IN THIS ISSUE:
Parting thoughts from Chris Clement ......................... Page 1
Capitol Corridor passenger rail study ....................... Page 5
Results of latest NHDOT employee survey ................. Pages 7-8
I-93 project milestone in Windham-Salem ................. Page 10
Chris Clement – Some Parting Thoughts from the NHDOT’s 12th Commissioner

Editor’s note: After three years as New Hampshire’s top transportation official, Chris Clement has taken a position with the University of New Hampshire. In a final interview with the Associated Press, he emphasized the immediate critical need to fund the NHDOT’s maintenance and operational needs.

The NHDOT’s funding problem:
“We’re not addressing natural events as quickly as we did before because we don’t have as many people or equipment. From a capital perspective, (drivers) are absolutely seeing and feeling more potholes. We continue to reduce staff every budget cycle. Failing to fix the (funding) problem now can lead to higher costs later. We have had a series of one time fixes over the last decade. We are facing operational budget shortfalls in the next biennium that are very problematic. If it’s not fixed, it’s going to drastically alter the mission of this department and the traveling public. Now is the time to do it once and for all.”

What are you most proud of?
“I believe we have made great strides in building trust and credibility among policy makers and the public. That has contributed to a small increase in the state gas tax to fix some roads and bridges, and will also enable us to finish the I-93 project. We have also been able to secure Federal TIGER grants to help with the replacement of two critical bridges connecting New Hampshire and Maine.”

On the importance of transportation:
“Without infrastructure, nothing else moves. We need to invest in New Hampshire’s transportation system. Deferred maintenance is a big price tag over time. When you say ‘No’ it only costs you more down the road. One third of New Hampshire’s roads are in poor condition. Motorists are seeing and feeling more potholes. It costs $330 a year for a motorist driving on poor roads.”

Biggest surprise as Commissioner versus your previous experience in the private sector?
“Everything is all about the budget here. There is very little looking at what this agency is doing every day, with its successes and high return on investments.”

On his three years as NHDOT Commissioner:
“This is the most rewarding work I’ve done in my career. The New Hampshire Department of Transportation is the most professional organization I have ever worked for. The employees are highly motivated with a “can do” spirit. Our people work hard for their pay. I have so much respect for the workers in this department.”
Memorial Bridge Project Recognition Continues

A year and a half after the new Memorial Bridge opened to traffic in Portsmouth, the awards just keep on coming for the innovative lift bridge replacement project. The latest award presented in November from the NH Section of the American Society of Civil Engineers was for “Outstanding Civil Engineering Achievement.” Here’s the latest list of honors, which has now reached double figures:

1. 2013 Readers Choice Award for #1 Local News Story – Awarded by: Seacoast Media Group
2. 2013 Top 10 Bridges in U.S. – Awarded by: Roads & Bridges Magazine
   • Recognized for the overall project challenges, the impact to the region and overall scope of the work.
3. 2013 Gold Award for Highway / Infrastructure – Awarded by: Design-Build Institute of America, New England Chapter
   • The project was recognized as an outstanding design-build project completed within the New England region.
4. 2014 U.S. DOT Project Spotlight
   • Recognized for outstanding public outreach and public involvement efforts.
5. 2014 Engineering Award for Excellence – Awarded by: American Council of Engineering Companies – New Hampshire Chapter
   • Recognized for demonstrating exceptional achievements in engineering, in the following two categories: Public Outreach & Structural Systems
6. 2014 Honorable Mention – Awarded by: Plan NH
   • Recognized for outstanding public outreach
7. 2014 National Recognition Award/Engineering Award for Excellence – Awarded by: American Council of Engineering Companies – National Chapter
   • Recognized for demonstrating exceptional achievement in engineering, in the category of: Structural Systems
8. 2014 Project of the Year – Awarded by: New Hampshire Planners Association
   • Recognized for outstanding public outreach
9. 2014 American’s Transportation Award
   Awarded by: AASHTO, U.S. Chamber of Commerce and AAA
   • Recognized for overall positive impact to Quality of Life & Community Development
10. 2014 Outstanding Civil Engineering Achievement – Awarded by: NH Section of the American Society of Civil Engineers
    • Recognized for “superior engineering skills”
Three years after work began on a new Memorial Bridge, construction work is underway just up the Piscataqua River on a new Sarah Long Bridge.

The $158.5 million construction project will replace a “Red List” steel bridge built during World War II with a precast concrete bridge connecting Portsmouth, New Hampshire and Kittery, Maine.

The lift span will be raised for ships and lowered for rail. It will have a 56-foot clearance, thereby reducing the need for lifts by 68% and minimizing traffic impacts. The navigational opening will also be wider, allowing for wider and safer ship passage.

At a construction launch ceremony held on January 5th, New Hampshire Governor Maggie Hassan said the cooperation between New Hampshire and Maine on the project “underscores how critical the Sarah Long Bridge is to the economies of both states.” The bridge is a joint venture of the New Hampshire and Maine Departments of Transportation, with both states sharing ownership.

The new 2,800 foot long bridge will have 11 fewer piers than the existing bridge and four concrete lift towers, the first bridge in the U.S. with this design.

The new Sarah Long Bridge is scheduled to be completed in September 2017.

