

STRAFFORD

Regional Planning Commission

SRPC EXECUTIVE COMMITTEE MEETING

March 17, 2023, 8:00 a.m. to 9:00 a.m.

Hybrid Meeting (Conference Rm 1A & via Zoom)

In accordance with RSA 91:A, the Commission requires a minimum of an in-person quorum. To organize this, the Commission staff will confirm the necessary in-person attendance. It is the preference of the Commission that others participate via Zoom, however, guests may attend the meeting at the SRPC Office. All participants, both in-person and virtual, can communicate contemporaneously. View the remote access information below.

Meeting URL: <https://us02web.zoom.us/j/84905778392>

Meeting ID: 849 0577 8392

Telephone-only Access: +1 312 626 6799

These instructions have also been provided at www.trafford.org. If anybody is unable to access the meeting, please email mtaylorfetter@trafford.org or call 603-994-3500 (x115).

Agenda Item	Time	Notes
1) Welcome and Introductions	8:00-8:05	N/A
2) Action Items (Motions Required) a) Approval of the February 17, 2023 Minutes b) Acceptance of the Draft February Financials c) Approval of the Emergency Succession Plan	8:05-8:20	a) Enclosed b) See memo & enclosed c) See memo & enclosed
3) Updates a) Awards, Contracts, and General Business	8:20-8:50	a) See memo & enclosed
4) Other Business	8:50-8:55	N/A
5) Adjourn	9:00	N/A

Reasonable accommodations for people with disabilities are available upon request. Include a detailed description of the accommodation you will need along with your contact info. Please make your request as early as possible; allowing at least 5 days advance notice. Last minute requests will be accepted but may be impossible to fill. Please call (603) 994-3500 x115 or email srpc@trafford.org.

STRAFFORD REGIONAL PLANNING COMMISSION

150 Wakefield Street, Suite 12, Rochester, NH 03867

Barrington | Brookfield | Dover | Durham | Farmington | Lee | Madbury | Middleton | Milton | New Durham
Newmarket | Northwood | Nottingham | Rochester | Rollinsford | Somersworth | Strafford | Wakefield



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.



STRAFFORD

Regional Planning Commission

Strafford Regional Planning Commission
Executive Committee Meeting
150 Wakefield Street, Conference Room 1A
Rochester, NH 03867
February 17, 2023
Meeting Minutes

1. Welcome/Introductions

Chair Dave Landry called the meeting to order at 8:05 A.M.

Members attending in person: Dave Landry, Dover; Peter Nelson, Newmarket; Joe Boudreau, Rochester; Barbara Holstein, Rochester; Don Hamann, Rochester; Katrin Kasper, Lee; Bill Fisher, Farmington; Mike Bobinsky, Somersworth; Tom Crosby, Madbury

Staff attending in person: Jennifer Czysz

Staff attending remotely: Megan Taylor-Fetter

2. Action Items

a. Approval of the January 20, 2023 Draft Meeting Minutes

M Bobinsky motioned to approve the January 20, 2023 Draft Meeting Minutes as written. B. Holstein seconded the motion. All members voted in the affirmative. Motion passed.

b. Acceptance of revised Draft December Financials

J. Czysz reported there was an error in the Draft December financials. An invoice for what was to be contract revenue in advance (project #6802 NHHFA Housing Navigator, \$29,408.75) was mistakenly coded as revenue. This artificially inflated the month and year to date profit and loss. The error has been corrected as presented in the revised Draft December financials.

M. Bobinsky motioned to accept the corrected Draft December Financials. B. Holstein seconded the motion. Motion passed with all members voting in favor.

c. Acceptance of the Draft January Financials

J. Czysz highlighted the Draft January Financials as follows:

Balance Sheet: The checking account remains ahead of this time last year. The savings account is substantially lower. This is due to the timing of advance payments from EDA and Greater Seacoast Community Health that will be deposited in February this year rather than in January last year. Additionally, as noted below under the Aging Summary, there are several large payments received in February that will boost balances back up to where we would like to see them.

Aging Summary: January's accounts receivable is on the high side, however the payments received in February are also significant. \$64,950 of the outstanding \$244,738 is the current month's billings. Payments totaling \$152,635 were received in February, leaving a past due balance of \$27,152, within the typical range.

Profit and Loss: January had a net loss of \$11,098, bringing our year-to-date (YTD) net loss to \$42,507. January's net revenue was a loss because the first pay date in January included Christmas and New Year's holidays, plus leave time taken between the two holidays. As a result, there were fewer billable hours, leading our expenses to outpace revenue for the month. You can

also see the impact of this in the indirect rate that jumped to nearly 122% in January. Through the end of the year the focus will be on billable hours for all not on approved leaves of absence.

D. Hamann motioned to accept the Draft January Financials as presented. T. Crosby seconded the motion. The motion passed with all members voting in favor.

d. Acceptance of Single Audit

J. Czysz explained a single audit is conducted when revenues from Federal Funds exceed \$750,000.00. Fiscal Year 2022, federal funds were just under a million which met the requirement for a single audit.

The auditors concluded that SRPC has “complied in all materials respects, with the compliance requirements” and they “did not identify any deficiencies in internal control over compliance.” Despite this, SRPC is not a low-risk auditee because we did not require a single audit in the previous two fiscal years. We are budgeting for and anticipate completing a single audit of FY2023. At that time, should we remain compliant, we would be considered low risk.

D. Hamann motioned to accept the single Audit. M. Bobinsky seconded the motion. Motion passed with all members voting in favor.

3. Updates

a. Awards Contracts, and General Business

J. Czysz stated that on October 5, 2021, SRPC received final approval from EDA to have a predetermined rate of 117% for FY2022 and 2023. As of the end of January the rate was 121.6%. The indirect cost rate will fluctuate throughout the year. The last few years have been operating below direct cost rates. We can negotiate for a fixed rate and negotiate for 2 years. Last year we ended with a profit, which is allowed if you have a negotiated rate.

Members discussed the factors that affect the direct cost rates including paid time off, contracts and billing rates.

J. Czysz highlighted the Awards and Contracts:

Recently Completed Contracts:

- Congressional Appropriation request for an update to the Regional Housing Needs Assessment and Comprehensive Plan (pending Notice to Proceed)

Awarded Pending Contract:

- Town of Milton Nitrogen Source Identification Plans - SRF
- Town of Rollinsford Nitrogen Source Identification Plans - SRF - on hold
- NHDES Source Water Protection grant – Newmarket Open Space Plan
- Barrington Housing Opportunity Grant (InvestNH) Master Plan Update
- Rochester Recreation Master Plan Chapter
- Safe Streets for All - FHWA

Submitted Pending Decisions:

- Brownfields Assessment
- FTA 5305e Connecting Transit Access and Local Land Use Planning
- Somersworth HOP Grant - Master Plan and Audit

In Development:

- Fiscal agent for CLF Septic System Retrofit Pilot Project in the Great Bay watershed

- Great Bay 2030 Initiatives
 - Adapt to Climate Change (potential for watershed plan project funding in CY24)
 - Advocacy Bootcamp
 - Stream Crossing Signage Project (potential implementation funding in CY2024)

Other Items on the Horizon:

- NHDES Coastal Resilience grant (early 2023, meeting with Newmarket to discuss funding opportunity for existing coastal technical assistance efforts)
- UNH PREPA Coastal Watershed Grants (early 2023)
- Northwood Master Plan Chapters and HOP Grant

b. Progress Towards Goals

J. Czysz provided an update on the progress towards goals and what still needs to be done.

J. Czysz explained that many goals relate to how SRPC works with Commissioners. She asked the group to be prepared to share their ideas at the February 23 Commission meeting. They will participate in a roundtable to help develop an advocacy strategy to market new SRPC services; to strengthen commissioner engagement; offer ongoing training for commissioners on topics such as land use, transportation etc.

c. February Monthly Minors

C. Lentz joined the meeting to present the minors. He stated that the changes are programmatic and do not affect projects in our region. Of note is the Newington Dover project, which is basically wrapped up. The General Sullivan pedestrian bridge is being replaced, and they are applying for a grant to help with the cost.

A group in Dover is privately funding a foot path that starts at the Sawyer Mill apartment building and ends at the General Sullivan pedestrian bridge. It will run parallel to 108 southbound.

4. Other Business

J. Czysz reported that SRPC is still in need of a planner and is in competition with Rockingham Planning Commission who is also in need of a planner.

P. Nelson asked where we can find information/resources in the event of a toxic spill like that in Ohio; how do the RPC's fall in the process; where is the planning on that regarding evacuation route and everything related to an emergency.

5. Adjourn

M. Bobinsky motioned to adjourn seconded by D. Hamann. All members voted in the affirmative. Meeting adjourned at 8:55 A.M.

STRAFFORD

Regional Planning Commission

DATE: March 16, 2023
TO: Executive Committee Members
FROM: Jen Czysz, Executive Director
RE: Director's Report for the March 17, 2023 Meeting

The following notes correspond to individual agenda items for discussion.

