



State of New Hampshire

DEPARTMENT OF ADMINISTRATIVE SERVICES

25 Capitol Street – Room 120
Concord, New Hampshire 03301
(603) 271-3201 | Office@das.nh.gov

ARC

FIS 22 371

Late Item

Charles M. Arlinghaus
Commissioner

Catherine A. Keane
Deputy Commissioner

Sheri L. Rockburn
Assistant Commissioner

October 5, 2022

The Honorable Karen Umberger, Chairman
Fiscal Committee of the General Court
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Pursuant to RSA 21-I:42, VI (as amended by Senate Bill 226 of the 2022 Regular Legislative Session), authorize the Department of Administrative Services (DAS), Division of Personnel (DOP), to develop a Sununu Youth Services Center Critical Staffing Incentive program, upon Fiscal Committee approval, effective for the pay period beginning October 21, 2022 through the pay check dated June 30, 2023. 100% General Funds.

The Department of Health and Human Services has funds available in the account below in State Fiscal Year 2023.

05-95-042-421510-66430000 HEALTH AND SOCIAL SERVICES, DEPT OF HEALTH AND HUMAN SVCS, HHS: HUMAN SERVICES, SUNUNU YOUTH SERVICES CENTER, SYSC HB2 91:327

Fiscal Year	Account/Class	Class Title	Amount Requested
SFY 2023	010-500100	Personal Services - Perm Class	\$ 312,000
	050-500109	Personal Services - Part Time	\$ 66,000
	060-500601	Benefits	\$ 28,917
		Total	\$ 406,917

EXPLANATION

RSA 21-I:42, VI (as amended by Senate Bill 226 of the 2022 Regular Legislative Session), authorizes DAS-DOP to develop programs for the recruitment and retention of qualified applicants in State services. Under the statute, DAS is required to obtain Fiscal Committee approval prior to developing or implementing the program.

DAS seeks to develop a Sununu Youth Services Center (SYSC) Staffing Incentive Program. This program will authorize the issuance of a \$300 bonus each pay period for any Department of Health and Human Services (“Department”) staff who work 24 or more hours of overtime in a single pay period at SYSC. This size and

The Honorable Karen Umberger, Chairman
October 5, 2022

approach to a bonus payment has been shown to be effective when used by partner organizations in the field facing similar issues. The Department will pay for Staffing Incentive Program costs out of State Fiscal Year 2023 appropriations.

The Department reports that this initiative is necessary to ensure adequate SYSC staffing for the care and safety of detained and committed youth. The vacancy rate for the Youth Counselor (YCs) positions has been problematic for many years. The current vacancy rate is approximately 51%. In terms of actual staff, SYSC has fewer YCs than any prior time and too few to adequately staff the minimum number of shifts to safely operate. This has resulted in the Department offering overtime to other Department staff. As a result of the current hyper-competitive workforce environment and the uncertain future of the facility, the number of full-time YCs has continued to decline over the past few months.

Since May 2022, when the Committee of Conference was unable to come to agreement on Senate Bill 458, the facility has lost an additional 33% of its youth counselor workforce. The Department reports that even with overtime pay, the facility has been unable to adequately staff many shifts resulting in high risk situations for staff and youth. Additionally, there is no other facility in New Hampshire or the region that is capable or willing to serve this population of youth at this time.

The Department maintains that should the Fiscal Committee not approve this request, SYSC would be unable to safely operate the State's only secure treatment facility for youth, leaving youth and staff at risk of harm. Additionally, turnover will continue to outpace hiring as overworked staff leave the facility for other career opportunities.

Source of funds: 100% general funds

Respectfully submitted,



Charles M. Arlinghaus
Commissioner

Policy Category: Operational Policies	Title: State of New Hampshire Sununu Youth Services Center Staffing Incentive Program	Effective Date:
Document #:	Prepared By: DHHS	Number of Pages: 3
Revision #:		
Revision Date:	Approved By Director of DOP:	Date Approved: 10/5/22
Creation Date:	Stakeholder(s): Executive Branch	SOP Reference #:

**STATE OF NEW HAMPSHIRE
SUNUNU YOUTH SERVICES CENTER STAFFING INCENTIVE PROGRAM**

1. Purpose

- 1.1 Pursuant to RSA 21-I:42, VI, as amended by SB 226 (Laws of 2022), this policy is part of “a program for the recruitment, selection, placement, and retention of qualified applicants in the state service.”
- 1.2 The purpose of the Sununu Youth Services Center (“SYSC”) Staffing Incentive program (“Program”) outlined in this policy is to provide a financial incentive to eligible Department of Health and Human Services (“DHHS”) employees in an effort to reduce turnover as well as increase, and maintain, staffing levels.
- 1.3 Pursuant to RSA 21-I:42, VI, this policy, and any subsequent modifications to it, are subject to the approval of the Fiscal Committee of the general court (“Fiscal Committee”).

