

BARRINGTON  
BROOKFIELD  
DOVER  
DURHAM  
FARMINGTON  
LEE  
MADBURY  
MIDDLETON  
MILTON



NEW DURHAM  
NEWMARKET  
NORTHWOOD  
NOTTINGHAM  
ROCHESTER  
ROLLINSFORD  
SOMERSWORTH  
STRAFFORD  
WAKEFIELD

**SRPC Executive Committee Meeting Agenda**  
**February 21, 2020**

***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 January 17, 2019 (**Enclosed**)
- b. Acceptance of Draft January Financials (**Enclosed**)
- c. Approval of CY update to Emergency Succession Plan (**Enclosed**)
- d. Recommendation of the SRPC Strategic Plan to the Full Commission (**Enclosed**)

**3. Updates and Discussion**

- a. February Monthly Minors (**Enclosed**)
- b. Awards, Contracts, and General Business Update (**See Memo**)

**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.

BARRINGTON  
BROOKFIELD  
DOVER  
DURHAM  
FARMINGTON  
LEE  
MADBURY  
MIDDLETON  
MILTON



NEW DURHAM  
NEWMARKET  
NORTHWOOD  
NOTTINGHAM  
ROCHESTER  
ROLLINSFORD  
SOMERSWORTH  
STRAFFORD  
WAKEFIELD

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

**DRAFT** Meeting Minutes  
January 17, 2020

**Committee members present:** Chair Victoria Parmele, Northwood; David Landry, Dover; Michael Bobinsky, Somersworth; Barbara Holstein, Rochester; Vice Chair Peter Nelson, Newmarket

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

**Committee members absent:** Donald Hamann, Rochester; Secretary/Treasurer Tom Crosby, Madbury

## 1. Welcome/Introductions

The meeting began at 8:01 a.m.

## 2. Action Items

### a. Approval of the Minutes of December 20, 2019

Victoria Parmele asked for a motion to accept the minutes of the December 20, 2019 Executive Committee meeting. Michael Bobinsky **MOVED** to accept the minutes. David Landry **SECONDED** the motion, of which all were **IN FAVOR**.

### b. Acceptance of the Draft December Financials

J. Czysz reviewed the draft December financials.

She shared the organization's financial position as of December 31. She added that in the month of December there were reimbursement issues from one of SRPC's federal funders but that this had since been resolved.

J. Czysz explained that a few one-time payments for new phone, and with conference fees, did affect SRPC in the month of December but overall SRPC is still in a good place financially.

J. Czysz reviewed accounts the account that were overdue in the month of December, but those funds have since but now been received. V. Parmele asked about a line item, LTS. J. Czysz responded that

LTS refers to the Level of Traffic Stress project. There were some reimbursement delay issues with this project.

J. Czynsz explained the Profit and Loss statement, sharing that the goal for December was to break even like SRPC did in November. She added that SRPC made a small profit in December, also sharing the year to date profit. This excess will be helpful for January, as there are three pay periods this month.

J. Czynsz stated that the number of contracts in FY2020 are helping with the billables this year. V. Parmele commented on SRPC's increased circuit writing contracts. She asked if this was a conscious decision. J. Czynsz replied that Farmington and Nottingham have included us in their budget for next year. She added that we ended up with these contracts because smaller communities often aren't able to offer full time benefitted position, so we can offer our services in this scenario. J. Czynsz shared that SRPC offers these services at a flat rate independent of the staff members billing rate.

Commenting on the circuit writing program, M. Bobinsky opined that this service is very beneficial for the organization. J. Czynsz commended staffers Kyle Pimental, James Burdin, and Stefanie Casella for their work as circuit writers. Peter Nelson asked if there is any progress with receiving dues from all 18 communities. J. Czynsz shared that there are communities that are consider paying dues in FY2021.

J. Czynsz added that a benefit to being in the communities through circuit writing is a better understanding of what town planning entities need, like planning board basics training. A training like this will help ensure actions are completed according to procedure. This is important considering that the new housing appeals board legislation that passed. This training is being planned by SRPC for April for PB volunteers in SRPC's towns.

V. Parmele asked about the SB43 Density Commission, which is Senator Martha Fuller Clark's commission to look at barriers to achieve affordable housing in our communities. This is related to density. Discussions have taken place at these commission meetings to explore SRPC taking on a larger technical assistance role with outreach to local boards concerning housing, which would complement our statutory obligations to complete the housing needs assessment and regional master plan. Ways to fund this, in addition to the OSI moneys already received by each RPC, is being discussed as well.

J. Czynsz explained another bill submitted on behalf of Marth Fuller Clark which would reestablish the housing and conservation planning program. This originally ran in 2008/2009. This program supported grant funds for municipalities to work on their master plans and updates to subdivision zoning if related with conservation. A discussion ensued concerning this program.

J. Czynsz shared that herself and equity and engagement planner Nancy O'Connor have been attending trainings for the Community Development Block Grant program. They have also met with Community Action Partnership of Strafford County to discuss the issue of homeless in the region, in relation to shelters. D. Landry asked about SRPC's role with CDBG programming versus the municipality's role. J. Czynsz replied that in addition to specific entitlement communities receiving funds, that state receives funds to then distribute to non-entitlement communities. Entities can use this funding. She gave an example of the CAP of Strafford County applying for funds through the county. J. Czynsz added that the purpose of recent training is so SRPC can take on a grant writing role and make it so an entity, when working with their RPC, can avoid going through an RFP process.

P. Nelson **MOVED** to accept the draft December financials. Barbara Holstein **SECONDED** the motion, of which all were **IN FAVOR**.

### **3. Updates and Discussion**

#### **a. January Monthly Minors**

J. Czysz reminded members that at the December E.C. meeting a discussion took place about how minors don't usually require approval by an oversight body. She added that the real focus is now to continue a process to reach out directly to the entity/city affected by the change. M. Bobinsky opined that this process works well for the City of Somersworth.

The current minors were reviewed.

#### **b. Awards, Contracts, and General Business Update**

J. Czysz updated committee members on grants SRPC is planning to apply to including fund through Tufts Health Plan. She added that there are three new Department of Environmental Services projects coming online soon. J. Czysz explained that this may require SRPC to hire a temporary or contract staff member. Another option is to shift staff internally and hire another data collection intern. The best strategy for the organization will be assessed in the coming months.

J. Czysz updated E.C. members on a potential contract with Lee for their tax map update. She explained that the 604b grant will include working with an engineer to help complete a full watershed plan for Sunrise Lake.

J. Czysz shared that SRPC has been slowly applying dues payments equally on a month by month basis. She added that the indirect rate is slightly higher than in past months. due to holidays, vacations, and IT expenses. She stated that SRPC had our phone technician in recently and that the new phone system will be installed soon.

#### **c. NHARPC Membership**

J. Czysz shared that there is a need for volunteers to represent SRPC on the NH Association of Regional Planning Commission.

#### **d. Progress toward FY2020 Goals**

P. Nelson suggested that SRPC use a more consistent file naming convention for meeting materials. A discussion ensued about email lists and spam emails.

J. Czysz shared that all staff now have job descriptions, sharing that some titles have changed. She shared that SRPC has been working on its project team approach. She gave an example of the project team of staffers N. O'Connor, Shayna Sylvia, J. Rand and K. Pimental for the Dover Recreation Master Plan chapter.

J. Czynsz updated E.C. members on the draft Strategic Plan. She added that SRPC is using it internally, and that the finishing touches are coming soon. She said that staff are sitting down to talk about the website next week. We have a budget for our site. P. Nelson suggested have a secure site with an SSL certificate. A discussion ensued concerning the website.

J. Czynsz shared that the road tour visit with each of SRPC's eighteen communities has restarted. A meeting with Strafford is scheduled for April. She added that S. Sylvia will be taking over coordinating this, and that N. O'Connor will be taking over Title VI reporting for DOT. J. Czynsz said that she would keep town officials and commissioners posted on road tour meetings. A discussion ensued concerning which entity to meet with, the planning board or select board. SRPC staff will ask town contacts which would be best for their community dependent on ongoing items of interest.

J. Czynsz opined that the regional workshop held on Friday, Jan. 10 was very successful. The turnout was great and SRPC got great feedback from close to 40 people from around the region. She commended the staff and their facilitation at this event. M. Bobisnky asked when notes from the meeting would be available. They will be available soon, after Stephen Geis is done compiling the information.

J. Czynsz reminded E.C. members that a doodle poll would be sent out to schedule the modes of governance workshop.

#### 4. Other Business

There was no other business.

#### 5. Adjourn

M. Bobisnky **MOVED** to adjourn the meeting. P. Nelson **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, Secretary/Treasurer  
– SRPC Executive Committee

BARRINGTON  
BROOKFIELD  
DOVER  
DURHAM  
FARMINGTON  
LEE  
MADBURY  
MIDDLETON  
MILTON



NEW DURHAM  
NEWMARKET  
NORTHWOOD  
NOTTINGHAM  
ROCHESTER  
ROLLINSFORD  
SOMERSWORTH  
STRAFFORD  
WAKEFIELD

**DATE:** February 14, 2020  
**TO:** Executive Committee Members  
**FROM:** Jen Czysz, Executive Director  
**RE:** Director's Report for the February 2020 Meeting

---

The following notes correspond to individual agenda items for discussion.

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

*Balance Sheet:* Bank balances are holding fairly steady from month to month. Overall net assets are on par with this time last year. One notable difference putting this year ahead of last is the variance of contract revenue received in advance. Bank balances were bolstered last year by several projects that issued payments or grant funds up front.

*Aging Summary:* Most all receivables are current. There is about \$10,000 in accounts that are more than 31 days overdue; most of which were paid in February, reminders have been sent for the others. We are having some delays with DOTs processing of the LTS grant project invoices. The items due beyond 61 days are both accounted for: one is a small mapping project and SRPC receives periodic installment payments, the other is the LTS payment.

*Profit and Loss:* Once again, the largest difference between this year and last is the increase in municipal projects, addition of EDA funding, and decrease in state funded efforts. Despite January being a 3 payroll month, there was only a net loss of \$1,737 for the month. Much of this would have been recouped by the OSI Targeted Block Grant, however, billing is done quarterly for that contract. Staffing and contractual labor differences are the key distinguishing factors within the month to month expense differences. As of the end of January 2020, we have a year-to-date net profit of \$20,932.84.

## **2c. Approval of the CY2020 Emergency Succession Plan Update**

Enclosed in your meeting packet is an updated (redlines) draft of the Emergency Succession Plan. Most changes are formatting and basic updates to reflect current operations. The balance of changes are to the designated individuals to serve as potential acting executive directors. The change shifts from years of employment to program managers/senior staff. Current staffing hierarchy after the executive director is principal planner, senior planners, followed by planners. The communications and outreach planner is noted as assisting the acting director as that position is currently tasked with maintaining all communications and coordination with the EC and Commissioners. Finally, a new appendix is included to provide a sample list of responsibilities for an acting executive director under any of the three scenarios outlined in the plan. This list had been previously drafted but not incorporated into the plan.

## **2d. Recommendation of the SRPC Strategic Plan to the Full Commission**

I am pleased to finally include a completed draft of the strategic plan. This includes all edits developed at last summer's commissioner workshop, additional staff refinements, and the lingering preface content. I

would like to dedicate the majority of our February EC meeting to this agenda item so we can send a final version to the full commission for their consideration and adoption at the February 27<sup>th</sup> meeting.

**3b. Awards, Contracts and General Business Update**

*Awards and Contracts:*

Recently finalized new contracts include:

- REDC Economic Development Visioning Sessions, submitted jointly with RPC, SNHPC and NRPC
- Durham Trail Mapping

Awarded but still pending contracts for FY 2020 include:

- NH DES 604(b) Grant, Sunrise Lake Watershed Management Plan, selected by NH DES for full application submission and funding, submitted on December 5<sup>th</sup>.
- NH DES Source Water Protection Grant, Model Buffer Ordinance, submitted jointly with RPC

Pending Grant Applications and Municipal Contracts include:

- Lee Tax Map updates
- NH Children’s Health Foundation, Pathways to Play Phase 2, online storymapping and marketing
- Tufts Health Foundation, Equal Aging, outreach and planning around age friendly communities, submitted in partnerships with Greater Seacoast Community Health

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

<b>July – December Year to Date (accrual based)</b>	
<b>Income:</b>	
Billable Mapping Services	\$0.00
FY20 Dues Paid	\$67,594.36
<b>Total Income</b>	<b>\$67,594.36</b>

<b>Expenses:</b>	
Planning Salaries	\$4,823.84
Dues and Subscriptions	\$65.90
Office Software	\$0.00
Travel	\$479.33
Meeting Expense	\$226.57
Office Expense	\$73.87
Finance Charge	\$0.00
Accounting	\$0.00
Mapping Supplies	\$0.00
Mapping Salaries	\$18.75
Indirect	\$6,198.52
<b>Total SRPC Expenses</b>	<b>\$16,595.81</b>

<b>Cash Match:</b>	
UPWP	\$20,893.83
Level of Traffic Stress Analysis	\$2,543.90
EDA	\$7,718.93
<b>Total Cash Match</b>	<b>\$31,156.66</b>

<b>Contract Overages:</b>	
Farmington Tax Maps 2019	\$447.45
EPA Brownfields 2015-2018	\$24.66
Milton MS4 NOI	\$24.27
NHCHF Pathways to Play	\$395.28
Lamprey River Mapping (EDA)	\$840.00
RPC - LTS	\$7.74
<b>Total Contract Overages</b>	<b>\$1,739.40</b>

<b>Total Expenses</b>	<b>\$49,491.87</b>
<b>Annual Dues Remaining</b>	<b>\$18,102.49</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 January the rate is back down to 113%. We still have indirect funds not yet expended and budgeted for the website update, additional software enhancements (online timesheets, server back up, and online GIS capacity improvements), and annual license renewals (ESRI).



