

Central New Hampshire Regional Planning Commission

28 Commercial Street ❖ Concord, NH 03301

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Central NH Regional Planning Commission Full Commission Meeting

Thursday, January 8, 2026

7:00pm

Horseshoe Pond Community Resource Room

26 Commercial Street

Concord, NH 03301

and

Zoom Meeting

<https://us02web.zoom.us/j/89113987111?pwd=6DsC8Ruh5UbEQ72at9iEIfAJAUaCvN.1>

Meeting ID: 891 1398 7111

Passcode: 3736

Agenda

7:00 Speaker 2027-2036 Ten-Year Transportation Improvement Plan (TYP) process
Michael Tardiff and Craig Tufts, CNHRPC staff

CNHRPC staff will provide an overview of the 2027-2036 Ten-Year Transportation Improvement Plan (TYP) development process to date and discuss future options for additional funding for the state TYP, including potential future turnpike toll or gas tax increases. Information on the TYP process can be found at <https://www.dot.nh.gov/projects-plans-and-programs/ten-year-plan>.

7:30 Business Meeting

1. Introductions
2. Minutes of the June 12, 2025 Full Commission Meeting
3. Report of the Chair
4. Treasurer's Report
5. Staff Reports
6. Other Business
7. Adjournment

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CNHRPC Full Commission

Meeting Minutes

Thursday June 12, 2025

7:00pm

Horseshoe Pond Community Resource Room w/ Zoom Remote Option

26 Commercial Street

Concord, NH 03301

Commission Attendees

Ken Swayze, Town of Dunbarton
Sanford Way, Town of Chichester
Jim Bibbo, Town of Bradford
Barbara Randall, Town of Boscawen
Kathleen Pelissier, Town of Allenstown
Karen McNamara, City of Concord
Ryan Beaudry, Town of Allenstown
Stephen Buckley, Town of Bow
Matt Hicks, City of Concord

Keith Johnson, Town of Deering
Stephen Caine, Town of Loudon
Susanne White, Town of Hillsborough
Betsy Bosiak, Town of Epsom
Stan Brehm, Town of Pembroke
Emilio Cancio-Bello, Town of Sutton
Chuck Frost, Town of Dunbarton
Barbara Marty, Town of Warner
Sandy Crystall, Town of Bow

CNHRPC Staff

Michael Tardiff, Executive Director
Stephanie Alexander, Senior Planner
Craig Tufts, Senior GIS/Transportation Planner
Riley Stafford, Office Support/Outreach Coordinator

Call to Order

The Meeting was called to order by Vice Chair, Barbara Randall, at approximately 7:00 PM.

CNHRPC 2026 Regional Plan Update Kickoff, Overview

Mike Tardiff began the presentation by noting that all nine NH Regional Planning Commissions have recently started the process of updating their Regional Plans. The most recent Central New Hampshire Regional Plan was prepared in 2015. The preliminary steps include engaging in public outreach and concentrating on assisting in the implementation of the regional housing needs assessment housing toolbox. Additionally, the Commission is in the process of revising their project priority list, which forms part of their economic

development strategy. The primary goal is to develop a regional plan that will assist local boards and communities in making informed decisions regarding various projects and initiatives.

Stephanie Alexander reviewed key aspects of the 2015 regional plan and highlighting the planned changes in the individual regional plan chapters. Craig Tufts then reviewed the transportation chapter, discussing its corridor-wide methodology that will feature detailed maps and descriptions of key transportation challenges faced by the region. Stephanie underscored the importance of making the plan more user-friendly for municipalities, ensuring that it can be effectively utilized by local governments.

Stephanie presented a strategy to incorporate the regional housing plan, obtain updated data, and integrate new regional projects, local initiatives, and feedback from the public. Mike described the online housing toolbox launched from the Regional Housing Needs Assessment, which highlighted the availability of housing tools and options for communities.

