

BARRINGTON  
BROOKFIELD  
DOVER  
DURHAM  
FARMINGTON  
LEE  
MADBURY  
MIDDLETON  
MILTON



NEW DURHAM  
NEWMARKET  
NORTHWOOD  
NOTTINGHAM  
ROCHESTER  
ROLLINSFORD  
SOMERSWORTH  
STRAFFORD  
WAKEFIELD

**SRPC Executive Committee Meeting Agenda**  
**SRPC Small Conference Room (within the SRPC office)**  
**April 19, 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 March 15, 2019 (**Enclosed**)
  - b. Acceptance of Draft March Financials (**Enclosed**)
  - c. Safety Protocol for the Installation and Removal of Automatic Vehicle Traffic Counters (**Enclosed**)
- 3. Discussion**
  - a. Fiscal Year 2020 Budget (**Separate Mailing**)
  - b. Executive Director Review (**see memo**)
  - c. Current Legislation of Interest (**see memo**)
  - d. Status of Officers and Executive Committee Members for Fiscal Year 2020 (**see memo**)
  - e. Strategic Plan Preliminary Draft (**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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Strafford Regional Planning Commission  
Executive Committee Meeting  
150 Wakefield Street, Conference Room 1A  
Rochester, NH 03867

**DRAFT** Meeting Minutes  
March 15, 2019

**Committee members present:** Vice Chair Peter Nelson, Newmarket; Secretary/Treasurer Tom Crosby, Madbury; Donald Hamann, Rochester; David Landry, Dover

**Staff members present:** Jen Czysz, executive director; Shayna Sylvia, communications and outreach planner

**Committee members absent:** Chair Victoria Parmele, Northwood; Marcia Gasses, Dover; Michael Bobinsky, Somersworth

## 1. Welcome/Introductions

The meeting began at 8:01 a.m.

## 2. Action Items

### a. Approval of the Minutes of February 15, 2019

P. Nelson asked for a motion to accept the minutes of the Feb. 15, 2019, Executive Committee meeting. Donald Hamann **MOVED** to accept the minutes. David Landry **SECONDED** the motion, of which all were **IN FAVOR**.

### b. Acceptance of Draft February Financials

Jennifer Czysz reviewed the draft February financials.

J. Czysz updated committee members on the status of the current indirect rate. She explained that recently there were a larger number of hours billed to indirect due to preparation and execution of SRPC's strategic planning retreat and in part to grant writing

activities. J. Czynsz commented on SRPC's pending EDA grant and how it's affecting the budget and billable hours. She added that SRPC is awaiting reimbursement from a contract consultant and will also receive payment from NHDOT in March. T. Crosby shared that situations like these, where SRPC is awaiting payments, isn't out of the ordinary. D. Landry asked about payments from partners and consultants and whether SRPC receives funds in a lump sum or in increments. J. Czynsz responded that it depends on the contract.

J. Czynsz referred to the aging summary and noted that payments are current with only a limited number of payments to SRPC past due. She commended Kathy Foster on her monthly review of the aging summary.

J. Czynsz reviewed the profit and loss statement. She reiterated that there are contracts where SRPC does not get reimbursed until the end of the project, which affects the profit and loss statement.

J. Czynsz explained that hazard mitigation plans are task-based. J. Czynsz stated that SRPC doesn't have secured funding each year for hazard mitigation plans as funding occurs on a five-year cycle. She added that in fiscal year 2020 there will be no FEMA funding for hazard mitigation plans as there are no plans within our region expiring that year.

A discussion ensued concerning invoice processing from NHDOT. J. Czynsz explained that NHDOT is very timely.

P. Nelson asked about the profit and loss statement, addressing consultant line items such as engineering services, which include payments to Geosyntec for the Lee Floodplain study, and changes in accounting and bookkeeping. J. Czynsz commented that our bookkeeper is under budget.

A discussion ensued concerning tasks that are under budget, and how these funds will be used. The money is allocated through the end of each project timeline.

P. Nelson and T. Crosby commended K. Foster on her work. J. Czynsz explained that her and K. Foster will be focusing their attention on the indirect rate in the coming weeks. P. Nelson suggested a one-page analysis about how SRPC's overhead and indirect rate are calculated could be helpful. J. Czynsz responded that this exists and shared it with the group.

J. Czynsz commended K. Foster on following the federal regulations.

J. Czynsz reiterated that indirect billing was high last month due to grant writing, the strategic planning retreat and staff leave time. D. Landry asked if there were other funding sources that grant writing work could be charged to. J. Czynsz explained that there are limited options. Dues funding is reserved for technical assistance. J. Czynsz said that grant writing and other administrative costs, under the federal regulations are billable to indirect, and the SRPC recoups these costs if it stays within the current indirect rate.

J. Czysz stated that SRPC will be proposing our FY 2020 indirect rate to NHDOT in the coming months. In FY 2019 there was an increase in the indirect rate from the previous year. P. Nelson asked about SRPC's indirect rate in comparison with the other regional planning commissions (RPCs). J. Czysz responded that SRPC's is in the middle. She added that SRPC's indirect rate for FY 2019 year worked when we planned to have the EDA grant, but the absence of this funding has reduced our direct billable salaries against which those indirect funds can be assessed.

P. Nelson asked about the possibility of an operational grant. J. Czysz responded that New Hampshire Charitable Foundation used to offer these types of grants to RPCs, but no longer does.

D. Hamann asked if there was still a chance to receive EDA funding for the end of the year. J. Czysz explained that she is not optimistic. She said that she talked with SRPC's EDA representative, and that while they are moving funds forward, SRPC doesn't know its place in the queue. Additionally, there is still administrative processing that needs to happen in the Philadelphia EDA office before SRPC can receive its funding.

A discussion ensued concerning indirect rate.

A discussion ensued concerning expenses and budget cuts, where needed. J. Czysz explained that technology upgrades are being made, but that the budget is also being balanced in this process.

J. Czysz shared with members that J. Burdin reduced his hours to 32, and that this will affect the budget. This works in SRPC's favor, as the EDA funding hasn't come in and J. Burdin was the primary staff on that project. D. Landry asked if there are grants for IT improvements. J. Czysz explained that some IT costs can be billed to current contracts, like UPWP, such as the purchase of datasets. She elaborated, explaining that GIS software cannot be paid for by SRPC's UPWP as it is used for all SRPC services and projects. Other programs like TransCAD can be charged to the UPWP as it is used exclusively for transportation.

T. Crosby asked how executive committee members can assist SRPC. J. Czysz responded that SRPC needs to follow up on services that were warrant articles built into municipal budgets, as SRPC was considered for those services. J. Czysz explained that working toward all communities paying dues would also be helpful. D. Landry shared that he has more interest in this and would like to discuss this at a later point.

P. Nelson opined that we need to better advertise what to do for each town. J. Czysz explained that half of each community's dues go towards matching the UPWP, but that the UPWP supports all communities regardless of whether they pay dues or not. There are exceptions such as RSMS and supplemental traffic counts. J. Czysz provided an example

sharing that Nottingham, who is not-dues paying, would normally have received their Road Surface Management System (RSMS) assessment for free, but had to pay for the service.

P. Nelson asked who the non-dues paying were. A discussion ensued concerning the non-dues paying communities and the services that have still been provided. J. Czysz explained that SRPC can leverage additional dollars with dues funding.

P. Nelson asked if we had political legislation intervene regarding the pending EDA contract. J. Czysz replied that we contacted our state senator to get reimbursement for SRPC's last EDA contract. The pending EDA contract delay was a result of the delay in passing a federal budget.

P. Nelson questioned SRPC's financial position at the closeout of each fiscal year and what could be done to be more secure. J. Czysz shared that there will always be fluctuations as all non-transportation projects are one-time contracts. She added that there is a continual cycle of grant and proposal writing to add to each year's budget.

J. Czysz updated members on staff work and contracts.

D. Landry suggested that E.C. and Commissioners advocate for regional planning to their towns, when needed. P. Nelson reiterated his suggestion of commissioners having a list of shovel ready projects, so that SRPC can partner for relevant grants. A discussion ensued.

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

### **3. Discussion**

#### **a. Current Legislation of Interest**

J. Czysz suggested members refer to the memo. She explained that SB 285 was amended to remove the RPC bonding authority. The bill creates a Coastal Resilience and Cultural and Historic District with representation from both SRPC and RPC. Additionally, the bill enables both SRPC and RPC to either separately or jointly form coastal resilience cooperative agreements with their municipalities and establish a coastal resilience fund.

J. Czysz updated members on SB 542, which allows RPCs to work with municipalities to update wetlands regulations. J. Czysz added that Marcia Gasses wrote a letter of support for this bill.

P. Nelson suggested using social media to explain what relevant bills are about. He opined that each week a different bill could be highlighted. SRPC could also provide information on hearings. Alternatively, a website page could be included on the SRPC website.

A discussion ensued cornering legislation and engaging members of the public.

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

All members in attendance agreed to stay on in their current positions for FY 2020.

**c. Strategic Planning Preliminary Report**

J. Czysz gave an update on the strategic planning retreat report. She explained that some commissioners sent in comments, and that J. Burdin will setup up outline for the plan. J. Czysz shared that many comments addressed the length of the facilitator's report. She explained that it was not intended to be a summary, but to include the full findings from the retreat.

J. Czysz said that SRPC is still taking comments, which can be forward to Nancy O'Connor.

**4. Updates**

**a. Awards, Contracts, and General Business Update**

This was already covered or is included in the memo.

**5. Other Business**

There was no other business.

**6. Adjournment**

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

The meeting adjourned at 9:06 a.m.

