

# 2021 Annual Report

**New Hampshire Local Technical Assistance Program**  
UNH Technology Transfer Center  
October 1, 2020 – September 30, 2021

Prepared by Marilee Enus  
January 24, 2022



New Hampshire  
Technology Transfer Center



University of  
New Hampshire

NH LTAP Sponsors:



U.S. Department of Transportation  
**Federal Highway Administration**

# Table of Contents

I. History, Background, General Operations .....	3
A.    Mission: To foster a safe, efficient, and environmentally sound surface transportation system by improving skills and increasing knowledge of the transportation workforce and decision makers.....	3
B.    Vision: Improve the quality and safety of the surface transportation system through collaborative partnerships, training and information exchange .....	3
II. NH LTAP Program Focus Areas .....	4
III. Advisory Board.....	7
IV. Staff.....	7
V. Training.....	7
VI. New Workshops Developed .....	7
VII. New Workshops Offered through Partners .....	8
VIII. Roads Scholar Program.....	8
IX. Every Day Counts.....	9
X. Build a Better Mousetrap .....	9
XI. Newsletter .....	9
XII. Website.....	9
XIII. Communication.....	9
XIV. Listserves .....	9
XV. Affiliate Groups and Partnerships.....	10
XVI. Technical Assists .....	11
XVII. Professional Conference Presentations.....	11
XVIII. Other Events, Initiatives and Special Projects .....	11

# I. History, Background, General Operations

In 1982, the United States Congress established the Rural Technical Assistance Program (“RTAP”). In 1991 the name was changed to the Local Technical Assistance Program (“LTAP”), as the Intermodal Surface Transportation Efficiency Act widened the program’s scope to include urban areas with populations over 50,000. At that time, the Tribal Technical Assistance Program (“TTAP”) was also created.

Together, these programs help local agencies build, maintain, and operate America’s transportation system by delivering targeted training and technical assistance to local and tribal governments. Currently there are 51 LTAPs with one in every state and Puerto Rico. There are several Centers in transition, but every state has a program in place. In 2017, the 7 regional TTAPs were closed and 1 Nationwide Center was started to provide support to all Tribes in the United States.

The New Hampshire LTAP center was officially created in 1986 at the University of New Hampshire, one of the university sites selected to house this program in the fifth year of the RTAP program. Support for the program is provided by the Federal Highway Administration (“FHWA”), the New Hampshire Department of Transportation (“NHDOT”), and the University of New Hampshire (“UNH”).

***A. Mission: To foster a safe, efficient, and environmentally sound surface transportation system by improving skills and increasing knowledge of the transportation workforce and decision makers***

***B. Vision: Improve the quality and safety of the surface transportation system through collaborative partnerships, training and information exchange***

The New Hampshire LTAP center (NH LTAP) has a proven track record of over 30 years as an outreach program for the transportation workforce and has become a trusted resource for local agencies seeking training and technical assistance. Its ability to efficiently and effectively transfer technology and information through courses and relationships to the rural and urban partners and customers is its primary measure of success.

The NH LTAP provides education and technical assistance on transportation-related matters to a wide variety of entities, including city and town street/highway departments, public works departments, elected and appointed public officials, private individuals, corporations, and other stakeholders. By sharing and improving the distribution of this information, the program promotes efficient use of local transportation agencies’ scarce resources.

NH LTAP’s vision is to improve the quality and safety of the surface transportation system through interactive relationships and information exchange. The NH LTAP builds on long- standing relationships among partners including the FHWA, NHDOT, New Hampshire Public Works Association (“NHPWA”), New Hampshire Public Works Mutual Aid (“NHPWMA”), New Hampshire Road Agents Association, NH Good Roads Association, NH Construction Career Days, National LTAP Association (“NLTAPA”), American Public Works Association, and FHWA Every Day Counts trainings.

## **The overarching methodology of NH LTAP is to:**

- ***integrate*** services and resources into a centralized location;
- ***coordinate*** with all the stakeholders; and
- ***accelerate*** distribution of transportation related technology by moving FHWA and NHDOT mandates, new transportation resources, and other information into the hands of the NH LTAP constituents.

