

STRAFFORD

Regional Planning Commission

SRPC EXECUTIVE COMMITTEE MEETING

September 18, 2026, 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.

Microsoft Teams Meeting

Join: <https://teams.microsoft.com/meet/21331976123125?p=Yvgh2IbjfcGczubL0F>

Meeting ID: 213 319 761 231 25

Passcode: n2mP2zT2

These instructions have also been provided at www.traffordrpcnh.gov. If anybody is unable to access the meeting, please email mtaylorfetter@traffordrpcnh.gov 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 the August 21, 2026 Minutes b) Acceptance of the Draft July Financials c) Review and accept Wellness and Safety Plan d) Approve annual goals	8:05-8:40	Refer to the enclosed memo and attachments.
3) Updates and Discussion Items a) Awards, Contracts, and General Business b) September Monthly Minors	8:40-8:50	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@traffordrpcnh.gov.

STRAFFORD REGIONAL PLANNING COMMISSION

150 Wakefield Street, Suite 12, Rochester, NH 03867

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



RULES OF PROCEDURE

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

Meeting Etiquette

Be present at the scheduled start of the meeting.

Be respectful of the views of others.

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

Do not interrupt others or start talking before someone finishes.

Do not engage in cross talk.

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

Active participation is encouraged from all members.

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

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

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

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



STRAFFORD

Regional Planning Commission

DATE: September 11, 2026
TO: Executive Committee Members
FROM: Jen Czysz, Executive Director
RE: Director's Report for the September 18, 2026 Meeting

2a. August 21, 2026 Minutes - Refer to enclosure.

2b. Accept the Draft July Financials (enclosures)

Balance Sheet: Bank balances remain bolstered by the advanced grant payments received in March, additionally, nearly all municipal dues payments have been received. Within the checking account, actual balances were higher given the timing of transactions and through strategically holding contractor checks pending reimbursements. The actual checking balance was \$134,472.59 on July 31.

Accounts Receivable: Of the \$249,210 due at the end of July, \$133,619 was the current month's billing. \$82,289 was received in August. Excluding current items, this leaves a past due balance of \$33,302, a mix of NHDES and municipal items. Note, at this time all municipal dues, except Wakefield, have been received.

Profit and Loss and Income by Customer: The preliminary financials showed July in the black, however, the monthly lease payments had not yet been entered into the system for FY2027. As a result, July nearly broke even with a net loss of \$109.43. Considering in past years July was typically a more significant loss, this can still be considered a win.

Preliminary August Financials: Draft August financials are not far along enough at this point to provide an update. I hope to have more information in time for the meeting.

2c. Review and Accept the Wellness and Safety Plan

Last updated in January 2025, Megan led this update of the SRPC staff Wellness and Safety Plan. Updates include refined emergency procedures, added van policy, established additional traffic county safety standards, require employees to maintain their personal vehicles in safe working conditions, how to reduce eye strain, and updated old images.

If all looks good, we ask that the Committee Accept the amended document. If you would like more time for review and comment, we can include it on the February agenda.

2d. Annual Goal Setting

1. Finalize and adopt updates to SRPC's organizational policies.
 - a. Update to the Wellness and Safety Policy.
 - b. Update the Employee Handbook to include:
 - i. A social media policy for use of SRPC's accounts.
 - ii. A policy or guidelines for use of AI applications.
 - iii. Updates to various sections including employee performance management policies, formalize new employee probationary periods, remedial actions and required documentation for employees.
 - iv. Set requirements for onsite versus telecommuting hours.

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- c. Update SRPC's Operating Policies to possibly include but not be limited to:
 - i. Payroll policies (refine, if needed)
 - ii. Procurement requirements (refine)
 - iii. AI usage to address operational and risk considerations (new)
 - iv. Investment policy (new)
 - v. Document retention (refine)
 - vi. Subrecipient monitoring (refine)
 - vii. Purchasing policies (refine)
 - d. Complete the Disaster Recovery Plan and Continuity of Operations Plan.
- 2. Continue efforts to strengthen Commissioner engagement.
 - a. Continue events such as the commissioner 101, field trips, and include regular opportunities on monthly meeting agendas for commissioners to lead the conversation.
 - b. Continue to increase regular communication with commissioners to ensure they are aware of efforts within their and surrounding communities.
 - c. Conduct a board self-evaluation.
 - d. Develop a resource commissioners can use when advocating for SRPC with municipal officials.
 - e. Ensure availability of commissioners to participate in municipal executive director road show presentations. For communities without commissioners, invite one or two executive committee members to join and speak to the benefits of representation.
 - f. Increase opportunities for commissioners to lead meeting agenda items.
 - g. Hold more meetings at alternate locations to allow commissioners to host and "show off" their community.
- 3. Improve and grow staff and project management capabilities.
 - a. Strengthen existing and develop RPC, MPO, EDD, and Data team managers. Ensure each team lead and participates in at least one management and supervision training this year and/or Leadership Seacoast.
 - b. Participate in at least three Primex trainings to strengthen the executive director management and human resource skills.
 - c. Continue to grow distributed management capacity within the office with more hands-on senior staff monitoring junior work progress with frequent check-ins to incrementally review work progress and products.
 - d. Set periodic, at least quarterly, scheduled non-public sessions to address any items that arise with the executive committee.
 - e. Review and assess the CEDS, MTP and Regional Plan action items with all staff to ensure continued progress and implementation of action items.
 - f. Identify opportunities to build on staff capabilities and capacities and define how to implement such staff development opportunities that would benefit the organizations financial success as well as employee capabilities.
- 4. Strengthen SRPC's financial position.
 - a. Establish a revenue diversification subcommittee comprised of commissioners that can assist with and/or advise on development of marketing materials, new revenue opportunities, establishment of a non-profit.
 - b. Identify potential alternate revenue sources, including evaluating whether establishing a 501(c)(3) makes sense for SRPC.
 - c. Collect and develop background information on the pros and cons of establishing a non-profit for presentation to the executive committee by late fall 2026.
 - d. If warranted, pursue 501(c)(3) status in collaboration with executive committee members.
 - e. Closely monitor the financial sustainability of the SRPC circuit rider program and task-based contracts that have historically led to significant financial losses.

- f. Maintain the revived contract hours allocation model with updates issued after each payroll period concludes. To be maintained in collaboration with program managers to share the workload and help ensure timeliness.
- g. Continue to explore options for more time efficient and cost effective project management tools that can monitor utilization of project budgeted man-hours and assist in achieving financial success.
- h. Work with the new financial manager to identify cost savings and opportunities for SRPC to grow income.
- i. Through the municipal road show and similar efforts, increase the visibility of SRPC and the executive director. Create a brief PowerPoint presentation to accompany handouts that highlight services and increase understanding of SRPC.

3a. Awards, Contracts and General Business Update

Refer to enclosures.

3b. September Minors

The minors will be added to the meeting packet next week.

NEXT MEETING: October 16, 2026 8 AM. – 9:00 A.M.

EXECUTIVE COMMITTEE MEETING

August 21, 2026

8:00 a.m. to 9:00 a.m.

1) Welcome and Introductions:

Chair Paul Rasmussen called the meeting to order at 8:00 A.M. and asked for introductions.

Committee members attending: Paul Rasmussen, Durham; Michael Lehrman, Durham; Mark Richardson, Somersworth; Joe Boudreau, Rochester; Steve Stancel, Wakefield; Michael Bobinsky, Somersworth; Matt Towne, Barrington; and Krista Gingue, Dover

Staff attending Zoom: Megan Taylor-Fetter, Kyle Pimental

2) Action Items

a. Approval of the July 17, 2026 meeting minutes

J. Czysz stated that the July 17, Non Public minutes were not sealed and were incorporated into the July 17 public meeting minutes.

M. Richardson motioned to approve the July 17, 2026 minutes as written, J. Boudreau seconded the motion. The motion passed with a unanimous vote in favor. K. Gingue abstained.

It was agreed that the non public minutes of July 16, 2026 had been approved at the July 17, 2026 meeting.

b. Acceptance of the Draft June Financials

J. Czysz reviewed the May financials as follows:

Balance Sheet: Bank balances remain bolstered by the advanced grant payments received in March, additionally, municipal dues payments have started to come in. Within the checking account, actual balances were higher given the timing of transactions and through strategically holding contractor checks pending reimbursements. The actual checking balance was \$101,016 on June 30. Please note that we expect changes to the June balance sheet. As Vickie works to close out the fiscal year there are legacy items that she will be looking at with the auditors to adjust with their advice. Examples include details within the fixed assets accumulated depreciation. Some items should be aged out and removed. On the accrued long-term liabilities, the annual audit accrual should be zeroed out as the costs have been paid and there is no remaining liability. This change will be made as a credit and the net result will be a commensurate decrease in the year's operating loss.

J. Czysz noted that Vickie Blackden, financial manager, is reviewing QuickBooks records to correct inconsistencies from past bookkeeping practices. She identified an old \$11,762 fixed asset entry that lacks documentation and is likely fully depreciated. She will work



with the auditors to make adjustments, so June and year-end financial statement numbers may change in the final audit.

Accounts Receivable: Of the \$378,642 due at the end of June, \$244,830 was the current month's billing. These higher than usual amounts are attributable to the invoicing of annual dues in May, that are due in July. \$192,716 was received in July. Excluding current items, this leaves a past due balance of \$27,608, a mix of NHDES and CDFA items. Note, at this time all municipal dues, except Wakefield, have been received.

Profit and Loss and Income by Customer: June was another respectable month with a profit of \$9,112. The year-to-date loss is now at \$37,691, more than half of what it was mid-fiscal year. The second half of the year, particularly the final quarter were very strong. The correction noted above relative to adjusting the accrued annual audit will bring the annual loss down to be closer to \$20,000 once adjusted.

Preliminary July Financials: Most but not all July invoices have been completed at this time. A more accurate picture will be available closer to the EC meeting date. July currently shows a profit of \$1,616. This will likely increase some as there may still be a few remaining invoices to complete, which will increase the revenue booked for the month. All July expenses have been booked at this time. Additionally, the July balance sheet shows a total bank balance of \$327,594.

M. Bobinsky motioned to accept the Draft June, 2026 financials as presented. M. Lehrman seconded the motion. The motion passed with a unanimous vote in favor.

c. Appointment of Intuit Account Admin

J. Czysz stated that Intuit is the parent company of our accounting software, QuickBooks; timesheet system, QuickBooks Time; and our paystub distribution, Workforce. While the previous finance manager, Kathy Foster, initiated the process to transfer the designated administrator from herself to current finance manager, Vickie Blackden, before retirement, it did not carry through to each of the platforms and as a result Intuit still has K. Foster as the primary administration designated for our Intuit accounts. As a result, we need Executive Committee Action to reassign the administrator.

P. Rasmussen motioned to designate Vickie Blackden, financial manager, as the primary administrator accounts including but not limited to QuickBooks, QuickBooks Time and Workforce. M. Bobinsky seconded the motion. The motion passed with a unanimous vote in favor

3) Updates and Discussion Items

a. Audit Quotes

J. Czysz stated that Vickie Blackden has been soliciting quotes for our FY 2026 audit. We will again need to audit the financial statements as well as have a federal single audit. Only two firms were available and provided quotes. One firm recommended reaching back out in the fall for next years audit as they may have capacity at that time to take a new client.



- CBIZ/Grant Thornton: \$22,600 for financial statements and \$6,300 for single audit
- Berry Dunn: \$31,000 for financial statements and \$6,000 for single audit
- RKO-CPAs: Unable to support at this time advised booking in Fall of 2026
- Leone, McDonnell & Roberts: Unable to support, no governmental audits
- Roberts & Greene: Unable to support
- Vachon & Clukay: Unable to Support
- Plodzik & Sanderson: Unable to support
- Hennessy and Vallee: Unable to support

Based on the responses received, the recommendation is to sign for 1 year with CBIZ, the same firm we have had for many years. The FY2026 audit quote is an increase of \$900 over FY2025's audit. J. Czysz added that she and Vickie discussed running an RFP this fall to seek a new firm for the 2027-2029 audits, a 3-year contract with an option to renew.

The group discussed the timing of seeking a new auditing firm and whether it might be beneficial to pursue a shared audit arrangement with the other RPCs to obtain more competitive pricing. The question was also raised as to whether a potential transition to nonprofit status would affect the selection of auditors. Jen clarified that it would not, as SRPC would continue to operate as a governmental agency and remain subject to the same auditing requirements.

b. Annual Goal Setting

J. Czysz reviewed the goals:

1. Finalize and adopt updates to SRPC's organizational policies.
 - a. Update to the Wellness and Safety Policy.
 - b. Update the Employee Handbook to include:
 - i. A social media policy for use of SRPC's accounts.
 - ii. A policy or guidelines for use of AI applications.
 - iii. Updates to various sections including remedial actions and required documentation for employees.
 - iv. Set requirements for onsite versus telecommuting hours.
 - c. Update SRPC's Operating Policies.
 - d. Complete the Disaster Recovery Plan and Continuity of Operations Plan.
2. Continue efforts to strengthen Commissioner engagement.
 - a. Continue events such as the commissioner 101, field trips, and include regular opportunities on monthly meeting agendas for commissioners to lead the conversation.
 - b. Continue to increase regular communication with commissioners to ensure they are aware of efforts within their and surrounding communities.
 - c. Conduct a board self-evaluation.
 - d. Develop a resources commissioners can use when advocating for SRPC with municipal officials.
 - e. Ensure availability of commissioners to participate in municipal executive director road show presentations. For communities without commissioners, invite one or two executive committee members to join and speak to the benefits of representation.



3. Improve and grow staff and project management capabilities.
 - a. Strengthen existing and develop RPC, MPO, EDD, and Data team managers. Ensure each team lead and participates in at least one management and supervision training this year.
 - b. Participate in at least three Primex trainings to strengthen the executive director management and human resource skills.
 - c. Continue to grow distributed management capacity within the office with more hands-on senior staff monitoring junior work progress with frequent check-ins to incrementally review work progress and products.
 - d. Set periodic, at least quarterly, scheduled non-public sessions to address any items that arise with the executive committee.
4. Strengthen SRPC's financial position.
 - a. Establish a revenue diversification subcommittee comprised of commissioners that can assist with and/or advise on development of marketing materials, new revenue opportunities, establishment of a non-profit.
 - b. Pursue 501(c)(3) status in collaboration with executive committee members.
 - c. Closely monitor the financial sustainability of the SRPC circuit rider program and task-based contracts that have historically led to significant financial losses.
 - d. Maintain the revived contract hours allocation model with updates issued after each payroll period concludes. To be maintained in collaboration with program managers to share the workload and help ensure timeliness.
 - e. Work with the new financial manager to identify cost savings and opportunities for SRPC to grow income.

Kyle noted that the new hours allocation tracking process has been very beneficial for staff. Reviewing hours on a bi-weekly basis provides employees with a clearer, real-time understanding of how their time is being allocated across projects. The system also helps staff and managers quickly identify changes in workload, such as when new contracts begin or hours are shifted between projects, making it easier to manage workloads and avoid over-programming.

Several suggestions were made to strengthen the goals. For Goal 4D, recommend emphasizing the hours allocation model as a tool for managing staff workloads, tracking time, and supporting project and program decisions. For Goal 4A, members suggested focusing on identifying new revenue opportunities and evaluating their financial benefits before considering the creation of a nonprofit (501(c)(3)) organization.

Additional recommendations included holding meetings in different communities throughout the region, developing an organization-wide AI policy to address operational and risk considerations, supporting staff participation in leadership development programs such as Leadership Seacoast, and adding a goal focused on tracking and implementing recommendations from major planning efforts, including the Economic Development Plan, Metropolitan Transportation Plan, and Regional Plan.

c. Awards, Contracts, and General Business



J. Czysz reported indirect costs were brought under control during the year, resulting in an actual indirect rate of about 110% compared to the approved rate of 112%. While this meant a lower reimbursement rate than hoped, it allowed the organization to essentially break even on indirect costs by year-end. Early in the year, indirect costs exceeded reimbursements and contributed to losses, but later months helped recover those costs as rates came back into line. Staff also noted that membership dues were managed closely, with nearly all available dues funding utilized by the end of the year.

d. August Monthly Minors

C. Lentz stated there is just the Rochester project involving improvements to Route 11 north of the Route 16 Spaulding Turnpike. The project includes new pedestrian sidewalks and a traffic signal. He noted that the project is moving forward and coordination with the City of Rochester is complete. The project is currently in the preliminary engineering (PE) phase. Although it is locally managed by the City of Rochester, it includes both federal funding and federal oversight requirements.