2b. Acceptance of the Draft February Financials

Balance Sheet: The checking account remains ahead of this time last year. The savings account is somewhat lower than last year but up from last month. This is due to receipt of payments from EDA and Greater Seacoast Community Health deposited in February.

Aging Summary: February's accounts receivable is back in the normal range for SRPC. \$65,038 of the \$92,077 total receivables is the current billing period. Payments totaling \$18,696 were received in March, leaving a past due balance of \$8,343.

Profit and Loss: February had a net gain of \$3,667, bringing our year-to-date (YTD) net loss to \$38,840. Despite being short one staff member (representing a loss in billables) the month's revenues and expenses balanced out. Through the end of the year the focus remains on billable hours for all.

2c. Approval of the Emergency Succession Plan

Enclosed in your meeting packet is an updated draft of the Emergency Succession Plan. The plan was last reviewed a year ago. Changes made to the current draft reflect current staffing. The plan is to be reviewed annually and updated as needed. In addition to the main document in your packet is an appendix with critical operational information. Both documents should be stored off site by identified individuals.

3a. Awards, Contracts and General Business Update

COVID-19: We keep the office open with a few people in each day with a mix of telecommuting. The budget continues the \$25/pay period Covid stipend each staff member receives to offset their personal phone and internet expenses.

Awards and Contracts: Please refer to the table of pending and recently awarded grants and contracts at the end of this memo for full details. Highlights include –

Recently Completed Contracts:

- Congressional Appropriation request for an update to the Regional Housing Needs Assessment and Comprehensive Plan (pending Notice to Proceed)
- BRIC21 Hazard Mitigation Plan Updates for Madbury, Northwood and Rochester (pending G&C)

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- NHDES Source Water Protection grant – Newmarket Open Space Plan (pending G&C)

Awarded Pending Contract:

- Town of Milton Nitrogen Source Identification Plans - SRF
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- Barrington Housing Opportunity Grant (InvestNH) Master Plan Update
- Rochester Recreation Master Plan Chapter
- Safe Streets for All – FHWA
- Great Bay 2030 Adapt to Climate Change
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- Brownfields Assessment

In Development:

- Fiscal agent for CLF Septic System Retrofit Pilot Project in the Great Bay watershed
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Other Items on the Horizon:

- NHDES Coastal Resilience grant (early 2023, meeting with Newmarket to discuss funding opportunity for existing coastal technical assistance efforts)
- UNH PREPA Coastal Watershed Grants (early 2023)
- Northwood Master Plan Chapters and HOP Grant

Indirect Rate and Dues: On October 5, 2021 we received our final approval from EDA to have a predetermined rate of 117% for FY2022 and 2023. As of the end of January the rate was 119%.

January 2022 Dues (YTD)	
Income:	
FY23 Dues Paid	\$87,169.72
Total Income	\$87,169.72

Expenses:	
Vehicle Expenses	\$310.61
Planning Salaries	\$4,678.52
Dues and Subscriptions	\$78.60
Media Outreach	\$721.10
Travel	\$419.75
Office Expense	\$463.76
Indirect	\$5,472.00
Total SRPC Expenses	\$12,144.34

Cash Match:	
UPWP	\$33,600.35
EDA	\$12,145.07
Coastal	\$2,250.45
Source Water	\$1,673.87
Tufts Health Plan-CHAT	\$1,513.71
Total Cash Match	\$51,183.45

Contract Overages:	
EDA CARES	\$9,234.41
Farmington Tax Maps	\$32.25
Lee Trail Maps	\$401.25
Wakefield Circuit Rider	\$240.62
ARPA	\$36.16
Total Contract Overages	\$9,944.69

Total Expenses	\$73,272.48
Annual Dues Remaining	\$13,897.24

NEXT MEETING April 21, 2023, 8 AM. – 9:00 A.M.

Status of Grant Applications and Project Proposals

Title	Funder	Funding Year(s)	Award \$	Dues Match \$	Application Status	Contract Status	Description/Notes
Comprehensive Plan Update (Region Wide)	Senate Earmark	FY2023-2024	SRPC \$150,000		approved	In hand	SRPC submitted an application for earmark funding on behalf of all nine NH RPCs to support each in their efforts to update their comprehensive plans.
Newmarket Open Space Plan	NHDES LSWP	FY2024	\$18,223		Approved	Signed, pending G&C	Open Space Planning in Newmarket with a focus on source water sites to protect
Hazard Mitigation Plan Updates in Madbury, Northwood, Rochester	HSEM BRIC21	FY2024	\$30,000		approved	Signed, pending G&C	Ongoing plan updates to ensure each municipality has a current approved plan that meets FEMA requirements. Plans focus predominantly on natural, and occasionally man made, hazards and plan mitigation strategies
Town of Milton Nitrogen Source Identification Plans	NHDES CWSRF	FY2023-2024	\$100,000		approved	pending	Develop a plan for total nitrogen source reductions, from both point source and non-point sources, for the duration of the Great Bay Total Nitrogen General Permit.
Town of Rollinsford Nitrogen Source Identification Plans	NHDES CWSRF	FY2023-2024	\$100,000		approved	On Hold, need to reapply	Develop a plan for total nitrogen source reductions, from both point source and non-point sources, for the duration of the Great Bay Total Nitrogen General Permit.
Barrington Demographics and Housing Master Plan Update	NHHFA InvestNH	FY2023-2024	\$25,000		Approved	pending	Comprehensive update to the town's Demographic and Housing Master Plan chapter to incorporate new Census Data, SRPC's RHNA findings, and engage in scenario planning to test housing policies.
Rochester Recreation Master Plan Update	Rochester	FY2023-2024	\$25,000		Approved	pending	Comprehensive update to the City's Recreation Master Plan Chapter
Safe Streets for All (Region Wide)	FHWA	FY2023	\$50,000	\$12,500	Approved	Pending	Working in collaboration with NH's MPOs to develop action plans that would make municipalities eligible for the Safe Streets for all implementation grants.
Somersworth Housing Master Plan Update and Regulatory Audit	NHHFA InvestNH	FY2023-2024	\$75,000		Approved	pending	Comprehensive Housing Master Plan chapter to incorporate new data & RHNA, engage in scenario planning, and review the existing regulations for plan and housing goals and policies consistency.
Connecting Transit Access to Local Land Use Planning (Region Wide + Dover Pilot)	NHDOT/ FTA 5305e	FY2024-2025	\$27,900	\$3,100	Approved	pending	A three-phase project to 1) develop and run a bicycle level of stress model; 2) conduct network analysis of bicycle, pedestrian, and ADA access to transit stops; 3) develop model land use regulations to address common barriers and better integrate transit accessibility into the site planning process. Project is in collaboration with RPC.
Brownfields Assessments (Region Wide with Farmington, Dover focus)	EPA	FY2024-2026	\$500,000		Submitted	pending	Renewal of SRPCs ongoing Brownfields Program, providing Phase I and II environmental assessments and redevelopment planning
Unified Planning Work Program (Region Wide)	NHDOT	FY2024-2025	\$1,241,230	\$137,914	Submitted	pending	Our 2-year contract renewal with NHDOT to support all MPO programs. The draft as submitted to DOT will be emailed to all Policy Committee members.

Updates since last meeting

SRPC FY 2023 Dashboard - February

For the Mar. 17, 2023 Executive Committee Meeting

February 28, 2023

FSB Checking Beginning Balance	\$126,759.69
Deposits	\$204,531.33
Payments	-\$163,774.81
Uncleared Transactions	-\$20,797.43
FSB Checking Ending Balance	\$146,718.78

Accounts Receivable	\$92,077.00
FSB Savings Account	\$27,594.49

OVERSIGHT ACTIVITIES

Line of Credit Activated?	Renewed to 12/31/2023
Audit Status	Complete

BUDGET NARRATIVE

FSB Balance/Cash on hand:	Approx. 1.5 month cash on hand
Accounts Receivable:	Current, most all payments have been timely received
FY22 Working Budget:	Adopted mid year amendment

FUNDING SOURCES - WORKING BUDGET

Due, Interest & Reimbursement	\$134,211
Metropolitan Planning Organization	\$602,400
State Agencies	\$299,613
Municipal & Nonprofit Agreements	\$229,399
Economic Development District	\$387,875
Total Revenue	\$1,653,498
Pending Grant Applications	\$525,123

EXPENSES - WORKING BUDGET

Personnel	\$1,089,373
Equipment	\$39,434
Communications	\$8,207
Fixed Expenses	\$47,929
Miscellaneous Expenses	\$62,249
Contracted Work	\$392,857
Reserve Funds	\$10,000
Total Expenses	\$1,650,049

STAFF PRESENTATIONS - ACTIVITIES FEB.