Mike concluded by explaining that a Board/Commission survey and a resident survey to determine the region's priorities for the 2026 Regional Plan will be developed as a key part of the Plan update process.

Introductions

At the conclusion of the Regional Plan Presentation, brief introductions were given by attendees, prior to the commencement of the business portion of the meeting.

Approval of Minutes

Barbara Randall asked for a motion to consider the March 27, 2025 meeting minutes for approval. Upon a motion by Matt Hicks and second by Karen McNamara, the minutes of the March 27, 2025 meeting were approved unanimously.

Treasurer's Report

Mike Tardiff provided an overview of the Treasurer's Report, noting the Report had been reviewed by the Executive Committee earlier that evening. Key sources of revenue in April were the InvestNH HOP program, transportation planning activities, the initiation of the Regional Plan update, and local Planning Board/Economic Development Committee assistance. Revenues slightly exceeded expenses for the month.

2025 Coordinated Transit and Human Services Plan – Approval Consideration

Craig began a presentation on the Mid-State RCC Coordinated Plan. Craig explained that the Coordinated Plan is intended to coordinate and streamline transit services in the region that might otherwise be siloed. Coordination takes place through the Regional Coordinating Councils (RCCs) and Statewide Coordinating Council. The plan also identifies evolving transit and human service needs. Transit services must be derived from a coordinated plan to receive Federal Transit Administration (FTA) 5310 funds. He noted that Vincent Pagano and Matt Baronas had led the development of the plan and staff had worked with Lakes Region RPC as the RCC region also includes much of the Lakes Region.

Craig provided an overview of the contents of the plan, including demographic profiles, documentation on existing transportation services, public input, a transit needs assessment, and coordination strategies and recommendations. There is a wealth of statistics and information useful to transportation planning purposes.

Craig noted that the CNHRPC TAC recommended the plan for adoption. The Full Commission is responsible for adopting the plan. The Lakes Region RPC will be voting on the plan at their next meeting.

Upon a motion by Matt Hicks and a second by Betsy Bosiak, the 2025 Mid-State RCC Coordinated Plan was approved unanimously.

Proposed FY 2026 CNHRPC Work Program and Budget

Mike Tardiff presented the proposed FY 2026 Work Program and Budget. He noted that while the budget did not include the Targeted Block Grant funding that the Commission had used for many years to support local planning projects, the proposed work program and budget was still in a good position. The overall proposed work effort is comparable to recent years, with an emphasis in FY 2026 on the regional plan's development, the Commission's transportation planning work program, the local circuit rider planner program, several master plan updates, and other local projects such as Natural Resource Inventories and Capital Improvement Programs. in work related to the InvestNH HOP program.

Upon a motion by Betsy Bosiak and a second by Ken Swayze, the proposed 2026 CNHRPC Work Program and Budget was approved unanimously.

Election of FY 2026 Officers

The business segment of the meeting wrapped up with the election of officers for fiscal year 2026.

The slate of officers for FY 2026 was proposed as follows:

- Susanne White, Hillsborough (Chair)
- Barbara Randall, Boscawen (Vice Chair)
- Keith Johnson, Deering (Secretary; Treasurer)
- Joe Schmidl, Salisbury (Member)
- Stan Brehm, Pembroke (Member)
- Matt Hicks, Concord (Member)
- Sanford Way, Chichester (Member)

Upon a motion by Stan Brehm and a second by Karen McNamara, the slate of officers for FY 2026 was approved unanimously.

Other Business:

It was announced that Steve Buckley, who has been a member of the Commission for more than 25 years, would be leaving as a CNHRPC Commissioner as he would soon be moving to the Keene area. The Commission recognized Buckley's contributions and thanked Steve for his many years of service.

Adjournment:

Upon a motion by Matt Hicks and a second by Sanford Way, the meeting adjourned by unanimous vote at approximately 8 PM.