4) Other Business

There was no other business

5) Citizens Comments

There were no citizens' comments

6) Adjournment

M. Bobinsky motioned to adjourn. S. Stancel seconded the motion. The committee voted unanimously to adjourn at 9:00 A.M.

Respectfully submitted,

Megan Taylor-Fetter
Office Coordinator
Strafford Regional Planning Commission



Strafford Regional Planning Commission
Balance Sheet
As of July 31, 2026

	Jul 31, 26	Jul 31, 25	\$ Change
ASSETS			
Current Assets			
Checking/Savings			
FSB Checking	8,793.22	-37,087.66	45,880.88
FSB Savings	304,441.97	36,097.96	268,344.01
Total Checking/Savings	313,235.19	-989.70	314,224.89 ¹
Accounts Receivable			
Accounts Receivable	249,209.67	380,482.81	-131,273.14
Total Accounts Receivable	249,209.67	380,482.81	-131,273.14 ²
Other Current Assets			
Prepaid Expenses			
Prepaid Dues and Subscriptions	1,403.60	2,896.05	-1,492.45 ³
Prepaid Insurance (P & L)	14,892.13	9,933.88	4,958.25 ⁴
Prepaid training	600.00	600.00	0.00
Prepaid Unemployment Comp	1,262.50	1,334.60	-72.10
Prepaid Workers Compensation	1,024.60	873.35	151.25
Total Prepaid Expenses	19,182.83	15,637.88	3,544.95
Prepaid software support	3,675.09	5,069.58	-1,394.49
Total Other Current Assets	22,857.92	20,707.46	2,150.46
Total Current Assets	585,302.78	400,200.57	185,102.21
Fixed Assets			
Property and Equipment			
Accumulated Depreciation	-29,678.53	-24,890.08	-4,788.45 ⁵
Equipment Purchase			
PicoCount 2500	10,208.00	0.00	10,208.00 ⁶
AI Traffic Counter	9,830.00	9,830.00	0.00
Lenova Think Server	3,983.04	3,983.04	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
Equipment Purchase - Other	11,762.40	11,762.40	0.00
Total Equipment Purchase	49,044.89	38,836.89	10,208.00
Total Property and Equipment	19,366.36	13,946.81	5,419.55
Right of Use Asset - Building			
Accumulated Amortization - Buil	-139,770.60	-112,410.00	-27,360.60
Right of Use Asset - Building - Other	221,852.22	112,410.00	109,442.22
Total Right of Use Asset - Building	82,081.62	0.00	82,081.62 ⁷
Vehicles			

Strafford Regional Planning Commission

Balance Sheet

As of July 31, 2026

	Jul 31, 26	Jul 31, 25	\$ Change
Ford Transit	22,943.35	22,943.35	0.00
Vehicle Accumulated Depreciatio	-22,943.35	-22,943.35	0.00
Total Vehicles	0.00	0.00	0.00
Total Fixed Assets	101,447.98	13,946.81	87,501.17
TOTAL ASSETS	686,750.76	414,147.38	272,603.38
LIABILITIES & EQUITY			
Liabilities			
Current Liabilities			
Credit Cards			
FSB Credit Card	1,521.84	5,156.77	-3,634.93
Total Credit Cards	1,521.84	5,156.77	-3,634.93⁸
Other Current Liabilities			
Benefits payable			
Simple IRA payable	48.00	48.00	0.00
Total Benefits payable	48.00	48.00	0.00
Building Lease Liab Current	24,404.29	0.15	24,404.14⁹
Contract Revenue In Advance	223,447.48	52,805.80	170,641.68¹⁰
FY24 Dues in Advance	0.00	-0.02	0.02
FY26 Dues in Advance	0.00	132,270.93	-132,270.93
FY27 Dues in Advance	144,848.55	0.00	144,848.55
Payroll Liabilities			
FSA Payable	5,014.89	2,417.57	2,597.32 ¹¹
FUTA	30.41	30.41	0.00
Social Security Payable	-0.02	-0.02	0.00
Payroll Liabilities - Other	1,864.27	1,420.84	443.43
Total Payroll Liabilities	6,909.55	3,868.80	3,040.75
Total Other Current Liabilities	399,657.87	188,993.66	210,664.21
Total Current Liabilities	401,179.71	194,150.43	207,029.28
Long Term Liabilities			
Building Lease Liab Non Current	59,607.10	0.00	59,607.10¹²
Accrued expenses			
Accrued Payroll	29,629.53	27,196.48	2,433.05
Accrued Vacation	57,116.42	61,211.09	-4,094.67
Annual Audit Accrual	20,408.37	20,333.37	75.00
Total Accrued expenses	107,154.32	108,740.94	-1,586.62¹³
Total Long Term Liabilities	166,761.42	108,740.94	58,020.48

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08/27/26

Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of July 31, 2026

	Jul 31, 26	Jul 31, 25	\$ Change
Total Liabilities	567,941.13	302,891.37	265,049.76
Equity			
Retained Earnings	118,919.06	145,954.04	-27,034.98 ¹⁴
Net Income	-109.43	-34,698.03	34,588.60 ¹⁵
Total Equity	118,809.63	111,256.01	7,553.62
TOTAL LIABILITIES & EQUITY	686,750.76	414,147.38	272,603.38

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08/27/26

Accrual Basis

Strafford Regional Planning Commission
Balance Sheet
As of July 31, 2026

1. Checking/Savings: Contractor checks are being held until reimbursement is received.
2. Accounts Receivable: See the Accounts Receivable Aging Summary Comments for details.
3. Prepaid Dues and Subscriptions: AMPO \$1061 Charged to Customer.
4. Prepaid Insurance: Primex Increase.
5. Accumulated Depreciation: The balances for this account are cumulative. The difference from prior year reflects the additional depreciation taken at approximately \$555 per month for the Pyro Traffic Count System, the AI Traffic Counter, PicoCount 2500 and the Lenovo server.
6. Equipment Purchase: New Asset late 2026.
7. 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.
8. FSB Credit Card: Credit Card purchases for July 2025 included 3 Lenovo computers for a total cost of \$4,146.
9. Building Lease Liab Current: The total office lease payment for this fiscal year is split between this account and the Rent Expense on the profit and loss statement.
10. Contract Revenue in Advance: Current year balance: MID Zoning \$5,206, ROC RFP \$3,923, NHCF projects \$213,723 Sunrise Lake \$1,405 and EDA (\$814.03). Advances are generally deposited to savings. Invoices are billed monthly to income on the profit and loss, offset to the Contract Revenue in Advance balance, and those amounts earned/invoiced are then transferred to the checking account, as funds allow.
11. FSA Payable: This balance is the difference between payroll deductions collected and invoices received from HealthTrust for FSA eligible expense claims.
12. 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. (See discussions Building Lease Liab Current).
13. Accrued Expenses: Accrued Payroll and Accrued Vacation balances have been adjusted for FY26 and reflect wages paid in FY27, but worked in FY26, and half of the Paid Time Off (PTO) hours accrued by staff at 6/30/26. These amounts are adjusted at year-end as part of the fiscal year close-out. The audit accrual is based on the CBiz FY25 audit engagement letter, which stated this year's audit costs will be \$28,000. Audit costs are currently being booked at \$2,333.33 per month. The Annual Audit Accrual account is reduced as actual invoices from the auditor are paid.
14. Retained Earnings: Cumulative posting of net income from all prior years.
15. Net Income: Reflects Net Income for the entire fiscal year through the report date.

Strafford Regional Planning Commission
A/R Aging Summary
As of July 31, 2026

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
2000 LTA (Local Technical Assistance)						
Annual Dinner Attendance	0.00	0.00	80.00	0.00	0.00	80.00
2018 LTA-WAK	0.00	7,149.64	0.00	0.00	0.00	7,149.64
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	7,149.64	80.00	0.00	0.00	7,229.64
3300 City of Dover						
3305 Dover TMP	624.50	0.00	0.00	0.00	0.00	624.50
Total 3300 City of Dover	624.50	0.00	0.00	0.00	0.00	624.50
3400 Town of Durham						
3407 Wagon Hill II	605.73	0.00	502.75	0.00	0.00	1,108.48
Total 3400 Town of Durham	605.73	0.00	502.75	0.00	0.00	1,108.48
3500 Town of Farmington						
3501 FAR Circuit Rider	0.00	7,026.00	0.00	0.00	0.00	7,026.00
Total 3500 Town of Farmington	0.00	7,026.00	0.00	0.00	0.00	7,026.00
4100 Town of Newmarket						
4108 NKT HOP2	11,018.02	0.00	0.00	888.30	0.00	11,906.32
4106 NKT MP Other	2,015.19	3,519.73	0.00	0.00	0.00	5,534.92
Total 4100 Town of Newmarket	13,033.21	3,519.73	0.00	888.30	0.00	17,441.24
4200 Town of Northwood						
4201 NOR Circuit Rider	3,037.50	0.00	0.00	0.00	0.00	3,037.50
Total 4200 Town of Northwood	3,037.50	0.00	0.00	0.00	0.00	3,037.50
4300 Town of Nottingham						
4304 NOT Housing MP HOP2	1,272.55	0.00	2,764.26	2,562.30	0.00	6,599.11
4301 NOT Circuit Rider	3,121.75	0.00	2,047.75	0.00	0.02	5,169.52
Total 4300 Town of Nottingham	4,394.30	0.00	4,812.01	2,562.30	0.02	11,768.63
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
4600 City of Somersworth						

Strafford Regional Planning Commission
A/R Aging Summary
As of July 31, 2026

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
4610 SOM HistCultRes MP	74.41	0.00	0.00	0.00	0.00	74.41
4607 SOM HOP2 Zoning Reform	6,730.69	0.00	0.00	0.00	0.00	6,730.69
Total 4600 City of Somersworth	6,805.10	0.00	0.00	0.00	0.00	6,805.10
4700 Town of Strafford						
4705 STR Bow Lake Watershed	5,121.87	0.00	0.00	0.00	0.00	5,121.87
4701 Strafford Circuit Rider	4,359.50	0.00	0.00	0.00	0.00	4,359.50
Total 4700 Town of Strafford	9,481.37	0.00	0.00	0.00	0.00	9,481.37
4800 Town of Wakefield						
4801 Wakefield Circuit Rider	475.00	0.00	0.00	0.00	0.00	475.00
Total 4800 Town of Wakefield	475.00	0.00	0.00	0.00	0.00	475.00
5201 UNH						
5212 NOT PREPA	529.60	0.00	0.00	0.00	0.00	529.60
5211 BAR PREPA	490.33	0.00	0.00	0.00	0.00	490.33
5213 STR PREPA	1,144.84	0.00	0.00	0.00	0.00	1,144.84
5210 GB 2030 CAW Evolve Our Practice	0.00	0.00	0.00	0.00	1,318.91	1,318.91 ²
Total 5201 UNH	2,164.77	0.00	0.00	0.00	1,318.91	3,483.68
5332 St As Zoning Atlas Outreach	0.00	0.00	347.75	0.00	1,347.68	1,695.43 ³
5310 Lamprey River LAC	0.00	0.00	0.00	0.00	0.00	0.00
6100 NH DES						
6307 Coastal NH Drinking Water Flood Risk	5,365.02	0.00	335.98	0.00	0.00	5,701.00
6182 Crossing Navigator	487.03	0.00	2,217.16	3,075.72	0.00	5,779.91
6106 Coastal 2026	0.00	0.00	0.00	4,632.25	5,420.51	10,052.76
6181 NFWF CFR Phase II	0.00	0.00	546.70	572.13	0.00	1,118.83
6252 Cocheco River Plan	0.00	0.00	5,235.00	0.00	0.00	5,235.00
6253 Sunrise Lake	0.00	0.00	5,217.50	0.00	0.00	5,217.50
6154 Coastal Flood Risk Summary	0.00	0.00	0.00	403.98	0.00	403.98
Total 6100 NH DES	5,852.05	0.00	13,552.34	8,684.08	5,420.51	33,508.98 ⁴
6500 DEPT OF SAFETY (OEM)						
6507 SOM HPMG 4761	449.98	0.00	0.00	0.00	0.00	449.98

Strafford Regional Planning Commission
A/R Aging Summary
 As of July 31, 2026

	Current	1 - 30	31 - 60	61 - 90	> 90	TOTAL
Total 6500 DEPT OF SAFETY (OEM)	449.98	0.00	0.00	0.00	0.00	449.98
6600 CDFA-CDBG Grant Administration						
6606 CDFA-Childcare	632.62	0.00	0.00	0.00	0.00	632.62
6605 CDFA County Shelters	0.00	6,020.06	0.00	0.00	0.00	6,020.06
6604 CDBG County StAs Admin	0.00	0.00	380.77	0.00	0.00	380.77
6603 CDBG Somersworth YMCA	0.00	0.00	492.88	0.00	0.00	492.88
Total 6600 CDFA-CDBG Grant Administration	632.62	6,020.06	873.65	0.00	0.00	7,526.33 ⁵
7100 EPA						
7111 Brownfields 24-28	17,429.18	0.00	0.00	0.00	0.00	17,429.18
Total 7100 EPA	17,429.18	0.00	0.00	0.00	0.00	17,429.18
7200 HUD						
7201 HUD EDI Regional Plan	24,865.38	0.00	0.00	0.00	0.00	24,865.38
Total 7200 HUD	24,865.38	0.00	0.00	0.00	0.00	24,865.38
8000 DOT UPWP						
8003 UPWP 26-27	43,767.95	0.00	51,485.30	0.00	0.00	95,253.25
Total 8000 DOT UPWP	43,767.95	0.00	51,485.30 ⁵	0.00	0.00	95,253.25
DOT_UPWP 2010-2011	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL	133,618.64	23,715.43	71,653.80	12,134.68	8,087.12	249,209.67

Strafford Regional Planning Commission
A/R Aging Summary
As of July 31, 2026

1. NOT: \$4,812.01 received in August; contacted regarding \$\$2,562.30

2. UNH: \$1,318.91 received in August

3. St A's: 1695.43 received in August

4. NH DES: \$16,464.47 received in August

5. CDFA: \$6,512.94 received in August

6. DOT: \$51,485.30 received in August

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Strafford Regional Planning Commission
Profit & Loss
July 2026

	Jul 26	Jul 25	\$ Change
Ordinary Income/Expense			
Income			
SRPC Membership Dues	13,168.09	12,024.64	1,143.45
SRPC Revenue			
Municipal and NonProfit Revenue			
3305 Dover TMP	624.50	0.00	624.50
3403 DUR Wagon Hill Phase II	605.73	0.00	605.73
3501 FAR Circuit Rider	7,026.00	7,611.50	-585.50
3802 MID Zoning Ord Updates	3,023.44	0.00	3,023.44
3903 MIL CWSRF	0.00	1,642.82	-1,642.82
4106 NKT MP Other	5,534.92	4,191.97	1,342.95
4108 NKT HOP2	11,018.02	4,940.83	6,077.19
4201 NOR Planning Services	3,037.50	4,140.00	-1,102.50
4301 NOT Circuit Rider	3,121.75	3,789.25	-667.50
4304 NOT HOP2	1,272.55	632.18	640.37
4607 SOM HOP2	6,730.69	1,966.75	4,763.94
4610 SOM HistCultRes	74.41	0.00	74.41
4701 Strafford Circuit Rider	4,359.50	5,402.00	-1,042.50
4705 STR Bow Lake Watershed Mgm	5,121.87	0.00	5,121.87
4801 WAK Circuit Rider	475.00	680.00	-205.00
5021 LRPC CDBG TRANSFORM PLAN	0.00	1,284.83	-1,284.83
5091 SMPDC InterReg Housing	0.00	1,284.32	-1,284.32
5121 NHCF GB2030 Milton Watersh	0.00	6,824.22	-6,824.22
5122 GB Signage	1,371.66	2,903.90	-1,532.24
5123 Reg Plan Climate Action	621.46	0.00	621.46
5125 GB2030 Upper Watershed Wat	18,715.14	0.00	18,715.14
5126 GB2030 Investing Across Mu	354.82	0.00	354.82
Total Municipal and NonProfit Revenue	73,088.96	47,294.57	25,794.39
Total SRPC Revenue	73,088.96	47,294.57	25,794.39 ¹
State Award Revenue			
UNH			
5206 UNH-GREAT BAY ADAPTS	0.00	555.61	-555.61
5210 Evolve CAW Practice	0.00	1,691.82	-1,691.82
5211 PREPA Grant-Barrington Str	490.33	0.00	490.33
5212 NOT PREPA	529.60	1,350.99	-821.39
5213 PREPA Grant-Strafford Bow	1,144.84	0.00	1,144.84
Total UNH	2,164.77	3,598.42	-1,433.65
NHDES			
6307 Coastal Watershed Dr & Fld	5,365.02	0.00	5,365.02
6154 5YR CFRS Update	0.00	527.90	-527.90
6181 Phase II CFRM	0.00	685.55	-685.55
6182 Coastal Watershed Stream C	487.03	0.00	487.03
6252 Cocheco River Mgmt Plan	0.00	950.00	-950.00