Minutes Respectfully Submitted by  
Shayna Sylvia  
Communications and Outreach Planner

Minutes approved on \_\_\_\_\_

By: \_\_\_\_\_  
Victoria Parmele, Chair – SRPC Executive  
Committee





# SRPC FY 2019 Dashboard - March

March 31, 2019	
FSB Checking Beginning Balance	\$85,329.03
Deposits	\$56,842.47
Payments	\$68,957.73
<b>FSB Checking Ending Balance</b>	<b>\$73,213.77</b>

Accounts Receivable	<b>\$60,810.76</b>
FSB Savings Account	<b>\$16,062.84</b>

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

BUDGET NARRATIVE	
<b>Federal Savings Bank Balance/Case on hand:</b>	We continue to have adequate cash on hand to meet monthly expenses
<b>Payables and Receivables</b>	Remains current to be paid/received within 30 to 60 days
<b>FY19 Working Budget:</b>	Reflects expected year end, EDA program funding has been zeroed out for the FY, Financial Consultant expenses reduced

FUNDING SOURCES - WORKING BUDGET	
Due, Interest & Reimbursement	\$120,041
Metropolitan Planning Organization	\$541,082
State Agencies	\$144,226
Municipal & Nonprofit Agreements	\$85,317
Economic Development District	\$54,524
<b>Total Revenue</b>	<b>\$945,190</b>
<b>Pending Grant Applications</b>	<b>\$326,749</b>

EXPENSES - WORKING BUDGET	
Personnel	\$653,395.92
Equipment	\$23,191.69
Communications	\$15,831.94
Fixed Expenses	\$45,716.00
Miscellaneous Expenses	\$10,195.00
Contracted Work	\$201,487.69
<b>Total Expenses</b>	<b>\$949,818.24</b>

## STAFF PRESENTATIONS - ACTIVITIES MAR./FEB.

Bike Walk to Work Day (Stef)  
 New Durham Road Surface Management System Forecasting (Stef)  
 Rochester Sidewalk data collection meeting (Stef, Jen)  
 Statewide Bicycle Level of Stress analysis project meeting (Rachel Stef)  
 Milton PB meeting regarding Branch River Valley Scenic Byway (Stef)  
 Farmington EDC Revitalization subcommittee meeting (Rachel)  
 Rochester Transportation Master Plan Workshop (Rachel)  
 PFPNH (Rachel and Colin)  
 Census PSAP Meetings with Barrington and Farmington (Rachel and Marcia)  
 NHDOT Traffic Count Season Kickoff Meeting (Rachel and Stef)  
 Conference call with NHDES Coastal Advisory (Kyle)  
 Cochecho Waterfront Development Advisory Committee (Kyle – Volunteer)  
 Climate in the Classroom Visits x3 #1 (Kyle)  
 Dover Open Lands Committee (Kyle)  
 Madbury Hazard Mitigation Meeting #1 (Kyle)  
 Full Coastal Adaptation Workgroup (CAW) meeting (Kyle)  
 Climate Remembrance Project Site Visit (Kyle)  
 Conference call for CSO Summit (Kyle)  
 CAW Outreach meeting (Kyle)  
 Madbury Hazard Mitigation Meeting #2 (Kyle)  
 STAP Meeting (Kyle)  
 Annual Local Hazard Mitigation Plan Meeting - HSEM (James, Stef)  
 Summit for Young Changemakers (Kyle)  
 Public Health Advisory Committee Bi-Annual Networking Meeting (Nancy)  
 EPA Stormwater Management Plan Webinar (Nancy)  
 Met with Leslie Schwartz to follow up on strategic plan items (Jen, James)  
 Northwood ZBA and Planning Board (James)  
 Tri-City Transit Meeting (Colin, James, Shayna)  
 Northwood Hazard Mitigation Meeting 2 (James)  
 Northwood Planning Board workshop (James)  
 Bridge to Our Future-Career Fair (Shayna)  
 CommuteSMART Seacoast B2B Challenge Kick-off (Shayna)  
 CommuteSmart New Hampshire x 3 (Shayna, Colin)  
 Explore Moose Mountains (Shayna)  
 CommuteSMART Seacoast Advisory Board meeting (Shayna)  
 Greater Seacoast Workforce Housing Coalition Board of Directors x2 (Jen)  
 Housing Our Communities: A Strong Towns Perspective (Jen, Colin)  
 NHHFA Housing and Community Development Council (Jen)  
 NHARPC (Jen, Don)  
 RPC Directors (Jen)  
 Strong Towns Presentation Portsmouth – Pennywise Portsmouth (Colin, Stef)  
 Dover/Rochester/Somersworth 108 complete Streets project workshop (Colin)  
 COAST board meeting (Colin)  
 Seacoast Area Bicycle Routes meeting (Colin)  
 Scenic Byways presentation to the Milton Economic Dev. Committee (Colin)  
 Dover STEP workshop (Safe Transportation for Every Pedestrian)  
 Scenic Byways presentation to the Milton Planning Board (Colin)  
 ACT Executive Committee Meeting (Colin)x2  
 COAST Strategic Planning meeting (Colin)  
 Highway Safety Improvement Program Meeting (Colin) x2

## WEB AND SOCIAL MEDIA STATISTICS



### Stafford.org

Sessions 597(+38)

Users 487(+72)



### Constant Contact

Subscribers 799(+1)

Avg. Open Rate 31%(-1)



### Facebook

Posts 13(-13)

Reach 2841(+1119)

Engagement 148(-104)



### Twitter

Tweets 7(-7)

Profile Visits 83(-85)

Impressions 2,286(-1,137)

Followers 254 (+3)

Mentions 3(+1)



### Map Geo

Total Visits 930(+4)

Unique Visitors 537(+79)





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**DATE:** April 12, 2018  
**TO:** Executive Committee Members  
**FROM:** Jen Czysz, Executive Director  
**RE:** Director's Report for the March 2019 Meeting

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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 continue to have about a month of operating costs on hand. Most all one-time annual expenses have been paid at this time. March was the final three payroll month of the fiscal year additionally focus will be on direct billable efforts over the final quarter which will allow us to build balances through June.

*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:* Expenses are on target for the month especially given that this was a three-payroll month and are slightly below where they were budgeted to be at the end of March. 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 (first invoice went out this month). Staff time has ramped up on the CTAP Commute Smart program and has begun on the FHWA Level of Traffic Stress pilot project which will see a significant ramp up in April and May. The month itself ended with a net loss of \$12,171. Unlike losses sustained in January and February that were due to higher than typical indirect staff time, this is fully attributable to the third payroll in the month (approx. \$20,000) where the number of days against which we can invoice are no different than a typical month. Were March to have been a standard 2-payroll month we would have seen a profit of almost \$8,000. Year-to-date we are still operating at a loss, -\$38,179.04. Kathy and I have projected out the final 3 months of the year to focus on increasing staff billable time and decreasing indirect staff time and costs. The updated working budget reflects our best estimation of where we anticipate ending the year. The largest change is the removal of EDA funds and decrease in the financial consultant's time to reflect current billing levels. If we hit our billing targets over the next 3 months, it looks like we will end the year at a net loss of approximately \$4,500.

## **2c. Safety Protocol for the Installation and Removal of Automatic Vehicle Traffic Counters**

Staff over the course of the 2018 traffic count season documented ongoing safety protocols employed in the field and coordinated with other regions to incorporate best practices. The enclosed draft protocol

sets standards to be employed by all staff to maximize safety and reduce liability risks. At this time, we are asking the Executive Committee to formally adopt this policy.

### **3a. Fiscal Year 2020 Budget**

The draft budget for FY 2020 is nearly complete and will be circulated separately to Committee members early next week. There are still several potential project revenue sources that are unconfirmed. We should know more about several of the pending funding sources over the next month.

### **3b. Executive Director Review**

We will plan to have a non-public session at the May meeting for the executive director annual review. At the April meeting I would like to more generally discuss the protocol to be employed. I've done an, albeit cursory, review of the electronic files and did not find an existing protocol. I am happy to share the employee evaluation templates we have updated for staff if the Committee would like to use that format.

### **3c. Current Legislation of Interest**

Please note that there will be limited time at the Executive Committee meeting this month given the number of agenda items. The following are updates of the current bills of interest to the Executive Committee.

- [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, **House Municipal and County Gov't hearing on 4/16, 10 AM**)
- [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. (**Tabled by the Senate**)
- [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. (3/21/19 passed by the Senate, **House Municipal and County Government Committee hearing 4/23, 2 PM**)
- [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, Senate voted ought to pass with amendment and referred to Finance)
- [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 the House Finance Committee where it was retained)

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

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

### **3d. 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. At the March meeting, those present confirmed they would like to continue to serve on the committee.

### **3e. Strategic Plan Preliminary Draft**

Enclosed please find the beginnings of a draft strategic plan document. This pulls together various content developed thus far throughout the process and begins to synthesize the retreat results into a more refined set of themes and goals. Over the coming weeks, staff will divide up each of the identified goals and objectives to further flesh out how each will be accomplished: first steps,

### **4a. Awards, Contracts and General Business Update**

*Awards and Contracts:* Several contracts in this year's budget are still pending. Many of these will ultimately be part of the FY2020 budget. These include:

- EDA Economic Development District Funding (still waiting to hear on the status of our new contract, zeroed out in the FY2019 budget, currently in draft FY2020 budget)
- Durham Groundwater Model (contract scope of work in development, majority of work in FY2020)
- 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. Contract is expected in the next couple weeks. Work will split between fiscal years.
- SRPC's and RPC's collaborative NHDES Sourcewater Protection grant application was approved to conduct regional source water protection pilot projects and maps. The contract has been signed and is pending G&C approval. (\$20,000)
- 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.
- We have edited our draft UPWP scope of work and budget based on NH DOT, FHWA and FTA comments. This will be presented at the Policy Committee meeting for comments. The total funding will remain flat funded for the next two year.

