

BARRINGTON
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NEW DURHAM
NEWMARKET
NORTHWOOD
NOTTINGHAM
ROCHESTER
ROLLINSFORD
SOMERSWORTH
STRAFFORD
WAKEFIELD

SRPC Executive Committee Meeting Agenda
SRPC Small Conference Room (within the SRPC office)
March 15, 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 February 15, 2019 (**Enclosed**)
 - b. Acceptance of Draft February Financials (**Enclosed**)
- 3. Discussion**
 - a. Current Legislation of Interest (**see memo**)
 - b. Status of Officers and Executive Committee Members for Fiscal Year 2020 (**see memo**)
 - c. Strategic Planning Preliminary Report (**Enclosed**)
- 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.

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WAKEFIELD

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

DRAFT Meeting Minutes
February 15, 2019

Committee members present: Chair Victoria Parmele, Northwood; Madbury; Donald Hamann, Rochester; Marcia Gasses, Dover; Peter Nelson, Newmarket

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

Committee members absent: Secretary/Treasurer Tom Crosby,

Guests: David Landry, Dover

1. Welcome/Introductions

The meeting began at 8:06 a.m.

2. Action Items

a. Approval of the Minutes of January 18, 2019

V. Parmele asked for a motion to accept the minutes of the Jan. 18, 2019, Executive Committee meeting. Donald Hamann **MOVED** to accept the minutes. Peter Nelson **SECONDED** the motion, of which all were **IN FAVOR**.

b. Acceptance of Draft January Financials

Jennifer Czysz reviewed the draft January financials. She compared SRPC's current financial position to the prior years.

J. Czysz explained that the organization's financial position has not changed significantly between December and January. She stated that most contracts are being paid in a timely

manner. J. Czynsz said that FEMA funding for hazard mitigation plans came in during the week of Feb. 11.

J. Czynsz updated Executive Committee members on the status of the Unified Planning Work Program (UPWP), explaining that staff hours are on track for the remainder of the year. She reviewed the status of other contracts including the Community Technical Assistance Program (CTAP) grant, the Environmental Development Agency (EDA) grant, and funding supporting the Bicycle Level of Stress project.

In response to delayed EDA funding appropriations, P. Nelson suggested bringing this to the attention of the press as a case study. This could address the effects of a government shutdown and how it affects organizations like SRPC.

A discussion ensued concerning the pending funds, how to address this as a line item in the SRPC budget, its effect on SRPC staffers, how the government shutdown was effecting this process, and the future of the particular funding program.

J. Czynsz continued to review the budget, explaining that the organization's Targeted Block Grant (TBG) funding has been fully expended. J. Czynsz explained that there was more billing to indirect time in January due to vacation and paternity leave, writing the EPA Brownfields grant application, and strategic planning retreat processes.

D. Hamann **MOVED** to accept the draft January financials. M. Gasses **SECONDED** the motion, of which all were **IN FAVOR**.

c. Concurrence with February Monthly Minors

Rachel Dewey reviewed the monthly minors. There was one project in Somersworth for NH 9 (High Street), Blackwater Rd, and Indigo Hill for intersection safety improvements. The change reflected a decrease in preliminary engineering funding in fiscal year 2020.

V. Parmele asked if R. Dewey could explain the purpose of the monthly minors to guest David Landry. R. Dewey explained that the minors reflect revision to the Transportation Improvement Project. She added that supplementary to minors are amendments, which reflects a new project, or a more significant change.

M. Gasses said that in the current minors an inflation decrease was noted, which is contrary to normal minor changes. A discussion ensued concerning how this could have occurred. R. Dewey said that she would follow up with the New Hampshire Department of Transportation (NH DOT) for clarification.

M. Gasses **MOVED** to concur with the January monthly minors. D. Hamann **SECONDED** the motion, of which all were **IN FAVOR**.

Agenda Item 4b. was introduced.

4. Discussion

b. IT Plan

R. Dewey explained that she has been working on an organizational IT plan. She shared that to date a Virtual Private Network (VPN) has been setup, which allows up to 15 users. This is more cost efficient than the previous telecommuting option used.

R. Dewey updated members on SRPC's phone system, and the process of upgrading. This is a priority. She explained other components of the IT plan, including reducing software licensing to minimize monthly costs, and contacting potential new broadband providers. She reviewed current capacity and future needs for broadband. A discussion ensued about broadband options and cable franchising.

R. Dewey explained that the IT plan is being completed in line with the fiscal year 2020 budget as there are many associated costs. She added that five of SRPC's current laptops will be upgraded to Windows 10. She reiterated the priority of upgrading the phones, and added that replacing one to two computers a year, and finding a better internet provider or service are also priorities.

Agenda item 2d. was introduced.

2. Action Items

d. Recommend Appointment of Executive Committee Members and Vice Chair

J. Czysz shared that there are two vacant seats on the executive committee, and that the Vice Chair position was also open.

D. Landry asked whether it was allowable to have two E.C. members from one community. It was explained that the goal is to have diverse representation, but that two people from one community is allowable.

J. Czysz explained the E.C. has an important role in that they provide oversight of the Executive Director and the organization. D. Landry shared that he is interested in being on the Executive Committee.

D. Landry reviewed his experience and said that he would join the committee.

M. Gasses **NOMINATED** P. Nelson as Vice Chair. D. Hamann **SECONDED** the motion, of which all were **IN FAVOR**.

D. Hamann **MOVED** to nominate David Landry as an Executive Committee member. V. Parmele **SECONDED** the motion, of which all were in favor.

S. Sylvia added that Michael Bobsinky, Somersworth Commissioner, is also interested in participating on the Executive Committee.

3. Discussion

a. Strategic Planning Retreat Debrief

J. Czysz shared accolades of the strategic planning retreat. She explained that SRPC has already received a preliminary draft from the facilitator, Maria Sillari, and that SRPC provided comments back.

V. Parmele asked if the Commission can be briefed on the outcome of the retreat at today's Policy Meeting. This can occur at the Policy during staff communications.

Commissioners commended the outreach and engagement strategies used during the retreat.

There may be an opportunity for smaller session to workshop some of those idea that came out of the retreat.

b. Current Legislation of Interest

J. Czysz explained that she noted current legislation of interest in her prepared memo. V. Parmele asked if this could be discussed at the Policy meeting. J. Czysz responded that transportation and general legislation of interest was shared with Policy Committee members and will be reviewed at the meeting.

M. Gasses shared that as an outcome of the last NH Association of Regional Planning Commissions (NHARPC) meeting she had agreed to assist J. Czysz and Southern NH Planning Commission (SNHPC) Executive Director, Sylvia Von Aulock, in the preparation of a letter related to wetland buffer legislation.

An update was given on other bills such as SB 202, related to stormwater. M. Gasses opined that SB 202 is important even if a municipality isn't an MS4 community

P. Nelson suggested that SRPC track the status of current legislation along with commission opinions. M. Gasses shared that each community will have different opinions of proposed legislation, depending on the municipality.

A discussion ensued about legislation related to wetland buffers.

c. Recruitment of Commission and Executive Committee Members

This was covered earlier in the meeting as part of the executive committee recommendations.

4. Updates

a. Awards, Contracts, and General Business Update

This was covered earlier in the meeting as part of the January financials discussion. J. Czysz referred committee members to the director's memo in their meeting packet for any further updates.

5. Other Business

There was no other business.

6. Adjournment

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

The meeting adjourned at 9:03 a.m.

Minutes Respectfully Submitted by
Shayna Sylvia
Communications and Outreach Planner

Minutes approved on _____

By: _____
Victoria Parmele, Chair – SRPC Executive
Committee

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STRAFFORD
WAKEFIELD

DATE: March 8, 2018
TO: Executive Committee Members
FROM: Jen Czysz, Executive Director
RE: Director's Report for the March 2019 Meeting

The following notes correspond to individual agenda items for discussion.

2b. Acceptance of Draft February Financials

See annotations within the financial statements.

Balance Sheet: Bank balances remain healthy with about 1.5 months operating costs on hand. The bank balance difference compared to last year is attributable to the invoice for our transportation model updates (approximately \$18,000) received in February. The cash reimbursement for this will be seen in March's bank balances.

Aging Summary: Most all receivables are current within 60 days. Reminders have been sent out to the couple with outstanding payments overdue by 60+ days.

Profit and Loss: UPWP billing was up due to the majority of the consultant's work on the transportation model being billed during February. Expenses are on target for the month, slightly below where they were budgeted to be at the end of February. Revenue has been slow on several projects this year. There are several projects pending local approvals this spring (tax mapping), Brownfields is ramping down and pending outside decisions, and Hazard Mitigation grants are task based and we should be able to start billing portions of this contract soon. Staff time has ramped up on the CTAP Commute Smart program and we received the notice to proceed on the FHWA Level of Traffic Stress pilot project mid-way through February. The month itself ended with a net loss of \$14,883. Like January, February's net loss is largely attributable to higher than typical indirect salary time and retreat expenses. Year-to-date we are still operating at a loss, -\$24,530.94. I will be working with Kathy to project expected year end and identify how to course correct and bring us closer toward ending the year on budget.