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss
July 2026

	Jul 26	Jul 25	\$ Change
6253 Sunrise Lake	0.00	13,139.32	-13,139.32
Total NHDES	5,852.05	15,302.77	-9,450.72
Pre-Disaster Mitigation			
6507 SOM HPMG 4761	599.97	0.00	599.97
6503 BRIC21 MAD NOR ROC	0.00	1,000.00	-1,000.00
Total Pre-Disaster Mitigation	599.97	1,000.00	-400.03
CDFA			
6606 CDBG County Childcare	632.62	0.00	632.62
6605 CDBG Homeless Shelter Admi	6,020.06	0.00	6,020.06
Total CDFA	6,652.68	0.00	6,652.68
Total State Award Revenue	15,269.47	19,901.19	-4,631.72 ²
Federal Agencies Incl EDD			
7004 EDD Partnership	6,009.29	5,781.02	228.27
7111 EPA Brownfields FY24-28	17,429.18	877.25	16,551.93
7201 HUD EDI CDS	24,865.38	25,276.40	-411.02
7301 USDA RD-FAR MIL	0.00	651.28	-651.28
Total Federal Agencies Incl EDD	48,303.85	32,585.95	15,717.90 ³
MPO Revenue			
NH DOT			
8003 UPWP 26-27	48,631.06	27,724.51	20,906.55
Total NH DOT	48,631.06	27,724.51	20,906.55
Total MPO Revenue	48,631.06	27,724.51	20,906.55 ⁴
Contra Income Cash Match			
EDD Cash Match	-1,635.87	-1,814.63	178.76
USDA Cash Match	0.00	-17.48	17.48
DOT Cash Match	-4,863.11	-2,772.45	-2,090.66
Total Contra Income Cash Match	-6,498.98	-4,604.56	-1,894.42
Contra Income InKind/Soft Match			
SOM 4761 HazMit	-149.99	0.00	-149.99
IK 6253 Sunrise Lake	0.00	-1,520.63	1,520.63
In-Kind EDD Match	-1,814.79	-1,128.12	-686.67
BRIC21 IK Match	0.00	-250.00	250.00
Total Contra Income InKind/Soft Match	-1,964.78	-2,898.75	933.97
Contract Overage	0.00	-880.03	880.03

Strafford Regional Planning Commission
Profit & Loss
July 2026

	Jul 26	Jul 25	\$ Change
Total Income	189,997.67	131,147.52	58,850.15
Gross Profit	189,997.67	131,147.52	58,850.15
Expense			
Personnel Expenses			
Salary and Wages	85,156.95	84,235.00	921.95
Payroll Expenses			
FSA Fees	0.00	2.75	-2.75
PFML	1,996.20	1,912.84	83.36
Dental insurance expense	668.50	802.94	-134.44
Health Insurance expense	10,359.65	10,528.98	-169.33
Life Insurance expense	107.25	104.85	2.40
LTD Insurance expense	158.83	166.73	-7.90
STD insurance expense	337.57	342.28	-4.71
Payroll Processing Fees	276.00	294.00	-18.00
Pension expense	2,431.70	2,313.46	118.24
Unemployment expense	252.50	266.92	-14.42
Workers Compensation	204.92	174.67	30.25
Payroll Taxes			
Medicare Expense	1,208.16	1,196.10	12.06
Social Security expense	5,165.91	5,114.34	51.57
Payroll Taxes - Other	0.00	0.02	-0.02
Total Payroll Taxes	6,374.07	6,310.46	63.61
Total Payroll Expenses	23,167.19	23,220.88	-53.69
Dues and Subscriptions	1,203.32	410.17	793.15
Total Personnel Expenses	109,527.46	107,866.05	1,661.41 ⁵
Equipment expense			
Copier Maintenance Contract	325.00	325.00	0.00
Office furniture			
Computer equipment	0.00	4,145.52	-4,145.52
Total Office furniture	0.00	4,145.52	-4,145.52 ⁶
Other Equipment Repair and Cost			
Equipment Rental & Repair	0.00	200.00	-200.00
Total Other Equipment Repair and Cost	0.00	200.00	-200.00
Software expense			
ArcInfo/View software			
Community Viz	290.00	56.25	233.75
ArcInfo/View software - Other	445.00	690.42	-245.42

Strafford Regional Planning Commission
Profit & Loss
July 2026

	Jul 26	Jul 25	\$ Change
Total ArcInfo/View software	735.00	746.67	-11.67
Office Software			
Buffer	30.00	30.00	0.00
QuickBooks	20.00	0.00	20.00
Timesheet Software	180.00	140.00	40.00
Survey Monkey	90.00	90.00	0.00
Zoom	0.00	46.66	-46.66
Adobe In Design	22.99	22.99	0.00
Constant Contact	206.00	175.00	31.00
Microsoft Office 365	324.96	212.50	112.46
Office operating software	0.00	0.00	0.00
Total Office Software	873.95	717.15	156.80
Total Software expense	1,608.95	1,463.82	145.13
Traffic Count Expenses			
Traffic counting supplies	81.60	0.00	81.60
Total Traffic Count Expenses	81.60	0.00	81.60
Transportation Databases			
ShinyApps	550.00	550.00	0.00
Total Transportation Databases	550.00	550.00	0.00
Total Equipment expense	2,565.55	6,684.34	-4,118.79
Fixed Expenses			
Equipment Depreciation	554.99	384.86	170.13
Amortization-Building	2,280.05	2,342.61	-62.56
Insurance			
Liability Insurance	1,353.87	903.12	450.75
Total Insurance	1,353.87	903.12	450.75
Rent	334.01	7.15	326.86
Vehicle Expenses			
Vehicle Gas & Repairs	147.61	38.25	109.36
Total Vehicle Expenses	147.61	38.25	109.36
Total Fixed Expenses	4,670.53	3,675.99	994.54
Communications			
Postage and Delivery	92.77	50.27	42.50
Telephone and Internet	435.60	445.72	-10.12
Website maintenance and updates			
AudioEye	57.50	49.17	8.33
Website and logo design	16.32	17.98	-1.66

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss
July 2026

	Jul 26	Jul 25	\$ Change
Website maintenance and updates - Other	149.00	149.00	0.00
Total Website maintenance and updates	222.82	216.15	6.67
Total Communications	751.19	712.14	39.05
Administrative			
Meetings Expense			
Meetings Advertising Expense	0.00	279.14	-279.14
Meetings Expense - Other	-33.99	-1,157.04	1,123.05
Total Meetings Expense	-33.99	-877.90	843.91
Office Expense	100.93	146.32	-45.39
Office Supplies			
Plotter Ink and Supplies	0.00	242.00	-242.00
Office Supplies - Other	138.26	339.43	-201.17
Total Office Supplies	138.26	581.43	-443.17
Professional Fees			
Accounting, Audit	2,408.37	2,333.37	75.00
Total Professional Fees	2,408.37	2,333.37	75.00
Travel & Ent			
Travel	197.85	179.97	17.88
Total Travel & Ent	197.85	179.97	17.88
Total Administrative	2,811.42	2,363.19	448.23
Contract Labor			
IT and Network support	1,539.00	2,664.00	-1,125.00
Pass Through Expense			
3903 MIL CWSRF Consultant	0.00	890.73	-890.73
4106 NKT MP Consultant	0.00	4,500.00	-4,500.00
4108 NKT HOP2 Consultant	11,733.69	0.00	11,733.69
4705 Strafford Bow Lake Consult	5,084.75	0.00	5,084.75
5121 GB2030 MIL Water Engineer	0.00	3,593.30	-3,593.30
5122 GB2030 Sign Contract Plan	0.00	1,440.00	-1,440.00
5125 GB Upper Watershed Consult	16,833.98	0.00	16,833.98
6253 Sunrise Lake Engineer	856.61	11,016.58	-10,159.97
6253 Sunrise Constr Materials	200.00	0.00	200.00
7111 EPA Brownfields Consultant	14,371.44	0.00	14,371.44
7201 HUD EDI CDS RPC Exp	18,546.87	20,459.96	-1,913.09
Project Supplies	648.00	0.00	648.00
Total Pass Through Expense	68,275.34	41,900.57	26,374.77

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss
July 2026

	Jul 26	Jul 25	\$ Change
Total Contract Labor	69,814.34	44,564.57	25,249.77
Total Expense	190,140.49	165,866.28	24,274.21
Net Ordinary Income	-142.82	-34,718.76	34,575.94
Other Income/Expense			
Other Income			
Interest Income	33.39	20.73	12.66
Total Other Income	33.39	20.73	12.66
Net Other Income	33.39	20.73	12.66
Net Income	<u>-109.43</u>	<u>-34,698.03</u>	<u>34,588.60</u>

Strafford Regional Planning Commission
Profit & Loss
July 2026

1. MIL CWSRF was finalized in November of this year. The SMPDC InterReg Housing was completed in October 2025. NHCF GB2030 Milton Watershed was finalized in February 2026. NHCF Climate Action, Upper Watershed, Investing Across Municipalities for the 4th quarter 2026.
2. State Awards Revenue: Given the changing nature of the state contract "portfolio", it is hard to compare each contract from one fiscal year to another. Coastal Drinking Water contract was started in June of 2026. Cocheco Riverfront is billed based on a percentage of tasks completed. The majority of the work has been billed to the Sunrise Lake contract. The Pre-Disaster Mitigation contracts for this fiscal year are now being issued to the individual towns/cities, and SRPC was hired as the subcontractor. CDFA projects were started in the fourth quarter of 2026; County Homeless Shelter had the final billing in July 2026.
3. Federal Agencies: The Federal contracts are primarily contingent on the receipt of contractor invoices except EDA which is paid in quarterly advances.
4. MPO Revenue: The new UPWP contract started 7/1/25 for another two-year cycle and is expected to be fully expended by the fiscal year-end.
5. Personnel Expenses: Salary increases were effective as of 7/6/26
6. Computer Equipment: 3 Computers were purchased in July 2025.
7. Primex P&L Insurance Increase.
8. Pass Through Expenses: These costs 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

July 2026

Date	Name	Memo	Amount
2000 LTA (Local Technical Assistance)			
07/01/2026	2000 LTA (Local Technical Assistance)	Dues 158016.64=13168.05 AUG-JUN, JUL 13168.09	13,168.09
Total 2000 LTA (Local Technical Assistance)			13,168.09
3300 City of Dover			
3305 Dover TMP			
07/31/2026	3300 City of Dover:3305 Dover TMP	Progress Billing - Dover TMP - July 2026	624.50
Total 3305 Dover TMP			624.50
Total 3300 City of Dover			624.50
3400 Town of Durham			
3407 Wagon Hill II			
07/31/2026	3400 Town of Durham:3407 Wagon Hill II	Durham Wagon Hill II - Progress Billing - July 2026 - Pimental	362.46
07/31/2026	3400 Town of Durham:3407 Wagon Hill II	Durham Wagon Hill II - Progress Billing - July 2026 - Dewey	243.27
Total 3407 Wagon Hill II			605.73
Total 3400 Town of Durham			605.73
3500 Town of Farmington			
3501 FAR Circuit Rider			
07/31/2026	3500 Town of Farmington:3501 FAR Circuit Rider	Progress Billing - Farmington Circuit Rider - July 2026	7,026.00
Total 3501 FAR Circuit Rider			7,026.00
Total 3500 Town of Farmington			7,026.00
3800 Town of Middleton			
3802 MID 2025 Zoning Updates			
07/31/2026	3800 Town of Middleton:3802 MID 2025 Zoning Updates	Progress Billing - Middleton Zoning Updates - July 2, 2026 Haney	186.34
07/31/2026	3800 Town of Middleton:3802 MID 2025 Zoning Updates	Progress Billing - Middleton Zoning Updates - July 7 - 29, 2026 Haney	2,837.10
Total 3802 MID 2025 Zoning Updates			3,023.44
Total 3800 Town of Middleton			3,023.44
4100 Town of Newmarket			
4108 NKT HOP2			
07/31/2026	4100 Town of Newmarket:4108 NKT HOP2	Newmarket HOP2 Progress Billing - July 2026	11,018.02
Total 4108 NKT HOP2			11,018.02
4106 NKT MP Other			
07/20/2026	4100 Town of Newmarket:4106 NKT MP Other	Progress Billing - Newmarket Master Plan Other Updates- March to June 2026	3,519.73
07/31/2026	4100 Town of Newmarket:4106 NKT MP Other	Progress Billing - Newmarket Master Plan Other Updates- July 2026	2,015.19
Total 4106 NKT MP Other			5,534.92

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Accrual Basis

Strafford Regional Planning Commission

Income by Customer

July 2026

Date	Name	Memo	Amount
Total 4100 Town of Newmarket			16,552.94
4200 Town of Northwood			
4201 NOR Circuit Rider			
07/31/2026	4200 Town of Northwood:4201 NOR Circuit Rider	Progress Billing - Northwood Circuit Rider - July 2026	3,037.50
Total 4201 NOR Circuit Rider			3,037.50
Total 4200 Town of Northwood			3,037.50
4300 Town of Nottingham			
4304 NOT Housing MP HOP2			
07/31/2026	4300 Town of Nottingham:4304 NOT Housing MP HOP2	Progress Billing - Nottingham HOP2 - July 2026	1,272.55
Total 4304 NOT Housing MP HOP2			1,272.55
4301 NOT Circuit Rider			
07/31/2026	4300 Town of Nottingham:4301 NOT Circuit Rider	Progress Billing - Nottingham Circuit Rider - July 2026	3,121.75
Total 4301 NOT Circuit Rider			3,121.75
Total 4300 Town of Nottingham			4,394.30
4600 City of Somersworth			
4610 SOM HistCultRes MP			
07/31/2026	4600 City of Somersworth:4610 SOM HistCultRes MP	Progress Billing - SOM HistCultRes Chapter - July	74.41
Total 4610 SOM HistCultRes MP			74.41
4607 SOM HOP2 Zoning Reform			
07/31/2026	4600 City of Somersworth:4607 SOM HOP2 Zoning Reform	Somersworth HOP2 Progress Billing - July 2026	6,730.69
Total 4607 SOM HOP2 Zoning Reform			6,730.69
Total 4600 City of Somersworth			6,805.10
4700 Town of Strafford			
4705 STR Bow Lake Watershed			
07/31/2026	4700 Town of Strafford:4705 STR Bow Lake Watershed	Progress Billing - Strafford Bow Lake Watershed - July 2026	5,121.87
Total 4705 STR Bow Lake Watershed			5,121.87
4701 Strafford Circuit Rider			
07/31/2026	4700 Town of Strafford:4701 Strafford Circuit Rider	Progress Billing - Strafford Circuit Rider - July 2026	4,359.50
Total 4701 Strafford Circuit Rider			4,359.50
Total 4700 Town of Strafford			9,481.37
4800 Town of Wakefield			
4801 Wakefield Circuit Rider			

