

BARRINGTON  
BROOKFIELD  
DOVER  
DURHAM  
FARMINGTON  
LEE  
MADBURY  
MIDDLETON  
MILTON



NEW DURHAM  
NEWMARKET  
NORTHWOOD  
NOTTINGHAM  
ROCHESTER  
ROLLINSFORD  
SOMERSWORTH  
STRAFFORD  
WAKEFIELD

**SRPC Executive Committee Meeting Agenda-*Revised***  
**November 15, 2019**

***Time: 8:00-9:00 a.m.***

**SRPC Small Conference Room (within the SRPC office)**  
**150 Wakefield Street**  
**Rochester, NH 03867**

**1. Welcome/Introductions**

**2. Action Items (Motions Required)**

- a. Approval of the Minutes of October 18, 2019 (**Enclosed**)
- b. Acceptance of Draft October Financials (**Enclosed**)
- c. Concurrence with September Monthly Minors (**Enclosed**)
- d. Recommend Commission Approval of Proposed Mid-Year Budget (**Enclosed**)

**3. Updates and Discussion**

- a. Awards, Contracts, and General Business Update (**See Memo**)
- b. NHARPC Membership (**See Memo**)
- c. Commissioner Engagement – Modes of Governance (**Enclosed**)
- d. Strategic Plan (**Separate Mailing**)

**4. Other Business**

**5. Adjourn**

Reasonable accommodations for people with disabilities are available upon request. Include a description of the accommodation you will need including as much detail as you can. Also include a way we can contact you if we need more information. Make your request as early as possible; please allow at least 5 days advance notice. Last minute requests will be accepted, but may be impossible to fill. Please call (603) 994-3500 or email [srpc@strafford.org](mailto:srpc@strafford.org).

## 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  
October 18, 2019

**Committee members present:** Chair Victoria Parmele, Northwood; Vice Chair Peter Nelson, Newmarket; Secretary/Treasurer Tom Crosby, Madbury; David Landry, Dover; Michael Bobinsky, Somersworth

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

**Committee members absent:** Donald Hamann, Rochester

**Guests:** Barbara Holstein, Rochester;

## 1. Welcome/Introductions

The meeting began at 8:04 a.m.

## 2. Presentation: FY 2019 Draft Audit: Melanson, Heath, & Co., PC

Sheryl Burke and Alyssa Simard from Melanson, Heath, and Co, PC shared the results of the Fiscal Year 2019 audit report. She noted the audit process went very smoothly due to the SRPC's organization and thanked SRPC. A. Simard explained that she would be reviewing the draft financial statements, and the governance letter. There was not a single audit this year.

A. Simard read the following opinion included in the independent auditors report:

"In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the major fund of Strafford Regional Planning Commission, as of June 30, 2019, and the respective changes in financial position, for the year then ended in conformity with accounting principles generally accepted in the United State of America."

This is a clean, or unmodified opinion.

A. Simard reviewed the Management's Discussion and Analysis section including an overview of the financial statements. She explained the government-wide financial analysis, noting changes between FY 2018 and FY 2019.

A. Simmard outlined the organization's unrestricted net position, noting that as SRPC does not participate in the State Retirement system, we avoid having to list a significant liability. David Landry asked if there are any planning regions participating in the NH retirement system. She replied that one of the five region planning commissions that they audit participates.

A. Simmard reviewed the statement of activities, which looks at expenses against operating grants and expenses. She reported the numbers up to June 30, 2019.

A. Simmard reviewed the fund balances for the year. Victoria Parmele asked about a goal for fund balances Conclusion was there is not a set standard. Peter Nelson asked about non-spendable fund balances. A. Simmard responded these represent prepaid expenses. A. Simmard reviewed the changes in fund balances in comparison to fy 2018. She explained that the notes in the report are consistent with prior years.

She stated that SRPC's line of credit wasn't used in fy 2019. D. Landry asked about the history of deciding to open a line of credit. It was established shortly before J. Czysz started as Executive Director. It was opened because the organization was finding it difficult to meet payroll due to untimely payments from a funder.

A. Simmard detailed the new GASB statements including GASB 84, which may or may not influence SRPC. GASB 87, which is related to leases, may influence SRPC. This will go into effect for the year ending June 30, 2021 and requires operating leases to be included on the balance sheet.

V. Parmele asked about GASB 84, which would only apply if SRPC was acting in a fiscal agent authority. A. Simmard noted that there is another planning commission that acts as fiscal agent for another organization doing their accounting and administration.

A. Simmard explained that the second document is the governance letter. There were no management letter comments this year, as has been the case for the last few years. Michael Bobinsky asked about financial controls, and if we didn't have these would it be flagged in the governance letter. It would. J. Czysz reviewed SRPC's standard segregation of duties for financials and checks/payments.

V. Parmele, Tom Crosby and D. Landry commended Kathy Foster for her work and maintenance of the organization's finances.

### **3. Action Items**

#### **b. Acceptance of the FY2019 Draft Audit Report**

M. Bobinsky **MOVED** to accept the FY2019 Draft Audit Report. T. Crosby **SECONDED** the motion, of which all were **IN FAVOR**.

#### **a. Approval of the Minutes of September 20, 2019**

V. Parmele asked for a motion to accept the minutes of the September 20, 2019, Executive Committee meeting. T. Crosby **MOVED** to accept the minutes. M. Bobinsky **SECONDED** the motion, of which all were **IN FAVOR**.

**e. Appointment of E.C. Member**

Full seat vacant. Barbara Holstein, Rochester Commissioner is interest. E,C, has the ability to appoint

T. Crosby **MOVED** to appoint Barbara Holstein as an E.C. member. V. Parmele **SECONDED** the motion, of which all were **IN FAVOR**.

**c. Acceptance of Draft September Financials**

J. Czysz reviewed the draft September financials. She shared that bank balances are up from last month and year due to the timing of payments, and that net asset are slightly lower, which is attributed to last year's net loss.

J. Czysz reviewed the aging summary and profit and loss. She explained that the Brownfields contract was able to start before the official start date and that SRPC was able to use some of those funds to conduct the RFP process. The project officially started on Oct. 1. She added that SRPC had billable costs in September which will show on the October financials, which is when the contract actually started. J. Czysz elaborated sharing that the prior Brownfields contract is now complete.

J. Czysz shared that EDA tasks and spending has ramped up in September and will continue. NHDOT billing is slightly low, this will be increasing in the coming months. She explained that the low billing amount may be due to several municipal projects that have gone online, and also could be due to the GIS Planner, Jackson, who was new and not fully billable in September. Staffers have also been billing to LTS a lot, which could explain lower NHDOT billing.

J. Czysz commented on the year to date financial position. While still operating at a loss for the year, the third payroll in August has been partially absorbed and should balance out after the October billing.

She noted that September was a busy month as indicated by the number of staff activities on the Dashboard sheet. J. Czysz commended program content coordinator, Nancy O'Connor, who has been doing an awesome job on making connections for the Pathways to Play project.

M. Bobsinky **MOVED** to accept the draft September financials. D. Landry **SECONDED** the motion, of which all were **IN FAVOR**.

**d. Concurrence with October Monthly Minors**

C. Lentz reviewed the monthly minors.

He explained the changes in preliminary engineering funding for the Dover CMAQ traffic signals at 108 intersecting Weeks Crossing project.

C. Lentz gave an update on the Durham bridge replacement on US 4 over Bunker Creek project. This was entered into the minors as information only, but there was an additional 4 million. Post construction addition. Information only usually means that changes in funding is small or that there was a typo. Due to the significant funding changes C. Lentz will follow-up with project manager Keith Cota.

C. Lentz reviewed the FTA 5310 project, commenting on the annual transfer from surface transportation funds that go to DOT and then get transferred to FTA. This is separate from the state budget which did include money for rural public transit.

C. Lentz gave an update on Somersworth's CMAQ project. This project will allow for signal improvements to improve traffic flow. The PE funds have been shifted back by one year to give the city time to execute an agreement with NHDOT. C. Lentz shared that he is working with M. Bobinsky from Somersworth DPW and Wendy Johnson at NHDOT because the CMAQ project includes the intersection of Indigo Hill Rd and NH9 (High St). There is an intersection safety improvement projects programmed in the Ten Year Plan for the same intersection, so C. Lentz is working with NHDOT and Somersworth to ensure the two projects are coordinated. M. Bobsinky commented on timelines of the two projects and how they play together.

C. Lentz commented on a number of road and weather system information signs that have been installed in the region. There is currently an RFP which is being reviewed before being release for more of these signs.

P. Nelson commented on sharing information such as this on the SRPC website.

M. Bobinsky **MOVED** to concur with the October Monthly Minors. D. Landy **SECONDED** the motion, of which all were **IN FAVOR**.

#### **f. Approval of SIMPLE IRA Employer Contribution for CY2020**

J.Czys shared the annual reauthorization of a 3% match for employees' SIMPLE IRAs.

D. Landry asked if SRPC provided training about Simple IRAs for staff. This does not currently happen.

T. Crosby **MOVED** to approval the SIMPLE IRA Contribution of 3% for CY2020. M. Bobinsky **SECONDED** the motion, of which all were IN FAVOR.

### **4. Updates and Discussion**

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

J. Czys explained that SRPC has reached capacity on writing new grants over the past couple of months. They would be working on one upcoming application for 604(b) funding for Middleton to work on a watershed plan for Sunrise Lake.

She shared that SRPC is working with Rockingham Planning Commission on a joint sourcewater protection grant, which is already in process.

J. Czysz updated members on the Durham groundwater modelling revolving loan fund proposal, which was stalled due to the state budget. This should hopefully resume progressing through the funding process now that there is an adopted state budget.

There is also an opportunity to work on one or two coastal resilience grants, which are given to the municipality who can choose to contract with SRPC. These would come online in the spring.

J. Czysz stated that her and principal regional planner Kyle Pimental met with the Milton Town Administrator about helping them prepare their MS4 materials. A proposal, with associated costs, was sent to the town on Monday.

J. Czysz discussed SRPC's strategy for applying dues throughout the year. She shared that SRPC is under on its approved indirect rate, and that the organization wants to average out and not get over.

J. Czysz explained plans to replace the current phone system, and how it will affect the indirect rate. She also mentioned leasing a vehicle and asked for a volunteer to assist her. A discussion ensued concerning car shopping.

#### **b. Draft Fiscal Year 2020 Executive Director Organizational Goals**

J. Czysz reviewed her goals for the year, which were updated slightly since the last meeting.

She asked for vote of on the Draft Fiscal Year 2020 Executive Director Goals.

D. Landry noted there are no dates specific to the goals. He opined that there should be a check-in. Timelines for checking in on the goals was discussed.

P. Nelson noted how strengthening the role of E.C. and Commissioner should tie back to discussion at the municipal level.