**CNHRPC Full Commission
Meeting Summary
Thursday October 9, 2025
7:00pm**

**Horseshoe Pond Community Resource Room w/ Zoom Remote Option
26 Commercial Street
Concord, NH 03301**

Commission Attendees

Jim Bibbo, Town of Bradford
Stan Brehm, Town of Pembroke
Barbara Randall, Town of Boscawen
Susie White (Chair), Town of Hillsborough
Keith Johnson, Town of Deering
Harry Wright, Town of Bradford
Joe Schmidl, Town of Salisbury

Kathy Cruson, Town of Pembroke
Betsy Bosiak, Town of Epsom
Ben Frost, Town of Warner
Sandy Crystall, Town of Bow
Barbara Marty, Town of Warner
Clarke Kidder, Town of Hopkinton
Russell Tatro, Town of Webster

CNHRPC Staff

Michael Tardiff, Executive Director
Matthew Baronas, Principal Planner
Craig Tufts, Senior GIS & Transportation Planner
Riley Stafford, Administrator & Outreach Coordinator

Guest Speaker

Steve Buckley, NHMA

Call to Order, Introductions

The October 9, 2025 CNHRPC Full Commission Meeting was called to order by Chair Susie White at approximately 7:00 PM. Ms. White noted this meeting served as her very first as presiding Chair. The call to order was followed by a brief round of attendee introductions and confirmation of three individual handouts containing meeting reference material which had been emailed to all attendees prior to the meeting.

Approval of June 2025 FC Meeting Minutes

Mike Tardiff indicated that, due to a lack of quorum, approval of the June 12, 2025 meeting minutes would need to be postponed until the following meeting (or such time when a quorum was satisfied). Subsequently,

it was noted that while a virtual quorum count was present for various discussion, additional motions/items requiring formal votes would *not* be heard in the absence of an in-person quorum.

Legislative Updates Presentation, Discussion

Guest speaker Steve Buckley, who serves as the Director of Legal Services for the New Hampshire Municipal Association (NHMA), commenced the substantive part of the meeting by presenting important legislative updates. Mr. Buckley highlighted the necessity of comprehending recent statutory modifications that affect local land use regulations.

The NH Municipal Association’s Legal Advisory Team had developed three guidance documents aimed at helping municipalities interpret and apply these changes. These documents, distributed as digital handouts to all attendees, specifically addressed ADUs, general zoning and planning amendments, and updates to building codes. As the amended RSAs would play a crucial role in shaping local ordinance revisions and enforcement practices in the upcoming year, attendees were urged to examine these materials thoroughly. A summary outline of the specific legislative updates covered by Mr. Buckley are as follows:

674:71-73 ▷ (HB 577, effective July 1, 2025). The amendment **greatly enhances the rights of single-family homeowners to build ADUs**. This legislation mandates that municipalities allow by right one ADU, either attached and detached, in any zoning district permitting single family housing, removing the earlier necessity for special exceptions or conditional use permits. Although the Town can have its own ADU ordinance, the law prohibits municipalities from imposing extra requirements like minimum lot sizes, water or septic, aesthetic standards, additional parking, or design reviews that go beyond those for the main dwelling.

Municipalities should align enforcement with RSA 674:71-73 now and may use interim measures—for example, annotating conflicting ordinance provisions—before pursuing formal amendments at the 2026 town meeting.

See NHMA’s “The Revised Law on Accessory Dwelling Units 2025 Updated 8-12-25” for more information.

[Following the presentation on HB 577, the floor was opened for questions. One attendee asked who would be responsible for determining whether an applicant’s proposed ADU complies with the new statutory requirements. Steve Buckley responded that the local code enforcement officer or building inspector would make that determination, as long as they are authorized to issue building permits and assess zoning compliance. He emphasized that municipalities may not require applicants to obtain a special exception under the new law.]

[An additional question was posed regarding whether towns could limit ADUs to one bedroom. Steve Buckley clarified that municipalities may not impose such a restriction under HB 577. He also addressed a question about the sale of ADUs through condominium conveyance, confirming that the statute explicitly prohibits this practice.]