## II.NH LTAP Program Focus Areas

There are four focus areas that are vital to the success of NH LTAP's mission of fostering a safe, efficient, and environmentally sound surface transportation system:

- Safety
- Infrastructure Management
- Workforce Development
- Organizational Excellence

These focus areas are addressed by improving the skills and increasing the knowledge of the local and tribal transportation workforce. NH LTAP achieves its objectives by providing seminars and training sessions, information sharing, on-site technical assistance, quarterly newsletters, transfer of technology materials, external communication, and evaluation.

Over the next decade, there will be a continual need for training, technology transfer, and implementation of best practices throughout the transportation community. Partnerships with NHDOT, FHWA, and other national transportation groups will enable NH LTAP to better address these needs.

The NH LTAP Program Management Plan has been developed with consideration and input provided by clients, constituents and funding organizations, through:

- Federal initiatives presented at workshops,
- Stakeholders' input through the Advisory Board and other direct requests,
- Clients and constituents provide input through needs assessments.

### **Safety: We will improve awareness and increase the implementation of best practices in roadway and worker safety.**

*Safety is a primary concern of every part of the surface transportation system. LTAP/TTAP efforts are focused on delivering training and technical assistance in the core areas of roadway, worker and work zone safety. This is a particular priority for LTAP/TTAP, as rural roads account for approximately 33 percent of the vehicle miles traveled in the US, but they account for 55 percent of fatalities, and the fatality rate for rural crashes is more than twice the fatality rate in urban crashes. (LTAP/TTAP Strategic Plan, p. 5)*

The goal of improving safety is being met by the NH LTAP through training, technical assistance, and information dissemination. Specific goals related to safety to be addressed during 2021 included:

- **Training:** To offer a variety of training courses on various safety topics, including topics from all three categories: Roadway Safety, Worker Safety and Work Zone Safety.
- **NH Public Works Mutual Aid:** To increase participation in the NHPWMA by continuing involvement with the Board of Directors, by attending board meetings and conferences, maintaining program website, and coordinating program educational workshops and events.
- **Safety Awareness:** To increase awareness in safety by offering related workshops, publishing newsletter articles, adding relevant articles to the website, and participating in the conferences bringing the information directly to the employees.
- **MUTCD Requirements:** To increase knowledge and awareness of the MUTCD requirements as published by FHWA by offering relevant workshops.
- **Safe Flagging Operations:** To increase safety and awareness during flagging operations by offering a Flagger Certification workshop in which participants earn a flagger certification card, which is valid for four years through the American Traffic Safety Services Association and distributing safe flagger operation fact sheets.
- **Publications and Videos:** To increase knowledge on safety-related issues and awareness by adding safety-related publications and videos to our YouTube Library.

- **Tailgate Talks:** To increase knowledge on safety-related issues and awareness by creating and collecting, including in conjunction with NLTAPA, a library of ready-to-go safety talks that can be distributed or utilized by managers and others at team meetings, as well as that are presented monthly via Facebook GoLive by UNH T<sup>2</sup> staff.
- **Safety Tips:** To increase employee safety awareness by disseminating safety tips on various topics at every training session we hold.

**Infrastructure Management:** We will hasten the implementation of best practices in planning, design, construction, maintenance, management and operations of the surface transportation system.

*Infrastructure Management is a core activity of local and tribal transportation agencies. This requires solutions that maximize infrastructure performance while minimizing negative financial, human, and environmental effects. Local and rural road agencies are increasingly focused on the bottom-line financial management of transportation systems, a trend codified in the MAP-21 legislation. They are responsible for a multitude of upgrade, maintenance and repair activities, and must make decisions and carry out activities to support their local road system with very limited resources. (LTAP/TTAP Strategic Plan, p. 5)*

The goal of improving infrastructure management is being met at the NH LTAP through training, technical assistance, and information dissemination. Specific goals related to infrastructure management during 2021 included:

- **Training:** To offer a variety of training courses on various infrastructure management topics.
- **Technical Assistance:** To provide more technical assistance to municipalities via on- site visits, phone, or email.
- **Technical Articles:** To write and publish technical articles on a variety of infrastructure management issues.

