Table of Contents
Letter from the Commissioner................................................................. ii
Customer Satisfaction.............................................................................. 1
  - Increase Customer Satisfaction .......................................................... 1-2
Performance............................................................................................... 3
  - Improve Asset Conditions................................................................. 3-8
  - Increase Mobility.............................................................................. 9-12
  - Improve System Safety and Security............................................ 13-14
  - Improve Department Efficiency.................................................. 15-16
  - Identify, Communicate and Collaborate with Partners........ 17-18
Effective Resource Management............................................................. 19
  - Effectively Manage Financial Resources................................... 19-20
  - Implement Strategic Workforce Planning.................................. 21-22
  - Protect and Enhance the Environment....................................... 23-24
Employee Development............................................................................ 25
  - Increase Bench Strength................................................................. 25-26
  - Optimize Employee Health and Safety...................................... 27-28
  - Align Employees Around Department's Mission................... 29-30
Revenue and Expense Activity............................................................... 31-40
Strategic Direction..................................................................................... 41-42
Organization Chart..................................................................................... 43
The New Hampshire Department of Transportation’s 2012 Annual Report is presented with information relating to four strategic goals – customer satisfaction, performance, effective resource management, and employee development. Within these goals are 12 objectives and a total of 30 performance measures to track progress in achieving these objectives.

These performance measures do not cover all aspects of the many NHDOT responsibilities and activities. They are, however, key indicators of how the Department is performing, progressing or falling short of expectations based upon proposed budget, programs, resources, and staffing levels. This approach is part of the NHDOT’s ongoing commitment to improve customer satisfaction, transparency, and communication.

Fiscal Year 2012 was a year in which the NHDOT was able to continue to provide a high level of service despite ongoing fiscal constraints. The Department responded quickly and effectively to repair and reopen roads and bridges damaged by Tropical Storm Irene in the White Mountains Region in August of 2011, as well as in other events in which storms impacted our transportation network.

Major improvements to New Hampshire’s transportation system included the opening of the Airport Access road that connects the F.E. Everett Turnpike to Manchester-Boston Regional Airport, significant progress in the rebuilding and widening of Interstate 93 from Salem to Londonderry, and the rehabilitation and safety improvements to I-93 through Franconia Notch.

Construction work began on the replacement of the Memorial Bridge that connects Portsmouth and Kittery, Maine over the Piscataqua River, and New Hampshire’s second Open Road Tolling project on I-93 in Hooksett.

This report also includes a new section that outlines the NHDOT’s Strategic Direction for FY 2013, focusing on (1) preserving the existing infrastructure (roads and bridges); (2) maintaining mobility; (3) improving safety; and (4) strengthening the economy.

NHDOT employees continue to show tremendous dedication and commitment in serving the state and the citizens of New Hampshire. I am proud of what this Department continues to accomplish and am pleased to present this annual report.

Sincerely,

Christopher D. Clement, Sr.
Commissioner
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.

Measures:

- Overall Customer Satisfaction:

<table>
<thead>
<tr>
<th>Year</th>
<th>2011 Actual</th>
<th>2012 Expected</th>
<th>2012 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>85%</td>
<td>85%</td>
<td>67%</td>
</tr>
</tbody>
</table>

2012 Results – Hearing From the Customers

The NH Department of Transportation’s performance is based on improving the condition of transportation assets, increasing mobility, enhancing system safety and security, improving Department efficiency, and identifying, communicating, and collaborating with partners. Our performance measure goals are determined by national standards and a realistic allocation of resources.

The ultimate measure is whether the NHDOT’s performance satisfies its customers - those who expect that their travel will be dependable, safe, and without delay.

2011 was the first year in which data was collected in an effort to measure customer satisfaction with overall NHDOT performance. Feedback was received from NHDOT partners such as municipalities, contractors, consulting firms, and transportation service providers.

A second “Customer Satisfaction” survey in 2012 was conducted in meetings hosted by several of New Hampshire’s nine regional planning commissions, as well as metropolitan planning organizations. These groups have continuous interaction with the NHDOT and provide a regional perspective to overall customer service.

In the 2012 survey, 67% of the customers indicated they were “very satisfied”, “satisfied”, or “neutral” regarding the NHDOT’s performance. That’s lower than the 86% reported in the 2011 survey and well below the goal of 100%.

The NHDOT continued to receive high marks in snow and ice removal, summer maintenance of highways, and the overall condition of state highways. Consistent with 2011, categories in 2012 receiving lower approval responses were “accessibility to alternative modes of transportation” and the Department’s allocation of transportation funds.

While the survey groups from 2011 and 2012 differed, they were very similar in how they prioritized the most important transportation needs of New Hampshire. Both listed their top four as:

1. Minimizing the long-term costs of highways and bridges
2. Improving the safety of the state highways and interstates
(3) Operating the system to maximize safety and efficiency
(4) Improving and expanding capacity to keep people moving on the roads.

Quick Assistance for Motorists Needing Help Along Major Roadways

An established and well-received Motorist Service Patrol along the lower I-93 corridor between Salem and Manchester logged over 1,300 stops, assisting motorists with mechanical issues such as flat tires, low fuel, jump starts, coolant issues, and the occasional need to push vehicles out of harm’s way to safer locations. The Turnpikes Bureau launched a similar service patrol in May 2012 on Interstate 95 (Blue Star Turnpike) and a section of the Spaulding Turnpike. Efforts will be made with both service patrols to obtain private sponsorship to ensure their long-term operation on key highway corridors.

User-Friendly Bridge Permit Reviews for Overweight Vehicles

The Bridge Design Bureau provides bridge capacity reviews of permits for overweight vehicles and loads. Recently developed computer-based programs allow effective and efficient reviews and processing of applications. This greatly increased the number of reviews for bridges along travel routes for overweight loads. However, the result has been more effective and timely bridge reviews for overweight permits, and improved public safety. During the 2012 fiscal year, Bridge Design performed 1,280 bridge reviews and 5,621 audits of applicant-performed bridge reviews. The goal of this overall effort is to ensure that the effect of overweight loads on the state’s infrastructure will not cause damage or increase maintenance costs.

Safety and capacity improvements have begun on a congested 3.5 mile segment of the Spaulding Turnpike in Newington-Dover.

The first contract ($54 million) involves a new southbound bridge over Little Bay. When completed the two Little Bay bridges will carry eight lanes of traffic.

The Highway Maintenance Bureau outfitted 24 plow truck spreaders with pre-wetting equipment to improve salt distribution methods and reduce salt consumption.

In addition to inspecting all municipal bridges, the NHDOT provides assistance to cities in towns through bridge maintenance and the providing temporary bridges.
Assessing the Quality of New Hampshire’s Roads

Pavement conditions and forecasting those conditions are driven by interrelated factors: aging due to climate, deterioration and distress due to loading (traffic), construction/materials costs, miles resurfaced, and available funding.

The Ride Comfort Index (RCI) has been used by the NHDOT since 1995 to measure, report, and monitor the pavement condition of the 4,559 miles of state-maintained roadways. The RCI is a measure of the roughness of a roadway and is reported on a scale from 0 to 5, with 5 representing the smoothest roads. The RCI provides a representation of what motorists feel as they drive along the road.

A NHDOT data collection vehicle gathers additional pavement condition data, such as wheel path rutting and cracking which, when combined with the roughness data, is used as input to the Department’s Pavement Management System.

The Pavement Management System is a tool used to forecast future pavement conditions, set performance goals, and develop funding levels to achieve those goals. Limits have been established to categorize pavements into “Good”, “Fair”, and “Poor” condition levels.

The data for 1996 through 2012 shows the mileage of roadways in good or fair condition reached an all-time high of 3,064 miles in 2000.

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.

Measures:

- **State Highway Pavement in Good or Fair Condition:** (miles)
  - 2011 Actual: 2,695
  - 2012 Expected: 2,611
  - 2012 Actual: 2,597

- **Red Listed State Bridges:** (number of bridges)
  - 2011 Actual: 149
  - 2012 Expected: 152
  - 2012 Actual: 140

- **Rail Lines Capable of Speeds of 40 mph:** (miles)
  - 2011 Actual: 103
  - 2012 Expected: 103
  - 2012 Actual: 104

- **Airport Runway Surface Conditions:**
  - 2011 Actual: Good (4.0)
  - 2012 Expected: Good (3.5)
  - 2012 Actual: Good (4.11)

- **Remaining Useful Life of Transit Buses:**
  - 2011 Actual: 49%
  - 2012 Expected: 49%
  - 2012 Actual: 43.8%

New Hampshire Pavement Condition

![New Hampshire Pavement Condition Graph](image-url)
Keeping New Hampshire’s Bridges Safe

The Department’s Bureau of Bridge Design inspects all public highway bridges at least once every two years. Public bridges with one or more major structural elements in poor condition or that require weight limit postings are on the “Red List”. State-owned Red List bridges are inspected twice per year, and municipally owned Red List bridges are inspected once a year. Currently there are 2,129 state-owned bridges, with 140 on the Red List. The municipal Red List for 2012 includes 353 structurally deficient bridges.

Of the 140 bridges on the State Red List:

• 14 are currently being replaced or rehabilitated
• 62 are scheduled for replacement or rehabilitation in the Ten Year Plan
• 24 are to be addressed by the Bridge Maintenance Bureau
• 22 need to be added to the Ten Year Plan
• 18 are being monitored and kept in service

In FY 2012, progress was made in reducing the number of bridges on the Red List. This was accomplished through the I-93 expansion project (Salem to Manchester), the Spaulding Turnpike improvement project in Rochester, and other capital and maintenance projects.

Current projections show that more bridges will be added to the Red List in upcoming years than will be removed, due to anticipated funding shortfalls and the advancing age of many of the state-maintained bridges. The average age of a state-owned bridge is 54 years - 55% of the bridges have reached the end their design lives.

The NHDOT’s budget for all state bridges is currently $42 million annually. Projected funding needs required to maintain all state bridges is $59 million annually, which does not address the $265 million backlog of needed bridge maintenance work.

Memorial Bridge Project

Replacement of the Memorial Bridge, the NHDOT’s previous #1 Red List priority bridge, is underway. Removal of the existing bridge occurred in February 2012 while design work continued. Fabrication and assembly of the structural steel components was scheduled for summer 2012, with the “float in” of the New Hampshire approach truss anticipated during early 2013.

The new Memorial Bridge is scheduled to be open to traffic by summer 2013.
**Performance**

**Improve Asset Conditions**

**Major Highway and Bridge Improvements**

The opening of a vital new link to Manchester-Boston Regional Airport from the Everett Turnpike, and progress in major corridor work along I-93 between Salem and Manchester and the Spaulding Turnpike in Rochester, marked a year of investment in New Hampshire’s highway system.

The NHDOT completed a total of 69 contracts in FY 2012 totaling $163 million dollars. At the close of FY 2012, field work was underway on approximately 88 contracts totaling $640 million dollars.

**Roadway/Bridge work completed:**

- Signalization and widening of the NH 111/West Road/Island Pond Road intersection in Hampstead and Atkinson
- Roadway improvements at the Alton Traffic Circle
- Safety improvements to NH 1B in New Castle
- Pavement rehabilitation, safety improvements, and bridge deck repairs along NH101 in Milford and Amherst
- Pavement Rehabilitation, safety improvements, and bridge deck repairs along US Route 4 in Lee and Durham
- Relocation of a half-mile section on NH 16 away from the Androscoggin River in Errol
- Emergency road repairs to NH 16 from Bartlett to Gorham, US 302 from Harts Location to Bartlett, NH 112 in Lincoln, and NH 49 in Thornton due to Tropical Storm Irene damage
- Emergency slope stabilization along various locations in northern New Hampshire
- Replacement of the Brookdale Road bridge over I-93 in Windham
- Rehabilitation of the NH 119 bridge over the Ashuelot River in Winchester
- Rehabilitation of the NH 25/3A bridge over the Baker River in Plymouth
- Rehabilitation of the US 4 bridge over Salmon Falls River in Rollinsford
- Rehabilitation of the NH 125 bridge over the B&M Railroad in Milton
- Rehabilitation of the Cross Road bridge over the Pemigewasset River in Thornton
- Rehabilitation of the NH 1B bridge over the Piscataqua Estuary in Portsmouth.