B. Holstein shared that she reports back to the City about happenings at SRPC. This was an outcome of the strategic planning retreat.

M. Bobinsky **MOVED** to accept the Draft Fiscal Year 2020 Executive Director Goals. T. Crosby **SECONDED** the motion, of which all were **IN FAVOR**.

#### **c. NHARPC Membership/Commissioner Convening**

J. Czysz shared that M. Gasses resigned from E.C. and NHARPC. V. Parmele is an alternate for the NHARPC. J. Czysz explained that there is an open seat. J. Czysz shared that V. Parmele and Gary Anderson attended the Commissioner Convening event with her.

**5. Other Business**

There was no other business.

**6. Adjourn**

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

The meeting adjourned at 9:05 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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WAKEFIELD

**DATE:** (Updated) November 12, 2019  
**TO:** Executive Committee Members  
**FROM:** Jen Czysz, Executive Director  
**RE:** Director's Report for the November 2019 Meeting

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The following notes correspond to individual agenda items for discussion. **This memo was updated on 11/12/2019. Updates include item 3a. Dues and Indirect Rate.**

### **2b. Acceptance of Draft October Financials**

*Balance Sheet:* Bank balances are up slightly from last month and significantly in comparison to last year. This is largely attributable to improved cash flow and timing of accounts receivable. Overall net assets are now ahead of this time last year.

*Aging Summary:* Most all receivables are current within 30 days. There are a handful of payments that are more than 31 days overdue; reminders will be sent out the week of 11/12/19. The two items due beyond 90 days are both accounted for: one is a small mapping project and SRPC receives periodic installment payments, the other was lost at the town and has now been processed for payment.

*Profit and Loss:* Big news of the month is the net October profit of \$25,000. October was a very busy month from projects and very little staff time went to non-billable work. Approximately \$3,100 of this revenue was from the new Brownfields contract expenses incurred in advance of the October 1 start date. Compared to this time last year, the largest differences are the increase in municipal projects and decrease in state funded efforts. Staffing and contractual labor differences are the key distinguishing factor within the month to month expense differences. As of the end of October 2019, the August third payroll has been fully absorbed and we have a net year to date income of \$11,000. This positions us nicely to absorb the next 3-payroll month in January. November and December are anticipated to operate closer to breaking even with expected increased indirect costs for phone system purchase, conferences, holidays and vacations.

### **2d. Recommend Commission Approval of Proposed Mid-Year Budget**

The Annual Budget has been updated to reflect current operations. The proposed update includes new revenue from contracts finalized after the budget was adopted at the annual meeting as well as adjustments to those that carried a balance forward from FY 2019. Expenses have been updated accordingly, adjusting amounts to reflect staffing (new GIS planner, interns), quote for phone system replacement, contracting website redesign, an additional computer replacement, and upgrades from Windows 7 to Windows 10.

### **3a. Awards, Contracts and General Business Update**

*Awards and Contracts:*

Recently finalized new contracts include:

- Durham Coastal Resilience Grant (Master Plan Chapter), \$17,500, contract pending approval from G&C
- Dover Coastal Resilience Grant (Complete Streets, Tree Inventory, & Stormwater demo.), \$21,000, contract pending approval from G&C

Awarded but still pending contracts for FY 2020 include:

- Durham Groundwater Model (final application submitted to DES), pending state agency approval and submission to G&C

Pending Grant Applications and Municipal Contracts include:

- Milton MS4 technical assistance
- Lee Tax Map updates
- Strafford Tax Map updates
- NH DES Source Water Protection Grant, Model Buffer Ordinance, submitted jointly with RPC
- NH DES 604(b) Grant, Sunrise Lake Watershed Management Plan, selected by NH DES for full application submission and funding

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

<b>July – October Year to Date (accrual based)</b>	
<b>Income:</b>	
Billable Mapping Services	\$0.00
FY20 Dues Paid	\$38,625.34
<b>Total Income</b>	<b>\$38,625.34</b>

<b>Expenses:</b>	
Planning Salaries	\$3,312.47
Dues and Subscriptions	\$37.56
Office Software	\$0.00
Travel	\$58.00
Meeting Expense	\$98.32
Office Expense	\$58.50
Finance Charge	\$0.00
Accounting	\$0.00
Mapping Supplies	\$0.00
Mapping Salaries	\$0.00
Indirect	\$4,239.96
<b>Total SRPC Expenses</b>	<b>\$10,390.43</b>

<b>Cash Match:</b>	
UPWP	\$15,346.60
Level of Traffic Stress Analysis	\$2,012.37
EDA	\$2,465.18
<b>Total Cash Match</b>	<b>\$19,824.15</b>

<b>Contract Overages:</b>	
Farmington Tax Maps 2019	\$447.45
EPA Brownfields 2015-2018	\$24.66
<b>Total Contract Overages</b>	<b>\$472.11</b>

<b>Total Expenses</b>	<b>\$30,686.69</b>
<b>Annual Dues Remaining</b>	<b>\$7,938.65</b>

*Indirect Rate:* SRPC’s approved indirect rate (fringe benefits, plus overhead) for FY 2020 is 128% as approved by NH DOT. 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. As of the end of October, the rate is currently at 112%. This will increase as budgeted IT expenditures are incurred, and a vehicle lease is established.

#### **4b. NHARPC Membership**

SRPC has a vacancy for one new representative to the NH Association of Regional Planning Commissions. Don Hamann currently represents SRPC and Victoria Parmele serves as an alternate.

#### **4c. Commissioner Engagement – Modes of Governance**

I currently serve on NeighborWorks Southern NH's Board of Directors as a volunteer. Through my involvement there I have been participating in a training program on board development and engagement. As a first step to this effort, much as centered upon the three modes of governance and designing meetings and effectively engage board member to maximize participation. Enclosed in your packet is an overview of the three modes of governance (fiduciary, strategic and generative) and how boards can operate in each mode. While written from the perspective of a non-profit board, much is directly transferable to our roles as staff and members of the EC and Policy Committees and our regular Commission meetings.

#### **4d. Strategic Plan**

Time permitting, I hope to circulate an updated draft of the strategic plan prior to the November EC meeting and would like to wrap up the effort in December.

#### **[Reference Only]**

#### **Adopted Fiscal Year 2020 Executive Director Organizational Goals**

- Complete the SRPC strategic plan and begin to implement priority areas for organizational growth and direction over the next couple years.
- Continue to build relationships with municipalities and allied organization in the region.
  - Schedule and complete a second round of annual check in meetings with each community's Board of Selectmen, Town/City Council, and/or Planning Board.
  - Encourage commissioners to attend the annual check in meetings.
  - Develop a listing of local and regional "wish list" project to reference when monitoring grant funding.
- Strengthen participation of and better define the role of SRPC commissioners and executive committee members.
  - Engage commissioners as the direct liaison between communities and the organization.
  - Schedule annual community check in meetings in coordination with commissioners.
  - Invite commissioners to participate in local outreach events.
  - Develop opportunities to engage commissioners and committee members in all modes of governance ([generative, strategic and fiduciary](#)).
- Complete the IT Plan for the organization and begin to implement priority initiatives such as:
  - Improvements to the SRPC website and/or complete site redesign.
  - Enhancements to online map features and interoperability with state (DOT) systems/databases.
  - Updated IT services contract (due to go out to bid).
  - Replace the office phone system



# SRPC FY 2019 Dashboard - October

For the November 15, 2019 Executive Committee Meeting

August 31, 2019	
FSB Checking Beginning Balance	\$96,770.34
Deposits	\$53,660.30
Payments	-\$53,835.85
Uncleared Transactions	-\$4,647.55
<b>FSB Checking Ending Balance</b>	<b>\$91,947.24</b>

Accounts Receivable	<b>\$87,518.02</b>
FSB Savings Account	<b>\$16,091.08</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>	Updated to reflect current status of all contracts and staffing, see directors memo

FUNDING SOURCES - WORKING BUDGET	
Due, Interest & Reimbursement	\$116,726
Metropolitan Planning Organization	\$516,256
State Agencies	\$148,897
Municipal & Nonprofit Agreements	\$150,638
Economic Development District	\$155,266
<b>Total Revenue</b>	<b>\$1,087,783</b>
<b>Pending Grant Applications</b>	<b>\$78,198</b>

EXPENSES - WORKING BUDGET	
Personnel	\$669,893
Equipment	\$37,975
Communications	\$11,730
Fixed Expenses	\$46,156
Miscellaneous Expenses	\$32,765
Contracted Work	\$228,092
<b>Total Expenses</b>	<b>\$1,026,611</b>

## STAFF PRESENTATIONS - ACTIVITIES OCT./NOV.

### Standing Committees and Appointments

ACT Board & Executive Committee (Colin)  
 CAW Outreach Committee (Kyle)  
 COAST Board (Colin)  
 CommuteSmart New Hampshire (Shayna)  
 CommuteSmart Seacoast (Shayna)  
 Farmington, Northwood and Nottingham Planning Board Staff (Kyle, James, Stef)  
 NHPA Executive Committee (Kyle)  
 PFPNH (Colin, Rachel)  
 SB43 "Density" Study Commission (Jen)  
 Seacoast Drinking Water Study Commission (Jen, Kyle)  
 Strafford County Public Health Advisory Committee (Nancy)  
 Workforce Housing Coalition of the Greater Seacoast (Jen)

### RPC Activity

604(b) scoping meeting w/ NHDES (Kyle, Jen)  
 Barrington Master Plan meetings w/ town departments x3 (Kyle)  
 Climate in the Classroom Event (Kyle)  
 Coastal Flood Risk STAP Meeting (Kyle)  
 Dover Downtown Outreach -Trick or Treat Event, November Art Walk (Kyle, Shayna, Nancy)  
 Excavation meeting w/ Farmington staff (Kyle)  
 Lee and Strafford tax maps scoping meetings (Jackson, Stephen, Jen)  
 Meeting with Brownfield consultant (James, Jen)  
 SELT Connect to Coast Presentation (Kyle, Jackson)  
 Sourcewater Protection Project meeting w/ RPC staff (Kyle, Jackson)

### EDD Activity

Economic Development Brown Bag Lunch (Nancy, James, Colin)

### MPO Activity

GACIT meeting at NHDOT (Colin and Rachel)  
 Kittery/Shipyard Joint Land Use Study meeting (James)  
 LTS project meeting (Colin and Rachel)  
 Substandard Roads meeting (Kyle, Stef, James, Jen, Jackson)  
 Sustainability awards for CommuteSmart Seacoast (Colin)

### Staff Development & Trainings

LPA training at NHDOT (Colin)  
 NNECAPA Conference-Attendees (Stef, Kyle)  
 NNECAPA Conference-Presenters (Shayna, James)

## WEB AND SOCIAL MEDIA STATISTICS



### Stafford.org

Sessions 502(-134)  
 Users 393(-104)



