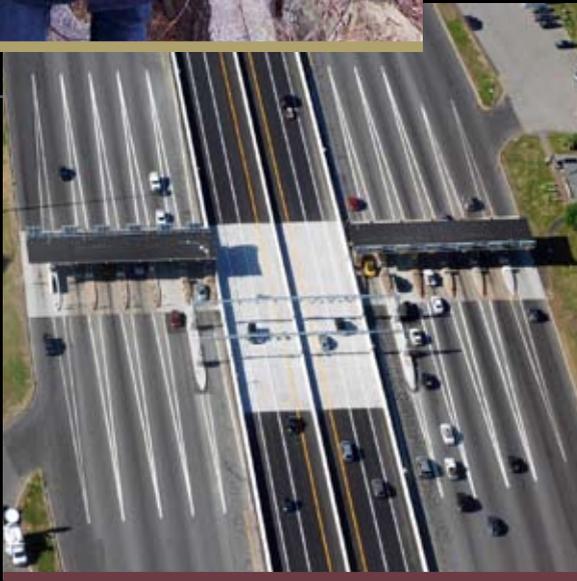


Annual Report

fiscal year
2010





Mission:

Transportation excellence enhancing the quality of life in New Hampshire.

Purpose:

Transportation excellence in New Hampshire is fundamental to the state's sustainable economic development and land use, enhancing the environment, and preserving the unique character and quality of life. The Department will provide safe and secure mobility and travel options for all of the state's residents, visitors, and goods movement, through a transportation system and services that are well maintained, efficient, reliable, and provide seamless interstate and intrastate connectivity.

Vision:

Transportation in New Hampshire is provided by an accessible, multimodal system connecting rural and urban communities. Expanded transit and rail services, and a well-maintained highway network and airport system provide mobility that promotes smart growth and sustainable economic development, while reducing transportation impacts on New Hampshire's environmental, cultural, and social resources. Safe bikeways and sidewalks bring together neighborhoods, parks, schools, and downtowns. Creative and stable revenue streams fund an organization that uses its diverse human and financial resources efficiently and effectively.

Table of Contents

NHDOT Mission, Purpose and Vision	i
Letter from the Commissioner	ii
Customer Satisfaction	1
- Increase Customer Satisfaction	
Performance	3
- Improve Asset Conditions	3
- Increase Mobility.....	7
- Improve System Safety and Security	9
- Improve Department Efficiency	11
- Identify, Collaborate and Communicate with Partners	13
Effective Resource Management	15
- Effectively Manage Financial Resources	15
- Implement Strategic Workforce Planning.....	17
- Protect and Enhance the Environment.....	19
Employee Development	21
- Increase Knowledge, Skills and Effectiveness	21
- Optimize Employee Health and Safety.....	23
- Align Employees Around Department's Mission	25
Revenue and Expense Activity	27-28

Letter from the Commissioner

December 31, 2010

The “purpose” statement of the New Hampshire Department of Transportation describes the core work that we do every day.

“Transportation excellence in New Hampshire is fundamental to supporting the state’s sustainable economic development and land use, enhancing the environment, and preserving the unique character and quality of life. The Department will provide safe and secure mobility and travel options for all of the state’s residents, visitors, and goods movement, through a transportation system and services that are well maintained, efficient, reliable, and provide seamless interstate and intrastate connectivity.”

Our planning, decision-making, and investments must support this purpose in a comprehensive way. To accomplish this, the NHDOT has adopted a strategic business approach that recognizes not only the travel trends and needs of today, but also the Department’s effect on economic competitiveness, environmental stewardship, and quality of life.

Our approach is built on four strategic goals:

1. **Customer Satisfaction** – Our work will be transparent and responsive to our customers – those residents and visitors to our state who depend on transportation. We will strive to provide a transportation system and services that support our quality of life;
2. **Performance** – We will continue to improve: the condition of all elements of the transportation system; the performance (mobility, safety, and security) of the transportation system; the efficiency of the Department; and the effectiveness of our partnerships;
3. **Effective Resource Management** – We will make effective use of our financial resources; use our workforce strategically; and protect and enhance the environment;
4. **Employee Development** – Our workforce must be prepared for new challenges due to changes in technology and the expected vacancies due to retirement; focus will continue on improving employee health and safety; and aligning our employees with the Department’s Mission and Purpose through improved communication. To better connect these broad strategic goals to our work, 12 objectives were defined as a means towards implementing of each goal.

Accountability for achieving the objectives will be tracked by performance measures.

In future years, the Annual Report will be used as a scorecard to compare the Department’s actual performance of a particular year to performance targets for one, three, and five year time periods.

These targets will be used to guide resource investments to accomplish the Department’s mission. An indicator on the sliding scale depicted for each performance measure will show, at a glance, whether our annual progress is “off track”, “on track”, or “ahead of plan”.

Competing priorities and resource constraints may impact our progress. Developing our existing workforce, optimizing the use of our current resources, and performing efficiently and effectively will allow us to continue to provide transportation excellence and increase the satisfaction of our customers.

This Annual Report for fiscal year 2010 is organized by the framework of our scorecard: the four strategic goal areas are subdivided by objective. For each objective, we describe why that objective is important, and report the major accomplishments of the past year within each category.

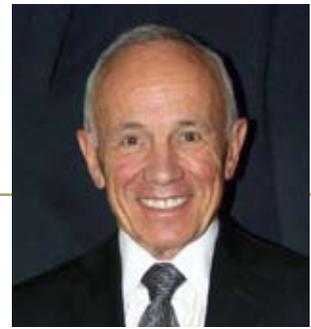
Measures from this scorecard are high level and appropriate for reporting Department progress to our customers, elected officials, and our transportation partners. These measures and targets allow development of more detailed, supporting measures and targets at the Division and Bureau levels within the Department. This “cascading” of measures will help align the sections of the NHDOT behind our common Mission and Purpose.

Please review our annual scorecard to see how we are measuring up.

Sincerely,



George N. Campbell, Jr.
Commissioner



Customer Satisfaction

Increase Customer Satisfaction



- Increase percent of overall customer satisfaction
- Decrease response time on constituent requests requiring follow-up (Lean Initiatives)

Why is this important?

Transportation must meet the needs and expectations of all users. The NHDOT will accomplish this by focusing on mobility, safety, system condition, and excellent customer service. It is essential that the Department be transparent in its mission, communicate openly with the public, and respond to constituent inquiries and concerns in a timely manner.

Highway Maintenance crews responded to a slope failure on NH 112 in Bath and quickly reopened the road.

Rapid Bridge Construction Reduces Inconveniences to Motorists and Businesses

Although not suitable for all bridge projects, “rapid bridge construction” techniques have yielded considerable time savings versus normal construction schedules. Development continued for full-depth concrete deck panels and details to shorten construction time and reduce disruptions to motorists. Replacement of the I-93 bridge deck over Loudon Road (Exit 14) in Concord was successfully completed over two separate weekends, with minimal traffic disruption. Bridge Design staff members have presented these concepts and details at national conferences.

Quick Responses to Weather and Natural Emergencies

Highway Maintenance patrol crews again responded to weather and natural emergencies throughout the state. This included stabilizing a March 25, 2010 rockslide on NH Route 10 in Orford with the blasting and removal of nearly 4,000 cubic yards of ledge along a 400-foot long ledge face. The road was reopened within two days and the project was completed in two weeks.

Patrol crews in Districts 5 and 6 responded to a wind storm and flooding in February and March 2010 that resulted in multiple sections of state roadways being closed due to washouts, downed power lines, and fallen trees. Severe thunderstorms in Harrisville toppled hundreds of trees and closed Nelson and Breed Roads. District 4 maintenance patrol crews reopened the State roads within two days.

In July of 2009, Interstate 89 was closed for several days in Warner after a sinkhole was discovered. Major excavation work was necessary to replace a failed 30-inch drainage pipe, which was approximately 25 feet below the road surface.

In August 2009, a section of NH Route 16 in Dummer was lost in a landslide along the Androskoggin River. A new section of road was built and opened in late October.



The popular Interstate 93 Service Patrol assisted over 1,300 stranded motorists with flat tires, fuel, dead batteries, and breakdowns along the heavily travelled corridor between Manchester and the New Hampshire/Massachusetts state line.

The Growth of Electronic Tolling – the Appeal of E-ZPass

Five years after electronic tolling was implemented on the New Hampshire Turnpike System, the ease and convenience of E-ZPass has clearly become the preferred means of payment for frequent travelers. The E-ZPass market share continues to climb, from 40% on June 30, 2006 to 60.1% of all vehicle transactions on June 30, 2010. At the end of the 2010 Fiscal Year, there were over 240,000 New Hampshire E-ZPass accounts, with over 415,000 transponders in use.

In June 2010 New Hampshire became the first state in New England to provide Open Road Tolling (ORT), which allows electronic tolling customers to drive through the Hampton Toll Plaza on Interstate 95 (Blue Star Turnpike) at highway speeds. The \$17.8 million project significantly improved customer service and motorist safety, while reducing air emissions and gasoline consumption by greatly reducing backups and delays.

A “User Friendly” Option for Overweight Permits that Protects NH Bridges

To both keep bridges safe and assist private sector companies that transport heavy equipment, Bridge Design Bureau staff developed computer-based programs and procedures for permit applications for overweight loads and vehicles. These changes updated the weight criteria for overweight loads and enabled permit applicants and NHDOT staff to more effectively evaluate the effect of these loads on the state’s infrastructure. The goal is to ensure that overweight loads traveling on state roads and bridges will not cause damage or increase maintenance costs. Bridge Design staff also developed a user-friendly software program that applicants can download from the NHDOT website that compares vehicle loads with bridge load capacities and displays “usable” bridges. The result has been more effective and timely oversight of applications for overweight permits and increased public safety.

Context Sensitive Solutions (CSS):

In recent years, the NHDOT has made strides in improving the public participation process so transportation decisions made are thoroughly vetted and the final product is supported by community.

Context Sensitive Solutions (CSS) bring an interdisciplinary approach to the discussions that occur early in project development. From the start, the Department works directly with community leaders, environmental groups, transportation experts, and various stakeholders from the region so alternative selections for projects can be thoroughly reviewed and discussed. With the information brought forward from these groups, the alternatives can be developed, not only to meet the transportation needs, but also from a community needs standpoint to ensure the transportation improvement has a positive impact on the community.

During the development of the project, stakeholders and Department staff meet to discuss various aspects of project issues and needs. As alternatives are developed, stakeholders discuss ramifications the various alternatives will have on the community. The alternatives are weighed against community input so the alternative that meets the transportation need also has the best chance to gain community support.

Using a CSS approach in the project development process has proven successful on many projects and has led the NHDOT to incorporate CSS techniques into its public participation procedures on most projects.



Performance

Improve Asset Conditions

Off Track On Track Ahead of Plan



- Increase state highway pavement in good condition (Number of miles)
- Increase state bridges in good condition
- Increase state rail line condition
- Increase airport runway surface in good condition
- Decrease average age of transit buses

Why is this important?

The condition of New Hampshire's transportation infrastructure significantly affects the State's ability to provide for the safe and efficient movement of people and goods. Poorly maintained pavement, bridges, rail lines, buses, and airport runways increase travel time, decrease their capacity, create unsafe conditions for the traveling public, and increase maintenance costs.

Reconstruction of Exit 20 on I-89 and widening of NH 12A in Lebanon will address traffic congestion issues resulting from commercial development.

Major Highway and Bridge Improvements

Significant investment and construction work aimed at rebuilding and widening key corridors on Interstate 93 and the Spaulding Turnpike continued in FY 2010. On the \$800 million I-93 widening project between Salem and Manchester, construction was focused to address Red List bridges, and the safety and capacity of the highway. Major emphasis was on the reconstruction of the interchanges at Exit 3 in Windham, and Exit 5 in Londonderry. Significant construction progress was also made on the reconstruction and widening of the Spaulding Turnpike in Rochester from Exit 12 to Exit 16.