Standing Committees and Appointments

Commission Meeting (Megan, Jen, Kyle, Courtney)
EMM (Shayna) x 3
NHPA Executive Committee (Shayna, Kyle)
Farmington Planning Board (Kyle) x 2
NNECAPA Conference Organizing Group (Kyle) x 2
NHPA Spring Conference Organizing Group (Kyle)
CAW Outreach (Kyle)
Nottingham PB (Blair) x 2
Strafford PB & ZBA Mtgs (Blair, Autumn)
Resiliency Subcommittee (Autumn)
RPC Directors Meeting (Jen)
Council on Housing Stability Workgroup (Jen)
NHPA Legislative Subcommittee (Jen) x 2
Coast Finance Committee (Jen)
Northwood Planning Board (Jen, Mark)
COAST Board meeting (Colin)
ACT Executive Committee (Colin)
ACT Board meeting (Colin)

RPC Activity

CAW Talks - Intersection of Housing and Climate (Natalie)
Meeting with NMK Riverfront Committee and Conservation Commission (Kyle)
Seacoast Floodsmart Meeting with NHDES (Kyle, Autumn)
New Durham Planning Board (Courtney)
Strafford Master Plan Workshop (Autumn)
Seacoast Floodsmart: Madbury Public Hearing (Autumn)
UNH Student Mentor Check-ins (Autumn, Jen) x 4
MIL Hazard Mitigation Meeting #3 (Stephen)

WEB AND SOCIAL MEDIA STATISTICS



Strafford.org

Sessions 1011 (-16)
Users 653 (-47)



Constant Contact

Subscribers 6406 (5)
Avg. Open Rate 0.3 (0.01)



Facebook

Posts 1 (-1)
Engagement 0 (0)
Reach 23 (-13)
Followers 457 (1)



Twitter

Tweets 0 (0)
Profile Visits 76 (58)
Impressions 10 (9)
Followers 280 (-1)
Mentions 1 (0)



Instagram

Posts 0 (-2)
Engagement 0 (-5)
Reach 0 (-92)
Followers 226 (2)



ArcGIS

Open Data 1868(-260)
Portal Views
Tax Parcel 761(-53)
Viewer Views

STAFF PRESENTATIONS - ACTIVITIES FEB

EDD Activity

BEA Community and Economic Development Call (Natalie, Zuzy)
Seacoast Economy Call (Natalie, Zuzy, Jen)
CEDR Workforce Project Meeting with SoHo Creative (Shayna)
BEA InvestNH Presentation (Jen)

MPO Activity

Bike/Ped Steering Committee Meeting #2 (Shayna, Colin, Mark, Stephen)
NKT RSMS Meeting #1 (Stephen)
Dawson St Sidewalks development meeting with Milton staff (Colin)
Drive Electric NH committee meeting (Colin)
FHWA workshop: Advancing Freight Planning (Colin)
Meeting with NHDOT about video traffic counting equipment (Colin)
Barrington Master Plan Steering Committee: draft goals and recommendations review (Colin)

Staff Development & Trainings

CoastWise Webinar: Evaluation (Autumn)
OPD PLAN Webinar - Changes in 2022 Planning & Zoning Handbooks (Natalie, Kyle, Courtney)

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03/15/23

Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of February 28, 2023

	Feb 28, 23	Feb 28, 22	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
FSB Checking	147,156.00	66,513.56	80,642.44
FSB Savings	61,688.39	109,454.48	-47,766.09
Total Checking/Savings	208,844.39	175,968.04	32,876.35 ¹
Accounts Receivable			
Accounts Receivable	92,077.00	149,460.82	-57,383.82
Total Accounts Receivable	92,077.00	149,460.82	-57,383.82 ²
Other Current Assets			
Prepaid Expenses			
Prepaid Website Expenses	0.00	101.28	-101.28
Prepaid Dues and Subscriptions	1,984.69	2,286.87	-302.18
Prepaid training	600.00	600.00	0.00
Total Prepaid Expenses	2,584.69	2,988.15	-403.46
Prepaid software support	7,808.85	6,644.70	1,164.15
Total Other Current Assets	10,393.54	9,632.85	760.69
Total Current Assets	311,314.93	335,061.71	-23,746.78
Fixed Assets			
Right of Use Asset - Building			
Accumulated Amortization - Buil	-25,761.00	0.00	-25,761.00
Right of Use Asset - Building - Other	112,410.00	0.00	112,410.00
Total Right of Use Asset - Building	86,649.00	0.00	86,649.00 ³
Vehicles			
Vehicle Accumulated Depreciatio	-15,773.50	-10,037.62	-5,735.88
Ford Transit	22,943.35	22,943.35	0.00
Total Vehicles	7,169.85	12,905.73	-5,735.88 ⁴
Property and Equipment			
Accumulated Depreciation	-15,745.44	-15,745.44	0.00
Equipment Purchase			
Lenova Think Server	3,983.04	3,983.04	0.00
Equipment Purchase - Other	11,762.40	11,762.40	0.00
Total Equipment Purchase	15,745.44	15,745.44	0.00
Total Property and Equipment	0.00	0.00	0.00

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03/15/23

Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of February 28, 2023

	Feb 28, 23	Feb 28, 22	\$ Change
Total Fixed Assets	93,818.85	12,905.73	80,913.12
TOTAL ASSETS	405,133.78	347,967.44	57,166.34
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Credit Cards			
FSB Credit Card	196.97	645.01	-448.04
Total Credit Cards	196.97	645.01	-448.04
Other Current Liabilities			
Building Lease Liab Current	27,458.00	0.00	27,458.00 ⁵
FY23 Dues in Advance	43,220.64	0.00	43,220.64 ⁶
Current Portion of Lease Payabl	1,639.80	1,548.20	91.60 ⁶
FY22 Dues in Advance	0.00	43,584.86	-43,584.86
Benefits payable			
Simple IRA payable	48.00	48.00	0.00
Total Benefits payable	48.00	48.00	0.00
Contract Revenue In Advance	23,431.31	27,555.32	-4,124.01 ⁷
Payroll Liabilities			
FUTA	30.41	30.41	0.00
Social Security Payable	-0.02	-0.02	0.00
Payroll Liabilities - Other	1,290.52	1,475.19	-184.67
Total Payroll Liabilities	1,320.91	1,505.58	-184.67
Total Other Current Liabilities	97,118.66	74,241.96	22,876.70
Total Current Liabilities	97,315.63	74,886.97	22,428.66
Long Term Liabilities			
Building Lease Liab Non Current	60,268.00	0.00	60,268.00
Lease Payable - Ford Motor Cred	4,673.84	9,501.13	-4,827.29
Accrued expenses			
Accrued Payroll	51,939.13	40,801.82	11,137.31
Accrued Vacation	42,091.38	37,692.28	4,399.10
Annual Audit Accrual	11,666.68	11,000.00	666.68
Total Accrued expenses	105,697.19	89,494.10	16,203.09 ⁸
Total Long Term Liabilities	170,639.03	98,995.23	71,643.80
Total Liabilities	267,954.66	173,882.20	94,072.46
Equity			
Retained Earnings	176,019.32	166,301.80	9,717.52 ⁹

2:58 PM

03/15/23

Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of February 28, 2023

	Feb 28, 23	Feb 28, 22	\$ Change
Net Income	-38,840.20	7,783.44	-46,623.64
Total Equity	137,179.12	174,085.24	-36,906.12
TOTAL LIABILITIES & EQUITY	405,133.78	347,967.44	57,166.34

DRAFT

Strafford Regional Planning Commission
Balance Sheet
As of February 28, 2023

1. Cash: In the current year, accounts receivable turnover has improved, we are receiving income in advance, and are making monthly transfers of dues and invoices against revenue in advance from savings to checking.

2. Accounts Receivable: See the Accounts Receivable Aging Summary Comments for details.

3. Right of Use Asset: This was an audit adjustment, per GASB 87, that went into effect fiscal year 2022. There is no longer an operating vs capital classification for leases. Lessees will recognize a lease liability and an intangible right-to-use asset. This entry pertains to the leased office space.

4. Vehicle: The vehicle was purchased in June of 2020. Depreciation is being accumulated monthly, over 48 months, at a rate of \$477.99 per month. EDA is now our cognizant agency for review of indirect cost rates. We have gotten permission to include all vehicle costs as indirect costs, except the interest portion of the monthly payments, which is being coded to dues expense. Balance sheet items continue to accumulate from year to year, so this fiscal year's balance for accumulated depreciation is from the start of the lease through the current month.

5. Building Lease Liability Current: See note above Right to Use Asset.

6. Current Portion of Lease Payable: Per the auditor adjustment to fiscal year 2021 financials, I have calculated and booked the current fiscal year 12-month principal amount to be paid on the vehicle lease, reducing the total Lease Payable - Ford Motor Credit account. Since the interest portion of the payment is reduced over the life of the lease, additional principle is booked each year.

7. Contract Revenue in Advance: Current year balance = Barrington Land Use and Transportation Chapters \$1525, GSCH \$15809, Housing Navigator \$9964, EDA (\$3867). Invoices are billed monthly to income on the profit and loss and applied to reduce the Contract Revenue in Advance balance.