3a. Current Legislation of Interest

Items of potential interest to the Commission (the following will also be discussed at the Policy Committee meeting):

- [SB43](#)-establishing a commission to study barriers to increased land development in New Hampshire. The commission would include one representative of the NH Association of Regional Planning Commissions. (Passed by Senate on 1/31/19)
- [SB202](#)-establishing a stormwater management and flood resilience fund within the department of environmental services and making an appropriation to the fund. Provides grants to

municipalities, Regional Planning Commissions and other organizations. (recommended OTP, floor vote 3/14/19)

- [SB285](#)-establishing a coastal resilience and economic development program. SRPC and RPC are granted representation on a Coastal Resilience and Cultural and Historic District with a non-lapsing fund to be held by the department of natural and historic resources. Additionally both SRPC and RPC may, either separately or jointly, form coastal resilience cooperative agreements with their municipalities and establish a coastal resilience fund. (3/7/19 passed by the Senate, Referred to Finance)
- [HB534](#)-relative to certain major state projects. While not directly an RPC related bill, it proposed to include the department of transportation under the state's definition of major projects requiring a competitive bid process. Worth keeping an eye on whether this modifies current procurement policies for our UPWP contracts and municipal LPA transportation projects. (House passed on 2/14/2019)
- [HB542](#)-establishing a grant program to support municipalities in updating their wetlands regulations. The bill prioritizes grant awards to municipalities that work with a regional planning commission. (Bill was referred to Finance, Executive Session: 03/13/2019 10:00 am LOB 210)

Refer to the NH Municipal Association's Legislative Bulletins for regular updates:

<https://www.nhmunicipal.org/LegislativeBulletins>

3b. b. Status of Officers and Executive Committee Members for Fiscal Year 2020

Planning ahead, we would like to confirm if current Executive Committee members would like to continue to serve on the Committee for the upcoming fiscal year (July 2019 – June 2020). This will help us gauge the need for new member recruitment over the next couple months.

3c. Strategic Planning Retreat Debrief

The retreat report out has been circulated to all attendees and executive committee members. All have been asked to provide feedback that will be summarized for our meeting on the 15th. Please come prepared to share your thoughts of the results of the retreat and responses to the next steps questions.

4a. Awards, Contracts and General Business Update

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

- EDA Economic Development District Funding (EDA was fully funded as part of the recent budget bill, still waiting to hear on the status of our new contract)
- Durham Groundwater Model (contract scope of work in development)
- UNH's Coastal Resilience Climate in the Classroom Grant
- 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:

- SRPC's and RPC's collaborative NHDES Sourcewater Protection grant application was approved to conduct regional source water protection pilot projects and maps. The draft scope of work is complete and pending DES approval. (\$20,000)
- FY19 Brownfields Assessment Grant Application was submitted at the end of January and again requests \$300,000 to operate a 3 year program (\$32,000 would be for SRPC costs, the balance for the environmental professional)

- Update Rollinsford’s Road Surface Management System scenarios.
- Update to tax maps and associated GIS geodatabases for Newmarket, Somersworth and Strafford.
- Submitted our draft UPWP scope of work and budget to NH DOT on February 19, 2019. This will be presented at the Policy Committee meeting for comments. The total funding will remain flat funded for the next two year.
- FTA Section 5305(e) [State Planning & Research Program](#) application for FY20-21 (\$50,000) was submitted on February 5, 2019. If awarded SRPC will work with RPC to analyze and quantify the economic benefit of transit service generated in our region. This grant would be added to our FY2020-21 UPWP.
- Working in partnership with CAPSC, SRPC submitted an EPA [Environmental Justice Small Grants](#) (\$30,000) to develop a Tri-Cities Lead Paint and Healthy Homes initiative.

Dues: Dues expenditures to date are summarized below.

July – February Year to Date	
Income:	
Billable Mapping Services	\$2,946.50
FY19 Dues Paid	\$117,048.76
Total Income	\$119,995.26

Expenses:	
Planning Salaries ⁺	\$7,467.27
Dues and Subscriptions	\$294.78
Office Software	\$4,000.00
Travel	\$395.36
Meeting Expense	\$1,870.61
Office Expense	\$50.34
Finance Charge	\$4.33
Accounting	\$175.00
Mapping Supplies	\$0.00
Mapping Salaries	\$1,892.03
Indirect ⁺	\$11,979.90
Total SRPC Expenses	\$28,129.62

Cash Match:	
UPWP	\$40,687.62
Commute Smart/CTAP	\$472.04
Total Cash Match	\$41,159.66

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
Targeted Block Grant	\$217.34
Total Contract Overages	\$2,336.14

Total Expenses	\$71,625.42
Annual Dues Remaining	\$47,702.84

⁺ 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 144.9% for July through February. The jump in indirect costs is largely attributable grant writing and the strategic plan retreat. Kathy and I will perform an analysis of the remaining fiscal year to bring the indirect rate back down toward our approved rate by the end of the fiscal year. SRPC has a negotiated predetermined rate, meaning there is no requirement to “settle up” at the end of the fiscal year, nor an opportunity to be reimburse if we exceed our approved rate.

SRPC FY 2019 Dashboard - February

FEBRUARY 28, 2019

FSB Checking Beginning Balance	\$102,356.63
Deposits	\$45,977.24
Payments	\$63,004.84
FSB Checking Ending Balance	\$85,329.03

Accounts Receivable	\$61,159.19
FSB Savings Account	\$16,058.75

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:	J. Burdin requested to reduce his work hours from 40 to 32 hours per week effective March 11. This change is reflected in the working budget.

FUNDING SOURCES - WORKING BUDGET

Due, Interest & Reimbursement	\$120,041
Metropolitan Planning Organization	\$541,082
State Agencies	\$144,226
Municipal & Nonprofit Agreements	\$79,737
Economic Development District	\$98,320
Total Revenue	\$983,407
Pending Grant Applications	\$136,818.00

EXPENSES - WORKING BUDGET

Personnel	\$651,161.00
Equipment	\$25,309.00
Communications	\$22,188.00
Fixed Expenses	\$45,716.00
Miscellaneous Expenses	\$10,195.00
Contracted Work	\$212,397.00
Total Expenses	\$966,966.00

STAFF PRESENTATIONS - ACTIVITIES FEB./MAR.

SRPC Commission meeting (all staff)
 Bike/Walk to Work day meeting (Colin, Stef)
 Wolfboro EDC meeting (Stef, Colin)
 Barrington NRI and Co-occurrence Map Meeting (Kyle, Marcia)
 Meeting with Coastal Program (Kyle)
 Durham Leader Team meeting (Kyle)
 Revision Energy Ribbon Cutting Event (Kyle, Jen)
 Barrington Conservation Commission Meeting (Kyle, Marcia)
 NHPA Executive Committee meeting (Kyle)
 Durham PRB site location meeting (Kyle)
 Lamprey Rivers Advisory Committee meeting (Kyle)
 Meeting with Barrington Highway Department (Kyle)
 Meeting with Durham Assessing and Planning Department (Kyle)
 Meeting with Dover Assessing and Planning Department (Kyle)
 NHPA Executive Committee meeting (Kyle)
 CAW Outreach Committee meeting (Kyle)
 Climate in the Classroom meeting (Kyle)
 Branch River Scenic Byway meeting (Colin and Stef)
 Tri-City Trolley development meeting at COAST (Colin and James)
 RPC roundtable discussion with Rep. Chris Pappas (Colin and Jen)
 CommuteSMART NH Full Committee Meeting (Colin and Shayna)
 CommuteSMART NH events subcommittee meeting (Shayna)
 COAST board meeting (Colin)
 ACT board meeting (Colin)
 PfPNH (Colin)
 Portsmouth Naval Shipyard Joint Landuse Study Workgroup meeting (Colin)
 Ten Year Plan Project development meeting at NHDOT (Colin and Jen)
 Regional Bicycle Level of Traffic Stress project meeting (Colin and Rachel)
 Tri-City Trolley Meeting (Shayna and James)
 Seacoast Stormwater Coalition meeting (Nancy)
 Public Health Needs Assessment Focus Group (Nancy)
 Northwood Select Board (James)
 Rochester ED staff to discuss Project Portfolio project (Jen, James)
 Rochester Economic Development Committee (Jen, James)
 Northwood planning board (James)
 Lockhart Field next steps with Milton interim TA and planner (Jen, James)
 Portsmouth Naval Shipyard planning roundtable (Jen, James)
 Nature & the Economy training (James)
 Northwood Hazard Mitigation Committee meeting (James)
 Greater Seacoast Workforce Housing Coalition Board Meeting (Jen)
 NHFPI Investments to Sustain a Vibrant Economy Conference (Jen)
 NH CDFA Coordination meeting (Jen)
 RPC Directors' meeting (Jen)

WEB AND SOCIAL MEDIA STATISTICS



Strafford.org

Sessions 559 (-108)
 Users 415 (-49)



Constant Contact

Subscribers 798 (-2)
 Avg. Open Rate 32% (-2)



Facebook

Posts 26 (-2)
 Reach 1722 (+491)
 Engagement 252 (+90)



Twitter

Tweets 14(+3)
 Profile Visits 168 (-50)
 Impressions 3,423 (-56)
 Followers 251 (+1)
 Mentions 2 (-1)