2. Scope

- 2.1 This policy applies to all State of New Hampshire DHHS employees who provide regular or overtime staffing at SYSC.
- 2.2 The incentives under this policy may be implemented by DHHS.

3. Policy Statement

- 3.1 The State recognizes an extra and crucial need to retain and recruit employees who perform provide direct care support to youth detained and committed at the SYSC and recognizes the need to maintain adequate staff each shift to provide for the safety and well-being of detained and committed youth.

4. Definitions

- 4.1 *SYSC Staffing Incentive*: A financial payment for an eligible employee in a qualifying position to receive a retention incentive, subject to approval by the Commissioner of DHHS or designee and the appropriate legislative approval of the expenditure of funds for a period not to exceed June 30, 2023.

5. Eligibility & Payment

- 5.1 To be eligible to receive a *SYSC Staffing Incentive* under Subsection 4.1 of this policy, an employee must satisfy the following requirements:
- 5.1.1 The employee must be employed by DHHS, qualified and trained to provide direct care at SYSC, and provide at least 24 hours of overtime in a direct care capacity at SYSC during a single pay period.
- 5.2 Any *SYSC Staffing Incentive* awarded pursuant to this policy shall be subject to the availability of, and any restrictions associated with, the funding source(s) for the respective payments.
- 5.3 Qualifying employees will receive the *SYSC Staffing Incentive* in the pay period following the pay period in which the overtime was earned, once the eligibility for the *SYSC Staffing Incentive* has been confirmed.
- 5.4 Prior to expenditures being made for any *SYSC Staffing Incentive* under this policy, the Fiscal Committee shall authorize the maximum amount of funding that may be spent on this Program. The Director of Personnel shall, terminate the Program if adequate staffing levels for SYSC have been reached.

6. Responsibilities & Procedures

- 6.1 DHHS is responsible for:
- 6.1.1 Communicating the eligibility of DHHS employees to receive the *SYSC Staffing Incentive*;
- 6.1.2 Reviewing applications from internal candidates who wish to be considered to provide direct care services at the SYSC;
- 6.1.3 Managing expenditures within DHHS' legislatively appropriated budget and the maximum amount of funding authorized for the Program;
- 6.1.4 Communicating to their employees the ability to support SYSC Direct Care activities, eligibility to be considered for assignment to these activities, and the availability of the associated *SYSC Staffing Incentives*;
- 6.1.5 Collecting and submitting employee applications to the Division for Children, Youth and Families Director or Designee;

- 6.1.6 Communicating the determination of selection for assignment to the eligible employees in writing;
 - 6.1.7 Informing DHHS agency payroll and finance staff when employees have been selected under the Program, eligibility has been met and when incentives shall be paid;
 - 6.1.8 Working with the Department of Administrative Services, Division of Accounting Services on coding *SYSC Staffing Incentives* using the appropriate account in the State's payroll system;
 - 6.1.9 Reviewing, in NH First, the calculation of any overtime paid during the pay period in which any *SYSC Staffing Incentive* has been issued; and
 - 6.1.10 Maintaining, in NH FIRST, a copy of any approval of the award of any *SYSC Staffing Incentive* for any eligible employee.
- 6.2 The Division of Personnel is responsible for:
- 6.2.1 Monitoring the Program;
 - 6.2.2 Assessing the Program's effectiveness through the use of metrics; and
 - 6.2.3 Interpreting and updating this policy;
- 6.3 The Department of Administrative Services, Division of Accounting Services and Division of Financial Data Management, as applicable, are responsible for:
- 6.3.1 Developing reporting through NH First to ensure all eligible *SYSC Staffing Incentives* are paid;
 - 6.3.2 Ensuring that Payroll properly, and timely, processes *SYSC Staffing Incentives*; and
 - 6.3.3 Ensuring NH FIRST is properly configured to allow for the inputting of all necessary data fields for this Program.