8. Accrued Expenses: These amounts are adjusted at year-end and reflect wages paid in FY23 worked in FY22 and vacation hours accrued by staff at 6/30/22. The annual audit accrual is the FY22 audit expected charge, per email with the auditors estimating this year's audit costs. These amounts will be updated in July as part of the FY23 close-out.

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

Strafford Regional Planning Commission
A/R Aging Summary
As of February 28, 2023

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
2000 LTA (Local Technical Assistance)						
2021 Annual Dinner Attendance	0.00	0.00	0.00	0.00	60.00	60.00 ¹
2100 Dues						
2109 Town of Milton dues	0.00	0.00	0.00	0.00	2,879.84	2,879.84
Total 2100 Dues	0.00	0.00	0.00	0.00	2,879.84	2,879.84 ²
2200 PLUR Books						
2209 Town of Milton PLUR	0.00	0.00	0.00	0.00	0.00	0.00
Total 2200 PLUR Books	0.00	0.00	0.00	0.00	0.00	0.00
2000 LTA (Local Technical Assistance) - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total 2000 LTA (Local Technical Assistance)	0.00	0.00	0.00	0.00	2,939.84	2,939.84
3500 Town of Farmington						
3501 FAR Circuit Rider	4,508.05	4,481.98 ³	0.00	0.00	0.00	8,990.03
Total 3500 Town of Farmington	4,508.05	4,481.98	0.00	0.00	0.00	8,990.03
3600 Town of Lee						
3604 Lee Trail Maps	0.00	0.00	1,020.00	0.00	0.00	1,020.00
Total 3600 Town of Lee	0.00	0.00	1,020.00	0.00	0.00	1,020.00 ⁴
4200 Town of Northwood						
4201 NOR Circuit Rider	1,316.25	2,362.27	0.00	0.00	0.00	3,678.52
Total 4200 Town of Northwood	1,316.25	2,362.27	0.00	0.00	0.00	3,678.52
4300 Town of Nottingham						
4301 NOT Circuit Rider	4,034.83	0.00	0.00	0.00	0.00	4,034.83
Total 4300 Town of Nottingham	4,034.83	0.00	0.00	0.00	0.00	4,034.83
4400 City of Rochester						
4402 UPWP ROC Sidewalk Assess	0.00	0.00	0.00	0.00	0.00	0.00
Total 4400 City of Rochester	0.00	0.00	0.00	0.00	0.00	0.00
4700 Town of Strafford						
4703 Strafford Master Plan	2,367.15	3,242.15	0.00	0.00	0.00	5,609.30
4701 Strafford Circuit Rider	3,553.11	3,178.70	1,671.25	0.00	0.00	8,403.06
Total 4700 Town of Strafford	5,920.26	6,420.85	1,671.25	0.00	0.00	14,012.36 ⁵
4800 Town of Wakefield						
4803 WAK NBRC Union Hotel Grant Admin	0.00	0.00	0.00	0.00	519.86	519.86 ⁶
4801 Wakefield Circuit Rider	0.00	422.50	0.00	0.00	0.00	422.50

Strafford Regional Planning Commission
A/R Aging Summary
 As of February 28, 2023

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
4802 Sanbornville Precinct	994.50	0.00	0.00	0.00	0.00	994.50
Total 4800 Town of Wakefield	994.50	422.50	0.00	0.00	519.86	1,936.86
5310 Lamprey River LAC	0.00	0.00	0.00	0.00	0.00	0.00
6000 NH Office of Planning & Development						
6003 BEA CEDR	3,103.76	0.00	0.00	0.00	0.00	3,103.76
6001 TBG22-23	1,942.07	0.00	0.00	0.00	0.00	1,942.07
Total 6000 NH Office of Planning & Development	5,045.83	0.00	0.00	0.00	0.00	5,045.83
6100 NH DES						
6103 Coastal 23	2,024.25	520.85	687.25	0.00	0.00	3,232.35 ⁷
6304 LSWP Aquifers SWP-333	831.75	2,852.00	0.00	0.00	0.00	3,683.75 ⁸
6151 PSM Flood Smart Seacoast	623.38	0.00	0.00	0.00	0.00	623.38
Total 6100 NH DES	3,479.38	3,372.85	687.25	0.00	0.00	7,539.48
6500 DEPT OF SAFETY (OEM)						
6502 BRIC DUR MID MIL NOT STR	1,499.99	2,250.00	0.00	0.00	0.00	3,749.99 ⁹
Total 6500 DEPT OF SAFETY (OEM)	1,499.99	2,250.00	0.00	0.00	0.00	3,749.99
6600 CDFA-CDBG Grant Administration						
6602 CDBG Gafney Home	0.00	890.83	0.00	0.00	0.00	890.83
Total 6600 CDFA-CDBG Grant Administration	0.00	890.83	0.00	0.00	0.00	890.83
8000 DOT UPWP						
8001 UPWP 22-23	38,238.43	0.00	0.00	0.00	0.00	38,238.43
Total 8000 DOT UPWP	38,238.43	0.00	0.00	0.00	0.00	38,238.43
DOT_UPWP 2010-2011	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	65,037.52	20,201.28	3,378.50	0.00	3,459.70	92,077.00

Strafford Regional Planning Commission
A/R Aging Summary
As of February 28, 2023

1. Annual Meeting Outstanding: Christine Lambson \$20, Ed Pacht \$20, Manuel Ramirez \$20. I will ask the auditor how to "write these off".
2. Dues Outstanding: The Town of Milton has paid one-half of the FY23 dues
3. Farmington: \$4,481.98 received in March
4. Lee: \$1,020.00 received in March
5. Strafford: \$8,092.10 received in March
6. Wakefield: There is an issue with Wakefield obtaining a Notice to Proceed for the Union Hotel project.
7. Coastal: DES was late approving the Dec invoice, Dec and Jan sent for payment processing 2/27/23
8. LSWP: \$2,852.00 received in March
9. BRIC: \$2,250.00 received in March

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Strafford Regional Planning Commission
Profit & Loss
February 2023

	Feb 23	Feb 22	\$ Change
Ordinary Income/Expense			
Income			
2000 SRPC Membership Dues	10,896.22	10,896.22	0.00
SRPC Revenue			
Municipal and NonProfit Revenue			
3501 FAR Circuit Rider	4,508.05	3,088.80	1,419.25
4201 NORPlanning Services	1,316.25	2,181.14	-864.89
4301 NOT Circuit Rider	1,864.94	893.78	971.16
4701 Strafford Circuit Rider	3,553.11	1,940.10	1,613.01
4703 STR MP Update	2,367.15	0.00	2,367.15
4801 WAK Circuit Rider	0.00	1,023.93	-1,023.93
4802 Sanbornville Precinct	994.50	0.00	994.50
5151 GSCH - Tufts	1,874.14	1,628.33	245.81
Total Municipal and NonProfit Revenue	16,478.14	10,756.08	5,722.06
Total SRPC Revenue	16,478.14	10,756.08	5,722.06
Federal Agencies Incl EDD			
7003 EDD Planning Partnership	17,435.50	12,318.10	5,117.40
7002 EDA CARES	0.00	25,625.94	-25,625.94
Total Federal Agencies Incl EDD	17,435.50	37,944.04	-20,508.54
State Award Revenue			
6802 NHHA Housing Navigator	11,466.87	0.00	11,466.87
Office Of Planning and Dev			
6001 TBG 22-23	1,942.07	0.00	1,942.07
6002 ARPA RHNA	0.00	14,316.06	-14,316.06
6003 CEDR	3,103.76	0.00	3,103.76
Office Of Planning and Dev - Other	0.00	2,919.15	-2,919.15
Total Office Of Planning and Dev	5,045.83	17,235.21	-12,189.38
NHDES			
6103 Coastal FY23	3,542.88	0.00	3,542.88
6151 Project of Special Merit	623.38	1,175.68	-552.30
3303 DOV Equity	0.00	1,295.39	-1,295.39
6180 NFWF Great Bay Shoreline	0.00	634.39	-634.39
6102 Coastal FY22	0.00	2,513.91	-2,513.91
3403 Dur Groundwater Modeling	0.00	9,477.05	-9,477.05
6303 Local Source Water MIL ROL	0.00	3,094.06	-3,094.06
6250 Watershed PRB	0.00	15,007.02	-15,007.02
6304 LSWP - Aquifers	903.08	0.00	903.08
Total NHDES	5,069.34	33,197.50	-28,128.16
UNH			
5205 UNH PREPA NDU	0.00	8,117.56	-8,117.56

