

BARRINGTON
BROOKFIELD
DOVER
DURHAM
FARMINGTON
LEE
MADBURY
MIDDLETON
MILTON



NEW DURHAM
NEWMARKET
NORTHWOOD
NOTTINGHAM
ROCHESTER
ROLLINSFORD
SOMERSWORTH
STRAFFORD
WAKEFIELD

SRPC Executive Committee Meeting Agenda
Conference Room 1
August 17, 2018

Time: 8-9 a.m.
150 Wakefield Street, Suite 12
Rochester, NH

- 1. Welcome/Introductions**
- 2. Action Items (Motions Required)**
 - a. Approval of the Minutes of July 20, 2018 (**Enclosed**)
 - b. Acceptance of Draft July Financials (**Enclosed**)
 - c. Concurrence with August Monthly Minors (**Separate Mailing**)
 - d. FY2020 Dues Recommendation to SRPC Commission (**Enclosed**)
- 3. Discussion**
 - a. Draft FY2019 Executive Director Organizational Goals
 - b. Strategic Planning (**Enclosed**)
 - c. Draft FY2019 Working Budget (**Enclosed**)
- 4. Updates**
 - a. Awards, Contracts, and General Business Update
- 5. Other Business**
- 6. Adjourn**

Rules of Procedure

*Strafford Regional Planning Commission
Strafford Metropolitan Planning Organization, and
Strafford Economic Development District*

Meeting Etiquette

Be present at the scheduled start of the meeting.

Be respectful of the views of others.

Ensure that only one person talks at a time. Raising your hand to be recognized by the chair or facilitator is good practice.

Do not interrupt others, or start talking before someone finishes.

Do not engage in cross talk.

Avoid individual discussions in small groups during the meeting. When one person speaks, others should listen.

Active participation is encouraged from all members.

When speaking, participants should adhere to topics of discussion directly related to agenda items.

When speaking, individuals should be brief and concise when speaking.

The Strafford Regional Planning Commission & Metropolitan Planning Organization holds both public meetings and public hearings.

For public meetings, guests are welcome to observe, but should follow proper meeting etiquette allowing the meeting to proceed uninterrupted. Members of the public who wish to be involved and heard should use venues such as Citizen Forum, Public Hearings, Public Comment Periods, outreach events, seminars, workshops, listening sessions, etc.

BARRINGTON
BROOKFIELD
DOVER
DURHAM
FARMINGTON
LEE
MADBURY
MIDDLETON
MILTON



NEW DURHAM
NEWMARKET
NORTHWOOD
NOTTINGHAM
ROCHESTER
ROLLINSFORD
SOMERSWORTH
STRAFFORD
WAKEFIELD

Strafford Regional Planning Commission
Executive Committee Meeting
Conference Room 1A, 150 Wakefield Street
Rochester, NH 03867

DRAFT Meeting Minutes
July 20, 2018

Members present: Chair Victoria Parmele, Northwood; Vice Chair Martin Laferte, Farmington; Secretary/Treasurer Tom Crosby, Madbury; Peter Nelson, Newmarket; Marcia Gasses, Dover; Fred Kaen, Lee; Donald Hamann, Rochester

Staff present: Jen Czysz, executive director; Shayna Sylvia, communications and outreach specialist; Rachel Dewey, data analyst

1. Welcome/Introductions

Chair Victoria Parmele began the meeting at 8:04 a.m. M. Laferte shared an anecdote about his involvement with the Strafford MPO Technical Advisory Committee (TAC) and how it led to his community of Farmington receiving grant funding.

Introductions were given around the room.

2. Non-Public

a. RSA 91-A

A Non-Public session was not needed. This item does not need to be reoccurring on the agenda.

3. Action Items

a. Approval of the Minutes of June 15, 2018

V. Parmele asked for comments or corrections on the minutes of June 15, 2018. There were none. Marcia Gasses **MOVED** to approve the minutes of June 15, 2018. Peter Nelson **SECONDED** the motion, of which all were **IN FAVOR**.

b. Acceptance of Draft June Financials

Jen Czysz explained that a new dashboard handout was included in the current meeting packet. It was modeled after a similar handout that was used at Nashua

Regional Planning Commission. J. Czysz reviewed the timeline for the organization's audit processes. She explained how the working budget will function and how she will update the E.C. each month on any changes. An updated budget will be presented to the Commission at the December meeting.

J. Czysz noted staff activities including meetings and presentations. She gave an update on the hiring processes for the GIS planner. Victoria asked about staff contracts. J. Czysz reviewed staff contracts for the fiscal year and noted foreseeable shifts or changes.

J. Czysz explained that SRPC is waiting to hear back on a few outstanding grant applications, but has also secured some new contracts which were not reflected in the adopted budget. She added that a contract with Nottingham is being finalized, which will allow the data collection staff to do Road Surface Management Systems assessments and an associated report. Other contracts that are being finalized include one supporting plan development for the Tri-City Homelessness Coalition and one for a GIS analysis build-out with New Durham. She reviewed the current UPWP budget and the carryover from Fiscal Years 2018–2019.

J. Czysz shared the status of other potential projects such as a Durham groundwater modeling project, work with Dover supported by a coastal resilience grant, work with HEAL NH funded through the Department of Health and Human Services (DHHS), and a project with the Rockingham Planning Commission and the Conservation Law Foundation focused on groundwater rise. V. Parmele asked about the timeline for hearing back about these applications. The organization should know in the coming months.

P. Nelson asked about the Lamprey Advisory Committee (LAC) Map Geo-MS4 project. J. Czysz responded that she would get the specifics of the project and follow up. A discussion ensued concerning MS4 rules and regulations. P. Nelson said SRPC's work with Newmarket related to protection of water resources and MS4 should be highlighted as an example other communities can use. J. Czysz explained what the stormwater coalition is.

J. Czysz reviewed budget conditions at the closeout of FY 2018. She explained that a pending payment affected the year-end budget. A discussion ensued concerning a plan to address the pending payment.

M. Laferte asked about the status with the organization's credit card. J. Czysz responded that there are currently operating policies in place that were previously approved by the Executive Committee. A discussion ensued concerning the credit card. J. Czysz noted that the organization's account at Citizen's Bank has been closed out, and the organization is waiting for the new credit card, which should arrive soon.

J. Czysz explained that Kathy Foster, financial consultant, included notes in this month's financial statements. The main item to keep track of is the pending contract payment. V. Parmele said the notes were helpful for Committee members.

P. Nelson commented on the consultant services that are budgeted as part of the Brownfields project. J. Czynsz explained that Strafford EDD's Brownfields program has been extended, and there is potential for future assessments. Marcia Gasses suggested Landry's in Barrington, which burned down. P. Nelson suggested a well in Dover that had been shut down, but that well is already being examined.

T. Crosby addressed Portsmouth's water supply, explaining that Madbury supplies 65 percent of Portsmouth's water. M. Gasses noted that the headwaters of that water supply are in Barrington. A discussion ensued concerning water supply issues in Madbury. J. Czynsz said the local sourcewater protection grant program is now open for applications. A discussion followed concerning wells in Madbury. M. Gasses noted communities have different capacities to deal with these types of issues.

P. Nelson noted the importance of water supply planning and how SRPC should be marketing its services. He added that SRPC should engage communities, expressing what issues they should be thinking about and what can services SRPC can provide. A discussion ensued concerning better advertising for SRPC's ongoing and completed projects. Shayna Sylvia responded that the organization is working on better identifying its services and including more project descriptions on the website. This is something staff are aware of and working to improve. Completed projects are included in each year's annual report.

J. Czynsz explained that contract overages are now being identified as such for easy tracking purposes. She added that very few contract go over budget.

P. Nelson **MOVED** to accept the Draft June Financials. T. Crosby **SECONDED** the motion, of which all were **IN FAVOR**.

S. Sylvia noted that the website statistics in the new dashboard will be changing slightly moving forward. They will then be tracked consistently from that point on.

c. Concurrence with the Draft July Monthly Minors

J. Czynsz reviewed the changes for the FTA-5310 project, which focuses on capital, mobility management, and operating funds for seniors and individuals with disabilities. Funding changes are based on the updated FTA apportionments and prior year carry over, and are proposed in the sum of \$405,813.

P. Nelson asked for the regional connections of this project. R. Dewey explained that COAST set a good example with their transportation coordination efforts so NHDOT decided to allocate money for the other Regional Coordination Councils (RCCs) in the state to fund similar work. NHDOT has proposed reallocating dollars so that other RCCs can model their processes after what worked well for COAST in the Strafford region and the seacoast.

R. Dewey explained that child project reports, or the explanation of the regional outcomes of a larger project, will soon be integrated and provided to E.C. members.

M. Gasses **MOVED** to concur with the July Monthly Minors. Donald Hamann **SECONDED** the motion, of which all were **IN FAVOR**.

d. Approval of FY 2019 Billing Rate Structure

J. Czyns reviewed the Draft FY 2019 Billing Rate structure. She explained that an extra tier was added to better capture actual salary levels. Each level has increased five dollars from last year, which captures salary increases and the change in SRPC's indirect rate. V. Parmele asked Jen to explain the indirect rate. She noted that the indirect cost rate is set by NHDOT, because it is SRPC's cognizant agency, and includes fringe costs and rent, office supplies, etc. Kathy and Jen reviewed past indirect rates and projected budgets and submitted a rate, which was approved at 128 percent.