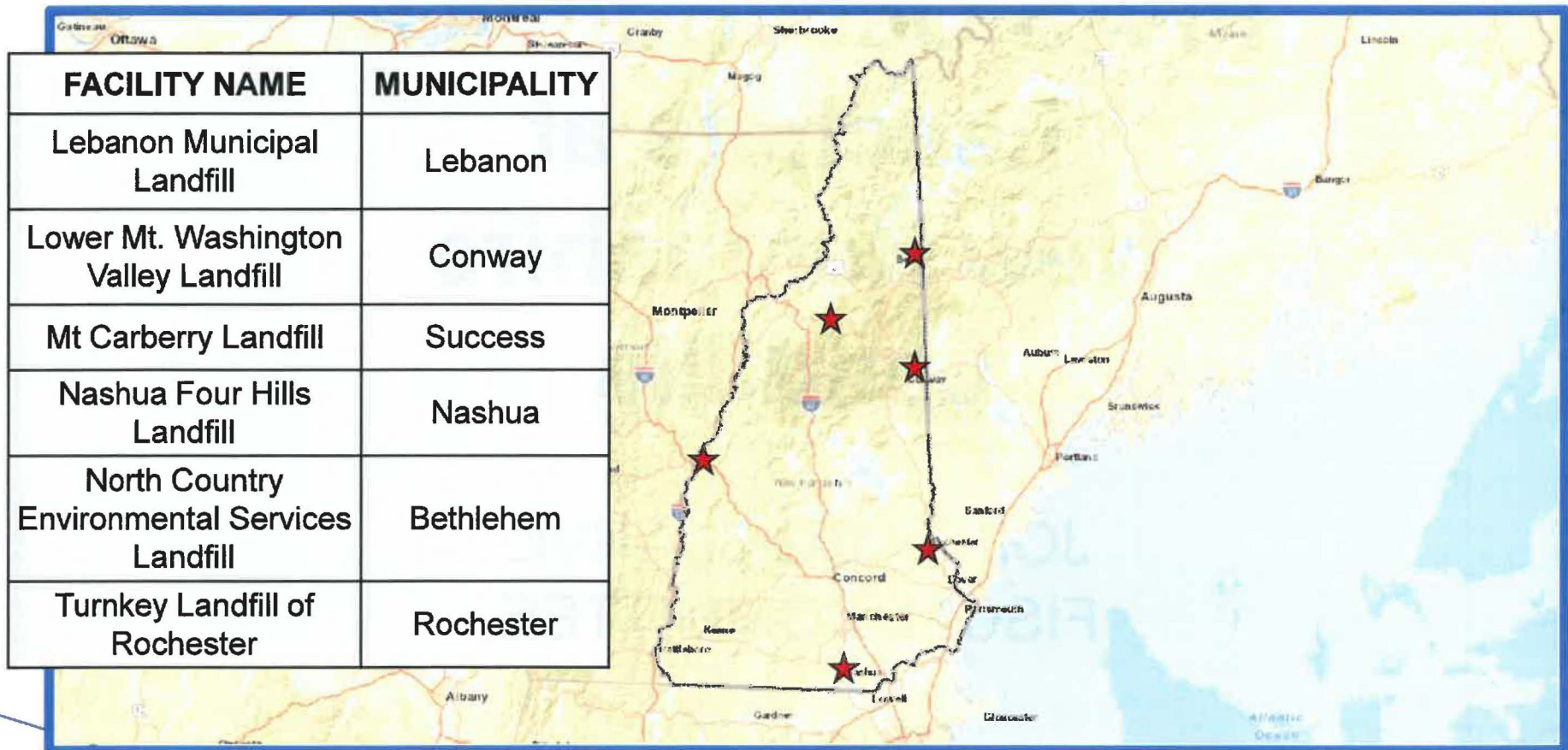
PFAS Occurrence in Leachate at New Hampshire Landfills

**JOINT LEGISLATIVE
FISCAL COMMITTEE**

October 14, 2022

Landfills in New Hampshire

6 Operating Lined Municipal Solid Waste (MSW) Landfills



Landfills in New Hampshire

Potential Waste Contributions to NH's Lined MSW Landfills

- ▶ Asbestos
- ▶ Bulky Waste
- ▶ White Goods
- ▶ C&D
- ▶ Contaminated Soil
- ▶ Electronics
- ▶ Food Waste
- ▶ Industrial Waste
- ▶ Medical Waste
- ▶ Mixed Municipal Solid Waste
- ▶ MSW Ash
- ▶ WWTP Sludge
- ▶ Tires
- ▶ Wood Ash
- ▶ *Casting Sands**
- ▶ *Auto Shredder Residue**

** Limited Application*

Landfill Leachate Management In New Hampshire

Landfill Leachate Management

What is Landfill Leachate?