Strafford Regional Planning Commission
Profit & Loss
February 2023

	Feb 23	Feb 22	\$ Change
Total UNH	0.00	8,117.56	-8,117.56
CDFA			
6601 CDBG Grant	0.00	2,325.90	-2,325.90
Total CDFA	0.00	2,325.90	-2,325.90
Pre-Disaster Mitigation			
6501 PDM19 BAR NDU ROL SOM	0.00	1,293.32	-1,293.32
6502 PDM DUR MID MIL NOT STR WA	1,999.99	0.00	1,999.99
Total Pre-Disaster Mitigation	1,999.99	1,293.32	706.67
Total State Award Revenue	23,582.03	62,169.49	-38,587.46
MPO Revenue			
NH DOT			
8001 UPWP 22-23	42,487.14	33,998.34	8,488.80
Total NH DOT	42,487.14	33,998.34	8,488.80
Total MPO Revenue	42,487.14	33,998.34	8,488.80
Contra Income Cash Match			
Cash Match GSCH	-310.56	0.00	-310.56
Coastal Cash Match	-674.75	-271.29	-403.46
Cash Match NDU PREPA	0.00	-1,875.00	1,875.00
LSWP Cash Match			
LSWP SRPC Cash Match	-71.33	0.00	-71.33
Total LSWP Cash Match	-71.33	0.00	-71.33
EDD Cash Match	-2,541.82	-768.67	-1,773.15
Dover Equity Cash Match			
Dover Cash Match	0.00	-70.67	70.67
SRPC Cash Match	0.00	-28.26	28.26
Total Dover Equity Cash Match	0.00	-98.93	98.93
DOT Cash Match	-4,248.71	-3,399.83	-848.88
Total Contra Income Cash Match	-7,847.17	-6,413.72	-1,433.45
Contra Income InKind/Soft Match			
In-Kind Coastal Match	-843.88	-885.54	41.66
PRB IK Match	0.00	-12,887.82	12,887.82
IK NDU PREPA (NDU ADU)	0.00	-1,242.56	1,242.56
IK LSWP	0.00	-620.06	620.06
IK DOV Equity	0.00	-65.66	65.66
In-Kind EDD Match	-4,726.45	-8,474.74	3,748.29

Strafford Regional Planning Commission
Profit & Loss
February 2023

	Feb 23	Feb 22	\$ Change
In-Kind HazMit Match	-500.00	-323.33	-176.67
Total Contra Income InKind/Soft Match	-6,070.33	-24,499.71	18,429.38
Total Income	96,961.53	124,850.74	-27,889.21
Gross Profit	96,961.53	124,850.74	-27,889.21
Expense			
Personnel Expenses			
Salary and Wages	65,237.67	68,505.70	-3,268.03
Payroll Expenses			
Dental insurance expense	528.39	465.50	62.89
Health incentive	0.00	-470.00	470.00
Health Insurance expense	6,360.63	7,215.33	-854.70
Life Insurance expense	111.35	117.64	-6.29
LTD Insurance expense	64.97	68.14	-3.17
STD insurance expense	223.25	267.10	-43.85
Payroll Processing Fees	253.00	265.75	-12.75
Pension expense	1,795.25	1,819.28	-24.03
Unemployment expense	207.67	164.08	43.59
Workers Compensation	157.50	159.08	-1.58
Payroll Taxes			
Medicare Expense	928.44	972.01	-43.57
Social Security expense	3,969.86	4,156.17	-186.31
Payroll Taxes - Other	0.00	0.01	-0.01
Total Payroll Taxes	4,898.30	5,128.19	-229.89
Total Payroll Expenses	14,600.31	15,200.09	-599.78
Dues and Subscriptions	355.27	309.82	45.45
Staff Training and Seminars	280.00	0.00	280.00
Total Personnel Expenses	80,473.25	84,015.61	-3,542.36
Equipment expense			
Copier Maintenance Contract	319.85	364.50	-44.65
Office furniture			
Computer equipment	353.99	0.00	353.99
Total Office furniture	353.99	0.00	353.99
Software expense			
ArcInfo/View software	483.37	455.27	28.10
Office Software			
iDrive	66.63	49.97	16.66
Timesheet Software	148.00	164.00	-16.00
Survey Monkey	75.00	66.23	8.77

Strafford Regional Planning Commission
Profit & Loss
February 2023

	Feb 23	Feb 22	\$ Change
Zoom	58.32	58.32	0.00
Adobe In Design	96.97	73.98	22.99
Anti-virus software	40.85	45.15	-4.30
Constant Contact	112.50	85.50	27.00
DropBox	11.99	11.99	0.00
Microsoft Office 365	212.90	240.32	-27.42
Total Office Software	823.16	795.46	27.70
Total Software expense	1,306.53	1,250.73	55.80
Traffic Count Expenses			
Traffic counting supplies	4.99	0.00	4.99
Total Traffic Count Expenses	4.99	0.00	4.99
Total Equipment expense	1,985.36	1,615.23	370.13
Fixed Expenses			
Insurance			
Liability Insurance	597.75	406.45	191.30
Total Insurance	597.75	406.45	191.30
Rent	2,500.00	2,500.00	0.00
Vehicle Expenses			
Depreciation Expense	477.99	477.99	0.00
Vehicle Gas & Repairs	0.00	43.66	-43.66
Vehicle Interest	32.14	54.68	-22.54
Total Vehicle Expenses	510.13	576.33	-66.20
Total Fixed Expenses	3,607.88	3,482.78	125.10
Communications			
Postage and Delivery	80.99	17.99	63.00
Telephone and Internet	266.62	288.43	-21.81
Website maintenance and updates			
Website and logo design	8.44	8.44	0.00
Website maintenance and updates - Other	99.00	99.00	0.00
Total Website maintenance and updates	107.44	107.44	0.00
Total Communications	455.05	413.86	41.19
Administrative			
Library & Planning Books	0.00	2,349.10	-2,349.10
Meetings Expense			
Meetings Advertising Expense	241.58	0.00	241.58

Strafford Regional Planning Commission
Profit & Loss
February 2023

	Feb 23	Feb 22	\$ Change
Total Meetings Expense	241.58	0.00	241.58
Office Expense	797.97	866.00	-68.03
Office Supplies	24.99	1,320.42	-1,295.43
Professional Fees			
Accounting, Audit	1,333.33	1,250.00	83.33
Total Professional Fees	1,333.33	1,250.00	83.33
Travel & Ent			
Travel	381.87	183.99	197.88
Total Travel & Ent	381.87	183.99	197.88
Total Administrative	2,779.74	5,969.51	-3,189.77
Contract Labor			
IT and Network support	2,009.00	270.00	1,739.00 ³
Pass Through Expense			
CEDR Pass Through Expense	2,000.00	0.00	2,000.00
PRB Consultants	0.00	4,314.06	-4,314.06
EDA CARES Contract Support	0.00	2,782.00	-2,782.00
DOV Equity Consultants	0.00	483.80	-483.80
Total Pass Through Expense	2,000.00	7,579.86	-5,579.86 ⁴
Total Contract Labor	4,009.00	7,849.86	-3,840.86
Total Expense	93,310.28	103,346.85	-10,036.57
Net Ordinary Income	3,651.25	21,503.89	-17,852.64
Other Income/Expense			
Other Income			
Interest Income	15.68	11.97	3.71
Total Other Income	15.68	11.97	3.71
Net Other Income	15.68	11.97	3.71
Net Income	3,666.93	21,515.86	-17,848.93

Strafford Regional Planning Commission
Profit & Loss
February 2023

1. Revenue: Several of these projects are task based and cannot be billed until 50% or 100% of tasks are completed. Revenue may not match costs for work done during the interim. Given the changing nature of the contract "portfolio", it is hard to compare each contract from one fiscal year to another. The most notable change in revenue streams is the closing of the CARES, ARPA, and PRB grants.
2. Library and Planning Books: The current fiscal year land use book order was paid in January. The prior fiscal year order was paid in February.
3. IT and Network Support: A new IT provider was contracted and began work in January. Current fiscal year cost is to set up the Cybersecurity framework, and the monthly maintenance fee of \$449.
4. Pass Through Expense: Amounts are dependent on various contract support needs and timing of consultant work performed and associated invoices received.

