

**City of Somersworth, New Hampshire
CMOM Business Practice Evaluation
Recommendations and Action Matrix
February 29, 2008**

Business Practice	Priority 1 = High 5 = Low	Findings	Recommendations	Risk	Consequences	Task Leader
Maintenance of Right-of-Ways						
Maintenance Prioritization	1.1	The utility is in the process of putting easement information into their Geographic Information System (GIS). This information will aid the future prioritization process.	Continue to enter easement information into GIS	<ul style="list-style-type: none"> Lack of access limits maintenance tasks. Potential for sanitary sewer overflows (SSOs) to go undetected. Response time for emergency events and duration of events increased. 	<ul style="list-style-type: none"> Notice of Violation Enforcement Action Financial impact from fines Financial impact from additional time and resources needed to create emergency access Negative impact on customer service 	Chris Jacobs
Cross Country Easements and Right-of-Ways		Right-of-Way (ROW) maintenance is starting for the main trunk lines along the river.	Continue ROW maintenance for the main trunk lines along the river.			
Residential Easements and Right-of-Ways		Public Service maintains some of these easements.	Investigate to ensure that all easement are identified and locatable.			
Technical Support Function – Contingency Planning						
Planning Process - Steps and Tasks	1.2	There currently is no sewer overflow response plan (SORP) for the gravity and pressure collection systems. There is a SORP for the pump stations.	Incorporate staff knowledge and experience into a formal SORP for the gravity and pressure systems.	Without proper contingency planning and training there is greater risk for longer-duration emergency events.	<ul style="list-style-type: none"> Notice of Violation Enforcement Action Financial impact from fines Negative impact on customer service 	John Jackman
Planning Process - Public Notification		There currently is no SORP for the gravity and pressure collection systems. There is a SORP for the pump stations	When a formal SORP is developed, verify that public notification procedures are valid and up-to-date.			
Planning Process - Regulatory Notification		There currently is no SORP for the gravity and pressure collection systems. There is a SORP for the pump stations	When a formal SORP is developed, verify that regulatory notification procedures are valid and up-to-date.			
Planning Process - Emergency Flow Control		There currently is no SORP for the gravity and pressure collection systems. There is a SORP for the pump stations	When a formal SORP is developed, verify that emergency flow control procedures are valid and up-to-date.			
Planning Process - Emergency Operations and Maintenance		There currently is no SORP for the gravity and pressure collection systems. There is a SORP for the pump stations	When a formal SORP is developed, verify that emergency operations and maintenance procedures are valid and up-to-date.			
Preparedness Training		There currently is no SORP for the gravity and pressure collection systems. There is a SORP for the pump stations	After the SORP is developed, conduct training using mock drills.			
Planning Process - Safety Issues		There currently is no SORP for the gravity and pressure collection systems. There is a SORP for the pump stations	Consider and incorporate collection system safety issues into the SORP.			

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Non-Core Business Functions						
Storm Drainage	1.3	Staff performs operation and maintenance (O&M) on the storm drainage system and the time is documented.	Staff need to maintain balance between non-core responsibilities and collection system tasks to ensure that adequate time is allotted to operating and maintaining the collection system.	Lack of adequate time operating and maintaining the collection system due to conflicting responsibilities will potentially increase the frequency and severity of emergency events.	<ul style="list-style-type: none"> • Notice of Violation • Enforcement Action • Financial impact from fines • Negative impact on customer service 	John Jackman
Streets and Highways		Staff is required to plow snow, etc and the time is documented.				
Parks and Recreation		Staff is required to pick up leaves, etc. and the time is documented.				
Water Treatment and Distribution		The time is documented.				
Administrative Support Function – Human Resources						
Human Resources - Table of Organization	1.4	There is no up-to-date-organization table.	Develop an up-to-date organizational table and revise as necessary.	<ul style="list-style-type: none"> • High risk of loss of technical human resources due to inadequate succession planning to replace existing knowledge, skills, and abilities to manage, operate, and maintain assets. • Increased risk of accidents 	<ul style="list-style-type: none"> • Increased frequency of SSOs and or other substandard performance. • Loss of institutional knowledge. • Level of service and efficiency decrease. • Potential lawsuits. • Decrease in moral 	John Jackman
Human Resources - Position Descriptions		The position titles need to be updated.	Update position titles as duties change. Develop a mechanism for continuous review and updating.			
Human Resources – Succession Planning		There is no policy in place. Several critical retirements are pending that will impact customer service and institutional knowledge.	Develop a succession policy to minimize the impact of pending retirements.			
Human Resources – Disciplinary Actions		The disciplinary procedures are defined, but not implemented.	Implement the defined disciplinary policy.			
Human Resources – Certification and License Requirements		A commercial drivers license (CDL) is required for foreman, auto mechanic and motor equipment operator titles. There are no other certifications required.	Encourage and reward participation in the New England Water Environment Association (NEWEA) voluntary collection system operator certification.			
Human Resources - Training – Technical		Most of the technical training received is on-the-job training. Effective practice guidelines/standard operating procedures (EPG/SOPs) are needed for equipment and tasks.	Identify and encourage technical and skill training opportunities.			
Human Resources - Training – Skills		The training provided for collection personnel is minimal.				