P. Nelson suggested increasing the billing rate for non-dues-paying communities. A discussion ensued concerning billing rates for these communities.

T. Crosby **MOVED** to approve the FY 2019 billing rate structure. M. Gasses **SECONDED** the motion, of which all were **IN FAVOR**.

4. Discussion

b. IT Plan (SRPC Equipment Overview Enclosed)

This item was addressed before item a. Rachel Dewey explained her process in documenting current uses and practices related to information technology (IT). J. Czyns explained that this process occurred so the organization can begin to have a conversation about future needs. R. Dewey reviewed the organization's current technology and updated the committee on upcoming needs.

A discussion ensued about cloud storage versus server and backups. P. Nelson offered to volunteer his services in assisting with the IT plan process. He added that he could recommend cloud-based vendors. P. Nelson shared that he could do a cost comparison between providers.

R. Dewey explained her concerns with the organization's current bandwidth and how it might not support cloud backup. P. Nelson responded that this is why a cost-benefit analysis could be beneficial.

P. Nelson asked about the organization's internet connection. R. Dewey responded that she wasn't sure what type of connection it is. P. Nelson suggested it might be useful to see what types of connections other organizations in the building have.

A discussion ensued concerning the IT plan. J. Czyns explained that the organization would soon need to go out to bid for contract IT services. M. Gasses said that Barrington just went through this process using a subcommittee, which was helpful.

P. Nelson asked about the phone system. A discussion followed concerning options for the phone system.

J. Czysz offered to send P. Nelson changes to the working IT plan that he could review. He suggested providing a sample plan and noted that SRPC's plan could be shared with other RPCs in the future. He suggested there may be ways for the RPCs to save money as a group by bundling software.

a. FY2019 Executive Director Organizational Goals

J. Czysz reviewed her organizational goals for FY 2019. She said one of her goals is to address staff turnover, and one way to do that would be to use a step process for salaries for each position. This would provide transparency for the staff. J. Czysz explained that staff will soon be setting performance goals. Merit-based increases would take place each July. Other retention strategies include changing personnel policies to create flexibility for staff, such as the option to telecommute regularly.

J. Czysz shared another goal involving IT. She said creating an IT plan would enable the organization to think about and identify ways to schedule and deploy different technology, software, and hardware improvements.

She added that she would also like to look back at the regional master plan as the basis for where the organization would like to go. This would take shape as a strategic plan for the organization. This process would be open to Commissioners, staff, the E.C., and other relevant stakeholders.

J. Czysz's next goal was to introduce herself to the Strafford region's municipalities and work to build strong relationships with them. She plans to schedule meetings with select boards and town/city councils. J. Czysz envisions spreading these meetings out and making them an annual check-in process. She added that she would encourage Commissioners to attend the meetings with their municipalities.

M. Gasses recognized staff for volunteering on city boards in Dover and commended their level of engagement both at and outside of work.

J. Czysz elaborated on her goal to meet with municipalities and said she would like to compile a list of municipal projects that could be referred to when relevant grant funding becomes available. Nancy O' Connor, program content coordinator, will assist with this.

J. Czysz asked for next steps with her goal-setting processes. V. Parmele explained that the executive director subcommittee used to work with the former executive director. She asked whether this subcommittee was still necessary. S. Sylvia reminded members that the organizational calendar calls for the E.C. to approve the executive director's goals in September.

M. Gasses and P. Nelson opined that there is no longer a need for the E.D. subcommittee and that the E.C. as a whole could work on process and organizational issues together.

J. Czysz addressed her E.D. goals, sharing that these would be approved by the E.C. only. She asked the E.C. to bring back suggestions or comments at the next meeting.

c. Strategic Planning

F. Kaen asked how the other Commissioners would be involved in the strategic planning process. He suggested having a workshop to work on setting strategic goals. Commissioners should be involved in that.

J. Czysz agreed that this process should involve all Commissioners. She noted examples of this process working successfully with other organizations she's been involved with. J. Czysz suggested also involving the staff in the process. She noted that surveys could also be a useful tool, as well as using a facilitator. F. Kaen recommended the agenda or goals for this could be set up by the E.C., then taken to the whole Commission. He suggested contracting with the Peter T. Paul College of Business and Economics at UNH. The strategic planning process will be discussed in more detail at the next meeting.

d. Non-Profit Designation

V. Parmele explained that the E.D. subcommittee previously looked into being a non-profit. She said that she, former E.C. member Bob Jaffin, and the former E.D., Cynthia Copeland, attended a training on becoming a non-profit.

J. Czysz explained that non-profit status was discussed at the RPC executive directors' retreat. She said several regions are also looking at non-profit status. At the retreat, the executive directors began to look into whether the New Hampshire Association of Regional Planning Commissions (NHARPC) can become a non-profit, under which the RPCs could operate. While this would make administration more complex, it would help save costs. The frequency with which the non-profit status would be used may not warrant nine separate RPCs becoming non-profits. Sylvia von Aulock, executive director of the Southern NH Planning Commission (SNHPC), will be discussing whether the nine RPCs could be joined under one non-profit with her board, since SNHPC already has a non-profit. The hypothetical NHARPC non-profit would need a separate board of directors, which would have oversight of the non-profit. A discussion ensued concerning this option. T. Crosby asked whether there would be one filing for the state, which there would be. P. Nelson gave an example of a non-profit he works for.

J. Czysz explained that a non-profit makes sense, but wouldn't want it to be cumbersome on the RPCs. V. Parmele added that she will share a diagram that the previous E.D. made, laying out how she envisioned the non-profit fitting within SRPC.

e. Office Lease

J. Czysz explained that the organization is on its third lease at the Rochester Community Center and half way through its two-year term. She noted that the current arrangement with rent and conference room space is a great deal. M. Gasses suggested J. Czysz look into space at the McConnell Center. A discussion concerning office space followed.

5. Updates

a. Contract Updates – J. Czysz

This was covered during the review of the financial statements.

6. Other Business

There was no other business.

7. Adjourn

T. Crosby **MOVED** to adjourn the meeting. D. Hamann **SECONDED** the motion, of which all were **IN FAVOR**.

The meeting adjourned at 10:02 a.m.

Minutes Respectfully Submitted by,
Shayna Sylvia
Communications and Outreach Specialist

Minutes approved on _____

By: _____
Victoria Parmele, Chair – SRPC Executive
Committee

SRPC FY 2019 Dashboard - August



JUNE 30, 2018	
Federal Savings Bank	
Beginning Balance	\$66,806.65
Deposits	\$79,946.44
Payments	\$72,893.97
Ending Balance	\$73,859.12

JUNE 30, 2018	
Accounts Payable	\$0.00
Accounts Receivable	\$121,629.04

OVERSIGHT ACTIVITIES	
Line of Credit Activated?	No
FSB Savings Account	\$16,030.84
Audit Status	Site visit conducted August 6; Draft Report September

BUDGET NARRATIVE	
Federal Savings Bank Balance/Case on hand:	We continue to have adequate cash on hand to meet monthly expenses
Payables and Receivables	Continuing to work with EDA to resolve outstanding reimbursement
FY19 Working Budget:	Draft includes new projects (Nottingham RSMS, Climate Resilience, GIS projects) and updated FY18 carryover balances

FUNDING SOURCES - WORKING BUDGET	
Due, Interest & Reimbursement	\$117,649
Metropolitan Planning Organization	\$508,104
State Agencies	\$106,027
Municipal & Nonprofit Agreements	\$55,256
Economic Development District	\$133,320
Total Revenue	\$920,355
Pending Grant Applications	\$122,708

STAFF PRESENTATIONS - ACTIVITIES JUNE/JULY
Staff Meeting (All staff)
Natural Resource Outreach Coalition (Nancy)
Strafford Public Health Advisory Committee (Nancy)
PFPNH (Rachel and Colin)
Interagency Consultation (Rachel and Colin)
Introduction to Transportation Conformity Training (Rachel)
Lee Floodplain Study Team Conference Call (Kyle)
Dover Architectural and Design Guidelines Stakeholder Interview (Kyle)
Durham Leadership Team Meeting (Kyle)
Dover Rising Waters Youth Art Contest Meeting (Kyle)
Coastal Adaptation Workgroup (CAW) Outreach Meeting (Kyle)
MS4 Notice of Intent Webinar (Kyle, Nancy)
NHDES Coastal Resiliency Coordinator Meeting (Kyle, Jen)
Nottingham Conservation Commission Meeting (Kyle)
Gonic Sawmill Dam Project Meeting (Kyle, James)
Durham Wagon Hill Living Shoreline Meeting (Kyle)
ACT Board and Executive Committee (Colin)
Nottingham Trails Committee (Colin)
Highway Safety Improvement Program Committee (Colin)
UPWP Mid-Contract review meeting (Colin)
RSMS meeting in Rollinsford (Stef, Monique, Colin)
Workshop for Regional Coordinating Council members (Colin)
Executive Director's Meeting (Jen)
Traffic counts (Stef, Monique)
RSMS meeting in Nottingham (Stef, Monique)
Trout Unlimited Skype Calls (Stef, Colin)
Regional Economic Developers' Meetings (James)
Trash Free Piscataqua Recycling Partnership Grant Opportunity Calls (Jen)
National Coastal Resilience Fund Project Scoping meeting (Jen)
Stormwater Coalition Meeting (Jen)
Brownfields Application Debrief with EPA (Jen, James)
SRPC Ten Year Plan Project Committee (Colin, Jen)
RPC Directors' Meeting (Jen)
Tri-City Homelessness Task Force Meeting (Jen)
WEB AND SOCIAL MEDIA STATISTICS