Map Geo

Total Visits 926 (+19)
 Unique Visitors 458 (-84)



Strafford Regional Planning Commission
Balance Sheet
 As of February 28, 2019

WRA

	Feb 28, 19	Feb 28, 18	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
FSB Checking	59,651.67	42,342.48	17,309.19
FSB Savings	16,058.75	51,004.26	-34,945.51
Total Checking/Savings	75,710.42	93,346.74	-17,636.32
Accounts Receivable			
Accounts Receivable	61,159.19	61,382.06	-222.87
Total Accounts Receivable	61,159.19	61,382.06	-222.87
Other Current Assets			
Prepaid Expenses			
Prepaid Dues and Subscriptions	2,548.21	2,241.90	306.31
Prepaid training	600.00	0.00	600.00
Total Prepaid Expenses	3,148.21	2,241.90	906.31
Prepaid software support	511.81	610.65	-98.84
Undeposited Funds	663.09	1,084.81	-421.72
Total Other Current Assets	4,323.11	3,937.36	385.75
Total Current Assets	141,192.72	158,666.16	-17,473.44
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	141,192.72	158,666.16	-17,473.44
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
Accounts Payable	0.00	-600.00	600.00

Strafford Regional Planning Commission
Balance Sheet
As of February 28, 2019

DRAFT

	Feb 28, 19	Feb 28, 18	\$ Change
Total Accounts Payable	0.00	-600.00	600.00
Credit Cards			
FSB Credit Card	368.99	0.00	368.99
Citizens credit card Parent			
Citizens credit card_CJC	0.00	1,978.21	-1,978.21
Total Citizens credit card Parent	0.00	1,978.21	-1,978.21
Total Credit Cards	368.99	1,978.21	-1,609.22
Other Current Liabilities			
Benefits payable			
Simple IRA payable	46.64	48.00	-1.36
Total Benefits payable	46.64	48.00	-1.36
Contract Revenue In Advance	34,343.02	0.00	34,343.02
Direct Deposit Liabilities	-14,690.78	0.00	-14,690.78
FY18 Dues in Advance	0.00	35,892.70	-35,892.70
FY19 Dues in Advance	39,016.19	0.00	39,016.19
Payroll Liabilities			
Federal withholding payable	-1,675.00	0.00	-1,675.00
FUTA	30.41	30.41	0.00
Medicare payable	-550.78	0.02	-550.80
Social Security Payable	-2,355.06	-0.06	-2,355.00
Payroll Liabilities - Other	3,044.26	2,971.49	72.77
Total Payroll Liabilities	-1,506.17	3,001.86	-4,508.03
Total Other Current Liabilities	57,208.90	38,942.56	18,266.34
Total Current Liabilities	57,577.89	40,320.77	17,257.12
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	7,110.00	2,700.00	4,410.00
Total Accrued expenses	46,568.14	44,187.27	2,380.87
Total Long Term Liabilities	46,568.14	44,187.27	2,380.87
Total Liabilities	104,146.03	84,508.04	19,637.99
Equity			
Retained Earnings	61,577.63	63,398.70	-1,821.07
Net Income	-24,530.94	10,759.42	-35,290.36

4:38 PM
03/06/19
Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of February 28, 2019

DRAFT

	Feb 28, 19	Feb 28, 18	\$ Change
Total Equity	37,046.69	74,158.12	-37,111.43
TOTAL LIABILITIES & EQUITY	141,192.72	158,666.16	-17,473.44

4:38 PM

03/06/19

Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of February 28, 2019

DRAFT

-
1. Cash Balance: RSG Model Invoice received and not reimbursed yet \$18,713.77

 2. Credit Card Balance: FY18 Plotter repairs and Go to My PC renewal

 3. Revenue in Advance balances by customer: NHCHF \$27,893.48, BAR MP \$4,985.92, BCC Natural Resource Mapping \$1,463.62

 4. Direct Deposit Liabilities: Payroll was processed on 2/26, but the actual paycheck date is 3/1/19

**Strafford Regional Planning Commission
A/R Aging Summary
As of February 28, 2019**

DRAFT

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>> 90</u>	<u>TOTAL</u>
Central NH RPC						
CTAP Planning/State Coord	1,169.11	1,265.18	0.00	0.00	0.00	2,434.29
Total Central NH RPC	1,169.11	1,265.18	0.00	0.00	0.00	2,434.29
DOT UPWP 18_19	48,267.91	0.00	0.00	0.00	0.00	48,267.91
DOT_UPWP 2010-2011	0.00	0.00	0.00	0.00	0.00	0.00
Lamprey River LAC	0.00	0.00	0.00	0.00	0.00	0.00
LTA (Local Technical Assistance)	0.00	0.00	0.00	0.00	0.00	0.00
Mapping Projects						
Billable Mapping Services						
Karen Gould	0.00	0.00	0.00	0.00	225.00	225.00
Total Billable Mapping Services	0.00	0.00	0.00	0.00	225.00	225.00
Total Mapping Projects	0.00	0.00	0.00	0.00	225.00	225.00
NH DES						
PSM 18 Flood Risk Science & Guidance	948.47	0.00	0.00	0.00	0.00	948.47
Coastal FY19	0.00	912.12	0.00	0.00	0.00	912.12
Lee Floodplain Mgmt	0.00	969.57	0.00	0.00	0.00	969.57
PRB-Oyster River	0.00	1,931.00	0.00	0.00	0.00	1,931.00
Total NH DES	948.47	3,812.69	0.00	0.00	0.00	4,761.16
Town of Northwood						
2019 Tech Svcs	2,959.16	1,171.66	0.00	0.00	0.00	4,130.82
Total Town of Northwood	2,959.16	1,171.66	0.00	0.00	0.00	4,130.82
Town of Nottingham						
RSMS	1,340.01	0.00	0.00	0.00	0.00	1,340.01
Total Town of Nottingham	1,340.01	0.00	0.00	0.00	0.00	1,340.01
TOTAL	54,684.66	6,249.53	0.00	0.00	225.00	61,159.19

Strafford Regional Planning Commission
A/R Aging Summary
As of February 28, 2019

DRAFT

-
1. Karen Gould: Statement sent monthly and payment made of \$20 approximately every other month
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Strafford Regional Planning Commission

Profit & Loss

February 2019

DRAFT

	Feb 19	Feb 18	\$ Change
Ordinary Income/Expense			
Income			
SRPC Revenue			
SRPC Membership Dues	9,754.07	8,973.18	780.89
Municipal and NonProfit Revenue			
Northwood Planning Services	2,959.16	1,400.65	1,558.51
Barrington Master Plan	585.44	882.12	-296.68
BCC Barrington Conservation	2,883.38	0.00	2,883.38
NHCHF Pathways to Play	1,276.44	0.00	1,276.44
Nottingham RSMS	1,340.52	0.00	1,340.52
DUR Future Land Use	0.00	200.00	-200.00
GIS Projects	0.00	585.00	-585.00
Municipal and NonProfit Revenue - Other	0.00	2,100.77	-2,100.77
Total Municipal and NonProfit Revenue	9,044.94	5,168.54	3,876.40
Total SRPC Revenue	18,799.01	14,141.72	4,657.29
Economic Development Revenue			
EPA Brownfields	128.75	0.00	128.75
Total Economic Development Revenue	128.75	0.00	128.75
State Award Revenue			
OEP Targeted Block	0.00	3,097.89	-3,097.89
NHDES			
PSM18	948.47	0.00	948.47
Project of Special Merit SAIL	0.00	564.47	-564.47
Total NHDES	948.47	564.47	384.00
Total State Award Revenue	948.47	3,662.36	-2,713.89
MPO Revenue			
NH DOT			
UPWP	53,631.01	32,623.53	21,007.48
CTAP CommuteSMART	1,406.67	0.00	1,406.67
Total NH DOT	55,037.68	32,623.53	22,414.15
Total MPO Revenue	55,037.68	32,623.53	22,414.15
Contra Income Cash Match			
CTAP Cash Match	-237.56	0.00	-237.56
DOT Cash Match	-5,363.10	-3,262.35	-2,100.75
Total Contra Income Cash Match	-5,600.66	-3,262.35	-2,338.31
Contract Overage	0.00	-290.19	290.19

