

ON THE MOVE

New Hampshire Department of Transportation Newsletter



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Winter 2025





Strengthening Communication: Insights and Actions from NHDOT Town Halls

Effective communication is essential to the success of any organization, and we can all agree that it plays a crucial role in our work at NHDOT. While we utilize many forms of communication—including staff meetings, email, one-on-one visits, SharePoint, and more—Commissioner Cass wanted to ensure that in 2024, the Commissioners and Directors met with every Bureau and District across the Department in Town Hall settings. The goal was not only to share important updates from the Commissioner but also to take the time to listen to your questions, suggestions, and concerns.

The key message we wanted to convey is that, as a leadership team, we recognize the challenges we face. To address these challenges, the Commissioner's team remains focused on three main priorities:

1. **Recruitment and retention** – Strengthening our workforce by attracting and keeping talented employees.
2. **Empowering employees** – Providing the support, resources, and trust needed for staff to succeed.
3. **Improving morale** – Fostering a positive, motivated work environment where employees feel valued.

Commissioner Cass also wanted every hardworking individual at NHDOT to know that while challenges exist and some work may be delayed, we are still accomplishing a great deal. Some notable achievements include:

- The successful **SOC transition**
- Delivering the **Federal, State, and Turnpike Programs** for highways, bridges, airports, transit, and rail
- Maintaining **financial accountability** through clean audits
- Executing critical operations such as **storm response, winter maintenance, and roadway striping**

Listening and Taking Action

We truly appreciated hearing from so many of you during the Town Hall meetings! These discussions were engaging and insightful, and we addressed many important questions. Commissioner Cass made it a priority to take away at least one suggestion from each meeting that could lead to meaningful improvements. We recorded your feedback and continue working through the list to provide responses and implement positive changes where possible.

Several key areas of concern emerged, and we want to highlight some of the actions being taken:

- **Building Security:** This was a common concern, and NHDOT has been working closely with the Department of Administrative Services (DAS) to implement improvements. Most recently, DAS received a grant and contract approval through the Governor and Council, which will help address these security issues.
- **Employee Recognition:** Many employees expressed a desire for a way to acknowledge the accomplishments of their peers. This feedback led to the launch of NHDOT's first Awards and Recognition Program, and we are about to celebrate our first round of award winners!
- **Ongoing Communication:** Employees wanted more ways to stay connected with leadership. In response, we have introduced a new feedback platform where you can submit questions or suggestions 24/7—anonymously, if you choose. Please take advantage of this opportunity to bring attention to issues that matter to you. Additionally, Commissioners and Directors remain available to meet—whether one-on-one, in Bureau meetings, or section meetings—because we believe that incorporating your ideas makes us stronger and more effective.

Thank you for being part of this open, two-way communication process—and for all that you do to keep New Hampshire moving forward!

Transforming Transportation on the Seacoast:

A New Era for Portsmouth and Dover Bus Terminals

New Hampshire Department of Transportation (NHDOT) has signed a 30-year lease agreement with C&J Bus Lines to manage, operate, and maintain the Portsmouth and Dover Bus Terminals and Park & Ride facilities. This Public-Private Partnership (P3) is the result of over eight years of planning to enhance public transit in the region.

A Needed Upgrade

Built in 2000 and 2007, the Portsmouth and Dover facilities serve thousands of commuters daily. Over time, maintaining these public transportation hubs became costly, and parking demand often exceeded capacity. The NHDOT sought a solution that would reduce taxpayer burden while ensuring these vital facilities remained efficient and available for their intended shared ride purposes.



A Collaborative Effort

In 2016, the P3 Infrastructure Oversight Commission explored public-private partnerships to address these challenges. A proposal to lease the facilities gained approval, but progress stalled in 2020 due to the COVID-19 pandemic. As transit services recovered, the project was relaunched, and by 2023, C&J Bus Lines was selected as the ideal partner.



Benefits of the Agreement

Under the lease, C&J Bus Lines will pay a fixed monthly rent and implement a paid parking system. A portion of the parking revenue will support public transit across New Hampshire, with C&J's portion funding terminal operations and improvements. Travelers will see enhanced security, increased parking availability, and improved facilities.

With C&J handling day-to-day management, the NHDOT can focus on statewide transportation initiatives. Since the lease took effect in December 2024, improvements have already begun, making traveling smoother and more convenient for residents and visitors alike.

