



NOTICE OF MEETING

WHO: NRPC Executive Committee

WHEN: Wednesday, May 17, 2023, at 6:00 pm

WHERE: NRPC Offices, 30 Temple Street, Suite 310, Nashua, NH. If you are unable to attend in-person, you may participate remotely, using this link:

<https://nashuarpc.zoom.us/j/89527817370>

AGENDA

1. Call to Order
2. Statement of Strategy Update: Discussion with Robin Leblanc
3. Business:
 - a. Minutes: April 19, 2023 (**Action Required**)
 - b. April-May Dashboard (**Action Required**)
 - c. Draft FY24 Budget
 - d. Staff Updates
 - e. Executive Director Evaluation
4. Nonpublic Session per NH RSA 91-A:3 II (a)
5. Other Business
6. Adjourn

Next Meeting: June 21, 2023



**DRAFT MEETING MINUTES
 NASHUA REGIONAL PLANNING COMMISSION
 Executive Committee
 April 19, 2023**

In-Person Public Meeting with Zoom Attendance Option

Members Attending In-Person	Members Attending on Zoom	Members Absent	Staff Attending	Others Present
Tim Tenhave, Chair Kim Queenan, Vice-Chair Karin Elmer Camille Correa Tamara Sorell Jim Battis, Treasurer Venu Rao Janet Langdell	Dave Hennessey		Jay Minkarah, Executive Director Camille Pattison, Assistant Director	

1. Call to Order

Tenhave called the meeting to order at 6:04 pm.

2. FY 22 Audit

Michael Campo and Justin Larsh, from Plodzick and Sanderson, P.A. gave a presentation on the Annual Audit. Pages 1-3 resulted in a clean opinion. Page 10 shows budget to actual for the year. Page 27 is the Summary of Auditors Results - No audit findings and NRPC continues to qualify as a low risk commodity.

Governance Letter page 3 – Lack of Segregation of Duties of Cash Receipts. Someone else other than the Finance Director should accept and log funds.

Staff will update the Financial Policies and bring the revised draft to the Executive Committee. Auditors recommend updating every 3-5 years.

Seeing no further discussion, Tenhave accepted a motion from Elmer to accept the FY22 Audit. Langdell seconded. The motion passed 8-0-0 by roll call vote:

Tenhave – Yes	Queenan - Yes	Battis – Yes
Elmer - Yes	Langdell - Yes	Correa - Yes
Sorell – Yes	Rao - Yes	Hennessey - Absent

**DRAFT NRPC Executive Committee Minutes
April 19, 2023**

3. Business

a. Minutes: March 15, 2023 (Action Required)

Page 1 Section 2 change Hennessey to Tenhave, Motion passed 6-0-2.

Seeing no further discussion, Tenhave accepted a motion from Queenan to accept the minutes of February 15th, 2023, as amended. Battis seconded. The motion passed 8-0-0 by roll call vote:

Tenhave – Yes	Queenan - Yes	Battis – Yes
Elmer - Yes	Langdell - Yes	Correa - Yes
Sorell – Yes	Rao - Yes	Hennessey - Absent

b. March/April Dashboard (Action Required)

Minkarah reviewed the Dashboard. TD is now offering us a better rate on CDs at over 4%. Kate left some funds here and we will review the rate options. Other funds have been transferred to Bar Harbor Bank.

Staff Activities – Many staff activities including attendance at external meetings and professional development. Hosted a BEA information session on INVEST NH. Vince got certified as a HHW Coordinator.

Pending Grants – No changes.

Working Budget – No significant changes.

NRPC will send a link to our plan to the Executive Committee.

Profit and Loss – At 75% of the fiscal year. EPA Brownfields will be billed in the next quarter. Total grants at 85%. NH OPD is completely drawn down. The UPWP is at 79% drawn down. Total expenses at just below 69%. At

At the request of Tenhave, Battis moved to accept and file the March/April dashboard and budget, with a second by Sorell. The motion passed by roll-call vote 8-0-0:

Tenhave – Yes	Queenan - Yes	Battis – Yes
Elmer - Yes	Langdell - Yes	Correa - Yes
Sorell – Yes	Rao - Yes	Hennessey - Absent

**DRAFT NRPC Executive Committee Minutes
April 19, 2023**

c. Social Media / Website Statistics

New state requirement of additional notification within a half mile of the gas pipeline in the region. Our GIS team made a map showing the affected areas.