Roadway work completed included:

- I-93 pavement and bridge rehabilitation:
 - Tilton-Sanbornton Exit 20 to Exit 22
 - New Hampton-Ashland Exit 23 to Exit 24
- I-89 pavement and bridge rehabilitation:
 - From Exit 5 in Hopkinton to Exit 15 in Grantham - 40 miles of pavement work
- Completed a multi-year resurfacing effort along 16 miles of NH 101 from Epping to Hampton
- The construction of 6 miles of I-93 median concrete safety barrier from Hooksett to Bow
- Reconstruction and minor widening of the NH 28/102 intersection in Derry
- Reconstruction, widening, and signalization of the NH 128 intersection with Stonehenge Road in Londonderry



- Emergency road repairs to NH 16 in Dummer
- Resurfacing on NH 11 and reconstruction of the NH 11/114 intersection in New London
- Reconstruction and widening of the NH 11 and US 4 intersection in Andover including removal of a Red List Bridge.

There were 2,421 regularly scheduled inspections performed by Bridge Design Bureau personnel on state bridges and 1,077 regularly scheduled inspections of municipal bridges.

In addition, 35 underwater inspections were performed on specific bridges.

- Reconstruction of US 2 in Randolph
 - Reconstruction of US 3 in Whitefield
- Statewide Turnpike and Districts pavement resurfacing:

- Approximately \$30 million on the State system
- Approximately \$10 million on the Turnpike system

Three major bridges were completed as part of the Boston-Manchester Airport Access Road:

- The 1,200-foot long Pearl Harbor Memorial Bridge over the Merrimack River
- A 400-foot long bridge over Little Cohas Brook
- A new F.E. Everett Turnpike bridge south of the Bedford Toll Plaza

Other major bridge construction work completed included:

- Replacement of the Island Pond Road bridges over I-93 in Manchester (both Red List)
- Replacement of the NH 28 bridge over Merrymeeting River in Alton (both Red List)
- Replacement of the NH 107 bridge over Griffin Brook in Epsom (Red List/flood damage)
- Deck replacement of the NH 1A bridge over Hampton River in Hampton (Red List)
- Rehabilitation of the US 302 bridge over the Ammonoosuc River in Lisbon
- A new temporary bridge on US 4 over the Connecticut River in Lebanon

Active construction work beyond FY 2010:

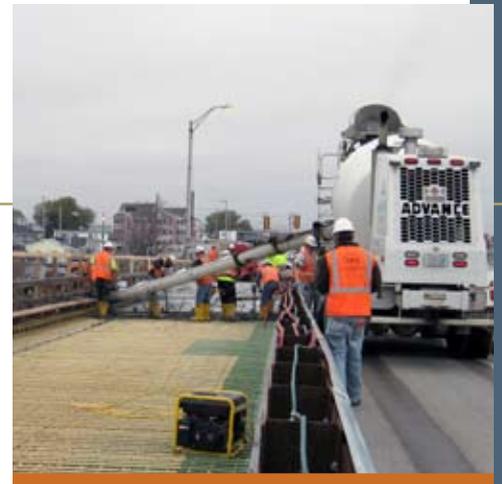
- Resurfacing and bridge rehabilitation along several sections of I-93 (several Red List bridges)
- Construction of new median concrete safety barrier on I-293 in Hooksett
- Reconstruction of Exit 20 on I-89 and the widening of NH 12A in Lebanon
- Reconstruction and widening of the Spaulding Turnpike in Rochester from Exit 12 to Exit 16

- Construction of the new Spaulding Turnpike Little Bay Bridge in Newington-Dover

- Construction of the Boston-Manchester Regional Airport Access Road

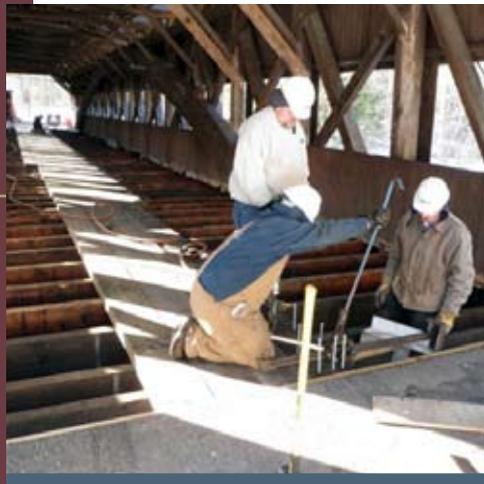
The Reconstruction of I-93 in Windham and Salem consisting of:

- Exit 3 area reconstruction
- Brookdale Road bridge reconstruction (Red List)
- Replacement of the NH 9 bridge over B&M Railroad in Dover (Red List)
- Rehabilitation of the I-93 bridges over the Merrimack River in Manchester and Hooksett (Red List)
- Rehabilitation of two NH Route 1B bridges in New Castle and Rye
- Widening and rehabilitation of the Everett Turnpike bridge (Merrill's Marauders) over the Souhegan River in Merrimack (Red List)



Rapid Bridge replacement techniques were used at Exit 14 on I-93 in Concord.





Bridge Maintenance crews completed about 90 major bridge rehabilitation or preservation projects in FY 2010. Ten bridges were removed from the "Red List".

Bridge Maintenance Crews Keep Watch Over 2,129 State-Owned Bridges

The NHDOT's Bridge Maintenance Bureau completed approximately 90 bridge preservation or rehabilitation projects in FY 2010. A total of nine bridges were removed from the State "Red List", and one was removed from the Municipal "Red List". Statewide preventative maintenance included the washing of 805 bridges and the oiling of 581 bridges. Continuing to help preserve historical structures that are still functional, Bridge Maintenance crews rebuilt the Columbia Covered Bridge, repaired timber bents to the Bath Pettyboro Covered Bridge damaged by ice flows, and repaired the Albany Dugway Road Covered Bridge. Each year, Bridge Maintenance also repairs several municipal and agency-owned bridges on a reimbursable basis. Emergency bridge repairs during FY 2010 included: the Sarah Long and the Memorial lift bridges in Portsmouth, two flood-damaged bridges, and an I-93 southbound bridge over NH Route 38 in Salem that sustained over-height truck damage. Total Bridge Maintenance expenditures in FY 2010 topped \$9.5 million.

Meeting the Challenges of State and Local Deficient Bridges

During FY 2010, the NHDOT advertised construction contracts for the rehabilitation and replacement of eight State Red List bridges. As of March 31, 2010, 26 bridges had been added to the State Red List and 23 bridges removed. The Red List for 2010 totaled 142 structurally deficient bridges. This total is based on completed construction projects performed by contractors for the Department, or by Bridge Maintenance forces that address structural

deficiencies of Red List bridges, thereby restoring their structural capacity. A total of 30 bridges were added to the municipal Red List and 22 bridges removed. The municipal Red List for 2010 totaled 366 structurally deficient bridges.

Using an Infrared Camera to Improve Pavement Quality

Adequate compaction is a major part of the successful application of new asphalt pavement. Compaction is highly dependent upon the uniform temperature of fresh asphalt pavement. What is known as "thermal segregation" in asphalt pavements has been identified as one of the most common and costly problems in the industry. If the temperature of the asphalt mat is not consistent (i.e., there are cold spots), then the pavement will eventually show signs of distress in the locations of the cold spots. The NHDOT had no good way of checking for uniform temperatures before the purchase of an infrared camera in late 2009. The infrared camera takes visual images of the pavement temperature. Its use has revealed thermal segregation in several instances, and has helped to illustrate that letting an asphalt paver sit for extended periods of time to wait for trucks leads to thermal segregation. The infrared camera has the added capability of GPS to make it easier to locate where the photos were taken, and to enable researchers to return the spot to make observations. Further research efforts will be made when paving is done in cooler temperatures to evaluate the effects on pavement. This research will be useful in further developing paving specifications to improve the quality of New Hampshire's roads.

New England's Busiest General Aviation Airport Getting Major Upgrade

The New England's busiest general aviation airport is getting major infrastructure improvements to keep up with the growing demand. Assisted by the NHDOT's Aeronautics Bureau, Nashua Municipal Airport, also known as Boire Field, is completing the design and permitting efforts for a \$20 million project

The NHDOT applied for Federal planning funds to advance the New Hampshire Capitol Corridor passenger rail project, which would eventually connect Boston with Concord.

to address needed runway improvements, which are expected to start in the coming year. Current Federal Aviation Administration (FAA) design standards are dictating part of this change. The single runway is located too close to its parallel taxiway, which limits safe aircraft operational activity on both of these paved surfaces. Additionally, the airport has experienced an increase in activity from corporate jet aircraft that require a longer runway. Built in the 1930s, Boire Field has kept up with the aviation community's needs by extending its sole runway to 5,500 feet, adding navigational instrumentation, constructing aircraft parking aprons, and building hangars.

Building and Maintaining the Transportation Agency's Vehicle Fleet

Continuing the practice of assembling snowplow trucks, the Mechanical Services Bureau built four 6-wheeled and two 10-wheeled plow trucks for the Bureau of Turnpikes. This approach brings higher quality and consistency to the fleet, allows for tailored specifications, and results in overall cost-savings.

For fiscal year 2010, 14 six-wheeled and 4 ten-wheeled dump truck chassis were purchased. Also purchased was a variety of equipment, such as dump bodies, hydraulic plow wing systems, load covers, and warning lights, all used when building complete maintenance trucks. Additional purchases consisted of four trucks (11,000 to 15,000 lbs.), 38 three-quarter ton pickup trucks, one sub-compact car, two compact cars, and eight mid-size cars.

New "Green" Transit Facility Will Improve Service in Upper Valley Region

Construction began in July 2009 on a 13,000 square foot addition to the administrative and maintenance facility of Advance Transit, the state's largest rural public transit system. Advance Transit provides fixed route transportation in New Hampshire's Upper Valley region, including Hanover and Lebanon. The facility expansion project was funded with ARRA (stimulus) funds from the Federal Transit Administration, and FTA Section 5309 Bus and Bus Facilities Program

funds. When completed, the facility will improve the efficiency of the system and allow Advance Transit's entire fleet to be stored inside. It will also be LEED Silver Certified (Leadership in Energy and Environmental Design), and have "green" features that include rainwater harvesting system for bus washing, and solar power generation on the roof.



Expansion of the New London Park and Ride lot (NH 103A off I-89 Exit 12) increased the number of parking spaces from 45 to 132 to accommodate car poolers and Dartmouth Coach bus passengers.



Performance

Increase Mobility

Off Track On Track Ahead of Plan



- Increase transit ridership
- Increase rail ridership
- Increase air ridership
- Increase air cargo shipped
- Decrease recurring congestion/delay
- Increase rail cargo shipped

Why is this important?

The NHDOT must work to minimize recurring delays, and provide and enhance a wide range of transportation options for its citizens and visitors. This includes transit, rail, and air modes of transportation. These opportunities are addressed within the context of a relatively small state with a largely non-urban population.

Since its debut, in June 2010 over 56% of all vehicles passing through the Hampton Tolls have used the Open Road Tolling lanes. Transactions on the NH Turnpikes system totaled 108,299,821 – an increase of 0.6% in FY 2010. Total Turnpike revenue collected in FY10 was \$118.4 million, a 10.9% increase over FY09 (\$106.8 M).

The First “Open Road Tolling” Facility in New England Opens on I-95 in Hampton

Less than 10 months after construction began, new Open Road Tolling (ORT) lanes were opened at the Hampton mainline toll plaza on June 17, 2010. The \$17.8 million ORT project converted six interior plaza lanes to four ORT lanes (two in each direction) that enable electronic tolling at highway speeds. One additional toll lane was also added in each direction. The ORT lanes can process nearly five times as many vehicles as a conventional cash lane, and 60% more traffic than a dedicated E-ZPass lane. Benefits of the ORT project include:

- An improved level of service that significantly reduces backups and congestion
- Environmental benefits – reduced air emissions and gasoline consumption
- Safety enhancements – no stopping or last second lane switching
- Short and long-term economic benefits to NH – local contractors and materials used for construction, and improved mobility for travel and commerce

In addition to reduced lines and improved service for E-ZPass customers, the ORT lanes at the Hampton Tolls are expected to improve air quality by reducing vehicle emissions caused by idling, and reduce diversion to alternate routes by improving traffic flow. On Memorial Day Weekend, half of all vehicles that passed through the Hampton Tolls (160,000 out of 320,000) used the ORT lanes, traveling at an average speed of 62 mph.