This partnership marks a new chapter in public transportation for the Seacoast and the State.



NHDOT's Name-A-Plow Contest:

A Community Engagement Success Story

What started as a simple idea—sparked by a conversation with the New Mexico Department of Transportation at an AASHTO conference and a suggestion at a District 4 Town Hall—quickly turned into something much bigger. This fun, creative initiative brought communities together, celebrated our hardworking snowfighters, and added a little personality to New Hampshire's winter operations.

The goal was simple: connect with the public in a fun way while highlighting the dedication of the NHDOT winter operations team. By naming seven plows this season, we hoped to inspire engagement, educate people about the vital work that keeps roads safe, and share updates on our plows in action—whether preparing for storms, clearing roads, or spreading some winter cheer.



A Snowstorm of Creativity

We turned to our social media followers, asking for their most creative, New Hampshire-inspired, winter-themed plow names. The response was incredible—975 name submissions poured in, filled with humor, local pride, and clever wordplay. Narrowing it down to 15 finalists was no easy task, and when it came time to vote, the excitement only grew. More than 3,000 votes were cast, and the winning names did not disappoint!

Meet the Winning Plows

Here are the seven plows that will be rolling through the Granite State this winter:

- 6 SNOW 3
- TOMIE DEPLOYA (a tribute to beloved children's author Tomie dePaola)
- LIVE FREE AND PLOW
- BIG LEPLOWSKI
- CTRL-SALT-DELETE
- FRITZ PLOWERBEE
- ADAM SANDER



The contest caught statewide attention, landing on WMUR, the Union Leader, and other media outlets. It did exactly what we hoped—brought the community together, sparked enthusiasm, and shined a spotlight on the hardworking crews that keep our roads clear all winter long.

A Team Effort & a New Tradition

This project was a huge success, and it wouldn't have been possible without an incredible team effort. Special thanks to **Zach Parenteau and Steve Greene from District 4** and **Meg Keach from Traffic** for their creativity and dedication in bringing this idea to life.

This is just the beginning! After seeing the excitement and engagement from our community, we can't wait to make Name-A-Plow an annual tradition. We'll continue to find new ways to connect with the people of New Hampshire and celebrate the crucial role our snowfighters play in keeping the state moving.

So, keep your eyes peeled for these newly named plows on the roads—and get ready for another round of creativity next winter!



PLOW DRIVER'S POEM

Unknown author

When the snow flies and the roads turn white
We all know it is the plow driver's fight

We can get the call at any hour
Drive for days on caffeinated power

Amber lights flashing, plow blades scraping
Drivable roads are what we are making

Burning diesel and spreading salt
Plowing in the driveways; it's not our fault

Whiteout conditions and black ice
We are out here all night just to be nice

Please, people, stay at home until we are done
Then take the kiddies out for sledding fun

For now we are napping after the long fight
Until we are called again when the roads turn white.

Celebrating Excellence:

Honoring Our Team's Achievements



At NHDOT, we take great pride in recognizing the exceptional achievements of our dedicated professionals. Their unwavering commitment to excellence in transportation and service continues to shape the infrastructure and safety of New Hampshire's roads. We are honored to highlight the outstanding contributions of our team members, showcasing their innovation, dedication, and passion for service.

From groundbreaking project designs to outstanding customer service and critical safety improvements, these awards reflect the hard work and dedication that drive our mission forward. By acknowledging these accomplishments, we bolster morale, celebrate success, and encourage a culture of safety and innovation throughout our department.

Why an Awards & Recognition Program?

Our Awards & Recognition Program serves as a vital initiative to:

- Bolster Morale – Inspire and motivate employees by acknowledging their hard work.
- Recognize Performance & Celebrate Success – Highlight achievements that advance NHDOT's mission.
- Encourage Safe Work – Promote and reinforce safe workplace practices.

We are excited to announce our first round of award winners in three categories: Innovation, Customer Service, and Safety.

Innovation / Cost Savings / Efficiency Award

Recognizing a project, process, or material improvement that enhances efficiency, resulting in cost, labor, or time savings for the department.

