,000-39,999	--	--
\$40,000-49,999	15% (n=6)	8% (n=1)
\$50,000-59,999	0% (n=0)	8% (n=1)
\$60,000-69,999	2% (n=1)	0% (n=0)
\$70,000-79,999	5% (n=2)	0% (n=0)
\$80,000 or more	78% (n=32)	69% (n=9)

Ranking of child care initiative usefulness

Respondents were asked to rank the type of initiative choices in order of usefulness to them. They were asked to assign each choice a number of 1 to 5 or 1 to 6 depending on the age category of their child(ren), with 1 being their first choice and 5 or 6 being their last choice. Respondents were asked to rank all choices. The results have been presented in two tables: those respondents with children under 5 years, and those with children 5 to 10 years old.

For respondents with children younger than 5 years, the most respondents (n=32) ranked financial assistance as their first choice. A newly developed child care center was the next highest ranked as first choice (n=30).

Type of initiative	Total for 1	Total for 2	Total for 3	Total for 4	Total for 5
A newly developed child care center	30	16	11	11	3
A group of licensed family child care homes (care in a provider's home)	1	9	9	18	34
Reserved/priority slots in an existing child care center in the local area	1	22	27	13	8
Financial assistance for your choice of child care	32	10	10	7	12
Back-up child care (for when your regular child care arrangements break down)	7	14	14	22	14

For respondents with children ages 5-10 the number one ranked initiative was financial assistance (n=21). The next highest was before school care (n=10).

For children 5–10 years

Type of initiative	Total for 1	Total for 2	Total for 3	Total for 4	Total for 5	Total for 6
Financial assistance for your choice of child care	21	7	2	4	2	11
Back-up child care (for when your regular child care arrangements break down)	7	9	13	10	6	2
Child care options for school-age children during scheduled holidays and public school vacation breaks (excluding summer break)	3	8	12	8	10	6
Before school care	10	8	4	7	11	7
After school care	2	8	10	11	11	5
A summer care program for school-age children	4	7	6	7	7	16

Time needed to drop off and pick up child(ren) at a newly developed child care center or a group of licensed family child care homes

Most respondents with children younger than 5 who indicated that they were *likely* or *very likely* to use a newly developed child care center or a group of licensed family child care homes would want to drop off their child off between 7:00 a.m. and 8:00 a.m. and pick their children up between 4:00 p.m. and 5:00 p.m.

Time needed to drop off child(ren)

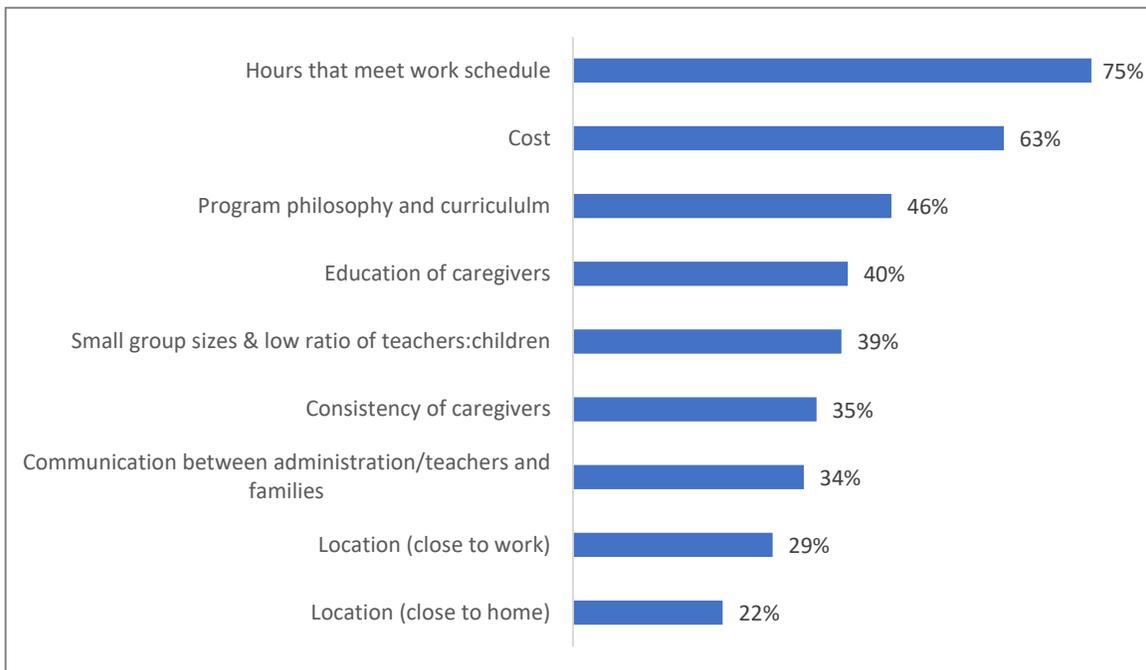
	For children younger than 5 (N=57)
6:00–7:00 a.m.	40% (n=23)
7:00–8:00 a.m.	54% (n=31)
8:00–9:00 a.m.	4% (n=2)

Time needed to pick up child (ren)

Choice	For children younger than 5 (N=57)
3:00–4:00 p.m.	25% (n=14)
4:00–5:00 p.m.	44% (n=25)
5:00–6:00 p.m.	28% (n=16)

Important factors when selecting a child care arrangement

Respondents were asked to choose what they felt were the most important factors when selecting a child care arrangement. They were asked to select their top four choices.



N=110

Plans to Have, Adopt or Acquire Guardianship of a Child or Children in the Next Two Years

Respondents that expect to have, adopt or acquire guardianship of a child or children in the next two years

Forty-nine respondents (44%) indicated that they plan to have, adopt or acquire guardianship of a child or children in the next two years and 62 (56%) reported that they do not. Of the people who expect to have or adopt a child, 29 (59%) do not currently have children aged 10 or younger.

Preferred type of child care for an expected child

These 49 respondents were asked to rank the type of care that they would prefer to use for an expected child. The greatest number of respondents chose their spouse or partner. See the table below.

Type of care	Total for 1	Total for 2	Total for 3	Total for 4	Total for 5
Spouse or partner	19	3	7	3	10
Relative	7	20	5	9	1
Child care center	9	11	10	6	6
Caregiver in your home	3	3	13	10	13
Family child care in a provider's home	4	5	7	14	12

Current Child Care Arrangements

The survey asked respondents who reported that they presently have a child or children that are younger than 5 years old to report how many children they had in various age groups, the primary type of child care they use for each child, and the cost of that child care. We have presented all of these data in the following four tables.

Ages of children

See the table below for the numbers of children respondents reported that they had in each age group.

Age group	Number in this age group	Percent in this age group
Infant (newborn–12 months)	8	16%
Toddler (13 months–24 months)	7	14%
Older toddler (25 months–35 months)	11	22%
Young preschooler (3–4 years)	12	24%
Older preschooler (4–5 years)	11	22%
Total	49	100%

Primary type of care used

These respondents were also asked to report on the primary type of care arrangement their child or children were in. See the table below for the numbers of children in each type of care arrangement. There are more children in child care centers than other types of care arrangements.

Type of care	Number in this type of care	Percent in this type of care
Child care center	31	63%
Family child care (in provider's home)	7	14%
Spouse or partner	5	10%
Other relative or friend	5	10%
Caregiver in your own home	1	2%

Primary type of care used by age group

As noted, center-based care is most prevalent for all ages.

	Infant (newborn–12 months)	Toddler (13 months–24 months)	Older toddler (25 months– 35 months)	Young preschooler (3–4 years)	Older preschooler (4–5 years)
Child care center	4	2	7	9	9
Spouse or partner	2	1	1	1	0
Other relative	2	0	0	2	1
Caregiver in your own home	0	1	0	0	0
Family child care (in provider's home)	0	3	3	0	1

Cost of center-based care used

For each child, respondents were asked to report *how many hours per week the child spent in paid center-based care and how much they paid for the care each week*. Of the 31 children in a child care center, 28 were in care 30 or more hours a week, and 3 were not. The table below shows the average cost of center-based care for each age group (and overall) for children in care *30 or more hours per week*. Note that none of these children received a State of New Hampshire scholarship.

Age group	Number of children	Mean
Infant (newborn–12 months)	2	\$347
Toddler (13 months–24 months)	2	\$330
Older toddler (25 months–35 months)	7	\$284
Young preschooler (3–4 years)	8	\$348
Older preschooler (4–5 years)	9	\$349
Total	28	\$331

(Of the 18 children in another type of child care, only 7 were in care for 30 or more hours per week.)