NHDOT Commissioner George Campbell called the ORT opening an historic milestone. “For the first time in 60 years, our electronic tolling customers will be able to travel through the Hampton Tolls at highway speeds.” Commissioner Campbell said during ribbon-cutting ceremonies. “The five-mile backups at certain times of the year at Hampton are a thing of the past.”

The NHDOT has introduced flashing yellow arrows at traffic signals at three intersections that allow motorists turn left after yielding to oncoming traffic and pedestrians.

Re-timing Traffic Signals to Improve Traffic Flow and Save Energy

Research and experience have shown that re-timing traffic signals is one of the most cost-effective approaches that can be done to improve traffic flow. The Bureau of Traffic completed an evaluation of 64 signalized intersections in the air quality non-attainment region of the state to evaluate the existing signal timings and to develop an optimized timing plan. This Congestion Mitigation Air Quality (CMAQ) funded pilot project is evaluating the effectiveness of low-cost techniques like re-timing signals to improve mobility and air quality. Preliminary results show that re-timing and optimizing signal timings at these 64 intersections will reduce total vehicle delays by 4,100 hours per day, resulting in a daily savings of 1,150 gallons of fuel.

Bus Ridership Grows Along Major Highway Corridors

Expanded commuter bus service on I-93, I-95, and the Everett Turnpike, supported by the NHDOT's Bureau of Rail and Transit, provides intermodal connections and options for commuters during rush-hour traffic. The Boston Express I-93 service carried over 300,000 passengers in FY 2010. The average monthly ridership was up over 14% from 2009. The Nashua service carried more than 134,000 passengers, an increase of 8.5% over the previous year. The NHDOT purchased four new coaches in December 2009 to expand these services, and replaced two 1996 coaches that provided commuter service along the I-95 corridor.

Transportation Management Center Providing Timely Traveler Advisories

A new initiative launched by the Traffic Bureau's Transportation Management Center (TMC) in February 2010 is providing up-to-date traveler information along major highway corridors through social networking. The NHDOT is now on Twitter, providing live updates of closures and events along New Hampshire's Interstates and Turnpike system. Twitter

gives the TMC the ability to notify travelers of real-time traffic and road conditions before they encounter a congested area by sending a text message. This provides an immediate one-way notification to "followers" (via email) when an event occurs.



Alton Bay Ice Runway is an Economic Engine for the Lakes Region of NH

Two years ago, the unique and legendary Alton Bay ice runway was in jeopardy of not opening due to lack of local interest in operating and maintaining the airport. Once the word got out it would not reopen, several local business people stepped forward to manage the runway. They believed the loss of the airport during the winter would adversely affect the local community. Since that time, the ice runway has been very popular with both pilots and tourists. Some seasonal businesses have opened early to accommodate the influx of airport visitors. The Alton Bay ice runway is the only plowed ice runway in the lower 48 states, and draws pilots from long distances. Continued efforts and support from the Bureau of Aeronautics in working with the new management of the Alton Bay ice runway will ensure its continued success.



Performance

Improve System Safety and Security



- Decrease number of highway fatalities

Why is this important?

Motor vehicle crashes are the leading cause of death for those under the age of 35 and the fifth leading cause of all deaths. While New Hampshire's fatal crash rate is lower than the national average, progress must continue towards safer highways through engineering, enforcement, education, and emergency response.

Rumble Strips and Improved Intersection Safety

Milled rumble strips are a proven, inexpensive method of reducing run-off-the-road and head-on collisions involving inattentive or fatigued drivers. In 2010, the Highway Design Bureau advertised a \$500,000 project that constructed milled rumble strips along Interstate and Turnpike highways. In addition, projects to address deficiencies at seven intersections with severe crash histories identified through the Highway Safety Improvement Program were designed and advertised as safety improvement projects.

Addressing the Safety Threat of Bridge Scour

The effect of rapidly moving water displacing rocks and sand from around bridge abutments and piers, known as "bridge scour", is the most common cause of bridge failure in the United States. During FY 2010, evaluations were completed for nearly 170 State and municipal bridges that were either scour critical, had unknown foundations, had not previously been evaluated, or were tidal bridges. Specific Plans of Action (POAs) were developed for 62 state bridges and 43 municipal bridges that are considered scour critical. These POAs describe the actions to be taken during a flood event regarding bridge inspection, possible closure, and re-opening to ensure the public and emergency response vehicles are not traveling on bridges that could potentially fail due to scour action of flood waters. As a result of this overall scour evaluation, several bridge projects are being initiated to install scour protection countermeasures at specific scour critical bridges, including several on the Interstate system.

During FY 2010, action plans were developed for over 100 state and local bridges to address the threat of erosion around bridge abutments and piers.



Cost-Effectively Managing Road Sign Retro-reflectivity

While just one-quarter of motor vehicle travel occurs at night, half of all traffic fatalities occur during nighttime hours. The aging of the U.S. population is a contributing factor. As people age, their vision declines and their reaction

Safe Routes to School (SRTS) encourages and enables elementary school children to safely walk and ride bicycles to school. Staff and volunteers at the Lakeway Elementary School in Littleton have successfully organized walking and biking escort programs.



time increases. Signs that are easier to read at night will help older drivers be safer and maintain their mobility and independence. In an effort to decrease the percentage of nighttime fatalities, the Federal Highway Administration has mandated minimum retro-reflectivity requirements for sign sheeting that will become law for roadside signs in 2015 and for overhead signs in 2018. Methods for determining if signs meet the requirements include visual assessment, measuring retro-reflectivity, expected sign life, performing blanket replacement of signs, and using control signs. In January 2009, the NHDOT began a research project to determine which method, or combination of methods, would work best for the Department. Control sign sheeting sample panels of each type and color were placed at the Bureau of Traffic to begin tracking the rate of degradation of sign sheeting. These panels will be used to develop a time-based replacement program for all types of sign sheeting used by the NHDOT. The second method is the development of a night riding program to visually assess the signs at night. This method requires a trained eye to determine if a sign should be replaced. Signs identified and replaced by the night riding method will be saved and actual retro-reflectivity readings will be taken. This project will identify, develop, and implement the most cost-effective methods for the NHDOT to keep its signs in compliance with the new retro-reflectivity requirements.

Reducing Bird Strike Risk at Portsmouth International Airport at Pease

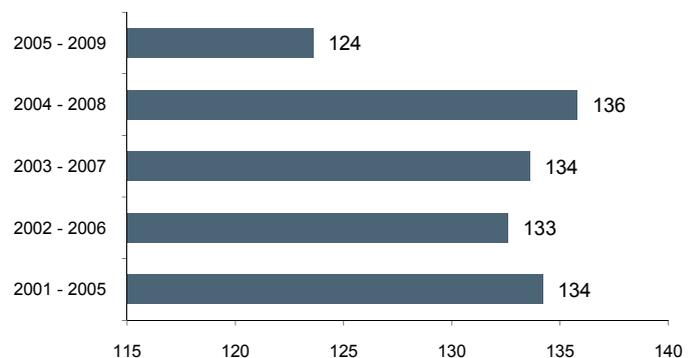
As demonstrated by the emergency landing of a US Airways flight in New York City's Hudson River in January 2009, aircraft bird strikes can cause considerable damage to planes, jeopardizing the safety of passengers. Portsmouth International Airport (PSM) must comply with FAA regulations relating to management of hazards to aviation caused by wildlife. At the same time, PSM is the only known New Hampshire nesting site for a state-listed endangered species, the upland sandpiper. Although the upland sandpiper is a small-bodied bird that presents a minimal threat to air traffic, habitat suitable for the

sandpiper also promotes the presence of larger-bodied birds and mammals that present a more significant threat. The NHDOT is partnering with NH Fish & Game to determine a strategy for reducing the danger to aircraft while protecting the sandpiper. An analysis of current sandpiper nesting habitat is expected to provide information that will help identify potential habitat that is a safe distance from the airport.

"Towards Zero Deaths" Program

The NHDOT's Strategic Highway Safety Plan Committee has adopted the "Towards Zero Deaths" program. This public education program promotes zero fatalities as the only acceptable numbers we should strive to achieve. Through broadcast media, print media, and internet sites, drivers will be reminded that safe driving is a critical choice, and even one fatality is too many.

Fatal Crashes - Five Year Average



Performance

Improve Department Efficiency



- Efficient snow and ice removal
- Increase number of completed process improvements
- Increase number of projects advertised on time

Why is this important?

The need to deliver a high standard of transportation projects and services during challenging economic times makes it more important than ever for the NHDOT to operate as cost-efficiently and effectively as possible.

The NHDOT is responsible for snow and ice removal on over 8,700 lane miles of State roadways. Winter maintenance accounts for over one-third of the yearly highway maintenance budget.

New Software Improves the Tracking of Airport Improvements

The Bureau of Aeronautics has implemented a new grant tracking system called Airport IQ Systems Manager. This new software streamlines the capital improvement plan development, Block Grant tracking, the payment and reimbursement process, and several other activities associated with airport projects. In addition, Airport IQ Systems Manager maintains data on 122 registered airports within New Hampshire. It will greatly improve the accuracy and efficiency of the required tracking, reporting, and reconciling of the Federal Aviation Administration (FAA) Block Grant Program. The new software replaces an outdated 11-year old Airport Information Management System (AIMS) that could no longer meet the Department's needs.

Extending the Life and Effectiveness of Costly Snowplow Blades

While winter maintenance typically accounts for one-third of the NHDOT's annual highway maintenance budget, the less severe 2009-2010 winter allowed the Highway Maintenance Bureau to focus on outfitting snowplows with the JOMA 6000 flexible plow blades. This two-year transition was initiated with a pilot program in District 6 where these flexible plow blades were used alongside the normal rigid carbides for comparison. Testing showed the JOMA 6000 blades clearly outperformed the rigid carbide blades in scraping ability and longevity, lasting eight times as long. This transition will lead to cost-savings due to reduced salt and sand use, longer wearing plow blades, improved highway safety due to cleaner roads, and decreased damage to roads and pavement markings. It will also improve

employee safety due to their lightweight, easy installation at a less frequent rate, and reduced operator and vehicle fatigue from reduced vibration during plowing operations.



Meeting the Challenges of Winter Maintenance Operations

Keeping New Hampshire's highways safe during a wide range of winter weather events continues to be a top NHDOT priority. The Department's "snow removal and ice control policy" has been based for many years on the goal of obtaining bare and dry pavement at the earliest practical time following cessation of a storm. As each storm situation varies, this policy is used as a guideline to assist patrol foremen in making well informed, judgment based decisions as part of their snow removal and ice control responsibilities. Traffic volumes and posted speeds are the primary factors in determining the level of winter maintenance service. Utilizing the latest snow removal, anti-icing techniques and technologies, and recognizing the need to limit the impact on the natural environment, highway maintenance crews use the minimum deicing or anti-icing materials needed to restore safe travel conditions as soon as a storm ends.

A fleet of up to 700 snowplows are in service during a statewide winter storm, at an estimated overall cost of \$70,000 an hour in personnel, equipment and materials. (or \$600,000 per storm)

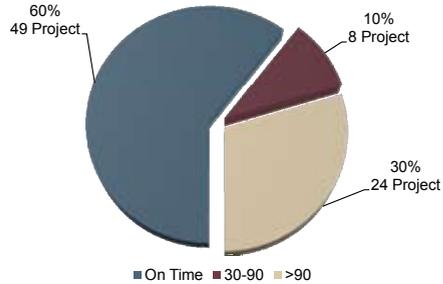
Using "Lean" To Improve Department Efficiencies and Services

The NHDOT is increasing the use of the "Lean" process and philosophy to review and improve its practices and procedures, to maximize its workforce, and to operate as an efficient state agency. It's about creating value for our customers while using the fewest resources possible. Lean teams of employees are evaluating, measuring, and improving a number of NHDOT processes, including rental agreements, the Department contract process, closing out projects, and constituent response.