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03/15/23

Accrual Basis

Strafford Regional Planning Commission

Income by Customer

February 2023

Date	Name	Memo	Amount
2000 LTA (Local Technical Assistance)			
02/01/2023	2000 LTA (Local Te...	Dues 130754.60 (LESS NOT, BRK) = 10896.22/mo Aug-Jun 2022 (Jul 10896.18)	10,896.22
Total 2000 LTA (Local Technical Assistance)			10,896.22
3500 Town of Farmington			
3501 FAR Circuit Rider			
02/28/2023	3500 Town of Farmi...	Progress Billing - Farmington Circuit Rider - Feb 2023	4,508.05
Total 3501 FAR Circuit Rider			4,508.05
Total 3500 Town of Farmington			4,508.05
4200 Town of Northwood			
4201 NOR Circuit Rider			
02/28/2023	4200 Town of North...	Progress Billing - Northwood Circuit Rider - Feb 2023	1,316.25
Total 4201 NOR Circuit Rider			1,316.25
Total 4200 Town of Northwood			1,316.25
4300 Town of Nottingham			
4301 NOT Circuit Rider			
02/28/2023	4300 Town of Nottin...	Progress Billing - Nottingham Circuit Rider - Feb 2023	1,864.94
Total 4301 NOT Circuit Rider			1,864.94
Total 4300 Town of Nottingham			1,864.94
4700 Town of Strafford			
4703 Strafford Master Plan			
02/28/2023	4700 Town of Straff...	Progress Billing -Strafford Master Plan Update - Feb 2023	2,367.15
Total 4703 Strafford Master Plan			2,367.15
4701 Strafford Circuit Rider			
02/28/2023	4700 Town of Straff...	Progress Billing - Strafford Circuit Rider - Feb 2023	3,553.11
Total 4701 Strafford Circuit Rider			3,553.11
Total 4700 Town of Strafford			5,920.26
4800 Town of Wakefield			
4802 Sanbornville Precinct			
02/28/2023	4800 Town of Wake...	Progress Billing - Sanbornville NBRC Reporting - July 2022 - February 2023	994.50
Total 4802 Sanbornville Precinct			994.50
Total 4800 Town of Wakefield			994.50
5150 GSCH			
5151 Creating Age Friendly Communities			

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03/15/23

Accrual Basis

Strafford Regional Planning Commission

Income by Customer

February 2023

Date	Name	Memo	Amount
02/28/2023	5150 GSCH:5151 C...	Progress Billing - GSCH - Feb 2023	1,874.14
02/28/2023	5150 GSCH:5151 C...	Cash Match	-310.56
Total 5151 Creating Age Friendly Communities			1,563.58
Total 5150 GSCH			1,563.58
6000 NH Office of Planning & Development			
6003 BEA CEDR			
02/28/2023	6000 NH Office of P...	Progress Billing Seacoast CEDR Grant - Feb 2023	3,103.76
Total 6003 BEA CEDR			3,103.76
6001 TBG22-23			
02/28/2023	6000 NH Office of P...	Progress Billing Targeted Block Grant FY23 - Feb 2023	1,942.07
Total 6001 TBG22-23			1,942.07
Total 6000 NH Office of Planning & Development			5,045.83
6100 NH DES			
6103 Coastal 23			
02/28/2023	6100 NH DES:6103...	Progress Billing Grant #21-306-09, Coastal 2023 - Feb 2023	3,542.88
02/28/2023	6100 NH DES:6103...	Cash Match	-674.75
02/28/2023	6100 NH DES:6103...	In Kind match for Coastal grant	-843.88
Total 6103 Coastal 23			2,024.25
6304 LSWP Aquifers SWP-333			
02/28/2023	6100 NH DES:6304...	Progress Billing - LSWP 333 - Feb 2023	903.08
02/28/2023	6100 NH DES:6304...	LSWP Cash Match	-71.33
Total 6304 LSWP Aquifers SWP-333			831.75
6151 PSM Flood Smart Seacoast			
02/28/2023	6100 NH DES:6151...	Progress Billing PSM Flood Smart - Feb 2023	623.38
Total 6151 PSM Flood Smart Seacoast			623.38
Total 6100 NH DES			3,479.38
6500 DEPT OF SAFETY (OEM)			
6502 BRIC DUR MID MIL NOT STR			
02/28/2023	6500 DEPT OF SA...	23BRIC20 4393 Progress Billing - Feb 2023	1,999.99
02/28/2023	6500 DEPT OF SA...	In Kind Match for Hazard Mitigation contracts	-500.00
Total 6502 BRIC DUR MID MIL NOT STR			1,499.99
Total 6500 DEPT OF SAFETY (OEM)			1,499.99
6800 NH Housing Authority			
6802 Housing Navigator			

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03/15/23

Accrual Basis

Strafford Regional Planning Commission
Income by Customer
February 2023

Date	Name	Memo	Amount
02/28/2023	6800 NH Housing A...	NHHFA Housing Navigator - Feb 2023	11,466.87
	Total 6802 Housing Navigator		11,466.87
	Total 6800 NH Housing Authority		11,466.87
7000 ECONOMIC DEVELOPMENT ADMINISTRATION			
7003 EDA FY22			
02/28/2023	7000 ECONOMIC ...	Progress Billing EDD Planning Partnership - Feb 2023	17,435.50
02/28/2023	7000 ECONOMIC ...	Cash Match	-2,541.82
02/28/2023	7000 ECONOMIC ...	In Kind Match	-4,726.45
	Total 7003 EDA FY22		10,167.23
	Total 7000 ECONOMIC DEVELOPMENT ADMINISTRATION		10,167.23
8000 DOT UPWP			
8001 UPWP 22-23			
02/28/2023	8000 DOT UPWP:8...	Progress Billing - UPWP	42,487.14
02/28/2023	8000 DOT UPWP:8...	10% Matching Funds	-4,248.71
	Total 8001 UPWP 22-23		38,238.43
	Total 8000 DOT UPWP		38,238.43
TOTAL			96,961.53

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03/15/23

Accrual Basis

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
 July 2022 through February 2023

	Jul '22 - Feb 23	Budget	\$ Over Budget
Ordinary Income/Expense			
Income			
2000 SRPC Membership Dues	87,169.72	87,169.72	0.00
SRPC Revenue			
Municipal and NonProfit Revenue			
3604 Lee Trail Maps	1,421.25	1,020.00	401.25
5330 EMM Market Study	1,800.00	1,800.00	0.00
3103 BAR Land Use Chapter	9,289.16	7,598.68	1,690.48
3501 FAR Circuit Rider	31,730.05	26,666.68	5,063.37
3506 FAR Tax Maps FY23	0.00	842.00	-842.00
4105 NKT Tax Maps FY23	0.00	666.67	-666.67
4201 NORPlanning Services	20,140.15	16,666.68	3,473.47
4301 NOT Circuit Rider	19,914.21	16,666.68	3,247.53
4303 Nottingham Trail Maps	870.00	0.00	870.00
4603 SOM Historic Sites GIS	812.50	750.00	62.50
4604 SOM Tax Maps FY23	1,088.75	1,000.00	88.75
4701 Strafford Circuit Rider	18,148.69	25,333.32	-7,184.63
4703 STR MP Update	18,888.68	20,396.68	-1,508.00
4801 WAK Circuit Rider	1,727.50	2,500.00	-772.50
4802 Sanbornville Precinct	994.50	2,666.68	-1,672.18
4803 WAK NBRC Union Hotel	519.86	2,000.00	-1,480.14
5002 NHARPC Administration	4,000.00	5,333.32	-1,333.32
5151 GSCH - Tufts	10,924.40	23,450.00	-12,525.60
3504 FAR Tax Map Updates	874.25	0.00	874.25
5501 GIS Projects	0.00	1.00	-1.00
Total Municipal and NonProfit Revenue	143,143.95	155,358.39	-12,214.44
Total SRPC Revenue	143,143.95	155,358.39	-12,214.44
Federal Agencies Incl EDD			
7003 EDD Planning Partnership	122,022.08	93,333.32	28,688.76
7002 EDA CARES	65,995.29	56,760.00	9,235.29
7110 EPA Brownfields	22,849.08	23,615.00	-765.92
7201 HUD EDI CDS	0.00	79,166.68	-79,166.68
Total Federal Agencies Incl EDD	210,866.45	252,875.00	-42,008.55
State Award Revenue			
6802 NHHA Housing Navigator	19,444.89	31,509.44	-12,064.55
Office Of Planning and Dev			
6001 TBG 22-23	10,094.68	7,407.32	2,687.36
6002 ARPA RHNA	38,272.16	38,236.00	36.16
6003 CEDR	17,520.56	27,777.76	-10,257.20
Total Office Of Planning and Dev	65,887.40	73,421.08	-7,533.68
NHDES			
6103 Coastal FY23	14,918.59	20,000.00	-5,081.41
6151 Project of Special Merit	12,805.68	11,172.00	1,633.68
6250 Watershed PRB	21,087.23	20,378.00	709.23
6304 LSWP - Aquifers	23,877.08	18,414.54	5,462.54
Total NHDES	72,688.58	69,964.54	2,724.04
UNH			
5205 UNH PREPA NDU	8,107.16	7,500.00	607.16

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03/15/23

Accrual Basis

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
 July 2022 through February 2023