### Southbound Little Bay Bridge in Dover-Newington:
- Cost: $50.3 million (including $13.8 million in roadwork)
- Length: 1,639 ft
- Width: 75 ft
- Spans: 9
- Lanes: 4

### NH Route 10 Bridge in Winchester-Swanzey:
- Cost: $3.98 million
- Length: 225 ft
- Width: 35 ft
- Spans: 3
- Lanes: 2

### Four New Hampshire Communities Get Two New Bridges

A tale of two bridges. Two new bridges linking a total of four communities opened to traffic in November on opposite sides of the state. They are a study in contrasts. One is part of a major expansion of the Spaulding Turnpike over Little Bay. The other replaces a 78-year old “Red List” bridge over the Ashuelot River in the Monadnock Region. Both enhance the highway system in New Hampshire.
District 4 highway maintenance crews replaced two failing 36-inch metal pipes under Breed Road at Silver Lake in Harrisville with a plastic arch this past fall. The arch is lighter than a concrete box culvert, does not require a crane for installation, and materials cost less. Its open bottom is to allow for fish passage. District 4 Assistant Engineer Kevin Belanger believes this is the first time this product has been used under a state road. The arch is actually in Silver Lake. The main lake is on one side of the road, and a small “pond” (still part of the lake) and the dam for the lake are on the other side of the road. “The lake was lowered more than normal for winter so we could install a temporary sandbag dam and dewater in order to replace the pipes,” Kevin Belanger says. “Because (the pipes) were submerged most of the year and only partially open during the winter months it was hard for our crews to inspect their condition. Earlier this year a sink hole developed and it was evident that the pipes were failing.”

New Pedestrian Safety Signals Installed in Epping and Meredith

Safety Improvement for Crosswalks

New traffic control signals in New Hampshire aimed at improving pedestrian safety on busy roadways are being triggered by walkers in Epping (NH 125) and Meredith (NH 25).

Pedestrian Hybrid Beacons (PHBs) are either on roadsides or on mast arms over marked crosswalks. They have two round red lenses side-by-side above a single yellow lens.

Once activated, the PHB flashes yellow, alerting motorists that the light is about to change. The light then goes to a solid yellow, much like a standard traffic signal, to alert motorists that they should stop. According to the Federal Highway Administration, a pedestrian hybrid beacon, also known as a HAWK (High-Intensity Activated Crosswalk) beacon, provides the following safety benefits:

- Up to a 69 percent reduction in pedestrian crashes; and
- Up to a 29 percent reduction in total roadway crashes.

The average cost of the PHB system is between $75,000 and $100,000.
A two-year study has laid out the options for the possible extension of passenger rail service along a 73-mile route between Boston and Concord, New Hampshire known as the “Capitol Corridor.” The options focused on the commuter and intercity rail alternatives at seven potential stations between Nashua and Concord. They range from a no build/no cost approach to extending passenger rail service to Concord at a capital cost of $256 million.

The study finds that expanding Boston commuter rail from Lowell, Massachusetts, to Manchester would cost $246 million in capital costs, attract about 668,000 riders a year and lead to 5,600 new jobs by 2030. Extending MBTA service only from Lowell to Nashua ($120 million) would attract 670 weekday commuters, while a third option reaching Concord and using Amtrak instead would serve 946 weekday commuters.

An annual operating cost that still would need to be funded breaks down to $10 per estimated rider per one-way trip under the Manchester option, $22 for the Nashua alternative and $61 for the Concord option, according to the study.

No one alternative is recommended in the study. “That is for policy makers to decide,” said Patrick Herlihy, Director of Aeronautics, Rail and Transit for the NHDOT.

The federally-funded $3.7 million study was conducted by a team led by URS Corp. of Salem, NH and San Francisco.

“If we’re going to move a rail project forward, we need to get about 50 percent of the capital costs from Washington,” Project Manager Ken Kinney told the Union Leader. “Is there a decent likelihood that we would be able to do that? So far, the conclusion is this is not a slam dunk, but we feel that we can be in the ball game. We need a well-developed project to be in that ball game.”

A University of New Hampshire survey in February 2014 found 68 percent of New Hampshire residents favored the extension of passenger rail service.
Photography Project Focuses on New Hampshire Aviation

With the idea of generating interest in aviation, the NHDOT’s Aeronautics Bureau partnered with the Aviation Museum of New Hampshire and the New Hampshire Institute of Art (NHIA) to create an aviation photography project. The challenge to NHIA students – take unusual and interesting photos at a New Hampshire Airport.

“We’re trying to get more people interested in aviation,” Rita Hunt, an aviation planner with the NHDOT, told the Hippo newspaper. She helped curate the show with NHIA photography faculty chairperson Gary Samson.

Patrick Herlihy (right), Director of Aeronautics, Rail and Transit at the NHDOT, looks on as students from the New Hampshire Institute of Art introduce their photography exhibit “A Focus on New Hampshire Aviation” at the Aviation Museum of New Hampshire on December 5th.

“A lot of people think ‘interested’ means you fly, but we have a lot of people who do airport engineering, airport planning, managing operations, airport maintenance,” Hunt said. “I think kids are drawn to aviation, and we wanted to present that there are other ways to get into the field without necessarily having to fly.”