Pending Grant Applications and Municipal Contracts include:

- 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 and possibly provide planning board technical assistance.
- Update to tax maps and associated GIS geodatabases for Newmarket, Somersworth and Strafford.
- 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.
- The City of Rochester has asked that we prepare a Sidewalk Inventory for the City. Pending DOT concurrence, the costs of the effort will be split between the UPWP and the City.
- Brookfield has inquired about costs to conduct supplemental traffic counts and mapping assistance for their master plan.
- We submitted a proposal to update the Town of Durham's tax maps. This would be a full redrawing of the existing maps and building a new associated database.

- SRPC responded to the City of Rochester’s request for proposal to create a Downtown Master Plan and will be interviewed as part of the selection process on April 23<sup>rd</sup>.

*Dues:* Dues expenditures to date are summarized below.

July – March Year to Date	
<b>Income:</b>	
Billable Mapping Services	\$2,946.50
FY19 Dues Paid	\$117,048.76
<b>Total Income</b>	<b>\$119,995.26</b>

<b>Expenses:</b>	
Planning Salaries <sup>+</sup>	\$8,656.41
Dues and Subscriptions	\$304.17
Office Software	\$4,000.00
Travel	\$395.36
Meeting Expense	\$1,870.61
Office Expense	\$77.71
Finance Charge	\$4.33
Accounting	\$175.00
Mapping Supplies	\$0.00
Mapping Salaries	\$1,892.03
Indirect <sup>+</sup>	\$13,502.00
<b>Total SRPC Expenses</b>	<b>\$30,877.62</b>

<b>Cash Match:</b>	
UPWP	\$44,759.40
Commute Smart/CTAP	\$739.55
Level of Traffic Stress Analysis	\$122.95
<b>Total Cash Match</b>	<b>\$45,621.90</b>

<b>Contract Overages:</b>	
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
NOT RSMS	\$121.85
BCC Natural Resource Mapping	\$303.07
Coastal 2019	\$99.21
<b>Total Contract Overages</b>	<b>\$2,860.27</b>

<b>Total Expenses</b>	<b>\$79,359.79</b>
<b>Annual Dues Remaining</b>	<b>\$39,968.47</b>

<sup>+</sup> 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 140% for July through March, down from 145% last month. Kathy and I have analyzed the remaining fiscal year to bring the indirect rate back down toward our approved rate by the end of the fiscal year. At this time, it is unlikely that we will reach the 128% target; we expect to be closer to 133% by year end. 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.

*Health Insurance:* HealthTrust has sent out their rates for FY2020 which will increase by 5% for the same policy. We have requested alternative quotes from other insurance brokers to ensure we get a competitive price. The goal is to maintain the current coverage for employees while not increasing costs if possible. That said, the draft FY2020 budget includes the 5% increase in premiums.

**Strafford Regional Planning Commission**  
**Balance Sheet**  
**As of March 31, 2019**

04/09/19

Accrual Basis

	Mar 31, 19	Mar 31, 18	\$ Change
<b>ASSETS</b>			
<b>Current Assets</b>			
Checking/Savings			
FSB Checking	47,174.66	23,289.83	23,884.83
FSB Savings	16,062.84	26,013.96	-9,951.12
Total Checking/Savings	63,237.50	49,303.79	13,933.71
Accounts Receivable			
Accounts Receivable	60,810.76	151,518.12	-90,707.36 <sup>1</sup>
Total Accounts Receivable	60,810.76	151,518.12	-90,707.36
Other Current Assets			
Prepaid Expenses			
Prepaid Dues and Subscriptions	2,392.72	2,177.90	214.82
Prepaid training	600.00	0.00	600.00
Total Prepaid Expenses	2,992.72	2,177.90	814.82
Prepaid software support	7,103.67	468.64	6,635.03 <sup>2</sup>
Undeposited Funds	0.00	615.77	-615.77 <sup>3</sup>
Total Other Current Assets	10,096.39	3,262.31	6,834.08
Total Current Assets	134,144.65	204,084.22	-69,939.57
<b>Fixed Assets</b>			
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
<b>TOTAL ASSETS</b>	<b>134,144.65</b>	<b>204,084.22</b>	<b>-69,939.57</b>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
Current Liabilities			
Accounts Payable			
Accounts Payable	0.00	-600.00	600.00

**Strafford Regional Planning Commission**  
**Balance Sheet**  
As of March 31, 2019

	Mar 31, 19	Mar 31, 18	\$ Change
Total Accounts Payable	0.00	-600.00	600.00
<b>Credit Cards</b>			
FSB Credit Card	85.54	0.00	85.54
Citizens credit card Parent			
Citizens credit card_CJC	0.00	2,214.57	-2,214.57
<b>Total Citizens credit card Parent</b>	0.00	2,214.57	-2,214.57
<b>Total Credit Cards</b>	85.54	2,214.57	-2,129.03
<b>Other Current Liabilities</b>			
<b>Benefits payable</b>			
Simple IRA payable	48.00	1,686.49	-1,638.49
<b>Total Benefits payable</b>	48.00	1,686.49	-1,638.49
Contract Revenue In Advance	31,025.25	873.33	30,151.92
FY18 Dues in Advance	0.00	26,919.52	-26,919.52
FY19 Dues in Advance	29,262.12	79,113.21	-49,851.09
<b>Payroll Liabilities</b>			
FUTA	30.41	30.41	0.00
Social Security Payable	-0.02	-0.02	0.00
Payroll Liabilities - Other	2,614.97	2,054.57	560.40
<b>Total Payroll Liabilities</b>	2,645.36	2,084.96	560.40
<b>Total Other Current Liabilities</b>	62,980.73	110,677.51	-47,696.78
<b>Total Current Liabilities</b>	63,066.27	112,292.08	-49,225.81
<b>Long Term Liabilities</b>			
<b>Accrued expenses</b>			
Accrued Payroll	21,569.67	24,228.65	-2,658.98
Accrued Vacation	17,888.47	17,258.62	629.85
Annual Audit Accrual	7,998.75	3,400.00	4,598.75
<b>Total Accrued expenses</b>	47,456.89	44,887.27	2,569.62
<b>Total Long Term Liabilities</b>	47,456.89	44,887.27	2,569.62
<b>Total Liabilities</b>	110,523.16	157,179.35	-46,656.19
<b>Equity</b>			
Retained Earnings	61,577.63	63,398.70	-1,821.07
Net Income	-37,956.14	-16,493.83	-21,462.31
<b>Total Equity</b>	23,621.49	46,904.87	-23,283.38
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>134,144.65</b>	<b>204,084.22</b>	<b>-69,939.57</b>



**Strafford Regional Planning Commission**  
**Balance Sheet**  
**As of March 31, 2019**

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1. Accounts Receivable: Prior year included town dues billed and two outstanding UPWP invoices.
2. Prepaid Software: ESRI ArcGIS is \$5800, Microsoft Office 365 is \$1500. These two items were not prepaid in the previous fiscal year.
3. Undeposited Funds is a QuickBooks unique account that "holds" payments until deposited in the bank. In the previous fiscal year, checks had been received in March but not deposited until April.
4. SIMPLE IRA Payable: In the previous year, funds were withheld from employee checks on 3/30 and contributions were made in April to the investment brokerage accounts.
5. Contract Revenue in Advance: Current year balances - NHCHF \$26,700 of \$30,000; BAR Master Plan \$4,309 of \$8,000; BAR Conservation Commission \$0 of \$7,000
6. FY19 Dues in Advance: Town dues invoices were sent out in March the previous fiscal year. Town dues will go out in April this fiscal year.

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**Strafford Regional Planning Commission  
A/R Aging Summary  
As of March 31, 2019**

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Central NH RPC						
CTAP Planning/State Coord	1,263.76	0.00	2,434.29 <sup>1</sup>	0.00	0.00	3,698.05
<b>Total Central NH RPC</b>	<b>1,263.76</b>	<b>0.00</b>	<b>2,434.29</b>	<b>0.00</b>	<b>0.00</b>	<b>3,698.05</b>
DEPT OF SAFETY (OEM)						
PDM 2017	3,000.00	0.00	0.00	0.00	0.00	3,000.00
<b>Total DEPT OF SAFETY (OEM)</b>	<b>3,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,000.00</b>
DOT UPWP 18_19	36,645.99	0.00	0.00	0.00	0.00	36,645.99
DOT_UPWP 2010-2011	0.00	0.00	0.00	0.00	0.00	0.00
EPA						
Brownfields 2015-2018	439.95	0.00	0.00	0.00	0.00	439.95
<b>Total EPA</b>	<b>439.95</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>439.95</b>
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
<b>Total Billable Mapping Services</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>225.00</b>	<b>225.00</b>
<b>Total Mapping Projects</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>225.00</b>	<b>225.00</b>
NH DES						
PSM 18 Flood Risk Science & Guidance	855.99	0.00	948.47 <sup>2</sup>	0.00	0.00	1,804.45
Coastal FY19	909.18	0.00	0.00	0.00	0.00	909.18
Lee Floodplain Mgmt	877.55	5,100.00	0.00	0.00	0.00	5,977.55
<b>Total NH DES</b>	<b>2,642.71</b>	<b>5,100.00</b>	<b>948.47</b>	<b>0.00</b>	<b>0.00</b>	<b>8,691.18</b>
Rockingham Planning Commission						
LTS - Traffic Stress Pilot	491.81	0.00	0.00	0.00	0.00	491.81
<b>Total Rockingham Planning Commission</b>	<b>491.81</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>491.81</b>
Town of Northwood						
2019 Tech Svcs	2,409.16	0.00	2,959.16 <sup>3</sup>	0.00	0.00	5,368.32
<b>Total Town of Northwood</b>	<b>2,409.16</b>	<b>0.00</b>	<b>2,959.16</b>	<b>0.00</b>	<b>0.00</b>	<b>5,368.32</b>
Town of Nottingham						
RSMS	1,788.15	0.00	0.00	0.00	0.00	1,788.15
<b>Total Town of Nottingham</b>	<b>1,788.15</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,788.15</b>
UNH Contracts						
Climate in the Classroom	462.31	0.00	0.00	0.00	0.00	462.31
<b>Total UNH Contracts</b>	<b>462.31</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>462.31</b>
<b>TOTAL</b>	<b>49,143.84</b>	<b>5,100.00</b>	<b>6,341.92</b>	<b>0.00</b>	<b>225.00</b>	<b>60,810.76</b>

