

**MEETING NOTICE AND AGENDA**  
**EXECUTIVE COMMITTEE**  
**Wednesday, March 30, 2016**  
**6:00PM**  
**RPC Conference Room**  
**156 Water St., Exeter, NH**

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- 6:00 Call to Order – *Phil Wilson, Chair*
- 6:00 I. Approval of Minutes from February 27, 2016 **MOTION TO APPROVE** *[Attachment 1]*
- 6:05 II. Financial Report for February 2016 *[Attachment 2]*
- 6:10 III. Website Update – *Dave Walker, Jenn Rowden*
- 6:30 IV. e-Newsletter – First Issue Draft – *Cliff Sinnott* *[to be distributed]*
- 6:40 V. Strategic Planning Discussion – continued – *Phil Wilson, Cliff Sinnott, other Staff*  
*[Attachment 3]*
- 7:30 VI. Establish Nominating Committee & Chair for 2016 (per Article V of the RPC Bylaws) and meeting schedule **MOTION REQUIRED**
- 7:40 VII. FY 2017 Budget– *Cliff Sinnott* *[to be distributed]*  
A. First Draft Funding and Expense budgets  
B. Dues and hourly rates (member and non-member) for FY17.
- 7:55 VIII. Legislative Committee Update – *Barbara Kravitz*
- 8:00 IX. New/Other Business  
A. New Commissioner Orientation - Evaluation  
B. NHARPC Annual Meeting – May 12<sup>th</sup>, Laconia  
C. Annual Meeting Venue decision  
D. April RPC/MPO Meeting – North Hampton, April 13  
E. Other Business
- X. Public Comment
- XI. Adjourn

**MINUTES  
COMMISSIONER ORIENTATION &  
EXECUTIVE COMMITTEE**

**Rockingham Planning Commission  
February 24, 2016  
RPC Conference Room, Exeter NH**

**Executive Committee Members Present:** P. Wilson (Chairman); B. Kravitz (Secretary); M. Turell (Treasurer); G. Coppelman (Past Chair); R. McDermott, T. Moore, D. Marshall, R. Taintor, F. Chase (Members at Large)

**Commissioners Present:** T. McCormick (Rye); A. Carnaby (Hampton); J. Denton, R. Perkins (Portsmouth); L. Cushman (Stratham); J. Foley (Epping); P. Coffin (Kingston)

**Staff:** C. Sinnott (Executive Director); A. Pettengill (Business Manager)

Wilson convened the **Commissioner Orientation** at 6:10 p.m. and welcomed all in attendance.

Introductions were made around the room. Sinnott gave a presentation that included an Overview of the Commission's role and purpose. He explained the general organization and funding of the agency. He reviewed member services. Wilson presented the Commissioner roles and responsibilities. A question and answer period followed. The Orientation adjourned. New Commissioners were invited and encouraged to attend the Executive Committee meeting which followed.

**Executive Committee Meeting**

**I. Minutes of January 27, 2016**

*Turell moved to approve the Minutes of January 27, 2016 as presented; Coppelman seconded.  
SO VOTED.*

**II. Financial Report of January 2016**

Chase asked for clarification on the "misc" line item and Pettengill explained that it is used mostly for purchases that are later offset by payments, e.g., land use book orders, and annual dinner reservations, which explains the sometimes negative balance.

**III. Strategic Planning**

Sinnott distributed an RPC Staff Prioritization and noted that it represents a consolidation of a larger matrix. He stated that improving member and stakeholder 'Communications' is still the biggest strategy to be addressed. The next step is to come to a consensus on which of the activities listed should receive priority and resources and then convene this Committee with Staff to discuss. Chase asked if NHMA does training and if the RPC could tie in with their program. Sinnott replied that they often do training, however, it covers a broader spectrum of municipal governance that we do and doesn't usually focus on planning issues per se. Wilson stated that economic growth via new services should be one of the priorities. Discussion followed regarding communications, staff resources available, and capacity requirements, vision, future, and sustainability. Consensus was that before the next Executive Committee meeting, the staff and Wilson would work on a "fishbone" cause/effect diagram to be understand the connections between strategies and activities. Staff to bring the result of that meeting to next Executive Committee in March.