### Constant Contact

Subscribers 801 (-2)  
 Avg. Open Rate 32% (+0)



### Facebook

Posts 15 (+2)  
 Reach 2,624 (+1,300)  
 Engagement 278 (+143)



### Twitter

Tweets 2(-2)  
 Profile Visits 2 (-13)  
 Impressions 856 (-734)  
 Followers 272(-1)  
 Mentions 0 (-2)



### Map Geo

Total Visits 807(-180)  
 Unique Visitors 429(-171)





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

DRAFT

	Oct 31, 19	Oct 31, 18	\$ Change
<b>ASSETS</b>			
<b>Current Assets</b>			
Checking/Savings			
FSB Checking	90,491.28	87,231.43	3,259.85
FSB Savings	16,091.08	16,042.95	48.13
<b>Total Checking/Savings</b>	106,582.36	103,274.38	3,307.98
Accounts Receivable			
Accounts Receivable	87,518.02	77,864.60	9,653.42
<b>Total Accounts Receivable</b>	87,518.02	77,864.60	9,653.42
<b>Other Current Assets</b>			
Prepaid Expenses			
Prepaid Dues and Subscriptions	2,040.69	2,561.73	-521.04 <sup>1</sup>
Prepaid training	600.00	600.00	0.00
<b>Total Prepaid Expenses</b>	2,640.69	3,161.73	-521.04
Prepaid software support	2,297.63	618.33	1,679.30 <sup>2</sup>
Undeposited Funds	0.00	253.50 <sup>3</sup>	-253.50
<b>Total Other Current Assets</b>	4,938.32	4,033.56	904.76
<b>Total Current Assets</b>	199,038.70	185,172.54	13,866.16
<b>Fixed Assets</b>			
Property and Equipment			
Accumulated Depreciation	-19,098.48	-30,383.48	11,285.00
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	0.00	11,285.00	-11,285.00
Equipment Purchase - Other	11,762.40	11,762.40	0.00
<b>Total Equipment Purchase</b>	19,098.48	30,383.48	-11,285.00
<b>Total Property and Equipment</b>	0.00	0.00	0.00 <sup>4</sup>
<b>Total Fixed Assets</b>	0.00	0.00	0.00
<b>TOTAL ASSETS</b>	<b>199,038.70</b>	<b>185,172.54</b>	<b>13,866.16</b>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
Current Liabilities			
Credit Cards			
FSB Credit Card	537.44	861.41	-323.97

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

*DRAFT*

	Oct 31, 19	Oct 31, 18	\$ Change
<b>Total Credit Cards</b>	537.44	861.41	-323.97
<b>Other Current Liabilities</b>			
<b>Benefits payable</b>			
Simple IRA payable	48.00	48.00	0.00
<b>Total Benefits payable</b>	48.00	48.00	0.00
<b>Contract Revenue In Advance</b>	9,493.22	6,512.50	2,980.72 <sup>5</sup>
<b>FY19 Dues in Advance</b>	0.00	78,032.47	-78,032.47
<b>FY20 Dues in Advance</b>	77,250.72	0.00	77,250.72
<b>Payroll Liabilities</b>			
FUTA	30.41	30.41	0.00
Social Security Payable	-0.02	-0.02	0.00
Payroll Liabilities - Other	2,573.35	3,288.42	-715.07
<b>Total Payroll Liabilities</b>	2,603.74	3,318.81	-715.07
<b>Total Other Current Liabilities</b>	89,395.68	87,911.78	1,483.90
<b>Total Current Liabilities</b>	89,933.12	88,773.19	1,159.93
<b>Long Term Liabilities</b>			
<b>Accrued expenses</b>			
Accrued Payroll	21,136.80	21,569.67	-432.87
Accrued Vacation	22,216.21	17,888.47	4,327.74
Annual Audit Accrual	9,440.00	6,055.00	3,385.00
<b>Total Accrued expenses</b>	52,793.01	45,513.14	7,279.87 <sup>6</sup>
<b>Total Long Term Liabilities</b>	52,793.01	45,513.14	7,279.87
<b>Total Liabilities</b>	142,726.13	134,286.33	8,439.80
<b>Equity</b>			
<b>Retained Earnings</b>	45,213.16	61,577.63	-16,364.47 <sup>7</sup>
<b>Net Income</b>	11,099.41	-10,691.42	21,790.83
<b>Total Equity</b>	56,312.57	50,886.21	5,426.36
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>199,038.70</b>	<b>185,172.54</b>	<b>13,866.16</b>

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

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- 
- 1. 1. Prepaid Dues: Timing of NHARPC and restructuring of NHPA and NNECAPA dues, which also affecting APA dues renewals. Uncertain of exact billing structure until Spring 2020.

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  - 2. Majority of the increase is due to full payment of ESRI ArcGIS licenses in the current fiscal year. SRPC made monthly payments with a hefty finance fee in the previous fiscal year.

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  - 3. 3. Undeposited Funds: Prior year amount received in October and deposited in November.

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  - 4. 4. Accumulated Depreciation and Equipment: Removal of old copier from the financial statements.

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  - 5. 5. Contract Revenue in Advance: Funds remaining in current fiscal year - Barrington Master Plan \$1,135, NHCHF \$3,358, Rochester Sidewalk Assessment \$5,000

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  - 6. 6. Accrued Expenses: Adjusted at year and based on differences between when time is worked and paid, amount of accrued vacation for all employees, and current audit charges per contract

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  - 7. 7. Retained Earnings: Cumulative posting of net income from all prior years.

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**Stafford Regional Planning Commission  
A/R Aging Summary  
As of October 31, 2019**

DRAFT

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
<b>2000 LTA (Local Technical Assistance)</b>						
<b>2200 PLUR Books</b>						
2202 Town of Brookfield PLUR	0.00	82.20	0.00	0.00	0.00	82.20
2206 Town of Lee PLUR	0.00	20.55	0.00	0.00	0.00	20.55
2209 Town of Milton PLUR	0.00	130.15 <sup>1</sup>	0.00	0.00	0.00	130.15
2213 Town of Nottingham PLUR	0.00	150.70	0.00	0.00	0.00	150.70
<b>Total 2200 PLUR Books</b>	0.00	383.60	0.00	0.00	0.00	383.60
<b>2000 LTA (Local Technical Assistance) - Other</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total 2000 LTA (Local Technical Assistance)</b>	0.00	383.60	0.00	0.00	0.00	383.60
<b>3300 City of Dover Master Plan</b>	7,963.01	0.00	0.00	0.00	0.00	7,963.01
<b>3400 Town of Durham</b>						
3402 Wagon Hill Living Shoreline	0.00	0.00	2,184.62	658.75	0.00	2,843.37 <sup>2</sup>
<b>Total 3400 Town of Durham</b>	0.00	0.00	2,184.62	658.75	0.00	2,843.37
<b>3500 Town of Farmington</b>						
3501 FAR Circuit Rider	3,716.00	0.00	3,266.00 <sup>3</sup>	0.00	0.00	6,982.00
3502 FAR Tax Map 18-19	0.00	0.00	0.00	0.00	2,587.50 <sup>4</sup>	2,587.50
3503 ADG Master Plan Support	2,465.00	0.00	0.00	0.00	0.00	2,465.00
<b>Total 3500 Town of Farmington</b>	6,181.00	0.00	3,266.00	0.00	2,587.50	12,034.50
<b>4200 Town of Northwood</b>						
4201 NOR Circuit Rider	2,664.44	0.00	1,564.44 <sup>5</sup>	0.00	0.00	4,228.88
<b>Total 4200 Town of Northwood</b>	2,664.44	0.00	1,564.44	0.00	0.00	4,228.88
<b>4300 Town of Nottingham</b>						
4301 NOT Circuit Rider	3,376.70	0.00	2,348.50 <sup>6</sup>	0.00	0.00	5,725.20
<b>Total 4300 Town of Nottingham</b>	3,376.70	0.00	2,348.50	0.00	0.00	5,725.20
<b>5050 Rockingham Planning Commission</b>						
5051 RPC Communication Services	0.00	181.26	30.21	0.00	0.00	211.47 <sup>7</sup>
<b>Total 5050 Rockingham Planning Commission</b>	0.00	181.26	30.21	0.00	0.00	211.47
<b>5200 UNH Climate in the Classroom</b>	0.00	0.00	459.09	0.00	0.00	459.09
<b>5310 Lamprey River LAC</b>	0.00	0.00	0.00	0.00	0.00	0.00
<b>5500 Mapping Projects</b>						
5511 Karen Gould	0.00	0.00	0.00	0.00	145.00 <sup>8</sup>	145.00
<b>Total 5500 Mapping Projects</b>	0.00	0.00	0.00	0.00	145.00	145.00
<b>6100 NH DES</b>						
6100.000 Coastal 2020	1,497.42	0.00	2,303.89 <sup>9</sup>	0.00	0.00	3,801.31
6150.000 PSM 18 Flood Risk Sci & Guidance	874.50	0.00	0.00	0.00	0.00	874.50
<b>Total 6100 NH DES</b>	2,371.92	0.00	2,303.89	0.00	0.00	4,675.81
<b>7000 ECONOMIC DEVELOPMENT ADMINISTRATION</b>	4,418.33	0.00	0.00	0.00	0.00	4,418.33
<b>7100 EPA</b>						
7110 Brownfields 2019-2022	6,319.97	0.00	0.00	0.00	0.00	6,319.97 <sup>10</sup>
<b>Total 7100 EPA</b>	6,319.97	0.00	0.00	0.00	0.00	6,319.97
<b>8000 DOT UPWP 20_21</b>						
8000.402.1 ROC Sidewalk Assessment	0.00	0.00	0.00	0.00	0.00	0.00
8000 DOT UPWP 20_21 - Other	36,790.64	0.00	0.00	0.00	0.00	36,790.64

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

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	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Total 8000 DOT UPWP 20_21	36,790.64	0.00	0.00	0.00	0.00	36,790.64
8100 RPC LTS - Traffic Stress Pilot	500.45	0.00	818.70	0.00	0.00	1,319.15
DOT_UPWP 2010-2011	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>70,586.46</b>	<b>564.86</b>	<b>12,975.45</b>	<b>658.75</b>	<b>2,732.50</b>	<b>87,518.02</b>

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

DRAFT

1. 1. Town of Milton PLUR received November.
2. 2. Durham Living Shoreline: Received \$2184.62 in November. August invoice misplaced, but will be funded week of November 11th.
3. 3. Farmington Circuit Rider: \$3266 received in November.
4. 4. Farmington Tax Map Updates: The total not to exceed amount was billed in July. I have resent the invoice to Arthur Capello, who responded that he did receive the reminder invoice. No indication of when this will be paid. *> Reminder sent to town Assessor ; is being processed now. jc*
5. 5. Northwood: \$1564.44 received in November.
6. 6. Nottingham: \$2348.50 received in November.
7. 7. RPC total paid in November.
8. 8. Karen Gould: I keep sending a statement each month, and she has been paying approximately \$20 per month upon receipt of the statement.
9. 9. Coastal: \$2303.89 received in November.
10. 10. Brownfields received in November.
11. 11. LTS: A budget modification was submitted to NHDOT, which delayed payment of the September invoice.