**Workforce Development:** We help our stakeholders attract, retain and retrain a knowledgeable and skilled transportation workforce.

*The LTAP/TTAP Centers are located in academic institutions as well as State DOTs, linking us to both the pipeline into the transportation workforce as well as the front-line, managerial, administrative and elected workforce already in that pipeline. As educators and information sharers, the program is an important element in the Workforce Development cycle as the transportation sector works to attract, retain and retrain present and future workers. (LTAP/TTAP Strategic Plan, p. 5)*

The goal of improving workforce development for local transportation agencies is being met at the NH LTAP through training, technical assistance and information dissemination. Specific goals addressed during 2021 included:

- **Training:** Offered a variety of training courses on various workforce development topics, as well as offering awareness of other training and educational opportunities such as AASHTO TC3, FHWA webinars, and more.
- **Roads Scholar Program:** To continue to offer and administer the Roads Scholar Program, which categorizes all workshops in one of these four categories: Technical, Environmental, Safety and Supervisory. The Program sets forth Levels that can be attained, with hours counted in each category, and a “typical” workshop consisting of 5 hours.

**New Hampshire Roads Scholar Program - Achievement Levels**

- **Safety Champion:** requires 20 hours in Safety
- **Roads Scholar - Level 1:** requires 25 contact hours
- **Roads Scholar - Level 2:** requires 50 contact hours in the specific subject areas:
  - 20 hours of Technical
  - 10 hours of Safety
  - 5 hours of Environmental
  - 5 hours of Supervisory
  - 10 additional hours of any category (or electives)

- **Senior Roads Scholar** (Level 3): requires 75 contact hours and achievement of Level 2
- **Master Roads Scholar** (Level 4): requires 100 contact hours and achievement of Level 3
- **Master Roads Scholar II** (Level 5): requires 150 contact hours, be a Safety Champion and Level 4
- **Advanced Master Roads Scholar** (Level 6): requires 200 contact hours, achievement of Level 5 and completion of capstone project as agreed upon with NH LTAP Advisory Board
  - Letters of achievement mailed to elected officials, leadership, and in some cases Human Resources.
  - Invitation to present award for Master Roads Scholar I and II, and Advanced Master Roads Scholar, at town select board meeting.
  - Press release noting Senior, Master I, Master II, and Advanced Master Roads Scholar achievements from past year.
- **Master Roads Scholar Program Celebration:** To hold at least one recognition luncheon or event to recognize individuals who have recently achieved Master Roads Scholars level.
  - Press release with luncheon write up and photo to be released in January following year.
    - \*Note that due to pandemic impacts, we did not hold a Master Roads Scholar luncheon in 2021.
- **Annual Roads Scholar Directory:** Published February 2021 electronically and available by print as requested.
  - Includes all active Roads Scholars (those who participated in a UNH T<sup>2</sup> workshop in past three years) at every level as of the end of the prior year.
- **Newsletter Articles:** To publish newsletter articles providing guidance on a variety of issues relating to public works, including workforce development and communicating and marketing Public Works.
- **Website Resources:** To offer a variety of transportation resources on our website and in our library, as well as providing links to other organizations to share their resources.
- **Championing Innovation** Through Build a Better Mousetrap and sharing of Every Day Counts and other innovative opportunities, UNH T<sup>2</sup> seeks to create a culture of collaboration and innovation amongst public works.

**Organizational Excellence:** We endeavor to deliver efficient services to our stakeholders through the effective management of our organizational resources, and we will strive for continuous improvement.