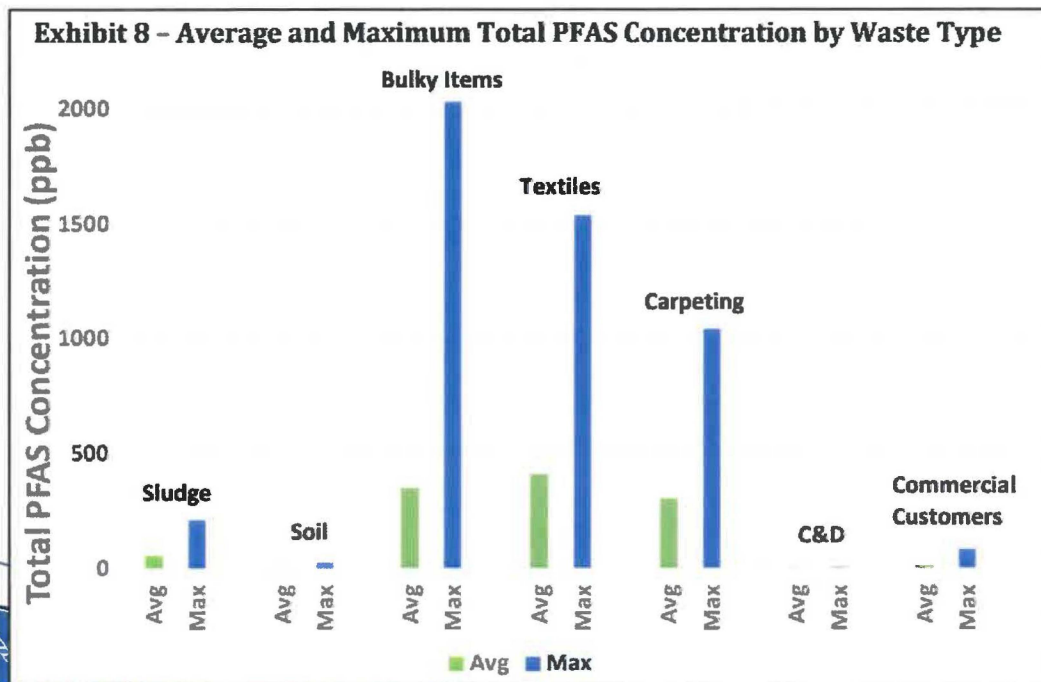
- ▶ Env-Sw 103.34 “Leachate” means a liquid, including any suspended components in the liquid, which has contacted or passed through solid waste.

As liquid passes through a landfill’s waste mass it leaches, or extracts, chemicals or constituents from wastes as they break down. Along with PFAS these can include: organic compounds, heavy metals, chlorides, nitrates, etc.

Landfill Leachate Management

Initial Investigations into PFAS in Landfill Leachate

- ▶ NHDES conducted an initial sampling survey of leachate from 9 landfills in 2018. A wide variety of PFAS were detected at varying concentrations.
- ▶ In 2019 the state of Vermont required its only operating landfill to conduct a study of potential PFAS sources in waste streams.



From "PFAS Waste Source Testing Report"
Coventry, Vermont, October 2019,
Sanborn, Head & Associates, Inc.
<https://anrweb.vt.gov/PubDocs/DEC/SolidWaste/OL510/OL510%202019.10.15%20N EWSVT%20PFAS%20Source%20Testing%20Rpt%20-%20Final.pdf>

Landfill Leachate Management

Current Management of Landfill Leachate

- ▶ Leachate captured in the landfill's liner system is shipped or piped to WWTPs.
 - Negligible destruction of PFAS – partitions to effluent and sludge.
 - Relative impacts on receiving water quality – rivers/groundwater.
 - Relative impacts on sludge – potentially limiting management options.
- ▶ One active landfill pretreats its leachate (not PFAS specific) - Turnkey Landfill of Rochester.

Cyclical Relationship between landfills and WWTPs.