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Human Resources – Compensation		The compensation seems adequate. There is a reasonable candidate pool for job openings.	Continue current business practice.			
Human Resources - Safety Program - Safety Authority		The City Safety Committee reviews all accidents. There is no policy if you violate safety committee. Limited short training sessions are provided. All training is tracked.	Continue safety training and tracking. Develop formal policy for dealing with safety violations.			
Human Resources - Safety Program - Confined Space Entry (CSE)		No confined space entry is allowed. The pump station personnel have received confined space training. Not all collections people have received this training.	All collections personnel should attend a Confined Space Awareness training program.			
Human Resources - Safety Program - General Safety Procedures		The program is in place for the pump station. The program needs improvement for collections personnel.	Develop formalized collection system safety procedures for day-to-day tasks.			
Human Resources - Safety Program - Traffic Management		There is no traffic management safety program in place.	All collections personnel should attend a Traffic Management safety program.			
Human Resources - Safety Program - Lock Out, Tag Out		A lock out tag out program is in place for pump station personnel. The EPG/SOP must be implemented for collections personnel.	A written lock out, tag out program should be developed and implemented for collections personnel.			
Human Resources - Safety Program - Safety Equipment		There is limited safety equipment available to collections staff. Boots, gloves, hard hat, and goggles provided. The gas meter and tripod are maintained by the Fire Department.	Identify safety equipment gaps and budget for their purchase.			
Human Resources - Safety Program - Performance Measures		There is an awareness of the accident rate but no performance measures are in place.	Develop formal performance measures for tracking safety-related accident trends.			
Human Resources - Workman's Compensation		The workman's compensation rate is decreasing. Short term disability has increased. Management is actively monitoring.	Continue current business practice.			

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Maintenance - Gravity System Corrective						
Priority System	1.5	The priority system is to respond to the limited backups that occur. Estimated about one call per month. One recurrent problem area was investigated and corrected with piping change. This eliminated one pump station and several recurrent back up calls.	Informal system has identified and corrected one problem area. Enhance and formalize the priority system.	Without a priority system, staff and resources may not be utilized effectively.	Financial and customer service impacts due to poor staff/resource allocation.	Operations Foreman
Backlog System		There is a backlog in place. There is no written process to reduce backlog.	Develop a written process to reduce backlogs.			
Operations – Corrosion Control						
Corrosion Control Program	1.6	There is no program in place.	Develop a corrosion control program that incorporates collections system and pump station assets.	Increased risk of corrosion-related collection system failure, resulting in SSOs.	<ul style="list-style-type: none"> • Notice of Violation • Enforcement Action • Financial impact from fines 	Operations Foreman
Operations – Flow Monitoring						
Gravity Systems	1.7	The utility did conduct a gravity system flow study, however study period was too short (no rain events). Portable flow metering is available but not used.	Conduct additional flow monitoring studies in order to capture wet weather flow impacts.	Lack of flow data during wet weather events prevents identification of trouble spots.	Potential reduced capacity during wet weather events.	Operations Foreman
Pumping Stations		A combination of flow meters and pump run time is used to evaluate pump station operation.	Continue pump station data collection.			
Maintenance – Gravity System Emergency						
Emergency Maintenance Program	1.8	The utility has an undocumented system in place to respond to customer calls and complaints, as well as other emergencies. Off-hour emergencies are documented. Call in procedure can be cumbersome during the summer when it is difficult finding a person to respond.	Formalize the current undocumented system.	Potential for longer-duration emergency events resulting in increased damages and associated costs. Potential lawsuits.	<ul style="list-style-type: none"> • Higher costs associated with the emergency • Safety issues • Higher insurance premiums 	Operations Foreman
Maintenance – Pressure System Preventive						
Maintenance Prioritization	1.9	There is no documented process in place.	Develop a formal process and a priority list based on history and system evaluation.	Increased risk of force main collapse or failure.	<ul style="list-style-type: none"> • Notice of Violation • Enforcement Action • Financial impact from damages and fines • Loss of customer service 	John Jackman
Cleaning		There is no cleaning program in place.	Use pump station data to predict need for cleaning			