# SRPC FY 2019 Dashboard - January

For the February 21, 2020 Executive Committee Meeting

January 31, 2019	
FSB Checking Beginning Balance	\$84,114.98
Deposits	\$72,193.58
Payments	-\$80,580.16
Uncleared Transactions	-\$5,685.39
<b>FSB Checking Ending Balance</b>	<b>\$70,043.01</b>

Accounts Receivable	<b>\$81,522.35</b>
FSB Savings Account	<b>\$16,103.23</b>

OVERSIGHT ACTIVITIES	
Line of Credit Activated?	No; Extend to 12/31/2020
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 mid year budget amendment

FUNDING SOURCES - WORKING BUDGET	
Due, Interest & Reimbursement	\$116,726
Metropolitan Planning Organization	\$516,256
State Agencies	\$148,897
Municipal & Nonprofit Agreements	\$174,638
Economic Development District	\$155,266
<b>Total Revenue</b>	<b>\$1,111,783</b>
<b>Pending Grant Applications</b>	<b>\$260,218</b>

EXPENSES - WORKING BUDGET	
Personnel	\$669,330
Equipment	\$37,975
Communications	\$11,730
Fixed Expenses	\$46,156
Miscellaneous Expenses	\$32,765
Contracted Work	\$243,092
<b>Total Expenses</b>	<b>\$1,041,049</b>

## STAFF PRESENTATIONS - ACTIVITIES JAN./FEB.

### Standing Committees and Appointments

CommuteSmart NH Committee Meeting (Shayna)  
 Explore Moose Mountains (Shayna)  
 ACT Board & Executive Committee (Colin)  
 CAW Committee (Kyle) x 2  
 COAST Board (Colin)  
 HSIP Meeting (Colin)  
 FAR, NOR, and NOT Planning Board Staff (Kyle, James, Stef)  
 NHPA Executive Committee (Kyle)  
 Seacoast Drinking Water Commission (Kyle)  
 Greater Seacoast Workforce Housing Co. Board of Directors (Jen)  
 Regional Workshop (All staff)  
 Partnering for Performance NH (Rachel, Colin)  
 SB43 Density Commission (Jen)  
 Strafford Public Health Advisory Committee (Nancy)  
 NHPA Legislative Subcommittee (Jen)  
 Housing and Community Development Planning Council (Jen)

### RPC Activity

Dover Recreation Steering Committee Meeting (Kyle)  
 Somersworth Farm to School Quarterly Meeting (Nancy)  
 Barrington Master Plan Steering Committee Meeting (Kyle)  
 Newmarket Master Plan Steering Committee Meeting (Kyle)  
 MS4 Stormwater Data Conf. Call w/ NRPC (Kyle, Jackson, Jen)  
 Coastal Management Fellowship Advisory Team Meeting (Kyle)  
 Flood Risk Management Data Meeting (Kyle, Jackson, Stef, Colin)  
 Housing and Conservation Planning Program Bill Hearing (Jen)

### EDD Activity

Federal Resource Roundtable (Jen, James, Nancy)  
 Rochester Scenic and Salinger Brownfields site walk (Jen, James)

### MPO Activity

Economic Benefits of Transit Research Meeting (Colin, James, Jen)  
 South East Land Trust (Colin)  
 Joint Land Use Study Committee (Colin, Jen)  
 Rochester Complete Count Committee (Rachel)  
 BWWD Kickoff meeting (Stef, Colin)  
 Future of CommuteSmart Seacoast meeting (Jen, Colin, Shayna)  
 Local Public Agency process input session (Jen)  
 Transportation Roundtable with Congressman Pappas (Colin, Jen)  
 P3 Commission Hearing (Colin, Jen)

### Staff Development & Trainings

Census 2020 Complete Count Training (Shayna and Rachel)  
 NHMA Recycling Webinar (Shayna, Jen, Jackson, Stef)  
 NHFPI Annual Conference (Nancy, James)  
 UNH Career Fair (Jen, Stef)

## WEB AND SOCIAL MEDIA STATISTICS



### Stafford.org

Sessions 649(+262)  
 Users 488(+190)



### Constant Contact

Subscribers 801(0)  
 Avg. Open Rate 31%(0)



### Facebook

Posts 16(-6)  
 Reach 706(-730)  
 Engagement 51(-99)



### Twitter

Tweets 3(-6)  
 Profile Visits 14(-11)  
 Impressions 2,579(+398)  
 Followers 274(-1)  
 Mentions 1(+1)



### Map Geo

Total Visits \*Not reported  
 Unique Visitors \*Not reported





**Strafford Regional Planning Commission**  
**Balance Sheet**  
As of January 31, 2020

DRAFT

	Jan 31, 20	Jan 31, 19	\$ Change
<b>ASSETS</b>			
<b>Current Assets</b>			
<b>Checking/Savings</b>			
FSB Checking	70,043.01	97,352.69	-27,309.68
FSB Savings	16,103.23	16,055.06	48.17
<b>Total Checking/Savings</b>	86,146.24	113,407.75	-27,261.51 <sup>1</sup>
<b>Accounts Receivable</b>			
Accounts Receivable	81,522.35	52,456.98	29,065.37
<b>Total Accounts Receivable</b>	81,522.35	52,456.98	29,065.37
<b>Other Current Assets</b>			
<b>Prepaid Expenses</b>			
Prepaid Dues and Subscriptions	2,138.44	2,946.70	-808.26 <sup>2</sup>
Prepaid training	600.00	600.00	0.00
<b>Total Prepaid Expenses</b>	2,738.44	3,546.70	-808.26
Prepaid software support	728.63	475.44	253.19
<b>Total Other Current Assets</b>	3,467.07	4,022.14	-555.07
<b>Total Current Assets</b>	171,135.66	169,886.87	1,248.79
<b>Fixed Assets</b>			
<b>Property and Equipment</b>			
Accumulated Depreciation	-12,392.40	-30,383.48	17,991.08
<b>Equipment Purchase</b>			
Canon iPF760 Plotter	-3,353.04	3,353.04	-6,706.08
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>	12,392.40	30,383.48	-17,991.08
<b>Total Property and Equipment</b>	0.00	0.00	0.00
<b>Total Fixed Assets</b>	0.00	0.00	0.00 <sup>3</sup>
<b>TOTAL ASSETS</b>	<b>171,135.66</b>	<b>169,886.87</b>	<b>1,248.79</b>
<b>LIABILITIES &amp; EQUITY</b>			
<b>Liabilities</b>			
<b>Current Liabilities</b>			
<b>Credit Cards</b>			
FSB Credit Card	1,262.76	333.41	929.35 <sup>4</sup>
<b>Total Credit Cards</b>	1,262.76	333.41	929.35

**Strafford Regional Planning Commission**  
**Balance Sheet**  
**As of January 31, 2020**

*DRAFT*

	Jan 31, 20	Jan 31, 19	\$ Change
<b>Other Current Liabilities</b>			
Benefits payable			
Simple IRA payable	48.00	48.00	0.00
<b>Total Benefits payable</b>	<b>48.00</b>	<b>48.00</b>	<b>0.00</b>
Contract Revenue In Advance	504.72 <sup>5</sup>	40,500.78	-39,996.06
Direct Deposit Liabilities	0.00	-14,730.51	14,730.51
FY19 Dues in Advance	0.00	48,770.26	-48,770.26
FY20 Dues in Advance	48,085.85	0.00	48,085.85
Payroll Liabilities			
Federal withholding payable	0.00	-1,675.00	1,675.00
FUTA	30.41	30.41	0.00
Medicare payable	0.00	-552.32	552.32
Social Security Payable	-0.02	-2,361.78	2,361.76
Payroll Liabilities - Other	2,682.43	3,167.85	-485.42
<b>Total Payroll Liabilities</b>	<b>2,712.82</b>	<b>-1,390.84</b>	<b>4,103.66 <sup>6</sup></b>
<b>Total Other Current Liabilities</b>	<b>51,351.39</b>	<b>73,197.69</b>	<b>-21,846.30</b>
<b>Total Current Liabilities</b>	<b>52,614.15</b>	<b>73,531.10</b>	<b>-20,916.95</b>
<b>Long Term Liabilities</b>			
Accrued expenses			
Accrued Payroll	21,136.80	21,569.67	-432.87
Accrued Vacation	22,216.21	17,888.47	4,327.74
Annual Audit Accrual	9,022.50	6,221.25	2,801.25
<b>Total Accrued expenses</b>	<b>52,375.51</b>	<b>45,679.39</b>	<b>6,696.12 <sup>7</sup></b>
<b>Total Long Term Liabilities</b>	<b>52,375.51</b>	<b>45,679.39</b>	<b>6,696.12</b>
<b>Total Liabilities</b>	<b>104,989.66</b>	<b>119,210.49</b>	<b>-14,220.83</b>
<b>Equity</b>			
Retained Earnings	45,213.16	61,577.63	-16,364.47 <sup>8</sup>
Net Income	20,932.84	-10,901.25	31,834.09
<b>Total Equity</b>	<b>66,146.00</b>	<b>50,676.38</b>	<b>15,469.62</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>171,135.66</b>	<b>169,886.87</b>	<b>1,248.79</b>

*JNC*  
*2/12/2020*

**Strafford Regional Planning Commission**  
**Balance Sheet**  
**As of January 31, 2020**

DRAFT

- 
1. Cash: Three payroll month

---

  2. Prepaid Dues: The AMPO and NHPA/NNECAPA Dues were paid in February this fiscal year, and in January the previous fiscal year.

---

  3. Accumulated Depreciation and Fixed Assets: Removal of old copier and old plotter sold to Lee from the financial statements.

---

  4. Credit Card: Airfare, accommodations and registration fees charged for several training events. \$1,000 of the training will be reimbursed by NHHA.

---

  5. Contract Revenue in Advance: Funds remaining in current fiscal year - Barrington Master Plan \$410, Durham Living Shoreline \$95

---

  6. Direct Deposit and Payroll Liabilities: In the previous fiscal year, these figures represent payroll processed in January with a paycheck date in February.

---

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

---

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

---

**Strafford Regional Planning Commission  
A/R Aging Summary  
As of January 31, 2020**

DRAFT

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
<b>6800 NH Housing Authority</b>						
6801 ULI Conference	1,000.00	0.00	0.00	0.00	0.00	1,000.00
<b>Total 6800 NH Housing Authority</b>	1,000.00	0.00	0.00	0.00	0.00	1,000.00
<b>2000 LTA (Local Technical Assistance)</b>						
2200 PLUR Books						
2206 Town of Lee PLUR	0.00	0.00	0.00	0.00	20.55	20.55
<b>Total 2200 PLUR Books</b>	0.00	0.00	0.00	0.00	20.55	20.55
2000 LTA (Local Technical Assistance) - Other	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total 2000 LTA (Local Technical Assistance)</b>	0.00	0.00	0.00	0.00	20.55	20.55
<b>3300 City of Dover Master Plan</b>	2,526.20	0.00	2,495.08	0.00	0.00	5,021.28
<b>3500 Town of Farmington</b>						
3501 FAR Circuit Rider	3,550.63	0.00	0.00	0.00	0.00	3,550.63
3503 ADG Master Plan Support	0.00	0.00	342.50	0.00	0.00	342.50
<b>Total 3500 Town of Farmington</b>	3,550.63	0.00	342.50	0.00	0.00	3,893.13
<b>4100 Town of Newmarket</b>						
4103 NKT Local Source Water Cash Match	800.10	0.00	0.00	0.00	0.00	800.10
<b>Total 4100 Town of Newmarket</b>	800.10	0.00	0.00	0.00	0.00	800.10
<b>4200 Town of Northwood</b>						
4201 NOR Circuit Rider	2,676.60	0.00	1,356.94	0.00	0.00	4,033.54
<b>Total 4200 Town of Northwood</b>	2,676.60	0.00	1,356.94	0.00	0.00	4,033.54
<b>4300 Town of Nottingham</b>						
4301 NOT Circuit Rider	3,007.50	0.00	2,308.90	0.00	0.00	5,316.40
<b>Total 4300 Town of Nottingham</b>	3,007.50	0.00	2,308.90	0.00	0.00	5,316.40
<b>4700 Town of Strafford</b>						
4702 Strafford Tax Map Update	1,325.00	0.00	0.00	0.00	0.00	1,325.00
<b>Total 4700 Town of Strafford</b>	1,325.00	0.00	0.00	0.00	0.00	1,325.00
<b>5310 Lamprey River LAC</b>						
5310.001 2016 Land Protection Map	0.00	0.00	600.00	0.00	0.00	600.00
5310 Lamprey River LAC - Other	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total 5310 Lamprey River LAC</b>	0.00	0.00	600.00	0.00	0.00	600.00
<b>5500 Mapping Projects</b>						
5511 Karen Gould	0.00	0.00	0.00	0.00	125.00	125.00
<b>Total 5500 Mapping Projects</b>	0.00	0.00	0.00	0.00	125.00	125.00
<b>6100 NH DES</b>						
6100.000 Coastal 2020	1,046.51	0.00	1,423.59	0.00	0.00	2,470.10
6150.000 PSM 18 Flood Risk Sci & Guidance	0.00	0.00	457.42	0.00	0.00	457.42
6250.000 PRB-Oyster River	0.00	0.00	1,000.00	0.00	0.00	1,000.00
6301.000 Local Source Water 2020	3,400.00	0.00	0.00	0.00	0.00	3,400.00
<b>Total 6100 NH DES</b>	4,446.51	0.00	2,881.01	0.00	0.00	7,327.52
<b>7000 ECONOMIC DEVELOPMENT ADMINISTRATION</b>	12,198.27	0.00	0.00	0.00	0.00	12,198.27
<b>7100 EPA</b>						
7110 Brownfields 2019-2022	1,120.96	0.00	0.00	0.00	0.00	1,120.96

**Strafford Regional Planning Commission  
A/R Aging Summary  
As of January 31, 2020**

*DRAFT*

	<u>Current</u>	<u>1 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>&gt; 90</u>	<u>TOTAL</u>
Total 7100 EPA	1,120.96	0.00	0.00	0.00	0.00	1,120.96
8000 DOT UPWP 20_21	37,930.52	0.00	0.00	0.00	0.00	37,930.52
8100 RPC LTS - Traffic Stress Pilot	272.14	0.00	0.00	537.94	0.00	810.08
City of Rochester UPWP ROC Sidewalk Assess	0.00	0.00	0.00	0.00	0.00	0.00
Total City of Rochester	0.00	0.00	0.00	0.00	0.00	0.00
DOT_UPWP 2010-2011	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL</b>	<b>70,854.43</b>	<b>0.00</b>	<b>9,984.43</b>	<b>537.94</b>	<b>145.55</b>	<b>81,522.35</b>

*Juc  
2/12/2020*

**Strafford Regional Planning Commission**  
**A/R Aging Summary**  
As of January 31, 2020

DRAFT

---

1. Town of Lee: PLUR books just arrived 1/8/20 and a reminder invoice has been sent.

---

2. City of Dover: Paid in February.

---

3. ADG: Paid in February.

---

4. Karen Gould: Monthly statement sent. SRPC typically receives a \$20 payment each month.

---

5. LTS: Paid in February.

---



**Strafford Regional Planning Commission**  
**Profit & Loss**  
**January 2020**

DRAFT

02/11/20

Accrual Basis

	Jan 20	Jan 19	\$ Change
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
SRPC Membership Dues	9,656.34	9,754.07	-97.73 <sup>1</sup>
<b>SRPC Revenue</b>			
<b>Municipal and NonProfit Revenue</b>			
Barrington Master Plan	0.00	368.75	-368.75
BCC Barrington Conservation	0.00	1,102.13	-1,102.13
DOV Recreation MP Chapter	2,526.20	0.00	2,526.20
DUR Wagon Hill Living Shoreline	1,022.07	0.00	1,022.07
FAR Circuit Rider	3,550.63	0.00	3,550.63
MapGeo Subscriptions	0.00	-667.00	667.00
NHCHF Pathways to Play	281.67	830.08	-548.41
Northwood Planning Services	2,676.60	1,171.66	1,504.94
NOT Circuit Rider	3,007.50	0.00	3,007.50
Strafford Tax Map	1,325.00	0.00	1,325.00
Nottingham RSMS	0.00	454.36	-454.36
<b>Total Municipal and NonProfit Revenue</b>	<b>14,389.67</b>	<b>3,259.98</b>	<b>11,129.69</b>
<b>Total SRPC Revenue</b>	<b>14,389.67</b>	<b>3,259.98</b>	<b>11,129.69 <sup>2</sup></b>
<b>Economic Development Revenue</b>			
EDD Partnership Planning	19,796.19	0.00	19,796.19 <sup>3</sup>
EPA Brownfields	1,120.96	254.33	866.63
<b>Total Economic Development Revenue</b>	<b>20,917.15</b>	<b>254.33</b>	<b>20,662.82</b>
<b>State Award Revenue</b>			
NH Housing Authority	1,000.00	0.00	1,000.00
<b>NHDES</b>			
NKT Local Source Water	800.10	0.00	800.10
Coastal 2019	0.00	3,565.63	-3,565.63
Coastal 2020	1,860.69	0.00	1,860.69
Lee Floodplain Mapping	0.00	969.57	-969.57
Local Source Water 2020	4,200.10	0.00	4,200.10
Watershed PRB	0.00	1,931.00	-1,931.00
<b>Total NHDES</b>	<b>6,860.89</b>	<b>6,466.20</b>	<b>394.69</b>
<b>OEP Targeted Block</b>	<b>0.00</b>	<b>2,861.71</b>	<b>-2,861.71</b>
<b>Total State Award Revenue</b>	<b>7,860.89</b>	<b>9,327.91</b>	<b>-1,467.02 <sup>4</sup></b>
<b>MPO Revenue</b>			
FHWA MultiModal Pilot (Bike LTS)	676.92	0.00	676.92
<b>NH DOT</b>			
CTAP CommuteSMART	0.00	1,499.66	-1,499.66
UPWP	42,145.02	38,179.81	3,965.21