“Aviation is changing drastically with technology, space exploration. … Getting people involved and interested in the future of aviation is really important. We need people to fill those positions in the workforce,” Hunt said.

The results of the student photo project were unveiled on December 5th in an exhibition at the Aviation Museum of New Hampshire entitled, “A Focus on New Hampshire Aviation.” Other planned stops for the traveling exhibition include the New Hampshire State Library, Daniel Webster College, and Manchester-Boston Regional Airport.

Students Compete in 2014 Popsicle Stick Bridge Competition

Once again the popsicle sticks took a licking in the annual bridge building contest for New Hampshire High School Students. The event is part of the TRAC (Transportation and Civil Engineering) Program that seeks to inspire students to consider careers in transportation. This year’s NHDOT-sponsored event, which tests skills and strength in bridge building, featured 45 bridges from seven high schools, plus three bridges from NHTI students and two DOT bridge entries. First place was won by Bishop Brady students, who set a new record for the competition that dates back to 2003. Concord High finished second, followed by Winnisquam in third place. It took about two hours to break all the bridges.

Competitors from Milford High prepares for the inevitable – the failure of their popsicle stick bridge – as they continue to add weight to test the strength of their entry.

Hunt says the future of flight is dependent on getting young people involved.
Feedback Shows Connection to Agency and Its Mission

“We are a more cohesive organization than we were, and employees are more aligned with the Department’s mission.”

That’s one of the conclusions that can be derived from the latest New Hampshire Department of Transportation employee survey, according to NHDOT training manager Jen Graf (Human Resources), who has overseen the latest survey and compiled the results.

For the fourth time since 2008, employees were asked for their opinions regarding their jobs, and just short of 50% took advantage of the opportunity to respond.

“Overall the positive responses are moving up in general,” Jen Graf says. “That’s what you really want to happen in any organization.”

Over five years and four surveys, some of the biggest areas of improvement within the NHDOT were “effective communication” and “safety”. One area with a drop in the overall survey score was employee “training” as a priority.

NHDOT Employee Survey
Summary Results

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall “GPA”</td>
<td>3.7</td>
<td>3.8</td>
<td>3.8</td>
<td>3.8</td>
<td>4%</td>
<td>-1%</td>
<td>2%</td>
<td>4%</td>
</tr>
<tr>
<td>Organization, Training &amp; Development “GPA”</td>
<td>3.4</td>
<td>3.6</td>
<td>3.5</td>
<td>3.6</td>
<td>4%</td>
<td>-2%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Individual Job Satisfaction “GPA”</td>
<td>3.7</td>
<td>3.8</td>
<td>3.7</td>
<td>3.8</td>
<td>5%</td>
<td>-3%</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Coworkers/Teamwork “GPA”</td>
<td>3.5</td>
<td>3.6</td>
<td>3.6</td>
<td>3.7</td>
<td>2%</td>
<td>NC</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Employee Management Relations “GPA”</td>
<td>3.7</td>
<td>3.9</td>
<td>3.9</td>
<td>3.9</td>
<td>4%</td>
<td>-1%</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>Safety “GPA”</td>
<td>4.0</td>
<td>4.2</td>
<td>4.2</td>
<td>4.2</td>
<td>5%</td>
<td>NC</td>
<td>1%</td>
<td>6%</td>
</tr>
<tr>
<td>Mission Alignment Index</td>
<td>81%</td>
<td>83%</td>
<td>83%</td>
<td>84%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4a I have a clear understanding of the mission of NHDOT. 3.9 4.1 4.1 4.1 4% NC 2% 5%
4b NHDOT supports us, the employees, in our mission. 3.4 3.6 3.6 3.7 6% -1% 3% 9%
4c Overall, NHDOT is interested in the welfare of its employees. 3.2 3.7 3.6 3.7 14% -2% 3% 15%
4d What I do contributes to the mission of NHDOT. 4.1 4.2 4.2 4.2 2% NC 1% 3%
4e Working at NHDOT encourages me to be the best employee I can be. 3.5 3.7 3.6 3.7 6% -3% 2% 5%
4f There is effective communication at all levels within NHDOT. 2.4 2.6 2.6 2.7 11% -2% 5% 14%
4g I have received sufficient training to do my job well. 3.8 3.7 3.7 3.7 -1% -1% 1% -1%
4h Ongoing training is a priority with NHDOT. 3.7 3.6 3.4 3.6 -4% -5% 5% -5%
### NHDOT Employee Survey Summary Results