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Cathodic Protection		No formal program.	Develop a cathodic protection program			
Collection System Policy – Mission Statement						
Internal Mission Statement	2.1a	There is no written internal mission statement. Utility Director was able to verbalize general principles.	Develop an internal mission statement and communicate it to the staff.	Low risk	<ul style="list-style-type: none"> Lack of clear message to the staff and general public. Priorities are not established or are overlooked. 	John Jackman
Public Works Mission Statement		There is a written Public Works mission statement. The contract operations firm running the pump stations has a separate mission statement.	Develop an external mission statement and communicate it to the public.			
Collection System Policy – Strategic Goals Related to Customer Service						
Quality	2.1b	There is no written customer service policy or scripted dialogue. The utility does process calls and follow-ups in a timely manner.	<ul style="list-style-type: none"> Develop strategic goal and policy pertaining to customer service to formalize current practice of service and responsiveness. Continue and enhance utilization of web site to increase information available to customers. Maintain current practice of yearly rate evaluation. 	Loss of customer service	Ineffective customer service will erode customer and public support of utility operations.	John Jackman
Quantity		There is no written customer service policy. The website posts some information related to contact information, compliant forms and development forms.				
Reliability		There is no written customer service policy. What information that is provided is current				
Responsiveness		There is no written program but staff is service orientated.				
Environmental Acceptability		There is no written customer service policy to address typical environmental concerns.				
Cost/User Rates		City Council has a committee that reviews rates every year. Utility works to maintain user rates that support the utility.				

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Policy – Strategic Goals to Achieve Regulatory Compliance						
Permit Requirements	2.1c	There are no written goals regarding permit compliance.	<ul style="list-style-type: none"> Develop written goal and policy to formalize current practice of maintaining regulatory compliance. Use this matrix as a starting point for the development of a formal CMOM plan Provide adequate funding to continue the Illicit Connection Elimination Program 	Increased regulatory scrutiny of utility management, operation, and maintenance.	<ul style="list-style-type: none"> Notice of Violation Enforcement Action Financial impact from fines 	John Jackman
CMOM Guidance		No written goals regarding CMOM guidance. Participation in this evaluation supports the development of a CMOM program				
Compliance Orders or Decrees		There are no written goals for avoidance of Compliance Orders or Decrees.				
Illicit Connection Elimination Program		In the past, this program has been funded with grant money. The program is presently unfunded.				
Policy – Strategic Goals for Managing Utility Assets						
Condition Assessment	2.1d	There is no written process in place for condition assessment.	Develop written goals and a formal policy for managing utility assets as part of an overall asset management program.	High risk of substandard asset performance, lawsuits, and accounting implications.	<ul style="list-style-type: none"> Enforcement Actions Level of service and efficiency decrease Financial impact for bond rating 	John Jackman
Rehabilitation		There are no written criteria for rehabilitation.				
Replacement		There are no written criteria for asset replacement.				
Disposal		There is no written process for asset disposal.				
Policy – Strategic Goals for Work Management						
Efficiency	2.1e	There is no written strategic goal regarding efficiency.	Develop a written goal and formal policy for managing work environment covering efficiency, safety, quality of life, and proficiency.	High risk of decreased level of service, efficiency, and moral.	<ul style="list-style-type: none"> Safety consequences Morale issues Loss of service 	John Jackman
Prioritization		There is no written prioritization process is in place.				
Safety		There are no written safety goals. Safety training is tracked for each employee.				
Quality of Life		There is no written strategic goal regarding quality of life.				
Proficiency		There is no written strategic goal regarding providing the tools and training necessary for its employees.				
Administrative Support Function – Customer Service						
Complaint Management	2.2	There is an effective but undocumented complaint management program in place.	Continue progress to formalize the management of complaints.	Low risk	Ineffective complaint management and dissemination of information will erode customer and public	John Jackman