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Accrual Basis

Strafford Regional Planning Commission

Income by Customer

July 2026

Date	Name	Memo	Amount
07/31/2026	4800 Town of Wakefield:4801 Wakefield Circuit Rider	Progress Billing - Wakefield Circuit Rider - July 2026	475.00
	Total 4801 Wakefield Circuit Rider		475.00
	Total 4800 Town of Wakefield		475.00
5120 NHCF			
	5126 GB2030 Intermuni Ptnr (201626)		
07/31/2026	5120 NHCF:5126 GB2030 Intermuni Ptnr (201626)	Progress Billing - NHCF Intermunicipal Partnership - July 2026	354.82
	Total 5126 GB2030 Intermuni Ptnr (201626)		354.82
	5125 GB2030 Nutrient Red (201622)		
07/31/2026	5120 NHCF:5125 GB2030 Nutrient Red (201622)	Progress Billing - NHCF 5125 Nutrient Reduction - July 2026	18,715.14
	Total 5125 GB2030 Nutrient Red (201622)		18,715.14
	5123 Reg Plan Climate Chapter		
07/31/2026	5120 NHCF:5123 Reg Plan Climate Chapter	Progress Billing - NHCF Climate Action Plan - July 2026	621.46
	Total 5123 Reg Plan Climate Chapter		621.46
	5122 NHCF GB Signage		
07/31/2026	5120 NHCF:5122 NHCF GB Signage	Progress Billing, GB2030 Signage-PR24-157235 - July 2026	1,371.66
	Total 5122 NHCF GB Signage		1,371.66
	Total 5120 NHCF		21,063.08
5201 UNH			
	5212 NOT PREPA		
07/31/2026	5201 UNH:5212 NOT PREPA	Progress Billing Nottingham PREPA P0375116 - July 2026	529.60
	Total 5212 NOT PREPA		529.60
	5211 BAR PREPA		
07/31/2026	5201 UNH:5211 BAR PREPA	Progress Billing- BAR PREPA P0375287 - July 2026	490.33
	Total 5211 BAR PREPA		490.33
	5213 STR PREPA		
07/31/2026	5201 UNH:5213 STR PREPA	Progress Billing-STR PREPA P0375214 - July 2026	1,144.84
	Total 5213 STR PREPA		1,144.84
	Total 5201 UNH		2,164.77
6100 NH DES			
	6307 Coastal NH Drinking Water Flood Risk		
07/31/2026	6100 NH DES:6307 Coastal NH Drinking Water Flood Risk	Progress Billing - Coastal NH Drinking Water - July 2026	5,365.02
	Total 6307 Coastal NH Drinking Water Flood Risk		5,365.02

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Accrual Basis

Strafford Regional Planning Commission

Income by Customer

July 2026

Date	Name	Memo	Amount
6182 Crossing Navigator			
07/31/2026	6100 NH DES:6182 Crossing Navigator	Progress Billing - 24-CAPXPILOT-03 - July 2026	487.03
	Total 6182 Crossing Navigator		487.03
	Total 6100 NH DES		5,852.05
6500 DEPT OF SAFETY (OEM)			
6507 SOM HPMG 4761			
07/31/2026	6500 DEPT OF SAFETY (OEM):6507 SOM HPMG 4761	Progress Billing - Somersworth 4761 HMGP - July 2026	599.97
07/31/2026	6500 DEPT OF SAFETY (OEM):6507 SOM HPMG 4761	SOM HMGP InKind Match	-149.99
	Total 6507 SOM HPMG 4761		449.98
	Total 6500 DEPT OF SAFETY (OEM)		449.98
6600 CDFA-CDBG Grant Administration			
6606 CDFA-Childcare			
07/31/2026	6600 CDFA-CDBG Grant Administration:6606 CDFA-Chil...	Progress Billing - CDBG County Childcare - July 2026	632.62
	Total 6606 CDFA-Childcare		632.62
6605 CDFA County Shelters			
07/29/2026	6600 CDFA-CDBG Grant Administration:6605 CDFA Cou...	Progress Billing - CDBG County Shelters - July 2026 FINAL	6,020.06
	Total 6605 CDFA County Shelters		6,020.06
	Total 6600 CDFA-CDBG Grant Administration		6,652.68
7000 ECONOMIC DEVELOPMENT ADMINISTRATION			
7004 EDA FY 25-27			
07/31/2026	7000 ECONOMIC DEVELOPMENT ADMINISTRATION:7...	Progress Billing EDD Planning Partnership ED24PHI0G0490 FY25-27 - July 2026	6,009.29
07/31/2026	7000 ECONOMIC DEVELOPMENT ADMINISTRATION:7...	Cash Match	-1,635.87
07/31/2026	7000 ECONOMIC DEVELOPMENT ADMINISTRATION:7...	EDA InKind Match	-1,814.79
	Total 7004 EDA FY 25-27		2,558.63
	Total 7000 ECONOMIC DEVELOPMENT ADMINISTRATION		2,558.63
7100 EPA			
7111 Brownfields 24-28			
07/31/2026	7100 EPA:7111 Brownfields 24-28	Brownfields 24-28 Progress Billing - July 2026	17,429.18
	Total 7111 Brownfields 24-28		17,429.18
	Total 7100 EPA		17,429.18
7200 HUD			
7201 HUD EDI Regional Plan			
07/31/2026	7200 HUD:7201 HUD EDI Regional Plan	Progress Billing - HUD B-22-CP-NH-0567 - July 2026	24,865.38

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Accrual Basis

Strafford Regional Planning Commission
Income by Customer
July 2026

Date	Name	Memo	Amount
Total 7201 HUD EDI Regional Plan			24,865.38
Total 7200 HUD			24,865.38
8000 DOT UPWP			
8003 UPWP 26-27			
07/31/2026	8000 DOT UPWP:8003 UPWP 26-27	Progress Billing - FY 2026-2027 UPWP, #5052, WCC: 112D, Org Code 2944 - July 2026	48,631.06
07/31/2026	8000 DOT UPWP:8003 UPWP 26-27	10% Matching Funds	-4,863.11
Total 8003 UPWP 26-27			43,767.95
Total 8000 DOT UPWP			43,767.95
TOTAL			189,997.67

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Accrual Basis

Strafford Regional Planning Commission

Profit & Loss Budget vs. Actual

July 2026

	Jul 26	Budget	\$ Over Budget
Ordinary Income/Expense			
Income			
SRPC Membership Dues	13,168.09	13,168.09	0.00
SRPC Revenue			
Municipal and NonProfit Revenue			
3305 Dover TMP	624.50	1,916.74	-1,292.24
3403 DUR Wagon Hill Phase II	605.73	2,500.00	-1,894.27
3501 FAR Circuit Rider	7,026.00	6,666.63	359.37
3802 MID Zoning Ord Updates	3,023.44	944.48	2,078.96
4106 NKT MP Other	5,534.92	500.00	5,034.92
4108 NKT HOP2	11,018.02	12,000.00	-981.98
410x NKT Tax Maps	0.00	1.00	-1.00
4201 NOR Planning Services	3,037.50	2,883.37	154.13
4301 NOT Circuit Rider	3,121.75	2,500.00	621.75
4304 NOT HOP2	1,272.55	1,666.66	-394.11
4607 SOM HOP2	6,730.69	8,000.00	-1,269.31
4609 SOM Econ Dev Chapter	0.00	500.00	-500.00
4610 SOM HistCultRes	74.41	250.00	-175.59
4701 Strafford Circuit Rider	4,359.50	3,166.63	1,192.87
4705 STR Bow Lake Watershed Mgm	5,121.87	1,291.63	3,830.24
4801 WAK Circuit Rider	475.00	625.00	-150.00
5122 GB Signage	1,371.66	0.00	1,371.66
5123 Reg Plan Climate Action	621.46	1,416.63	-795.17
5124 GB Signage II	0.00	3,208.37	-3,208.37
5125 GB2030 Upper Watershed Wat	18,715.14	7,000.00	11,715.14
5126 GB2030 Investing Across Mu	354.82	7,416.63	-7,061.81
5332 Zoning Atlas Pilot CDBG	0.00	142.84	-142.84
Total Municipal and NonProfit Revenue	73,088.96	64,596.61	8,492.35 ²
Total SRPC Revenue	73,088.96	64,596.61	8,492.35
State Award Revenue			
UNH			
5211 PREPA Grant-Barrington Str	490.33	333.34	156.99
5212 NOT PREPA	529.60	400.00	129.60
5213 PREPA Grant-Strafford Bow	1,144.84	833.34	311.50
Total UNH	2,164.77	1,566.68	598.09
NHDES			
6307 Coastal Watershed Dr & Fld	5,365.02	4,666.74	698.28
6181 Phase II CFRM	0.00	687.50	-687.50
6182 Coastal Watershed Stream C	487.03	2,500.00	-2,012.97
6253 Sunrise Lake	0.00	333.37	-333.37
Total NHDES	5,852.05	8,187.61	-2,335.56
Pre-Disaster Mitigation			

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July 2026

	Jul 26	Budget	\$ Over Budget
6507 SOM HPMG 4761	599.97	883.37	-283.40
Total Pre-Disaster Mitigation	599.97	883.37	-283.40
CDFA			
6606 CDBG County Childcare	632.62	3,400.00	-2,767.38
6604 CDBG Admin-Zoning Atlas	0.00	333.35	-333.35
6605 CDBG Homeless Shelter Admi	6,020.06	7,500.00	-1,479.94
Total CDFA	6,652.68	11,233.35	-4,580.67
Total State Award Revenue	15,269.47	21,871.01	-6,601.54 ³
Federal Agencies Incl EDD			
7004 EDD Partnership	6,009.29	5,833.37	175.92
7111 EPA Brownfields FY24-28	17,429.18	1,000.00	16,429.18
7201 HUD EDI CDS	24,865.38	24,500.00	365.38
Total Federal Agencies Incl EDD	48,303.85	31,333.37	16,970.48 ⁴
MPO Revenue			
NH DOT			
8003 UPWP 26-27	48,631.06	59,166.63	-10,535.57
Total NH DOT	48,631.06	59,166.63	-10,535.57
Total MPO Revenue	48,631.06	59,166.63	-10,535.57 ⁵
Contra Income Cash Match			
EDD Cash Match	-1,635.87	-2,916.63	1,280.76
DOT Cash Match	-4,863.11	-6,574.12	1,711.01
Total Contra Income Cash Match	-6,498.98	-9,490.75	2,991.77
Contra Income InKind/Soft Match			
In-Kind EDD Match	-1,814.79	-2,916.63	1,101.84
Total Contra Income InKind/Soft Match	-1,964.78	-2,916.63	951.85
Total Income	189,997.67	177,728.33	12,269.34 ¹
Gross Profit	189,997.67	177,728.33	12,269.34
Expense			
Personnel Expenses			
Salary and Wages	85,156.95	91,979.85	-6,822.90
Payroll Expenses			
FSA Fees	0.00	139.37	-139.37
PFML	1,996.20	1,842.42	153.78
Dental insurance expense	668.50	795.54	-127.04

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July 2026

	Jul 26	Budget	\$ Over Budget
Health Insurance expense	10,359.65	13,470.29	-3,110.64
Life Insurance expense	107.25	101.81	5.44
LTD Insurance expense	158.83	146.35	12.48
STD insurance expense	337.57	297.93	39.64
Payroll Processing Fees	276.00	333.37	-57.37
Pension expense	2,431.70	2,745.31	-313.61
Unemployment expense	252.50	252.50	0.00
Workers Compensation	204.92	204.92	0.00
Payroll Taxes			
Medicare Expense	1,208.16	1,344.00	-135.84
Social Security expense	5,165.91	5,746.75	-580.84
Total Payroll Taxes	6,374.07	7,090.75	-716.68
Total Payroll Expenses	23,167.19	27,420.56	-4,253.37
Dues and Subscriptions	1,203.32	420.62	782.70
Staff Training and Seminars	0.00	1,333.37	-1,333.37
Total Personnel Expenses	109,527.46	121,154.40	-11,626.94
Equipment expense			
Copier Maintenance Contract	325.00	325.00	0.00
Software expense			
ArcInfo/View software			
Community Viz	290.00	290.00	0.00
ArcInfo/View software - Other	445.00	445.00	0.00
Total ArcInfo/View software	735.00	735.00	0.00
Office Software			
Buffer	30.00	30.00	0.00
QuickBooks	20.00	27.00	-7.00
Timesheet Software	180.00	148.00	32.00
Survey Monkey	90.00	90.00	0.00
Adobe In Design	22.99	23.11	-0.12
Constant Contact	206.00	175.00	31.00
Microsoft Office 365	324.96	250.00	74.96
Total Office Software	873.95	743.11	130.84
Total Software expense	1,608.95	1,478.11	130.84
Traffic Count Expenses			
Traffic counting supplies	81.60	94.16	-12.56
Total Traffic Count Expenses	81.60	94.16	-12.56
Transportation Databases			

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July 2026

	Jul 26	Budget	\$ Over Budget
ShinyApps	550.00	588.00	-38.00
Total Transportation Databases	550.00	588.00	-38.00
Total Equipment expense	2,565.55	2,485.27	80.28
Fixed Expenses			
Equipment Depreciation	554.99	0.00	554.99
Amortization-Building Insurance	2,280.05	0.00	2,280.05
Liability Insurance	1,353.87	1,353.87	0.00
Total Insurance	1,353.87	1,353.87	0.00
Rent	334.01	2,500.00	-2,165.99
Vehicle Expenses			
Vehicle Gas & Repairs	147.61	83.37	64.24
Total Vehicle Expenses	147.61	83.37	64.24
Total Fixed Expenses	4,670.53	3,937.24	733.29
Communications			
Media Outreach Expense	0.00	83.37	-83.37
Postage and Delivery	92.77	108.37	-15.60
Telephone and Internet	435.60	471.63	-36.03
Website maintenance and updates			
AudioEye	57.50	55.38	2.12
Website and logo design	16.32	99.00	-82.68
Website maintenance and updates - Other	149.00	0.00	149.00
Total Website maintenance and updates	222.82	154.38	68.44
Total Communications	751.19	817.75	-66.56
Administrative			
Meetings Expense			
Meetings Advertising Expense	0.00	108.37	-108.37
Meetings Expense - Other	-33.99	183.37	-217.36
Total Meetings Expense	-33.99	291.74	-325.73
Office Expense	100.93	250.00	-149.07
Office Supplies			
Plotter Ink and Supplies	0.00	83.37	-83.37
Office Supplies - Other	138.26	166.63	-28.37
Total Office Supplies	138.26	250.00	-111.74
Printing and Reproduction	0.00	125.00	-125.00
Professional Fees			

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Accrual Basis

Strafford Regional Planning Commission
Profit & Loss Budget vs. Actual
July 2026

	Jul 26	Budget	\$ Over Budget
Accounting, Audit	2,408.37	2,333.37	75.00
Legal Fees	0.00	333.37	-333.37
Total Professional Fees	2,408.37	2,666.74	-258.37
Travel & Ent			
Travel	197.85	375.00	-177.15
Total Travel & Ent	197.85	375.00	-177.15
Total Administrative	2,811.42	3,958.48	-1,147.06
Contract Labor			
IT and Network support	1,539.00	1,500.00	39.00
Pass Through Expense			
4108 NKT HOP2 Consultant	11,733.69	6,833.34	4,900.35
4607 Somersworth Zoning Reform	0.00	4,000.00	-4,000.00
4705 Strafford Bow Lake Consult	5,084.75	7,500.00	-2,415.25
5125 GB Upper Watershed Consult	16,833.98	0.00	16,833.98
6253 Sunrise Lake Engineer	856.61	0.00	856.61
6253 Sunrise Constr Materials	200.00	0.00	200.00
7111 EPA Brownfields Consultant	14,371.44	16,250.00	-1,878.56
7201 HUD EDI CDS RPC Exp	18,546.87	21,033.37	-2,486.50
Project Supplies	648.00	0.00	648.00
Total Pass Through Expense	68,275.34	55,616.71	12,658.63 ⁸
Total Contract Labor	69,814.34	57,116.71	12,697.63
Total Expense	190,140.49	189,469.85	670.64
Net Ordinary Income	-142.82	-11,741.52	11,598.70
Other Income/Expense			
Other Income			
Interest Income	33.39	8.37	25.02
Total Other Income	33.39	8.37	25.02
Net Other Income	33.39	8.37	25.02
Net Income	-109.43	-11,733.15	11,623.72

Strafford Regional Planning Commission

Profit & Loss Budget vs. Actual

July 2026

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.

