STRAFFORD
Regional Planning Commission

SRPC EXECUTIVE COMMITTEE MEETING

February 21, 2025
8:00 a.m. to 9:00 a.m.
Hybrid Meeting (Conference Rm 1A & via Zoom)

In accordance with RSA 91:A, the Commission requires an in-person quorum. So long as an in-person quorum, Commissioners may participate virtually. Guests may attend the meeting virtually or at the SRPC Office. All participants, both in-person and virtual, can communicate contemporaneously.

Meeting URL: https://us02web.zoom.us/j/84905778392
Meeting ID: 849 0577 8392
Telephone-only Access: +1 312 626 6799

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

Agenda Item	Time	Notes
1) Welcome and Introductions	8:00-8:05	N/A
2) Action Items a) Approval of January 17, 2025 Minutes b) Acceptance of the Draft December Financials c) Appointment of Regional Impact Committee members d) Approval updated Emergency Succession Plan	8:05-8:35	Refer to the enclosed memo and attachments.
3) Updates and Discussion Items a) Second Quarter Profit & Loss by Job b) Current status of Federal funding c) Awards, Contracts, and General Business d) February Minors	8:35-8:50	Refer to the enclosed memo and attachments.
4) Other Business	8:50-8:55	N/A
5) Adjourn	9:00	N/A

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

RULES OF PROCEDURE

Strafford Regional Planning Commission
Strafford Metropolitan Planning Organization, and
Strafford Economic Development District

Meeting Etiquette

Be present at the scheduled start of the meeting.

Be respectful of the views of others.

Ensure that only one person talks at a time. Raising your hand to be recognized by the chair or facilitator is good practice.

Do not interrupt others or start talking before someone finishes.

Do not engage in cross talk.

Avoid individual discussions in small groups during the meeting. When one person speaks, others should listen.

Active participation is encouraged from all members.

When speaking, participants should adhere to topics of discussion directly related to agenda items.

When speaking, individuals should be brief and concise when speaking.

The Strafford Regional Planning Commission & Metropolitan Planning Organization holds both public meetings and public hearings.

For public meetings, guests are welcome to observe, but should follow proper meeting etiquette allowing the meeting to proceed uninterrupted. Members of the public who wish to be involved and heard should use venues such as Citizen Forum, Public Hearings, Public Comment Periods, outreach events, seminars, workshops, listening sessions, etc.

STRAFFORD
Regional Planning Commission

DATE: February 12, 2024

TO: Executive Committee Members

FROM: Jen Czysz, Executive Director

RE: Director's Report for the February 21, 2025 Meeting

The following notes correspond to individual agenda items for discussion.

2b. Accept the Draft November Financials
Balance Sheet: The December bank balances remain low, in part due to the timing of cash flow. The accounts receivable are in turn high given the substantial billing in December.

Accounts Receivable: Accounts receivable were again high at the end of December, $306,608. Of that total, $176,110 was the current month's billing and another $109,287 was received in December. Leaving $21,210.61 past due as of January 23, 2025. Note, the Town of Barrington, upon receipt of their annual dues setting letter, paid their FY2026 dues. These funds have been booked as revenue in advance and will be credited to their annual dues invoice in the spring, but none-the-less show as a negative balance on the aging summary.

Profit and Loss and Income by Customer: December was a phenomenal billing month. Keep in mind however, the holidays and vacations at the end of the month were included in the first payroll of January, where the impacts will be seen. The month ended with a net income of $22,300 as a result of the $205,575 in billing during the month. The high billing was a result of increased staff time to direct billable contracts and reduced utilization of administrative or leave time. Additionally, there were many task based items and those contracts that do not bill as frequently that we were able to draw down against in December. As a result the year to date ends with a net income of $1,023.

2c. Appoint Regional Impact Committee members
We currently have 2 regular and 1 alternate members of the Regional Impact Committee. There should, per the bylaws be 3 regular and 3 alternate members. We have volunteers to fill the remaining seats and request a vote at the meeting to make those appointments.

Current members:
- Regular: Mark Richardson, Somersworth; Steve Diamond, Barrington
- Alternate: Katrin Kasper, Lee - appoint to regular member

Volunteers for alternates:
- Matt Towne, Barrington; Steve Brown, Dover; Mary Woodward, Lee

2d. Approval of the 2025 Emergency Succession Plan
Changes to the emergency succession plan are very minimal and include updates to staffing, titles, and the organization chart. There are more substantial changes to Appendix D (confidential) with file paths updated to reflect the server migration that occurred last year.

3a. Second Quarter Profit and Loss by Job
Continuing the prior effort to review the profitability of SRPC's contracts, similar trends are apparent through the close of the 2nd quarter. Key items of note include:

- As of the end of December we are operating with indirect costs lower than the rate which we are reimbursed, yielding a small profit.
- The circuit rider contracts continue to operate at a loss overall because of the lower reimbursement rate. As of January 1, the rate has increased and will help to staunch the loss.
- Many contracts have terms that require task-based billing creating timing delays or we hold off billing until there is a more worthwhile balance.
- There are a small handful of items that have municipal funding match that results in some idiosyncrasies with the project accounting (including two expenses for expired contracts in this FY).
- Lastly some of the contracts have ended over budget. When this happens, we apply dues funds to cover the overage.

3b. Current Status of Federal Funding
As an EPA direct funding recipient, we were notified by EPA that they are continuing to process grants pursuant to the Court's Temporary Restraining Order (TRO) issued on January 31, 2025 (a copy in included at the end of your packet for reference).

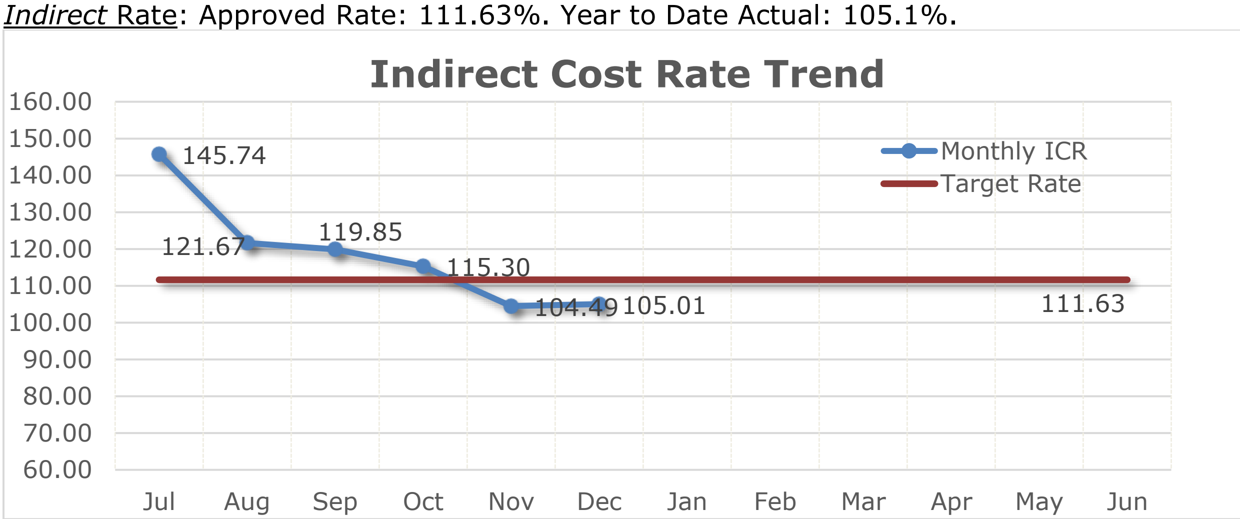
The Association of Metropolitan Planning Organization's most recent policy brief provided further updates summarized and restated here:

- Subsequent to the TRO, a US District Court has ruled that the Administration has not fully complied with the previous court orders and directed the administration to "immediately restore frozen funding."
- The order requires the immediate resumption of disbursements for programs funded under the IIJA and the IRA, among others.

To date, all SRPC requests for reimbursement since the initial freeze was announced have been paid without incident.

3c. Awards, Contracts and General Business Update
Awards and Contracts: Refer to the table following this memo.

Indirect Rate: Approved Rate: 111.63%. Year to Date Actual: 105.1%.



FY2025 Dues Utilization: Through December 2024.

Income:	
Total FY25 Dues Paid	**$69,333.15**

Expenses:	
Planning Salaries	$1,446.83
Dues and Subscriptions	$61.50
Staff Training	$50.00
Equipment Depreciation	$1,737.00
Vehicle Interest	$0.00
Media Outreach	$136.45
Bank Fees	$60.00
Interest Expense	$0.00
Meeting Expense	$0.00
Office Expense	$393.86
Travel	$72.20
PLUR Books	-$213.00
Finance Charge	$95.69
Indirect (111.63%)	$1,615.10
Total SRPC Expenses	**$5,455.63**

Cash Match:	
UPWP	$38,789.32
EDA	$9,048.96
Coastal	$1,742.81
LSWP	$0.00
CommuteSmart	$131.17
ROC Recreation Chapter	$1,153.16
USDA Community Facilities	$1,290.12
Safe Streets for All	$7,750.00
Total Cash Match	**$59,905.54**

Contract Overages:	
New Durham HOP	$80.56
UNH PREPA Lee	$422.89
UNH PREPA Somersworth	$11.45
Housing Navigator	$52.99
Rochester Rec Master Plan	$2,407.94
Dover NRI PREPA grant	$530.16
Target Block Grant	$394.12
Dover HOP Grant	$88.32
Total Contract Overages	**$3,988.43**

Total Expenses	**$69,373.31**
Dues Remaining	**$(40.16)**

4. Other Business

The April 18th Commission meeting will be held at the Rochester Child Care Center. With this in mind, I would like to propose that we cancel the E.C. meeting that morning or reconvene at the SRPC office after the commission meeting – whichever is the committee's pleasure.

NEXT MEETING: March 21, 2025 8 AM. – 9:00 A.M.

Proposals and Grant Applications Tracking

Title	Funder	Funding Year(s)	Award $	Net Funding	Application Status	Contract Status	Description
Somersworth HOP Zoning Reform	Invest NH	FY2025-2026	$100,000	$80,500	Awarded	Complete	Work with the City of Somersworth to completed zoning amendments that were identified as part of their HOP funded Master Plan and Audit.
Phase II of **NH Coastal Flood Risk Model**	NFWF	FY2025-2027	$10,000	$10,000	Awarded	In Process	Support DES efforts by participating in the advisory committee, site selection, and outreach in order to develop a dynamic sea-level rise and storm surge model for coastal NH to replace existing bathtub inundation maps
Durham Wagon Hill Living Shorelines Phase 2	Durham/NFWF	FY2025-2028	$15,870	$15,870	Awarded	Contract Forthcoming	Durham is the primary applicant working with NHDES and project partners and seeks to install Phase II of the Living Shoreline at Wagon Hill Farm in Durham, NH. SRPC's role in the project would be to assist with outreach and engagement.
Transformative Planning Grant (**Region Wide**)	NHCDFA	FY2024-2025	$20,000	$20,000	Awarded	Contract Forthcoming	Develop community-level strategies and planning activities that lead to the development of new project(s) that increase the housing supply
Newmarket Prime Wetland Mapping	UNH PREP	FY2025-2026	$1,700	$1,700	Submitted	NA- App Pending	Produce new prime wetland maps.
Brookfield Master Plan Update	Brookfield	TBD	$7,500	$7,500	Estimate Prepared	NA- App Pending	Cost estimate prepared for the planning board to include a warrant article for 2025 funding to conduct a master plan update.
Strafford NRI	Strafford	TBD	$14,000	$14,000	Estimate Prepared	-	Cost estimate prepared for the planning board to create an interactive map tool to evaluate high priority natural resources. This project may be folded into the PREPA grant opportunity.
Strafford Septic Survey	PREPA	FY2026	$20,000	$20,000	In Development	-	Currently being considered by the Planning Board. The town intends to pool several funding sources and break out elements of a Watershed Management Plan with the intent of later applying for another grant to fund the balance of that effort.
Barrington Septic Study and Ordinance or Other project TBD	PREPA	FY2026	$20,000	$20,000			Currently being considered by the Town, funding is TBD.
Middleton Stormwater Regulations, Septic Ordinance, or Other project TBD	PREPA	FY2026	$20,000	$20,000			Currently being considered by the Town, funding is TBD.
Nottingham NRI mapping and/or Natural Resources Master Plan Chapter	PREPA	FY2026	$20,000	$20,000			Currently being considered by the Town, funding is TBD.

Title	Funder	Funding Year(s)	Award $	Net Funding	Application Status	Contract Status	Description
Somersworth Climate Resilience MP Chapter, Invasive Species Study, or Other TBD	PREPA	FY2026	$20,000	$20,000	In Development	-	Currently being considered by the City

Application/Proposal Status	Total Award $	Pass Through	Net SRPC Funding
Awarded	$145,870	$19,500	$126,370
Submitted	$1,700		$1,700
Estimate Prepared	$21,500		$21,500
In Development	$40,000		$40,000
Grand Total	**$209,070**	**$19,500**	**$189,570**

EXECUTIVE COMMITTEE MEETING
January 17, 2025
8:00 a.m. to 9:00 a.m.

1) Welcome and Introductions:
In person: Katrin Kasper, Lee; Michael Lehrman, Durham; Matt Towne, Barrington; Jennifer Czysz, SRPC; and Joe Boudreau, Rochester, joining at 8:15AM

Zoom: Peter Nelson, Newmarket; Megan Taylor-Fetter, SRPC

The meeting proceeded without quorum until Joe Boudreau joined the meeting at 8:15AM. The Committee did not address action items and briefly discussed the November financials until the requirements for a quorum were met.

2) Action Items

a) Approval of December 20, 2024 Minutes

Following a motion by K. Kasper and a second by Matt Towne to approve the December 20, 2024 minutes as written. The motion passed with a unanimous vote in favor.

b) Acceptance of the Draft November Financials

J. Czysz reviewed the draft November financials. The November bank balances are in a healthier place than the prior couple months but still not up to ideal levels.

Accounts receivable were again high at the end of November, $256,394. Of that total, $160,413 was the current month's billing and another $104,652 was received in December. Leaving $807 past due as of December 31, 2024. Of note, several items in the current month's billing were received in December. Additionally, the Town of Barrington, upon receipt of their annual dues setting letter, paid their FY2026 dues. These funds have been booked as revenue in advance and will be credited to their annual dues invoice in the spring.

November has continued in a positive trend much like October. The month closed with a profit of $1,468. November was a three-payroll month. As such, both our monthly income by customers and expenses were higher than the typical two-payroll month. We billed a total of $195,532 in November. The monthly pass-through costs were typical, with no large payments. Within our state grants, we are still waiting on a contract for the CDBG Transformative Planning Grant. This is a subaward from Lakes Region Planning Commission. The NHDOT UPWP contract, which had been lagging, is nearly caught up to where we expect to be year to date thanks to the three-payroll month. Corresponding to the changes from the adopted budget to the draft proposed mid-year budget, we have many additional contracts that were not anticipated, as a result, the salaries and wages are higher than originally budgeted.

Year to date we are still operating at a loss, $19,242. Overall, our municipal contracts are at or exceeding where we expect to be relative to the budget. Our federal contracts are operating behind budget, largely due to the HUD grant where we haven't see as much progress as anticipated at this point in the year (much of this is driven by pass through to the eight other RPCs).

The committee discussed revenues and labor costs and how it affects the indirect cost.

Following a motion by K. Kasper and a second by J. Boudreau to approve the Draft November Financials. The motion passed with a unanimous vote in favor.

c) Recommend Approval of the Mid-Year Budget Amendment

J. Czysz reviewed the Mid Year Budget Amendment. The amended budget updates revenues from new contracts and grants that were awarded after the adoption of the FY2025 budget and adjust contracts that have continued from the prior fiscal year to reflect the actual amount of funds available this year. On the expense side, adjustments have been made to reflect the staffing levels in support of the additional contracts.