All user stats are up, with the exception of the newsletter which is steady, and Twitter is fading. Facebook continues to increase. Considering using Instagram as well.

d. NRPC Statement of Strategy Update

The survey has been released. The staff had their brainstorming session today with Robin LeBlanc facilitating.

e. TIP Amendment Special Meeting

Need to have a special meeting in May. We only need a minimum of 11 people. One option is to have a short half-hour meeting and do direct outreach to a limited number of members to attend.

f. Staff Update

The Finance Director has resigned. June 1st will be her last day.

g. Executive Director Evaluation

4. Nonpublic Session per NH RSA 91-A:3 II (a)

Langdell made a motion to enter nonpublic Session, seconded by Battis. The motion passed by roll-call vote 8-0-0:

Tenhave – Yes	Queenan - Yes	Battis – Yes
Elmer - Yes	Langdell - Yes	Correa - Yes
Sorell – Yes	Rao - Yes	Hennessey - Absent

Nonpublic session began at

5. Other Business

6. Adjourn

At pm, motioned to adjourn, seconded by .

The next Executive Committee meeting will be held on May 17th, 2023

NRPC FY 2023 DASHBOARD

Apr-23		Key Statistics	
TD Checking		Staff Activities April-May	
Beginning Balance	\$94,238.85	Ledge Street Safe Routes committee - Matt, Vince Brownfields Advisory Committee- Jay, Caleb HHW Collection - Emma, Vince, Tyrell, Jay MAPC Coordination for EPA CPRG Program - Jay Litchfield BOS Meeting - Jay Central-Southern CEDR Meeting - Jay, Camille, Cassie RCC Meeting - Donna, Matt, Vince Amherst BOS Special Meeting - Jay, Sara Leadership Greater Nashua - Jay WHOP Advisory Committee - Camille NE Passenger Transportation Assoc. Board Meet - Camille PlanNH Charrette meeting - Cassie Partnering for Performance NH - Matt, Vince, Tyrell Statewide (Corridor Studies) Steering Committee - Matt UWGN Governance Board - Jay Friends of the Souhegan Valley Rail Trail - Matt Interagency meeting - Matt Statewide Mobility Management Meeting - Donna Nashua Cultural Connections Committee - Donna Nashua RCC - Donna, Matt, Kristin Transportation Planners Collaborative - Matt Meeting with Revision Energy - Brownfields Solar - Jay Envision Milford Public Input meeting - Camille, Cassie Milford Rotary Presentation - Camille, Cassie TTAC - Matt, Monique, Jay, Vince, Emma Kristin RPC Directors meeting - Jay NRPC Annual Forum - all staff NHLMV Stormwater Coalition - Sara, Emma	
Deposits & Credits		Professional Development - April-May	
Payments			
Ending Balance	\$349,495.02	Pending Grant Applications	
Bar Harbor Checking			
Beginning Balance	\$318,657.04	FTA Section 5305e - \$67,920 NHDES 604 (b) grant - \$14,635 Regional Plan Grant - \$100,000 CMAQ - \$960,000	
Deposits & Credits			
Payments			
Ending Balance	\$15,001.89		
Sunday, April 30, 2023			
Accounts Payable	\$15,704.74		
Accounts Receivable	\$268,674.66		
Oversight Activities			
Line of credit (\$75,000) activated?	No		
BHB CDs	\$0.00		
NH PDIP	\$271,554.93		
Petty Cash	\$151.77		
Audit Status	Complete		
Budget Narrative			
Bank Balances/Cash on hand:	\$684,602.59		
Payables and Receivables:	Accounts Receivable down \$12.5k; Accounts payable down \$64k		
FY22 Working Budget			
Funding Sources		Expenses	
Local Dues	\$163,000	Audit	\$18,750
Federal Contracts	\$117,092	Dues & Subscriptions	\$21,766
Grants	\$378,482	Employee Benefits	\$183,239
Local Planning Contracts	\$216,187	GIS	\$19,700
Other Income	\$9,030	Insurance	\$9,129
State Contracts	\$1,165,698	IT	\$20,016
		Legal	\$1,200
		Marketing, Outreach, Annual Forum	\$11,000
		Office Expenditures	\$23,000
		Other Expenditures	\$113,119
		Professional Services	\$528,577
		Rent & CAM	\$98,000
		Salaries	\$939,158
		Staff Development	\$10,000
		Travel & Meeting Exp	\$11,000
		Utilities	\$11,688
Total revenues:	\$2,049,489	Total Expenses:	\$2,019,342
Pending Grant Application Totals	\$1,142,555	Delta	\$30,147