2. Status of under budget Municipal Revenues:
 - 3305 DOVER TMP – behind Schedule
 - 3403 DUR Wagon Hill – behind schedule
 - 4108 NKT HOP2 – Contractor behind schedule
 - 4607 SOM HOP2 – Contractor billing in July & August
 - 5122 GB Signage – budgeted for in FY26
 - 5123 Reg Plan Climate – behind schedule
 - 5125 GB2030 Upper Watershed – Contractor catching up
 - 5332 Zoning Atlas Pilot CBDG – Catching up in the next few months

3.
 - NHDES Cocheco River – staff turnover led to delay
 - 6181 Phase II CFRM - timing
 - NHDES Sunrise Lake – timing
 - CDFA County Childcare - timing
 - CDFA Admin Zoning Atlas – timing

4. EDA is paid in advance, and currently costs have exceeded the advanced reimbursement. The EPA Brownfields and HUD grants are mainly contingent on the receipt of contractor invoices.
Status of Federal Agency Revenue:
 - 7111 EPA Brownfields – shortage of sites to assess
 - 7201 HUS – timing of pass through

5. 8003 UPWP - Utilization of PTO in July.

6. Personnel: Salaries and Wages were spread evenly over the 12-month period equals 2.16 payrolls per month. 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. 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.

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



Wellness and Safety Plan

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Wellness and Safety Objectives

Strafford Regional Planning Commission's most valuable resource is the people who work for the Commission. As such, the Commission is dedicated to providing a safe and healthy environment to protect its employees and preserve Commission assets and resources.

This Wellness & Safety Plan will assist the Commission and its employees in recognizing and managing hazards and risks in order to minimize injuries. It is the responsibility of all Commission employees to follow the policies and procedures outlined in the plan.

To maintain federal Occupational Safety and Health Administration standards for safety and health, the Commission complies with mandates to post information and provide training on key aspects of workplace safety. These activities include arranging annual updates on emergency evacuation, fire safety and ergonomics.

Duties and Responsibilities

Executive Director

The Executive Director of the Commission is responsible for enforcing and implementing these policies and procedures. The Executive Director will report on any management issues to the Executive Committee, which will discuss recommendations for and implementation of strategies. The Executive Director is also responsible for addressing and notifying the appropriate parties of any concerns pertaining to building safety.

The Executive Director will review workplace accidents, injuries, and health data; identify hazards in the workplace and find solutions; keep records of accidents and injuries; and ensure that the appropriate employees attend safety training.

Each year, the Executive Director will appoint at least two employees to act as wellness coordinators. These appointments will be announced to the Commission employees by the Executive Director.

Commission Employees

All employees must adhere to this plan. Employees will address safety issues as they arise, reporting any unsafe machinery, conditions, or hazardous acts to the Executive Director. Employees will be responsible for attending safety training, as required.

Employees will adhere to safe work habits and adopt a positive attitude about safety in the workplace both in and out of the office.

Wellness Coordinators

Wellness coordinators will serve as Commission employee representatives to assist the Executive Director in promoting a healthy and safe work environment. They will serve terms of one calendar year, from Jan. 1 to Dec. 31.

The coordinators will directly work with the HealthTrust wellness coordinators to stay current with all HealthTrust benefits and resources offered. The coordinators are responsible for distributing resources and information to employees regarding wellness benefits and opportunities.

Each year, the coordinators will develop a minimum of one campaign to promote wellness in the workplace. Campaigns must be designed to promote health, wellness, or safety. They will cover such topics as physical activity, nutrition, stress management, and heart healthy habits.

The coordinators will help the Executive Director decide how HealthTrust campaign funds will be used. Campaign funds shall be used to purchase items in support of health campaigns or to promote healthier habits and lifestyles of Commission employees. These funds can be used for a single campaign or spent throughout the year. Campaign funds that are not fully expended by December 31st can be carried over to the following year and subsequent years.

The coordinators are responsible for reviewing and updating this plan each year in conjunction with the Joint Loss Management Committee and sharing updates with employees.

Joint Loss Management Committee (JLMC)

The SRPC JLMC has been established in accordance with NH RSA 281-A:64 III:

"Every employer of 15 or more employees shall establish and administer a joint loss management committee composed of equal numbers of employer and employee representatives..."

Committee Purpose: To bring workers and management together in a non-adversarial, cooperative effort to promote safety and health in each workplace.

The Duties and Requirements of the JLMC include:

- Meet at least quarterly
- Maintain meeting minutes
- Review Accident Data
- Coordinate workplace safety inspections
- Establish safety programs and procedures
- Organize safety training for staff
- Review the Wellness and Safety Policy annually

Promoting a Safe and Healthy Workplace

The Commission is dedicated to promoting the highest possible well-being of its employees. This plan outlines several steps and procedures that the Commission has developed to ensure employees work in an environment that is conducive to safety and health. It also provides information and resources available to employees to help them in the many aspects of maintaining their health and safety.

Encouraging Physical Fitness and Healthy Habits

The Commission allows employees—with the Executive Director’s approval—to work flexible schedules so they can exercise during work hours. Employees and the Executive Director can discuss taking longer lunch breaks for exercise by either coming in earlier or leaving later.

The Commission also encourages employees to carpool or use alternate forms of transportation—such as walking, mass transit, or biking—to and from work. Alternate forms of transportation are not only good for the environment; they can also increase fitness and activity levels.

Wellness Coordinators will make available resources on all aspects of developing and maintaining a healthy lifestyle. Group challenges and events will be organized throughout the year to promote physical fitness and healthy habits.

Physical Stress Associated with Desk Work

The nature of the Commission’s work requires employees to sit at their desks for long periods, which elevates their risk of developing musculoskeletal disorders (MSDs).¹ Studies indicate that “MSDs are among the most frequently reported causes of lost or restricted work time.”²

Prolonged use of computers and keyboards can increase the risk of eyestrain and repetitive stress injuries, such as carpal tunnel syndrome. To help reduce these risks, employees should practice the following preventive measures:

Get Up and Move

Employees are encouraged to get up and to move and stretch throughout the workday. The Commission allows employees to take up to two 10-minute wellness breaks during the day. During these breaks, employees are encouraged to leave their workspace and move around, take some quiet time to de-stress and stretch,

¹ Occupational Safety and Health Administration (OSHA). (2016). Prevention of Musculoskeletal Disorders in the Workplace. Retrieved from: <https://www.osha.gov/SLTC/ergonomics/>.

² Occupational Safety and Health Administration (OSHA). (2016). Prevention of Musculoskeletal Disorders in the Workplace. Retrieved from: <https://www.osha.gov/SLTC/ergonomics/>.

or take advantage of office break areas. Employees are eligible for an unpaid 30-minute lunch break.

Protect the Eyes

There are several ways³ you can better protect yourself against digital eye strain:

- Angle your computer 15 to 20 degrees below eye level (about 4 or 5 inches) as measured from the center of the screen, and 20 to 28 inches from the eyes so that you're viewing downward.
- Take a quick pause from your screen for 15 minutes after 2 hours of device use. Also keep in mind the 20-20-20 rule: for every 20 minutes of computer viewing, gaze at something 20 feet away for 20 seconds to give your eyes a much-needed break.
- If you're noticing your eyes are feeling dry while using a computer, make sure to blink. Blinking keeps the front surface of the eye moist.
- If you wear glasses, consider a blue light filter in your next lenses. If you do not wear glasses, non-prescription blue light filter glasses are an option as well.
- Consider a blue light filter for your monitor - find one approved or recommended by the Commission's on-call IT consultant.

Adjust Your Workstation

When arranging the components of your work area, whether in the office or at home consider these ergonomic tips:

- a. Make sure your computer screen is directly in front of you so that you are not turning your head to view it. Ideally, while looking forward, your eyes will hit the top of the screen and easily read downward. If you have a laptop, you can prop it up on a monitor stand or on some books and use a separate keyboard.
- b. Your keyboard should be at or below elbow level. If your only keyboard is on your laptop, and you have another monitor available, try positioning the laptop so the keyboard is at elbow level, with the monitor at the appropriate eye level.
- c. Your legs should be at a 90-degree angle at the knee. If your feet don't touch the ground consider putting a box or stool under your feet. If your legs are too long for the chair and your knees are cramped, try to raise your chair, place an extra cushion on the chair, or find a chair that fits you better.
- d. The goal is not to sit upright all day long. That is unrealistic. Find a way to recline slightly backward so that you are not supporting your posture through your core all day long. This could be accomplished by adjusting the lumbar on

³ <https://www.aoa.org/healthy-eyes/caring-for-your-eyes/screen-savvy-an-eye-health-report-for-the-modern-workforce>

your chair, if possible, or adding a small pillow behind your back. Whenever possible, stand up, stretch and move!

- e. Use a sit/stand workstation that allows you to raise and lower your desk.
- f. Most importantly, create a space that feels peaceful to you. Visual surroundings play a big role in your sense of well-being. Small things like adding a plant to your office or tidying your desk at the end of each day can make a big difference.
- g. Employees that require disability accommodations should contact the Executive Director or the Office Coordinator with any questions or requests for accommodation. *Please refer to the Disabilities Accommodations Policy in the Employee Handbook, Section II, D.*

Please see Appendix A for an Ergonomic Guide

Mental Health

Mental health and emotional stress are other potential concerns for Commission employees. Emotional stress can result from a heavy workload, infrequent breaks, long work hours, poor communication, poor social environment, conflicting or uncertain job expectations, job insecurity, lack of opportunity for growth, and rapid changes for which employees are unprepared.

If you are experiencing stress that is caused by work, please reach out to your supervisor or HR to address the contributing sources of stress at work. This could be feeling overwhelmed by a heavy workload, a conflict with a co-worker, or communication challenges with other project team members.

Employees may also be experiencing stress in their personal lives which could affect their work performance. There are many resources you can utilize, please reach out to HR for information.

Employees are encouraged to utilize the **Employee Assistance Program (EAP)** that is available to ALL employees, regardless of health care coverage, through HealthTrust our insurance provider. EAP is completely free and confidential.

EAP offers:

- Mental Health Counseling
- Financial Resources
- Legal Resources
- Life Coaching
- Work/Life Referral Services
- Well-Being Coaching
- Emotional Support

LifeResources EAP is available 24/7 to employees and retirees of Member Groups that offer HealthTrust medical coverage and their eligible dependents and

household members. There is no requirement that such individuals be enrolled in HealthTrust coverage to use the EAP.

The LifeResources EAP toll free number, 800-759-8122, gives you direct, 24/7 access to a Guidance Consultant who will answer your questions and, if needed, refer you to a counselor or other resources.

You can also reach out to your Human Resources or Wellness Coordinators for resources. All inquiries will remain completely confidential. They can refer you to resources for concerns including suicide prevention, substance abuse, and mental health crisis.

Informational flyers will be displayed in designated areas of the workplace and can be accessed in the employee SharePoint portal.

Three ways to access Life Resources:

1. Log in to your HealthTrust Secure Enrollee Portal Account and click on the LifeResources tile.
2. Visit the [Life Resources](#) webpage⁴ To register: select sign up; search the list provided to find your Member Group name; enter the code, your email and password.
3. Call 800.759.8122. The LifeResources toll-free number gives you direct, 24/7 access to a live EAP professional who will answer your questions and, if needed, refer you to a counselor or other resources.

Alcohol & Drug-Free Workplace

The Commission encourages employees in need of assistance with a controlled substance to seek proper medical or mental health assistance. The Commission offers help through the [Employee Assistance Program \(EAP\), Life Resources](#)⁵. This service is provided in partnership with HealthTrust and is available 24 hours a day, seven days a week. For more information or to take advantage of the EAP, contact Life Resources directly at 800-759-8122.

Recovery Friendly Workplace

On December 10, 2024, Strafford Regional Planning Commission was designated a Recovery Friendly Workplace. Led by Governor Chris Sununu, New Hampshire's "Recovery Friendly Workplace Initiative" promotes individual wellness for Granite Staters by empowering workplaces to provide support for people recovering effected by substance use disorder and those whose lives are affected.

⁴ <https://healthtrust.mylifeexpert.com/>

⁵ <https://mylifeexpert.com/login>

The Recovery Friendly Workplace Initiative gives employers the resources and support they need to foster a supportive environment that encourages the success of their employees in recovery.

Please see Appendix B for SRPC's Declaration of commitment to RFW's principles and its participation in this initiative.

For the complete Alcohol and Drug Free Workplace Policy, please refer to the Employee Handbook, Section II: E.

Smoke-Free Workplace

Tobacco smoking has been clearly established as a preventable cause of illness in smokers. Exposure to second-hand smoke has also been shown to be hazardous to the health of nonsmokers. The Commission complies with New Hampshire's Indoor Smoking Act, which regulates smoking in enclosed workplaces. In keeping with SRPC's intent to provide a safe and healthful work environment, all forms of smoking, inhaled agents and nicotine-based products are prohibited anywhere in the Commission offices AND is allowed only during lunch and break periods. E-cigarettes and vaping are likewise prohibited. This policy applies to all employees, clients, constituents, and visitors.

Please refer to the Smokefree Workplace Policy in the Employee Handbook Section II: G.

Discrimination, Harassment, and Retaliation Prevention

The Commission is committed to providing a work environment that is free of discrimination, harassment, or retaliation. In keeping with this commitment, the Commission maintains a strict policy prohibiting discrimination, harassment, and retaliation of or against our job applicants, contractors, interns, volunteers, or employees by another employee, supervisor, vendor, customer, or any third party, including but not limited to harassment based on race, color, creed, religion, age, sex or, gender (including pregnancy, childbirth, lactation and related medical conditions), gender identity or gender expression (including transgender status), pregnancy, sexual orientation, marital status, national origin, physical or mental disability, genetic information, military service or veteran status, or any other category protected by applicable federal, state or local laws and ordinances. Such conduct will not be tolerated by the Commission.

The Commission is dedicated to ensuring the fulfillment of this policy as it applies to all terms and conditions of employment, including recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, employee activities, and general treatment during employment.

Each Commission employee is responsible for helping to keep the work environment free of discrimination, harassment, and retaliation, including while on Commission premises, while on Commission business (whether or not on Commission premises) or while representing the Commission.

For the complete Anti-Harassment Policy and Complaint Procedure, please refer to the Employee Handbook, Section II, C.

Guidance for Preventing the Spread of Infectious Illnesses, Diseases, and Viruses

To protect the health of employees, customers, and visitors, and to ensure the continuity of business operations, we ask all employees to cooperate in taking steps to reduce the transmission of communicable diseases in the workplace.

Employees are reminded of the following:

- a. **Stay home when you are sick!** Employees experiencing any symptoms of unwellness are encouraged to stay home to prevent the spread of illness to coworkers and the public. Staff have the option to telecommute, and regular full and part-time employees may use their paid time off if they are unable to work due to illness.
- b. Practice social distancing when possible.
- c. Wash your hands frequently with warm, soapy water for at least 20 seconds.
- d. Cover your mouth with tissues whenever you sneeze, and discard used tissues in the trash.
- e. Avoid people who are sick with respiratory symptoms.
- f. Clean frequently touched surfaces.
- g. Get advice from your medical provider on recommended vaccinations.
- h. SRPC will comply with government issued regulations in the event of an emergency order.
- i. SRPC will continue to provide masks for those who choose to use one for preventative health purposes.

Employees who report to work ill will be sent home in accordance with these health guidelines.

Safety Protocol

Vehicles and Travel

The Commission is committed to promoting safety on the road. Driving is inherently risky. The NH Division of Motor Vehicles processes over 40,000 crash reports per year; most crashes result from errors in driver judgment, rather than defective equipment or poor road conditions. Distracted driving due to cell phone use and texting can result in injury and loss of life.