Discussion on salaries and wages ensued with the committee inquiring about revenue and overhead. J. Czysz stated the marginal cost of labor, if we did not have enough revenue, should not be 100%. With a new contract, labor is less than 50%, in this case there is no change to overhead costs for each additional dollar of revenue we still need someone to do the work. If we increase the denominator (overhead) we increase the indirect rate. The other piece that was impacted is if a staff person we were hired at start of year and did not enroll in health insurance, we have less overhead. When we increase salaries, the indirect rate goes down. The personnel line in the budget is not just salary, it is insurance and other benefits.

K. Kasper motioned to recommend to the full Commission approval of the Mid Year Draft Budget. M. Lehrman seconded the motion. Following a unanimous vote in favor, the motion passed.

d) Approval of the 2025 Wellness and Safety Policy

J. Czysz stated that the proposed changes include some minor changes in wording; changed wellness coordinator funds carryover rule; removed links to resources and instead referred to HR and Wellness Coordinators; added Recovery Friendly Workplace Designation; under Accidental Injury, added a Prevention section; removed reference to Covid 19 vaccinations and instead state CDC recommend vaccinations; added Appendix C, Fieldwork Procedures.

Following a motion by K. Kasper and a second by Matt Towne to accept the 2025 Wellness and Safety Policy, the motion passed with a unanimous vote in favor.

e) Approval of Check Signers

J. Czysz stated that following Dave Landry's resignation and Katrin Kasper filling the vacant chair position, we need to update our checking account signature card. Katrin is already authorized as a check signer. We would like to take this opportunity to add Kyle in his role as Assistant Director. Later this spring we will have a fully updated draft of our operating policies that will add the Assistant Director to the accounts. To prevent us from having to redo the signature card with all signers in a few months, we'd like to do so all at once.

Following a motion by M. Lehrman and a second by M. Towne to appoint 4 representatives of SRPC who will serve as the check signers on the commission's checking account. All checks issued by SRPC must be signed by two of the following authorized officials:

- Existing Signatories:
  - Executive Director – Jennifer Czysz,
  - Secretary/Treasurer – Barbara Holstein
- Signatories to be added to the account at this time:
  - Assistant Director – Kyle Pimental
  - Member(s) of the Executive Committee – Katrin Kasper, Chair

Further, we move to amend the SRPC Operating Policy to add the Assistant Director as one of the listed check signers.

The motion passed with a unanimous vote in favor.

3) Updates and Discussion Items

a) Awards, Contracts, and General Business

J. Czysz provided a brief update. The approved indirect rate: 111.63%. Year to Date Actual: 104.5%.

The only change in the application tracker is that we have been processing some of the contracts for the HOP grant contract.

b) December Minors

C. Lentz reviewed the December Minors and stated the Milton project has a small change due to inflation.

4) Other Business

There was no other business

5) Adjourn

Following a motion by K. Kasper and a second by Matt Towne all members voted in favor. The meeting was adjourned.

1:36 PM
01/23/25
Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of December 31, 2024

	Dec 31, 24	Dec 31, 23	$ Change
ASSETS			
Current Assets			
Checking/Savings			
FSB Checking	-16,003.85	51,999.71	-68,003.56
FSB Savings	43,500.80	15,971.16	27,529.64
Total Checking/Savings	27,496.95	67,970.87	-40,473.92 [1]
Accounts Receivable			
Accounts Receivable	306,608.27	178,455.30	128,152.97
Total Accounts Receivable	306,608.27	178,455.30	128,152.97 [2]
Other Current Assets			
Prepaid Expenses			
Prepaid Dues and Subscriptions	1,961.30	3,081.78	-1,120.48 [3]
Prepaid Insurance (P & L)	4,647.00	3,945.00	702.00
Prepaid training	600.00	600.00	0.00
Total Prepaid Expenses	7,208.30	7,626.78	-418.48
Prepaid software support	2,300.91	3,375.43	-1,074.52 [4]
Undeposited Funds	9,534.52	0.00	9,534.52 [5]
Total Other Current Assets	19,043.73	11,002.21	8,041.52
Total Current Assets	353,148.95	257,428.38	95,720.57
Fixed Assets			
Right of Use Asset - Building			
Accumulated Amortization - Buil	-96,016.17	-67,913.73	-28,102.44
Right of Use Asset - Building - Other	112,410.00	112,410.00	0.00
Total Right of Use Asset - Building	16,393.83	44,496.27	-28,102.44 [6]
Vehicles			
Vehicle Accumulated Depreciatio	-22,943.35	-20,553.40	-2,389.95
Ford Transit	22,943.35	22,943.35	0.00
Total Vehicles	0.00	2,389.95	-2,389.95 [7]
Property and Equipment			
Accumulated Depreciation	-22,196.06	-17,577.74	-4,618.32
Equipment Purchase			
AI Traffic Counter	9,830.00	9,830.00	0.00
Pyro Traffic Count System	7,540.00	7,540.00	0.00
ThinkSystem ST520 FY24 Server	5,721.45	5,721.45	0.00
Lenova Think Server	3,983.04	3,983.04	0.00
Equipment Purchase - Other	11,762.40	11,762.40	0.00

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Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of December 31, 2024

	Dec 31, 24	Dec 31, 23	$ Change	
Total Equipment Purchase	38,836.89	38,836.89	0.00	
Total Property and Equipment	16,640.83	21,259.15	-4,618.32	8
Total Fixed Assets	33,034.66	68,145.37	-35,110.71	
TOTAL ASSETS	**386,183.61**	**325,573.75**	**60,609.86**	
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Credit Cards				
FSB Credit Card	351.73	6,483.49	-6,131.76	
Total Credit Cards	351.73	6,483.49	-6,131.76	9
Other Current Liabilities				
FY25 Dues in Advance	69,333.18	0.00	69,333.18	
FY24 Dues in Advance	-0.02	69,411.16	-69,411.18	
Building Lease Liab Current	14,811.66	14,320.08	491.58	10
Current Portion of Lease Payabl	0.00	2,154.70	-2,154.70	11
Benefits payable				
Simple IRA payable	48.00	48.00	0.00	
Total Benefits payable	48.00	48.00	0.00	
Contract Revenue In Advance	76,134.83	9,239.48	66,895.35	12
Payroll Liabilities				
FSA Payable	1,166.02	-272.00	1,438.02	13
FUTA	30.41	30.41	0.00	
Social Security Payable	-0.02	-0.02	0.00	
Payroll Liabilities - Other	1,679.87	1,627.92	51.95	
Total Payroll Liabilities	2,876.28	1,386.31	1,489.97	
Total Other Current Liabilities	163,203.93	96,559.73	66,644.20	
Total Current Liabilities	163,555.66	103,043.22	60,512.44	
Long Term Liabilities				
Building Lease Liab Non Current	2,492.85	31,868.00	-29,375.15	14
Accrued expenses				
Accrued Payroll	22,021.22	20,053.38	1,967.84	
Accrued Vacation	48,013.13	42,764.92	5,248.21	
Annual Audit Accrual	12,000.00	0.00	12,000.00	
Total Accrued expenses	82,034.35	62,818.30	19,216.05	15
Total Long Term Liabilities	84,527.20	94,686.30	-10,159.10	

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Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of December 31, 2024

	Dec 31, 24	Dec 31, 23	$ Change	
Total Liabilities	248,082.86	197,729.52	50,353.34	
Equity				
Retained Earnings	137,077.32	167,249.14	-30,171.82	16
Net Income	1,023.43	-39,404.91	40,428.34	17
Total Equity	138,100.75	127,844.23	10,256.52	
TOTAL LIABILITIES & EQUITY	**386,183.61**	**325,573.75**	**60,609.86**	

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01/23/25

Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of December 31, 2024

1. Checking/Savings: Contractor invoices received (approximately $65,000) had checks issued, which are being held until reimbursement is received. All FY25 dues have been received, with the exception of Nottingham who declined to participate, and the funds have been deposited to the savings account.

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

3. Prepaid Dues: Cleveland APA dues no longer being paid, Pimental and Gemma APA dues were paid in January this fiscal year, and were paid in December in the previous fiscal year.

4. Prepaid Software: Adobe and Trimble software subscriptions were canceled.

5. Undeposited Funds: Customer payments received but not yet deposited to the bank.

6. Right of Use Asset: Effective for fiscal year 2022, a new Government Accounting method was introduced, called GASB 87. It requires total lease payments (our office space) to be recorded as a liability, and a monthly expense is recorded as Amortization (previously Rent expense). The Amortization for this fiscal year is recorded at $2,341.87 per month for the remainder of the fiscal year. The lease renews 7/31/25.

7. Vehicle: The vehicle was paid off in May 2024 and is fully depreciated. The increase from last fiscal year represents the additional depreciation booked through May 2024.

8. Property and Equipment: The FY23 audit resulted in traffic count equipment being reclassified from the profit and loss as an expense, to the balance sheet as two separate assets: AI Traffic Counter and Pyro Traffic Count System purchased in June 2023. The cost for these items is recorded monthly to the profit and loss statement as depreciation expense over a five-year period. This equipment was paid for by NHDOT, so the depreciation expense is not reimbursable. In addition, a new server was purchased in December 2023. The expense is being recorded over a five-year period as monthly depreciation on the profit and loss statement and is considered an eligible indirect expense. All other assets are fully depreciated

9. Credit Card: In the previous fiscal year, the ThinkSystem server was purchased with the credit card for $5721.

10. Building Lease Liab Current: The total office lease payment is split between this account and Rent Expense on the profit and loss statement. For December, the $2,500.00 lease payment was split out and $2,444.37 applied to the current lease liability and $55.63 to rent expense.

11. Current Portion of Lease Payable: The prior year balance reflects the amount payable on the vehicle lease at the end of the reporting period. The vehicle is fully paid off in the current fiscal year.

12. Contract Revenue in Advance: Current year balance = MID ZONING $736, NOR CR $7500 (to be used for Jan-Mar circuit rider services), ROC RFP $3,923, NHCF $65,172, and EDA -$1,196 (Advance for $17500 requested in January). Advances are deposited to savings. Invoices are billed monthly to income on the profit and loss, and offset to the Contract Revenue in Advance balance, and those amounts earned are then transferred to the checking account.

13. FSA Payable: This balance is the difference between payroll deductions collected and invoices received from HealthTrust for FSA eligible expense claims.

14. Building Lease Liab Non Current: This reflects the amount of lease payments in future fiscal years. The lease liability for fiscal year 2025 is reflected in the current liability account. Since the

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01/23/25

Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of December 31, 2024

lease renews in August of 2025, there is approximately only one payment to be split in the next fiscal year (see discussions Building Lease Liab Current).

15. Accrued Expenses: Accrued payroll and Accrued Vacation balances reflect wages paid in FY25, but worked in FY24, and half of the Paid Time Off (PTO) hours accrued by staff at 6/30/24. These amounts are adjusted at year-end as part of the fiscal year close-out. The FY24 audit cost is $18,000 based on Marcum LLP's engagement letter, an increase of $6,000 from last year. Audit costs are booked at $1,500 per month, and the Annual Audit Accrual account is reduced as actual invoices from the auditor are paid. In the previous fiscal year, all FY23 audit service invoices had been received and paid.

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

17. Net Income: Reflects Net Income for the entire fiscal year through the report date.

1:40 PM
01/23/25

Strafford Regional Planning Commission
A/R Aging Summary
As of December 31, 2024

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
2000 LTA (Local Technical Assistance)						
2100 Dues						
2101 Town of Barrington dues	0.00	0.00	-9,477.97	0.00	0.00	-9,477.97
Total 2100 Dues	0.00	0.00	-9,477.97	0.00	0.00	-9,477.97 [1]
2200 PLUR Books						
2209 Town of Milton PLUR	0.00	0.00	0.00	0.00	0.00	0.00
Total 2200 PLUR Books	0.00	0.00	0.00	0.00	0.00	0.00
2000 LTA (Local Technical Assistance) - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total 2000 LTA (Local Technical Assistance)	0.00	0.00	-9,477.97	0.00	0.00	-9,477.97
3300 City of Dover						
3304 Dover HOP Audit & Ordinance	0.00	0.00	1,903.71	4,259.03	0.00	6,162.74
Total 3300 City of Dover	0.00	0.00	1,903.71	4,259.03	0.00	6,162.74 [2]
3500 Town of Farmington						
3506 Farmington Tax Maps	1,575.00	0.00	0.00	0.00	0.00	1,575.00
3501 FAR Circuit Rider	7,102.75	0.00	7,047.65	0.00	0.00	14,150.40
Total 3500 Town of Farmington	8,677.75	0.00	7,047.65 [3]	0.00	0.00	15,725.40
3800 Town of Middleton						
3802 MID 2025 Zoning Updates	0.00	2,762.00	0.00	0.00	0.00	2,762.00
Total 3800 Town of Middleton	0.00	2,762.00 [4]	0.00	0.00	0.00	2,762.00
3900 Town of Milton						
3903 Milton Nitrogen CWSRF	12,693.07	0.00	6,779.13	2,096.41	0.00	21,568.61
Total 3900 Town of Milton	12,693.07	0.00	6,779.13 [6]	2,096.41 [5]	0.00	21,568.61
4100 Town of Newmarket						
4106 NKT MP Other	6,621.31	0.00	7,578.30	0.00	0.00	14,199.61
Total 4100 Town of Newmarket	6,621.31	0.00	7,578.30 [7]	0.00	0.00	14,199.61
4200 Town of Northwood						
4201 NOR Circuit Rider	3,120.00	0.00	0.00	0.00	0.00	3,120.00
4200 Town of Northwood - Other	0.00	7,500.00	0.00	0.00	0.00	7,500.00
Total 4200 Town of Northwood	3,120.00	7,500.00 [8]	0.00	0.00	0.00	10,620.00
4300 Town of Nottingham						
4301 NOT Circuit Rider	1,995.55	0.00	0.00	0.00	0.00	1,995.55
Total 4300 Town of Nottingham	1,995.55	0.00	0.00	0.00	0.00	1,995.55

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Strafford Regional Planning Commission
A/R Aging Summary
As of December 31, 2024

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
4400 City of Rochester						
4402 UPWP ROC Sidewalk Assess	0.00	0.00	0.00	0.00	0.00	0.00
Total 4400 City of Rochester	0.00	0.00	0.00	0.00	0.00	0.00
4700 Town of Strafford						
4701 Strafford Circuit Rider	3,118.30	0.00	0.00	0.00	0.00	3,118.30
Total 4700 Town of Strafford	3,118.30	0.00	0.00	0.00	0.00	3,118.30
4800 Town of Wakefield						
4803 WAK NBRC Union Hotel Grant Admin	0.00	0.00	0.00	0.00	4,374.36	4,374.36
4801 Wakefield Circuit Rider	805.00	0.00	0.00	0.00	0.00	805.00
Total 4800 Town of Wakefield	805.00	0.00	0.00	0.00	4,374.36 [9]	5,179.36
5000 NHARPC						
5002 NHARPC Administration	4,000.00	0.00	0.00	0.00	0.00	4,000.00
Total 5000 NHARPC	4,000.00	0.00	0.00	0.00	0.00	4,000.00
5090 SMPDC						
5091 SMPDC JLU Housing	2,317.34	0.00	0.00	0.00	0.00	2,317.34
Total 5090 SMPDC	2,317.34	0.00	0.00	0.00	0.00	2,317.34
5201 UNH						
5210 GB 2030 CAW Evolve Our Practice	1,472.06	0.00	0.00	0.00	0.00	1,472.06
5206 Great Bay Adapts	1,365.01	0.00	0.00	0.00	0.00	1,365.01
5209 UNH PREPA SOM NR MP	0.00	0.00	0.00	0.00	2,084.40 [10]	2,084.40
5208 UNH PREPA LEE NRI	0.00	0.00	0.00	0.00	424.20 [11]	424.20
Total 5201 UNH	2,837.07	0.00	0.00	0.00	2,508.60	5,345.67
5310 Lamprey River LAC						
5311 LRAC Static & Online View Maps	0.00	0.00	0.00	1,144.65	0.00	1,144.65
5310 Lamprey River LAC - Other	0.00	0.00	0.00	0.00	0.00	0.00
Total 5310 Lamprey River LAC	0.00	0.00	0.00	1,144.65	0.00	1,144.65
6100 NH DES						
6105 Coastal 2025	693.97	0.00	2,016.57 [12]	0.00	0.00	2,710.54
6152 NKT Riverfront Coastal Resilience	1,974.35	0.00	2,024.71 [13]	0.00	0.00	3,999.06
6252 Cocheco River Plan	3,300.00	0.00	0.00	0.00	0.00	3,300.00
6253 Sunrise Lake	2,892.90	0.00	0.00	0.00	0.00	2,892.90

