



STRATEGIC PLAN FY 2020-2022

Strafford Regional Planning Commission

April 3, 2020

Adopted by the SRPC Executive Committee

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	Executive Committee	April 3, 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

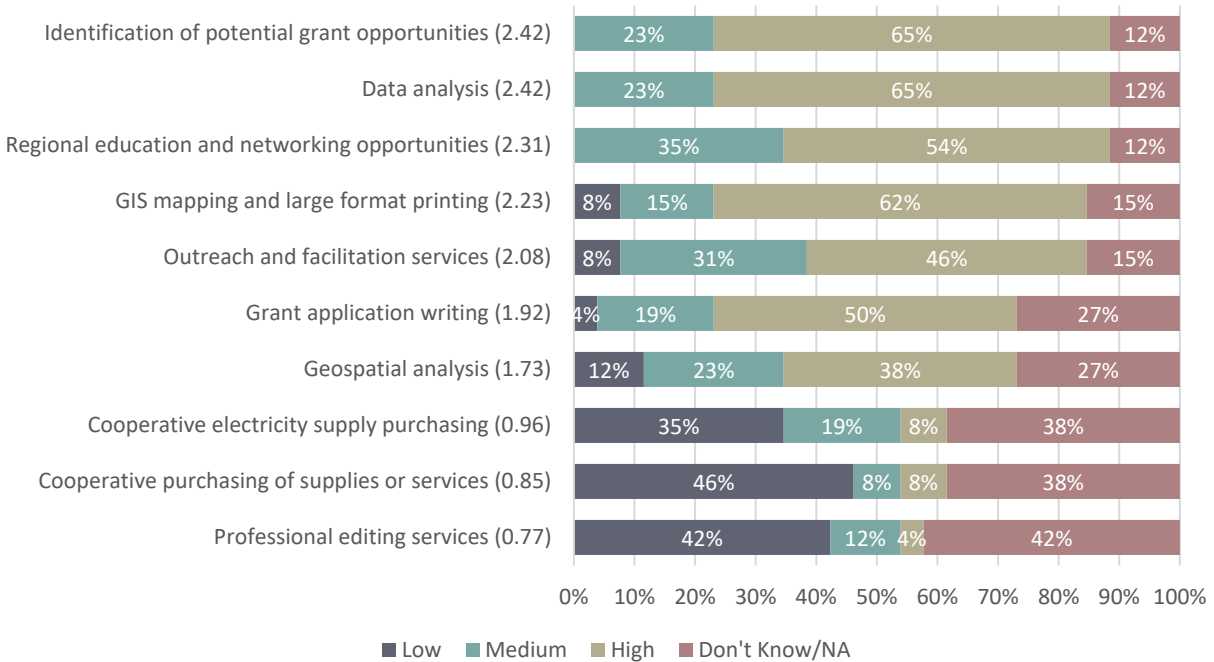
SRPC's mission is to plan and act in a manner that achieves sustainable development and thereby improves the quality of life for those living in the region. Our organization strives to support communities in their efforts to:

- 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.

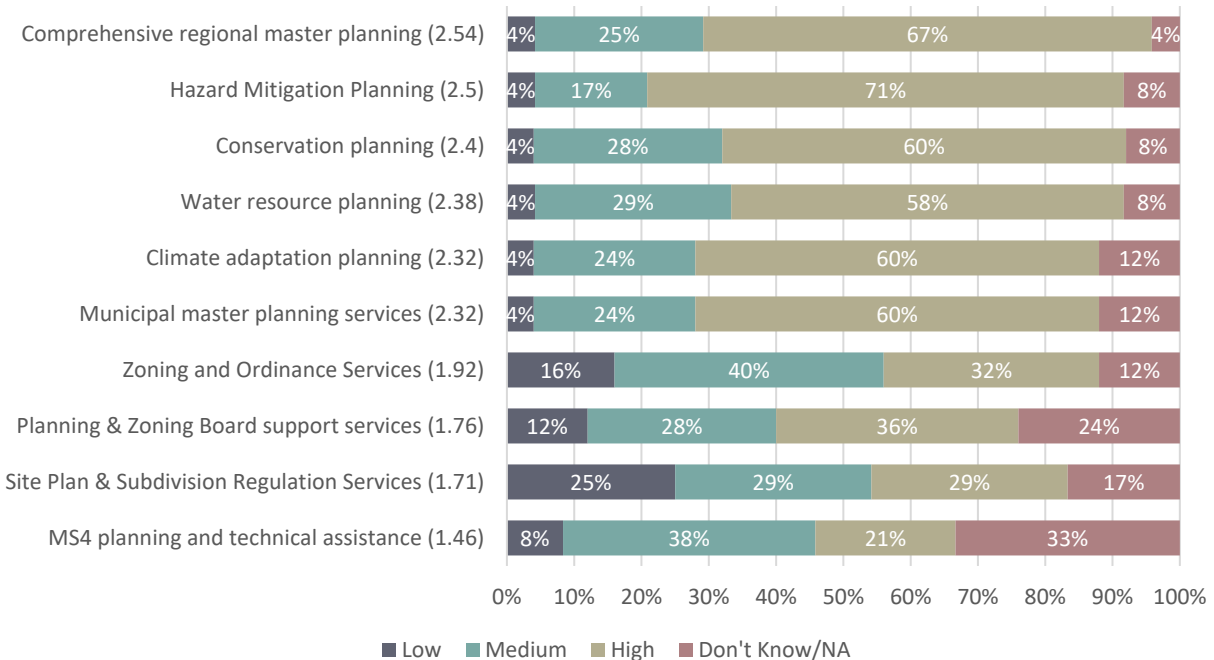
Value of General Planning and Administrative Services

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



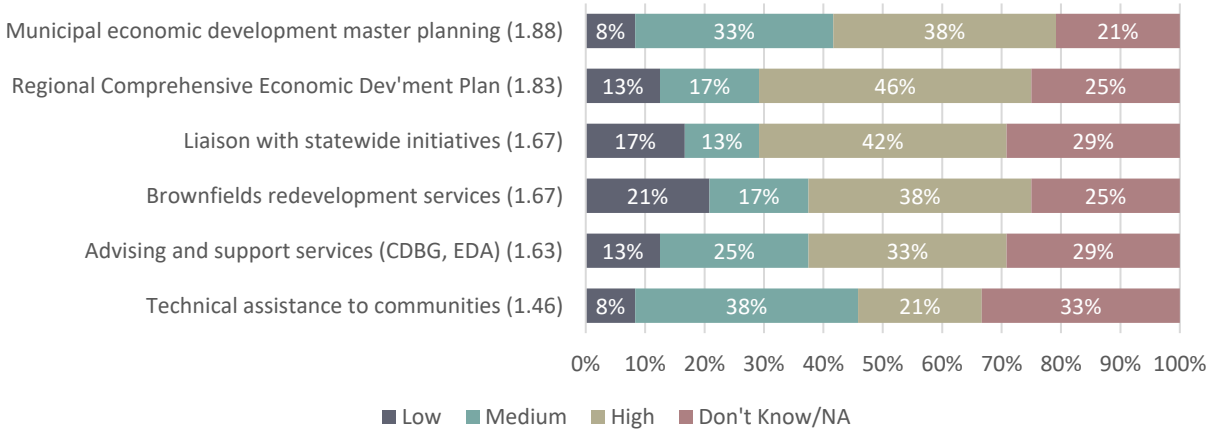
Value of Land Use and Environmental Planning Services

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



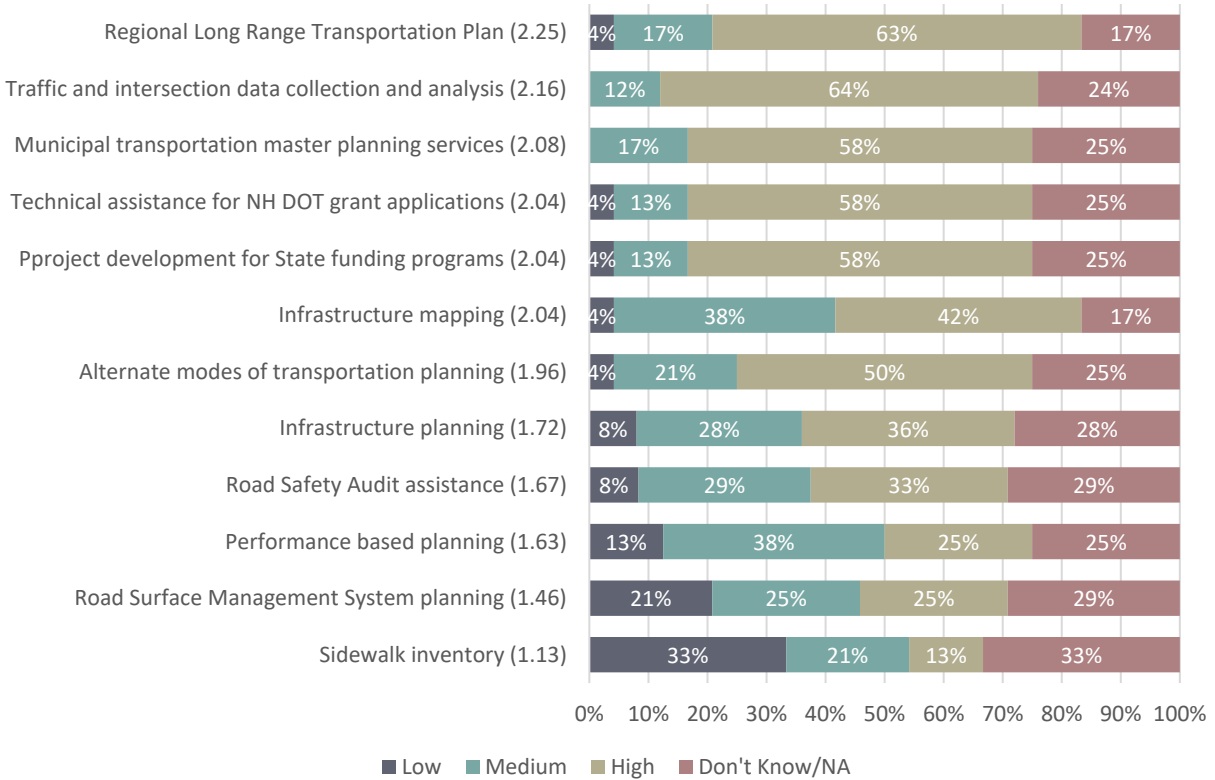
Value of Economic Development Planning Services

(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)

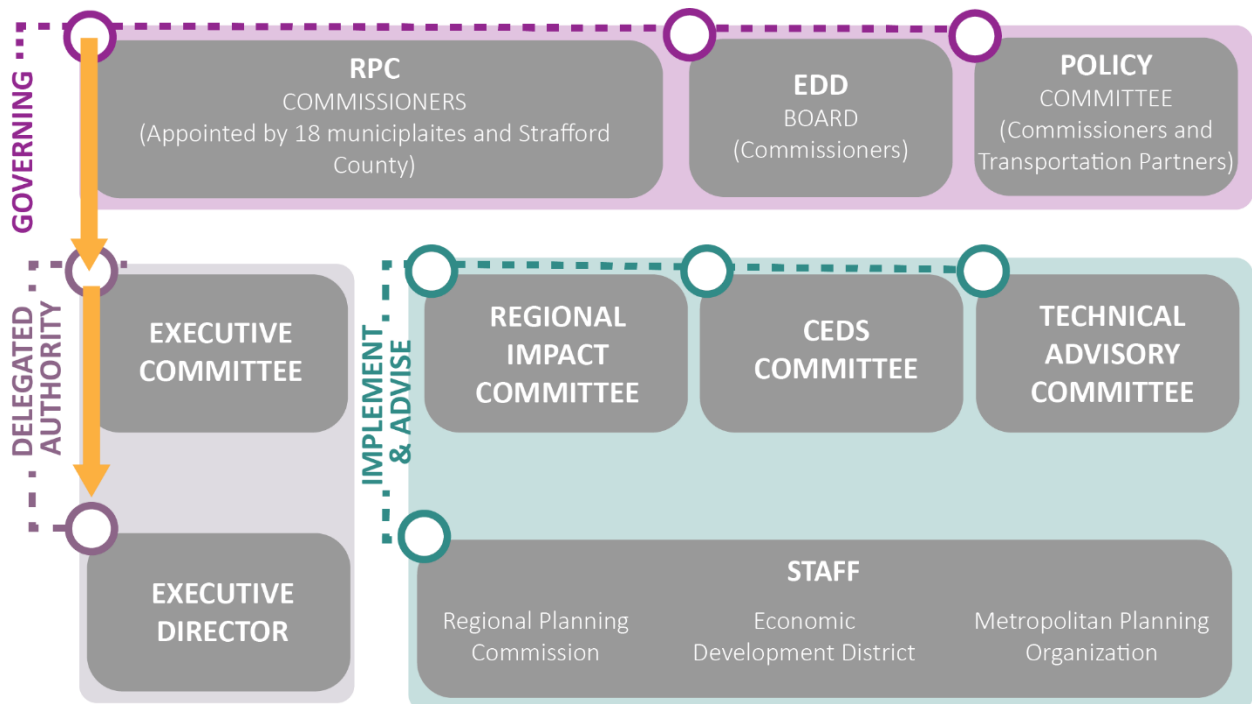
STAFFING

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

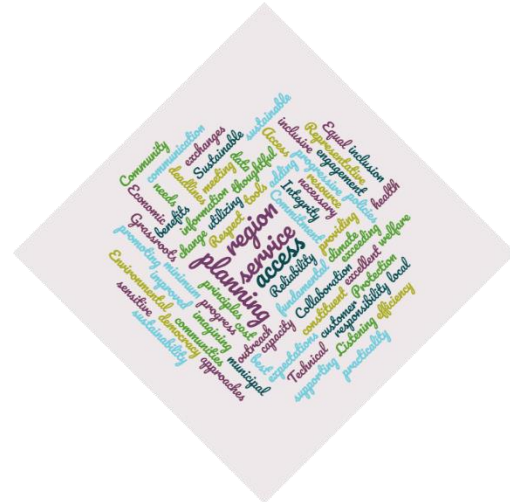
- We are a learning environment
- Our considerations and actions are comprehensive
- We are self-reliant creative problem-solvers
- We respect our history and plan for tomorrow
- Our actions lead us into the future

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.

- External anti-planning viewpoints have, in the past, diverted energy away from fulfilling our mission and mandates.
- SRPC is often comprehensive (including elements) but not holistic (integrating elements).

OPPORTUNITIES MOVING FORWARD

- Build relationships with our municipalities.
- Develop more effective communication strategies, including branding and marketing.
- Improve and diversify our use of technology.
- Increase outreach and engagement with all communities to understand trends and remain current with needs.
- Increase the health and engagement of our committees.
- Diversify our services by either training current staff, offering professional development opportunities, or hiring staff with complementary talents.
- Create a more collaborative team environment and approach to projects.
- Develop capacity to be more responsive to funding opportunities.
- Increase cooperation and collaboration with legislative bodies, Congressional delegates, and state and federal agency representatives.
- Invest in improvements to office conditions, competitive pay, and benefits for employees.
- Improve internal office administration and transparency with a focus toward employee retention.



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 of 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.

APPENDICES

SRPC Staff Response to Strategic Planning Survey

In November, SRPC staff responded to a survey designed to gather primary information on the core values of SRPC as well as operational experiences and impressions, and description of staff conditions suggested innovations, and improvements. Below, these initial responses are detailed with both a synopsis and some critical thoughts on each section. These responses will be used at the strategic planning retreat to generate discussion, identify important themes, and incorporate into our goals as an organization. Beneath the bold summary are specific statements from the survey.

Core Values

1. Who is SRPC? What critical role does SRPC play in the region?

SRPC is a forum for regional decision-making, a resource for community planning and development, an advocate for decisions that support human health and wellbeing. We are able to do so through a talented staff team that is adaptable and here to serve our municipalities and improve the quality of life for those living here.

- SRPC is a resource for communities.
- SRPC is an educator to citizens, municipalities and other stakeholders.
- SRPC is a forum for discussion among citizens, municipalities and other stakeholders.
- SRPC plays an important role as it encourages municipalities to consider a bigger regional picture and creates a setting for where this can occur.
- SRPC plays the role of disseminating important information and opportunities.
- We provide resources that the community may not be able to afford on their own and help leverage grant funding.
- SRPC has the advantage of being able to take a step back and view challenges and opportunities from a more objective point of view.
- SRPC provides technical and planning resources (GIS, data, land use, climate change, etc.)
- SRPC provides support to regional and local planning.
- SRPC provides expertise in transportation, economic development and natural resources.
- SRPC is a trusted partner for our member communities. Creates synergies and promotes collaboration among regional and local stakeholders.
- SRPC promotes the use of science, technology and data to support decision-making processes.
- SRPC has typically been made up of a diverse, gifted, and enthusiastic staff open to new ideas and one that provides different perspectives on a range of planning issues and challenges.
- We have acted as a hub for talent, often fostering professional development for those seeking other positions such as municipal planners, environmental consultants, and other public sector occupations.
- We are here to improve the quality of life for those living in the region.
- We are planners, which means we find a way to make things work. We are jacks of all trades and masters of half of them.
- SRPC is an intermediary resource between state and local government.
- SRPC helps to bring emerging trends to our communities.
- There needs to be a sense of ownership and commitment to energize staff.

2. What do we believe?

Our integrity, reliability, and commitment build respect, trust and confidence with our communities and partners. This enables us to plan for thoughtful regional progress, provide our communities quality data needed to make informed decisions, keep abreast of emerging trends, and advocate on behalf of the region and our municipalities. We strive to connect people and communities to resources, and each other, incorporating social and environmental justice into all aspects of the services we provide.

- We believe in promoting sustainable approaches to planning.
- We believe in supporting our communities in a way that benefits the region as a whole.
- We believe in providing information and tools for our communities to use but not mandating them to take any specific actions.
- That planning is necessary for thoughtful progress.
- That there is an advantage in working together (towns and cities).
- That climate change is real.
- We believe in Collaboration, Integrity, Reliability, Commitment and Respect.
- We believe in utilizing fundamental planning principles and having access to the necessary data needed to make an informed decision.
- Service. We provide constituent service through outreach to all residents, particularly those traditionally excluded from the planning process.
- We provide excellent customer service by exceeding expectations, meeting deadlines, and adding capacity.
- We believe in providing services to municipalities at a minimum cost.
- Spending much of our time trying to imagine how things could be improved in the short and long term, we are inevitably a progressive organization.

3. How would you characterize the strength and nature of SRPC's relationships with communities and allied organizations?

Our relationships while generally strong vary by community, staff, and projects. Our strong connections and partnerships leverage increased access to funding. There is an opportunity to strengthen our relationship with our northern-most and non-dues paying communities to ensure they both receive direct membership benefits and recognize the value SRPC provides. There is a strong agreement that a more consistent proactive outreach strategy should be developed that will help to foster stronger relationships with all of the communities we serve.

- SRPC has stronger relationships with some communities more than others. This scenario offers room for improvement with the communities we might not work as frequently with.
- Many of our communities see us as a great resource and understand the benefits of paying dues to the organization but for those that don't this is a chance to work to ensure they have a better understanding of how we can benefit them.
- We have very important and strong connection with RPC, NHDES, COAST, NHDOT, CAW, and others and this is beneficial for continued funding and having partners to jointly apply for grant funding.

- Some of our state agency relationships could be improved upon.
- Relationships are very project based. It seems there is an opportunity missed by staff not having a more generalized or regular contact with people in the municipalities.
- Stronger and closer relationships would benefit both sides and generate more opportunities to collaborate.
- Finding a way to make building those relationships a part of the everyday system would be good.
- There does seem to be an inequitable amount of work being done in the southern portion of the region compared to the northern communities. Some of this falls on the shoulders of the planning commission, while some falls on the municipalities themselves. You can bring a horse to water, but you can't make them drink.
- The relationship with our allied organizations has never been stronger. We have an extremely good working relationship with our state and federal funding agencies (NHDOT, FHWA, NHDES, FEMA, HSEM, NOAA, EPA), as well as other regional entities including SELT, PREP, UNH, Sea Grant, SWA, and SCPHN.
- At the local level, we have built a strong working relationship with numerous boards, commissions, and other volunteer groups.
- SRPC staff members have strong relationships with communities and organizations, but these relationships do not always extend organization-wide (on either end). Individual staff members may not always be familiar with allied organizations or municipal staff/public officials outside their immediate areas of practice.
- How can we make SRPC more of a definitive resource; are there areas we could become an indispensable resource?
- The varied relationships from community to community are dependent upon staff, topics, budgets etc.
- Municipal budgets are susceptible. We do need to make sure that we do reach out more consistently to our communities and to take a more proactive approach.
- Being more pro-active would also work well to keep that "wish list" of projects fresh and help overall communication and knowledge.