Stafford.org

Sessions 702(-242)
Users 504(-156)



Constant Contact

Subscribers 790(+35)
Avg. Open Rate 35%(+2%)



Facebook

Posts 29(-5)
Reach 1187 (-1250)
Engagement 137(-81)



Twitter

Tweets 23(-2)
Profile Visits 356(+78)
Impressions 3702(-1108)
Followers 235(+9)
Mentions 3(-4)



Map Geo

Total Visits 761(+16)
Unique Visitors 487(-1)

EXPENSES - WORKING BUDGET	
Personnel	\$632,161
Equipment	\$26,184
Communications	\$23,121
Fixed Expenses	\$46,551
Miscellaneous Expenses	\$12,100
Contracted Work	\$174,275
Total Expenses	\$914,392

Strafford Regional Planning Commission
Balance Sheet
As of July 31, 2018

DRAFT

	Jul 31, 18	Jul 31, 17	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
Citizens Bank Checking Account	0.00	7,778.10	-7,778.10
Citizens Municipal Rev Reserve	0.00	1,566.72	-1,566.72
FSB Checking	88,315.80	-16.48	88,332.28
FSB Savings	16,030.84	0.00	16,030.84
Total Checking/Savings	104,346.64	9,328.34	95,018.30¹
Accounts Receivable			
Accounts Receivable	121,000.03	242,996.81	-121,996.78 ²
Total Accounts Receivable	121,000.03	242,996.81	-121,996.78
Other Current Assets			
Prepaid Expenses			
Prepaid Dues and Subscriptions	2,926.18	1,715.80	1,210.38 ³
Prepaid training	600.00	0.00	600.00 ⁴
Total Prepaid Expenses	3,526.18	1,715.80	1,810.38
Prepaid software support	284.02	711.66	-427.64 ⁵
Total Other Current Assets	3,810.20	2,427.46	1,382.74
Total Current Assets	229,156.87	254,752.61	-25,595.74
Fixed Assets			
Property and Equipment			
Accumulated Depreciation	-30,383.48	-30,383.48	0.00
Equipment Purchase			
Canon iPF760 Plotter	3,353.04	3,353.04	0.00
Lenova Think Server	3,983.04	3,983.04	0.00
Xerox Workcentre 7545P	11,285.00	11,285.00	0.00
Equipment Purchase - Other	11,762.40	11,762.40	0.00
Total Equipment Purchase	30,383.48	30,383.48	0.00
Total Property and Equipment	0.00	0.00	0.00
Total Fixed Assets	0.00	0.00	0.00
TOTAL ASSETS	229,156.87	254,752.61	-25,595.74
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable	0.00	9,701.73	-9,701.73 ⁶

8/13/18

DRAFT

3:04 PM
08/13/18
Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of July 31, 2018

	Jul 31, 18	Jul 31, 17	\$ Change
Total Accounts Payable	0.00	9,701.73	-9,701.73
Credit Cards			
FSB Credit Card	1,486.11	0.00	1,486.11
Citizens credit card Parent			
Citizens credit card_CJC	0.00	3,294.82	-3,294.82
Total Citizens credit card Parent	0.00	3,294.82	-3,294.82
Total Credit Cards	1,486.11	3,294.82	-1,808.71
Other Current Liabilities			
Benefits payable			
Simple IRA payable	48.00	48.00	0.00
Total Benefits payable	48.00	48.00	0.00
Contract Revenue In Advance	0.00	133.98	-133.98
FY18 Dues in Advance	0.00	98,704.96	-98,704.96
FY19 Dues in Advance	107,294.68	0.00	107,294.68
Loan from Employee	0.00	16,036.54	-16,036.54
Payroll Liabilities			
FUTA	30.41	30.41	0.00
Social Security Payable	-0.02	-0.02	0.00
Payroll Liabilities - Other	3,001.15	3,018.36	-17.21
Total Payroll Liabilities	3,031.54	3,048.75	-17.21
Total Other Current Liabilities	110,374.22	117,972.23	-7,598.01
Total Current Liabilities	111,860.33	130,968.78	-19,108.45
Long Term Liabilities			
Accrued expenses			
Accrued Payroll	21,569.67	24,228.65	-2,658.98
Accrued Vacation	17,888.47	17,258.62	629.85
Annual Audit Accrual	11,388.75	9,100.00	2,288.75
Total Accrued expenses	50,846.89	50,587.27	259.62
Total Long Term Liabilities	50,846.89	50,587.27	259.62
Total Liabilities	162,707.22	181,556.05	-18,848.83
Equity			
Retained Earnings	61,577.63	63,398.70	-1,821.07
Net Income	4,872.02	9,797.86	-4,925.84
Total Equity	66,449.65	73,196.56	-6,746.91

3:04 PM

08/13/18

Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of July 31, 2018

DRAFT

	<u>Jul 31, 18</u>	<u>Jul 31, 17</u>	<u>\$ Change</u>
TOTAL LIABILITIES & EQUITY	229,156.87	254,752.61	-25,595.74

*June
8/13/18*

3:04 PM

08/13/18

Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of July 31, 2018

DRAFT

1. More timely receipt of cash inflows from NHDOT.
2. NHDOT delayed funding of requests for reimbursement in FY18.
3. NHARPCs invoice for \$1,500 was received in July 2018, and not received until August last fiscal year.
4. EDA training credit from UNH to be used this fiscal year.
5. SRPC has restructured Adobe package to reduce overall costs.
6. This was an audit adjustment made by the auditors in FY18.
7. The difference in credit card charges is mainly due to transportation staff training in FY1 which cost \$1,400.

**Strafford Regional Planning Commission
A/R Aging Summary
As of July 31, 2018**

DRAFT

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
DEPT OF SAFETY (OEM) PDM 2016	0.00	0.00	0.00	4,825.00	0.00	4,825.00
Total DEPT OF SAFETY (OEM)	0.00	0.00	0.00	4,825.00	0.00	4,825.00
DOT UPWP 18_19	50,391.39	0.00	0.00	0.00	0.00	50,391.39
DOT_UPWP 2010-2011	0.00	0.00	0.00	0.00	0.00	0.00
ECONOMIC DEVELOPMENT ADMINISTRATION EDA	0.00	0.00	0.00	0.00	5,942.47	5,942.47
Total ECONOMIC DEVELOPMENT ADMINISTRATION	0.00	0.00	0.00	0.00	5,942.47	5,942.47
EPA Brownfields 2015-2018	0.00	1,475.78	0.00	0.00	0.00	1,475.78
Total EPA	0.00	1,475.78	0.00	0.00	0.00	1,475.78
Lamprey River LAC	0.00	0.00	0.00	0.00	0.00	0.00
LTA (Local Technical Assistance) Annual Dinner Attendance	0.00	0.00	20.00	0.00	0.00	20.00
Dues						
City of Rochester dues	0.00	0.00	20,013.10	0.00	0.00	20,013.10
Town of Durham dues	0.00	0.00	0.00	0.00	12,198.64	12,198.64
Town of Farmington dues	0.00	0.00	0.00	0.00	6,982.04	6,982.04
Town of Lee dues	0.00	0.00	0.00	0.00	5,182.35	5,182.35
Town of Northwood dues	0.00	0.00	0.00	0.00	2,500.00	2,500.00
Total Dues	0.00	0.00	20,013.10	0.00	26,823.03	46,836.13
LTA (Local Technical Assistance) - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total LTA (Local Technical Assistance)	0.00	0.00	20,033.10	0.00	26,823.03	46,856.13
Mapping Projects Karen Gould MapGeo Strafford	0.00	1,000.00	0.00	0.00	0.00	1,000.00
Total MapGeo	0.00	1,000.00	0.00	0.00	0.00	1,000.00
Total Mapping Projects	0.00	1,000.00	0.00	0.00	285.00	1,285.00
NH DES Coastal FY18	0.00	538.79	0.00	0.00	0.00	538.79
Lee Floodplain Mgmt	0.00	3,287.50	0.00	0.00	0.00	3,287.50
Total NH DES	0.00	3,826.29	0.00	0.00	0.00	3,826.29
Town of Northwood 2018 Technical Services	3,161.84	0.00	0.00	0.00	0.00	3,161.84
Total Town of Northwood	3,161.84	0.00	0.00	0.00	0.00	3,161.84
Town of Nottingham RBMS	2,581.13	0.00	0.00	0.00	0.00	2,581.13
Total Town of Nottingham	2,581.13	0.00	0.00	0.00	0.00	2,581.13
UNH Contracts Lamprey Project	875.00	0.00	0.00	0.00	0.00	875.00
Total UNH Contracts	875.00	0.00	0.00	0.00	0.00	875.00
TOTAL	56,989.36	6,302.07	20,033.10	4,825.00	33,050.50	121,000.03

Jane
8/13/18

Strafford Regional Planning Commission
A/R Aging Summary
As of July 31, 2018

DRAFT

-
1. Received 8/3/18

 2. Received 8/9/18

 3. Kathy will be sending out statements this week for unpaid dues. Northwood will probably not pay the other half until Sept.