674:79 & 674:80 ▷ (HB 631, effective July 1, 2026). Two new zoning mandates were adopted. **One law requires municipalities to allow multifamily residential development on commercially zoned land where adequate infrastructure exists**, enabling mixed-use buildings such as housing above storefronts. The statute is ambiguous about what constitutes “adequate infrastructure” and who decides. Mr. Buckley recommended using the impact fee statute as a practical guide to water, sewer, stormwater, municipal roads, rights-of-way as examples of infrastructure. **The second law is a separate provision on “adaptive reuse” which permits conversion of existing commercial buildings to multifamily or mixed-use** without standard setback, height, or frontage restrictions. Towns that currently prohibit residential uses in commercial zones should begin internal planning to implement the change.

[A question was raised about what would happen if a town does not currently charge impact fees—would it still be able to determine whether infrastructure is adequate? Mr. Buckley explained that towns do not need to have an impact fee ordinance in place to use the impact fee statute as a reference. He emphasized that the statute’s list of infrastructure types can serve as a guide for evaluating adequacy, even without formal fee collection.]

[A question was raised about the potential loss of commercial tax revenue if residential development were allowed in areas where towns had invested heavily in infrastructure to attract commercial uses. Mr. Buckley acknowledged the concern and noted that several bills—both supporting and opposing these changes—had been submitted as Legislative Service Requests (LSRs) for the upcoming session. He advised attendees to monitor the upcoming NHMA legislative bulletins for updates and opportunities to engage with lawmakers.]

674:16, VII ▷ (SB 284, effective on September 13, 2025). This amendment **prohibits zoning ordinances from requiring more than one parking space per residential unit**. Mr. Buckley clarified that this restriction applies specifically to zoning ordinances and does not appear to affect parking requirements established under site plan review regulations. He emphasized that municipalities should review where their parking standards are codified and consult legal counsel to determine whether adjustments are necessary.

[A question was raised regarding whether parking requirements established under site plan review would still be enforceable. Mr. Buckley clarified that the statute specifically limits parking requirements under zoning ordinances and does not appear to affect site plan regulations. He added that while the legislature may not have fully considered this distinction, municipalities could reasonably argue that site plan parking standards remain valid unless explicitly preempted.]

674:16, VIII ▷ (HB 457, effective on September 13, 2025). Another RSA 674:16 amendment **prohibits municipalities from limiting the number of occupants in a dwelling unit to fewer than two persons per bedroom**. Mr. Buckley noted that while this may not significantly impact most communities, it could affect how college towns manage student housing.

[A question was raised regarding whether any rules applied to children of different genders sharing bedrooms or age-based separation in bedrooms. Mr. Buckley responded that he was not aware of any state regulations addressing that issue, though he acknowledged that HUD may have relevant guidelines. He committed to looking into it further.]

674:77 & 674:78 ▷ (SB 283, effective 60 days). New statutes **introduce a technical change to floor area ratio (FAR) calculations**, allowing below-grade areas used for parking, storage, or mechanical systems to be excluded. This change primarily affects building design and planning in urban or high-density areas. Mr. Buckley advised municipalities with FAR-based zoning to review their definitions and administrative procedures to ensure consistency with the new law.

155-A:2, XII ▷ (SB 282, effective September 13, 2025). The amended RSA **permits the construction of four floors above grade with a single staircase**, pending the adoption of safety rules by the state Building Code Board of Review. Mr. Buckley noted this change could have implications for building design and fire safety, and municipalities should monitor forthcoming guidance from the Board.

674:41, I(c) ▷ (SB 281, effective July 1, 2026). This amended RSA **eliminates the requirement for select board approval when issuing building permits on Class 6 roads**. Instead, applicants must record a liability waiver at the registry of deeds and demonstrate that the property is insurable prior to obtaining a building permit. Buckley acknowledged concerns about the feasibility of obtaining insurance for rural properties and recommended that towns consider

amending their zoning ordinances to require frontage on Class 5 roads or better for new single-family homes. Such amendments must be adopted before July 1, 2026 to remain enforceable under the new law.