OPERATIONS:

4. What services do we provide of value?

We provide a wide range of professional services with a focus toward achieving results. Regardless of the programmatic area, our services include data (GIS, statistical analysis, traffic counts, funding opportunities, etc.), technical planning assistance (land use, transportation, natural resources, etc.), and outreach and engagement activities (social media, visioning, workshops, etc.). SRPC serves as an important forum for contact with state and federal representatives, eg: FHWA, NHDOT, FTA. We provide a neutral space for important communications with those agencies to occur. SRPC's unique position as an objective facilitator in the region brings an opportunity for much of our work to overlap. It is not performed in traditional silos, which increases opportunity for innovation and collaboration.

- Ordinance/Regulation modeling and writing.

- Climate adaptation outreach.
- Providing an outlet for regional and statewide discussion.
- Facilitation.
- Mapping/GIS Data Collection and Analysis.
- Running the STIP/TYP processes to ensure implementation of transportation projects.
- Helping communities apply for and receive grant funding.
- Providing technical assistance to communities in many other ways (hazard mitigation plans, master plans, NRIs, visioning exercises, design and editing service).
- Representing our communities to statewide entities and at events.
- Mapping.
- Traffic Counts.
- Land use circuit riding.
- Communications-social media, newsletter etc. serving as a platform for regional events and information.
- We facilitate regional discussions, collaboration, and relationships to make all of our communities better instead of (or at least in addition to) competing for limited resources.
- A forum for interaction between DOT, FHWA and the communities.
- We offer a 3rd party neutral location for conversation to take place.
- Integrated approach. Our services overlap. They do not operate in a silo.

5. How can we improve our services to communities?

New services and programs should continually be developed in response to input generated from regular community outreach. Our website and a more robust marketing effort will allow us to better share who we are, what we do and, why our work is valuable and important. We can become more responsive to calls for technical assistance and employ a more entrepreneurial, proactive, and project team approach to build our existing services. Adding further skills such as artistic rendering of projects, and increasing staffs' ability to take a more visual approach is an important priority to improve services.

- Report out on what communities receive for their dues. Reach out to the non-dues paying communities specifically.
- Better advertise our services and projects on the SRPC website. More effective communication.
- Improving our online mapping and data sharing capabilities.
- Do more outreach-meet with communities more often and keep abreast of their challenges so we can help to use SRPC talent to fix things.
- Increase health of our committees; TAC and Policy.
- Hire someone with a graphic design background.
- Encourage staff to employ a more entrepreneurial work ethic.
- Offer more career development opportunities and training.
- Re-branding of our logos should be considered.
- One of our biggest weaknesses is not having the ability to design or produce an artistic rendering of a planning project or idea.
- We lack certain skills and tend to yield to environmental consulting firms or other professional designers when it comes to presenting what a project could/will look like.

- Staff needs to be encouraged to seek funding opportunities on their own to implement projects they are passionate about at the local/regional levels.
- We should have a much more robust system that has projects and/or project ideas ready for implementation. This will also allow for staff to diversify their planning experience.
- Additional training, workshops, or team building activities to further career development will help staff hone their skills and build the confidence and expertise needed to provide guidance to municipalities.
- Be more responsive to RFPs for technical assistance. Project teams may be more effective and yield better results than solo consultants, which would also give staff an opportunity to build experience in multiple areas and allow SRPC to mix and match billing rates to stretch project budgets further.
- Create a cohesive list of services (and final products) we can provide.
- Great room for growth in the transportation technical analysis realm (traffic studies, parking studies, traffic modeling for project development, etc.).
- We need to break out of the mold of just working with a few communities, need to be more aware of what other communities need.

6. What new initiatives (programs, services, and/or technologies) should we consider?

SRPC can leverage its role as a hub to establish purchasing cooperatives, act as a fiscal agent or grant manager, and host regional forums. There is an opportunity to expand our role through public health, energy planning and hazardous waste programs. We should encourage and increased participation among our constituents including commissioners, committee members and partner more with regional resources such as UNH. More specifically, we can grow our technical service offerings to include traffic and parking studies, traffic modelling, urban and community design (2D and 3D renderings), and enhanced online GIS and data products.

- Get more involved with health planning.
- Developing our facilitation and outreach services where communities could use us as a facilitator for their events.
- Work with communities to do interactive planning demonstrations, i.e. pop up parks, bike lanes, etc.
- A better way to archive and provide meeting materials online.
- New website.
- Web application for posting meeting videos.
- Purchasing cooperatives for technologies and services.
- Expanding our role into public health, energy planning, hazardous waste programs.
- Provide professional design services.
- Develop more innovative and creative ways to involve and encourage participation from our constituents (commissioners, executive committee, TAC, policy, etc.), municipalities, and the public.
- Act as a fiscal agent to administer and manage funds from federal/state resources to the local level (post-disaster funding, state revolving loan funds, etc.)
- Partner more with UNH on implementing research to planning projects.
- Become more involved with providing guidance on CIP development.
- More chances to telework.

- Project management skills, possibly together with grant writing and administration.
- Food systems planning?
- Data collection vehicles, more "brown bag lunch" meetings with partner org's and agencies. (informal meeting time to become acquainted and discuss obligations and responsibilities)
- Building on our stakeholder and decision-maker outreach efforts. Increasing our ability to amplify the region/community's voice and ensure their priorities are taken into account.

STAFF DEVELOPMENT:

7. What gets you excited to come to work?

SRPC staffers unanimously enjoy the opportunity to work with a collaborative and talented team. This is followed closely with the ability to work on a diverse range of interesting and engaging projects within a diverse region. Opportunities to collaborate more frequently and to take a different approach to projects would be welcomed by staff.

- Getting to do graphic design work.
- Great leadership/management.
- All of the acronyms.
- Talented co-workers.
- An open and sharing knowledge environment.
- The potential of helping the region to prosper. Being able to solve local/regional problems.
- Interesting and engaging projects that are in line with my beliefs.
- Meeting new people from around the region.
- A collaborative and easy environment at the office.
- Because of the physical geography and demographic makeup of the region, SRPC offers a wide range of planning-related opportunities.
- The staff is one of the most influential elements of why I enjoy coming to work every day, and has also been one of the harder challenges when someone decides to move on.
- We have a really strong team right now, and I would like to see more opportunities for us to work together on projects instead of working on individual projects in close proximity.
- A chance to continually improve and have a real positive impact on people's lives.
- There is a difference between working "with" other staff and working "in the same building" as staff.

8. How can SRPC help you grow as a professional?

Continued opportunities for all staff to access professional development and career advancement are most important. All staff expressed interest and desire to be able to pursue further internal and external opportunities to learn such as conferences, workshops, seminars, and networking opportunities.

- Opportunity to go to professional development conferences.
- Opportunity to get more involved with outreach and engagement on other planners projects.
- More information on how to access the tuition reimbursement opportunity for SRPC staff.

- Professional skills training opportunities such as: new technologies, project management, agile or lean, and software such as Excel, GIS, InDesign, etc.
- Investment in literature and reference materials needed to study and pass the AICP exam.
- Paid Planetizen study courses.
- Opportunities for career advancement.
- Open up opportunities of collaboration outside the office.
- Opportunities to branch out and work on different things.
- Opportunities to meet more people in the region/profession.

9. What would make SRPC a better place to work or improve staff retention?

Staff identified four thematic areas for improvement: administration, office environment, competitive pay and benefits, and team building opportunities. Most important is to build trust and confidence within a flexible work environment that values employees and their quality of life.

Administration: Clearly articulated staff roles and job descriptions, transparency in management, clear and equitable communication, and HR representation for staff.

- More clearly defined roles/tasks.
- Being part of a purpose-driven organization.
- Good leadership.
- Be part of a clear vision and mission.
- Transparency in management.
- Improved communication between staff and executive committee members and commissioners.
- Honest discussions about job descriptions, benefits status, comparable wages, etc. could improve employee relations.
- Prior practices seemed designed intentionally to keep as much information as possible from staff to undermine any negotiation position.
- Look into the potential to jointly hire a dedicated HR professional that could be shared by multiple regional planning commissions.
- Establish a system where staff can have private discussions with a HR person if there are concerns with management.

Office conditions: private work stations, improved lighting, acoustics, and temperature control/HVAC.

- Existing fluorescent lighting is severe.
- Acquire track lights, task lights or desk lamps to be used in lieu of overhead fluorescent lights.
- The HVAC system is loud and the air is dry. A couple of humidifiers would be great.
- Create opportunities for different working styles. An open office does not work for everyone all the time. It would be helpful at some point to have some cubicles, dividers or closed off spaces.
- Have a private work station.
- Identify reasonable opportunities to implement solutions that improve the general office conditions.

Competitive pay and benefits: employee policies that establish a modernized system of employee benefits, opportunities to advance and consistent and competitive salaries are vital to improving SRPC as a desirable workplace.

- Review the paid time off system to ensure SRPC is a desirable workplace and values a healthy employee work-life balance. Ideas suggested include:
 - Set a higher accrual rate for vacation than sick leave.
 - Start employment/the year with an upfront balance of time off available rather than accrue at a fraction of a day each pay period.
 - Eliminate the distinction between sick and vacation time and offer a single pool of paid time off.
 - Provide more holiday time off, for example Christmas eve, time between Christmas and New Year, etc.
 - Allow employees to contribute excess leave time to a sick bank
 - Provide bonus days to employees that do not use sick time.
 - Emulate the NH state employee model that provides two floating holidays.
- Establish competitive maternity and paternity leave policies.
- Weekly work from home option.
- More flexibility with working from home-instituted one or two days a week.
- Increase opportunities to advance.
- Competitive and consistent pay and benefits.
- Employment practices in general could be updated to feel more open, equitable, and flexible.
- Higher wages – especially for those starting out.
- Flexibility in work schedules when needed.
- Additional options for staff IRAs and higher SRPC matching percentages.
- Paid volunteer time.

Team building: celebrate staff achievements, office activities and events outside of work time hours, and improve communications between staff and commissioners.

- Establish a culture of celebration of achievement. Highlight when staff finish big projects or are awarded new grants.
- Create an environment where all staff are treated well, fairly, are supported, and have a good work life balance.
- Update employee policies to reflect modern office culture.
- Increase office activities and team-building initiatives.

Q1 SRPC CORE VALUES: Who is SRPC? What critical role does SRPC play in the region?

Answered: 10 Skipped: 1

#	RESPONSES	DATE
1	Provides information to towns and cities.	11/30/2018 6:33 PM
2	SRPC is the MPO for the region and provides a range of planning and technical services to compliment member communities transportation infrastructure is maintained and improved via grants and technical assistance. They are an advocacy group for regional transportation functions that knit communities together; while helping to advance regional economic, planning and land use goals for member communities.	11/29/2018 5:25 PM
3	Someone with greater experience is better suited to answer this.	11/28/2018 8:53 PM
4	Creating a venue where the whole (region) is greater than the sum of the parts (municipalities). A venue where cooperation can yield more benefit than competition.	11/26/2018 11:28 PM
5	regional thinkers; regional voice on important policy issues, especially transportation and a valuable collaborator on member town projects.	11/26/2018 1:40 PM
6	SRPC is a sub-State cooperative entity composed of representatives from [currently]18 communities in southeastern NH piloted by professionals who provide those communities with guidance, tools, and information that offer a comprehensive, strategic approaches and support to various planning and infrastructure-development processes.	11/22/2018 10:54 AM
7	The SRPC exists as a support for its members between them and the various agencies that the members have to deal with. A lot of the smaller members of the SRPC just don't have a staff to deal with all of the things that they have to deal with.	11/14/2018 10:24 AM
8	SRPC represents most of the stake-holders in decisions that effect the county. It brings a level of professionalism, impartiality and democracy that is often lacking or flawed at the local level. Even when we are not the decision-makers on a topic, it connects us with some of the officials who are.	11/11/2018 10:00 AM
9	SRPC in the go to agency fir all matters of regional impact	11/10/2018 2:14 PM
10	SRPC provides data and insights that help seacoast communities make informed decisions to keep transportation flowing, boost the economy, and provide critical public services. Arguably its most critical role will be to help municipalities protect resources under the threat of climate change.	10/29/2018 9:58 PM

Q2 SRPC CORE VALUES: What do we believe? Again, as an organization, what is our philosophy and belief system? What is important to us?

Answered: 9 Skipped: 2

#	RESPONSES	DATE
1	SPRC is made up of individuals. Think about what that means for a so called "belief system." The appropriate question is what is the role of the SRPC and what is its relationship to its member towns and cities?	11/30/2018 6:33 PM
2	What is best for the region, sensitive to local municipal needs and policies and not going ahead of those elements, should try to manage more from "behind" rather than in front to ensure all speaking on same page; promote outreach , listening sessions to member communities, greater connectivity to the State Legislative body is a shift needed to stay closer to policy makers in the region. Technical resource exchanges.	11/29/2018 5:25 PM
3	Someone with greater experience is better suited ti answer this.	11/28/2018 8:53 PM
4	The whole is greater than the simple sum of its parts. Listening to other voices outside of our communities.	11/26/2018 1:40 PM
5	To encourage and help facilitate sustainable, inclusive, and need-responsive development in the geographical area of our populations' purview.	11/22/2018 10:54 AM
6	I think that the staff of the SRPC generally does a good job of supporting its members. who we serve and how we do that is the most important thing that we do.	11/14/2018 10:24 AM
7	Grassroots engagement. Representative democracy. Environmental responsibility and sustainability. Economic practicality and efficiency. Equal access / inclusion. Community health and welfare.	11/11/2018 10:00 AM
8	Planning and communication to the cities and towns we serve with the best information and service we can give them	11/10/2018 2:14 PM
9	Everyone deserves access to and protection of the public commons. To the greatest extent possible, decisions should include consideration of unspoken but latent needs. Decisions must be sustainable.	10/29/2018 9:58 PM

Q3 SRPC CORE VALUES: How would you characterize the strength and nature of SRPC's relationships with communities and allied organizations?

Answered: 9 Skipped: 2

#	RESPONSES	DATE
1	Extremely weak	11/30/2018 6:33 PM
2	I would suggest the nature of the relationships with communities and allied organizations is developing; more work to be done there but a solid base to work from; opportunity to tweak this a bit by more outreach , listening and connecting to member communities.	11/29/2018 5:25 PM
3	My impression is that SRPC has a strong and healthy working relationship with the City of Dover	11/28/2018 8:53 PM
4	Relationships are mutually productive.	11/26/2018 1:40 PM
5	Evolving	11/22/2018 10:54 AM
6	The communities should be encouraged to use the services of the SRPC as much as possible. Each member should get a report at the end of the year documenting exactly what was done for them during the preceding year. They should know how much bang they got for their buck.	11/14/2018 10:24 AM
7	I'm not sure, but the organizations network of connections seems broad and strong to me.	11/11/2018 10:00 AM
8	for some communities, SRPC has strong ties such as UNH and Durham and these communities make string use of the commission. Others do not seem to know or want to know we exist, or at least do ot make a strong effort to engage with the commission.	11/10/2018 2:14 PM
9	SRPC works intimately with local planners and department heads.	10/29/2018 9:58 PM

Q4 OPERATIONS: What services do we provide of value?

Answered: 8 Skipped: 3

#	RESPONSES	DATE
1	Long term planning, grant application and review assistance, GIS mapping/technical services, advocacy for transportation and reinvestment in public transportation infrastructure,.	11/29/2018 5:25 PM
2	Very strong guidance on regional planning, master plan activity, affordable/workforce housing activity and improvement projects that impact areas like the Route 108 corridor.	11/28/2018 8:53 PM
3	a center for regional discussions of importance to each member municipality. Consulting on town projects.	11/26/2018 1:40 PM
4	Identifying and promoting funding, facilitating project opportunities, technical and strategical expertise, planning support, and statistical information WRT transportation, economic development and cognate endeavors and initiatives.	11/22/2018 10:54 AM
5	All of the services that are provided now have a good value. My answer to question #1 pretty well covers this question	11/14/2018 10:24 AM
6	Regional impact hearings. Corridor studies. Specialized experts. GIS support. Re-formatting / editing of various opinions and facts into a semi-consensus that is more useful for decision-makers than raw data.	11/11/2018 10:00 AM
7	transportation planning, mapping, environmental health and hazard mitigation	11/10/2018 2:14 PM
8	GIS, traffic analysis, land use planning, hazard mitigation, mass transit solutions	10/29/2018 9:58 PM

Q5 OPERATIONS: How can we improve our services to communities?

Answered: 8 Skipped: 3

#	RESPONSES	DATE
1	Stay closer to member communities; link up with legislative bodies, Congressional delegates, State and Fed Representatives, Establish annual legislators day at SRPC and invite the congressional and state and local reps to a breakfast meeting; hold panel discussions on latest transportation initiatives. Continue to offer to host regional meetings of significance, like the Tri City Rte 108 Complete St project.	11/29/2018 5:25 PM
2	Only speaking for Dover, I think the services are evident and nothing lacking in particular comes to mind. To the best of my knowledge, SRPC enjoys strong support of City planners.	11/28/2018 8:53 PM
3	Additional technical support to those towns lacking same. GIS to local communities	11/26/2018 1:40 PM
4	More effectively promote opportunities for---and outreach to ---newer commissioners to engage more directly / actively beyond the obvious necessity of fulfilling mandated representational transparency.	11/22/2018 10:54 AM
5	Most of the people in Farmington don't even know what the SRPC is. We need to be more aggressive in publicizing our activities. We need to let people know of the services we provide.	11/14/2018 10:24 AM
6	In master-plan chapter reviews (btw that's a very helpful service SRPC provides also) I would prefer more advocacy for cutting edge approaches than traditional answers to old questions. The rate of change is accelerating rapidly, SRPC needs to lead in these challenging times.	11/11/2018 10:00 AM
7	by trying to get more representation from the cities and towns, for example Rochester has one commissioner who attends but has the right to four seats. How can we engage the cities to send/appoint more commissioners?	11/10/2018 2:14 PM
8	The single biggest opportunity is to improve access to SRPC, primarily by scheduling meetings and events in evenings and on weekends. My biggest regret as Somersworth's only commissioner is that I can't participate, because meetings are scheduled while I'm working. While it might not be feasible to schedule everything after hours, there are tools that can improve participation - WebEx, for example. Electronic proxy voting. Meetings and informational events could be recorded for streaming to the public.	10/29/2018 9:58 PM

Q6 OPERATIONS: What new initiatives (programs, services, and/or technologies) should we consider?

Answered: 8 Skipped: 3

#	RESPONSES	DATE
1	Continue Bits and Pieces Newsletter; well done Link in with sustainability and resiliency goals with our TYP project listings, more topic ares around climate change and global warming in relation to land use, economic development and transportation projects; keep members current on latest technical advances with smart growth initiatives,.we can all learn something.	11/29/2018 5:25 PM
2	For Dover, with very significant in-fill development underway, which includes a lot of new rental housing in the urban core, the need for non-automobile forms of transportation enhancement is obvious.	11/28/2018 8:53 PM
3	coordination of social services.	11/26/2018 1:40 PM
4	Facilitate electronic participation in meetings and educational presentations (perhaps with a requirement of X number of "physical appearances").	11/22/2018 10:54 AM
5	We should have someone on the staff who is responsible for ongoing contact with the 18 towns and cities that make up the SRPC.Remember, the SRPC works for the members.	11/14/2018 10:24 AM
6	Preparation for increasing climate, economic and political disruptions. Advocacy for distributed power generation and smart grids that adapt and self-correct. Advocacy for the break-up of internet service monopolies, expanded access and reduced price, and restored privacy. Advocacy for universal access to safe drinking water and the principle that those who cause harm to others must pay to remediate their impact.	11/11/2018 10:00 AM
7	not sure at this time	11/10/2018 2:14 PM
8	:) virtual meeting technology, video streaming	10/29/2018 9:58 PM

Q7 STAFF DEVELOPMENT: How can we better support staff and professional development?