 4. Kathy has been sending Karen statements monthly.

2:46 PM

08/13/18

Accrual Basis

**Strafford Regional Planning Commission
Profit & Loss
July 2018**

DRAFT

	Jul 18	Jul 17	\$ Change
Ordinary Income/Expense			
Income			
SRPC Revenue			
SRPC Membership Dues	9,754.07	8,973.18	780.89
Municipal and NonProfit Revenue			
Northwood Planning Services	3,161.84	1,396.28	1,765.56
UNH Lamprey River	875.00	0.00	875.00
Nottingham RSMS	2,561.13	0.00	2,561.13
DUR Future Land Use	0.00	970.00	-970.00
Other Agreements & Contracts			
GIS Projects	1,426.25	0.00	1,426.25
Total Other Agreements & Contracts	1,426.25	0.00	1,426.25
Municipal and NonProfit Revenue - Other	0.00	1,882.50	-1,882.50
Total Municipal and NonProfit Revenue	8,024.22	4,248.78	3,775.44
Total SRPC Revenue	17,778.29	13,221.96	4,556.33
State Award Revenue			
NHDES			
Lee Floodplain Mapping	3,287.50	0.00	3,287.50
Coastal 2018	2,140.91	0.00	2,140.91
Project of Special Merit SAIL	0.00	3,526.78	-3,526.78
Total NHDES	5,428.41	3,526.78	1,901.63
Total State Award Revenue	5,428.41	3,526.78	1,901.63
MPO Revenue			
NH DOT			
SHRP2	0.00	16,888.27	-16,888.27
UPWP	55,990.43	51,383.32	4,607.11
Total NH DOT	55,990.43	68,271.59	-12,281.16
Total MPO Revenue	55,990.43	68,271.59	-12,281.16
Economic Development Revenue			
EPA Brownfields	8,796.47	0.00	8,796.47
Total Economic Development Revenue	8,796.47	0.00	8,796.47
Contra Income Cash Match			
DOT Cash Match	-5,599.04	-5,138.33	-460.71
Total Contra Income Cash Match	-5,599.04	-5,138.33	-460.71
Contract Overage	-1,669.57	0.00	-1,669.57
Total Income	80,724.99	79,882.00	842.99
Gross Profit	80,724.99	79,882.00	842.99
Expense			
Personnel Expenses			
Salary and Wages	39,433.62	48,218.70	-8,785.08

7

2:46 PM

08/13/18

Accrual Basis

Stafford Regional Planning Commission
Profit & Loss
 July 2018

DRAFT

	Jul 18	Jul 17	\$ Change
Payroll Expenses			
Payroll Taxes			
Medicare Expense	610.35	728.78	-118.43
Social Security expense	2,609.75	3,116.15	-506.40
Payroll Taxes - Other	0.02	0.02	0.00
Total Payroll Taxes	<u>3,220.12</u>	<u>3,844.95</u>	-624.83
Dental Insurance expense	232.99	317.45	-84.46
Health Insurance expense	3,253.25	5,003.98	-1,750.73 ³
Life Insurance expense	86.40	86.48	-0.08
LTD Insurance expense	46.80	69.44	-22.64
STD Insurance expense	157.07	189.33	-32.26
Health Incentive	3,847.13	3,020.51	826.62
Pension expense	1,111.00	1,306.59	-195.59
Unemployment expense	240.25	322.25	-82.00
Workers Compensation	145.34	155.17	-9.83
Payroll Processing Fees	179.25	202.75	-23.50
Staff Training and Seminars	100.00	1,015.00	-915.00 ⁴
Dues and Subscriptions	396.54	491.28	-94.74
Total Payroll Expenses	<u>13,016.14</u>	<u>16,025.18</u>	-3,009.04
Total Personnel Expenses	52,449.76	64,243.88	-11,794.12
Equipment expense			
Copier Maintenance Contract	412.64	465.29	-52.65
Computer equipment	294.41	0.00	294.41
Software expense			
ArcInfo/View software	532.00	561.38	-29.38
Grant Finder	82.92	82.92	0.00
Prezi	13.25	13.25	0.00
Adobe In Design	139.90	59.97	79.93
Anti-virus software	45.84	26.33	19.51
Office Software			
Office operating software	148.00	149.50	-1.50
Total Office Software	<u>148.00</u>	<u>149.50</u>	-1.50
Total Software expense	961.91	893.35	68.56
Total Equipment expense	2,181.60	1,694.64	486.96
Traffic Count Expenses			
Traffic counting equipment	0.00	336.00	-336.00
Traffic counting supplies	512.64	0.00	512.64
Total Traffic Count Expenses	<u>512.64</u>	<u>336.00</u>	176.64
Total Equipment expense	2,181.60	1,694.64	486.96
Communications			
Internet Communication Expense	114.00	156.75	-42.75
Telephone	170.91	181.43	-10.52
Travel & Ent			
Travel	1,500.91	1,702.16	-201.25
Total Travel & Ent	<u>1,500.91</u>	<u>1,702.16</u>	-201.25

Strafford Regional Planning Commission Profit & Loss July 2018

DRAFT

	Jul 18	Jul 17	\$ Change
Postage and Delivery	15.99	53.13	-37.14
Total Communications	1,801.81	2,093.47	-291.66
Fixed Expenses			
Insurance			
Liability Insurance	420.92	423.42	-2.50
Total Insurance	420.92	423.42	-2.50
Rent	2,500.00	2,500.00	0.00
Total Fixed Expenses	2,920.92	2,923.42	-2.50
Administrative			
Library & Planning Books	0.00	52.95	-52.95
Meetings Expense	1,342.55	31.73	1,310.82 ⁵
Office Expense	55.58	81.35	-25.77
Office Supplies	182.82	0.00	182.82
Printing and Reproduction	21.76	0.00	21.76
Professional Fees			
Accounting, Audit	888.75	700.00	188.75
Total Professional Fees	888.75	700.00	188.75
Interest Expense			
Loan Interest	0.00	41.29	-41.29
Total Interest Expense	0.00	41.29	-41.29
Total Administrative	2,491.46	907.32	1,584.14
Contract Labor			
Pass Through Expense			
SHRP2 Pass Through Expense	0.00	2,478.67	-2,478.67
Total Pass Through Expense	0.00	2,478.67	-2,478.67 ⁶
Accounting & Bookkeeping	3,137.50	5,175.00	-2,037.50
Consulting Engineering Services	10,608.19	-9,701.73	20,309.92 ⁷
Network support	270.00	270.00	0.00
Website maintenance and updates	3.90	0.00	3.90
Total Contract Labor	14,019.59	-1,778.06	15,797.65
Total Expense	75,865.14	70,084.67	5,780.47
Net Ordinary Income	4,859.85	9,797.33	-4,937.48
Other Income/Expense			
Other Income			
Interest Income	12.17	0.53	11.64
Total Other Income	12.17	0.53	11.64
Net Other Income	12.17	0.53	11.64
Net Income	4,872.02	9,797.86	-4,925.84 ⁸

AUC
7.21.18

DRAFT

2:46 PM

08/13/18

Accrual Basis

Strafford Regional Planning Commission
Profit & Loss
July 2018

-
1. Overall revenue is comparable to prior year. Line item fluctuations are the result of the changes in new FY19 contracts versus completed FY18 contracts.
 2. SRPC has one summer intern for FY19 and had four summer interns on staff in FY18.
 3. SRPC has fewer employees utilizing health insurance benefits. Currently, three staff will receive the health incentive this fiscal year compared with 1.5 staff in the previous year.
 4. Traffic collection staff received training in previous fiscal year for associated current fiscal year duties.
 5. Since the annual meeting was late this year, costs are in this month of the FY19 fiscal year.
 6. Contract ended with other MPOs 7/31/18
 7. The FY18 figure resulted from a reversing journal entry needed due to the FY17 audit.
 8. Taking the reversing entry mentioned in Comment 7 into account, net income is approximately \$4800 higher than the prior year.
-

Strafford Regional Planning Commission
Income by Customer
July 2018

DRAFT

Date	Name	Memo	Amount
DOT UPWP 18_19			
07/31/2018	DOT UPWP 18...	July 2018 Progress Billing	55,990.43
07/31/2018	DOT UPWP 18...	10% Matching Funds	-5,599.04
Total DOT UPWP 18_19			50,391.39
EPA			
Brownfields 2015-2018			
07/01/2018	EPA:Brownfield...	May-June 2018 Personnel and Direct Costs	1,475.78
07/16/2018	EPA:Brownfield...	Progress Billing July 2018-CREDERE INVOICE ONLY	7,320.69
Total Brownfields 2015-2018			8,796.47
Total EPA			8,796.47
LTA (Local Technical Assistance)			
07/01/2018	LTA (Local Tech...	Dues 129216.90, LESS NOT, MIL, BRK=117048.76/12=9754.07	9,754.07
Total LTA (Local Technical Assistance)			9,754.07
Mapping Projects			
MapGeo			
Strafford			
07/01/2018	Mapping Project...	Map Geo 7/1/18-6/30/19	1,000.00
Total Strafford			1,000.00
Total MapGeo			1,000.00
Total Mapping Projects			1,000.00
NH DES			
Coastal FY18			
07/03/2018	NH DES:Coasta...	June Final Billing - Coastal 2018	2,140.91
07/03/2018	NH DES:Coasta...	To record when contracts go over budget in QuickBooks	-1,602.12
Total Coastal FY18			538.79
Lee Floodplain Mgmt			
07/16/2018	NH DES:Lee Fl...	Progress Billing July 2018 - GEOSYNTEC INVOICE ONLY	3,287.50
Total Lee Floodplain Mgmt			3,287.50
Total NH DES			3,826.29
Town of Northwood			
2018 Technical Services			
07/31/2018	Town of Northw...	July 2018 Progress Billing	3,161.84
Total 2018 Technical Services			3,161.84