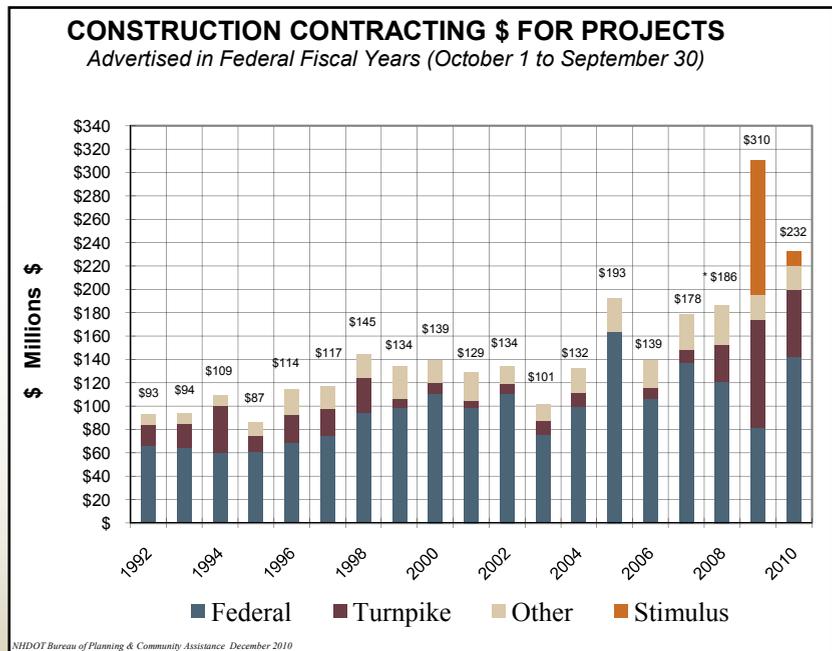
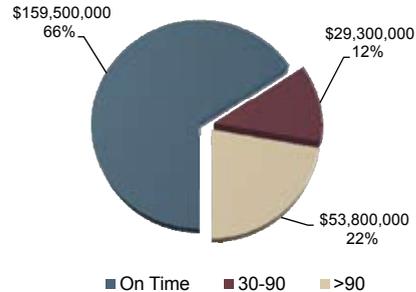
Getting Projects to Private Contractors on Time

Total Project Count : 81

2010 NHDOT Managed Project Advertising Performance (Days Delayed) current only



2010 NHDOT Managed Dollar Advertising Performance current only



*2008 does not include Portsmouth-Kittery, 13678, Memorial Bridge which advertised, but not awarded.

Performance

Identify, Collaborate and Communicate with Partners



- Percentage of partners satisfied

Why is this important?

The NHDOT will identify and establish cooperative partnerships to better utilize resources, achieve long-term goals, and produce effective solutions to shared concerns.

Assisting Communities with Local Bridge Projects

NHDOT engineering assistance was provided on 29 municipal bridge projects for communities participating in the Municipally-Managed State Aid Bridge Program through the Planning and Community Assistance Bureau. This involved the replacement or rehabilitation of structurally deficient municipally owned bridges. There are currently more than 100 municipal bridge projects under design, review, or construction as part of this program.

In addition, the NHDOT utilized federal funding made possible by the American Recovery and Reinvestment Act of 2009 (ARRA) to fund 100% construction costs of 35 local projects across New Hampshire, including 22 municipal “Red List” bridges.

New District 5 Maintenance Headquarters in Bedford

The Highway Maintenance Bureau’s District 5 Office relocated from Hooksett to Bedford where it shares the new \$2.5 million, two-story building with NH State Police Troop B. The new location, right next to the F.E. Everett Turnpike, is centrally located within the maintenance district and fosters a closer working relationship between the NHDOT and State Police. State Police Troop B moved from Milford, enabling troopers to be closer to the Merrimack Valley Region, where there are much higher traffic volumes, and direct access onto the Everett Turnpike. To allow for the construction of the new Airport Access Road, District 5 Patrol Shed 511 was also relocated to a new facility beside the new District 5 Office.

The completed reconstruction and safety improvements at the NH 11/114 intersection in New London.



Strategic Highway Safety Plan

The Strategic Highway Safety Plan (SHSP) is a statewide-coordinated safety plan that provides a comprehensive framework for reducing highway fatalities and serious injuries on all public roads. The SHSP is federally funded and strategically establishes

The Fuel Section of the Mechanical Services Bureau supplied 4.73 million gallons of motor fuels to State agencies, municipalities, and non-profit agencies during FY 2010. .

statewide goals, objectives, and key emphasis areas developed in consultation with the NH Highway Safety Agency, NH Department of Safety, NH Department of Health and Human Services, Federal Highway Administration, Federal Motor Carriers Safety Administration, and other Federal, State, and local agencies and private businesses.

Emphasis areas identified include:

- distracted driving
- impaired driving
- speeding
- motorcycles
- seat belt use
- drowsy driving
- lane departure
- intersection crashes

Strategies will address engineering, education, enforcement, and emergency services through driver behavior and transportation system improvements.

2010 Aerial Imagery

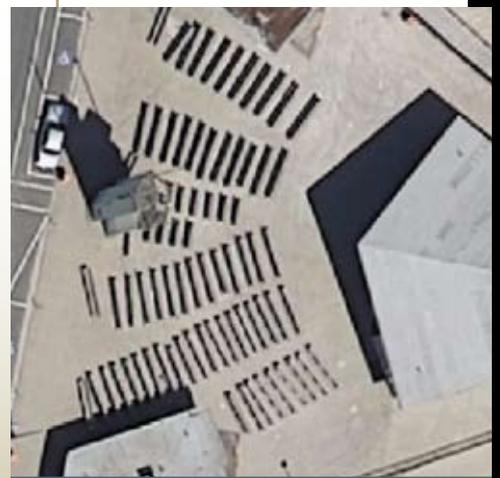
The Bureau of Planning and Community Assistance was awarded a \$485,000 ARRA grant through the United States Geological Survey (USGS) for collection of high resolution aerial photography statewide. The GIS Section will integrate the aerial photography into GIS mapping layers such as asset management, transportation planning, land use/land cover analysis, and general reference to support the Department's business needs and decisions.

The cost of the project was shared with other state Departments, Federal agencies, and communities. The Departments of Revenue Administration and Safety provide approximately half of the state's share of the project. The Department's agreement with USGS provided an opportunity for communities to purchase an upgrade of the aerial imagery. Several cities and towns in the Seacoast area and along the I-93 corridor took advantage of the upgrade. This data will also be shared with the NHDOT.



Innovative emergency repairs developed and implemented by the Bridge Maintenance Bureau to the Memorial Bridge in Portsmouth allowed the bridge to reopen to traffic in just 11 days, much sooner than originally anticipated.

The Preliminary Design Section reviewed 15 permit applications for major private developments. Preliminary Design was also involved in the conceptual designs of 40+ projects, including Open Road Tolling.



High resolution aerial imagery

Effective Resource Management

Effectively Manage Financial Resources



- Excess/(Loss) net operating revenue and expense (highway) in millions
- Excess/(Loss) net operation revenue and expense (turnpike) in millions

Why is this important?

The NHDOT must maintain and improve New Hampshire's transportation system and services and invest in all modes of transportation by optimizing performance and reducing costs, while effectively addressing its mission via sustainable revenue sources.

Reusing Construction and Paving Materials to Extend Pavement Life

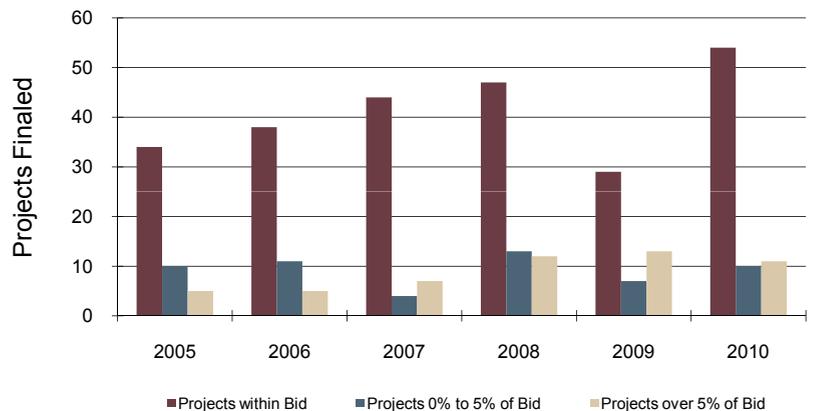
The resourceful re-use of materials from road reconstruction and paving during FY 2010 included the reprocessing of an estimated 30,000 tons of asphalt grindings and gravel from multiple projects for re-use as gravel road shims or fill along the shoulders of roadways. NHDOT maintenance crews were active with the grader shim program, placing over 50,000 tons of asphalt. An aggressive program in District 6 utilized a grinding attachment to a small loader to install pavement inlays, thus extending the life of paved roadways that



would have otherwise needed extensive repairs. The success of this program led to the lease/purchase of additional equipment to accomplish all the necessary work within the limited spring/summer/fall work season.

The percentage of recycled asphalt (RAP) New Hampshire mixes rose to 22% in FY 2010. Nearly 100,000 tons of RAP was recycled back into state highways, creating a savings of \$3.8 million in 2010.

Bid vs. Final Amounts



The NHDOT generated \$120 million in revenue by transferring a 1.6 mile section of I-95 to the Bureau of Turnpikes, thus connecting the NH Turnpike System to the Maine Turnpike.



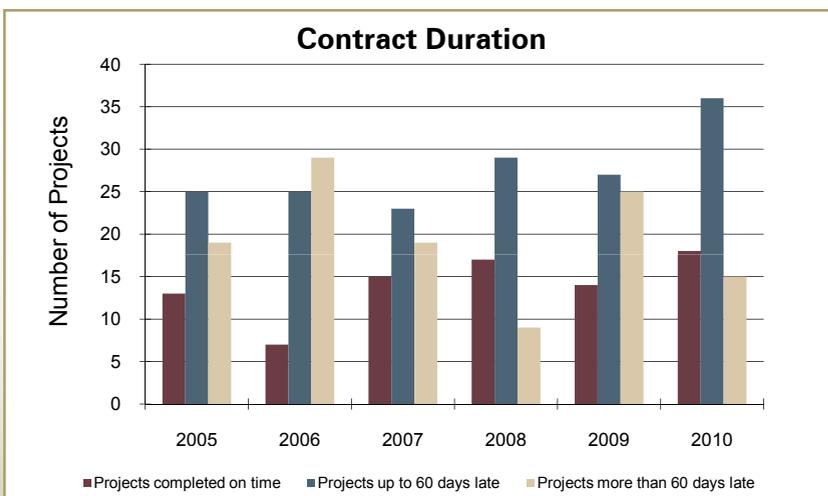
The Highway Design Bureau was responsible for the design and advertisement of 35 projects valued at \$192 million during FY 2010.

Using Traffic Control Wisely and Cost-Effectively

The NHDOT has made a concerted effort in recent years to address the costs associated with uniformed police officers and flaggers on State construction contracts. In the summer of 2009, the Department approved a new “Uniformed Officer and Flagger Use in Work Zones” policy and procedures guideline. This effort is geared towards using the proper level of traffic control for a construction project, based upon variables that include the size of the project and traffic volumes along the corridor. Since this effort has begun, the NHDOT has seen a decline in the percentage of uniformed officer costs compared to the total construction program.

From Bids to Final Payments – Tracking Contracts

The Bureau of Construction uses metrics to identify trends and areas for improvement. In 2010, 72% of contracts accepted by contractors for final payment were below the bid price. Only 15% of the contracts were over 5% of the bid price. In 2010, 26% of contracts accepted by contractors for final payment were completed within the original completion date. 22% of the contracts were completed 60 days past the original completion date.



The Bureau of Right-of-Way completed 710 title searches, 118 property acquisitions (\$7.3 million), 15 residential and business relocations, and 165 appraisals. Overall, the Bureau achieved an 83% settlement rate for all acquisitions. The Bureau also sold surplus state land parcels totaling \$4.5 million.

Effective Resource Management

Implement Strategic Workforce Planning



- Increase formal workforce planning

Why is this important?

As a sizeable percentage of the Department's workforce continues to move towards retirement age, it is critical to the organization that the right people be in the right job at the right time and be ready to replace the knowledge and experience that will be leaving.