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**Strafford Regional Planning Commission**  
**A/R Aging Summary**  
As of March 31, 2019

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1. CTAP \$1265.18 received on 4/2/19
2. PSM 18 \$948.47 received 4/4/19
3. NOR \$2959.16 received 4/2/19

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**Strafford Regional Planning Commission**  
**Profit & Loss**  
**March 2019**

04/09/19

Accrual Basis

	Mar 19	Mar 18	\$ Change
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
<b>SRPC Revenue</b>			
SRPC Membership Dues	9,754.07	8,973.18	780.89
<b>Municipal and NonProfit Revenue</b>			
Northwood Planning Services	2,409.16	1,343.53	1,065.63
Barrington Master Plan	2,089.19	1,109.81	979.38
BCC Barrington Conservation	1,766.69	0.00	1,766.69
NHCHF Pathways to Play	1,177.46	0.00	1,177.46
Nottingham RSMS	1,910.00	0.00	1,910.00
Municipal and NonProfit Revenue - Other	0.00	1,065.77	-1,065.77
<b>Total Municipal and NonProfit Revenue</b>	9,352.50	3,519.11	5,833.39
<b>Total SRPC Revenue</b>	19,106.57	12,492.29	6,614.28
<b>Economic Development Revenue</b>			
EPA Brownfields	1,049.26	3,807.55	-2,758.29 <sup>1</sup>
<b>Total Economic Development Revenue</b>	1,049.26	3,807.55	-2,758.29
<b>State Award Revenue</b>			
OEP Targeted Block	0.00	3,966.82	-3,966.82 <sup>2</sup>
<b>NHDES</b>			
Coastal 2019	2,489.59	0.00	2,489.59
Lee Floodplain Mapping	5,977.55	0.00	5,977.55
PSM18	855.98	0.00	855.98
Coastal Resilience Grant	462.31	0.00	462.31
Coastal 2018	0.00	5,874.88	-5,874.88
<b>Total NHDES</b>	9,785.43	5,874.88	3,910.55
<b>OEM Haz Mit</b>			
PDM 2017	4,146.48	0.00	4,146.48
OEM Haz Mit - Other	0.00	8,125.00	-8,125.00
<b>Total OEM Haz Mit</b>	4,146.48	8,125.00	-3,978.52
<b>Total State Award Revenue</b>	13,931.91	17,966.70	-4,034.79 <sup>3</sup>
<b>MPO Revenue</b>			
NH DOT			
UPWP	40,717.77	44,964.30	-4,246.53
FHWA MultiModal Pilot (Bike LTS)	614.76	0.00	614.76
CTAP CommuteSMART	1,531.27	0.00	1,531.27
<b>Total NH DOT</b>	42,863.80	44,964.30	-2,100.50
<b>Total MPO Revenue</b>	42,863.80	44,964.30	-2,100.50
<b>Contra Income Cash Match</b>			

**Strafford Regional Planning Commission**  
**Profit & Loss**  
 March 2019

	Mar 19	Mar 18	\$ Change
RPC LTA Cash Match	-122.95	0.00	-122.95
CTAP Cash Match	-267.51	0.00	-267.51
DOT Cash Match	-4,071.78	-4,496.43	424.65
<b>Total Contra Income Cash Match</b>	<b>-4,462.24</b>	<b>-4,496.43</b>	<b>34.19</b>
Contra Income InKind/Soft Match			
In-Kind Coastal Match	-1,481.20	-2,377.37	896.17
In-Kind HazMit Match	-1,146.48	0.00	-1,146.48
<b>Total Contra Income InKind/Soft Match</b>	<b>-2,627.68</b>	<b>-2,377.37</b>	<b>-250.31</b>
Contract Overage	-524.13	0.00	-524.13
<b>Total Income</b>	<b>69,337.49</b>	<b>72,357.04</b>	<b>-3,019.55</b>
<b>Gross Profit</b>	<b>69,337.49</b>	<b>72,357.04</b>	<b>-3,019.55</b>
<b>Expense</b>			
<b>Personnel Expenses</b>			
Salary and Wages	56,638.43	60,872.17	-4,233.74 <sup>4</sup>
<b>Payroll Expenses</b>			
Payroll Taxes			
Medicare Expense	808.60	852.72	-44.12
Social Security expense	3,457.43	3,646.19	-188.76
Payroll Taxes - Other	0.01	0.02	-0.01
<b>Total Payroll Taxes</b>	<b>4,266.04</b>	<b>4,498.93</b>	<b>-232.89</b>
Dental insurance expense	232.71	725.60	-492.89
Health Insurance expense	3,251.43	11,585.24	-8,333.81 <sup>5</sup>
Life Insurance expense	93.60	178.02	-84.42
LTD Insurance expense	58.30	123.82	-65.52
STD insurance expense	197.91	349.90	-151.99
Pension expense	1,699.17	1,826.13	-126.96
Unemployment expense	276.09	240.25	35.84
Workers Compensation	86.01	145.34	-59.33
Payroll Processing Fees	58.50	279.00	-220.50
Dues and Subscriptions	398.49	442.00	-43.51
<b>Total Payroll Expenses</b>	<b>10,618.25</b>	<b>20,394.23</b>	<b>-9,775.98</b>
<b>Total Personnel Expenses</b>	<b>67,256.68</b>	<b>81,266.40</b>	<b>-14,009.72</b>
<b>Equipment expense</b>			
Copier Maintenance Contract	319.85	412.64	-92.79 <sup>6</sup>
Software expense			
ArInfo/View software	425.00	1,064.00	-639.00 <sup>7</sup>
Grant Finder	0.00	82.92	-82.92 <sup>8</sup>
Prezi	13.25	13.25	0.00

## Strafford Regional Planning Commission Profit & Loss

04/09/19

March 2019

Accrual Basis

	Mar 19	Mar 18	\$ Change
Adobe In Design	153.90	139.90	14.00
Anti-virus software	34.38	45.84	-11.46
Office Software			
Office operating software	49.87	710.50	-660.63 <sup>9</sup>
<b>Total Office Software</b>	<b>49.87</b>	<b>710.50</b>	<b>-660.63</b>
<b>Total Software expense</b>	<b>676.40</b>	<b>2,056.41</b>	<b>-1,380.01</b>
Other Equipment Repair and Cost			
Equipment Rental & Repair	0.00	708.62	-708.62 <sup>10</sup>
<b>Total Other Equipment Repair and Cost</b>	<b>0.00</b>	<b>708.62</b>	<b>-708.62</b>
<b>Total Equipment expense</b>	<b>996.25</b>	<b>3,177.67</b>	<b>-2,181.42</b>
Communications			
Internet Communication Expense	114.00	384.00	-270.00 <sup>11</sup>
Telephone	167.43	158.46	8.97
Travel & Ent			
Travel	-160.15	1,185.31	-1,345.46 <sup>12</sup>
<b>Total Travel &amp; Ent</b>	<b>-160.15</b>	<b>1,185.31</b>	<b>-1,345.46</b>
Postage and Delivery	17.99	22.69	-4.70
<b>Total Communications</b>	<b>139.27</b>	<b>1,750.46</b>	<b>-1,611.19</b>
Fixed Expenses			
Insurance			
Liability Insurance	420.92	423.42	-2.50
<b>Total Insurance</b>	<b>420.92</b>	<b>423.42</b>	<b>-2.50</b>
Rent	2,500.00	2,500.00	0.00
<b>Total Fixed Expenses</b>	<b>2,920.92</b>	<b>2,923.42</b>	<b>-2.50</b>
Administrative			
Library & Planning Books	0.00	-30.25	30.25
Meetings Expense	0.00	2,122.05	-2,122.05 <sup>13</sup>
Office Expense	106.25	70.37	35.88
Office Supplies	85.82	271.38	-185.56
Professional Fees			
Accounting, Audit	888.75	700.00	188.75
<b>Total Professional Fees</b>	<b>888.75</b>	<b>700.00</b>	<b>188.75</b>
<b>Total Administrative</b>	<b>1,080.82</b>	<b>3,133.55</b>	<b>-2,052.73</b>
Contract Labor			
Accounting & Bookkeeping	3,212.50	3,212.50	0.00