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

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	Oct 19	Oct 18	\$ Change
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
SRPC Membership Dues	9,656.34	9,754.07	-97.73 <sup>1</sup>
SRPC Revenue			
Municipal and NonProfit Revenue			
Barrington Master Plan	622.94	603.75	19.19
BCC Barrington Conservation	0.00	487.50	-487.50
DOV Recreation MP Chapter	7,963.01	0.00	7,963.01
FAR Circuit Rider	3,716.00	0.00	3,716.00
FAR Master Plan Support	2,465.00	0.00	2,465.00
NHCHF Pathways to Play	3,394.08	0.00	3,394.08
Northwood Planning Services	2,664.44	2,396.03	268.41
NOT Circuit Rider	3,376.70	0.00	3,376.70
Nottingham RSMS	0.00	945.39	-945.39
Municipal and NonProfit Revenue - Other	181.26	120.68	60.58 <sup>2</sup>
<b>Total Municipal and NonProfit Revenue</b>	<b>24,383.43</b>	<b>4,553.35</b>	<b>19,830.08</b>
<b>Total SRPC Revenue</b>	<b>24,383.43</b>	<b>4,553.35</b>	<b>19,830.08</b>
<b>Economic Development Revenue</b>			
EDD Partnership Planning	6,604.57	0.00	6,604.57 <sup>3</sup>
EPA Brownfields	6,319.97	5,105.28	1,214.69 <sup>4</sup>
<b>Total Economic Development Revenue</b>	<b>12,924.54</b>	<b>5,105.28</b>	<b>7,819.26</b>
<b>State Award Revenue</b>			
NHDES			
Coastal 2019	0.00	6,053.24	-6,053.24
Coastal 2020	1,497.42	0.00	1,497.42
Lee Floodplain Mapping	0.00	11,481.94	-11,481.94
PSM18	874.50	0.00	874.50
<b>Total NHDES</b>	<b>2,371.92</b>	<b>17,535.18</b>	<b>-15,163.26</b>
OEP Targeted Block	0.00	1,312.03	-1,312.03
<b>Total State Award Revenue</b>	<b>2,371.92</b>	<b>18,847.21</b>	<b>-16,475.29 <sup>5</sup></b>
<b>MPO Revenue</b>			
FHWA MultiModal Pilot (Bike LTS)	625.56	0.00	625.56
NH DOT			
UPWP	40,878.49	53,138.41	-12,259.92
<b>Total NH DOT</b>	<b>40,878.49</b>	<b>53,138.41</b>	<b>-12,259.92</b>
<b>Total MPO Revenue</b>	<b>41,504.05</b>	<b>53,138.41</b>	<b>-11,634.36</b>
<b>Contra Income Cash Match</b>			
DOT Cash Match			
402.1 ROC Match	-1,369.77	0.00	-1,369.77
DOT Cash Match - Other	-2,718.08	-5,313.84	2,595.76
<b>Total DOT Cash Match</b>	<b>-4,087.85</b>	<b>-5,313.84</b>	<b>1,225.99</b>
EDD Cash Match	-946.98	0.00	-946.98
RPC LTS Cash Match	-125.11	0.00	-125.11

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

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	Oct 19	Oct 18	\$ Change
Total Contra Income Cash Match	-5,159.94	-5,313.84	153.90
Contra Income InKind/Soft Match			
In-Kind Coastal Match	0.00	-2,093.77	2,093.77
In-Kind EDD Match	-1,239.26	0.00	-1,239.26
In Kind Lee Floodplain Match	0.00	-10,874.44	10,874.44
Total Contra Income InKind/Soft Match	-1,239.26	-12,968.21	11,728.95
Total Income	84,441.08	73,116.27	11,324.81
Gross Profit	84,441.08	73,116.27	11,324.81
Expense			
Personnel Expenses			
Salary and Wages	38,780.84	43,371.32	-4,590.48
Payroll Expenses			
Dental insurance expense	284.76	278.34	6.42
Health Insurance expense	4,256.60	4,057.78	198.82
Life Insurance expense	86.00	89.00	-3.00
LTD Insurance expense	47.84	47.64	0.20
STD insurance expense	135.32	160.71	-25.39
Payroll Processing Fees	174.00	180.50	-6.50
Pension expense	1,135.08	1,247.26	-112.18
Unemployment expense	276.09	240.25	35.84
Workers Compensation	43.57	145.34	-101.77
Payroll Taxes			
Medicare Expense	555.99	612.22	-56.23
Social Security expense	2,377.35	2,617.77	-240.42
Payroll Taxes - Other	0.00	0.00	0.00
Total Payroll Taxes	2,933.34	3,229.99	-296.65
Total Payroll Expenses	9,372.60	9,676.81	-304.21
Dues and Subscriptions	350.88	439.37	-88.49
Staff Training and Seminars	625.00	285.00	340.00
Total Personnel Expenses	49,129.32	53,772.50	-4,643.18
Equipment expense			
Copier Maintenance Contract	319.85	412.64	-92.79
Software expense			
ArclInfo/View software	425.00	0.00	425.00
Office Software			
Adobe In Design	73.98	139.90	-65.92
Anti-virus software	0.00	34.38	-34.38
Constant Contact	40.50	0.00	40.50
Microsoft Office 365	171.64	0.00	171.64
Total Office Software	286.12	174.28	111.84
Prezi	0.00	13.25	-13.25
Total Software expense	711.12	187.53	523.59
Traffic Count Expenses			

**Stafford Regional Planning Commission**  
**Profit & Loss**  
**October 2019**

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	Oct 19	Oct 18	\$ Change
Traffic Count Police Detail	0.00	241.99	-241.99
<b>Total Traffic Count Expenses</b>	<b>0.00</b>	<b>241.99</b>	<b>-241.99</b>
<b>Total Equipment expense</b>	<b>1,030.97</b>	<b>842.16</b>	<b>188.81</b>
<b>Fixed Expenses</b>			
<b>Insurance</b>			
Liability Insurance	458.84	420.92	37.92
<b>Total Insurance</b>	458.84	420.92	37.92
Rent	2,500.00	2,500.00	0.00
<b>Total Fixed Expenses</b>	<b>2,958.84</b>	<b>2,920.92</b>	<b>37.92</b>
<b>Communications</b>			
Postage and Delivery	117.99	15.99	102.00
<b>Telephone</b>			
Internet Communication Expense	0.00	114.00	-114.00
Telephone - Other	0.00	167.83	-167.83
<b>Total Telephone</b>	0.00	281.83	-281.83
Telephone and Internet	279.16	0.00	279.16
<b>Total Communications</b>	<b>397.15</b>	<b>297.82</b>	<b>99.33</b>
<b>Administrative</b>			
Library & Planning Books	-383.60	-331.50	-52.10
<b>Meetings Expense</b>			
Meetings Advertising Expense	252.56	0.00	252.56
Meetings Expense - Other	0.00	75.00	-75.00
<b>Total Meetings Expense</b>	252.56	75.00	177.56
Office Expense	115.44	56.11	59.33
<b>Office Supplies</b>			
Plotter Ink and Supplies	112.27	0.00	112.27
Office Supplies - Other	199.27	-7.51	206.78
<b>Total Office Supplies</b>	311.54	-7.51	319.05
Printing and Reproduction	0.00	59.94	-59.94
<b>Professional Fees</b>			
Accounting, Audit	902.50	888.75	13.75
<b>Total Professional Fees</b>	902.50	888.75	13.75
<b>Travel &amp; Ent</b>			
Travel	1,655.32	1,364.39	290.93
<b>Total Travel &amp; Ent</b>	1,655.32	1,364.39	290.93
Uncollectible Accounts Expense	0.00	20.00	-20.00
<b>Total Administrative</b>	<b>2,853.76</b>	<b>2,125.18</b>	<b>728.58</b>
<b>Contract Labor</b>			
Financial Services	2,812.50	4,937.50	-2,125.00

**Stafford Regional Planning Commission**  
**Profit & Loss**  
**October 2019**

	Oct 19	Oct 18	\$ Change
IT and Network support	270.00	525.00	-255.00
Pass Through Expense			
Consulting Engineering Services	0.00	5,712.78	-5,712.78
<b>Total Pass Through Expense</b>	<b>0.00</b>	<b>5,712.78</b>	<b>-5,712.78</b>
Website maintenance and updates	3.90	3.90	0.00
<b>Total Contract Labor</b>	<b>3,086.40</b>	<b>11,179.18</b>	<b>-8,092.78</b>
<b>Total Expense</b>	<b>59,456.44</b>	<b>71,137.76</b>	<b>-11,681.32</b>
<b>Net Ordinary Income</b>	<b>24,984.64</b>	<b>1,978.51</b>	<b>23,006.13</b>
<b>Other Income/Expense</b>			
Other Income			
Interest Income	31.45	24.69	6.76
<b>Total Other Income</b>	<b>31.45</b>	<b>24.69</b>	<b>6.76</b>
<b>Net Other Income</b>	<b>31.45</b>	<b>24.69</b>	<b>6.76</b>
<b>Net Income</b>	<b>25,016.09</b>	<b>2,003.20</b>	<b>23,012.89</b>

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

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1. 1. Dues: In the prior fiscal year SRPC had 3 communities that did not pay dues (BRK, MIL, NOT). This fiscal year, Lee declined to pay dues.

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  2. 2. Other Municipal: Communication Services to Rockingham Planning Commission.

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  3. 3. EDD: There was no funding in FY19.

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  4. 4. EPA Brownfields: The old contract end date was 9/30/19, and all funding was been spent. Billing for the new contract, including approved pre-award costs, began 10/1/19.

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  5. 5. State Award Revenue: Local Source Water municipal contract received in November with Newmarket. Kyle is working to get PRB projects up and running. PRB site identified and additional funding approved 11/6/19.

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  6. 6. Salaries: Prior year included costs for Editor. Current fiscal year, turnover in GIS Planner position.

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  7. 7. ArcInfo/View software: Prior year had two payments posted in November.

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  8. 8. Pass Through Expenses: Old EPA Brownfields contract end date was 9/30/19 and the new contract starting 10/1/19 required consulting engineers to go through formal bidding process.