Vehicles

In 2020 the Commission acquired a vehicle for staff use. Field work has priority for use of the van. Field work includes, but is not limited to:

- Traffic counting
- Bicycle, pedestrian, trail user, or sidewalk user counting
- Parking utilization studies
- Culvert or stream assessments
- Turning movement counting
- Pavement assessments
- Corridor, "windshield," or similar assessments
- Trail or other field mapping
- Training or professional development related to the above

Other Commission-related business receives the next priority for use of the van, in decreasing order of travel distance required. If available, employees must use the SRPC van for SRPC business. Staff will still be required to use their personal vehicles when needed.

Refer to **Appendix D: Van Operating Procedures** for guidance on vehicle use, including key storage locations, fueling procedures, and completing the mileage log.

Employees that use their personal vehicles for work travel are expected to maintain their vehicles in a safe and serviceable condition and follow all applicable state laws where their vehicle is registered.

Expectations of Drivers

All local, state and federal laws must be strictly followed. Several laws to be aware of include, but are not limited to:

- All vehicles traveling on roadways must be cleared entirely of snow and ice prior to operating a vehicle. (Jessica's Law, RSA 265:79-b)
- Employees who drive during work time are prohibited from using a cell phone and must abide by the hands-free state law. (Hands-Free Law RSA 265:79-c)

Employees who need to communicate on any digital device should pull over to the side of the road and come to a complete stop or use voice command/handsfree technology. Any traffic violations due to using a digital device shall result in serious disciplinary action including possible termination.

When traveling to and from meetings, even when carpooling, Commission employees shall wear their seatbelts until they reach their destination.

During storms, employees are discouraged from driving during hazardous weather. The Executive Director may close the office or close it before the end of normal business hours. When the Commission closes due to inclement weather, employees eligible to telecommute and who have work suitable to perform at home are encouraged to do so. Decisions to close the office due to inclement weather are made at the Executive Director's discretion.

Every effort should be made to report to the office on scheduled in-office days; however, in emergencies such as severe weather, fires, or power failures, if an employee believes that travel may put their safety at risk, the Executive Director should be contacted.

For the complete Vehicle Operation Policy please refer to the Employee Handbook, Section III, F.

Field Work

Traffic count and other data collection requires field personnel to work within the roadway right-of-way (R.O.W.). Field work, especially the placement of traffic counting devices, places Commission employees at considerable risk. Numerous hazards are associated with setting and collecting traffic count devices, collecting culvert data, mapping trails, and performing other outdoor field work. They include the risk of being struck by a motor vehicle, injuries associated with traversing over rough or wet terrain, allergic reactions, insect bites, poison ivy, tick bites and Lyme disease, dehydration, and exposure to harsh conditions such as wind, rain, sun, extreme heat, or extreme cold. All fieldwork staff must review and sign a mandatory safety protocol prior to beginning field work.

No safety protocol or procedure can take the place of common sense and where-with-all in the field. All field personnel are required to carry identification and health insurance cards. Two employees will make up one data collection team.

Below is a list of some critical safety precautions that Commission employees should take while conducting field work.

1. Safety Protocols

For safety protocols, please refer to the SRPC Safety Protocol

2. Traveling To and From Fieldwork Activities

When traveling to and from field locations, employees are required to adhere to this plan's Vehicle and Travel Procedures.

3. Accidental Injuries

Injuries that occur at work must be reported immediately to the Executive Director or other designated administrative employee.

4. Municipal Police and Public Works Assistance

Commission employees should ask the local police to control traffic at sites they determine may be hazardous. These locations should be identified early in the field season so that arrangements for traffic control can be made well in advance. Similarly, municipal road agents and highway departments should be notified in advance of field work to minimize interference from their activities (i.e., street sweeping). Municipal Public Works offices or the NHDOT Districts 3 or 6 office(s) should be contacted if any traffic counts encountered in the field have construction ongoing. This is to identify when construction is planned such that the count can be completed at a later date. Municipal police should be contacted if a parking study is planned to notify them of the event.

Municipal police details are not the preferred method of collecting traffic counts on high volume roads. Instead, any count at a location with over 15,000 AADT be completed using the Leetron camera counting system to avoid placing staff in potentially dangerous areas. For areas where staff cannot reasonably deploy a Leetron or other camera-based traffic counter, at least one staff member who is flagger certified shall be assigned to that count location.

5. Posted-No Trespassing-Keep Out

Commission employees shall not navigate or step onto a site posted with no trespassing signs.

For a detailed outline of Fieldwork Procedures for Data Collection, please refer to Appendix C: Safety Protocol for the Installation and Removal of Automatic Vehicle Traffic Counters.

Accidental Injury

Prevention

- Keep your workspace clear of clutter
- Practice good posture when sitting or lifting
- Take regular breaks
- Be aware of your surroundings
- Report unsafe conditions
- Follow instructions when using equipment

Reporting

Injuries that occur at work must be reported immediately to the Executive Director or other designated administrative employee. All injuries must be reported regardless of whether they are minor, require minimal first aid, or are more serious and require immediate attention from a health care provider.

The Executive Director is responsible for reporting all workplace injuries in accordance with the requirements of the New Hampshire Workers' Compensation Law. Failure to report workplace accidents is a serious matter that may preclude an employee's coverage under Workers' Compensation Insurance.

Response

For minor injuries, the office first aid kit is kept in the black cabinet behind the front desk.



For injuries requiring medical attention, ask another staff member for help calling 911 or to drive you to seek care. A list of nearby hospitals and urgent care centers is below (closest to furthest).

- Clear Choice MD **Urgent Care**, 77 South Main St, Rochester
- Frisbee Memorial **Hospital**, 11 Whitehall Rd, Rochester
- ConvenientMD **Urgent Care**, 14 Webb Pl, Dover
- Wentworth-Douglass **Hospital**, 701 Central Ave, Dover

See the Emergency Action Procedures – Medical Event section for further instruction.

Emergency Action Procedures

Notification

To eliminate confusion, during an emergency, designate one person to call **911**.

The building where the SRPC office is located is equipped with smoke and fire alarms which are tested on a regular basis by the building maintenance department. In the event of other emergency situations where there is no alarm, employees shall do their best to notify all staff in the office as soon as possible.

If a staff member's emergency contact needs to be called, those numbers can be found in the First Aid Kit or in the black cabinet by the front desk.

Be Prepared

The best way to navigate an emergency is to be prepared.

- **Know the Escape Routes:** Review the emergency exit plans regularly so that you are familiar with exit locations before an emergency happens.
- **Know where to find the first aid kit:** It is in the black cabinet at the front desk.
- **Be familiar with the Emergency Action Procedures:** These procedures can help guide you through various emergencies. It is best to be familiar with them before you need them.

Fire Emergency

Escape Route Plans

SRPC has a main office with two interior exits and a separate conference room with two interior exits. Emergency evacuation escape route plans (see Appendix D) are posted at all exits to the office and conference room.

When a fire/emergency alarm is sounded, or instructions for evacuation are given, all employees shall immediately exit the building at the nearest/safest exits, as shown in the escape route plans.

Assembly Area

Upon exiting the building, evacuees shall meet as soon as possible at the designated assembly area, which is the three flagpoles diagonally across the parking lot from the *main office entrance, also known as the "rec center entrance."* If exiting from an alternative exit, please find your way to the designated assembly area.



Three Flagpoles



Main Office Entrance

When the Fire Alarm Goes Off

Exit the Building

- Exit the building using the designated escape routes (see Appendix B)
- If possible, close the office doors. Do not lock them.
- Assist all physically challenged employees with evacuation.

Assemble Outside

- SRPC staff should assemble near the three flag poles across the parking lot near the football field.
- If exiting from different part of the building, please go to the designated assembly area.
- Remain outside until otherwise instructed by law enforcement.

Call 911

- Once outdoors, one person should call 911.

Fight the fire ONLY if:

- The Fire Department has been notified
- The fire is small and is not spreading to other areas
- The fire has not passed the incipient stage (which can be put out with a fire extinguisher)
- Escaping the area is possible by backing up to the nearest exit
- The fire extinguisher is in working condition and personnel are trained to use it
- Fire extinguishers are located by the main inner door and in the kitchen. The main office area has emergency lighting. (See Map, Appendix A)

Supervisor or a designated staff member must:

- Coordinate an orderly evacuation of employees/visitors
- Perform a head count of personnel/visitors after the evacuation has occurred
- Provide the Fire Department and other Emergency personnel with the necessary information about the facility
- Report the incident to the Executive Director if not on location

Active Shooter Emergency

This Information is from the [Department of Homeland Security](#). These are general guidelines and are provided only as a guide to prepare employees in an active shooter emergency.

Assess the situation	• Where is the shooter? • Is it safe to exit the building? • Is it safer to secure the entrances to the office? • Is it safe to call 911 right now? Make sure you are safe before calling. • Alert co-workers if possible.
If it is safe to RUN	• Leave your belongings behind • Assess each exit before using them • Try to help others to escape, but evacuate even if others don't follow • Keep your hands visible when exiting the building • Once you have reached safety, call 911
If you must HIDE	• Lock entrances and block them if you have time • Turn off lights, music and computer monitors • Hide in an area out of the active shooters view • Hide without bunching with others • Take items to throw at the intruder, if needed • Block entry to your hiding place • Silently contact security or police. If you cannot speak, leave the line open and remain quiet
If you must FIGHT	As a last resort and only when your life is in imminent danger • Attempt to incapacitate the active shooter • Act with physical aggression and throw items at the active shooter • Disable the intruder from continuing his progress • Distract the intruder to confuse him so other better positions can disable or disrupt him • Attempt to disrupt when an intruder stops to re-load the firearm (5-10 seconds to re-load)
When Help Arrives	• Immediately raise hands and spread fingers • Keep hands visible at all times • Remain calm and follow officers' instructions • Avoid making quick movements toward officers • Avoid pointing, screaming and/or yelling • Do not ask officers for help or direction when evacuating, just proceed in the direction from which officers are entering the premises. • Tell them: ○ Location of the victims and the active shooter ○ Number of shooters if more than one ○ Physical description of shooter/s ○ Number and type of weapons held by shooter/s ○ Number of potential victims at the location

Recognizing Signs of Potential Workplace Violence

An active shooter may be a current or former employee. Alert the Executive Director if you believe an employee exhibits potentially violent behavior. Indicators of potentially violent behavior include one or more of the following:

- Increased use of alcohol or drugs
- Unexplained increase in absenteeism and/or vague physical complaints
- Depression/Withdrawal
- Increased severe mood swings, and noticeably unstable or emotional responses
- Increasing talk of problems at home
- Increase of unsolicited comments about violence, firearms, and other dangerous weapons and violent crimes.

Medical Emergency

Every medical emergency is different, so different protocols may be required for different situations. That said, by definition, most medical emergencies require immediate professional attention. For this reason, the first course of action should be to call 911. Beyond that, here are some additional guidelines that should apply in the case of most medical emergencies:

Call 911

- The sooner you call 911, the better.
- Designate one person to dial 911.
- It's always better to be safe than sorry.

Take a Few Deep Breaths

- Taking a few moments to gather yourself will help you think more clearly.
- Before you start to act, make sure you breathe and center. Remain as calm as possible.
- Count to 10.

Assess the Situation and the Injured Person

- Look for and remove any potential hazards nearby.
- Be extremely cautious about moving the injured person, especially if there's any chance they have a spinal injury. Only move the injured person if not moving them would prove life-threatening.
- Are they alert? Coherent? Breathing?
- Do they have a pulse?
- Try to keep them as comfortable as possible until emergency professionals arrive.

Address the Most Life Threatening Issues

- Attempt to address the most life-threatening issue first.
- If the injured person isn't breathing and/or you can't find a pulse, individuals trained in CPR should begin CPR.
- Locate available AED. If you are in the office, exit the suite and turn right. It is hanging on the wall in the entry hallway.

Assist Professionals

- Follow instructions closely.
- Provide as much information as possible so they're equipped to respond appropriately.

Notify Emergency Contacts

- They will want to know what's going on and will be able to keep the victim company at the hospital or medical center.
- Contact information can be found in the office First Aid Kit

Make a Record

Once the emergency is over, write down as accurately as possible your memory of the events that transpired. (It might be helpful to collaborate with a few observers.) This will be useful if anyone needs to review what happened. It will also assist in planning for future emergencies.

Make note of:

- The date and time of the incident
- Location where injury occurred
- Staff members present
- What occurred that caused the emergency?
- The injury or issue
- What steps did staff members take to treat the injury before medical professionals arrived?

By taking steps to prepare for a medical emergency and learning how to respond if an emergency occurs, you'll significantly increase the chances your team is able to effectively navigate this type of situation. To appropriate the old saying, an ounce of preparation is worth a pound of emergency response.

Distribution and Conformity of Wellness and Safety Plan

Upon adoption of this program by the SRPC Executive Committee, each employee shall receive a copy of the Wellness & Safety Plan. Every employee will be asked to sign a copy of the attached form acknowledging that they have received, read, and understood the Wellness & Safety Plan, which will be filed in their personnel file.

Each year, the Wellness Coordinators will review and update this plan. Employees will have the opportunity to discuss safety issues and make recommendations for procedures.

Strafford Regional Planning Commission

Wellness & Safety Plan

Acknowledgement Form

This Wellness & Safety Plan has been prepared for your information and understanding of the policies and procedures as well as the practices and expectations of the Commission. PLEASE READ IT CAREFULLY. Upon completion of your review of the plan, please sign the statement below and return it to the Executive Director.

I, _____, have received and read a copy of the Commission's Wellness & Safety Plan that outlines the SRPC's policies, procedures, and expectations for employees pertaining to workplace safety.

I have familiarized myself, at least generally, with the contents of this plan. By my signature below, I acknowledge, accept, and agree to comply with the plan provided to me by the Commission.

I understand that this plan is not intended to cover every situation that may arise during my employment but is simply a guide to the policies and procedures, practices, and expectations of the Commission.

I also understand that the Wellness & Safety Plan is subject to change at any time the Commission deems appropriate.

Employee Signature

Printed Name

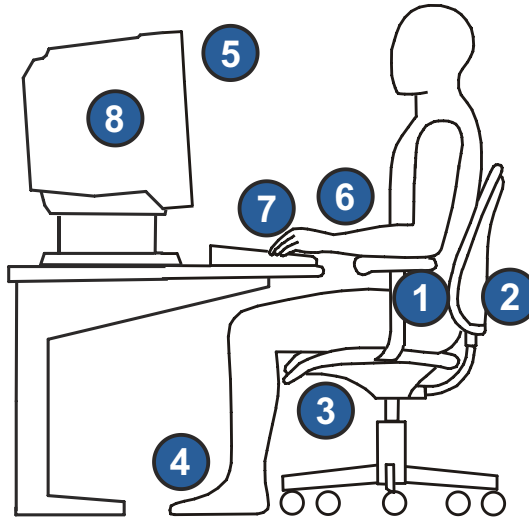
Date

Appendix A: Ergonomics

Refer to the following brochure from.