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Strafford Regional Planning Commission
A/R Aging Summary
As of December 31, 2024

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
6306 LSWP NOR SWP-374	3,730.25	0.00	1,002.00 [14]	0.00	0.00	4,732.25
Total 6100 NH DES	12,591.47	0.00	5,043.28	0.00	0.00	17,634.75
6500 DEPT OF SAFETY (OEM)						
6504 HMGP 4516 FAR HazMit	1,080.00	0.00	0.00	0.00	0.00	1,080.00
6503 BRIC 21 MAD,NOR,ROC	4,125.00	0.00	0.00	0.00	0.00	4,125.00
6502 BRIC DUR MID MIL NOT STR	1,200.00	0.00	0.00	0.00	0.00	1,200.00
Total 6500 DEPT OF SAFETY (OEM)	6,405.00	0.00	0.00	0.00	0.00	6,405.00
6600 CDFA-CDBG Grant Administration						
6602 CDBG Gafney Home	2,726.43	0.00	0.00	0.00	550.14	3,276.57
6603 CDBG Somersworth YMCA	3,091.55	0.00	3,354.96	0.00	0.00	6,446.51
Total 6600 CDFA-CDBG Grant Administration	5,817.98	0.00	3,354.96 [16]	0.00	550.14 [15]	9,723.08
7100 EPA						
7111 Brownfields 24-28	4,739.18	0.00	0.00	0.00	0.00	4,739.18
Total 7100 EPA	4,739.18	0.00	0.00	0.00	0.00	4,739.18
7200 HUD						
7201 HUD EDI Regional Plan	23,652.31	0.00	0.00	0.00	0.00	23,652.31
Total 7200 HUD	23,652.31	0.00	0.00	0.00	0.00	23,652.31
7300 USDA						
7301 USDA CF TAT	25,182.21	0.00	0.00	0.00	0.00	25,182.21
Total 7300 USDA	25,182.21	0.00	0.00	0.00	0.00	25,182.21
8000 DOT UPWP						
8002 UPWP 24-25	51,536.86	0.00	83,073.62	0.00	0.00	134,610.48
Total 8000 DOT UPWP	51,536.86	0.00	83,073.62 [17]	0.00	0.00	134,610.48
DOT_UPWP 2010-2011	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	**176,110.40**	**10,262.00**	**105,302.68**	**7,500.09**	**7,433.10**	**306,608.27**

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Strafford Regional Planning Commission
A/R Aging Summary
As of December 31, 2024

1. BAR DUES: $9,477.97 was paid in advance for the FY26 dues. Credit to be applied when invoices are issued in April or May.
2. DOV HOP: $6,162.74 received in Jan
3. FAR CR: $7,047.65 received in Jan
4. MID ZONING: $2,762 reminder sent
5. MIL CWSRF: $2,096.41 received in Jan
6. $6,779.13 reminder sent
7. NKT MP: $7,578.30 reminder sent
8. Northwood: $7,500 reminder sent
9. Wakefield NBRC: I have followed up on this invoice several times
10. UNH PREPA SOM: $2,084.40 received in Jan
11. UNH PREPA LEE: $424.20 received in Jan
12. DES Coastal: $2,016.57 received in Jan
13. DES NKT CRG: $2,024.71 received in Jan
14. DES LSWP: $1,002.00 received in Jan
15. CDBG GAFNEY: $550.14 reminder sent
16. CDBG SOM YMCA: $3,354.96 received in Jan
17. UPWP: $83,073.62 received in Jan

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss
December 2024

	Dec 24	Dec 23	$ Change
Ordinary Income/Expense			
Income			
SRPC Membership Dues	11,555.53	11,568.53	-13.00
SRPC Revenue			
Municipal and NonProfit Revenue			
3104 BAR Housing MP Chapter	0.00	1,812.68	-1,812.68
3501 FAR Circuit Rider	7,102.75	4,254.48	2,848.27
3506 FAR Tax Maps FY23	1,598.71	0.00	1,598.71
3507 FAR HOP Grant	0.00	4,933.41	-4,933.41
3802 MID Zoning Update	2,025.76	0.00	2,025.76
3903 MIL CWSRF	12,693.07	0.00	12,693.07
4105 NKT HOP1 MP Housing	0.00	3,484.68	-3,484.68
4106 NKT MP Other	6,621.31	2,936.21	3,685.10
4201 NORPlanning Services	3,120.00	2,449.54	670.46
4301 NOT Circuit Rider	1,995.55	1,699.95	295.60
4403 ROC Rec Chapter	0.00	2,296.82	-2,296.82
4605 SOM MP and Audit	0.00	4,413.27	-4,413.27
4606 SOM Tax Maps FY24	0.00	1,688.28	-1,688.28
4701 Strafford Circuit Rider	3,118.30	2,473.40	644.90
4704 STR Tax Mapping	0.00	770.07	-770.07
4801 WAK Circuit Rider	805.00	666.25	138.75
5002 NHARPC Administration	4,000.00	4,000.00	0.00
5091 SMPDC InterReg Housing	2,317.34	0.00	2,317.34
5121 NHCF GB2030 Milton Watersh	7,748.30	0.00	7,748.30
5122 GB Signage	947.45	0.00	947.45
Total Municipal and NonProfit Revenue	54,093.54	37,879.04	16,214.50
Total SRPC Revenue	54,093.54	37,879.04	16,214.50 1
Federal Agencies Incl EDD			
7004 EDD Partnership	14,690.52	14,408.50	282.02
7111 EPA Brownfields FY24-28	4,739.18	1,008.36	3,730.82
7201 HUD EDI CDS	23,652.31	0.00	23,652.31
7301 USDA RD-FAR MIL	25,868.93	0.00	25,868.93
Total Federal Agencies Incl EDD	68,950.94	15,416.86	53,534.08 2
State Award Revenue			
Dept of Bus & Econ Affairs			
6004 TBG 24-25	0.00	2,244.67	-2,244.67
Total Dept of Bus & Econ Affairs	0.00	2,244.67	-2,244.67
NHDES			
6105 Coastal TA 2025	1,358.30	0.00	1,358.30
6104 Coastal 24	0.00	4,618.54	-4,618.54
6152 NKT Riverfront CRG	1,974.35	0.00	1,974.35
6252 Cocheco River Mgmt Plan	3,681.04	0.00	3,681.04

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss
December 2024

	Dec 24	Dec 23	$ Change
6253 Sunrise Lake	14,588.29	0.00	14,588.29
6306 LSWP NOR SWP-374	3,730.25	0.00	3,730.25
6305 LSWP NKT SWP 359	0.00	2,055.91	-2,055.91
Total NHDES	25,332.23	6,674.45	18,657.78
UNH			
5206 UNH-GREAT BAY ADAPTS	1,365.01	0.00	1,365.01
5207 UNH-PREPA DOV NRI	0.00	2,006.77	-2,006.77
5208 UNH PREPA-LEE NRI	0.00	1,504.64	-1,504.64
5209 UNH PREPA-SOM NAT RES MP	0.00	1,566.76	-1,566.76
5210 Evolve CAW Practice	1,472.06	0.00	1,472.06
Total UNH	2,837.07	5,078.17	-2,241.10
CDFA			
6602 CDBG Gafney	2,726.43	978.41	1,748.02
6603 CDBG SOM YMCA	3,091.55	0.00	3,091.55
Total CDFA	5,817.98	978.41	4,839.57
6802 NHHA Housing Navigator	0.00	13,574.65	-13,574.65
Pre-Disaster Mitigation			
6502 BRIC20	1,600.00	0.00	1,600.00
6503 BRIC21 MAD NOR ROC	5,500.00	1,200.00	4,300.00
6504 HAZMIT FAR 4516	1,200.00	0.00	1,200.00
Total Pre-Disaster Mitigation	8,300.00	1,200.00	7,100.00
Total State Award Revenue	42,287.28	29,750.35	12,536.93 [3]
MPO Revenue			
NH DOT			
8002 UPWP 24-25	57,263.18	63,817.92	-6,554.74
8101 COAST/CMAQ	0.00	789.79	-789.79
Total NH DOT	57,263.18	64,607.71	-7,344.53
Total MPO Revenue	57,263.18	64,607.71	-7,344.53 [4]
Contra Income Cash Match			
4403 Cash Match ROC Rec Chapter	0.00	-350.36	350.36
EDD Cash Match	-1,797.29	-2,144.30	347.01
Coastal Cash Match	-231.33	-657.31	425.98
LSWP Cash Match			
LSWP SRPC Cash Match	0.00	-91.75	91.75
Total LSWP Cash Match	0.00	-91.75	91.75
USDA Cash Match	-686.72	0.00	-686.72

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Strafford Regional Planning Commission
Profit & Loss
December 2024

	Dec 24	Dec 23	$ Change
DOT Cash Match	-5,726.32	-6,381.79	655.47
Cash Match CommuteSmart	0.00	-294.18	294.18
Total Contra Income Cash Match	-8,441.66	-9,919.69	1,478.03
Contra Income InKind/Soft Match			
IK 6253 Sunrise Lake	-11,695.39	0.00	-11,695.39
IK Cocheco River Mgmt	-381.04	0.00	-381.04
In-Kind EDD Match	-5,704.16	-3,744.71	-1,959.45
In-Kind Coastal Match	-433.00	-1,989.33	1,556.33
IK LSWP	0.00	-292.86	292.86
BRIC20 IK Match	-400.00	0.00	-400.00
BRIC21 IK Match	-1,375.00	-300.00	-1,075.00
6504 FAR_NKT 4516 Haz Mit IK	-120.00	0.00	-120.00
Total Contra Income InKind/Soft Match	-20,108.59	-6,326.90	-13,781.69
Contract Overage	-23.71	-79.85	56.14
Total Income	205,576.51	142,896.05	62,680.46
Gross Profit	205,576.51	142,896.05	62,680.46
Expense			
Personnel Expenses			
Salary and Wages			
STD Reimbursement	-428.55	0.00	-428.55
Salary and Wages - Other	85,876.53	113,956.38	-28,079.85
Total Salary and Wages	85,447.98	113,956.38	-28,508.40
Payroll Expenses			
Dental insurance expense	710.49	681.05	29.44
Health incentive	0.00	175.00	-175.00
Health Insurance expense	9,613.87	9,556.71	57.16
Life Insurance expense	138.60	124.60	14.00
LTD Insurance expense	56.90	69.97	-13.07
STD insurance expense	252.84	249.31	3.53
Payroll Processing Fees	266.00	339.75	-73.75
Pension expense	2,386.35	3,144.10	-757.75
Unemployment expense	246.67	207.67	39.00
Workers Compensation	155.92	157.50	-1.58
Payroll Taxes			
Medicare Expense	1,222.46	1,668.50	-446.04
Social Security expense	5,227.06	7,134.51	-1,907.45
Payroll Taxes - Other	0.01	-0.04	0.05
Total Payroll Taxes	6,449.53	8,802.97	-2,353.44

Strafford Regional Planning Commission
Profit & Loss
December 2024

	Dec 24	Dec 23	$ Change
Total Payroll Expenses	20,277.17	23,508.63	-3,231.46
Dues and Subscriptions	531.81	393.01	138.80
Staff Training and Seminars	56.88	0.00	56.88
Total Personnel Expenses	106,313.84	137,858.02	-31,544.18 [5]
Equipment expense			
Copier Maintenance Contract	325.00	650.00	-325.00
Software expense			
ArcInfo/View software	531.67	483.33	48.34
Office Software			
AudioEye	49.17	49.17	0.00
Buffer	30.00	30.00	0.00
Community Viz	56.25	72.88	-16.63
Trimble SketchUp	0.00	62.42	-62.42
Timesheet Software	140.00	140.00	0.00
Survey Monkey	75.00	75.00	0.00
Zoom	45.83	45.83	0.00
Adobe In Design	22.99	86.88	-63.89
Constant Contact	119.55	130.50	-10.95
Microsoft Office 365	212.50	212.50	0.00
Total Office Software	751.29	905.18	-153.89
Total Software expense	1,282.96	1,388.51	-105.55
Total Equipment expense	1,607.96	2,038.51	-430.55
Fixed Expenses			
Equipment Depreciation	384.86	384.84	0.02
Amortization-Building	2,341.87	2,341.87	0.00
Insurance			
Liability Insurance	774.50	657.50	117.00
Total Insurance	774.50	657.50	117.00
Rent	55.63	136.75	-81.12
Vehicle Expenses			
Depreciation Expense	0.00	477.99	-477.99
Vehicle Gas & Repairs	0.00	32.94	-32.94
Vehicle Interest	0.00	12.34	-12.34
Total Vehicle Expenses	0.00	523.27	-523.27
Total Fixed Expenses	3,556.86	4,044.23	-487.37
Communications			
Media Outreach Expense	0.00	154.05	-154.05
Telephone and Internet	418.93	273.00	145.93

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss
December 2024

	Dec 24	Dec 23	$ Change
Website maintenance and updates			
Website and logo design	17.98	17.98	0.00
Total Website maintenance and updates	17.98	17.98	0.00
Total Communications	436.91	445.03	-8.12
Administrative			
Library & Planning Books	0.00	2,564.50	-2,564.50 [6]
Office Expense	455.70	149.94	305.76
Office Supplies			
Plotter Ink and Supplies	0.00	185.00	-185.00
Office Supplies - Other	68.92	104.94	-36.02
Total Office Supplies	68.92	289.94	-221.02
Printing and Reproduction	0.00	84.49	-84.49
Professional Fees			
Accounting, Audit	1,500.00	1,000.00	500.00
Total Professional Fees	1,500.00	1,000.00	500.00
Travel & Ent			
Travel	654.19	493.63	160.56
Total Travel & Ent	654.19	493.63	160.56
Total Administrative	2,678.81	4,582.50	-1,903.69
Contract Labor			
IT and Network support	3,263.00	2,069.00	1,194.00 [7]
Pass Through Expense			
3507 FAR HOP Consultant	0.00	1,880.00	-1,880.00
3903 MIL CWSRF Consultant	11,953.15	0.00	11,953.15
5121 GB2030 MIL Water Engineer	6,384.85	0.00	6,384.85
5122 GB2030 Sign Contract Plan	630.00	0.00	630.00
6152 NKT CRG Exp & Planner	1,620.00	0.00	1,620.00
7111 EPA Brownfields Consultant	4,026.99	0.00	4,026.99
7201 HUD EDI CDS RPC Exp	19,378.03	0.00	19,378.03
7301 USDA RD FAR MIL Consultant	21,445.90	0.00	21,445.90
Total Pass Through Expense	65,438.92	1,880.00	63,558.92 [8]
Total Contract Labor	68,701.92	3,949.00	64,752.92
Total Expense	183,296.30	152,917.29	30,379.01
Net Ordinary Income	22,280.21	-10,021.24	32,301.45
Other Income/Expense			
Other Income			

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss
December 2024

	Dec 24	Dec 23	$ Change
Interest Income	20.03	9.48	10.55
Total Other Income	20.03	9.48	10.55
Net Other Income	20.03	9.48	10.55
Net Income	**22,300.24**	**-10,011.76**	**32,312.00**

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss
December 2024

1. Municipal revenue: Municipal revenue streams continue to increase and the addition of new staff has enabled further work to be completed on these contracts. The BAR Housing MP Chapter concluded January 2024. All HOP grants, except Dover, were completed in July of this year. ROC Rec was concluded in October, and the GSCH project concluded in November 2023. The MID Zoning, MIL CWSRF, SMPDC InterReg Housing and NHCHF grants (#5121, 5122) are new for this fiscal year.