Worker knowledge and experience is the cornerstone to strategic workforce planning. The loss of institutional knowledge and expertise is occurring as aging department employees retire and younger employees may seek employment elsewhere. More than 50% of the NHDOT workforce is over 50 years old. It is critical to implement strategies that increase employee job satisfaction, loyalty, and long-term relationships. Through these strategies, the Department can cultivate a dedicated and skilled workforce who are truly experts and leaders in the transportation field.

Civil Engineer and Technician Training Program

Young engineers joining the NHDOT are benefiting from exposure to many years of experience of those who have come before them. The Department's engineer Training Program gives new employees exposure to a range of engineering opportunities in both the Operations and Project Development Divisions.

"They quickly progress into increasing responsibilities," says NHDOT training coordinator Jen Graf. "The pace of involvement is increasing and people are getting real opportunities."

The Training Program has been upgraded with more flexibility, more projects, appropriate lengths of stay in each bureau, and more structured programs where appropriate. The Right-of-Way Bureau, the GIS section of Planning, Aeronautics, and the Transportation Management Center all increased their participation in the program. In addition, trainees were invited to a series of technical "lunch and learns" on such topics as: the State Transportation Plan, GIS overview, the Bureau of Environment,

and the Rail and Transit's "Complete Streets" seminar. Opportunities to present findings to a Bureau audience were added to the program. One trainee presented her work on the NHDOT's Salt Management Plan. During FY 2010, nine new hires went through the multi-Bureau program.

Pavement marking operations in the past year totaled 74.5 million feet at a cost of \$3.82 million, equal to 5 cents a foot.



Organization Chart

Deputy Commissioner
Michael Pillsbury
271-1486

Commissioner
George N. Campbell, Jr.
271-1484

Assistant Commissioner
and Chief Engineer
David Jeff Brillhart
271-1486

Directors

Finance
Vacant
271-2531

Policy &
Administration
Vacant
271-1486

Aeronautics,
Rail & Transit
Jack Ferns
271-1486

Operations
Lyle "Butch" Knowlton
271-1486

Project Development
William Cass
271-1486

Assistant Director
William Janelle
271-1486

Assistant Director
Vacant
271-1486

Bureau Administrator and District Engineers

Finance
& Contracts
Leonard Russell
271-3466

Human Resources
Fran Buczynski
271-3736

Aeronautics
Tricia Lambert
271-2551

Bridge
Maintenance
Douglas Gosling
271-3667

Bridge Design
Mark Richardson
271-2731

Materials & Research
Alan Rawson
271-3151

Audit
Carol Macuch
271-6674

Stewardship &
Compliance
William Hauser
271-3226

Railroads &
Public Transportation
Christopher Morgan
271-2468

Turnpikes
Christopher
Waszczuk
485-3806

Highway Design
Craig Green
271-2171

Project Management
Keith Cota
271-2171

Federal Labor
Compliance
John "Jay"
Ankenbrook
271-6754

Mechanical
Services
Jonathan Hanson
271-3721

Environment
Charlie Hood
271-3226

Right-of-Way
William Oldenburg
271-3222

Hearings &
Legislation
Kathleen
Mulcahy-Hampson
271-3734

Traffic
William Lambert
271-2291

Construction
Theodore Kitsis
271-2571

Planning &
Community Assistance
William Watson
271-3344

Public Information
Officer
William Boynton
271-6495

Highway
Maintenance
Caleb Dobbins
271-2693

District 1 Lancaster Brian Schutt 788-4641	District 2 Lebanon Alan Hanscom 448-2654	District 3 Gilford Mark Morrill 524-6667	District 4 Swanzy Doug Graham 352-2302	District 5 Hooksett Pamela Mitchell 485-9526	District 6 Durham Douglas DePorter 868-1133
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Effective Resource Management

Protect and Enhance the Environment

Off Track On Track Ahead of Plan



- Increase percent of environmental audits in compliance
- Decrease fuel usage in gallons

Why is this important?

The NHDOT has an obligation to help preserve, protect, and enhance New Hampshire's natural resources and social environment as it plans, implements, and maintains its transportation facilities and services. This must be done through "best management practices" in all design, construction, and maintenance activities.

Through its Environmental Management System, the Traffic Bureau decreased the amount of waste generated from pavement marking by 30%, and reduced energy and paper use at the Bureau by 10%.

The Green Benefits of Warm Mix Asphalt

Significant fuel savings, reduced emissions from asphalt plants, and reduced fumes are just some of the benefits of "warm mix asphalt" (WMA), a general term for any asphalt pavement placed at reduced temperatures. Encouraging the growing use of WMA, the NHDOT approved and oversaw the placement of nearly 15,000 tons of warm mix asphalt in the past year, including projects on NH Route 125 in Exeter and the Everett Turnpike in Nashua. Four asphalt contractors in New Hampshire have been gearing up to use WMA technology to manufacture their products. Experience is showing that the quality of the final product may also be improved, and contractors are finding it easier to meet compaction requirements. Additional benefits include durability, workability, and extended time for compaction.

Environmental Audits Set New Standards and Raise Awareness

Detailed environmental audits of 151 NHDOT Operations facilities were completed in March 2010. None of the violations noted were considered serious to human health or the environment. A decreasing trend of violations during the two-year audit period was credited to the NHDOT's increased level of awareness and understanding of environmental regulations. Regulatory violations predominantly hinged around "Best Management Practices" established by the NH Department of Environmental Services' (NHDES) hazardous waste and "universal waste" rules. NHDOT representatives at the facilities were receptive and responsive to the audits and were eager to learn about the environmental regulations as they apply to their particular facility's operations and processes. The benefits of these

audits will continue long after their completion by providing a solid foundation for the Department's development of Environmental Management System (EMS) programs, continued environmental compliance and stewardship, increased level of regulatory understanding and awareness, and increased communication with NHDES.



The Stormwater Outreach Team met with students at a "Construction Career Day" in Hopkinton.



From Roofs to Roads - Recycling Asphalt Shingles and Pavement

New Hampshire is the first state in the northeast to specifically allow recycled asphalt shingles (RAS) in the NHDOT's asphalt mixes. The use of RAS removes asphalt shingles from the waste-stream, thus preserving landfill capacity. It also reduces the harmful effects of extracting, manufacturing, and transporting virgin asphalt, conserves natural resources, and is a cost-effective method of producing pavement. Over the past year, the NHDOT has developed qualification guidelines for the production of RAS pavement, and a specification for using RAS in asphalt pavements.

Recycled asphalt pavement (RAP) has become a routine part of New Hampshire's asphalt mixes for about twenty years. Specification changes in 2009 allowed an expanded use of RAP by hot mix asphalt (HMA) suppliers. The average RAP component increased from 15% in 2009 to 22% in 2010. Approximately 99,773 tons of RAP was recycled back into New Hampshire highways.

New Database to Track Hazardous Waste

A new hazardous waste database within the Bureau of Environment will provide important information on waste disposal costs, total waste disposed, and total waste recycled, to reduce waste on DOT projects. This information had previously been stored in hardcopy form and was not always consistently managed or tracked. The new database provides a system for notifying responsible parties of upcoming requirement deadlines. It will also help monitoring efforts and increase the efficiency of responding to regulatory conditions.

Stormwater Outreach Team Takes Educational Message to Communities

The Bureau of Environment's Stormwater Outreach Team (SWOT) increased its presentations and participation in events in FY 2010 with visits to communities and schools across New Hampshire. SWOT addresses the public education and outreach

minimum control measure requirements for the EPA's 2007 General Permit for Stormwater Discharges from Small Municipal Separate Storm Sewer Systems. The stormwater trailer and presentation was on display at NH Fish & Game's "Discover Wild NH Day", "Construction Career Day" at the Hopkinton Fair Grounds, Lebanon and Plymouth School Districts, and several NHDOT Maintenance District Safety Days. The program has several new tools, including a new and updated stormwater table and an animated video to be shown at outreach events.

Addressing the Threat of Invasive Plants

The NHDOT continues to take a leadership role in combating the spread of invasive plants along roadsides. The Bureau of Environment has established a partnership with the UNH Technology Transfer Center on invasive plant training. A one-day workshop in October 2009 was attended by 25 municipal public works employees. Environment Bureau staff also gave a presentation at the NH Invasive Plant Symposium on Best Management Practices for invasive plants. Efforts continue to establish a statewide contract for invasive plant control to help the Department become more proactive.

Improving the Fuel Management System

The Fuel Distribution Section continues working on the new web-based fuel management system to allow for electronic billing. This saves considerable time, paper, and postage. Reconstruction of fuel facilities continues towards meeting environmental requirements. Fiscal Year 2010 funds are assisting in the replacement of single-walled fuel tanks at 18 fueling facilities.

Employee Development

Increase Bench Strength



- Increase the number of employees for targeted positions engaged in individual development plans
- Decrease time to fill a vacant position

Why is this important?

The Department must continue to attract and evaluate highly qualified applicants, and to hire the best possible candidates in a timely manner.

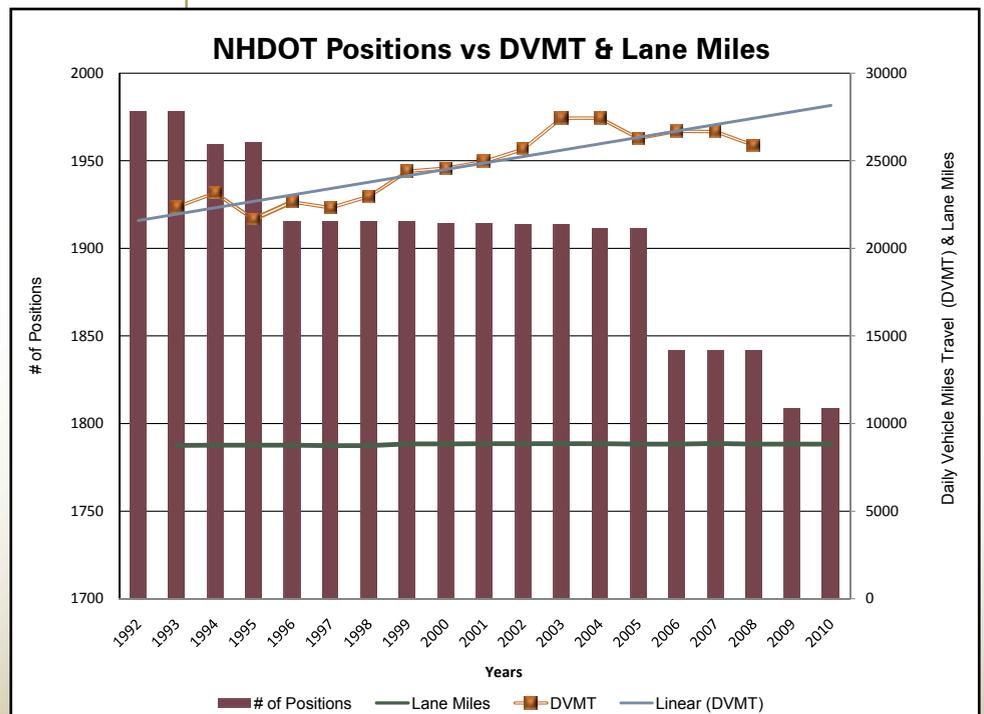
Increase Bench Strength

The NHDOT has a history of a stable workforce with many employees spending entire careers at the agency. This experience and organizational knowledge is invaluable. The current challenge is that many long-term employees are approaching retirement age. The Department is responding by striving to ensure the transfer of knowledge, identify current and future staffing needs, keep up with new technology, and embrace diversity. Top priority classifications are being identified where turnover is anticipated. Three key staffing areas being emphasized for developing the next generation of NHDOT workers are leadership, civil engineering, and maintenance classifications.

Department recruiters and employees have established relationships with high schools and technical programs, thus introducing opportunities for employment. There is an emphasis on recruiting women and minorities to non-traditional positions.

Programs implemented in the last year to address the need for future leadership include:

Management Roundtable. A 30-hour program for all Bureau Administrators and other mid-level managers addressing personnel rules, collective bargaining, setting expectations with new employees, measuring performance, and resolving conflict. This program was completed in FY 2010 and specifically focused



Over 100 NHDOT employees participated in a program to develop the next generation of supervisors.

on the challenges of helping other supervisors become effective leaders. New components for this program began in FY2011.