**Strafford Regional Planning Commission**  
**Profit & Loss**  
**January 2020**

DRAFT

02/11/20

Accrual Basis

	Jan 20	Jan 19	\$ Change
Total NH DOT	42,145.02	39,679.47	2,465.55
Total MPO Revenue	42,821.94	39,679.47	3,142.47
Miscellaneous Income	0.00	70.00	-70.00
Contra Income Cash Match			
NKT Local Source Water Match	-800.10	0.00	-800.10
CTAP Cash Match	0.00	-234.48	234.48
DOT Cash Match	-4,214.50	-3,817.98	-396.52
EDD Cash Match	-2,614.44	0.00	-2,614.44
RPC LTS Cash Match	-397.04	0.00	-397.04
Total Contra Income Cash Match	-8,026.08	-4,052.46	-3,973.62
Contra Income InKind/Soft Match			
In-Kind Coastal Match	-814.18	-2,653.51	1,839.33
In-Kind EDD Match	-4,983.48	0.00	-4,983.48
Total Contra Income InKind/Soft Match	-5,797.66	-2,653.51	-3,144.15
Contract Overage	-289.41	-217.34	-72.07
Total Income	81,532.84	55,422.45	26,110.39
Gross Profit	81,532.84	55,422.45	26,110.39
Expense			
Personnel Expenses			
Salary and Wages	59,791.22	40,481.31	19,309.91
Payroll Expenses			
Dental insurance expense	284.76	278.34	6.42
Health incentive	-500.00	0.00	-500.00
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	301.75	410.75	-109.00
Pension expense	1,725.10	1,214.45	510.65
Unemployment expense	0.00	276.09	-276.09
Workers Compensation	159.01	159.09	-0.08
Payroll Taxes			
Medicare Expense	857.48	567.91	289.57
Social Security expense	3,666.46	2,428.23	1,238.23
Payroll Taxes - Other	-0.02	-0.01	-0.01
Total Payroll Taxes	4,523.92	2,996.13	1,527.79

**Strafford Regional Planning Commission**  
**Profit & Loss**  
**January 2020**

DRAFT

02/11/20

Accrual Basis

	Jan 20	Jan 19	\$ Change
<b>Total Payroll Expenses</b>	11,020.30	9,689.98	1,330.32
<b>Dues and Subscriptions</b>	357.41	447.99	-90.58
<b>Staff Training and Seminars</b>	820.00	0.00	820.00
<b>Total Personnel Expenses</b>	71,988.93	50,619.28	21,369.65 <sup>6</sup>
<b>Equipment expense</b>			
<b>Computer Supplies</b>	21.97	0.00	21.97
<b>Copier Maintenance Contract</b>	319.85	319.85	0.00
<b>Office furniture</b>			
<b>Computer equipment</b>	0.00	765.00	-765.00
<b>Office furniture - Other</b>	0.00	40.28	-40.28
<b>Total Office furniture</b>	0.00	805.28	-805.28
<b>Software expense</b>			
<b>ArcInfo/View software</b>	425.00	532.00	-107.00 <sup>7</sup>
<b>Office Software</b>			
<b>Adobe In Design</b>	73.98	139.90	-65.92
<b>Anti-virus software</b>	25.80	34.38	-8.58
<b>Constant Contact</b>	40.50	0.00	40.50
<b>Microsoft Office 365</b>	125.00	0.00	125.00
<b>Sonic Wall Remote Access</b>	0.00	375.00	-375.00 <sup>8</sup>
<b>Total Office Software</b>	265.28	549.28	-284.00
<b>Prezi</b>	0.00	13.25	-13.25
<b>Total Software expense</b>	690.28	1,094.53	-404.25
<b>Traffic Count Expenses</b>			
<b>Traffic Count Police Detail</b>	0.00	284.00	-284.00
<b>Total Traffic Count Expenses</b>	0.00	284.00	-284.00
<b>Total Equipment expense</b>	1,032.10	2,503.66	-1,471.56
<b>Fixed Expenses</b>			
<b>Insurance</b>			
<b>Liability Insurance</b>	458.84	420.92	37.92
<b>Total Insurance</b>	458.84	420.92	37.92
<b>Rent</b>	2,500.00	2,500.00	0.00
<b>Total Fixed Expenses</b>	2,958.84	2,920.92	37.92
<b>Communications</b>			
<b>Postage and Delivery</b>	17.99	115.99	-98.00
<b>Telephone</b>			

**Strafford Regional Planning Commission**  
**Profit & Loss**  
**January 2020**

DRAFT

02/11/20

Accrual Basis

	Jan 20	Jan 19	\$ Change
Internet Communication Expense	0.00	114.00	-114.00
Telephone - Other	0.00	180.48	-180.48
<b>Total Telephone</b>	<b>0.00</b>	<b>294.48</b>	<b>-294.48</b>
Telephone and Internet	281.70	0.00	281.70
<b>Total Communications</b>	<b>299.69</b>	<b>410.47</b>	<b>-110.78</b>
<b>Administrative</b>			
Interest Expense			
Finance Charge	0.00	4.33	-4.33
<b>Total Interest Expense</b>	<b>0.00</b>	<b>4.33</b>	<b>-4.33</b>
Library & Planning Books	2,124.03	0.00	2,124.03 <sup>9</sup>
Meetings Expense			
Meetings Advertising Expense	241.60	0.00	241.60
Meetings Expense - Other	128.25	7.16	121.09
<b>Total Meetings Expense</b>	<b>369.85</b>	<b>7.16</b>	<b>362.69</b>
Office Expense	121.45	28.05	93.40
Office Supplies	86.74	62.86	23.88
Printing and Reproduction	408.32	0.00	408.32 <sup>10</sup>
Professional Fees			
Accounting, Audit	902.50	888.75	13.75
<b>Total Professional Fees</b>	<b>902.50</b>	<b>888.75</b>	<b>13.75</b>
Travel & Ent			
Travel	1,325.79	1,781.31	-455.52
<b>Total Travel &amp; Ent</b>	<b>1,325.79</b>	<b>1,781.31</b>	<b>-455.52</b>
<b>Total Administrative</b>	<b>5,338.68</b>	<b>2,772.46</b>	<b>2,566.22</b>
<b>Contract Labor</b>			
Financial Services	1,400.00	3,625.00	-2,225.00 <sup>11</sup>
IT and Network support	270.00	382.50	-112.50
Pass Through Expense			
Consulting Engineering Services	0.00	254.33	-254.33
<b>Total Pass Through Expense</b>	<b>0.00</b>	<b>254.33</b>	<b>-254.33 <sup>12</sup></b>
Website maintenance and updates	3.90	3.90	0.00
<b>Total Contract Labor</b>	<b>1,673.90</b>	<b>4,265.73</b>	<b>-2,591.83</b>
<b>Total Expense</b>	<b>83,292.14</b>	<b>63,492.52</b>	<b>19,799.62</b>

5:30 PM

02/11/20

Accrual Basis

**Strafford Regional Planning Commission**  
**Profit & Loss**  
**January 2020**

DRAFT

	Jan 20	Jan 19	\$ Change
Net Ordinary Income	-1,759.30	-8,070.07	6,310.77
Other Income/Expense			
Other Income			
Interest Income	22.06	36.16	-14.10
Total Other Income	22.06	36.16	-14.10
Net Other Income	22.06	36.16	-14.10
Net Income	-1,737.24	-8,033.91	6,296.67

Jnc  
2/12/2020

**Strafford Regional Planning Commission  
Profit & Loss  
January 2020**

DRAFT

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.
2. Municipal Revenue: Details from last month still apply. Several unanticipated municipal contracts have been put into place.
3. EDD: There was no funding in FY19.
4. State Award Revenue: NHHA funds used for training cost reimbursement. NKT Local Source Water line represents cash match from NKT for the Local Source Water municipal project. Kyle is working to get PRB projects up and running. Targeted Block Grant is billed quarterly – costs for January calculated to be \$1995.
5. MPO Revenue: CTAP – No funding in FY20. UPWP - Possible purchase or lease of vehicle using UPWP funds to spend down the grant. Can carry over any unused cost to second year of grant period.
6. Salaries: Three payroll month.
7. ArcInfo/View software: Negotiating licenses with ESRI and payment in full up front for FY20 resulted in significant savings.
8. Sonic Wall Remote Access: Rachel Dewey is checking on renewal status.
9. Library and Planning Books: PLUR books paid for in January current fiscal year, paid in February previous fiscal year.
10. Printing: Sign for Durham Living Shoreline. Billed for reimbursement.
11. Financial Services: I have cut back my hours at the planning commission. I will generally expect to work approximately 49 hours per month.
12. Pass Through Expenses: New EPA Brownfields contract starting 10/1/19 required consulting engineers to go through formal bidding process. Final contract with new engineering firm signed early December (retroactive to 10/18/19).

**Strafford Regional Planning Commission  
 Income by Customer  
 January 2020**

DRAFT

<u>Date</u>	<u>Name</u>	<u>Memo</u>	<u>Amount</u>
<b>6800 NH Housing Authority</b>			
<b>6801 ULI Conference</b>			
01/31/2020	6800 NH Housin...	ULI Conference	1,000.00
	Total 6801 ULI Conference		1,000.00
	Total 6800 NH Housing Authority		1,000.00
<b>2000 LTA (Local Technical Assistance)</b>			
01/01/2020	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>3300 City of Dover Master Plan</b>			
01/31/2020	3300 City of Do...	PO 201910767 - Progress Billing Dover Master Plan Recreation Chapter	2,526.20
	Total 3300 City of Dover Master Plan		2,526.20
<b>3400 Town of Durham</b>			
<b>3402 Wagon Hill Living Shoreline</b>			
01/31/2020	3400 Town of D...	Progress Billing Living Shoreline - January 2020	1,022.07
	Total 3402 Wagon Hill Living Shoreline		1,022.07
	Total 3400 Town of Durham		1,022.07
<b>3500 Town of Farmington</b>			
<b>3501 FAR Circuit Rider</b>			
01/31/2020	3500 Town of F...	Circuit Rider Progress Billing, January 2020	3,550.63
	Total 3501 FAR Circuit Rider		3,550.63
	Total 3500 Town of Farmington		3,550.63
<b>4100 Town of Newmarket</b>			
<b>4103 NKT Local Source Water Cash Match</b>			
01/31/2020	4100 Town of N...	Town Cash Match for Local Source Water 2020	800.10
	Total 4103 NKT Local Source Water Cash Match		800.10
	Total 4100 Town of Newmarket		800.10
<b>4200 Town of Northwood</b>			
<b>4201 NOR Circuit Rider</b>			
01/31/2020	4200 Town of N...	Circuit Rider Progress Billing, January 2020	2,676.60
	Total 4201 NOR Circuit Rider		2,676.60
	Total 4200 Town of Northwood		2,676.60
<b>4300 Town of Nottingham</b>			
<b>4301 NOT Circuit Rider</b>			

**Strafford Regional Planning Commission  
Income by Customer  
January 2020**

DRAFT

Date	Name	Memo	Amount
01/31/2020	4300 Town of N...	Progress Billing - Nottingham Circuit Rider, January 2020	3,007.50
	Total 4301 NOT Circuit Rider		3,007.50
	Total 4300 Town of Nottingham		3,007.50
<b>4700 Town of Strafford</b>			
<b>4702 Strafford Tax Map Update</b>			
01/31/2020	4700 Town of St...	Strafford Tax Map Update Progress Billing - January 2020	1,325.00
	Total 4702 Strafford Tax Map Update		1,325.00
	Total 4700 Town of Strafford		1,325.00
<b>5100 NHCHF</b>			
<b>5100.000 Pathways to Play</b>			
01/31/2020	5100 NHCHF:5...	Pathways to Play Progress Billing - January 2020	281.67
01/31/2020	5100 NHCHF:5...	To record when contracts go over budget in QuickBooks	-281.67
	Total 5100.000 Pathways to Play		0.00
	Total 5100 NHCHF		0.00
<b>6100 NH DES</b>			
<b>6100.000 Coastal 2020</b>			
01/31/2020	6100 NH DES:6...	Coastal 2020 Progress Billing - January 2020	1,860.69
01/31/2020	6100 NH DES:6...	In Kind match for Coastal grant	-814.18
	Total 6100.000 Coastal 2020		1,046.51
<b>6301.000 Local Source Water 2020</b>			
01/31/2020	6100 NH DES:6...	Local Source Water 2020 - SWP301 - Progress Billing, April 2019 through January...	4,200.10
01/31/2020	6100 NH DES:6...	Newmarket Cash Match	-800.10
	Total 6301.000 Local Source Water 2020		3,400.00
	Total 6100 NH DES		4,446.51
<b>7000 ECONOMIC DEVELOPMENT ADMINISTRATION</b>			
01/31/2020	7000 ECONOMI...	EDA Progress Billing - January 2020	19,796.19
01/31/2020	7000 ECONOMI...	In Kind Match	-4,983.48
01/31/2020	7000 ECONOMI...	Cash Match	-2,614.44
	Total 7000 ECONOMIC DEVELOPMENT ADMINISTRATION		12,198.27
<b>7100 EPA</b>			
<b>7110 Brownfields 2019-2022</b>			
01/31/2020	7100 EPA:7110 ...	Brownfields Progress Billing - January 2020	1,120.96
	Total 7110 Brownfields 2019-2022		1,120.96



5:30 PM

02/11/20

Accrual Basis

**Strafford Regional Planning Commission**  
**Income by Customer**  
**January 2020**

*DRAFT*

Date	Name	Memo	Amount
Total 7100 EPA			1,120.96
<b>8000 DOT UPWP 20_21</b>			
01/31/2020	8000 DOT UPW...	UPWP Progress Billing - January 2020	42,145.02
01/31/2020	8000 DOT UPW...	10% Matching Funds	-4,214.50
Total 8000 DOT UPWP 20_21			37,930.52
<b>8100 RPC LTS - Traffic Stress Pilot</b>			
01/31/2020	8100 RPC LTS -...	LTS Final Billing - January 2020	676.92
01/31/2020	8100 RPC LTS -...	Cash match FHWA Pilot Grant	-397.04
01/31/2020	8100 RPC LTS -...	To record when contracts go over budget in QuickBooks	-7.74
Total 8100 RPC LTS - Traffic Stress Pilot			272.14
<b>TOTAL</b>			<b>81,532.84</b>