2. Federal Agencies: The new three-year EDA contract has a start date of 7/1/24, and EDA set up and opened this grant for billing and advances in August. The HUD and USDA contracts are new for this fiscal year.

3. State Awards Revenue: All TBG funding was spent down in October. NHDES Coastal 24, #6151 PSM, and $6305 LSWP concluded in the previous fiscal year. All other DES contracts are new this fiscal year. The UNH PREPA grants (#5207, 5208, #5209) were completed in August, October and September, respectively. CDBG Gafney is getting ready to close out. The NHHFA grant concluded in September. The BRIC20 grant work is completed for the most part, and is awaiting final approvals. Also, this fiscal year Pre-Disaster Mitigation contracts are being issued to the individual towns/cities, and SRPC is being hired as the subcontractor. Given the changing nature of the state contract “portfolio”, it is hard to compare each contract from one fiscal year to another.

4. MPO Revenue: The new UPWP contract started 7/1/23 for another two-year cycle, and all funds are expected to be spent by the end date of 6/30/25.

5. Personnel Costs: The total number of hours worked in the previous fiscal year were 3,293, and in the current fiscal year 2,243, resulting in lower wages, payroll taxes, and pension expense.

6.

Library and Planning Books: In the previous fiscal year, PLUR books were paid in December. I have not received the invoice for this year’s PLUR order yet.

7. IT and Network Support: In the current fiscal year, ANS provided additional services to troubleshoot 2 of the staff computers. There were also two invoices paid for the regular monthly services in the current fiscal year.

8. Pass Through Expenses: These are contingent on contracts in effect, and the timing of contractor invoices for each month.

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Accrual Basis

Strafford Regional Planning Commission
Income by Customer
December 2024

Date	Name	Memo	Amount
2000 LTA (Local Technical Assistance)			
12/01/2024	2000 LTA (Local...	Dues 138666.33 (LESS NOT)=11555.53 AUG-JUN, JUL 11555.50	11,555.53
Total 2000 LTA (Local Technical Assistance)			11,555.53
3500 Town of Farmington			
3506 Farmington Tax Maps			
12/31/2024	3500 Town of F...	Farmington Tax Mapping - July-December 2024 - Rand	381.55
12/31/2024	3500 Town of F...	Farmington Tax Mapping - July-December 2024 - Geis	1,157.16
12/31/2024	3500 Town of F...	Printing - (15) 24x36	60.00
12/31/2024	3500 Town of F...	To record when contracts go over budget in QuickBooks	-23.71
Total 3506 Farmington Tax Maps			1,575.00
3501 FAR Circuit Rider			
12/31/2024	3500 Town of F...	Progress Billing - Farmington Circuit Rider - December 2024	7,102.75
Total 3501 FAR Circuit Rider			7,102.75
Total 3500 Town of Farmington			8,677.75
3800 Town of Middleton			
3802 MID 2025 Zoning Updates			
12/31/2024	3800 Town of M...	Progress Billing - Middleton Zoning Updates - 12/18-12/31/24 - Haney	2,025.76
Total 3802 MID 2025 Zoning Updates			2,025.76
Total 3800 Town of Middleton			2,025.76
3900 Town of Milton			
3903 Milton Nitrogen CWSRF			
12/31/2024	3900 Town of M...	Milton CWSRF Progress Billing - December 2024	12,693.07
Total 3903 Milton Nitrogen CWSRF			12,693.07
Total 3900 Town of Milton			12,693.07
4100 Town of Newmarket			
4106 NKT MP Other			
12/31/2024	4100 Town of N...	Progress Billing - Newmarket Master Plan Other Updates- December 2024	6,621.31
Total 4106 NKT MP Other			6,621.31
Total 4100 Town of Newmarket			6,621.31
4200 Town of Northwood			
4201 NOR Circuit Rider			
12/31/2024	4200 Town of N...	Progress Billing - Northwood Circuit Rider - December 2024	3,120.00
Total 4201 NOR Circuit Rider			3,120.00

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Strafford Regional Planning Commission
Income by Customer
December 2024

Date	Name	Memo	Amount
Total 4200 Town of Northwood			3,120.00
4300 Town of Nottingham			
4301 NOT Circuit Rider			
12/31/2024	4300 Town of N...	Progress Billing - Nottingham Circuit Rider - December 2024	1,995.55
Total 4301 NOT Circuit Rider			1,995.55
Total 4300 Town of Nottingham			1,995.55
4700 Town of Strafford			
4701 Strafford Circuit Rider			
12/31/2024	4700 Town of St...	Progress Billing - Strafford Circuit Rider - December 2024	3,118.30
Total 4701 Strafford Circuit Rider			3,118.30
Total 4700 Town of Strafford			3,118.30
4800 Town of Wakefield			
4801 Wakefield Circuit Rider			
12/31/2024	4800 Town of W...	Progress Billing - Wakefield Circuit Rider - December 2024	805.00
Total 4801 Wakefield Circuit Rider			805.00
Total 4800 Town of Wakefield			805.00
5000 NHARPC			
5002 NHARPC Administration			
12/31/2024	5000 NHARPC:...	NHARPC Administration - FY25 Invoice #1	4,000.00
Total 5002 NHARPC Administration			4,000.00
Total 5000 NHARPC			4,000.00
5090 SMPDC			
5091 SMPDC JLU Housing			
12/31/2024	5090 SMPDC:5...	Progress Billing - SMPDC JLUS Housing - 8/5-12/31/24	2,317.34
Total 5091 SMPDC JLU Housing			2,317.34
Total 5090 SMPDC			2,317.34
5120 NHCF			
5122 NHCF GB Signage			
12/31/2024	5120 NHCF:512...	Progress Billing, GB2030 Signage-PR24-157235 - December 2024	947.45
Total 5122 NHCF GB Signage			947.45
5121 NHCF MIL 3 Ponds			
12/31/2024	5120 NHCF:512...	Progress Billing NHCF - GB2030 - Milton Watershed Plan - PR24-157226...	7,748.30

Strafford Regional Planning Commission
Income by Customer
December 2024

Date	Name	Memo	Amount
Total 5121 NHCF MIL 3 Ponds			7,748.30
Total 5120 NHCF			8,695.75
5201 UNH			
5210 GB 2030 CAW Evolve Our Practice			
12/31/2024	5201 UNH:5210...	CAW Evolve Our Practice - P0178947 - December 2024	1,472.06
Total 5210 GB 2030 CAW Evolve Our Practice			1,472.06
5206 Great Bay Adapts			
12/31/2024	5201 UNH:5206...	Progress Billing - Great Bay Adapts - P0144899 - December 2024	1,365.01
Total 5206 Great Bay Adapts			1,365.01
Total 5201 UNH			2,837.07
6100 NH DES			
6105 Coastal 2025			
12/31/2024	6100 NH DES:6...	Progress Billing Coastal TA FY25- 24-306-08- December 2024	1,358.30
12/31/2024	6100 NH DES:6...	Cash Match	-231.33
12/31/2024	6100 NH DES:6...	In Kind match for Coastal grant	-433.00
Total 6105 Coastal 2025			693.97
6152 NKT Riverfront Coastal Resilience			
12/31/2024	6100 NH DES:6...	Progress Billing - Newmarket Waterfront CRG #22-306-20 - December 2...	1,974.35
Total 6152 NKT Riverfront Coastal Resilience			1,974.35
6252 Cocheco River Plan			
12/31/2024	6100 NH DES:6...	Progress Billing - Cocheco River Mgmt Plan - 9/15/24-12/31/24	3,681.04
12/31/2024	6100 NH DES:6...	In Kind Match Cocheco River Mgmt Plan	-381.04
Total 6252 Cocheco River Plan			3,300.00
6253 Sunrise Lake			
12/31/2024	6100 NH DES:6...	Progress Billing - Sunrise Lake-RI-24-S-01 - 9/25-12/31/24	14,588.29
12/31/2024	6100 NH DES:6...	In Kind Match Sunrise Lake	-11,695.39
Total 6253 Sunrise Lake			2,892.90
6306 LSWP NOR SWP-374			
12/31/2024	6100 NH DES:6...	Progress Billing - LSWP - SWP-374 - December 2024	3,730.25
Total 6306 LSWP NOR SWP-374			3,730.25
Total 6100 NH DES			12,591.47
6500 DEPT OF SAFETY (OEM)			
6504 HMGP 4516 FAR HazMit			
12/31/2024	6500 DEPT OF ...	Progress Billing - Farmington HMGP4516 - December 2024	1,200.00

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Strafford Regional Planning Commission
Income by Customer
December 2024

Date	Name	Memo	Amount
12/31/2024	6500 DEPT OF ...	Farmington HMGP InKind Match	-120.00
Total 6504 HMGP 4516 FAR HazMit			1,080.00
6503 BRIC 21 MAD,NOR,ROC			
12/31/2024	6500 DEPT OF ...	Progress Billing - 23BRIC21 4393 Invoice Tracker - December 2024 -	5,500.00
12/31/2024	6500 DEPT OF ...	BRIC21 In Kind Match	-1,375.00
Total 6503 BRIC 21 MAD,NOR,ROC			4,125.00
6502 BRIC DUR MID MIL NOT STR			
12/22/2024	6500 DEPT OF ...	23BRIC20 4393 Progress Billing - December 2024	1,600.00
12/22/2024	6500 DEPT OF ...	BRIC20 In Kind Match	-400.00
Total 6502 BRIC DUR MID MIL NOT STR			1,200.00
Total 6500 DEPT OF SAFETY (OEM)			6,405.00
6600 CDFA-CDBG Grant Administration			
6602 CDBG Gafney Home			
12/31/2024	6600 CDFA-CD...	Progress Billing - Gafney Home - Sep-Dec 2024	2,726.43
Total 6602 CDBG Gafney Home			2,726.43
6603 CDBG Somersworth YMCA			
12/31/2024	6600 CDFA-CD...	Progress Billing - SOM YMCA - December 2024	3,091.55
Total 6603 CDBG Somersworth YMCA			3,091.55
Total 6600 CDFA-CDBG Grant Administration			5,817.98
7000 ECONOMIC DEVELOPMENT ADMINISTRATION			
7004 EDA FY 25-27			
12/31/2024	7000 ECONOMI...	Progress Billing EDD Planning Partnership ED24PHI0G0490 FY25-27 - ...	14,690.52
12/31/2024	7000 ECONOMI...	Cash Match	-1,797.29
12/31/2024	7000 ECONOMI...	In Kind Match	-5,704.16
Total 7004 EDA FY 25-27			7,189.07
Total 7000 ECONOMIC DEVELOPMENT ADMINISTRATION			7,189.07
7100 EPA			
7111 Brownfields 24-28			
12/31/2024	7100 EPA:7111 ...	Brownfields 24-28 Progress Billing - December 2024	4,739.18
Total 7111 Brownfields 24-28			4,739.18
Total 7100 EPA			4,739.18
7200 HUD			
7201 HUD EDI Regional Plan			

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Strafford Regional Planning Commission
Income by Customer
December 2024

Date	Name	Memo	Amount
12/31/2024	7200 HUD:7201...	Progress Billing - HUD B-22-CP-NH-0567 - December 2024	23,652.31
Total 7201 HUD EDI Regional Plan			23,652.31
Total 7200 HUD			23,652.31
7300 USDA			
7301 USDA CF TAT			
12/31/2024	7300 USDA:730...	Progress Billing - USDA FY23 RD CF TAT - Nov-Dec 2024	25,868.93
12/31/2024	7300 USDA:730...	Cash Match	-686.72
Total 7301 USDA CF TAT			25,182.21
Total 7300 USDA			25,182.21
8000 DOT UPWP			
8002 UPWP 24-25			
12/31/2024	8000 DOT UPW...	Progress Billing - UPWP - December 2024	57,263.18
12/31/2024	8000 DOT UPW...	10% Matching Funds	-5,726.32
Total 8002 UPWP 24-25			51,536.86
Total 8000 DOT UPWP			51,536.86
TOTAL			**205,576.51**

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Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July through December 2024

	Jul - Dec 24	Budget	$ Over Budget
Ordinary Income/Expense			
Income			
SRPC Membership Dues	69,333.15	69,333.00	0.15
SRPC Revenue			
Municipal and NonProfit Revenue			
3304 DOV HOP	26,001.61	25,910.00	91.61
3501 FAR Circuit Rider	35,102.46	35,000.02	102.44
3506 FAR Tax Maps FY23	1,598.71	1,575.00	23.71
3507 FAR HOP Grant	17,105.96	17,105.00	0.96
3903 MIL CWSRF	21,568.61	24,000.00	-2,431.39
4004 NDU Housing and Land Use	7,438.61	7,358.00	80.61
4105 NKT HOP1 MP Housing	687.14	687.00	0.14
4106 NKT MP Other	30,765.06	32,499.98	-1,734.92
4107 NKT HOP3 Form Based Code	37,480.59	37,480.00	0.59
4201 NORPlanning Services	13,195.00	15,000.00	-1,805.00
4301 NOT Circuit Rider	16,395.65	9,999.98	6,395.67
4403 ROC Rec Chapter	9,967.41	9,350.00	617.41
460x SOM Tax Maps	0.00	285.71	-285.71
4605 SOM MP and Audit	8,356.90	8,357.00	-0.10
470x STR Tax Maps	0.00	285.71	-285.71
4701 Strafford Circuit Rider	23,503.90	18,000.00	5,503.90
4801 WAK Circuit Rider	2,922.50	3,750.00	-827.50
4803 WAK NBRC Union Hotel	0.00	750.00	-750.00
5002 NHARPC Administration	4,000.00	4,000.00	0.00
5091 SMPDC InterReg Housing	2,317.34	4,142.84	-1,825.50
5121 NHCF GB2030 Milton Watersh	39,398.58	35,000.02	4,398.56
5122 GB Signage	9,556.85	27,000.00	-17,443.15
5310 LRAC Mapping	2,441.74	2,290.00	151.74
5501 GIS Projects	0.00	1.00	-1.00
Total Municipal and NonProfit Revenue	311,830.38	319,827.26	-7,996.88
Total SRPC Revenue	311,830.38	319,827.26	-7,996.88 [2]
Federal Agencies Incl EDD			
7004 EDD Partnership	68,756.67	69,999.98	-1,243.31
7111 EPA Brownfields FY24-28	65,122.44	67,650.00	-2,527.56
7201 HUD EDI CDS	69,417.21	228,206.48	-158,789.27
7301 USDA RD-FAR MIL	51,628.32	73,769.02	-22,140.70
Total Federal Agencies Incl EDD	254,924.64	439,625.48	-184,700.84 [3]
State Award Revenue			
Dept of Bus & Econ Affairs			
6004 TBG 24-25	11,505.12	5,555.48	5,949.64
Total Dept of Bus & Econ Affairs	11,505.12	5,555.48	5,949.64
NHDES			

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Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July through December 2024