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		The city is taking steps to document the process.			support of utility operations.	
Public Information		The staff is knowledgeable but could be more proactive in getting information out to the public.	Utilize web site to increase opportunities for making information available to the public; such as frequently asked questions, frequently requested telephone numbers, and information on upcoming utility operations.			
Public Education		Public education opportunities need to be explored.	Utilize web site for educating public with information on the utility and its operation; especially for the collection system.			
Technical Support Function – Source Control						
Fats, Oils, and Grease Control - Permitting	3.1	A permitting program in place. Class 2 permits for all commercial contributors are issued. Fats, oil, and grease (FOG) control (grease trap) is included if warranted.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed.	Low risk Although FOG does not appear to be an issue at this point, additional FOG preventive measures should be explored and implemented.	Unaddressed FOG problem areas could lead to future blockages and SSOs.	John Jackman
Fats, Oils, and Grease Control - Inspection		No routine inspections are conducted. However information on pump out records and FOG hauler feedback is reviewed.	Conduct periodic spot checks of grease traps / pumping records.			
Fats, Oils, and Grease Control - Enforcement		There is a 100 mg/l FOG limit in the sewer use ordinance (SUO). Penalties can be assessed if needed.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Fats, Oils, and Grease Control – Compliance Assistance		There is no established mechanism for assistance.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Fats, Oils, and Grease Control – Public Education		There is no public education program in place.	Use mailers and public outreach (web site) to educate public on oil and grease issues.			
Fats, Oils, and Grease Control – Performance Measures		There are no performance measures for FOG control in place.	If in the future FOG issues increase in priority, develop a performance measure to assess success with remediation efforts.			

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Pretreatment Program - Permitting		There is a permitting program in place. There are 3 categorical and 2 Significant Industrial Users. Commercial users have a simple permit system.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Pretreatment Program - Inspection		All 5 Significant Industrial Users (SIUs) are done on a yearly basis. Monthly sampling is required and conducted.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Pretreatment Program - Enforcement		The SUO provides enforcement capability. The city attorney is available if needed.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Pretreatment Program – Compliance Assistance		The utility provides, and would request, compliance assistance if necessary.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Pretreatment Program – Performance Measures		The primary performance measure is compliance. Industries are meeting pretreatment standards	Continue current business practice. Incorporate of business practice into a CMOM plan.			
Operations – Line Location						
Line Location Program	4.1	There is a program in place. The utility participates in Dig Safe program. There is no EPG/SOP for coverage or after-hour emergency notification.	Enhance current business practice by developing an EPG/SOP for staff coverage and after-hour emergency calls.	Lack of timely utility identification increases the potential for damage to collection system components.	<ul style="list-style-type: none"> Financial impact from damage and associated repairs Negative impacts on customer service 	Chris Jacobs
Maintenance – Gravity System Preventive						
Maintenance Prioritization	4.2	There is no process in place to prioritize maintenance activities.	Develop a prioritized list of maintenance issues and activities. Standardizing data input into maintenance management system will help prioritization efficiency.	Increased risk of SSOs	<ul style="list-style-type: none"> Notice of Violation Enforcement Action Financial impact from fines Negative impact on customer service 	Operation Foreman
Hydraulic Cleaning		A sewer jet was contracted to come in and clean trouble areas two years ago. All other cleaning is reactive (plug) with an old flush trailer that moves plug along, does not remove. Combination machine from neighboring municipality is called in 4 times year to handle problems the flush truck can't correct.	Develop a proactive approach to hydraulic cleaning based on past data. Explore the feasibility of purchasing or leasing a new combination truck.			
FOG Program		There is no written FOG control program in place. Pretreatment coordinators monitors pump out	Maintain current informal FOG control program. If future FOG problems are identified, consider a more formal program with spot			