**IV. NHARPC Update:** *Tabled until next meeting*

**V. Legislative Committee Update**

Kravitz noted that the Committee met earlier today and they are working to clarify a few items and Moore is working on a grid of Bills being watched.

**VI. Other Business**

- A. Funding outlook for FY 17: Sinnott distributed a First Look at funding for FY 17. He stated that the outlook is not bad for this early date, resulting in a -5% gap compared to the current year's budget. He cautioned that that includes a number of speculative funding sources, totaling about 7-10% of the budget. Discussion followed on specific funding items and member vs non-member rates. *General consensus was to add a discussion on increasing the non-member rate at the next meeting.*
- B. Update on annual meeting speaker & venue: Coppelman confirmed that Rebecca Rule has agreed to be the guest speaker. Pettengill stated that Atkinson Country Club and Atlantic Grill have both responded w/ their fees and meal costs.
- C. Other: March Commission meeting: Stratham Town Office; Topics: Agritourism, standard mapsets, solicit nominating committee members.

McDermott asked why Danville isn't a dues paying member any longer and Sinnott replied he was unsure. Consensus was that staff should find out and try to rectify.

Kravitz noted that Bogle will be giving a presentation on Monday, Feb 29<sup>th</sup> in Hampton regarding the Rte 1/101 interchange.

*Meeting adjourned at 9:15 p.m.*

Respectfully submitted,  
Annette Pettengill  
Recording Secretary

**Rockingham Planning Commission**  
**Financial Statement**  
**Budget vs. Actual**  
February 2016

|  | Feb 2016         | YTD FY 16         | Revised<br>Amendment #1 | Balance           | % Budget     |
|--|------------------|-------------------|-------------------------|-------------------|--------------|
| <b>Income</b>                          |                  |                   |                         |                   |              |
| <b>RESOURCES</b>                       |                  |                   |                         |                   |              |
| Federal Contracts                      | \$               | -                 | \$ -                    | \$ -              |              |
| Grants                                 | \$               | -                 | \$ -                    |                   |              |
| Local Dues                             | \$ -             | \$ 134,784        | \$ 130,524              | \$ (4,260)        | 103.3%       |
| Other Income                           | \$ -             |                   | \$ 6,500                | \$ 6,500          | 0.0%         |
| Local Planning Contracts               | \$ -             | \$ 170,011        | \$ 278,460              | \$ 108,449        | 61.1%        |
| State Contracts                        | \$ 42,266        | \$ 382,416        | \$ 748,075              | \$ 365,659        | 51.1%        |
| <b>Total RESOURCES</b>                 | <b>\$ 42,266</b> | <b>\$ 687,211</b> | <b>\$ 1,163,559</b>     | <b>\$ 476,348</b> | <b>59.1%</b> |
| <b>Total Income</b>                    | <b>\$ 42,266</b> | <b>\$ 687,211</b> | <b>\$ 1,163,559</b>     | <b>\$ 476,348</b> | <b>59.1%</b> |
| <b>Expense</b>                         |                  |                   |                         |                   |              |
| Newspaper/Media                        | \$ 1,265         | \$ 2,300          | \$ 1,500                | \$ (800)          | 153.3%       |
| Contracted Printing                    | \$ 29            | \$ 2,090          | \$ 2,000                | \$ (90)           | 104.5%       |
| Contracted Services                    | \$ 18,855        | \$ 118,023        | \$ 149,555              | \$ 31,532         | 78.9%        |
| Total Salaries                         | \$ 48,971        | \$ 428,194        | \$ 659,037              | \$ 230,843        | 65.0%        |
| Travel                                 | \$ 200           | \$ 2,462          | \$ 9,000                | \$ 6,538          | 27.4%        |
| Reconciliation Discrepancies           |                  |                   | \$ -                    | \$ -              |              |
| Payroll Processing Fees                | \$ 35            | \$ 317            | \$ 425                  | \$ 108            | 74.6%        |
| Janitorial                             | \$ -             | \$ 1,190          | \$ 3,900                | \$ 2,710          | 30.5%        |
| Accounting                             | \$ -             |                   | \$ 1,200                | \$ 1,200          | 0.0%         |
| Audit                                  | \$ -             | \$ 9,800          | \$ 10,020               | \$ 220            | 97.8%        |
| Bank & Service Charges                 | \$ -             | \$ 281            | \$ 350                  | \$ 69             | 80.4%        |
| **Dues & Subscriptions                 | \$ -             | \$ 5,541          | \$ 6,500                | \$ 959            | 85.2%        |
| <b>Employee Co Contrib of Benefits</b> |                  |                   |                         |                   |              |
| C Deferred Comp 457                    | \$ 2,835         | \$ 27,459         | \$ 41,830               | \$ 14,371         | 65.6%        |
| C Dental Insurance                     | \$ 817           | \$ 6,894          | \$ 10,388               | \$ 3,494          | 66.4%        |
| C Health Ins.                          | \$ 4,205         | \$ 36,596         | \$ 61,070               | \$ 24,474         | 59.9%        |
| C Life Insurance                       | \$ 84            | \$ 703            | \$ 1,100                | \$ 397            | 63.9%        |
| C LTD Insurance                        | \$ 117           | \$ 982            | \$ 1,881                | \$ 899            | 52.2%        |
| C NH Retirement 414E                   | \$ 2,635         | \$ 21,420         | \$ 33,401               | \$ 11,981         | 64.1%        |
| C STD Insurance                        | \$ 86            | \$ 718            | \$ 1,111                | \$ 393            | 64.6%        |
| **Equipment                            | \$ -             | \$ 3,031          | \$ 10,100               | \$ 7,069          | 30.0%        |
| **Equipment & Software Maint.          | \$ 352           | \$ 7,895          | \$ 12,500               | \$ 4,605          | 63.2%        |