Answered: 8 Skipped: 3

#	RESPONSES	DATE
1	Support attendance at state, regional and national professional development events; reporting back to the Policy Committee on outcomes and learning's. Board/Staff relationship building.	11/29/2018 5:25 PM
2	I am not familiar enough with staff development to say.	11/28/2018 8:53 PM
3	Not sure.	11/26/2018 1:40 PM
4	I haven't served as a commissioner long enough to opine on this.	11/22/2018 10:54 AM
5	We need to encourage the professional development of the staff. The executive director should be able to recognize this development in a financial way. the staff should know they will be compensated for their professional development. Providing that their development has a positive impact on the position they have with the SRPC.	11/14/2018 10:24 AM
6	Continue and expand providing workshops and presentations "at the edge of change": those key areas where our knowledge and engagement can make the most positive difference.	11/11/2018 10:00 AM
7	continuing education and training and taking part in regional and national events of interest to SRPC	11/10/2018 2:14 PM
8	I don't have any useful input here.	10/29/2018 9:58 PM

Q8 COMMISSIONER ENGAGEMENT: What topics are you most interested in? Select all that apply.

Answered: 11 Skipped: 0

ANSWER CHOICES	RESPONSES	
Housing	45.45%	5
Hazard mitigation	45.45%	5
Economic development	36.36%	4
Urban and regional planning (land use, visioning)	72.73%	8
Smart growth	63.64%	7
Geographical Information Systems (GIS)	36.36%	4
Environmental planning	45.45%	5
Land conservation	27.27%	3
Transportation and infrastructure	63.64%	7
Water resources	63.64%	7
Energy	45.45%	5
Climate change	54.55%	6
Other (please specify)	36.36%	4
Total Respondents: 11		

#	OTHER (PLEASE SPECIFY)	DATE
1	political advocacy	11/26/2018 1:40 PM
2	1) Redevelopment/repurposing. 2) Public safety	11/22/2018 10:54 AM
3	Municipal participation in internet and cellular access	11/11/2018 10:00 AM
4	regional trail networks, age-friendly communities	11/10/2018 3:46 PM

Q9 COMMISSIONER ENGAGEMENT: What areas of expertise do you bring to the table as a commissioner? Select all that apply.

Answered: 11 Skipped: 0

ANSWER CHOICES	RESPONSES	
Outreach and education	63.64%	7
Communications	18.18%	2
Information Technology	27.27%	3
Grant writing and/or management	9.09%	1
Finance	9.09%	1
Administration	54.55%	6
Engineering	18.18%	2
Advocacy	36.36%	4
Professional planning	9.09%	1
Volunteerism	36.36%	4
Transportation	18.18%	2
Land use planning	27.27%	3
Housing	18.18%	2
Environmental planning	54.55%	6
Economic development	27.27%	3
GIS and/or data analysis	0.00%	0
Design	27.27%	3
Other (please specify)	18.18%	2
Total Respondents: 11		

#	OTHER (PLEASE SPECIFY)	DATE
1	Long term perspective	11/30/2018 6:33 PM
2	Leadership development. Historical /cultural resources.	11/22/2018 10:54 AM

Q10 COMMISSIONER ENGAGEMENT: What brings you to the SRPC table? Tell us more about the value you derive from volunteering as a commissioner.

Answered: 10 Skipped: 1

#	RESPONSES	DATE
1	Chance to represent my community; learn about opportunities for funding, technical services and a chance to share my experiences from serving in similar policy boards in other states.	11/29/2018 5:25 PM
2	Strong interest in Regional Planning with the belief that gaining regional/state knowledge will make me a better Dover Planning Board member. I can think of no better way to understand what concerns/ideas neighboring communities have (and how to coordinate activity with other communities) than to be part of SRPC.	11/28/2018 8:53 PM
3	Learning from other communities, connecting across regional challenges and opportunities, creating space for positive engagement across municipalities.	11/26/2018 11:28 PM
4	Regional consideration of issues; represent the Durham Town Council	11/26/2018 1:40 PM
5	Both inside and outside Town Hall in Durham, people had been asking me for several years to return to serving the town in variety of potential capacities. SRPC was the best fit given my other commitments in tandem with my interest in panoramic, overarching processes and policy-making. At this early stage in my relationship w SRPC, the value I derive from volunteering as a commissioner is the same as what motivated me to volunteer initially. Hopefully that value will become more textured going forward!	11/22/2018 10:54 AM
6	My professional background working with all levels of government allows me to represent the town of Farmington with more knowledge than most people here in town. I feel that I am able to represent Farmington in a non-political way on the SRPC. I'm committed to maximizing all that I can do on the behalf of the town and the SRPC.	11/14/2018 10:24 AM
7	Understanding that I am not alone in being interested in these topics and that there are potentially like-minded experts who I might be able to collaborate with. Connection to opportunities like the Bedrock Gardens visit, focused learning and networking.	11/11/2018 10:00 AM
8	I am no longer directly involved in planning now that I no longer work in affordable housing. I don't have the time to be able to serve on my local planning board. Being a commissioner keeps me aware of regional work and challenges/opportunities. I don't feel I'm contributing much at present. I'd be happy to participate more in community outreach activities, serve as a facilitator, explore opportunities to partner with senior living communities on age-friendly, dementia-friendly planning (which aligns with my current professional focus).	11/10/2018 3:46 PM
9	Serving the good or the local communities and doing my small part in helping resolve issues and plan for the future	11/10/2018 2:14 PM
10	Left to its own devices, development bends to those with the most money and the loudest voices -- not to solutions that make the most sense for the common good. If we don't exercise our ability to constructively redirect those forces, we will lose the very ability. Who is stepping up? Yikes - a very few people, and those people are aging. The first answer then is "no one else is doing it, and it needs to be done." The environment is what drives me personally. Our kids and grandkids are doomed, to point out the 800 pound gorilla. What's more fundamental than the survival of our species?	10/29/2018 9:58 PM

Q1 Please choose which of the following best describes your position (you may select more than one).

Answered: 26 Skipped: 0

ANSWER CHOICES	RESPONSES	
Town/City Planner	23.08%	6
Other municipal staff member	23.08%	6
Other (please specify)	19.23%	5
State agency representative	15.38%	4
Conservation commission member	11.54%	3
Town/City Manager or Administrator	7.69%	2
Non-profit, NGO, or Faith-based organization	7.69%	2
Selectman, Town Councilor, or City Councilor	3.85%	1
Planning board member	3.85%	1
Private sector	3.85%	1
Zoning board member	0.00%	0
Other municipal board member	0.00%	0
Utilities	0.00%	0
Total Respondents: 26		

#	OTHER (PLEASE SPECIFY)	DATE
1	Transit provider	11/30/2018 2:16 PM
2	UNH Extension	11/20/2018 1:37 PM
3	Administrative person for the Planning & Zoning Dept.	11/17/2018 11:14 AM
4	former land use planner; former planning board member; current member of Upper Lamprey Scenic Byway Council	11/17/2018 9:05 AM
5	UNH Extension	11/7/2018 9:45 AM

Q2 What services do we provide of most value to you?

Answered: 25 Skipped: 1

#	RESPONSES	DATE
1	General Support -member services, and we have contracted additional GIS mapping, land use planning assistance, and RSMS	12/5/2018 8:24 AM
2	working together to address the impacts of climate change - both Kyle (who does an amazing job) and Colin.	12/4/2018 7:02 AM
3	Master Planning and hopefully state road improvement application assistance.	12/3/2018 9:42 AM
4	planning for sustainable life, not just for humans	12/1/2018 4:59 AM
5	Support, Air quality analysis, census data, recommendations, funding options.	11/30/2018 2:16 PM
6	Coordination with State agencies GIS services	11/30/2018 2:02 PM
7	Transportation coordination, regional and statewide data and demographic information	11/30/2018 9:59 AM
8	Transportation planning and access to disseminate information to municipalities	11/29/2018 11:29 AM
9	Collaborating on projects SRPC's work in communities to support climate adaptation-related planning and regulations is very valuable!	11/20/2018 1:37 PM
10	Data and planning, help making sense of the region.	11/19/2018 2:08 PM
11	roads info, planning, wetlands/ river protections	11/19/2018 11:40 AM
12	Tax mapping, Mapgeo, land use mapping, hazard mitigation planning, resource & knowledge base that we have relied upon for a variety of projects over the years.	11/17/2018 11:14 AM
13	planning expertise provided to member towns that are dealing with many issues, problems and often have limited funds and vision for thinking, planning long term	11/17/2018 9:05 AM
14	GIS mapping and software guidance	11/16/2018 7:50 PM
15	Technical assistance related to climate change and partnering on various grant applications.	11/15/2018 10:20 AM
16	GIS & information sharing via emails	11/14/2018 3:04 PM
17	Planning assistance to communities	11/13/2018 2:50 PM
18	Greater voice of regional planning. Regional perspective.	11/8/2018 8:24 AM
19	SRPC is a good source of socio-economic data and transportation project data specific to member communities - also, collaborative expertise on issues related to air quality/environment	11/7/2018 1:31 PM
20	data, consultations, reports and master plans	11/7/2018 1:17 PM
21	transportation planning, development district planning, CEDS	11/7/2018 10:14 AM
22	Collaborations with communities we are working in, planning skills and experience to add to our natural resources and conservation skills. SRPC is a great partner in our work - together we enhance each others efforts	11/7/2018 9:45 AM
23	Help with mapping and with guidance on writing ordinances	11/7/2018 9:38 AM
24	transportation planning, support for local land use initiatives, securing grant funding for initiatives, emergency management information.	11/7/2018 9:22 AM
25	information on transportation, 10 year planning and collaborative meetings with the Strafford County	11/7/2018 9:10 AM

Q3 From your perspective, how can we improve our services?

Answered: 22 Skipped: 4

#	RESPONSES	DATE
1	I am satisfied with the delivery of services.	12/5/2018 8:24 AM
2	I think you are doing a fantastic job!	12/4/2018 7:02 AM
3	More assistance with putting together projects for towns without engineering staff.	12/3/2018 9:42 AM
4	more focus on sustainability	12/1/2018 4:59 AM
5	I'm satisfied with the services offered.	11/30/2018 2:16 PM
6	Cant think of anything.	11/30/2018 2:02 PM
7	Continued precessional development and skills building of your staff	11/30/2018 9:59 AM
8	You do a great job! I can't think of any improvements	11/29/2018 11:29 AM
9	I honestly have no complaints. the motto of a certain sports dynasty is "Do your job." That means we all have a particular job to do; keep communications open and work together.	11/19/2018 2:08 PM
10	NO suggestions. You are always available and happy to assist.	11/19/2018 11:40 AM
11	I enjoyed the occasional workshops that SRPC has offered over the years, but to be honest, it would be hard to fit attending workshops into my schedule these days.	11/17/2018 11:14 AM
12	Provide more focus on planning issues in addition to/connected with transportation issues- and develop strategic approach to helping the smaller towns in the region - with economic development, affordable housing, water resources protection, etc. Bring smart growth principles more to the smaller towns.	11/17/2018 9:05 AM
13	No suggestions.	11/16/2018 7:50 PM
14	Better communication on the services that you provide to our community, with specifics.	11/15/2018 10:20 AM
15	Make sure the staff begins things on time instead of waiting until the last minute. Offer trainings/brown bags. Involve the communities more.	11/14/2018 3:04 PM
16	Increase direct funding from communities for your services.	11/13/2018 2:50 PM
17	Continue efforts that will retain and attract a youthful and vibrant workforce. For our economic success, the region needs to be attractive to this sector. We need to expand on infrastructure that entices younger folks to stay or move here. Think recreational opportunities, sustainable lifestyles, cultural opportunities...live, work play.	11/8/2018 8:24 AM
18	quality of services is exemplary	11/7/2018 1:31 PM
19	N/A	11/7/2018 1:17 PM
20	Nothing specific I can think of at this time. Perhaps you can clone Kyle!	11/7/2018 9:45 AM
21	I am very satisfied with the work you do for us. I honestly can't think of anything off hand that you could do to improve your service. Your customer service is 5 star	11/7/2018 9:38 AM
22	Nothing as of now	11/7/2018 9:10 AM

Q4 What new initiatives (programs, services, and/or technologies) should we consider?

Answered: 23 Skipped: 3

#	RESPONSES	DATE
1	Maybe providing mini workshops for small town's land use folks, admin staff and elected officials on general land planning and economic development	12/5/2018 8:24 AM
2	as always finding funding to secure Kyle's ability to continue to focus on this important issue (climate change)	12/4/2018 7:02 AM
3	nature based solutions for flooding, sea level rise	12/1/2018 4:59 AM
4	Traffic congestion studies.	11/30/2018 2:16 PM
5	Cant think of anything	11/30/2018 2:02 PM
6	Advocacy of regional transportation projects, where SRPC takes lead, instead of municipality	11/30/2018 9:59 AM
7	I think it would be beneficial to have help on large documents for graphic design and formatting.	11/30/2018 9:31 AM
8	Consider the idea of Complete Streets and continue to advocate for moving people instead of cars	11/29/2018 11:29 AM
9	That's up to you, but we will certainly keep an eye out for opportunities for you.	11/19/2018 2:08 PM
10	solar?	11/19/2018 11:40 AM
11	We were happy to transfer our tax mapping to you for the upcoming cycle and to connect with Mapgeo. I hope that those programs will continue into the future.	11/17/2018 11:14 AM
12	Greater focus on renewable energy/energy efficiency opportunities, regionally and town specific. Also greater focus on sustainable agriculture - making sure there is a way for farming to remain/become viable economically in the coming years.	11/17/2018 9:05 AM
13	Don't know.	11/16/2018 7:50 PM
14	nothing new but continue with grant information and mapping services	11/15/2018 10:20 AM
15	marketing/promotional items for communities	11/14/2018 3:04 PM
16	Resilience translation	11/13/2018 2:50 PM
17	While complete streets initiative is more of a local planning initiative, the SRPC could assist in encouraging this and other trends that make our communities more attractive.	11/8/2018 8:24 AM
18	we would like to see SRPC take on a continuing active role in helping their communities plan for electrification of the transportation sector	11/7/2018 1:31 PM
19	more integration of topics (housing, transportation, climate change, etc.)	11/7/2018 1:17 PM
20	shovel ready sites certification, training for land use boards	11/7/2018 10:14 AM
21	Being a GIS provider for communities who dont have the expertise or technology is very helpful. Communities often need help writing Natural Resources Inventories and the planning commission is a potential provider (working with communities to write the report and generate the maps). Extension can then provide the follow up assistance to implement this work.	11/7/2018 9:45 AM
22	Not sure	11/7/2018 9:38 AM
23	nothing I can think of	11/7/2018 9:10 AM

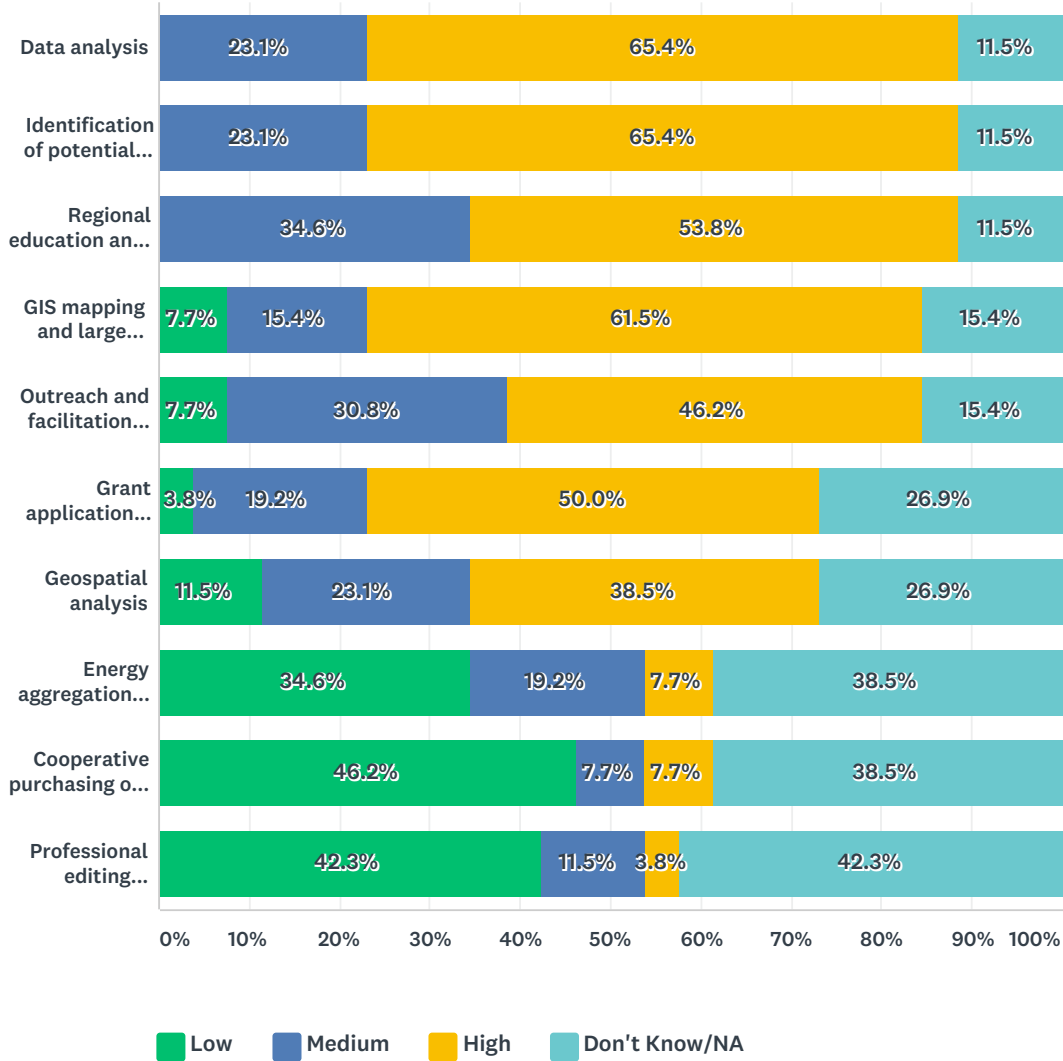
Q5 How would you characterize our relationship with your community or organization?

Answered: 25 Skipped: 1

#	RESPONSES	DATE
1	Good	12/5/2018 8:24 AM
2	Great!	12/4/2018 7:02 AM
3	Very good. The Planning Board respects the work that SRPC does for the town.	12/3/2018 9:42 AM
4	very good	12/1/2018 4:59 AM
5	Excellent, very supportive.	11/30/2018 2:16 PM
6	great!	11/30/2018 2:02 PM
7	Strong relationship built upon respect and support between staff and commissioners	11/30/2018 9:59 AM
8	Very good	11/29/2018 11:29 AM
9	Partnership	11/20/2018 1:37 PM
10	Good! We have strung together several years of good working relationships.	11/19/2018 2:08 PM
11	good.	11/19/2018 11:40 AM
12	I have always felt that SRPC understood Strafford's place in the larger regional picture, perhaps because SRPC worked with us on our last master plan update, even though that was now about 15 years ago.	11/17/2018 11:14 AM
13	A good relationship has been developed with my town, especially because of planning assistance provided directly to the planning board and the town.	11/17/2018 9:05 AM
14	Good.	11/16/2018 7:50 PM
15	We have a good relationship with several of your employees that have been very helpful	11/15/2018 10:20 AM
16	Healthy and for the most part trusting.	11/14/2018 3:04 PM
17	Very good. Primary partner.	11/13/2018 2:50 PM
18	Somewhat detached. Newmarket is small and not central to the SRPC's geographical concentration. The larger communities get more attention, and we get that. We just on the fringes.	11/8/2018 8:24 AM
19	we have a good working relationship with SRPC - they are always willing to help us out with our requests	11/7/2018 1:31 PM
20	Very strong and beneficial. SRPC is a fantastic resource and partner.	11/7/2018 1:17 PM
21	excellent	11/7/2018 10:14 AM
22	Strong collaboration/partnership	11/7/2018 9:45 AM
23	Very good.	11/7/2018 9:38 AM
24	very good	11/7/2018 9:22 AM
25	Good. I always receive quick responses and willingness to help.	11/7/2018 9:10 AM

Q6 Below are the GENERAL planning and administrative services that we currently or may provide to your municipality or organization. From your perspective, and to the best of your knowledge, please rate the value you place on each service.