Innovation Award Winners:

Jeffery Harpring (AMPS), Roger Appleton (District 6), and Lucas Miller (District 6)

This team played a pivotal role in creating the online Permit Portal for submitting all NHDOT permits. Their collaboration with NHDOT staff and Salesforce software developers resulted in a more streamlined, user-friendly system that enhances efficiency. Their efforts were recognized through nominations from Brian Schutt, Nick Alexander, and a combined nomination from Nick Alexander and Alan Hanscom. Their work exemplifies innovation and cost-effective problem-solving at its best.



Jeffery Harpring



Roger Appleton



Lucas Miller

Customer Service / DOT Spirit Award

This award honors individuals who embody professionalism, positivity, and a commitment to making NHDOT a great place to work.

DOT Spirit Award Winner:

Dennis Healy

Dennis's dedication to his colleagues and the workplace goes beyond his regular duties. His efforts in decorating the plaza for the holidays, improving landscaping, and providing food trays for employees working on holidays reflect his kindness and commitment to fostering a welcoming and enjoyable work environment. His contributions, nominated by Joann McNeal, demonstrate the true spirit of NHDOT.



Dennis Healy's dedication to outstanding landscaping.

Safety Award

This award recognizes outstanding contributions to the NHDOT safety program, highlighting specific positive safety impacts.

Safety Award Winner:

Devon Reynolds

Devon has made significant contributions to the safety of NHDOT personnel by playing a crucial role in researching and specifying new safety helmets and implementing changes to fall protection equipment and training for Bridge Maintenance and Bridge Design personnel. His work ensures a safer environment for our teams, and his efforts were recognized through a nomination by Levi Byers.

Join Us in Recognizing Excellence

We extend our heartfelt congratulations to our first round of winners! Their dedication and hard work continue to make a meaningful impact on our department and the communities we serve.

If you know a colleague who deserves recognition, we encourage you to visit our SharePoint page: AWARDS & RECOGNITION to submit a nomination. Let's take a moment to acknowledge and celebrate the individuals who go above and beyond to make NHDOT an exceptional organization.



Devon Reynolds

Together, we drive excellence forward!

ALTON BAY ICE RUNWAY 2025

The Ice Runway is Back!



The Alton Bay Seaplane Base and Ice Runway is having an amazing season! This unique airport is built from scratch every

winter once the ice reaches 12 inches thick. Unfortunately, the past two winters (2022-2023 and 2023-2024) weren't cold enough to create a safe runway. But this year, the ice finally reached the right thickness, and the runway opened on Friday, January 24, 2025, at 9:00 a.m. Pilots were already flying above Alton, waiting for the moment they could land. The next day, Saturday, January 25, 2025, was the busiest day in the airport's history, with 164 aircraft landing. Each pilot received a special landing certificate and an "ice chip" to mark the occasion. The Alton Bay Ice Runway even saw more activity than New Hampshire's busiest commercial airports—by almost 250%!

Pilots traveled from all over, including San Antonio, Texas, and nearby towns like Moultonborough, New Hampshire, just to experience landing on the only plowed ice runway in the continental United States registered with the Federal Aviation Administration. The runway also brought a boost to local businesses, with restaurants and gift shops staying busy from morning until dusk. Residents came out to watch the planes and take in the excitement of this rare winter event.

We never know how long the ice runway will last each season—that depends on Mother Nature—but all aircraft must be off the ice by March 15. This airport wouldn't be possible without the hard work and dedication of the NHDOT Bureau of Aeronautics staff, both full-time and seasonal, along with our amazing supporters. Thank you to everyone who helped make this runway a reality and brought joy to pilots and visitors alike!





PDSA:

The Core Discipline of Lean

In her first Executive Order, Governor Ayotte mentioned the importance of “identifying opportunities to reduce spending and increase efficiency in government.” Lean is a way to help make this happen. The core discipline of Lean is a process known as Plan, Do, Study, Adjust (PDSA). Going through these four phases can help organizations address challenges and improve processes.

There are dozens of tools within Lean that are used to improve the efficiency of processes. Some identify the root causes of problems, some help to make problems visible, and so on. What’s common to all Lean tools however is that they follow the PDSA approach. PDSA is nothing more than the scientific method applied to problem solving. With PDSA, we make a bet about what will happen after a change. For example, if I change the route I take to work, I can save ten minutes. Then we make the change and see if our bet paid off. If it didn’t, at least we learned something new.