<table>
<thead>
<tr>
<th>4i</th>
<th>The training and development opportunities that I receive help me be considered for future opportunities within NHDOT.</th>
<th>3.4</th>
<th>3.4</th>
<th>3.2</th>
<th>3.4</th>
<th>NC</th>
<th>-3%</th>
<th>4%</th>
<th>NC</th>
</tr>
</thead>
<tbody>
<tr>
<td>4j</td>
<td>There is a fair process for promotions at NHDOT.</td>
<td>2.9</td>
<td>3.1</td>
<td>3.0</td>
<td>3.2</td>
<td>7%</td>
<td>-2%</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>6a</td>
<td>I have enough resources (people, equipment, tools, etc.) to do my job well.</td>
<td>3.0</td>
<td>3.4</td>
<td>3.3</td>
<td>3.3</td>
<td>11%</td>
<td>-3%</td>
<td>2%</td>
<td>10%</td>
</tr>
<tr>
<td>6b</td>
<td>I am involved in making decisions that affect my job.</td>
<td>3.3</td>
<td>3.6</td>
<td>3.5</td>
<td>3.6</td>
<td>7%</td>
<td>-2%</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>6c</td>
<td>I enjoy the work I do.</td>
<td>4.2</td>
<td>4.3</td>
<td>4.3</td>
<td>4.2</td>
<td>1%</td>
<td>NC</td>
<td>NC</td>
<td>1%</td>
</tr>
<tr>
<td>6d</td>
<td>I take pride in my work.</td>
<td>4.6</td>
<td>4.6</td>
<td>4.6</td>
<td>4.6</td>
<td>1%</td>
<td>-1%</td>
<td>NC</td>
<td>NC</td>
</tr>
<tr>
<td>6e</td>
<td>I would recommend working at NHDOT.</td>
<td>3.7</td>
<td>4.0</td>
<td>3.7</td>
<td>3.9</td>
<td>8%</td>
<td>-7%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>6f</td>
<td>I am appreciated for the work that I do.</td>
<td>3.4</td>
<td>3.6</td>
<td>3.5</td>
<td>3.6</td>
<td>6%</td>
<td>-2%</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>6g</td>
<td>I have made or want to make NHDOT my career.</td>
<td>4.1</td>
<td>4.1</td>
<td>4.0</td>
<td>4.1</td>
<td>1%</td>
<td>-2%</td>
<td>2%</td>
<td>NC</td>
</tr>
<tr>
<td>6h</td>
<td>Compared to two years ago, my personal morale is higher now.</td>
<td>3.0</td>
<td>3.2</td>
<td>2.9</td>
<td>3.2</td>
<td>7%</td>
<td>-10%</td>
<td>9%</td>
<td>5%</td>
</tr>
<tr>
<td>8a</td>
<td>My work unit works well together.</td>
<td>3.9</td>
<td>3.9</td>
<td>3.9</td>
<td>3.9</td>
<td>NC</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>8b</td>
<td>The direct supervisor of our work unit provides good leadership.</td>
<td>3.6</td>
<td>3.8</td>
<td>3.7</td>
<td>3.8</td>
<td>5%</td>
<td>-2%</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>8c</td>
<td>Overall, I think employees recommend solutions rather than make criticisms.</td>
<td>3.4</td>
<td>3.4</td>
<td>3.5</td>
<td>3.5</td>
<td>1%</td>
<td>3%</td>
<td>NC</td>
<td>4%</td>
</tr>
<tr>
<td>8d</td>
<td>Within my work unit, I believe that policies are administered consistently.</td>
<td>3.5</td>
<td>3.6</td>
<td>3.6</td>
<td>3.7</td>
<td>4%</td>
<td>NC</td>
<td>1%</td>
<td>6%</td>
</tr>
<tr>
<td>8e</td>
<td>The members of my work unit treat each other respectfully.</td>
<td>3.8</td>
<td>3.8</td>
<td>3.8</td>
<td>3.9</td>
<td>NC</td>
<td>1%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>8f</td>
<td>I get the information that I need to work effectively with other work units.</td>
<td>3.4</td>
<td>3.6</td>
<td>3.6</td>
<td>3.6</td>
<td>6%</td>
<td>-1%</td>
<td>1%</td>
<td>6%</td>
</tr>
<tr>
<td>8g</td>
<td>I trust my coworkers.</td>
<td>3.7</td>
<td>3.7</td>
<td>3.7</td>
<td>3.8</td>
<td>-1%</td>
<td>1%</td>
<td>2%</td>
<td>1%</td>
</tr>
<tr>
<td>8h</td>
<td>There is a strong work ethic within my work unit.</td>
<td>3.7</td>
<td>3.7</td>
<td>3.8</td>
<td>3.8</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>8i</td>
<td>Morale within my work unit is high.</td>
<td>3.1</td>
<td>3.3</td>
<td>3.2</td>
<td>3.3</td>
<td>5%</td>
<td>-4%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>8j</td>
<td>The direct supervisor of our work unit shows appreciation for work well done.</td>