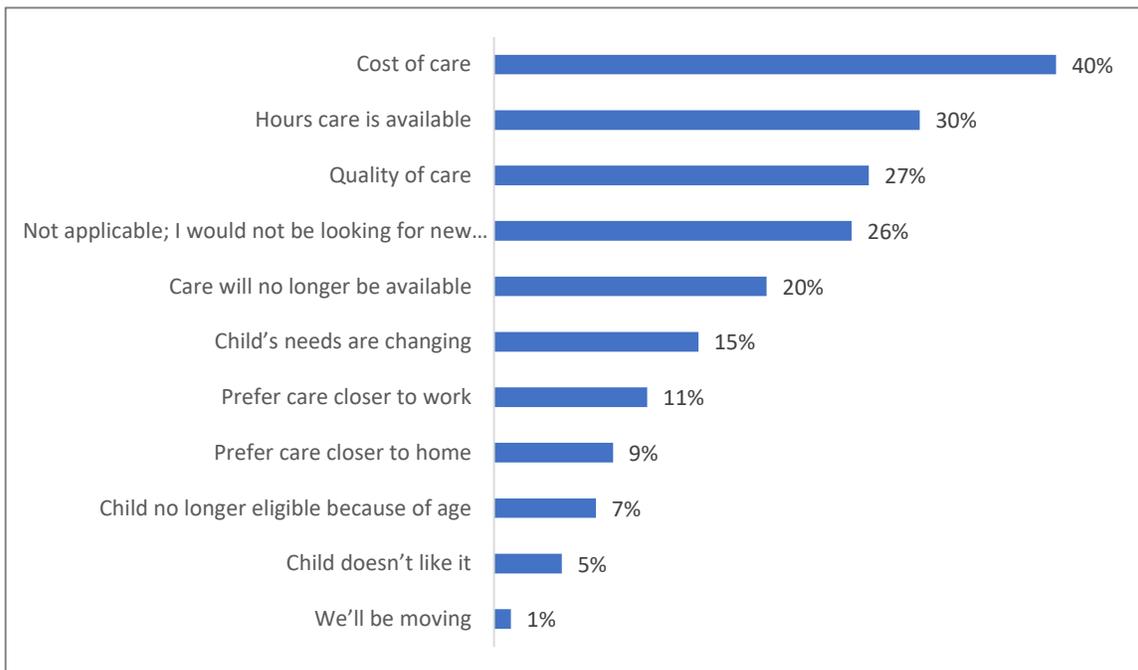
The following table shows the number of children younger than 5 years old of the families who indicated that they were *very likely* or *likely* to use a newly developed child care center, by income.

	Number of children whose parents/guardians were very likely to use center	Number of children who parents/guardians were likely to use center
Less than \$70,000	0	0
\$70,000-79,999	2	0
\$80,000-99,999	4	1
\$100,000-119,999	3	0
\$120,000-139,999	1	2
\$140,000-159,999	9	3
\$160,000-179,999	0	0
\$180,000 or more	4	0

Other Aspects of Child Care

Reasons for changing child care arrangements

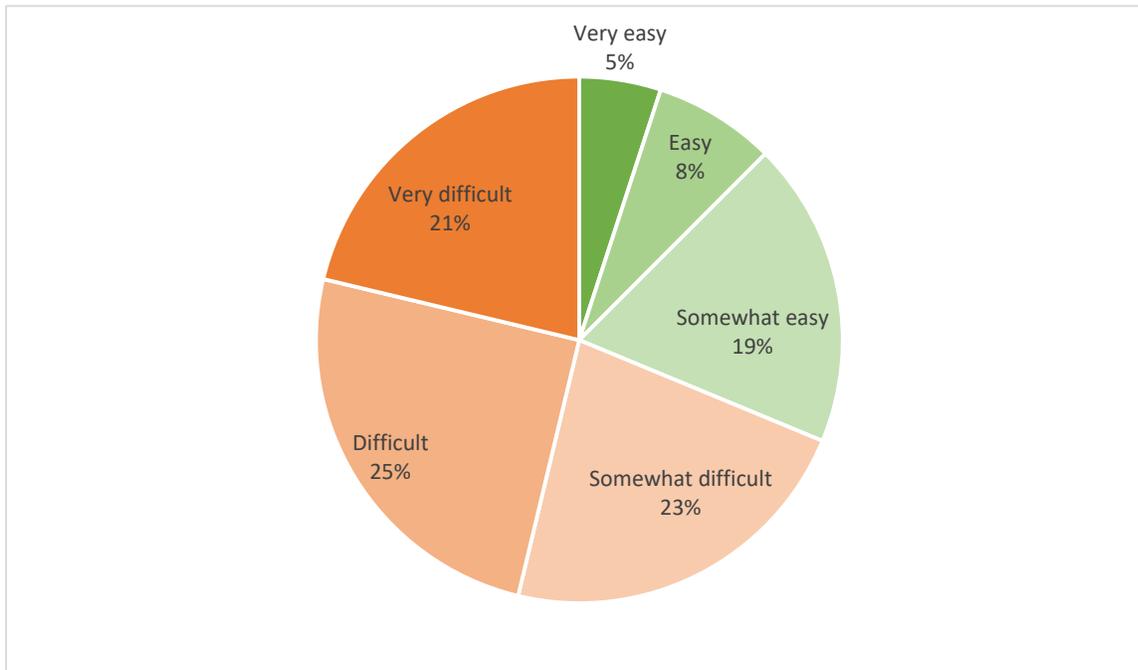
Respondents were asked if they were to change their child care arrangements, what reasons they would have for looking for new arrangements, and they were asked to check all reasons that applied.



N=82

Difficulty finding child care arrangements

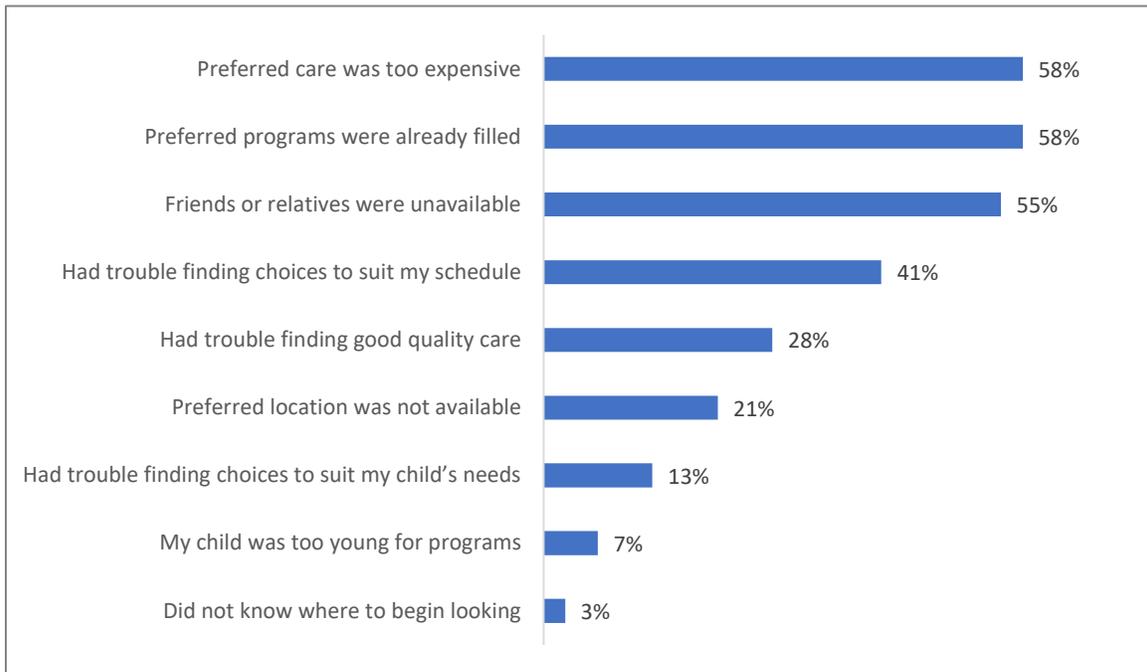
More than two-thirds (69%) of respondents reported at least some difficulty finding child care arrangements that meet their needs.



N=80

Problems arranging for child care

Respondents were asked to select the types of problems they have had in arranging for child care, and were asked to check all that applied. The top reasons given for problems encountered were preferred care was too expensive and preferred programs were already filled.



N=76

Impact of Child Care on Work

Days late to work or days left work early and days missed work in the past six months

Respondents were asked to report how many days they arrived late to work or left work early and how many days they missed work *in the past six months* due to the following three reasons: a problem with their child care arrangement, a child's illness, or another child-related responsibility (e.g. parent/teacher conference). Presented is the average number of days reported per respondent, as well as the total number of days across all respondents.

Days arrived late or left work early

	Average number of days in past six months reported per respondent	Total number of days in past six months across all respondents
A problem with your child care arrangements	1.3 days	88
A child's illness	1.3 days	91
Another child-related responsibility	1.3 days	72

Days missed work

Choice	Average number of days in past six months reported per respondent	Total number of days in past six months across all respondents
A problem with your child care arrangements	1.2 days	79
A child's illness	4 days	278
Another child-related responsibility	1.1 days	67

Final Comments

Respondents were given the opportunity at the end of the survey to include any comments they wanted to share. All comments are presented below. Comments have not been edited.

Would be very interested in any sort of program.

When the RCC Up Program doubled their prices I could no longer afford it on a teacher salary. Since they use the school buildings for free I wish there was some benefit for rochester school district employees.

Rochester needs to look into more affordable pre-school programs for students. It would be amazing if the pre-school at the high school (Small Wonders) was a full day program. Many high school staff would send their children if that was a choice. Also, these programs need to have better educated staff -just filling in with high school students, or people that have no experience with the needs of smaller children. That is the primary reason that my child is in an in-home care. Something else that needs to be considered- flexible enrollment. I am a teacher, and do not need full time care in the summer. Many programs we looked at required that we pay/ attend full time all year. If flexibility were an option, parents that are teachers might be more willing to find in-town care.

Please note: my spouse currently provides all child care, but may soon be returning to work and no longer be available to do so.

My wife stays home with our daughter because we actually want to be the ones raising her, that means I'm the sole source of income. Instead of wasting money on developing child care for the city, we should just get an increase in pay so we can care for our children how we see fit.

My wife and I cant afford to work. My wife will have to stop working because child care is to expensive.

My mom takes car of our kids when they're not in school and I am working. If before care was available at no cost to school employees I would use that to ease the needs on my mom but otherwise, she is our main childcare provider. She gets our kids to school since I have to be to work before I can drop them off.

More care needed for special needs children currently 3 years old

If a child care benefit were made available to employees, would employees who do not utilize this benefit receive an equivalent cash or fringe benefit?

I Think the City would greatly benefit from a service like this. It will help with employee retention, recruitment and employee morale.