	Jul '22 - Feb 23	Budget	\$ Over Budget
Total UNH	8,107.16	7,500.00	607.16
CDFA			
6601 CDBG Grant	8,408.55	5,333.32	3,075.23
Total CDFA	8,408.55	5,333.32	3,075.23
Pre-Disaster Mitigation			
6501 PDM19 BAR NDU ROL SOM	1,650.00	667.00	983.00
6502 PDM DUR MID MIL NOT STR WA	17,333.02	35,211.92	-17,878.90
Total Pre-Disaster Mitigation	18,983.02	35,878.92	-16,895.90
Total State Award Revenue	193,519.60	223,607.30	-30,087.70
MPO Revenue			
NH DOT			
8001 UPWP 22-23	385,018.63	445,763.32	-60,744.69
Total NH DOT	385,018.63	445,763.32	-60,744.69
Total MPO Revenue	385,018.63	445,763.32	-60,744.69
Contra Income Cash Match			
Cash Match GSCH	-1,810.28	-6,666.68	4,856.40
Coastal Cash Match	-2,502.29	-1,666.68	-835.61
LSWP Cash Match			
LSWP SRPC Cash Match	-1,717.20	0.00	-1,717.20
LSWP Cash Match - Other	0.00	-1,454.54	1,454.54
Total LSWP Cash Match	-1,717.20	-1,454.54	-262.66
EDD Cash Match	-13,819.65	-11,666.68	-2,152.97
DOT Cash Match			
BAR Cash Match	326.19	-983.32	1,309.51
DOT Cash Match - Other	-38,501.86	-43,180.00	4,678.14
Total DOT Cash Match	-38,175.67	-44,163.32	5,987.65
Total Contra Income Cash Match	-58,025.09	-65,617.90	7,592.81
Contra Income InKind/Soft Match			
In-Kind Coastal Match	-4,909.42	-8,333.32	3,423.90
PRB IK Match	-4,420.52	-3,712.00	-708.52
IK NDU PREPA (NDU ADU)	-607.16	-2,500.00	1,892.84
In-Kind EDD Match	-52,923.94	-35,000.00	-17,923.94
In-Kind HazMit Match	-4,745.76	-8,996.80	4,251.04
Total Contra Income InKind/Soft Match	-69,743.93	-58,542.12	-11,201.81
Total Income	881,920.97	1,040,613.71	-158,692.74
Gross Profit	881,920.97	1,040,613.71	-158,692.74
Expense			
Personnel Expenses			
Salary and Wages	597,963.66	578,559.32	19,404.34
Payroll Expenses			
Dental insurance expense	3,547.28	3,498.68	48.60

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
 July 2022 through February 2023

	Jul '22 - Feb 23	Budget	\$ Over Budget
Health incentive	1,374.52	7,732.00	-6,357.48
Health Insurance expense	46,922.57	52,340.00	-5,417.43
Life Insurance expense	909.84	889.32	20.52
LTD Insurance expense	487.07	508.00	-20.93
STD insurance expense	1,672.60	1,988.00	-315.40
Payroll Processing Fees	2,246.50	2,518.68	-272.18
Pension expense	15,803.00	16,702.00	-899.00
Unemployment expense	567.58	1,486.68	-919.10
Workers Compensation	1,146.44	1,266.00	-119.56
Payroll Taxes	45,908.74	44,826.00	1,082.74
Total Payroll Expenses	120,586.14	133,755.36	-13,169.22
Dues and Subscriptions	3,514.49	3,128.00	386.49
Staff Training and Seminars	3,224.74	9,333.32	-6,108.58
Total Personnel Expenses	725,289.03	724,776.00	513.03 2
Equipment expense			
Copier Maintenance Contract	2,596.22	2,558.68	37.54
Office furniture			
Computer equipment	2,377.82	4,373.32	-1,995.50
Office furniture - Other	418.95	666.68	-247.73
Total Office furniture	2,796.77	5,040.00	-2,243.23
Other Equipment Repair and Cost			
Equipment Rental & Repair	0.00	333.32	-333.32
Total Other Equipment Repair and Cost	0.00	333.32	-333.32
Software expense			
ArcInfo/View software	3,670.12	3,642.00	28.12
Office Software			
Timesheet Software	1,136.00	0.00	1,136.00
Adobe In Design	764.22	0.00	764.22
Anti-virus software	322.50	0.00	322.50
Constant Contact	738.00	0.00	738.00
DropBox	95.92	0.00	95.92
Microsoft Office 365	1,643.40	0.00	1,643.40
Office Software - Other	0.00	6,248.68	-6,248.68
Total Office Software	6,238.19	6,248.68	-10.49
Transcad software/maintenance	0.00	1,000.00	-1,000.00 3
Total Software expense	9,908.31	10,890.68	-982.37
Traffic Count Expenses			
Traffic counting supplies	81.80	2,000.00	-1,918.20
Total Traffic Count Expenses	365.80	2,000.00	-1,634.20 4
Total Equipment expense	15,667.10	20,822.68	-5,155.58
Fixed Expenses			
Insurance			
Liability Insurance	4,782.00	4,782.00	0.00

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
 July 2022 through February 2023

	Jul '22 - Feb 23	Budget	\$ Over Budget
Total Insurance	4,782.00	4,782.00	0.00
Rent	20,000.00	20,000.00	0.00
Vehicle Expenses			
Depreciation Expense	3,823.92	0.00	3,823.92
Vehicle Gas & Repairs	666.54	0.00	666.54
Vehicle Interest	310.61	0.00	310.61
Vehicle Expenses - Other	0.00	7,170.68	-7,170.68
Total Vehicle Expenses	4,801.07	7,170.68	-2,369.61
Total Fixed Expenses	29,583.07	31,952.68	-2,369.61
Communications			
Media Outreach Expense	721.10	666.68	54.42
Office Telephone System	100.00	1,186.68	-1,086.68
Postage and Delivery	298.22	266.68	31.54
Telephone and Internet	2,567.04	2,400.00	167.04
Website maintenance and updates			
Website and logo design	557.52	0.00	557.52
Website maintenance and updates - Other	417.20	951.32	-534.12
Total Website maintenance and updates	974.72	951.32	23.40
Total Communications	4,661.08	5,471.36	-810.28
Administrative			
Library & Planning Books	2,278.40	2,449.00	-170.60
Meetings Expense	701.68	2,333.32	-1,631.64
Office Expense	7,766.56	14,100.00	-6,333.44
Office Supplies	2,169.55	2,666.68	-497.13
Printing and Reproduction	0.00	100.00	-100.00
Professional Fees			
Accounting, Audit	10,666.68	10,666.68	0.00
Legal Fees	0.00	2,666.68	-2,666.68
Total Professional Fees	10,666.68	13,333.36	-2,666.68
Travel & Ent			
Travel	4,536.51	0.00	4,536.51
Travel & Ent - Other	0.00	6,666.68	-6,666.68
Total Travel & Ent	4,536.51	6,666.68	-2,130.17
Total Administrative	28,167.38	41,649.04	-13,481.66
Contract Labor			
IT and Network support	10,640.50	10,533.32	107.18
Pass Through Expense			
Safe Streets Pass Through Exp	0.00	2,750.00	-2,750.00
NHHA Pass Through Expense	750.00	944.32	-194.32
CEDR Pass Through Expense	3,597.40	22,227.76	-18,630.36
PRB Consultants	11,426.27	11,534.00	-107.73
EDA CARES Contract Support	11,877.00	11,877.00	0.00
EPA Brownfields Consultants	19,773.04	19,775.00	-1.96
HUD EDI CDS Pass Through Exp	0.00	66,666.68	-66,666.68

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
 July 2022 through February 2023

	Jul '22 - Feb 23	Budget	\$ Over Budget
NHDOT Consultant	43,988.88	42,666.68	1,322.20
RPC FTA Subcontract	8,011.00	8,852.00	-841.00
Total Pass Through Expense	106,892.89	187,293.44	-80,400.55
Total Contract Labor	117,533.39	197,826.76	-80,293.37
Total Expense	920,901.05	1,022,498.52	-101,597.47
Net Ordinary Income	-38,980.08	18,115.19	-57,095.27
Other Income/Expense			
Other Income			
Interest Income	139.88	66.68	73.20
Total Other Income	139.88	66.68	73.20
Net Other Income	139.88	66.68	73.20
Net Income	-38,840.20	18,181.87	-57,022.07

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July 2022 through February 2023

1. Revenues: Differences are mostly attributable to timing of project work performed versus budgeting on an even monthly basis for the months the contract is in effect. Many projects are task-based and cannot be billed until a specified percentage of task completion, which may not coincide with the monthly budget revenue spread. Billing is also contingent upon receipt of contractor invoices for several projects, where SRPC administration of the project is minimal. Also keep in mind that the gross revenue figures include any match requirements for each project. It should be noted that under the Federal Agency Revenues, the HUD EDI CDS grant is still pending. Under State Award Revenue, The NHHA Housing Navigator grant got off to a slower start than originally set up for budget purposes. Middleton, Nottingham, and Strafford have not been started using the Pre-Disaster Mitigation grant #6502 funding.
2. Personnel: All Personnel costs in the budget were spread evenly for each month. Actual costs on the report reflect hours paid. July and December for both fiscal years, for example, have three pay periods but the budget was established using 1/12 of budgeted personnel costs per month. Typically, health Incentives get paid to employees at the end of the fiscal year. The budget amount reflects 6 months of health incentive expense, not yet paid, for this fiscal year. Health benefits were estimated and may not reflect actual staff utilization.
3. TransCAD Software: This is expensed in full annually in May.
4. Traffic Counting Supplies: It is likely that the budget remaining will be reduced when the new season starts.
5. Pass Through Expenses: These expenses are contingent upon receipt of contractor invoices. Costs are distributed evenly over the course of the year and may not agree with the timing of actual costs and invoices received.

