

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
January 18, 2019

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 December 21, 2018 (**Enclosed**)
 - b. Acceptance of Draft December Financials (**Enclosed**)
 - c. Concurrence with January Monthly Minors (**Enclosed**)
 - d. Approval of CY update to Emergency Succession Plan (**Enclosed**)
 - e. Approval of CY update to Health and Wellness Plan (**Enclosed**)
- 3. Discussion**
 - a. Appointment of NHARPC representative(s) (**see Memo**)
 - b. Strategic Planning (**see Memo**)
- 4. Updates**
 - a. Awards, Contracts, and General Business Update (**see Memo**)
- 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
150 Wakefield Street, Conference Room 1A
Rochester, NH 03867

DRAFT Meeting Minutes
December 21, 2018

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

Staff members present: Jen Czysz, executive director; Shayna Sylvia, communications and outreach planner; Colin Lentz, senior transportation planner

Committee members absent: Peter Nelson, Newmarket

1. Welcome/Introductions

Chair Victoria Parmele began the meeting at 8:08 a.m.

2. Action Items

a. Approval of the Minutes of November 29, 2018

V. Parmele asked for a motion to accept the minutes of the Nov. 29, 2018, Executive Committee meeting. Tom Crosby **MOVED** to accept the minutes. Donald Hamann **SECONDED** the motion, of which all were **IN FAVOR**.

b. Acceptance of Draft November Financials

Jennifer Czysz reviewed the draft November financials. She said that the organization is waiting to hear about the receipt of funding for Strafford EDD, which is expected for Jan. 1, 2019.

J. Czysz reviewed the aging summary and noted SRPC was able to make progress on reimbursement from the EDA. J. Czysz said that the previous pending amount will be removed from the aging summary next month. She also said the organization is ahead of schedule in billing for the UPWP contract. And she said that SRPC received funding for two supplemental transportation grants, through the Community Technical Assistance Program (CTAP) and the Federal Highways Administration (FHWA), which are just beginning. She said the two contracts include funding for Commute SMART NH activities and a pilot project for a level of analysis for bicycle stress. J. Czysz said several new water resource/environmental projects are beginning in 2019 as well.

V. Parmele asked about the line of credit. J. Czysz responded that it has not been used.

D. Hamann **MOVED** to accept the draft November financials. T. Crosby **SECONDED** the motion, of which all were **IN FAVOR**.

c. Concurrence with December Monthly Minors

C. Lentz reviewed the monthly minors. The scope of the NH 108/US 4 intersection project is changing, he said, because signalization to ensure control of traffic at peak times is being considered. In response to a committee member's question, C. Lentz said he would follow up about pedestrian structures, such as sidewalks, and increased foot traffic from River Woods to downtown Durham.

F. Kaen said that pedestrian access would be beneficial since Riverwoods is close to town and recreational opportunities. A discussion concerning this project and pedestrian access followed his remarks.

C. Lentz addressed Amtrak station improvements, which are a Congestion Mitigation and Air Quality Program project originally funded by the FHWA. The Federal Transit Administration (FTA) will now provide support to ensure the project is completed in less time, he said.

C. Lentz then reviewed the last two projects. There was an increase in 2018–2020 funding to match the FTA's apportioned funds plus carryover for the Non-urbanized Area (Rural) formula program – FTA Section 5311 Program, he said. In addition, the NH202A project in Rochester added preliminary engineering funds in 2019. Additional funds are needed for coordination with utility company, and construction funds are also shifting, Colin said.

T. Crosby **MOVED** to concur with the December monthly minors. D. Hamann **SECONDED** the motion, of which all were **IN FAVOR**.

d. Recommend full Commission approval of the Draft Mid-Year Budget

J. Czysz said SRPC had received the New Hampshire Children's Health Foundation grant it applied for in September, and the funding will be split between fiscal years 2019 and 2020. She also said tax maps contracts with Newmarket, Strafford, and Somersworth will soon be in place.

J. Czysz updated committee members on staff hour logistics. V. Parmele asked about the employee handbook and whether the full Commission needs to approve it. J. Czysz said the E.C. is responsible for approving the employee handbook.

J. Czysz reviewed the mid-year budget adjustment and explained significant changes in health and dental insurance, office software, and router expense. She noted that the addition of a new router will enable the entire staff to access their computers from outside the office over a virtual private network (VPN).

She also said SRPC received confirmation that it had been awarded a local sourcewater grant. The majority of the project will be completed in FY 2020.

D. Hamann **MOVED** to recommend the draft mid-year budget to the full Commission. T. Crosby **SECONDED** the motion, of which all were **IN FAVOR**.

e. Approval of Employee Handbook

J. Czysz reviewed the additional edits to the employee handbook. Changes included an update to the list of current staff positions, the addition of commissioners to the anti-harassment policy, and the addition of telecommuting as an option under the inclement weather policy among other modifications. A discussion concerning weather and operations followed.

V. Parmele asked about an editorial change to the at-will employment section of the handbook. The only changes made were based on grammar.

J. Czysz said that one of the most significant changes concerned the definition of family, which applies to the policies on sick leave and bereavement leave. The previous version of the handbook had several different definitions of family. A discussion of the definition of family followed.

D. Hamann **MOVED** to approve the employee handbook. T. Crosby **SECONDED** the motion, of which all were **IN FAVOR**.

J. Czysz said that the handbook will be finalized for the Chair to sign at the next meeting.

3. Discussion

a. Strategic Planning

J. Czysz said that the online survey, the first step in the strategic planning process, was now closed and that 10 commissioners and 26 stakeholders had responded. She said that program content coordinator Nancy O'Connor is now summarizing the results of the staff, commissioner, and stakeholder surveys to help create an existing conditions assessment, which will be used in the strengths, weaknesses, opportunities, threats (SWOT) analysis.

J. Czysz said that she and N. O'Connor are working to secure a space and facilitator for the strategic planning retreat, which is set for Feb. 8. The snow date is Feb. 21. J. Czysz said she will need the E.C. members' help to plan the agenda for the retreat. F. Kaen suggested limiting the retreat to four hours.

J. Czysz agreed it is important to break up the retreat with engaging activities and breaks. The idea is to have teams of four or five address two or three major objectives and then have each group make a brief presentation to all the participants in the retreat. V. Parmele said this is a unique opportunity for the organization. F. Kaen asked for clarification on the objective of the process. J. Czysz responded that the objective is to look 3 – 5 years out and ask whether we have the tools to get to where we want to go, whether there are new areas we want to explore and, if there are, to create a plan to do so. She said the Commissioners and staff members will be the key participants in the retreat.

J. Czysz said the stakeholder survey revealed SRPC's most valuable services to be master and hazard mitigation planning.

J. Czysz said that a subcommittee to plan the retreat needs to be formed and will be discussed at the E.C. meeting in January.

4. Updates

a. Awards, Contracts, and General Business Update

J. Czysz reviewed the organization's upcoming contracts including work with Durham and another coastal resilience in the classroom project. She also reminded members about the CTAP funding and the multimodal bicycle analysis level of stress pilot project.

She explained the organization's information technology plan is currently on hold while data analyst Rachel Dewey works on the traffic demand model.

J. Czysz said that she and financial consultant Kathy Foster have been developing a system to better track how and where dues are spent. She commented on the indirect rate and explained what types of work are coded to indirect time.

b. Municipal Visits

J. Czysz said that her last municipal visit was with Farmington and that she has more meeting scheduled in 2019

5. Other Business

There was no other business.

6. Adjourn

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

The meeting adjourned at 9 a.m.

Minutes Respectfully Submitted by,
Shayna Sylvia
Communications and Outreach Planner

Minutes approved on _____

By: _____
Victoria Parmele, Chair – SRPC Executive
Committee

BARRINGTON
BROOKFIELD
DOVER
DURHAM
FARMINGTON
LEE
MADBURY
MIDDLETON
MILTON



NEW DURHAM
NEWMARKET
NORTHWOOD
NOTTINGHAM
ROCHESTER
ROLLINSFORD
SOMERSWORTH
STRAFFORD
WAKEFIELD

DATE: January 14, 2018
TO: Executive Committee Members
FROM: Jen Czysz, Executive Director
RE: Director's Report for the December 2019 Meeting (*revised)

The following notes correspond to individual agenda items for discussion.

2b. Acceptance of Draft December Financials*

See annotations within the financial statements. All current fiscal year budget information has been updated to reflect the mid-year amended budget adopted in December.

Balance Sheet: Bank balances remain healthy with about 1.5 months operating costs on hand. There is approximately \$40,000 less in the bank this December compared to December 2017 attributable to the timing of payments received.

Aging Summary: Most all receivables are current within 60 days. Reminders have been sent out to the couple with outstanding payments overdue by 90+ days (a total of \$912).

Profit and Loss: UPWP billing again remains somewhat higher given the extensive amount staff time dedicated to developing the transportation model in December. We will have 2 new transportation related contracts that will offset staff time, resulting in lower monthly DOT billing in the second half of the fiscal year. Target Block Grant revenue and dues expenditures were also again higher than typical for this point in the year to enable staff to continue economic development planning services in lieu of the still pending EDA grant. Expenses are on target for the month. Consulting costs for Lee Floodplain and Brownfields (include as Consulting Engineering Services) are down-Lee Floodplain is temporarily on hold, Brownfields is winding down. Health insurance costs are down due to lower premiums and reduced participation this fiscal year compared to last. The month itself ended with a net loss of \$390.51. Year-to-date we are still operating at a loss, -\$3,531.62.

2d. Approval of CY update to Emergency Succession Plan

The Emergency Succession Plan (enclosed) has been updated to reflect all current Executive Committee officers and SRPC staff names/positions. Additionally, references to the Executive Director Subcommittee have been replaced with the Executive Committee throughout the document. This change is based upon the Committee's July 2018 meeting discussion that the Subcommittee was not necessary and that role could be fulfilled by the Executive Committee.

2e. Approval of CY update to Health and Wellness Plan

The Annual Health and Wellness Plan has been updated to incorporate edits previously made to the Violence-Free Workplace section of the Employee Handbook. Additionally, the Field Work Safety Protocols have been updated and strengthened to reflect current practice.

3a. Appointment of NHARPC representative(s)

Each RPC is entitled to have 2 Commissioners appointed to the NH Association of Regional Planning Commissions. Meetings are approximately quarterly on the 2nd Thursday of the month, 1:30 P.M. at the NH Municipal Association in Concord. Victoria has been serving as one of our representatives. There is the opportunity for our Executive Committee to appoint additional representative.

3b. Strategic Planning

The retreat is scheduled for Friday February 8th. Maria Sillari has been selected to facilitate the day. She has prepared a DRAFT agenda for the event (revised draft enclosed for discussion*). Additionally, Mary Friedman, lecturer at UNH, has offered to incorporate the day into her Senior Capstone Class to provide students to assist with small group breakout sessions. Internally, we are preparing a pre-retreat packet to include a summarized synthesis of survey results and a report on progress toward implementing the SRPC Regional Plan.

4a. Awards, Contracts and General Business Update

Legislation: a Legislative Service Request (LSR #2019-0581) was filed by Representative Danielson, Bedford, relative to the number of Regional Planning Commissions. I, along with the Executive Directors from SNHPC and SWRPC met with Rep. Danielson to discuss the bill and its intent. While bill language is not available, his proposal was to consolidate the RPCs and align their boundaries with those of the Executive Council. Subsequently, Rep. Danielson joined the NHARPC meeting where members voted to request that the sponsor withdraw the bill and continue conversations about how regions have evolved since their formation and how they can be configured in the future to best serve their communities and operate more efficiently.

Awards and Contracts: Several contracts in this year's budget are still pending. These include:

- EDA Economic Development District Funding (contract was anticipated for 1/1/2019, agency currently closed due to Federal Government shutdown)
- Durham Groundwater Model (contract scope of work in development)
- UNH's Coastal Resilience Climate in the Classroom Grant
- FHWA Multi-Modal Connectivity Bicycle Level of Stress Analysis (approved by G&C, pending subcontracts)
- SRPC is included within a successful NHDES Aquatic Resource Mitigation grant application submitted by the Town of Durham. SRPC will provide education and outreach services for a proposed living shoreline project at Wagon Hill.