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

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<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
<b>2000 LTA (Local Technical Assistance)</b>			
10/01/2019	2000 LTA (Local...	Dues 115876.06, LESS NOT, MIL, LEE, BRK=115876.06=9656.34 (Aug-Jun)	9,656.34
Total 2000 LTA (Local Technical Assistance)			9,656.34
<b>3100 Town of Barrington</b>			
<b>3102 Barrington Master Plan Chapter</b>			
10/31/2019	3100 Town of B...	Progress Billing - Barrington Master Plan - Aug through Oct 2019	622.94
Total 3102 Barrington Master Plan Chapter			622.94
Total 3100 Town of Barrington			622.94
<b>3300 City of Dover Master Plan</b>			
10/31/2019	3300 City of Do...	PO 201910767 - Progress Billing Dover Master Plan Recreation Chapter - October...	7,963.01
Total 3300 City of Dover Master Plan			7,963.01
<b>3500 Town of Farmington</b>			
<b>3501 FAR Circuit Rider</b>			
10/31/2019	3500 Town of F...	Progress Billing Farmington Circuit Rider - October 2019	3,716.00
Total 3501 FAR Circuit Rider			3,716.00
<b>3503 ADG Master Plan Support</b>			
10/31/2019	3500 Town of F...	Progress Billing Farmington Master Plan Support - Sept Through Oct 2019	2,465.00
Total 3503 ADG Master Plan Support			2,465.00
Total 3500 Town of Farmington			6,181.00
<b>4200 Town of Northwood</b>			
<b>4201 NOR Circuit Rider</b>			
10/31/2019	4200 Town of N...	Progress Billing - Northwood Circuit Rider - October 2019	2,664.44
Total 4201 NOR Circuit Rider			2,664.44
Total 4200 Town of Northwood			2,664.44
<b>4300 Town of Nottingham</b>			
<b>4301 NOT Circuit Rider</b>			
10/31/2019	4300 Town of N...	Progress Billing - Nottingham Circuit Rider - October 2019	3,376.70
Total 4301 NOT Circuit Rider			3,376.70
Total 4300 Town of Nottingham			3,376.70
<b>5050 Rockingham Planning Commission</b>			
<b>5051 RPC Communication Services</b>			
10/21/2019	5050 Rockingha...	11813/19 Legislative Forum Marketing Materials	181.26

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

DRAFT

Date	Name	Memo	Amount
	Total 5051 RPC Communication Services		181.26
	Total 5050 Rockingham Planning Commission		181.26
	<b>5100 NHCHF</b>		
	<b>5100.000 Pathways to Play</b>		
10/31/2019	5100 NHCHF:5...	Progress Billing - NHCHF - October 2019	3,394.08
	Total 5100.000 Pathways to Play		3,394.08
	Total 5100 NHCHF		3,394.08
	<b>6100 NH DES</b>		
	<b>6100.000 Coastal 2020</b>		
10/31/2019	6100 NH DES:6...	Coastal 2020 Progress Billing - October 2019	1,497.42
	Total 6100.000 Coastal 2020		1,497.42
	<b>6150.000 PSM 18 Flood Risk Sci &amp; Guidance</b>		
10/31/2019	6100 NH DES:6...	Progress Billing - Project of Special Merit - July through October, 2019	874.50
	Total 6150.000 PSM 18 Flood Risk Sci & Guidance		874.50
	Total 6100 NH DES		2,371.92
	<b>7000 ECONOMIC DEVELOPMENT ADMINISTRATION</b>		
10/31/2019	7000 ECONOMI...	Progress Billing - EDA - October 2019	6,604.57
10/31/2019	7000 ECONOMI...	Cash Match	-946.98
10/31/2019	7000 ECONOMI...	In Kind Match	-1,239.26
	Total 7000 ECONOMIC DEVELOPMENT ADMINISTRATION		4,418.33
	<b>7100 EPA</b>		
	<b>7110 Brownfields 2019-2022</b>		
10/31/2019	7100 EPA:7110 ...	Progress Billing - Brownfields 19-22, August-October 2019	6,319.97
	Total 7110 Brownfields 2019-2022		6,319.97
	Total 7100 EPA		6,319.97
	<b>8000 DOT UPWP 20_21</b>		
10/31/2019	8000 DOT UPW...	Progress Billing - UPWP - October 2019	40,878.49
10/31/2019	8000 DOT UPW...	Rochester Cash Match	-1,369.77
10/31/2019	8000 DOT UPW...	SRPC Cash Match	-2,718.08
	Total 8000 DOT UPWP 20_21		36,790.64
	<b>8100 RPC LTS - Traffic Stress Pilot</b>		
10/31/2019	8100 RPC LTS -...	Progress Billing - LTS Pilot_October 2019	625.56
10/31/2019	8100 RPC LTS -...	Cash match FHWA Pilot Grant	-125.11

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Accrual Basis

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

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<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
	Total 8100 RPC LTS - Traffic Stress Pilot		500.45
<b>TOTAL</b>			<b>84,441.08</b>

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11/12/19

### Strafford Regional Planning Commission Profit & Loss Budget vs. Actual July through October 2019

DRAFT

	Jul - Oct 19	Budget	\$ Over Budget
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
SRPC Membership Dues	38,625.34		
SRPC Revenue		38,625.36	-0.02
<b>Municipal and NonProfit Revenue</b>			
Barrington Master Plan	1,170.88	0.00	1,170.88
DOV Recreation MP Chapter	11,935.59	1.00	11,934.59
DUR Wagon Hill Living Shoreline	3,752.91	5,000.00	-1,247.09
FAR Circuit Rider	14,795.30	8,000.00	6,795.30
FAR Master Plan Support	4,921.42	1.00	4,920.42
FAR Tax Map Updates	3,034.95	0.00	3,034.95
GIS Projects	0.00	1,333.36	-1,333.36
NHCHF Pathways to Play	16,010.25	10,000.00	6,010.25
NKT Tax Maps	605.00	0.00	605.00
Northwood Planning Services	10,121.82	9,333.36	788.46
NOT Circuit Rider	10,726.60	1.00	10,725.60
UNH Lamprey River	459.09	0.00	459.09
Municipal and NonProfit Revenue - Other	211.47	0.00	211.47
<b>Total Municipal and NonProfit Revenue</b>	77,745.28	33,669.72	44,075.56
<b>Total SRPC Revenue</b>	77,745.28	33,669.72	44,075.56 <sup>1</sup>
<b>Economic Development Revenue</b>			
EDD Partnership Planning	18,237.52	46,666.64	-28,429.12 <sup>2</sup>
EPA Brownfields	17,483.88	18,733.36	-1,249.48
EPA Environmental Justice	0.00	1.00	-1.00 <sup>3</sup>
<b>Total Economic Development Revenue</b>	35,721.40	65,401.00	-29,679.60
<b>State Award Revenue</b>			
NHDES			
Coastal 2019	1,363.90	0.00	1,363.90
Coastal 2020	3,801.31	8,333.36	-4,532.05
DOV Coastal Resilience	0.00	1.00	-1.00
Durham Groundwater Modeling	0.00	18,571.00	-18,571.00
Local Source Water 2020	0.00	7,636.37	-7,636.37
PSM18	874.50	666.65	207.85
UNH Climate in the Class	0.00	222.23	-222.23
Watershed PRB	0.00	4,990.00	-4,990.00
<b>Total NHDES</b>	6,039.71	40,420.61	-34,380.90
OEM Haz Mit			
PDM 2017	1,500.00	1,000.00	500.00
<b>Total OEM Haz Mit</b>	1,500.00	1,000.00	500.00
OEP Targeted Block	848.82	3,030.28	-2,181.46
<b>Total State Award Revenue</b>	8,388.53	44,450.89	-36,062.36 <sup>4</sup>
<b>MPO Revenue</b>			
FHWA MultiModal Pilot (Bike LTS)	10,061.87	5,360.66	4,701.21 <sup>5</sup>
NH DOT			
ROC Sidewalk Assessment	0.00	5,000.00	-5,000.00 <sup>6</sup>
UPWP	153,466.02	184,406.00	-30,939.98 <sup>7</sup>

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

	Jul - Oct 19	Budget	\$ Over Budget
Total NH DOT	153,466.02	189,406.00	-35,939.98
Total MPO Revenue	163,527.89	194,766.66	-31,238.77
Contra Income Cash Match			
DOT Cash Match			
402.1 ROC Match	-3,252.50	-5,000.00	1,747.50
DOT Cash Match - Other	-12,094.10	-16,940.64	4,846.54
Total DOT Cash Match	-15,346.60	-21,940.64	6,594.04
EDD Cash Match	-2,465.18	-5,000.00	2,534.82
RPC LTS Cash Match	-2,012.37	-1,133.34	-879.03
Total Contra Income Cash Match	-19,824.15	-28,073.98	8,249.83
Contra Income InKind/Soft Match			
DUR Wagon Hill Soft Match	0.00	-1,000.00	1,000.00
In-Kind Coastal Match	0.00	-4,166.64	4,166.64
In-Kind EDD Match	-4,270.48	-18,333.36	14,062.88
In-Kind HazMit Match	0.00	-250.00	250.00
PRB IK Match	0.00	-1,996.64	1,996.64
Total Contra Income InKind/Soft Match	-4,270.48	-25,746.64	21,476.16
Contract Overage	-472.11	0.00	-472.11
Total Income	299,441.70	323,093.01	-23,651.31
Gross Profit	299,441.70	323,093.01	-23,651.31
Expense			
Personnel Expenses			
Salary and Wages	182,371.77	178,730.51	3,641.26
Payroll Expenses			
Dental insurance expense	1,139.04	1,169.00	-29.96
Health incentive	5,433.70	5,097.00	336.70
Health Insurance expense	17,026.40	17,042.64	-16.24
Life Insurance expense	350.60	332.00	18.60
LTD Insurance expense	186.42	190.64	-4.22
STD Insurance expense	533.45	643.00	-109.55
Payroll Processing Fees	763.75	866.64	-102.89
Pension expense	5,094.76	5,361.98	-267.22
Unemployment expense	1,104.36	1,104.36	0.00
Workers Compensation	215.59	462.64	-247.05
Payroll Taxes			
Medicare Expense	2,693.38	2,591.59	101.79
Social Security expense	11,516.55	11,080.90	435.65
Payroll Taxes - Other	-0.01	0.00	-0.01
Total Payroll Taxes	14,209.92	13,672.49	537.43
Total Payroll Expenses	46,057.99	45,942.39	115.60
Dues and Subscriptions	1,518.24	1,473.64	44.60
Staff Training and Seminars	1,680.00	1,666.64	13.36