**Rockingham Planning Commission**  
**Financial Statement**  
**Budget vs. Actual**  
February 2016

|                                     | Feb 2016           | YTD FY 16          | Revised<br>Amendment #1 | Balance           | % Budget     |
|-------------------------------------|--------------------|--------------------|-------------------------|-------------------|--------------|
| <b>General Insurance</b>            | \$ 294             | \$ 2,911           | \$ 4,625                | \$ 1,714          | 62.9%        |
| <b>Misc</b>                         | \$ (8)             | \$ (2,606)         | \$ 6,500                | \$ 9,106          | -40.1%       |
| <b>**Office Supplies</b>            | \$ 883             | \$ 9,726           | \$ 10,500               | \$ 774            | 92.6%        |
| <b>Payroll Expenses (C Portion)</b> |                    |                    |                         |                   |              |
| <b>P/R Taxes - Other</b>            | \$ 3,685           | \$ 32,467          | \$ 50,416               | \$ 17,949         | 64.4%        |
| <b>SUTA</b>                         | \$ -               | \$ 158             | \$ 500                  | \$ 342            | 31.6%        |
| <b>**Postage</b>                    | \$ -               | \$ 1,241           | \$ 3,000                | \$ 1,759          | 41.4%        |
| <b>Rent</b>                         | \$ 4,081           | \$ 28,411          | \$ 48,816               | \$ 20,405         | 58.2%        |
| <b>Telephone &amp; Internet</b>     | \$ 408             | \$ 3,358           | \$ 5,200                | \$ 1,842          | 64.6%        |
| <b>**Training &amp; Workshops</b>   | \$ -               | \$ 120             | \$ 3,500                | \$ 3,380          | 3.4%         |
| <b>Utilities</b>                    | \$ 542             | \$ 3,594           | \$ 6,750                | \$ 3,156          | 53.2%        |
| <b>Total Expense</b>                | <b>\$ 90,371</b>   | <b>\$ 755,276</b>  | <b>\$ 1,156,675</b>     | <b>\$ 401,399</b> | <b>65.3%</b> |
| <b>Net Ordinary Income</b>          | \$ (48,105)        | \$ (68,065)        |                         |                   |              |
| <b>Unobligated Funds</b>            |                    |                    | \$ 1,884                | \$ 1,884          |              |
| <b>Fund Balance Accrual</b>         | \$ -               |                    | \$ 5,000                | \$ 5,000          |              |
| <b>ICR Reserve</b>                  |                    |                    | \$ -                    | \$ -              |              |
| <b>Net</b>                          | <b>\$ (48,105)</b> | <b>\$ (68,065)</b> | <b>\$ 1,163,559</b>     | <b>\$ 408,283</b> |              |