Pending Grant Applications and Municipal Contracts include:

- Update Rollinsford's Road Surface Management System scenarios.
- Update to tax maps and associated GIS geodatabases for Newmarket, Somersworth and Strafford.
- SRPC submitted a joint NHDES Sourcewater Protection grant application along with Rockingham Planning Commission to develop regional source water protection planning tools and maps. Staff met with DES to discuss the application on 12/18/2018 and were verbally notified we would be funded, pending official communication from DES.

IT Plan: Staffers continue work on an IT Plan. Our router replacement is complete and Rachel is in the process of setting all staff up to connect remotely through the VPN system. This spring we intend to upgrade Microsoft Office software to Office 365. Rachel and Marcia are working on inventorying current software and licenses in use by all staff in the office. Rachel will share an updated inventory and replacement schedule for all equipment, hardware and software at the February meeting.

**Dues:* Dues expenditures to date are summarized below. Starting January 1 we will begin parsing expenses by municipality in addition to the following categories.

July – November Year to Date	
Income:	
Billable Mapping Services	\$2,946.50
FY19 Dues Paid	\$117,048.76
Total Income	\$119,995.26
Expenses:	
Planning Salaries ⁺	\$5,676.89
Dues and Subscriptions	\$276.00
Office Software	\$4,000.00
Travel	\$309.45
Meeting Expense	\$1,476.24
Office Expense	\$50.34
Accounting	\$125.00
Mapping Supplies	\$0.00
Mapping Salaries	\$1,704.53
Indirect ⁺	\$9,448.22
Total SRPC Expenses	\$23,066.67

Cash Match:	
UPWP	\$31,506.54
Total Cash Match	\$31,506.54

Contract Overages:	
Coastal FY18, NOT Aquifer	\$1,669.57
UNH Lamprey River	\$10.66
FAR Tax Map	\$244.73
NDU Build Out Analysis	\$25.00
NHARPC Brochure	\$168.84
Total Contract Overages	\$2,118.80

Total Expenses	\$56,692.01
Annual Dues Remaining	\$63,303.25

⁺ Includes EDA match funds, local technical assistance

**Indirect Rate:* SRPC's approved indirect rate (fringe benefits, plus overhead) for FY 2019 is 128% as approved by NH DOT. We are currently averaging 129.71% for July through December. The slight jump up in indirect costs is attributable to holidays and higher than typical staff vacation time in December, router purchase, and a double payment for the copier. SRPC has a negotiated predetermined rate, meaning there is no requirement to "settle up" at the end of the fiscal year.

SRPC FY 2019 Dashboard - December

DECEMBER 31, 2018	
FSB Checking Beginning Balance	\$98,460.22
Deposits	\$65,078.66
Payments	\$67,811.32
FSB Checking Ending Balance	\$95,727.56

Accounts Receivable	\$60,008.83
FSB Savings Account	\$16,050.98

OVERSIGHT ACTIVITIES	
Line of Credit Activated?	No; extended to 12/31/2019
Audit Status	Complete

BUDGET NARRATIVE	
Federal Savings Bank Balance/Case on hand:	We continue to have adequate cash on hand to meet monthly expenses
Payables and Receivables	Remains current to be paid/received within 30 to 60 days
FY19 Working Budget:	Reflects adopted mid-year budget amendment

FUNDING SOURCES - WORKING BUDGET	
Due, Interest & Reimbursement	\$120,040.96
Metropolitan Planning Organization	\$541,242.24
State Agencies	\$144,226.00
Municipal & Nonprofit Agreements	\$79,737.36
Economic Development District	\$98,320.00
Total Revenue	\$983,566.56
Pending Grant Applications	\$29,000.00

EXPENSES - WORKING BUDGET	
Personnel	\$666,085.40
Equipment	\$25,309.15
Communications	\$22,188.00
Fixed Expenses	\$45,716.00
Miscellaneous Expenses	\$10,195.00
Contracted Work	\$212,397.00
Total Expenses	\$981,890.55

STAFF PRESENTATIONS - ACTIVITIES DEC./JAN.

Staff Meeting (All)
 PFPNH Meeting (Rachel, Colin)
 Interagency (Rachel, Colin)
 Nottingham RSMS Forecasting (Stef)
 Regional Impact Committee meeting- Hard Rock (Stef, James, Jen)
 Commute Smart NH Coordination Meeting (Colin, Shayna, Stef)
 Commute Smart NH sub-committee meetings (Shayna, Colin)
 Explore Moose Mountains (Shayna)
 SRPC GIS & Economic Development services Town of Durham Town Hall (Jen, Marcia, James)
 Build-Out Analysis Town of New Durham (Marcia)
 Economic Development Brownbag (Nancy, James, Colin)
 Conference call with RPC to discuss CRIZ Primer (Kyle)
 Meeting with Maria Sillari to discuss SRPC strategic retreat (Kyle, Jen, Nancy)
 Meeting with Mary Friedman to discuss SRPC strategic retreat (Kyle, Jen, Nancy)
 Conference call with NH Sea Grant for Climate Remembrance Project (Kyle)
 Dover Land Use Meet and Greet (Kyle)
 CAW Outreach (Kyle)
 Dover Open Lands Committee Meeting (Kyle, Nancy)
 Newmarket Stormwater Subcommittee (Kyle)
 Dover Rising Waters Meeting (Kyle)
 SELT Land Stewardship Committee Meeting (Kyle)
 Durham Leadership Team Meeting (Kyle)
 Lamprey River Symposium (Kyle)
 Barrington Conservation Commission Meeting (Kyle, Marcia)
 Brownfields meeting with Credere (James, Jen)
 Northwood Proposed Zoning Amendment Hearing (James)
 NHARPC meeting (Jen)
 Executive Director's meeting (Jen)
 TAC (Colin, Jen, Stef)
 ACT board meeting (Colin)
 PFPNH (Colin, Rachel)
 Public hearing on proposed Public-Private Partnership projects on the Spaulding Turnpike (Colin, Jen)
 Portsmouth Naval Shipyard tour for joint planning study (Colin, Jen)
 HSIP committee meeting (Colin)
 Policy (Colin, Jen, Rachel)
 FHWA Network Connectivity Pilot project kickoff meeting (Colin)
 Pre-application meeting with Northwood (James)

WEB AND SOCIAL MEDIA STATISTICS



Stafford.org

Sessions 751 (+147)
 Users 156 (+156)



Constant Contact

Subscribers 802(-11)
 Avg. Open Rate 35% (+1)



Facebook

Posts 33 (+5)
 Reach 1454 (+353)
 Engagement 168 (+45)



Twitter

Tweets 18(+5)
 Profile Visits 270 (+12)
 Impressions 3,367(+311)
 Followers 249 (+2)
 Mentions 3 (+2)



Map Geo

Total Visits 660(+228)*
 Unique Visitors 403(+133)*

* When compared with Nov. 2018, Dec. stats experienced company error)

**Stafford Regional Planning Commission
 Balance Sheet
 As of December 31, 2018**

	Dec 31, 18	Dec 31, 17	\$ Change
ASSETS			
Current Assets			
Checking/Savings		37,008.18	-37,008.18
Citizens Bank Checking Account	0.00	1,566.77	-1,566.77
Citizens Municipal Rev Reserve	0.00	104,415.52	-16,543.72
FSB Checking	87,871.80	1,000.56	15,050.42
FSB Savings	16,050.98		
Total Checking/Savings	103,922.78	143,991.03	-40,068.25
Accounts Receivable			
Accounts Receivable	60,008.83	64,053.53	-4,044.70
Total Accounts Receivable	60,008.83	64,053.53	-4,044.70
Other Current Assets			
Prepaid Expenses	2,583.99	1,719.40	864.59
Prepaid Dues and Subscriptions	600.00	0.00	600.00
Prepaid training			
Total Prepaid Expenses	3,183.99	1,719.40	1,464.59
Prepaid software support	364.07	1,054.59	-690.52
Undeposited Funds	10,293.66	0.00	10,293.66
Total Other Current Assets	13,841.72	2,773.99	11,067.73
Total Current Assets	177,773.33	210,818.55	-33,045.22
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	177,773.33	210,818.55	-33,045.22
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			

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

	Dec 31, 18	Dec 31, 17	\$ Change
Accounts Payable	0.00	-600.00	600.00
Total Accounts Payable	0.00	-600.00	600.00
Credit Cards			
FSB Credit Card	435.36	0.00	435.36
Citizens credit card Parent			
Citizens credit card_CJC	0.00	710.00	-710.00
Total Citizens credit card Parent	0.00	710.00	-710.00
Total Credit Cards	435.36	710.00	-274.64
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			
FY18 Dues in Advance	12,801.74	0.00	12,801.74
FY19 Dues in Advance	0.00	53,839.06	-53,839.06
Payroll Liabilities	58,524.33	0.00	58,524.33
FUTA	30.41	30.41	0.00
Social Security Payable	-0.02	-0.02	0.00
Payroll Liabilities - Other	3,096.86	3,200.79	-103.93
Total Payroll Liabilities	3,127.25	3,231.18	-103.93
Total Other Current Liabilities	74,501.32	57,118.24	17,383.08
Total Current Liabilities	74,936.68	57,228.24	17,708.44
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	5,332.50	1,300.00	4,032.50
Total Accrued expenses	44,790.64	42,787.27	2,003.37
Total Long Term Liabilities	44,790.64	42,787.27	2,003.37
Total Liabilities	119,727.32	100,015.51	19,711.81
Equity			
Retained Earnings	61,577.63	63,398.70	-1,821.07
Net Income	-3,531.62	47,404.34	-50,935.96
Total Equity	58,046.01	110,803.04	-52,757.03

2017 DM
01/14/19
Annual Basis
DRAFT

**Stafford Regional Planning Commission
Balance Sheet
As of December 31, 2018**

	Dec 31, 18	Dec 31, 17	\$ Change
TOTAL LIABILITIES & EQUITY	177,773.33	210,818.55	-33,045.22

DMC
11/15/19

Stafford Regional Planning Commission Balance Sheet As of December 31, 2018

Accrual Basis

1. Deposited funds represents customer payments received, but not deposited into the bank yet. Funds deposited 1/2/19.

2. Accounts Payable is negative - EDA training credit on the books for this fiscal year EDD training at UNH.

3. Contract Revenue in Advance - Remaining funds for Barrington Conservation Commission work (\$7,000 original prepaid) and Barrington Master Plan Chapter (\$8,000 original prepaid).

DRAFT

Stafford Regional Planning Commission
A/R Aging Summary
As of December 31, 2018

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
DEPT OF SAFETY (OEM)						
PDM 2016	0.00	500.00	0.00	0.00	0.00	500.00
DEPT OF SAFETY (OEM)						
NP 3_19	39,348.85	0.00	0.00	0.00	0.00	39,348.85
DOT_UPWP_010-2011	0.00	0.00	0.00	0.00	0.00	0.00
New River LAC	0.00	0.00	0.00	0.00	0.00	0.00
ETA (Local Technical Assistance)	0.00	0.00	0.00	0.00	0.00	0.00
Mapping Projects						
Billable Mapping Services	0.00	0.00	0.00	0.00	245.00	245.00
MapGeo	0.00	0.00	0.00	0.00	0.00	0.00
Total Billable Mapping Services	0.00	0.00	0.00	0.00	245.00	245.00
Farmington	0.00	0.00	500.00	0.00	0.00	500.00
Rollinford	0.00	0.00	0.00	0.00	667.00	667.00
Total MapGeo	0.00	0.00	500.00	0.00	667.00	1,167.00
Total Mapping Projects	0.00	0.00	500.00	0.00	912.00	1,412.00
NH DES						
PSM 18 Flood Risk Science & Guidance	1,569.44	0.00	0.00	0.00	0.00	1,569.44
Coastal FY19	711.67	0.00	1,888.92	0.00	0.00	2,600.59
PRB-Oyster River	4,595.00	0.00	0.00	0.00	0.00	4,595.00
Total NH DES	6,876.11	0.00	1,888.92	0.00	0.00	8,765.03
Office of Energy and Planning OEP						
FY19 Targeted Block Grant	1,434.17	0.00	0.00	0.00	0.00	1,434.17
Total Office of Energy and Planning OEP	1,434.17	0.00	0.00	0.00	0.00	1,434.17
Rockingham Planning Commission						
Town of Lee	0.00	0.00	188.73	0.00	0.00	188.73
2018 HMG	1,615.08	0.00	4,384.92	0.00	0.00	6,000.00
Total Town of Lee	1,615.08	0.00	4,384.92	0.00	0.00	6,000.00
Town of Northwood						
2018 Technical Services	1,722.28	0.00	0.00	0.00	0.00	1,722.28
Total Town of Northwood	1,722.28	0.00	0.00	0.00	0.00	1,722.28
Town of Nottingham						
RSMS	637.77	0.00	0.00	0.00	0.00	637.77
Total Town of Nottingham	637.77	0.00	0.00	0.00	0.00	637.77
TOTAL	51,634.26	500.00	6,962.57	0.00	912.00	60,008.83

Dr. Williams

1:16 PM
10/14/19

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

1. Could mapping - statement sent 1/14/19. She has tried to send small payments when I create a statement for her each month.