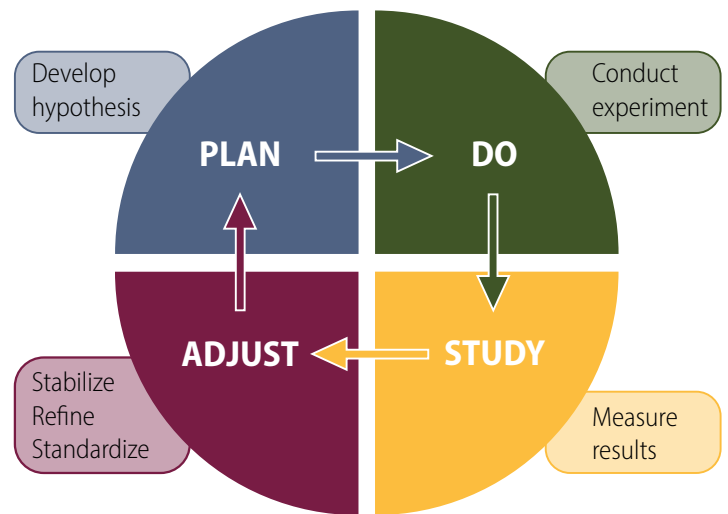
So, how does it work?

The four major steps are broken down into smaller tasks. *The Plan phase* is the most important part of the PDSA cycle.

The key steps of this phase include:

- 1) clearly defining the problem,
- 2) identifying what’s currently happening,
- 3) conducting a root cause analysis, and
- 4) brainstorming multiple options.

Rushing through or skipping the Plan phase leads to problems. Band-aid solutions, putting out fires, or worse, creating problems in another part of the organization, can result.



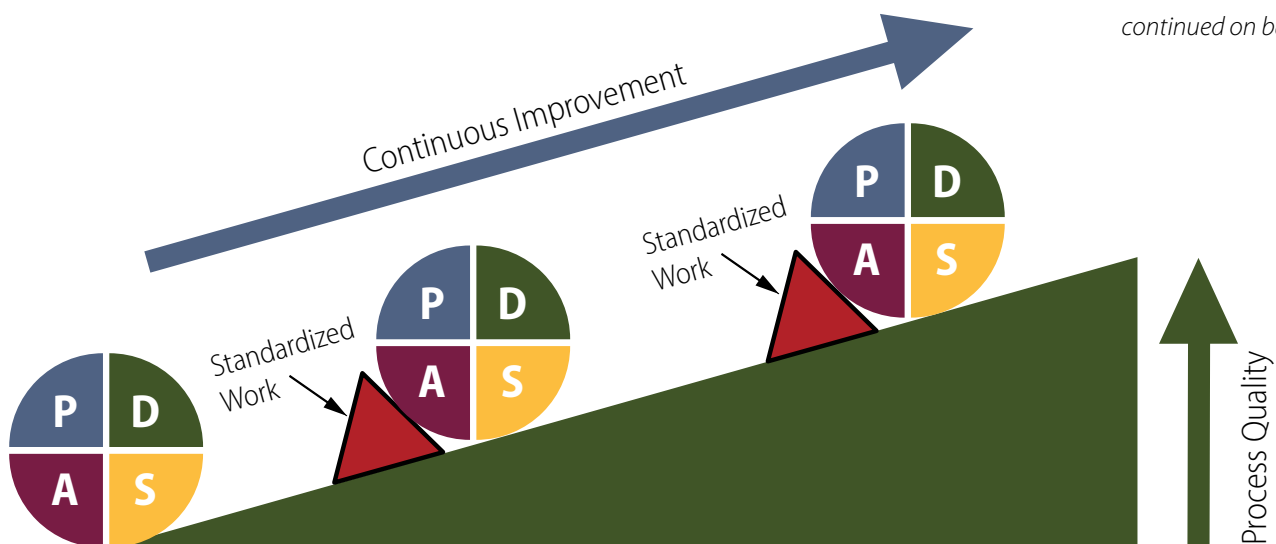
The core discipline of Lean is a process known as Plan, Do, Study, Adjust (PDSA). Going through these four phases can help organizations address challenges and improve processes.