Answered: 26 Skipped: 0



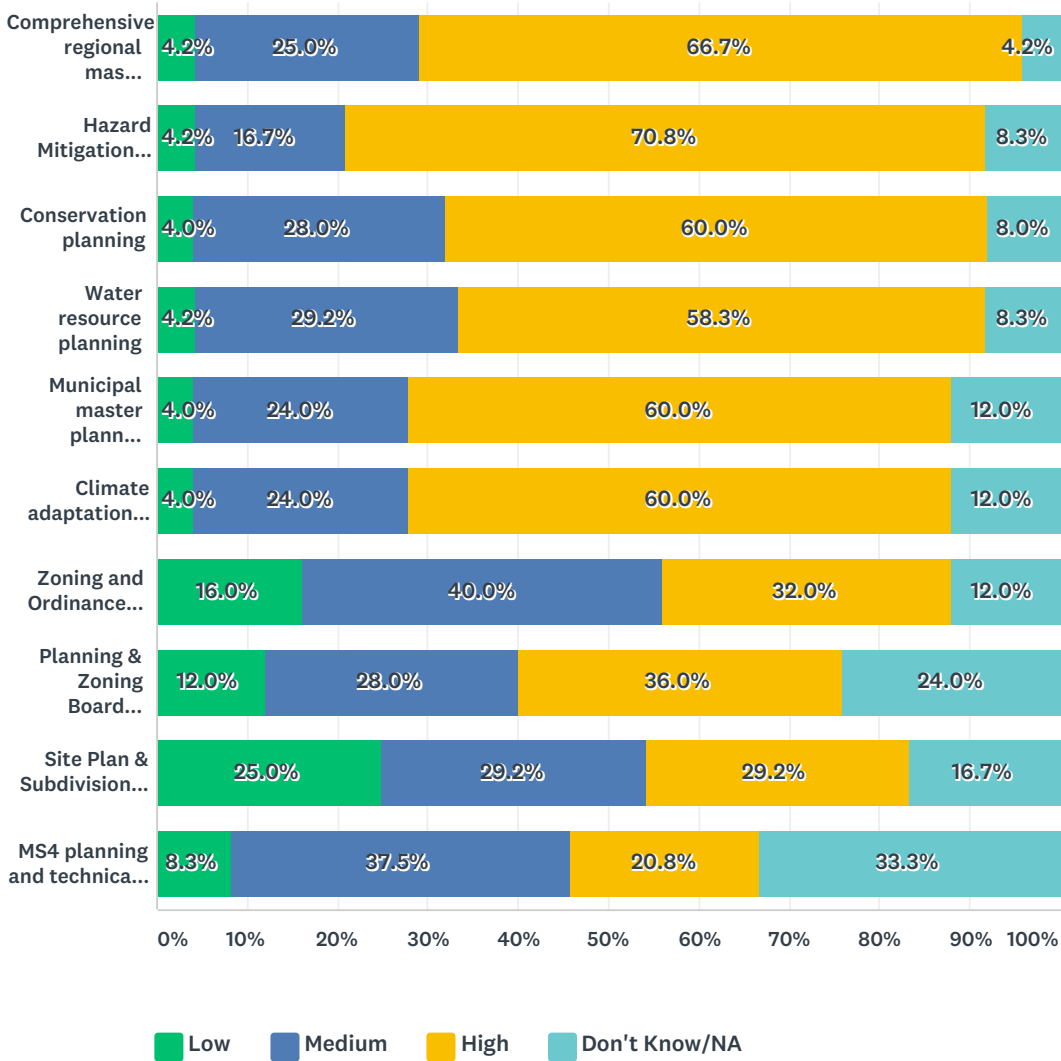
	LOW	MEDIUM	HIGH	DON'T KNOW/NA	TOTAL	WEIGHTED AVERAGE
Data analysis	0.0% 0	23.1% 6	65.4% 17	11.5% 3	26	2.42
Identification of potential grant opportunities	0.0% 0	23.1% 6	65.4% 17	11.5% 3	26	2.42
Regional education and networking opportunities	0.0% 0	34.6% 9	53.8% 14	11.5% 3	26	2.31
GIS mapping and large format printing	7.7% 2	15.4% 4	61.5% 16	15.4% 4	26	2.23
Outreach and facilitation services	7.7% 2	30.8% 8	46.2% 12	15.4% 4	26	2.08

SRPC Strategic Planning Survey - Municipal and Allied Organization Stakeholders

Grant application writing	3.8% 1	19.2% 5	50.0% 13	26.9% 7	26	1.92
Geospatial analysis	11.5% 3	23.1% 6	38.5% 10	26.9% 7	26	1.73
Energy aggregation (cooperative purchasing of electricity supply)	34.6% 9	19.2% 5	7.7% 2	38.5% 10	26	0.96
Cooperative purchasing of supplies or services (paper, software, etc.)	46.2% 12	7.7% 2	7.7% 2	38.5% 10	26	0.85
Professional editing services	42.3% 11	11.5% 3	3.8% 1	42.3% 11	26	0.77

Q7 Below are the LAND USE and ENVIRONMENTAL planning services that we currently or may provide to your municipality or organization. From your perspective, and to the best of your knowledge, please rate the value you place on each service.

Answered: 26 Skipped: 0



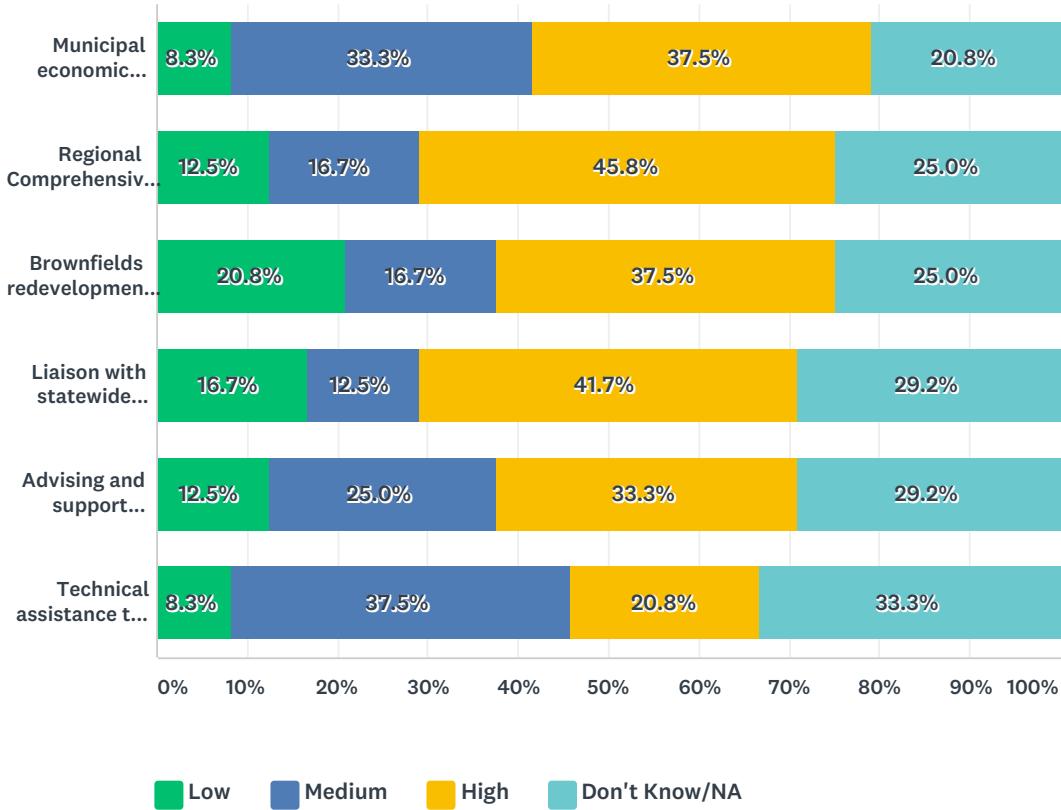
	LOW	MEDIUM	HIGH	DON'T KNOW/NA	TOTAL	WEIGHTED AVERAGE
Comprehensive regional master planning	4.2% 1	25.0% 6	66.7% 16	4.2% 1	24	2.54
Hazard Mitigation Planning	4.2% 1	16.7% 4	70.8% 17	8.3% 2	24	2.50
Conservation planning	4.0% 1	28.0% 7	60.0% 15	8.0% 2	25	2.40
Water resource planning	4.2% 1	29.2% 7	58.3% 14	8.3% 2	24	2.38
Municipal master planning services	4.0% 1	24.0% 6	60.0% 15	12.0% 3	25	2.32

SRPC Strategic Planning Survey - Municipal and Allied Organization Stakeholders

Climate adaptation planning	4.0% 1	24.0% 6	60.0% 15	12.0% 3	25	2.32
Zoning and Ordinance Services	16.0% 4	40.0% 10	32.0% 8	12.0% 3	25	1.92
Planning & Zoning Board technical assistance and support services	12.0% 3	28.0% 7	36.0% 9	24.0% 6	25	1.76
Site Plan & Subdivision Regulation Services	25.0% 6	29.2% 7	29.2% 7	16.7% 4	24	1.71
MS4 planning and technical assistance	8.3% 2	37.5% 9	20.8% 5	33.3% 8	24	1.46

Q8 Below are the ECONOMIC DEVELOPMENT services that we currently or may provide to your municipality or organization. From your perspective, and to the best of your knowledge, please rate the value you place on each service.

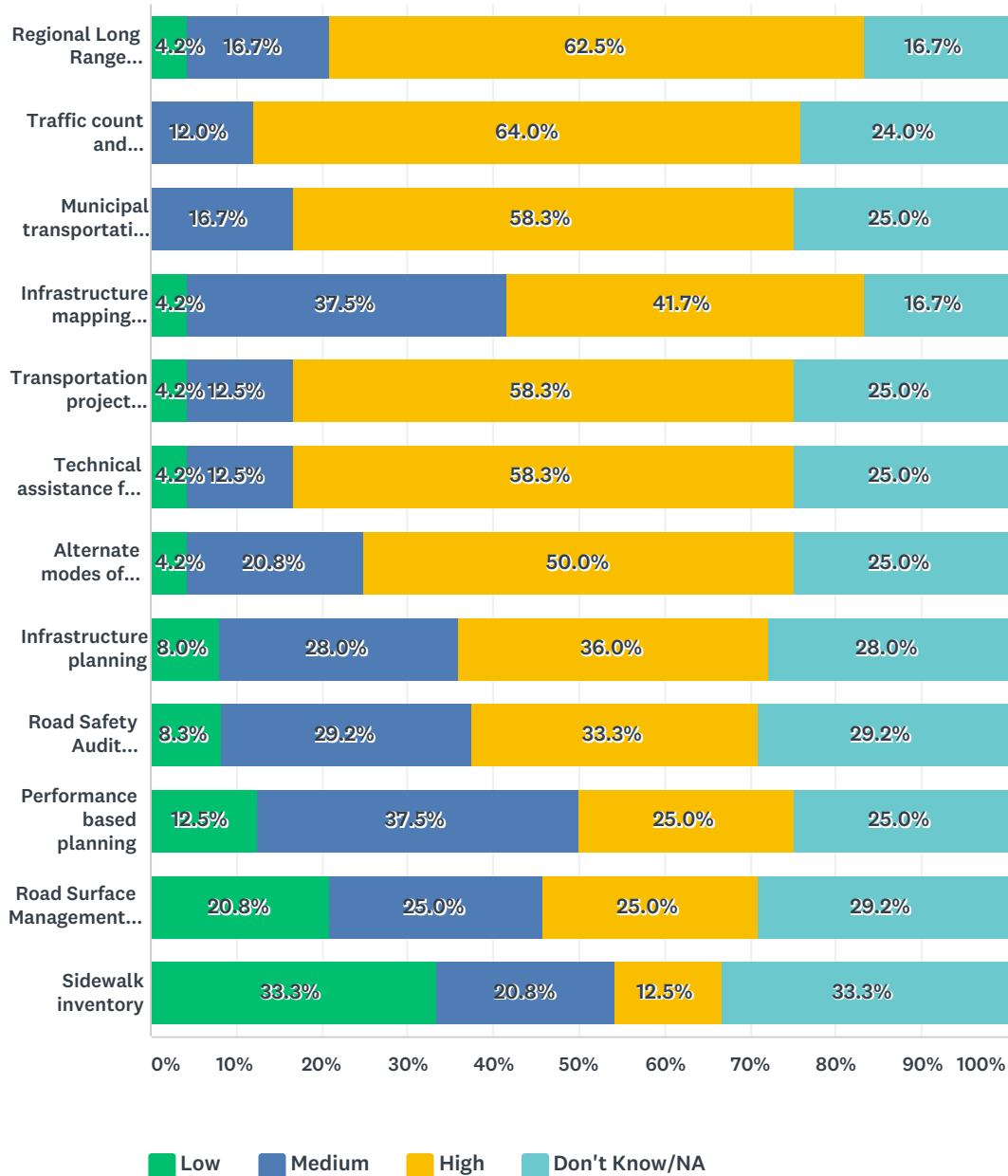
Answered: 25 Skipped: 1



	LOW	MEDIUM	HIGH	DON'T KNOW/NA	TOTAL	WEIGHTED AVERAGE
Municipal economic development master planning services	8.3% 2	33.3% 8	37.5% 9	20.8% 5	24	1.88
Regional Comprehensive Economic Development Plan	12.5% 3	16.7% 4	45.8% 11	25.0% 6	24	1.83
Brownfields redevelopment services	20.8% 5	16.7% 4	37.5% 9	25.0% 6	24	1.67
Liaison with statewide economic development initiatives	16.7% 4	12.5% 3	41.7% 10	29.2% 7	24	1.67
Advising and support services (CDBG, EDA)	12.5% 3	25.0% 6	33.3% 8	29.2% 7	24	1.63
Technical assistance to communities (TIF, ERZ, 79-E, Tax Incentives)	8.3% 2	37.5% 9	20.8% 5	33.3% 8	24	1.46

Q9 Below are the TRANSPORTATION services that we currently or may provide to your municipality or organization. From your perspective, and to the best of your knowledge, please rate the value you place on each service.

Answered: 26 Skipped: 0



	LOW	MEDIUM	HIGH	DON'T KNOW/NA	TOTAL	WEIGHTED AVERAGE
Regional Long Range Transportation Plan	4.2% 1	16.7% 4	62.5% 15	16.7% 4	24	2.25
Traffic count and intersection turning movement count data collection and analysis	0.0% 0	12.0% 3	64.0% 16	24.0% 6	25	2.16

SRPC Strategic Planning Survey - Municipal and Allied Organization Stakeholders

Municipal transportation master planning services	0.0% 0	16.7% 4	58.3% 14	25.0% 6	24	2.08
Infrastructure mapping (culverts, new roads, stormwater systems, sidewalks)	4.2% 1	37.5% 9	41.7% 10	16.7% 4	24	2.04
Transportation project development for State funding programs (Ten Year Plan, TIP, other funding programs)	4.2% 1	12.5% 3	58.3% 14	25.0% 6	24	2.04
Technical assistance for NH DOT grant applications (TAP, CMAQ, HSIP)	4.2% 1	12.5% 3	58.3% 14	25.0% 6	24	2.04
Alternate modes of transportation planning (bicycle, pedestrian, transit, etc.)	4.2% 1	20.8% 5	50.0% 12	25.0% 6	24	1.96
Infrastructure planning	8.0% 2	28.0% 7	36.0% 9	28.0% 7	25	1.72
Road Safety Audit assistance	8.3% 2	29.2% 7	33.3% 8	29.2% 7	24	1.67
Performance based planning	12.5% 3	37.5% 9	25.0% 6	25.0% 6	24	1.63
Road Surface Management System planning (roadway condition inventory and maintenance plan)	20.8% 5	25.0% 6	25.0% 6	29.2% 7	24	1.46
Sidewalk inventory	33.3% 8	20.8% 5	12.5% 3	33.3% 8	24	1.13

2019 SRPC Strategic Planning Pre-Retreat Packet

Strafford Regional Planning Commission will hold its Strategic Planning Retreat from 10:30 – 4:00 p.m. on Feb. 8, at the Durham Public Library (49 Madbury Rd. Durham, NH, 03824). The purpose of this retreat is 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.

0 Overview - including Agenda **PAGES 2-5**

LS Local Solutions for the
Strafford Region Summary **PAGES 6-20**

 http://strafford.org/cmsAdmin/uploads/localsolutionsforthestraffordregion_1-30-15_final.pdf

S Survey Summaries **PAGES 21-33**

I Update to Local Solutions
Implementation Matrix **PAGES 34-41**

WELCOME!

Thank you for taking time to participate in Strafford Regional Planning Commission's Strategic Plan Retreat. 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 have surveyed staff, commissioners and stakeholders with an interest toward assessing current organizational values, services and operations. The retreat will begin a process to ultimately articulate our overarching strategic direction for the next few years, along with objectives, key outcomes, and several critical inputs for 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 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.

TAKING STOCK

SRPC has an adopted mission, values statement, and vision for the region.

Our Mission

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.

<http://strafford.org/admin/admin.php>

Our Values

Purpose: Creating Local Solutions for the Strafford Region

- Making a difference - through public service
- As a political subdivision of the State: Regional Planning Commission
- As a federally designated entity: Metropolitan Planning Organization, Economic Development District, and Local Development District
- Pursuing not for profit status 501 (c) 3

Guiding Principles

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

Core Values

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

We know the core values are working if they:

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

http://strafford.org/cmsAdmin/uploads/valuesstatement_final.pdf

Our Vision

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.

http://strafford.org/cmsAdmin/uploads/localsolutionsforthestraffordregion_1-30-15_final.pdf

MOVING FORWARD

Regional Plan Implementation

Local Solutions for the Strafford Region was adopted in January 2015. Since that time the Commission has made significant progress toward realizing the many recommendations and actions included in its Implementation Plan. Further in this packet is a report on progress, remaining implementation gaps, and questions to consider during the retreat and strategic planning process.

Strategic Plan Surveys

Surveys completed by staff, commissioners and stakeholders centered upon assessing our:

- CORE VALUES: Who are we? What do we believe? How are our relationships with others?
- OPERATIONS: What services do we provide of value? What could we do better? What new initiatives should we consider?
- STAFF DEVELOPMENT: What gets staff excited to come to work? How can we better support staff and professional development? What would make SRPC a better place to work or improve staff retention?

A summary of responses is included in this pre-retreat packet along responses addressing opportunities moving forward.

The Retreat

The fundamental questions at the center of the retreat and strategic plan are:

- What are critical planning issues our communities and region will face over the next 3-5 years?
- What programs do we need to have in place to respond?
- Operationally, what do we need in order to provide excellent services in support of our programs? (for example, staffing, funding, technology)

Strategic Plan Development

Invariably there will be many items to follow up on and further refine following the retreat. Maria Sillari, our retreat facilitator, will provide us a summary of the day. SRPC staff, using the surveys and retreat summary, will then begin the process of drafting the Strategic Plan. Drafts will be discussed in more detail with the Executive Committee during their March, April and May meetings. The final Strategic Plan will be presented to the full Commission at the June Annual Meeting for adoption.