2. Strafford MapGeo - invoice sent again to Caroline Kendall on 1/14/19.

DRAFT

Strafford Regional Planning Commission Profit & Loss December 2018

	Dec 18	Dec 17	\$ Change
Ordinary Income/Expense			
SRPC Revenue	9,754.07	8,973.18	780.89
SRPC Membership Dues			
Municipal and NonProfit Revenue			
Northwood Planning Services	1,722.28	200.00	1,522.28
Barrington Master Plan	649.81	222.13	427.68
Nottingham RSMS	638.28	0.00	638.28
DUR Future Land Use	0.00	1,314.62	-1,314.62
GIS Projects	0.00	5.00	-5.00
Municipal and NonProfit Revenue - Other	0.00	434.77	-434.77
Total Municipal and NonProfit Revenue	3,010.37	2,176.52	833.85
Total SRPC Revenue	12,764.44	11,149.70	1,614.74
Economic Development Revenue			
EDD Partnership Planning	0.00	6,879.44	-6,879.44
EPA Brownfields	1,030.00	5,857.05	-4,827.05
Total Economic Development Revenue	1,030.00	12,736.49	-11,706.49
State Award Revenue			
OEP Targeted Block	1,434.17	0.00	1,434.17
NHDES			
Coastal 2019	2,398.70	0.00	2,398.70
Watershed PRB	4,595.00	0.00	4,595.00
PSM18	1,569.44	0.00	1,569.44
Coastal 2017	0.00	377.50	-377.50
Project of Special Merit SAIL	0.00	2,049.25	-2,049.25
Total NHDES	8,563.14	2,426.75	6,136.39
OEM Haz Mit			
Lee HMPG	1,615.08	0.00	1,615.08
OEM Haz Mit - Other	0.00	16,995.54	-16,995.54
Total OEM Haz Mit	1,615.08	16,995.54	-15,380.46
Total State Award Revenue	11,612.39	19,422.29	-7,809.90
MPO Revenue			
NH DOT			
UPWP	43,720.94	31,394.52	12,326.42
Total NH DOT	43,720.94	31,394.52	12,326.42
Total MPO Revenue	43,720.94	31,394.52	12,326.42
Contra Income Cash Match			
DOT Cash Match	-4,372.09	-3,139.45	-1,232.64

Strafford Regional Planning Commission Profit & Loss December 2018

	Dec 18	Dec 17	\$ Change
EDD Cash Match	0.00	-228.38	228.38
Total Contra Income Cash Match	-4,372.09	-3,367.83	-1,004.26
Contra Income InKind/Soft Match	-1,687.03	0.00	-1,687.03
In-Kind Coastal Match	0.00	-7,995.54	7,995.54
In-Kind HazMit Match			
Total Contra Income InKind/Soft Match	-1,687.03	-7,995.54	6,308.51
Contract Overage	0.00	-906.44	906.44
Total Income	63,068.65	62,433.19	635.46
Gross Profit	63,068.65	62,433.19	635.46
Expense			
Personnel Expenses			
Salary and Wages	41,090.74	40,291.46	799.28
Payroll Expenses			
Payroll Taxes			
Medicare Expense	579.15	563.21	15.94
Social Security expense	2,476.38	2,408.20	68.18
Payroll Taxes - Other	-0.01	-0.01	0.00
Total Payroll Taxes	3,055.52	2,971.40	84.12
Dental insurance expense	278.34	453.50	-175.16
Health Insurance expense	4,057.78	7,321.22	-3,263.44
Life Insurance expense	89.00	98.90	-9.90
LTD Insurance expense	47.64	73.18	-25.54
STD Insurance expense	160.71	203.90	-43.19
Pension expense	1,232.73	1,196.72	36.01
Unemployment expense	240.25	322.25	-82.00
Workers Compensation	145.26	155.13	-9.87
Payroll Processing Fees	174.00	171.82	2.18
Staff Training and Seminars	0.00	152.98	-152.98
Dues and Subscriptions	439.37	438.18	1.19
Total Payroll Expenses	9,920.60	13,559.18	-3,638.58
Total Personnel Expenses	51,011.34	53,850.64	-2,839.30
Equipment expense			
Copier Maintenance Contract	639.70	721.85	-82.15
Computer equipment	765.00	0.00	765.00
Software expense			
ArcInfo/View software	0.00	561.38	-561.38
Grant Finder	0.00	82.92	-82.92
Prezi	13.25	13.25	0.00

12:13 PM
1/14/19
Annual Basis

Stafford Regional Planning Commission
Profit & Loss
December 2018

	Dec 18	Dec 17	\$ Change
Adobe In Design	139.90	79.96	59.94
Anti-virus software	34.38	45.84	-11.46
Office Software			
Sonic Wall Remote Access	375.00	0.00	375.00
Office operating software	-15.45	50.50	-65.95
Total Office Software	359.55	50.50	309.05
Total Software expense	547.08	833.85	-286.77
Other Equipment Repair and Cost	0.00	710.00	-710.00
Total Equipment expense	1,951.78	2,265.70	-313.92
Communications			
Internet Communication Expense	114.00	159.00	-45.00
Telephone	174.77	162.34	12.43
Travel & Ent			
Travel	532.14	1,428.55	-896.41
Total Travel & Ent	532.14	1,428.55	-896.41
Postage and Delivery	15.99	232.64	-216.65
Total Communications	836.90	1,982.53	-1,145.63
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			
Bank Service Charges	0.00	-1.32	1.32
Office Expense	130.46	96.16	34.30
Office Supplies	300.97	136.45	164.52
Printing and Reproduction	0.00	946.00	-946.00
Professional Fees			
Accounting, Audit	888.75	700.00	188.75
Legal Fees	0.00	315.00	-315.00
Total Professional Fees	888.75	1,015.00	-126.25
Repairs			
Building Repairs	0.00	1,033.00	-1,033.00
Total Repairs	0.00	1,033.00	-1,033.00

12:13 PM
1/14/19
Annual Basis

Strafford Regional Planning Commission
Profit & Loss
December 2018

	Dec 18	Dec 17	\$ Change
Interest Expense			
Loan Interest	0.00	13.87	-13.87
Total Interest Expense	0.00	13.87	-13.87
Total Administrative	1,320.18	3,239.16	-1,918.98
Contract Labor			
Accounting & Bookkeeping	3,987.50	4,212.50	-225.00
Consulting Engineering Services	1,030.00	4,081.98	-3,051.98
Network support	420.00	270.00	150.00
Website maintenance and updates	3.90	0.00	3.90
Total Contract Labor	5,441.40	8,564.48	-3,123.08
Total Expense	63,482.52	72,825.93	-9,343.41
Net Ordinary Income	-413.87	-10,392.74	9,978.87
Other Income/Expense			
Other Income	23.36	35.50	-12.14
Interest Income	23.36	35.50	-12.14
Total Other Income	23.36	35.50	-12.14
Net Other Income	-390.51	-10,357.24	9,966.73
Net Income			

Handwritten signature and date: 6/11/19

12:13 PM
1/14/19
Annual Basis

Strafford Regional Planning Commission Profit & Loss December 2018

1. Health Insurance Expenses - lower premiums compared to previous fiscal year, less participants in the plan

2. Building Repairs - the cost last year was having the office painted

3. Consulting Engineering Services - Geosyntec has put work on hold for Lee Floodplain pending additional funding amendment approval, Credere work has slowed down on the Brownfields project

DRAFT

**Stafford Regional Planning Commission
Income by Customer
December 2018**

Date	Name	Memo	Amount
DOT UPWP 18_19			
12/31/2018	DOT UPWP 18...	December Progress Billing	43,720.94
12/31/2018	DOT UPWP 18...	10% Matching Funds	-4,372.09
	Total DOT UPWP 18_19		39,348.85
EPA			
	Brownfields 2015-2018		
12/18/2018	EPA:Brownfield...	CREDERE NOV INV 3747 HAZARDOUS	155.00
12/18/2018	EPA:Brownfield...	PETROLEUM	875.00
	Total Brownfields 2015-2018		1,030.00
	Total EPA		1,030.00
LTA (Local Technical Assistance)			
12/01/2018	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
NH DES			
	PSM 18 Flood Risk Science & Guidance		
12/31/2018	NH DES:PSM 1...	Progress Billing November-December 2018, PSM18	784.72
12/31/2018	NH DES:PSM 1...	Progress Billing Nov-Dec 2018	784.72
	Total PSM 18 Flood Risk Science & Guidance		1,569.44
Coastal FY19			
12/31/2018	NH DES:Coasta...	Progress Billing Coastal 2019, December 2018	2,398.70
12/31/2018	NH DES:Coasta...	In Kind match for Coastal grant	-1,687.03
	Total Coastal FY19		711.67
PRB-Oyster River			
12/31/2018	NH DES:PRB-O...	PRB Progress Billing, PO 1064375, Task 7	4,595.00
	Total PRB-Oyster River		4,595.00
Total NH DES			6,876.11
Office of Energy and Planning OEP FY19 Targeted Block Grant			
12/31/2018	Office of Energy...	Progress Billing December 2018	1,434.17
	Total FY19 Targeted Block Grant		1,434.17
Total Office of Energy and Planning OEP			1,434.17
Town of Barrington Barrington Master Plan Chapter			
12/31/2018	Town of Barringt...	Progress Billing December 2018	649.81

**Stafford Regional Planning Commission
Income by Customer
December 2018**

Date	Name	Memo	Amount
	Total Barrington Master Plan Chapter		649.81
	Total Town of Barrington		649.81
	Town of Lee		
12/31/2018	Town of Lee:20...	Final Billing Lee HMGP	1,615.08
	Total 2018 HMGP		1,615.08
	Total Town of Lee		1,615.08
	Town of Northwood		
12/31/2018	Town of Northw...	December 2018 Progress Billing	1,722.28
	Total 2018 Technical Services		1,722.28
	Total Town of Northwood		1,722.28
	Town of Nottingham		
12/31/2018	Town of Notting..	Progress Billing, RSMS, December 2018	638.28
	Total RSMS		638.28
	Total Town of Nottingham		638.28
	TOTAL		63,068.65