In the *Do phase*, we test our bet. Ideally, we want to test just one thing at a time. This helps us better understand the cause-and-effect relationships within the problem and leads to a deeper understanding of the work process.

The *Study phase* is where we look at the results of our experiment. Did it prove or disprove our hypothesis? If our hypothesis was correct, we move on to the Adjust phase.

If we were wrong about our bet, then we document what we learned and return to the Plan phase. Although this may seem like a setback, it is actually a good thing because something new was learned and now we better understand

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NHDOT People

Justin **Webb**

Business Systems Analyst



With three kids in sports year-round, Justin has plenty to keep him busy. After a long career in the military, Justin was hoping to find a place where he could enjoy the same sense of purpose while being able to maintain a more even work/life balance.

"I loved the camaraderie and sense that you are working toward a higher purpose. I thought working for the state and, DOT specifically, would give me a similar feeling, which it certainly did."

At the DOT, he has particularly enjoyed the fact that he finally has had the time and energy to not just show up but actively participate in his kids' extracurriculars, allowing him to give back to the community alongside that time with the kids – last year, he was able to coach soccer, basketball, and baseball in the same year.

Family time at home, of course, also includes the cats, ducks, and chickens, and he uses his woodworking and tinkering skills to work on home improvement projects in his spare time. When he's up for an adventure, it's off to the coast to seek out lighthouses; his goal is to eventually see all the nautical navigational beacons that New England has to offer.

While Justin is a Business Systems Analyst for the Front Office, one of the things he finds most fulfilling about his work is the fact that he gets to spend most of his time collaborating with the various Bureaus to support Department-wide initiatives. He appreciates learning about the endlessly diverse roles within the DOT and how they fit together, and expanding his own knowledge through each person's years of experience.

He has also found the opportunities for professional development to be extremely valuable. Justin had started his Lean certification in the military, progressing some in the manufacturing industry, but it wasn't until he joined the DOT that he finally had the chance to pursue training in earnest. Last year he went through the process from white belt to black belt, and that has allowed him to work on his favorite DOT project to date – analyzing the driveway permitting process.

Justin also sees the benefits of the Lean training in other parts of his life, and considers many of these experiences to be just as much about his own self-improvement as they are his work. He also finds it rewarding that he is given the ability to take ownership of his own work and help make decisions that impact the Department while never lacking the support of the team when it's needed.

If you have met Justin, you won't be surprised to hear that his positive outlook and sense of humor are well-represented by two of his favorite shows, Ted Lasso and Shrinking.

"I really enjoy working with the different sections and pulling from the many years of experience each team member has. I always appreciate the opportunity to see what other members of the DOT team do and to meet new people."



SAFETY CORNER

Safer Speeds and the Safe System Approach



Traffic Speed on Highways

Highway traffic speed can be a hot topic. As engineers and highway managers, we know speed is important in designing, building, and maintaining highways. Speeds over our limits can lead to disasters. But many drivers see speed limits as annoying.

Even in my family, I get teased for driving at the speed limit or slower. Granted, in my family, that's just one thing I get teased for.

It's important to understand speed limits, speeding, and what we can do to promote safer speeds.

Understanding Speed Limits

Speed limits are set by elected officials. Each state defines speed limits based on context in their laws. In New Hampshire, before January 2025, these were:

- 30 mph in business and urban residential areas
- 35 mph in rural residential areas
- 65 mph on interstates and other main highways (70 mph for I-93 north of Concord)
- 55 mph in other places



The state traffic engineer can declare "state speed zones" that differ from these values, but these should be exceptions, based on an "engineering and traffic investigation".

New Speed Limits

Many highways in New Hampshire don't fit the definitions for the lower speed limits but are not safe for 55 mph. In 2024, the NHDOT suggested a new statutory 45 mph speed limit for "unimproved rural highways," which took effect on January 1, 2025. This helps set safe and reasonable speed limits based on context, consistent with the lawmakers' intentions.

Remember, the posted speed limit is the maximum speed. It is always unlawful to drive faster than any posted speed limit.

Designing Highways

Speed limits affect highway design. Designers usually set a "design speed" that's 5-10 mph higher than the limit. The design speed determines the minimum criteria for things like curves, sight distance, passing zones, and barriers. But if we design only to minimum standards, drivers can often speed comfortably.