AGENDA

Pre-Retreat Homework

1. Review SRPC [Mission](#) and [Values Statement](#)
2. Review SRPC Comprehensive Plan: [Local Solutions for the Stafford Region](#) that includes our regional vision and implementation strategies
3. Review this Pre-Retreat Packet with highlights from the regional plan, a summary of recent SRPC survey results and progress toward regional plan implementation

10:30	Gather, coffee and refreshments, settle in	
10:45	Welcome <ul style="list-style-type: none"> • Purpose of Retreat • Goals for the Day Logistics	Jen Czysz
	Introductions	Maria Sillari
Where is SRPC Now?		
11:15	Taking Stock <ul style="list-style-type: none"> • Review and affirm Mission, Vision and Values • Overview of Regional Plan progress • Review of Survey results and themes • Group observations 	Maria Jen & SRPC Staff Maria
11:45	SWOT Analysis – Strengths, Challenges/Threats, Opportunities	Maria
12:30	LUNCH	
Where Does SRPC Want to Go in the Next 3-5 Years?		
1:30	Identifying Themes and Topics for Potential Action	Maria with UNH students
2:30	Prioritizing Themes and Topics – Moving Forward	Maria
2:45	BREAK	
3:00	Draft Goals and Objectives	Maria with UNH students
4:00	Wrap-up <ul style="list-style-type: none"> • Next steps in developing a strategic plan • Identify items needing follow-up • Meeting evaluation 	Jen

This page intentionally left blank.

WHAT IS SRPC?

- Resource
- Educator
- Support
- Hub for talent
- Expertise
- Trusted partner
- Provider
- Intermediary resource between state and local government
- Advocacy group for regional transportation
- Regional thinkers; regional voice on important policy issues
- SRPC is the go to agency for all matters of regional impact

WHAT DOES SRPC DO?

- Provides a forum for discussion
- Encourages municipalities to consider a bigger regional picture
- Disseminates important information and opportunities
- Uses science, technology and data
- Provides knowledge on transportation, economic development and natural resources
- Improves the quality of life
- Finds a way to make things work
- Brings emerging trends
- Provides communities with guidance, tools, and information that offer a comprehensive, strategic approaches and support to various planning and infrastructure-development processes.
- Provides a venue where cooperation can yield more benefit than competition.
- SRPC represents most of the stake-holders in decisions that affect the county
- SRPC provides data and insights
- Helps municipalities to protect resources under the threat of climate change

WHAT DOES SRPC BELIEVE IN?

- Doing what is best for the region
- Being sensitive to local municipal needs and policies
- Using technical resource exchanges
- Listening
- Providing access
- Protecting natural resources
- Sustainability
- Grassroots engagement
- Representative democracy
- Environmental responsibility and sustainability
- Economic practicality and efficiency
- Equal access / inclusion
- Community health and welfare
- Communication
- Promoting sustainable approaches to planning
- Supporting our communities
- Doing what benefits the region
- Providing information and tools
- Thoughtful progress
- Climate change
- Collaboration, Integrity, Reliability, Commitment and Respect
- Utilizing fundamental planning principles and having access to the necessary data
- Constituent service
- Outreach
- Excellent customer service
- Exceeding expectations
- Meeting deadlines
- Adding capacity
- Minimum cost
- Imagining
- Improving
- Being progressive



WHAT VALUABLE SERVICES DOES SRPC PROVIDE?

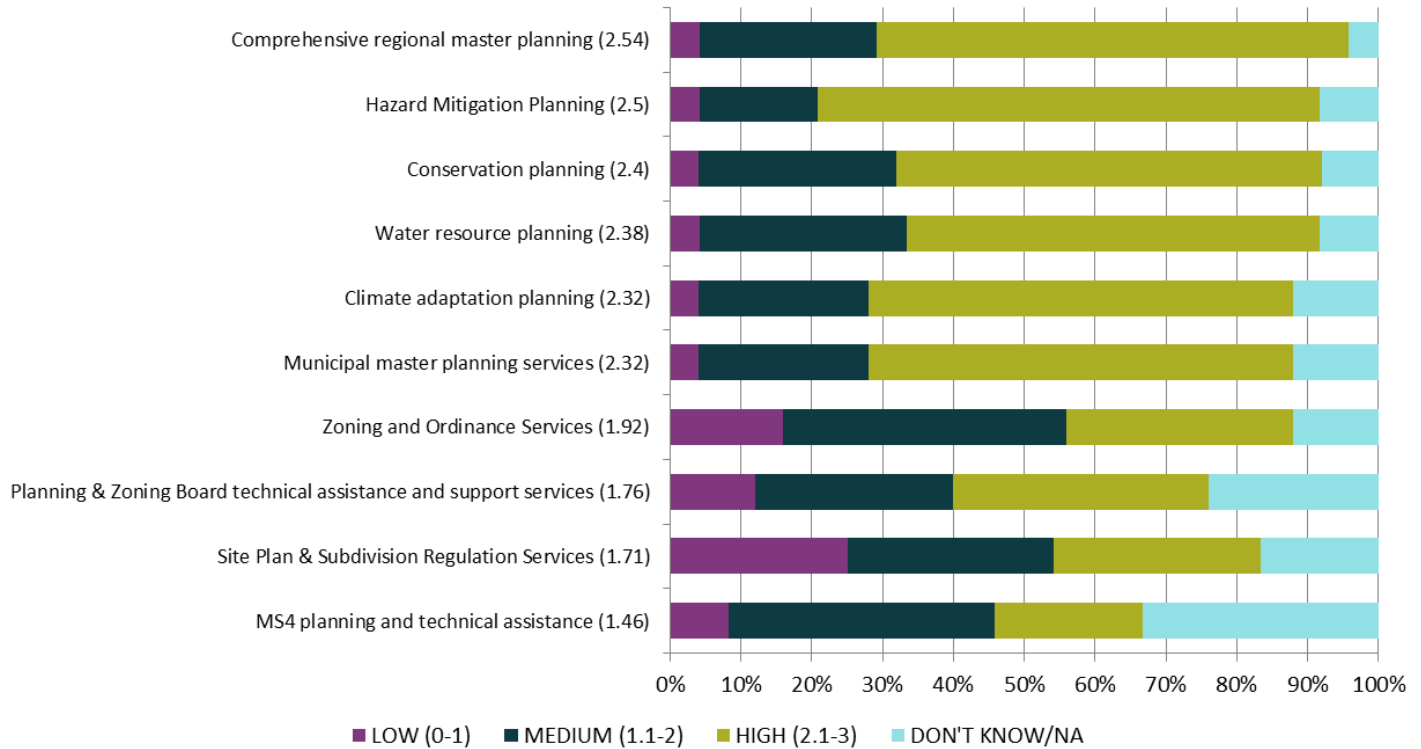
- Ordinance/Regulation modeling and writing
- Climate adaptation outreach
- Providing an outlet for regional and statewide discussion
- Facilitation
- Mapping/GIS Data Collection and analysis and support
- Running the STIP/TYP processes to ensure implementation of transportation projects
- Helping communities apply for and receive grant funding
- Technical assistance to communities
- Hazard mitigation plans
- Master plans
- Visioning exercises
- Design and editing service
- Represent communities to statewide entities and at events.
- Mapping
- Traffic Counts
- Land use-circuit riding
- Communications-social media, newsletter etc. serving as a platform for regional events and information
- Regional discussions, collaboration, and relationships to make all of our communities better instead of (or at least in addition to) competing for limited resources
- A forum for interaction between DOT, FHWA and the communities
- We offer a 3rd party neutral location for conversation to take place
- Integrated approach
- Long term planning, grant application and review assistance
- Advocacy for transportation and reinvestment in public transportation infrastructure
- Consulting on town projects
- Identifying and promoting funding & facilitating project opportunities
- Technical and strategical expertise, planning support, and statistical information
- Economic development and cognate endeavors and initiatives
- Regional impact hearings
- Corridor studies
- GIS support
- Re-formatting / editing of various opinions and facts into a semi-consensus that is more useful for decision-makers than raw data.
- Environmental health
- GIS, traffic analysis, land use planning, hazard mitigation, mass transit solutions.



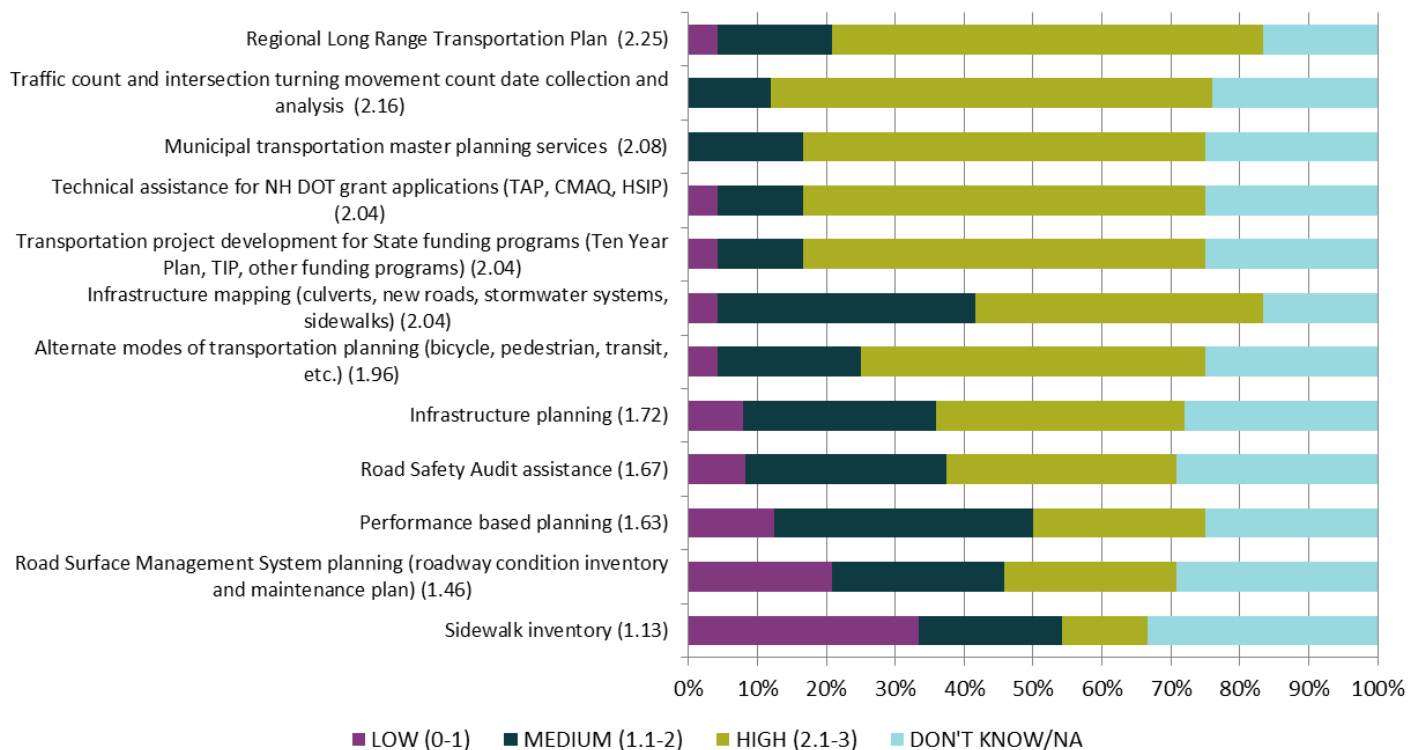
SEE GRAPHS ON THE NEXT TWO PAGES FOR MORE DETAILS.



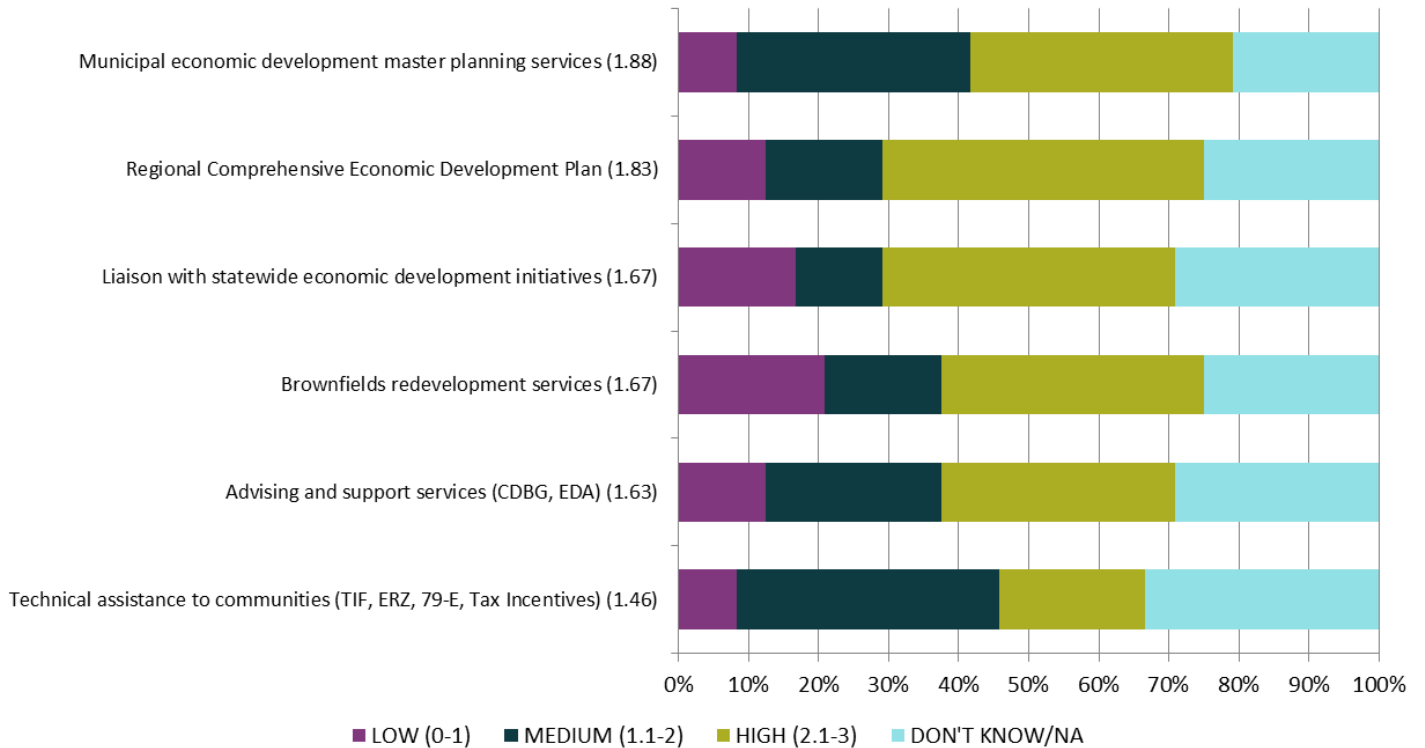
How are SRPC's Land Use and Environmental Services Valued?



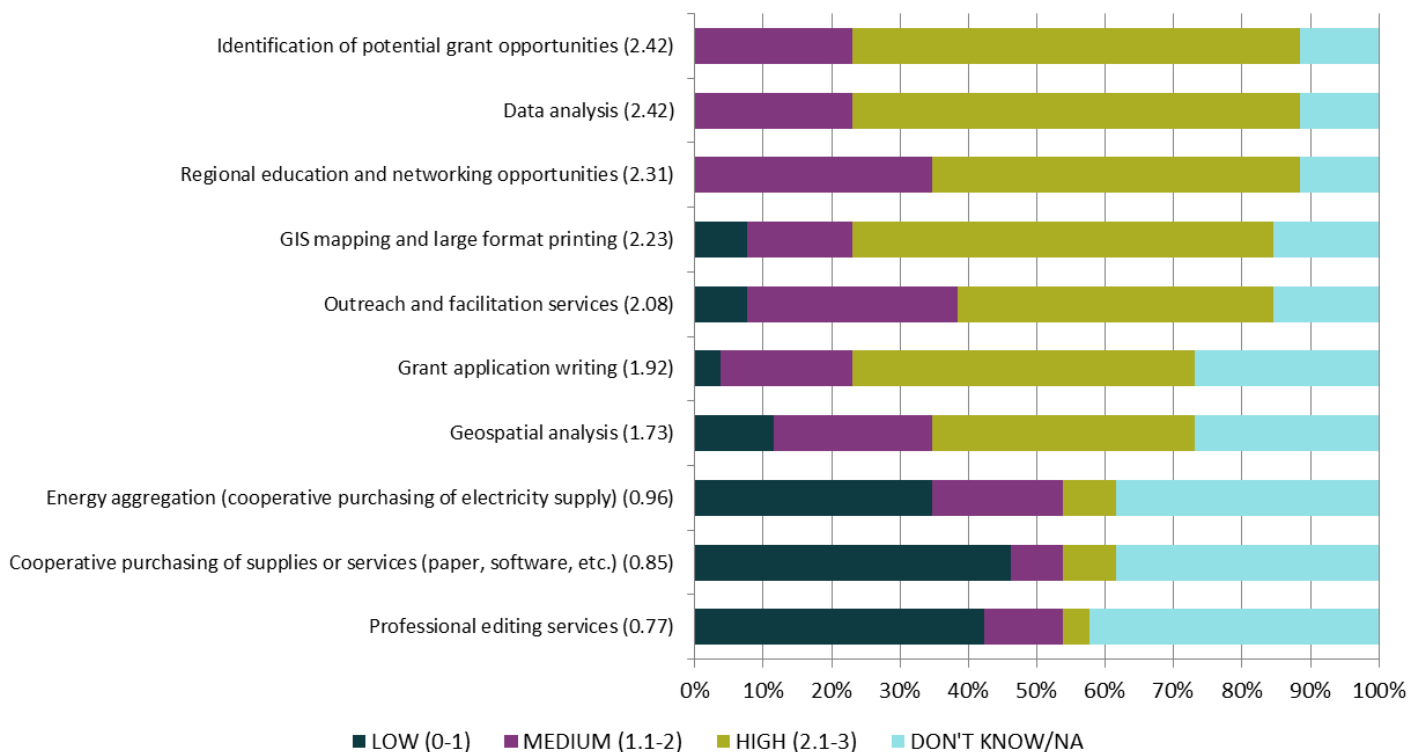
Value Place on SRPC Transportation Services



Value Placed on Economic Development Services



How are SRPC's General Services Valued?



WHAT KIND OF RELATIONSHIPS DOES SRPC HAVE WITH COMMUNITIES AND ALLIED ORGANIZATIONS?

Staff Said:

Our relationships while generally strong vary by community, staff, and projects. Our strong connections and partnerships leverage increased access to funding. There is an opportunity to strengthen our relationship with our northern-most and non-dues paying communities to ensure they both receive direct membership benefits and recognize the value SRPC provides. There is a strong agreement that a more consistent proactive outreach strategy should be developed that will help to foster stronger relationships with all of the communities we serve.