**Continuing Interstate work:**

- Reconstruction of I-93 from Salem to Londonderry
- Reconstruction of Exit 20 on I-89 and widening of NH 12A in Lebanon
- Reconstruction and widening of the Spaulding Turnpike in Rochester from Exit 14 to Exit 16
- Reconstruction and widening of the Spaulding Turnpike from Exit 3 in Newington to Exit 6 in Dover, including a new Little Bay Bridge
- Construction of Open Road Tolling at the Hooksett Toll Plaza
- Pavement and Bridge rehabilitation on I-93 from Exit 7 to Exit 10 in Manchester and Hooksett
- Construction of a soundwall on the I-95 High Level Bridge in Portsmouth
- Pavement rehabilitation and safety improvements along I-93 through Franconia Notch
Long-Awaited and Anticipated Airport Access Road Opens to Motorist

“Raymond Wieczorek Drive” Connects Turnpike to Regional Airport

The Manchester Airport Access Road was designed “to address the existing and future transportation needs of the expanding Manchester Airport and the surrounding developing industrial and commercial areas.”

A dedication ceremony for the new highway was held on November 10, 2011. It opened the following day. The need for the 1.75-mile highway that connects the F.E. Everett Turnpike in Bedford to the airport with interchanges at US Route 3 and NH Route 3A was identified in the 1980’s. The 1,200-foot, $30 million “Pearl Harbor Memorial Bridge” crossing the Merrimack River and Route 3A is one of the longest spans in the state.

The $175 million project also preserves about 750 acres of land, mostly in Little Cohas Marsh, along with wildlife travel corridors connecting to the Merrimack River. An estimated 26,000 vehicles a day are initially expected to use the corridor, growing to 34,500 vehicles per day by 2025.

Construction of the airport access road began in 2007. The project included seven bridges, two interchanges, two roundabouts, and a multi-use path. The project employed over 200 people and was completed two years ahead of schedule due to $15 million in funding provided by the American Recovery and Reinvestment Act of 2009.

Keeping Bridges Safe and In Good Condition

The Bridge Maintenance Bureau completes an average of 90 projects each year that restore bridge capacity and integrity. In 2012 this included the removal of 11 bridges from the Red-List. Bridge Maintenance contributes substantially to the overall number of bridges removed from the Department’s Red List annually, averaging 25% to 50% in cost savings compared to similar capital program projects.

111-Year Old Covered Bridge Reopened in Lancaster

The Mt. Orne Bridge over the Connecticut River between Lancaster, NH, and Lunenburg, VT, was re-opened following a two-month repair project by a NHDOT bridge maintenance crew.

The project was completed in March 2012, almost six weeks ahead of schedule, at an estimated cost of $160,000. The Mt. Orne Covered Bridge was built in 1911 and is listed on the National Register of Historic Places.
Improve Asset Conditions

Upgrading NH Rail Lines for Both Freight and Passenger Traffic

The approximately 450 miles of active railroad in New Hampshire are classified by condition according to a system established by the Federal Railroad Administration (FRA). Track may be subject to “slow orders” due to local or temporary conditions. The class of railroad track is a measure that provides an indication of the general condition of the track. FRA Class 3 track allows the operation of freight rail at up to 40 mph, and passenger rail at up to 60 mph. FRA Class 4 track allows the operation of freight rail at speeds up to 60 MPH, and passenger rail up to 80 MPH.

During FY 2012, the St. Lawrence & Atlantic Railroad completed two miles of rail replacement in New Hampshire, bringing the total track upgrade to 6.6 miles in Coos County. The New England Central Railroad completed upgrades to 24 miles of track to Class 4 in Sullivan and Cheshire counties.

Pan Am Railway’s freight main line through Rockingham Country, used by Amtrak’s Downeaster passenger train, is currently maintained to Class 4 standards.

In addition to potential increases in train speeds and reduced running times, these segments of track are able to support heavier rail cars, which make the shipping of bulk products and materials by rail more efficient and attractive to businesses.

Maintaining Public Use Airport Runways

The condition of an airport’s runway surface directly affects aircraft operational safety for the New Hampshire Airport System that consists of 24 public use airports. These airports have a total of 29 runways, 22 of which are paved and seven have a turf or gravel surface. Five of the airports have two runways. The 29 runways comprise approximately 12.9 million square feet of runway surface. Approximately 11.2 million square feet of runway surface is paved, and the remainder is turf or gravel.

A total of 12 airports in New Hampshire are in the National Plan of Integrated Airport Systems (NPIAS), making them eligible for Federal Aviation Administration (FAA) Airport Improvement Program grants. These FAA grants are utilized for improvements to airport facilities, including runways. The other 12 airports must use limited state, municipal, or private funds to maintain and improve their facilities.

The NHDOT works closely with each airport to develop a comprehensive 10-Year Capital Improvement plan. Over the last year, the FAA, Bureau of Aeronautics, and local communities have made substantial investments in the pavement surfaces at the State’s general aviation airports. Within the past five years, 11 runways have received runway surface improvements. This investment will maintain, or slightly improve, airport runway surfaces in New Hampshire.

Class 3 Track Conditions
This maintenance program extends the life of numerous airfield pavements by implementing both pavement crack filling and crack repairs. The locations for this past year’s projects included: Claremont Municipal Airport, Dean Memorial (North Haverhill) Airport, and Dillant-Hopkins Airport in Keene.

Lebanon Municipal Airport also completed a runway pavement crack filling and crack repair project. Manchester-Boston Regional Airport has pursued a second phase replacement of its aircraft parking apron.

The NHDOT’s current strategy for improving runway surface conditions is to aggressively pursue federal funding. This funding is critical to ensuring the preservation of the airport infrastructure in the New Hampshire Airport System.

$16 Million Improvement Project Underway at Nashua Airport

*Extended Runway at Boire Field is Economic Boost for Region*

A relocated and lengthened runway at Nashua’s Boire Field is expected to promote economic growth for the surrounding region.

Construction began in November 2011 on the $16 million airport improvement project that involved the relocation and extension of the existing runway to 6,000 feet from its previous 5,000 feet. The move will bring the airport into compliance with current FAA standards and improve safety at the facility. Associated improvements will include relocating the instrument landing system, upgrading the runway safety areas, and extending existing taxiways to meet the new runway location.

The project is billed as “the largest funded improvement project in the nation for general aviation airports.”

**NH Miles of Road Resurfaced**

![NH Miles of Road Resurfaced Chart](chart.png)

- **Goal of 500 miles/year**
- **Includes Mileage associated with ARRA Funding**
- **Includes Additional Funding from Winter Maintenance Cost Savings**

New Hampshire has 24 public use airports

The State has 450 miles of active rail

I-93 improvements in Tilton-Laconia
Performance

Increase Mobility

Why is this important?
The NHDOT must work to minimize recurring delays, and to 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 (rural) population.

Measures:
- Transit Ridership: (riders)
  2011 Actual  2012 Expected  2012 Actual
  3,415,291    3,743,873    3,638,277

- Rail Ridership: (riders)
  2011 Actual  2012 Expected  2012 Actual
  210,231     216,538      199,645

- Air Ridership: (total emplanements and deplanements)
  2011 Actual  2012 Expected  2012 Actual
  2,831,673   2,831,673   2,607,103

- Total Freight Shipped Via All Modes: (tons)
  2011 Actual  2012 Expected  2012 Actual
  68,667,213  68,667,213  65,640,138

- Average Level of Service on Selected Highway Segments: (level of service)
  2011 Actual  2012 Expected  2012 Actual
  Level C (.68)  Level C (.68)  Level C (.60)

- State Population with Access to Multimodal Transportation:
  2011 Actual  2012 Expected  2012 Actual
  24%        24%         26.1%

Measuring the Level of Service on Selected Highway Segments

The NHDOT measures mobility on state highways based upon level of service. Eventually, mobility on selected sections of road will be represented by tracking delay due to congestion, accidents/incidents, weather, and construction activities.

These results will provide a measure of mobility that can be compared yearly to identify needs and measure the effectiveness of improvements implemented. These improvements include added capacity from construction projects, Intelligent Transportation Systems (ITS), Smart Work Zones, and incident management procedures.

The initial focus is on the most highly traveled commuter routes: I-93 from Concord to Salem; the F.E. Everett Turnpike from Hooksett to Nashua; NH 101 from Manchester to Hampton; I-95 from Portsmouth to Hampton; and the Spaulding Turnpike from Portsmouth to Rochester.

Since the NHDOT cannot currently measure delay, the level of service will be calculated based upon traffic volumes and number of lanes for each highway. Based on 2012 data collection, the average level of service for the sections of highway included in this performance measure is a C (rated on a scale of A = no congestion, to F = congestion). Eventually, this measure will be tracked by travel time on selected routes.

The winter of 2011-2012 was very mild, with the result being fewer delays related to weather and weather-related highway incidents.

Bus ridership on New Hampshire’s 12 public transit systems totaled 3,638,277 riders for the past year, a 3.3% increase over the previous year. In addition, approximately 1.7 million rides a year are provided by private commuter and intercity bus companies (Boston Express, Concord Coach, C&J, Dartmouth Coach).
Transit Services Provide Vital Transportation Option

A new bus system, Carroll County Transit, began offering service in January 2012 in towns that included North Conway, West Ossipee, Wolfeboro, and Laconia. Known as “The Blue Loon,” this system provides area residents with a travel option that allows them to access local services (employment, medical, social, recreational) without having to drive.

Regional coordination efforts grew over the last year with the implementation and expansion of many regional services, including volunteer driver programs. These efforts have provided options in rural areas where bus service doesn’t exist.

Boston Express provides commuter bus service from central and southern New Hampshire to Massachusetts, both for travelers using I-93 (Manchester-North Londonderry-Londonderry-Salem to Boston) and the Everett Turnpike service (Manchester-Nashua-Boston). Over 38 daily roundtrips are offered.

Boston Express is considered one of the most successful “New Starts” projects in the country based on passengers carried and the fare box recovery rate, improving from 55% in 2008 to over 90% in 2012. This bus service has provided over two million rides since it began in 2007.

Manchester Transit Authority’s “Green Dash” is an example of an eco-friendly Congestion Mitigation Air Quality (CMAQ) project that uses hybrid-electric buses and offers free shuttle service around Manchester.

Advance Transit is a successful public-private partnership with Dartmouth Hitchcock Medical Center and Dartmouth College, providing much needed transportation options to their employees.

Freight Shipments in New Hampshire

<table>
<thead>
<tr>
<th>Tons</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2015</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expected</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Projected</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Hooksett Tolls Are Next to Feature Open Road Tolling

Less than two years after the northeast’s first Open Road Tolling (ORT) facility opened at the Hampton Tolls, construction began on ORT lanes at the Hooksett Tolls on Interstate 93 (Everett Turnpike). The $22.9 million project will convert six conventional toll collection lanes to four ORT lanes – two in each direction.

The Hooksett Tolls process over 25 million transactions a year. Peak traffic volumes of over 80,000 vehicles per day on summer weekends can cause delays.

With the higher vehicle capacity offered by ORT lanes compared to cash and E-ZPass lanes, travel time through the plaza will be reduced by 14.4%, saving 269,000 driving hours and 466,000 gallons of fuel consumption annually, as well as improving air quality.

Funds for the project were realized by the reissuing of turnpike bonds at more favorable interest rates. The Hooksett ORT lanes are slated to be open in the summer of 2013.

Passenger Rail as a Transportation Option

Amtrak provides passenger rail service in New Hampshire via the Downeaster with stops at Dover, Durham, and Exeter, as well as the Vermonter that stops in Claremont.

The Downeaster has five daily trains between Portland and Boston.

The Vermonter has one daily train between St. Albans, VT, Springfield, MA, New York City, and Washington, DC.

Ridership on both Amtrak passenger rail services continued the recent trend of significant growth in New Hampshire.

It is also estimated that at some Massachusetts MBTA stations (i.e. Lowell, North Billerica, Haverhill, Newburyport) at least 25% of the passengers are New Hampshire residents.

An annual growth rate of 4% is assumed in the projections for rail ridership.

Projects that would significantly increase rail ridership in New Hampshire include an extension of MBTA service from Haverhill, MA, to Plaistow, NH, and the New Hampshire Capitol Corridor proposed to provide service between southern New Hampshire and Boston through Nashua.

There are a total of 111 registered airports in New Hampshire, including 24 public use and 87 private use airports. Utilizing those airports are a total of 1,238 New Hampshire-registered aircraft.

Nearly two-thirds (64%) of all transactions on the New Hampshire Turnpike System are done via electronic tolling (E-ZPass).