Many highway agencies now use a "target speed" strategy. This is the ideal speed for drivers based on the road's context. Roads designed for a target speed make drivers feel uncomfortable going faster, creating self-enforcing roads.

Safer Speed

"Safer speed" is one of five elements of the Safe System Approach. However, it is affected by several other elements:

- "Safer people" who choose to drive slower
- "Safer vehicles" that limit top speeds or warn drivers
- "Safer roads" that encourage following speed limits and consider the needs of all users

Achieving Safer Speeds

To make highways safer, we need a multi-pronged approach. It starts with drivers understanding the value of driving at a reasonable and safe speed for the conditions. Drivers control their choices, but they can also influence others as passengers, parents, family members, or friends.

Celebrating 60+ Years of Construction School!

For over 60 years, the Bureau of Construction has come together from all across the state during the off-peak construction season for 4+ days of learning, networking, and industry updates. This year's "Construction School" held Jan. 28th to Jan. 31st was no exception, with an average daily attendance of 179 people. On average, 93 attended in-person each day. Michael Kinson and Chris Kounelas deserve a huge shoutout for ensuring all the tech ran smoothly, which enabled the conference to be open to remote attendees, which included other NHDOT Bureaus, contractors, consultants, retirees, and FHWA. On Day three, 126 people joined sessions remotely, particularly to listen to guest FHWA speaker, Kat Weisner, who traveled from Washington, D.C. to provide updates on BABA (Build America, Buy America) requirements.

Chaired by Process Review Engineer Dean Wilson, this year's agenda included several Project Presentations, Paving Inspection and Asset Tracking Tools & Technologies, Insights from the Office of the Inspector General, Work Zone Inspection and Bridge Demo Considerations, Safety Training, Stress Hacks, and more.

Thank you to Construction's Administrative Team of Melissa Willis and Lilly Everett for coordinating all the behind-the-scenes logistics, including email notifications, calendar reminders, coffee catering coordination, registration, and PDH tracking. Thank you to all the speakers who spent hours preparing and presenting, organizers, and attendees, for making this year's Construction School a success. Here's to another year of learning and collaboration!



Celebrating 30 Years of NHDOT Dedication

Thank you, Nickie!

With a career spanning 32 years, Nickie Hunter has been a dedicated leader in construction engineering. From her start as an Assistant Engineer with Maine DOT in 1993 to her role as State Construction Engineer and Administrator of NHDOT's Bureau of Construction, Nickie's journey has been marked by hard work and unwavering commitment to excellence.

Nickie is known not only for her expertise but also for her contagious smile and quick wit. A respected leader, she continuously goes above and beyond for her team and the Department.

Join us in celebrating Nickie's incredible 30-year milestone! Thank you, Nickie, for your dedication, leadership, and the positivity you bring to NHDOT every day.

Personnel Updates (4th Quarter)

New Hires:

Brice A. Winter - Highway Maintenance-District 3

Jack A. Howell - Highway Maintenance-District 3

Matthew R. Badger - Traffic

Alexander M. Karas - Right-Of-Way

Christian J. Correia - Highway Maintenance-District 1

Austin D. Jenks - Highway Maintenance-District 1

Brett M. Rusnock - Highway Design

Matthew D. Nash - Highway Maintenance-District 6

Dean M. Woods - Highway Maintenance-District 2

Dacre Bush - Commissioner's Staff

William T. Gerrard - Mechanical Services

Thomas J. Ryan - Bridge Maintenance

Dylan T. Swasey - Highway Maintenance-District 6

Victoria L. Baker - Mechanical Services

Douglas E. Bisson - Turnpikes

Zachery G. Ferro - Highway Maintenance-District 2

Jordan E. Kulacz - Highway Maintenance-District 3

Foster G. St Cyr - Construction

Dylan M. Joseph - Highway Maintenance-District 2

Norman F. Malate - Highway Design

David W. Marden - Highway Maintenance-District 6

James E. Parry - Right-Of-Way

James C. Pittman - Highway Maintenance-District 4

Yvonne M. Sherrick - Highway Maintenance-District 4

Benjamin T. Vattes - Bridge Maintenance

Thomas W. Bain - Highway Design

Kevin B. Gallien - Highway Maintenance-District 5

Jack J. Davis - Highway Maintenance-District 5

Michael R. Kaminski - Bridge Design

Walter H. Barstow III - Highway Maintenance-District 6

Lisa M. Chiasson - Turnpikes

Christopher J. Clery - Bridge Maintenance

Keith J. Davis - Highway Maintenance-District 6

David M. Demontigny - Highway Maintenance-District 1

Lynn M. Laperle - Human Resources

John A. Lounsbury - Rail & Transit

Michael K. McNally - Highway Maintenance-District 3

Timothy W. Pinkham - Highway Maintenance-District 2

Derek L. Serach - Planning & Community Assistance

Tanya N. Wilson - Commissioner's Staff

Milinda F. Macke - Turnpikes

David R. Preve III - Bridge Maintenance

Riley M. Toupin - Turnpikes

Haley R. Brownell - Highway Maintenance-District 3

David D. Gaylord - Materials & Research

Lauren C. Howard, II - Highway Maintenance-District 4

Jake R. Martin - Highway Maintenance-District 5

Michael D. Ostertag - Highway Maintenance-District 4

Promotions:

Adam Trott - Sups Construct Wkrs-2, Highway Maintenance-District 3

Alexander Brenneman - Engineering Techs-6, Highway Maintenance-District 6

Anne Porter - Accts-Auditors-6, Finance

Bernadette Ellis - Accts-Auditors-4, Finance

Brian Coulombe - Sups Construct Wkrs-4, Highway Maintenance-District 1

Candace Comer - Env Scientists-2, Environment

Christeen Sadek - Accts-Auditors-3, Finance

David Woodman - Sups Construct Wkrs-2, Highway Maintenance-District 1

Dustin Arsenault - Sups Construct Wkrs-2, Highway Maintenance-District 1

Eric Sargent - General-Ops Mgrs-6, Right-Of-Way

Jarrett Roseboom - Civil Engineers-5, Highway Design

Jay Nevin - Sups Construct Wkrs-3, Bridge Maintenance

Jeffery Lord - Sups Construct Wkrs-4, Highway Maintenance-District 5

Jennifer Lane - Publ Relations Mgrs-2, Commissioner's Staff

Jessica Cullis - Acctng-Audit Clerks-2, Highway Maintenance-District 4

John Jatko - Sups Construct Wkrs-2, Highway Maintenance-District 2

Joshua Grenier - Sups Construct Wkrs-4, Bridge Maintenance

Louis Albert - Sups Construct Wkrs-3, Bridge Maintenance

Meri Morico - Surveying Techs-2, Right-Of-Way

Michael Romero - Sups Construct Wkrs-2, Highway Maintenance-District 4

Natasha Milke - Real Estate Agts-3, Right-Of-Way

Nathan Poulin - Printing Wkrs-3, Finance

Peter Jenkins - Highway Maint Wkrs-3, Highway Maintenance-District 5

Roy Magnussen - Highway Maint Wkrs-3, Highway Maintenance-District 3

Scott Nielson - Dispatchers-4, TSMO

Steven Paisley - Surveying Techs-3, Right-Of-Way

Service Awards through December 31, 2025

Services Awards:

5 Years:

Wayne E. Bourne - Highway Maintenance - District 2
Daniel L. Anderson - Highway Maintenance - District 2
Michael E. Donnelly - Highway Maintenance - District 2
Paul E. Sanders - Highway Maintenance - District 6
Sherry A. Dunham - TSMO
Paul M. Lovely - Bridge Design
Donald P. Hamilton - Bridge Maintenance
Matthew N. Dings - Highway Maintenance - District 2
Robert J. Steedman - Turnpikes
Andrew J. Barrette - Highway Maintenance - District 3
Carter A. Lee - Construction

10 Years:

Brian N. Bilodeau - TSMO
Lewis P. Lamears - Highway Maintenance - District 4
Christopher J. Washburn - Highway Maintenance - District 5
Frederick R. Domowitz - Turnpikes
Randy P. Gagne - Turnpikes
Benjamin W. Billings - Highway Maintenance - District 4
Keith T. Ballard - Highway Maintenance - District 6

Abigail T. Franklin - Construction
Tyler J. Spaulding - Highway Maintenance - District 1
Gerald P. Labreck Jr - Highway Maintenance - District 3
Philip J. Nardi - Highway Maintenance - District 6
Lloyd C. Cornell - Construction
Douglas G. Wright - Highway Maintenance - District 2
Eugene F. Doe Jr - Highway Maintenance - District 3