<td>3.7</td>
<td>3.9</td>
<td>3.8</td>
<td>3.8</td>
<td>5%</td>
<td>-1%</td>
<td>NC</td>
<td>4%</td>
</tr>
<tr>
<td>8k</td>
<td>Communication within my work unit is effective.</td>
<td>3.4</td>
<td>3.5</td>
<td>3.6</td>
<td>3.6</td>
<td>3%</td>
<td>1%</td>
<td>NC</td>
<td>4%</td>
</tr>
<tr>
<td>10a</td>
<td>Within my work unit, my direct supervisor listens to employees.</td>
<td>3.7</td>
<td>3.9</td>
<td>3.9</td>
<td>3.9</td>
<td>5%</td>
<td>-1%</td>
<td>NC</td>
<td>4%</td>
</tr>
<tr>
<td>10b</td>
<td>Within my work unit, my direct supervisor responds appropriately to employees.</td>
<td>3.6</td>
<td>3.8</td>
<td>3.8</td>
<td>3.8</td>
<td>5%</td>
<td>NC</td>
<td>1%</td>
<td>6%</td>
</tr>
<tr>
<td>10c</td>
<td>My supervisor understands my job function.</td>
<td>4.1</td>
<td>4.1</td>
<td>4.1</td>
<td>4.1</td>
<td>2%</td>
<td>-1%</td>
<td>NC</td>
<td>1%</td>
</tr>
<tr>
<td>10d</td>
<td>The expectations of my job are clear to me.</td>
<td>4.1</td>
<td>4.2</td>
<td>4.1</td>
<td>4.1</td>
<td>1%</td>
<td>-2%</td>
<td>NC</td>
<td>-1%</td>
</tr>
<tr>
<td>10e</td>
<td>My supervisor acknowledges when I do a good job.</td>
<td>3.8</td>
<td>3.9</td>
<td>3.9</td>
<td>3.9</td>
<td>4%</td>
<td>-1%</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>10f</td>
<td>I am encouraged to present my ideas at work.</td>
<td>3.6</td>
<td>3.8</td>
<td>3.8</td>
<td>3.8</td>
<td>6%</td>
<td>-1%</td>
<td>1%</td>
<td>5%</td>
</tr>
<tr>
<td>10g</td>
<td>I receive constructive feedback from my supervisor.</td>
<td>3.6</td>
<td>3.8</td>
<td>3.7</td>
<td>3.8</td>
<td>4%</td>
<td>-1%</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>10h</td>
<td>I have confidence in the judgment of my direct supervisor.</td>
<td>3.8</td>
<td>3.9</td>
<td>3.8</td>
<td>3.9</td>
<td>3%</td>
<td>-2%</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>10i</td>
<td>My supervisor treats me with respect.</td>
<td>3.9</td>
<td>4.1</td>
<td>4.0</td>
<td>4.1</td>
<td>3%</td>
<td>-1%</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>10j</td>
<td>When I have a problem/concern I can go to my direct supervisor.</td>
<td>3.9</td>
<td>4.1</td>
<td>4.0</td>
<td>4.0</td>
<td>4%</td>
<td>-1%</td>
<td>NC</td>
<td>3%</td>
</tr>
<tr>
<td>10k</td>
<td>When appropriate, I am informed by my supervisor about changes that affect my work before the changes happen.</td>
<td>3.5</td>
<td>3.7</td>
<td>3.7</td>
<td>3.7</td>
<td>7%</td>
<td>-2%</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td>11a</td>
<td>Safety is a priority at NHDOT.</td>
<td>4.1</td>
<td>4.3</td>
<td>4.2</td>
<td>4.3</td>
<td>3%</td>
<td>NC</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>11b</td>
<td>I have seen continuous improvement in safety.</td>
<td>3.5</td>
<td>3.9</td>
<td>3.9</td>
<td>4.0</td>
<td>13%</td>
<td>NC</td>
<td>1%</td>
<td>14%</td>
</tr>
<tr>
<td>11c</td>
<td>I do my work safely at NHDOT.</td>
<td>4.4</td>
<td>4.4</td>
<td>4.5</td>
<td>4.5</td>
<td>NC</td>
<td>1%</td>
<td>NC</td>
<td>1%</td>
</tr>
<tr>
<td>11d</td>
<td>I look out for the safety of my co-workers.</td>
<td>4.5</td>
<td>4.5</td>
<td>4.6</td>
<td>4.5</td>
<td>1%</td>
<td>1%</td>
<td>-1%</td>
<td>NC</td>
</tr>
<tr>
<td>11e</td>
<td>Established safety procedures are followed by Supervisors and Managers.</td>
<td>3.9</td>
<td>4.1</td>
<td>4.1</td>
<td>4.2</td>
<td>6%</td>
<td>NC</td>
<td>1%</td>
<td>7%</td>
</tr>
<tr>
<td>11f</td>
<td>When I bring up a safety issue it's taken seriously.</td>
<td>3.6</td>
<td>3.9</td>
<td>4.0</td>
<td>4.1</td>
<td>9%</td>
<td>2%</td>
<td>1%</td>
<td>12%</td>
</tr>
</tbody>
</table>
Those who travel a busy section of I-93 in Windham and Salem noticed the difference immediately.