Nashua Regional Planning Commission
Balance Sheet
As of April 30, 2023

	Total
ASSETS	
Current Assets	
Bank Accounts	
1 TD Bank xx5715	349,495.02
2 Bar Harbor Bank xx1485	15,001.89
5 NH PDIP	271,554.93
Petty Cash	151.77
Total Bank Accounts	\$ 636,203.61
Accounts Receivable	
Accounts Receivable	268,674.66
Total Accounts Receivable	\$ 268,674.66
Total Current Assets	\$ 904,878.27
Other Assets	
FP Mailing Postage Account	27.87
Prepaid Expense	19,721.54
Security Deposit	8,341.67
Total Other Assets	\$ 28,091.08
TOTAL ASSETS	\$ 932,969.35

LIABILITIES AND EQUITY**Liabilities****Current Liabilities****Accounts Payable**

Accounts Payable		15,704.74
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Total Accounts Payable	\$	15,704.74
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Credit Cards

Bank of America -CC		5,785.74
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Total Credit Cards	\$	5,785.74
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Other Current Liabilities

Local Dues		27,166.70
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Payroll Liabilities		0.00
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E Aflac Withheld		148.58
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E Dental Insurance Withheld		-114.38
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E FSA Total (wash)		0.00
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E FSA - Medical		-523.79
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Total E FSA Total (wash)	-\$	523.79
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E Health Insurance Withheld		-1,121.67
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E NH PFML Withheld		22.80
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E STD Insurance Withheld		-39.39
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Total Payroll Liabilities	-\$	1,627.85
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Retainers		0.00
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Retainer-6300 HHW		67,575.58
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Retainer-MS4 Coop. Agreement		13,500.00
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Total Retainers	\$	81,075.58
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Total Other Current Liabilities	\$	106,614.43
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Total Current Liabilities	\$	128,104.91
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Total Liabilities	\$	128,104.91
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Equity

Employee Vacation Accrual		30,249.32
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Retained Earnings		776,903.93
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Net Income		-2,288.81
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Total Equity	\$	804,864.44
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TOTAL LIABILITIES AND EQUITY	\$	932,969.35
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NASHUA REGIONAL PLANNING COMMISSION
Budget vs. Actual
July 2022 - April 2023