*8m
1/24/19*



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

July through December 2018

	Jul - Dec 18	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
Revenue	58,524.42	58,524.48	-0.06	100.0%
SR/C Membership Dues	14,684.29	9,000.00	5,684.29	163.2%
Municipal and NonProfit Revenue	1,491.06	2,499.96	-1,008.90	59.6%
Northwood Planning Services	1,881.25	1,871.00	10.25	100.5%
Warrington Master Plan	0.00	500.00	-500.00	0.0%
LNH Lamprey River	1,550.87	3,500.02	-1,949.15	44.3%
DC Technical Services	0.00	0.00	0.00	0.0%
BCC Barrington Conservation	5,974.97	6,372.00	-397.03	93.8%
NHCHF Pathways to Play	0.00	1,700.00	-1,700.00	0.0%
Atttingham RSMS	0.00	1,465.00	-1,465.00	0.0%
EAR Tax Map Updates	0.00	0.00	0.00	0.0%
NDU GIS Buildout Analysis	0.00	2,834.00	-2,834.00	0.0%
NUR Future Land Use	3,372.75	0.00	3,372.75	100.0%
MapGeo Subscriptions	5,139.93	0.00	5,139.93	100.0%
GIS Projects				
Municipal and NonProfit Revenue - Other	34,095.12	29,741.98	4,353.14	114.6%
Total Municipal and NonProfit Revenue	92,619.54	88,266.46	4,353.08	104.9%
Total SRPC Revenue	0.00	0.00	0.00	0.0%
Economic Development Revenue	30,383.72	34,206.05	-3,822.33	88.8%
EDD Partnership Planning				
EPA Brownfields				
Total Economic Development Revenue	8,466.63	5,555.52	2,911.11	152.4%
State Award Revenue	15,783.46	6,249.98	9,533.48	252.5%
OEP Targeted Block	25,891.09	22,217.00	3,674.09	116.5%
NHDES	4,595.00	4,350.00	245.00	105.6%
Coastal 2019	1,569.44	642.86	926.58	244.1%
Lee Floodplain Mapping	0.00	0.00	0.00	0.0%
Watershed PRB	0.00	0.00	0.00	0.0%
PSM18	0.00	0.00	0.00	0.0%
Coastal Resilience Grant	0.00	0.00	0.00	0.0%
Coastal 2017	0.00	0.00	0.00	0.0%
Coastal 2018	2,140.91	0.00	2,140.91	100.0%
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	49,379.90	33,459.64	16,520.06	149.4%
OEM Haz Mit	4,375.00	4,375.00	0.00	100.0%
PDM 2016	0.00	0.00	0.00	0.0%
PDM 2017	6,000.00	0.00	-6,000.00	0.0%
Lee HMPG	0.00	0.00	0.00	0.0%
Haz Mit with Towns	0.00	0.00	0.00	0.0%
OEM Haz Mit - Other	0.00	0.00	0.00	0.0%
Total OEM Haz Mit	10,375.00	10,375.00	0.00	100.0%
Total State Award Revenue	68,821.63	49,390.36	19,431.17	139.3%
MPO Revenue	0.00	0.00	0.00	0.0%
NH DOT	315,065.33	260,209.02	54,856.31	121.1%
SHRP2	0.00	0.00	0.00	0.0%
UPWP	0.00	0.00	0.00	0.0%
CTAP CommuteSMART				
Total MPO Revenue	315,065.33	260,209.02	54,856.31	121.1%
Total MPO Revenue	315,065.33	260,209.02	54,856.31	121.1%

Strafford Regional Planning Commission Profit & Loss Budget vs. Actual

July through December 2018

	Jul - Dec 18	Budget	\$ Over Budget	% of Budget
Cont. Income Cash Match				
DC Cash Match	-31,506.54	0.00	-31,506.54	100.0%
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	-31,506.54	0.00	-31,506.54	100.0%
Cont. Income InKind/Soft Match				
In Kind Lee Floodplain Match	-10,874.44	0.00	-10,874.44	100.0%
In Kind Coastal Match	-5,104.76	0.00	-5,104.76	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	-15,979.20	0.00	-15,979.20	100.0%
Contract Coverage	-2,118.80	0.00	-2,118.80	100.0%
Miscellaneous Income	0.00	0.00	0.00	0.0%
Health Trust Credits	2,392.20	2,392.00	0.20	100.0%
Miscellaneous Income - Other				
Total Miscellaneous Income	2,392.20	2,392.00	0.20	100.0%
Total Income	459,677.78	434,463.89	25,213.89	105.8%
Gross Profit	459,677.78	434,463.89	25,213.89	105.8%
Expense				
Personnel Expenses				
Salary and Wages	273,068.45	273,676.00	-607.55	98.8%
Payroll Expenses				
Payroll Taxes				
Medicare Expense	3,906.40	0.00	3,906.40	100.0%
Social Security expense	16,703.23	0.00	16,703.23	100.0%
Payroll Taxes - Other	0.00	20,934.00	-20,934.00	0.0%
Total Payroll Taxes	20,609.63	20,934.00	-324.37	98.5%
Dental insurance expense	1,624.69	1,716.52	-91.83	94.7%
Health insurance expense	23,542.15	25,023.00	-1,480.85	94.1%
Life insurance expense	534.00	534.00	0.00	100.0%
LTD insurance expense	285.84	371.48	-85.64	76.9%
STD insurance expense	964.62	1,049.48	-84.86	91.9%
Health incentive	3,847.13	5,040.00	-1,192.87	76.3%
Pension expense	7,837.04	8,062.00	-224.96	97.2%
Unemployment expense	1,441.50	1,441.50	0.00	100.0%
Workers Compensation	871.96	872.02	-0.06	100.0%
Payroll Processing Fees	1,111.00	1,125.00	-14.00	98.8%
Staff Training and Seminars	4,640.00	2,499.98	2,140.02	185.6%
Dues and Subscriptions	2,645.93	2,750.02	-104.09	96.2%
Total Payroll Expenses	69,955.49	71,419.00	-1,463.51	98.0%
Total Personnel Expenses	343,023.94	345,095.00	-2,071.06	99.4%
Equipment expense				
Copier Maintenance Contract	2,428.96	2,428.00	0.96	100.0%
Computer equipment	765.00			
Computer Supplies	294.41			
Office furniture	0.00	882.52	-882.52	0.0%
Software expense				
ArcInfo/View software	2,660.00	3,192.00	-532.00	63.3%
Transportation Software	0.00	0.00	0.00	0.0%
Grant Finder	165.84	0.00	165.84	100.0%
Prezi	79.50	0.00	79.50	100.0%
Adobe In Design	839.40	0.00	839.40	100.0%

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

	Jul - Dec 18	Budget	\$ Over Budget	% of Budget
Anti-virus software	229.12	0.00	229.12	100.0%
Office Software	375.00	0.00	4,375.89	100.0%
Sonic Wall Remote Access	4,375.89	0.00	-4,044.98	0.0%
Office operating software	0.00	4,044.98	705.91	117.5%
Office Software - Other	0.00	4,044.98	705.91	117.5%
Total Office Software	4,750.89	4,044.98	705.91	117.5%
Total Software expense	8,724.75	7,236.98	1,487.77	120.6%
Traffic Count Expenses	563.98	0.00	0.00	0.0%
Traffic Count Police Detail	0.00	0.00	0.00	0.0%
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	1,349.83	0.00	1,349.83	100.0%
Traffic Count Expenses - Other	0.00	1,614.00	-1,614.00	0.0%
Total Traffic Count Expenses	1,913.81	1,614.00	299.81	118.6%
Other Equipment Repair and Cost	0.00	0.00	0.00	0.0%
Equipment Rental & Repair	0.00	0.00	0.00	0.0%
Other Equipment Repair and Cost - Other	0.00	0.00	0.00	0.0%
Total Other Equipment Repair and Cost	0.00	0.00	0.00	0.0%
Total Equipment expense	14,126.93	12,161.50	1,965.43	116.2%
Communications	684.00	684.00	0.00	100.0%
Internet Communication Expense	1,036.64	1,020.00	16.64	101.6%
Telephone	0.00	0.00	0.00	0.0%
Travel & Ent	8,868.67	0.00	8,868.67	100.0%
Travel	0.00	9,000.00	-9,000.00	0.0%
Travel & Ent - Other	0.00	0.00	0.00	0.0%
Total Travel & Ent	8,868.67	9,000.00	-131.33	98.5%
Marketing Expense	0.00	0.00	0.00	0.0%
Postage and Delivery	145.94	390.00	-244.06	37.4%
Total Communications	10,735.25	11,094.00	-358.75	96.8%
Fixed Expenses	0.00	0.00	0.00	0.0%
Depreciation Expense	2,525.52	2,525.48	0.04	100.0%
Insurance	2,525.52	2,525.48	0.04	100.0%
Liability Insurance	15,000.00	15,000.00	0.00	100.0%
Total Insurance	17,525.52	17,525.48	0.04	100.0%
Rent	0.00	0.00	0.00	0.0%
Total Fixed Expenses	17,525.52	17,525.48	0.04	100.0%
Administrative	0.00	0.00	0.00	0.0%
Bank Service Charges	-276.55	0.00	-276.55	100.0%
Library & Planning Books	0.00	0.00	0.00	0.0%
Meetings Advertising Expense	1,601.24	1,087.50	513.74	147.2%
Meetings Expense	507.08	650.02	-142.94	78.0%
Office Expense	176.23	1,260.00	-456.28	63.8%
Plotter Ink and Supplies	803.72	600.00	618.42	203.1%
Office Supplies	1,218.42	5,332.50	-4,114.08	42.0%
Printing and Reproduction	0.00	0.00	0.00	0.0%
Professional Fees	0.00	500.02	-500.02	0.0%
Accounting, Audit	5,332.50	5,332.52	-0.02	99.9%
Consulting	0.00	0.00	0.00	0.0%
Legal Fees	0.00	0.00	0.00	0.0%
Total Professional Fees	5,332.50	5,832.52	-500.02	91.4%

Strafford Regional Planning Commission Profit & Loss Budget vs. Actual

July through December 2018

	Jul - Dec 18	Budget	\$ Over Budget	% of Budget
Interest Expense	0.00	0.00	0.00	0.0%
Finance Charge	0.00	0.00	0.00	0.0%
Total Interest Expense	0.00	0.00	0.00	0.0%
Uncollectible Accounts Expense	20.00	0.00	0.00	0.0%
Total Administrative	9,382.64	9,430.04	-47.40	99.5%
Contract Labor				
Class Through Expense	0.00	0.00	0.00	0.0%
DUR Septic Pass Through	0.00	0.00	0.00	0.0%
HRP2 Pass Through Expense	0.00	0.00	0.00	0.0%
Watershed Assist DUR	0.00	3,888.57	-3,888.57	0.0%
Total Pass Through Expense	0.00	3,888.57	-3,888.57	0.0%
Accounting & Bookkeeping	24,737.50	27,300.00	-2,562.50	90.6%
Consulting Engineering Services	40,605.05	52,217.00	-11,611.95	77.8%
Network support	2,025.00	1,620.00	405.00	125.0%
Model Assistance MOVES	0.00	0.00	0.00	0.0%
Website and logo design	0.00	47.00	-47.00	0.0%
Website maintenance and updates	23.40	0.00	23.40	0.0%
GIS Contract Support	0.00	1,155.00	-1,155.00	100.0%
Other contract labor	1,155.00	0.00	1,155.00	0.0%
Total Contract Labor	68,545.95	86,227.57	-17,681.62	79.5%
Suspense	0.00	0.00	0.00	0.0%
Total Expense	463,340.23	481,533.58	-18,193.35	96.2%
Net Ordinary Income	-3,662.45	-47,069.70	43,407.25	7.8%
Other Income/Expense				
Other Income	130.83	50.02	80.81	261.6%
Interest Income	130.83	50.02	80.81	261.6%
Total Other Income	130.83	50.02	80.81	261.6%
Net Other Income	130.83	50.02	80.81	261.6%
Net Income	-3,531.62	-47,019.68	43,488.06	7.5%

James Hill

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

July through December 2018

1 49 PM
0 14/19
Approval Basis

1. THIS BUDGET COMPARISON USES THE NEWLY ADOPTED MID-YEAR ADJUSTED BUDGET

2. P...ester - \$500 billed in November, reflected in Municipal and NonProfit Revenue, Other. Billed prior to line item budget adjustment changes were made.
3. ...ington Tax Maps - \$1700 billed in August, reflected in Municipal and NonProfit Revenue, Other. Billed prior to line item budget adjustment changes were made.
4. ...w Durham Buildout Analysis - \$1465 billed August and September, reflected in Municipal and NonProfit Revenue, Other. Billed prior to line item budget adjustment changes were made.
5. Map/Geo - \$2834 billed Jul-Nov, reflected in GIS Projects. Billed prior to line item budget adjustment changes were made.
6. EP/ Brownfields - Engineering Consultant drives revenue. Work has slowed down.
7. Targeted Block Grant - SRPC is having to use this funding for RIC and other Economic Development tasks, no EDA funding available yet.
8. Coastal 2019 - Dover component need to be completed by calendar year end.
9. Coastal 2018 - should have been billed in prior fiscal year.
10. Haz Mit with towns - this is the Lee HIMP/PG in the line above.
11. UPWP - Projects have been intensive for the first part of the fiscal year, including traffic counts, RSMS projects, and the transportation model.
12. Software expenses have been more specifically identified using line items. Previously coded to Office Software - Other in the old budget. Increased costs reflect the addition of Sonic Wall VPN remote access, which will replace the more costly Go To My PC licenses previously used for remote access.
13. Watershed Assistance grant (PRB) was not obtained until mid-November.
14. Contracted bookkeeping hours have been reduced to 7 hours per day, 3 days per week.
15. Consulting Engineering Services - see notes in Expense section. Reduction in services for Lee Floodplain (pending grant amendment) and Brownfields.