During Fiscal Year 2012 approximately 30,000 permits for oversize/overweight transport of goods were issued.
Freight Plays an Important Role in New Hampshire

The NHDOT tracks freight transportation performance in New Hampshire with the goal of increasing the amount of goods transported. The ability to access current freight data is critical for properly addressing the needs of the NH freight industry.

Data for tracking freight is collected every five years through the Federal Highway Administration's Freight Analysis Framework and the Federal Bureau of Transportation Statistics website.

It is anticipated that the movement of freight will have greater significance in the development of ground transportation in New Hampshire. The NHDOT will continue to use this data to measure performance and plan for the future needs of the freight industry.

Passenger Enplanements and Deplanements at New Hampshire Airports

<table>
<thead>
<tr>
<th>Calendar Year</th>
<th>Actual</th>
<th>Expected</th>
<th>Projected</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

There were 1,586 regularly scheduled inspections performed on state bridges and 1,289 regularly scheduled inspections performed on municipal bridges. In addition, 45 underwater inspections of the substructure elements were performed for specific bridges.
Performance

Improve System Safety and Security

Why is this important?
Motor vehicle crashes are the leading cause of death in New Hampshire 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.

Measures:
- **Highway Fatalities (Five Year Moving Average - Goal Towards Zero Deaths):**
  
<table>
<thead>
<tr>
<th>Year</th>
<th>2011 Actual</th>
<th>2012 Expected</th>
<th>2012 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>119</td>
<td>118</td>
<td>114</td>
</tr>
</tbody>
</table>

Making Highways Safer and Reducing Fatalities

Fatal crashes in New Hampshire decreased by approximately 21% over a five year period from 2006 to 2011.

Deaths and injury crashes are decreasing due in part to engineering enhancements such as paving roadway shoulders, guardrail improvements, installing rumble strips and median barrier, and intersection improvements. Public education and law enforcement have contributed to the decline.

One of the NHDOT’s critical emphasis areas has been to address “run-off-the-road” crashes, which account for 53% of all fatalities on New Hampshire roadways. Safety initiatives implemented in recent years have included:

- **Shoulder and center line rumble strips** – 1,260 miles of shoulder rumble strips have been installed since 2000, and 80 miles of centerline rumble strips have been installed since 2004. Both forms of rumble strips warn drivers they are leaving travel lanes.

- **Median barrier** – This barrier is placed in median locations of 50 feet or less to reduce the potential for cross-over head-on collisions along divided highways.

- **Warning sign improvements** – The NHDOT works closely with municipalities to develop proposals for low-cost solutions to reduce crashes on town roads. The NHDOT implemented improvements on local roads in eight towns that included warning signs on curves.

- **Pavement Safety Edge** – During FY 2012, the NHDOT began installing a new pavement edge treatment that can help an errant vehicle safely re-enter the roadway. The angled safety edge treatment is intended to address sharp drop-offs in pavement and the often resulting overcorrection by drivers re-entering roadways with traditional pavement edges.

Using highway safety strategies that included engineering and infrastructure improvements and education to improve driver behavior, the NHDOT anticipates a 3.4% reduction per year in fatal crashes can be attained.
"Driving Toward Zero" Coalition Launches Highway Safety Campaign

The NHDOT has launched a “Driving Toward Zero” deaths campaign that is focusing on several areas for improvement, including speeding, impaired and distracted driving, motorcycle safety, teen and older drivers, and vehicle occupant protection.

“While zero deaths on New Hampshire’s highways may seem like an unreachable goal, we can all agree that even one fatality is one too many, and that zero is the only number we can live with,” NHDOT Commissioner Chris Clement said at a June 28, 2012 news event in Concord.

The numbers are moving in the right direction. According to the NH Highway Safety Agency, 90 people died in highway deaths in the state in 2011, the lowest number in 50 years.

The underlying challenge is to change the “culture of driving” in New Hampshire to one that focuses on safety.

Driving Toward Zero is an outgrowth of the state's Strategic Highway Safety Plan for 2012 to 2016. While the ultimate goal is zero fatalities and injuries, a stated goal in the Highway Safety Plan is a 50 percent reduction in highway deaths and serious injuries by 2030.


In FY 2012, the NHDOT installed approximately 5.8 miles of median barrier. A total of approximately 25.8 miles of median barrier has been installed since 2009.

NH Traffic Fatalities: Trends, Forecasts and Goals
**NHDOT Recognized with Governor's Excellence in Energy Efficiency Award**

Due to its “continued commitment in reducing energy use within State Government,” the NH Department of Transportation was chosen as a “model State Agency” and presented with the “Governor’s Excellence in Energy Efficiency Award”.

The NHDOT was cited in May 2012 by the NH Office of Energy and Planning for tracking energy use in all of its facilities, installing energy efficient wood fired boilers at patrol facilities, installing energy management systems in some of the bigger buildings, like the Traffic Bureau, adopting an anti-idling policy for state vehicles, improved weatherization of several patrol facility buildings, and completing an LED lighting retrofit program on state traffic signals.

**Energy Efficiency in State Facilities**

As part of an effort to meet the Governor’s initiative of Energy Savings in State government, energy efficiency measures at NHDOT Highway Maintenance facilities included the installation of new windows, siding, and insulation in Highway Maintenance patrol facilities statewide.

- State-wide 25 outside wood furnaces were installed at patrol sheds to reduce heating oil costs.
- District 3 continued building improvement with more insulation and energy efficient windows.
- District 4 installed new energy efficient windows at 11 patrol sheds.
- District 4 replaced fluorescent lights with energy efficient fixtures in 12 patrol sheds.
- State-wide, as a cost saving measure, six Highway Maintenance patrol sheds were closed and the patrol crews, along with their road maintenance assignments and equipment, were reallocated to surrounding patrol sections.
Building a New and Improved Plow Truck

The Mechanical Services Bureau began using a new body style on all NHDOT dump/plow trucks that utilizes new technologies that feature abrasion resistant and harder steel. This allows for the removal of a series of I-beams that run along the underside of the dump body and reduces the thickness of the dump bodies steel floor. Stainless steel is also being used in common corrosion areas such as rear corner posts and skirting, which adds to the longevity of the truck body.

The results are truck bodies that weigh substantially less (700 lbs. for 6-wheelers and 1,500 lbs. for 10-wheelers), significantly reduced corrosion points, reduced paint and labor required, and a likely fuel savings.

New Tow Plows Tested for Effectiveness and Efficiencies

A “Tow Plow” is a trailer-mounted plow that’s towed behind a 10-wheeled plow truck. It has the capability of plowing and treating with salt an entire additional lane of roadway at normal highway speeds when completely deployed. The entire trailer unit can shift to the right or left, depending on the model, utilizing movable axles on the trailer unit as well as hydraulic controls between the truck and trailer.

The Tow Plow has a lot of potential applications on sections of interstate highways and turnpikes in New Hampshire where the number of lanes may vary. It can take the place of another plow truck by allowing one truck to plow two lanes of roadway.

Promoting the Efficiencies of Lean

In FY 2012, 47 NHDOT employees were trained in Lean Process Improvements and seven became certified Continuous Improvement Practitioners. The Department also conducted two awareness classes for the Highway Design Bureau and the Division of Policy and Administration, and is continuing to promote Lean training and implementation.

The Highway Design Bureau trained 62 employees in the concepts of Lean. Participants submitted over 70 ideas to improve efficiency, save time, money, and materials. Six of the ideas have been implemented.

Working to Keep Projects On Time and At or Under Budget

In 2012, 87% of NHDOT contracts accepted by contractors for final payment were below the bid price. Only 7% of the contracts were more than 5% over the bid price. In 2012, 35% of contracts accepted by contractors for final payment were completed within the original completion date. Of the contracts that were over time, 24% of the contracts were completed 60 days past the original completion date. These numbers are an improvement over 2011, demonstrating a commitment toward continuous quality improvement.
Performance

Identify, Communicate and Collaborate with Partners

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.

Measures:
- Partners Satisfied:
  2011 Actual  2012 Expected  2012 Actual
  72%  72%  In Progress

- Private Sector Jobs Sustained by Federal and State Transportation Capital Investment: (jobs supported)
  2011 Actual  2012 Expected  2012 Actual
  1,627  1,627  1,663

Sustaining Private Sector Jobs Though Capital Investment in Transportation

The NHDOT recognizes its transportation partners are an essential component in addressing the challenges of how the transportation system in New Hampshire is planned, managed, and funded.

Robust transportation investment is a vital element in the creation of jobs and sustained economic growth. Investment in transportation infrastructure improvements produces significant near-term economic stimulus and job creation benefits, providing a variety of construction, manufacturing, and other job opportunities.

The Council of Economic Advisors estimates that one job is created or saved per $92,000 of government infrastructure investment. Sustaining or enhancing both federal and state funding levels will require close coordination with federal and state legislative bodies. The coordination and communication must stress the critical need for funding to support the NHDOT’s three capital program priorities - preservation and maintenance of the existing system, addressing Red List Bridges, and I-93 reconstruction.

Additionally, if federal and state funding are reduced, many programs that support municipalities (such as Transportation Enhancement; Congestion, Mitigation, and Air Quality (CMAQ); and State Aid Highway and Bridge funding) will be negatively impacted.

Traffic Signal Coordination Between the State and Municipalities

The Bureau of Traffic hosted an annual traffic signal workshop, in conjunction with the UNH Local Technical Assistance Program (LTAP), to improve communication between the Bureau’s traffic signal engineering and maintenance staff and municipal partners throughout the state.

The workshop provided technical training and summarized “best practices” in the region that benefit all agencies involved in traffic signal maintenance and operation. Including consultants, contractors, and vendors in the workshop further improved communication.
Community Assistance in Applying for Federal Funds

In conjunction with the completion of a new Local Public Agency (LPA) manual, the Bureau of Planning and Community Assistance trained and certified 275 town employees, consultants, and others who may be local project sponsors looking to access federal funds for transportation projects. The training covered all aspects of project development, finance, construction, record retention, etc. Six two-day sessions were held. Future training will be offered twice a year.

Bid vs Final Amounts

The Bureau of Fuel Distribution purchased 4,773,265 gallons of fuel in FY 2012 for 725 customers that included state agencies, municipalities, and non-profits.

The NHDOT opened 75 contracts for FY 2012 totaling approximately $333 million of work performed by 39 contractors. A total of 69 construction projects totaling $163 million were completed and accepted for maintenance operations.

The Highway Maintenance Bureau issued 707 of Driveway Permits in FY 2012 compared to 689 in FY 2011, and 415 Excavation Permits in FY 2012 (381 FY 2011).

The Highway Design Bureau reviewed 27 traffic impact studies for commercial development projects.
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.

Measures:
- Distribution of Expenditures by Lane Miles (Highway Fund): (per lane)

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual</th>
<th>Expected</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$63,558</td>
<td>$65,509</td>
<td>$64,496</td>
</tr>
</tbody>
</table>

How Transportation Money is Being Spent

Analyzing NHDOT financial information relative to the highway system provides policy makers and citizens with a measure of cost for access to the transportation network, and helps determine if the value of the service is justified by its cost. The goal is to satisfy the public with the best possible transportation system conditions and performance for available resources.

The Department divides the distribution of expenditures into the following eight areas:

- **Construction** – This includes the Betterment Program, the I-93 expansion project, federal reimbursement projects, and non-federal participating construction projects.

- **Maintenance** – This involves all of the Division of Operations, which includes Highway and Bridge Maintenance, Traffic Operations, the Traffic Management Center (TMC), salt sheds, lift bridge operations, and Mechanical Services Bureau.

- **Municipal Aid** – This is the aid given to municipalities in the form of State Aid Highway and Bridge, and the Apportionment A and B Block Grant funds for local highway aid allotment.

- **Project Development** – This includes Highway and Bridge Design, Right-of-Way, Environment, Materials Research, and statewide planning and research development.

- **Administration** – This includes the Executive Office, Finance and Contracts, Human Resources, Office of Federal Compliance, and the Office of Stewardship and Compliance.

- **Debt Service** – This includes debt service for Highway General Obligation Bonds backed by state funds, and for GARVEE Bonds, which is paid from federal funds.

- **Other Agency (Transfers)** – This includes highway funds directly appropriated to state agencies other than the NHDOT: Department of Safety, Health and Human Services, the Judicial Court system, the NH Highway Safety Agency, and Tax and Land Appeals.
• **Miscellaneous** – This includes the Rideshare Program, retirement, unemployment and workers compensation benefits, and reimbursements to other agencies for services.