	Apr 2023		Total		
	Actual	Actual	Budget	over Budget	% of Budget
Income					
RESOURCES		0.00	0.00	0.00	
2000 Local Dues	13,583.33	135,833.30	163,000.00	-27,166.70	83.33%
Local Dues Match	-7,476.90	-72,721.48	0.00	-72,721.48	
Total 2000 Local Dues	\$ 6,106.43	\$ 63,111.82	\$ 163,000.00	-\$ 99,888.18	38.72%
Federal Contracts		0.00	0.00	0.00	
9007 Regional Plan Update		0.00	20,000.00	-20,000.00	0.00%
9011 EPA Brownfields (deleted)		2,126.92	0.00	2,126.92	
9012 EPA Brownfields		17,354.78	185,000.00	-167,645.22	9.38%
Total Federal Contracts	\$ 0.00	\$ 19,481.70	\$ 205,000.00	-\$ 185,518.30	9.50%
Grants		0.00	0.00	0.00	
1100 Regional Housing Needs		73,000.89	65,000.00	8,000.89	112.31%
1300 CEDR	7,455.69	27,662.14	0.00	27,662.14	
5265 Robinson Pond Water Qual		24,113.34	19,580.00	4,533.34	123.15%
6300 NRSWMD	5,723.88	120,874.42	188,450.00	-67,575.58	64.14%
9006 Merrimack River Corridor (deleted)		7,329.50	8,134.00	-804.50	90.11%
9010 Ledge Street School Safe (deleted)		10,860.00	10,500.00	360.00	103.43%
9082 Hazard Mit		15,199.80	19,000.00	-3,800.20	80.00%
Total Grants	\$ 13,179.57	\$ 279,040.09	\$ 310,664.00	-\$ 31,623.91	89.82%
Interest Income	1,417.29	7,139.12	1,000.00	6,139.12	713.91%
Local Planning Contracts		0.00	0.00	0.00	
2114 Amherst Heritage Comm Map		0.00	0.00	0.00	
2123 Brookline Housing Ord Rev		3,080.95	0.00	3,080.95	
2133 Hudson Trail Mapping		0.00	9,200.00	-9,200.00	0.00%
2135 Hudson Engineering GIS		467.50	0.00	467.50	
2139 Hudson CR	662.50	13,575.00	15,000.00	-1,425.00	90.50%
2150 Mason CR	875.00	6,563.48	6,500.00	63.48	100.98%
2176 Hollis Asset Mgmt Support		725.00	1,000.00	-275.00	72.50%
2177 Hollis Regulation Review		592.36	0.00	592.36	
2250 Litchfield CR	1,143.75	9,114.30	15,000.00	-5,885.70	60.76%
2251 Litchfield CIP		1,000.00	1,000.00	0.00	100.00%
2252 Litchfield Impact Fee	1,250.00	1,250.00	1,250.00	0.00	100.00%
2260 Litchfield Con Comm Plan (deleted)		4,500.00	0.00	4,500.00	
2271 Lyndeborough CR	735.00	9,031.27	10,080.00	-1,048.73	89.60%
2275 Lyndeborough Admin Support	1,260.00	5,780.00	0.00	5,780.00	
2361 MVD GIS	42.50	4,547.50	3,200.00	1,347.50	142.11%
2402 Milford CR		9,625.00	0.00	9,625.00	
2415 Milford MP Community Engag	6,000.00	9,227.74	0.00	9,227.74	
2532 Nashua Con Comm CR		4,277.50	5,000.00	-722.50	85.55%
2536 Nashua Sidewalk Assessment		17,093.22	37,500.00	-20,406.78	45.58%
2550 Pelham Conservation Plan		1,900.00	0.00	1,900.00	
2557 Pelham CIP		1,000.00	1,000.00	0.00	100.00%
2600 Wilton Code Enforcment (deleted)		563.75	0.00	563.75	
2603 Wilton HOP	5,176.98	8,651.39	0.00	8,651.39	
2610 Wilton CR	1,368.00	23,070.85	24,500.00	-1,429.15	94.17%
2611 Wilton Admin Support (deleted)		10,570.70	0.00	10,570.70	
2640 Wilton MP	88.44	8,778.73	5,500.00	3,278.73	159.61%
7516 NH Housing-GIS Support		0.00	1,000.00	-1,000.00	0.00%