For the first time, they were driving on three lanes southbound on Interstate 93 southbound between Exit 3 in Windham and the state line in Salem.

“I haven’t seen overnight traffic relief like that since they fixed the 5 corner intersection at Rte. 28/Shadow Lake Rd/Range Rd/Lake St. a couple of years ago,” Salem resident Joe Friedman wrote to I-93 project manager Pete Starnas.

Upon completion of striping operations at the Exit 2 interchange, the southbound portion of Interstate 93 was opened to three lanes for the afternoon commute on November 4. The first full day for three lanes southbound was on November 5.

Two weeks later, northbound traffic on Interstate 93 near Exit 3 in Windham was switched from the existing northbound alignment to a modified final alignment, and the new northbound off-ramp at Exit 3 was opened to traffic. A third lane in the northbound direction will be opened next summer.

“The new I-93 lanes and the work that was done make the roadway beautiful and fun to drive,” Friedman added. “I appreciate the work that the NH DOT and their contractors are doing on this highway.”

Traffic flowing freely on three lanes southbound of I-93 at Exit 3 in Windham.
What is your background that got you into a band?

“I have been playing drums since 1983. I play for the fun of it. It is a hobby that pays pretty good sometimes. I am pretty much a free-lance drummer and do a lot of session work and stand in work for many bands across the North Country and in Vermont and Maine. Stovepipe Mountain has been around for three years.”

What kind of music do you play, and where do you perform?

“Stovepipe Mountain plays Americana music mostly. A good mixture of folk, blues, country and rock. We are a dance band. We play mostly in the North Country of New Hampshire/Vermont and along the Connecticut River, both sides, in different towns. We play a lot of festivals and outdoor parties in the spring/summer/fall months.”

How did employees of the New Hampshire and Vermont Departments of Transportation end up in the same band?

“In the music world, bands sometimes just happen. You need a person to fill in for a gig and you hit it off and you form a band. The two VDOT guys are Keith Friedland, harmonica (back row first on left, Bridge Engineer) and Sammy Burke, stand-up bass (back row 2nd from right, Paint Crew Supervisor). We chat about our jobs/work environments all the time. Especially if a big storm is coming, I always ask them if I need to contact someone to get some trucks over there to help them out.”

How did the band get its name?

“We were huddled around a wood stove on a mountain on a cold day in Vermont. The cabin we practice in is off the grid so we have to warm it up to play. We generate electricity through solar panels at the cabin. So Stovepipe Mountain came into existence.”

What’s the most unusual venue you have performed in?

“Last February we played outside on a ski mountain for a benefit. It was a little cold.”

www.stovepipemountainband.com
David Moulton (Highway Patrol Foreman at District 3’s Thornton Patrol Shed (#325) retired at the end of October with over 36 years of dedicated service to the NHDOT. His knowledge and “know-how” will be greatly missed.

John Robinson (Rail and Transit) is the new state coordinator for New Hampshire Operation Lifesaver. John worked for 23 years in track and structures construction for a metropolitan New York commuter rail system before returning to New Hampshire. He is a rail safety inspector/investigator with the NHDOT. Operation Lifesaver works in all 50 states to prevent collisions, injuries and fatalities on and around railroad tracks and highway-rail grade crossings.

Gov. Maggie Hassan congratulated Bill Caswell (Highway Design) for his 30 years of service to NHDOT. Bill worked in the Preliminary Design section of Highway Design until taking his current position supporting the Department’s CAD/D software in 1989.

Bob Davis (Highway Design) was recently recognized for 40 years of State service by Governor Maggie Hassan. Over his four decade NHDOT career, Bob has been a Final Design Team Leader for 29 years.

Jerry Zoller, P.E. has reached the 40 year milestone of state service, all within the Bridge Design Bureau. Jerry began designing bridges for the NHDOT in 1975. For many years he has specialized in steel fabrication and bridge painting, including plan review, specification writing, project development, and shop and site visits. Jerry also helped develop crash-tested bridge rail. He cites the Portsmouth Memorial Bridge and Salem Flyover Bridge as favorite projects he has worked on.

Jim Marshall is the new Administrator of the Highway Design Bureau. In his nearly two decades with the NHDOT, Jim has been a project manager and Chief of Final Design. He also worked for several years as a consultant for a private engineering firm.

Raymond B. Ellis, District 6 Construction Foreman, marked 30 years of State service on September 30th.

Greg Dow (District 6) has marked 35 years of State service with the NHDOT. Greg is the Patrol Foreman at the #608 Patrol Section in Epping.

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## Service Awards (1st Quarter)

### 10 Years:
- **Marshall T. Bennett** - District 5, Crew 25
- **Richard C. Bergquist** - District 1, Crew 9
- **Mark W. Brady** - Mechanical Div-Enfield
- **Joseph J. Briere** - District 1, Crew 8
- **Marc A. Cotnoir** - District 3, Crew 9
- **Mark E. Hutchinson** - Tpk-Hampton Maintenance
- **Michael J. Kenison** - District 1, Crew 4
- **Michael S. Kimball** - District 3, Crew 21
- **Glen R. Levesque** - District 5, Crew 12
- **Christopher W. Plancon** - District 3, Crew 9
- **Gary R. Robbins** - District 5, Crew 7

### 15 Years:
- **Jon A. Bushway** - District 1, Crew 16
- **Gayle M. Case** - Tpk-Hampton Ramp Toll
- **Marshall T. Courser** - Bridge Design
- **Ricky L. Eldridge Jr.** - District 3, Crew 1
- **Steven M. Jeffries** - Tpk-Rochester Toll
- **Anthony C. Rocca** - District 5, Crew 10
- **Daniel B. Rondeau** - District 2, Crew 52
- **Gregory B. White** - Bridge Maint-Allenstown

### 20 Years:
- **Frances E. Buczynski** - Commissioners Office
- **Karl G. Leighton** - District 3, Crew 13
- **Kevin C. Magoon** - District 6, Crew 1
- **Lynn A. Paquette** - Bridge Design

### 25 Years:
- **Bradford C. Allan** - District 3, Crew 1
- **Patricia A. Bailey** - Fuel Distribution
- **Lisa A. Chamberlain** - Planning & System Dev

### 30 Years:
- **Ronald P. Bourassa** - District 1, Crew 3
- **Duane M. Call** - Construction
- **Douglas S. Curtis** - Traffic Signal Crews
- **Douglas M. Deporter** - District 6, DO 20
- **Marlena J. Eaton** - Tpk-Hampton Main Toll