Vermont Technical College Grant. In addition to the Management Roundtable, five mid-level managers attended an 80-hour comprehensive program consisting of leadership styles and workplace principles, systems and organizational change, coaching and mentoring, conflict management, difficult conversations, public and government relations, government project finance, leadership training, adult learners, mentoring and training the trainer, attitude, motivation and customer service skills, and technical project management. The goal was to facilitate retention of existing knowledge, offer transferable skills to co-workers, and actively create programs and utilize newly learned tools. In FY 2010, the Department also sent one mid-level manager to a two-week AASHTO program for comprehensive leadership training directed toward transportation professionals.

Certified Public Supervisor Program. This one-year, 80-hour nationally certified program provides supervisory training for current and potential supervisors through the Division of Education and Training. Courses include: Myers Briggs, creative problem-solving, understanding and valuing differences, business writing, introduction to supervision, managing conflict, supervising employee performance, personnel appeals, interviewing, and excellence in supervision. In the Fall of 2009, the Department increased the number of enrollees to 15, the highest since 2001. For the Fall 2010 class, the NHDOT targeted field supervisors, specifically Assistant Highway Patrol Foremen, who traditionally have difficulty attending winter classes, by providing foundations of supervision and assertiveness classes during the summer. Several of these key supervisors were part of the Fall 2010 class.

Foundations of Supervision. This two day “boot camp” for front-line supervisors includes an overview of personnel rules, collective bargaining agreements,

the employee evaluation process, progressive discipline, and other basics. The NHDOT put approximately 100 employees through this training in FY 2010 and will develop an in-house program in FY 2011 to allow for even more participation.

Certified Public Manager Program. Recruitment for this one-year, 80-hour program began in 2009. This program is an extension of the CPS program and provides skills for those aspiring to become mid-level managers. Courses have included project management, introduction to management, collective bargaining/negotiation, change management, introduction to continuous process improvement, strategic planning, ethics and integrity in managing government programs, NH public policy development, and excellence in management.



Students build and test the strength of Popsicle stick bridges as part of the TRAC Program encouraging interest in math and engineering.



Employee Development

Optimize Employee Health and Safety

Off Track On Track Ahead of Plan



- Increase percent of employees who completed health risk assessments
- Decrease number of preventable incidents

Why is this important?

The Department must promote and strive to achieve improved health and safety for all employees. It must raise employee awareness of healthy lifestyles and safe practices through education, training, and personal accountability.

Focusing on a Safe and Healthy Workforce

Renewed and ongoing emphasis continues to be focused on NHDOT Safety and Wellness, with a number of training and health-related initiatives. Each Maintenance District and Bureau is preparing a focused Injury Reduction Plan detailing measurable objectives and targets. All Districts and Bureaus within the Division of Operations sponsored annual Safety Days, at which Office of Stewardship and Compliance representatives made a variety of presentations on health, safety, and environmental topics. A comprehensive safety audit was conducted at Mechanical Services Bureau facilities to provide a baseline of conditions and compliance status. Safety training continued in a number of areas. The annual NHDOT Plow Rally was held at the Sandwich Fairgrounds on May 13, 2010, showcasing safe driving and plow operation skills, as well as employee innovations. The first Annual Wellness Fair for Concord-based DOT employees was held on September 9, 2009 and featured more than 80 exhibitors, including interactive health sessions such as acupuncture and chair massages. “Wellness on Wednesday” (WOW) sessions were offered at lunchtime throughout the year, addressing a range of physical, mental, and spiritual wellness topics. The introduction of the “Lose to Win” weight loss challenges proved popular and beneficial, with 200 participants losing more than 2,500 pounds. In collaboration with the Department of Health and Human Services, DOT employees took advantage of quitting smoking opportunities, and produced a tobacco cessation public service announcement that aired extensively on statewide television.

Introducing the Use of Back-up Cameras on NHDOT Vehicles

NHDOT Maintenance personnel face the daily challenges of backing up vehicles safely. Rear visibility in many trucks, loaders, and graders is non-existent or severely limited. In an effort to reduce or eliminate the number of backing accidents, personnel from the Highway Maintenance and Mechanical Services Bureaus approached the Materials and Research

Highway Maintenance crews replaced 30,000 feet of cable guardrail and over 3,000 feet of drainage pipe.



*Pavement marking operations in the past year totaled 74.5 million feet
at a cost of \$3.82 million, equal to 5 cents a foot.*



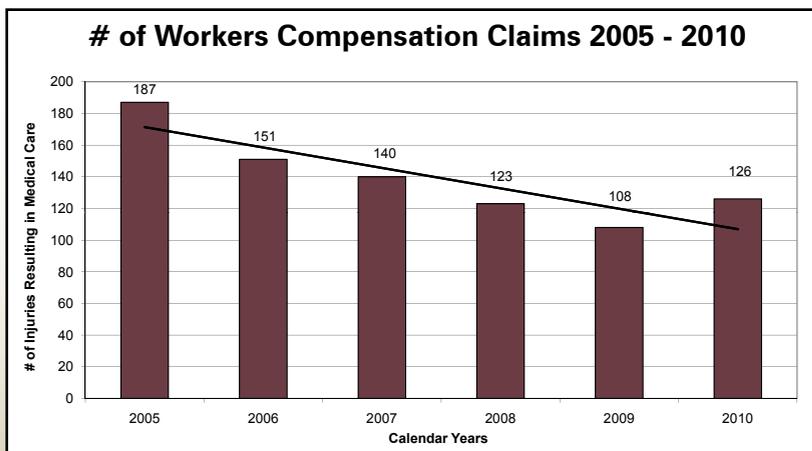
The resourceful reuse of materials from road reconstruction and paving included the reprocessing of an estimated 30,000 tons of asphalt grindings and gravel

Bureau for help in obtaining and evaluating backing cameras on some NHDOT vehicles. The Research Section set up a project. Seven cameras and an infrared radar system were purchased and installed on one snowplow in each Maintenance District, and one snowplow on the Turnpikes system. The cameras have now been in use for one year. Feedback from drivers has indicated the cameras are beneficial for safety. The cameras worked well in non-winter conditions, with several drivers saying the cameras were especially helpful during trailer operations. By following up on lessons learned, the backup camera could become a successful safety system for the NHDOT.

Five Year Employee Injury Reduction Trend Interrupted

Following a five year downward trend in both the frequency and severity of work-related injuries, the NHDOT experienced a 17% increase in the number of employee injuries, and a 68% increase in the number of those injuries in which employees lost time from work due to the injury, during calendar year 2010 over 2009. 67% of the injuries resulted from an unsafe action by an employee. This means 67% of these injuries are immediately controllable or preventable. The remaining 33% resulted from unsafe conditions, motor vehicle accidents, or are classified as “other”. The NHDOT spends approximately \$1,000,000 a year on workers compensation claims.

The annual NHDOT Plow Rally showcased safe driving and plow operation skills, as well as employee innovations.



Employee Development

Align Employees Around Department's Mission

Off Track On Track Ahead of Plan



- Increase percent of employees who feel their job contributes to the mission of the Department

Why is this important?

The Department must clearly communicate its mission and values to all employees to ensure that work efforts are aligned with overall strategies and initiatives. Employees shall be supported by management that embraces performance, accountability, and desired results.

NHDOT employees have participated in "Budget Town Meetings" to help determine future agency priorities and initiatives.

Align Employees Around Department's Mission

The New Hampshire Department of Transportation's mission is to ensure transportation excellence while enhancing the quality of life in New Hampshire. To be most effective, the NHDOT needs to ensure that the best people want to work for the agency, and they want to contribute to the organization's goals. We need to ensure our employees are fully engaged.

Our organization needed a starting point, a benchmark, to find out how our employees view their workplace and their management team to determine the level of engagement and our areas of strength and weakness.

In 2008, the Department conducted an employee survey benchmarking several categories of employee engagement and organizational performance. Based upon the findings of the survey, the NHDOT set out to improve its performance in several categories.

Targeted strategies were implemented to improve employees' understanding of and alignment around the Department's Mission.

Examples of the targeted strategies include:

- Enhancing communications about the Department's Mission at New Hire Orientation, including introductions to top leadership
- Revisiting new employees at three month "on boarding" sessions to further communicate the Department's goals and mission
- Creating an Internal Labor/Management Committee to enhance communications and partnership opportunities for organizational improvement
- Holding multiple "Budget Town Hall" sessions involving employees from throughout our organization to hear and understand our challenges, and to participate in generating solutions



"Lean process improvement training" for mid-level managers led to several initiatives for improvement NHDOT efficiency.



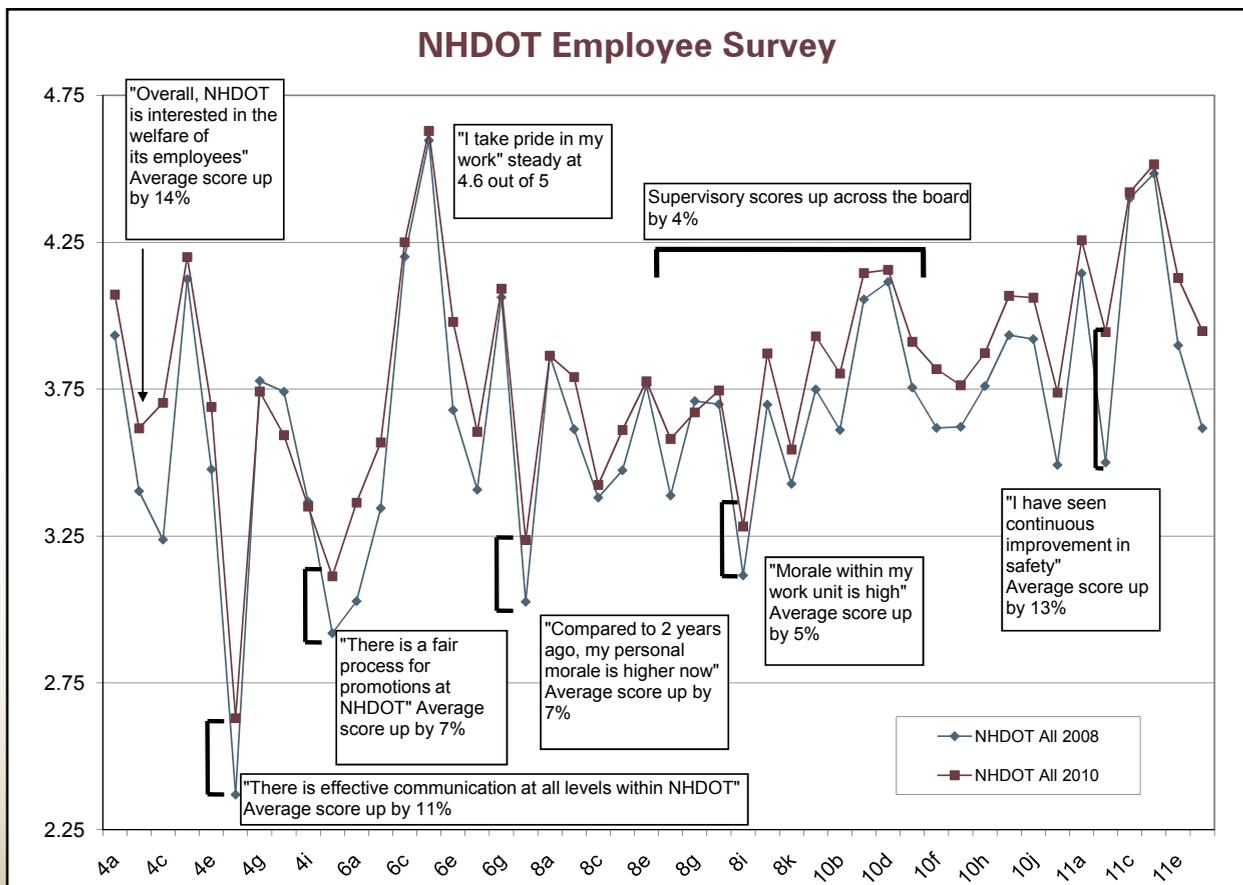
- Holding “Lunch & Learn” sessions where employees can meet with top leadership in an informal setting to ask questions and offer feedback
- Providing focused training and development sessions on relevant topics
- Implementing multiple programs to develop current and upcoming future leaders
- Ensuring more presence and visibility of leadership in the field

In 2010, a second employee survey was conducted and the Department was able to measure against its 2008 benchmarks to compare its organizational performance.