Stakeholders Said:



Commissioners Said:

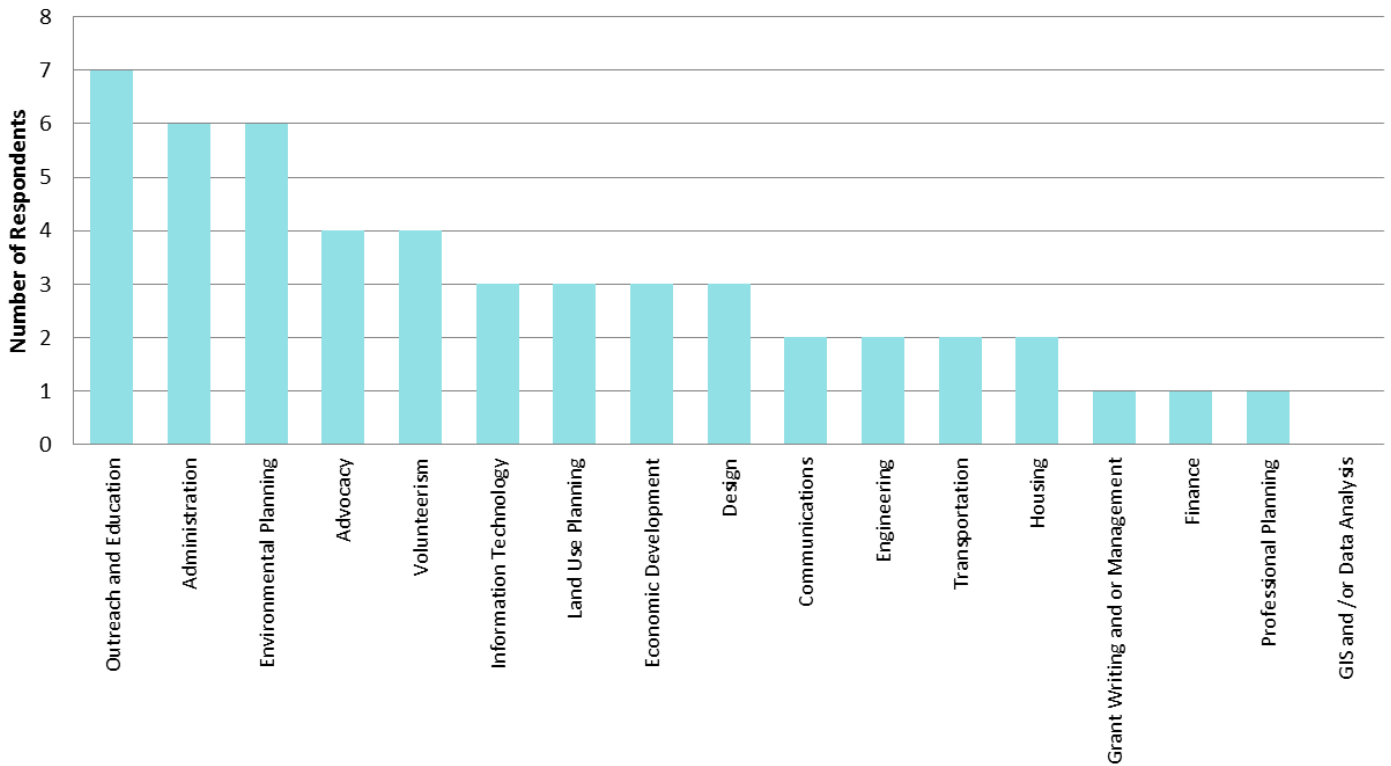
OUR RELATIONSHIPS ARE developing
WE HAVE A solid base to work from
WE NEED TO do more outreach
OUR RELATIONSHIPS ARE mutually productive

OUR RELATIONSHIPS ARE evolving
WE HAVE A broad network of connections
WE HAVE A strong and healthy working relationship with the City of Dover

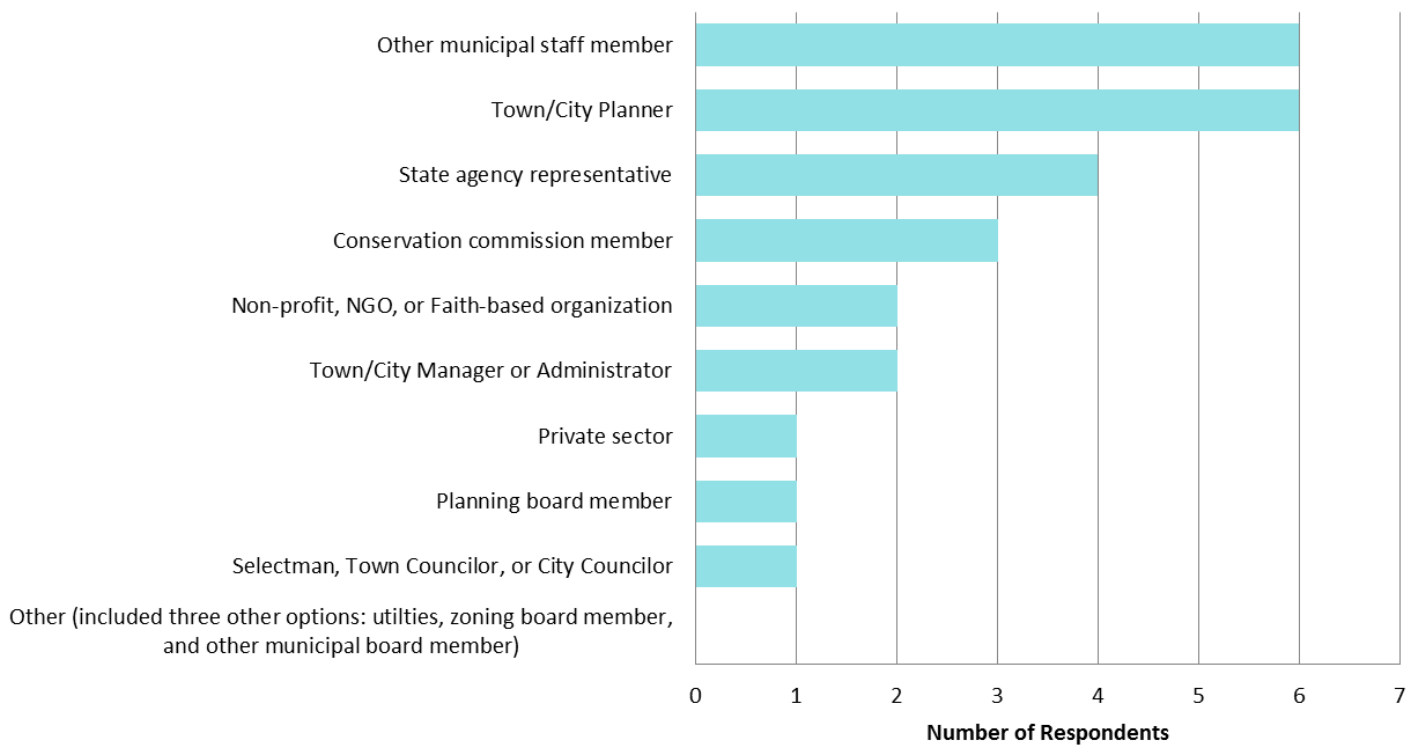


SEE GRAPHS FOR MORE DETAILS ON OUR STAKEHOLDERS

Commissioner Expertise Backgrounds



What Sectors are our Stakeholders From?



WHAT ARE STAFF EXCITED ABOUT?

- Getting to do graphic design work.
- Great leadership/management.
- The fact that we have a really strong and talented team. With that said, there could be more opportunities for us to work together on projects instead of working on individual projects in close proximity.
- An open and sharing knowledge environment.
- The potential of helping the region to prosper. Being able to solve local/regional problems.
- Interesting and engaging projects that are in line with my beliefs.
- Meeting new people from around the region.
- A collaborative and easy environment at the office.
- Because of the physical geography and demographic makeup of the region, SRPC offers a wide range of planning-related opportunities.
- A chance to continually improve and have a real positive impact on people's lives.

WHAT BRING SRPC COMMISSIONERS TO THE TABLE?

- Represent communities and consider issues at a regional scale
- Ability to coordinate across municipalities
- Chance to learn about challenges and opportunities
- Ability to bring different types and levels of expertise to the table and to all levels of government
- Dedication to service, protecting the environment and ensuring that development and growth are in line with local and regional visions

WHAT PROFESSIONAL DEVELOPMENT OPPORTUNITIES SHOULD BE AVAILABLE?

- Professional development conferences, workshops and trainings that allow staff to gain skills in areas that will help them make the largest impact from the education and outreach services we provide
- Networking with peers outside of the office
- Expand in house collection of literary resources
- Increase internal collaboration and the opportunity to work on new projects
- Board/staff relationship building

WHAT WOULD MAKE SRPC A BETTER PLACE TO WORK OR IMPROVE STAFF RETENTION?

Staff identified four thematic areas for improvement: administration, office environment, competitive pay and benefits, and team building opportunities. Most important is to build trust and confidence within a flexible work environment that values employees and their quality of life.

Administration: Clearly articulated staff roles and job descriptions, transparency in management, clear and equitable communication, and HR representation for staff.

Office conditions: private work stations, improved lighting, acoustics, and temperature control/HVAC.

Competitive pay and benefits: employee policies that establish a modernized system of employee benefits (i.e. changes to vacation/sick time, floating holidays or additional holiday time, maternity/paternity changes, flexible schedule/option to work from home, paid volunteer time), opportunities to advance and consistent and competitive salaries are vital to improving SRPC as a desirable workplace.

Team building: celebrate staff achievements, office activities and events outside of work time hours, and improve communications between staff and commissioners.

HOW CAN WE IMPROVE OUR SERVICES?

Relationships with our Municipalities

- Report out on what communities receive for their dues.
- Reach out to the non-dues paying communities specifically.
- We need to break out of the mold of just working with a few communities, need to be more aware of what other communities need.
- Stay closer to member communities.
- Keep communications open and work together.

Marketing and Branding

- Better advertise our services and projects on the SRPC website.
- Create a cohesive list of services (and final products) we can provide.
- More effective communication.
- Re-branding of our logos.
- Be more aggressive in publicizing our activities.

HOW CAN WE IMPROVE OUR SERVICES? (CONT.)

Technology and Innovation

- Improving our online mapping and data sharing capabilities.
- One of our biggest weaknesses is not having the ability to design or produce an artistic rendering of a planning project or idea.
- Great room for growth in the transportation technical analysis realm (traffic studies, parking studies, traffic modeling for project development, etc.).

Tracking Current Trends and Community Needs

- Do more outreach-meet with communities more often and keep abreast of their challenges so we can help to use SRPC talent to fix things.
- We should have a much more robust system that has projects and/or project ideas ready for implementation.
- Offer trainings/brown bags. Involve the communities more.

SRPC Board and Committees

- Increase health of our committees; TAC and Policy.
- More effectively promote opportunities for---and outreach to ---newer commissioners to engage more directly / actively beyond the obvious necessity of fulfilling mandated representational transparency.
- By trying to get more representation from the cities and towns, for example Rochester has one commissioner who attends but has the right to four seats. How can we engage the cities to send/appoint more commissioners?
- The single biggest opportunity is to improve access to SRPC, primarily by scheduling meetings and events in evenings and on weekends because meetings are scheduled while I'm working, there are tools that can improve participation - WebEx, for example. Electronic proxy voting. Meetings and informational events could be recorded for streaming to the public.

Fiscal Health

- Encourage staff to employ a more entrepreneurial work ethic.
- Staff needs to be encouraged to seek funding opportunities on their own to implement projects they are passionate about at the local/regional levels.
- Be more responsive to RFPs for technical assistance. Project teams may be more effective and yield better results than solo consultants, which would also give staff an opportunity to build experience in multiple areas and allow SRPC to mix and match billing rates to stretch project budgets further.
- Increase direct funding from communities for your services.
- Ensure staff meets deadlines

Cooperation and Collaboration

- Link up with legislative bodies, Congressional delegates, State and Fed Representatives
- Establish yearly legislators day breakfast meeting at SRPC, inviting congressional & state/local reps
- Hold panel discussions on latest transportation initiatives.
- Continue to host regional meetings of significance, like the Tri City Rte 108 Complete St project.

HOW CAN WE IMPROVE OUR SERVICES? (CONT.)

Diversified Services

- Hire someone with a graphic design background.
- We lack certain skills and tend to yield to environmental consulting firms or other professional designers when it comes to presenting what a project could/will look like.
- Assistance with putting together projects for towns without engineering staff.
- Continued professional development and skills building of your staff
- Focus on sustainability
- Provide more focus on planning issues in addition to/connected with transportation issues- and develop strategic approach to helping the smaller towns in the region - with economic development, affordable housing, water resources protection, etc. Bring smart growth principles more to the smaller towns
- Additional technical support to those towns lacking same. GIS to local communities
- In master-plan chapter reviews prefer more advocacy for cutting edge approaches than traditional answers to old questions. The rate of change is accelerating rapidly, SRPC needs to lead in these challenging times.
- Continue efforts that will retain and attract a youthful and vibrant workforce. For our economic success, the region needs to be attractive to this sector. We need to expand on infrastructure that entices younger folks to stay or move here. Think recreational opportunities, sustainable lifestyles, cultural opportunities...live, work play.

Professional Development

- Offer more career development opportunities and training.
- Additional training, workshops, or team building activities to further career development will help staff hone their skills and build the confidence and expertise needed to provide guidance to municipalities.
- Utilize project teams to allow for staff to diversify their planning experience.

WHAT NEW INITIATIVES SHOULD WE CONSIDER?

Increased Learning Opportunities

- Providing mini workshops for small town's land use folks, admin staff and elected officials on general land planning and economic development
- Work with communities to do interactive planning demonstrations, i.e. pop up parks, bike lanes, etc.
- Web application for posting meeting videos.
- Keep members current on latest technical advances with smart growth initiatives
- Data collection vehicles, more "brown bag lunch" meetings with partner org's and agencies. (informal meeting time to become acquainted and discuss obligations and responsibilities)

GIS Services

- We were happy to transfer our tax mapping to you for the upcoming cycle and to connect with Mapgeo. I hope that those programs will continue into the future.
- Being a GIS provider for communities who don't have the expertise or technology is very helpful.
- Grant information and mapping services.

WHAT NEW INITIATIVES SHOULD WE CONSIDER? (CONT.)

Climate Change and Energy Efficiency

- Find funding to continue to focus on climate change
- Nature based solutions for flooding, sea level rise
- Solar
- Greater focus on renewable energy/energy efficiency opportunities, regionally and town specific.
- Link in with sustainability and resiliency goals with our TYP project listings, more topic areas around climate change and global warming in relation to land use, economic development and transportation projects;
- Advocacy for distributed power generation and smart grids that adapt and self-correct.

Environment and Natural Resource Protection

- Greater focus on sustainable agriculture - making sure there is a way for farming to remain/become viable economically in the coming years.
- Communities often need help writing Natural Resources Inventories and the planning commission is a potential provider
- Advocacy for universal access to safe drinking water and the principle that those who cause harm to others must pay to remediate their impact.

Transportation Planning

- Traffic congestion studies.
- Advocacy of regional transportation projects, where SRPC takes lead, instead of municipality
- Complete Streets and continue to advocate for moving people instead of cars
- SRPC should take on an active role in helping their communities plan for electrification of the transportation sector
- The need for non-automobile forms of transportation enhancement is obvious.

Support Services for Municipal Initiatives

- Help on large documents for graphic design and formatting.
- Purchasing cooperatives for technologies and services.
- Act as a fiscal agent to administer and manage funds from federal/state resources to the local level (post-disaster funding, state revolving loan funds, etc.)
- Develop facilitation and outreach services where communities could use us as a facilitator for their events.

Enhanced Communication and Web Products

- marketing/promotional items for communities
- Continue Bits and Pieces Newsletter; well done
- Have someone on the staff who is responsible for ongoing contact with the 18 towns and cities that make up the SRPC.
- New website.

Outreach and Advocacy

- Increasing our ability to amplify the region/community's voice and ensure their priorities are taken into account.
- Building stakeholder and decision-maker outreach efforts.

WHAT NEW INITIATIVES SHOULD WE CONSIDER? (CONT.)

Modernize Meeting Participation Options

- Virtual meeting technology, video streaming
- Facilitate electronic participation in meetings and educational presentations (perhaps with a requirement of X number of “physical appearances”).
- Better ways to archive and provide meeting materials online.
- Develop more innovative and creative ways to involve and encourage participation from constituents (commissioners, executive committee, TAC, policy, etc.), municipalities, and the public.

Expand Existing Planning Services

- Shovel ready sites certification
- Coordination of social services.
- Preparation for increasing climate, economic and political disruptions.
- Advocacy for the break-up of internet service monopolies, expanded access and reduced price, and restored privacy.
- More involvement with health planning.
- Expanding our role into public health, energy planning, hazardous waste programs.
- Provide professional design services.
- Become more involved with providing guidance on CIP development.
- Food systems planning
- Partner more with UNH on implementing research to planning projects.

Staff Development

- More chances to telework.
- Project management skills, possibly together with grant writing and administration.

UPDATE TO LOCAL SOLUTIONS IMPLEMENTATION MATRIX



OVERVIEW

This implementation table analysis reviewed proposed actions that were identified as part of SRPC’s effort to develop and adopt a regional master plan in January 2015. The implementation table is a comprehensive list of high, medium, and low priority actions. The actions within the table were extracted from a much larger list of actions that were developed for each of the separate appendices. They represent the most important actions from each plan appendix.

For the purpose of this conversation, SRPC chose to analyze three organizational components of the implementation table – the actions, strategy types, and planning topics. The implementation table is organized by each of the five strategy types (see below), with a series of actions that are associated with one of the seven planning topics (see below).

THE FIVE STRATEGY TYPES INCLUDE:

- Data (collection, database creation, management)
- Organizational Development (internal, capacity building)
- Outreach and Education (engagement, workshop, outreach)
- Partnerships (collaboration with another organization, entity)
- Technical Assistance (project support and assistance, mapping)

THE SEVEN PLANNING TOPICS INCLUDE:

- Climate Change
- Economic Development
- Energy Efficiency
- Emergency Management
- Environment
- Housing
- Water Infrastructure

HIGH LEVEL IMPLEMENTATION TABLE OVERVIEW

IMPLEMENTATION TABLE STATISTICS

SRPC developed 117 total actions

- Climate Change (12)
- Economic Development (40)
- Energy Efficiency (8)
- Emergency Management (9)
- Environment (18)
- Housing (12)
- Water Infrastructure (18)

35%

of all actions were economic development driven by broadband access and future maintenance of the CEDS

IMPORTANT NOTES:

- Climate change , energy efficiency, housing, and emergency management received the least amount of actions.
- Transportation was not included in SRPC’s implementation plan – the metro plan and its associated recommendations served as the transportation planning topic

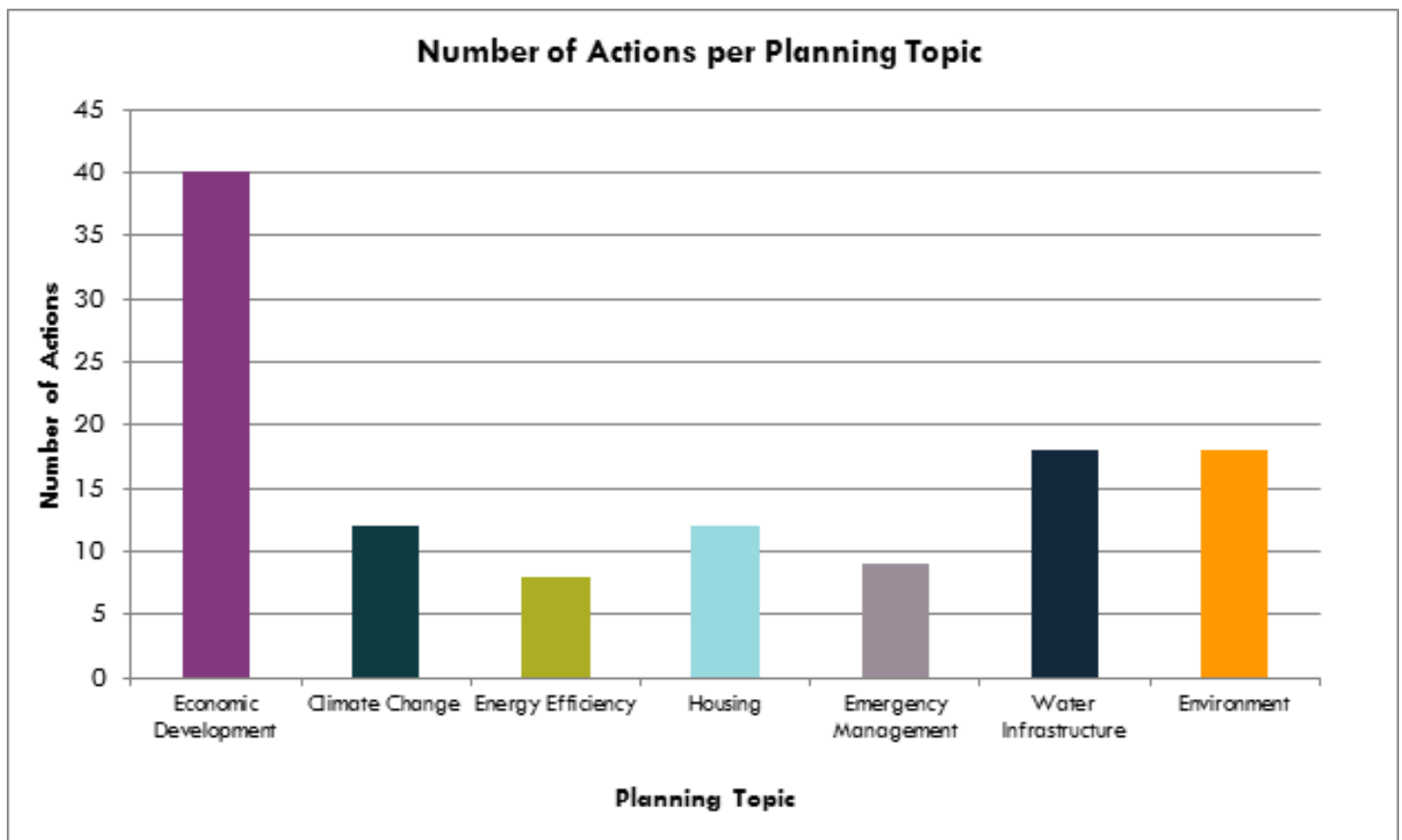
HOW HAVE WE MEASURED UP?