674:41 & 676:5 ▷ (HB 296, effective September 13, 2025). The first amendment **streamlines the process for issuing building permits on private roads by allowing municipalities to adopt policies** specifying minimum construction standards and distance requirements from Class 5 roads instead of requiring planning board review. The second amendment **shortens the ZBA appeal take up time to 30 days**. Mr. Buckley encouraged towns to develop clear policies to guide applicants and ensure consistent enforcement.

673:3, V ▷ (HB 92, effective July 23, 2025). Clarifies that Zoning Board of Adjustment (ZBA) members who previously participated in planning board decisions on a matter must recuse themselves from ZBA deliberations on that same matter when acting in a quasi-judicial capacity. This change aims to prevent conflicts of interest and ensure procedural fairness.

See NHMA's "Changes to Planning & Zoning Laws in 2025 A Guide for Municipalities 8-13-25" for more information.

Multiple TBD ▷ (SB 188, effective July 1, 2026; HB 428, effective July 15, 2025). Senate Bill 188 functions to **shift state fire and building code authority from zoning statutes to RSAs** (locations may include RSA 155-A, 674:34, 675:1) while House Bill 428 **establishes a process for approved third-party agencies to certify permitting for complex projects** (RSA 155-A:7-a TBD). Municipalities will need to adjust their permitting workflows and monitor guidance from the Building Code Board of Review. Mr. Buckley also offered to provide sample liability waiver templates to interested towns, with the caveat that legal review is essential before adoption.

See NHMA's "Changes to Building Code Laws in 2025 A Guide for Municipalities August 2025" and the included "Use of Approved Agencies Checklist" for more information.

Upon completion of the legislative summary, a brief discussion of the state's adoption of the 2021 International Code Council (ICC) building codes was held. Mr. Buckley shared that municipalities are now required to use the state building code in its entirety and may only adopt newer ICC editions if the state is more than three years behind. This change eliminates the ability for towns to selectively adopt individual ICC codes.

A subsequent question was raised about reactivating residential units above commercial spaces, and Mr. Buckley advised consulting local building officials and fire inspectors to ensure compliance with the updated codes.

Treasurer's Report

Mike Tardiff presented the treasurer's report. He indicated the fiscal year started with several significant, expected expenses - such as workers' compensation premiums, quarterly tax responsibilities, and audit costs, which led to a temporary working deficit to begin the fiscal year. Nevertheless, revenues stabilized in August, with monthly income returning to normal levels between \$48,000 and \$50,000. Staff confirmed that financial operations were proceeding as planned and that CNHRPC was actively involved in various program areas, including providing technical assistance for ADU implementation, supporting InvestNH HOP grant initiatives, and offering consulting services for master plan development.

Ten-Year Transportation Plan Update; Challenges

Craig Tufts reviewed the state's proposed 10-year transportation (TYP) development process, which is currently facing a \$400 million funding deficit attributed to inflation, rising construction expenses, and increasing debt service commitments. The situation has been worsened by declining gas tax and toll revenues, and although a five-cent increase in the gas tax could potentially bridge the gap, political factors have hindered its discussion in public hearings. The effect of electric vehicles on gas tax income was also a topic of conversation, with existing surcharges (\$50 for hybrids, \$100 for EVs) offering only limited relief.

Numerous regional initiatives have been postponed or excluded from the construction phase of the TYP, although many still remain in the stages of right-of-way acquisition and preliminary engineering. The King Street project in Boscawen was mentioned as a specific example. Some initiatives not featured in the TYP are advancing independently due to available funding or scheduling. The Commission decided to revisit this matter in January 2026 and urged municipalities and residents to provide feedback via the DOT's online GACIT portal.