**Percent of Training Budget Expended vs. Targeted Initiatives**

In FY 2012, funding in the training budget was expended at a rate of 99%. The original authorization of $112,255 was 99% spent by June 13, 2012. Training funds were used for targeted initiatives, which are outlined in a training plan that is put together each year and sent to the Federal Highway Administration. These initiatives include technical training, managerial/supervisory training and outreach activities.

**NH 101 Project Uses Recycled Materials to Extend Pavement Life**

A seven-mile pavement and bridge rehabilitation project on NH 101 in Auburn and Candia is including specialized pavements to extend both the life cycle of the surface and the time period for not having to rehabilitate this section of highway. An asphalt-rubber mixture involves the use of more than 35,000 recycled tires. A second specialized pavement will include a high percentage of recycled asphalt (RAP).

Both treatments are aimed at promoting pavement longevity and prolonged crack resistance. The performance of these specialized pavements will be monitored against normal wearing surfaces.

---

In FY 2012, 87% of contracts accepted by private contractors for final payment were below the bid price. Only 7% of the contracts were over 5% of the bid price.

69 contracts totaling $169 million were completed and accepted for maintenance by NHDOT Operation forces.

Bridge Maintenance crews washed 1,135 bridges and sealed 481 to protect against concrete deterioration from corrosive salt. 19 bridge decks were crack-sealed.
Preparing the NHDOT Workforce for the Future

More than three-quarters of NHDOT employees are age 40 or older. Half of the existing workforce will be eligible for retirement after 2015. This aging workforce requires extensive planning to replace the loss of knowledge, skills, and experience within the Department.

During FY 2012, the NHDOT continued to build workforce planning and development programs. Managers from the Commissioner’s Office, Division of Policy and Administration, Division of Finance, Division of Aeronautics, Rail & Transit, Turnpikes, Bridge Maintenance, Right of Way, Bridge Design, Highway Design, Environment, Materials and Research, and Planning attended facilitated sessions on Workforce Development.

These sessions represented 46% of the workforce. The sessions included environmental scanning and demographic analysis specifically for each Bureau, which matched the analysis conducted for the entire Department in 2011.

Facilitators also provided skill gap analysis methodologies and templates to create workforce plans for Bureau Administrators.

A Management Roundtable, a quarterly forum for Bureau Administrators, included presentations from Construction, Turnpikes, and Finance that showcased innovative ways of implementing workforce planning. Another key initiative for supporting the future workforce was the launch of a quarterly program - Foundations of Supervision. This two-day course provides information on key policies/laws for supervisors new to the state as well as overviews and practice sessions for handling challenging situations with employees.

The Future

In FY 2013, Human Resource staff will continue to conduct workforce planning sessions for the balance of the Department - Highway Maintenance, Mechanical Services, and Construction, which comprises 54% of NHDOT employees. Human Resources staff will also work on recruiting, training, and development initiatives arising from Bureau workforce plans. The final performance evaluation will be launched.
Effective Resource Management

in the first quarter of 2013. In addition, updated demographic information, with a 2013 baseline, will be sent to Bureaus that had workforce planning workshops in 2012. Assuming stable budgets and staffing levels, in 2014 all Bureaus will have completed annual workforce planning updates. It’s anticipated that in 2015, 100% of the workforce will be represented in workforce plans and will have completed annual updates.

TRAC and Internship Program

The NHDOT has already been implementing a number of initiatives that support workforce planning and development. These include outreach efforts such as the TRAC (Transportation and Civil Engineering) program for high school students, the Annual Bridge Competition, and the Internship Program.

The Department continues to support the TRAC Program, which is an educational outreach program sponsored by the American Association of State Highway and Transportation Officials (AASHTO). The goal of this program is to introduce students to transportation and civil engineering and inspire them to enter careers in the transportation field. The NHDOT has been actively involved in the TRAC Program since 2002, and continues to sponsor annual bridge-building and concrete competitions.

The Department also continues to utilize engineering interns who have provided valuable services at considerable cost savings to the State. At the Transportation Management Center (TMC), two interns provided services that resulted in a cost savings of $158,600. One created an ITS master plan for corridor layouts for the Interstates, Turnpikes and Route 101. Another developed automated data reporting programs to gather statistics for the performance measurement dashboard at the TMC.

Percent of Workforce Represented in Completed Workforce Planning Initiatives

![Graph showing percent of workforce represented over time]

Commissioner Clement meets with summer interns

Continued emphasis on workforce planning

Diversity in the workplace
**Manchester/Boston Regional Airport Access Road Mitigation**

The NHDOT finalized the mitigation for the Manchester/Boston Regional Airport Access Road project with the construction of a wildlife corridor, which was required as part of the wetland permit. A corridor approximately 200 feet wide was contoured and vegetated to allow animals a “natural” passage through future industrial lands south of the airport to Little Cohas Brook.

**Documenting Asbestos on Bridges**

Several hundred bridges constructed between 1960 and the early 1980’s may contain asbestos in pavements, membranes, and other materials. With many of these bridges scheduled for replacement or rehabilitation in upcoming years, the NHDOT’s Bureau of Environment is creating a prioritized list for testing these suspect bridges.

Whether or not a bridge contains asbestos has important implications for material disposal, and for worker health and safety. Through coordination among NHDOT Divisions, the testing program is underway, evaluating about two bridge locations a week.

The asbestos sampling procedure involves drilling cores through pavements and membrane and stopping at the concrete deck. Sampling results are recorded in a Department-wide database. The aim is to identify bridges with asbestos containing materials so that plans can be made for proper removal and disposal during bridge preservation and maintenance activities. This should result in improved worker health and safety, along with better planning for future projects.

**Stormwater Outreach Team**

The Bureau of Environment’s Storm Water Outreach Team (SWOT) has continued to offer presentations to communities and schools, as well as NHDOT employees, as part of meeting the Department’s requirements for public education and outreach. Upon adding a new/updated storm water demonstration table, the SWOT has seen increased interest in the program. The program was selected as one of the top 16 AASHTO Research projects in the nation. Details of the

---

**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.

**Measures:**

- **Environmental Audits in Compliance at Operations Facilities:**
  
  2011 Actual | 2012 Expected | 2012 Actual
  ---|---|---
  67% | 92% | 94%

- **Salt Usage (Five Year Moving Average): (tons)**
  
  2011 Actual | 2012 Expected | 2012 Actual
  ---|---|---
  158,315 | 112,660 | 166,813

- **Energy Usage of NHDOT Facilities: (kbtu)**
  
  2011 Actual | 2012 Expected | 2012 Actual
  ---|---|---
  72,907,094 | 72,257,094 | 50,320,594

- **Energy Usage of NHDOT Vehicles: (gallons)**
  
  2011 Actual | 2012 Expected | 2012 Actual
  ---|---|---
  1,534,230 | 1,518,888 | 1,420,621

**Protect and Enhance the Environment**

*Airport Access Road Mitigation*
Effective Resource Management

project were presented at the Transportation Research Board’s Annual Meeting in Washington, D.C.

Additions to the regular program event list included several school presentations, the New Hampshire Association of Conservation Districts, and NH High Schools Envirothon Training Day.

Invasive Plants

The Environment Bureau led an effort to establish a statewide contract for spot herbicide application for the control of invasive plants and poison ivy. This contract will be used to address plant populations that are causing safety concerns or other problems. The goal is to extend the initiative to the pre-construction eradication of invasive plants for future projects.

A program has also been developed with the NH Department of Agriculture to reduce invasive plants throughout New Hampshire by targeting species occurring along rights-of-way. The project focuses on spot herbicide treatments and incorporates integrated pest management strategies where practical.

Stream Crossing Rules

The Bureau of Environment continued implementation of the NH Department of Environmental Services Stream Crossing Rules. The Bureau updated consulting firms on the Department’s progress in implementing the rules at the 2012 Annual ACEC Technical Exchange Conference in April. Since the spring of 2011, the Bureau has completed 17 fluvial geomorphic assessments for Department projects in compliance with the rules.

The Bureau of Environment prepared 112 environmental documents and processed 71 wetland permit applications, amendments, and notifications.

Almost $30 million in Federal funds were invested in New Hampshire airports in the past year.

The Department of Information Technology at the NHDOT successfully implemented a new system called the “Current Billing System” for billing the Federal Highway Administration for reimbursable work on NHDOT projects - approximately $170 million a year. Under the new system, federal funds flow more quickly back to New Hampshire.

Transactions on the NH Turnpikes system totaled $108.7 million in FY 2012. Total Turnpike revenue collected was $116.6 million.
A key outcome of workforce planning and development is to increase “bench strength” within the organization. Bench strength refers to the capabilities and readiness of potential successors to move into vacated positions.

Certified Public Manager Program

The Certified Public Manager program is a nationally accredited management development course specifically for managers in federal, state, and local government. The program has two levels - Level 1 (Certified Public Supervisor) and Level 2 (Certified Public Manager) for a total of 300 hours of structured learning activities over two years. The NHDOT has continued to provide strong support for this program, focusing on making it accessible to a diverse group.

In June 2012, 32 NHDOT employees were graduates of both CPS and CPM. Within both the CPS/CPM programs, half of those participating came from the Highway Maintenance or Bridge Maintenance Bureaus. Half of the CPS/CPM graduating class were female.

Foundations of Supervision

During FY 2012, the NHDOT developed and implemented introductory supervisory training that combined a basic supervisory course with Department expertise on such topics as discipline and Equal Employment Opportunities (EEO). Experts in human resources, safety, and environmental compliance conducted the training. Classes were held quarterly and 33 employees were trained in FY 2012. Plans are to conduct the class at least quarterly in FY 2013.

Cross-Training Maintenance Personnel for Pavement Marking Operations

The Traffic Bureau utilized full-time Highway Maintenance personnel to support its pavement marking personnel in lieu of hiring seasonal employees. Historically, seasonal help results in a continual process of hiring and training new personnel throughout the summer. By utilizing permanent help from Highway Maintenance who were familiar with Department procedures, Traffic was able to maintain a consistent workforce.
Employee Development

throughout the summer. It proved beneficial to the Bureau’s pavement marking program and provided an opportunity for personnel from different areas of the NHDOT to learn and better understand pavement striping operations.

Civil Engineer Training

The Engineer and Technician Training Program gives new employees valuable exposure to an increasing range of engineering opportunities. Several factors have helped this program evolve and improve, moving from a simple overview of the Department to a program providing short-term projects that can be added to a portfolio. The change in workloads and the strong skillset of new hires have allowed them to get involved in “real world” projects at a rapidly expanding rate.

The program also provides mentoring opportunities between the new hires and experienced employees, and relationship building opportunities. During FY 2012, five new employees were moving through the multi-Bureau program. At least five more are expected to go through the program in FY 2013.

11 Turnpikes Employees Complete Leadership Training Course

The Bureau of Turnpikes graduated its second IDEAL training class, with 11 employees participating in a seven-month leadership training course intended to develop the next generation of DOT front line and middle-management leaders.

IDEAL stands for Intentional Development Effort to Acquire Leadership and includes the following topics: leading (showing the way); equipping (providing needed resources); affirming (building people up); developing (unleashing their potential); challenging (holding people accountable); protecting (human resource primer); and a concluding discussion which focused on the value of people-first leadership.

Employees Engaged in Individual Development Plans

![Chart showing percent of employees engaged in individual development plans from 2011 to 2017.](image)

- Actual
- Expected
- Projected
- Goal

Student tours and internships

Father and son employees

Working a Construction Career Fair
A Commitment to a Safe Working Environment and Reducing Injuries

NHDOT employees are exposed to a range of workplace hazards, from working in traffic, to operating equipment and tools, to working with hazardous materials. The Department has been active for many years in developing safety programs and communicating safe work practices to ensure employee safety and reduce employee injuries. Historical data shows steady improvement since the inception of a formal safety program in 1995.

In calendar year 1995, the Department’s injury rate was 14.43 per 100 employees. In calendar year 2011, the Department’s injury rate dropped to 4.63. NHDOT’s projected target for fiscal year 2012 was 3.6.

There were 93 workers’ compensation claims received in fiscal year 2012. This translates to an injury rate of 5.83%. Through accident investigation, 69% of these injuries were determined to have been preventable through employee actions. Efforts are underway to determine why the incident rate increased and what specific strategies will be used to achieve a substantial reduction in workplace injuries in 2013. While the goal is always for zero injuries, the injury rate expectation for fiscal 2013 is 4.37, which represents a 25% reduction over the 2012 rate of 5.83.