*Jmc*  
*2/12/2020*

## Strafford Regional Planning Commission Profit & Loss Budget vs. Actual July 2019 through January 2020

DRAFT

	Jul '19 - Jan 20	Budget	\$ Over Budget
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
SRPC Membership Dues	67,594.36	67,594.35	0.01
SRPC Revenue			
Municipal and NonProfit Revenue			
Barrington Master Plan	1,896.76	2,307.00	-410.24
DOV Recreation MP Chapter	20,633.68	21,787.50	-1,153.82
DUR Wagon Hill Living Shoreline	5,297.48	3,729.25	1,568.23
FAR Circuit Rider	26,534.47	28,000.00	-1,465.53
FAR Master Plan Support	5,263.92	4,375.00	888.92
FAR Tax Map Updates	3,034.95	2,588.00	446.95
GIS Projects	45.00	83.30	-38.30
NHCHF Pathways to Play	19,763.36	19,368.00	395.36
NKT Tax Maps	961.60	1,800.00	-838.40
Northwood Planning Services	16,002.57	17,664.50	-1,661.93
NOT Circuit Rider	18,951.90	16,333.30	2,618.60
UNH Lamprey River	786.93	0.00	786.93
Municipal and NonProfit Revenue - Other	211.47	0.00	211.47
<b>Total Municipal and NonProfit Revenue</b>	<b>124,263.36</b>	<b>118,035.85</b>	<b>6,227.51</b>
<b>Total SRPC Revenue</b>	<b>124,263.36</b>	<b>118,035.85</b>	<b>6,227.51</b>
Economic Development Revenue			
EDD Partnership Planning	58,974.58	70,000.35	-11,025.77
EPA Brownfields	27,543.60	49,433.30	-21,889.70
<b>Total Economic Development Revenue</b>	<b>86,518.18</b>	<b>119,433.65</b>	<b>-32,915.47</b>
State Award Revenue			
NHDES			
NKT Local Source Water	800.10	1,333.48	-533.38
Coastal 2019	1,363.90	0.00	1,363.90
Coastal 2020	9,144.10	14,583.35	-5,439.25
Durham Groundwater Modeling	0.00	32,499.25	-32,499.25
Local Source Water 2020	4,200.10	11,666.44	-7,466.34
PSM18	1,331.92	1,378.23	-46.31
UNH Climate in the Class	0.00	555.56	-555.56
Watershed PRB	1,000.00	35,007.00	-34,007.00
<b>Total NHDES</b>	<b>17,840.12</b>	<b>97,023.31</b>	<b>-79,183.19</b>
OEM Haz Mit			
PDM 2017	1,500.00	1,875.00	-375.00
<b>Total OEM Haz Mit</b>	<b>1,500.00</b>	<b>1,875.00</b>	<b>-375.00</b>
OEP Targeted Block	3,409.78	6,060.55	-2,650.77
<b>Total State Award Revenue</b>	<b>23,749.90</b>	<b>104,958.86</b>	<b>-81,208.96</b>
MPO Revenue			
FHWA MultiModal Pilot (Bike LTS)	11,411.22	8,869.76	2,541.46
NH DOT			
ROC Sidewalk Assessment	5,000.00	5,000.00	0.00
UPWP	258,819.97	322,710.50	-63,890.53

**Strafford Regional Planning Commission  
Profit & Loss Budget vs. Actual  
July 2019 through January 2020**

*DRAFT*

	Jul '19 - Jan 20	Budget	\$ Over Budget
Total NH DOT	263,819.97	327,710.50	-63,890.53 <b>6</b>
Total MPO Revenue	275,231.19	336,580.26	-61,349.07
Miscellaneous Income			
Plotter Sale	250.00	250.00	0.00
Total Miscellaneous Income	250.00	250.00	0.00
Contra Income Cash Match			
NKT Local Source Water Match	-800.10	-1,333.48	533.38
DOT Cash Match			
402.1 ROC Match	-5,000.00	-5,000.00	0.00
DOT Cash Match - Other	-20,882.00	-29,646.15	8,764.15
Total DOT Cash Match	-25,882.00	-34,646.15	8,764.15
EDD Cash Match	-7,718.93	-7,500.00	-218.93
RPC LTS Cash Match	-2,543.90	-1,978.66	-565.24
Total Contra Income Cash Match	-36,944.93	-45,458.29	8,513.36
Contra Income InKind/Soft Match			
In-Kind Coastal Match	-2,872.69	-7,291.65	4,418.96
In-Kind EDD Match	-15,241.22	-27,500.16	12,258.94
PRB IK Match	0.00	-14,007.00	14,007.00
Total Contra Income InKind/Soft Match	-18,113.91	-48,798.81	30,684.90
Contract Overage	-1,739.40	0.00	-1,739.40 <b>7</b>
Total Income	520,808.75	652,595.87	-131,787.12
Gross Profit	520,808.75	652,595.87	-131,787.12
Expense			
Personnel Expenses			
Salary and Wages	320,452.09	324,283.70	-3,831.61
Payroll Expenses			
Dental insurance expense	1,993.32	2,130.90	-137.58
Health incentive	4,933.70	4,681.00	252.70
Health Insurance expense	29,796.20	31,067.15	-1,270.95 <b>8</b>
Life Insurance expense	608.60	581.00	27.60
LTD Insurance expense	329.94	333.65	-3.71
STD insurance expense	939.41	1,125.25	-185.84
Payroll Processing Fees	1,413.50	1,516.65	-103.15
Pension expense	9,112.49	9,221.90	-109.41
Unemployment expense	1,656.46	1,825.30	-168.84
Workers Compensation	546.60	823.45	-276.85
Payroll Taxes			
Medicare Expense	4,673.39	0.00	4,673.39
Social Security expense	19,982.80	0.00	19,982.80
Payroll Taxes - Other	-0.05	24,808.00	-24,808.05
Total Payroll Taxes	24,656.14	24,808.00	-151.86
Total Payroll Expenses	75,986.36	78,114.25	-2,127.89

**Strafford Regional Planning Commission**  
**Profit & Loss Budget vs. Actual**  
 July 2019 through January 2020

DRAFT

	Jul '19 - Jan 20	Budget	\$ Over Budget
Dues and Subscriptions	2,577.49	2,578.90	-1.41
Staff Training and Seminars	3,472.72	5,833.30	-2,360.58 <sup>9</sup>
<b>Total Personnel Expenses</b>	<b>402,488.66</b>	<b>410,810.15</b>	<b>-8,321.49</b>
<b>Equipment expense</b>			
Computer Supplies	21.97	0.00	21.97
Copier Maintenance Contract	2,238.95	2,238.85	0.10
Office furniture			
Computer equipment	3,555.00	4,500.00	-945.00 <sup>10</sup>
<b>Total Office furniture</b>	<b>3,555.00</b>	<b>4,500.00</b>	<b>-945.00</b>
Other Equipment Repair and Cost			
Equipment Rental & Repair	0.00	500.00	-500.00
<b>Total Other Equipment Repair and Cost</b>	<b>0.00</b>	<b>500.00</b>	<b>-500.00</b>
<b>Software expense</b>			
ArcInfo/View software	2,975.00	2,975.00	0.00
Office Software			
Windows 10 Upgrade	1,309.00	1,990.00	-681.00
Adobe In Design	576.79	489.96	86.83
Anti-virus software	150.46	161.25	-10.79
Constant Contact	283.50	283.50	0.00
DropBox	119.88	99.00	20.88
Microsoft Office 365	981.64	875.00	106.64
Sonic Wall Remote Access	0.00	400.00	-400.00
<b>Total Office Software</b>	<b>3,421.27</b>	<b>4,298.71</b>	<b>-877.44</b>
Prezi	26.50	0.00	26.50
Transcad software/maintenance	0.00	700.00	-700.00
<b>Total Software expense</b>	<b>6,422.77</b>	<b>7,973.71</b>	<b>-1,550.94 <sup>11</sup></b>
<b>Traffic Count Expenses</b>			
Traffic counting supplies	266.72	3,000.00	-2,733.28
<b>Total Traffic Count Expenses</b>	<b>266.72</b>	<b>3,000.00</b>	<b>-2,733.28</b>
<b>Total Equipment expense</b>	<b>12,505.41</b>	<b>18,212.56</b>	<b>-5,707.15</b>
<b>Fixed Expenses</b>			
Insurance			
Liability Insurance	3,004.86	2,949.35	55.51
<b>Total Insurance</b>	<b>3,004.86</b>	<b>2,949.35</b>	<b>55.51</b>
Office Vehicle Lease & Maint	0.00	7,725.00	-7,725.00 <sup>12</sup>
Rent	17,500.00	17,500.00	0.00
<b>Total Fixed Expenses</b>	<b>20,504.86</b>	<b>28,174.35</b>	<b>-7,669.49</b>
<b>Communications</b>			
Office Telephone System	2,250.00	8,000.00	-5,750.00 <sup>13</sup>
Postage and Delivery	225.93	233.35	-7.42
Telephone and Internet	2,057.57	1,942.50	115.07

**Strafford Regional Planning Commission**  
**Profit & Loss Budget vs. Actual**  
 July 2019 through January 2020

DRAFT

	Jul '19 - Jan 20	Budget	\$ Over Budget
<b>Total Communications</b>	4,533.50	10,175.85	-5,642.35
<b>Administrative</b>			
Library & Planning Books	1,740.43	0.00	1,740.43 <b>14</b>
<b>Meetings Expense</b>			
Meetings Advertising Expense	625.92	0.00	625.92
Meetings Expense - Other	-253.83	795.44	-1,049.27 <b>15</b>
<b>Total Meetings Expense</b>	372.09	795.44	-423.35
<b>Office Expense</b>	763.30	758.35	4.95
<b>Office Supplies</b>			
Plotter Ink and Supplies	700.30	0.00	700.30
Office Supplies - Other	1,074.77	2,100.00	-1,025.23
<b>Total Office Supplies</b>	1,775.07	2,100.00	-324.93
<b>Printing and Reproduction</b>	1,352.38	1,131.75	220.63
<b>Professional Fees</b>			
Accounting, Audit	6,482.50	6,221.25	261.25
Legal Fees	0.00	583.35	-583.35
<b>Total Professional Fees</b>	6,482.50	6,804.60	-322.10
<b>Travel &amp; Ent</b>			
Meals	259.55	0.00	259.55
Tolls & Parking	9.25	0.00	9.25
Travel	12,140.36	5,833.35	6,307.01 <b>16</b>
<b>Total Travel &amp; Ent</b>	12,409.16	5,833.35	6,575.81
<b>Total Administrative</b>	24,894.93	17,423.49	7,471.44
<b>Contract Labor</b>			
Financial Services	23,692.50	35,000.00	-11,307.50 <b>17</b>
IT and Network support	1,927.50	2,473.35	-545.85
<b>Pass Through Expense</b>			
DUR Groundwater Consultant	0.00	25,970.60	-25,970.60
EPA Brownfields Consultants	9,250.32	42,035.85	-32,785.53
PRB Consultants	0.00	18,083.30	-18,083.30
<b>Total Pass Through Expense</b>	9,250.32	86,089.75	-76,839.43 <b>18</b>
Website maintenance and updates	262.24	0.00	262.24
<b>Total Contract Labor</b>	35,132.56	123,563.10	-88,430.54
<b>Total Expense</b>	500,059.92	608,359.50	-108,299.58
<b>Net Ordinary Income</b>	20,748.83	44,236.37	-23,487.54
<b>Other Income/Expense</b>			
Other Income			
Interest Income	184.01	58.35	125.66
<b>Total Other Income</b>	184.01	58.35	125.66
<b>Net Other Income</b>	184.01	58.35	125.66

5:29 PM  
02/11/20  
Accrual Basis

**Strafford Regional Planning Commission**  
**Profit & Loss Budget vs. Actual**  
July 2019 through January 2020

DRAFT

	<u>Jul '19 - Jan 20</u>	<u>Budget</u>	<u>\$ Over Budget</u>
Net Income	<u>20,932.84</u>	<u>44,294.72</u>	<u>-23,361.88</u>

Juc  
2/12/2020

**Strafford Regional Planning Commission**  
**Profit & Loss Budget vs. Actual**  
**July 2019 through January 2020**

DRAFT

1. Municipal Revenue: DUR Living Shoreline prepaid the balance remaining on their contract; Other consists of communications services provided to RPC.
2. EDA: Grant was received late and did not start until August.
3. EPA Brownfields: New engineering form contract signed early December for new Brownfields contract. No billings yet from engineering firm.
4. State Awards-DES: DOV Resilience and Durham Groundwater Modeling contracts have been approved by G&C on 1/15/20. Local Source Water- delayed as the details of the municipal project with Newmarket were worked out. Watershed PRB request for additional funds approved on 11/6/19 and new engineering firm procured. PDM17 waiting on HSEM final approval for Northwood to close out grant. Targeted Block: Most economic development work is being billed to EDD. TBG funds are billed quarterly – estimated reimbursement for January \$1995.
5. LTS: Final billing sent 1/31/20.
6. 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. SRPC hopes to use UPWP funds to purchase/lease a vehicle prior to the field work season start and the budget adjustment was sent in for approval with the January invoice.
7. Contract Overages: Farmington Tax Map Update \$450, EPA \$25, MIL MS4 NOI \$24, NHCHF \$395, Lamprey River mapping \$840 (was used as match for the EDA grant), LTS \$8.
8. Health Insurance: One employee is expected to sign up for health insurance but has not done so yet.
9. Staff Training: Hard to predict the cost and timing of trainings in the budget process.
10. Equipment: Remaining budget for tablets needed during traffic count season, and office ergonomic items.
11. Office Software: Budget funds are likely to spent for additional computers that need Windows upgrade and Sonic Wall renewal.
12. Vehicle Lease not done yet. Investigating use of UPWP funds for lease/purchase.
13. Office telephone system contract signed. 50% paid in November for down payment. Balance of \$2,250 paid in February. Cost was nearly half of what was projected.
14. Library and Planning Books: Paid in January but budgeted for February per previous fiscal year billing.
15. Meeting Expense Other: Annual meeting ticket funds received, cost was paid in previous fiscal year.
16. Travel: 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. Increased number of staff attending workshops and conferences.