	Jul - Dec 24	Budget	$ Over Budget
6105 Coastal TA 2025	9,464.20	15,000.00	-5,535.80
6152 NKT Riverfront CRG	28,578.39	16,791.00	11,787.39
6153 PREPARE	0.00	3,333.34	-3,333.34
6154 5YR CFRS Update	0.00	849.98	-849.98
6252 Cocheco River Mgmt Plan	3,681.04	2,350.00	1,331.04
6253 Sunrise Lake	14,588.29	5,571.42	9,016.87
6306 LSWP NOR SWP-374	11,614.42	16,329.25	-4,714.83
Total NHDES	67,926.34	60,224.99	7,701.35
UNH			
5206 UNH-GREAT BAY ADAPTS	6,686.31	1,500.00	5,186.31
5207 UNH-PREPA DOV NRI	7,263.75	6,500.00	763.75
5208 UNH PREPA-LEE NRI	6,569.58	6,500.00	69.58
5209 UNH PREPA-SOM NAT RES MP	6,827.23	6,816.00	11.23
5210 Evolve CAW Practice	4,522.94	5,000.02	-477.08
Total UNH	31,869.81	26,316.02	5,553.79
CDFA			
6602 CDBG Gafney	3,276.57	1,000.00	2,276.57
6603 CDBG SOM YMCA	8,291.90	7,500.00	791.90
Total CDFA	11,568.47	8,500.00	3,068.47
6802 NHHA Housing Navigator	47,801.95	47,750.00	51.95
Pre-Disaster Mitigation			
6502 BRIC20	6,341.65	6,592.00	-250.35
6503 BRIC21 MAD NOR ROC	12,100.00	9,800.02	2,299.98
6504 HAZMIT FAR 4516	6,000.00	4,363.62	1,636.38
Total Pre-Disaster Mitigation	24,441.65	20,755.64	3,686.01
Total State Award Revenue	195,113.34	169,102.13	26,011.21 4
MPO Revenue			
NH DOT			
8002 UPWP 24-25	387,893.06	408,441.98	-20,548.92
8101 COAST/CMAQ	655.84	3,125.02	-2,469.18
Total NH DOT	388,548.90	411,567.00	-23,018.10
Total MPO Revenue	388,548.90	411,567.00	-23,018.10 5
Contra Income Cash Match			
4403 Cash Match ROC Rec Chapter	-1,153.16	-900.00	-253.16
EDD Cash Match	-9,048.96	-8,752.00	-296.96
7301 USDA Cash Match	0.00	-723.98	723.98
7301 USDA Town Cash Match	0.00	-1,449.98	1,449.98
Coastal Cash Match	-1,742.81	-2,498.00	755.19

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Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July through December 2024

	Jul - Dec 24	Budget	$ Over Budget
USDA Cash Match	-1,290.12	0.00	-1,290.12
DOT Cash Match	-38,789.32	-40,844.02	2,054.70
Cash Match CommuteSmart	-131.17	-624.98	493.81
Safe Streets Cash Match	-7,750.00	0.00	-7,750.00
Total Contra Income Cash Match	-59,905.54	-55,792.96	-4,112.58
Contra Income InKind/Soft Match			
IK Cocheco River Mgmt	-381.04	-307.16	-73.88
5091 SMPDC Hsg IK Match	0.00	-571.42	571.42
In-Kind EDD Match	-23,511.88	-26,250.00	2,738.12
In-Kind Coastal Match	-2,492.94	-5,000.02	2,507.08
IK LSWP	-969.92	0.00	-969.92
BRIC20 IK Match	-1,585.41	-1,648.00	62.59
BRIC21 IK Match	-3,025.00	-2,450.02	-574.98
6504 FAR_NKT 4516 Haz Mit IK	-600.00	-436.38	-163.62
Total Contra Income InKind/Soft Match	-68,227.20	-36,663.00	-31,564.20
Total Income	1,087,605.53	1,316,998.91	-229,393.38
Gross Profit	1,087,605.53	1,316,998.91	-229,393.38 [1]
Expense			
Personnel Expenses			
Salary and Wages	562,414.73	552,457.50	9,957.23
Payroll Expenses			
PFML	2,701.78	3,334.00	-632.22
FSA Fees	0.00	836.02	-836.02
Dental insurance expense	4,314.57	4,263.00	51.57
Health incentive	340.20	0.00	340.20
Health Insurance expense	61,328.63	66,416.02	-5,087.39
Life Insurance expense	632.85	686.02	-53.17
LTD Insurance expense	334.00	330.00	4.00
STD insurance expense	1,491.24	1,473.00	18.24
Payroll Processing Fees	1,766.25	2,000.02	-233.77
Pension expense	15,916.15	16,219.50	-303.35
Unemployment expense	1,480.02	1,541.02	-61.00
Workers Compensation	935.52	992.02	-56.50
Payroll Taxes	42,366.31	42,613.50	-247.19
Total Payroll Expenses	133,607.52	140,704.12	-7,096.60
Dues and Subscriptions	2,614.76	2,159.48	455.28
Staff Training and Seminars	2,422.38	8,000.02	-5,577.64
Total Personnel Expenses	701,059.39	703,321.12	-2,261.73 [6]

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Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July through December 2024

	Jul - Dec 24	Budget	$ Over Budget
Equipment expense			
Copier Maintenance Contract	1,707.97	1,950.00	-242.03
Office furniture			
Computer equipment	1,701.39	2,812.50	-1,111.11
Office furniture - Other	0.00	500.02	-500.02
Total Office furniture	1,701.39	3,312.52	-1,611.13
Other Equipment Repair and Cost	0.00	249.98	-249.98
Software expense			
ArcInfo/View software	3,430.02	3,440.02	-10.00
Office Software	8,765.63	6,500.02	2,265.61 7
Total Software expense	12,195.65	9,940.04	2,255.61
Traffic Count Expenses			
Traffic counting supplies	1,731.96	1,500.00	231.96
Total Traffic Count Expenses	1,731.96	1,500.00	231.96
Transportation Databases	20,000.00	13,980.00	6,020.00 8
Total Equipment expense	37,336.97	30,932.54	6,404.43
Fixed Expenses			
Amortization-Building	14,051.22	0.00	14,051.22
Insurance			
Liability Insurance	4,647.00	0.00	4,647.00
Insurance - Other	0.00	4,647.00	-4,647.00
Total Insurance	4,647.00	4,647.00	0.00
Rent	436.36	15,000.00	-14,563.64 9
Vehicle Expenses	442.71	2,300.02	-1,857.31
Total Fixed Expenses	21,886.45	21,947.02	-60.57
Communications			
Media Outreach Expense	136.45	500.02	-363.57
Office Telephone System	0.00	457.50	-457.50
Postage and Delivery	876.32	600.00	276.32
Telephone and Internet	2,289.58	2,100.00	189.58
Website maintenance and updates	626.28	642.52	-16.24
Total Communications	3,928.63	4,300.04	-371.41
Administrative			
Library & Planning Books	-213.00	0.00	-213.00
Meetings Expense	-287.42	1,749.98	-2,037.40

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Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July through December 2024

	Jul - Dec 24	Budget	$ Over Budget
Office Expense	1,560.44	5,000.02	-3,439.58
Office Supplies	1,299.18	2,000.02	-700.84
Printing and Reproduction	902.89	750.00	152.89
Professional Fees			
Accounting, Audit	15,000.00	9,000.00	6,000.00 [10]
Legal Fees	0.00	2,000.02	-2,000.02
Total Professional Fees	15,000.00	11,000.02	3,999.98
Travel & Ent			
Travel	4,875.43	5,000.02	-124.59
Total Travel & Ent	4,875.43	5,000.02	-124.59
Total Administrative	23,266.77	25,500.06	-2,233.29
Contract Labor			
IT and Network support	10,989.18	9,999.98	989.20
Pass Through Expense			
3507 FAR HOP Consultant	30,007.55	17,007.00	13,000.55
3903 MIL CWSRF Consultant	19,105.22	18,666.68	438.54
4107 NKT HOP3 Form Based Code	28,250.00	28,250.00	0.00
5121 GB2030 MIL Water Engineer	24,659.70	27,500.02	-2,840.32
5122 GB2030 Sign Contract Plan	6,192.00	8,130.00	-1,938.00
5122 GB2030 Sign-UNH Production	0.00	2,922.00	-2,922.00
5207 DOV PREPA Consultant	6,250.00	6,250.00	0.00
5208 LEE PREPA Consultant	6,000.00	6,000.00	0.00
6152 NKT CRG Exp & Planner	7,537.50	7,500.00	37.50
6152 NKT CRG Engineer	0.00	8,000.02	-8,000.02
6253 Sunrise Lake Engineer	0.00	4,571.42	-4,571.42
7111 EPA Brownfields Consultant	58,734.79	63,500.02	-4,765.23
7201 HUD EDI CDS RPC Exp	52,772.22	191,625.00	-138,852.78
7301 USDA RD FAR MIL Consultant	39,421.06	60,450.00	-21,028.94
NHDOT Consultant	9,294.18	35,000.02	-25,705.84
Total Pass Through Expense	288,249.21	485,372.18	-197,122.97 [11]
Total Contract Labor	299,238.39	495,372.16	-196,133.77
Total Expense	1,086,716.60	1,281,372.94	-194,656.34
Net Ordinary Income	888.93	35,625.97	-34,737.04
Other Income/Expense			
Other Income			
Interest Income	134.50	50.02	84.48
Total Other Income	134.50	50.02	84.48

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Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July through December 2024

	Jul - Dec 24	Budget	$ Over Budget
Net Other Income	134.50	50.02	84.48
Net Income	**1,023.43**	**35,675.99**	**-34,652.56**

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July through December 2024

1. Revenues: Differences are mostly attributable to the timing of project work performed versus budgeting on an even monthly basis for the months the contract is in effect. Many projects are task-based and cannot be billed until a specified percentage of task completion, which may not coincide with the monthly budget revenue spread. Billing is also contingent upon receipt of contractor invoices for several projects, where SRPC administration of the project is minimal. Also keep in mind that the gross revenue figures include any match requirements for each project. This budget report reflects the adopted mid-year budget figures.

2. Municipal Revenue: The majority of the HOP grants concluded in July (#3507, 4004, 4105, 4107, 4605). The DOV HOP is extended through December of this year. MIL CWSRF was first billed in October, but budgeted to begin in September. The SMPDC contract was first billed in December. GB Signage is paid in advance, and all funds are expected to be spent down by the end of the contract period.

3. Federal Agency Revenue: The EPA Brownfields, HUD and USDA grants are mainly contingent on the receipt of contractor invoices.

4. State Award Revenue: Work on the PREPARE and NH DES 5YR CFRS Update have not begun yet. A contractor was hired in August to work on the NKT Riverfront CRG. Work on the UNH Evolve CAW Practice started in October, but was budgeted to start in July. Under Pre-Disaster Mitigation, the FAR HazMit 4516 started in September (budgeted to start in July).

5. MPO Revenue: Funds for the UPWP and COAST are expected to be spent fully during this second year of the contracts.

6. Personnel: Salaries and Wages were spread evenly over the 12-month period. Actual utilization of interns may not coincide with the monthly budgeting of these salaries. Health benefits and Pension expense were estimated and may not reflect actual staff utilization.

7. Office Software: In July, a $3,391 one-time purchase of Foxit was made to replace Adobe, and SkinnyApps was purchased for $550 and will be paid by UPWP.

8. Transportation Database: The INRIX dataset was budgeted over 12 months and may not coincide with actual invoices. The actual invoice was paid September in a lump sum payment of $20,000.

9. Fixed Expense: See Balance Sheet note, Right of Use Asset to explain Amortization and Rent variances to budget. All lease payments were budgeted as Rent, rather than being split out.

10. Accounting and Audit: Audit costs are budgeted evenly for all 12 months and may not coincide with the actual payment of invoices.

11. Pass Through Expenses: These expenses are contingent upon receipt of contractor invoices. Costs are distributed evenly over the course of the year and may not agree with the timing of actual costs, invoices received, or actual contract start dates.

STRAFFORD
Regional Planning Commission

Emergency Succession Plan

Adopted: January 20, 2017
Revised: February 16, 2018
Revised: January 18, 2019
Revised February 21, 2020
Revised March 18, 2022
Revised March 17, 2023
DRAFT February 21, 2025

Certification

The Executive Committee of the Strafford Regional Planning Commission (EC-SRPC) approved this document at their February 21, 2025 meeting.

Katrin Kasper, Chair	Date

The following named staff acknowledge their assigned roles and responsibilities:

Jennifer Czysz, Executive Director	Date
Kyle Pimental, Assistant Director Designated Acting Executive Director	Date
Colin Lentz, Principal Transportation Planner Designated Back-Up Acting Executive Director	Date
Kathy Foster, Financial Manager Designated Support Staff to Acting Executive Director	Date
Megan Taylor-Fetter, Office Coordinator Designated Support Staff to Acting Executive Director	Date

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This document was developed by the Center for Nonprofit Advancement.
www.nonprofitadvancement.org

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

Introduction

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

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

Authority

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

Temporary, Unplanned Absence: Short Term

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

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

The EC-SRPC should appoint the highest-ranking staff member to be Acting Executive Director. At the time this plan was re-approved, the highest-ranking staff member was Kyle Pimental, Assistant Director. If the Acting Executive Director is new to their position and fairly inexperienced with the organization (having been here less than three years) or has a full schedule of commitments related to their normal assignments and responsibilities, the EC-SRPC may opt to name one or more program managers, back-up appointees, to the Acting Executive Director position. At the time of re-approval, the back-up appointee is Colin Lentz, Principal Transportation Planner.

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

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

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

Authority of the Acting Executive Director

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

EC-SRPC Oversight and Responsibilities

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

Communication Plan

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

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

Completion of Short-Term Emergency Succession Period

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

Temporary, Unplanned Absence: Long Term

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

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

Completion of Long-Term Emergency Succession Period

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

Permanent Change in Executive Director

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

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

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

Checklist for Acceptance of All Emergency Succession Plans

☐ **Succession Plan Approval**

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

☐ **Signatories**

The plan shall be signed by the Chair of the EC-SRPC, the Executive Director, the designated Acting Executive Director, the designated back-up appointees, and listed support staff.

☐ **Organizational Charts**

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

☐ **Important Organizational Information**

The SRPC Information and Contact Inventory presented in Appendix D has been updated and is current as of February 21, 2025. The completed form will be kept off-site by the SRPC Executive Director, Acting Executive Director, Back-up Acting Executive Director, Financial Manager, SRPC Chair, and SRPC Secretary/Treasurer.

Appendix A – Executive Director Job Description

Description

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

Responsibilities

In program development and administration the Executive Director will:

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

In communications the Executive Director will:

- Promote active and broad participation by the Commissioners in the organization’s work.
- Keep the Executive Committee fully informed on the condition of the organization and influencing factors.
- Be responsive to the inquiries and directions of the Commission and the Executive Committee.
- Represent the programs and point of view of the organization to agencies, organizations, elected and appointed officials, the general public, and the media.
- Establish working relationships and cooperative agreements with government and nonprofit organizations and with community groups.

- Interact with federal, state, and local funders; partners; and the general public to understand their issues, needs, and priorities.
- Oversee the communications of the Commission by scheduled publication of its activities, programs, vision, value statement, reports, and accomplishments.

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

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

Accountability
The Executive Director is the sole employee in whose hiring and management the Commissioners are involved. The Executive Director works under the general guidance of the Executive Committee of the Strafford Regional Planning Commission (EC-SRPC) in accordance with the Commission's bylaws, budget, and work programs and policies. Work is conducted according to legal requirements, AICP ethics, accepted standards for planning and data management, and general business standards. The EC-SRPC regularly provides oversight and direction to the Executive Director.
Required Skills and Experience
- At least ten years of experience in the planning profession showing career progression with increasing supervisory and management responsibilities.
- At least five years of experience in the successful management of people, budgets, and projects.
- Certification through the American Institute of Certified Planners.
- Understanding of public governance: regulatory, legislative, procedural, and public

interest.
- Excellent verbal and written communication skills.
- Success in carrying out collaborative projects, facilitating processes, and public engagement.
- Ability to articulate complex and technical planning issues in plain language.
- Excellent grant and contract management skills.