NOTE: Feb 29th is 66% through the fiscal year

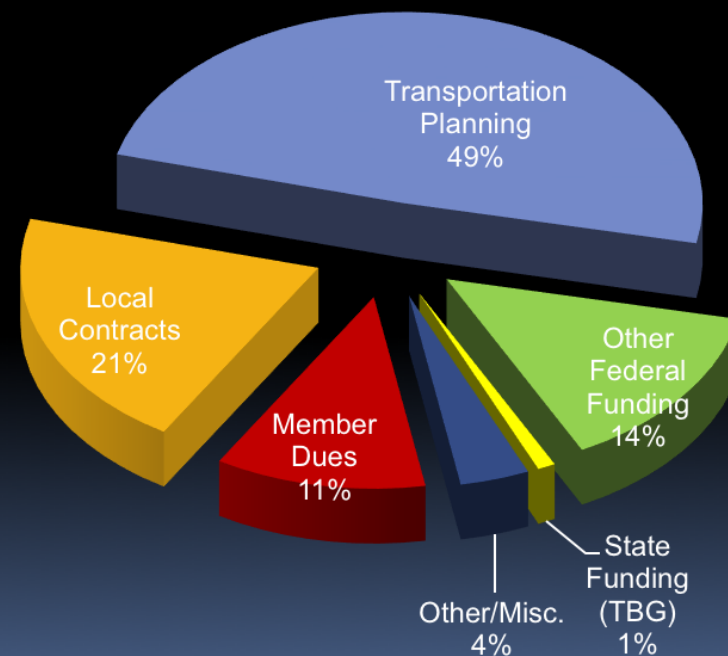
# RPC Strategic Planning Effort

- **Why?:** A response to concerns about long term sustainability given declining federal support for planning
- **Staff:**
  - “SWOT” Analysis
  - “Success Equation” (outcomes, strategies, activities, resources)
- **Executive Committee**
  - Review / affirm / refine
  - Joint meeting w staff
  - Strategic plan doc with priority actions

# RPC Funding Sources

| SOURCE                    | FY 2016            |
|---------------------------|--------------------|
| Member Dues               | \$131,000          |
| Local Contracts           | \$234,000          |
| Transportation Planning   | \$563,000          |
| Other Federal Funding     | \$162,000          |
| State Funding (TBG)       | \$11,000           |
| Miscellaneous             | \$43,000           |
| <b>TOTAL</b>              | <b>\$1,144,000</b> |
| Passthrough or Contracted | (\$130,000)        |
| <b>TOTAL OPERATING</b>    | <b>\$1,014,000</b> |

Funding Sources FY 2016



## Strengths

- Good capacity – staffing, financial management
  - Strong staff – experience, respect, trust, tenure
  - Broad expertise
- 
- Unique Niche – no other general purpose regional agency to assist communities
  - Existing platform to foster regional, cooperative solutions
  - Conduit to end-users for programs like NERRS (growing need for regional solutions)
  - Relatively flexible in ability to respond to local needs
- 
- Good interregional track record.
  - Good track record and respect from state agencies
  - Funding agency relationships and track record
  - Stable base of dues, CR and UPWP funding (relatively)
- 
- Appreciation and understanding of what RPC does from Commissioners.
  - Location of region: Boston, Portland metros

## Weaknesses

- Staff capacity – fully committed – circuit riding absorbs large share of resources. Subcontracting adds and takes away
  - No reserve capacity to respond to new opportunities.
- 
- Adequate buy-in from towns sometimes lacking. Projects may be funding driven rather than locally defined
  - People associate RPC with county government.
  - Failure to communicate programs, results, mission in sustained professional way. Need to be more conscious of communications
  - Uneven attention to member communities from RPC
  - Commissioner communications role to towns is uneven.
  - No recent membership survey: no metrics for our performance
  - Have let PB training role slip – none for several years
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- Lack of institutional planning support in NH – effects perceived value of RPCs
  - Poorly centered region – no center city, with different needs and perceptions east to west.
  - Home rule ethic makes regional efforts prone to failure
  - Circuit rider services cost more time and money than recouped