*The concept of Organizational Excellence is central to our program. The ability to provide value-added services to our customers through training, technical assistance and knowledge sharing – whether they are local or tribal governments, state DOTs, or private concerns – is the success factor for the program. To do so effectively, Centers seek to continuously improve through both the gathering and sharing of notable practices and resources as well as ongoing peer-to-peer sharing of knowledge and experience through local and national conferences and professional meetings. Measurement and analysis of program performance data helps FHWA assess the current state of these efforts, share those useful practices among the Center community, and guide current and future initiatives and work efforts. (LTAP/TTAP Strategic Plan, p. 6)*

The goal of organizational excellence is being met by NH LTAP as follows:

- **Organizations, Boards, Committees and other Positions:** To continue to serve on local, state and national Boards and committees to support the NH LTAP's mission. These will include, but are not limited to, those already stated in the Management Plan. It is the intention to add others as time and funds allow.
- **Attendance at Conferences, Meetings and other Events:** To continue to attend and/or exhibit at local, state, regional and national NLTAPA meetings.
- **Staff professional development**
- **Supporting meaningful communication and outreach amongst public works in New Hampshire** through social media, email, web, and efficient and effective mailing lists.
- **Operating efficiently and effectively** through the collection and analysis of meaningful data and metrics, development of SOPs and SOGs (Standard Operating Procedures and Guidance), and partnership with NH LTAP Advisory Board, UNH T<sup>2</sup> consistently seeks opportunities to be efficient and

cost-effective in its operations. Through Build a Better Mousetrap and sharing of Every Day Counts and other innovative opportunities, UNH T<sup>2</sup> seeks to create a culture of collaboration and innovation amongst public works, to encourage those we support to identify time- and cost-savings that can contribute to safer, more effective agencies and roadways.

### III. Advisory Board

Stakeholder Group	Name	Position/Agency
NHDOT	Glenn Davison	Supervisor of Systems Planning, Civil Engineer VI
NHDOT	Vacant	
NHDOT	Ann Scholz	Research Engineer- Bureau of Materials and Research
FHWA	Michelle Marshall	Area and Safety Engineer- FHWA NH
NH Public Works Association	Martha Drukker	Associate Engineer- City of Concord
NH Public Works Association	Scott Kinmond	Public Works Director- Town of Alton
NH Road Agents Association	Vacant	
NH Public Works Mutual Aid	Caleb Dobbins	NH DOT Highway Maintenance
Research or UNH	Marilee Enus	UNH T2 Director
At Large or RPC	Vacant	

### IV. Staff

- UNH T<sup>2</sup> Director: Marilee Enus
- Program Coordinator: Outreach & Engagement: Bettina Sietz (*vacancy since 5/8/2021*)
- Program Coordinator: Training & Development: *Vacancy full-term*
- Senior Training Instructor: George “Butch” Leel
- PT Technical Specialist: Scott Kinmond
- SADES Manager: Chris Dowd
- Student Workers:
  - Rachel Barbieri (through 4/30/2021), Sydney Weisensee, Lizzy Pateuk- Office Assistants
- Faculty
  - Erin Bell, Principal Investigator

### V. Training

- Almost 1750 attendees, including about 1200 local agency attendees, participated in 83 training events hosted and led by UNH T2, including 58 virtual and 25 in-person workshops
- Engaged with 30 instructors and knowledge-experts, including 19 consultants/contractors, 2 state DOT, and 6 from FHWA
- Posted over 100 live free online training events from our partners on our website calendar including several with NH Roads Scholar eligibility, such as FoRRRWD training through FHWA.
- Utilized Zoom Room at UNH Durham for a hybrid Pavement Preservation workshop with indus

### VI. New Workshops Developed

- ADA and Right-of-Way Considerations in Pedestrian Infrastructures
- August Chit-Chat and Chew with T2 - Building DPW Facilities
- Hollywood's Calling - Video's Power of PR for PW
- Inspiring the PW Advocates in your Community
- Local Road Safety Planning Lunch Table and a review of Data Driven Safety Analysis

- PR for PW- Social Media Jump Start
- PW Peer Panel - Why Storytelling is Important in Public Works
- Safe and Sound- Safer Roads for NH- 6-Part Series
- The Elephant, the Ostrich, and the You – Taming the Wild Performance Management Process
- Virtual Voices - Virtual Public Involvement
- Work Zone Essentials