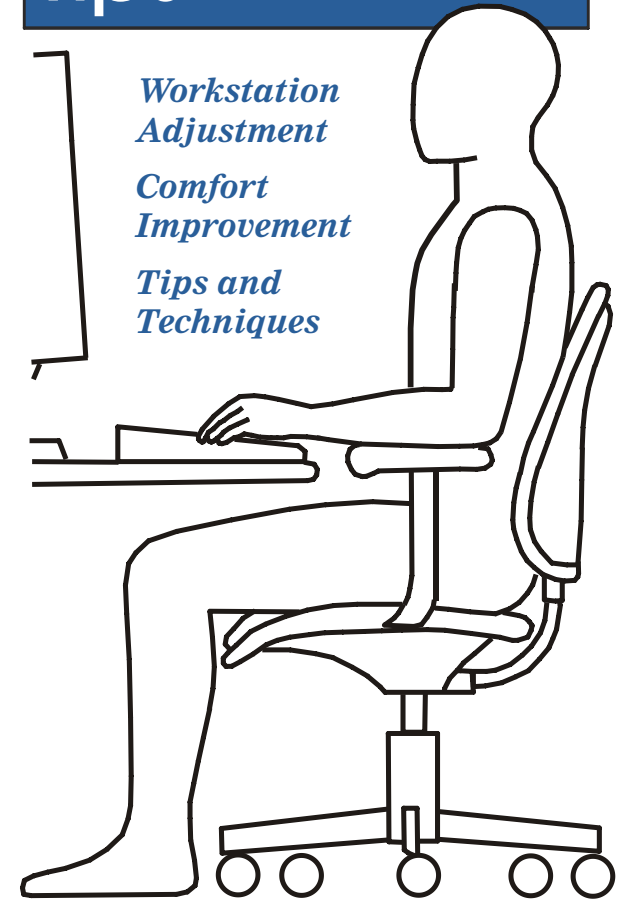
Steps for Adjusting Your Workstation:

- 1 Adjust the chair height so your elbows are at about desktop level.
- 2 Adjust seat back for good support of the lower back, using a lumbar pillow if needed.
- 3 If your seat has a tilt feature, set this so you are comfortably supported.
- 4 If your feet don't comfortably reach the floor or there is pressure on the backs of your legs, use a footrest or lower the keyboard.
- 5 Locate your monitor so the top of the viewing area is at or below eye level.
- 6 With elbows at desk level, your wrists should be straight. Use a wrist rest if desired, and if you have armrests try to adjust them so they support your arms without being too high or too low. Use small pads on armrests if needed.
- 7 Locate the mouse next to the keyboard, so both elbows are by the sides while working. Use your mouse pad or another soft surface to pad edge of desk. Avoid pressing your hands or forearms against any sharp edges on desk.
- 8 Adjust screen brightness and contrast for clear comfortable viewing, and clean the screen frequently.



Office Ergonomics Tips

*Workstation
Adjustment
Comfort
Improvement
Tips and
Techniques*



Finally...Practice Safe Lifting in Offices

Remember that people often do more lifting in office areas than they realize. Think and plan before using manual effort -- don't twist or jerk while lifting, keep loads close to the body, keep your back in its natural curvature, get help if needed, and use mechanical assistance whenever it is available. Other ideas: avoid placing heavy boxes on the floor; change from heavy bottled water to in-line filtration; use contractors to pack and move offices. Practice safe lifting and exertion methods off the job, too.

**Barbre
Ergonomics**

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OFFICE ERGONOMICS

Ergonomics is the applied science of improving the match between people and work. When we talk about office ergonomics, what we mean is sitting with neutral postures, adjusting and locating equipment for comfort, being watchful for health problems, and using fatigue-reducing techniques while working.

Things You Should Know...

People are often concerned that working in offices with computer keyboards, mice, and monitors is unhealthy. Although research is evolving, here are some current answers to common concerns:

- ✓ **EYESTRAIN or "COMPUTER VISION SYNDROME?"** Although eye fatigue or eye strain are among the most common problems experienced by people working with computer equipment, these are temporary. The eyes are directed and focused using muscles which can become overworked. Intensive visual tasks can lead to temporary blurring, soreness, headaches, redness, and dryness. If you have problems that don't go away, check with your eye doctor. You may need glasses that are designed for computer use, with different focus distance and near-vision area.
- ✓ **NECK AND BACK PAIN?** Neck fatigue, back pain, and discomfort in the upper back or shoulders are also common problems experienced by people working in computer workstations. Use the posture and technique tips below to minimize fatigue and avoid problems.
- ✓ **SOFT TISSUE AND JOINT SORENESS?** With especially susceptible people or unusually poor workstations there is sometimes an increased experience of soreness or pain in joints or soft tissues that doesn't go away by itself without making some changes. Listen to the signals your body sends, and see the tips on the rest of this page.

Early intervention is important, no matter what the cause...

If you have tingling, numbness, or pain in the hands or wrists that won't go away, see your physician.

MSDs, CTDs and Carpal Tunnel Syndrome

✓ You may hear in the media that computer work causes medical problems from keying, mouse use, or data entry. These are called musculoskeletal or cumulative trauma disorders (MSDs or CTDs). The most well-known of these is carpal tunnel syndrome, or CTS, a medical condition affecting the hands and wrists. Symptoms of CTS are pain, tingling, and numbness in the hands and fingers, often noticed first at night or while driving.

✓ **Recent research indicates that keying and data entry alone are generally not likely to cause CTDs or CTS in healthy people**, even if symptoms are felt more during those activities. CTS affects about 5% of all people to some extent, and in most cases is caused by medical conditions or lifestyle factors. Non-work factors known to increase risk for experiencing the symptoms of CTS include high blood pressure, obesity, hormonal changes, arthritis, diabetes, pregnancy, kidney, thyroid, or liver problems, gout, and aging. See your physician with any concerns, and consider bloodwork, urinalysis, and nerve testing to rule out medical causes of your symptoms.

Comfort & Fatigue Control...

Equipment design and adjustment are important, but can only promote comfort, not guarantee it. You still need to use good posture and work methods to avoid problems. No chair or workstation permits sitting for hours with no discomfort -- you need to move around, take short breaks, and stretch to control fatigue.

Posture and Positioning

- ✓ Face your work directly and sit with good posture. Keep the spine in its natural curves, with the head and neck upright, not slumped forward. Keep both elbows in by the sides of the body, and adjust your work so it is at about elbow height -- this keeps wrists and arms in line and comfortable.
- ✓ Change sitting positions frequently and move around whenever possible. Reposition legs, lumbar support, seat adjustments, etc.

Technique and Arrangement Tips

- ✓ **Avoid static muscle contractions.** Prolonged reaching, bending, twisting, or elevating the arms up while working restricts circulation and causes pain. Locate the monitor in line with the keyboard and the mouse next to the keyboard. Arrange yourself so you can relax your upper back, neck, shoulders, and upper arms. You don't need a special keyboard to use neutral hand and arm postures: keep hands and wrists in line with the arms.
- ✓ **Move your chair closer** to permit working without constantly leaning or reaching. Make sure to "scoot" your chair in every time you sit down.
- ✓ **Avoid cradling the telephone with your head** for any extended periods. Use a hand, a speaker phone, or headset instead.
- ✓ **Rest your eyes** by periodically closing them for several seconds, then looking at an object at least 20 feet away. Take steps to control screen glare, and use a document holder next to the
- ✓ **Lower your monitor**, and avoid stacking monitors on top of CPUs or laptop docking stations. Neutral eye position for close visual tasks is 20 to 60° downward. Try to sit 20 to 30 inches from your monitor.
- ✓ **Avoid over-use of laptop** keyboards and touchpads for all-day intensive computer work. Use a standard keyboard and mouse to improve comfort, speed, and accuracy.
- ✓ **Avoid pressing palms and wrists against sharp edges while working.** Use gel palm rests and soft mouse pads to shield you from edges.
- ✓ **Locate frequently used items within easy reach**, and practice good housekeeping with the rest. Don't let clutter create fatiguing posture problems.
- ✓ **Remove tight-fitting or sharp bracelets and watches** if they dig into the wrist or forearm. Wear comfortable shoes and clothing that doesn't restrict circulation or impinge at joints.

Contact Barbre Ergonomics at 817-927-4990

Appendix B:

Recovery Friendly Workplace Designation

Strafford Regional Planning Commission Declaration

Strafford Regional Planning Commission, through the SRPC Health and Wellness Coordinators, has teamed up with the State of New Hampshire and will be participating in the Governor's Recovery Friendly Workplace Initiative.

This initiative helps provide the Commission with extensive and comprehensive resources for individuals who are impacted by addiction. The SRPC Health and Safety Coordinators will create connections with local recovery support organizations and participate in community-based prevention and recovery activities.

By participating in this initiative, the Commission promises to promote and foster a healthy stigma free culture and work environment. Those struggling with substance abuse challenges, life crises, or overall wellness, are not only treated with respect, but are also given resources, direction, and support.

We invite all employees who have been impacted by addiction to reach out for help and support.

Adopted by the SRPC Executive Committee on November 15, 2024, and designated by the state on December 10, 2024.

If you are struggling with addiction or know someone that is and need help, please reach out to your wellness coordinators.

Appendix C: Safety Protocol for the Installation and Removal of Automatic Vehicle Traffic Counters

Key Safety Policies & Procedures for Data Collection

Two staff members are required to install counts on Mondays and to uninstall counts on Fridays. Only one staff member is required to conduct a midweek “check-in” of active counts.

Staff members must wear seatbelts enroute to/from count sites.

Staff should wear neon high-visibility vests while conducting traffic counts. Closed toed shoes must be worn for the duration of traffic count activities. A pair of sunglasses or safety goggles are also recommended while hammering in nails.

Consider weather conditions, visibility, stopping distance for drivers, time of day, and holiday traffic while practicing maximum caution while working on the roadway.

Van

When approaching a count location, van strobe lights should be turned on about 100 yards before the count to indicate to the driver behind. The lights should be left on during the entirety of the traffic count setup. Van lights should be turned off after getting to speed on the roadway.

During a road surface management system (RSMS) pavement assessment, lights will be on throughout the course of the assessment as the van will frequently stop or travel at a slow pace, around 10mph.

First aid kit will always be in the van above the driver seat’s storage space. First aid kits are checked yearly before data collection to ensure all expired items are replaced.

Use of the emergency handbrake is strongly recommended when parking on an incline.

Cones and Signage

Cones must always be placed. Placement may vary based on site factors. Generally, two cones are placed on each side of the count installation site at staff’s discretion, subject to hills, curves, or proximity to nearby intersections or driveways.

“Survey Crew” signs should be placed at traffic count sites with reduced visibility, such as curves, hills, in foggy conditions, at intersections, or higher-volume counts (required for counts with a recorded AADT of 15,000 or more) with no police detail.



Road Crossings and Laying Tubes

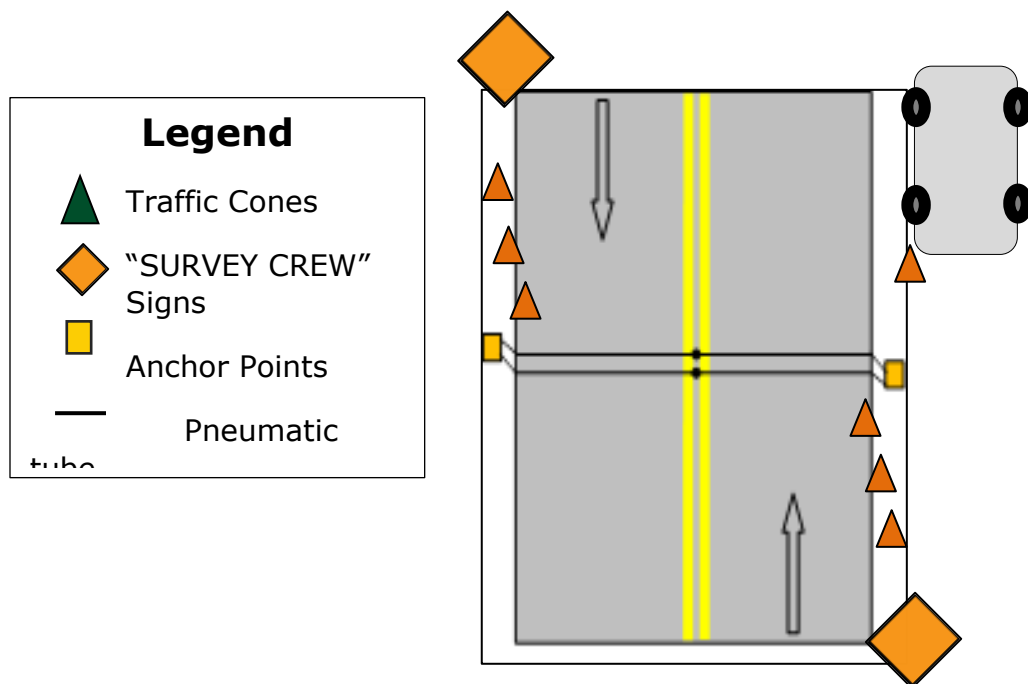
Staff must look both ways before crossing the street. Both team members should cross the road at the same time to avoid distracted, tailgating drivers.

The tubes should be coiled properly such that they unravel in a timely and orderly fashion and not become tangled. Tangled counting tubes are dangerous, as they can add additional time and risk to a traffic count by requiring staff to remain in the roadway for longer than is necessary.

Staff should quickly and firmly plant a foot on the tube once across the street.

Staff should never turn their back to oncoming traffic.

Layout of a Typical High-Volume Count



Other Traffic Count "Techniques"

On long straight-aways, SRPC staff maybe put a total of 6 cones in the field. Two cones may be placed on each side of the road, and two additional cones may be

placed on the double yellow line. This is intended to encourage drivers to slow down when entering the area where a count is being installed.

Staff should use discretion when a traffic count location abuts an active construction or work zone. The traffic count or its installation should not interfere with the work being completed by public or private entities.

Staff occasionally nail the plugged end of the tube in the middle of the yellow line to capture directional traffic without knotting the tube. This setup is used when there are no anchor points directly across from one another. However, this is typically only done in areas with HIGH visibility or with a police detail and should be viewed as a "last resort." In areas with high visibility, one staff member will hammer the plugged tube, while the other observes traffic and directs vehicles as needed.

If a count only requires one tube, typically one staff member will install the anchor and counter, while the other nails down the tubes. This should only be done on low or very low volume roads (>7,000 AADT).

For a high-volume count (a recorded AADT of 7,000 or more), it is expected that both staff members nail the tubes to the road and cross the road together. This is done so an additional staff member has is observing the road.

Accidental Injury

If an accidental injury occurs while at work, it must be reported immediately to the Executive Director or other designated administrative employee. All injuries must be reported whether they are minor, require minimal first aid, or are more serious and result in seeking immediate attention by a Health Care Provider. The Executive Director is responsible for reporting all workplace injuries in accordance with the requirements of the New Hampshire Worker's Compensation Law. Failure to report workplace accidents is a serious matter as it may preclude an employee's coverage under Worker's Compensation Insurance.

Staff members with a known natural or environmental allergen shall carry a prescribed EpiPen at all times in the field. Natural elements during data collection include but are not limited to; Stinging insects, poisonous plants, roadside weeds, and aggressive grasses.

Awareness and Alertness

A worker in the field experiencing fatigue or drowsiness shall not drive the SRPC vehicle at any time. This will extend to field work operations where drowsy or fatigued personnel will be requested to assume responsibilities that prevent them from crossing the road, such as recording data on an SRPC device or locking counters to an anchor on the side of the road. If the drowsiness or fatigue has overcome both field collection members, a call to the office will be made to find pickup options for the van and field team.

Stop Sign Usage

The stop sign is only allowed to be used by certified flaggers at Strafford Regional Planning Commission. A police officer may use the stop sign if they are a certified flagger. When using the stop sign, the "Survey Crew" sign shall also be placed on either side of the road, typically 200-300 feet from the work area.

Nighttime Operations

The field team is prohibited from operating traffic counts during dark or twilight hours of the morning or evening. Bicycle and pedestrian counters may be installed in twilight hours if necessary, but a fluorescent vest must be worn by staff.

Safety Protocol for the Installation and Removal of Automatic Vehicle Traffic Counters Acknowledgement Form

This will acknowledge that I have received a copy of the Strafford Regional Planning Commission's **Safety Protocol for the Installation and Removal of Automatic Vehicle Traffic Counters**. I acknowledge my obligation to acquaint myself with the provisions of this Policy and any future amendments thereto. I further acknowledge that I have read, understand, and will comply with, the provisions of this policy.

Employee Signature

Printed Name

Date

Appendix D. : SRPC Van operating procedures

Using the van at SRPC is a privilege, and maintenance of the van is necessary. Policy, established procedure, and routine ensures the vehicle's longevity and makes field work safer for all field staff. During summer months, the data collection team will have priority use of the van, and the van will be reserved for them every Monday, Wednesday, and Friday.

Van Key

The van key belongs in the data collection room, hanging on a hook on the white board directly on the right when entering the room. A spare is available if the key goes missing. A missing key must immediately be reported to the Executive Director or Office Coordinator. Staff must contact the Executive Director or Office Coordinator for access to the spare key.

Requesting Use of the Van

There is a shared calendar under "Rooms" in outlook to sign out the van for selected times. An outlook meeting or event should be created, with the van@strafford.org account "invited" as a attendee for the room to be added. Recall that the field team is given priority during the summer months, so early communication is requested. When in doubt, contact the Planning Technician.