I think having city / employer sponsored daycare would be extremely helpful.

I live in Portsmouth and commute to Rochester. My husband works evenings, so it can be very challenging finding care for evening meetings. Also, as my oldest son enters public school this fall, after school care, summer care and school break care are a major challenge for us.

I hope you consider how this will attract younger families to live and work in Rochester.

I have been lucky to find child care in my own small town. If that one provider was not present, I would be at a loss for assistance. There is a huge need for care in the area! Thank you for this survey.

I had my child in April and I'll be returning to work this month. Reliable and trustworthy childcare is so incredibly difficult to come by. I put my child on a waitlist in a local daycare in January and now (August) we are still on the waitlist. Childcare cost me half of my month's salary for ONE child. If I have another child I would be forced to leave the school system as an employee. I think that childcare incentives would encourage employment in Rochester.

I had a baby in April and will not be returning to my job in the fall due to difficulties finding childcare and because of the district's stance on allowing for part time employment. I was a speech-language pathologist for Rochester Schools.

I currently don't have childcare needs due to mine and my husband's schedules accommodating Carr at either end of the day, but I know, as a home provider the last several years, that there is a huge need for childcare in our area. The main age group being those under 2. I think trying to find a solution to this problem is a fantastic idea.

Having childcare for City employees would be a huge step forward for our work environment. I know many parents struggling to find local, quality, and affordable childcare. I am one of them. Having childcare available for City employees would certainly also improve retention of City personnel as well. This would help my growing family tremendously.

Having care for no school days/ early release is I high need there are no options available and it is not always easy to find someone to take my kids. We do not need care on a regular basis, but those days are tough as both parents are teachers

Having a child care center that caters to the city of Rochester employees would be exceptionally helpful

Finding child care has been extremely difficult to find a place to watch our children do to our work schedules. The hours we both work there is nothing open early and or late enough to meet our work needs. As such we have had to bring our 25 month old to an in home daycare while we are home to get the interactions he needs as well as the additional schooling. My wife has also had to bring him into the hospital for over an hr while on shift until I was able to be relieved of my shift. We both were hoping there was no emergency that either of us had to deal with at work in order to care for our child.

Cost of childcare will be a huge push for families that have little kids and multiples. The ability to have early drop off and late pick up for no addition cost as well for professions that get held over due to emergency scene management.

Childcare in general is extremely difficult to find in Rochester. Quality, safe, affordable childcare is near impossible.

Childcare costs are ASTRONOMICAL! Furthermore, it's hard to find SAFE, QUALITY care that supports and enriches child development. Many parents elect to stay home because it doesn't make financial sense to work just to pay for childcare.

As a high school employee, the number one barrier is finding childcare that opens early enough in the morning. We need to be in our desks by 7:15AM. The rest of society is not aligned with this schedule, and there is apparently no wiggle room on this. It has been extremely challenging: very few centers accept children prior to 7AM.

A childcare program would be amazing that aligns with teachers' schedules. It would be nice if it were at our child's school so they would already have friends to play with and a stronger connection to childcare/school. Even better if it was as needed drop-off like Teacher Workshop Days, PTC, District Trainings, Staff Mtgs

Home Zip Codes

Zip Code	Frequency	Percentage
03867	39	40.2%
03820	10	10.3%
03839	6	6.2%
03868	6	6.2%
03825	4	4.1%
03801	3	3.1%
03835	3	3.1%
03225	2	2.1%
03824	2	2.1%
03851	2	2.1%
03878	2	2.1%
03884	2	2.1%
03887	2	2.1%
03290	1	1.0%
03301	1	1.0%
03809	1	1.0%
03817	1	1.0%
03823	1	1.0%
03837	1	1.0%
03840	1	1.0%
03855	1	1.0%
03857	1	1.0%
03864	1	1.0%
03894	1	1.0%
03901	1	1.0%
03908	1	1.0%
04027	1	1.0%

Child Care Program Research

Research on child care centers in the Rochester area was conducted in June 2023. Information was gathered from eight licensed early care and education centers which offer full-time care and serve young children infant through preschool-age. Interviews with the directors of the centers were conducted and focused on areas such as licensed capacity, enrollment, numbers and ages served, schedule options, waiting lists, tuition rates, and staff wages and benefits. Note that waiting list data must be considered as only a snapshot, as this can change daily.

Key findings

- Three out of eight centers are currently fully enrolled.
- Four of the centers that are not fully enrolled cited staffing shortages as the reason why.
- All eight centers have children on waiting lists; infant and toddler slots are most in demand.
- The earliest opening time is 6:00 a.m. at one center; one opens at 6:30 a.m., one at 6:45 a.m., four at 7:00 a.m. and one at 7:30 a.m.
- The latest closing time is 6:00 p.m. at two centers; five centers close at 5:30 p.m. and one closes at 5:00 p.m.
- Five of eight centers offer a part-week, full-day scheduling option; one offers a part-day option.
- Seven centers have children on CCDF scholarships and range from 2% to 61% of their total enrollment.
- One center is participating in the Granite Stars for Quality program and one is in the process of applying; six centers are not participating.
- The highest infant full-time weekly tuition is \$325 and the lowest is \$216.
- The highest toddler full-time weekly tuition is \$300 and the lowest is \$247.
- The highest preschool full-time weekly tuition is \$275 and the lowest is \$200.
- The highest pre-K full-time weekly tuition is \$270 and the lowest is \$200.
- The Assistant Teacher wages range from \$11.50/hour to \$18/hour depending on longevity and experience.
- The Lead Teacher wages range from \$13/hour to \$24/hour depending on longevity and experience.
- Four centers offer some type of health insurance plans.
- Five centers offer free or discounted tuition for teachers' children at their centers.

In addition, we spoke with Jackie Cowell from the Early Learning New Hampshire organization to gain a picture of the critical aspects of child care in and around the Rochester area. She shared her thoughts, which focused on the major lack of early care and education educators in the area; she feels that many centers are not operating at their licensed capacity because they do not have enough teaching staff. In her opinion, if the City of Rochester were to open a child care center it would destabilize the local centers because of the competition for teaching staff. When asked about the alternative of a family child care initiative for the City, she felt that too would be in competition with the existing centers. She felt strongly that local centers must be brought into any conversation about the City opening a center. She also noted that it is critical for local government to work with State legislators regarding the early care and education teacher shortages and advocacy in this area, and she suggested reaching out to Senator Gray of District 6.

Child Care Program	Cross Road Children's Center 18 French Cross Rd Dover	Emmanuel Child Care Center 63 Eastern Ave. Rochester	The Granite YMCA of Somersworth 35 Bartlett Ave. Somersworth	Honey Tree Learning Center 36 Olive Meadow Ln Rochester	Rochester Child Care Center 95 Charles St Rochester	St. Leo's Catholic Child Care Center 59 Main St Rochester	Strafford County YMCA Early Learning Center 35 Industrial Way Rochester	Tree Frog Learning Center 393 Gonic Rd Rochester
Licensed capacity by classroom	Infants (2 rooms): 14 1-year-olds: 13 2-year-olds: 18 3-year-olds: 19 4-year-olds: 17	Infants: 8 Toddler I: 5 Toddler II: 6 Preschool: 7 PreK: 7	Infants: 8 Toddler I: 12 Toddler II: 15 Preschool I: 15 Preschool II: 18 PreK: 20	Infants (3 rooms): 8 Toddler: 13 Preschool I: 13 Preschool II: 24 PreK: 26	Infants: 10 Toddlers (3 rooms): 36 Preschool: 67 Early Head Start: 8	3-year-olds: 8 4-year-olds: 12 PreK: 12	Infants: 8 Older infants: 12 Toddlers: 15 Preschool I: 16 Preschool II: 16 Preschool III: 19 PreK: 19	Infants: 9 1-year-olds: 15 2-year-olds: 18 Preschool: 22
Current enrollment by classroom on a daily basis	Infants (2 rooms): 10 1-year-olds: 10 2-year-olds: 16 3-year-olds: 16 4-year-olds: 16	They have less than licensed capacity enrolled. Two toddler rooms and one preschool room are closed	Infants: 4 Toddler I: 10 Toddler II: closed Preschool I: 15 Preschool II: closed PreK: 17	Fully enrolled	135 children enrolled	Fully enrolled	Fully enrolled in all rooms except Preschool III which has 16	Infants: 8 1-year-olds: 15 2-year-olds: 18 Preschool: 21
If enrollment is less than licensed capacity, reasons why	They are not full in any classrooms now due to staffing shortages	Due to staffing shortages	They joined the YMCA in June and closed classrooms due to staffing shortages; now by choice they have lower enrollment in order to keep quality ratios		They are not fully enrolled; they lost 11 teachers since April They are enrolled now for the staffing pattern they want to have		In Preschool III room 3 children left; they kept enrollment down so that they don't need to have another teacher in room	They consider themselves to be fully enrolled
Hours of operation	7:00 am–6:00 pm	6:00 am–6:00pm	7:00 am–5:30 pm	7:30 am–5:00 pm	6:30 am–5:30 pm	6:45 am–5:30 pm	7:00 am–5:30 pm	7:00 am–5:30 pm
Schedule options offered	Full-time Part-week-full day	Full-time	Full-time	Fulltime Part-week 2 or 3 days	Full-time Part-time 2 day minimum	Full-time Part-week Part-day	Full-time	Full-time Part-week: 2,3 or 4 days
Wait list	Infants: 11 1-year-olds: 6 2-year-olds: 7 3-year-olds: 1	Infants and toddlers: 50 Preschool: 20	148 in total on list includes Infants–PreK	70% on list are infants 30% on list are toddlers	Infants: 24 Toddlers: 57	12 in total on list Often 3 to 6 months wait	Infants: 20 Toddlers: 29 Preschool I to III: 45 PreK: 14	30 children on list; mostly infants and 1-year-olds