## **VII. New Workshops Offered through Partners**

- Chip Seal Best Practices
- Constructing a Quality Crack Treatment
- Constructing Thin Surface Treatments
- Dust Control on Gravel Roads
- Hot Topics in Road Law
- How to Deal with Difficult People
- Introduction to DigSafe
- Leading with Inspiration During Times of Uncertainty
- Pavement Management - Part 1 Pavement Management
- Pavement Management - Part 2 Project Planning
- Pavement Management - Part 3 Pavement Preservation
- Pavement Management - Part 4 Hot Mix 101
- Pavement Management - Part 5 Beyond Preservation
- Pavement Markings
- Pavement Preservation Toolbox Jam Session
- Pothole Patching & Repair
- Preparing Your Agency for Entry Level Driver Training (ELDT)
- Public Speaking for Transportation Professionals
- Roadside Demo Day with Bobby & Bruce
- Sign Safety and Digital Printing Revolution
- Transportation Corridors- Supporting Wildlife and Safer Roads in New Hampshire
- Trenching & Excavation Protection - 2 day
- Using Social Media- The Do's and Don'ts
- Winter Liquids – In-Depth Review

## **VIII. Roads Scholar Program**

We distributed 81 awards in-person at garages, sheds, facilities, or other events. We saw increased engagement from teams celebrating achievements through this approach. We plan to continue distributing awards in this manner, but also call out recognitions during workshops.

### **Achievements to Next Level in 2021:**

- Roads Scholar I (Level 1) - 45 achievements
- Roads Scholar II (Level 2) – 14 achievements
- Senior Roads Scholar (Level 3) – 9 achievements
- Master Roads Scholar (Level 4) - 10 achievements
- Master Roads Scholar II (Level 5) - 3 achievements
- Advanced Master Roads Scholar (Level 6) – 1 achievement
- Safety Champion – 23 achievements

## IX. Every Day Counts

- Shared EDC info on social media, in newsletter, and other communications
- Shared FHWA e-blasts relative to EDC
- Shared FHWA EDC webinar details via social media, training calendar, and PW.net
- Offered Roads Scholar hours for participation in EDC training events.
- Scheduled and hosted training events on Virtual Public Involvement.
- ME participated with STIC as a co-lead of the Strategic Workforce Development initiative with Paula Nash from NHDOT. Including participation as Construction Sector Co-Champion for I BUILD NH, hosting workforce conversations including on recruiting and branding for talent acquisition in Public Works, as well as initiating dialogue around Apprenticeship opportunities for NH (looking forward to more on this in 2022).

## X. Build a Better Mousetrap

UNH T<sup>2</sup> received two Build a Better Mousetrap submissions for 2021. One was deemed eligible for submission to national program at FHWA (City of Concord – stencil for painting/marketing stormwater locations).

## XI. Newsletter

*Road Business* was published 3 times in 2021, and was emailed to almost 700 subscribers on PW.net, as well as an additional 150 individuals who have specifically requested the UNH T<sup>2</sup> Newsletter and Calendar. It was also shared via Facebook and our website. We were also able to transition our newsletter to Canva for designing and publishing, which allowed us to embed a digital version of the newsletter easily into our website, as well as the standard PDF version.

Other Newsletter-related successes in 2021:

- Built relationships for article submissions and writing opportunities, including a co-authored article for [APWA Reporter](#) and an article on COVID/Winter Operations that was shared by our NHPWA and Maine Municipal Association.

[Winter 2021 Issue](#)

[Spring 2021 Issue](#)

[Fall 2021 Issue](#)

## XII. Website

Aside from standard maintenance, updating, reviewing and adding new content, and embedding the newsletter as a digital copy, there was very little done to the website in 2021.