**Strafford Regional Planning Commission**  
**Profit & Loss Budget vs. Actual**  
July 2019 through January 2020

DRAFT

- 
17. Financial Services: Decreased hours from 24 hours per week (M-W) to 21 hours, also only working 1-2 days per week last two weeks of the month, depending on need.
- 
18. Pass Through Expenses: DUR and DOV Groundwater contracts finalized in January, Brownfields contract concluded 9/30/19-new contract had 10/1/19 start date and engineering consultant contract finalized early December but no invoices received yet, PRB project suitable site identified - additional funding approved 11/6/19.
-



---

# Strafford Regional Planning Commission Emergency Succession Plan

---

Adopted: January 20, 2017  
Revised: February 16, 2018  
Revised: January 18, 2019  
**Revised February 21, 2020**

# Strafford Emergency Succession Plan

---

**The Executive Committee of the Strafford Regional Planning Commission (EC-SRPC) approved this document at their ~~January 18, 2019~~February 21, 2020 meeting.**

---

Victoria Parmele, Chair

Date

**The following staff named in this Succession Plan acknowledge their assigned roles and responsibilities:**

---

Jennifer Czysz, Executive Director

Date

---

Kyle Pimental, Principal Planner

Date

Designated Acting Executive Director

---

Colin Lentz, Senior Transportation Planner

Date

Designated Back-Up Acting Executive Director

---

James Burdin, Senior Regional Planner

Date

Designated Back-Up Acting Executive Director

---

Shayna Sylvia, Communications and Outreach Planner

Date

Designated Support Staff to the Acting Executive Director

This document was developed by the Center for Nonprofit Advancement.  
[www.nonprofitadvancement.org](http://www.nonprofitadvancement.org)

# Strafford Emergency Succession Plan

---

Template © 2006 Center for Nonprofit Advancement

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

# Strafford Emergency Succession Plan

---

## Introduction

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

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

## Authority

This plan is designed to assist the Strafford Regional Planning Commission (SRPC) in the event of a temporary or unplanned absence of the Executive Director. The Executive Committee of the Strafford Regional Planning Commission (EC-SRPC) has been tasked with executing this plan.

## ~~Succession Plan in Event of a~~ Temporary, Unplanned Absence: Short Term

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

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

The EC-SRPC should appoint the highest-ranking staff member to be Acting Executive Director. (At the time this plan was re-approved, the highest ranking staff member was Kyle Pimental, Principal Planner.) If the Acting Executive Director is new to their position and fairly inexperienced with the organization (having been here less than three years), or has a full schedule of commitments related to their normal assignments and responsibilities, the EC-SRPC may opt to name one of the back-up appointees to the Acting Executive Director position. (Colin Lentz, Senior Transportation Planner, and James Burdin, Senior Regional Planner, were the next senior most staff appointed as back-ups to the Principal Planner at the time of this plan's approval). It is expected that the Acting Executive Director will be assisted by the Communications and Outreach Planner who maintains all SRPC Commission and EC-SRPC records (Shayna Sylvia at the time of this plan's approval). ~~was the first back-up appointee and Shayna Sylvia, Communications & Outreach Planner, was the second at the time of this plan's approval.~~) The EC-SRPC may also consider splitting executive duties among the designated appointees and others to cover the

# Strafford Emergency Succession Plan

---

primary areas of responsibilities to implement the terms of this emergency plan.

## Authority of the Acting Executive Director

The Acting Executive Director(s) shall not have the same full authority for decision-making and independent action as the regular Executive Director. The EC-SRPC shall, after a thorough discussion and mutual agreement with the Acting Executive Director(s), set clear limits on the authority of the Acting Executive Director(s) for decision making and action. The EC-SRPC, Acting Executive Director(s), and other involved parties shall sign off on a list of the responsible parties' executive duties. To assist in the establishment of the Acting Executive Director(s) duties, refer to the Executive Director's job description included in Appendix A and the Suggested Acting Executive Director Responsibilities in Appendix B.

## EC-SRPC Oversight and Responsibilities

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

## Communication Plan

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

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

## Completion of Short-Term Emergency Succession Period

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

## ~~Succession Plan in Event of a~~ Temporary, Unplanned Absence: Long Term

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

# Strafford Emergency Succession Plan

---

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

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

## Completion of Long-Term Emergency Succession Period

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

## ~~Succession Plan in Event of a~~ Permanent Change in Executive Director

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

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

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

# Strafford Emergency Succession Plan

---

## Checklist for Acceptance of All ~~Types of~~ Emergency Succession Plans

### Succession plan approval

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

### Signatories

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

### Organizational Charts

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

### Important Organizational Information

The SRPC Information and Contact Inventory presented in Appendix ~~C-D~~ has been updated and is now complete for calendar year ~~2019~~2020. The completed form will be kept at the SRPC attorney's office (Jackson Lewis) and available only to the Acting Executive Director, SRPC Chair, and SRPC Secretary/Treasurer.

# Strafford Emergency Succession Plan

---

## Appendix A – Executive Director Job Description

### **Description**

The Executive Director is the chief executive officer of the Strafford Regional Planning Commission (SRPC), the Strafford Economic Development District (Strafford EDD), and the Strafford Metropolitan Planning Organization (Strafford MPO). This position provides leadership and direction to employees and develops and manages a budget funded through federal, state, local, and private agreements and contracts, voluntary contributions, and donations. The primary responsibility of the Executive Director is to carry out the missions of the SRPC, Strafford EDD, and Strafford MPO consistent with state and federal laws and regulations. This responsibility includes ensuring that awarded funds are properly managed, contractual obligations are fulfilled, tasks described in scopes of work are completed on time and with quality products, and administrative, personnel, and fiduciary responsibilities of the Commission are met.

### **Responsibilities**

In program development and administration the Executive Director will:

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

In communications the Executive Director will:

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

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

- Oversee the fiscal management of individual contracts and agreements, including reporting requirements and performance measures.



# Strafford Emergency Succession Plan

---

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

In relations with employees the Executive Director will:

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

## ***Accountability***

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

## ***Required Skills and Experience***

- At least ten years of experience in the planning profession showing career progression with increasing supervisory and management responsibilities.
- At least five years of experience in the successful management of people, budgets, and projects.
- Certification through the American Institute of Certified Planners.
- Understanding of public governance: regulatory, legislative, procedural, and public interest.
- Excellent verbal and written communication skills.
- Success in carrying out collaborative projects, facilitating processes, and public engagement.
- Ability to articulate complex and technical planning issues in plain language.
- Excellent grant and contract management skills.

## ***Education***

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

# Strafford Emergency Succession Plan

## Appendix B – Suggested Acting Executive Director Responsibilities

To maintain continuity of operations, the following critical tasks should be considered when setting the responsibilities of the Acting Executive Director(s):

- Assume lead staff responsibility for organizing and/or attending SRPC Executive Committee, Commission, and Policy Committee meetings.
- Represent SRPC at statewide RPC directors' meetings and NHARPC meetings
- Review and approval of weekly timesheets
- Mileage and expense reimbursement requests review and approval
- Oversight and approval of purchase orders/ vendor invoices (credit card receipts, etc.)
- Execution of offer letters and overseeing the hiring processes
- Supervise SRPC staff members and conduct performance reviews (discipline and termination shall be conducted jointly by the Acting Executive Director and SRPC Chair)
- Sign off on cover letters for proposal submissions
- Review and approval of time off/leave requests
- Review and approval of billing invoices
- Prepare and issue monthly/quarterly progress reports with assistance of project managers
- Review and approve the NHDOT S/TIP Monthly Minors with assistance of the Senior Transportation Planner
- Approve expenses and sign checks
- Review and approval of staff training and conference requests (including travel/accommodations)
- Review and approve monthly financial reports to ensure accuracy, prevent fraud, and monitor current financial position including:
  - Monthly balance sheet, aging summary, profit and loss, and income by customer reports
  - Monthly general journal entry report
  - Monthly bank reconciliations (checking, savings, credit card)
- Issue letters of support
- Issue other Commission communications

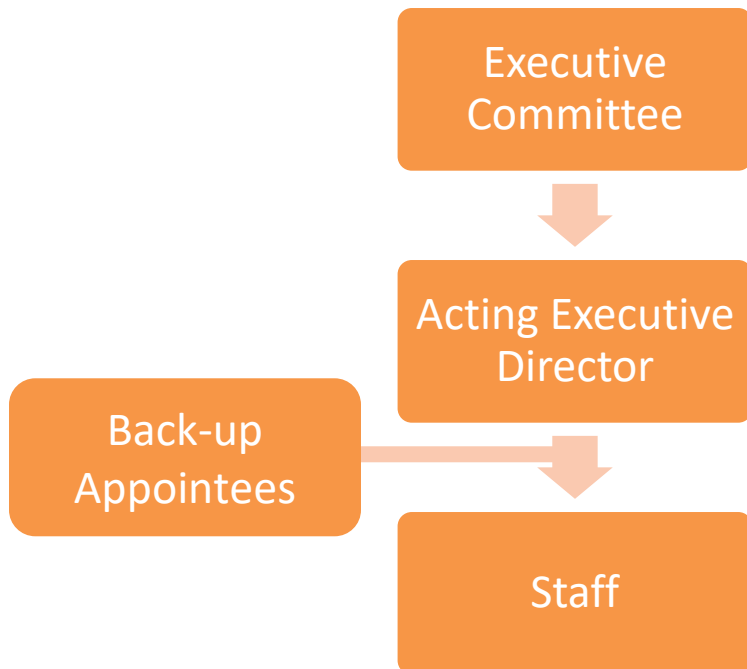
Considerations should be given to the appointees existing workload, ability to reassign tasks to other staff members and the increased level of responsibility. Depending on the arrangement reached and the duration of the Executive Director's absence, the Executive Committee should also consider compensation levels for the Acting Executive Director(s).

Appendix **B-C** – Organization Charts

Normal Organizational Flow



Emergency Organizational Flow



# Strafford Emergency Succession Plan

---

## **Current Staffing**

- Jennifer Czysz, Executive Director (RPC, MPO, EDD)
- Kyle Pimental, Principal Regional Planner (RPC): land use and environmental programs
- Colin Lentz, Senior Transportation Planner (MPO)
- James Burdin, Senior Regional Planner (RPC, EDD): land use and economic development
- Nancy O'Connor, Equity and Engagement Planner (RPC, MPO, EDD)
- Shayna Sylvia, Communications and Outreach Planner (RPC, MPO, EDD)
- Jackson Rand, GIS Planner (RPC, MPO, EDD)
- Rachel Dewey, Data Analyst (MPO)
- Stefanie Casella, Regional Planner (RPC, MPO): land use and transportation programs
- Stephen Geis, Data Collection and GIS Intern (RPC, MPO, EDD)
- Kathy Foster, Financial Consultant (RPC, MPO, EDD)

# Strafford Emergency Succession Plan

---

## Appendix ~~C~~D – SRPC Information and Contact Inventory

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

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

# Strafford Emergency Succession Plan

---

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

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

Office safe or offsite safe:

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

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

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

Auditor:  
Contact Name:  
Phone Number/Email:  
Function:  
  
Phone and Internet Provider:  
Contact Name:  
Phone Number/Email:  
Function:

Legal Counsel:  
Contact Name:  
Phone Number:  
Email:  
Function:

IT Services Provider:  
Contact Name:  
Phone Number/Email:  
Function:

Website Development and Maintenance Provider:  
Contact Name:  
Phone Number/Email:  
Function:

Copy Machine Maintenance and Parts Provider:  
Contact Name:  
Phone Number/Email:  
Function:

Mail Machine and Part Provider:  
Contact Name:  
Phone Number/Email:  
Function:

Office Supply Vendor:  
Contact Name:  
Phone Number/Email:  
Function:

Office Supply Vendor:  
Contact Name:  
Phone Number/Email:  
Function:

# Strafford Emergency Succession Plan

---

Computers, Software Vendor:

Contact Name:  
Phone Number/Email:  
Function:

UPWP Equipment Vendor:

Contact Name:  
Phone Number/Email:  
Function:

## **Insurance Information**

General Liability/Commercial Umbrella:

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

Directors & Officers Liability:

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

Health Insurance:

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

Unemployment Insurance:

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

Workers Compensation:

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

Disability Insurance Short Term:

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

Disability Insurance Long Term:

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

Dental Insurance:

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

Long Term Care Insurance:

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

SIMPLE Retirement Plan:

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

# Strafford Emergency Succession Plan

---

SIMPLE Retirement Plan:  
Company/Underwriter: Vanguard  
Policy Number:  
Representative Phone Number/Email:  
Broker Phone Number/Email:  
Renewal Date:  
Function:

---

**Date of Completion for SRPC Information and Contact Inventory:**

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

*Executive Director*

*Chair, Executive Committee -SRPC*

*Roles*

*Acting Executive Director*

*Human Resources staff*

*Back-up Appointee #1*

*Back-up Appointee #2*

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





# STRATEGIC PLAN FY 2020-2022

Strafford Regional Planning Commission

February 14, 2020

Draft for Executive Committee Review on 2/21/2020 and Commission Adoption 2/27/2020

## CONTENTS

INTRODUCTION .....	2
WHAT ARE WE? .....	3
Strafford Regional Planning Commission .....	3
Strafford Metropolitan Planning Organization .....	3
Strafford Economic Development District .....	3
Existing Services .....	4
Governance and Staffing .....	7
WHO ARE WE? .....	9
Our Vision .....	9
Mission .....	9
Values .....	9
Moving Forward .....	10
KEY ISSUES .....	11
Strengths .....	11
Challenges and Threats .....	11
Opportunities Moving Forward .....	12
STRATEGIC DIRECTION .....	13
Planning Services and Current Issues .....	13
Relationships, Marketing, and Communications .....	17
Internal Roles, Responsibilities, and Opportunities .....	21

## INTRODUCTION

Periodically it is important to take stock, assess where we are today, and identify our direction for the next few years. We at SRPC have seen several recent transitions and milestones, making this a good time to develop a Strategic Plan.

The Strategic Plan is intended to provide a high-level strategic roadmap for the next five years. The plan will reflect upon historical and current mandates that define SRPC, as well as, our mission, vision, values, and current programs and operational realities. These various factors, in combination with progress toward implementation of our Regional Plan and evolving planning issues, shape SRPC's role within the region over the next few years.

To launch the Strategic Plan process, we surveyed staff, commissioners and stakeholders with an interest toward assessing current organizational values, services and operations. The retreat served as the basis to articulate our overarching strategic direction for the next few years, along with objectives, key outcomes, and several critical inputs for success. Conversations continued through a series of staff and Executive Committee meetings to refine ideas and concepts generated at the Retreat. To garner broader commissioner input, a workshop was held directly after the regularly scheduled Policy Committee meeting to further develop the draft recommendations and measures of success.

This document can serve several functions. Very simply, the descriptive overview may be useful to new staff, Commissioners, stakeholders, and the public who are seeking a better basic understanding of the agency. As an articulation of strategic priorities, it can be help employees align their efforts where they will make the most impact and help guide the development of scopes of work to better address agency and member community needs. Lastly, it provides a benchmark against which all Commission progress may be compared through time.

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 – January 2019
Strategic Planning Retreat	Commissioners & Staff, Contractual Facilitator	February 8, 2019
Draft Report out of Findings	Staff & Contractual Facilitator	March 2019
Retreat Follow-up Workshop and Implementation Brainstorming	Full Commission and Staff	July 2019
Plan Writing	Staff	March 2019 – February 2020
Plan Review & Refinement	Executive Committee & Staff	July 2019 – February 2019
Plan Adoption	Commissioners	February 27, 2020

## 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 several 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.



## EXISTING SERVICES

Strafford Regional Planning Commission (SRPC) is a responsive public agency that uses a full range of planning practices to assist municipalities and stakeholders accomplish their goals. SRPC is a strong collaborator that builds on existing relationships, and actively seeks to develop new connections. SRPC is a transparent forum for public engagement and decision-making. SRPC's project approach is to be conceptually aware of the "big picture" the goals, objectives and outcomes while also being careful and methodical in carrying out all the small items on a day to day basis that guarantee a project's success. SRPC attracts motivated professionals and inspires them to innovate in a dynamic field.