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03/06/19
Accrual Basis

Strafford Regional Planning Commission
Profit & Loss
February 2019

DRAFT

	Feb 19	Feb 18	\$ Change
Total Income	69,313.25	46,875.07	22,438.18
Gross Profit	69,313.25	46,875.07	22,438.18
Expense			
Personnel Expenses			
Salary and Wages	39,575.01	40,593.49	-1,018.48
Payroll Expenses			
Payroll Taxes			
Medicare Expense	552.32	568.68	-16.36
Social Security expense	2,361.73	2,431.52	-69.79
Payroll Taxes - Other	-0.01	-0.02	0.01
Total Payroll Taxes	2,914.04	3,000.18	-86.14
Dental insurance expense	255.15	362.80	-107.65
Health Insurance expense	3,719.63	5,792.62	-2,072.99 ²
Life Insurance expense	89.00	89.01	-0.01
LTD Insurance expense	47.63	61.91	-14.28
STD insurance expense	160.71	174.95	-14.24
Health incentive	-500.00	-500.00	0.00
Pension expense	1,187.26	1,217.78	-30.52
Unemployment expense	276.09	240.25	35.84
Workers Compensation	12.93	145.34	-132.41
Payroll Processing Fees	175.50	167.25	8.25
Staff Training and Seminars	110.00	1,255.98	-1,145.98 ³
Dues and Subscriptions	533.69	469.10	64.59
Total Payroll Expenses	8,981.63	12,477.17	-3,495.54
Total Personnel Expenses	48,556.64	53,070.66	-4,514.02
Equipment expense			
Copier Maintenance Contract	319.85	875.29	-555.44
Office furniture	0.00	229.50	-229.50
Software expense			
ArcInfo/View software	532.00	561.38	-29.38
Transportation Software	0.00	-619.69	619.69
Grant Finder	0.00	82.92	-82.92
Prezi	13.25	13.25	0.00
Adobe In Design	153.90	159.89	-5.99
Anti-virus software	34.38	45.84	-11.46
Office Software			
Office operating software	0.00	50.50	-50.50
Total Office Software	0.00	50.50	-50.50

Strafford Regional Planning Commission

Profit & Loss

February 2019

UNAP-1

	Feb 19	Feb 18	\$ Change
Total Software expense	733.53	294.09	439.44
Total Equipment expense	1,053.38	1,398.88	-345.50
Communications			
Internet Communication Expense	114.00	127.12	-13.12
Telephone	189.59	171.34	18.25
Travel & Ent			
Meals	0.00	35.92	-35.92
Travel	664.86	831.42	-166.56
Total Travel & Ent	664.86	867.34	-202.48
Postage and Delivery	70.99	19.51	51.48
Total Communications	1,039.44	1,185.31	-145.87
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	27.00	-27.00
Library & Planning Books	2,111.00	0.00	2,111.00
Meetings Expense	387.21	100.50	286.71
Office Expense	145.92	333.34	-187.42
Plotter Ink and Supplies	0.00	488.12	-488.12
Office Supplies	99.35	381.11	-281.76
Printing and Reproduction	0.00	0.00	0.00
Professional Fees			
Accounting, Audit	888.75	700.00	188.75
Legal Fees	0.00	1,087.84	-1,087.84
Total Professional Fees	888.75	1,787.84	-899.09
Repairs			
Building Repairs	0.00	574.41	-574.41
Total Repairs	0.00	574.41	-574.41
Total Administrative	3,632.23	3,692.32	-60.09
Contract Labor			
Accounting & Bookkeeping	3,132.50	4,447.50	-1,315.00
Consulting Engineering Services	2,639.55	0.00	2,639.55

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03/06/19

Accrual Basis

Strafford Regional Planning Commission
Profit & Loss
February 2019

DRAFT

	Feb 19	Feb 18	\$ Change
Network support	270.00	270.00	0.00
Model Assistance MOVES	18,713.77	0.00	18,713.77 A
Website maintenance and updates	70.32	0.00	70.32
Other contract labor	2,200.00	0.00	2,200.00 B
Total Contract Labor	27,026.14	4,717.50	22,308.64
Total Expense	84,228.75	66,988.09	17,240.66
Net Ordinary Income	-14,915.50	-20,113.02	5,197.52
Other Income/Expense			
Other Income			
Interest Income	32.31	22.46	9.85
Total Other Income	32.31	22.46	9.85
Net Other Income	32.31	22.46	9.85
Net Income	-14,883.19	-20,090.56	5,207.37

Strafford Regional Planning Commission

Profit & Loss

February 2019

DRAFT

-
1. UPWP Increased Revenue: Model update

 2. Health Insurance: Three staff members are not enrolled in health plan as compared to one person in previous years

 3. Training: FY18 two staff members attended Community Engagement Academy, and one staff person attended two-day NHI workshop.

 4. Library and Planning Books: PLUR books paid in January FY18, paid in Feb FY19

 5. Legal Fees: FY18 legal services for Executive Director recruitment and review of Geosyntec contract

 6. Consulting Engineering: PRB contract in FY19

 7. Model Assist MOVES: Transportation Model Update, additional funding has been added to the UPWP to help fund this project

 8. Other Contract Labor: Consultant for strategic plan retreat

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

DRAFT

July 2018 through February 2019

	Jul '18 - Feb 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
SRPC Revenue				
SRPC Membership Dues	78,032.56	78,032.64	-0.08	100.0%
Municipal and NonProfit Revenue				
Northwood Planning Services	18,815.11	14,000.00	4,815.11 1	134.4%
Barrington Master Plan	3,857.75	4,614.62	-756.87	83.6%
UNH Lamprey River	1,881.25	1,871.00	10.25	100.5%
ROC Technical Services	500.00	500.00	0.00	100.0%
BCC Barrington Conservation	5,536.38	4,666.68	869.70	118.6%
NHCHF Pathways to Play	2,106.52	5,000.00	-2,893.48 2	42.1%
Nottingham RSMS	7,769.85	8,496.00	-726.15	91.5%
FAR Tax Map Updates	1,944.73	1,700.00	244.73	114.4%
NDU GIS Buildout Analysis	1,490.26	1,465.00	25.26	101.7%
DUR Future Land Use	0.00	0.00	0.00	0.0%
MapGeo Subscriptions	2,167.00	2,834.00	-667.00	76.5%
GIS Projects	538.75	1,933.32	-1,394.57 3	27.9%
Municipal and NonProfit Revenue - Other	1,204.94	0.00	1,204.94 4	100.0%
Total Municipal and NonProfit Revenue	47,812.54	47,080.62	731.92	101.6%
Total SRPC Revenue	125,845.10	125,113.26	731.84	100.6%
Economic Development Revenue				
EDD Partnership Planning	0.00	11,666.64	-11,666.64 5	0.0%
EPA Brownfields	30,766.80	43,910.71	-13,143.91 6	70.1%
Total Economic Development Revenue	30,766.80	55,577.35	-24,810.55	55.4%
State Award Revenue				
OEP Targeted Block	11,328.34	7,407.36	3,920.98 7	152.9%
NHDES				
Durham Groundwater Modeling	0.00	11,066.64	-11,066.64	0.0%
Coastal 2019	19,349.09	8,333.32	11,015.77 8	232.2%
Lee Floodplain Mapping	26,860.66	23,588.00	3,272.66 9	113.9%
Watershed PRB	6,526.00	13,050.00	-6,524.00	50.0%
PSM18	1,733.19	1,928.56	-195.37	89.9%
Coastal Resilience Grant	0.00	666.67	-666.67	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	56,609.85	58,633.19	-2,023.34	96.5%
OEM Haz Mit				
PDM 2016	4,375.00	4,375.00	0.00	100.0%
PDM 2017	0.00	5,000.00	-5,000.00 10	0.0%
Lee HMPG	6,000.00			
Haz Mit with Towns	0.00	6,000.00	-6,000.00	0.0%
OEM Haz Mit - Other	0.00	0.00	0.00	0.0%
Total OEM Haz Mit	10,375.00	15,375.00	-5,000.00	67.5%
Total State Award Revenue	78,313.19	81,415.55	-3,102.36	96.2%
MPO Revenue				
NH DOT				
SHRP2	0.00	0.00	0.00	0.0%
UPWP	406,876.15	346,945.36	59,930.79 11	117.3%
FHWA MultiModal Pilot (Bike LTS)	0.00	4,628.34	-4,628.34 12	0.0%
CTAP CommuteSMART	2,906.33	2,313.00	593.33	125.7%
Total NH DOT	409,782.48	353,886.70	55,895.78	115.8%