Total Local Planning Contracts	\$ 18,602.17	\$ 154,986.24	\$ 136,730.00	\$ 18,256.24	113.35%
Other Income		0.00	0.00	0.00	
8000 Pubs/Map Sales		2,029.80	2,000.00	29.80	101.49%
Total Other Income	\$ 0.00	\$ 2,029.80	\$ 2,000.00	\$ 29.80	101.49%
State Contracts		0.00	0.00	0.00	
1000 NH OPD		10,901.71	11,111.00	-209.29	98.12%
3000 DOT Highway Planning		0.00	0.00	0.00	
100 MPO ADMIN & TRAINING	8,573.58	83,875.46	61,380.00	22,495.46	136.65%
200 POLICY & PLANNING	9,124.72	149,805.38	199,556.00	-49,750.62	75.07%
300 PUBLIC INVOLV & COORD	2,332.38	38,745.38	67,104.00	-28,358.62	57.74%
400 PLAN SUPPORT	33,166.91	276,514.42	280,359.00	-3,844.58	98.63%
500 TECHNICAL ASSIST & SUPPORT	17,762.84	133,769.97	142,038.00	-8,268.03	94.18%
600 REGIONAL VOL DRIVER STUDY	3,808.59	16,089.94	35,247.00	-19,157.06	45.65%
Total 3000 DOT Highway Planning	\$ 74,769.02	\$ 698,800.55	\$ 785,684.00	-\$ 86,883.45	88.94%
3500 DOT 5310 SVTC		122,300.82	190,039.00	-67,738.18	64.36%
4020 Mobility Manager		84,901.33	122,650.00	-37,748.67	69.22%
Total State Contracts	\$ 74,769.02	\$ 916,904.41	\$ 1,109,484.00	-\$ 192,579.59	82.64%
Total RESOURCES	\$ 114,074.48	\$ 1,442,693.18	\$ 1,927,878.00	-\$ 485,184.82	74.83%
Expenses					
Depreciation (deleted)		0.00	2,715.00	-2,715.00	0.00%
Annual Forum	399.80	2,409.80	8,000.00	-5,590.20	30.12%
Audit		18,750.00	16,750.00	2,000.00	111.94%
Bank Service Charges		250.00	250.00	0.00	100.00%
Capital Equipment		0.00	60,000.00	-60,000.00	0.00%
Dues & Subscriptions	767.45	11,410.63	9,348.00	2,062.63	122.06%
Total Employee Benefits	\$ 24,041.36	\$ 143,831.27	\$ 176,197.00	-\$ 32,365.73	81.63%
Equipment Maintenance		149.76	1,750.00	-1,600.24	8.56%
GIS	1,516.67	16,266.65	19,700.00	-3,433.35	82.57%
Insurance	818.90	8,189.00	10,154.00	-1,965.00	80.65%
Internet Access/Telephone	954.70	9,236.94	9,000.00	236.94	102.63%
IT Service	1,617.36	17,625.96	20,016.00	-2,390.04	88.06%
Janitorial	241.00	2,346.00	3,500.00	-1,154.00	67.03%
Legal		1,075.75	2,500.00	-1,424.25	43.03%
Legal Notices		647.38	1,000.00	-352.62	64.74%
Marketing and Outreach	389.48	3,351.95	5,000.00	-1,648.05	67.04%
Misc	1,590.91	18,248.30	13,500.00	4,748.30	135.17%
Office Expenses	1,556.95	22,729.17	14,000.00	8,729.17	162.35%
Postage	0.00	1,537.00	2,000.00	-463.00	76.85%
Printing	664.68	4,844.40	7,000.00	-2,155.60	69.21%
Professional Services	4,609.49	305,823.59	470,787.00	-164,963.41	64.96%
Rent & CAM	8,328.33	81,376.66	110,000.00	-28,623.34	73.98%
Reserve Fund		0.00	39,200.00	-39,200.00	0.00%
Total Salaries	\$ 73,855.70	\$ 731,724.81	\$ 883,814.00	-\$ 152,089.19	82.79%
Small Equipment	799.00	10,191.42	9,199.00	992.42	110.79%
Staff Development	340.00	9,925.71	10,000.00	-74.29	99.26%
Total Travel	\$ 4,213.63	\$ 13,299.84	\$ 11,000.00	\$ 2,299.84	120.91%
Utilities	974.00	9,740.00	11,500.00	-1,760.00	84.70%
Total EXPENSES	\$ 127,679.41	\$ 1,444,981.99	\$ 1,925,165.00	-\$ 480,183.01	75.06%
Total Expenses	\$ 127,679.41	\$ 1,444,981.99	\$ 1,927,880.00	-\$ 482,898.01	74.95%
Net Income	-\$ 13,604.93	-\$ 2,288.81			