Education

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

Appendix B – Acting Executive Director Responsibilities

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

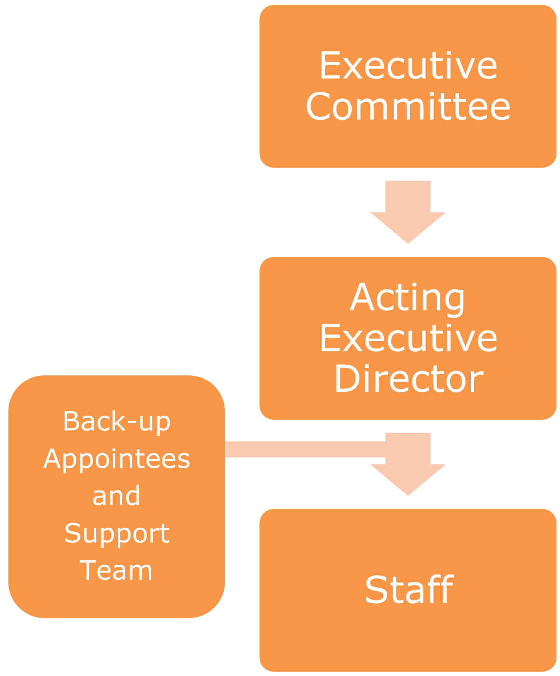
- Assume lead staff responsibility for organizing and/or attending SRPC Executive Committee, Commission, and Policy Committee meetings.
- Represent SRPC at statewide RPC directors' meetings and NHARPC meetings
- Review and approval of weekly timesheets
- Mileage and expense reimbursement requests review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

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

Appendix C – Organization Charts

Normal Organizational Flow

Emergency Organizational Flow

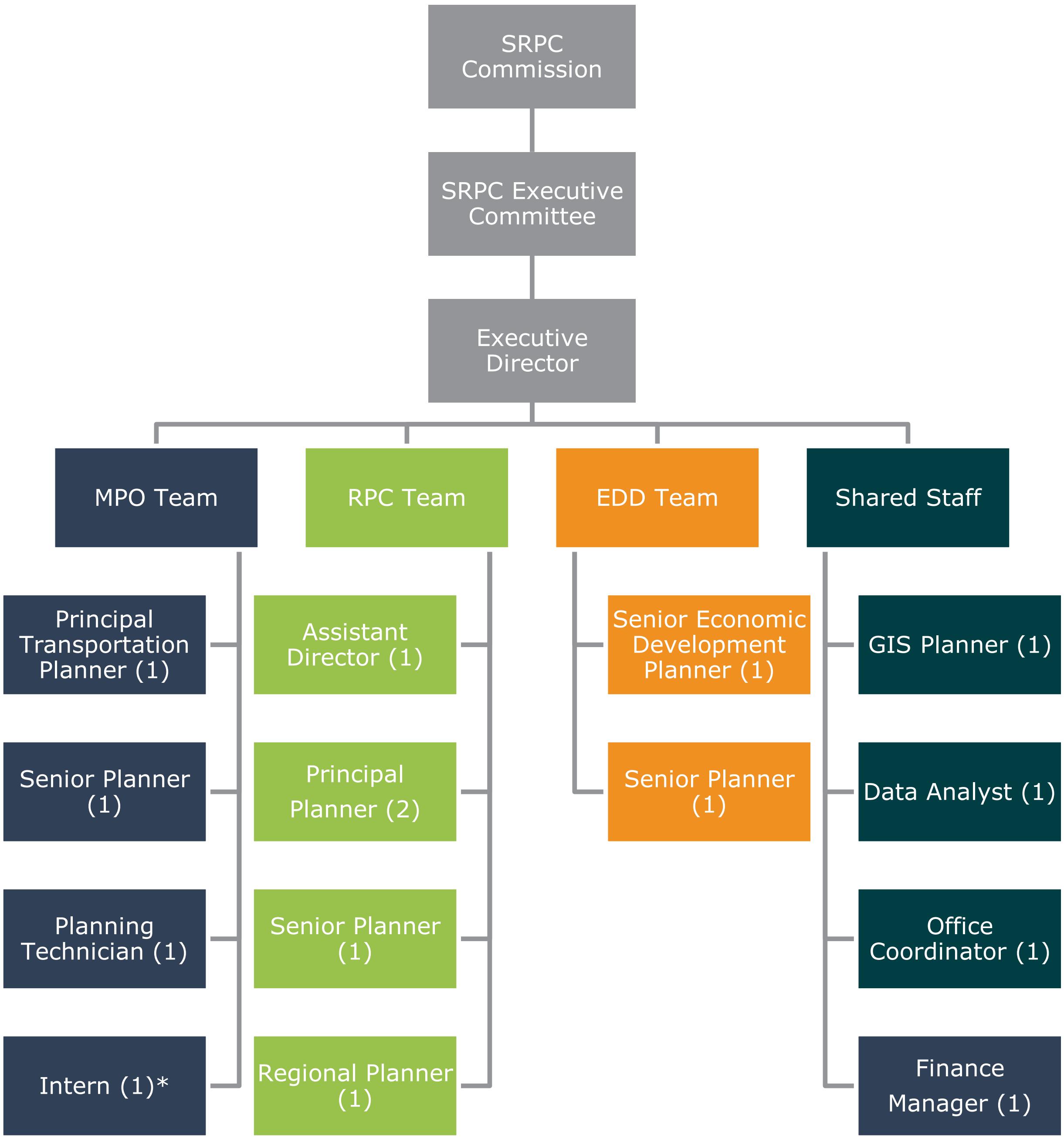


Current Staffing

- Jennifer Czysz, Executive Director (RPC, MPO, EDD)
- Kyle Pimental, Assistant Director (RPC program manager)
- Colin Lentz, Principal Transportation Planner (MPO program manager)
- Blair Haney, Principal Regional Planner (RPC)
- Lisa Murphy, Senior Regional Planner (RPC)
- Kerrie Diers, PT Principal Project Planner (RPC)
- Owen Corcoran, Regional Planner (RPC)
- Michael Polizzotti, Senior Economic Development Planner (EDD)
- Natalie Moles, PT Senior Regional Planner (EDD)
- Mark Davie, Senior Regional Planner (MPO, RPC)
- Rachel Dewey, Senior Data Analyst (MPO)
- Stephen Geis, Senior Planning Technician (MPO)
- Jackson Rand, Senior GIS Planner (RPC, MPO, EDD)
- Kathy Foster, PT Financial Manager (RPC, MPO, EDD)
- Megan Taylor-Fetter, Office Coordinator (RPC, MPO, EDD)
- Interns, as needed (RPC, MPO, EDD)*

*Temporary or grant funded positions
PT – Part Time Employees, 16-32 hours per week

SRPC Organizational Chart



*Temporary or grant funded positions

Appendix D – SRPC Information and Contact Inventory

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

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

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

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

Office safe or offsite safe:

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

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

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

Auditor:
Contact Name:
Phone Number/Email:
Function:

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

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

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

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

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

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

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

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

Computers, Software Vendor:
Contact Name:
Phone Number/Email:
Function:

UPWP Equipment Vendor:
Contact Name:
Phone Number/Email:
Function:

Insurance Information
General Liability/Commercial Umbrella:
Company/Underwriter:
Policy Number:
Representative Phone Number/Email:
Broker Phone Number/Email:
Renewal Date:
Function:

Directors & Officers Liability:
Company/Underwriter:
Policy Number:
Representative Phone Number/Email:
Broker Phone Number/Email:
Renewal Date:
Function:

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

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

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

Disability Insurance Short Term:
Company/Underwriter:
Policy Number:
Representative Phone Number/Email:
Broker Phone Number/Email:
Renewal Date:
Function:

Disability Insurance Long Term:
Company/Underwriter:
Policy Number:
Representative Phone Number/Email:
Broker Phone Number/Email:
Renewal Date:
Function:

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

Long Term Care Insurance:
Company/Underwriter:
Policy Number:
Representative Phone Number/Email:
Broker Phone Number/Email:
Renewal Date:
Function:

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

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

Date of Completion for SRPC Information and Contact Inventory:

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

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

Profit & Loss by Job - FY2025 Q2	Revenue	- Expenses			= Net	+ Otr $ Applied	= Proj Income	- Ind Applied to Proj	= Profitability by Job	
Job	**Project Revenue**	**Salary and Wages**	**Direct Costs**	**TOTAL Expenses**	**Net Ordinary Income**	**Dues + Cash***	**Project Income**	**Indirect**	**Project Profitability**	**Explanation**
1000 Indirect Administration	0	188798.52	203710.33	392508.85	-392508.85		$0.00	($417,067.79)	$24,558.94	Rate is operating at 105%, below the approved rate of 112%
2000 LTA (Local Technical Assistance)	69333.15	1446.83	2405.64	3852.47	65480.68	-59905.54	$9,427.61	1615.1	$3,960.04	
3304 Dover HOP Audit & Ordinance	25913.29	12277.49	18.76	12296.25	13617.04		$25,913.29	13705.36	($88.32)	
3500 Town of Farmington - Other - USDA MATCH	1450	0	0	0	1450		$1,450.00	0	$1,450.00	accounting, Match to the USDA grant
3501 FAR Circuit Rider	35102.46	21295.68	259.96	21555.64	13546.82		$35,102.46	23772.37	($10,225.55)	rate, project bills at a fixed rate below actuals
3506 Farmington Tax Maps	1575	727.12	0	727.12	847.88		$1,575.00	811.68	$36.20	
3507 FAR HOP Grant	17105.96	46.5	20007.55	20054.05	-2948.09		$17,105.96	51.91	($3,000.00)	accounting, Town directly paid $3000 for additional consultant cos
3802 MID 2025 Zoning Updates	2025.76	65.27	0	65.27	1960.49		$2,025.76	72.86	$1,887.63	
3900 Town of Milton - Other - USDA MATCH	1450	0	0	0	1450		$1,450.00	0	$1,450.00	accounting, Match to the USDA grant
3903 Milton Nitrogen CWSRF	21568.61	1164.01	19105.22	20269.23	1299.38		$21,568.61	1299.38	$0.00	
4004 NDU HOP (Hsg, LU, Vision)	7358.05	3506.68	17.42	3524.1	3833.95		$7,358.05	3914.51	($80.56)	over budget, final balance
4105 NKT HOP1 MP Housing	687.14	324.69	0	324.69	362.45		$687.14	362.45	$0.00	
4106 NKT MP Other	30765.06	14346.45	403.67	14750.12	16014.94		$30,765.06	16014.94	$0.00	
4107 NKT HOP 3 FORM BASED CODE	37480.59	4326.21	28325.04	32651.25	4829.34		$37,480.59	4829.35	($0.01)	
4201 NOR Circuit Rider	13195	7370.4	0	7370.4	5824.6		$13,195.00	8227.58	($2,402.98)	rate, project bills at a fixed rate below actuals
4301 NOT Circuit Rider	16395.65	9655.09	241.2	9896.29	6499.36		$16,395.65	10777.98	($4,278.62)	rate, project bills at a fixed rate below actuals
4403 ROC Rec MP	6406.31	4709.83	0	4709.83	1696.48	1153.16	$7,559.47	5257.58	($2,407.94)	over budget, final balance
4605 SOM MP & Audit	8356.9	3948.83	0	3948.83	4408.07		$8,356.90	4408.08	($0.01)	
4701 Strafford Circuit Rider	23503.9	10974.66	281.4	11256.06	12247.84		$23,503.90	12251.01	($3.17)	
4801 Wakefield Circuit Rider	2922.5	2248.51	0	2248.51	673.99		$2,922.50	2510.01	($1,836.02)	rate, project bills at a fixed rate below actuals
4803 WAK NBRC Union Hotel Grant Admin	0	174.04	0	174.04	-174.04		$0.00	194.28	($368.32)	timing, will be billed when more costs are incurred
5002 NHARPC Administration	4000	2246.09	46.9	2292.99	1707.01		$4,000.00	2507.31	($800.30)	timing, contract pays 2x per year
5091 SMPDC JLU Housing	2317.34	1095	0	1095	1222.34		$2,317.34	1222.35	($0.01)	
5121 NHCF MIL 3 Ponds	35286.9	4697.54	25345.49	30043.03	5243.87		$35,286.90	5243.86	$0.01	
5122 NHCF GB Signage	9556.85	1589.97	6192	7781.97	1774.88		$9,556.85	1774.88	$0.00	
5206 Great Bay Adapts	6686.31	3146.77	26.8	3173.57	3512.74		$6,686.31	3512.74	$0.00	
5207 UNH PREPA DOV NRI	6733.59	519.65	6250	6769.65	-36.06		$6,733.59	580.09	($616.15)	over budget, final balance
5208 UNH PREPA LEE NRI	6146.69	396.55	6019.43	6415.98	-269.29		$6,146.69	442.67	($711.96)	over budget, final balance
5209 UNH PREPA SOM NR MP	6815.78	3215.88	32.16	3248.04	3567.74		$6,815.78	3589.89	($22.15)	over budget, final balance
5210 GB 2030 CAW Evolve Our Practice	4522.94	2137.19	0	2137.19	2385.75		$4,522.94	2385.75	$0.00	
5311 LRAC Static & Online View Maps	2441.74	1153.83	120	1273.83	1167.91		$2,441.74	1288.02	($120.11)	timing, will be billed when more costs are incurred
6004 FY2024-2025 TBG	11111	5442.6	13.4	5456	5655		$11,111.00	6075.57	($420.57)	over budget, final balance
6104 Coastal 24	0	103.75	0	103.75	-103.75		$0.00	115.82	($219.57)	accounting, costs billed to prior contract
6105 Coastal 2025	5228.45	3294.08	0	3294.08	1934.37	1742.81	$6,971.26	3677.18	$0.00	
6152 NKT Riverfront Coastal Resilience	8724.45	560.86	7537.5	8098.36	626.09		$8,724.45	626.09	$0.00	
6154 Coastal Flood Risk Summary	0	232.5	27.47	259.97	-259.97		$0.00	259.54	($519.51)	timing, will be billed when more costs are incurred
6252 Cocheco River Plan	3300	1528.88	0	1528.88	1771.12		$3,300.00	1706.69	$64.43	
6253 Sunrise Lake	2892.9	1362.53	9.38	1371.91	1520.99		$2,892.90	1520.99	$0.00	
6306 LSWP NOR SWP-374	10644.5	6026.29	339.36	6365.65	4278.85		$10,644.50	6727.15	($2,448.30)	task based, currently running over budget
6502 DUR BRIC20 HazMit	124.99		0	0	124.99		$124.99	0	$124.99	task based, final task under budget, prior work in FY24 over budget
6502 MID BRIC20 HazMit Plan	1500	182.69	0	182.69	1317.31		$1,500.00	203.94	$1,113.37	task based, currently running under budget
6502 MIL BRIC20 Hazmit Plan	375	252.38	0	252.38	122.62		$375.00	281.73	($159.11)	task based, currently running over budget
6502 NOT BRIC20 HazMit Plan	1125	87.02	0	87.02	1037.98		$1,125.00	97.14	$940.84	task based, currently running under budget
6502 STR BRIC20 HazMit Plan	1631.25	48.08	0	48.08	1583.17		$1,631.25	53.67	$1,529.50	task based, currently running under budget
6503.1 MAD BRIC21 HazMit Plan	4500	3023.99	77.72	3101.71	1398.29		$4,500.00	3375.68	($1,977.39)	task based, currently running over budget
6503.2 NOR BRIC21 HazMit Plan	1875	2064.68	0	2064.68	-189.68		$1,875.00	2304.8	($2,494.48)	task based, currently running over budget
6503.3 ROC BRIC21 HazMit Plan	2700	3153.73	0	3153.73	-453.73		$2,700.00	3520.51	($3,974.24)	task based, currently running over budget
6504 HMGP 4516 FAR HazMit	5400	1352.82	4.69	1357.51	4042.49		$5,400.00	1510.15	$2,532.34	task based, currently running under budget
6505 NKT HMGP 4516	0	807.67	0	807.67	-807.67		$0.00	901.6	($1,709.27)	task based, currently running over budget
6602 CDBG Gafney Home	3276.57	915.7	0	915.7	2360.87		$3,276.57	1022.2	$1,338.67	timing, revenue includes costs incurred in FY2024
6603 CDBG Somersworth YMCA	8291.9	3319.7	0	3319.7	4972.2		$8,291.90	3705.78	$1,266.42	timing, revenue includes costs incurred in FY2024
6802 Housing Navigator	47748.96	17796.61	10138.98	27935.59	19813.37		$47,748.96	19866.36	($52.99)	over budget, final balance