### 35 Years:
- **Scott A. Cloutier Sr** - Highway Design

### 40 Years:
- **Jerry S. Zoller** - Bridge Design

### Retires:
- **Tony Albert** - Highway Patrol Foreman, District 2, Crew 3
- **Anthony Bokousky Jr** - Toll Attendant I, Tpk-Merrimack Indust Toll
- **Brian Chase** - Highway Patrol Foreman, District 3, Crew 2
- **Robert Colby** - Highway Maintainer II, District 1, Crew 7
- **Stephen Dunn Sr** - Highway Patrol Foreman, District 4, Crew 15
- **Debra Dutra** - Toll Attendant II, Tpk-Rochester Toll
- **Raymond Harris** - Highway Maintainer II, District 2, Crew 11
- **Peter LaBranche** - Highway Maintainer II, District 6, Crew 8
- **David Moulton** - Highway Patrol Foreman, District 3, Crew 25
- **Joseph Patusky** - Civil Engineer IV, Bridge Design
- **Mose Sanville Jr** - Highway Maintainer II, District 2, Crew 24
- **Brian Tanguay** - Highway Patrol Foreman, Dist. 5, Crew 12
- **David Townley** - Toll Attendant I, Tpk-Merrimack Indust Toll
- **Robert Vorce** - Highway Maintainer II, Distr. 4, Crew 7
- **Gary White** - Highway Patrol Foreman, District 2, Crew 4
New Hires:

Corey Adams - Highway Maintainer I, District 6, Crew 5
Roger Appleton - Civil Engineer IV, Hwy Maintenance
Joshua Beaudoin - Highway Maintainer I, Dist. 5, Crew 27
Dillon Bellefeuille - Highway Maintainer I, Dist. 4, Crew 5
Adam Blanchette - Highway Maintainer II, Dist. 4, Crew 8
Miiko Bradley - Business Systems Analyst I, Finance and Contracts
Daniel Cajka - Toll Attendant II, Tpk-Hampton Ramp Toll
Derik Crowell - Highway Maintainer I, District 1, Crew 8
Donald Doherty - Civil Engineer I, Planning & System Dev
Logan Donovan - Highway Maintainer I, Dist. 2, Crew 10
Evan Driscoll - Highway Maintainer II, District 1, Crew 7
Robert Drown III - Highway Maintainer I, Dist. 5, Crew 26
Walter Durack - Welder Mechanic I, Mechanical Div-Concord
Seth Fogg - Highway Maintainer I, District 1, Crew 7
David Fostier - Highway Maintainer II, TPK-Merrimack Maintenance
Bradford Laclair - Highway Maintainer I, Dist. 5, Crew 26
Gregory Mayo - Highway Maintainer I, District 2, Crew 14
Camron Merrill - Bridge Maintainer I, Bridge Maintenance - Portsmouth
John Moser Jr - Highway Maintainer II, Tpk-Hampton Maintenance
Julie Owen - Clerk IV, Right Of Way
Lee Parmenter - Heavy Equipment Mechanic, Mechanical Div-Tw Mtn
David Sauvageau - Maintenance Mechanic III, Fuel Distribution
Casey Shingleton - Civil Eng II, Planning & System Dev
Jeffrey Skiff - Highway Maintainer II, District 5, Crew 11
Jeffrey Smith - Highway Maintainer II, District 6, Crew 4
Michael Stearns - Highway Maintainer I, Dist. 2, Crew 24
Eric Tower - Highway Maintainer I, District 4, Crew 12
David Whitcher - Highway Maintainer II, Dist. 2, Crew 11

Promotions:

Joseph Abell - Highway Maintainer II, Tpk-Dover Maintenance
Gerard Bedard - Civil Engineer IV, Highway Design
Jacob Belanger - Highway Maintainer II, District 5, Crew 14
Kyle Bowser - Highway Maintainer II, Tpk-Hampton Maintenance
Daniel Cajka - Toll Attendant II, Tpk-Hampton Ramp Toll
Kevin Carlson - Telecommunications Tech II, Traffic TMC
Matthew Clark - Highway Maintainer III, District 4, Crew 12
Eric Costello - Highway Patrol Foreman, District 5, Crew 12
Marguerite Darcy - Tran Mgmt Comm Spec II, Traffic TMC
Glenn Davison - Civil Engineer VI, Planning & System Dev
Scott Derrington - Highway Patrol Foreman, Dist 2, Crew 4
John Faulkner - Highway Patrol Foreman, District 5, Crew 10
Frederick Fielder Jr - Highway Patrol Foreman, Dist 2, Crew 7
Robert Fratus Jr - Highway Maintainer I, District 2, Crew 11
Leon Gadwah III - Asst Hwy Patrol Foreman, Dist 5, Crew 25
Ryan Girardin - Highway Maintainer III, District 5, Crew 28
Mario Giroux - Civil Engineer II, Construction
Pasquale Giunta - Hwy Maintainer II, Traffic Dist Sign Crews
Tyler Howe - Highway Maintainer III, District 4, Crew 8
Thomas Hughes - Right Of Way Appraiser III, Right Of Way
Scott Jolicoeur - Highway Maintainer II, Tpk-Hooksett Maintenance
Tyler Jones - Highway Maintainer II, District 3, Crew 25
Matthew Jordan - Asst Hwy Patrol Foreman, Dist 2, Crew 24
Matthew Kemp - Highway Maintainer II, District 6, Crew 4
Kirk Levesque - Highway Maintainer III, District 5, Crew 25
Jeffrey Loring - Civil Engineer III, Construction
Deborah Louzier - Administrative Secretary, Dist 2, Crew 20
Carol Macuch - Program Specialist IV, Planning & System Dev
James Marshall - Civil Engineer VII, Highway Design
Christopher Milligan - Asst Hwy Patrol Foreman, Dist1, Crew 8
Christopher Parece - Highway Maintainer II, Tpk-Hampton Maintenance
Carol Pittman - Right Of Way Appraiser II, Right Of Way
John Robinson - Asst Hwy Patrol Foreman, Dist 5, Crew 12
Michael Robinson - Highway Maintainer III, District 2, Crew 6
Marguerite Seymour - Accountant II, Finance And Contracts
Susan Steenson - Accountant III, Finance And Contracts
Lonnie Wescott - Highway Maintainer III, District 2, Crew 24
I am sure you've got more than your fair share of angry people about the paving of Rte 152 in Lee and Newmarket, and 108. Just wanted to say it came out fabulous! And the longest I sat waiting during the paving was four minutes. Well worth the time for the newly great road! Great work!