The Department 2013 Injury Reduction Plan includes the following methods to achieve injury reduction goals:

- Field visits conducted by Safety & Environmental Coordinators
- Random program compliance audits conducted by the Office of Stewardship & Compliance
- Utilization of task focused “tool box” talks
- Annual Training & Safety Days
- A focus on employee wellness
- A focus on employee fatigue
A Commitment To a Healthy Workforce

The NH Department of Transportation is committed to providing a safe work environment. The Department recognizes that through effective implementation and management of health and safety programs, the frequency of work-related injuries can be reduced and even eliminated.

One component of the Employee Wellness initiative was to administer a Health Risk Assessment (HAT). Health Risk Assessments provide employees with immediate feedback about potential health risks and are a way to track their health changes over the years. The results of the assessment have allowed employees to develop plans to change health behaviors. The NHDOT health assessment provides an opportunity for employees to access health coaching and strategies for implementing behavior changes.

Nearly two thirds (64%) of all NHDOT employees participated in wellness activities.

The NHDOT continues to include promotion of a healthy and safe work environment as a top rated category of performance in individual annual employee performance evaluations.
Building a Committed and Engaged Workforce

NHDOT employee surveys from 2008 to 2012 have demonstrated the importance of several key factors in enhancing overall employee engagement. These include a sense that the Department supports the employees in their mission, strong supervisory engagement, especially in the areas of listening and feedback, and effective communications within work teams.

Between 2011 and 2012, the Department continued to introduce strategic initiatives to improve communication and employee engagement. During new hire orientation and onboarding, Commissioners present topics directly to participants. New presentations on Balanced Scorecard and the Department’s mission were introduced in 2012.

The Department instituted a recognition campaign for employee efforts during Tropical Storm Irene and other disaster-related efforts. This campaign reinforced the involvement of multiple Bureaus in disaster recovery efforts. Lean Process improvement and Balanced Scorecard efforts have continued to be strong communications tools.

The Commissioner has frequently met directly with work teams in field locations to get feedback, thus decentralizing communication efforts. The Labor Management Committee has worked on communications strategies to enhance respect in the workplace, an important factor in employee engagement.

The mission alignment remained steady at 83% in 2012 rather than increasing to 85% as projected for several reasons. The 83% mission alignment response is already a high score compared to other questions in the employee survey and survey, results have demonstrated that scores over 80% tend to change more slowly over time than those less than 80%. Employee engagement programs have been primarily strategic in nature, rather than decentralized and Bureau-specific. In addition, the rate of organizational change faced by the Department from 2010 to 2012 has been challenging for employees, thus impacting their engagement scores.

The Department anticipates an increase in the mission alignment percentages from 2014 to 2017 due to efforts from the Balanced Scorecard and other engagement initiatives. However,
Employee Development

this will occur at a slower rate due to the relatively-high score of 83%. The Department expects 2013 results will show a pattern of increase to 84%, with a projected response rate of 85% in 2015, and 86% in 2017. Ultimately, for peak organizational performance, the NHDOT strives for a goal of 100% mission alignment.

Quick and Efficient Road and Bridge Restoration Following Storm Events

In addition to normal road maintenance activities, maintenance crews responded to several weather-related emergencies in FY 2012:

- Tropical Storm Irene damaged many sections of Carroll, Coos, Grafton, and Sullivan counties. On August 28, 2011 at the peak of the storm, sections of approximately 50 State roads and 200 local roads were closed. All state-maintained roads except US 302 and NH 112 (Kancamaugus Highway) were reopened within a couple of days. Virtually all NHDOT Bureaus were involved in the response and recovery efforts.

- Maintenance crews and equipment were dispatched to Vermont to assist with disaster recovery efforts from Tropical Storm Irene. Vermont and New Hampshire crews worked side-by-side rebuilding Vermont roads that had sustained significant damage.

- Highway Maintenance crews responded to emergency operations for the record-setting October 29-30, 2011 statewide snowstorm, up to 31 inches in some areas.

Employees Who Have a Clear Understanding of Mission and their Roles

![Bar Chart showing percentage of employees who have a clear understanding of mission and their roles from 2011 to 2017.](chart.png)
Transportation funding in the State of New Hampshire is the source of much debate and budgetary scrutiny, is complicated, and is frequently misunderstood. The information presented in the following pages provides a comprehensive view of the budgetary activity associated with transportation in NH State Government during Fiscal Year 2012.

All information is presented in a budgetary, non-GAAP adjusted and non-audited, basis. For a presentation of the audited financial statements of the Highway Fund, reference the Comprehensive Annual Financial Report (CAFR) of the State of New Hampshire and the NHDOT Turnpike System CAFR.

**Report of Revenue Activity – All Funds FY 2012**

This report details, by Fund, all revenue associated with transportation – including: General Fund; Highway Fund; Turnpike Fund; and Capital Fund. Note that the distinction between Highway Fund and Capital Fund is not the same distinction made within the Highway Fund of Operating and Capital Appropriations.

The report distinguishes between Unrestricted and Restricted Revenues. Much of the Unrestricted Highway Fund revenue is collected by the Department of Safety including the Gasoline Road Toll and Motor Vehicle Fees. Not included in this report is an important source of funding for construction projects: bond proceeds. During Fiscal Year 2012, $31.6 million in I-93 projects were funded with GARVEE bond proceeds and $13.4 million in Turnpike System construction projects were funded with Turnpike System Revenue bond proceeds. Without this view of a key source of funds, it would happen that expenditures far exceeded available revenue for the fiscal year.


This report provides a three year history of budgetary revenue in the Highway Fund. Also, note that the majority of unrestricted revenue collected in the Highway Fund is the Gasoline Road Toll (Gas Tax) and Vehicle Registration Fees. These revenues are collected by the Department of Safety.

Additional footnotes are added to provide information about significant changes in revenue during the three year period.

**All Funds Expenditures by Class FY 2012**

This report details, by Fund, all expenditures associated with transportation – including: General Fund; Highway Fund; Turnpike Fund; and Capital Fund. Class line detail enables the reader to distinguish expenditures by type, such as for salaries and benefits. Expenditures have been classified also to distinguish between public and private sector spending.

Out of $638 million dollars spent by the Department of Transportation in fiscal year 2012, $433 million or 68% was spent directly with the private sector. Twenty percent of the total DOT expenditures ($131 million) were for salary and benefits of the Department of Transportation and 12 percent ($74.2 million) were for other public sector expenditures including services purchased from public sector agencies ($26 million); were transferred to other state agencies ($1.5 million); or were grants to public sector entities and municipalities ($47 million).

In addition to the $638 million dollars spent by the Department of Transportation in FY 2012, direct appropriations to other agencies totaled $85.1 million including $79.3 million from the Highway Fund and $5.8 million from the Turnpike Fund.

**All Funds Expenditures Discretionary and Non-Discretionary FY 2012**

This report details, by Fund, all expenditures associated with transportation – including: General Fund; Highway Fund; Turnpike Fund; and Capital Fund.
Activity line detail distinguishes expenditures by organizational unit, such as for the Division of Highway Operations or the Turnpike System. Expenditures have also been classified to distinguish between budgetary operating expenditures and budgetary capital expenditures. Operating expenditures are further distinguished between Discretionary and Non-Discretionary.

Examples of non-discretionary expenditures are for items such as debt service, municipal block grant, or for direct appropriations to other agencies.

It should be noted that budgetary distinction between operating and capital expenditures follows the State Comptroller’s office designation used in the State CAFR.

The $723 million in expenditures reported is the same $723 million in expenditures reported in the All Funds Expenditures by Class FY 2012 Report, in a different format.

Note that this report also distinguishes Department of Transportation spending ($638 million) from direct appropriations to other agencies ($85 million)

Highway Fund Expenditures by Class FY 2013 Budgeted, FY 2012 Actual, FY 2011 Actual and FY 2010 Actual

This report provides a past biennium history of actual expenditures in the Highway Fund and a comparison of the budget for 2012 and 2013. Similar distinctions by class of expenditure and public and private expenditure are made as with the All Funds Expenditures by Class FY 2012 Report.

Highway Fund Expenditures Discretionary and Non-Discretionary FY 2013 Budgeted, FY 2012, FY 2011 and 2010 Actual

This report provides a past biennium history of actual expenditures in the Highway Fund and a comparison of the budget for 2012 and 2013. Similar distinctions by organizational unit, operating, and capital expenditures are made as with the All Funds Expenditures Discretionary and Non-Discretionary FY 2012 Report.

Additional detail is provided under the Bureau of Highway Maintenance gathered from the DOT cost allocation system that displays spending and budget by programmatic activity. Information is provided about the costs associated with winter maintenance (snow plowing); mowing along the roadways; guardrail; etc.

This cost allocation reporting is a management tool that is continually reviewed and modified to best allocate the Department’s available resources.
## Financials

### Report of Revenue Activity

**All Funds**  
**FY 2012**

<table>
<thead>
<tr>
<th>Fund</th>
<th>General 010</th>
<th>Highway 015</th>
<th>Turnpike 017</th>
<th>Capital 030</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue Collected by the Department of Safety (DOS):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gasoline Road Toll</td>
<td>123,069,907</td>
<td>123,069,907</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motor Vehicle Fees</td>
<td>105,284,994</td>
<td>105,284,994</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Vehicles</td>
<td>83,901</td>
<td>83,901</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenue Collected by DOS</td>
<td>-</td>
<td>228,438,802</td>
<td>-</td>
<td>-</td>
<td>228,438,802</td>
</tr>
<tr>
<td>Motor Vehicle Fines (Collected by the Courts)</td>
<td>7,831,573</td>
<td>7,831,573</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue Collected by the Department of Transportation (DOT):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Service - Reimbursements from Turnpikes</td>
<td>3,081,671</td>
<td>3,081,671</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Overhead Cost - from Turnpikes</td>
<td>2,293,303</td>
<td>2,293,303</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Overhead Billing</td>
<td>14,945,187</td>
<td>14,945,187</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retro Turnpike Toll Credit</td>
<td>1,418,342</td>
<td>1,418,342</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I-95 Bridge Sale</td>
<td>26,035,116</td>
<td>26,035,116</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Toll Receipts - Blue Star</td>
<td>20,050,812</td>
<td>20,050,812</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Toll Receipts - Central</td>
<td>16,799,476</td>
<td>16,799,476</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Toll Receipts - Spaulding</td>
<td>5,308,464</td>
<td>5,308,464</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electronic Toll Collections - Blue Star</td>
<td>38,810,797</td>
<td>38,810,797</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electronic Toll Collections - Central</td>
<td>26,536,285</td>
<td>26,536,285</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electronic Toll Collections - Spaulding</td>
<td>9,242,354</td>
<td>9,242,354</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnpike Miscellaneous</td>
<td>-</td>
<td>201,762</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Unrestricted Revenues</td>
<td>1,376,020</td>
<td>-</td>
<td>1,090,155</td>
<td>3,476,765</td>
<td></td>
</tr>
<tr>
<td>Total Unrestricted Revenue</td>
<td>1,376,020</td>
<td>285,054,784</td>
<td>118,040,105</td>
<td>-</td>
<td>404,470,909</td>
</tr>
<tr>
<td><strong>Restricted:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Funds - FHWA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidated Federal Aid</td>
<td>138,851,838</td>
<td>138,851,838</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Labor Allocation</td>
<td>6,343,775</td>
<td>6,343,775</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pavement Marking Program</td>
<td>2,756,506</td>
<td>2,756,506</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPRI Planning &amp; Research Funds</td>
<td>4,684,630</td>
<td>4,684,630</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bridge Rehab, Painting, Preservation and Improvements (BRPPI) - FHWA Reimbursement</td>
<td>2,006,515</td>
<td>2,006,515</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Federal Funds</td>
<td>2,436,721</td>
<td>2,436,721</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Federal Funds - FAA</td>
<td>107,873</td>
<td>15,493,994</td>
<td>15,601,867</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Funds - FTA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Transportation Division</td>
<td>6,562,640</td>
<td>6,562,640</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Funds - FRA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Railroad Grants</td>
<td>803,433</td>
<td>803,433</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Funds - Emergency</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FEMA Flood</td>
<td>1,738,225</td>
<td>45,499</td>
<td>1,783,724</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Funds - American Reinvestment &amp; Recovery Act (ARRA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ARRA Programs</td>
<td>7,608,710</td>
<td>7,608,710</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Funds - Debt Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bonds Debt Service</td>
<td>3,632,925</td>
<td>3,130,637</td>
<td>6,763,562</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Federal Funds</td>
<td>7,473,946</td>
<td>170,059,845</td>
<td>3,176,136</td>
<td>15,493,994</td>
<td>196,203,921</td>
</tr>
<tr>
<td>Revolving Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Garage Income - Equipment Usage &amp; Sales</td>
<td>15,637,738</td>
<td>15,637,738</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fleet Parts Inventory</td>
<td>1,805,691</td>
<td>1,805,691</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motor Fuel Sales</td>
<td>14,542,658</td>
<td>14,542,658</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transponder Sales</td>
<td>707,220</td>
<td>707,220</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Revolving Funds</td>
<td>357,752</td>
<td>357,752</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revolving Funds</td>
<td>357,752</td>
<td>31,986,087</td>
<td>707,220</td>
<td>-</td>
<td>33,051,059</td>
</tr>
<tr>
<td><strong>Private &amp; Local Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interstate Bridge Authority</td>
<td>432,178</td>
<td>432,178</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidated Federal Aid - Local Match</td>
<td>10,275,166</td>
<td>10,275,166</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Requested Maintenance/Repairs</td>
<td>2,078,456</td>
<td>2,078,456</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Betterment Local Reimbursement</td>
<td>16,531</td>
<td>16,531</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Private &amp; Local Funds</td>
<td>14,151</td>
<td>1,063,966</td>
<td>1,078,117</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Private &amp; Local Funds</td>
<td>14,151</td>
<td>13,866,297</td>
<td>-</td>
<td>-</td>
<td>13,880,448</td>
</tr>
<tr>
<td>Intra-Agency Transfers</td>
<td>616,141</td>
<td>616,141</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Agency Income</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Betterment FEMA Reimbursement</td>
<td>956,425</td>
<td>956,425</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highway Betterment</td>
<td>20,791,316</td>
<td>20,791,316</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Agency Income</td>
<td>996,069</td>
<td>4,807,714</td>
<td>14,091</td>
<td>5,817,874</td>
<td></td>
</tr>
<tr>
<td>Total Agency Income</td>
<td>996,069</td>
<td>26,555,455</td>
<td>14,091</td>
<td>-</td>
<td>27,565,615</td>
</tr>
<tr>
<td><strong>Total Restricted Revenue - DOT</strong></td>
<td>8,841,918</td>
<td>243,083,825</td>
<td>3,897,447</td>
<td>15,493,994</td>
<td>271,317,184</td>
</tr>
<tr>
<td><strong>Total Restricted Revenue - Other Agencies</strong></td>
<td>5,461,696</td>
<td>5,461,696</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>10,217,938</td>
<td>533,600,305</td>
<td>121,937,552</td>
<td>15,493,994</td>
<td>681,249,789</td>
</tr>
</tbody>
</table>