Child Care Program	Cross Road Children's Center	Emmanuel Child Care Center	The Granite YMCA of Somersworth	Honey Tree Learning Center	Rochester Child Care Center	St. Leo's Catholic Child Care Center	Strafford County YMCA Early Learning Center	Tree Frog Learning Center
Full-time weekly tuition rates	Infants: \$325 1-year-olds: \$300 2-year-olds: \$290 3-year-olds: \$275 4-year-olds: \$270	Infants: \$270 Toddlers: \$245 Preschool/PreK: \$225	Infants: \$273 Toddler I: \$263 Toddler II: \$247 Preschool I: \$237 Preschool II: \$226 PreK: \$216	Infants: \$298 Toddler: \$258 Preschool/PreK: \$238	Infants: \$275 Toddler: \$255 Preschool/PreK: \$217	\$200 for all ages	Infants: \$273 Older infants: \$263 Toddlers: \$247 Preschool I: \$237 Preschool II: \$226 Preschool III: \$221 PreK: \$216	Infants: \$290 1-year-olds: \$280 2-year-olds: \$265 Preschool: \$250
NH CCDF scholarship acceptance	15 children on scholarships	10% of children on scholarships	Approximately 50% children on scholarships	Approximately 2% on scholarships	61% of children on scholarships which includes Early Head Start children	None	Approximately 20% on scholarships	10 children on scholarships
Granite Stars for Quality rating	In process	May apply for it in the future	No, plan to apply in the future	Not sure	Yes	None	Not sure	None
Average teacher wages	Assistant: \$16/hour Lead teacher: \$19-20/hour	New teacher: \$15/hour and up Long term: up to \$20/hour	The YMCA uses a worksheet Base pay for Assistant: \$13/hour Lead: \$19/hour Highest is \$22/hour	New teacher: \$16-18/hour Long term: up to \$24/hour	Assistant: \$13-18/hour (average \$16) Lead teacher: \$17-22/hour (average \$20)	Assistant: \$11.50/hour Lead teacher: \$14-15/hour	Wages are \$13-21/hour for all teachers	Assistant: \$15-17/hour Lead teacher: \$20-24/hour
Benefits offered to teachers	-Center tuition discount -Good AFLAC rates for dental, vision and disability but teacher pays full rates	-50% off Center tuition -Annual physicals covered -3 paid days off -11 paid holidays	-Health -Dental & vision -Long and short-term disability -403b -50% child care tuition discount -Free YMCA membership -21 paid days off -paid holidays	-Health insurance up to \$250/month -Free tuition at Center	-Health insurance 80% for individual, 50% family -403b	Unsure All staff are currently on spouse's benefit plans	-Health -Dental & vision Long and short-term disability -403b -50% child care tuition discount -Free YMCA membership -Paid time off	-5 weeks of paid time off

Feedback from Parents and Child Care Advocates

A press release was published in the Rochester Post inviting parents to attend focus group meetings to discuss their child care needs and interests. One parent attended a virtual meeting, and another submitted their feedback via email.

In addition, three professionals with an interest in the early care and education field in the City of Rochester attended the virtual meeting to provide their insight.

Parent feedback

Important factors in a child care arrangement

- Location—a reasonable distance from home or work which might be 15 to 20 minutes
- Location
- Cost
- The size of the center—and how many children are in each classroom
- The teachers
- The center philosophy and how it benefits my children
- A structured program
- Programming that keeps the children engaged
- Cleanliness of facility
- Culture

Issues experienced/know about with arranging child care

- Cost is an issue, but I'm willing to spend more based on whether the center has the important factors
- The cost is significant
- Wait lists are long

Thoughts on possible solutions to these issues

- An increase on the supply of child care could help meet the demand

If some kind of financial assistance were available (aside from existing State scholarships) would child care availability still be an issue

- I imagine cost is a hurdle with many families so any financial assistance would help with that. But I would be probably opposed to a government redistribution program. I would rather see prices come down as a result of an increase of options / competition instead of having the cost for some families subsidized by the taxpayers.

Quality factors in a child care center

- A transparency with their philosophy
- Montessori-like approach
- Encouraging independent growth in children
- Developmentally appropriate practices
- Opportunities for socialization, where children are paired with their same-age peers
- A daily schedule
- A focus on school readiness
- Ratios—having a lot of caregivers for the children
- Cultural curriculum that includes arts and crafts and playground games
- Families that have a shared value system (for example, we don't want our daughter to be around children who come from families that think violence is an acceptable way to solve disputes).
- Facilities that are clean and in working order

Child care advocate feedback

Cora Hoppe, Executive Director at the Rochester Child Care Center, Anne Grassie, Family Services Coordinator at the Rochester Child Care Center, and Harrison Thorpe, of the Rochester Voice digital publication attended the virtual meeting. They provided their insight on what they have heard from parents on some of these topic areas.

Important factors in a child care arrangement

- Location—no more than a 20-mile radius from home or work
- Teacher to child ratios
- Equipment for outdoor play and a nature-inspired space

- Cost
- Play-based philosophy
- Availability—the ability to get onto a wait list early due to child care shortage

Issues with arranging child care

- Parents are charged a fee to be put onto a wait list (for example \$125) and are not reimbursed if they decide to withdraw; but centers need these kinds of fees in order to survive.
- There is not good communication between the Department of Health and Human Services and families regarding scholarships that are available.
- The high cost of child care does not cover the actual cost of care—this actual cost is covered by staff who earn low wages.
- Hours can be an issue because many teachers do not want to work past 5:00 p.m.

Models for Providing Center-based Child Care

As the City of Rochester thinks about the possibility of developing a new child care center, it will be important to decide upon the model. The information outlined below represents general thoughts regarding three different child care center management models for a new center.

Outside Operator Model

- This operator could be a local, non-profit or for-profit community program or a large chain for-profit national program.
- A large chain for-profit national program is likely to operate 50 to 800 centers, while a local non-profit or for-profit community program may operate one or a few centers.
- The operator is responsible for the day-to-day operations of the center. They create the budget, set the tuition rates and salaries, market the center, and hire, train and supervise the staff with their own criteria and set standards. In many instances there is discussion/negotiation with the employer regarding these areas.
- The operator provides their own benefits package to staff, which typically includes medical coverage and vacation/holiday/sick time.
- In this model, it appears that the center is an arms-length from the employer, however, should a major problem arise, the families will ultimately come to the employer for resolution.
- Most often the employer pays rent, heat, and lights and some pay maintenance.
- The reputation of the operator plays a role.
- A large chain for-profit national program usually runs large size centers (75 to 100 children).
- The employer has less influence on the quality and management of the center than if they were operating it themselves.
- One of the goals for a for-profit operator is to make a profit, consequently money that may go back into a center in the 501(c)(3) or employer-run model, goes to the operator. The salaries, supplies and staffing plan may reflect their interest in profit.
- The large chain for-profit operator typically creates additional hierarchy in management because they are part of a larger organization.

There are two basic contracting models for an outside operator; the management contract model and the operator at risk model. See the chart below which illustrates the concepts within both models, which may vary from operator to operator.

	Management Contract	Operator at Risk
Financial risk of operating budget	<ul style="list-style-type: none"> • Employer has financial risk for program operations & facility expenses • Operator agrees to manage to an agreed-upon budget • If bottom line comes in over, employer keeps profit or it comes off management fee • If bottom line comes in under, employer picks up deficit 	<ul style="list-style-type: none"> • Operator assumes profit & loss risk or operates within a defined level of support from employer • Assumes tuition strategy that generates profit or defined level of support from employer
Control over policies: Days & hours of operation Tuition Enrollment policies Staff/child ratios Salary levels	<ul style="list-style-type: none"> • Employer keeps control over operating policy decisions • Operator provides guidance on financial and programmatic impact of policies 	<ul style="list-style-type: none"> • Operator keeps control over policy decisions • Operator consults & negotiates with employer
Enrollment	Employer’s choice: Employees only Open to other partners General community	<ul style="list-style-type: none"> • Employer’s employees have priority for enrollment; slots may be guaranteed by paying tuition • Enrollment open to community after priority enrollment
Contract term	Shorter	Longer

New Non-profit 501(c)(3) Operator Model

- The employer orchestrates the setting up of a new nonprofit 501(c)(3) center.
- Often the employer has people sit on the board thus having direct influence on the center.
- The board is responsible for overseeing the center director and center.
- The board, through the director, is responsible for the day-to-day operations of the center. The board’s interest lies in a high quality child care program as opposed to making a profit.
- The center/board creates the budget, sets the tuition rates, salaries and benefits, markets the center, and hires, trains and supervises the staff with their own criteria and set of standards that are appropriate for the employer community.

- In this model, it appears that the center is an arms-length from the employer, however, should a major problem arise, the families will likely come to the employer for resolution.
- Higher salaries may be offered to staff because all income goes directly back into the center. Higher salaries generally mean more experienced and better teachers.
- The employer does not pay management fees.
- The employer generally pays rent, heat and lights, and some pay maintenance.
- The center has autonomy as it is not part of a larger organization.
- In this model, funds can be raised through grants and private donations.

Employer Operated Model

- The employer has more overall influence on the center operations/structure.
- The employer, along with the center director create the budget, and sets the tuition rates and salaries.
- The center director markets the center, and hires, trains and supervises the staff with criteria and standards, with input from the employer.
- All center staff members are employees of the employer; thus, teachers and parents share the same employer.
- In this model, the employer is likely to offer better benefits, and higher salaries, thus leading to better quality staff and a high quality center.
- This can be an expensive model because of the benefits offered to employer personnel.
- Employer-run centers are offered through various departments. Oftentimes they are run out of offices such as human resources, finance or facilities.