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		rates and gets feedback from hauler.	checking of grease traps and other O&M practices.			
Root Control		The utility identified some significant root problem areas in 2004. Root control program has been effectively used in these areas. The service calls have decreased as a result.	Maintain current business practice related to root control.			
Manholes		There is no written manhole inspection program in place. Manholes are evaluated during routine system work and road construction and resurfacing. A manhole evaluation form is used.	Enhance current manhole preventive maintenance program by establishing an evaluation schedule independent of road work.			
Condition Assessment - CCTV		About 50% of system was cleaned and televised in 2001 based on location and age of system.	Enhance current CCTV program by televising a percentage of the system on a periodic basis.			
Technical – Engineering						
As-Built Plans	4.3	As-built plans are retained. They are incorporated into GIS and the system inventory once a year.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed	<ul style="list-style-type: none"> • Low potential risk for increased SSOs resulting from engineering oversights. • SSOs resulting from inadequate capacity • Financial impacts of replacing/correcting system components • Loss of efficiency 		Chris Jacobs
Asset Inventory		An inventory is available of most of the collection system assets.	Continue current business practice. Incorporate remaining collection system assets into inventory.			
Sewerage System Maps		System maps are available. The utility is working on getting the map information onto computers.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Design – Gravity Lines		The design is done by a consultant and must meet standards outlined in NH ENV-WQ700. The utility and a consultant review. NH DES must approve.				
Design – Pumping Stations		The design is done by a consultant and must meet standards outlined in NH ENV-WQ700. The utility and a consultant review. NH DES must approve.				
Design – Force Mains		The design is done by a consultant and must meet standards outlined in NH ENV-WQ700. The utility and a consultant review. NH DES must approve.				

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Construction Field Inspection		Construction inspection is performed either in-house (smaller jobs) or by consultant (for larger jobs).				
Testing and Acceptance		For new construction, testing is conducted by the consultant.				
Infrastructure Acquisition		A written policy exists.				
Condition Assessment – Priorities		There is no written priority process in place.	Incorporate documentation of business practice into a CMOM plan, as the plan is developed.			
Condition Assessment - Smoke Testing		Smoke testing is used as necessary when state grant money is available.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Condition Assessment – CCTV		50% of the sewers were televised in 2001 based on the location and age of the pipe.				
Condition Assessment - Manhole Inspection		Manholes are evaluated during routine system work and road construction and resurfacing. A manhole evaluation form is used.				
Condition Assessment - Corrosion Identification		There is no corrosion identification done.	Use previous CCTV work to establish baseline corrosion issues.			
Condition Assessment - Gravity System Defect Analysis		About 50% of the gravity system was assessed in 2001. A follow up with a qualified professional is needed.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Condition Assessment - Force Mains		There is no written program in place.	Review pump station operating data to establish baseline condition and identify changes within the force main.			
Condition Assessment - Pumping Stations		The utility relies on flow/pump hours and regular visits to assess condition.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Rehabilitation/Replacement Gravity Line - Criteria		There is no written criteria but trouble spots or identified problem areas are the highest priority. The utility tries to coordinate work with road paving.	Establish written criteria for gravity line rehabilitation/ replacement.			
Rehabilitation/Replacement Gravity Line – Methods		The consultant and utility determine the appropriate method on a case by case basis.	Continue current business practice. Incorporate documentation of business practice into a CMOM			