REVENUE	FY23 Adopted	FY24 Proposed	Difference
Local Dues			
Total Local Dues	\$ 163,000	\$ 171,150	\$ 8,150
Federal Contracts			
9012 EPA Brownfields	\$ 185,000	\$ 125,000	\$ (60,000)
9007 Regional Plan Update	\$ 20,000	\$ 100,000	\$ 80,000
Total Federal Contracts	\$ 205,000	\$ 225,000	\$ 20,000
Grants			
1100 Regional Housing Needs Assessments	\$ 65,000	\$ -	\$ (65,000)
5265 Robinson Pond Water Quality	\$ 19,580	\$ 284	\$ (19,296)
6300 NRSWMD - HHW	\$ 188,450	\$ 235,840	\$ 47,390
9006 Merrimack River Corr Mgmt Plan	\$ 8,134		\$ (8,134)
XXXX Souhegan River Corr Mgmt Plan	\$ -	\$ 14,635	
9010 Ledge Street School	\$ 10,500		\$ (10,500)
9082 HSEM Hazard Mit.	\$ 19,000	\$ 32,500	\$ 13,500
Total Grants	\$ 310,664	\$ 283,259	\$ (27,405)
Local Planning Contracts			
100 - Electricity/Energy			\$ -
200 - Economic Development			\$ -
300 - GIS/Tax mapping			\$ -
400 - Municipal Services			\$ -
XXXX Brookline HOP	\$ -	\$ 24,000	\$ 24,000
2133 Hudson Trail Mapping	\$ 9,200	\$ 4,270	\$ (4,930)
2135 Hudson Engineering GIS Assistance	\$ -	\$ -	\$ -
2139 Hudson CR	\$ 15,000	\$ -	\$ (15,000)
2150 Mason CR	\$ 6,500	\$ 6,500	\$ -
2176 Hollis Asset Mgmt Support	\$ 1,000	\$ 1,000	\$ -
2177 Hollis Regulation Review	\$ -	\$ -	\$ -
2250 Litchfield CR	\$ 15,000	\$ 15,000	\$ -
2251 Litchfield CIP	\$ 1,000	\$ 2,000	\$ 1,000
2252 Litchfield Impact Fee Assessment	\$ 1,250	\$ -	\$ (1,250)
2271 Lyndeborough CR	\$ 10,080	\$ 12,276	\$ 2,196
2275 Lyndeborough Admin Support	\$ -	\$ 12,000	\$ 12,000
XXXX Lyndeborough LEOP	\$ -	\$ 4,000	\$ 4,000
2356 Merrimack Trail Maps - Phase 2	\$ -	\$ 2,000	\$ 2,000
2361 MVD GIS	\$ 3,200	\$ 6,800	\$ 3,600
2402 Milford CR	\$ -	\$ 35,000	\$ 35,000
2532 Nashua Con Comm CR	\$ 5,000		\$ (5,000)
2536 Nashua Sidewalk Assessment	\$ 37,500		\$ (37,500)
2550 Pelham Conservation Plan	\$ -	\$ 1,750	\$ 1,750
2557 Pelham CIP	\$ 1,000	\$ 2,000	\$ 1,000
2603 Wilton HOP	\$ -	\$ 55,555	\$ 55,555
2610 Wilton CR	\$ 24,500	\$ 24,500	\$ -
2640 Wilton MP 4	\$ 5,500	\$ 10,000	\$ 4,500
7516 NH Housing - GIS Support	\$ 1,000	\$ -	\$ (1,000)
Total Local Planning Contracts	\$ 136,730	\$ 218,651	\$ 81,921
Other Income			
8000 Pubs/Map Sales	\$ 2,000	\$ 2,000	\$ -
Interest Income	\$ 1,000	\$ 7,000	\$ 6,000
Total Other Income	\$ 3,000	\$ 9,000	\$ 6,000
State Contracts			
1000 OPD TBG	\$ 11,111	\$ 11,111	\$ -
3000 DOT Highway Planning			
100 MPO ADMIN & TRAINING	\$ 61,380	\$ 81,000	\$ 19,620
200 POLICY & PLANNING	\$ 199,556	\$ 185,580	\$ (13,976)