Contracting with an Existing Child Care Center to Add Slots

Instead of developing a new child care center, the City may consider contracting with one or more existing centers in the area to add space on to their program in order to provide slots for City employees. This would provide the City with child care to meet the need but would not require the commitment of developing a center.

For this option the City of Rochester would need to determine a number of things, including but not limited to:

- The age groups to serve based on the needs of the City's employee community
- The location of the existing center, also based on the needs of the City's employee community

- The particular criteria that centers would need to have in order to receive an RFP to provide this care
- The costs the City is willing to cover for the build out of additional space at a center
- Whether to contract with multiple centers or just one
- What elements would be included in a contract, such as, for example, any ongoing support to a center from the City, quality criteria a center must meet, and a priority enrollment system for the additional slots

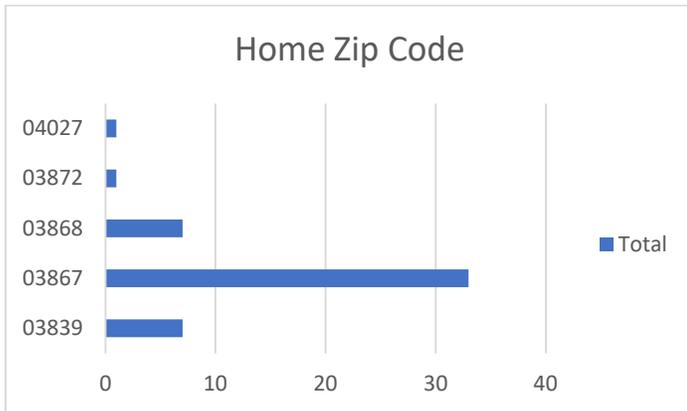
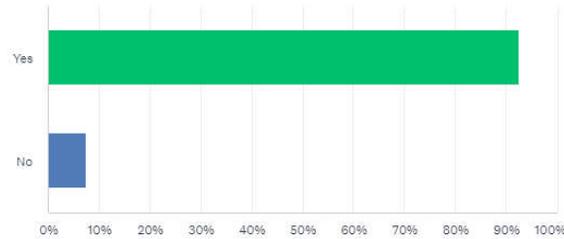
COMMUNITY SURVEY RESULTS

Q1

[Customize](#) [Save as](#)

Do you presently have child/ren under 5 years of age, and/or do you plan to have, adopt, or assume responsibility for child/ren under 5 years of age?*If your answer to this question is NO, please skip the remainder of the survey and click DONE to submit your survey. Thank you!

Answered: 54 Skipped: 0

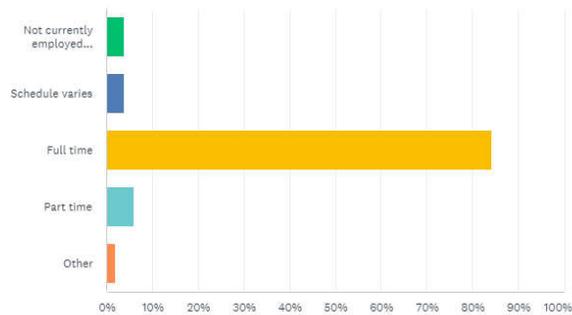


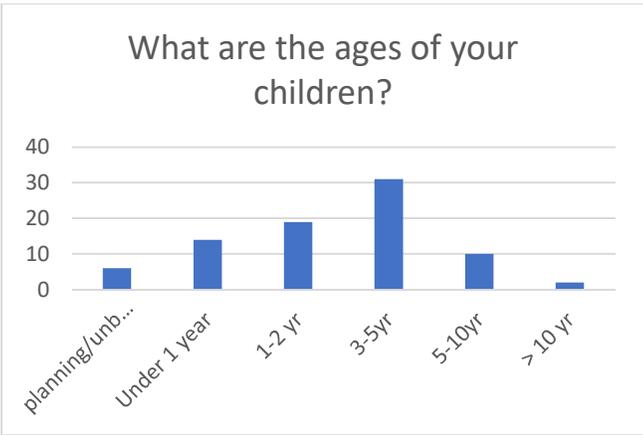
Q3

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What is your work schedule?

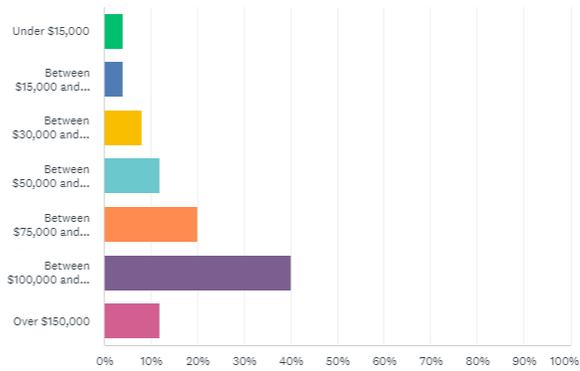
Answered: 51 Skipped: 3





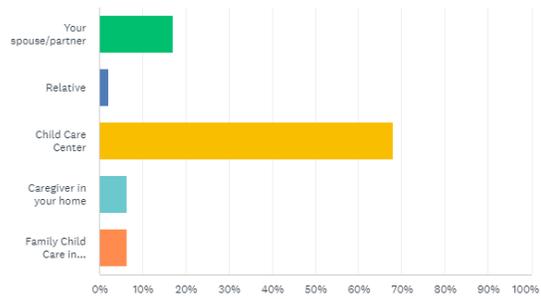
Your annual household income before taxes is:

Answered: 50 Skipped: 4



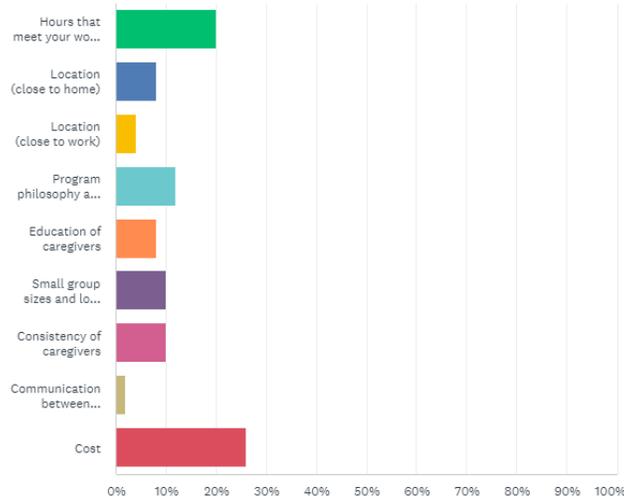
If you plan to have or adopt a child in the next 2 years, what would be your preference for childcare?

Answered: 47 Skipped: 7



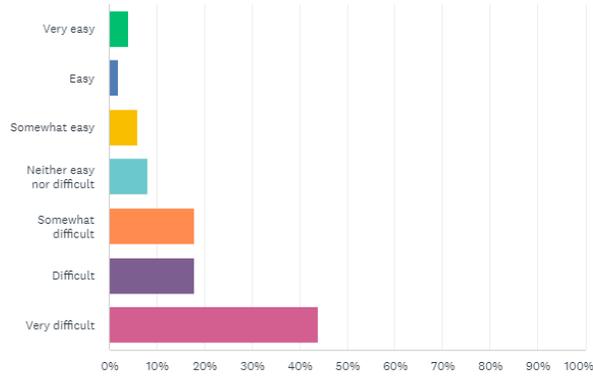
Which of the following factors is most important to you when selecting a childcare arrangement.

Answered: 50 Skipped: 4



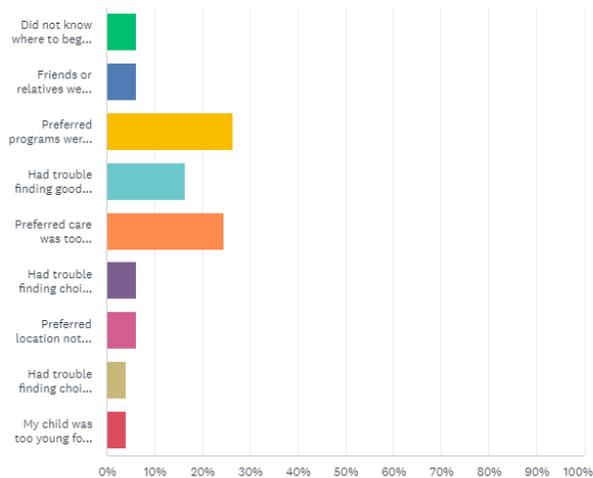
In your experience, how easy or difficult has it been to find childcare arrangements for this child that meet your needs?

Answered: 50 Skipped: 4

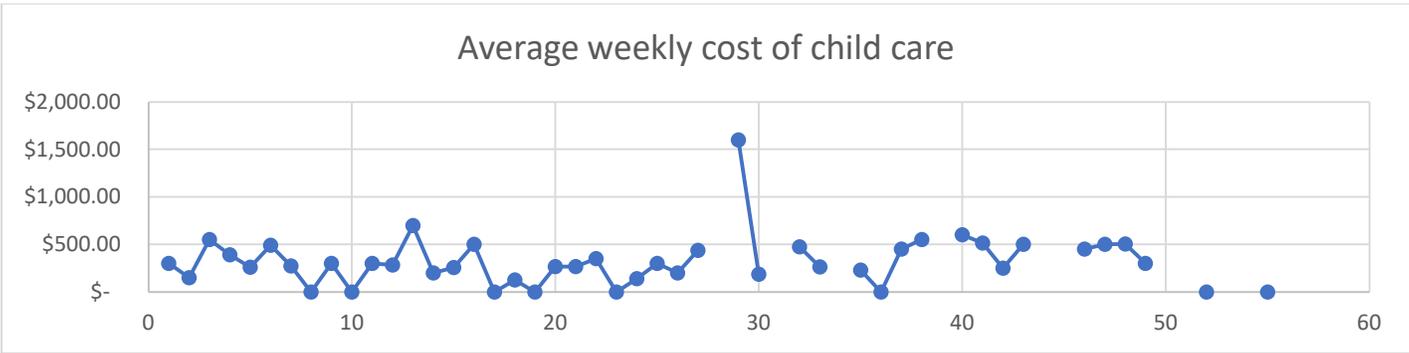


What problems have you had in arranging for childcare?