Profit & Loss by Job - FY2025 Q2	Revenue	- Expenses			= Net	+ Otr $ Applied	= Proj Income	- Ind Applied to Proj	= Profitability by Job	
Job	**Project Revenue**	**Salary and Wages**	**Direct Costs**	**TOTAL Expenses**	**Net Ordinary Income**	**Dues + Cash***	**Project Income**	**Indirect**	**Project Profitability**	**Explanation**
7003 EDA FY22	0	163.13	0	163.13	-163.13		$0.00	182.1	($345.23)	accounting, costs billed to prior contract
7004 EDA FY 25-27	36195.83	20929.65	951.37	21881.02	14314.81	9048.96	$45,244.79	23363.77	$0.00	
7111 Brownfields 24-28	65122.44	3018.35	58734.79	61753.14	3369.3		$65,122.44	3369.38	($0.08)	rounding
7201 HUD EDI Regional Plan	69417.21	7865.15	52772.22	60637.37	8779.84		$69,417.21	8779.87	($0.03)	rounding
7301 USDA CF TAT	47438.2	4375.43	39468.63	43844.06	3594.14	1290.12	$48,728.32	4884.29	($0.03)	rounding
8001.405 Equipment	0	0	83.12	83.12	-83.12		$0.00	0	($83.12)	accounting, costs billed to prior contract
8002.100 Administration	32661.49	16200.48	2005.47	18205.95	14455.54	3629.05	$36,290.54	18084.6	($0.01)	rounding
8002.200 UPWP Policy & Planning	73460	33833.4	10020.59	43853.99	29606.01	8162.22	$81,622.22	37768.22	$0.01	rounding
8002.300 UPWP Public Involvement	36162.48	18853.11	281.7	19134.81	17027.67	4018.05	$40,180.53	21045.73	($0.01)	rounding
8002.400 UPWP Plan Support	150804.95	68481.3	22634.09	91115.39	59689.56	16756.12	$167,561.07	76445.68	$0.00	rounding
8002.500 UPWP Technical Assistance	47384.22	24692.49	392.42	25084.91	22299.31	5264.92	$52,649.14	27564.23	$0.00	rounding
8002.600 UPWP Other Activities	8630.6	4531.28	0	4531.28	4099.32	958.96	$9,589.56	5058.27	$0.01	rounding
8101 CommuteSmart Seacoast	524.67	309.12	0	309.12	215.55	131.17	$655.84	345.07	$1.65	
8102 Safe Streets For All	-7750	0	0	0	-7750	7750	$0.00	0	$0.00	
TOTAL	**1,087,605.53**	**562,414.73**	**524,301.87**	**1,086,716.60**	**888.93**	**-**	**1,087,605.53**	**(0.00)**	**888.93**	**-**

STRAFFORD
Regional Planning Commission

February 21, 2025

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

RE: February 2025 Minor Revisions to the 2023-2026 TIP

Dear Mr. Watson:

The Strafford Regional Planning Commission (SRPC) staff has received a request to approve the February 2025 Minor Revisions to Strafford Metropolitan Planning Organization's approved 2023-2026 Transportation Improvement Program (TIP).

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

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

The Executive Director recommends the approval of the following Administrative Modifications to the 2023-2026 TIP as proposed.

Sincerely,

Jennifer Czysz, AICP
Executive Director

STRAFFORD REGIONAL PLANNING COMMISSION
150 Wakefield Street, Suite 12, Rochester, NH 03867
Barrington | Brookfield | Dover Durham Farmington | Lee | Madbury | Middleton | Milton | New Durham Newmarket | Northwood | Nottingham | Rochester Rollinsford | Somersworth | Strafford | Wakefield

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New Hampshire DOT Department of Transportation

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A7.M02.25

1/17/2025

Approved Dollars

DOVER - SOMERSWORTH - ROCHESTER (29604)

All Project Cost: **$53,185,373**

Route/Road/Entity: NH 108

Scope: NH108 Complete Sts improv (U-3 alt Ext 10 study) from Indian Brk Rd. to Innvtion Dr. (~ 5m)

Phase	Year	Federal	State	Other	Total	Funding
PE	2025	$1,210,000	$0	$0	$1,210,000	STBG-State Flexible, Toll Credit
PE	2026	$1,254,770	$0	$0	$1,254,770	STBG-State Flexible, Toll Credit
ROW	2025	$1,596,924	$0	$0	$1,596,924	STBG-State Flexible, Toll Credit
ROW	2026	$570,350	$0	$0	$570,350	STBG-State Flexible, Toll Credit
		$4,632,044	**$0**	**$0**	**$4,632,044**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** E-7 **RPC:** SRPC

Proposed Dollars

DOVER - SOMERSWORTH - ROCHESTER (29604)

All Project Cost: **$60,788,313**

Route/Road/Entity: NH 108

Scope: No Change

Phase	Year	Federal	State	Other	Total	Funding
PE	2026	$2,420,000	$0	$0	$2,420,000	STBG-State Flexible, Toll Credit
ROW	2026	$1,711,050	$0	$0	$1,711,050	STBG-State Flexible, Toll Credit
		$4,131,050	**$0**	**$0**	**$4,131,050**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** E-7 **RPC:** SRPC

Funding for Preliminary Engineering and Right-of-Way being shifted into 2026; inflation being removed.

New Hampshire DOT Department of Transportation

Revision Report

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A7.M02.25

1/17/2025

Approved Dollars

NORTHWOOD-NOTTINGHAM (41595)

All Project Cost: **$4,276,427**

Route/Road/Entity: RT 4 & 152

Scope: Intersection safety improvements to the US 4/NH 152 intersection

Phase	Year	Federal	State	Other	Total	Funding
PE	2023	$298,753	$0	$0	$298,753	National Highway Performance, Toll Credit
PE	2025	$194,734	$0	$0	$194,734	National Highway Performance, Toll Credit
ROW	2025	$129,823	$0	$0	$129,823	National Highway Performance, Toll Credit
		$623,311	**$0**	**$0**	**$623,311**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** ATT **RPC:** SRPC

Proposed Dollars

NORTHWOOD-NOTTINGHAM (41595)

All Project Cost: **$4,288,436**

Route/Road/Entity: RT 4 & 152

Scope: No Change

Phase	Year	Federal	State	Other	Total	Funding
PE	2023	$298,753	$0	$0	$298,753	National Highway Performance, Toll Credit
PE	2025	$201,939	$0	$0	$201,939	National Highway Performance, Toll Credit
ROW	2025	$134,627	$0	$0	$134,627	National Highway Performance, Toll Credit
		$635,319	**$0**	**$0**	**$635,319**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** ATT **RPC:** SRPC

Inflation reduction only

New Hampshire DOT Department of Transportation

Revision Report

Pending Approval

A7.M02.25

1/17/2025

Approved Dollars

PROGRAM (EV_INFRA)

All Project Cost: **$17,300,000**

Route/Road/Entity: Various

Scope: Electric Vehicle Infrastructure Program

Phase	Year	Federal	State	Other	Total	Funding
PE	2023	$346,000	$0	$0	$346,000	NEVI , Toll Credit
PE	2024	$263,500	$0	$0	$263,500	NEVI , Toll Credit
PE	2025	$346,000	$0	$0	$346,000	NEVI , Toll Credit
PE	2026	$346,000	$0	$0	$346,000	NEVI , Toll Credit
Construction	2025	$9,342,000	$0	$0	$9,342,000	NEVI , Toll Credit
Construction	2026	$3,114,000	$0	$0	$3,114,000	NEVI , Toll Credit
Other	2024	$82,500	$0	$0	$82,500	NEVI , Toll Credit
		$13,840,000	**$0**	**$0**	**$13,840,000**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** ATT **RPC:** Undetermined

Proposed Dollars

PROGRAM (EV_INFRA)

All Project Cost: **$17,300,000**

Route/Road/Entity: Various

Scope: No Change

Phase	Year	Federal	State	Other	Total	Funding
PE	2023	$880,000	$0	$0	$880,000	NEVI , Toll Credit
PE	2024	$44,000	$0	$0	$44,000	NEVI , Toll Credit
PE	2025	$935,000	$0	$0	$935,000	NEVI , Toll Credit
PE	2026	$20,500	$0	$0	$20,500	NEVI , Toll Credit
Construction	2024	$895,686	$0	$0	$895,686	NEVI , Toll Credit
Construction	2025	$3,850,000	$0	$0	$3,850,000	NEVI , Toll Credit
Construction	2026	$7,395,814	$0	$0	$7,395,814	NEVI , Toll Credit
Other	2024	$82,500	$0	$0	$82,500	NEVI , Toll Credit
Other	2025	$82,500	$0	$0	$82,500	NEVI , Toll Credit
		$14,186,000	**$0**	**$0**	**$14,186,000**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** ATT **RPC:** Undetermined

Shifting and decreasing funds in PE, Construction, and Other phases

Approved Dollars

PROGRAM (HSIP)

All Project Cost: **$260,992,509**

Route/Road/Entity: Various

Scope: HIGHWAY SAFETY IMPROVEMENT PROGRAM (HSIP)

Phase	Year	Federal	State	Other	Total	Funding
PE	2023	$2,000,000	$0	$0	$2,000,000	Highway Safety Improvement Program (HSIP), Toll Credit
PE	2024	$1,575,800	$0	$0	$1,575,800	Highway Safety Improvement Program (HSIP), Toll Credit
PE	2025	$2,000,000	$0	$0	$2,000,000	Highway Safety Improvement Program (HSIP), Toll Credit
PE	2026	$350,000	$0	$0	$350,000	Highway Safety Improvement Program (HSIP), Toll Credit
ROW	2023	$200,000	$0	$0	$200,000	Highway Safety Improvement Program (HSIP), Toll Credit
ROW	2025	$440,540	$0	$0	$440,540	Highway Safety Improvement Program (HSIP), Toll Credit
ROW	2026	$50,000	$0	$0	$50,000	Highway Safety Improvement Program (HSIP), Toll Credit
Construction	2023	$11,477,727	$0	$0	$11,477,727	Highway Safety Improvement Program (HSIP), Toll Credit
Construction	2024	$10,625,876	$0	$0	$10,625,876	Highway Safety Improvement Program (HSIP), Toll Credit
Construction	2025	$6,464,669	$0	$0	$6,464,669	Highway Safety Improvement Program (HSIP), Toll Credit
Construction	2026	$9,556,020	$0	$0	$9,556,020	Highway Safety Improvement Program (HSIP), Toll Credit
Other	2023	$770,000	$0	$0	$770,000	Highway Safety Improvement Program (HSIP), Toll Credit
Other	2024	$330,000	$0	$0	$330,000	Highway Safety Improvement Program (HSIP), Toll Credit
Other	2025	$675,000	$0	$0	$675,000	Highway Safety Improvement Program (HSIP), Toll Credit
Other	2026	$150,000	$0	$0	$150,000	Highway Safety Improvement Program (HSIP), Toll Credit
		$46,665,632	**$0**	**$0**	**$46,665,632**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** E-6 **RPC:** Undetermined

Proposed Dollars

PROGRAM (HSIP)

All Project Cost: **$285,351,209**

Route/Road/Entity: Various

Scope: No Change

Phase	Year	Federal	State	Other	Total	Funding
PE	2023	$2,000,000	$0	$0	$2,000,000	Highway Safety Improvement Program (HSIP), Toll Credit
PE	2024	$1,575,800	$0	$0	$1,575,800	Highway Safety Improvement Program (HSIP), Toll Credit
PE	2025	$2,000,000	$0	$0	$2,000,000	Highway Safety Improvement Program (HSIP), Toll Credit
PE	2026	$350,000	$0	$0	$350,000	Highway Safety Improvement Program (HSIP), Toll Credit
ROW	2023	$200,000	$0	$0	$200,000	Highway Safety Improvement Program (HSIP), Toll Credit
ROW	2025	$440,540	$0	$0	$440,540	Highway Safety Improvement Program (HSIP), Toll Credit
ROW	2026	$50,000	$0	$0	$50,000	Highway Safety Improvement Program (HSIP), Toll Credit
Construction	2023	$11,477,727	$0	$0	$11,477,727	Highway Safety Improvement Program (HSIP), Toll Credit
Construction	2024	$10,625,876	$0	$0	$10,625,876	Highway Safety Improvement Program (HSIP), Toll Credit
Construction	2025	$5,974,669	$0	$0	$5,974,669	Highway Safety Improvement Program (HSIP), Toll Credit
Construction	2026	$9,556,020	$0	$0	$9,556,020	Highway Safety Improvement Program (HSIP), Toll Credit
Other	2023	$770,000	$0	$0	$770,000	Highway Safety Improvement Program (HSIP), Toll Credit
Other	2024	$330,000	$0	$0	$330,000	Highway Safety Improvement Program (HSIP), Toll Credit
Other	2025	$1,165,000	$0	$0	$1,165,000	Highway Safety Improvement Program (HSIP), Toll Credit
Other	2026	$150,000	$0	$0	$150,000	Highway Safety Improvement Program (HSIP), Toll Credit
		$46,665,632	**$0**	**$0**	**$46,665,632**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** E-6 **RPC:** Undetermined

No changes to child projects in the region

Revision Report

A7.M02.25

1/17/2025

Approved Dollars

SOMERSWORTH (40646)

All Project Cost: $4,318,725

Route/Road/Entity: NH 9 (High Street), Blackwater Rd, Indigo Hill Rd

Scope: Intersection safety improvements; NH Route 9, Blackwater Road, Indigo Hill Road

Phase	Year	Federal	State	Other	Total	Funding
PE	2025	$375,430	$0	$93,858	$469,288	STBG-50 to 200K, Towns
PE	2026	$91,256	$0	$22,814	$114,070	STBG-50 to 200K, Towns
ROW	2025	$116,487	$0	$29,122	$145,609	STBG-50 to 200K, Towns
ROW	2026	$45,628	$0	$11,407	$57,035	STBG-50 to 200K, Towns
		$628,801	**$0**	**$157,200**	**$786,002**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** E-51 **RPC:** SRPC

Proposed Dollars

SOMERSWORTH (40646)

All Project Cost: $4,299,724

Route/Road/Entity: NH 9 (High Street), Blackwater Rd, Indigo Hill Rd

Scope: No Change

Phase	Year	Federal	State	Other	Total	Funding
PE	2025	$375,430	$0	$93,858	$469,288	STBG-50 to 200K, Towns
PE	2026	$88,000	$0	$22,000	$110,000	STBG-50 to 200K, Towns
ROW	2025	$116,487	$0	$29,122	$145,609	STBG-50 to 200K, Towns
ROW	2026	$44,000	$0	$11,000	$55,000	STBG-50 to 200K, Towns
		$623,917	**$0**	**$155,979**	**$779,897**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** E-51 **RPC:** SRPC

Inflation reduction only

New Hampshire DOT Department of Transportation

Revision Report

Pending Approval

A7.M02.25

1/17/2025

Approved Dollars

STATEWIDE (44491)

All Project Cost: **$220,000**

Route/Road/Entity: Coastal Routes

Scope: Coastal hydraulic design manual supplement

Phase	Year	Federal	State	Other	Total	Funding
Other	2023	$220,000	$0	$0	$220,000	PROTECT, Toll Credit
		$220,000	**$0**	**$0**	**$220,000**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** ATT **RPC:** Undetermined

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Proposed Dollars

STATEWIDE (44491)

All Project Cost: **$220,000**

Route/Road/Entity: Coastal Routes

Scope: No Change

Phase	Year	Federal	State	Other	Total	Funding
Other	2025	$220,000	$0	$0	$220,000	PROTECT, Toll Credit
		$220,000	**$0**	**$0**	**$220,000**	

Regionally Significant: No **Managed By:** DOT **CAA Code:** ATT **RPC:** Undetermined

Advancing fiscal year

UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF RHODE ISLAND

STATE OF NEW YORK; STATE OF CALIFORNIA; STATE OF ILLINOIS; STATE OF RHODE ISLAND; STATE OF NEW JERSEY; COMMONWEALTH OF MASSACHUSETTS; STATE OF ARIZONA; STATE OF COLORADO; STATE OF CONNECTICUT; STATE OF DELAWARE; THE DISTRICT OF COLUMBIA; STATE OF HAWAI'I; STATE OF MAINE; STATE OF MARYLAND; STATE OF MICHIGAN; STATE OF MINNESOTA; STATE OF NEVADA; STATE OF NORTH CAROLINA; STATE OF NEW MEXICO; STATE OF OREGON; STATE OF VERMONT; STATE OF WASHINGTON; and STATE OF WISCONSIN,

Plaintiffs,

v.