**Strafford Regional Planning Commission  
Profit & Loss  
March 2019**

	Mar 19	Mar 18	\$ Change
Consulting Engineering Services	5,539.95	3,807.55	1,732.40
Network support	382.50	345.00	37.50
Website maintenance and updates	3.90	7.68	-3.78
<b>Total Contract Labor</b>	<b>9,138.85</b>	<b>7,372.73</b>	<b>1,766.12</b>
<b>Total Expense</b>	<b>81,532.79</b>	<b>99,624.23</b>	<b>-18,091.44</b>
<b>Net Ordinary Income</b>	<b>-12,195.30</b>	<b>-27,267.19</b>	<b>15,071.89</b>
<b>Other Income/Expense</b>			
Other Income			
Interest Income	23.60	13.94	9.66
<b>Total Other Income</b>	<b>23.60</b>	<b>13.94</b>	<b>9.66</b>
<b>Net Other Income</b>	<b>23.60</b>	<b>13.94</b>	<b>9.66</b>
<b>Net Income</b>	<b>-12,171.70</b>	<b>-27,253.25</b>	<b>15,081.55</b>

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**Strafford Regional Planning Commission**  
**Profit & Loss**  
March 2019

1. EPA Brownfields is contingent on consulting engineer invoices. Staff time is minimal.
2. Targeted Block was spent down quicker than anticipated, due to lack of EDA funding.
3. Hazard Mitigation plans were being completed for DOV and NKT in March of the previous fiscal year. This year SRPC is working on NOR and MAD and billable work has just begun. Billed upon completion of tasks.
4. Salary: Editor position eliminated after first week in March
5. Health Insurance: Two payments were made in the prior year due to cash flow. Prior year premiums were higher and also included one staff person electing family coverage.
6. Copier: Change in vendor. Costs are lower than previous vendor per month for both machine lease and maintenance agreement.
7. ArcInfo Software: SRPC was able to prepay this software for the year. The savings in "finance fees" charged by ESRI was substantial per month. Prior year figures represent payment for two months. The GIS Planner has also restructured the licenses to better fit staff needs, resulting in a reduction in overall annual cost.
8. Grant Finder: Discontinued subscription.
9. Office Operating Software: Prior year included \$660 for new Microsoft email.
10. Equipment Rental and Repair: Prior year cost was repairs to old plotter since replaced.
11. Internet Communication Expenses: Prior year included \$225 for migrating all websites to new hosting provider.
12. Travel: Current year contains \$958 travel reimbursement for FHWA peer exchange.
13. Meeting Expense: Cynthia's retirement party.
14. Consulting Engineering: Contingent upon contractor invoices.



**Strafford Regional Planning Commission**  
**Income by Customer**  
**March 2019**

04/09/19

Accrual Basis

Date	Name	Memo	Amount
<b>NHCHF</b>			
<b>Pathways to Play</b>			
03/31/2019	NHCHF:Pathwa...	Progress Billing Pathways to Play March 2019	1,177.46
Total Pathways to Play			1,177.46
Total NHCHF			1,177.46
<b>Central NH RPC</b>			
<b>CTAP Planning/State Coord</b>			
03/31/2019	Central NH RPC...	Progress Billing March 2019	1,531.27
03/31/2019	Central NH RPC...	SRPC Match	-239.42
03/31/2019	Central NH RPC...	NCC Match	-28.09
Total CTAP Planning/State Coord			1,263.76
Total Central NH RPC			1,263.76
<b>DEPT OF SAFETY (OEM)</b>			
<b>PDM 2017</b>			
03/31/2019	DEPT OF SAFE...	Progress Billing PDM 2017 March 2019	4,146.48
03/31/2019	DEPT OF SAFE...	In Kind Match for Hazard Mitigation contracts	-1,146.48
Total PDM 2017			3,000.00
Total DEPT OF SAFETY (OEM)			3,000.00
<b>DOT UPWP 18_19</b>			
03/31/2019	DOT UPWP 18...	Progress Billing March 2019	40,717.77
03/31/2019	DOT UPWP 18...	10% Matching Funds	-4,071.78
Total DOT UPWP 18_19			36,645.99
<b>EPA</b>			
<b>Brownfields 2015-2018</b>			
03/12/2019	EPA:Brownfield...	Petroleum Personnel Only Dec 2019 - Feb 2019	609.31
03/31/2019	EPA:Brownfield...	Progress Billing, March 2019, Hazardous - Credere Invoice Only 3841	239.95
03/31/2019	EPA:Brownfield...	Progress Billing, March 2019, Petroleum - Credere Invoice Only 3841	200.00
Total Brownfields 2015-2018			1,049.26
Total EPA			1,049.26
<b>LTA (Local Technical Assistance)</b>			
03/01/2019	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
<b>NH DES</b>			
<b>PSM 18 Flood Risk Science &amp; Guidance</b>			
03/31/2019	NH DES:PSM 1...	Progress Billing March 2019	855.98

**Stafford Regional Planning Commission**  
**Income by Customer**  
**March 2019**

04/09/19

Accrual Basis

Date	Name	Memo	Amount
Total PSM 18 Flood Risk Science & Guidance			855.98
<b>Coastal FY19</b>			
03/31/2019	NH DES:Coasta...	Progress Billing Coastal 2019 March 2019	2,489.59
03/31/2019	NH DES:Coasta...	To record when contracts go over budget in QuickBooks	-99.21
03/31/2019	NH DES:Coasta...	In Kind match for Coastal grant	-1,481.20
Total Coastal FY19			909.18
<b>Lee Floodplain Mgmt</b>			
03/25/2019	NH DES:Lee Fl...	Lee Floodplain Progress Billing - Geosyntec only, Inv 19366363	243.75
03/25/2019	NH DES:Lee Fl...	Lee Floodplain Amendment 306-22 Progress Billing-Geosyntec March 2019	4,856.25
03/31/2019	NH DES:Lee Fl...	Progress Billing - Personnel Feb and Mar 2019	877.55
Total Lee Floodplain Mgmt			5,977.55
Total NH DES			7,742.71
<b>Rockingham Planning Commission</b>			
<b>LTS - Traffic Stress Pilot</b>			
03/31/2019	Rockingham Pla...	Progress Billing FHWA Pilot Grant March 2019	614.76
03/31/2019	Rockingham Pla...	Cash match FHWA Pilot Grant	-122.95
Total LTS - Traffic Stress Pilot			491.81
Total Rockingham Planning Commission			491.81
<b>Town of Barrington</b>			
<b>Barrington Master Plan Chapter</b>			
03/31/2019	Town of Barringt...	Progress Billing March 2019	2,089.19
Total Barrington Master Plan Chapter			2,089.19
<b>BCC Natural Resource Mapping</b>			
03/31/2019	Town of Barringt...	Progress Billing March 2019	1,766.69
03/31/2019	Town of Barringt...	To record when contracts go over budget in QuickBooks	-303.07
Total BCC Natural Resource Mapping			1,463.62
Total Town of Barrington			3,552.81
<b>Town of Northwood</b>			
<b>2019 Tech Svcs</b>			
03/31/2019	Town of Northw...	Progress Billing March 2019	2,409.16
Total 2019 Tech Svcs			2,409.16
Total Town of Northwood			2,409.16
<b>Town of Nottingham</b>			
<b>RSMS</b>			
03/31/2019	Town of Notting...	Progress Billing March 2019	1,910.00

**Strafford Regional Planning Commission**  
**Income by Customer**  
**March 2019**

Date	Name	Memo	Amount
03/31/2019	Town of Notting...	To record when contracts go over budget in QuickBooks	-121.85
	Total RSMS		1,788.15
	Total Town of Nottingham		1,788.15
	<b>UNH Contracts</b>		
	<b>Climate in the Classroom</b>		
03/31/2019	UNH Contracts:...	Progress Billing Climate in the Classroom March 2019	462.31
	Total Climate in the Classroom		462.31
	Total UNH Contracts		462.31
	<b>TOTAL</b>		<b>69,337.49</b>

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*June*  
*9/12/19*

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

	Jul '18 - Mar 19	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
<b>SRPC Revenue</b>				
<b>SRPC Membership Dues</b>	87,786.63	87,786.72	-0.09	100.0%
<b>Municipal and NonProfit Revenue</b>				
Northwood Planning Services	21,224.27	16,500.00	4,724.27	128.6%
Barrington Master Plan	4,534.44	5,671.95	-1,137.51	79.9%
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	7,303.07	5,250.01	2,053.06	139.1%
NHCHF Pathways to Play	3,283.98	7,500.00	-4,216.02	43.8%
Nottingham RSMS	9,679.85	9,558.00	121.85	101.3%
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	2,899.99	-2,361.24	18.6%
Municipal and NonProfit Revenue - Other	1,204.94	0.00	1,204.94	100.0%
<b>Total Municipal and NonProfit Revenue</b>	55,752.54	55,749.95	2.59	100.0%
<b>Total SRPC Revenue</b>	143,539.17	143,536.67	2.50	100.0%
<b>Economic Development Revenue</b>				
EDD Partnership Planning	0.00	17,499.97	-17,499.97	0.0% <sup>1</sup>
EPA Brownfields	31,816.06	48,763.04	-16,946.98	65.2% <sup>2</sup>
<b>Total Economic Development Revenue</b>	31,816.06	66,263.01	-34,446.95	48.0%
<b>State Award Revenue</b>				
<b>OEP Targeted Block</b>	11,328.34	8,333.28	2,995.06	135.9% <sup>3</sup>
<b>NHDES</b>				
Durham Groundwater Modeling	0.00	16,599.98	-16,599.98	0.0% <sup>4</sup>
Coastal 2019	21,838.68	9,374.99	12,463.69	232.9% <sup>5</sup>
Lee Floodplain Mapping	32,838.21	25,090.00	7,748.21	130.9%
Watershed PRB	6,526.00	17,400.00	-10,874.00	37.5% <sup>6</sup>
PSM18	2,589.17	2,571.42	17.75	100.7%
Coastal Resilience Grant	462.31	1,000.01	-537.70	46.2%
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%
<b>Total NHDES</b>	66,395.28	72,036.40	-5,641.12	92.2%
<b>OEM Haz Mit</b>				
PDM 2016	4,375.00	4,375.00	0.00	100.0%
PDM 2017	4,146.48	7,500.00	-3,353.52	55.3% <sup>7</sup>