SRPC has a long and positive history of working closely with municipalities, state agencies and partners on a wide selection of projects. This includes updates to Master Plans, economic development strategies, stormwater management, transportation, regional impact studies, landscaping, water-efficiency, and groundwater protection regulations.

SRPC offers professional planning services to communities through our expertise in:

- Land use
- Housing
- Hazard mitigation
- Climate adaptation
- Economic development
- Transportation
- Natural resource protection
- Data collection, mapping, and geospatial analysis
- Outreach, engagement, communications, and graphic design
- Grant writing

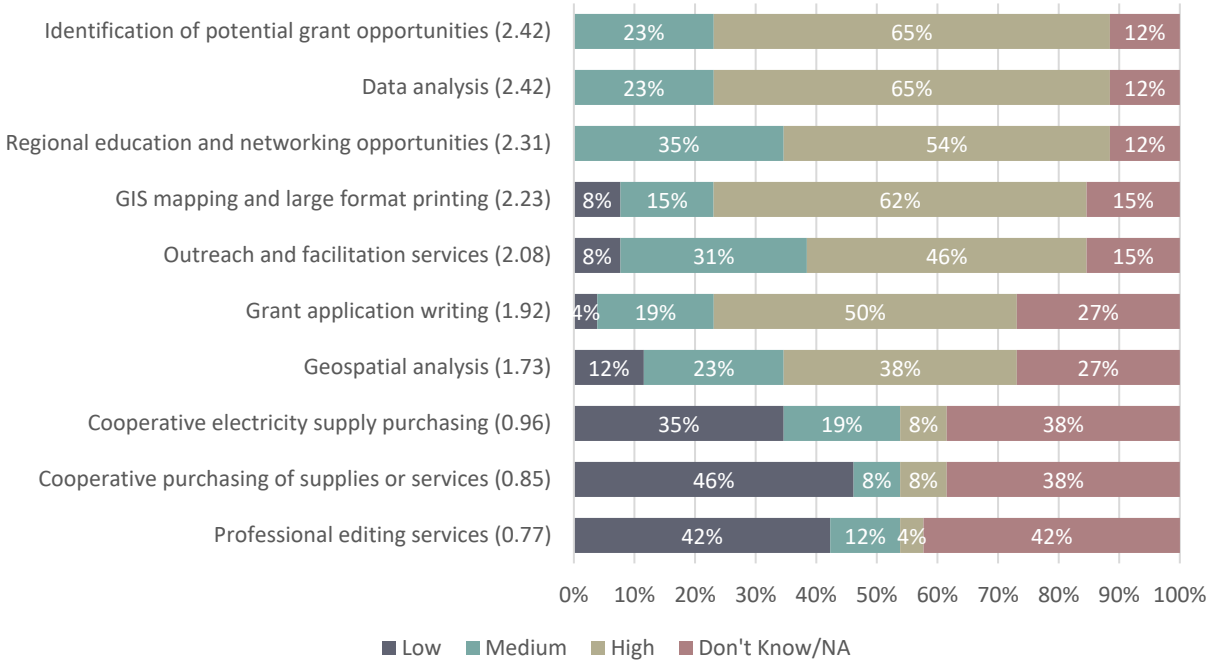
SRPC's mission is to plan and act in a manner that achieves sustainable development and thereby improves the quality of life for those living in the region. Our organization strives to support communities in their efforts to:

- Update and refine local planning documents and regulations
- Comply with evolving state and federal regulations
- Prioritize and fund projects and improvements
- Identify opportunities for collaboration and partnership with neighboring communities
- Create vibrant and sustainable communities
- Balance development and natural resource protection
- Continue to foster a high quality of life in the region

As part of this Strategic Planning process, SRPC surveyed stakeholders including municipal staff and officials, allied organizations, and frequent program funders to assess the value of existing and potential programs and services. (See following charts). High value services include comprehensive regional and municipal plans, data analysis, identification of funding opportunities.

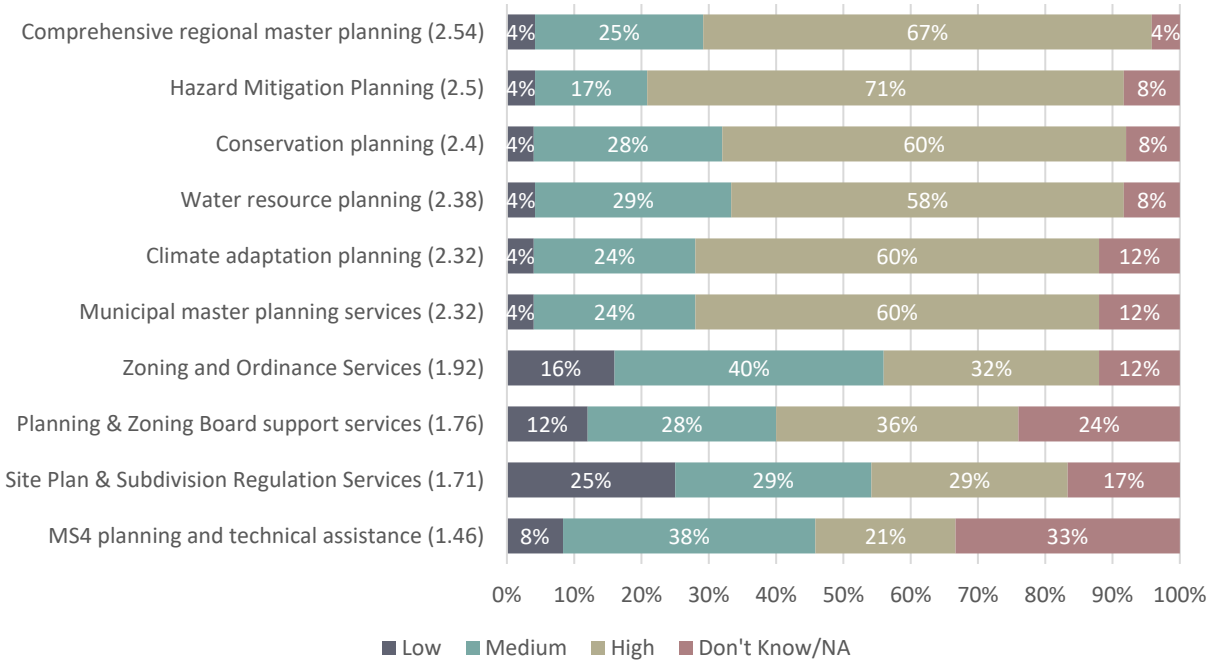
## Value of General Planning and Administrative Services

(weighted score where 0 is not valued and 3 is highly valued)



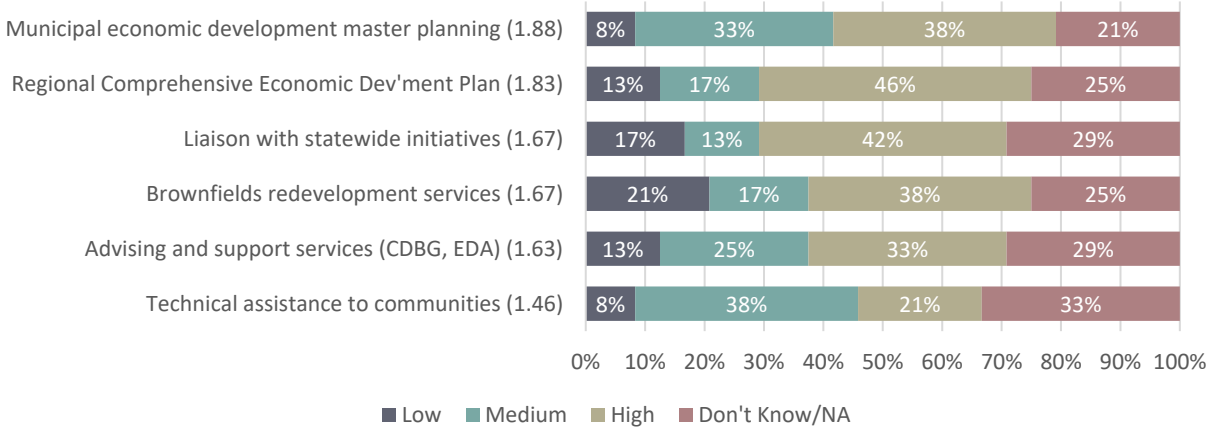
## Value of Land Use and Environmental Planning Services

(weighted score where 0 is not valued and 3 is highly valued)



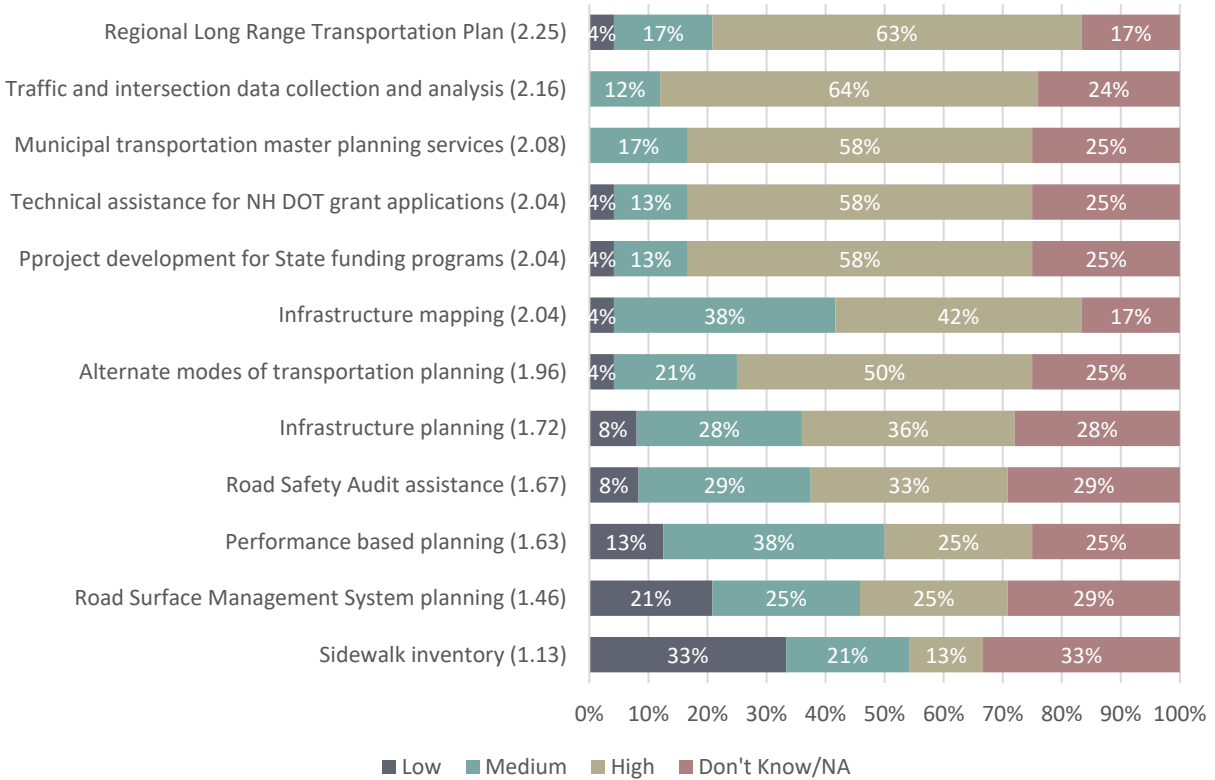
## Value of Economic Development Planning Services

(weighted score where 0 is not valued and 3 is highly valued)



## Value of Transportation Planning Services

(weighted score where 0 is not valued and 3 is highly valued)



### THE COMMISSION

Per RSA 36:45-58 each member municipality is entitled to two representatives to the Commission. A municipality with a population (based upon the last federal census) over 10,000 but less than 25,000 is allowed three representatives, and a municipality with a population of 25,000 or over permitted four Commission representatives. Representatives on the Commission must be residents of the community they serve, are nominated by their local planning board, and are appointed by the municipal officers of the municipality. Commission members are appointed for a term of four years.

Regional Planning Commissioners:

- Keep current on regional activity through Commission emails, newsletters, reports, and other documents
- Represent their municipality at Commission, EDD Board, and MPO Policy Committee meetings
- Discuss their perspective and concerns regarding both local and regional issues with fellow Commissioners
- Brief their municipality's boards and officials on issues facing the region and serve as a liaison between community officials and the Commission
- Volunteer to serve on special committees, such as the Regional Impact Committee, and to attend planning seminars and workshops
- Volunteer to serve as an SRPC representative to the New Hampshire Association of Regional Planning Commissions

**The Executive Committee** (E.C) oversees the administration of the organization. In carrying out its responsibilities, the E.C. strives to ensure that work produced by SRPC is in accordance with the policies of the Commission, as stated in the mission statement and other Commission actions. Major responsibilities of committee members include being familiar with and overseeing finances, commission administration, hire and supervise the executive director, adopt personnel policies, and communicate and promote the mission and programs of the Commission.

The committee consists of a Chair, Vice-Chair, Secretary-Treasurer, and four members elected by the Commission at the Annual Meeting.

**The officers** for the Commission and Executive Committee (chair, vice-chair, secretary-treasurer) also serve as the officers for the MPO Policy Committee and Economic Development District Board.

**Other Official Committees** in furtherance of the Commission's roles as an RPC, MPO and EDD include:

- Regional Impact Committee (RPC)
- Transportation Technical Advisory Committee (MPO)
- Policy Committee (MPO)
- EDD Board
- CEDS Committee (EDD)



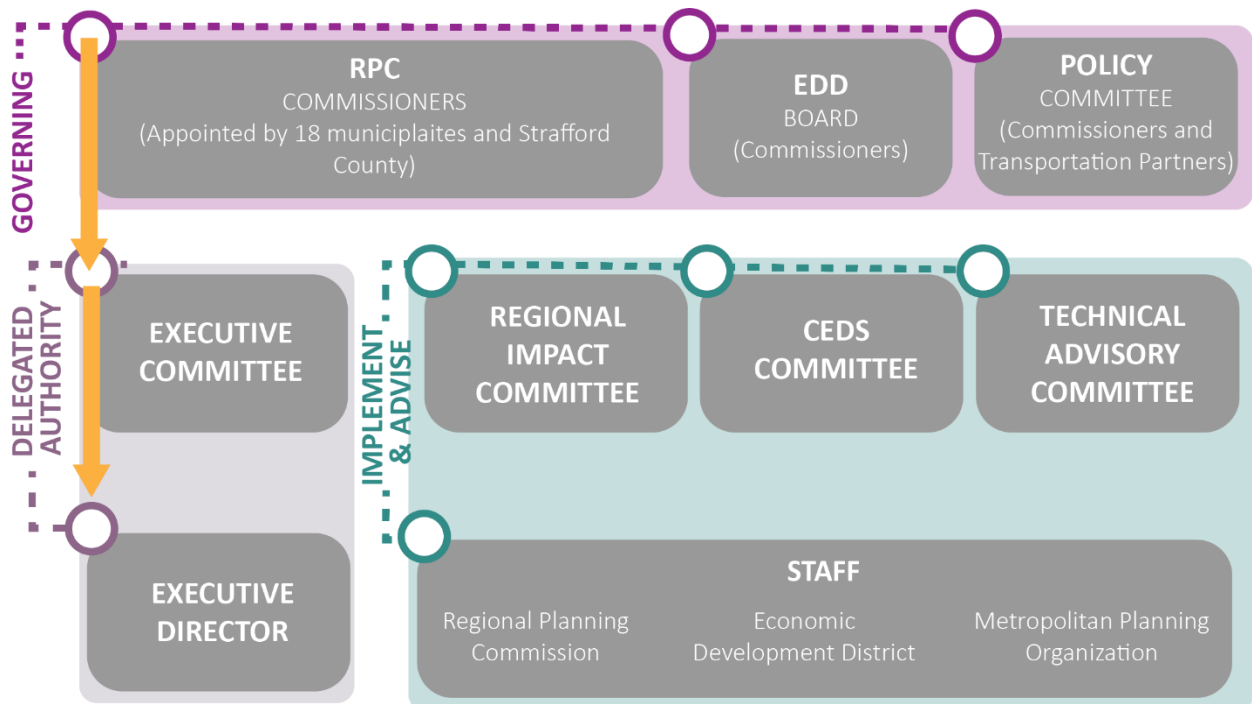
## STAFFING

Stafford Regional Planning Commission employs a staff team with a comprehensive breadth of expertise to provide responsive planning services to its member communities. As a small and nimble organization, staff members may work across the organizations 3 organizational designations (RPC, MPO, EDD) and cover multiple programmatic functions.