Regional Traffic Safety; Regional Master Plan

The CNHRPC team shared updates regarding regional traffic safety initiatives, emphasizing that roundabouts have shown greater effectiveness than four-way stops in specific situations. Current projects in Hillsborough and Allentown were underscored, and staff addressed questions concerning enhancements in Hopkinton and Concord, clarifying that some tasks had been accomplished outside the TYP via routine maintenance. The Commission deliberated on the necessity to unbundle substantial projects to enhance feasibility in light of funding limitations.

The regional master plan development process is scheduled to recommence in the upcoming weeks, with a renewed emphasis on economic development and the collection of housing data.

Other Business

The next CNHRPC Full Commission meeting will be held on January 8, 2026. Mr. Tardiff emphasized the importance of securing an in-person quorum for that meeting, especially given the anticipated discussion on transportation funding options and potential legislative advocacy. No other new business was introduced.

Adjournment

Motion to adjourn was made by Chair Susie White, with unanimous accord. The meeting was adjourned at approximately 8:22 PM.

Central New Hampshire Regional Planning Commission
Profit and Loss YTD Comparison
November 2025

	<u>Nov 25</u>	<u>Jul-Nov25</u>	<u>FY26 Budget</u>	<u>%</u>
Income				
4000 · Regional Planning				
EPA Brownfields Assessment Program	0.00	649.83	3,500.00	18.6%
Hazard Mitigation Planning Program	625.00	4,670.00	5,000.00	93.4%
NBRC LDD Assistance	0.00	0.00	5,000.00	0.0%
NFWF Crossing Navigators Program	0.00	0.00	20,000.00	0.0%
Regional Plan Update	3,957.63	15,037.23	85,000.00	17.7%
CDFA Transformational Grant	844.11	6,024.34	7,500.00	80.3%
Total 4000 · Regional Planning	<u>5,426.74</u>	<u>26,381.40</u>	<u>126,000.00</u>	<u>20.9%</u>
4100 · Local Planning Projects				
InvestNH Housing Zoning/Regulations	6,435.00	33,084.05	38,000.00	87.1%
Bow Master Plan Update	2,000.00	8,000.00	12,000.00	66.7%
Allentown MS4 planning/coordination	0.00	893.75	2,500.00	35.8%
Pembroke MS4 planning/coordination	0.00	1,153.75	2,500.00	46.2%
Total 4100 · Local Planning Projects	<u>8,435.00</u>	<u>43,131.55</u>	<u>56,000.00</u>	<u>77.0%</u>
Development Review				
Development Review	712.50	4,840.60	8,000.00	60.5%
Total · Development Review	<u>712.50</u>	<u>4,840.60</u>	<u>8,000.00</u>	<u>60.5%</u>
4300 · Circuit Rider				
PB/EDC/GIS Circuit Rider Agreements	6,022.50	22,522.50	47,800.00	47.1%
Total 4300 · Circuit Rider	<u>6,022.50</u>	<u>22,522.50</u>	<u>47,800.00</u>	<u>47.1%</u>
5000 · Transportation Planning				
Congestion Mitigation/Air Quality (CMAQ) program	0.00	0.00	20,320.00	0.0%
NHDOT Unified Planning Work Program (UPWP)	14,972.13	109,890.92	278,218.00	39.5%
Total 5000 · Transportation Planning	<u>14,972.13</u>	<u>109,890.92</u>	<u>298,538.00</u>	<u>36.8%</u>
6900 · Local Dues	10,667.17	53,335.83	128,006.00	41.7%
6901 · Other Services & Income				
Land Use Handbooks	0.00	0.00	1,850.00	0.0%
Interest on Deposits & CD's	0.06	3.24	0.00	N/A
NHARPC Website	0.00	375.00	1,500.00	25.0%
Miscellaneous Income	0.00	0.00	0.0%	N/A
Total 6901 · Other Services & Income	<u>0.06</u>	<u>378.24</u>	<u>3,350.00</u>	<u>11.3%</u>
Total Income	<u>46,236.10</u>	<u>260,481.04</u>	<u>667,694.00</u>	<u>39.0%</u>