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

*DRAFT*

	Jul - Oct 19	Budget	\$ Over Budget
<b>Total Personnel Expenses</b>	231,628.00	227,813.18	3,814.82
<b>Equipment expense</b>			
Copier Maintenance Contract	1,279.40	1,279.36	0.04
Office furniture			
Computer equipment	2,370.00	3,000.00	-630.00
<b>Total Office furniture</b>	2,370.00	3,000.00	-630.00
<b>Other Equipment Repair and Cost</b>			
Equipment Rental & Repair	0.00	500.00	-500.00
<b>Total Other Equipment Repair and Cost</b>	0.00	500.00	-500.00
<b>Software expense</b>			
ArcInfo/View software	1,700.00	1,700.00	0.00
Office Software			
Adobe In Design	354.85	279.82	75.03
Anti-virus software	68.76	107.46	-38.70
Constant Contact	162.00	162.00	0.00
DropBox	119.88	99.00	20.88
Microsoft Office 365	606.64	500.00	106.64
<b>Total Office Software</b>	1,312.13	1,148.28	163.85
Prezi	26.50	0.00	26.50
Transcad software/maintenance	0.00	400.00	-400.00
<b>Total Software expense</b>	3,038.63	3,248.28	-209.65
<b>Traffic Count Expenses</b>			
Traffic counting supplies	266.72	3,000.00	-2,733.28
<b>Total Traffic Count Expenses</b>	266.72	3,000.00	-2,733.28
<b>Total Equipment expense</b>	6,954.75	11,027.64	-4,072.89
<b>Fixed Expenses</b>			
Insurance			
Liability Insurance	1,628.34	1,685.36	-57.02
<b>Total Insurance</b>	1,628.34	1,685.36	-57.02
Office Vehicle Lease & Maint	0.00	5,700.00	-5,700.00 <sup>10</sup>
Rent	10,000.00	10,000.00	0.00
<b>Total Fixed Expenses</b>	11,628.34	17,385.36	-5,757.02
<b>Communications</b>			
Office Telephone System	0.00	9,420.00	-9,420.00 <sup>11</sup>
Postage and Delivery	171.96	133.36	38.60
Telephone and Internet	1,212.47	1,110.00	102.47
<b>Total Communications</b>	1,384.43	10,663.36	-9,278.93
<b>Administrative</b>			
Library & Planning Books	-383.60	0.00	-383.60 <sup>12</sup>
Meetings Expense			
Meetings Advertising Expense	384.32	0.00	384.32

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

DRAFT

	Jul - Oct 19	Budget	\$ Over Budget
Meetings Expense - Other	-382.08	454.52	-836.60 <b>13</b>
<b>Total Meetings Expense</b>	<b>2.24</b>	<b>454.52</b>	<b>-452.28</b>
Office Expense	311.97	433.36	-121.39
Office Supplies			
Plotter Ink and Supplies	700.30	0.00	700.30
Office Supplies - Other	736.38	1,200.00	-463.62
<b>Total Office Supplies</b>	<b>1,436.68</b>	<b>1,200.00</b>	<b>236.68</b>
Printing and Reproduction	944.06	1,090.80	-146.74
Professional Fees			
Accounting, Audit	3,775.00	3,555.00	220.00
Legal Fees	0.00	333.36	-333.36
<b>Total Professional Fees</b>	<b>3,775.00</b>	<b>3,888.36</b>	<b>-113.36</b>
Travel & Ent			
Tolls & Parking	9.25	0.00	9.25
Travel	5,742.42	3,333.36	2,409.06
<b>Total Travel &amp; Ent</b>	<b>5,751.67</b>	<b>3,333.36</b>	<b>2,418.31 <b>14</b></b>
<b>Total Administrative</b>	<b>11,838.02</b>	<b>10,400.40</b>	<b>1,437.62</b>
Contract Labor			
Financial Services	14,637.50	20,000.00	-5,362.50
IT and Network support	1,080.00	1,413.36	-333.36
Pass Through Expense			
DUR Groundwater Consultant	0.00	14,840.36	-14,840.36
EPA Brownfields Consultants	9,250.32	17,444.48	-8,194.16
PRB Consultants	0.00	2,860.00	-2,860.00
<b>Total Pass Through Expense</b>	<b>9,250.32</b>	<b>35,144.84</b>	<b>-25,894.52 <b>15</b></b>
Website maintenance and updates	55.59	0.00	55.59
<b>Total Contract Labor</b>	<b>25,023.41</b>	<b>56,558.20</b>	<b>-31,534.79</b>
<b>Total Expense</b>	<b>288,456.95</b>	<b>333,848.14</b>	<b>-45,391.19</b>
<b>Net Ordinary Income</b>	<b>10,984.75</b>	<b>-10,755.13</b>	<b>21,739.88</b>
Other Income/Expense			
Other Income			
Interest Income	114.66	33.36	81.30
<b>Total Other Income</b>	<b>114.66</b>	<b>33.36</b>	<b>81.30</b>
<b>Net Other Income</b>	<b>114.66</b>	<b>33.36</b>	<b>81.30</b>
<b>Net Income</b>	<b>11,099.41</b>	<b>-10,721.77</b>	<b>21,821.18</b>

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11/12/19



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

DRAFT

1. Municipal Revenue: Barrington Master Plan was extended to 12/31/19; SRPC has received the signed Dover Rec MP Chapter contract \$24,900; Farmington Master Plan was doubtful when the budget was prepared and SRPC did receive the signed contract \$7,500 and an additional contract for Tax Map Updates \$2,587; Newmarket Tax Map update was an unanticipated contract that has been acquired \$1,800; Northwood calendar year 2020 contract is in process, Nottingham circuit rider was doubtful when the budget was prepared but SRPC has received the signed contract \$28,000.
2. EDA: Grant was received late and did not start until August.
3. EPA Environmental Justice: SRPC did not receive this funding.
4. State Awards-DES: DOV Resilience and Durham Groundwater Modeling contracts have been sent on 11/6/19 to NHDES for submission to G&C. Local Source Water- contract received for Newmarket project approved by DES on 11/8/19. Watershed PRB request for additional funds approved on 11/6/19. Targeted Block: Most economic development work is being billed to EDD. TBG funds are being reserved for any possible future RIC work required.
5. LTS: Contract end date is December. Staff were working towards a September end date until recently clarified.
6. ROC Sidewalk Assessment: This will be billed once the total \$5,000 is reached in UPWP line item costs. Work done through October is approximately 60% complete.
7. UPWP: The hours for the Intern retained after traffic count season will be increased during school vacation times, and a new intern will be hired for May-June to help draw down current year costs. In addition, \$8,200 for NPMRDS data analytics tools will be billed to UPWP in June.
8. Contract Overages: Farmington Tax Map Update \$450, EPA \$25
9. Personnel: Salary increases to better align with industry standards by position/title, two interns this fiscal year only one intern previous year. Actual personnel costs are approximately \$4,500 less than in the previous fiscal year.
10. Vehicle Lease not done yet
11. Office telephone system not done yet. A decision about vendor will probably be determined in November. Quotes have been narrowed down to two vendors.
12. Library and Planning Books: Reimbursement for non-dues paying communities has been received, the bill from the printing service has not been received yet.
13. Meeting Expense Other: Annual meeting ticket funds received, cost was paid in previous fiscal year.
14. Travel: Two interns during traffic count season in current fiscal year, only one intern in previous year. In addition, sidewalk assessment work has resulted in increased travel requirements. SRPC also has several circuit rider contracts and other local contracts requiring increased trips to municipalities.

3:26 PM

11/12/19

Accrual Basis

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

DRAFT

- 
15. Pass Through Expenses: DUR and DOV Groundwater contracts have not been finalized yet-sent to NHDOT 11/6, Brownfields contract concluded 9/30/19-new contract had 10/1/19 start date and engineering consultant contract still in negotiation and should be finalized early December, PRB project suitable site identified - additional funding approved 11/6/19.
-

BARRINGTON  
BROOKFIELD  
DOVER  
DURHAM  
FARMINGTON  
LEE  
MADBURY  
MIDDLETON  
MILTON



NEW DURHAM  
NEWMARKET  
NORTHWOOD  
NOTTINGHAM  
ROCHESTER  
ROLLINSFORD  
SOMERSWORTH  
STRAFFORD  
WAKEFIELD

November 15, 2019

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

RE: November 2019 Minor Revisions to the 2019-2022 TIP

Dear Mr. Watson:

The Strafford Metropolitan Planning Organization (SMPO) staff has received a request to approve the November 2019 Minor Revisions to the approved Strafford Metropolitan Planning Organization's 2019-2022 Transportation Improvement Program (TIP).

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

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

Based on these procedures, the Executive Director recommends the approval of the following Administrative Modifications to the 2019-2022 TIP as proposed.

Sincerely,

Jennifer Czysz  
Executive Director  
Strafford Regional Planning Commission

## November 2019 TIP Minors

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Program PAVE-T2-RESURF	Page 2
Program SRTS	Page 3
Rochester 14350	Page 4

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# 2019-2022 SRPC Transportation Improvement Program

## Minor Revision

10/29/2019

Please refer to the 2019-2022 TIP document and project listing for detailed COAST transit funding information. NHDOT groups federal funding for statewide public transit in large programs (e.g. FTA 5307); MPOs and RPCs track funding for individual transit providers and projects. Strafford MPO is currently updating its project database and will be incorporating individual project funding for final publication of the 2019-2022 TIP.

# PROGRAM PAVE-T2-RESURF

Towns: Statewide  
 Road: Tier 2 Highways  
 Scope: Resurfacing Tier 2 Roadways  
 Acronyms:

## Approved Funding

Phase	Fiscal Year	Federal	State	Other	Total	
PE	2019	\$1,190,000		\$0	\$0	<b>\$1,190,000</b>
PE	2020	\$1,000,000		\$0	\$0	<b>\$1,000,000</b>
PE	2021	\$800,000		\$0	\$0	<b>\$800,000</b>
PE	2022	\$800,000		\$0	\$0	<b>\$800,000</b>
ROW	2020	\$25,000		\$0	\$0	<b>\$25,000</b>
ROW	2021	\$25,000		\$0	\$0	<b>\$25,000</b>
ROW	2022	\$25,000		\$0	\$0	<b>\$25,000</b>
CON	2019	\$19,800,000	\$6,000,000		\$0	<b>\$25,800,000</b>
CON	2020	\$13,285,000	\$6,000,000		\$0	<b>\$19,285,000</b>
CON	2021	\$10,550,000	\$6,000,000		\$0	<b>\$16,550,000</b>
CON	2022	\$7,550,000	\$6,000,000		\$0	<b>\$13,550,000</b>

## Proposed Funding

Phase	Fiscal Year	Federal	State	Other	Total	
PE	2019	\$1,190,000		\$0	\$0	<b>\$1,190,000</b>
PE	2020	\$1,000,000		\$0	\$0	<b>\$1,000,000</b>
PE	2021	\$800,000		\$0	\$0	<b>\$800,000</b>
PE	2022	\$800,000		\$0	\$0	<b>\$800,000</b>
ROW	2020	\$25,000		\$0	\$0	<b>\$25,000</b>
ROW	2021	\$25,000		\$0	\$0	<b>\$25,000</b>
ROW	2022	\$25,000		\$0	\$0	<b>\$25,000</b>
CON	2019	\$19,800,000	\$6,000,000		\$0	<b>\$25,800,000</b>
CON	2020	\$10,535,000	\$8,750,000		\$0	<b>\$19,285,000</b>
CON	2021	\$7,800,000	\$8,750,000		\$0	<b>\$16,550,000</b>
CON	2022	\$4,800,000	\$8,750,000		\$0	<b>\$13,550,000</b>

## Change Notes

NHDOT Description of Changes

SRPC Notes

No net change in program funding. State funding percentage changed to reflect current funding breakdown.