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

July 2018 through February 2019

DRAFT

	Jul '18 - Feb 19	Budget	\$ Over Budget	% of Budget
Total MPO Revenue	409,782.48	353,886.70	55,895.78	115.8%
Contra Income Cash Match				
CTAP Cash Match	-472.04			
DOT Cash Match	-40,687.62	0.00	-40,687.62	100.0%
EDD Cash Match	0.00	0.00	0.00	0.0%
EPA Cash Match	0.00	0.00	0.00	0.0%
Total Contra Income Cash Match	-41,159.66	0.00	-41,159.66	100.0%
Contra Income InKind/Soft Match				
In Kind Lee Floodplain Match	-10,874.44			
In-Kind Coastal Match	-7,758.27	0.00	-7,758.27	100.0%
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	-18,632.71	0.00	-18,632.71	100.0%
Contract Overage	-2,336.14	0.00	-2,336.14	100.0%
Miscellaneous Income				
HealthTrust Credits	0.00	0.00	0.00	0.0%
Miscellaneous Income - Other	2,462.20	2,392.00	70.20	102.9%
Total Miscellaneous Income	2,462.20	2,392.00	70.20	102.9%
Total Income	585,041.26	618,384.86	-33,343.60	94.6%
Gross Profit	585,041.26	618,384.86	-33,343.60	94.6%
Expense				
Personnel Expenses				
Salary and Wages	353,124.77	359,157.00	-6,032.23	98.3%
Payroll Expenses				
Payroll Taxes				
Medicare Expense	5,026.63	0.00	5,026.63	100.0%
Social Security expense	21,493.19	0.00	21,493.19	100.0%
Payroll Taxes - Other	-0.02	27,474.00	-27,474.02	-0.0%
Total Payroll Taxes	26,519.80	27,474.00	-954.20	96.5%
Dental insurance expense	2,158.18	2,288.68	-130.50	94.3%
Health Insurance expense	31,319.56	33,364.00	-2,044.44	93.9%
Life Insurance expense	712.00	712.00	0.00	100.0%
LTD Insurance expense	381.11	495.32	-114.21	76.9%
STD insurance expense	1,286.04	1,399.32	-113.28	91.9%
Health incentive	3,347.13	4,540.00	-1,192.87	73.7%
Pension expense	10,238.75	10,576.00	-337.25	96.8%
Unemployment expense	1,993.68	1,922.00	71.68	103.7%
Workers Compensation	1,043.98	1,162.68	-118.70	89.8%
Payroll Processing Fees	1,697.25	1,500.00	197.25	113.2%
Staff Training and Seminars	4,750.00	3,333.32	1,416.68	142.5%
Dues and Subscriptions	3,627.61	3,666.68	-39.07	98.9%
Total Payroll Expenses	89,075.09	92,434.00	-3,358.91	96.4%
Total Personnel Expenses	442,199.86	451,591.00	-9,391.14	97.9%
Equipment expense				
Copier Maintenance Contract	3,068.66	3,068.00	0.66	100.0%
Computer equipment	765.00	0.00	765.00	100.0%
Computer Supplies	294.41	0.00	294.41	100.0%
Office furniture	40.28	1,176.68	-1,136.40	3.4%
Software expense				
ArcInfo/View software	3,724.00	4,256.00	-532.00	87.5%
Transportation Software	0.00	0.00	0.00	0.0%

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

July 2018 through February 2019

DRAFT

	Jul '18 - Feb 19	Budget	\$ Over Budget	% of Budget
Grant Finder	165.84	0.00	165.84	100.0%
Prezi	106.00	0.00	106.00	100.0%
Adobe In Design	1,133.20	0.00	1,133.20	100.0%
Anti-virus software	297.88	0.00	297.88	100.0%
Office Software				
Sonic Wall Remote Access	375.00			
Office operating software	4,375.89	0.00	4,375.89	100.0%
Office Software - Other	0.00	5,393.32	-5,393.32	0.0%
Total Office Software	4,750.89	5,393.32	-642.43	88.1%
Total Software expense	10,177.81	9,649.32	528.49	105.5%
Traffic Count Expenses				
Traffic Count Police Detail	847.98			
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	2,152.00	-2,152.00	0.0%
Total Traffic Count Expenses	2,197.81	2,152.00	45.81	102.1%
Other Equipment Repair and Cost				
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	16,543.97	16,046.00	497.97	103.1%
Communications				
Internet Communication Expense	912.00	912.00	0.00	100.0%
Telephone	1,406.71	1,360.00	46.71	103.4%
Travel & Ent				
Meals	0.00	0.00	0.00	0.0%
Hotel	0.00	0.00	0.00	0.0%
Travel	11,314.84	0.00	11,314.84	100.0%
Travel & Ent - Other	0.00	12,000.00	-12,000.00	0.0%
Total Travel & Ent	11,314.84	12,000.00	-685.16	94.3%
Marketing Expense	0.00	0.00	0.00	0.0%
Postage and Delivery	332.92	520.00	-187.08	64.0%
Total Communications	13,966.47	14,792.00	-825.53	94.4%
Fixed Expenses				
Depreciation Expense	0.00	0.00	0.00	0.0%
Insurance				
Liability Insurance	3,367.36	3,367.32	0.04	100.0%
Total Insurance	3,367.36	3,367.32	0.04	100.0%
Rent	20,000.00	20,000.00	0.00	100.0%
Total Fixed Expenses	23,367.36	23,367.32	0.04	100.0%
Administrative				
Bank Service Charges	0.00	0.00	0.00	0.0%
Library & Planning Books	1,834.45	2,000.00	-165.55	91.7%
Meetings Advertising Expense	0.00	0.00	0.00	0.0%
Meetings Expense	1,995.61	1,450.00	545.61 13	137.6%
Office Expense	681.05	866.68	-185.63	78.6%
Plotter Ink and Supplies	176.23			
Office Supplies	965.93	1,680.00	-714.07	57.5%
Printing and Reproduction	1,218.42	800.00	418.42 14	152.3%
Professional Fees				

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

July 2018 through February 2019

DRAFT

	Jul '18 - Feb 19	Budget	\$ Over Budget	% of Budget
Accounting, Audit	7,110.00	7,110.00	0.00	100.0%
Consulting	0.00	0.00	0.00	0.0%
Legal Fees	0.00	666.68	-666.68	0.0%
Total Professional Fees	7,110.00	7,776.68	-666.68	91.4%
Repairs				
Building Repairs	0.00	0.00	0.00	0.0%
Total Repairs	0.00	0.00	0.00	0.0%
Interest Expense				
Finance Charge	4.33	0.00	4.33	100.0%
Loan Interest	0.00	0.00	0.00	0.0%
Total Interest Expense	4.33	0.00	4.33	100.0%
Uncollectible Accounts Expense	20.00			
Total Administrative	14,006.02	14,573.36	-567.34	96.1%
Contract Labor				
Pass Through Expense				
DUR Groundwater Consultant	0.00	0.00	0.00	0.0%
DUR Septic Pass Through	0.00	0.00	0.00	0.0%
SHRP2 Pass Through Expense	0.00	0.00	0.00	0.0%
UNH Local Source Water 2016-NKT	0.00	0.00	0.00	0.0%
Watershed Assist DUR	0.00	0.00	0.00	0.0%
Total Pass Through Expense	0.00	0.00	0.00	0.0%
Accounting & Bookkeeping	31,495.00	36,400.00	-4,905.00	86.5%
Consulting Engineering Services	43,498.93	81,573.05	-38,074.12 15	53.3%
Network support	2,527.50	2,160.00	367.50	117.0%
Model Assistance MOVES	18,713.77	10,397.50	8,316.27 16	180.0%
Website and logo design	0.00	47.00	-47.00	0.0%
Website maintenance and updates	97.62	0.00	97.62	100.0%
GIS Contract Support	0.00	1,155.00	-1,155.00	0.0%
Other contract labor	3,355.00			
Total Contract Labor	99,687.82	131,732.55	-32,044.73	75.7%
Suspense	0.00	0.00	0.00	0.0%
Total Expense	609,771.50	652,102.23	-42,330.73	93.5%
Net Ordinary Income	-24,730.24	-33,717.37	8,987.13	73.3%
Other Income/Expense				
Other Income				
Interest Income	199.30	66.68	132.62	298.9%
Other Income	0.00	0.00	0.00	0.0%
Total Other Income	199.30	66.68	132.62	298.9%
Net Other Income	199.30	66.68	132.62	298.9%
Net Income	-24,530.94	-33,650.69	9,119.75	72.9%

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July 2018 through February 2019

DRAFT

1. NOR: Additional requests by town
2. NHCHF: Increased work on this project is expected, increased 50% from January
3. GIS Projects: 3 additional projects expected in the Spring
4. Municipal – Other: RPC and NHARPC Communication Services
5. EDD: Funding still hasn't been obtained
6. EPA Brownfields: Potential sites identified, waiting for approval process completion for work to start
7. OEP Targeted Block: Funds spent down much more quickly than anticipated due to lack of EDA funding
8. Coastal 2019: Dover work needed to be completed by the end of calendar year 2018, work has slowed since
9. Watershed PRB: One consulting firm has submitted their first invoice, waiting on the second consulting firm to bill
10. PDM 2017: Hazard mitigation grants are task based, so billing is slow to get started as committees are being formed, etc.
11. UPWP: There has been a lot of staff time associated with the model update, development of the next two year work plan, etc.
12. FHWA Multi-Modal Pilot: Contract just received 2/22
13. Meeting Expense: FY19 Strategic Planning Retreat
14. Printing: Annual report printing was approximately \$1000
15. Consulting Engineering: Brownfields has slowed down, Lee Floodplain contractor was on hold pending addition funding which was just received, PRB contractors are just beginning work
16. Model Assistance MOVES: Update to model nearly complete, additional UPWP funds have been approved and added to project budget in Feb

Facilitator's Summary Report

Strafford Regional Planning Commission Board & Staff Strategic Planning Retreat Friday, February 8, 2019 Durham Public Library, Durham NH

Retreat Goals

Build relationships between SPRC Staff and Commissioners

Identify 3-5 Priorities for Strategic Plan

Begin to draft objectives for each Priority

As SRPC develops its Strategic Plan, keep in mind it may change over time as the organization learns from its efforts and as new opportunities arise. Regardless of those changes, however, it will help you make decisions by calling you back to center and asking "Are these still our priorities? Do we want to chase this new opportunity? Will this new opportunity advance our priorities?"

Priorities and Strategies

SERVICES and DATA & TECHNOLOGY

1. Plan for Climate Change Outside the Seacoast

- Determine the needs and vulnerabilities of non-coastal communities.
 - Droughts
- Increase the number of communities that develop a master plan chapter on climate change. (Measure: X communities complete a master plan chapter on climate change.)
 - Work with communities to include climate change into their hazard mitigation plan.
 - Infrastructure
 - Use Dover as a possible model/template
- Outreach and Implementation of regulations that address concerns.
- Investigate funding sources to support the development of master plan chapters.