BARRINGTON
BROOKFIELD
DOVER
DURHAM
FARMINGTON
LEE
MADBURY
MIDDLETON
MILTON



NEW DURHAM
NEWMARKET
NORTHWOOD
NOTTINGHAM
ROCHESTER
ROLLINSFORD
SOMERSWORTH
STRAFFORD
WAKEFIELD

January 18, 2018

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

RE: January 2019 Minor Revisions to the 2017-2020 TIP

Dear Mr. Watson:

The Strafford Metropolitan Planning Organization (SMPO) staff has received a request to approve the January 2019 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

January 2019 TIP Minors

Table of Contents

Durham 16254.....	Page 1
Program PAVE-T2-Resurf.....	Page 2



2017-2020 TIP January Minors Report

Monday, January 14, 2019

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:	ROW and CON funds increased in 2020.

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	2019	\$27,500	\$0	\$0	STP-5 to 200K, Toll Credit	\$27,500
16254	ROW	2020	\$16,500	\$0	\$0	STP-5 to 200K, Toll Credit	\$16,500
16254	Con	2020	\$550,000	\$0	\$0	STP-State Flexible, Toll Credit	\$550,000
Totals			\$770,000	\$0	\$0		\$770,000

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	2020	\$40,000	\$0	\$0	STP-5 to 200K, Toll Credit	\$40,000
16254	Con	2020	\$578,408	\$0	\$0	STP-5 to 200K, Toll Credit	\$578,408
			\$794,408	\$0	\$0		\$794,408

Changes

Federal \$ Change	State \$ Change	Other \$ Change	Total \$ Change
\$24,408	\$0	\$0	\$24,408



2017-2020 TIP January Minors Report

Monday, January 14, 2019

Town/Area Name:	Program
Project #:	PAVE-T2-RESURF
Road/Route/Entity:	Tier 2 Highways
Project Scope:	Resurface Tier 2 Highways
Acronym Defined:	
Change Notes:	Increase in 2019 funds for PE and Construction. Funds increased to meet identified paving needs

Approved

Project #	Phase	FY	Federal \$	State \$	Other \$	Funding Category	Totals
PAVE-T2-RESURF	PE	2018	\$100,000	\$0	\$0	STP-State Flexible, Toll Credit	\$100,000
PAVE-T2-RESURF	PE	2019	\$300,000	\$0	\$0	STP-State Flexible, Toll Credit	\$300,000
PAVE-T2-RESURF	PE	2020	\$300,000	\$0	\$0	STP-State Flexible, Toll Credit	\$300,000
PAVE-T2-RESURF	ROW	2019	\$25,000	\$0	\$0	STP-State Flexible, Toll Credit	\$25,000
PAVE-T2-RESURF	ROW	2020	\$25,000	\$0	\$0	STP-State Flexible, Toll Credit	\$25,000
PAVE-T2-RESURF	Const	2018	\$3,750,000	\$0	\$0	STP-State Flexible, Toll Credit	\$3,750,000
PAVE-T2-RESURF	Const ructio	2019	\$9,525,000	\$6,000,000	\$0	Betterment, STP-State Flexible, Toll Credit	\$15,525,000
PAVE-T2-RESURF	Const ructio	2020	\$9,525,000	\$6,000,000	\$0	Betterment, STP-State Flexible, Toll Credit	\$15,525,000
Totals			\$23,550,000	\$12,000,000	\$0		\$35,550,000

Proposed

Project #	Phase	FY	Federal \$	State \$	Other \$	Funding Category	Totals
PAVE-T2-RESURF	PE	2018	\$100,000	\$0	\$0	STP-State Flexible, Toll Credit	\$100,000
PAVE-T2-RESURF	PE	2019	\$800,000	\$0	\$0	STP-State Flexible, Toll Credit	\$800,000
PAVE-T2-RESURF	PE	2020	\$300,000	\$0	\$0	STP-State Flexible, Toll Credit	\$300,000
PAVE-T2-RESURF	ROW	2019	\$25,000	\$0	\$0	STP-State Flexible, Toll Credit	\$25,000
PAVE-T2-RESURF	ROW	2020	\$25,000	\$0	\$0	STP-State Flexible, Toll Credit	\$25,000
PAVE-T2-RESURF	Const	2018	\$3,810,000	\$0	\$0	STP-State Flexible, Toll Credit	\$3,810,000
PAVE-T2-RESURF	Const ructio	2019	\$11,525,000	\$6,000,000	\$0	Betterment, STP-State Flexible, Toll Credit	\$17,525,000
PAVE-T2-RESURF	Const ructio	2020	\$9,525,000	\$6,000,000	\$0	Betterment, STP-State Flexible, Toll Credit	\$15,525,000
			\$26,110,000	\$12,000,000	\$0		\$38,110,000

Changes

Federal \$ Change	State \$ Change	Other \$ Change	Total \$ Change
\$2,560,000	\$0	\$0	\$2,560,000

Strafford Regional Planning Commission Emergency Succession Plan

Adopted: January 20, 2017
Revised: February 16, 2018
[Revised: January 18, 2019](#)

Strafford Emergency Succession Plan

~~The Executive Director Review Subcommittee (EDS), working with the Executive Director, prepared this document for consideration by the Executive Committee of the Strafford Regional Planning Commission (EC-SRPC), which re-approved it this document at their JanuaryFebruary 186, 20198 meeting. It was originally approved on January 20, 2017.~~

Victoria Parmele, Chair

Date

This document was developed by the Center for Nonprofit Advancement.
www.nonprofitadvancement.org
Template © 2006 Center for Nonprofit Advancement

Strafford Emergency Succession Plan

Disclaimer Statement: This document is provided as guidance for a nonprofit organization facing a change in leadership. It should not be regarded as a substitute for legal advice or counsel. The advice of a competent attorney should be sought any time a nonprofit is considering policy changes or activities that may affect the legal status or liability exposure of the organization.

Strafford Emergency Succession Plan

1. Introduction

This plan covers contingencies that may arise in the unlikely event that the position of Executive Director unexpectedly becomes vacant. It was developed by ~~the a Executive Director Subcommittee (EDS) of a subcommittee of~~ the Executive Committee of the Strafford Regional Planning Commission (EC-SRPC) and the Executive Director. The purpose of the plan is to facilitate the transition to short-term or long-term leadership of the organization.

The EC-SRPC has reviewed the job description of the Executive Director, which is presented in Appendix A. The EC-SRPC clearly understands the Executive Director's role in organizational leadership, program development and administration, operations, Commission and Executive Committee relationships, financial operations, funder relationships and compliance, staff and program resource development, human resources, and community and regional presence.

2. Authority

This plan is designed to assist the Strafford Regional Planning Commission (SRPC) in the event of a temporary or unplanned absence of the Executive Director. The ~~Executive Committee of the Strafford Regional Planning Commission (EC-SRPC) Executive Director Subcommittee of the Executive Committee (EDS)~~ has been tasked with executing this plan. ~~The EDS was voted an official committee of the Executive Committee of the Strafford Regional Planning Commission (EC-SRPC) at their January 20, 2017 meeting.~~

3. Succession Plan in Event of a Temporary, Unplanned Absence: Short Term

A temporary absence is one of less than three months in which the Executive Director is expected to return once the events that precipitated the absence are resolved. An unplanned absence is one that arises unexpectedly, in contrast to a planned leave such as a vacation or a sabbatical.

In the event of an unplanned absence of the Executive Director, the highest ranking staff member will immediately inform the Chair of the EC-SRPC, who should convene ~~the EDS~~ as soon as possible to affirm the plan's procedures or modify them to fit the circumstances. The ~~EDS shall within two working days inform the~~ EC-SRPC shall assist the Acting Executive Director carry out the plan and that the plan is being carried out and should note any changes made to the plan.

~~The EDS is authorized by the EC-SRPC to act on its behalf. The EDS must report at the EC-SRPC's regularly scheduled monthly meeting and must disclose all actions it has taken. Those actions will be discussed by~~

Strafford Emergency Succession Plan

~~the EC-SRPC. In accordance with the Strafford Regional Planning Commission Bylaws, the EC-SRPC shall follow the process and authorities as established for its function.~~

The ~~EDS-EC-SRPC~~ should appoint the highest ranking staff member to be Acting Executive Director. (At the time this plan was re-approved, the highest ranking staff member was Kyle Pimental, Principal Planner.) If the Acting Executive Director is new to their position and fairly inexperienced with the organization (having been here less than three years), or has a full schedule of commitments related to their normal assignments and responsibilities, the ~~EDS-EC-SRPC~~ may opt to name one of the back-up appointees to the Acting Executive Director position. (Colin Lentz, Senior Regional Transportation Planner, was the first back-up appointee and Shayna Sylvia, Communications & Outreach Planner Specialist, was the second at the time of this plan's approval.) The ~~EDS-EC-SRPC~~ may also consider splitting executive duties among the designated appointees and others to cover the primary areas of responsibilities to implement the terms of this emergency plan.

Authority of the Acting Executive Director

The Acting Executive Director(s) shall not have the same full authority for decision-making and independent action as the regular Executive Director. The ~~EDS-EC-SRPC~~ shall, after a thorough discussion and mutual agreement with the Acting Executive Director(s), set clear limits on the authority of the Acting Executive Director(s) for decision making and action. The ~~EDS, EC-SRPC~~, Acting Executive Director(s), and other involved parties shall sign off on a list of the responsible parties' executive duties.

~~EDS-EC-SRPC Oversight and Responsibilities~~

The ~~EDS-EC-SRPC~~ members responsible for monitoring the work of the Acting Executive Director(s) shall be the SRPC Chair ~~(who also chairs the EDS and the EC-SRPC)~~, the SRPC Vice-Chair, the SRPC Secretary/Treasurer, and ~~two~~ one other SRPC commissioners ~~named~~ voted on by the EC-SRPC to the EDS. At the time this plan was approved, those individuals were Victoria Parmele, Chair; Martin Laferte, Vice-Chair; Thomas Crosby, Secretary/Treasurer; and ~~one other member to be determined~~ Judy Nelson, EDS member. They will be sensitive to the special support needs of the Acting Executive Director(s) in this temporary leadership role.

Communication Plan

Immediately upon the transfer of responsibilities to the Acting Executive Director(s), the Chair of the EC-SRPC will provide the SRPC staff, members of the EC-SRPC, and key funders with written notification of the delegation of authority.

As soon as possible after covering the unplanned absence has begun, ~~EDS-EC-SRPC~~ members and the Acting Executive Director(s) shall communicate the temporary leadership structure to the members of the Commission and key external funders and supporters of the Strafford Regional Planning Commission. Those notified may include committee members and funders representing the various functions of the Strafford Regional Planning Commission, Strafford Economic Development District, and

Strafford Emergency Succession Plan

Strafford Metropolitan Planning Organization

Completion of Short-Term Emergency Succession Period

The Executive Director and the Chair of the EC-SRPC will decide together when the Executive Director will return to lead the SRPC. The EC-SRPC Chair may approve a reduced schedule for a set period of time, with the intention that the Executive Director will work their way back up to a full-time commitment.

4. Succession Plan in Event of a Temporary, Unplanned Absence: Long Term

A long-term absence is one that is expected to last more than three months. The procedures and conditions to be followed should be the same as for a short-term absence, with the following addition:

The EC-SRPC will give immediate consideration, in consultation with the Acting Executive Director(s), to temporarily filling the regular position(s) of the Acting Executive Director(s). This option recognizes that it may not be reasonable to expect an Acting Executive Director to fulfill the duties of both positions for more than three months. The job description for a temporary employee would focus on the priority areas in which the Acting Executive Director needs assistance. This need for temporary additional help may also be resolved by reassigning other Commission staff to assume some of the Acting Executive Director's regular duties. It might be easier to temporarily fill for a limited time the position left partially or completely vacant by these reassigned staffers.