## Funding Sources

### FHWA

STP-State Flexible

### NHDOT

Betterment

Toll Credit

# PROGRAM SRTS

Towns: Statewide  
 Road: Various  
 Scope: SAFE ROUTES TO SCHOOL PROGRAM  
 Acronyms:

## Approved Funding

Phase	Fiscal Year	Federal	State	Other	Total
ROW	2019		\$500	\$0	\$500
CON	2019	\$769,758		\$0	\$769,758
OTHER	2019	\$21,375		\$0	\$21,375

## Proposed Funding

Phase	Fiscal Year	Federal	State	Other	Total
ROW	2019		\$500	\$0	\$500
CON	2019	\$442,608		\$0	\$442,608
CON	2020	\$198,404		\$0	\$198,404
OTHER	2019	\$37,852		\$0	\$37,852
OTHER	2020	\$37,197		\$0	\$37,197
OTHER	2021	\$25,000		\$0	\$25,000

## Change Notes

NHDOT Description of Changes  
 Does not affect projects in the Strafford MPO region.

## SRPC Notes

The program is being adjusted to accommodate necessary changes in children project fund amounts.

## Funding Sources

**FHWA**  
 Safe Routes to School

# ROCHESTER 14350

Towns: ROCHESTER  
Road: NH 202A (WALNUT STREET)  
Scope: INTERSECTION IMPROVEMENTS TO IMPROVE SAFETY THROUGH STRAFFORD SQ, NORTH MAIN, & WASHINGTON ST

Acronyms:

## Approved Funding

Phase	Fiscal Year	Federal	State	Other	Total	
PE	2019		\$800	\$0	\$200	<b>\$1,000</b>
CON	2020	\$1,360,000		\$0	\$3,128,153	<b>\$4,488,153</b>

## Proposed Funding

Phase	Fiscal Year	Federal	State	Other	Total	
PE	2019		\$800	\$0	\$200	<b>\$1,000</b>
CON	2021	\$1,398,080		\$0	\$3,215,741	<b>\$4,613,821</b>

## Change Notes

NHDOT Description of Changes

### SRPC Notes

Construction funds moved from 2020 to 2021 and increased due to a large amount of ROW acquisitions.

## Funding Sources

### FHWA

STP-Areas Less Than 200K

STP-Hazard Elimination

STP-State Flexible

### NHDOT

Non Participating

### OTHER

Towns



# Strafford Regional Planning Commission

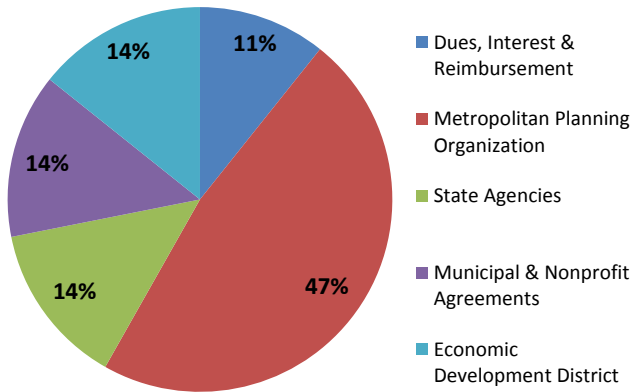
FY2020 Proposed Mid-Year Budget Amendment

## Summary Table

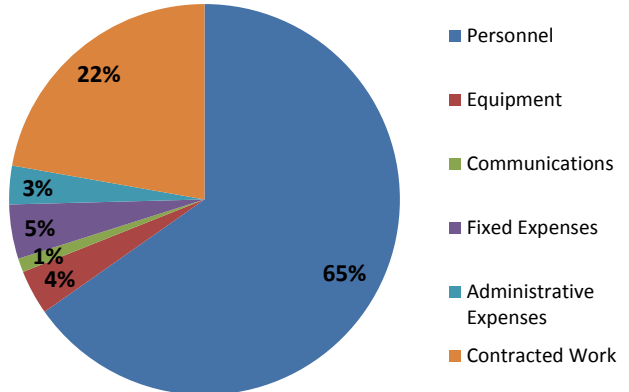
	Adopted	Working Budget	
	Revenue	Revenue	Net Change
Dues, Interest & Reimbursement	116,476	116,726	250
Metropolitan Planning Organization	513,737	516,256	2,519
State Agencies	112,555	148,897	36,342
Municipal & Nonprofit Agreements	79,003	150,638	71,635
Economic Development District	155,401	155,266	(135)
<b>Total</b>	<b>977,172</b>	<b>1,087,783</b>	<b>110,611</b>
	Expenses	Expenses	Net Change
Personnel	651,273	669,893	18,620
Equipment	34,485	37,975	3,490
Communications	14,990	11,730	(3,260)
Fixed Expenses	46,156	46,156	0
Administrative Expenses	31,765	32,765	1,000
Contracted Work	194,341	228,092	33,751
<b>Total</b>	<b>973,010</b>	<b>1,026,611</b>	<b>53,601</b>
<b>Net Deficit/Surplus</b>	<b>4,162</b>	<b>61,172</b>	<b>57,010</b>

\*As amended December 2018

**FY2020 Proposed Mid-Year Amended  
Budget Revenue**



**FY2020 Proposed Mid-Year Amended  
Budget Expenses**



# Strafford Regional Planning Commission

FY2020 REVENUES	Adopted FY 20 Net Outside Revenue	Proposed Mid-Year Budget Revenue					Net Outside Funding	
		Funding Source Revenue	Internal Dues Match	Outside Source Soft Match	Outside Source Cash Match	Net Outside Funding		
		Total						
	977,172	1,085,116	69,407	87,929	2,667	1,087,783		
<b>Dues, Interest &amp; Reimbursements</b>	116,476	116,726	0	0	0	116,726	11%	
Municipal Dues (minus BRK, NOT, MIL, LEE)	115,876	115,876	0	0	0	115,876		
Interest	100	100	0	0	0	100		
Health Trust reward/reimbursement	500	500	0	0	0	500		
Misc Revenue	0	250				250		
<b>Municipal &amp; Nonprofit Service Agreements</b>	79,003	150,638	0	1,000	0	150,638	14%	
Barrington Master Plan		2,307	0	0	0	2,307		
Dover Arts and Recreation Master Plan Chapter	1	24,900	0	0	0	24,900		
Durham Wagon Hill Living Shoreline Outreach	4,000	5,393	0	1,000	0	5,393		
Farmington Master Plan Support	1	7,500	0	0	0	7,500		
Farmington Tax Maps 2019		2,588	0	0	0	2,588		
Farmington Town Planner Services	24,000	24,000	0	0	0	24,000		
MapGeo Subscriptions	4,000	4,000	0	0	0	4,000		
NH Children's Health Foundation (Pathways to Play)	15,000	19,368	0	0	0	19,368		
Newmarket Tax Maps 2019		1,800	0	0	0	1,800		
Northwood Technical Services: through 6/30/20	28,000	30,282	0	0	0	30,282		
Nottingham Town Planner Services	1	28,000	0	0	0	28,000		
Projected GIS projects (small billable projects)	4,000	500	0	0	0	500		
<b>Economic Development District Agreements</b>	155,401	155,266	13,750	50,417	0	155,266	14%	
<b>U.S. Dept of Economic Development Administration</b>								
EDD Planning Grant, Dues & Inkind Match (8/1/19-7/31/20)	70,000	64,167	13,750	50,417	0	64,167		
<b>U.S. Environmental Protection Administration</b>								
Brownfields Community Assessment Grant: through 9/30/19	10,400	16,100	0	0	0	16,100		
Brownfields Community Assessment Grant: through 9/30/22	75,000	75,000	0	0	0	75,000		
Environmental Justice Small Grant (pending \$19,364)	1	0	0	0	0	0		
<b>State Agreements</b>	112,555	146,230	2,292	36,512	2,667	148,897	14%	
<b>Office of Energy and Planning</b>								
Targeted Block Grant for EDD Planning match: through 6/30/120	11,111	11,111	0	0	0	11,111		
<b>Dept of Environmental Services</b>								
Coastal Grant 2020 through 6/30/20	12,500	12,500	0	12,500	0	12,500		
Coastal Resilience Grant - UNH Climate in the Classroom (1/1/19-6/30/20)	1,000	1,063	0	0	0	1,063		
Coastal Resilience Grant - Dover (spring 2020 through 6/30/2021)	1	2,535	0	0	0	2,535		
Coastal Resilience Grant - Durham (spring 2020 through 6/30/2021)		5,328	0	0	0	5,328		
Durham Groundwater Modeling (FYs 2020 - 2021)	55,713	55,713	0	0	0	55,713		
Project of Special Merit FY18 (10/1/18-3/31/20)	1,500	1,772	0	0	0	1,772		
Source Water Protection (through May 2020)	21,000	18,333	2,292	0	2,667	21,000		
Watershed Assistance (Permeable Reactive Barrier): (10/1/18-12/2020)	8,980	36,000	0	24,012	0	36,000		
<b>Department of Safety Homeland Security</b>								
HazMit Plans PDM17-MAD,NOR (7/1/18-12/31/19)	750	1,875	0	0	0	1,875		
<b>Metropolitan Planning Organization Agreements</b>	513,737	516,256	53,366	0	0	516,256	47%	
<b>Dept of Transportation</b>								
UPWP FY20/21 Federal Highways & Transit: through 6/30/20	502,396	502,396	50,822	0	0	502,396		
Rochester Sidewalks SADES Inventory (match to UPWP)	5,000	5,000	0	0	0	5,000		
FHWA MultiModal Connectivity Pilot (Bicycle LTS)	6,341	8,860	2,544	0	0	8,860		
								100%