Doug Poulin

December 2, 2014

I'd like to send thanks to the man at the Hooksett tolls on rt 93. I travel frequently through the tolls both in my vehicle and friends and family of which all who served in the armed forces and have veteran plates. Without fail Pete thanks us for our service rain or shine every day. It's little things like his gesture that make me proud to be an American and to have served in the armed forces. As well I'd like to give hats off applause to a gentleman working at the same toll in Hooksett though I don't know his name he has a big white beard like Santa clause. His jovial attitude lightens my day.

John Austin

My wife and I are expecting our first child in a month so the events that unfolded this morning were extra terrifying as she started out on her morning commute. While traveling southbound on the Spaulding Turnpike from our home in Milton she suddenly hit a spot of black ice and spun out, hitting the guard rails on either side of the road. She was able to get her car off to the side of the road but was uncertain as to what to do or who to call first. Before anyone else came to her aid, a New Hampshire Department of Transportation employee pulled up behind her and checked on her safety and well-being. This man did not know that she is eight months pregnant so stopping for a car on the side of the road speaks to the character of the DOT employee and the level of public service that runs throughout our great state. My wife did not get the man's name so I am just thanking him through the entire agency. I am glad that all is well with her health and our baby's, but the first step towards this started with your fine employee stopping to check on my wife. Thank You.

Eric Salmonsen
Milton, NH

December 16, 2014

I just wanted to take a moment to acknowledge one of the Toll Booth Attendants that I often encounter at the Bedford Tolls. She is the most pleasant, friendly person who always is so nice and polite. I don't know her name, but she is an older woman with short grey hair and the most sincere smile I have ever seen. She makes my day. She is the epitome of customer service -- efficient, effective, warm, friendly, etc. She exudes kindness. Please let her supervisor know that she is doing a great job and is a wonderful representative of the NH DOT.

Pamela Skilton
Manchester to Nashua commuter
First Annual State Employee Appreciation Day

A fully equipped plow truck with a “tow plow” and a Safety Patrol truck from the Turnpikes Bureau, as well as the Pavement Management Van from Materials and Research drew a lot of public interest at the “State Employee Appreciation Day” on the Statehouse plaza in Concord on October 1. The event highlighted many important services provided by New Hampshire state workers. “It was so rewarding to see everyone come together in pride and enthusiasm to inform the general public and each other about the fantastic work public employees do each and every day,” said organizer Beth D’Ovidio of the state employees union SEA/SEIU Local 1984. The NHDOT “ambassadors” for the event were: (left to right) Scott Blaisdell, Tom Oxford, Wade Footer, Art Johnson, and Joe McGuire.

NHDOT Employees Brainstorm at “Efficiency Town Hall”

There’s always room for improvement. That was the idea behind the “NHDOT Efficiency Town Hall” that took place in Concord in early October. About 100 NH Department of Transportation employees, chosen mostly at random, gathered to share ideas and brainstorm on what can be done to make the Department better.

The session was similar to previous NHDOT “Budget Town Meetings” dating back to 2008, which produced ideas that have led to improved processes and millions in savings. Participating employees represented virtually all Bureaus within the agency. All had an equal opportunity to express themselves with both concerns and suggestions.

Ten breakout groups spent a good portion of the morning putting forward proposals and prioritizing what ideas might be most important and reasonably possible. Their reports to the reassembled group were varied with some common themes, such as improving internal and external communications, much-needed technology upgrades, and workforce development and retention.

Whether it was installing solar panels on DOT facilities, improving electronic file sharing, or closing bridges to allow for quicker replacements, there were no shortage of ideas. These ideas are being further reviewed and prioritized. Ideas that are eventually implemented will help make the NHDOT even more efficient.

Cover photo - An aerial view of the new Spaulding Turnpike bridge over Little Bay shortly before it opened to traffic in November. Photo by: Bill Caswell