Communications Skills Training

The 2008 employee survey revealed a Department-wide need for improvement in

communications. To respond to this need, the Department provided “lunch and learns” every week in the Fall of 2009, focusing on communications topics. These piloted trainings consisted of: “Discovering your Communications Style”, “Respectful Communications”, “Emotional Intelligence”, “Reflective Listening”, “Giving and Receiving Feedback”, “Facilitation Skills”, “Assertive Communication”, “Dealing with Conflict”, “Managing Meetings”, “Communications Planning, and Email Protocols and Tips”. The Department also funded more intense communications training for both individuals and Bureaus.



Report of Revenue Activity - FY 2010

UNAUDITED - BUDGETARY	Fund Type					Total
	General 010	Highway 015	Turnpike 017	Capital 030		
<i>Unrestricted:</i>						
Sale of Service - Miscellaneous		\$ 3,706,052				\$ 3,706,052
Administrative Overhead Cost		1,778,695				1,778,695
Federal Overhead Billing - Additive		12,926,689				12,926,689
Retro Turnpike Toll Credit		12,718,571				12,718,571
I-95 Sale		30,000,000				30,000,000
Interest Income				\$ 284,524		284,524
Cash Toll Receipts - Blue Star				23,059,406		23,059,406
Cash Toll Receipts - Central				18,412,390		18,412,390
Cash Toll Receipts - Spaulding				5,983,886		5,983,886
Electronic Toll Collections - Blue Star				30,810,772		30,810,772
Electronic Toll Collections - Central				29,325,635		29,325,635
Electronic Toll Collections - Spaulding				8,016,491		8,016,491
Turnpike Miscellaneous				277,977		277,977
Other Unrestricted Revenues	\$ 805,099	4,466,946	1,552,660			6,824,704
<i>Revenue Collected by the Department of Safety:</i>						
Gasoline Road Toll		123,741,567				123,741,567
Motor Vehicle Fees		150,157,425				150,157,425
Total Unrestricted Revenue	805,099	339,495,944	117,723,741	-	-	458,024,784
<i>Restricted:</i>						
<i>Federal Funds</i>						
Consolidated Federal Aid		137,682,902				137,682,902
Pavement Marking Program		2,280,000				2,280,000
FHWA Flood		718,574				718,574
FEMA Flood		1,276,078				1,276,078
Bridge Rehab, Painting, Preservation and Improvements (BRPPI) - FHWA Reimbursement		2,082,842				2,082,842
Planning & Community Assistance		4,603,219				4,603,219
FAA Airport Improvement	7,999,037					7,999,037
Public Transportation Division	6,598,248					6,598,248
Bonds Interest Subsidy				1,304,432		1,304,432
ARRA Programs	6,576,734	64,956,520				71,533,254
Other Federal Funds		361,625		8,189,545		8,551,170
Total Federal Funds	21,174,019	213,961,760	1,304,432	8,189,545	-	244,629,757
<i>Revolving Funds</i>						
Garage Income - Equipment Usage & Sales		15,337,319				15,337,319
Fleet Parts Inventory		1,506,222				1,506,222
Motor Fuel Sales		10,374,692				10,374,692
Transponder Sales				714,369		714,369
Other Revolving Funds	388,902					388,902
Total Revolving Funds	388,902	27,218,233	714,369	-	-	28,321,503
<i>Private & Local Funds</i>						
Interstate Bridge Authority		710,452				710,452
Consolidated Federal Aid - Local Match		2,117,635				2,117,635
Requested Maintenance/Repairs		410,780				410,780
Other Private & Local Funds	44,000	1,374,769	31,649			1,450,418
Total Private & Local Funds	44,000	4,613,636	31,649	-	-	4,689,285
Total Intra-Agency Transfers		632,344				632,344
<i>Agency Income</i>						
Federal Emergency Relief Funds		126,980				126,980
Highway Betterment		23,254,494				23,254,494
Other Agency Income	829,775	1,487,183	6,600			2,323,558
Total Restricted Agency Income	829,775	24,868,657	6,600	-	-	25,705,032
Total Restricted Revenue	22,436,696	271,294,630	2,057,050	8,189,545	-	303,977,922
Total All Revenue	\$ 23,241,795	\$ 610,790,575	\$ 119,780,791	\$ 8,189,545	\$ -	\$ 762,002,706

Source: Revenue Source Summary of Unrestricted and Restricted Revenues reports

Report of Expense Activity - FY 2010

UNAUDITED - BUDGETARY	Fund Type				Total
	General 010	Highway 015	Turnpike 017	Capital 030	
<u>Operating Expenses:</u>					
Salaries	\$ 690,657	\$ 60,437,200	\$ 7,743,114		\$ 68,870,970
Benefits	349,454	33,893,452	4,788,387		39,031,294
Overtime & Holiday	15,767	6,036,612	639,024		6,691,403
Temporary Personal Services	23,170	1,832,439	3,012,233		4,867,841
Sub-total Personnel Expense	1,079,049	102,199,702	16,182,758	-	119,461,508
Current Expense	73,858	25,892,313	4,738,915		30,705,086
Lease of State Owned Equipment	28,879	14,628,004			14,656,883
Rents & Leases - Non State	5,400	10,791,673	771,933		11,569,005
Equipment	328	5,194,191	3,059,814		8,254,332
Heat, Electricity, & Water	2,183	2,168,182	1,214,124		3,384,489
In State Travel	553	749,322	29,301		779,175
Employee Training	61,954	177,534			239,488
Maintenance Other Than Buildings & Grounds	1,387	453,618	1,637,496		2,092,501
Audit Fund Set Aside			79,261		79,261
Contract Repairs		292,004	409,393		701,397
Organizational Dues	10,430	28,428	19,556		58,414
Maintenance Own Forces		119,078	7,363		126,441
Out of State Travel	3,271	39,353	9,416		52,040
Total Operating Expenses	1,267,290	162,733,400	28,159,330	-	192,160,019
<u>Other Expense:</u>					
Debt Service	341,677	13,142,714	32,290,030		45,774,421
Consultants	101,658	3,600,183	1,017,334		4,719,175
Retiree Health Benefits		8,463,487	663,245		9,126,732
Motor Fuel Inventory		10,269,392			10,269,392
Highway Inventory		1,339,261			1,339,261
Toll Revenue Processing Service			5,259,045		5,259,045
Unemployment Compensation		61,660	8,997		70,657
Worker's Compensation	7,716	1,227,651	186,532		1,421,898
Remuneration (Claims)		98,115	85,702		183,817
Promotional & Marketing		80,696			80,696
Land Interest		50,591			50,591
Indirect Cost	62,347	1,220,096	1,931,448		3,213,891
Environmental Compliance		316,018			316,018
Dept. of Information Technology (DoIT)		4,919,435			4,919,435
Dept. of Environmental Services		149,620			149,620
Dept. of Justice		767,311			767,311
Board, Tax, & Land Appeals		163,058			163,058
Dept. of Administrative Services		1,327,585			1,327,585
Total Other Expense	513,398	47,196,873	41,442,333	-	89,152,604
<u>Construction & Local Aid:</u>					
Consolidated Federal Aid		132,165,193			132,165,193
Apportionment A & B (Local Aid)		29,665,000			29,665,000
Betterment Program		21,304,611			21,304,611
Municipal Bridge Aid Program (Local Aid)		12,837,000			12,837,000
State Aid Construction (Local Aid)				\$ 4,299,144	4,299,144
Flood Expenditures		898,219			898,219
Renewal & Replacement			6,103,004		6,103,004
Central NH Turnpike Improvement			11,519,808		11,519,808
Spaulding / Second Barrel 11-16			39,891,069		39,891,069
Toll Collection Equipment			10,754,454		10,754,454
Spaulding Tpk US 4/NH 16			2,748,208		2,748,208
Underground Fuel Tank Storage/Replacement				1,239,580	1,239,580
FAA Projects	8,593,340			8,729,593	17,322,933
Rural Transport Assistance	6,000,136				6,000,136
Railroad Programs	900,017			111,847	1,011,864
Governor's Lilac Program		4,923			4,923
Lilac & Wildflowers from Moose Plate Program		1,568			1,568
Other Programs	11,789	635,844	2,344	1,705,768	2,355,746
Total Construction & Local Aid	15,505,282	197,512,358	71,018,887	16,085,933	300,122,460
<u>ARRA Programs*:</u>					
Aeronautics	3,278,989				3,278,989
Rail & Transit	3,501,931				3,501,931
Construction		64,956,519			64,956,519
Total ARRA Programs	6,780,920	64,956,519	-	-	71,737,438
<u>Transfer or Appropriation of Funds to Other Agencies:</u>					
Highway Fund			768,072		768,072
Appropriations to Safety & Other Agencies		80,779,388	5,388,060		86,167,448
Total Transfers to Other Agencies	-	80,779,388	6,156,132	-	86,935,520
Total Expenses, Programs, & Transfers of Funds	\$ 24,066,889	\$ 553,178,538	\$ 146,776,683	\$ 16,085,933	\$ 740,108,042

Source: SNH Statement of Appropriations and Year-End Adjustments

* American Recovery and Reinvestment Act

Report of Revenue Activity - Highway Fund FY 2010 - 2009 - 2008

UNAUDITED - BUDGETARY	FY 2010	FY 2009	FY 2008
Unrestricted:			
Interest Income	\$ -	\$ 129,700	\$ 847,729
Sale of Service - Miscellaneous (1)	3,706,052	2,300,537	3,558,938
Administrative Overhead Cost	1,778,695	1,808,721	1,588,113
Federal Overhead Billing - Additive	12,926,689	11,028,984	4,760,406
Retro Turnpike Toll Credit (2) *	12,718,571	-	-
I-95 Sale (3) *	30,000,000	-	-
Other Unrestricted Revenues (4)	4,466,945	1,764,091	280,115
Revenue Collected by the Department of Safety:			
Gasoline Road Toll	123,741,567	132,125,000	137,036,000
Motor Vehicle Fees (5) *	150,157,425	99,312,000	100,908,000
Total Unrestricted Revenue	339,495,945	248,469,033	248,979,301
Restricted:			
Federal Funds			
Consolidated Fed (Construction) (6)	137,682,902	156,993,956	154,504,941
Pavement Marking Program	2,280,000	1,864,000	1,863,721
FHWA Flood	718,574	5,487,056	4,550,502
FEMA Flood	1,276,078	25,535	2,218,544
Bridge Rehab, Painting, Preservation and Improvements (BRPPI) - FHWA Reimbursement	2,082,842	-	-
Planning & Community Assistance	4,603,219	-	-
ARRA Programs (7) *	64,956,520	6,566,940	-
Other Federal Funds	361,625	650,169	36,372
Total Federal Funds	213,961,760	171,587,656	163,174,080
Revolving Funds			
Garage Income - Equipment Usage	15,337,319	14,730,564	13,312,613
Fleet Parts Inventory (8)	1,506,222	1,000,323	1,439,508
Motor Fuel Sales	10,374,692	11,333,010	14,123,645
Total Revolving Funds	27,218,233	27,063,897	28,875,766
Private & Local Funds			
Interstate Bridge Authority (9)	710,452	910,226	1,082,725
Consolidated Fed (Construction) - Local Match	2,117,635	2,559,189	7,321,590
Requested Maintenance & Repairs (10)	410,780	1,587,139	524,639
Other Private & Local Funds	1,374,769	834,969	1,438,577
Total Private & Local Funds	4,613,636	5,891,523	10,367,531
Total Intra-Agency Transfers	632,344	1,761,436	1,118,818
Agency Income			
Federal Emergency Relief Funds (11)	126,980	2,539,810	-
Highway Betterment (12)	23,254,494	14,167,630	14,708,691
Agency Income (Less than \$1m)	1,487,183	1,976,740	1,671,759
Total Agency Income	24,868,657	18,684,180	16,380,450
Total Restricted Revenue	271,294,630	224,988,692	219,916,645
Total All Revenue	\$ 610,790,575	\$ 473,457,725	\$ 468,895,946

Source: Revenue Source Summary of Unrestricted and Restricted Revenues reports

* These revenue amounts represent \$144.5 million in non-recurring revenue.