Answered: 49 Skipped: 5

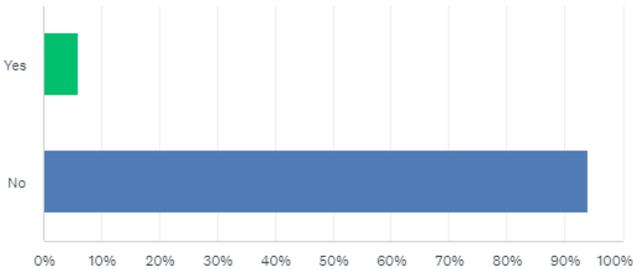


How much do you pay weekly for childcare?



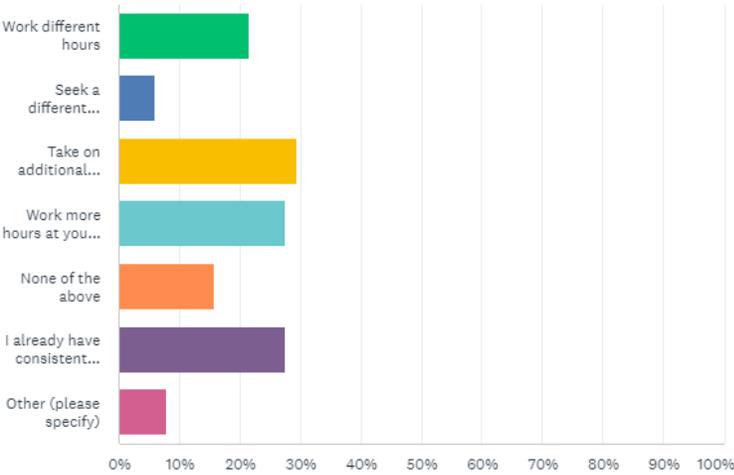
Do you receive NH Scholarship assistance for your child(ren)?

Answered: 51 Skipped: 3



If consistent or reliable childcare were available, would you (check all that apply):

Answered: 51 Skipped: 3



Priorities in making childcare arrangements

- Trustworthy, kind, friendly, consistency
- Good care and cost
- Safety
- Safe. Clean. Respectful. Suits work hours
- Availability & flexibility to accommodate me and my wife's work schedules. Quality care where we can trust that our child is being properly supervised and cared to. Ability to socialize with other kids and begin learning and experimenting with the world around them.
- Someone reliable to pick her up
- To know the space is safe, clean, and workers are educated and positive
- Caregivers have respect for my children.
- Cost, quality of care, safety
- Caring/nurturing of caregiver, how much I trust them. Consistency, same values and beliefs
- Background check of caregivers, flexible schedule, not having to pay for times or services I don't use.
- Trustworthy, educated individual
- Being able to pick my child up from childcare and just my husband getting to do it.
- Cost and hours
- Safety, cost
- Safety, affordability, an environment that promotes growth, highly rated/recommended
- The safety of my grandchild
- Safety of my child, Cost, opportunity for only a few days a week
- Safety and cost
- Cost, hours, curriculum
- Safety of my children first and foremost.
- Safety, trustworthy, fun, other kids - usually with family or a mom friend I know
- Quality child care during my scheduled work hours... my schedule is not flexible
- Trust
- Schedule, safety, location, quality and caring teachers.
- Safety/time
- Programming, location, cost
- Affordable and the staff are well trained
- Safety of my child
- Safety, cleanliness, location, cost
- Cost, location, quality of education plans, small size, quality and consistency of teachers
- Safe and caring environment
- Safety and cost
- Quality care
- Good childcare, not too expensive close to home and good hours
- Safety/care of kids, ability to meet my needs, benefits like programming and food provided
- Quality of care, cleanliness, hours
- worldview taught/exposure at child care center
- Affordability and my children's experience
- Safety, low adult to child ratios
- Clean, close to home
- That I know, my child is safe

Other challenges in choosing childcare

- Cost
- Times. [My program] keeps changing there times charging more money but closing earlier for unreasonable reasons
- Money, schedule, inability to handle behavior issues
- Availability, long wait lists
- Lack of options / centers in the area that have availability. Cost is very high, but manageable at this time given that me and my wife both work full-time. If one of us were to lose a job we likely would not be able to afford it.
- Too pricey
- Too few caregivers/programs have love, respect, honor, and nature as their foundation.
- Cost, waitlists, staff rude to kids
- Lack of available care, no village to help support working parents, no option not to work because of cost of living, cost of Nanny's (30+ an hour), waitlists for good care.
- Primarily lack of availability and long wait lists that I may not be able to return to work as scheduled...or the cost of childcare making return to work not worth it to work just to cover that cost and missing the valuable time with my child.
- There is minimal to no quality care in Rochester. Any that we do have waitlists a year long and don't have qualified staff.
- Only my husband gets to pick up my son because the childcare center we use closes before I get out of work.
- Centers requiring tours before giving any information or putting children on list
- Waitlists
- Wait-list, costs, hours of availability
- Quality
- Have to attend full time, astronomical cost.
- Safe care that is affordable and reliable and does not require a 5 day a week commitment
- Quality of staffing and management to make me feel safe placing my child in care
- Cost and availability
- Waitlists price
- Quality of child care Vs cost
- Reliable, trustworthy centers for infant and toddler
- Programs full, programs half-day, programs too far, programs located in area/city I perceive as unsafe/poor conditions.

Community Partnership Meeting Running Notes

Facilitated Small Group Discussion

1. Other than staffing & finances, what challenges do you have related to operating your program?

- School- Age before and after care transportation. Before COVID, the school system would allow children to be dropped off and picked up at the in-home childcare setting. Since COVID, the school is not allowing children to be dropped off or picked up at a location other than the child's residence. This hinders parents and providers providing before and after care.
- Capacity of in-home center- Fire department's yearly inspection, classified in-home structure to be Type-B dwelling which limited her capacity from 17 to 12 in the basement. If wanting to increase enrollment she would have to install a sprinkler system (at prohibitive cost).
- Increased numbers of children with significant behavioral challenges. Teachers do not have the experience and skills to support these children effectively while managing the rest of the children in the class. This is leading to faster teacher burnout.
- Lack of mental health help and resources for families/childcare centers is a huge challenge. Reaching out for help for a child/family could take weeks or months of waiting list to then be told the insurance doesn't cover it.
- Staffing-recruitment, retention (burnout)
- Lack of professional support for 0-3 year olds, Social Emotional, Mental Health, and Behavior
- Extension of support for families would carry over to improve school behaviors.
- Some support through-PTAN (Preschool Technical Assistance Network), a grant-funded statewide technical assistance and support network that promotes quality, developmentally appropriate, culturally competent early childhood education, and special education programs. It would be great to have more of this.
- Would a local staffing pool (specific to Rochester) work? Who would manage it? Logistics of keeping substitutes up to date of certificates etc. Frankie with CAP has been working with a group (Early Childhood Resource Network) looking into this. Would this be more feasible with the support of outside funding? It has worked in other regions.
- Would some form of Grandparent/Senior program work? This cannot mean more work for the center the person is supporting. Looking for someone who can jump in on short notice and be flexible to be at different centers as needed.

2. What opportunities to grow your program are you looking for?

- Infrastructure support- for example, In-home care- sprinkler system, expansion of indoor space and outdoor space
- Better facilities (infrastructure \$\$ support)
- Teacher benefits- being able to offer insurance, PTO, holiday pay- all coming from the center's operating budget or not being offered at all
- Childcare Tuition/scholarship assistance

- Shared service model
- Easy access for Mental Health services for children and families
- Allowing staff to focus on self-care. Staff/Admins currently work extended hours due to lack of staffing.

3. How can local childcare providers and the City collaborate to stabilize the early childhood industry in Rochester?

- Funding
- Streamline services/guidelines (state and city)
- City zoning makes it difficult for new centers- a lot of red tape. Applications, fees and meetings
- Make it easier for childcare centers to get approval, with fewer fees.
- How to guide for opening a childcare center- what are the steps (city level).
- Work with bus co. to transport to daycares/providers not just the child's home address.
- High School tech program to bring back the Early Childhood option. Support the early learning community- connect with a college (Great Bay). Support from the City to encourage Early Learning career path.
- Support programs like VLACS (Virtual Learning Academy) and Way 2 Program which model is "Learn as you earn" earning free ECE credits.
- Leaders and community to advocate for early childhood at the state and federal level.

4. What idea do you have for increasing the availability of childcare in Rochester?

- Supportive workforce – encouragement of Early Childhood path
- Limiting red tape from City
- Community network of training own providers
- Working together
- A SOLID SUB-POOL

5. Other talking points

- Programs are offering free education (2 classes a semester) for teachers to get certified through NHTI or Granite State College.
- TEACH program, NH Connections, SELA
- Upper Valley Community through United Way- check what they are currently doing
- Conversation with large corporate companies to invest in Early Childhood education for their employees, potential influx of income, level out the pay gap and encourage/drive people into the education field.