REVENUE		FY23 Adopted	FY24 Proposed	Difference
	300 PUBLIC INVOLV & COORD	\$ 67,104	\$ 83,795	\$ 16,691
	400 PLAN SUPPORT	\$ 280,359	\$ 332,550	\$ 52,191
	500 TECHNICAL ASSIST & SUPPORT	\$ 142,038	\$ 268,200	\$ 126,162
	600 5305e Study	\$ 35,247	\$ 34,200	\$ (1,047)
	3000 DOT Highway Planning	\$ 785,684	\$ 985,325	\$ 199,641
	3500 DOT 5310 SVTC	\$ 190,039	\$ 227,875	\$ 37,836
	4020 NHDOT Mobility Management	\$ 122,650	\$ 50,000	\$ (72,650)
<i>Total State Contracts</i>		\$ 1,109,484	\$ 1,274,311	\$ 164,827
Total RESOURCES		\$ 1,927,878	\$ 2,181,371	\$ 253,493
EXPENSE		FY23 Adopted	FY24 Proposed	
	Annual Forum	\$ 8,000	\$ 8,000	\$ -
	Audit	\$ 16,750	\$ 18,750	\$ 2,000
	Bank Service Charges	\$ 250	\$ 250	\$ -
	Capital Equipment	\$ 60,000	\$ 40,000	\$ (20,000)
	Dues & Subscriptions	\$ 9,348	\$ 21,766	\$ 12,418
	Employee Benefits			\$ -
	C Dental Insurance	\$ 8,335	\$ 9,882	\$ 1,547
	C Health Ins.	\$ 73,001	\$ 102,855	\$ 29,854
	C HSA Contribution	\$ 3,125	\$ -	\$ (3,125)
	C HRA Contribution	\$ -	\$ 5,000	\$ 5,000
	C LTD Insurance	\$ 1,290	\$ 1,528	\$ 238
	C Retirement 401	\$ 20,164	\$ 26,875	\$ 6,711
	C STD Insurance	\$ 2,670	\$ 3,764	\$ 1,094
	P/R Taxes (Indirect)	\$ 67,612	\$ 78,406	\$ 10,794
<i>Total Employee Benefits</i>		\$ 176,197	\$ 228,310	\$ 52,113
	Equipment Maintenance	\$ 1,750	\$ 1,000	\$ (750)
	GIS	\$ 19,700	\$ 19,700	\$ -
	Insurance	\$ 10,154	\$ 9,129	\$ (1,025)
	Internet Access/Telephone	\$ 9,000	\$ 11,500	\$ 2,500
	IT Service	\$ 20,016	\$ 20,016	\$ (0)
	Janitorial	\$ 3,500	\$ 3,500	\$ -
	Legal	\$ 2,500	\$ 2,500	\$ -
	Legal Notices	\$ 1,000	\$ 1,000	\$ -
	Marketing and Outreach	\$ 5,000	\$ 5,000	\$ -
	Misc	\$ 13,500	\$ 14,850	\$ 1,350
	Office Expenses	\$ 14,000	\$ 15,000	\$ 1,000
	Postage	\$ 2,000	\$ 2,000	\$ -
	Printing	\$ 7,000	\$ 7,000	\$ -
	Professional Services	\$ 470,787	\$ 505,148	\$ 34,361
	Rent & CAM	\$ 110,000	\$ 100,655	\$ (9,345)
	Reserve Fund	\$ 39,200		\$ (39,200)
	Salaries	\$ 883,814	\$ 1,024,919	\$ 141,105
	Small Equipment	\$ 9,199	\$ 9,199	\$ -
	Staff Development	\$ 10,000	\$ 10,000	\$ -
	Meeting Expenses	\$ 1,800	\$ 1,800	\$ -
	Mileage and Travel	\$ 8,000	\$ 8,000	\$ -
	Vehicle Expenses	\$ 1,200	\$ 1,200	\$ -
	Utilities	\$ 11,500	\$ 11,688	\$ 188
	Depreciation	\$ 2,715	\$ -	\$ (2,715)
Total EXPENSES		\$ 1,927,880	\$ 2,101,879	\$ 173,999
	Balance (Revenue - Expenses)	\$ (2)	\$ 79,492	