## Opportunities

- Survey towns about what they want and what they think of us
  - Ask professional planning staff about local needs
  - Reinstate brown bag lunches for planner or something similar (PB trainings) quarterly
  - Create association of planning boards like conservation commission association
  - Provide clear information on LTA services and on webpage
  - RPC annual report including one pager for towns annual reports
  - Use planning brown bag to launch regional initiatives
  - Better mobilization of Commissioners as liaisons.
  - Better explanation of government status
- 
- Some section of federal funding may not decrease: UPWP, Climate, Transit
  - Better recouping of circuit rider costs – use to help build a reserve \$
  - Willingness to pay to attend training session.
  - Request more MPO funds to allow for more staffing/work
- 

## Opportunities - continued

- Other federal projects to help balance CR attention imbalance
- Inter-municipal cooperation
- Support for local economic development committees
- ZBA circuit riding? – (Quasi judicial issue, liability exposure)
- Continue HSEM funding to work with coastal (Tier II projects)
- Regionalization of GIS. Increasingly difficult to sustain locally, Salem staff gone, Londonderry staff gone. Circuit rider.
- Regional code enforcement and building inspection
- Coastal viewer – compilation of coastal zone data
- River/watershed management
- Growing number of regional cooperation efforts.
- Need to do more at county level planning
- Request more MPO funds to allow for more staffing/work
- LPA project management assistance to municipalities
- Regional facts document – web integration sale?

## Opportunities - continued

- Enable towns to utilize/leverage funding opportunities at state level
- Better capacity for advocacy mobilization at state level on transportation issues at the state level
- Providing MS4 services
- Providing more GIS support to towns.
- Providing more TA regarding agriculture and land use in communities under new ag. paradigm
- Increasing TA into energy and solar adoption/leverage at local and regional level.
- Get involved with age friendly community planning work responding to demographic shifts
- Continued work on SLR and adaptation
- Increasing UNH partnerships, interns, resources.
- Research partnerships (e.g NERRS/UNH)
- Turnover at state agencies. (also a threat)

## Threats

- Turnover on local boards and state agencies
- Tendency of new local appointees to be unfamiliar with/skeptical of regional planning
- Growth of generalized distrust of government and planning
- Organized opposition to planning
- Lack in investment and buy-in for planning
- Sequester and future decline in federal funds in many areas
- Lack of champions among state agencies
- Flat, declining, practically non-existent state funding
- Regressive approach at DOT/FHWA...
- Reluctance to pay full cost of planning services (e.g without subsidies)
- Lack of urgency in working on planning issues with slow growth (also provides time to do other planning work)

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- Proliferation and overlap of organizations, and people, doing topical or geographical work.
- Competition for funding, TA, (some from consultants) particularly on topics like climate change, hazard mitigation, MS4
- Succession, lack of cross training, staff getting old

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|---|--|--|--|
| <p><b>PROBLEM</b></p>                                 | <p>Almost 70% of RPC's funding is from federal and state (passthrough) sources. The likely continued decline in state and federal funding puts into question the long term financial sustainability of the organization.</p>   |  |  |
| <p><b>DESIRED EFFECT</b></p>                          | <p>A greater proportion of our financial support originates from member municipalities (e.g. in the form of dues and contracts) resulting in less dependence on Federal funds.<br/> Measurable Goal : Grow the local share of the funding pie from ~30% to ~50% in five years.</p> |  |  |
| <p><b>PRIORITY "CAUSES" to ACHIEVE the EFFECT</b></p> | <p>Much better <b>communications</b> to towns about benefits, services, activities and value</p>   | <p>Develop and market <b>new local planning services</b></p> | <p>Initiate, promote and monetize <b>regional approaches</b> and solutions</p> |