2:47 PM
08/13/18
Accrual Basis

Strafford Regional Planning Commission
Income by Customer
July 2018

DRAFT

<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
Total Town of Northwood			3,161.84
Town of Nottingham			
Aquifer Mapping			
07/11/2018	Town of Notting...	Aquifer protection overlay district map, planning board attendance-Rachael Mack	220.00
07/11/2018	Town of Notting...	Aquifer protection overlay district map revisions-Kyle Pimental	206.25
07/11/2018	Town of Notting...	To record when contracts go over budget in QuickBooks	-67.45
Total Aquifer Mapping			358.80
RSMS			
07/31/2018	Town of Notting...	July 2018 Progress Billing-Phase I RSMS	2,561.13
Total RSMS			2,561.13
Total Town of Nottingham			2,919.93
UNH Contracts			
Lamprey Project			
07/31/2018	UNH Contracts:...	July 2018 Lamprey River Project Progress Billing	875.00
Total Lamprey Project			875.00
Total UNH Contracts			875.00
TOTAL			80,724.99

JMC
8/13/18

**Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July 2018**

DRAFT

	Jul 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
SRPC Revenue				
SRPC Membership Dues	9,754.07	9,754.08	-0.01	100.0%
Municipal and NonProfit Revenue				
Northwood Planning Services	3,161.84	1,500.00	1,661.84	210.8% 1
Barrington Master Plan	0.00	416.66	-416.66	0.0% 2
UNH Lamprey River	875.00	1,135.00	-260.00	77.1% 3
BCC Barrington Conservation	0.00	583.33	-583.33	0.0% 4
FAR Master Plan	0.00	1.00	-1.00	0.0% 5
WAK Recreation and Parks	0.00	1.00	-1.00	0.0% 6
Nottingham RSMS	2,561.13	1,133.34	1,427.79	226.0% 7
DUR Future Land Use	0.00	0.00	0.00	0.0%
Other Agreements & Contracts				
GIS Projects	1,426.25	1,125.00	301.25	126.8% 8
Total Other Agreements & Contracts	1,426.25	1,125.00	301.25	126.8%
Municipal and NonProfit Revenue - Other	0.00	0.00	0.00	0.0%
Total Municipal and NonProfit Revenue	8,024.22	5,895.33	2,128.89	136.1%
Total SRPC Revenue	17,778.29	15,649.41	2,128.88	113.6%
State Award Revenue				
OEP Targeted Block	0.00	925.92	-925.92	0.0% 9
NHDES				
Coastal 2019	0.00	1,041.67	-1,041.67	0.0% 10
Lee Floodplain Mapping	3,287.50	3,702.83	-415.33	88.8% 11
Watershed PRB	0.00	0.00	0.00	0.0%
PSM18	0.00	0.00	0.00	0.0%
Coastal Resilience Grant	0.00	1.00	-1.00	0.0%
Coastal 2017	0.00	0.00	0.00	0.0%
Coastal 2018	2,140.91	0.00	2,140.91	100.0% 12
Local Water 17 ROC DOV	0.00	0.00	0.00	0.0%
NERRS	0.00	0.00	0.00	0.0%
Project of Special Merit SAIL	0.00	0.00	0.00	0.0%
Total NHDES	5,428.41	4,745.50	682.91	114.4%
OEM Haz Mit				
PDM 2017	0.00	1,250.00	-1,250.00	0.0% 13
PDM 2016	0.00	1,666.67	-1,666.67	0.0% 14
Haz Mit with Towns	0.00	625.00	-625.00	0.0% 15
OEM Haz Mit - Other	0.00	0.00	0.00	0.0%
Total OEM Haz Mit	0.00	3,541.67	-3,541.67	0.0%
Healthy Communities	0.00	1.00	-1.00	0.0%
Total State Award Revenue	5,428.41	9,214.09	-3,785.68	58.9%
MPO Revenue				
NH DOT				
SHRP2	0.00	0.00	0.00	0.0%
UPWP	55,990.43	42,877.50	13,112.93	130.6% 16
CTAP CommuteSMART	0.00	533.33	-533.33	0.0% 17
Total NH DOT	55,990.43	43,410.83	12,579.60	129.0%
Total MPO Revenue	55,990.43	43,410.83	12,579.60	129.0%
Economic Development Revenue				
EDD Partnership Planning	0.00	5,833.33	-5,833.33	0.0% 18
EPA Brownfields	8,796.47	2,817.08	5,979.39	312.3% 19

17

**Stafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July 2018**

DRAFT

	Jul 18	Budget	\$ Over Budget	% of Budget
Total Economic Development Revenue	8,796.47	8,650.41	146.06	101.7%
Contra income Cash Match				
DOT Cash Match	-5,599.04	0.00	-5,599.04	100.0%
EDD Cash Match	0.00	0.00	0.00	0.0%
EPA Cash Match	0.00	0.00	0.00	0.0%
Total Contra income Cash Match	-5,599.04	0.00	-5,599.04	100.0%
Contra income InKind/Soft Match				
In-Kind Coastal Match	0.00	0.00	0.00	0.0%
In-Kind EDD Match	0.00	0.00	0.00	0.0%
In-Kind HazMit Match	0.00	0.00	0.00	0.0%
Total Contra Income InKind/Soft Match	0.00	0.00	0.00	0.0%
Contract Overage	-1,669.57	0.00	-1,669.57	100.0%
Miscellaneous income				
HealthTrust Credits	0.00	0.00	0.00	0.0%
Miscellaneous income - Other	0.00	0.00	0.00	0.0%
Total Miscellaneous income	0.00	0.00	0.00	0.0%
Total Income	80,724.99	76,924.74	3,800.25	104.9%
Gross Profit	80,724.99	76,924.74	3,800.25	104.9%
Expense				
Personnel Expenses				
Salary and Wages	39,433.62	41,709.08	-2,275.46	94.5% 20
Payroll Expenses				
Payroll Taxes				
Medicare Expense	610.35	0.00	610.35	100.0%
Social Security expense	2,609.75	0.00	2,609.75	100.0%
Payroll Taxes - Other	0.02	3,190.75	-3,190.73	0.0%
Total Payroll Taxes	3,220.12	3,190.75	29.37	100.9% 21
Dental insurance expense	232.99	309.25	-76.26	75.3%
Health insurance expense	3,253.25	5,009.58	-1,756.33	64.9% 22
Life insurance expense	86.40	89.00	-2.60	97.1%
LTD insurance expense	46.80	61.92	-15.12	75.6%
STD insurance expense	157.07	174.92	-17.85	89.8%
Health incentive	3,847.13	4,541.00	-693.87	84.7%
Pension expense	1,111.00	1,226.25	-115.25	90.6%
Unemployment expense	240.25	240.25	0.00	100.0%
Workers Compensation	145.34	145.33	0.01	100.0%
Payroll Processing Fees	179.25	187.50	-8.25	95.6%
Staff Training and Seminars	100.00	416.67	-316.67	24.0%
Dues and Subscriptions	396.54	458.33	-61.79	86.5%
Total Payroll Expenses	13,016.14	16,050.75	-3,034.61	81.1%
Total Personnel Expenses	52,449.76	57,759.83	-5,310.07	90.8%
Equipment expense				
Copier Maintenance Contract	412.64	500.00	-87.36	82.5%
Computer equipment	294.41			
Office furniture	0.00	166.67	-166.67	0.0%
Software expense				
Arclinfo/View software	532.00	532.00	0.00	100.0%
Transportation Software	0.00	175.00	-175.00	0.0%
Grant Finder	82.92	0.00	82.92	100.0%
Prezi	13.25	0.00	13.25	100.0%
Adobe In Design	139.90	0.00	139.90	100.0%

**Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July 2018**

DRAFT

	Jul 18	Budget	\$ Over Budget	% of Budget
Anti-virus software	45.84	0.00	45.84	100.0%
Office Software				
Office operating software	148.00	0.00	148.00	100.0%
Office Software - Other	0.00	433.33	-433.33	0.0%
Total Office Software	148.00	433.33	-285.33	34.2%
Total Software expense	961.91	1,140.33	-178.42	84.4%
Traffic Count Expenses				
Traffic Count Equipment Repair	0.00	0.00	0.00	0.0%
Traffic counting equipment	0.00	0.00	0.00	0.0%
Traffic counting supplies	512.64	0.00	512.64	100.0%
Traffic Count Expenses - Other	0.00	333.33	-333.33	0.0%
Total Traffic Count Expenses	512.64	333.33	179.31	153.8% 23
Other Equipment Repair and Cost				
Equipment Rental & Repair	0.00	0.00	0.00	0.0%
Other Equipment Repair and Cost - Other	0.00	41.67	-41.67	0.0%
Total Other Equipment Repair and Cost	0.00	41.67	-41.67	0.0%
Total Equipment expense	2,181.60	2,182.00	-0.40	100.0%
Communications				
Internet Communication Expense	114.00	191.75	-77.75	59.5%
Telephone	170.91	170.00	0.91	100.5%
Travel & Ent				
Travel	1,500.91	0.00	1,500.91	100.0%
Travel & Ent - Other	0.00	1,500.00	-1,500.00	0.0%
Total Travel & Ent	1,500.91	1,500.00	0.91	100.1% 24
Marketing Expense	0.00	0.00	0.00	0.0%
Postage and Delivery	15.99	65.00	-49.01	24.6%
Total Communications	1,801.81	1,926.75	-124.94	93.5%
Fixed Expenses				
Depreciation Expense	0.00	0.00	0.00	0.0%
Insurance				
Liability Insurance	420.92	420.92	0.00	100.0%
Total Insurance	420.92	420.92	0.00	100.0%
Rent	2,500.00	2,500.00	0.00	100.0%
Total Fixed Expenses	2,920.92	2,920.92	0.00	100.0%
Administrative				
Bank Service Charges	0.00	0.00	0.00	0.0%
Library & Planning Books	0.00	0.00	0.00	0.0%
Meetings Advertising Expense	0.00	0.00	0.00	0.0%
Meetings Expense	1,342.55	250.00	1,092.55	537.0% 25
Office Expense	55.58	108.33	-52.75	51.3%
Office Supplies	182.82	300.00	-117.18	60.9%
Printing and Reproduction	21.76	100.00	-78.24	21.8%
Professional Fees				
Accounting, Audit	888.75	958.33	-69.58	92.7%
Consulting	0.00	0.00	0.00	0.0%
Legal Fees	0.00	83.33	-83.33	0.0%
Total Professional Fees	888.75	1,041.66	-152.91	85.3%
Interest Expense				
Finance Charge	0.00	0.00	0.00	0.0%



**Stafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July 2018**

DRAFT

	Jul 18	Budget	\$ Over Budget	% of Budget
Total Interest Expense	0.00	0.00	0.00	0.0%
Total Administrative	2,491.46	1,799.99	691.47	138.4%
Contract Labor				
Pass Through Expense				
DUR Septic Pass Through	0.00	0.00	0.00	0.0%
SHRP2 Pass Through Expense	0.00	0.00	0.00	0.0%
Watershed Assist DUR	0.00	0.00	0.00	0.0%
Total Pass Through Expense	0.00	0.00	0.00	0.0%
Accounting & Bookkeeping	3,137.50	5,000.00	-1,862.50	62.8% 26
Consulting Engineering Services	10,608.19	6,516.67	4,091.52	162.8% 27
Network support	270.00	270.00	0.00	100.0%
Model Assistance MOVES	0.00	500.00	-500.00	0.0% 28
Website and logo design	0.00	250.00	-250.00	0.0%
Website maintenance and updates	3.90	0.00	3.90	100.0%
Total Contract Labor	14,019.59	12,536.67	1,482.92	111.8%
Suspense	0.00	0.00	0.00	0.0%
Total Expense	75,865.14	79,126.16	-3,261.02	95.9%
Net Ordinary Income	4,859.85	-2,201.42	7,061.27	-220.8%
Other income/Expense				
Other Income				
Interest Income	12.17	8.33	3.84	146.1%
Total Other Income	12.17	8.33	3.84	146.1%
Net Other Income	12.17	8.33	3.84	146.1%
Net Income	4,872.02	-2,193.09	7,065.11	-222.2%

*Jmc
8/13/18*

Stafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July 2018

DRAFT

1. Northwood had several applications in the month of July
2. Contract not executed yet
3. Revenue contingent on contractor work
4. Contract start date 8/1/18
5. Doubtful that this contract will be executed
6. WAK is looking for a funding source for this project
7. This contract took quite a while to be finalized, due to delays in required RSMS training for staff. Staff are trying to get this done as quickly as possible.
8. Unanticipated contract with Nottingham for Aquifer mapping
9. Minimal hours in July. This will be billed in a future month.
10. Match was not obtained until August. No billing in July. To be billed in a future month.
11. This revenue source is contingent on contractor services.
12. This billing was actually for June services, but the invoice was dated 7/3/18.
13. Contract not received yet.
14. Request for reimbursement cannot be made until the Rochester plan is adopted and sent for FEMA final approval.
15. Town of Lee HMPG contract not executed yet.
16. Hours and cost are expected to run higher in the summer months due to traffic counts, RSMS, culvert assessments, bike/ped counts, etc. The revenue was spread evenly amongst months in the budget.
17. Funding not secured yet.
18. Application pending. No contract yet.

**Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual**

July 2018

DRAFT

- 19. Revenue contingent on engineering services rendered.
- 20. Month of July was without a GIS Planner until 7/31/18.
- 21. The budget shows payroll taxes as one line item, whereas the financial statements break out payroll taxes on separate lines. Please look at the total payroll taxes to get true comparison.
- 22. Increased number of employees are not utilizing health benefits.
- 23. Traffic count expenses is one line item in budget and split out on financial statements. Please look at total traffic count expenses for comparison. Cost will be slightly higher during summer months than budgeted, as total budgeted cost is split evenly between months.
- 24. Again look at total for travel grouping for comparison.
- 25. The annual meeting was more expensive due to venue. Increased cost was justified due to fact that SRPC had hired a new Executive Director.
- 26. Kathy did minimal required functions during Executive Director transitioning.
- 27. Contractor activity for Lee Floodplain, UNH and EPA Brownfields.
- 28. Work for the transportation model has not started yet.

BARRINGTON
BROOKFIELD
DOVER
DURHAM
FARMINGTON
LEE
MADBURY
MIDDLETON
MILTON



NEW DURHAM
NEWMARKET
NORTHWOOD
NOTTINGHAM
ROCHESTER
ROLLINSFORD
SOMERSWORTH
STRAFFORD
WAKEFIELD

August 17, 2018

William Watson, Administrator
NH Department of Transportation
Bureau of Planning and Community Assistance
7 Hazen Drive
Concord, NH 03302

RE: August 2018 Minor Revisions to the 2017-2020 TIP

Dear Mr. Watson:

The Strafford Metropolitan Planning Organization (SMPO) staff has received a request to approve the August 2018 Minor Revisions to the approved Strafford Metropolitan Planning Organization's 2017-2020 Transportation Improvement Program (TIP).

The following information is in the Strafford MPO Prospectus that was revised and adopted on January 19, 2018 at the Strafford MPO Policy Committee Meeting:

In the Strafford MPO the Executive Director has the authority to review Administrative Modification and/or Informational Revisions. The Executive Director may request the advice of members of the MPO Technical Advisory Committee to complete this review. The Executive Director may make recommendations to the Executive Committee for their concurrence or non-concurrence with Administrative Modifications and/or Informational revisions and for a procedural change from Administrative Modification and/or Informational Revisions to Amendment. The Executive Director will issue a letter to the NHDOT indicating their decision. Copies of these letters will be provided to members of the TAC and MPO.

Based on these procedures, the Executive Director recommends the approval of the following Administrative Modifications to the 2017-2020 TIP as proposed.

Sincerely,

Jennifer Czysz
Executive Director
Strafford Regional Planning Commission

August 2018 TIP Minors

Table of Contents

Durham 16254	Page 1
Program BRDG-HIB-M&P	Page 2-3
Program PAVE-T2-REHAB	Page 4



2017-2020 TIP August Minors Report

Wednesday, August 15, 2018

Town/Area Name:	Durham
Project #:	16254
Road/Route/Entity:	US4/NH108
Project Scope:	Intersection improvements at the US4 ramp intersection with NH108 (detailed scope is is being determined)
Acronym Defined:	
Change Notes:	2018 ROW funds not needed in current FY; funds shifted to future years; added FY2020.

Approved

Project #	Phase	FY	Federal \$	State \$	Other \$	Funding Category	Totals
16254	PE	2017	\$110,000	\$0	\$0	STP-Areas Less Than 200K, Toll Credit	\$110,000
16254	PE	2018	\$27,500	\$0	\$0	National Highway System, Toll Credit	\$27,500
16254	PE	2019	\$27,500	\$0	\$0	National Highway System, Toll Credit	\$27,500
16254	ROW	2017	\$11,000	\$0	\$0	STP-5 to 200K, Toll Credit	\$11,000
16254	ROW	2018	\$16,500	\$0	\$0	STP-5 to 200K, Toll Credit	\$16,500
16254	ROW	2019	\$27,500	\$0	\$0	STP-5 to 200K, Toll Credit	\$27,500
16254	Con	2020	\$564,025	\$0	\$0	STP-State Flexible, Toll Credit	\$564,025
Totals			\$784,025	\$0	\$0		\$784,025

Proposed

Project #	Phase	FY	Federal \$	State \$	Other \$	Funding Category	Totals
16254	PE	2017	\$110,000	\$0	\$0	STP-Areas Less Than 200K, Toll Credit	\$110,000
16254	PE	2018	\$27,500	\$0	\$0	National Highway System, Toll Credit	\$27,500
16254	PE	2019	\$27,500	\$0	\$0	National Highway System, Toll Credit	\$27,500
16254	ROW	2017	\$11,000	\$0	\$0	STP-5 to 200K, Toll Credit	\$11,000
16254	ROW	2019	\$27,500	\$0	\$0	STP-5 to 200K, Toll Credit	\$27,500
16254	ROW	2020	\$16,921	\$0	\$0	STP-5 to 200K, Toll Credit	\$16,921
16254	Con	2020	\$564,025	\$0	\$0	STP-State Flexible, Toll Credit	\$564,025
			\$784,446	\$0	\$0		\$784,446

Changes

Federal \$ Change	State \$ Change	Other \$ Change	Total \$ Change
\$421	\$0	\$0	\$421



Town/Area Name:	Program
Project #:	BRDG-HIB-M&P
Road/Route/Entity:	High-Investment Bridges
Project Scope:	Maintenance and Preservation of high-investment bridges.
Acronym Defined:	
Change Notes:	FY2018 CON funds increased; funds moved from 2019 and 2020 CON. Program adjusted to accommodate necessary updates in children project fund amount. Current minor does not include child projects not in SRPC region.