NOTES

- (1) Increase of Turnpike reimbursements for construction projects performed with Highway resources.
- (2) Additional Federal funds received as a result of prior year open contracts needing direct highway funding.
- (3) This is the first year cash payment for the I-95 Sale from Turnpikes to Highway.
- (4) Increase of right-of-way property sales due to sale of a \$2.5 million -acre parcel in Hookset (at Exit 10).
- (5) This includes \$30 registration surcharge which was approved for FY 2010 and FY 2011.
- (6) This decreased because federal funds were applied to Turnpike Toll Credits (TTC) and Retro TTC.
- (7) First full year of Project ARRA funding - approximately \$130 million.
- (8) Increase due to timing of parts replacements, similar to 2008.
- (9) Revenues decreased due to vacant positions not filled and not billed.
- (10) The level of reimbursement collection and bad debt write-off of those billings vary from year to year.
- (11) Emergency relief projects are being completed, especially prior year flood damage.
- (12) Reflects increase from \$.02 to \$.03 from Gas Tax - prior biennium (FY 08 & 09) dedicated \$.01 to Debt Service :

Report of Expense Activity - Highway Fund FY 2010 - 2009 - 2008

UNAUDITED - BUDGETARY	FY 2010	FY 2009	FY 2008
<u>Operating Expenses:</u>			
Salaries	\$ 60,437,200	\$ 57,248,205	\$ 53,765,973
Benefits	33,893,451	29,441,870	28,030,601
Overtime & Holiday	6,036,612	5,990,293	7,257,146
Temporary Personal Services	1,832,439	1,675,297	1,735,406
Sub-total Personnel Expense	102,199,702	94,355,665	90,789,126
Current Expense	25,892,312	27,242,743	25,707,736
Lease of State Owned Equipment	14,628,003	13,939,020	12,171,541
Rents & Leases - Non State	10,791,673	9,205,013	11,496,710
Equipment	(1) 5,194,191	2,997,320	1,987,548
Heat, Electricity, & Water	2,168,182	2,297,276	2,444,765
In State Travel	749,322	799,503	762,159
Employee Training	(2) 177,534	135,873	-
Maintenance Other Than Buildings & Grounds	(3) 453,618	275,330	262,730
Audit Fund Set Aside	-	-	4,228
Contract Repairs	(4) 292,004	912,415	939,900
Organizational Dues	(5) 28,428	131,594	46,809
Maintenance Own Forces	(6) 119,078	69,009	48,726
Out of State Travel	(7) 39,353	25,103	48,100
Total Operating Expenses	162,733,400	152,385,864	146,710,078
<u>Other Expense:</u>			
Debt Service	13,142,714	11,832,190	7,568,182
Consultants	3,600,183	4,133,984	2,058,899
Retiree Benefits	8,463,487	8,857,839	7,144,500
Motor Fuel Inventory	10,269,392	11,645,724	14,704,930
Highway Inventory	1,339,261	1,574,172	1,253,171
Unemployment Compensation	61,660	82,101	-
Worker's Compensation	(8) 1,227,651	2,000,500	921,941
Remuneration (Claims)	(9) 98,115	170,095	-
Promotional & Marketing	80,696	75,938	-
Land Interest	(10) 50,591	266,805	-
Indirect Cost	1,220,096	1,520,883	899,014
Environmental Compliance	316,018	330,216	-
Department of Information Technology (DoIT)	4,919,435	4,370,943	4,066,924
Department of Environmental Services	(11) 149,620	36,000	35,000
Department of Justice	(18) 1,235,195	1,104,149	1,016,792
Department of Administrative Services	1,327,585	1,365,327	1,473,130
Total Other Expense	47,501,699	49,366,866	41,142,483
<u>Construction & Local Aid (all classes):</u>			
Consolidated Federal Aid	(12) 132,165,193	162,276,619	169,014,617
Apportionment A & B	29,665,000	30,512,000	29,584,000
Betterment Program	21,304,611	19,921,540	18,045,171
Municipal Bridge Aid Program	(13) 12,837,000	6,000,665	3,317,997
State Aid Construction	(14) -	862,332	787,746
Flood Expenditures	(15) 898,219	4,764,844	4,537,359
Governor's Lilac Program	4,923	4,995	4,996
Lilac & Wildflowers from Moose Plate Program	(16) 1,568	257,496	1,650
Total Other Programs	635,844	384,879	2,104,385
Total Construction & Local Aid	197,512,358	224,985,370	227,397,921
<u>ARRA Programs:</u>			
Construction	(17) 64,956,519	7,099,797	-
Total ARRA Programs	64,956,519	7,099,797	-
<u>Transfer or Appropriation of Funds to Other Agencies:</u>			
Department of Safety	(18) 77,609,157	74,963,292	71,540,469
Health & Human Services	(18) 226,733	479,872	485,710
Judicial Branch	(18) 1,997,763	2,075,418	2,000,000
Board, Tax, & Land Appeals	(11) 163,058	230,923	227,748
Highway Safety	(18) 477,851	398,593	426,736
Total Transfer to Other Agencies	80,474,562	78,148,098	74,680,663
Total Expense, Program, & Transfer of Funds	\$ 553,178,538	\$ 511,985,995	\$ 489,931,145
Fund 30 Capital Projects	4,299,142	29,791,752	25,804,364
	557,477,680	541,777,747	515,735,509

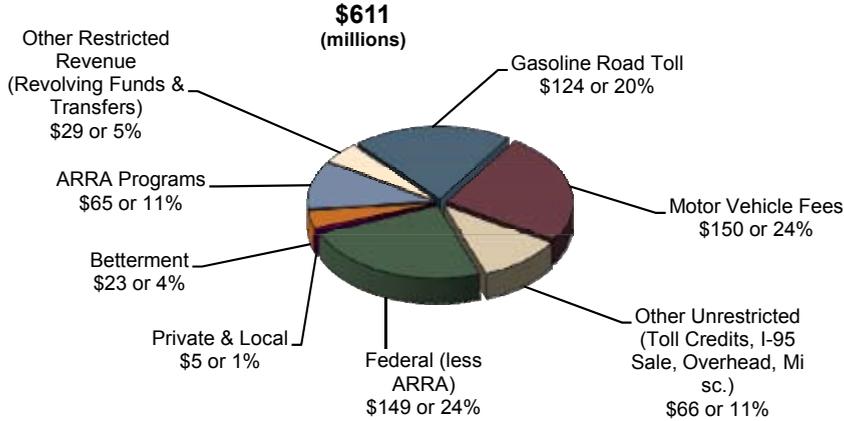
Source: SNH Statement of Appropriations and Year-End Adjustments

NOTES

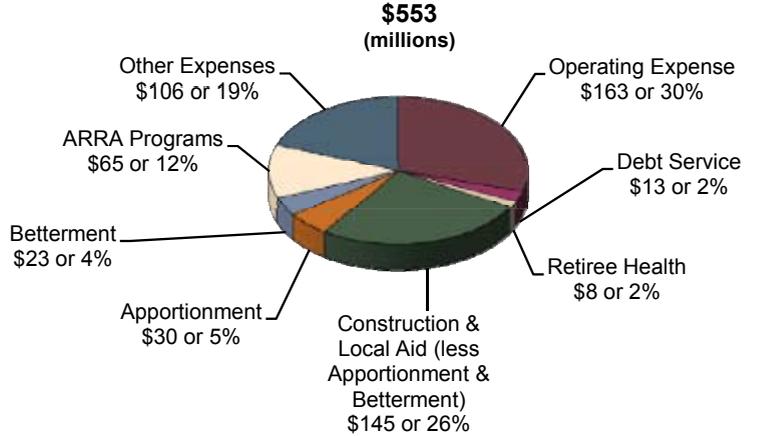
- (1) Increased in part for the purchase of the Pavement Management Van (federal funds).
- (2) Increased for training associated with project activity.
- (3) Power tool equipment repairs increased as a result of maintenance activity.
- (4) Reduced as prior years had a new Fuel Management System Implementation.
- (5) Decreased due to less memberships.
- (6) Increased due to three fueling facilities buildings as part of the Fuel Distribution System had to be rebuilt.
- (7) Increased due to timing of when out-of-state travel was booked.
- (8) Decreased due to less claims processed.
- (9) Decreased due to less claims for remuneration.
- (10) This can vary from year to year depending on the needs for Right-of-Way land sales.
- (11) This amount is billed by this Agency and DOT has no control.
- (12) This decreased because additional Turnpike Toll Credits (TTC) and retro TTC were used reducing the need for direct match Highway Funds.
- (13) Municipal Bridge Aid Program construction activity to Municipalities increased in FY 2010 over FY 2009.
- (14) Actual Expenditures were \$1.7 million, but offset by a related FY 2009 adjustment for Bonded expenses.
- (15) 2005 Flood projects are winding down and being completed.
- (16) 2009 Expenditure was the periodic bid amount for Lilac and Wildflowers planting funded by the Conservation Moose Plate Program.
- (17) American Recovery and Reinvestment Act funds are part of the Federal Stimulus Package and provide additional monies for construction projects. This is the first full year of Project ARRA funding.
- (18) Starting in FY 2010, funding provided by direct appropriation from Highway Fund to Agency (also see Note #11 above).

Activity Charts - FY 2010

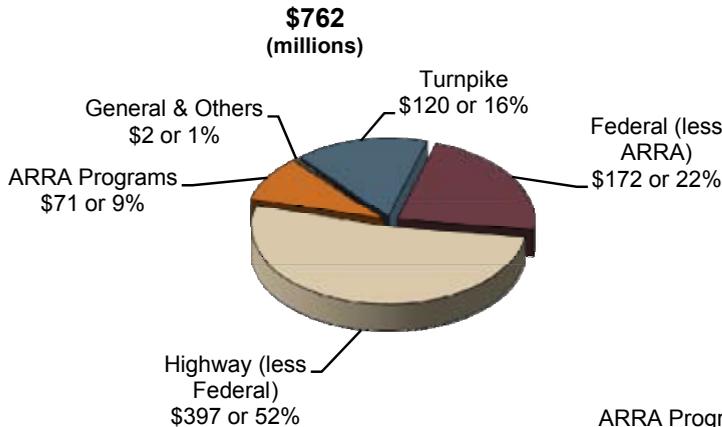
Highway Funds Revenue



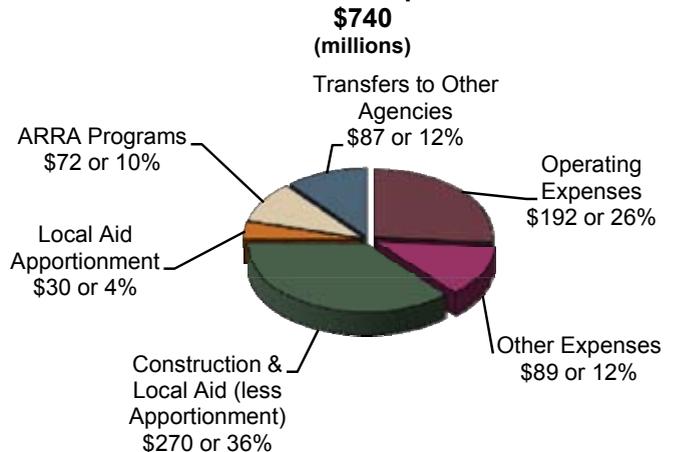
Highway Funds Expense



All Funds Revenue



All Funds Expense







John H. Lynch, Governor

Executive Councilors:

Raymond S. Burton - District 1
John D. Shea - District 2
Beverly A. Hollingworth - District 3
Raymond J. Wieczorek - District 4
Debora B. Pignatelli - District 5

George N. Campbell, Jr., Commissioner

New Hampshire Department of Transportation
7 Hazen Drive
Concord, New Hampshire 03302-0483
www.nhdot.com

Front cover photos - (clockwise) The NHDOT's "snooper truck" provides access under bridges for inspections; Construction Bureau contract administrator Kevin Winn; the first Open Road Tolling facility in New England opens on I-95 in Hampton; and Materials and Research Bureau laboratory scientist Beran Black.

Inside back cover photo - One of five stone arch bridges remaining in the Town of Hillsborough that were constructed in the mid-19th century.