**Stafford Regional Planning Commission**  
**Profit & Loss Budget vs. Actual**  
**July 2018 through March 2019**

	Jul '18 - Mar 19	Budget	\$ Over Budget	% of Budget
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%
<b>Total OEM Haz Mit</b>	<b>14,521.48</b>	<b>17,875.00</b>	<b>-3,353.52</b>	<b>81.2%</b>
<b>Total State Award Revenue</b>	<b>92,245.10</b>	<b>98,244.68</b>	<b>-5,999.58</b>	<b>93.9%</b>
<b>MPO Revenue</b>				
NH DOT				
SHRP2	0.00	0.00	0.00	0.0%
UPWP	447,593.92	390,313.53	57,280.39	114.7%
FHWA MultiModal Pilot (Bike LTS	614.76	6,942.51	-6,327.75	8.9%
CTAP CommuteSMART	4,437.60	3,469.50	968.10	127.9%
<b>Total NH DOT</b>	<b>452,646.28</b>	<b>400,725.54</b>	<b>51,920.74</b>	<b>113.0%</b>
<b>Total MPO Revenue</b>	<b>452,646.28</b>	<b>400,725.54</b>	<b>51,920.74</b>	<b>113.0%</b>
<b>Contra Income Cash Match</b>				
RPC LTA Cash Match	-122.95			
CTAP Cash Match	-739.55			
DOT Cash Match	-44,759.40	0.00	-44,759.40	100.0%
EDD Cash Match	0.00	0.00	0.00	0.0%
EPA Cash Match	0.00	0.00	0.00	0.0%
<b>Total Contra Income Cash Match</b>	<b>-45,621.90</b>	<b>0.00</b>	<b>-45,621.90</b>	<b>100.0%</b>
<b>Contra Income InKind/Soft Match</b>				
In Kind Lee Floodplain Match	-10,874.44			
In-Kind Coastal Match	-9,239.47	0.00	-9,239.47	100.0%
In-Kind EDD Match	0.00	0.00	0.00	0.0%
In-Kind HazMit Match	-1,146.48	0.00	-1,146.48	100.0%
<b>Total Contra Income InKind/Soft Match</b>	<b>-21,260.39</b>	<b>0.00</b>	<b>-21,260.39</b>	<b>100.0%</b>
<b>Contract Overage</b>	<b>-2,860.27</b>	<b>0.00</b>	<b>-2,860.27</b>	<b>100.0%</b>
<b>Miscellaneous Income</b>				
HealthTrust Credits	0.00	0.00	0.00	0.0%
Miscellaneous Income - Other	2,462.20	2,392.00	70.20	102.9% <sup>8</sup>
<b>Total Miscellaneous Income</b>	<b>2,462.20</b>	<b>2,392.00</b>	<b>70.20</b>	<b>102.9%</b>
<b>Total Income</b>	<b>652,966.25</b>	<b>711,161.90</b>	<b>-58,195.65</b>	<b>91.8%</b>
<b>Gross Profit</b>	<b>652,966.25</b>	<b>711,161.90</b>	<b>-58,195.65</b>	<b>91.8%</b>
<b>Expense</b>				
Personnel Expenses				
Salary and Wages	409,763.20	401,898.00	7,865.20	102.0%

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

	Jul '18 - Mar 19	Budget	\$ Over Budget	% of Budget
<b>Payroll Expenses</b>				
<b>Payroll Taxes</b>				
Medicare Expense	5,835.23	0.00	5,835.23	100.0%
Social Security expense	24,950.62	0.00	24,950.62	100.0%
Payroll Taxes - Other	-0.01	30,744.00	-30,744.01	-0.0%
<b>Total Payroll Taxes</b>	<b>30,785.84</b>	<b>30,744.00</b>	<b>41.84</b>	<b>100.1%</b>
Dental insurance expense	2,390.89	2,574.76	-183.87	92.9%
Health Insurance expense	34,570.99	37,534.50	-2,963.51	92.1%
Life Insurance expense	805.60	801.00	4.60	100.6%
LTD Insurance expense	439.41	557.24	-117.83	78.9%
STD insurance expense	1,483.95	1,574.24	-90.29	94.3%
Health incentive	3,347.13	4,540.00	-1,192.87	73.7%
Pension expense	11,937.92	11,833.00	104.92	100.9%
Unemployment expense	2,269.77	2,162.25	107.52	105.0%
Workers Compensation	1,129.99	1,308.01	-178.02	86.4%
Payroll Processing Fees	1,755.75	1,687.50	68.25	104.0%
Staff Training and Seminars	4,750.00	3,749.99	1,000.01	126.7%
Dues and Subscriptions	4,026.10	4,125.01	-98.91	97.6%
<b>Total Payroll Expenses</b>	<b>99,693.34</b>	<b>103,191.50</b>	<b>-3,498.16</b>	<b>96.6%</b>
<b>Total Personnel Expenses</b>	<b>509,456.54</b>	<b>505,089.50</b>	<b>4,367.04</b>	<b>100.9%</b>
<b>Equipment expense</b>				
Copier Maintenance Contract	3,388.51	3,388.00	0.51	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	1,323.76	-1,283.48	3.0%
<b>Software expense</b>				
ArcInfo/View software	4,149.00	4,788.00	-639.00	86.7%
Transportation Software	0.00	0.00	0.00	0.0%
Grant Finder	165.84	0.00	165.84	100.0%
Prezi	119.25	0.00	119.25	100.0%
Adobe In Design	1,287.10	0.00	1,287.10	100.0%
Anti-virus software	332.26	0.00	332.26	100.0%
<b>Office Software</b>				
Sonic Wall Remote Access	375.00			
Office operating software	4,266.76	0.00	4,266.76	100.0%
Office Software - Other	0.00	6,067.49	-6,067.49	0.0%
<b>Total Office Software</b>	<b>4,641.76</b>	<b>6,067.49</b>	<b>-1,425.73</b>	<b>76.5%</b>
<b>Total Software expense</b>	<b>10,695.21</b>	<b>10,855.49</b>	<b>-160.28</b>	<b>98.5%</b>
<b>Traffic Count Expenses</b>				
Traffic Count Police Detail	847.98			
Traffic Count Equipment Repair	0.00	0.00	0.00	0.0%

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

	Jul '18 - Mar 19	Budget	\$ Over Budget	% of Budget
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	2,421.00	-2,421.00	0.0%
<b>Total Traffic Count Expenses</b>	<b>2,197.81</b>	<b>2,421.00</b>	<b>-223.19</b>	<b>90.8%</b>
<b>Other Equipment Repair and Cost</b>				
Equipment Rental & Repair	0.00	294.00	-294.00	0.0%
Other Equipment Repair and Cost - Other	0.00	0.00	0.00	0.0%
<b>Total Other Equipment Repair and Cost</b>	<b>0.00</b>	<b>294.00</b>	<b>-294.00</b>	<b>0.0%</b>
<b>Total Equipment expense</b>	<b>17,381.22</b>	<b>18,282.25</b>	<b>-901.03</b>	<b>95.1%</b>
<b>Communications</b>				
Internet Communication Expense	1,026.00	1,026.00	0.00	100.0%
Telephone	1,574.14	1,530.00	44.14	102.9%
Travel & Ent				
Meals	0.00	0.00	0.00	0.0%
Hotel	0.00	0.00	0.00	0.0%
Travel	11,154.69	0.00	11,154.69	100.0%
Travel & Ent - Other	0.00	13,500.00	-13,500.00	0.0%
<b>Total Travel &amp; Ent</b>	<b>11,154.69</b>	<b>13,500.00</b>	<b>-2,345.31</b>	<b>82.6%</b>
Marketing Expense	0.00	0.00	0.00	0.0%
Postage and Delivery	350.91	585.00	-234.09	60.0%
<b>Total Communications</b>	<b>14,105.74</b>	<b>16,641.00</b>	<b>-2,535.26</b>	<b>84.8%</b>
<b>Fixed Expenses</b>				
Depreciation Expense	0.00	0.00	0.00	0.0%
Insurance				
Liability Insurance	3,788.28	3,788.24	0.04	100.0%
<b>Total Insurance</b>	<b>3,788.28</b>	<b>3,788.24</b>	<b>0.04</b>	<b>100.0%</b>
Rent	22,500.00	22,500.00	0.00	100.0%
<b>Total Fixed Expenses</b>	<b>26,288.28</b>	<b>26,288.24</b>	<b>0.04</b>	<b>100.0%</b>
<b>Administrative</b>				
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	1,631.25	364.36	122.3%
Office Expense	787.30	975.01	-187.71	80.7%
Plotter Ink and Supplies	176.23			
Office Supplies	1,051.75	1,890.00	-838.25	55.6%
Printing and Reproduction	1,218.42	900.00	318.42	135.4%
Professional Fees				