STRAFFORD



Regional Planning Commission

Emergency Succession Plan

Adopted: January 20, 2017

Revised: February 16, 2018

Revised: January 18, 2019

Revised February 21, 2020

Revised March 18, 2022

Revised March 17, 2023

Certification

The Executive Committee of the Strafford Regional Planning Commission (EC-SRPC) approved this document at their March 18, 2022 meeting.

David Landry, Chair	Date
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The following named staff acknowledge their assigned roles and responsibilities:

Jennifer Czysz, Executive Director	Date
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Kyle Pimental, Principal Planner Designated Acting Executive Director	Date
--------------------------------------------------------------------------	------

Colin Lentz, Senior Transportation Planner Designated Back-Up Acting Executive Director	Date
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Kathy Foster, Financial Manager Designated Support Staff to Acting Executive Director	Date
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Megan Taylor-Fetter, Office Coordinator Designated Support Staff to Acting Executive Director	Date
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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.

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.

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 or more program managers, back-up appointees, to the Acting Executive Director position. At the time of re-approval, the back-up appointee is Colin Lentz, Senior Transportation Planner.

It is expected that the Acting Executive Director will be assisted by the following staff:

- Office Coordinator (Megan Taylor-Fetter) who maintains all SRPC Commission and EC-SRPC records and human resource functions.
- Financial Manager (Kathy Foster) who manages all SRPC financials including contract administration.

The EC-SRPC may also consider splitting executive duties among the designated appointees and others to cover the primary areas of responsibilities to implement the terms of this emergency plan.

Authority of the Acting Executive Director

The Acting Executive Director(s) shall not have the same full authority for decision-making and independent action as the regular Executive Director. The 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 David Landry, Chair; Peter Nelson, Vice Chair; Thomas Crosby, Secretary/Treasurer; and one other member to be determined upon activation of this plan. 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.

Temporary, Unplanned Absence: Long Term

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

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

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.

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.

Checklist for Acceptance of All 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 designated Acting Executive Director, the designated back-up appointees, and listed support staff.

☐ **Organizational Charts**

Two organizational charts, like those presented in Appendix C, 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 D has been updated and is current as of March 11, 2022. The completed form will be kept off-site by the SRPC Executive Director, Acting Executive Director, Financial Manager SRPC Chair, and SRPC Secretary/Treasurer.

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.
- 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

Appendix B – 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

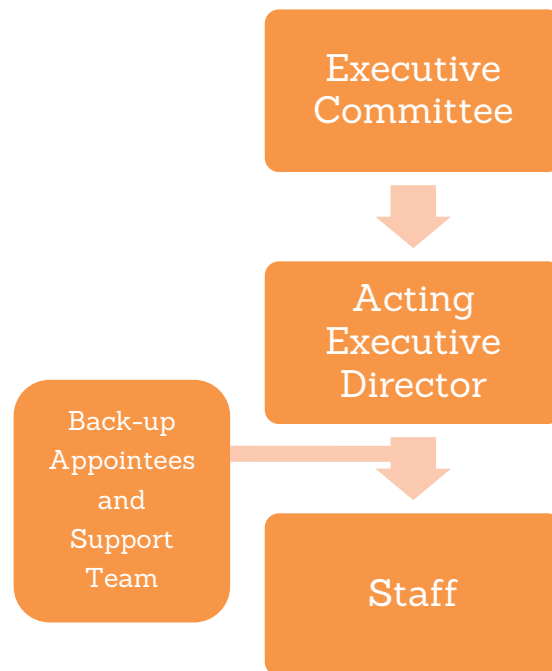
Considerations should be given to the appointee's existing workload, ability to reassign tasks to other staff members and the increased level of responsibility. Depending on the arrangement reached and the duration of the Executive Director's absence, the Executive Committee should also consider compensation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

Appendix C – Organization Charts

Normal Organizational Flow



Emergency Organizational Flow



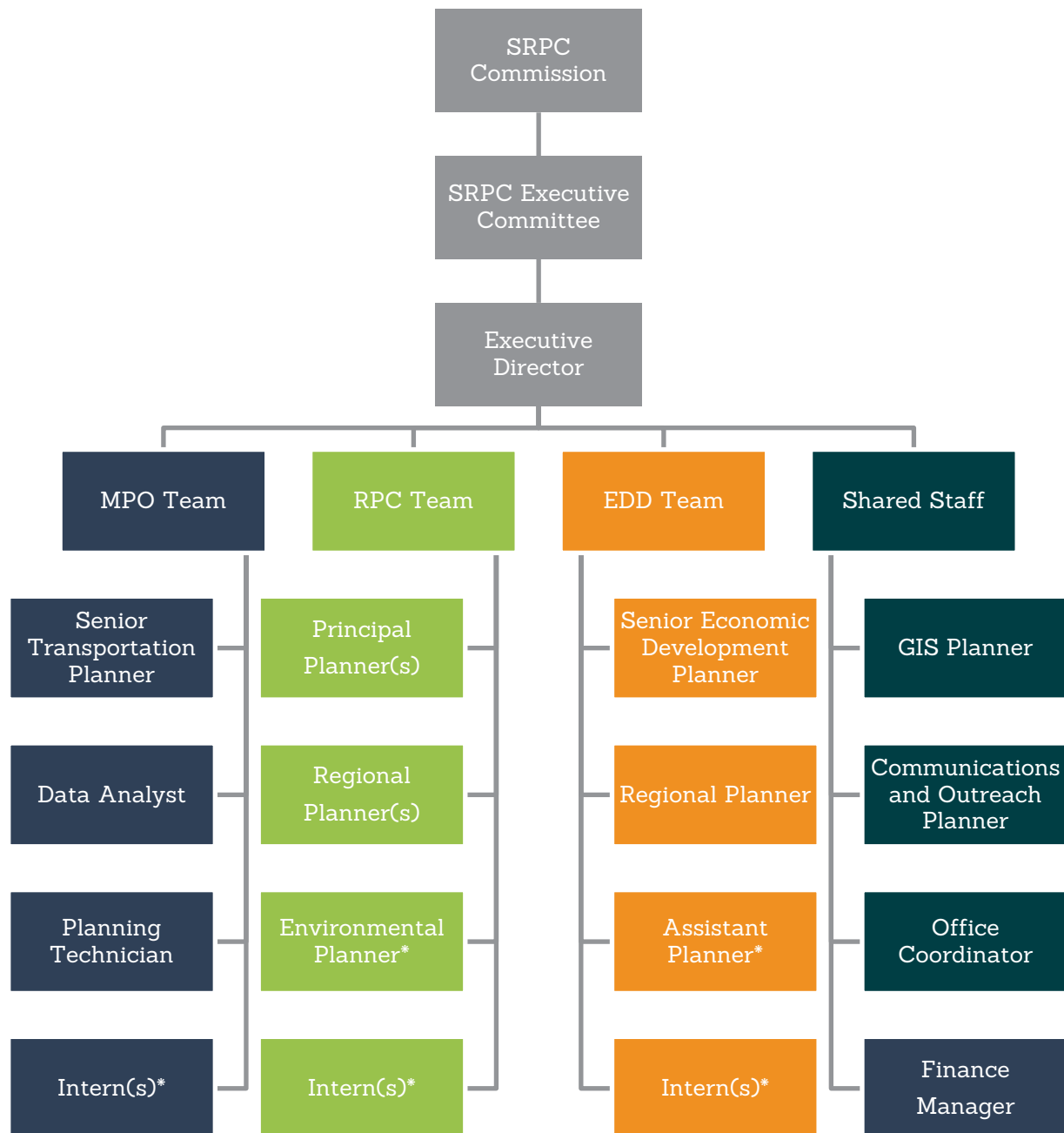
Current Staffing

- Jennifer Czynsz, Executive Director (RPC, MPO, EDD)
- Kyle Pimental, Principal Regional Planner (RPC program manager)
- Colin Lentz, Senior Transportation Planner (MPO program manager)
- Blair Haney, PT Principal Regional Planner (RPC)
- Autumn Scott, PT Regional Planner (RPC)
- Natalie Moles, PT Regional Planner (EDD)
- Zuzy Duffy, Assistant Planner (EDD)*
- Mark Davie, Regional Planner
- Rachel Dewey, Senior Data Analyst (MPO)
- Stephen Geis, Planning Technician (MPO)
- Shayna Sylvia, Senior Communications and Outreach Planner (RPC, MPO, EDD)
- Jackson Rand, GIS Planner (RPC, MPO, EDD)
- Kathy Foster, PT Financial Manager (RPC, MPO, EDD)
- Megan Taylor-Fetter, Office Coordinator (RPC, MPO, EDD)
- Courtney Grugnale, Housing Navigator*
- Interns, as needed (RPC, MPO, EDD)*

*Temporary or grant funded positions

PT – Part Time Employees, 24 or 32 hours per week

SRPC Organizational Chart



*Temporary or grant funded positions

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

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:

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: Vanguard

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:

Date of Completion for SRPC Information and Contact Inventory:

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

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.