Central New Hampshire Regional Planning Commission
Profit and Loss YTD Comparison
November 2025

	<u>Nov 25</u>	<u>Jul-Nov25</u>	<u>FY26 Budget</u>	<u>%</u>
Expense				
7000 · Salaries				
Permanent Salaries/Interns	33,192.52	169,747.23	399,468.72	42.5%
Total 7000 · Salaries	<u>33,192.52</u>	<u>169,747.23</u>	<u>399,468.72</u>	<u>42.5%</u>
7100 · Payroll, Taxes & Benefits				
Payroll Taxes - FICA/SUTA/FUTA	2,518.11	12,882.62	30,359.62	42.4%
Medical Insurance	2,734.08	11,031.04	24,000.00	46.0%
Dental Insurance	520.69	2,603.45	4,750.00	54.8%
Life Insurance	11.90	59.50	300.00	19.8%
Disability Insurance	133.40	667.00	1,800.00	37.1%
Accident Insurance	49.08	245.40	1,500.00	16.4%
Employee Retirement - SIMPLE	985.38	4,963.68	14,000.00	35.5%
Workers' Comp Insurance	0.00	1,933.00	1,933.00	100.0%
Total 7100 · Payroll, Taxes & Benefits	<u>6,952.64</u>	<u>34,385.69</u>	<u>78,642.62</u>	<u>43.7%</u>
8000 · Service Expenses				
Professional Consulting Serv.	0.00	828.10	18,000.00	4.6%
Land Use Regulation Handbooks	0.00	0.00	1,950.00	0.0%
Total 8000 · Service Expenses	<u>0.00</u>	<u>828.10</u>	<u>19,950.00</u>	<u>4.2%</u>
9000 · Office and administration exp.				
Accounting - Payroll Processing	950.17	2,656.54	8,250.00	32.2%
Advert. and other Recruitment expenses	0.00	0.00	100.00	0.0%
Bank Fees-Finance/Service Chrgs	295.00	505.00	500.00	101.0%
Dues & subscriptions	0.00	1,000.00	2,500.00	40.0%
Insurance, property & liability	780.40	4,881.29	9,750.00	50.1%
Lease - Equipment	719.51	3,597.55	7,800.00	46.1%
Office Rent	1,689.69	8,448.45	20,276.28	41.7%
Office Space Utilities/CAM/Taxes	0.00	4,239.92	14,000.00	30.3%
Postage & shipping	0.00	0.00	400.00	0.0%
Prof. Auditing	0.00	21,735.00	46,000.00	47.3%
Services & Maint. Computers	0.00	0.00	500.00	0.0%
Supplies - Office	0.00	129.36	1,500.00	8.6%
Telephone & internet	465.90	2,328.90	4,000.00	58.2%
Training & Workshops	0.00	0.00	1,000.00	0.0%
Travel	0.00	525.38	1,500.00	35.0%
Meals	0.00	0.00	450.00	0.0%
Vehicle Maintenance/Insur/Gas	52.70	587.90	2,500.00	23.5%
Equip - Computers	0.00	0.00	1,800.00	0.0%
Equip - Software	2,600.00	13,277.50	36,598.50	36.3%
Equip - Traffic Count	0.00	0.00	500.00	0.0%
Website Development	0.00	0.00	1,400.00	0.0%
Miscellaneous / other expenses	0.00	0.00	500.00	0.0%
Total 9000 · Office and administration exp.	<u>7,553.37</u>	<u>63,912.79</u>	<u>161,824.78</u>	<u>39.5%</u>
Total Expense	<u>47,698.53</u>	<u>268,873.81</u>	<u>659,886.12</u>	<u>40.7%</u>
Net Income	<u>(1,462.43)</u>	<u>(8,392.77)</u>	<u>7,807.88</u>	