The Acting Executive Director(s) may be offered additional compensation during the Acting Executive Director period.

Completion of Long-Term Emergency Succession Period

The Executive Director and the Chair of the EC-SRPC will decide together when the Executive Director will return to lead the SRPC. The EC-SRPC Chair may approve a reduced schedule for a set period of time, with the intention that the Executive Director will work their way back up to a full-time commitment.

5. Succession Plan in Event of a Permanent Change in Executive Director

A permanent change is one in which it is firmly determined that the Executive Director will not return to the position. The procedures and conditions should be the same as for a long-term temporary absence, with the following addition:

Strafford Emergency Succession Plan

The EC-SRPC will appoint a Transition and Search Committee (TSC) within 10 days to plan and carry out a transition to a new permanent Executive Director. The TSC may consider the need for outside consulting assistance depending on the circumstances of the transition and the TSC's capacity to plan and manage the transition and search. The TSC will determine the need for an Interim Executive Director. They will plan for the recruitment and selection of an interim Executive Director and/or a permanent Executive Director.

The TSC will consist of at least three members drawn from the Executive Committee. The TSC may choose to invite additional SRPC partners and stakeholders to participate in a portion of the process. These partners and stakeholders could be SRPC officers, commissioners, funders, community members and staff. No one who applies for the position of Executive Director will be included on the TSC or contacted for participation in the process.

6. Checklist for Acceptance of All Types of Emergency Succession Plans

- **Succession plan approval**

This succession plan will be approved by the ~~EDS and forwarded to the~~ EC-SRPC for its vote and approval. The plan should be reviewed annually at the January EC-SRPC meeting.

- **Signatories**

The plan shall be signed by the Chair of the EC-SRPC, the Executive Director, the human resources staff, the Acting Executive Director, and the designated back-up appointees.

- **Organizational Charts**

Two organizational charts, like those presented in Appendix B, need to be prepared and attached to this plan. The first chart shows the normal staffing positions and lines of authority/reporting throughout the organization. The second shows the changes in that structure resulting from an emergency/unplanned absence of the Executive Director.

- **Important Organizational Information**

The SRPC Information and Contact Inventory presented in Appendix C has been updated and is now complete for calendar year ~~2018~~2019. The completed form will be kept at the SRPC attorney's office (Jackson Lewis) and available only to the Acting Executive Director, SRPC Chair, and SRPC Secretary/Treasurer.

Strafford Emergency Succession Plan

Appendix A – Executive Director Job Description

Position: Executive Director

January ~~2018~~2019

Description

The Executive Director is the chief executive officer of the Strafford Regional Planning Commission (SRPC), the Strafford Economic Development District (Strafford EDD), and the Strafford Metropolitan Planning Organization (Strafford MPO). This position provides leadership and direction to employees and develops and manages a budget funded through federal, state, local, and private agreements and contracts, voluntary contributions, and donations.

The primary responsibility of the Executive Director is to carry out the missions of the SRPC, Strafford EDD, and Strafford MPO consistent with state and federal laws and regulations. This responsibility includes ensuring that awarded funds are properly managed, contractual obligations are fulfilled, tasks described in scopes of work are completed on time and with quality products, and administrative, personnel, and fiduciary responsibilities of the Commission are met.

Responsibilities

In program development and administration the Executive Director will:

- Ensure the Commission has long-range strategies to achieve its mission and is making consistent and timely progress.
- Provide strategic leadership in developing programmatic, organizational, and financial plans.
- Organize and oversee the annual work program for the Commission.
- Organize and allocate staff resources in response to the annual work program.
- Negotiate and enter into contracts on behalf of the Commission, consistent with the annual work program.
- Monitor progress on projects and programs, making adjustments as needed.
- Oversee the maintenance of official records and documents.
- Ensure compliance with federal and state regulations.
- Oversee the implementation of quality assurance and quality control processes.
- Oversee the development and implementation of performance-based planning and metrics.
- Maintain a working knowledge of trends and best practices in the planning profession.

In communications the Executive Director will:

- Promote active and broad participation by the Commissioners in the organization's work.
- Keep the Executive Committee fully informed on the condition of the organization and influencing factors.
- Be responsive to the inquiries and directions of the Commission and the Executive Committee.
- Represent the programs and point of view of the organization to agencies, organizations, elected and appointed officials, the general public, and the media.
- Establish working relationships and cooperative agreements with government and nonprofit organizations and with community groups.
- Interact with federal, state, and local funders; partners; and the general public to understand their issues, needs, and priorities.

Strafford Emergency Succession Plan

- Oversee the communications of the Commission by scheduled publication of its activities, programs, vision, value statement, reports, and accomplishments.

In human resources, fiscal, and administrative functions the Executive Director will:

- Oversee the development and implementation of human resources and administrative procedures, including the employee handbook, bylaws and prospectus, and operational procedures manual.
- Oversee the fiscal management of individual contracts and agreements, including reporting requirements and performance measures.
- Oversee cash management, indirect cost rate development, and audit functions.
- Oversee purchase and vendor-selection processes and payments.
- Ensure that project work and the organization are supported by adequate cash flow, appropriate personnel, equipment, supplies, and training resources.
- Work with the employees and financial consultant in preparing a budget and ensure that the organization operates within budget guidelines.

In relations with employees the Executive Director will:

- Be responsible for the recruitment, employment, and release of Commission personnel, both paid employees and unpaid volunteers.
- Ensure that job descriptions are developed, regular performance evaluations are held, and legal human resource practices are in place.
- Ensure that an effective management team, with appropriate provisions for emergency succession, is in place.
- Create a climate that attracts and motivates quality employees who enjoy working for the Commission and its clients.
- Ensure that employees have professional development and educational opportunities.
- Provide guidance to employees on planning, budget, political, and technical issues in a manner that best meets their individual needs and situations.

Accountability

The Executive Director is the sole employee in whose hiring and management the Commissioners are involved. The Executive Director works under the general guidance of the [Executive Committee of the Strafford Regional Planning Commission \(EC-SRPC\) Commission Executive Committee](#) in accordance with the Commission's bylaws, budget, and work programs and policies. Work is conducted according to legal requirements, AICP ethics, accepted standards for planning and data management, and general business standards. The [Executive Committee EC-SRPC, acting through the Executive Director Subcommittee \(EDS\)](#), regularly provides oversight and direction to the Executive Director.

Required Skills and Experience

- At least ten years of experience in the planning profession showing career progression with increasing supervisory and management responsibilities.
- At least five years of experience in the successful management of people, budgets, and projects.
- Certification through the American Institute of Certified Planners.
- Understanding of public governance: regulatory, legislative, procedural, and public interest.

Strafford Emergency Succession Plan

- Excellent verbal and written communication skills.
- Success in carrying out collaborative projects, facilitating processes, and public engagement.
- Ability to articulate complex and technical planning issues in plain language.
- Excellent grant and contract management skills.

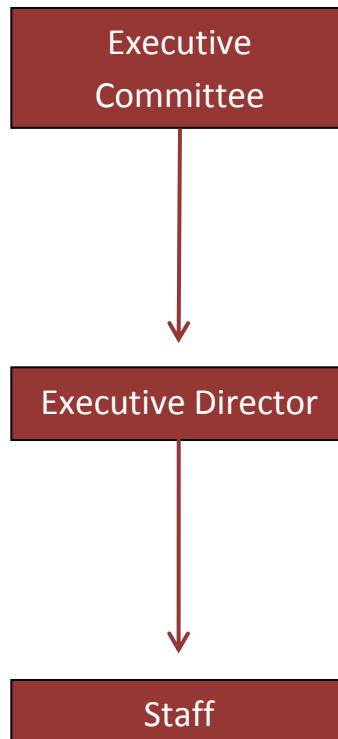
Education

- Master's degree in planning, public administration, or closely related field

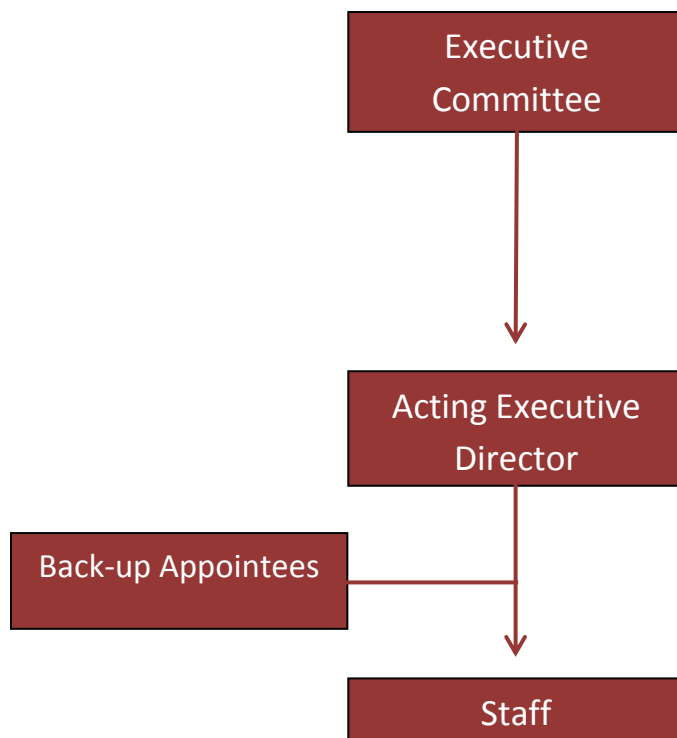
Strafford Emergency Succession Plan

Appendix B – Organization Charts

Normal Organizational Flow



Emergency Organizational Flow



Strafford Emergency Succession Plan

Appendix C – SRPC Information and Contact Inventory

Knowing the location of key information is critical so that if an emergency succession occurs, SRPC can continue work efficiently and effectively.

Information	Onsite Location	Offsite Location	Online URL
GOVERNMENTAL/NONPROFIT STATUS			
Bylaws			
Mission Statement			
Executive Committee Minutes			
SRPC, SEDD, SMPO logos			
IRS Letter			
FINANCIAL INFORMATION			
Employer Identification Number			
DUNS			
Grants.gov roles			
Current and Previous Audits			
Current and Previous Form 990s			
Financial Statements			
Blank checks			
Computer passwords			
Client records			
Vendor records			
HUMAN RESOURCES INFORMATION			
Employee records			
Employee contact list			
I-9s			
FACILITIES INFORMATION			
Office lease			
Server information			

Strafford Emergency Succession Plan

Payroll Preparer:
Payroll schedule:
Payroll Company:
Payroll Account Number:
Payroll Contact:
Phone Number/Email:
Function:

Bank:
Contact Name:
Phone Number/Email:
Fax:
Account Numbers:
Branch Representative:
Individuals authorized to make transfers:
Individuals authorized to sign checks:
Function:

Office safe or offsite safe:

Building Management:
Dept. Name:
Staff Name:
Phone Number/Email:
Function:

Office Security System:
Dept. Name:
Staff Name:
Phone Number/Email:
Function: Issues regarding locked out of building; after hours, weekend access for public meetings.

Emergency Number:
Contact: Rochester Police Department
Phone Number/Email:
Function: Use for emergencies in building, parking lot, or playing fields next to building. Use for paid police detail for public meeting after first discussing with Rochester police and EC-SRPC Chair.