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Rehabilitation/Replacement Gravity Line – Design Specifications		The utility uses the standards outlined in NH ENV-WQ700.	plan, as the plan is developed			
Rehabilitation/Replacement Gravity Line – Inspection		There is a procedure is in place. Inspection is done in-house or by independent consultant depending on size of job.				
Rehabilitation/Replacement Gravity Line – Testing		The sewer must past a pressure test.				
Rehabilitation/Replacement Manhole – Criteria		There is no written program in place. Some problem manholes have been identified but the work is backlogged.	Establish written criteria for manhole rehabilitation/ replacement.			
Rehabilitation/Replacement Manhole – Methods		The consultant and utility determine the appropriate method on a case by case basis.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Rehabilitation/Replacement Manhole – Design Specifications		The utility uses the standards outlined in NH ENV-WQ700.				
Rehabilitation/Replacement Manhole – Inspection		There is a procedure is in place. Inspection is done in-house or by independent consultant depending on size of job.				
Rehabilitation/Replacement Manhole – Testing		The utility uses the standards outlined in NH ENV-WQ700.				
Rehabilitation/Replacement Pumping Stations – Criteria		There is no written program in place. The criteria is based on staff evaluation using pump hours/flow and maintenance history.	Establish written criteria for pump station rehabilitation/ replacement.			
Rehabilitation/Replacement Pumping Stations – Methods and Techniques		The consultant and utility determine the appropriate method on a case by case basis.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Rehabilitation/Replacement Pumping Stations – Design Specifications		The utility uses the standards outlined in NH ENV-WQ700.				
Rehabilitation/Replacement Pumping Stations – Inspection		The inspection is performed by an independent consultant.				
Rehabilitation/Replacement Pumping Stations – Testing		The utility uses the standards outlined in NH ENV-WQ700.				
Rehabilitation/Replacement Force Main – Criteria		There is no written criteria in place.	Establish written criteria for force main rehabilitation/replacement.			

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Rehabilitation/Replacement Force Main – Methods and Techniques		The consultant and Utility determine the appropriate method on a case by case basis.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Rehabilitation/Replacement Force Main – Design Specifications		The utility uses the standards outlined in NH ENV-WQ700.				
Rehabilitation/Replacement Force Main – Inspection		The inspection is performed by an independent consultant.				
Rehabilitation/Replacement Force Main – Testing		The utility uses the standards outlined in NH ENV-WQ700.				
Capacity Assurance - Definition of Adequate Capacity		There is an undocumented process in place.	Document the current business practice.			
Capacity Assurance - Flow Monitoring		There is no written program in place but the equipment is available to conduct flow monitoring.	Incorporate flow monitoring into the CMOM plan as time and funding allows.			
Capacity Assurance Management - Assurance Process		There is a review process in place to ensure that there is adequate capacity for proposed additions to the system	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Capacity Assurance - Pumping Stations Adequacy and Performance		The utility uses the standards outlined in NH ENV-WQ700.				
Capacity Assurance - New Construction		The utility uses information from the CCTV history. The contractor is required to set aside money for downstream corrective work.				
Capacity Assurance - New Service and Tap-Ins		The utility uses information from the CCTV history.				
Technical Support Function – Information Management						
Overflow Reporting, Notification, and Record Keeping - Regulatory Agencies	4.4	The utility follows New Hampshire state regulations and requirements.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed	<ul style="list-style-type: none"> • Low risk • Old information may be used to manage collection system operation and maintenance. 	<ul style="list-style-type: none"> • Notice of Violation • Enforcement Action • Financial impact from fines • Negative impact on customer service 	John Jackman
Overflow Reporting, Notification, and Record Keeping - Affected Agencies and Public		The utility follows New Hampshire state regulations and requirements.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Information Management - Maintenance		A system is in place for pump stations. Maintenance activities in the collection system are tracked but consistency needs	Develop and implement a consistent approach to data input to the management system. Analyze data and track trends for efficient application of maintenance			