15 Years:

Ross M. Ramsey - Bridge Maintenance
Tara J. Merrifield - Mechanical Services
Jericho J. Ward - Bridge Maintenance
Beran T. Black - Materials & Research
Kevin J. Conway - Turnpikes
Dennis C. Harriman - Highway Maintenance - District 5
James R. Modesto - Fuel Division
Justin S. Frost - Materials & Research
Troy G. Comeau - Highway Maintenance - District 2
Jared D. Cloutier - Mechanical Services
Randy A. Hill - Highway Maintenance - District 4

20 Years:

Michael S. Kimball - Highway Maintenance - District 3
Mark E. Hutchinson - Turnpikes

Marc A. Cotnoir - Highway Maintenance - District 3
Joseph J. Briere - Highway Maintenance - District 1
Marshall T. Bennett - Highway Maintenance - District 2
Glen R. Levesque - Highway Maintenance - District 5
Gary R. Robbins - Highway Maintenance - District 5

25 Years:

Marshall T. Courser - Bridge Design
Ricky L. Eldridge Jr - Highway Maintenance - District 3

Retirees:

Blake Loring II - Materials & Research (40)
Charles Corliss Jr - Rail & Transit (38)
Ralph Sanders - Hwy Maintenance - D6 (36)
Nathan Lewis - Bridge Design (32)
Jonathan Asmund - Bridge Maintenance (30)
Ivan Downs - Highway Maintenance - D1 (27)
Bliss Magoon Jr - Highway Maintenance - D3 (24)
Kenneth Thoroughgood - Bridge Design (22)
Kathleen Mulcahey-Hampson - Commissioner's Staff (16)
Gary Sullivan - Highway Maintenance - D5 (12)
Lorne LeClaire - Highway Maintenance - D1 (12)
Lori Perkins - Turnpikes (8)

In Memoriam

At the NHDOT, our employees are more than colleagues—they are family. In this section, we honor and remember those we have lost during 2024 while they were part of the NHDOT team. Their dedication, hard work, and commitment to keeping New Hampshire moving will never be forgotten. We extend our deepest condolences to their families, friends, and coworkers and celebrate the lasting impact they have left on our department and our communities.

Stephen E. McGrath - Highway Maintenance - D5
Thomas W. Boyd - Highway Maintenance - D3
Matthew L. LaBrake - Commissioner's Staff
Beth F. Platzner - Turnpikes

Committed to
Excellence, Safety,
Innovation, and
the Future...

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the situation. If we bet right, no new knowledge was created but we now have a better way to move forward.

In the *Adjust phase*, we refine and stabilize the new process. Once it works correctly, it becomes the new standard. This is where PDSA connects with another key Lean tool called Standardized Work. Standardized Work is based on the idea that for any task, there is one best way to do it. Once that method is found, it should be documented as the official process. These written standards help ensure consistency and can also serve as a foundation for a more structured system of Knowledge Management.

The biggest challenge with implementing the discipline of PDSA **is the discipline** of PDSA. We don't typically try to solve problems using such a disciplined method. Instead, we're more likely to jump to conclusions and try what we think is best without any data to back us up. PDSA is a skill that follows a clear, structured process. Like any skill, it takes lots of practice to master, and having a coach can make all the difference. NHDOT Lean Coordinator, Joe McCue, is happy to help you, and your team get, started.

The best thing about PDSA is that it helps everyone become better problem solvers by changing how they think about problems. Following this approach, teams learn how to think critically, test solutions, and make continuous improvements.

If you're interested in improving some part of your work and would like a little support, feel free to reach out to me at: Lean@dot.nh.gov.

Governor:
Kelly Ayotte

Commissioner:
Bill Cass

On the Move Editor:
Jen Lane

Layout and Design:
L.J. Place



www.nh.gov/dot

Governor and Council Meeting

Mechanical Services proudly hosted Governor Ayotte's first Governor and Council breakfast meeting on January 15, 2025. This event provided a wonderful opportunity to showcase the hard work and dedication of our Mechanical Services Bureau. A heartfelt thank you to everyone who helped make the breakfast a memorable and meaningful experience!



Cover Photo: Alton Bay Ice Runway