# Strafford Regional Planning Commission

FY2020 EXPENSES	Adopted Budget Expenses		Proposed Mid-Year Budget Expenses	
Total	973,010		1,026,611	
<b>PERSONNEL</b>	<b>651,273</b>	<i>69%</i>	<b>669,893</b>	<i>65%</i>
Salaries and Hourly Wages	516,333		526,961	
Payroll Taxes	39,499		40,313	
Health Insurance	51,128		53,258	
Dental Insurance	3,507		3,653	
Life Insurance	996		996	
Shortterm Disability	1,929		1,929	
Longterm Disability	572		572	
Health Incentives	5,097		4,681	
SIMPLE IRA Pension	15,490		15,809	
Worker's Compensation	1,388		1,388	
Payroll Processing - QuickBooks	2,600		2,600	
Unemployment Insurance	3,313		3,313	
Staff Training & Workshops	5,000		10,000	
Professional Dues: AMPO, NHRPC, NHPA, APA, NHMA, NEARC, NADO	4,421		4,421	
<b>EQUIPMENT</b>	<b>34,485</b>	<i>3%</i>	<b>37,975</b>	<i>4%</i>
ARCInfo/View Software: Maintenance	5,100		5,100	
Transpo Software Maintenance: Transcad, Nvivo	1,200		1,200	
Office Software: Maintenance, purchase	9,647		11,637	
Databases for Transportation Planning	8,200		8,200	
Traffic Count Expenses (Equipment, Repair, Supplies)	3,000		3,000	
Equipment Rental and Repair	500		500	
Copier Maintenance Contract	3,838		3,838	
Office Furniture, Computers	3,000		4,500	
<b>COMMUNICATIONS</b>	<b>14,990</b>	<i>2%</i>	<b>11,730</b>	<i>1%</i>
Postage and Delivery	400		400	
Office Phone System (replacement of hardware)	11,260		8,000	
Internet and Phone Service	3,330		3,330	
Marketing and Media Outreach Activities	0		0	
<b>FIXED EXPENSES</b>	<b>46,156</b>	<i>5%</i>	<b>46,156</b>	<i>4%</i>
Property & Liability	5,056		5,056	
Office Vehicle Lease and Maintenance	11,100		11,100	
Rent	30,000		30,000	
<b>ADMINISTRATIVE EXPENSES</b>	<b>31,765</b>	<i>1%</i>	<b>32,765</b>	<i>3%</i>
Printing	1,200		1,200	
Audit and Accounting Services	10,665		10,665	
Legal	1,000		1,000	
Office and Mapping Supplies	3,600		3,600	
Office Expense	1,300		1,300	
Meeting Expenses (Meetings and Meeting Adv)	2,000		3,000	
Travel	10,000		10,000	
Library & Subscriptions: NH Planning Books	2,000		2,000	
<b>OUTSOURCED CONTRACTS</b>	<b>194,341</b>	<i>20%</i>	<b>228,092</b>	<i>22%</i>
Web Design & Maintenance	0		10,184	
IT Services	4,240		4,240	
Financial Services	60,000		60,000	
EPA Brownfields - Credere (contract end 9/30/2019)	10,000		13,147	
EPA Brownfields - NOBIS Engineering (10/1/2019-9/30/2022)	67,000		65,000	
Durham SRF Groundwater Modeling Consultant	44,521		44,521	
Watershed Assistance (Permeable Reactive Barrier) Consultants	8,580		31,000	
		<i>100%</i>		<i>100%</i>





**Governance as Leadership:  
Reframing the Work of the Board**

## Governance as Leadership

### Boards must think and work in three different modes.

- Each mode emphasizes a different aspect of governance.
- All three modes are important.
- The value added by a board will increase as the board:
  - Becomes more proficient in more modes;
  - Does more work in the third mode;
  - Chooses the appropriate mode/s of work.
- This work is best done in constructive partnership.

### The Three Modes of Governance:

- ***Fiduciary.*** Stewardship of tangible assets. Oversee operations; deploy resources wisely; ensure legal and financial integrity; monitor results.
- ***Strategic.*** Partner with senior staff to scan internal & external environments; design & modify strategic plans; strengthen comparative advantage.
- ***Generative.*** Source of leadership to discern, frame, and confront challenges rooted in values, traditions, and beliefs; engage in sense-making, meaning-making, and problem framing.

**Fiduciary - Board's core work:**

- Oversee operations
- Ensure efficient & effective use of resources
- Ensure legal compliance & fiscal accountability
- Select & evaluate CEO
- Monitor results

**Value-Added Fiduciary Work**

Oversight

Due diligence?

Scandal free?

In compliance?

Can we afford it?

Clean audit?

Budget balanced?

Do we manage risk?

New program meets market?

Is it legal?

Inquiry

Hold what in trust for whom?

Safeguards in place?

Voluntary measures to earn trust?

What's the opportunity cost?

Insights from audit?

Budget matches priorities?

Do we take sensible risks?

New program serves mission?

Is it ethical?

**Strategic Mode: Board’s core work:**

- Scan internal & external environments.
- Review & modify strategic plan.
- Monitor performance accountability via critical success factors, benchmarks, and competitive position.

**Value-Added Strategic Work**

Planning

Money, space, personnel?  
Resource generation?  
Compensation plan?  
Size of market?  
What is? (Extrapolation)  
Valid assumptions?  
Traditional competitors?  
Internal preferences?  
Management must do what?

Thinking

Business model viable?  
Social entrepreneurialism?  
Great place to work?  
New markets?  
What could be? (BHAGs)  
Make new rules?  
Nontraditional competitors?  
Customer value propositions?  
Board must do what?



**Generative Mode: Board’s Work**

- Places current challenges in new light.
- Perceives and frames “better” problems and opportunities.
- Recognizes organizations are not always rational.
- Discovers strategies, priorities, & “realities.”
- Suspends the rules of logic to tap intuition and intellectual playfulness.
- Encourages robust discourse not quick consensus.

**Opportunities for Generative Work:**

- Spotting generative opportunities disguised as business decisions
- Thoughtful listening at regular board meetings
- Reserving time for reflection during meetings and retreats
- Organizational transitions
- Times of significant decision making

**External boundary work:**

- What are other nonprofit and for profit organizations discussing?
- What is changing in our community?
- How do our clients/users see us?

**Internal boundary work:**

- What is our organizational culture?
- Why do you work here?
- What one thing would you change if you could?

**Retrospective thinking – dominant narratives:**

What’s our “dominant narrative” and is it working?

**Retrospective thinking – strategy:**

What patterns do we see?

What can we learn from past successes/setbacks?

What do we know now that we didn’t at last plan?

Where do we meet resistance and why?

## Governance as Leadership in Action

### Discuss and Define Generative Thinking

A majority of CEOs and board chairs think of generative work *primarily* in one of three ways:

1. As higher-level thinking and drawing those thoughts out of the board
2. Getting board members to ask and focus on better questions that get into the heart of the mission and values of the organization
3. Thinking further into the future about possibilities rather than shorter-term strategic and fiduciary work

A minority expressed that generative work has to do with framing the issues prior to problem solving, or with exploring “why” before “how.”

### Higher-Level Thinking

Many see generative work as being at a higher level than other work; upstream on the generative curve. “It’s a level of thinking that goes beyond operational, tactical, and strategic and is focused on institutional effectiveness in its broadest sense – what the institution is all about.” “Generative work is being able to think at a higher and more creative level about what we would do differently...proposing the bigger question as opposed to plans and fiduciary stuff. A good generative question might be, how would we think differently, and what might we do differently, if we didn’t have to think about setting our prices? And why would that be?”

Another board chair reflected on generative governance as a “temporary suspension of all the things we think we know about how we are supposed to think and problem solve...to enter the discussion at an earlier phase and have more philosophical, broader conversations before we discuss a course of action or push for a decision. It’s a more creative process that is not solution oriented, and having a freer conversation with no expectation than having that great discussion...not seeking to identify how to get from point A to point B but instead stopping to just think and ponder.”

### Asking and Focusing on Better Questions and Issues

“Learning about generative governance has helped board members ask the right, upstream questions before the situation develops rather than asking the micromanagement questions too late in the game.” It’s asking the questions before strategy discussions happen.” “This process helps us ask the right questions at the right time so that we all understand how we’re looking at the issue in order to move forward effectively, as a collective.” “From my experiences, boards tend to want the solution right away. The right questions have to be asked first...so that we can build on that as an organization.”

## **Thinking About the Future and Taking a Longer-Term View**

Many have expressed that generative thinking has helped the board have better conversations about the long term rather than the typical meeting focusing on the current economic realities on which many boards have spent the most time in recent years. “It has helped our board ask the bigger, broader, often not answerable questions that get us to think into the future...what really matters for the next generation of our institution, what values do we uphold, now and into the future, and how are they reflected in our decisions?”

## **Framing Issues**

“It’s all about framing and finding meaning...it’s making sense of what’s going on around you and this is critical to good decision making.” “Better governance springs from being able to frame priorities in a way that accesses people’s thought processes on issues that deal with values...not dealing with the immediate symptoms but assessing issues on the deeper meaning of what an institution stands for. The questions that come before the board are not just dealt with on a financial basis, but the fundamental questions of why we are here and why we exist in the first place. A generative question is how are you going to react to the rapidly changing world?” “Exploring why you want to go down a certain path and examining the pluses and minuses of taking certain paths in light of institutional values and underlying assumptions about the organization.”

## **Encouraging Critical Thinking in the Boardroom**

Boards are bored. They are passive about 67% of the time in a board meeting. To better engage them, consider the following:

- Leaders (CEOs and board chair) should take a neutral stance instead of stating preferences and explanations for outcomes at the start of deliberating.
- Assign devil’s advocates (who make counterarguments) and devil’s inquisitors (who ask questions).
- Break the board into small groups to work on the same problem and then reconvene to discuss each group’s deliberations. Then, examine all realistic alternatives.
- Invite outside experts into the meeting to act as a sounding board and ensure other perspectives are given full consideration.
- Have board members write a board mission statement.
- For what do board members want to be remembered?
- Five years from today, what will this organization’s key constituents consider to be the most important legacy of this current board?
- What is it that this board provides to this organization that no other board can do?

### Questions to Consider

Clarity	Could you elaborate further? Could you give me an example?
Accuracy	How could we find out if this is true? How could we verify or test that?
Precision	Could you be more specific? Could you give me more details?
Relevance	How does that relate to the problem? How does that bear on the question?
Depth	What factors make this a difficult problem? What are some of the complexities of this question?
Breadth	Do we need to look at this from another perspective? Do we need to consider another point of view?
Logic	Does all this make sense together? Does what you say follow from the evidence?
Significance	Is this the most important problem to consider? Is this the central issue on which to focus?
Fairness	Do I have a vested interest on this issue? Am I sympathetically representing the viewpoint of others?

Source: Adapted from Paul and Elder, 2008.

### Thinking Forward

- Will the board behaviors that produced our current level of success be the same ones that take us to the next level?
- What are the most compelling signs of the success of our organization to date?
- What best explains our success to date?
- What will be the most compelling signs of success in ten years?
- What will best explain our success ten years from now?
- What governance/board issues could impede our progress?

### Identify 3 critical governance issues and consider the following:

- What would signal progress on the issue?
- What would be the surest signs of success?
- What could stop us or hinder our progress?
- What would help propel or enable our progress?
- Who might do what to ensure progress?