Current staff positions include:

- Principal Regional Planner (RPC): land use and environmental programs
- Senior Regional Planner (RPC, EDD): land use and economic development programs
- Regional Planner (RPC, MPO): land use and transportation programs
- GIS Planner (RPC, MPO, EDD)
- Equity and Engagement Planner (RPC, MPO, EDD)
- Communications and Outreach Planner (RPC, MPO, EDD)
- Senior Transportation Planner (MPO)
- Data Analyst (MPO)
- Data Collection and GIS Intern (RPC, MPO, EDD)
- Financial Consultant (RPC, MPO, EDD)
- Executive Director (RPC, MPO, EDD)

## ORGANIZATIONAL STRUCTURE



## WHO ARE WE?

Established by state legislation in 1969 the regional planning commissions serve in an advisory role to local governments and community organizations. The Strafford Regional Planning Commission is composed of eighteen municipalities including all thirteen in Strafford County, three in Rockingham County, and two in Carroll County. The Commission's professional staff provide transportation, land use, economic development, hazard mitigation, water, public health, and natural resource planning services; support on design and implementation of spatial data collection processes and geospatial data analysis using geographic information systems (GIS); design of participatory processes for data collection, data compilation and analysis; facilitation; and project management.

## OUR VISION

Our vision represents the collective ideals of our communities. It is the aspirational goal which we seek to achieve, and it shapes what we do. The vision answers the question “what should the Strafford Region be 20-30 years from today” and is similar to ones that guide municipal master plans. SRPC’s vision was adopted January 2015 as part of SRPC’s regional plan, [Local Solutions for the Strafford Region](#).

*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.*

## MISSION

Strafford Regional Planning Commission’s mission was developed to guide programs and operational direction. The mission shapes how we work and the services we provide.

*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.*

## 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
- We are self-reliant creative problem-solvers
- We respect our history and plan for tomorrow
- 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 lead to decisions
- Lead to decisions that promote the greater good
- Lead to decisions that are fair and just



## MOVING FORWARD

The previously adopted mission, core values and vision served as a launching point for the strategic planning process. Staff, commissioners, and stakeholders, through a series of surveys, were asked to share their thoughts on what defines SRPC.

SRPC's values can be *generally* summarized as: doing what is best for the region through a commitment to listening; providing access; protecting resources; sustainability and resiliency; economic practicality; a source of data, information and technology; local engagement; equal access and inclusion; thoughtful progress and the support to manage that; exceeding expectations; and being progressive.

The over-arching theme from the survey results, in terms of SRPC's identity, is that we are an important resource for our communities. Our role as a resource involves being educators, providing support and expertise, acting as an intermediary between state and local government, being a regional collaboration driver and convener, we act as regional thinkers and advocates, and we are the go-to agency for regional impact.



## KEY ISSUES

### STRENGTHS

- SRPC's exceptional staff are curious and learning focused. When staff doesn't know the answer, they know how to find it. They provide valuable support to the SRPC communities, commissioners and committees.
- As an organization SRPC is flexible and nimble. Staff and the organization are continually evolving in order to jump on new opportunities.
- SRPC employs big picture thinking combined with an innovative and collaborative problem-solving approach to local and regional planning.
- As an organization, SRPC has a positive track record of credibility and impartiality. Its work is driven by data and effective communications.
- Staff diversity at SRPC offers municipalities a range expertise and a wide variety of resources for local planning needs.
- SRPC has secured an impressive amount of funding for the communities it serves at little cost to them; a significant and beneficial economic impact on the region.
- SRPC is a resource during local and regional expansion.
- Being regionally anchored and familiar with local communities makes SRPC competitive with other consultants.
- Diverse, qualified, experienced, and engaged Commissioners brought together to communicate and share ideas establishing a forum in which communities can learn from one another and strengthen themselves.

### CHALLENGES AND THREATS

- Our name is a regular challenge – "Strafford" Regional Planning Commission is perceived as being tied to the county opposed to the "greater Strafford" region where there are member municipalities from Carroll and Rockingham Counties.
- Obscurity – people don't always know what we do creating a perpetual need for education and outreach.
- There is no substantial, dedicated funding to ensure sustainability of SRPCs planning programs.
- Limitations in technology, such as internet speed, software, and hardware similarly limit the ability to grow and be adaptive.
- We need to become more adept as an advocate. How do we advocate for our communities within the legislative process without crossing into lobbying? How can SRPC be proactive on important issues when communities may not be ready to address them?
- Staff retention and cross training has been a challenge in the fairly recent past.
- While we have a range of internal expertise there are some services that are not available inhouse such as project design and engineering or detailed legal expertise.
- The commission's relationship with citizen planners and municipal staff varies from community to community and is not as strong in smaller towns. We need to continually work to build stronger relationships with our municipalities.
- We need to build relationships and face perceived competition with UNH and other educational institutions. Instead, the perception of competition should be viewed as how to partner and expand service offerings available to our communities.



## STRATEGIC DIRECTION

Stafford Regional Planning Commission strives to meet the continually evolving needs of the region and our communities.

## PLANNING SERVICES AND CURRENT ISSUES

### GOAL 1:

Align, build and improve municipal and regional planning services to address emerging issues and needs and allow SRPC to be financially stable, diversify our portfolio, and grow.

### STRATEGY 1.1:

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

### OBJECTIVES:

- A. Expand our services to provide guidance on environmentally sustainable planning to address emerging issues such as clean energy and transportation, drinking water, water resource management, and climate change.
  - Identify opportunities to plan for climate change beyond existing efforts with SRPC's coastal communities.
  - Determine the needs and vulnerabilities (e.g. droughts) of non-coastal communities.
  - Increase the number of communities that develop a master plan chapter on climate change. SRPC's work with the City of Dover to establish a climate adaptation master plan chapter can serve as a possible model.
  - Work with communities to include climate change and infrastructure resiliency into their hazard mitigation plan.
  - Outreach, development and implementation of regulations that address climate change, sustainability, and natural resources.
  - Investigate funding sources to support the development of resilience and adaptation master plan chapters and technical studies.
  - Encourage communities to incorporate climate change into other master plan chapters.
  - Identify and define other emerging issues such as energy, transportation and natural resources and determine priorities at the local level and how SRPC can assist with those issues.
  - Establish a business approach to providing planning services.
  - Provide communities with the updated NH Coastal Risk and Hazards Commission 2020 Science and Technical Advisory Panel Report (STAP) guidelines.
  - Leverage GIS capabilities.
- B. Address the regional and local need for affordable housing.
  - Raise awareness of and provide educational support and technical to communities on housing affordability.

- Identify community planning support needs and tailor services to match.
- Identify funding resources, grant opportunities and technical assistance programs for municipalities to pursue workforce, and diverse housing opportunities.
- Promote and provide technical assistance to municipalities on creative ways to adjust land use regulations, zoning changes, and/or density bonuses to meet local and regional housing needs.
- Promote the Accessory Dwelling Unit guidelines to help communities expand housing opportunities in response to changing demographics and the 2020 Census results, when available.
- Use the 2020 Census to provide planning support on projections of population growth, housing needs and city/town growth opportunities.
- Transform the housing needs assessment to be action oriented and present solutions that:
  - Encourage diversification of housing stock to create a variety of options.
  - Enable residents to downsize within their community (going from big/community housing to smaller, single/family housing).
  - Keep people of all ages within the region.
  - Promote creative ideas for housing.

---

## MEASURES OF SUCCESS:

### General Planning Services

- A. Annual review of top ranking municipal and regional issues and challenges
- B. Annual update to the SRPC Commissioners on top issues to be addressed each year with time for them to seek input from their represented communities.
- C. Number of communities that have utilized SRPC staff for their data needs.

### Climate Change and Resiliency

- D. Number of communities with an adopted climate adaptation chapter.
- E. Number of climate or resiliency focused ordinances or regulations adopted.
- F. Number of climate resilience grants awarded.
- G. Dollar amount of funding from grants for adaptation planning.

### Housing Affordability and Choice

- H. Number of communities requesting information about housing.
- I. Number of communities that received a grant for workhouse housing opportunities.
- J. Number of outreach publications and/or presentations about affordable housing.
- K. Funds raised to support development of the housing needs assessment.
- L. An outreach publication that portrays an analysis of projections of population growth, or housing needs and opportunities using CENSUS 2020.
- M. Number of communities have created a housing chapter in their master plan that includes information on affordable housing.
- N. Number of communities that have adopted standardized ADU regulations and guidelines.
- O. A clear definition of affordability as a standard of success incorporated into the Housing Needs Assessment and a summary of whether we are meeting those definitions?

---

## STRATEGY 1.2:

Expand our planning services to diversify the tools, technology and techniques at our disposal and the types of products that we can prepare on behalf of the region and our communities.

---

### OBJECTIVES:

- A. Offer planning visualization, design, and interactive planning services
  - Develop a portfolio of current planning and design services.
  - Outreach to communities to inform of the current services SRPC can provide; and work with communities to assess the needs of new planning and design services.
  - Pilot new planning and design services using SRPC existing projects as examples.
  - Develop more interactive planning tools that will enable SRPC to host living documents and enhance outreach and engagement through social media, and website and data access.
  - Develop a fee structure for new services.
  
- B. Update the Geographic Information Services (GIS) Strategic Plan and market our GIS services.
  - Meet with SRPC municipalities to:
    - Identify the community support needs and tailor the services to match.
    - Identify the most pressing needs in terms of data and interactive online features (e.g. geolocation services).
    - Identify what municipal specific GIS data they maintain that could be shared with SRPC.
  - Evaluate SRPC capacity to prioritize current or new GIS services to communities.
  - Market SRPC's GIS services and highlight their usefulness to support better decision-making processes and planning.
  - Develop a marketing piece that highlights services that SRPC offers to be published alongside the launch of SRPC's new website.
  - Engage commissioners to solicit input from their communities.
  - Highlight successes in other communities on how to use online mapping.
  - Streamline data collection process through online platforms, cloud-based services, and form based data collection for surveys/mobile data collection, to better serve communities with a focus toward offering the best available technology to collect, analyze and use data.
  - Identify and market examples of local data collection needs such as stormwater infrastructure mapping.

---

### MEASURES OF SUCCESS:

- A. Number of communities utilizing our planning and design services
- B. A portfolio with examples of design services
- C. A GIS strategic plan document revised by the commissioners
- D. At least three meetings with communities to talk about our GIS services
- E. Number website "hits" to SRPC's updated online mapping services



---

### STRATEGY 1.3:

Increase SRPC's internal staffing and technological capacity to meet municipal and regional needs through regular reviews of hardware, tools, licenses, and skillsets to identify new tools and programs to add; current programs to be maintained or discarded; and opportunities to train or cross-train staff for efficiency and redundancy.

---

### OBJECTIVES:

- A. Maintain an up to date IT plan that assesses the programs and software we currently use (GIS, online mapping platforms, NVivo, Synchro, TransCAD, Microsoft Office, etc.), and schedules hardware replacement (computers, phones, printers, plotter, server, other office equipment), and identifies improvements to be made.
  - Conduct a complete inventory of software and hardware including useful lifespan and anticipated replacement dates.
  - Assess current utilization of software and hardware.
    - Identify need for staff training.
    - Optimize use of existing platforms and services.
  - Identify options for replacement of existing software and hardware.
    - Assess the feasibility of expanded cloud-based services.
  
- B. Increase collaboration and cross training 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.
  - Provide professional development and other training opportunities to build capacity and expertise.
  - Establish and internal protocol library that includes resources and tutorial links for self-guided capacity building and course listing for professional development

---

### MEASURES OF SUCCESS:

- A. An IT Plan to assess the current state of hardware, software, and services and prioritizes upgrades and replacements.
- B. A searchable catalog of hardware, tools, licenses, etc. with replacement and renewal schedules and condition information.
- C. An intranet site for interactive or guided cross training tutorials and resources.
- D. Increased use of cloud based or online services available for staff and constituent use.

## RELATIONSHIPS, MARKETING, AND COMMUNICATIONS

### GOAL 2:

Strengthen and enhance our relationships with new and existing partners and enhance marketing and communications of SRPCs achievements.

### STRATEGY 2.1:

Strengthen and enhance marketing and communications.

### OBJECTIVES:

- A. SRPC staff with assistance from Commissioners maintain existing relationships
  - Increase face-to-face communication with key staff in each municipality.
  - Maintain relationships with elected leaders – municipal officials, state legislators and federal delegation.
  - Maintain regular communications with municipalities (Commissioners to serve as a liaison between SRPC and their community).
- B. SRPC staff with assistance from Commissioners build new relationships
  - Increase face-to-face communication with key staff in each municipality.
  - Reach out to establish relationships when leadership changes within organizations.
  - 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 with new regional partners and non-traditional partners (those entities we might not naturally cross paths with but can open new doors and help enhance our abilities to meet changing community needs).
- C. Increase and Expand Non-Traditional Relationships
  - Develop a plan to engage the private sector and non-traditional partners.
  - Identify a specific staff person to reach out to potential non-traditional partners.
  - Build a direct relationship with UNH and commercial organizations.

### MEASURES OF SUCCESS:

- A. Number of new partners contacted.
- B. Number of new grant partners.
- C. Number of business met with.
- D. Number of chambers of commerce meetings, presentations or events attended.
- E. Updated contact lists.
- F. Join the chambers.

---

## STRATEGY 2.2:

Quantify and communicate the value of SRPC membership to the 18 communities within the region and potential funders.

---

### OBJECTIVES:

- A. Define and quantify the value of SRPC Membership
  - Identify the need(s) that SRPC is addressing.
  - Identify the benefits and impact of SRPC membership.
  
- B. Communicate and Promote SRPC's Value Proposition
  - Develop an "elevator pitch" statement(s) that includes the value of membership to be created and used by staff and Commissioners.
  - Leverage relationships with entities that have established networks to communicate about SRPC, i.e. Chambers of Commerce, municipalities, etc.

---

### MEASURES OF SUCCESS:

- A. Number of non-member communities contacted and engaged with an eye toward future membership.
- B. Number of annual contacts and presentations with a focus on marketing SRPC and the value of membership.
- C. Number of municipal annual reports published online that quantify the value of membership.