2. Address the Need for Affordable Housing

- Educate communities about affordability.
- Identify what communities need.
- Encourage diversification of housing stock, especially small communities
- Use the 2020 census to provide projections of population growth and satisfy housing needs.
- Downsizing within your community (Going from big/community housing to smaller, single/family housing)
- Keeping people within the region of all ages
- Not enough options -> Need more creative ideas for housing

3. Improve SRPC Website and Data Communication

- Provide an online portal for data access and communication
- Improve/Create a website that is an easy to use resource for stakeholders, including:
 - GIS data section
 - Map GEO services to communities
 - Web-map services, including the ability for Commissioners to access data and create their own maps
 - Direct interaction with data
 - Online platform
 - Web map for each town
- Outreach to communities to learn what online tools would be most valuable.

SERVICES and DATA & TECHNOLOGY continued

4. Offer Design Services

- Pilot design services using SRPC existing projects as examples.
- Outreach to communities to assess need and inform them of the design services SRPC can provide.
- Develop a fee structure.

RELATIONSHIPS AND PARTNERSHIPS

1. Define and Communicate the Value of SRPC Membership

- Identify the need(s) that SRPC is trying to address.
- Identify the benefits and impact of SRPC membership.
- Develop an “elevator pitch” that includes the value of membership.
- Leverage relationships with entities that have established networks to communicate about SRPC, i.e. Chambers of Commerce, town legislature

2. Maintain Existing and Build New Relationships

- Increase face-to-face communication with key staff in each municipality.
- Reach out to establish relationships when leadership changes within organizations.
- Maintain existing and establish new relationships when elections result in a change in legislators.
- Develop a Networking committee comprised of Commissioners to engage new partners and develop relationships with advocates.
- Identify messengers to fulfill the intermediary role of introducing relationships.

3. Increase and Expand Non-Traditional Relationships

- Develop a plan to engage the private sector and non-traditional partners.
- Identify a specific staff person, (director?), to reach out to potential non-traditional partners.
- Build a direct relationship with UNH commercial organizations.

ADVOCACY AND MARKETING

1. Develop a Communications Strategy

- Face-to-Face Communication
 - Attend community events to promote SRPC gather contact information from interested attendees
 - Partner with state entities
 - Continue participation of meetings
- Technology
 - Regular brief reports to key people
 - Promote news from small communities
 - Expand social media
 - Update infrastructure
 - Upload meeting videos

2. Improve SRPC Website

- Improve ease of use to public
- Add search function
- Add comment section
- Include project portfolio

ADVOCACY AND MARKETING continued

3. Develop an Advocacy Strategy

- Define roles within the organization
 - Staff provides data
 - Commissioners advocate – face of organization
- Partner with other organizations

Assessing Outcomes of Communication Efforts

- Contact lists
- Increased meeting attendance
- Increased number of people using the website or accessing reports
- Set weekly/monthly goals
- Surveys

STAFF RETENTION AND DEVELOPMENT

1. End “Springboard Mentality” (or Promote Staff Retention and SRPC as a Career)

- Develop creative incentives that address the personal needs of employees and increase the appeal of an SRPC career.
 - Telecommuting and telecommunications
 - Loan assistance/forgiveness
 - Develop a career lattice for career mobility within SRPC
 - Promote a sense of value for all positions
 - Strengthen the employment pipeline by engaging students and interns, and offering them certification/professional development opportunities

2. Increase Collaboration Between Staff

- Create teams tailored to specific projects.
- Create a structure for project team development
 - Approach all projects as team projects with a team leaders with accountability for the project
 - Distribute work equitably
 - Offer “quality control” roles to employees
 - Provide project management training to staff

3. Engage Commissioners with Projects

- Engage to commissioners to act as conduits to share information about projects that communities are undertaking and the role SRPC may have in providing assistance.
- Allow commissioners to work with one another and focus on strengths
- Everyone gets a shot at projects
- Commissioners must be aware of what’s going in in their community and surrounding communities
 - Potentially have a contributory role
 - Regional show and tell

COMMON THEMES ACROSS PRIORITIES (as noted by facilitator)

TECHNOLOGY IMPROVEMENTS

I. New or Improved Website

- Outreach to communities to learn what online tools would be most valuable.
- Website is a resource that is easy to use and includes:
 - Online portal for data access and communication
 - GIS data section
 - Map GEO services to communities
 - Videos of meetings
 - Search function
 - Comment section
 - Project portfolio
 - Web-map services, including the ability for Commissioners to access data and create their own maps
 - Direct interaction with data
 - Online platform
 - Web map for each town

SRPC VALUE PROPOSITION

I. Define and Promote SRPC's Value Proposition

- Identify the need(s) that SRPC is trying to address.
- Identify the benefits and impact of SRPC membership.
- Develop an “elevator pitch” that includes the value of membership.

APPENDIX A DISCUSSION NOTES

TAKING STOCK OBSERVATIONS

Review and Affirm Mission, Values, and Vision

- Wording can be “unclear”
 - This can be a great discussion for the day

There is a suggestion for having “a town-friendly mission statement”

- Public-Private Projects have the potential for being a conflict of interest
 - There is a desire to clarify relationships that are “muddy”

Group Observations

- Focus on what the SRPC is uniquely positioned to execute and accomplish
- Continue selling the value of Regional Planning Commissions.
- Advocate and build relationships with legislature.
- Be conscious of not being too far ahead of communities.
- SRPC as a network for advancing issues that aren’t theirs to address.
- UNH as an ally, but can be viewed as competition
 - Who at UNH can the SRPC can work with – Beside Cooperative Extension, it is unclear about who a point of contact can be.

“SWOT” ANALYSIS

STRENGTHS

Exceptional staff- many agree that the staff is fantastic.

Staff and organizational credibility and impartiality.

Flexible and nimble

- Staff is curious and learning-focused
- Staff and organization is continually evolving in order to jump on new opportunities.

Big picture thinking

Data driven

SRPC has expertise that towns lack

SRPC has a wide variety of resources to draw upon. When staff doesn’t know the answer they know how to find it.

Positive track record

Communications are professionally presented.

Innovative

Collaborative

Regionally anchored and familiar with the region = competitive with other consultants.

Staff support to Commissioners and committees

Staff and Commissioners are brought together to communicate and share ideas.

Diverse, qualified, experienced and engaged Commissioners

SRPC is a resource during local and regional expansion.

SRPC has secured an impressive amount of funding for the communities it serves at little cost to them = SRPC has a significant economic impact on the region.

CHALLENGES/THREATS

Name

- Is the name too tied to a county identity? SRPC works outside of Strafford County
- SRPC has tied itself to a county that is not necessarily representative of the region
- The name “Strafford” is a feature, but not a location.

Obscurity – people don’t know what we do.

Funding

- There is no substantial, dedicated funding to ensure sustainability

Technology

- Limitations in technology, such as internet speed, software, and hardware

Clarity on how to “play in the legislative space.

How does SRPC get out in front of important issues when a community may not be ready to address them?

Staff

- Retention
- Scope of expertise – some services are not in-house/on staff, such as engineering or legal expertise.
- Silos and lack of cross-training

Relationships with citizen planners and administrators in smaller towns.

Building relationships—and perceived competition—with UNH and other educational institutions.

External anti-planning viewpoints

SRPC is often comprehensive (*including* elements) but not holistic (*integrating* elements).

OPPORTUNITIES

STUDENT NOTES and POST ITs BREAKOUT SESSION I

Services & Data/Tech

Post Its

- Proper development to cover water drainage and traffic.
- Municipal services – provide more regular “fill-in” or capacity building services, e.g. have more than one circuit-rider contract.
- Use technology to:
 - Get better at communicating our work to communities, and/or
 - Use communication tools to support decision making processes.
- Expand online access to data and research (GIS, databases, etc.)
- Access to mapping data remotely for cities and towns.
- Opportunities – new challenges that SRPC can take on that towns can’t alone
 - Energy building/conservation
 - New alliances, organizational structures for conserving energy
- Find avenues to assist communities that are not experiencing rapid economic expansion to identify and pursue meaningful strategies. (Have SRPC be an actual resource for all communities.)
- Better integrate approach to emergency management and public safety with ED, transportation, etc.
- Data standardization/sharing/simplification.

- Take a more active (interactive?) role in SADES/T2 tool development.
- Become leaders/resource on renewable energy/energy efficiency.
- Planning for an aging population should be a priority. It presents an opportunity for SRPC to be cross-disciplinary and holistic.
- Getting energy program off the ground.
- Bringing smart growth principles more to rural towns in the region.
 - Economic hubs that provide services, amenities
 - Transportation options locally to get to these services
 - Making life more viable in these towns for people of all ages.
- Become leaders/tremendous resources on resiliency in the era of climate change: water, food, transportation, etc.
- Coalition projects – have a portfolio of 2-3 urban design, market analysis, or engineering projects where we have partnered with content experts.
- Develop cooperative purchasing programs; broker for some regional services.
- Explore new program areas: Health planning, energy, graphic design and layout services.
- Renewed interest in thinning across issues, i.e. homelessness, housing, food systems, farming/fishing, health, green space, etc.