66% of all actions have either been completed or have progressed

54% of low priority actions have either been completed or progressed

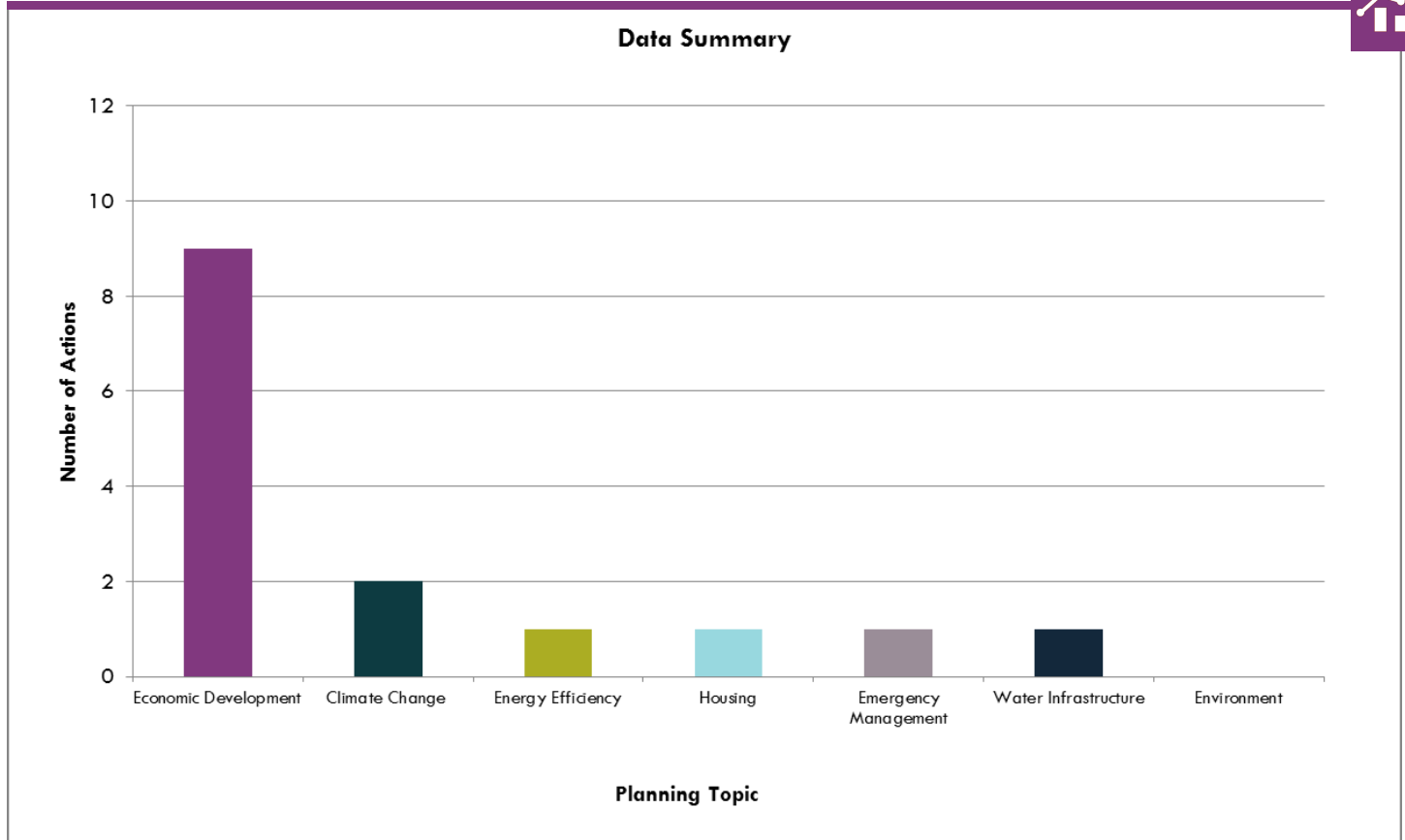
74% of high priority actions have either been completed or progressed

63% of medium priority actions have either been completed or have progressed



The following is a more in depth analysis on each of the five strategy types.

DATA



Summary breakdown:

- Fifteen total actions
- Majority of actions were economic development driven by broadband access and future maintenance of the CEDS
- Roughly 73% of all actions have either been completed or have had some progress made
- Actions that need further review and evaluation include: broadband and CEDS (see below for more details)

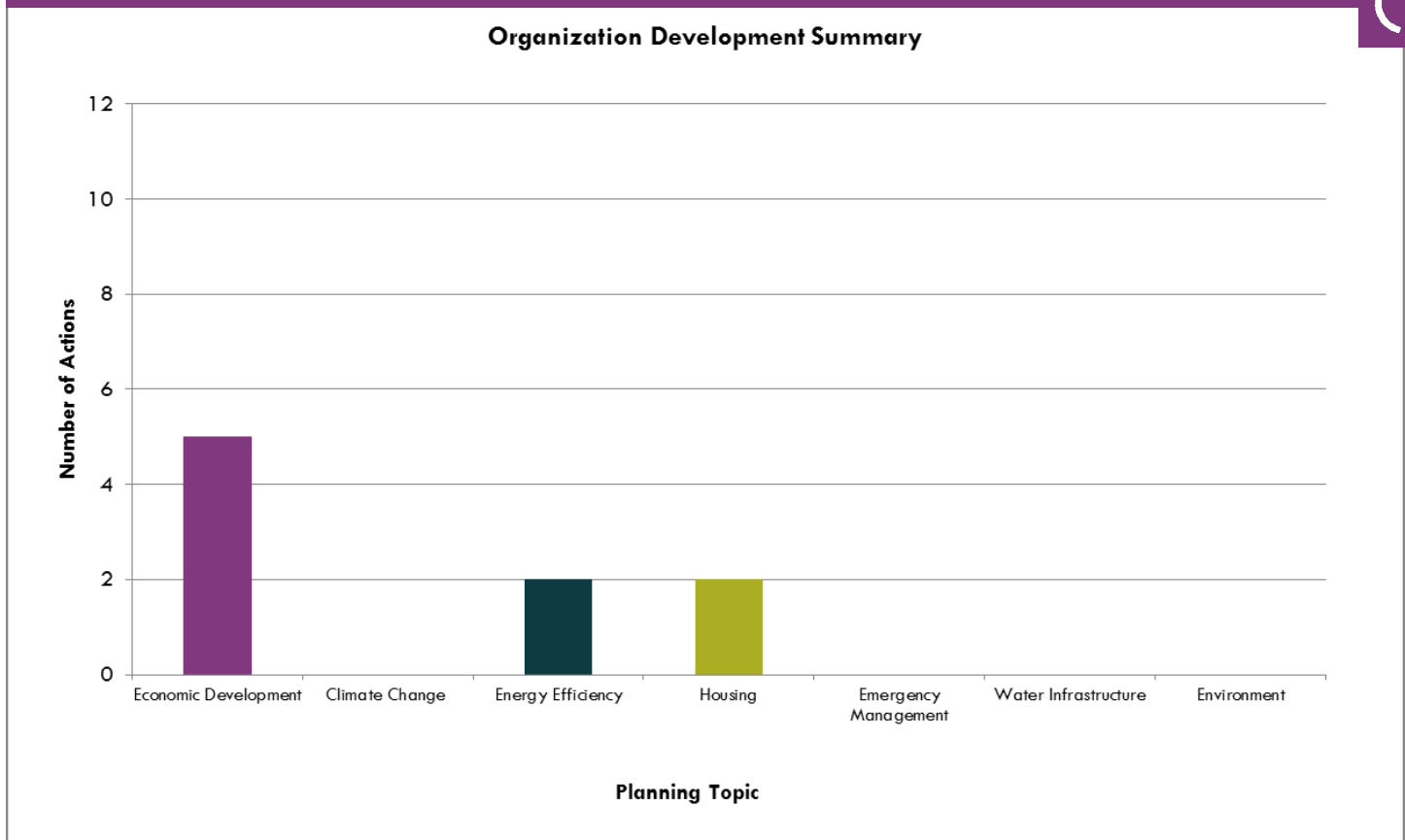
Breakdown of priorities:

- High Priority (83% of actions have either been completed or have had some progress made)
- Medium Priority (80% of actions have either been completed or have had some progress made)
- Low Priority (50% of actions have either been completed or have had some progress made)

Actions that need further review and evaluation:

- Identify knowledge gaps in energy efficiency at different sectors (energy efficiency)
- Identify barriers to broadband through audit of land use regulations (economic development)
- Explore/expand broadband data collection efforts (economic development)
- Continue cluster analysis research (economic development)
- Encourage inclusion of broadband into hazard mitigation plans (economic development)

ORGANIZATIONAL DEVELOPMENT



Summary breakdown:

- Nine total actions
- Majority of actions were economic development driven by improving the way we update the CEDS
- Roughly 55% of all actions have either been completed or have had some progress made
- Actions that need further review and evaluation include: energy efficiency and housing (see below for more details)

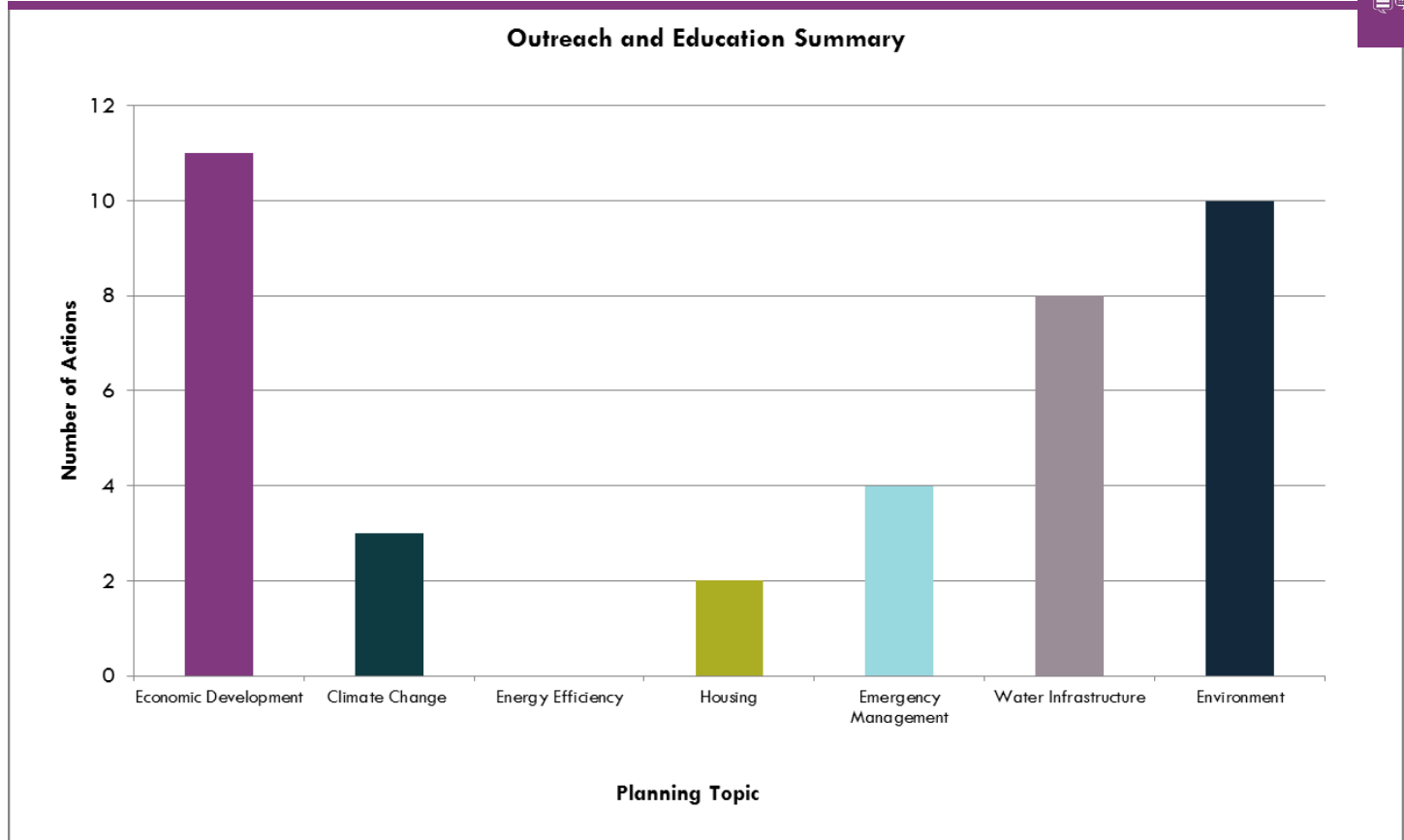
Breakdown of priorities:

- High Priority (60% of actions have either been completed or have had some progress made)
- Medium Priority (67% of actions have either been completed or have had some progress made)
- Low Priority (100% of actions have either been completed or have had some progress made)

Actions that need further review and evaluation:

- Work with state agencies to develop funding for local energy retrofits (energy efficiency)
- Improve SRPC web content on energy-related projects (energy efficiency)
- Migration of FHEA datasets to ArcGIS online (housing)
- Adaptation of Affordable Housing Program scoring for project scoring (economic development)

OUTREACH AND EDUCATION



Summary breakdown:

- Thirty eight total actions
- Majority of actions were economic development, environment, and water infrastructure
- Climate change, energy efficiency, housing, and emergency management underrepresented
- Roughly 76% of all actions have either been completed or have had some progress made
- Actions that need further review and evaluation include: economic development, housing, and environment

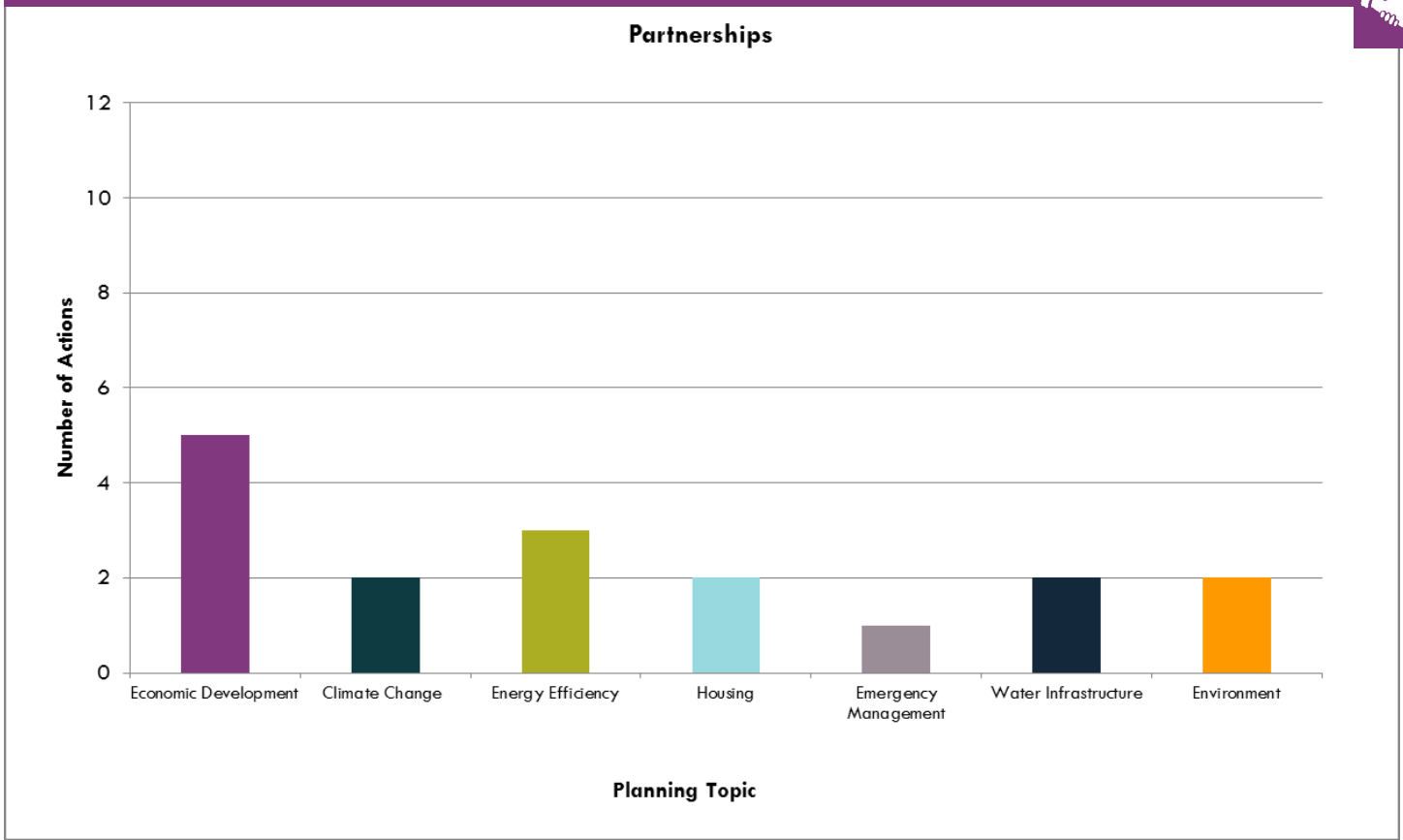
Breakdown of priorities:

- High Priority (80% of actions have either been completed or have had some progress made)
- Medium Priority (73% of actions have either been completed or have had some progress made)
- Low Priority (75% of actions have either been completed or have had some progress made)

Actions that need further review and evaluation:

- Expand and develop education programs on broadband technology (economic development)
- Work to promote broadband capacity building for municipalities (economic development)
- Development of annual regional housing market analysis (housing)
- Encourage legislators to support abilities to bond broadband infrastructure (economic development)
- Encourage communities to protect historic sites (environment)
- Expand underground non-septic treatment system water/wastewater utilities (environment)
- Present FHEA and HNA to communities (housing)
- Development of annual fact sheet for CEDS updates (economic development)
- Develop broadband fact sheet for communities (economic development)
- Educate on benefits and adverse effects and risks of dams (environment)

PARTNERSHIPS



Summary breakdown:

- Seventeen total actions
- Actions were evenly distributed among planning topics
- Roughly 47% of all actions have either been completed or have had some progress made
- Actions that need further review and evaluation include: economic development, housing, and environment (see below for more details)