---

## STRATEGY 2.3:

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

---

### OBJECTIVES:

- A. Develop a Communications Strategy that addresses:
  - Face-to-Face communication including:
    - Identify and attend community events to promote SRPC and gather contact information from interested attendees
    - Partner with state entities
    - Continue participation at identified meetings on a regular basis
  - Use of technology to further communication reach through:
    - Regular brief reports to key people
    - Promote news from small communities
    - Expand the use of social media platforms and posting frequency
    - Issue updates on transportation and other infrastructure improvements
    - Upload meeting videos
  
- B. Develop an advocacy strategy that coordinates the efforts of staff , commissioners, and partners with other organizations.

- Enable commissioners to become advocates for SRPC and the face of the organization.
- Tailor communication and advocacy strategy to different audiences with a focus on regional stakeholders and state entities.

---

MEASURES OF SUCCESS:

- A. Increased number of subscribers to SRPC's e-news contact lists
- B. Increased number of people attending SRPC meetings
- C. Increased number of people using the website or accessing reports
- D. Number of SRPC social media posts that are engaged with (liked, commented on, or shared)
- E. Number of articles published in the local press or regional/statewide publications.
- F. All SRPC meeting agendas, packets, and minutes are easily accessible online.

---

STRATEGY 2.4:

Improve SRPC communication strategies by developing a new website and a strong social media presence.

---

OBJECTIVES:

- A. Redesign the SRPC website to improve functionality and the user experience.
  - Reach out to communities to learn what online tools would be most valuable.
  - Redesign the website to be an easy to use, interactive, and informative resource that includes:
    - Search function
    - Comment section
    - Links to videos of meetings (hosted on YouTube)
    - High level overviews of SRPC services
    - Project portfolio that is searchable and easy to navigate
    - Improve social media presence
  - Increase the accessibility and visibility of existing online GIS data sources, mapping portals, etc. such as GRANIT and NHDOT.
- B. Enhance online data and GIS resources through creation of a GIS section/portal of the new SRPC webpage and highlighting existing web features.
  - Reach out to communities to learn what online tools would be most valuable.
  - Provide an online portal for data access and communication
  - Design the new GIS section of the new website to better communicate the GIS services that SRPC offers, which will be further developed based on strategy 1.2. and will be an easy to use resource for stakeholders, including:
    - Explanation of GIS services.
    - Links to currently existing, external, public GIS tools, data sets, mapping resources, and mapping portals such as GRANIT and NHDOT to increase the accessibility and visibility of existing resources.
    - GIS data section and connection to SRPC's ArcOnline webpage which will include a place for users to create their own maps, download GIS data, and view our online web maps and storymaps, etc.

- C. Grow the strength of SRPC'S social media presence
- Expand the use of social media platforms and posting frequency.
  - Share more events on SRPC's Facebook Page.
  - Grow following on SRPC newest platform on Instagram.
  - Use more hashtags to track posts by project.
  - Utilize Facebook and Instagram stories.

---

MEASURES OF SUCCESS:

- A. Launch of a new website
- B. Number of video uploads on YouTube
- C. Track web usage statistics for the Strafford.org website and online mapping services
- D. Social media analytics
- E. Number of our events shared on social media
- F. Number of Instagram followers
- G. Number of project hashtags used
- H. Number of Instagram/Facebook Stories posted
- I. Transportation projects more accessible online and feature a searchable database

## INTERNAL ROLES, RESPONSIBILITIES, AND OPPORTUNITIES

### GOAL 3:

Build opportunities for both staff and commissioners to excel and collaboratively further SRPC's mission.

### STRATEGY 3.1:

Improve staff retention and opportunities for ongoing professional development.

### OBJECTIVES:

- A. Develop creative staff retention incentives that address the personal needs of employees and increase the appeal of a SRPC career.
  - Continue to offer telecommuting and improve telecommunications.
  - Explore resources to allow for innovative employee benefits such as student loan assistance or forgiveness, paid volunteer time, etc.
  - Develop ladders for career mobility within SRPC.
  - Promote a sense of value for all positions.
  - Strengthen the employment pipeline by engaging students and interns.
  - Offer professional certification (such as AICP and GISP).
  
- B. Offer a diverse range professional development opportunities to meet both organizational and staff goals.
  - Encourage participation in training sessions, workshops, and conferences.
  - Promote new skills development such as graphic design, renderings, drone piloting, and project management.
  - Mentor staff to assume new responsibilities that offer an opportunity to learn new skills. For example, circuit riding provides an avenue for staff to learn about many diverse planning topics.

### MEASURES OF SUCCESS:

- A. Length of staff tenure
- B. Lack of turnover with recognition that sometimes staff departures are not a reflection on the organization
- C. Number of staff partaking in and number of professional development opportunities in which staff participate

---

### STRATEGY 3.2:

Clarify the role and responsibility of commissioners and more actively involve them in the Commission's work to help SRPC to be a dynamic, thriving organization utilizing all of the collective strengths and connections to communities that commissioners bring.

---

#### OBJECTIVES:

- A. Develop a more engaging and clear training and orientation for commissioners.
  - Re-work or re-organize the current orientation so that commissioners can gain a better understanding of what SRPC does, impacts of the work, their responsibilities, and how it all fits into a bigger statewide framework.
  - Offer ongoing trainings for commissioners on topics such as land use, transportation etc. For example, we could host webinar "viewing parties."
  - Provide commissioners with an acronym cheat sheet to improve understanding of the various programs and work tasks.
  
- B. Engage Commissioners on a regular basis to support and further the work of the Commission.
  - Engage commissioners more frequently on topics other than transportation.
  - Make more focused use of Commissioners. What do you really need from commissioners? How can they help achieve SRPC goals? Create and communicate specific "asks."
  - Engage to commissioners to act as conduits to share information about projects that communities are undertaking and the role SRPC may have to collaborate. Solicit input 2 weeks before meetings to share with the larger staff to identify opportunities for collaboration or assistance and formalize "match-making" between commissioners, their municipalities, and staff.
  - Increase regular communication with commissioners to ensure they are aware of efforts within their and surrounding community.
  - Invite commissioners to outreach events to represent SRPC and their community.
  
- C. Create opportunities for peer learning among commissioners and their respective communities.
  - Discuss and explore the meeting schedule and re-configure the annual calendar to increase engagement and relevance.
  - Encourage commissioners to work with one another, defining strengths and maximizing those for future opportunities to collaborate.
  - Create opportunities for a "regional show and tell" for commissioners to share local efforts and engage in peer learning.
  - Host networking/meetings created by Commissioners to engage all communities.
  - 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.

---

#### MEASURES OF SUCCESS:

- A. Number commissioners staying for repeated terms.
- B. Number outreach events attended by Commissioners.
- C. Number of actions taken by commissioners.





BARRINGTON  
BROOKFIELD  
DOVER  
DURHAM  
FARMINGTON  
LEE  
MADBURY  
MIDDLETON  
MILTON



NEW DURHAM  
NEWMARKET  
NORTHWOOD  
NOTTINGHAM  
ROCHESTER  
ROLLINSFORD  
SOMERSWORTH  
STRAFFORD  
WAKEFIELD

February 21, 2020

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

RE: February 2020 Minor Revisions to the 2019-2022 TIP

Dear Mr. Watson:

The Strafford Metropolitan Planning Organization (SMPO) staff has received a request to approve the February 2020 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

## February 2020 TIP Minors

---

### Table of Contents

#### **Funding Changes**

Barrington (41415).....	Page 1
Dover-Somersworth-Rochester (29604) .....	Page 2
Lee (41322) .....	Page 3
Program PAVE – T2 - RESURF.....	Page 4
Program TA.....	Page 5
Rochester (14350) .....	Page 6

# 2019-2022 SRPC Transportation Improvement Program Minor Revision

1/24/2020

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.

## BARRINGTON 41415

Towns: BARRINGTON  
 Road: US Route 4  
 Scope: Rehab or Replacement of red list bridge carrying US 4 over Oyster River in the Town of Barrington

Acronyms:

### Approved Funding

Phase	Fiscal Year	Federal	State	Other	Total
PE	2021	\$226,160		\$0	<b>\$226,160</b>

### Proposed Funding

Phase	Fiscal Year	Federal	State	Other	Total
PE	2020	\$110,000		\$0	<b>\$110,000</b>
PE	2021	\$110,000		\$0	<b>\$110,000</b>

### Change Notes

NHDOT Description of Changes

### SRPC Notes

Funds were split between 2020 and 2021 to align with design schedule.

### Funding Sources

#### FHWA

STP-5 to 200K

#### NHDOT

Toll Credit

# DOVER - SOMERSWORTH - ROCHESTER 29604

Towns: DOVER, ROCHESTER, SOMERSWORTH

Road: NH 108

Scope: NH Rte 108 - Complete Streets consistent with improvements under U-3 alternative

Acronyms:

## Approved Funding

Phase	Fiscal Year	Federal	State	Other	Total	
PE	2019	\$440,000		\$0	\$0	<b><i>\$440,000</i></b>
PE	2020	\$1,212,750		\$0	\$0	<b><i>\$1,212,750</i></b>
PE	2021	\$354,986		\$0	\$0	<b><i>\$354,986</i></b>
PE	2022	\$1,262,523		\$0	\$0	<b><i>\$1,262,523</i></b>
ROW	2022	\$1,569,324		\$0	\$0	<b><i>\$1,569,324</i></b>

## Proposed Funding

Phase	Fiscal Year	Federal	State	Other	Total	
PE	2019	\$440,000		\$0	\$0	<b><i>\$440,000</i></b>
PE	2020	\$1,212,750		\$0	\$0	<b><i>\$1,212,750</i></b>
PE	2021	\$345,316		\$0	\$0	<b><i>\$345,316</i></b>
PE	2022	\$1,228,135		\$0	\$0	<b><i>\$1,228,135</i></b>
ROW	2022	\$1,526,580		\$0	\$0	<b><i>\$1,526,580</i></b>

## Change Notes

NHDOT Description of Changes

### SRPC Notes

PE and ROW funds were decreased in 2022 because the first project cost estimate was done in the current federal fiscal year and inflation needed to be adjusted.

## Funding Sources

### FHWA

STP-State Flexible

### NHDOT

Toll Credit

# LEE 41322

Towns: LEE  
Road: NH Route 125  
Scope: Bridge Replacement of culvert carrying NH 125 over Little River Br No 073/084  
Acronyms:

## Approved Funding

Phase	Fiscal Year	Federal	State	Other	Total	
PE	2021	\$226,160		\$0	\$0	<b>\$226,160</b>
ROW	2022	\$17,437		\$0	\$0	<b>\$17,437</b>
CON	2022	\$1,743,694		\$0	\$0	<b>\$1,743,694</b>

## Proposed Funding

Phase	Fiscal Year	Federal	State	Other	Total	
PE	2021	\$220,000		\$0	\$0	<b>\$220,000</b>
ROW	2022	\$16,962		\$0	\$0	<b>\$16,962</b>
CON	2022	\$1,696,200		\$0	\$0	<b>\$1,696,200</b>

## Change Notes

NHDOT Description of Changes

### SRPC Notes

PE, ROW, and CON funds were decreased because the first project cost estimate was done in the current federal fiscal year and inflation needed to be adjusted.

## Funding Sources

### FHWA

National Highway System

STP-Non Urban Areas Under 5K

### NHDOT

Toll Credit

# 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	\$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>

## 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	\$12,330,000	\$8,750,000		\$0	<b>\$21,080,000</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

CON funds in 2020 increased. The program is being adjusted to accommodate necessary changes in children project fund amounts. This change does not affect projects in the Strafford region.

## Funding Sources

### FHWA

National Highway System

STP-State Flexible

### NHDOT

Betterment

Toll Credit

# PROGRAM TA

Towns: Statewide  
 Road: Various  
 Scope: TRANSPORTATION ALTERNATIVES PROGRAM (TAP)  
 Acronyms:

## Approved Funding

Phase	Fiscal Year	Federal	State	Other	Total	
PE	2019	\$358,400		\$0	\$89,600	<b>\$448,000</b>
PE	2020	\$252,760		\$0	\$63,190	<b>\$315,950</b>
PE	2021	\$244,760		\$0	\$61,190	<b>\$305,950</b>
PE	2022	\$172,000		\$0	\$43,000	<b>\$215,000</b>
ROW	2019	\$102,120		\$0	\$25,530	<b>\$127,650</b>
ROW	2020	\$102,120		\$0	\$25,530	<b>\$127,650</b>
ROW	2021	\$110,120		\$0	\$27,530	<b>\$137,650</b>
ROW	2022	\$102,120		\$0	\$25,530	<b>\$127,650</b>
CON	2019	\$2,158,720		\$0	\$539,680	<b>\$2,698,400</b>
CON	2020	\$2,198,720		\$0	\$549,680	<b>\$2,748,400</b>
CON	2021	\$2,198,720		\$0	\$549,680	<b>\$2,748,400</b>
CON	2022	\$2,279,480		\$0	\$569,870	<b>\$2,849,350</b>
OTHE	2019	\$4,000		\$0	\$1,000	<b>\$5,000</b>

## Proposed Funding

Phase	Fiscal Year	Federal	State	Other	Total	
PE	2019	\$358,400		\$0	\$89,600	<b>\$448,000</b>
PE	2020	\$752,760		\$0	\$188,190	<b>\$940,950</b>
PE	2021	\$244,760		\$0	\$61,190	<b>\$305,950</b>
PE	2022	\$172,000		\$0	\$43,000	<b>\$215,000</b>
ROW	2019	\$102,120		\$0	\$25,530	<b>\$127,650</b>
ROW	2020	\$102,120		\$0	\$25,530	<b>\$127,650</b>
ROW	2021	\$110,120		\$0	\$27,530	<b>\$137,650</b>
ROW	2022	\$102,120		\$0	\$25,530	<b>\$127,650</b>
CON	2019	\$2,158,720		\$0	\$539,680	<b>\$2,698,400</b>
CON	2020	\$2,198,720		\$0	\$549,680	<b>\$2,748,400</b>
CON	2021	\$2,198,720		\$0	\$549,680	<b>\$2,748,400</b>
CON	2022	\$2,279,480		\$0	\$569,870	<b>\$2,849,350</b>
OTHER	2019	\$4,000		\$0	\$1,000	<b>\$5,000</b>

## Change Notes

### SRPC Notes

PE funds increased in 2020. The program is being adjusted to accommodate necessary increases in children project fund amounts. This change does not affect projects in the Strafford region.

## Funding Sources

### FHWA

TAP - Transportation Alternatives

### NHDOT

Toll Credit

# 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		\$200	<b>\$1,000</b>
CON	2021	\$1,398,080		\$3,215,741	<b>\$4,613,821</b>

## Proposed Funding

Phase	Fiscal Year	Federal	State	Other	Total
PE	2019	\$800		\$200	<b>\$1,000</b>
CON	2021	\$1,360,000		\$3,128,153	<b>\$4,488,153</b>

## Change Notes

NHDOT Description of Changes

### SRPC Notes

CON funds were decreased because the first project cost estimate was done in the current federal fiscal year and inflation needed to be adjusted.

## Funding Sources

### FHWA

STP-Areas Less Than 200K

STP-Hazard Elimination

STP-State Flexible

### NHDOT

Non Participating

### OTHER

Towns