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

	Jul '18 - Mar 19	Budget	\$ Over Budget	% of Budget
Accounting, Audit	7,998.75	7,998.75	0.00	100.0%
Consulting	0.00	0.00	0.00	0.0%
Legal Fees	0.00	750.01	-750.01	0.0%
<b>Total Professional Fees</b>	<b>7,998.75</b>	<b>8,748.76</b>	<b>-750.01</b>	<b>91.4%</b>
Repairs				
Building Repairs	0.00	0.00	0.00	0.0%
<b>Total Repairs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
Interest Expense				
Finance Charge	4.33	0.00	4.33	100.0%
Loan Interest	0.00	0.00	0.00	0.0%
<b>Total Interest Expense</b>	<b>4.33</b>	<b>0.00</b>	<b>4.33</b>	<b>100.0%</b>
Uncollectible Accounts Expense	20.00			
<b>Total Administrative</b>	<b>15,086.84</b>	<b>16,145.02</b>	<b>-1,058.18</b>	<b>93.4%</b>
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%
<b>Total Pass Through Expense</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
Accounting & Bookkeeping	34,707.50	40,950.00	-6,242.50	84.8%
Consulting Engineering Services	49,038.88	94,282.30	-45,243.42	52.0%
Network support	2,910.00	2,430.00	480.00	119.8%
Model Assistance MOVES	18,713.77	15,596.25	3,117.52	120.0%
Website and logo design	0.00	47.00	-47.00	0.0%
Website maintenance and updates	101.52	0.00	101.52	100.0%
GIS Contract Support	0.00	1,155.00	-1,155.00	0.0%
Other contract labor	3,355.00			
<b>Total Contract Labor</b>	<b>108,826.67</b>	<b>154,460.55</b>	<b>-45,633.88</b>	<b>70.5%</b>
Suspense	0.00	0.00	0.00	0.0%
<b>Total Expense</b>	<b>691,145.29</b>	<b>736,906.56</b>	<b>-45,761.27</b>	<b>93.8%</b>
<b>Net Ordinary Income</b>	<b>-38,179.04</b>	<b>-25,744.66</b>	<b>-12,434.38</b>	<b>148.3%</b>
Other Income/Expense				
Other Income				
Interest Income	222.90	75.01	147.89	297.2%



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

	Jul '18 - Mar 19	Budget	\$ Over Budget	% of Budget
Other Income	0.00	0.00	0.00	0.0%
Total Other Income	222.90	75.01	147.89	297.2%
Net Other Income	222.90	75.01	147.89	297.2%
Net Income	-37,956.14	-25,669.65	-12,286.49	147.9%

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

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1. EDD Partnership Planning: Funding not received.
2. EPA Brownfields: Current year consulting engineer services were minimal due to weather conditions.
3. Targeted Block Grant: Spent down quicker due to lack of EDA funding.
4. DUR Groundwater Modeling: Funding not received.
5. Coastal 2019: Dover had several tasks that needed to be completed by the end of the calendar year 2018.
6. Watershed PRB: Most of the cost of this project is for consulting services, so cost is contingent on consultant invoices submitted.
7. PDM17: This grant is billed based on completed tasks, so timing will vary from the equal allocation of funds in the budget.
8. Miscellaneous Income: Canon copier buyer incentive
9. ArcInfo/View Software: Decreased by one license based on staff need evaluation

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## Introduction

Summary of the planning process, including dates, techniques, participants, etc.

Activity	Participants	Timeframe
Online Surveys	Staff	September – November 2018
	Commissioners	September – November 2018
	Stakeholders (municipalities, state agencies, other organizations)	September – November 2018
Community Meetings	SRPC Director, Staff & Municipal Boards of Selectmen, City Councils	September 2018 – January 2019
Stakeholder Interviews	Staff & Select Stakeholders	September– December 2018
Regional Plan Implementation Actions Review	Staff	September – October 2018
Kick Off Discussions	Executive Committee & Staff	November 2018
SWOT Brainstorming Sessions	Executive Committee & Staff	December 2018
Strategic Planning Retreat	Commissioners & Staff Contractual Facilitator	February 8, 2019
Draft Report out of Findings	Staff	March 2019
Retreat follow up/ Implementation Brainstorm	Executive Committee & Staff	March 2019
Plan Writing	Staff	April 2019
Plan Review & Refinement	Executive Committee & Staff	May 2019
Plan Adoption	Commissioners	June 2019

## What Are We?



### **STRAFFORD REGIONAL PLANNING COMMISSION**

Strafford Regional Planning Commission has extensive experience in the creation and maintenance of a regional master plan, regional housing needs assessment, and reviews of projects of regional impact, in addition to the provision of technical assistance to municipalities in each respective planning region. Operating as a political subdivision of the state, regional planning commissions serve in an advisory role to local governments and organizations in accordance with RSA 36: 45-58. SRPC serves 18 municipalities in the Strafford region and is governed by Commissioners who are appointed by their respective municipal governments. Municipalities pay dues to support the operation of SRPC and they actively receive technical expertise and planning support from the SRPC staff. SRPC is also supported by funding from the New Hampshire Department of Transportation (NHDOT), the New Hampshire Office of Strategic Initiatives, and other federal, state, and private grant funding sources.

### **STRAFFORD METROPOLITAN PLANNING ORGANIZATION**

A metropolitan planning organization (MPO) is a federally designated organization that functions as a transportation policy decision-making body in urbanized areas with populations greater than 50,000. One of four MPOs in New Hampshire, Strafford MPO supports regional transportation planning in a number of ways. Strafford MPO maintains the metropolitan transportation plan, a long-range policy document describing improvements to all modes of the regional transportation system; develops and maintains the Transportation Improvement Program, a document that tracks ongoing projects and federal funding in the region; ensures compliance with air quality requirements; and ensures local planning priorities are represented at the state level. The MPO is a working partner with NHDOT in developing the state Ten Year Plan and strives to engage the public in transportation planning in a transparent, open process.

### **STRAFFORD ECONOMIC DEVELOPMENT DISTRICT**

An Economic Development District (EDD) is a federally designated organization charged with the maintenance and implementation of a regional Comprehensive Economic Development Strategy (CEDS). Strafford EDD's CEDS outlines a regional strategy for economic development and prosperity. Strafford EDD is tasked with completing annual updates to the CEDS, with completing a comprehensive update every five years, and with providing communities with technical assistance to promote economic development in the region.

## Who Are We?

### Mission

The mission was developed to guide SRPC's programs and operational direction and shapes **how we work**.

*Ensure that the region is **responsive to the needs** of its residents through cooperation with federal and state agencies and its member municipalities, through the **implementation of its policies and plans**, and through the provision of local **planning assistance**. These actions **foster sustainable development** and improve the quality of life in the region. Sustainable development **balances** economic progress with environmental protection and community well-being.*

### Our Values

Our values further define and shape how we operate and work under our mission.

Our values shape our core belief in **making a difference** - through public service.

### Guiding Principles

- We are a **learning** environment.
- Our considerations and actions are **comprehensive**.
- Our use of Yankee **ingenuity** respects our history.
- Our actions **lead** us into the future.

### Core Values

- **Collaboration**: Respectful, Inclusive, Participatory
- **High Standards** of Service: Quality, Fiscal Soundness
- **Integrity**: Trust, Ethical, Forthright
- **Responsiveness**: Timely, Reliable, Respectful
- **Resourcefulness**: Creative, Open, Learning

We know the core values are working if they:

- Guide processes and decision making
- Are practical and easily applicable to decisions
- Lead to decisions that promote the greater good
- Lead to decisions that are fair and just

### Our Vision

Our vision represents the **collective ideals of our communities**. It the **aspirational** goal to which we seek to achieve and shapes **what we do**. It answers the questions of what should the Strafford Region be **20-30 years** from today and is much like that of a municipal master plan.

SRPC's vision was adopted January 2015 as part of the **regional plan**.

*The Strafford Region is distinguished by its **high quality of life** – characterized by vibrant downtown communities, strong economies, coastal areas, and forested landscapes. The region offers **excellence** in education, health, and civic engagement while providing **equitable access** to transportation options, housing choices, and recreation opportunities.*

## Key Issues Facing SRPC

### **“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).

## Themes, Goals, and Objectives

### THEME: Services Offered and Planning Issues to Address

*GOAL: Identify emerging issues in all areas of planning that will impact our communities and provide leadership, guidance, and technical assistance to our communities to address those issues.*

#### 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

*GOAL: Explore new types of planning services to diversify the tools and techniques at our disposal and the types of products that we can prepare on behalf of the region and our communities.*

#### 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.

*GOAL: Regularly review hardware, tools, licenses, and skillsets to identify new tools and programs to add, current programs to be maintained or discarded, and opportunities to train/cross-train staff for efficiency and redundancy*

#### 1. Programs we currently have/have used

- GIS/MapGeo
- NVivo – Interpris?
- Synchro license still available through NRPC?
- TransCAD

#### 2. Hardware stuff to be periodically replaced

- Computers
- Phones
- Printer/plotter

- Server
- Other office equipment

## THEME: Relationships, Marketing, and Communications

*GOAL: Continue to build and strengthen relationships with our communities, regional partners, and non-traditional organizations*

### 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.

*GOAL: Quantify and communicate the value of SRPC membership*

### 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

### 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.

*GOAL: Share SRPC plans, materials, and expertise with regional stakeholders to inform their action on key issues*

### 3. 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

### 4. 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

### *GOAL: Improve Website and Social Media Presence*

#### **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.

#### **5. Improve SRPC Website**

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

#### **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

## **THEME: Internal Roles, Responsibilities, and Opportunities**

### *GOAL: Improve staff retention and opportunities for ongoing professional 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 leader with accountability for the project
  - Distribute work equitably
  - Offer “quality control” roles to employees
  - Provide project management training to staff

*GOAL: Clarify the role of commissioners and more actively involve them in the Commission’s work*