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		improvement.	methods.			
Information Management - Operations		There is a management system in place for pump stations operations.	Develop and implement a consistent approach to data input to the management system. Analyze data and track trends for efficient application of maintenance methods.			
Information Management - Complaints		There is a management system in place to track and follow-up on complaints.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Information Management – System-Wide Information Coordination to Support Management		There is an information management system in place.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Information Management - Financial		There is an informal system in place.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Information Management – Document Control		There is no document policy or control in place.	Develop a document control procedure.			
Technical Support Function – Legal Support						
Sewer Use Ordinance		The utility has an effective SUO in place. Restricted materials, limits and penalties are part of the SUO.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed	Low risk		John Jackman
Fats, Oils, and Grease Control Ordinance		There is no FOG ordinance in place. A 100 mg/l limit is in the SUO. The informal policy reviews pump out records and hauler feedback.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Line Location	5.1	The Utility participates in and utilizes the Dig Safe program.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Liquidated Damages and Lawsuits		The SUO provides for a Sewer Board review on any legal issues. This has never been used. Damage liability is part of City Ordinance. First time if the city is unaware, homeowner pays. Second time, city is responsible.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Maintenance – Pump Station Preventive						
Maintenance Prioritization	5.2a	Station visits are based on reliability and maintenance needs.	Continue current business practice. Incorporate documentation of	In general – low risk.	Relative to cathodic/corrosion protection:	Operations Foreman

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Business Practice	Priority 1 = High 5 = Low	Findings	Recommendations	Risk	Consequences	Task Leader
			business practice into a CMOM plan, as the plan is developed	Potential for corrosion-related failure of pump station assets without an effective cathodic protection and corrosion control program that includes ongoing periodic maintenance.	<ul style="list-style-type: none"> • Notice of Violation • Enforcement Action • Financial impact from fines • Negative impact on customer service 	
Short-Term Pumping Station Repair		Short-term repairs are done with long range operation considered.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Electronics		The program is incorporated into the regular station preventive maintenance program.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Electrical		The program is incorporated into the regular station preventive maintenance program.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Mechanical		The program is incorporated into the regular station preventive maintenance program.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Physical		The program is incorporated into the regular station preventive maintenance program.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Valve Exercise		The program is incorporated into the regular station preventive maintenance program.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Cathodic Protection		There is no program in place	Assess need to implement a cathodic protection and corrosion control program, with ongoing periodic maintenance.			
Corrosion Control		There is no program in place. The Black Water pump station has some corrosion issues.				
Maintenance – Pump Station Corrective						
Priority System	5.2b	There is a priority corrective maintenance system in place.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed	Low risk		Operations Foreman
Backlog System		There is a backlog system.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Maintenance - Pump Station Emergency						
Emergency Maintenance Program	5.2c	The utility has a documented system in place to respond to customer calls and complaints, as well as other emergencies. Off-hour emergencies are documented.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed	Low risk		Operations Foreman

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Operations – Pump Stations						
Normal Operation	5.2d	There are written policies in place and used.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed	Low risk		Operations Foreman
Emergency Operation		There are written EPG/SOPs in place.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Supervisory Control and Data Acquisition (SCADA)		A SCADA system is available. Data is stored on site. One station relies on a visual alarm only.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Administrative Support Function – Financial						
Budgeting	5.3	The Director and Wastewater Superintendent develop budget with feed back from staff.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed	Low risk		John Jackman
Rate Analysis		Rate analysis is done regularly.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Cost of Operation		The previous years' expenditures are taken into account.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Cost of Maintenance		The previous years' expenditures are taken into account.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Capital Improvement Plan		The infrastructure replacement CIP is driven by road and utility work. There is a need to evaluate all utilities.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Cost of Management		The previous years' expenditures are taken into account.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Life Cycle Cost Analysis		A life cycle cost analysis is considered.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Insurance		The city is not self insured. This does not hinder operation. Frequency of blockages has been reduced.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			

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Administrative Support Function - Procurement						
Vehicle Purchase and Repair	5.4	There is a process in place for vehicle purchase. Routine repairs are done by DPW.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			John Jackman
Equipment Purchase and Repair		The equipment purchase and repair process seems to be working.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Tools Purchase and Inventory		In general, adequate tools are available for all workers.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Spare Parts Purchase and Inventory		There are adequate spare parts on hand and replaced as used.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			
Supplies Purchase and Inventory		There are adequate supplies parts on hand and replaced as used.	Continue current business practice. Incorporate documentation of business practice into a CMOM plan, as the plan is developed			