Source: Revenue Source Summary of Unrestricted and Restricted Revenues report
Report of Revenue Activity - Highway Fund 015
FY 2012 - 2011 - 2010

| Source: Revenue Source Summary of Unrestricted and Restricted Revenues reports * These revenue amounts represent $35 million in non-recurring revenue in FY 2012. |

<table>
<thead>
<tr>
<th>UNAUDITED - BUDGETARY</th>
<th>FY 2012</th>
<th>FY 2011</th>
<th>FY 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restricted:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue Collected by the Department of Safety (DOS):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gasoline Road Toll</td>
<td>123,669,907</td>
<td>(1,728,269)</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Motor Vehicle Fees</td>
<td>156,295,894</td>
<td>(19,974,567)</td>
<td>-10.0%</td>
</tr>
<tr>
<td>Sale of Vehicles</td>
<td>83,901</td>
<td>6,594</td>
<td>7.9%</td>
</tr>
<tr>
<td>Total Revenue Collected by DOS</td>
<td>226,480,392</td>
<td>(21,696,268)</td>
<td>-9.5%</td>
</tr>
<tr>
<td>Revenue Collected by the Department of Transportation (DOT):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Service - Reimbursements from Turnpikes</td>
<td>3,081,871</td>
<td>(917,586)</td>
<td>-29.8%</td>
</tr>
<tr>
<td>Administrative Overhead Cost - from Turnpikes</td>
<td>2,293,303</td>
<td>461,523</td>
<td>20.1%</td>
</tr>
<tr>
<td>Federal Overhead Billing</td>
<td>14,945,187</td>
<td>983,874</td>
<td>6.9%</td>
</tr>
<tr>
<td>Motor Vehicle Registration Surcharge (1)</td>
<td>1,418,342</td>
<td>(681,658)</td>
<td>-48.1%</td>
</tr>
<tr>
<td>Motor Fuel Sales</td>
<td>22,508,718</td>
<td>(8,170,428)</td>
<td>-465.6%</td>
</tr>
<tr>
<td>Sale of Vehicles</td>
<td>83,901</td>
<td>6,594</td>
<td>7.9%</td>
</tr>
<tr>
<td>Total Revenue Collected by DOT</td>
<td>48,784,409</td>
<td>5,746,533</td>
<td>11.8%</td>
</tr>
<tr>
<td><strong>Total Unrestricted Revenue</strong></td>
<td>285,054,784</td>
<td>(16,327,170)</td>
<td>-5.7%</td>
</tr>
<tr>
<td><strong>Restricted:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Federal Funds</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidated Fed Aid (Construction)</td>
<td>138,851,838</td>
<td>2,778,024</td>
<td>2.0%</td>
</tr>
<tr>
<td>Direct Labor Allocation</td>
<td>6,343,775</td>
<td>6,343,775</td>
<td>100.0%</td>
</tr>
<tr>
<td>Pavement Marking Program</td>
<td>2,756,506</td>
<td>43,494</td>
<td>-1.6%</td>
</tr>
<tr>
<td>Motor Vehicle Fees</td>
<td>123,069,907</td>
<td>(1,728,293)</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Sale of Vehicles</td>
<td>83,901</td>
<td>6,594</td>
<td>7.9%</td>
</tr>
<tr>
<td>Total Restricted Revenue - DOT</td>
<td>170,559,845</td>
<td>(20,246,128)</td>
<td>-11.9%</td>
</tr>
<tr>
<td><strong>Total Restricted Revenue - Other Agencies</strong></td>
<td>5,461,696</td>
<td>3,496,260</td>
<td>64.0%</td>
</tr>
<tr>
<td><strong>Total Restricted Revenue</strong></td>
<td>243,083,521</td>
<td>(23,914,554)</td>
<td>-9.8%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>338,536,305</td>
<td>(23,360,678)</td>
<td>-6.6%</td>
</tr>
</tbody>
</table>

**NOTES:**
(1) Decreased due to Discontinuation of the $30 Motor Vehicle Registration Surcharge enacted for FY 2010 & 2011
(2) Decreased due to reallocation of Federal fund cross-bills to Restricted Revenue (see also Note #11)
(3) Decreased due to Less (and final) Retro Turnpike Toll Credit available to use
(4) Increase in the Garvee Bond payment (reimbursement using Federal Funds)
(5) Consolidated Federal Aid Direct Labor allocated as Source of Funds for Operations
(6) Increased due to the PSU Weather Initiative
(7) This varies from year to year depending on emergency and amount reimbursed
(8) Reduction from prior year as the ARRA program is nearing project completion
(9) Increase in the Garvee Bond payment (reimbursement using Federal Funds)
(10) Reduced due to the closing of construction of Turnpike Toll Credit available to use
(11) Increased due to reallocation of Federal fund cross-bills to Restricted Revenue (see also Note #2)
(12) This varies from year to year depending on emergency and amount reimbursed
(13) Increased due to Discontinuation of the $30 Motor Vehicle Registration Surcharge enacted for FY 2010 & 2011
(14) Increased due to Discontinuation of the $30 Motor Vehicle Registration Surcharge enacted for FY 2010 & 2011
(15) Increased due mostly to the breakout of Direct Labor reimbursement from Bond proceeds
(16) Increased as Dept. of Safety has become a Fund 15 Agency
## Financials

**Unaudited - Budgetary**

<table>
<thead>
<tr>
<th>Class</th>
<th>Description</th>
<th>FY 2013 Budget</th>
<th>FY 2012 Actual</th>
<th>Total All Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>$</td>
<td>%</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td></td>
<td>General 010</td>
<td>Highway 015</td>
<td>Turmpke 017</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FY 2013</td>
<td>FY 2012</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>$</td>
<td></td>
<td>$</td>
</tr>
</tbody>
</table>

### Public Sector Transportation Expenditures

#### Personal Services and Benefits
- **010-015 Personal Services-Permanent Classified**
  - Total: 71,808,363
  - Percent: 705,012
  - General 010: 61,213,652
  - General 015: 7,421,367
  - 010: 69,340,031

#### Transfer Payments - DOT Usage
- **025 State Owned Equipment Usage**
  - Total: 14,215,776
  - Percent: 36,644
  - 025: 11,167,519

#### Transfer Payments - Agency/Municipal
- **049 Transfer to Other State Agencies**
  - Total: 385,147
  - Percent: 201,982
  - 049: 176,719

#### Equipment
- **020 Current Expenses**
  - Total: 28,715,970
  - Percent: 27,827
  - 020: 41,686,322

#### Supplies and Materials
- **020 Supplies and Materials**
  - Total: 28,715,970
  - Percent: 27,827
  - 020: 41,686,322

### Private Sector Transportation Expenditures

#### Contractual Services
- **022 Rents-Leases Other Than State**
  - Total: 11,227,484
  - Percent: 6,564
  - 022: 10,469,199

#### Equipment
- **030 Equipment New/Replacement**
  - Total: 5,733,469
  - Percent: 2,276
  - 030: 5,941,450

#### Capital Projects
- **034 Capital Projects Bonded (HB 25)**
  - Total: 18,114,927

### Land and Property Improvements

#### Debt Service
- **044 Debt Service Other Agencies**
  - Total: 84,757,925
  - Percent: 345,433
  - 044: 39,143,651

### Total Expenditures - DOT
- **Total Expenditures**
  - Total: 553,822,612
  - Percent: 9,182,878
  - 020: 476,727,233

Source: Statement of Appropriations

* Directly Appropriated by receiving Agency
## All Funds Expenditures by Activity
### Discretionary and Non-Discretionary

**FY 2012 Actual**

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>General 010</th>
<th>Highway 015</th>
<th>Turnpike 017</th>
<th>Capital 030</th>
<th>$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Expenses - Discretionary</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>960015 Administration - Executive Office</td>
<td>2,517,823</td>
<td>2,517,823</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>960215 Division of Finance</td>
<td>2,964,105</td>
<td>2,964,105</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>960315 Division of Policy &amp; Admin.</td>
<td>1,877,500</td>
<td>1,877,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>960515 Division of Highway Operations</td>
<td>90,355,039</td>
<td>90,355,039</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>961017 Turnpikes System</td>
<td>33,019,862</td>
<td>33,019,862</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>964010 Aero, Rail and Transit</td>
<td>7,577,563</td>
<td>7,577,563</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Discretionary Operating Expenses</strong></td>
<td>7,577,563</td>
<td>97,911,994</td>
<td>33,019,862</td>
<td></td>
<td>-</td>
<td>138,509,419</td>
</tr>
<tr>
<td><strong>Operating Expenses - Non-Discretionary</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>960015 Administration (Revolving Funds)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3070 - Parts Inventory</td>
<td>1,792,397</td>
<td>1,792,397</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3071 - Motor Fuel inventory</td>
<td>14,766,310</td>
<td>14,766,310</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>960515 Division of Highway Operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Snow &amp; Ice</td>
<td>31,578,358</td>
<td>529,482</td>
<td>31,578,358</td>
<td>197,527</td>
<td>197,527</td>
<td></td>
</tr>
<tr>
<td>961017 7515 - Transponder Inventory Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>965515 Other Highway Programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3018 - Transfer's to Other Agencies</td>
<td>6,154,287</td>
<td>6,154,287</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8081 - General Fund Overhead</td>
<td>2,122,060</td>
<td>2,122,060</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>966010 Benefits - Fund 10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8163 - Worker's Compensation</td>
<td>1,007</td>
<td>1,007</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>966015 Benefits - Fund 15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8167 - Worker's Compensation</td>
<td>339,653</td>
<td>339,653</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8617 - Unemployment Compensation</td>
<td>31,536</td>
<td>31,536</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Other Non-Discretionary Expenses</strong></td>
<td>1,007</td>
<td>65,844,940</td>
<td>1,943,058</td>
<td></td>
<td>-</td>
<td>67,789,005</td>
</tr>
<tr>
<td><strong>Municipal Aid</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>962015 Division of Project Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3012 - Municipal Bridge Program</td>
<td>5,153,521</td>
<td>5,153,521</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3013 - Apportionment A - B (Block Grant)</td>
<td>34,538,280</td>
<td>34,538,280</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3022 - SPR Planning Funds</td>
<td>4,202,860</td>
<td>4,202,860</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Municipal Aid</strong></td>
<td>-</td>
<td>43,894,661</td>
<td>-</td>
<td>-</td>
<td></td>
<td>43,894,661</td>
</tr>
<tr>
<td><strong>Debt Service</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>960010 2934 - Debt Service - Fund 10</td>
<td>345,433</td>
<td>345,433</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>961017 Debt Service - Fund 17</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5994 - I-95 Bridge Purchase Repayment</td>
<td>2,684,271</td>
<td>2,684,271</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7499 - Debt Service</td>
<td>36,459,380</td>
<td>36,459,380</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>963515 8683 - Garvee Bond Debt Service - Fund 15</td>
<td>3,632,925</td>
<td>3,632,925</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>965015 7891 - Debt Service - Fund 15</td>
<td>11,835,439</td>
<td>11,835,439</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Debt Service</strong></td>
<td>345,433</td>
<td>15,468,364</td>
<td>39,143,651</td>
<td></td>
<td>-</td>
<td>54,957,448</td>
</tr>
<tr>
<td><strong>Total Non-Discretionary Operating Expenses</strong></td>
<td>346,440</td>
<td>125,207,965</td>
<td>41,086,709</td>
<td></td>
<td>-</td>
<td>166,641,114</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>7,242,003</td>
<td>223,119,959</td>
<td>74,106,571</td>
<td>18,114,927</td>
<td>333,091,090</td>
<td>52.19%</td>
</tr>
<tr>
<td><strong>Total All Funds</strong></td>
<td>9,182,878</td>
<td>476,727,233</td>
<td>134,216,565</td>
<td>18,114,927</td>
<td>723,368,351</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