- ▶ Leachate to WWTP.
- ▶ WWTP sludge to landfill.

Landfill Leachate Management

Facility Name	Year	Gallons
Lebanon Municipal Landfill	2019	4,795,889
	2020	3,892,219
	2021	2,633,564
Lower Mt. Washington Valley Landfill	2019	5,213,911
	2020	5,044,912
	2021	4,316,802
Mt Carberry Landfill	2019	23,166,211
	2020	14,681,242
	2021	11,093,176
Nashua Four Hills Landfill	2019	9,323,542
	2020	9,107,427
	2021	15,639,319
North Country Environmental Services Landfill	2019	8,190,236
	2020	9,091,897
	2021	11,410,376
Turnkey Landfill of Rochester	2019	44,967,483
	2020	45,421,203
	2021	48,129,260
Closed Lined Landfills		Location
Dummer Yard Landfill		Berlin
Franklin Ash Landfill		Franklin
Lamprey Ash Landfill		Somersworth
NH / VT Ash Landfill		Newport
Roketenetz Landfill		Pelham
Souhegan Regional Landfill		Amherst

Occurrence of PFAS in Groundwater at New Hampshire Landfills

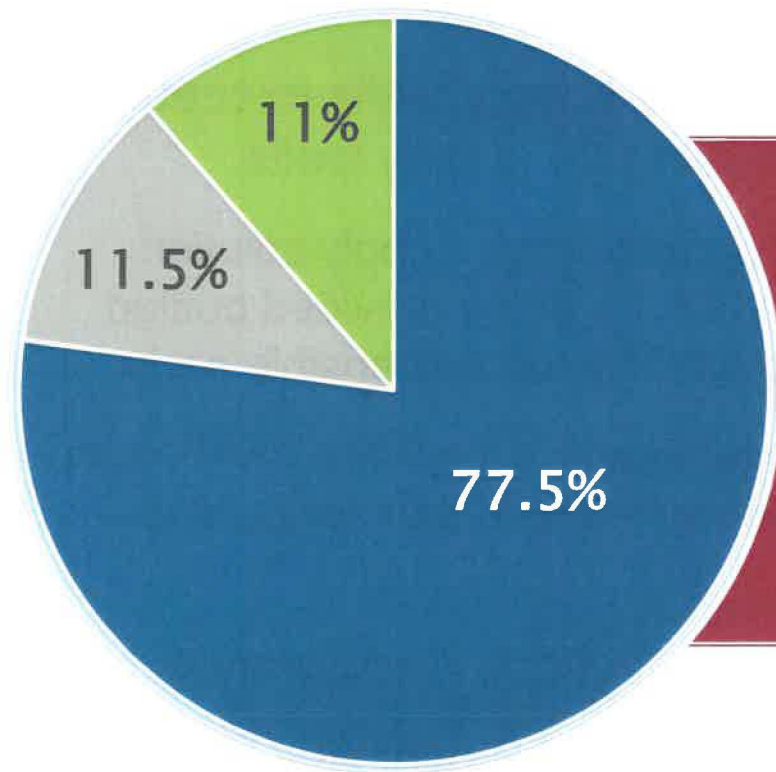
PFAS Occurrence in Groundwater at NH Landfills

Groundwater Sampling Results at NH Landfills:

- ▶ NHDES has required groundwater sampling for PFAS at all lined and unlined landfills that have a groundwater release detection or groundwater management permits.
- ▶ As of March 2022, ~ 90% of landfills have sampled for PFAS (including all lined landfills).
 - 91% have PFAS detections.
 - 77.5% have PFAS detected over Ambient Groundwater Quality Standard (AGQS) for PFOA, PFOS, PFHxS, and/or PFNA.
 - 22.5% below AGQS or not detected.

Facility Type	Landfills Sampled	Landfills with PFAS Detections	Landfills with PFAS Detected Over AGQS	Landfills with PFAS Detected Below AGQS	Landfills with PFAS Not Detected
Lined Landfills	13	13	10	0	3
Unlined Landfills	161	145	125	19	17
Totals	174	158	135	19	20

PFAS Occurrence in Groundwater at NH Landfills



MSW Landfills
(Lined and Unlined)
174 Screened for PFAS

■ Detected Over AGQS ■ Detected Under AGQS ■ Not Detected

Data from "Status Report on the Occurrence of Per- and Polyfluoroalkyl Substance (PFAS) Contamination in New Hampshire", dated June 2022, prepared by New Hampshire Department of Environmental Services

PFAS Occurrence in Groundwater at NH Landfills

Water Supply Well Sampling at NH Landfills:

- ▶ PFAS has been detected in drinking water supply wells exceeding the AGQS at 6 closed landfill sites, totaling 24 supply wells.
 - Each has been provided a permanent potable water supply solution (treatment or connection to water utility) or are being provided bottled water until a permanent solution is provided by the responsible party.
 - In approximately half of the cases, contaminants other than PFAS, were previously detected at the water supply wells above their respective AGQS.