Auditor:
Contact Name:
Phone Number/Email:
Function:

Strafford Emergency Succession Plan

Phone and Internet Provider:

Contact Name:
Phone Number/Email:
Function:

Legal Counsel:

Contact Name:
Phone Number:
Email:
Function:

IT Services Provider:

Contact Name:
Phone Number/Email:
Function:

Website Development and Maintenance Provider:

Contact Name:
Phone Number/Email:
Function:

Copy Machine Maintenance and Parts Provider:

Contact Name:
Phone Number/Email:
Function:

Mail Machine and Part Provider:

Contact Name:
Phone Number/Email:
Function:

Office Supply Vendor:

Contact Name:
Phone Number/Email:
Function:

Office Supply Vendor:

Contact Name:
Phone Number/Email:
Function:

Strafford Emergency Succession Plan

Computers, Software Vendor:

Contact Name:

Phone Number/Email:

Function:

UPWP Equipment Vendor:

Contact Name:

Phone Number/Email:

Function:

Insurance Information

General Liability/Commercial Umbrella:

Company/Underwriter:

Policy Number:

Representative Phone Number/Email:

Broker Phone Number/Email:

Renewal Date:

Function:

Directors & Officers Liability:

Company/Underwriter:

Policy Number:

Representative Phone Number/Email:

Broker Phone Number/Email:

Renewal Date:

Function:

Health Insurance:

Company/Underwriter:

Policy Number:

Representative Phone Number/Email:

Broker Phone Number/Email:

Renewal Date:

Function:

Unemployment Insurance:

Company/Underwriter:

Policy Number:

Representative Phone Number/Email:

Broker Phone Number/Email:

Renewal Date:

Function:

Strafford Emergency Succession Plan

Workers Compensation:
Company/Underwriter:
Policy Number:
Representative Phone Number/Email:
Broker Phone Number/Email:
Renewal Date:
Function:

Disability Insurance Short Term:
Company/Underwriter:
Policy Number:
Representative Phone Number/Email:
Broker Phone Number/Email:
Renewal Date:
Function:

Disability Insurance Long Term:
Company/Underwriter:
Policy Number:
Representative Phone Number/Email:
Broker Phone Number/Email:
Renewal Date:
Function:

Dental Insurance:
Company/Underwriter:
Policy Number:
Representative Phone Number/Email:
Broker Phone Number/Email:
Renewal Date:
Function:

Long Term Care Insurance:
Company/Underwriter:
Policy Number:
Representative Phone Number/Email:
Broker Phone Number/Email:
Renewal Date:
Function:

Strafford Emergency Succession Plan

SIMPLE Retirement Plan:

Company/Underwriter: Fidelity

Policy Number:

Representative Phone Number/Email:

Broker Phone Number/Email:

Renewal Date:

Function:

SIMPLE Retirement Plan:

Company/Underwriter: Vanguard

Policy Number:

Representative Phone Number/Email:

Broker Phone Number/Email:

Renewal Date:

Function:

Date of Completion for SRPC Information and Contact Inventory:

Name(s) of Person(s) Completing Document:

Executive Director

Chair, Executive Committee -SRPC

Roles

Acting Executive Director

Human Resources staff

Back-up Appointee #1

Back-up Appointee #2

The Emergency Succession Plan and the supporting documents (the information and contact inventory, Executive Director job description, and organizational charts) should be reviewed and updated annually in the December–January timeframe for presentation to the EC-SRPC at its January meeting.

WELLNESS & SAFETY PLAN

Strafford



REGIONAL PLANNING
C O M M I S S I O N

150 Wakefield Street, Suite 12
Rochester, New Hampshire 03867
Telephone: (603) 994-3500
Fax: (603) 994-3504
Email: srpc@strafford.org
Website: www.strafford.org

Adopted: January 20, 2017
Revised: January 19, 2018

The SRPC Executive Committee adopted these policies at its regularly scheduled meeting on January 19, 2018.

SRPC Chairperson

Date

CONTENTS

I.	Wellness & Safety Objectives	2
A.	Duties & Responsibilities.....	2
	Executive Director	2
	Commission Employees	2
	Wellness Coordinators.....	2
II.	Identification of Significant Hazards Present.....	3
A.	Physical stress Associated with Desk Work	3
B.	Emotional Stress	3
C.	Field Work.....	3
D.	Automobiles & Travel	4
III.	Wellness & Safety Policies	4
A.	Smoke Free Workplace	4
B.	Alcohol & Drug Free Workplace.....	4
C.	Violence Free Workplace	5
D.	Workplace Wellbeing.....	65
E.	Automobiles and Travel	6
F.	Field Work.....	76
IV.	Safety Procedures	87
A.	Fire Safety, Reporting, & Response	8
B.	Accidental Injury	8
C.	First Aid	8
V.	Distribution & Conformity of Wellness & Safety Plan	9
VI.	Stafford Regional Planning Commission Wellness & Safety Plan Acknowledgement form.....	10

I. WELLNESS & SAFETY OBJECTIVES

Strafford Regional Planning Commission's most valuable resource is the people who work for the Commission. As such, the Commission is dedicated to providing a safe and healthy environment to protect its employees and preserve Commission assets and resources.

This Wellness & Safety Plan will assist the Commission and its employees in managing hazards and risks in order to minimize injuries and protect Commission property. It is the responsibility of all Commission employees to follow the policies and procedures outlined in the plan.

A. DUTIES & RESPONSIBILITIES

EXECUTIVE DIRECTOR

The Executive Director of the Commission is responsible for enforcing and implementing these policies and procedures. The Executive Director will report any management issues to the Executive Committee, which will discuss recommendations and implementation strategies. The Executive Director is also responsible for addressing and notifying the appropriate parties of any concerns pertaining to building safety.

The Executive Director will review workplace accidents, injuries, and health data; identify hazards in the workplace and find solutions; keep records of accidents and injuries; and ensure that the appropriate employees attend safety training.

Each year, the Executive Director will appoint at least two employees to act as wellness coordinators. These appointments will be announced to the Commission employees by the Executive Director.

COMMISSION EMPLOYEES

All employees must adhere to this plan. Employees will address safety issues as they arise, reporting any unsafe machinery, conditions, or hazardous acts to the Executive Director. Employees will be responsible for attending safety training, as required.

Employees will adhere to safe work habits and adopt a positive attitude about safety in the workplace both in and out of the office.

WELLNESS COORDINATORS

Wellness coordinators will serve as Commission employee representatives to assist the Executive Director in promoting a healthy and safe work environment. They will serve terms of one calendar year, from Jan. 1 to Dec. 31.

The coordinators will directly work with the HealthTrust wellness coordinators to stay current with all HealthTrust benefits and resources offered. The coordinators are responsible for distributing resources and information to employees regarding wellness benefits and opportunities.

Each year, the coordinators will develop a minimum of one campaign to promote wellness in the workplace. Campaigns must be designed to promote health, wellness, or safety. They will cover such topics as physical activity, nutrition, stress management, and heart healthy habits.

The coordinators will help the Executive Director decide how HealthTrust campaign funds will be used. Campaign funds shall be used to purchase items in support of health campaigns or to promote healthier habits and lifestyles of Commission employees. These funds can be used for a single campaign or spent throughout the year.

The coordinators are responsible for reviewing section III of this plan with employees and for reviewing and updating this plan each year.

II. IDENTIFICATION OF SIGNIFICANT HAZARDS PRESENT

A. PHYSICAL STRESS ASSOCIATED WITH DESK WORK

The nature of the Commission's work requires employees to sit at their desks for long periods, which elevates their risk of developing musculoskeletal disorders (MSDs).¹ Studies indicate that "MSDs are among the most frequently reported causes of lost or restricted work time."² The continuous use of computers and keyboards also puts employees at higher risk for eyestrain and carpal tunnel syndrome.

B. EMOTIONAL STRESS

Emotional stress is another hazard for Commission employees. Emotional stress can result from a heavy workload, infrequent breaks, long work hours, poor communication, poor social environment, conflicting or uncertain job expectations, job insecurity, lack of opportunity for growth, and rapid changes for which employees are unprepared.

C. FIELD WORK

Field work, especially the placement of traffic counting devices, places Commission employees at considerable risk. Numerous hazards are associated with setting and collecting traffic count devices, collecting culvert data, mapping trails, and performing other field work. They include the risk of being struck by a motor vehicle, injuries associated with traversing over rough or wet terrain, allergic reactions, insect bites, poison ivy, tick bites and Lyme disease, dehydration, and exposure to harsh conditions such as wind, rain, or sun.

¹ Occupational Safety and Health Administration (OSHA). (2016). Prevention of Musculoskeletal Disorders in the Workplace. Retrieved from: <https://www.osha.gov/SLTC/ergonomics/>.

² Occupational Safety and Health Administration (OSHA). (2016). Prevention of Musculoskeletal Disorders in the Workplace. Retrieved from: <https://www.osha.gov/SLTC/ergonomics/>.

D. AUTOMOBILES & TRAVEL

Commission work requires employees to use their own vehicles to travel to and from meetings and to conduct fieldwork. Driving is inherently risky. The NH Division of Motor Vehicles processes over 40,000 crash reports a year; most crashes result from errors in driver judgment, rather than defective equipment or poor road conditions.³ Distracted driving due to cell phone use and texting can result in injury and loss of life. In 2014, 16 percent of all police-reported motor vehicle crashes in the country were caused by distracted driving.⁴

III. WELLNESS & SAFETY POLICIES

A. SMOKE-FREE WORKPLACE

Tobacco smoking has been clearly established as a preventable cause of illness in smokers and nonsmokers exposed to “secondhand” smoke. The Commission complies with New Hampshire’s Indoor Smoking Act to regulate smoking in enclosed workplaces. Smoking, including e-cigarettes, is not permitted anywhere in the Commission offices AND is allowed during lunch and break periods in designated areas outside the office building.

B. ALCOHOL & DRUG-FREE WORKPLACE

The illegal or unauthorized use, sale, distribution, or possession of narcotics, drugs, or controlled substances while on the job—on or off Commission property—will result in immediate disciplinary action, up to and including termination. The same penalties apply to being under the influence of these materials while on the job on or off Commission property.

The consumption of alcohol on Commission property is also prohibited unless at an authorized social function sponsored by the Commission, in which case consumption must be reasonable and responsible. Consumption of alcohol during working hours, or reporting to work under the influence of alcohol, is strictly prohibited.

The use of controlled substances prescribed to an employee by a licensed physician or available over the counter is not prohibited by this policy. However, if a physician has prescribed medication that requires any accommodation or poses safety concerns, please notify your supervisor or the Executive Director to discuss what accommodations are necessary.

As allowed by state law, the Commission, at this time, does not allow medical marijuana on work premises.

The Commission encourages employees in need of assistance with a controlled substance to seek proper medical or mental health assistance. The Commission offers help through the Employee Assistance Program (EAP), Life Resources. This service is provided in partnership with HealthTrust

³ Department of Safety Division of Motor Vehicles. State of New Hampshire Driver’s Manual. Retrieved from: <https://www.nh.gov/safety/divisions/dmv/forms/documents/nhdm.pdf>

⁴ Federal Communications Commission. The Dangers of Distracted Driving. Retrieved from: <https://www.fcc.gov/consumers/guides/dangers-texting-while-driving>

and is available 24 hours a day, seven days a week. For more information or to take advantage of EAP, contact Life Resources directly at 800-759-8122.

Non-compliance with this policy will result in disciplinary action, up to and including immediate termination of employment.

C. VIOLENCE-FREE WORKPLACE

The Commission is dedicated to non-violent means of solving differences among employees or clients. All employees, commissioners, job applicants, contractors, clients, vendors, and business associates must be treated with courtesy and respect at all times. Employees are expected to refrain from conduct that may be dangerous to others.

Conduct that threatens, intimidates, or coerces another employee, customer, vendor, or business associate will not be tolerated. Commission resources, or personal resources used during work hours (i.e. personal cell phones), may not be used to threaten, stalk, or harass anyone at the workplace or outside of the workplace. Threats, threatening language, or any other acts of aggression or violence made toward or by any Commission employee will not be tolerated.

For the purposes of this policy, a threat includes any written, verbal or physical harassment or abuse, attempts to intimidate or to instill fear in others, menacing gestures, bringing weapons to the workplace, stalking, or any other hostile, aggressive, injurious, or destructive actions undertaken for the purpose of domination or intimidation. Weapons are prohibited on Commission premises unless such prohibition is restricted by applicable law.

Indirect or direct threats of violence, incidents of actual violence, and suspicious individuals or activities should be reported as soon as possible to the Executive Director. When reporting a threat or incident of violence, including a verbal statement or physical action suggesting violence, the employee should be as specific and detailed as possible. Employees should not place themselves in peril, nor should they attempt to intercede during an incident. All threats will be promptly investigated and appropriate remedial action will be taken by the Executive Director. No employee will be subject to retaliation, intimidation, or discipline as a result of reporting a threat under this policy.