### Capital Funds

<table>
<thead>
<tr>
<th>Activity Description</th>
<th>2012 Actual</th>
<th>2012 Actual</th>
<th>2012 Actual</th>
<th>2012 Actual</th>
<th>2012 Actual</th>
<th>2012 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>960010 2991 - Special Railroad Fund</td>
<td>353,419</td>
<td>353,419</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>960015 3075 - Emergency Flood Repairs</td>
<td>1,662,354</td>
<td>1,662,354</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>960030 Capital Projects - Fund 30 Bonded</td>
<td>18,114,927</td>
<td>18,114,927</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>961017 Turnpikes System</td>
<td>7,253,461</td>
<td>7,253,461</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>75XX - Construction Repair Materials</td>
<td>52,856,553</td>
<td>52,856,553</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>962015 Division of Project Development</td>
<td>37,115,822</td>
<td>37,115,822</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3039 - Betterment</td>
<td>29,891,330</td>
<td>29,891,330</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3049 - Non-Par Construction/Reconstruction</td>
<td>12,141</td>
<td>12,141</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>963515 FHWA Grant Anticipation Fund</td>
<td>31,605,519</td>
<td>31,605,519</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1843 - I-93 Construction Project**</td>
<td>145,711,398</td>
<td>145,711,398</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>964010 2021 - FAA Federal Grants - Fund 10</td>
<td>93,492</td>
<td>93,492</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>969910 ARRA Funds - Fund 10</td>
<td>811,964</td>
<td>811,964</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>969915 ARRA Funds - Fund 15</td>
<td>7,608,710</td>
<td>7,608,710</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Capital Funds</strong></td>
<td>253,607,274</td>
<td>253,607,274</td>
<td>60,114,014</td>
<td>18,114,927</td>
<td>333,091,090</td>
<td>52.19%</td>
</tr>
<tr>
<td><strong>Total Expenses - DOT</strong></td>
<td>9,182,878</td>
<td>476,727,233</td>
<td>134,216,565</td>
<td>18,114,927</td>
<td>638,241,623</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

**Appropriations to Safety & Other Agencies**

| Appropriations to Safety & Other Agencies | 79,296,830 | 5,829,898 | - | 85,126,728 |

**Total Expenses**

| Total Expenses | 9,182,878 | 556,024,063 | 140,046,483 | 18,114,927 | 723,368,351 | 100.00% |

* Source: Statement of Appropriations
* *Directly Appropriated by receiving Agency
** I-93 Project Costs funded by Garvee Bond proceeds.*
### Financials

**Source:** Statement of Appropriations

#### Public Sector Transportation Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2013 Budget</th>
<th>% of Total</th>
<th>FY 2012 Actual</th>
<th>% of Total</th>
<th>FY 2011 Actual</th>
<th>% of Total</th>
<th>FY 2010 Actual</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Personal Services and Benefits</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>015-015 Personal Services-Perm. Classi</td>
<td>63,047,091</td>
<td>61,213,652</td>
<td>61,289,397</td>
<td>59,877,339</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>017 FT Employees Special Payments</td>
<td>584,236</td>
<td>512,330</td>
<td>512,330</td>
<td>559,860</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>018 Overtime</td>
<td>6,798,811</td>
<td>5,864,342</td>
<td>7,186,164</td>
<td>6,599,504</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>019 Holiday Pay</td>
<td>114,122</td>
<td>68,703</td>
<td>107,664</td>
<td>108,702</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>047 Own Forces Maint.-Build-Gmds</td>
<td>234,767</td>
<td>126,447</td>
<td>188,232</td>
<td>119,078</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>050 Personal Service-Temp/Appointe</td>
<td>1,777,991</td>
<td>1,916,141</td>
<td>2,462,045</td>
<td>1,894,541</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>052 Masters-FICA</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(1,706)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>059 Temp Full Time</td>
<td>55,000</td>
<td>51,058</td>
<td>46,928</td>
<td>50,764</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>060 Benefits</td>
<td>42,051,678</td>
<td>33,623,856</td>
<td>36,400,486</td>
<td>34,010,421</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>061 Unemployment Compensation</td>
<td>42,750</td>
<td>106,838</td>
<td>67,835</td>
<td>61,660</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>062 Workers Compensation</td>
<td>1,235,000</td>
<td>1,377,940</td>
<td>1,246,007</td>
<td>1,227,651</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>068 Remuneration</td>
<td>4,000</td>
<td>3,636</td>
<td>7,603</td>
<td>98,115</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Personal Services and Benefits DOT</strong></td>
<td>127,907,524</td>
<td>116,680,957</td>
<td>117,814,895</td>
<td>113,913,713</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Private Sector Transportation Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2013 Budget</th>
<th>% of Total</th>
<th>FY 2012 Actual</th>
<th>% of Total</th>
<th>FY 2011 Actual</th>
<th>% of Total</th>
<th>FY 2010 Actual</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contractual Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>022 Rents-Leases Other Than State</td>
<td>10,177,222</td>
<td>10,469,199</td>
<td>13,658,953</td>
<td>11,655,944</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>023 Heat- Electricity - Water</td>
<td>1,397,289</td>
<td>2,008,971</td>
<td>2,485,505</td>
<td>2,169,325</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>024 Maint.Other Than Build.- Grnds</td>
<td>636,231</td>
<td>513,134</td>
<td>442,213</td>
<td>409,816</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>026 Organizational Dues</td>
<td>71,500</td>
<td>170,062</td>
<td>75,639</td>
<td>31,763</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>039 Telecommunications (6)</td>
<td>-</td>
<td>1,456,465</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>046 Consultants (7)</td>
<td>22,832,859</td>
<td>13,150,859</td>
<td>21,599,561</td>
<td>22,080,788</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>048 Contractual Maint.-Build-Gmds</td>
<td>641,828</td>
<td>284,609</td>
<td>215,256</td>
<td>292,004</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>049 Trans To Bld Of Tax &amp; Land Appl</td>
<td>151,279</td>
<td>134,592</td>
<td>149,620</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>050 Trans To Dept Of Justice</td>
<td>850,557</td>
<td>860,756</td>
<td>778,399</td>
<td>767,311</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>051 Trans To DES Dam Bureau</td>
<td>78,499</td>
<td>75,480</td>
<td>131,122</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>058 Audit Fund Set Aside (3)</td>
<td>29,850,000</td>
<td>34,138,280</td>
<td>34,497,125</td>
<td>29,265,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Contractual Services</strong></td>
<td>124,186,671</td>
<td>43,159,668</td>
<td>44,944,891</td>
<td>31,125,962</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Total DOT Public Sector Exp & Transfer

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2013 Budget</th>
<th>% of Total</th>
<th>FY 2012 Actual</th>
<th>% of Total</th>
<th>FY 2011 Actual</th>
<th>% of Total</th>
<th>FY 2010 Actual</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total DOT Public Sector Exp &amp; Transfer</strong></td>
<td>194,024,237</td>
<td>176,216,052</td>
<td>177,930,547</td>
<td>167,137,177</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Private Sector Transportation Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2013 Budget</th>
<th>% of Total</th>
<th>FY 2012 Actual</th>
<th>% of Total</th>
<th>FY 2011 Actual</th>
<th>% of Total</th>
<th>FY 2010 Actual</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supplies and Materials</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>020 Current Expenses</td>
<td>(13)</td>
<td>23,396,264</td>
<td>41,666,322</td>
<td>44,275,664</td>
<td>37,737,813</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Supplies and Materials</strong></td>
<td>23,396,264</td>
<td>5.77%</td>
<td>41,666,322</td>
<td>8.74%</td>
<td>44,275,664</td>
<td>9.21%</td>
<td>37,737,813</td>
<td>7.99%</td>
</tr>
</tbody>
</table>

#### Equipment

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2013 Budget</th>
<th>% of Total</th>
<th>FY 2012 Actual</th>
<th>% of Total</th>
<th>FY 2011 Actual</th>
<th>% of Total</th>
<th>FY 2010 Actual</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>040 Equipment New/Replacement</td>
<td>4,239,126</td>
<td>5,930,144</td>
<td>7,002,802</td>
<td>5,244,392</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>038 Technology - Software</td>
<td>20,000</td>
<td>11,306</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Equipment</strong></td>
<td>4,259,126</td>
<td>5.94%</td>
<td>5,941,450</td>
<td>1.25%</td>
<td>7,002,802</td>
<td>1.46%</td>
<td>5,244,392</td>
<td>1.11%</td>
</tr>
</tbody>
</table>

#### Land and Property Improvements

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2013 Budget</th>
<th>% of Total</th>
<th>FY 2012 Actual</th>
<th>% of Total</th>
<th>FY 2011 Actual</th>
<th>% of Total</th>
<th>FY 2010 Actual</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>040 Construction Repair Materials</td>
<td>110,426,277</td>
<td>201,920,374</td>
<td>195,831,790</td>
<td>203,533,007</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>041 Land - Interest</td>
<td>21,410,000</td>
<td>6,593,888</td>
<td>9,158,444</td>
<td>8,462,545</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Land and Property Improvements</strong></td>
<td>131,836,627</td>
<td>32.51%</td>
<td>208,514,262</td>
<td>43.74%</td>
<td>204,990,234</td>
<td>42.63%</td>
<td>211,995,552</td>
<td>45.18%</td>
</tr>
</tbody>
</table>