|                         |  |   |  |
|-------------------------|--|---|--|
| <b>PROBLEM</b>          | <b>Almost 70% of RPC's funding is from federal and state (passthrough) sources. The likely continued decline in state and federal funding raises concerns about the long term financial sustainability of the organization.</b>  |   |  |
| <b>DESIRED EFFECT</b>   | <b>Receive a greater proportion of our financial support from member municipalities in the form of dues and contracts for services and be less dependent Federal funds. Grow the local share of the pie from ~30% to ~50% in five years.</b>   |   |  |
| <b>Priority Outcome</b> | <b>Improved communications to towns about benefits, services, activities and value</b>   | <b>Create and market new local planning services with income potential</b>  | <b>Initiate and promote regional approaches and solutions</b>  |
| Strategies              | <ul style="list-style-type: none"> <li>Increasing staff and Commissioner capacity for communication</li> <li>Utilizing website and media to communicate RPC materials and services</li> <li>Institutionalizing communication into all RPC activities</li> </ul>  | <ul style="list-style-type: none"> <li>Identify where the needs are that RPC uniquely can meet.</li> <li>Develop internal and define capacity and expertise.</li> <li>Developing need, justification, and marketing for services.</li> <li>Identify external partners or resources.</li> <li>Expansion of MPO funding</li> </ul>  | <ul style="list-style-type: none"> <li>Establish regional assistance programs (e.g MS4) addressing priority needs to take advantage of economy of scale</li> <li>Use circuit rider contact to provide a regional perspective to address individual town priorities.</li> <li>Increase use of RPC as neutral party for inter-municipal cooperative efforts and negotiations.</li> <li>Increase utilization of regional data and GIS services</li> <li>Regional small water system consolidation</li> <li>Regional watershed /river management planning assistance</li> <li>Expand rivers protection program to Lower Merrimack</li> </ul>   |
| Activities              | <ul style="list-style-type: none"> <li>Establishing protocol and doing community visits with RPC staff liaison and town Commissioners.</li> <li>Survey (on value perceptions &amp; municipal service needs)</li> <li>Complete new website and use as primary communications tool and information resource</li> <li>E-newsletter, social media utilization</li> <li>Annual reporting to towns.</li> <li>Framing work/outreach message on value of regional approach.</li> </ul> | <ul style="list-style-type: none"> <li>Survey (on municipal services/needs)</li> <li>Expand Circuit riding services</li> <li>Expand Training for land use boards</li> <li>Expand GIS services</li> <li>Agriculture TA</li> <li>MS4 technical assistance</li> <li>Power purchase agreements for utilities.</li> <li>Expansion of transportation planning activities (corridor studies)</li> <li>Road Surface Management</li> <li>Economic Development support</li> </ul> | <ul style="list-style-type: none"> <li>Expand circuit rider program capacity to include conservation commission and ZBA technical assistance.</li> <li>Develop regional training for planning boards, conservation commissions, etc.</li> <li>Maintain/expand Household hazardous waste coordination</li> <li>Implement regional MS4 Permit technical assistance program.</li> <li>Increase capacity to assist with economic development planning at the municipal level.</li> <li>Expand Road Surface Management System program</li> <li>Investigate opportunities for regional cooperatives for energy, cable franchises, water infrastructure, etc.</li> <li>Provide more watershed and environmental based planning (see related Priority Outcome)</li> <li>Provide outreach materials about water quality</li> <li>Develop watershed management plans</li> <li>Engage in watershed-based organizations e.g. PREP SWA, local watershed organizations</li> <li>MS4 Technical assistance</li> <li>RPC working on PTAPP tracking/accounting tool</li> </ul> |
| Funding Sources         | <ul style="list-style-type: none"> <li>Local dues</li> <li>Including communication funds and plans in all project budgets/scopes.</li> </ul>   | <ul style="list-style-type: none"> <li>Municipalities (Contract for Services)</li> <li>Agencies</li> </ul>  | <ul style="list-style-type: none"> <li>Regional Service agreements</li> <li>Subsidies from state or federal sources</li> <li>Startup grant/foundation funding</li> <li>Foundations</li> </ul>  |