Early Childhood Initiatives at Granite United Way



Early Childhood Initiatives Strategic Framework

Aligned with the CDC's Essentials for Childhood framework, Granite United Way's goals are:

- Create safe, stable, nurturing relationships and environments for all children and families
- Ensure access to quality early care and education
- Promote social-emotional wellbeing of children and families, & community connections

Child Care Business & Employer Partnership Project



WHOA! That's
a lot of clams.



**G UW awarded \$1.5 million
1 year research-based project**

PROJECT OVERVIEW



**Recruitment & Retention
GLOBAL WORKFORCE**



**NH Businesses
&
Working Families**

OBJECTIVES



Identify effective strategies that support public-private partnerships between child care businesses and employers.



Expand and increase access to quality child care that supports the needs of businesses, employers, employees, and families.



Foster partnerships between NH businesses & child care providers to identify best practices and strategies businesses can employ to establish supportive and inclusive workplace environments for employees requiring child care.



NH's Highest Growth Industries

Technology

Manufacturing

Healthcare

Hospitality

Construction



You are here



Statewide Survey & Literature Review
Survey of NH Businesses & Employees

WORKPLAN



CEDR Workgroup & Pilot Projects
Family Friendly Workplace Certification
[Best Place For Working Parents](#)



Statewide Marketing Campaign
Best Practices Guide for NH Businesses

*Stay
Tuned*



...G UW to launch NH Business & Employee Surveys 11/27/2023...



Granite United Way

Joelyn Drennan
Sr. Director, Early Childhood Initiatives
joelyn.drennan@graniteuw.org

Find address or place

Measurement

Child care

1 Sq Feet

Measurement Result

5,266.3 Sq Feet

Clear

5,266.403 =

\$ 2,122,198

Press CTRL to enable snapping

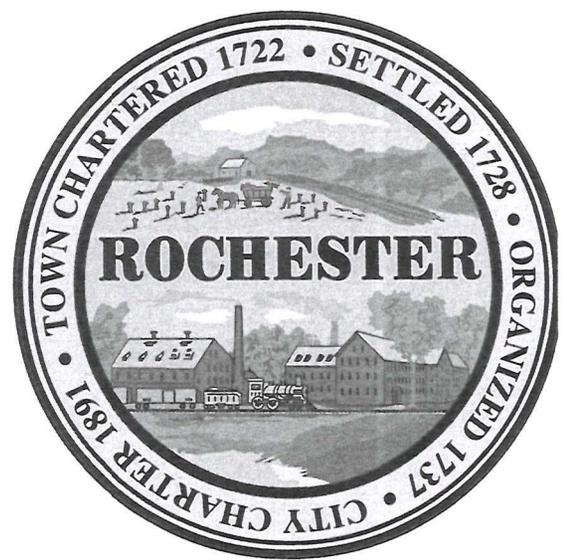
About

This web map was created by Rochester City staff using ESRI's ArcGIS Online and WebAppBuilder.

The data shown here are updated periodically from various sources but may not be the most currently available. This web map is for planning purposes only and should not be considered as legal conveyance. The City makes no claims as to the accuracy of these data. All features shown should be considered approximate.

Note: Tax Parcel boundaries shown in Mobile Home Parcels represent the building footprint of a residence rather than the actual lot boundary.

Please contact Dan Camara at daniel.camara@rochesternh.gov with questions regarding this map or its data.



Proposed capacity

69 Children

REVENUE		
Tuition Collected Infant Classroom \$325x12 Toddler Classroom \$290x15 Pre- Preschool \$276x18 Preschool \$246x24	Based on 50 weeks tuition/child. Allows for withdrawals/new enrollment gap; non-payment of tuition, etc.	\$ 956,100.00
Small Wonders	\$150 month for 16 children program runs for 9months	\$ 21,600.00
Total Revenue		\$ 977,700.00
EXPENSES		
Personnel Cost- Lead Teacher- \$24.46 x4 Associate Teacher-\$20.39 x4 Assistant Teacher- \$15.96 x4 Excutive Director- \$34.17 x1 Admin Assistant- \$ 19.61x1 Subs- \$15.00 x3	Full time employess -Including benefits	\$1,070,810.00
Cleaning Fees and Supplies	1 Part time cleaner plus supplies (paper towels, toilet paper, handsoap)	\$40,800.00
Classroom Supplies	Art supplies, project supplies rough \$312.50 month per classroom	\$15,000.00
Office and MISC	*Printer lease, landlines, licensing fees, staff development	\$13,500.00
Meals	A portion of This could be reimbursed back to the center if participating in CACFP (Child & Adult Care Food Program, USDA)	\$55,000.00
Total expenses		\$1,195,110.00
TOTAL COST TO CITY		\$ (217,410.00)

Infant Classroom	Pay HRLY	Yearly	Benefits \$	Total City Contribution Yearly	Union Status
Lead Teacher	\$ 24.46	\$ 52,995.00	\$ 29,684.00	\$ 82,639.00	Non-Union GR8A
Associate Teacher	\$ 20.39	\$ 42,411.00	\$ 27,321.00	\$ 69,732.00	Non-Union G5
Assistant Teacher	\$ 15.96	\$ 33,197.00	\$ 25,257.00	\$ 58,454.00	Non-Union G3
TOTAL CITY COST INFANT YEARLY				\$ 210,825.00	
Toddler	Pay HRLY	Yearly	Benefits \$	Total City Contribution Yearly	Union Status
Lead Teacher	\$ 24.46	\$ 52,995.00	\$ 29,684.00	\$ 82,639.00	Non-Union GR8A
Associate Teacher	\$ 20.39	\$ 42,411.00	\$ 27,321.00	\$ 69,732.00	Non-Union G5
Assistant Teacher	\$ 15.96	\$ 33,197.00	\$ 25,257.00	\$ 58,454.00	Non-Union G3
TOTAL CITY COST TODDLER YEARLY				\$ 210,825.00	
Preschool (3s)	Pay HRLY	Yearly	Benefits \$	Total City Contribution Yearly	Union Status
Lead Teacher	\$ 24.46	\$ 52,995.00	\$ 29,684.00	\$ 82,639.00	Non-Union GR8A
Associate Teacher	\$ 20.39	\$ 42,411.00	\$ 27,321.00	\$ 69,732.00	Non-Union G5
Assistant Teacher	\$ 15.96	\$ 33,197.00	\$ 25,257.00	\$ 58,454.00	Non-Union G3
TOTAL CITY COST PRESCHOOL YEARLY				\$ 210,825.00	
Preschool (4s)	Pay HRLY	Yearly	Benefits \$	Total City Contribution Yearly	Union Status
Lead Teacher	\$ 24.46	\$ 52,995.00	\$ 29,684.00	\$ 82,639.00	Non-Union GR8A
Associate Teacher	\$ 20.39	\$ 42,411.00	\$ 27,321.00	\$ 69,732.00	Non-Union G5
Assistant Teacher	\$ 15.96	\$ 33,197.00	\$ 25,257.00	\$ 58,454.00	Non-Union G3
TOTAL CITY COST PRESCHOOL YEARLY				\$ 210,825.00	
Excutive Director	Pay HRLY	Yearly	Benefits \$	Total City Contribution Yearly	Union Status
	\$ 34.17	\$ 71,055.94	\$ 33,739.00	\$ 104,795.00	RMMG
Admin Assistant	Pay HRLY	Yearly	Benefits \$	Total City Contribution Yearly	Union Status
20hrs weekly	\$ 19.61	\$ 20,394.00	No Health	\$ 21,954.00	RMEA
TOTAL CITY COST OF ADMIN				\$ 126,749.00	
Extra Staff- Sub	Pay HRLY	Yearly	Benefits \$	Total City Contribution Yearly	
1 full time extra staff	\$ 15.00	\$ 31,200.00		\$ 33,587.00	
1 full time extra staff	\$ 15.00	\$ 31,200.00		\$ 33,587.00	
1 full time extra staff	\$ 15.00	\$ 31,200.00	\$ -	\$ 33,587.00	
TOTAL CITY COST OF SUBS				\$ 100,761.00	

Current Staffing can have 12 Children	6wks-12months
Tuition wkly \$325	
\$ 3,900.00	weekly
\$ 195,000.00	yearly (50wks)
SQFT- =75*12=900SQFT	
SQFT- =40*12=480 SQFT (Indoor)	

Current Staffing Can have 15 children	13m-24m
Tuition wkly \$290	
\$ 4,350.00	weekly
\$ 217,500.00	yearly (50wks)
SQFT- =75*15= 1125 (Outdoor)	
SQFT- =40*15=600 (Indoor)	

Current Staffing Can have 18 children	25m-35m
Tuition wkly \$276	
\$ 4,968.00	weekly
\$ 248,400.00	yearly (50wks)
SQFT- =75*18= 1350 (Outdoor)	
SQFT- =40*18=720 (Indoor)	

Current Staffing Can have 24 children	36m-50m
Tuition wkly \$ 246	
\$ 5,904.00	weekly
\$ 295,200.00	yearly (50wks)
SQFT- =75*24= 1800 (Outdoor)	
SQFT- =40*24=960 (Indoor)	

FINANCE COMMITTEE

Agenda Item

Agenda Item Name: American Rescue Plan Act -Recommendations for Allocation

Name of Person Submitting Item: Mark Sullivan, Deputy Finance Director

E-mail Address: mark.sullivan@rochesternh.gov

Meeting Date Requested 4-9-24

Issue Summary: ARPA Grant Fund Recommendations. There is approximately \$664,000 of unallocated ARPA grant funds. Below are two recommendations for consideration.