Approved

Project #	Phase	FY	Federal \$	State \$	Other \$	Funding Category	Totals
BRDG-HIB-M&P	PE	2017	\$200,000	\$0	\$0	STP-State Flexible, Toll Credit	\$200,000
BRDG-HIB-M&P	PE	2018	\$100,000	\$0	\$0	STP-State Flexible, Toll Credit	\$100,000
BRDG-HIB-M&P	PE	2019	\$100,000	\$0	\$0	STP-State Flexible, Toll Credit	\$100,000
BRDG-HIB-M&P	PE	2020	\$100,000	\$0	\$0	STP-State Flexible, Toll Credit	\$100,000
BRDG-HIB-M&P	ROW	2017	\$20,000	\$0	\$0	STP-State Flexible, Toll Credit	\$20,000
BRDG-HIB-M&P	ROW	2018	\$20,000	\$0	\$0	STP-State Flexible, Toll Credit	\$20,000
BRDG-HIB-M&P	ROW	2019	\$20,000	\$0	\$0	STP-State Flexible, Toll Credit	\$20,000
BRDG-HIB-M&P	ROW	2020	\$20,000	\$0	\$0	STP-State Flexible, Toll Credit	\$20,000
BRDG-HIB-M&P	Const	2017	\$2,550,000	\$0	\$0	STP-State Flexible, Toll Credit	\$2,550,000
BRDG-HIB-M&P	Const	2018	\$2,550,000	\$0	\$0	STP-State Flexible, Toll Credit	\$2,550,000
BRDG-HIB-M&P	Const	2019	\$2,800,000	\$0	\$0	STP-State Flexible, Toll Credit	\$2,800,000
BRDG-HIB-M&P	Const	2020	\$2,800,000	\$0	\$0	STP-State Flexible, Toll Credit	\$2,800,000
Totals			\$11,280,000	\$0	\$0		\$11,280,000

Proposed

Project #	Phase	FY	Federal \$	State \$	Other \$	Funding Category	Totals
BRDG-HIB-M&P	PE	2017	\$200,000	\$0	\$0	STP-State Flexible, Toll Credit	\$200,000
BRDG-HIB-M&P	PE	2018	\$100,000	\$0	\$0	STP-State Flexible, Toll Credit	\$100,000
BRDG-HIB-M&P	PE	2019	\$100,000	\$0	\$0	STP-State Flexible, Toll Credit	\$100,000
BRDG-HIB-M&P	PE	2020	\$100,000	\$0	\$0	STP-State Flexible, Toll Credit	\$100,000
BRDG-HIB-M&P	ROW	2017	\$20,000	\$0	\$0	STP-State Flexible, Toll Credit	\$20,000
BRDG-HIB-M&P	ROW	2018	\$20,000	\$0	\$0	STP-State Flexible, Toll Credit	\$20,000
BRDG-HIB-M&P	ROW	2019	\$20,000	\$0	\$0	STP-State Flexible, Toll Credit	\$20,000
BRDG-HIB-M&P	ROW	2020	\$20,000	\$0	\$0	STP-State Flexible, Toll Credit	\$20,000
BRDG-HIB-M&P	Const	2017	\$2,550,000	\$0	\$0	STP-State Flexible, Toll Credit	\$2,550,000
BRDG-HIB-M&P	Const	2018	\$6,145,360	\$0	\$0	STP-State Flexible, Toll Credit	\$6,145,360
BRDG-HIB-M&P	Const	2019	\$1,000,000	\$0	\$0	STP-State Flexible, Toll Credit	\$1,000,000



2017-2020 TIP August Minors Report

Wednesday, August 15, 2018

Town/Area Name:		Program					
BRDG-HIB-M&P	Const	2020	\$1,004,640	\$0	\$0	STP-State Flexible, Toll Credit	\$1,004,640
			\$11,280,000	\$0	\$0		\$11,280,000

Changes	Federal \$ Change	State \$ Change	Other \$ Change	Total \$ Change
	\$0	\$0	\$0	\$0



Town/Area Name:	Program
Project #:	PAVE-T2-REHAB
Road/Route/Entity:	Tier 2 highways
Project Scope:	Rehabilitation of Tier 2 highways
Acronym Defined:	
Change Notes:	Construction funds increased in 2018; shifted from 2019. Adjusted to accommodate necessary updates in children project fund amount. FY2018 CON funds increased; funds moved from 2019 and 2020 CON. Program adjusted to accommodate necessary updates in children project fund amount. Current minor does not include child projects not in SRPC region.

Approved

Project #	Phase	FY	Federal \$	State \$	Other \$	Funding Category	Totals
PAVE-T2-REHAB	PE	2017	\$650,000	\$0	\$0	STP-State Flexible, Toll Credit	\$650,000
PAVE-T2-REHAB	PE	2018	\$650,000	\$0	\$0	STP-State Flexible, Toll Credit	\$650,000
PAVE-T2-REHAB	CON	2017	\$7,016,513	\$566,012	\$0	Betterment, STP-State Flexible, Toll Credit	\$7,582,525
PAVE-T2-REHAB	CON	2018	\$11,687,166	\$2,062,834	\$0	Betterment, STP-State Flexible, Toll Credit	\$13,750,000
PAVE-T2-REHAB	CON	2019	\$7,000,000	\$0	\$0	STP-State Flexible, Toll Credit	\$7,000,000
PAVE-T2-REHAB	CON	2020	\$0	\$2,500,000	\$0	Betterment	\$2,500,000
Totals			\$27,003,679	\$5,128,846	\$0		\$32,132,525

Proposed

Project #	Phase	FY	Federal \$	State \$	Other \$	Funding Category	Totals
PAVE-T2-REHAB	PE	2017	\$650,000	\$0	\$0	STP-State Flexible, Toll Credit	\$650,000
PAVE-T2-REHAB	PE	2018	\$650,000	\$0	\$0	STP-State Flexible, Toll Credit	\$650,000
PAVE-T2-REHAB	CON	2017	\$7,016,513	\$566,012	\$0	Betterment, STP-State Flexible, Toll Credit	\$7,582,525
PAVE-T2-REHAB	CON	2018	\$15,387,166	\$2,062,834	\$0	Betterment, STP-State Flexible, Toll Credit	\$17,450,000
PAVE-T2-REHAB	CON	2019	\$3,300,000	\$0	\$0	STP-State Flexible, Toll Credit	\$3,300,000
PAVE-T2-REHAB	CON	2020	\$0	\$2,500,000	\$0	Betterment	\$2,500,000
			\$27,003,679	\$5,128,846	\$0		\$32,132,525

Changes

Federal \$ Change	State \$ Change	Other \$ Change	Total \$ Change
\$0	\$0	\$0	\$0

Strafford Regional Planning Commission

FY2020 draft dues to be brought to the E.C. on August 17, 2018

Community	2016 Population Estimates Source: NH OSI	2017 Population Estimates Source: NH OSI	FY2019 Per Capita Rate for up to 5,000 Population	FY2019 Per Capita Rate for above 5,000 Population	FY2019 Approved Dues (Based off of 2016 Pop Estimates)	FY2020 Per Capita Rate for up to 5,000 Population using 2.9% CPI Increase	FY2020 Per Capita Rate for above 5,000 Population using 2.9% CPI Increase	FY2020 Proposed Dues (Based off of 2017 Pop Estimates)	Dues Change from FY2017-FY2018
Dover	30683	30817	\$ 1.1909	\$ 0.5617	\$ 20,381.60	\$1.2254	\$0.5780	\$21,049.13	\$667.53
Rochester	30027	30224	\$ 1.1909	\$ 0.5617	\$ 20,013.10	\$1.2254	\$0.5780	\$20,706.38	\$693.29
Durham	16116	16439	\$ 1.1909	\$ 0.5617	\$ 12,198.64	\$1.2254	\$0.5780	\$12,738.80	\$540.16
Somersworth	11684	11751	\$ 1.1909	\$ 0.5617	\$ 9,708.98	\$1.2254	\$0.5780	\$10,029.19	\$320.21
Newmarket	9172	9358	\$ 1.1909	\$ 0.5617	\$ 8,297.87	\$1.2254	\$0.5780	\$8,646.06	\$348.18
Barrington	8843	8922	\$ 1.1909	\$ 0.5617	\$ 8,113.06	\$1.2254	\$0.5780	\$8,394.05	\$281.00
Farmington	6794	6847	\$ 1.1909	\$ 0.5617	\$ 6,962.04	\$1.2254	\$0.5780	\$7,194.73	\$232.69
Wakefield	5058	5087	\$ 1.1909	\$ 0.5617	\$ 5,986.85	\$1.2254	\$0.5780	\$6,177.47	\$190.62
Nottingham	4962	5035	\$ 1.1909		\$ 5,909.02	\$1.2254	\$0.5780	\$6,147.41	\$238.39
Milton	4549	4578	\$ 1.1909		\$ 5,417.19	\$1.2254		\$5,610.05	\$192.85
Lee	4335	4369	\$ 1.1909		\$ 5,162.35	\$1.2254		\$5,353.93	\$191.58
Northwood	4207	4240	\$ 1.1909		\$ 5,009.92	\$1.2254		\$5,195.85	\$185.93
Strafford	4058	4085	\$ 1.1909		\$ 4,832.48	\$1.2254		\$5,005.91	\$173.42
New Durham	2608	2613	\$ 1.1909		\$ 3,105.75	\$1.2254		\$3,202.06	\$96.32
Rollinsford	2527	2547	\$ 1.1909		\$ 3,009.29	\$1.2254		\$3,121.19	\$111.90
Middleton	1797	1796	\$ 1.1909		\$ 2,139.96	\$1.2254		\$2,200.88	\$60.92
Madbury	1786	1807	\$ 1.1909		\$ 2,126.86	\$1.2254		\$2,214.36	\$87.50
Brookfield	707	713	\$ 1.1909		\$ 841.93	\$1.2254		\$873.74	\$31.80
TOTALS	149,913	151,228			\$129,216.90			\$133,861.18	\$4,644.28