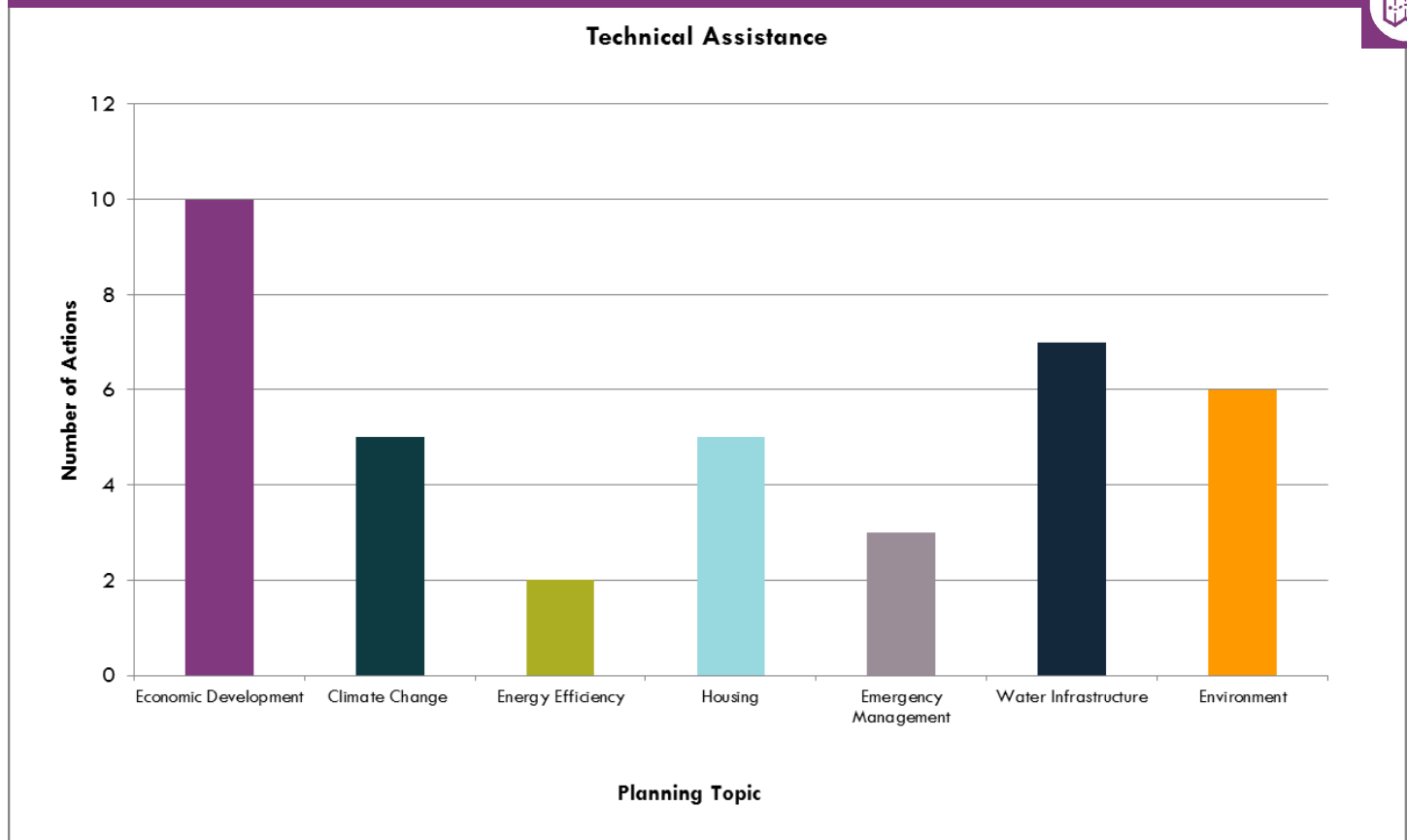
Breakdown of priorities:

- High Priority (67% of actions have either been completed or have had some progress made)
- Medium Priority (40% of actions have either been completed or have had some progress made)
- Low Priority (40% of actions have either been completed or have had some progress made)

Actions that need further review and evaluation:

- Maintain ratio of public and private sector on CEDS strategy committee (economic development)
- Ensure that communities with wastewater facilities have an asset management plan (water infrastructure)
- Support public/private partnership driven downtown Wi-Fi networks (energy efficiency)
- Develop educational and incentive programs, and explore local energy efficiency policy (energy efficiency)
- Increase collaboration with regional energy providers (energy efficiency)
- Creation of regional housing advisory committee (housing)
- Improve collaboration with the broadband center of excellence (economic development)
- Collaboration with school districts to expand access to high speed internet for students (economic development)

TECHNICAL ASSISTANCE



Summary breakdown:

- Thirty eight total actions
- Majority of actions were economic development
- Other planning topics were well represented, except for energy efficiency and emergency management
- Roughly 58% of all actions have either been completed or have had some progress made
- Actions that need further review and evaluation include: economic development, energy efficiency, water infrastructure, and housing

Breakdown of priorities:

- High Priority (72% of actions have either been completed or have had some progress made)
- Medium Priority (47% of actions have either been completed or have had some progress made)
- Low Priority (20% of actions have either been completed or have had some progress made)

Actions that need further review and evaluation:

- Promote the development of municipal telecommunications or broadband committees (economic development)
- Support communities performing energy audits (energy efficiency)
- Provide technical assistance for local power generation (energy efficiency)
- Create emergency kits for residents (emergency management)
- Offer housing coast and affordability studies for communities (housing)
- Develop model broadband chapter for use in master planning efforts (economic development)

Actions that need further review and evaluation CONT:

- Promote establishment of funds for broadband development at municipal level (economic development)
- Develop guiding document for negotiating a cable franchise agreement (economic development)
- Promote use of workforce housing creation tools (housing)
- Provide assistance in delineating updated dam inundation zones (water infrastructure)
- Provide data and support removal of dams (water infrastructure)
- Ensure that high hazard and significant dams have emergency action plans (water infrastructure)
- Coordinate public utilities work (environment)
- Update progress in workforce housing report (housing)
- Development of workforce housing model ordinance (housing)
- Identify feasibility of hydropower in dams in the region (water infrastructure)

CONCLUDING THOUGHTS

FINAL THOUGHTS FOR US TO THINK ABOUT DURING THE RETREAT

- There is a significant disproportion of actions that were associated with economic development and dominated by access to broadband and the maintenance of the CEDS
- The high priority actions have the highest percentage of completion, while the medium and low priorities are significantly lower
- Outreach & education and technical assistance were tied for the most actions (38) with a high percentage of completed or progress made on those actions
- Data (15) and organizational development (9) had the least amount of actions
- Major gaps across the seven planning topics; disproportionate representation from climate change, energy efficiency, housing, and emergency management

FINAL QUESTIONS TO THINK ABOUT DURING THE RETREAT

- Do we have more data needs that aren't being currently addressed?
- How do we ensure that other planning sectors are more adequately represented?
- Does there need to be such a large focus on broadband or do we need to realign our focus?
- Should we expand our economic development beyond just broadband and the CEDS?
- Do we need to allocate more resources to energy efficiency, housing, and emergency management?
- Who on staff is willing to take on new initiatives? What is the interest level?
- What barriers exist that are keeping us from accomplishing more of our goals?
- Do we need to make sure that actions in our regional master plan are feasible for the planning commission?

Facilitator's Summary Report

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

Retreat Goals

Build relationships between SPRC Staff and Commissioners

Identify 3-5 Priorities for Strategic Plan

Begin to draft objectives for each Priority

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

Priorities and Strategies

SERVICES and DATA & TECHNOLOGY

1. Plan for Climate Change Outside the Seacoast

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

2. Address the Need for Affordable Housing

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

3. Improve SRPC Website and Data Communication

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

SERVICES and DATA & TECHNOLOGY continued

4. Offer Design Services

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

RELATIONSHIPS AND PARTNERSHIPS

1. Define and Communicate the Value of SRPC Membership

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

2. Maintain Existing and Build New Relationships

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

3. Increase and Expand Non-Traditional Relationships

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

ADVOCACY AND MARKETING

1. Develop a Communications Strategy

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

2. Improve SRPC Website

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

ADVOCACY AND MARKETING continued

3. Develop an Advocacy Strategy

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

Assessing Outcomes of Communication Efforts

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

STAFF RETENTION AND DEVELOPMENT

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

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

2. Increase Collaboration Between Staff

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

3. Engage Commissioners with Projects

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

COMMON THEMES ACROSS PRIORITIES (as noted by facilitator)

TECHNOLOGY IMPROVEMENTS

I. New or Improved Website

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

SRPC VALUE PROPOSITION

I. Define and Promote SRPC's Value Proposition

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

APPENDIX A DISCUSSION NOTES

TAKING STOCK OBSERVATIONS

Review and Affirm Mission, Values, and Vision

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

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

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

Group Observations

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

“SWOT” ANALYSIS

STRENGTHS

Exceptional staff- many agree that the staff is fantastic.

Staff and organizational credibility and impartiality.

Flexible and nimble

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

Big picture thinking

Data driven

SRPC has expertise that towns lack

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

Positive track record

Communications are professionally presented.

Innovative

Collaborative

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

Staff support to Commissioners and committees

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

Diverse, qualified, experienced and engaged Commissioners

SRPC is a resource during local and regional expansion.

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

CHALLENGES/THREATS

Name

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

Obscurity – people don’t know what we do.

Funding

- There is no substantial, dedicated funding to ensure sustainability

Technology

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

Clarity on how to “play in the legislative space.

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

Staff

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

Relationships with citizen planners and administrators in smaller towns.

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

External anti-planning viewpoints

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

OPPORTUNITIES

STUDENT NOTES and POST ITs BREAKOUT SESSION I

Services & Data/Tech

Post Its

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

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

Notes

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

- Technology improvements (Drones? Internet?)

Relationships and Partnerships

Post Its

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

Notes

Words that stood out to the group from the topic discussed

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

Possibility of Future Partner Relationships

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

Things to work on

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

Overall Goals

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

Advocacy and Marketing Focus Group

Post Its

Advocacy

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

Communication

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

Flip Chart

How much advocacy is too much? Avoiding political culture

SRPC has to be careful

APA gives information

How?

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

Different social media platforms reach different groups

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

Social media

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

Legislature

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

Notes

What are restrictions on policy making and lobbying

More political compared to how we can legally

Could do more activism

Better for commission to take a step back

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

The board taking a stance compared to planners taking a stance

They have done that with transportation

Gets information from APA sends to them

Get 11,000 dollars a year

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

As a commissioner you can say whatever you want

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

Be able to deliver resources to communities you want to help

Neutral data is needed the SRPC can provide it

Did a study with 5 other organizations

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

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

Seen as a source of information regarding the certain idea

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

Have a blog

Website, Facebook, twitter, email

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

Do around 5- 10 press releases per year

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

WHO WE ARE, what is it

198 Facebook followers, twitter is 200-3000

expand contact list who don't know who they are

can you do unsolicited reports

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

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

Staff Retention and Development

Post Its

Staff Retention

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

Funding

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

Commissioners

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

FLIP CHART VOTING RESULTS

Services & Data/Tech

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

Relationships and Partnerships

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

Advocacy and Outreach

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

Staff Retention and Development

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

STUDENT NOTES BREAKOUT SESSION 2

Services & Data/Tech

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

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

2. **Housing**

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

3. **Online Portal/Data communication**

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

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

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

Relationships and Partnerships

Critical Steps to move forward on prioritized themes

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

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

Advocacy and Marketing

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

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

Making information as useful as possible

Can’t search on the website

Figure out a way to search on the website

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

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

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

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

News letter

Showcase the town and getting smaller communities news out to people

Reaching out to not just officials but regular people as well

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

Help state wide agencies as well

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

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

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

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

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

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

You need to have first engagement to be effective and relevant

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

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

More of a project portfolio
Have survey about what people think about the company and if they know about the company because then you see where you stand in the eyes of the public
The four Ps of marketing
It can be expensive because some people will do the projects for free
Approximating prices to see what things cost
Make website appealing and easier to use so people want to go to it
Make it completely custom so that it can be made the way that SRPC
Put name and pictures of staff on newspaper so that the public will know who people are
Website menu on smartphone is better than on computer

FINAL THOUGHTS

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

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

Strafford Regional Planning Commission
Strategic Planning Workshop
Friday, July 19th 2019, 10:00 – 11:30 AM
150 Wakefield Street, Suite 12, Conference Room 1A
Rochester, NH

MEETING NOTES

GROUP 1: PLANNING SERVICES AND CURRENT ISSUES

Dave Landry, Peter Nelson, Joe Boudreau, Rick Michaud, Marcia Gasses, Don Hamann, Mike Babinsky, Elizabeth Strachen, Evan McDougal, Kyle Pimental, Marcia Moreno-Baez

Strategic Direction:

- Financially stable and grow
- align, build, and “improve”
- delete “across planning sectors”

Goal #1.1 Identify emerging issues in all areas of planning that will impact our communities and provide leadership, guidance, and technical assistance to our communities to address those issues.

- Needs to be measurable
- Not enough to just identify issues; a recommendation to create a list was made
- Provide support for emerging issues

Need to have sub-goals (framework and structure)

Objective A

- First bullet: emerging issues for long-term drinking water impacts; community and private systems; wastewater; flooding; extreme weather
 - need for public education
- Last bullet: development of resilience and adaptation planning (not just master planning)
- Include climate into other master plan chapters (doesn't have to be a separate master plan) – encourage municipalities to include climate into other master plan chapters
- Define other emerging issues (energy, transportation, natural resources) that are not covered, determine priorities at the local level, and develop new objectives – how can SRPC aid address those issues? Business approach to provide planning services.
 - Objective is to define other emerging issues
- Provide communities with updated STAP guidelines (2020) – needs actions
- Leverage GIS capabilities

Objective B – work on framework

- Education on housing affordability
 - Technical expertise to provide
- Find grants for municipalities for workforce housing opportunities
- Keep people of all ages within the region
 - What are the programs? How can we use Census data? Find and fund programs for seasonal workers.
- Zoning changes? Density bonuses? Creative ways to adjust regulations.
- Translate 2020 Census to provide services on migration, age, household income, housing statistics, electoral, urbanized area, and provide planning services and funding opportunities.
 - ADU guidelines: Help communities on “how to” expand housing opportunities by using 2020 Census

Measures of Success

- Top ranking issues and challenges regional and individual communities that can be reviewed periodically as necessary; formally reviewed each year; provide information to policy committee to respond back to represented communities
- # of communities that received a grant for workhouse housing opportunities
- # of communities have created a housing chapter in their master plan that includes information on affordable housing
- # of communities that have adopted standardized ADU regulations and guidelines
- Clear definition of affordability as a standard of success incorporated – are we meeting those definitions?
- # of communities that have utilized SRPC staff for data needs

Goal #1.2 Explore new types of planning services to diversify the tools and techniques at our disposal and the types of products that we can prepare on behalf of the region and our communities.

- Offer new types of services and technology; or analyze and improve new types of services

Objective

- Get rid of “A”
- Work measurable numbers into actions
- Increase # of communities that use GIS opportunities
 - Offer geolocation services; what other GIS services will a community buy? Develop sales brochure on all GIS services (housing, zoning).
- Education on MapGEO;
- Determine GIS needs? Commissioners can provide information back to communities. Showcase successes in other communities on how to use online mapping.
- More interactive planning style – living documents. Maximum response through social media presence, access website, use the data we provide.

- Streamline data collection process through online platforms. Through cloud-based services. Form based data collection for surveys (mobile data collection) to better serve communities. Best available technology to collect, analyze, and use data.
- Find examples of data needs at the local needs (water/sewer mapping)
- Communities should clearly understand what services, tools, technology and data is available through us.

Measures of success:

- # of communities that use and register MapGEO
- Amount of cross-training with staff

Goal #1.3 Regularly review hardware, tools, licenses, and skillsets to identify new tools and programs to add, current programs to be maintained or discarded, and opportunities to train/cross-train staff for efficiency and redundancy.

- iCloud services

GROUP 2: RELATIONSHIPS, MARKETING AND COMMUNICATIONS

Barbara Holstein, Stephanie Benedetti, Steve Diamond, Shayna Sylvia, Colin Lentz

General comments:

- Mission statement is too long
- The group agreed the terminology of strategy and then goal was incorrect, should be goal then strategy

GOAL 2.1 Continue to build and strengthen relationships with our communities, regional partners, and non-traditional organizations.

Comments:

- Pair down the strategy to say “Strengthen and enhance marketing and communications” the with whom can be part of the objectives or strategies
- Objective A could be broken out into two parts, maintain existing relationships, and build new relationships, the existing bullets would then be broken out accordingly
 - Break out bullet with maintain and establish for legislators to two section,
- Non-traditional relationships is a little vague – what does this mean- provide more detail or an example
- In all of these objectives, what is the commissioner’s role, versus what are staff roles?
 - Maybe missing from this goal is the who? Staff/SRPC identify this in the strategy
 - Commissioners should be updating their communities; this should be covered in this goal under objectives
- S. Diamond likes the emphasis of face to face communication

Measures of Success

- Number of new partners contacted
- New grant partners
- People interacting with the number of people they disagree with (I think this was referencing having productive conversation with people who may see something differently than you see it.)
- Number of business we've met with – they have an interest in what we are doing
- Meeting with chamber of commerce– we could be the entertainment (i.e. be the speaker at a chamber mixer)
- Connection with new Rochester economic development director
- Updated contact lists
- Connection with chamber, that could be commissioner's role to help with this
- How many know people what this organization does and how to interface with it
- Setting a certain number goal, i.e. reach out to ten businesses
- Should be meeting with the chamber quarterly
- Join the chambers

GOAL 2.2 Quantify and communicate the value of SRPC membership

Comments:

- The goal needs to address the whom? To whom are we quantifying and communication the value of SRPC membership?
 - To communities and potential partners???
- There is a need for all involved parties (with SRPC) to know the elevator pitch. There should be different elevator pitches for different audiences. Creating one for commissioners is a good idea.
 - Who is developing the pitch, can commissioners have a part in this?
- Change "Identify the need(s) that SRPC is trying to address.: under objective A to "Identify the need(s) that SRPC is addressing."
 - The first way sounds too passive

Measures of Success:

- Non-members, how many are we going to try and get on board, - prioritized list
- How many know what this organization does and how to interface with it
- Annual reports with monetary value, maybe having these online??

GOAL 2.3 Share SRPC plans, materials, and expertise with regional stakeholders to inform their action on key issues.

Comments:

- Attend community events-use staff and commissioner for this
- Face to face, and then sending them to something technical
- S. Diamond questioned the advocacy strategy – advocate to who?
 - Advocacy to unrepresented demographics?

- Advocacy strategy is for just regional stakeholders or other state entities, NHDOT, etc. (J. Boudreau) – we need to make a clear distinction between audience of advocacy in these objectives
- Advocacy strategy for different partners
 - COAST versus businesses versus a towns - clear up a connection between the goal and the objectives,
- Advocate to, with, or on behalf of

Measures of success:

- Increased meeting attendance – guests or commissioners???
- How do we bring in more people??
- Number of re-shares/stories published in newspaper, on the chamber site, in partner publications, etc.
 - Writing NHMA magazine – guest spot
- Addressed measure of success - Set weekly and monthly goals
 - For who, what? Need to be more specific
- Surveys are great but does it fall under goal 2.3
- A list of all agendas is not available – more accessible with that
 - Keep them on website

GOAL 2.4: Improve the SRPC website and social media presence

Comments:

- Website, not just static. Want it to be very informative and so it can be used as a tool (with mapping tools, etc.)
- New website – improve social media presence
- Comments/videos – accessibility, enable public comments submissions on the website
- Sponsor a contest – this is an outreach idea

Measures of Success:

- Launch of a new website – did we?
- Video uploads on YouTube
- Statistics, MapGEO
- Google Analytics (post online)?
- Transportation projects more accessible online, database

GROUP 3: INTERNAL ROLES, RESPONSIBILITIES, AND OPPORTUNITIES

Victoria Parmele, Mark Avery, Jen Czysz, Nancy O'Connor, Stef Casella, James Burdin

General comment:

- Clarify whose mission “SRPC’s” mission, rather than “our” mission.

Goal 3.1 Improve staff retention and opportunities for ongoing professional development.

Objectives:

- Clarify that we will explore resources to resources to allow for innovative employee benefits such as student loan assistance or forgiveness, paid volunteer time.
- Add an objective to address professional development opportunities for staff such as training; conferences; new skills development: graphic design, renderings, drone, project management; Circuit riding provides an avenue for staff to learn a lot...

Measures of Success:

- Length of Staff Tenure
- Lack of Turnover (recognizing when it is no reflection on the organization when some staff leave)
- # of professional development opportunities acted upon/offered?

Goal 3.2 Clarify the role of commissioners and more actively involve them in the Commission's work and to help SRPC to be a dynamic, thriving organization.

Comments:

- Clarify the "goal to be role and responsibility" and expand to acknowledge the collective strengths and connections to communities that commissioners bring.
- 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. We could share NHMA webinars at "viewing parties"
- Acronym Cheat Sheet-Increase effort to contextualize for new members at meetings
- Engage commissioners more frequently on other topics besides transportation
- Invite commissioners to outreach events to represent SRPC
- Discuss and explore the meeting schedule and re-configure to increase engagement and relevance
- Possibly do an email two weeks before meetings to ask what is happening in communities. This can be shared with the larger staff to identify opportunities for collaboration or assistance. (More formalized "match-making" between commissioners and staff).

Measures of Success:

- # commissioners staying for repeated terms
- # outreach events or actions taken by commissioners