~~Noncompliance with this policy will result in disciplinary action, up to and including immediate termination. Any incident, including a verbal statement or physical action suggesting violence, will be investigated immediately and appropriate remedial action will be taken by the Executive Director.~~ Anyone, regardless of position or title, whom the Commission determines has engaged in conduct that violates this policy, including retaliation, will be subject to discipline, up to and including termination of employment.

~~Any employee that is the recipient of a threat made~~ If you are threatened by an outside party, ~~should please~~ follow the steps detailed in this section. It is important for the Commission to be aware of any potential danger in ~~the our~~ workplace. ~~The Commission wants~~ Indeed, we want to take every precaution to protect everyone from the threat of a violent act by an employee or anyone else.

SRPC additionally maintains an Anti-Harassment Policy and Complaint Procedures within the Employee Handbook.

D. WORKPLACE WELLBEING

The Commission is dedicated to promoting the highest possible wellbeing of its employees. This policy outlines several steps that the Commission has taken to ensure employees work in an environment that is conducive to safety and health.

The Commission allows employees to take up to two 10-minute wellness breaks during the day. During these breaks, employees are encouraged to leave their workspace and move around, take some quiet time to de-stress and stretch, or take advantage of office break areas. After five hours of work, employees are eligible for an unpaid, 30-minute lunch break.

The Commission encourages employees to adopt good ergonomics practices. Employees are encouraged to move around their workspace, keeping in mind that workspaces should be clean, tidy, and not blocking traffic areas. Information on good ergonomics and on how to prevent common MSDs will be posted next to the Health and Wellness Board in the production room.

The Commission also encourages employees to carpool or use alternate forms of transportation—such as walking, mass transit, or biking—to and from work. Alternate forms of transportation are not only good for the environment; they can also increase fitness and activity levels. The Rochester Community Center’s showers and changing facilities are available for employee use.

The Commission allows fulltime employees to use sick time for medical appointments and other matters related to their health. In addition, they may use medical leave to attend to an illness or health-related concern of a member of their immediate family or household. The Commission encourages employees to adopt healthy practices such as scheduling annual physical and frequent dental examinations.

The Commission allows employees—with the Executive Director’s approval—to work flexible schedules so they can exercise during work hours. Employees and the Executive Director can discuss taking longer lunch breaks for exercise by either coming in earlier or leaving later.

E. AUTOMOBILES AND TRAVEL

The Commission is committed to promoting safety on the road. When traveling to and from meetings, even when carpooling, Commission employees shall wear their seatbelts until they reach their destination.

Employees who drive during work time are prohibited from using a cell phone while operating a motor vehicle. Employees who need to communicate on any digital device should pull over to the side of the road and come to a complete stop. Any traffic violations due to using a digital device shall result in serious disciplinary action including possible termination.

During storms, the Executive Director may close the office, or close it before the end of normal business hours. When the Commission closes due to inclement weather, employees eligible to telecommute and who have work suitable to perform at home are encouraged to do so.

It is not Commission practice to close the office due to inclement weather. Every effort should be made to report to work; however, in emergencies such as severe weather, fires, or power failures, if an employee believes that travel may put their safety at risk, the Executive Director should be called

at 603-994-3500 and notified that the employee is unable to come to work. The Executive Director should be notified as far in advance as reasonably possible.

F. FIELD WORK

Traffic count data collection requires field personnel to work within the roadway right-of-way (R.O.W.). Therefore, it is imperative that sound safety precautions be taken during field work. No safety protocol or procedure can take the place of common sense and where-with-all in the field. All field personnel should carry identification and, if necessary, move carefully to ensure safety. Two employees will make up one data collection team.

Below is a list of some critical safety precautions that Commission employees should take while conducting field work.

Safety Protocols

1. All survey crew members and other Commission personnel must wear reflective highway safety vests at all times they are in the field. These vests are kept in the supply closet.
2. Employees should know the hazards on and around the roadway. They should be aware of cars, ditches, and other hazards. Traffic cones ~~should are to~~ be set out at each traffic count site. ~~Staffers may choose~~ [are to use the flashing light on top of their car for added safety.](#)
3. Employees should consider weather conditions, visibility, vehicle stopping distances, time of day, and traffic volume while practicing maximum caution when working on the roadway.
4. Crews should ensure that the first aid kit is well stocked prior to field work, and should notify the employee in charge of ordering supplies to ensure essential items are replaced.
5. Employees shall not use any digital devices while working in the roadway.

Traveling to and from Field Work Activities

When traveling to and from field locations, employees are required to adhere to this plan's Automobile and Travel Policy.

Accidental Injury

Injuries that occur at work must be reported immediately to the Executive Director or other designated administrative employee.

Municipal Police & Public Works Assistance

Commission employees should ask the local police to control traffic at sites they determine may be hazardous. These locations should be identified early in the field season so that arrangements for traffic control can be made well in advance. Similarly, municipal road agents should be notified in advance of field work to minimize interference from their activities (i.e., street sweeping).

Posted – No Trespassing – Keep Out

Commission employees shall not navigate or step onto a site posted with no trespassing signs.

IV. SAFETY PROCEDURES

To maintain federal Occupational Safety and Health Administration standards for safety and health, the Commission complies with mandates to post information and provide training on key aspects of workplace safety. These activities include arranging annual updates on emergency evacuation, fire safety, ergonomics, and nutrition.

A. FIRE SAFETY, REPORTING, & RESPONSE

The Commission is located on the first floor of the Rochester Community Center on Wakefield Street. The office has two exits. Fire extinguishers and emergency lighting are located on the wall in the copier/production room and the kitchen.

In case of fire, all employees are to immediately evacuate the office through the closest exit and call 911 from outside the building. To ensure that everyone is accounted for employees who were in or on the premises at the time of the evacuation will meet by the three flagpoles diagonally across the parking lot from the main office entrance.



Three Flagpoles



Main Office Entrance

B. ACCIDENTAL INJURY

Injuries that occur at work must be reported immediately to the Executive Director or other designated administrative employee. All injuries must be reported regardless of whether they are minor, require minimal first aid, or are more serious and require immediate attention from a health care provider.

The Executive Director is responsible for reporting all workplace injuries in accordance with the requirements of the New Hampshire Workers' Compensation Law. Failure to report workplace accidents is a serious matter that may preclude an employee's coverage under Workers' Compensation Insurance.

C. FIRST AID

The office first aid kit is kept in the labeled kitchen cabinet. A list of the kit's contents can be found inside the kit.

Emergency response telephone numbers—hospital, poison control, ambulance/rescue, and police—are kept in the first aid kit.

V. DISTRIBUTION & CONFORMITY OF WELLNESS & SAFETY PLAN

Upon adoption of this program by the SRPC Executive Committee, each employee will receive a copy of the Wellness & Safety Plan. A copy of the plan will be kept next to the financial consultant's work area. Every employee will be asked to sign a copy of the attached form acknowledging that they have received the Wellness & Safety Plan.

Each year, the Wellness Coordinators will review and update this plan. Employees will have the opportunity to discuss safety issues and make recommendations for procedures.

VI. STRAFFORD REGIONAL PLANNING COMMISSION WELLNESS & SAFETY PLAN ACKNOWLEDGEMENT FORM

This Wellness & Safety Plan has been prepared for your information and understanding of the policies and procedures as well as the practices and expectations of the Commission. PLEASE READ IT CAREFULLY. Upon completion of your review of the plan, please sign the statement below and return it to the Executive Director.

I, _____, have received and read a copy of the Commission's Wellness & Safety Plan that outlines the SRPC's policies, procedures, and expectations for employees pertaining to workplace safety.

I have familiarized myself, at least generally, with the contents of this plan. By my signature below, I acknowledge, accept, and agree to comply with the plan provided to me by the Commission.

I understand that this plan is not intended to cover every situation that may arise during my employment, but is simply a guide to the policies and procedures, practices, and expectations of the Commission.

I also understand that the Wellness & Safety Plan is subject to change at any time the Commission deems appropriate.

Employee Signature

Date Received

Date Returned

**Strafford Regional Planning Commission
Strategic Planning Retreat
February 8, 2019, 10:30 AM to 5:00 PM
Durham Public Library**

Annotated Agenda

Pre-Retreat Homework

1. Review SRPC Master Plan
2. Review summary of recent SRPC survey results.

Retreat Logistics

- Morning refreshments – coffee, tea, water - SRPC
- Room set-up – To be determined
- Flip Charts, Markers, Tape - Maria
- Agenda Copies - Maria

SET-UP 10:00-10:45

GATHERING TIME 10:30-10:45

	Agenda Item	DETAILS	WHO
10:45-10:55	<p>Welcome</p> <p>Purpose of Retreat</p> <p>Goals for the Day</p>	<p>Welcome staff and Commissioners</p> <p>Explain purpose of the retreat</p> <p>Explain process planned for development of strategic plan</p> <ol style="list-style-type: none"> 1. Build relationships between SPRC Staff and Commissioners 2. Identify 3-5 Priorities for Strategic Plan 3. Begin to draft objectives for each Priority 	<p>Jen Czysz</p>

	Agenda Item	DETAILS	WHO
10:55-11:15	Logistics Introductions – 2 rounds	Review Community Agreements (attached) – add any suggested Bio/refreshment breaks R1: Name, work role & place, place of residence and R2: What is your “original magic” that you bring to have a positive impact on the work of the SRPC?	Maria Sillari
11:15-11:30	Taking Stock	<ul style="list-style-type: none"> ▪ Overview of Master Plan progress ▪ Review of survey results and themes ▪ Group observations <p>?? for Jen and Exec Cmmtee: Organization has Vision and Livability Principles (in Master Plan); does it want/need to develop a Mission?</p>	Jen Czysz
11:30-12:30	“SWOT” Analysis	Warm-up – Permission to Dream: What is your pipe dream for SRPC? What is one thing you dream of SPRC achieving in the next 3-5 years? <ul style="list-style-type: none"> ▪ What are SRPC’s strengths? (large group) ▪ What are SRPC’s current challenges/threats? What major challenges or threats is SRPC facing in the next 3-5 years? (large group) ▪ What are the most significant opportunities for SRPC in the next 3-5 years? (write and post; review w/large group and add) ▪ What are the most pressing questions for SRPC’s current status or desired future? (write and post; review w/large group and add) 	Maria

	Agenda Item	DETAILS	WHO
12:30-1:30	LUNCH	Unprogrammed, but... Encourage mixed seating staff and commissioners, and sitting with people you don't know or don't know well. This includes time to visit the rest room, check messages, etc.	
1:30-2:00	IDENTIFYING THEMES and TOPICS	Identify topics and themes Split into four small groups Each group assigned Strength, Challenge/Threat, Opportunity, Questions Group works together to cluster individual responses into themes/topics.	Maria explains and monitors process UNH students facilitate small groups and flip-chart results
2:00-2:45		Reconvene large group One person from each group reports out. Brief large group discussion Further consolidate topics/themes across SCOQ if appropriate.	Maria
2:45-3:00	PRIORITIZING THEMES and TOPICS	Prioritize using dot voting ?? for Jen and Exec Cmmttee: What do you feel are the appropriate number of priorities for which to draft objectives?	
3:00-3:15	BREAK		

	Agenda Item	DETAILS	WHO
3:15- 4:00	DRAFT OBJECTIVES	<p>Split into small groups - # dependent upon # priorities. Begin brainstorming/drafting objectives for each priority.</p> <p>One person from each group reports out. Opportunity for additional suggestions from large group.</p>	<p>Maria explains and monitors process</p> <p>UNH students facilitate small groups and flip-chart results</p> <p style="text-align: right;">Maria</p>
4:00- 4:30	CLOSING	<p>Jen outlines next steps to develop Strategic Plan, i.e. Maria will provide summary of today's work to SRPC Additional next steps as developed by Jen</p> <p>Meeting evaluation – round robin, 1-5; suggestions for changes on anything below a 3.5</p>	<p style="text-align: right;">Jen</p> <p style="text-align: right;">Maria</p>

Community Agreements

Be present

Assume good intentions and take responsibility for impact

Be able to express as much vulnerability as you are able to offer

Be open to another perspective

Be ready to actively listen

Expect and accept non-closure

Confidentiality

It is OK to be “raggedy”

All Ideas are works in progress