- ▶ To date, there have been no detections of PFAS over AGQS in water supply wells that have been sampled near active landfills.

Potential Future Approaches to Landfill Leachate Management

Potential Future Approaches to Landfill Leachate Management

Continue with Current Practice

- ▶ WWTP continue to handle – will have to meet applicable standards for discharge.
 - Impact of future surface water quality standards?
 - Impact for sludge disposal?

Consider a Requirement to Pretreat Leachate

- ▶ On-site pretreatment infrastructure at landfills?
- ▶ Develop pretreatment infrastructure at WWTPs?
- ▶ Develop regional pretreatment facility(ies)?
- ▶ Evaluate the significance of the benefit.

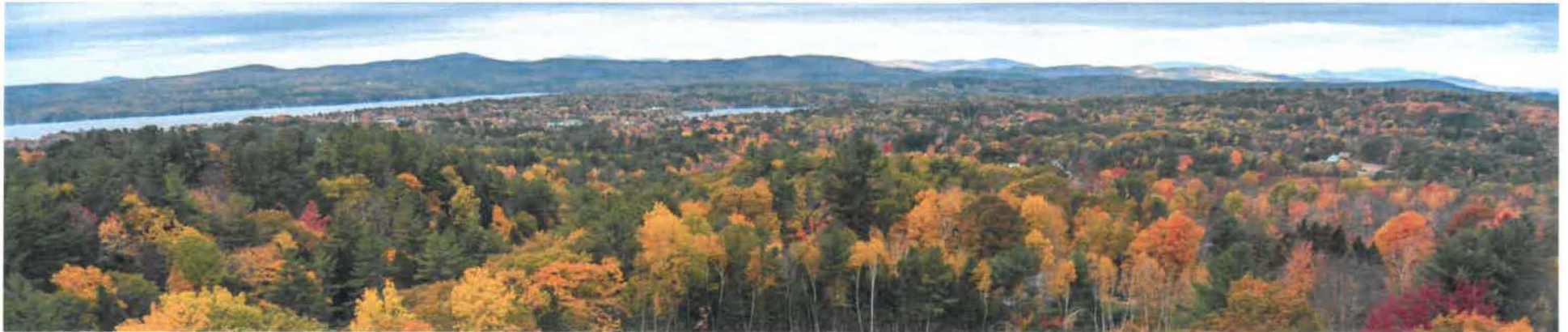
Overview of PFAS Treatment Technologies

Treatment Technologies

- ▶ Available Technologies
 - Granulated Activated Carbon (GAC)
 - Ion Exchange (Resins)
 - Reverse Osmosis (RO)
- ▶ New and Emerging Technologies for Treatment
 - Foam Fractionation
 - Stabilization / Encapsulation
 - Supercritical Water Oxidation (SCWO)
- ▶ Pilot Studies?

PFAS Occurrence in Landfill Leachate - Summary

- ▶ The 6 active lined MSW landfills are generating approximately 96 million gallons of leachate per year.
- ▶ Leachate quantities generated vary widely by landfill, generally based on landfill size.
- ▶ Operational timeframes and landfill size does not always correlate with concentrations of PFAS in leachate.
- ▶ PFAS is found in a wide-ranging number of waste types.
- ▶ There is a cyclical relationship between landfills and WWTPs - landfill leachate & WWTP biosolids.
- ▶ There are potential leachate treatment options for PFAS, however, they haven't been fully vetted for treating PFAS in landfill leachate applications.
- ▶ Pilot studies may be on the horizon.



Contact Information

James W. O'Rourke, P.G.
Waste Management Division
NHDES
603-271-2909
James.W.ORourke@des.nh.gov

Michael J. Wimsatt, P.G., Director
Waste Management Division
NHDES
603-271-1997
Michael.Wimsatt@des.nh.gov