Notes

- EMD - Some people come from areas that have regional EMD's where NH doesn't
- Lacking energy and housing
 - Storm water
 - Food
- Many communities can't use/get funding for resilient work
 - Climate change
 - Seacoast
 - Flooding plans
- Rewrite regulations to address communities
- Draft solar ordinance (Barrington is pushing, Durham and others are struggling)
 - Barrington is using UNH model (Maybe can advise other communities)
- Not a lot of work done on renewable energy
 - Offshore wind farms? (In process w/ Governor)
- Look into an online portal to hold data and export maps
- Define what kind of services can be provided to the communities
- **Design Services:** Architectural standards? SRPC come up with images/guidelines
 - SRPC can get the information, needs someone to draw up the plans
 - Long-term agreement with consulting firm to get better rates on project prices
- Northwood wants people to envision a more centralized town (so people won't have to drive to Dover/Durham etc.)
- Energy plans/changes/Commissions
 - SRPC take more on energy and convincing towns to work on it
 - Different towns have different needs (ex. Northern NH relies on tourism via Moose, Skiing, etc. so how can we relate the issue to them/how changes impact them directly)
- How do you plan for migration from other parts of the United States (because of droughts)
- **Housing:** Affordable housing (seen as negative)
- Transportation services for different demographics
 - Funding for specifically transportation/safety
 - Access to funding for towns that need it and the different types of funding
- Expanding data information and making it more easily available and communicating findings with the community
 - Some data is old and needs to be updated
 - Data collected by DOT or communities itself (standardization issue, everyone is collecting data differently)
 - *Standardize data

- Technology improvements (Drones? Internet?)

Relationships and Partnerships

Post Its

- Maximize our current collaborations to build stronger initiatives in our communities. For example, increase data quality and quantity.
- Strategize how to better approach land conservation from a regional perspective (better collaboration).
- Utilize UNH as a resource!
- Working/partnering with environmental consulting firms on projects.
- Build partnerships to make SRPC more competitive when competing for local contract projects.
- Improve relationships with more northern communities.
- Establish collaborations with academics.
- Assemble all of the towns (at some level) and take a deeper dive as to uneven partnership.
- Make sure initiatives, policy development is in synch with communities – “not out ahead of communities”.
- Cooperative purchasing for software w/cities & towns and w/other RPCs.
- Coordinate with UNH to expand technology opportunities.
- Strengthen relationships with large businesses that have a vested interest in our work – ex: in other regions hospitals have funded development of a housing needs assessment as they can’t recruit staff due to lack of housing.
- Antioch Master’s Student projects “consulting” services as way to help SRPC.
- Opportunity to have new conversations with New(ish) Leadership at UNH (overall and institutes, etc.) – coupled with new faculty interest in working with communities.
 - UNH President
 - NH SeaGrant (link to Cooperative Extension)
 - Piscataqua Region Estuaries Partnership

Notes

Words that stood out to the group from the topic discussed

1. Context of collaborative partnerships
2. Depth exists within the staff, but communities may not have the depth themselves.
 - a. Partnerships are critical in order to have a collaborative effect on communities without the resources to complete projects of their own.
3. Colin mentioned that relationships offer “insulation” to battle anti-planning attitudes
 - a. Relationships can build upon each other, creating a network of support for the SRPC
 - b. Previous partnerships proved to offer credibility to the SRPC
 - i. Helps to foster a “track record”
 - c. Kyle’s work with the SRPC has continued to be cited by town governments and organizations, allowing these institutions to offer credibility for the group
4. Relationships management offers a resource to draw upon financially and for creating projects
5. SRPC can distinguish themselves from the county by offering comprehensive services and outreach
 - a. Building networks allow the SRPC to achieve goals financially and developmentally.
6. Relationship building is key to accessing funding sources and more complex projects
 - a. Partnering with engineering firms can be beneficial; the SRPC can contribute with technical assistance in terms of planning and data collection

Possibility of Future Partner Relationships

- Jen brought up the possibility of potential relationships in the seacoast area.
 - Mike expanded, giving the example of storm drainage in the seacoast, highlighting the possibility of group purchasing

Things to work on

- Relationships are comprised of both internal and external stakeholders
- Outreach programs should “not get ahead of communities,” in order to preserve positive relationships with communities
 - Enhance the communication flow
- Milton was brought up as a challenge to participate; the SRPC has done work for them without the benefits of dues
 - Therefore, municipalities are specifically external stakeholders to enhance communication flow
- With communities that pay dues, there should be a focus on providing services and creating a flow that allows municipalities to approach the SRPC with projects.
- There has been small success with recognizing planning departments that are capable of identifying needs and those that are not.

Overall Goals

- Defining the value of the relationship between municipalities and the SRPC.
 - Why municipalities should pay dues and communicating the benefits of doing so.
 - Jen clarified how the pool of funding is used from dues
 - It would be an opportunity to offer services a la carte
 - Lack of dues may limit from the resources of the federal government and create a lack of understanding of what the benefits of membership are
 - The value of membership is the regional connection.
- Advocacy was brought up by Mike, who elaborated that if advocacy is made for projects small and large can enhance economic development for the region.
- Jen asked if we could identify the need to diversify the SRPC's relationships and grow the opportunities through that for the region.
- Lisa took the opportunity to combine many talking points, such as developing credible relationships and a reputation to protect from external threats
 - Establishing a foundation for relationships and maintaining outreach with community to foster engagement
 - Group purchasing, innovation in services, and “a la carte” services
 - Communication flow and defining the value of memberships
 - Commercial partnerships and expanding/diversifying relationships

Advocacy and Marketing Focus Group

Post Its

Advocacy

- Advocate for SRPC with legislators and municipalities to build support.
- Establish legislative advisory committee.

Communication

- Diversity of projects and successes – build value for communities – insulate from detractors and folks who think we have a nefarious purpose.
- Increase information on the web, social media and YouTube to increase awareness of SRPC.
- Increase identity, branding.
- If doing more community engagement is a priority, focus more on convening than educating. Information is ubiquitous; “sense-making” is valuable.
- Improve communications with communities to build a project wish list that can be monitored for the availability of grant funding.
- Change name.
- More useful/worthwhile outreach activities.
- Opportunity for increased marketing of our services so that communities see our full value and the services we offer for dues.
- Our communications to reach a larger audience.

Flip Chart

How much advocacy is too much? Avoiding political culture

SRPC has to be careful

APA gives information

How?

- Testifying in front of legislature
- SRPC should be seen as a source of information
- More public involvement

Different social media platforms reach different groups

Communication strategy that tells who we are, what we do; project portfolio with testimonials

Social media

- Expand reach/contacts
- Summarize reports
- Better relationships with newspaper
- Utilize expertise
- Update website

Legislature

- Define roles
 - Staff = data
 - Commissioners = advocacy work (Face of organization)
- Partner with other organizations

Notes

What are restrictions on policy making and lobbying

More political compared to how we can legally

Could do more activism

Better for commission to take a step back

Dilemma is where to you intrude because that is how you get famous

The board taking a stance compared to planners taking a stance

They have done that with transportation

Gets information from APA sends to them

Get 11,000 dollars a year

Really helpful to have people who expertise to give information- Wayne on Legislator of Durham

As a commissioner you can say whatever you want

It is also very important to know who you are talking too

Be able to deliver resources to communities you want to help

Neutral data is needed the SRPC can provide it

Did a study with 5 other organizations

As a legislator how do you want us to get into contact with you in terms of ideas that SRCA has

Strongest thing you can do is go to the hearing on a certain bill

Seen as a source of information regarding the certain idea

Start at what is the regional planning commission, what can we do for you, do you understand what we can do?

Have a blog

Website, Facebook, twitter, email

Use of photos of what the staff is doing, comradery as well as going out into the field

Do around 5- 10 press releases per year

Be an organizational communication strategy that is understood by everyone regarding what people should do what

WHO WE ARE, what is it

198 Facebook followers, twitter is 200-3000

expand contact list who don't know who they are

can you do unsolicited reports

create relationship with paper so that they can market to more of a broader audience

staff back up commissions to legislator
Define our role
Hold meeting with commission in terms of what interests them
Commissioners can represent town in their district
Do this with coaching so know what to do
Ideas related to communicated success
Market the services that the SRCA can do and not just who they are but what they do
Have a portfolio to show the success that they have had in the past
Have the ability to function as localized consultants and getting business up and running
Once you finish a project as the client to write a thank you note
Form committees to move forward
Getting space can be an issue, as well as other obstacles in terms of forming committees
SRPC look like municipal experts
Utilize partners with expertise

Staff Retention and Development

Post Its

Staff Retention

- Identify opportunities for collaborative projects (between staff silos).
- Ensure staff retention – not just a springboard for other positions.
- Hire staff with needed skills and expertise.
- Design and architectural expertise.
- Clearer definition of SRPC's abilities and staff member roles.
- Increase opportunities to telecommute.