Refueling the Van

Before going out, check to see if the fuel level of the vehicle. If there is a quarter tank or below, fill up at the closest Cumberland Farms location. Employees are to use the SRPC Cumberland Farms gas card to fill up. The user will be prompted by the machine for the odometer reading (# of miles on car). Record the odometer reading at the pump. Keep the receipt and return it to the office. It can be deposited with the Finance Administrator. If in an area far from Cumberland Farms, staff should use a personal payment method and submit a reimbursement request at the end of the month. Staff must have a physical receipt for this to occur. Record the odometer reading at the pump on this receipt.

Parking the Van

When parking the van on any slope, staff should engage the emergency parking brake in addition to placing the vehicle "in park." Staff shall close the windows and doors and lock the van before leaving the vicinity of the van. Extra attention should be paid to door closures in the winter months, as sensors, locks, and latches can be more sensitive in cold weather conditions.

Staff shall not obstruct a driveway or intersection and shall abide by all relevant parking regulations. Use discretion in parking in paid parking locations.

SRPC and other tenants of the Rochester Community Center are sometimes advised to remove vehicles from the parking area in front of the entrance to SRPC, Haven, and the City Clerk's office due to winter weather, special events, or construction. The office telecommuting schedule should be updated on a regular basis such that someone is available to move the van to an alternate location upon direction from the City of Rochester.

Recording Mileage

Each time the van is used, the end-of-trip odometer reading must be logged on the mileage sheet, along with the billing code for the trip. The mileage sheet is directly above the driver, found in the sun visor, and must be replaced each month. Please deposit the sheet with the Finance Administrator at the end of each month and print out a new copy that is located here: 1_SRPC Staff - Documents\Financial Resources\Expense Forms\SRPC Van Mileage Form

Report Concerns

Before entering and after exiting the vehicle, staff are encouraged to walk around the vehicle to observe its general condition. Characteristics to observe include scratches, bumps, dents, peeling graphics, windshield chips or cracks, or visibly low, flat, or balding tires. When the vehicle is on and in "park," conditions to observe include engine alerts, oil change alerts, tire alerts, or other dashboard icons or warnings. Staff must record the issues under the "NEW ISSUES" column of the mileage sheet. All needed repairs, particularly, conditions that prevent use of the vehicle or its safe operation must be reported to the Executive Director immediately.

Flashing Lights

The van is equipped with flashing lights on the roof and all four corners. These can be turned on and off with the switch located to the left of the steering wheel and a few inches down. Pressing it down will have the lights on, while having it switch up is "off". Staff should only operate the work lights when actively approaching, installing at, or leaving a traffic count location, conducting a road surface management system (RSMS) pavement assessment, or any other situation that necessitates heightened attention from other drivers. The work lights should not be on for the duration of the time in the field; while traveling between two count locations, for instance.

Van First Aid

The van has a first aid kit directly above the driver if first aid or basic medical attention is needed.

In the event of an emergency, staff should call 911. Staff must pull over, ensure that the van is in "Park," and turn on the flashing hazard lights until help arrives. The Executive Director must be alerted if a call to 911 was placed.

Van Procedures Acknowledgement Form

This will acknowledge that I have received a copy of the Strafford Regional Planning Commission's **Van Procedures** I acknowledge my obligation to acquaint myself with the provisions of this document and any future amendments thereto. I further acknowledge that I have read, understand, and will comply with, the provisions of this document.

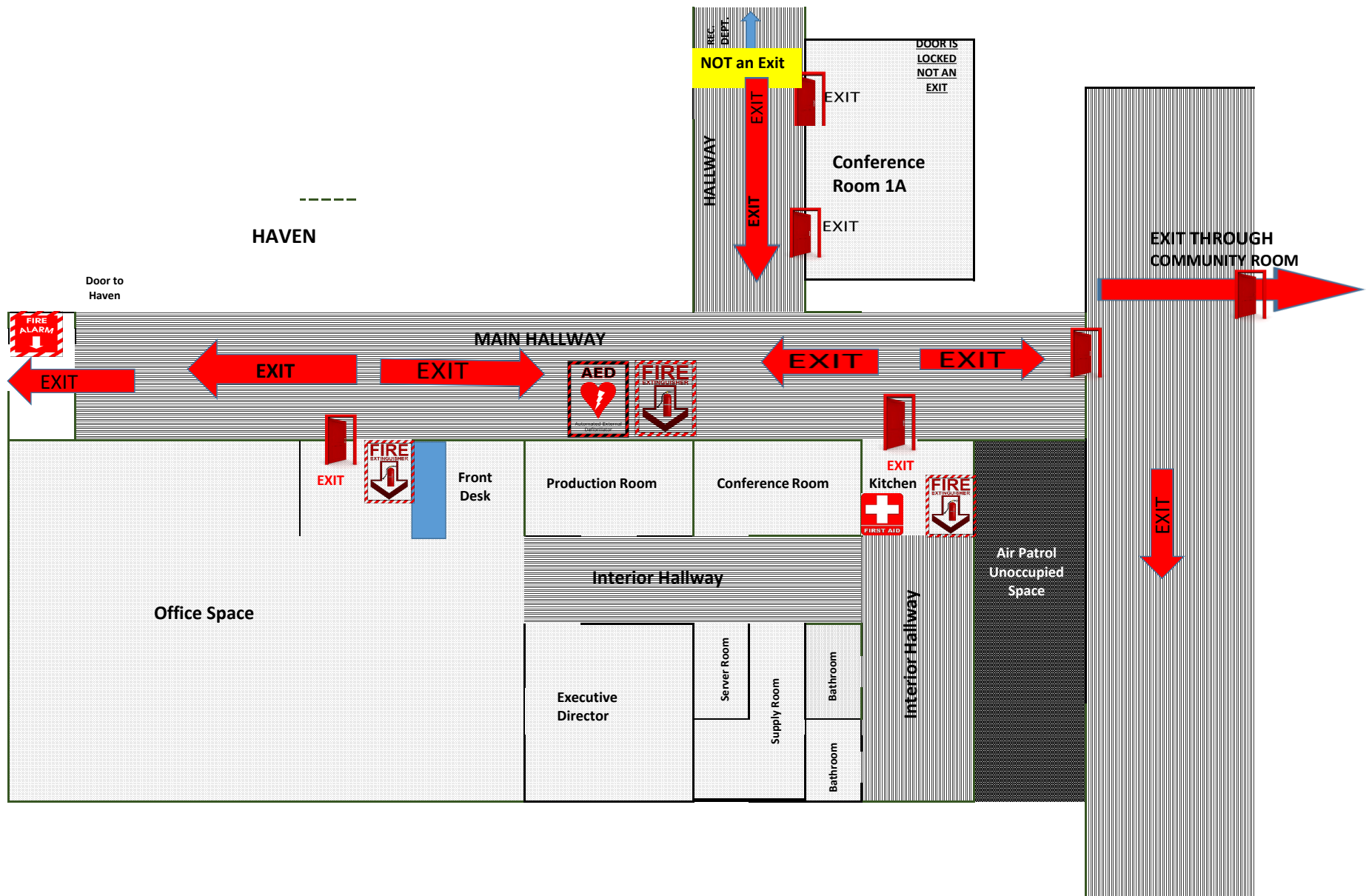
Employee Signature

Printed Name

Date

Appendix E: Emergency Exit Map

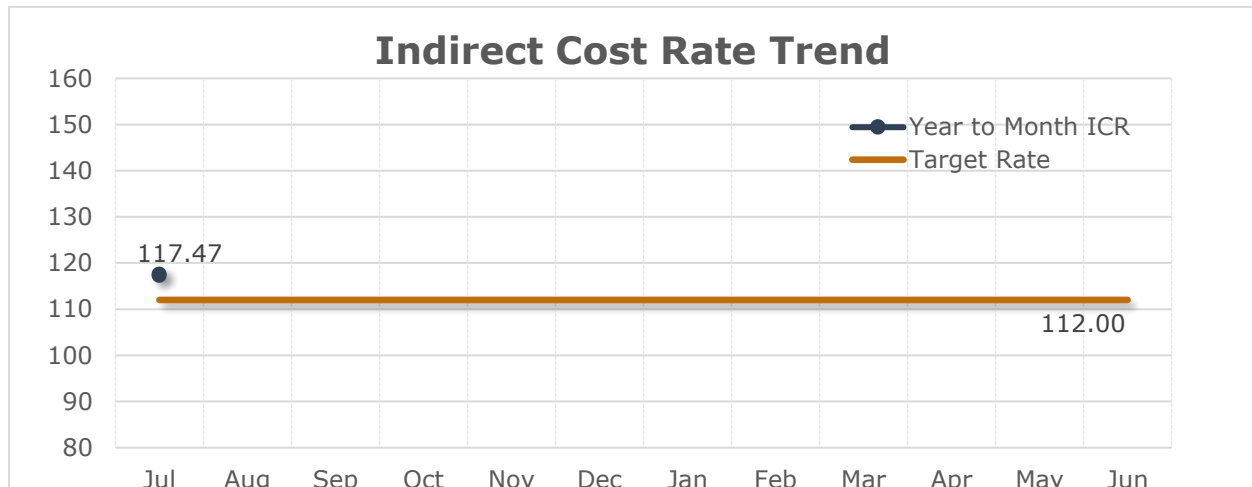
Refer to the following map:



Awards, Contracts, and General Business Updates

Indirect Cost Rate

SRPC's approved indirect cost rate is 112% and in effect for FY2026-2027. As of July 31, 2026, we are starting the year out at 117%. July is typically high, this is much lower than past years, but still above the approved rate.



FY2027 Dues Utilization Trough July 2027

Income:	
Total FY27 Dues Paid	\$13,168.09

Expenses:	
Planning Salaries	\$1,544.75
Dues and Subscriptions	\$10.98
Staff Training	\$0.00
Equipment Depreciation	\$459.63
Vehicle Interest	\$0.00
Media Outreach	\$0.00
Bank Fees	\$0.00
Finance Charge	\$0.00
Interest Expense	\$0.00
Meeting Expense	-\$80.00
Office Expense	\$46.01
Travel	\$0.00
Indirect (112%)	\$1,730.12
Total SRPC Expenses	\$3,711.49

Cash Match:	
UPWP	\$4,863.11
EDA	\$1,635.87
Coastal	
Total Cash Match	\$6,498.98

Contract Overages:	
Small Overages (<\$100)	-
Total Contract Overages	-

Total Expenses	\$10,210.47
Dues Remaining	\$2,957.62

Awards and Contracts

Refer to the table on the following pages.

Proposals and Grant Applications Tracking

Title	Funder	Funding Year(s)	Award \$	Net Funding	Application Status	Contract Status	Description
Nottingham - Stormwater and Impervious Coverage	PREPA	FY2027-2028	\$14,000	\$14,000	Awarded	In Process	Advance the implementation of key recommendations emerging from the updated Natural Resources Master Plan Chapter
Newmarket Schanda Park Implementation	NHDES CRG	FY2027-2028	\$45,000	\$14,200	Awarded	In Process	Redevelopment strategy for Schanda Park and adjacent Town-owned waterfront properties along the Lamprey River and Moonlight Brook, as well as integration of coastal flood resilience considerations into the Town's Capital Improvements Program
Durham - Incorporating Resilience in Capital Improvement Plan	NHDES CRG	FY2027-2028	\$15,000	\$15,000	Awarded	In Process	Working with the Town of Durham to incorporate hazard exposure and resilience into the capital improvement planning process
Somersworth - Climate Vulnerability Assessment	PREP Climate Impact Grant	FY2027-2028	\$20,000	\$20,000	Awarded	In Process	Create a Climate Vulnerability Assessment (CVA) for the City of Somersworth
NH Coastal Watershed Resilience Plan	NHDES NFWF	FY2026-FY2028	\$100,000	\$100,000	Awarded	Pending G&C	Develop a comprehensive Flood Hazard Assessment to identify priority assets at risk from coastal and freshwater flooding across 48 municipalities in New Hampshire's Coastal Watershed and create a Coastal Watershed Risk Reduction Plan.
Middleton Asset Management Plan	CWSRF	FY2026-2027	\$30,000	\$30,000	Awarded	Pending G&C	Project would support implementation of the Sunrise Lake Watershed Management Plan. SRPC can be completed in house. Will require 2 interns for the summer.
Bow Lake Watershed Management Plan - Part 2 (Strafford)	NHDES 604(b)	FY2026-2027	\$56,500	\$11,000	Awarded	Pending G&C	SRPC is currently working with the Town of Strafford on the data collection and development components that will serve as inputs to the preparation of a full Watershed Management Plan. This application will enable the plan development and lake loading response modelling.
Barrington Stormwater Asset Data Collection	Barrington	FY2026-2029	\$45,660	\$52,300	Submitted	NA- App Pending	Inventory of culverts in the town of Barrington split across 3 summers.
Strafford County Nursing Home Improvements	CDFA / GO-NORTH / RCHIP	FY2027-2028	\$50,000	\$50,000	Submitted		SRPC will serve as the grant writer and administrator for the county. The project will fund building improvements including a new roof, window replacements, and HVAC.
Housing and Agriculture Tool Kit	NHHFA	TBD	\$2,400	\$2,400	Submitted		SRPC would be a project advisor to Weston and Sampson. The project would develop a series of planning related tools for municipalities.
Surise Lake Phase II Implementation Projects	NHDES 319	FY2028-2029	\$100,000	\$20,000	LOI Submitted		Design, permitting, and construction of Route 125/Bolan Road stormwater systems stabilization and reshaping and Fernald Shore stabilization.

Title	Funder	Funding Year(s)	Award \$	Net Funding	Application Status	Contract Status	Description
Milton 3 Ponds Stormwater Implementation Projects	NHDES 319	FY2028-2029	\$100,000	\$20,000	LOI Submitted		Design, permitting, and construction of three stormwater control measures (SCMs): two at the Canoe Launch (infiltration swale and boat launch stabilization) and one at Jones Beach (rain garden).
Swains Lake Watershed Management Plan (Barrington)	NHDES 604(b)	FY2028-2029	\$80,000	\$15,000	LOI Submitted		Prepare a new Watershed Management Plan for the Lake in coordination with the Town and Lake Association.
Durham Conservation Mapping	Durham	FY2026-2027	\$2,000	\$2,000	In Development	-	Prepare updated conservation land maps for Doe Farm, Jackson's Landing, and Steven's Woods
Interactive Web Map for Water Bodies (Region Wide)	NHCF GB2030	FY2027-2028	\$51,000	\$51,000	In Development		Develop a comprehensive water quality mapping tool to support all of the Great Bay watershed's tributary rivers and their Local Advisory Committees.
Sunrise Lake Design (Middleton)	NHCF GB2030	FY2027-2028	\$67,000	\$15,000	In Development		Implementation of the Sunrise Lake Watershed Management Plan through engineering design and permitting for three priority stormwater control measures.
NH Coastal Adaptation Workgroup (CAW) Capacity (Region Wide)	NHCF GB2030	FY2027-2028	\$88,280	\$39,280	In Development		Capacity to provide leadership to the NH Coastal Adaptation workgroup (CAW), including updating CAW's Five-Year Intentions and hosting a second round of the Evolve Our Practice cohort to grow CAW members' skills related to equitable climate adaptation
Transportation Infrastructure Flood Resilience in the Greater Coastal Watershed	FHWA PROTECT	FY2028-2029		\$0	In Development		Develop a Transportation Resilience Plan for the region that would reduce the match required for municipal projects under this funding opportunity. Additionally, beyond the plan's minimum requirements SRPC and RPC would work with consultants to evaluate groundwater rise impacts on critical transportation infrastructure, prepare 75% design plans for key culvert crossings within the coastal zone, and identify and prioritize additional culverts further upstream.

Note: Funding Amounts for Projects in Development are ballpark amounts and will change

Application/Proposal Status	Total Award \$	Pass Through	Net SRPC Funding
Awarded	\$280,500	\$76,300	\$204,200
Submitted	\$98,060		\$104,700
In Development	\$208,280	\$101,000	\$107,280
Grand Total	\$586,840	#####	#####