FY2020 per capita rate is the FY2019 per capita rate with 2.9% increase for June 2017 to June 2018 CPI change <http://www.bls.gov/news.release/pdf/cpi.pdf>
Population based on actual 2010 Census Bureau numbers

Strafford Regional Planning Commission

FY2019 REVENUES						
	Funding Source	Internal Match using Dues	Outside Source Soft Match	Outside Source Cash Match	Net Outside Funding	
Total	920,355	68,770	104,562	0	920,355	
Dues, Interest & Reimbursements	117,649	0	0	0	117,649	13%
Municipal Dues (minus BRK, NOT, MIL)	117,049	0	0	0	117,049	
Interest	100	0	0	0	100	
Health Trust reward/reimbursement	500	0	0	0	500	
Municipal & Nonprofit Service Agreements	55,256	0	2,376	0	55,256	6%
Northwood Technical Services: through 6/30/19	18,000	0	0	0	18,000	
Barrington Master Plan Chapters - through 6/30/19	5,000	0	0	0	5,000	
UNH Lamprey River through 8/31/18	1,871	0	2,376	0	1,871	
ROC Technical Services	376	0	0	0	376	
LAC Barrington Conservation (7/1/18-12/31/18)	-	0	0	0	0	
BCC Barrington Conservation (7/1/18-12/31/18)	7,000	0	0	0	7,000	
FAR Master Plan Update RFP	1	0	0	0	1	
WAK Recreation and Parks Needs Assessment RFP	-	0	0	0	0	
NOT RSMS (7/1/18-9/30/18)	9,558	0	0	0	9,558	
FAR Tax Map Updates	1,700	0	0	0	1,700	
NDU GIS Buildout Analysis	1,465	0	0	0	1,465	
GIS projects (MapGeo, NKT)	10,285	0	0	0	10,285	
Economic Development District Agreements	133,320	10,000	50,000	0	133,320	14%
U.S. Dept of Economic Development Administration						
EDD Planning Grant, Dues & Inkind Match (7/1/18-6/30/19)	70,000	10,000	50,000	0	70,000	
U.S. Environmental Protection Administration						
Brownfields Community Assessment Grant: through 9/30/18	63,320	0	0	0	63,320	
State Agreements	106,027	0	52,186	0	106,027	12%
Office of Energy and Planning						
Targeted Block Grant for EDD Planning match: through 6/30/19	11,111	0	0	0	11,111	
Dept of Environmental Services						
Coastal Grant 2019 through 6/30/19	12,500	0	12,500	0	12,500	
Lee Floodplain through 12/31/18	20,090	0	12,376	0	20,090	
Watershed Assistance (Permeable Reactive Barrier): (10/1/18-12/2020)	30,450	0	20,310	0	30,450	
Project of Special Merit FY18 (10/1/18-5/31/20)	4,500	0	0	0	4,500	
Coastal Resilience Grant - UNH Climate in the Classroom	2,000	0	0	0	2,000	
Department of Safety Homeland Security						
HazMitPlans PDM16-FAR,ROC through 9/30/18	4,375	0	0	0	4,375	
HazMitPlans PDM17-MAD,NOR (7/1/18-12/31/19)	15,000	0	5,000	0	15,000	
HazMit Plans w Towns (Lee HMPG)	6,000	0	2,000	0	6,000	
Department of Health and Human Services						
Fdn for Healthy Communities Active Transportation Partnership	1	0	0	0	1	
Metropolitan Planning Organization Agreements	508,103.8400	58,770	0	0	508,104	55%
Dept of Transportation						
UPWP FY18/19 Federal Highways & Transit: through 6/30/19	501,704	57,170	0	0	501,704	
Community Technical Assistance Program - CommuteSMART	6,400.0000	1,600	0	0	6,400	
						100%

Strafford Regional Planning Commission

	FY 2018	FY2019
FY2018 EXPENSES	Adopted Budget Expenses	Draft Budget Expenses
Total	1,054,979	914,392
PERSONNEL	683,576 65%	632,161 69%
Salaries and Hourly Wages	510,000	503,381
Payroll Taxes	39,015	38,509
Health Insurance	86,890	45,988
Dental Insurance	4,400	3,155
Life Insurance	1,032	1,068
Shortterm Disability	1,860	2,099
Longterm Disability	744	743
Health Incentives	2,756	5,040
SIMPLE IRA Pension	15,450	14,801
Worker's Compensation	1,862	1,744
Payroll Processing - Quickbooks	2,700	2,250
Unemployment Insurance	3,867	2,883
Staff Training & Workshops	5,000	5,000
Professional Dues: AMPO, NHARPC, NHPA, APA, NHMA,NEARC, NADO	8,000	5,500
EQUIPMENT	37,757 4%	26,184 3%
ARCInfo/View Software: Maintenance	6,732	6,384
Plotter: Monthly charge (see Depreciation)	-	-
Server: Monthly charge (see Depreciation)	-	-
Transpo Software Maintenance: Transcad, Nvivo, Ktraxpro,TerraSync	5,025	2,100
Office Software: Maintenance, purchase	5,000	5,200
Maps, Databases for Transportation Model	-	-
Traffic Count Expenses (Equipment, Repair, Supplies)	12,000	4,000
Equipment Rental and Repair	500	500
Copier Maintenance Contract	6,500	6,000
Office Furniture, Computers	2,000	2,000
COMMUNICATIONS	27,366 3%	23,121 3%
Postage and Delivery	1,300	780
Travel	21,000	18,000
Office Phone System	1,866	2,040
Internet	2,000	2,301
Marketing and Media Outreach Activities	1,200	0
FIXED EXPENSES	49,300 5%	46,551 5%
Property & Liability	4,800	5,051
Audit and Accounting Services	11,500	11,500
Depreciation	3,000	0
Rent	30,000	30,000
ADMINISTRATIVE EXPENSES	18,380 2%	12,100 1%
Printing	3,500	1,200
Legal	2,500	1,000
Office and Mapping Supplies	4,500	3,600
Office Expense	1,880	1,300
Meeting Expenses (Meetings and Meeting Adv)	3,000	3,000
Library & Subscriptions: NH Planning Books	3,000	2,000
OUTSOURCED CONTRACTS	238,600 23%	174,275 19%
Web Design & Maintenance	3,000	3,000
Traffic Model Assistance	8,000	6,000
IT Services	3,600	3,240
Financial Services	57,000	60,000
EPA Brownfields - Credere	140,000	57,170
Lee Floodplain - Geosyntec	6,000	16,490
GIS Contract Support (FAR Tax Map Updates)	3,000	1,155
Watershed Assistance: DUR Permeable Barrier	21,000	27,220
	100%	100%

SRPC Strategic Planning Process

Process Outline

Activity	Participants	Timeframe
Online Surveys	Staff	September – November 2018
	Commissioners	September – November 2018
	Stakeholders (municipalities, state agencies, other organizations)	September – November 2018
Community Meetings	SRPC Director, Staff & Municipal Boards of Selectmen, City Councils	September 2018 – January 2019
Stakeholder Interviews	Staff & Select Stakeholders	September– December 2018
Regional Plan Implementation Actions Review	Staff	September – October 2018
Kick Off Discussions	Executive Committee & Staff	November 2018
SWOT Brainstorming Sessions	Executive Committee & Staff	December 2018
Strategic Planning Retreat	Commissioners & Staff Contractual Facilitator (?)	December 2018 or January 2019
Draft Report out of Findings	Staff	February 2019
Implementation Brainstorm	Executive Committee & Staff	March 2019
Plan Writing	Staff	April 2019
Plan Review & Refinement	Executive Committee & Staff	May 2019
Plan Adoption	Commissioners	June 2019

Focus Areas

Core Values

- Who are we?
- How do we work with others? Characterize our relationships with communities and allied organizations.
- What do we do? What services do we provide of value?
- What do we believe?

Operations

- Where are we now? What are our Strengths and Weaknesses as well as Opportunities and Threats?
- What could we do better as an organization?
- What new initiatives should we consider?
- What could we do in the future to stay on the cutting edge?

Staff Development and Retention

- What gets you (staff) excited to come to work?
- What is needed to assist with retention?
- How can SRPC help staff to grow as professionals?

Moving Forward

- What is our driving principle or overarching strategic goal?
- What is the associated strategic outcome that we will achieve?
- What are the critical requirements of future strategic actions?
- What actions can we take to achieve our identified goal(s) and outcome(s) and meet the critical requirements?

Example from NRPC

- [Statement of Strategy 2016-2020](#)
- [Appendix: Strategic Planning Retreat Summary](#)
- [Slides: Strategic Planning Overview 9/21/2016](#)