Funding

- Make sure we don't under-budget projects in order to get contracts. Proposals must be accurate to allow enough staff hours to produce quality products.
- Build a stronger reserve fund to match grants and cover shortfalls.
- Continue seeking funding grants for regional planning (transportation, economic development, environmental).
- More grant writing from all staff.

Commissioners

- Team up Commissioners in small groups (or even just teams of two) to learn about and discuss each other's communities. Consider a 5-10 minute presentation at SRPC monthly meetings.
- Make more focused use of Commissioners.
 - What do you really need from us?
 - How can we help achieve SRPC goals?

FLIP CHART VOTING RESULTS

Services & Data/Tech

(13) Planning for Climate Change – total of climate change, planning for climate change, and flooding
(13) Technology – total of online portal, standardized data, expanding data and technology
(10) Housing
(10) Design services – total of design services, community center and town design
(7) Energy – total of renewables, solar, and energy
(3) Water and sewer

Relationships and Partnerships

- (26) Expand and diversify non-traditional relationships
- (11) Define value of membership
- (9) Build and maintain relationships
- (9) Open doors to new opportunities

Advocacy and Outreach

- (12) Communication Strategy that tells who we are, what we do
- (12) Update website
- (11) Legislative advocacy
- (8) Partner with other organizations

Staff Retention and Development

- (9) Collaboration between staff “silos”
- (8) Engage Commissioners with their own projects
- (8) Networking/meetings created by Commissioners to engage all communities
- (7) Eliminate springboard mentality of employment at SRPC
- (5) Diversify funding sources
- (5) Opportunity to telecommute
- (4) Assess positions for efficiency and SRPC impact
- (2) Organizational structure to keep things from falling through the cracks
- (2) Stronger partnerships with towns with whom we work
- (2) Allow towns to use SRPC abilities more commonly
- (2) More grant writing from all staff members
- (2) Clear communication and transparency at all levels

STUDENT NOTES BREAKOUT SESSION 2

Services & Data/Tech

1. **Planning for Climate Change** (Outside Seacoast)

- More communities develop a master plan chapter (Have X amount of master plan chapters completed)
 - Infrastructure
 - Use Dover as a possible model/template
- Finding out what other non-coastal communities need (Vulnerabilities)
 - Droughts
- Outreach and Implementation of regulations that address concerns
- Get climate change into communities hazard mitigation plan
- Investigate funding sources that would allow the development of master plan chapters

2. **Housing**

- Diversification (especially small communities)
- 'Affordable' housing (looked at poorly) -> Affordable housing is \$300,000 (Not very affordable)
 - Clarify what is affordable
- Not enough options -> Need more creative ideas for housing
- Identify what communities need
- Use 2020 census to provide projections of population growth and satisfy housing needs
- Downsizing within your community (Going from big/community housing to smaller, single/family housing)
- Keeping people within the region of all ages

3. **Online Portal/Data communication**

- Improve our online portal data access and communication
- Improve GIS data section on the website
- Improve Map GEO services to communities
- Improve web-map services
- (Commissioners) Want to be able to access data and create their own maps
 - Direct interaction with data
 - Online platform
- Outreach to other communities and try to appeal all of them
- Want website to become a resource and easy to use
 - Each town can have its own web map
- May have to create a new website and include staff opinions

4. **Design Services (New program, needs to grow)**

- Making the master plan come to life or look at possible changes
- Make sure communities know about artistic rendering of buildings/roads/landscape
- Outreach to communities to figure out what they need
- Needs to be paid for as a service (Not a grant or funding)
- Integrate into current projects

Relationships and Partnerships

Critical Steps to move forward on prioritized themes

- There should be a point (director) to reach out to non-traditional relationships
 - Someone, along with additional staff, should take the lead on establishing non-traditional relationships.
 - SRPC should have a direct relationship with UNH commercial organizations
- Lindsey brought up that an important goal should identify the need the SRPC is trying to fill, then reaching out to directors to establish a plan to take action

- Additionally, which relationship best suits this opportunity
- There is an opportunity to “sell” the vision of the SRPC through summarizing points to communicate in relationships (marketing the vision of the SRPC)
 - What is the SRPC’s “elevator pitch”?
 - Colin pointed out that there is a need to create a plan to engage the private sector and non-traditional partnerships
- Identify messengers to fulfill the intermediary role of introducing relationships
- A network void is the lack of advocacy expressing the needs of commissioners
- The communication could be formalized with other entities that have established networks
 - Chamber of Commerce, town legislature, etc.
- Develop new relationships with advocates. Point of contacts should be commissioners and not staff.
 - Engage new partners
 - Subcommittee for networking
 - This appoints commissioners instead of burdening staff
- Defining value of membership should be included in the “elevator pitch” of the SRPC
- Finding opportunity windows for partnerships with new elections
 - New leaderships and appointment of new directors
- Regional Benefit
 - 50% of dues go to the transportation budget
 - Can improve the day-to-day tracking of funds
 - Local expenses can be identified with a specific municipality, allowing for a better record of services rendered
- Ongoing face time communication with municipalities
- Communicate regional benefits
 - Identify the SRPC’s returns from dues
 - Regional procurement through demonstrating real value of membership

Advocacy and Marketing

Three themes that were marked with green dot I. Communication strategy (Legislator) and then updating the website

Getting across what it is and then figuring out how to project that to the public

Making information as useful as possible

Can’t search on the website

Figure out a way to search on the website

Having it be technology as well as face to face so it is personable

A periodic bulletin that goes out to important leaders in the regions as an update from the SRPC and have it be a monthly update

Already send out a newsletter and sometimes it difficult to have new information to tell the public

Keep it short, SRPC does a page weekly and they also do a longer one that is monthly

News letter

Showcase the town and getting smaller communities news out to people

Reaching out to not just officials but regular people as well

A strategy for this is tabling in an area where people are going

Help state wide agencies as well

How are you going to know if it is working? Seeing how many sign-ups are on contact list, people went to community regarding being a commission, increased attendance in meetings

Using constant contacts and looking at the stats to see how many people are looking at it

Have LinkedIn but never use it and update the speeds so that they can have faster internet

Have the director become the face of the community so that everyone starts to know about SRAC

Need to contact for publication and be interesting but not too interesting

Report things that everyone can get behind so you can maximize the amount of people on it

You need to have first engagement to be effective and relevant

Setting weekly as well as monthly goals so that you can hold yourself accountable

Make sure that people know the name and work on branding to be an image

More of a project portfolio

Have survey about what people think about the company and if they know about the company because then you see where you stand in the eyes of the public

The four Ps of marketing

It can be expensive because some people will do the projects for free

Approximating prices to see what things cost

Make website appealing and easier to use so people want to go to it

Make it completely custom so that it can be made the way that SRPC

Put name and pictures of staff on newspaper so that the public will know who people are

Website menu on smartphone is better than on computer

FINAL THOUGHTS

What should SRPC *stop* doing? How do we clear space on the deck to make room for new opportunities and initiatives?

Role of the Commissioner – what assistance does the staff want and not want? What level of involvement is desired from the Commissioners?

SRPC STRATEGIC PLAN NEXT STEPS

MOVING FORWARD FROM THE FEBRUARY 8, 2019 RETREAT

1. Do you have questions, comments or concerns about any of the information or strategies as they are reported?
2. Was there anything significant you thought was missed or we did not delve into far enough at the retreat? Additional opportunities or barriers?
3. Please tell us any general reflections you have on the retreat or SRPC's next steps in this process?

ADDITIONAL COMMONALITIES FOR FURTHER DISCUSSION

TECH & WEBSITE from Priorities

In addition to website improvements being noted as a commonality across themes, are there other non-website data and technology related elements that cross multiple thematic priorities? Is anything missing or important to be added?

The following matrix summarizes all technology and website results from the final breakout session of the retreat.

Objective & strategies	Priority	Non-website related tech
1. Improve SRPC Website and Data Communication <ul style="list-style-type: none"> • Provide an online portal for data access and communication • Improve/Create a website that is an easy to use resource for stakeholders, including: <ul style="list-style-type: none"> ➤ GIS data section ➤ Map GEO services to communities ➤ Web-map services, including the ability for Commissioners to access data and create their own maps <ul style="list-style-type: none"> ○ Direct interaction with data ○ Online platform ○ Web map for each town • Outreach to communities to learn what online tools would be most valuable. 	Services and Tech	Outreach to communities to learn what online tools would be most valuable.
1. Develop a Communications Strategy <ul style="list-style-type: none"> • Technology <ul style="list-style-type: none"> ➤ Regular brief reports to key people ➤ Promote news from small communities ➤ Expand social media ➤ Update infrastructure ➤ Upload meeting videos 	Advocacy & Marketing	Regular brief reports to key people Promote news from small communities Expand social media Update infrastructure
2. Improve SRPC Website <ul style="list-style-type: none"> • Improve ease of use to public • Add search function • Add comment section • Include project portfolio 	Advocacy & Marketing	

Cont'd

RELATIONSHIPS and ADVOCACY AND MARKETING

During the retreat we explored these two themes separately. Some of the discussions these two breakout groups were very similar. Should the results be combined into one overarching priority around Marketing and Communication, or Marketing and Relationship Building? With the interrelated nature of these two themes, are there further refinements to be made to these two sections?