## 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

### Commissioners

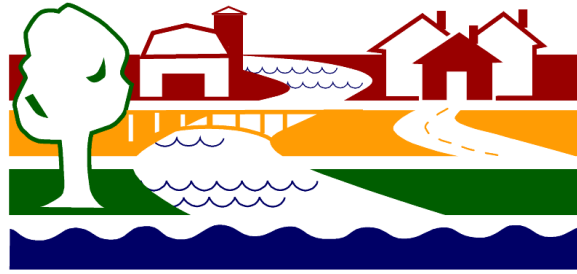
- Team up Commissioners in small groups (or even just teams of two) to learn about and discuss each other’s communities. Consider a 5-10 minute presentation at SRPC monthly meetings.
- Make more focused use of Commissioners.
  - What do you really need from us?
  - How can we help achieve SRPC goals?
- (8) Engage Commissioners with their own projects
- (8) Networking/meetings created by Commissioners to engage all communities

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

Probably won’t be its own section, but here for now as a reminder to think about this in each thematic area



# *S t r a f f o r d*



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

### **Safety Protocol for the Installation and Removal of Automatic Vehicle Traffic Counters**

During each data collection season (typically May – October), The Strafford Regional Planning Commission (SRPC) conducts anywhere from 100 to 130 traffic counts throughout the region using Automatic Traffic Recorders (ATR). This traffic data is used by a variety of organizations during decision making processes as it provides tangible evidence of transportation system conditions.

The task of installing and removing automatic vehicle traffic counters requires employees to operate in, or in close proximity to, roadways. This activity requires the interaction of employees with vehicular traffic moving at various posted speed limits. The interaction with moving traffic creates a potentially high-risk situation for both employees and motorists. The following policies, therefore, are intended to minimize risks and help prevent damage or injury to employees and motorists. It should be noted that any traffic related equipment and signage must be MUTCD (Manual of Uniform Traffic Control Devices – 2009 Edition) compliant.

Before field data collection activities commence, all field personnel will be provided a copy of the Strafford Regional Planning Commission Wellness and Safety Plan (January 20, 2017). Below is a list of some critical safety precautions, as listed, in the plan adapted for traffic count data collection practices.

## 1. Staffing

A data collection team of at least two employees and required equipment must be present during the installation and removal of automatic vehicle traffic counters. All field personnel are to carry identification.

## 2. Personal Protective Equipment

All employees involved with the installation or removal of vehicle traffic counters must wear/ possess all proper personnel protective equipment (PPE) including:

A: **Traffic Vests** – High Visibility /Breakaway style-ANSI Class 2 minimum (Meets ANSI/ISEA 107) as illustrated in the photo below.



B: **Sturdy Closed Toed Shoes** (NO FLIP FLOPS OR SANDALS)

C: **First Aid Kit** – Ensure that the first aid kit is well stocked prior to field work and notify the staff member in charge of ordering supplies when needed.

D: **Hard Hat** – with adjustable ratchet suspension.

**Optional but encouraged equipment includes:**

E: Work Gloves

F: Sunscreen/ Bug Spray

G: Water bottle

## 3. Roadside Safety Equipment

A: **Traffic Cones** – MUTCD Approved / Min. 28” Tall with 6” over 4” dual reflective bands must be deployed as shown in Section 4E. Example of an approved cone illustrated.



B: **Roadside Signage** – MUTCD Approved, must be installed as shown in Section 4E. Example of approved signage illustrated.

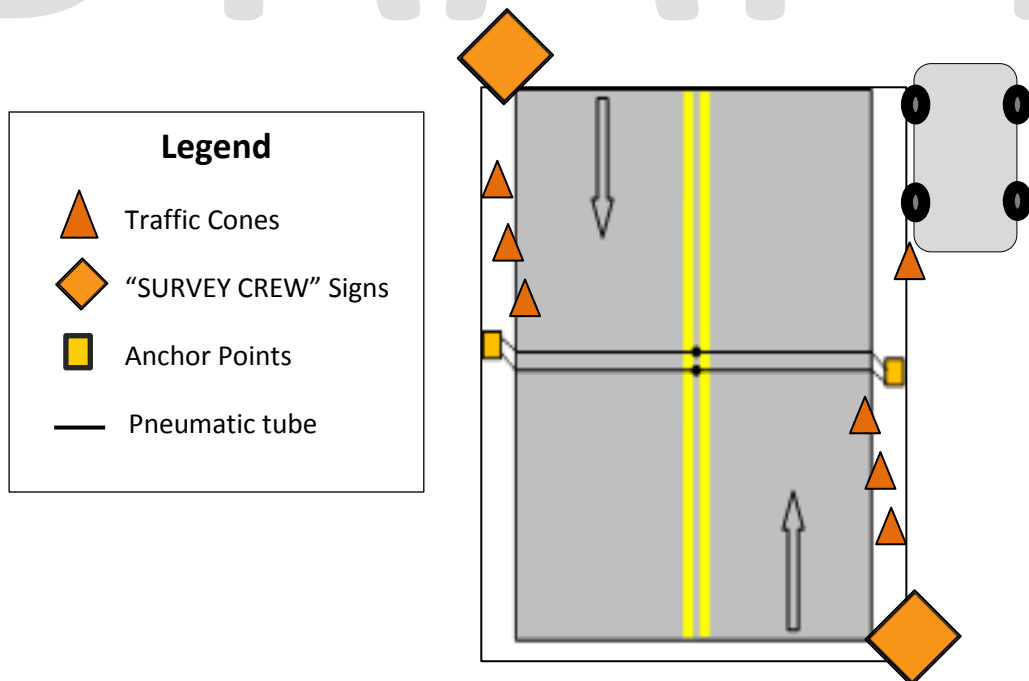


C: **Vehicle Rooftop Beacon Light** – An amber beacon light it so be mounted on the vehicle rooftop to add visibility when parked alongside the road.



#### 4. Roadside Safety Protocols and Methods

- A: **Conditions and Hazards** – Know the hazards on and around the roadway. Be aware of cars, ditches, and other road hazards. Consider weather conditions, visibility, stopping distance for drivers, and time of day while practicing maximum caution while working on the roadway.
- B: **Police Department Assistance** – Staff should request the local police to control traffic at sites that they determine may be hazardous. Details are to be scheduled at least 4 days in advance.
- C: **Travel** – When traveling to and from field locations, employees will wear their seatbelts until they reach their destination. Do not use cellular phones while driving or working in the roadway.
- D: **Posted – No Trespassing – Keep Out** – Obey all posted “No Trespassing” signs.
- E: **Signage Placement** – Strategic placement of signage to warn motorists of what to expect. The distance for sign placement from the “traffic counter installation site” will vary depending on the posted speed limit. The MUTCD manual describes in detail, the proper spacing distance of warning signs based on speed limits.
- a) Configuration I: A typical two (2) lane roadway is illustrated below. It should be noted that all equipment and signs placement are not to scale. The MUTCD (2009 Edition) manual is to be the primary reference to determine proper sign placement and distance based on posted speed limits.



b) Configuration II: Staff deploys the “SURVEY CREW” signs behind the work vehicle to warn approaching traffic. Staff deploys a cone on the perpendicular face of the work vehicle facing oncoming traffic. Configuration II will only be utilized on a limited basis for low volume, low speed roads with good visibility.

F: **Accidental Injury** – If an accidental injury occurs while at work, it must be reported immediately to the Executive Director or other designated administrative employee. All injuries must be reported whether they are minor, require minimal first aid, or are more serious and result in seeking immediate attention by a Health Care Provider. The executive director is responsible for reporting all workplace injuries in accordance with the requirements of the New Hampshire Worker’s Compensation Law. Failure to report workplace accidents is a serious matter as it may preclude an employee’s coverage under Worker’s Compensation Insurance.

## 5. Schedule

- A: **Assessment of Count Locations** – At the beginning of the season all traffic count locations will be evaluated to identify locations with speeds over 50mph and Average Daily Traffic (ADT) counts of 20,000 or more. Additionally, count locations will be reviewed to identify sites with limited or low visibility (as determined by reviewing aerial imagery, road configuration, and topographic data). High speed (>50mph), high volume (>20,000 ADT) or low visibility count locations will be scheduled during off peak hours to maximize staff safety and/or may have a scheduled police detail to increase staff safety.
- B: **Lower speed, Lower Volume, and Good Visibility Locations** – Counts will typically be set during SRPC business hours on Mondays and picked up on Fridays. Checks will be performed by a single staff person on Wednesdays to confirm it is still set properly. Given poor weather conditions alternative timelines may be followed under the circumstance that the traffic counters are set, and data is collected for three uninterrupted, non-holiday weekdays.
- C: **High Speed, High Volume, or Poor Visibility Locations** – Counts in these instances will either be set and removed on weekdays at 6 AM or between 7 AM and 2 PM on Sundays. Those locations that pose the greatest safety risk for staff will be bundled together and a police detail hired for the days staff are to be in the field to set and remove counters.

**No safety protocol or procedure can take the place of common sense and wherewithall when in the field.**

**Acknowledgement of Receipt of  
Strafford Regional Planning Commission  
Safety Protocol for the Installation and Removal of  
Automatic Vehicle Traffic Counters**

This will acknowledge that I have received a copy of the Strafford Regional Planning Commission's **Safety Protocol for the Installation and Removal of Automatic Vehicle Traffic Counters**. I acknowledge my obligation to acquaint myself with the provisions of this Policy and any future amendments thereto. I further acknowledge that I have read, understand, and will comply with, the provisions of this policy.

DRAFT

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date