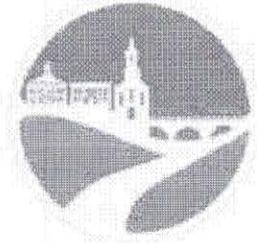
Lead Hazard/Mitigation Program: \$250,000. This funding would be used to establish a lead hazard mitigation program structure guided by Board of Health. Once program is established its easier to apply for additional grant funding. HUD offers lead hazard grant opportunities annually. The funding could be used for assessments/feasibility studies/outreach materials etc. Actual details and mechanics of managing the program are to be determined. At the April 2, 2024 Council Meeting the Council voted to accept an amendment to Chapter 94 of the City General Ordinances to enforce the Lead Paint Poisoning and Prevention Control Act, RSA 130-A:11, II.

Rochester Child Care Financial Assistance: Rochester Child Care submitted an application for FY25 funding assistance of \$200,000 to the Community Development Committee. The Community Development Committee recommended an award of \$130,000 from City General Fund FY25 budget. This request seems better suited for use of ARPA funds. The City could award the full \$200,000 if desired from APRA funds, which would help stabilize Rochester Child Care's financial position, and assure a reduction in child care services to the community does not occur.

Recommended Action: Review of APRA recommendations



City of Rochester, New Hampshire
Office of Economic & Community Development
31 Wakefield Street • Rochester, NH 03867
(603) 335-7522
www.RochesterNH.net



OVERVIEW

Requests from 501(c)(3) non-profits for funding directly from the general city budget will be reviewed by the Community Development Committee, and recommendations will be made to the City Council following the same process as Community Development Block Grant (CDBG) grant applications. Funding decisions are not final until the budget is passed by the City Council, typically in late June. Those awarded City funds will be notified in July. City-funded agencies will be required to abide by the same reporting requirements as CDBG grantees if awarded funds.

Eligible Agencies:

- Agency must have a 501(c)(3) tax exemption status
- Agency must be able to document service to clients in Rochester
- Agency must have the ability and willingness to collect required reporting statistics

Eligible Expenses: The cost of labor, supplies, and/or materials required for the provision of services to agency clientele.

APPLICATION SUBMISSION INSTRUCTIONS

Application Deadline:

Applications will be accepted by email only. Applications are due by 4:00 p.m. on November 17, 2023. Please submit your complete and signed application to **Kiersten Wright, Community Development Coordinator, at kiersten.wright@rochesternh.gov.**

APPLICATION

Organization Name: Rochester Child Care Center Inc.
Tax ID #: 02-0327002
UEI # (Unique Entity Identifier): DK59UM9RJMD8
Program Name: Rochester Child Care Center Early Learning Program
Contact Person: Cora-Lynn Hoppe
Email: choppe@rochesterchildcare.org
Mailing Address: 95 Charles St
City, State, ZIP Code: Rochester NH 03867
Phone: 6033329333
Fax: 6033323912
Website: rochesterchildcare.org
Agency's fiscal year: [] Jul. 1-Jun. 30 [] Jan. 1- Dec. 31 [] Oct. 1-Sept. 30 [x] Other:

Section A – Organizational Capacity and Experience

1) Agency Overview

- Please describe the agency's history, mission, number of years in operation, and services provided. RCCC has been open since 1976 and our mission is to offer quality, affordable child care to Rochester and surrounding area
If funding is for a specific program or activity, please provide the name of the program/activity and a brief description. Early learning families are having trouble paying so there is interruption in cashflow.
Provide a description of how requested funds will be invested. Help continue to run programs and off set lose incurred from families.

Section B – Program Costs and Funding

1) Program Costs and Leveraging

- Rochester city grant request for FY 2025 \$ 200,000
Total program budget for FY 2025 \$ 2,000,000
Indicate from what source(s) other funding will be leveraged. State of NH

2) Prior Funding Requests and Awards (if applicable)

- Amount of funds last received from Rochester city funds? \$ 15,000
If applicable, please describe how Rochester city funds have been invested by the agency in prior years. Helped with large and small safety updates
Describe any changes in programming needs over the last year and how this affects the amount of funds your agency is requesting. COVID funding has ended and increased instability with the cost of care.

Section C – Individuals Served

1) **For applicants that received Rochester funding for the current fiscal year (FY 2024)**

- How many Rochester residents were projected to be served? 135
- How many Rochester residents have been served YTD? 261
-
- If the agency is not on track with meeting the projected goal, please explain the reason: Enrollment turnover is causing shift with our residents. We are seeing people travel further for care.

2) **Projection for FY 2025**

- Total # of Rochester residents projected to be served in FY 25? 135
- Total # of low/moderate income Rochester residents to be served in FY 25? 40
- If the projection is significantly different than that for prior year(s), please explain:

Section D – Provision of Services

If funding is being requested for a specific program, please answer the questions below regarding the program for which the funding is being requested. If funding is for expenses related to the overall agency operations, please answer regarding the agency.

1) **Describe the services available to clients through the agency.**

Quality child care for ages 6 months through 12 years for all of our programs.

2) **How is a client's eligibility determined?**

All are welcome for the service

3) **What has the agency done to eliminate barriers to services?**

Advocated and provide a variety of ways to subsidize the cost but with market failure, costs are increasing with grant support decreasing at a state and federal level.

4) **What is the estimate of unmet needs/requests for services (e.g., agency receives double the amount of screenings a year than beds available)?**

Our waitlist is maxed out 60 for the early learning program and people calling daily to find open

5) **Why are City of Rochester funds necessary for the operation of this program, and what would happen if the funding request is not approved?**

Our agency will have to continue to have budget cuts and slot of care maybe jeopardized

Section E – Monitoring and Evaluation

1) **Financial Review**

- What type of financial review does your agency undergo on an annual basis?
Annual Audit
- Provide the date of the last financial review.

Currently going through the process, should be completed before April 2024
Page 3 of 4

- Provide a brief summary of the findings of the last financial review.

Lots of change in the industry with grant funding. Cuts to workforce and increasing the fees was

2) Other Reviews:

- Is your agency evaluated by other outside organizations? Yes No
- If yes, what organization evaluates your agency? USDA/ CACFP audits programs
- What is evaluated? Food service and cost related
- How often are you evaluated? Yearly
- Provide the date(s) of last evaluation(s) completed. Summer 2023
- Provide a brief summary of the findings from your most recent evaluation(s).

Needed to update a policy after all cost for food were verified.

Section F – Attachments

Attachment A: Budget for agency and for program (if requesting funds for a specific program). Please be sure to identify your major federal, state, and local funding sources by name.

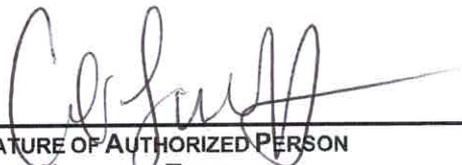
Attachment B: List of all members of the Board of Directors (or the organization’s Advisory Council).

Attachment C: Documentation of 501(c)(3) status. Please attach a copy of the IRS determination letter of 501(c)(3) status.

Attachment D: Most recent audit. A copy of the agency’s most recent audited financial statement.

Section G – Certification

I CERTIFY THAT THE INFORMATION CONTAINED IN THIS APPLICATION IS TRUE AND CORRECT AND THAT IT CONTAINS NO FALSIFICATIONS, MISREPRESENTATIONS, INTENTIONAL OMISSIONS, OR CONCEALMENT OF MATERIAL FACTS.



2/26/2024

SIGNATURE OF AUTHORIZED PERSON
PRINTED NAME AND TITLE:

DATE

FINANCE COMMITTEE

Monthly Financial Summary Report

Agenda Item Name: Monthly Financial Statements Summary – as of March 31, 2024

For the full detail report, click here: [March 31 2024 Financial Detail Report](#)

Name of Person Submitting Item: Mark Sullivan Deputy Finance Director

E-mail Address: mark.sullivan@rochesternh.net

Issue Summary Statement

Below are the revenues & expense highlights through March 31, 2024, which represents approximately 75% completion of FY24.

GENERAL FUND NON PROPERTY TAX REVENUES

	FY24			
	ADOPTED	RECEIVED	PERCENT	NOTES
Motor Vehicle Registrations	\$5,500,000	\$4,268,089	78%	
Waste Management Host Fees	\$4,600,000	\$2,942,805	64%	City-\$3,722,000 School-\$878,000
Building Permits	\$550,000	\$306,829	56%	
Interest Income	\$750,000	\$1,181,007	157%	
Interest on Delinquent Taxes	\$360,000	\$261,948	73%	
State of NH Rooms & Meals	\$2,867,759	\$3,101,285	108%	Payment December-23
Highway Block Grant	\$635,000	\$517,161	81%	Quarterly cycles
Cablevision Franchise Fees	\$235,000	\$134,779	57%	Quarterly cycles
Recreation Programs	\$122,400	\$131,876	108%	

ENTERPRISE FUNDS REVENUES

Water	\$7,544,084	\$2,974,045	39%
Sewer	\$11,744,213	\$4,073,620	35%

SPECIAL REVENUE FUNDS REVENUES

Arena	\$413,290	\$405,270	98%
Community Center	\$894,759	\$602,344	67%

	FY24 ADOPTED	EXPENDED	ENCUMBERED	PERCENT
GENERAL FUND EXPENSES	\$61,018,430	\$51,623,762	\$1,502,242	87%
OVERTIME & WINTER MAINTENANCE				
Police	\$111,546	\$149,307		133.85%
Dispatch	\$44,000	\$146,386		332.70%
Fire	\$240,000	\$394,816		164.51%
Public Works Winter Maintenance	\$541,218	\$357,659	\$18,344	69%
ENTERPRISE FUNDS EXPENSES				
Water	\$7,544,084	\$5,017,106	\$108,624	68%
Sewer	\$11,976,177	\$8,540,408	\$292,674	74%
SPECIAL REVENUE FUNDS EXPENSES				
Arena	\$413,290	\$318,871	\$29,602	84%
Community Center	\$894,759	\$614,148	\$71,954	77%