DONALD TRUMP, *in his Official Capacity as President of the United States*; U.S. OFFICE OF MANAGEMENT AND BUDGET; MATTHEW J. VAETH, *in his Official Capacity as Acting Director of the U.S. Office of Management and Budget*; U.S. DEPARTMENT OF THE TREASURY; SCOTT BESSENT, *in his Official Capacity as Secretary of the Treasury*; PATRICIA COLLINS, *in her Official Capacity as Treasurer of the U.S.*; U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES; DOROTHY A. FINK, M.D., *in her Official Capacity As Acting Secretary Of Health And Human Services*; U.S. DEPARTMENT OF EDUCATION; DENISE CARTER, *in her Official Capacity as Acting Secretary of Education*; U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY; CAMERON HAMILTON, *in*

C.A. No. 25-cv-39-JJM-PAS

his Official Capacity as Acting Administrator of the U.S. Federal Emergency Management Agency; U.S. DEPARTMENT OF TRANSPORTATION; JUDITH KALETA, *in her Official Capacity as Acting Secretary of Transportation*; U.S. DEPARTMENT OF LABOR; VINCE MICONE, *in his Official Capacity as Acting Secretary of Labor*; U.S. DEPARTMENT OF ENERGY; INGRID KOLB, *in her Official Capacity as Acting Secretary of the U.S. Department of Energy*; U.S. ENVIRONMENTAL PROTECTION AGENCY; JAMES PAYNE, *in his Official Capacity as Acting Administrator of the U.S. Environmental Protection Agency*; U.S. DEPARTMENT OF HOMELAND SECURITY; KRISTI NOEM, i*n her Capacity as Secretary of the U.S. Department of Homeland Security*; U.S. DEPARTMENT OF JUSTICE; JAMES R. McHENRY III, *in his Official Capacity as Acting Attorney General of the U.S. Department of Justice*; THE NATIONAL SCIENCE FOUNDATION; and DR. SETHURAMAN PANCHANATHAN, *in his Capacity as Director of the National Science Foundation*, Defendants.	)

<u>TEMPORARY RESTRAINING ORDER</u>

The legal standard for a Temporary Restraining Order ("TRO") mirrors that of a preliminary injunction. The Plaintiff States must show that weighing these four factors favors granting a TRO:

1. likelihood of success on the merits;
2. potential for irreparable injury;
3. balance of the relevant equities; and

4. effect on the public interest if the Court grants or denies the TRO.

Planned Parenthood League v. Bellotti, 641 F.2d 1006, 1009 (1st Cir. 1981). The traditional equity doctrine that preliminary injunctive relief is an extraordinary and drastic remedy that is never awarded as of right guides the Court. *Id.* The Court is also fully aware of the judiciary's role as one of the three independent branches of government, and that the doctrine of separation of powers restricts its reach into the Executive Branch. The Court now turns to the four factors.

<u>**Likelihood of Success on the Merits**</u>

We begin with what courts have called a key factor—a consideration of the movant's likelihood of success on the merits.

In <u>**Count I**</u>, the States allege that the Executive's actions by the Office of Management and Budget ("OMB")[1] violate the Administrative Procedure Act ("APA")[2] because Congress has not delegated any unilateral authority to the Executive to indefinitely pause all federal financial assistance without considering the statutory and contractual terms governing these billions of dollars of grants.

In <u>**Count II**</u>, the States allege that the Executive's actions violate the APA because the failure to spend funds appropriated by Congress is arbitrary and capricious in multiple respects.

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[1] See *supra* for discussion of mootness.
[2] 5 U.S.C. § 551 et seq.

In **Count III**, the States allege that the failure to spend funds appropriated by Congress violates the separation of powers because the Executive has overridden Congress' judgments by refusing to disburse already-allocated funding for many federal grant programs.

In **Count IV**, the States allege a violation of the Spending Clause of the U.S. Constitution. U.S. Const. art. I, § 8, cl. law 1.

And in **Count V**, the States allege a violation of the presentment (U.S. Const. art. I, § 7, cl. 2), appropriations (U.S. Const. art. I, § 7), and take care clauses (U.S. Const. art. II, § 3, cl. 3) (the Executive must "take care that the laws be faithfully executed . . .").

Because of the breadth and ambiguity of the "pause," the Court must consider the States' TRO motion today based on the effect it will have on many—but perhaps not all—grants and programs it is intended to cover. Are there some aspects of the pause that might be legal and appropriate constitutionally for the Executive to take? The Court imagines there are, but it is equally sure that there are many instances in the Executive Orders' wide-ranging, all-encompassing, and ambiguous "pause" of critical funding that are not. The Court must act in these early stages of the litigation under the "worst case scenario" because the breadth and ambiguity of the Executive's action makes it impossible to do otherwise.

The Court finds that, based on the evidence before it now, some of which is set forth below, the States are likely to succeed on the merits of some, if not all, their claims. The reasons are as follows:

- The Executive's action unilaterally suspends the payment of federal funds to the States and others simply by choosing to do so, no matter the authorizing or appropriating statute, the regulatory regime, or the terms of the grant itself. The Executive cites no legal authority allowing it to do so; indeed, no federal law would authorize the Executive's unilateral action here.
- Congress has instructed the Executive to provide funding to States based on stated statutory factors—for example, population or the expenditure of qualifying State funds. By trying to impose certain conditions on this funding, the Executive has acted contrary to law and in violation of the APA.
- The Executive Orders threaten the States' ability to conduct essential activities and gave the States and others less than 24 hours' notice of this arbitrary pause, preventing them from making other plans or strategizing how they would continue to function without these promised funds.
- Congress appropriated many of these funds, and the Executive's refusal to disburse them is contrary to congressional intent and directive and thus arbitrary and capricious.
- Congress has not given the Executive limitless power to broadly and indefinitely pause all funds that it has expressly directed to specific recipients and purposes and therefore the Executive's actions violate the separation of powers.

Judge Bruce M. Selya of the First Circuit succinctly set out the black letter law about appropriated funds and Executive powers:

> When an executive agency administers a federal statute, the agency's power to act is "authoritatively prescribed by Congress." *City of Arlington v. FCC*, 569 U.S. 290, 297, 133 S. Ct. 1863, 185 L. Ed. 2d 941 (2013). It is no exaggeration to say that "an agency literally has no power to act ... unless and until Congress confers power upon it." *La. Pub. Serv. Comm'n v. FCC*, 476 U.S. 355, 374, 106 S. Ct. 1890, 90 L. Ed. 2d 369 (1986). Any action that an agency takes outside the bounds of its statutory authority is ultra vires, see *City of Arlington*, 569 U.S. at 297, 133 S. Ct. 1863, and violates the Administrative Procedure Act, see 5 U.S.C. § 706(2)(C).

City of Providence v. Barr, 954 F.3d 23, 31 (1st Cir. 2020).

The Executive's statement that the Executive Branch has a duty "to align Federal spending and action with the will of the American people *as expressed through Presidential priorities*," (ECF No. 48-1 at 11) (emphasis added) is a constitutionally flawed statement. The Executive Branch has a duty to align federal spending and action with the will of the people as ***expressed through congressional appropriations,*** not through "Presidential priorities." U.S. Const. art. II, § 3, cl. 3 (establishing that the Executive must "take care that the laws be faithfully executed . . ."). Federal law specifies how the Executive should act if it believes that appropriations are inconsistent with the President's priorities–it must ask Congress, not act unilaterally. The Impoundment Control Act of 1974 specifies that the President may ask that Congress rescind appropriated funds.[3] Here, there is no evidence that the Executive has followed the law by notifying Congress and thereby effectuating a potentially legally permitted so-called "pause."

[3] If both the Senate and the House of Representatives have not approved a rescission proposal (by passing legislation) within forty-five days of continuous session, any funds the Executive is withholding must be made available for obligation.

Justice Brett Kavanaugh wrote when he was on the D.C. Circuit:

> Like the Commission here, a President sometimes has policy reasons (as distinct from constitutional reasons, *cf. infra* note 3) for wanting to spend less than the full amount appropriated by Congress for a particular project or program. But in those circumstances, even the President does not have unilateral authority to refuse to spend the funds. Instead, the President must propose the rescission of funds, and Congress then may decide whether to approve a rescission bill. *See* 2 U.S.C. § 683; *see also Train v. City of New York,* 420 U.S. 35, 95 S. Ct. 839, 43 L. Ed. 2d 1 (1975); Memorandum from William H. Rehnquist, Assistant Attorney General, Office of Legal Counsel, to Edward L. Morgan, Deputy Counsel to the President (Dec. 1, 1969), *reprinted in Executive Impoundment of Appropriated Funds: Hearings Before the Subcomm. on Separation of Powers of the S. Comm. on the Judiciary,* 92d Cong. 279, 282 (1971) ("With respect to the suggestion that the President has a constitutional power to decline to spend appropriated funds, we must conclude that existence of such a broad power is supported by neither reason nor precedent.")

In re Aiken Cnty., 725 F.3d 255, 261, n.1 (D.C. Cir. 2013).

The Court finds that the record now before it substantiates the likelihood of a successful claim that the Executive's actions violate the Constitution and statutes of the United States.

The Court now moves on to the remaining three injunction considerations.

Irreparable Harm

The States have put forth sufficient evidence at this stage that they will likely suffer severe and irreparable harm if the Court denies their request to enjoin enforcement of the funding pause.

- All the States rely on federal funds to provide and maintain vital programs and services and have introduced evidence that the withholding of federal funds will cause severe disruption in their ability to administer such vital services–even if it is for a brief time.

- The States detail many examples of where the Executive's overarching pause on funding that Congress has allocated will harm them and their citizens. These programs range from highway planning and construction, childcare, veteran nursing care funding, special education grants, and state health departments, who receive billions of dollars to run programs that maintain functional health systems. *See, e.g.*, ECF No. 3-1 at 56 (highway construction programs in Delaware), at 73 (childcare programs in Michigan), at 113 (veterans nursing care funding in Washington state), at 77 (special education programs in Minnesota), and at 100–01 (health care programs in New Mexico).
- The pause in federal funding will also hurt current disaster relief efforts. The States assert that the pause applies to federal actions directing federal financial assistance to North Carolina to address the damage inflicted by Hurricane Helene and to any Federal Emergency Management Agency grant money not yet disbursed, including key support for California's ongoing response to the fires. ECF No. 1 ¶¶ 80–81.
- A January 28, 2025, email from Shannon Kelly, the Director of the National High Intensity Drug Case Trafficking Areas (HIDTA) program, who aids law enforcement in high drug-trafficking areas, shows that payments to state-based HIDTA programs have been paused, putting the public's safety at risk. *Id.* ¶ 83.

The States have set forth facts showing that the Executive's abrupt "pause" in potentially trillions of dollars of federal funding will cause a ripple effect that would directly impact the States and other's ability to provide and administer vital services and relief to their citizens. Thus, the federal grants to States and others that are impounded through the Executive's pause in disbursement will cause irreparable harm.

And it is more than monetary harm that is at stake here. As Justice Anthony Kennedy reminds us, "Liberty is always at stake when one or more of the branches seek to transgress the separation of powers." *Clinton v. City of New York*, 524 U.S. 417, 449–50 (1998) (Kennedy, J. concurring)

Balance of the Equities and Public Interest

As the Court considers the final two factors, the record shows that the balance of equities weighs heavily in favor of granting the States' TRO.

- If the Defendants are prevented from enforcing the directive contained in the OMB Directive, they merely would have to disburse funds that Congress has appropriated to the States and others.
- On the other hand, if the Court denies the TRO, the funding that the States and others are presumably due under law is in an indefinite limbo—a hardship worsened by the fact that the States had less than 24 hours' notice to act in anticipation of the funding shortfall.
- The fact that the States have shown a likelihood of success on the merits strongly suggests that a TRO would serve the public interest. Moreover, the

public interest further favors a TRO because absent such an order, there is a substantial risk that the States and its citizens will face a significant disruption in health, education, and other public services that are integral to their daily lives due to this pause in federal funding.

The evidence in the record at this point shows that, despite the rescission of the OMB Directive, the Executive's decision to pause appropriated federal funds "remains in full force and effect." ECF No. 44.

Mootness

The Defendants now claim that this matter is moot because it rescinded the OMB Directive. But the evidence shows that the alleged rescission of the OMB Directive was in name-only and may have been issued simply to defeat the jurisdiction of the courts. The substantive effect of the directive carries on.

Messaging from the White House and agencies proves the point. At 2:04 EST, less than an hour before the Court's hearing on the States' motion on Wednesday, the Defendants filed a Notice saying, "OMB elected to rescind that challenged Memorandum. *See* OMB Mem. M-25-14, *Rescission of M-25-13* (Jan. 28, 2025) ('OMB Memorandum M-25-13 is rescinded.')." ECF No. 43. Yet about twenty minutes before the Defendants filed the Notice, the President's Press Secretary sent a statement via the X platform that said: "The President's [Executive Orders] EO's on federal funding remain in full force and effect and will be rigorously implemented." ECF No. 44. And then the following day (January 30, 2025 at 7:50 MST and again at 5:27 p.m. EST) after the so-called rescission, the Environmental Protection Agency, in an email to federal grant recipients, said that the awarded money could not be disbursed while it worked "diligently to implement the [OMB] Memorandum, Temporary Pause of Agency Grant, Loan, and Other Financial Assistance Programs, to align Federal spending and action with the will of the American people as expressed through President Trump's priorities. The agency is temporarily pausing all activities related to the obligation or disbursement of EPA Federal financial assistance at this time. EPA is continuing to work with OMB as they review processes, policies, and programs, as required by the memorandum." ECF No. 48-1 at 6, 11.

Based on the Press Secretary's unequivocal statement and the continued actions of Executive agencies, the Court finds that the policies in the OMB Directive that the States challenge here are still in full force and effect and thus the issues presented in the States' TRO motion are not moot.

Conclusion

Consistent with the findings above, and to keep the status quo, the Court hereby ORDERS that a TEMPORARY RESTRAINING ORDER is entered in this case until this Court rules on the States' forthcoming motion for a preliminary injunction, which the States shall file expeditiously.

During the pendency of the Temporary Restraining Order, Defendants shall not pause, freeze, impede, block, cancel, or terminate Defendants' compliance with awards and obligations to provide federal financial assistance to the States, and Defendants shall not impede the States' access to such awards and obligations, except on the basis of the applicable authorizing statutes, regulations, and terms.

If Defendants engage in the "identif[ication] and review" of federal financial assistance programs, as identified in the OMB Directive, such exercise shall not affect a pause, freeze, impediment, block, cancellation, or termination of Defendants' compliance with such awards and obligations, except on the basis of the applicable authorizing statutes, regulations, and terms.

Defendants shall also be restrained and prohibited from reissuing, adopting, implementing, or otherwise giving effect to the OMB Directive under any other name or title or through any other Defendants (or agency supervised, administered, or controlled by any Defendant), such as the continued implementation identified by the White House Press Secretary's statement of January 29, 2025. ECF No. 44.

Defendants' attorneys shall provide written notice of this Order to all Defendants and agencies and their employees, contractors, and grantees by Monday, February 3, 2025, at 9 a.m. Defendants shall file a copy of the notice on the docket at the same time.

Defendants shall comply with all notice and procedural requirements in the award, agreement, or other instrument relating to decisions to stop, delay, or otherwise withhold federal financial assistance programs.

The TRO shall be in effect until further Order of this Court. A preliminary hearing, at which time the States will have to produce specific evidence in support of a preliminary injunction, will be set shortly at a day and time that is convenient to the parties and the Court.

IT IS SO ORDERED.

s/John J. McConnell, Jr.

John J. McConnell, Jr.
Chief Judge
United States District Court for the District of Rhode Island

January 31, 2025