#### Debt Service

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2013 Budget</th>
<th>% of Total</th>
<th>FY 2012 Actual</th>
<th>% of Total</th>
<th>FY 2011 Actual</th>
<th>% of Total</th>
<th>FY 2010 Actual</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>044 Debt Service Other Agencies</td>
<td>15,957,925</td>
<td>15,468,363</td>
<td>15,468,363</td>
<td>13,142,714</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Debt Service</strong></td>
<td>15,957,925</td>
<td>3.94%</td>
<td>15,468,363</td>
<td>3.24%</td>
<td>15,468,363</td>
<td>3.24%</td>
<td>15,468,363</td>
<td>3.24%</td>
</tr>
<tr>
<td>Activity Description</td>
<td>FY 2013</td>
<td>% of Total</td>
<td>FY 2012</td>
<td>% of Total</td>
<td>FY 2011</td>
<td>% of Total</td>
<td>FY 2010</td>
<td>% of Total</td>
</tr>
<tr>
<td>----------------------</td>
<td>---------</td>
<td>------------</td>
<td>---------</td>
<td>------------</td>
<td>---------</td>
<td>------------</td>
<td>---------</td>
<td>------------</td>
</tr>
<tr>
<td>Operating Expenses - Discretionary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>960015 Administration (Executive Office)</td>
<td>2,393,318</td>
<td>2,517,823</td>
<td>2,693,419</td>
<td>3,722,727</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>962015 Division of Finance</td>
<td>3,236,062</td>
<td>2,964,105</td>
<td>2,813,929</td>
<td>2,909,204</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>963015 Division of Policy &amp; Admin.</td>
<td>2,032,884</td>
<td>1,877,500</td>
<td>2,200,415</td>
<td>2,178,312</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>966015 Benefits - Fund 15</td>
<td>83,313,717</td>
<td>90,355,039</td>
<td>93,346,926</td>
<td>90,694,828</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3007 - Highway Maintenance (See Below)</td>
<td>43,059,975</td>
<td>47,099,028</td>
<td>48,592,879</td>
<td>52,987,760</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>511,122</td>
<td></td>
<td></td>
<td></td>
<td>595,047</td>
<td>563,427</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Services</td>
<td>3,602,865</td>
<td>2,340,448</td>
<td>3,691,407</td>
<td>3,613,336</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building Maintenance</td>
<td>4,279,575</td>
<td>6,362,330</td>
<td>6,266,927</td>
<td>5,090,261</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment Maintenance</td>
<td>7,433,975</td>
<td>7,093,576</td>
<td>8,339,928</td>
<td>8,383,185</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guardrail</td>
<td>1,195,930</td>
<td>1,761,685</td>
<td>1,655,762</td>
<td>1,482,151</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Litter Pickup</td>
<td>1,811,857</td>
<td>1,346,009</td>
<td>1,388,401</td>
<td>1,382,385</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ditches &amp; Drainage</td>
<td>10,370,912</td>
<td>17,757,084</td>
<td>10,822,302</td>
<td>13,115,707</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Routine Roadway Maint.</td>
<td>12,060,967</td>
<td>6,783,026</td>
<td>12,933,799</td>
<td>15,403,448</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Special Roadway Maint.</td>
<td>2,592,772</td>
<td>3,654,871</td>
<td>3,899,928</td>
<td>3,323,890</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3005 - Mechanical Services</td>
<td>15,783,663</td>
<td>17,103,160</td>
<td>19,638,449</td>
<td>14,740,582</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3008 - Bridge Maintenance</td>
<td>3,784,337</td>
<td>7,094,700</td>
<td>7,227,312</td>
<td>7,155,947</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3009 - Traffic Operations</td>
<td>9,074,095</td>
<td>8,951,345</td>
<td>8,489,313</td>
<td>8,886,760</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Highway Operations: Includes 2073; 3011; 3031; 3048; 3050; 3052; 3055; 3066; 3198; 5032; 5033; 5034 7,411,607</td>
<td>40,311,171</td>
<td>47,099,028</td>
<td>49,592,879</td>
<td>52,987,760</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3011 - Turnpike Bridge Maintenance</td>
<td>667,610</td>
<td>669,871</td>
<td>662,178</td>
<td>607,302</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2073 - Parts Inventory</td>
<td>371,176</td>
<td>386,184</td>
<td>333,059</td>
<td>183,072</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3031 - Reimbursable Maintenance &amp; Repair</td>
<td>600,121</td>
<td>600,062</td>
<td>377,520</td>
<td>609,339</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3048 - Maintenance - Critical Repair</td>
<td>409,996</td>
<td>409,998</td>
<td>315,218</td>
<td>186,609</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3050 - Turnpike Sign Maintenance</td>
<td>258,981</td>
<td>257,781</td>
<td>198,971</td>
<td>228,604</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3052 - Transportation Management Center</td>
<td>1,598,701</td>
<td>1,568,399</td>
<td>1,468,935</td>
<td>1,229,716</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3055 - Innate Maintenance Crew</td>
<td>48,448</td>
<td>48,447</td>
<td>58,839</td>
<td>9,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3096 - Salted Wells</td>
<td>273,968</td>
<td>274,892</td>
<td>220,245</td>
<td>421,949</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3198 - Fuel Distribution</td>
<td>1,308,487</td>
<td>1,312,123</td>
<td>664,339</td>
<td>713,828</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3022 - Emergency Flood Repairs</td>
<td>1,061,681</td>
<td>1,024,934</td>
<td>1,613,203</td>
<td>168,288</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3003 - Workers Compensation</td>
<td>1,200,000</td>
<td>1,294,407</td>
<td>1,246,935</td>
<td>1,227,651</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3097 - Property &amp; Casualty</td>
<td>2,592,772</td>
<td>3,654,871</td>
<td>3,899,928</td>
<td>3,323,890</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3054 - Consolidated Federal Aid</td>
<td>132,188,992</td>
<td>145,711,398</td>
<td>141,567,642</td>
<td>132,165,193</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3039 - Betterment</td>
<td>22,499,625</td>
<td>29,891,330</td>
<td>22,366,409</td>
<td>21,304,611</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8081 - General Fund Overhead</td>
<td>2,982,903</td>
<td>2,122,060</td>
<td>2,775,810</td>
<td>2,030,386</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3005 - Administration (Revolving Funds)*</td>
<td>1,597,801</td>
<td>1,568,399</td>
<td>1,468,935</td>
<td>1,229,716</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3011 - Turnpike Bridge Maintenance</td>
<td>1,061,681</td>
<td>1,024,934</td>
<td>1,613,203</td>
<td>168,288</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3036, 3037, 3045, 3060</td>
<td>40,311,711</td>
<td>47,099,028</td>
<td>49,592,879</td>
<td>52,987,760</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3021, 3025, 3028, 3032, 3033, 3034, 3035, 3036, 3037, 3045, 3060</td>
<td>119,229,208</td>
<td>225,207,965</td>
<td>226,266,27</td>
<td>156,275,207</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Non-Discretionary Operating Expenses</td>
<td>91,247,082</td>
<td>22.50%</td>
<td>97,911,994</td>
<td>20.54%</td>
<td>101,315,776</td>
<td>21.07%</td>
<td>99,748,919</td>
<td>21.12%</td>
</tr>
</tbody>
</table>
Financials

FY 2012 - Activity Charts

All Funds Revenue - $726 (millions)

All Funds Expenditures - $723 (millions)
Highway Funds Revenue - $565 (millions)

Highway Funds Expenditures - $556 (millions)
This new section provides the NHDOT’s Strategic Direction for the coming year. The state’s infrastructure is aging without sufficient funding to maintain it, resulting in reduced life and reduced ability to handle increased demand. It is important that every public dollar be invested to attain the most cost-effective system that meets growing demands. The NHDOT is committed to meeting that challenge by effective and efficient prioritization of efforts and capital on the most important activities. Towards that end, the NHDOT will be implementing a strategic approach to manage the transportation infrastructure, known as Transportation Asset Management. This approach uses business and engineering practices to operate, maintain, upgrade and expand the transportation system in the most cost effective manner.

This year NHDOT’s strategic direction will focus on:
(1) Preserving the existing infrastructure (roads and bridges); (2) Maintaining Mobility; (3) Improving Safety; and (4) Strengthening the Economy.

**Preserve the Existing Infrastructure**

Keeping New Hampshire’s bridges and pavement in good condition is the most cost effective way to extend the life of the highway system. The NHDOT will achieve this by:

- Applying pavement preservation treatments
- Addressing critical needs first
- Sealing decks, painting steel, and bridge joints
- Repairing cracks and potholes, and resurfacing
- Replacing or repairing drainage systems

**Pavements**

**Challenge**

- 37% of pavement is in poor condition; to get it to “good” is estimated to cost $615 million
- A preservation strategy on pavement costs 50% less than a reconstruction strategy

**2013 Strategy**

- Complete all preservation and rehabilitation projects on time and within budget
- Continue assessing funding needs of Interstates, State Secondary and unnumbered state roads
- Slow the decline of the pavements on unnumbered state secondary
- Continue to maintain the Interstates and National Highway System in good condition

**2013 Investment**

The NHDOT will advertise pavement preservation projects that will preserve approximately 320 miles of pavement in 2013, at an estimated cost of $75 Million. (Maintaining at current conditions would require 500 miles of pavement preservation per year)

**Bridges**

**Challenge**

- Cost to rehabilitate or replace all 140 Red List Bridges is estimated to cost $680 million
- A large portion of the bridge inventory is reaching the end of its design life
- Current preservation activities aid in extending the life of a bridge at nominal cost. Putting off maintenance and trying to address the worst bridges first results in an increased rate of bridge deterioration, reduced bridge life expectancy, and requires major bridge rehabilitation or replacement at much higher costs. Because the number of aging bridges is increasing, the NHDOT is evaluating methods to extend the lives of bridges while reducing future bridge costs by keeping them in good condition.

**2013 Strategy**

- Increase bridge preservation efforts to reduce the rate of deterioration
- Use better methods and materials to extend the life expectancy on all new bridges
- Include bridge preservation/rehabilitation work with roadway work to attain a better economy of scale and reduce the cost of bridge work

**2013 Investment**

The NHDOT will be advertising approximately $62 million of bridge and roadway approach work which will result in 10 bridges being removed from the “Red List”.

---

41
Improve Safety

In 2011 there were 30,000 motor vehicle crashes on New Hampshire roadways resulting in 13,100 people injured and 90 fatalities. The NHDOT’s vision is zero fatalities, and the Department has set a goal of reducing fatal and severe injury crashes by 50% by the year 2030.

2012 Progress

- While up 17% in 2012, highway fatalities have averaged a decrease of 4% a year over five years

2013 Strategic Investment

- $2,250,000 for intersection safety improvements in locations with significant crash histories
- $880,000 to establish approximately 2.5 miles of new median barrier on divided highways in areas of narrow medians to prevent median cross over head-on crashes
- $2,000,000 for safety upgrades to approximately 9 miles of guardrail in poor condition
- $277,000 for 100 miles of rumble strips to alert drivers and reduce lane departure crashes
- $450,000 for safety improvements to horizontal curves to reduce runoff the road crashes
- $1,200,000 in upgrading and adding warning signs on highways to reduce run off the road crashes
- $250,000 for education and outreach to the public to raise the awareness about road safety

Innovative Approach

NHDOT was the first state to implement an open road toll system in New England. This innovative system has significantly reduced delays at the Hampton Toll Plaza.

Optimizing Existing Systems

The NHDOT has been making strides to improve mobility at signalized intersections. Low cost adjustments to the signal timings or improvements to the signal equipment results in more efficient movement of traffic.

2013 Strategic Investment

- Completion of I-93 Hooksett Open Road Tolling (Completion Oct. 2013, Cost $22.5 Million)
- Optimization of approximately 65 signalized intersections to improve operation ($300,000)
- Continued construction of the I-93 corridor from Salem to Manchester
- Continued construction on the Newington-Dover Spaulding Turnpike project

Maintain Mobility

Traffic delay diminishes the quality of life for all who live and drive in New Hampshire. NHDOT works to optimize traffic mobility through a number of measures, which include: (1) adding capacity; (2) optimizing existing systems; and (3) innovative approaches

Adding Capacity

Recent instrumentation placed on I-93 between Salem and Manchester showed traveler delay for this 20-mile corridor averages about 35,000 vehicle hours each month in each direction. The additional lanes will significantly reduce delay along this segment of I-93.

Innovative Approach

NHDOT was the first state to implement an open road toll system in New England. This innovative system has significantly reduced delays at the Hampton Toll Plaza.

Optimizing Existing Systems

The NHDOT has been making strides to improve mobility at signalized intersections. Low cost adjustments to the signal timings or improvements to the signal equipment results in more efficient movement of traffic.

2013 Strategic Investment

- Completion of I-93 Hooksett Open Road Tolling (Completion Oct. 2013, Cost $22.5 Million)
- Optimization of approximately 65 signalized intersections to improve operation ($300,000)
- Continued construction of the I-93 corridor from Salem to Manchester
- Continued construction on the Newington-Dover Spaulding Turnpike project

Strengthen the Economy

Economic Impact of Transportation

- In FY 2012, $442 million of NHDOT’s budget (60% of the NHDOT’s total budget) was spent in the private sector. An estimated 4,580 jobs were created or saved.
- Approximately $32 million a year is spent on snow and ice removal in New Hampshire. Studies have shown that if a state was to “shut down” due to a snow & ice event, economic impacts could be between $64 million (UT), $700 million (NY) and $265 million (MA) daily.

2013 Strategy

- Deliver projects on time and under budget
- Invest in innovative materials and methods to provide long lasting system and economic benefits
- Maintain the highway system that provides the greatest efficiency and benefit to the state
- Collaborate with our safety stakeholders.
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.