## XIII. Communication

- 698 PW.net subscribers
- 560 Facebook followers
- 345 YouTube subscribers
  - Recorded many virtual learning events and added them to YouTube library for over 700 additional views since
  - Updated and added content from LTAP and other sources to support more robust playlists
- In 2021, we moved away from monitoring and engaging on Twitter and Instagram to focus social media efforts to Facebook, where a higher volume of our audience seemed to be engaging and where we continue to have
- 93 LinkedIn followers (launched in Fall 2020)

## XIV. Listserves

- PW.NET Listserv has almost 700 subscribed members

- An additional 13 towns were added to PW.net, with 181 of 234 towns now having at least one representative receiving PW.net (many remaining are very small who don't likely have a DPW team)
- UNH T<sup>2</sup> also hosts 6 active Google Groups, which includes a new GoogleGroup added this year to easily and swiftly connect NH Public Works Mutual Aid member 24/7 contacts.
  - NHPWA Board
  - NHPWA Membership
  - NHPWMA Board
  - NHPWMA Activation Contacts
  - UNH T<sup>2</sup> Advisory Board
  - NH Salt Symposium Planning Committee – while still “active” is not currently in use

## **XV. Affiliate Groups and Partnerships**

### NH Public Works Association

- ME served on the Executive Board.
- UNH T<sup>2</sup> hosted and maintained website.
- UNH T<sup>2</sup> maintained Board and Member Google Group lists
- Assisted in coordinating events and education seminars, including marketing materials, developing agendas, and administrative support for Annual Meeting and technical sessions.
- Provided general assistance.
- Took meeting minutes.
- Provided ad hoc administrative support for events.
  - NHPWA Annual Meeting and Technical event (held virtually)
  - Member field trip and social in Nashua

### NH Public Works Mutual Aid Program

- ME served on the Executive Board.
- UNH T<sup>2</sup> hosted and maintained website and database.
- Assisted in planning, coordination, messaging, and hosting of NHPWMA Workshop in Concord, NH on 10/15/2021
- UNH T<sup>2</sup> maintained a Board Google Group list
- UNH T<sup>2</sup> maintained and distributed an Excel-based 24-7 Contact file to Board and 24-7 Contacts.
  - Converted this list to Google Groups in 2021 and will continue to maintain going forward
- Provided ad hoc general assistance.
- Took meeting minutes.

### State Transportation Innovation Council (STIC)

- ME served on the STIC group in NH.
- Attended all virtual 2021 meetings
- ME participated as a co-lead for EDC initiative on Strategic Workforce Development

### NHDES

- Provided virtual Green SnowPro training towards Salt Applicator Certification Program
- New “Snowfighters’ Seminar” approved for Green SnowPro training, will take effect in 2022
- Provided virtual Culvert Maintainer Certification and Recertification Program training

### NEAPWA

- ME participates on Public Works Awareness Committee as well as newly-formed Communications Sub-group, including writing Op-Eds, Press Releases, and other industry communications

#### NLTAPA

- ME participates as Co-Chair of Communications Work Group
- Developed and led lunch and learn session on Section 508 and Accessibility in relation to NLTAPA role in training
  - ME also participates with NLTAPA Training Resources Workgroup and NLTAPA Instructors Resources peer group

#### Strategic Highway Safety Plan Committee

- ME participated on the *Infrastructure Working Group*

#### **Additional Partnerships and Participation:**

- NH Municipal Association
- Primex
- Northeast Resource Recovery Association
- Green Mountain Conservation Group
- The Nature Conservancy
- NH Fish and Game
- NH's Regional Planning Commissions
- Other LTAP Centers
- Civil Engineering Department at University of New Hampshire
- Federal Motor Carrier Safety Administration (FMCSA)
- AASHTO TSP2 Bridge Preservation – Local Agency Outreach Workgroup (ME)

## **XVI. Technical Assists**

UNH T2 staff participated and responded to over 30 requests for technical assistance, including many requests for operations support, workforce development, driveway/private road and Class V/VI road use, and business continuity/ resiliency assistance.

## **XVII. Professional Conference Presentations**

- NLTAPA Annual Conference - Innovative Uses of Social Media
- NH Municipal Association Annual Conference - FUNdamentals of Safety
- NLTAPA Annual Conference - You Can't Escape the Posters – Gamification in Training
- NH Municipal Association Annual Conference - Have You Taken the Leap? Social Media for Municipalities
- NLTAPA Annual Conference App-etizer Hour -Quick Bites to Spice up Your Communications and Branding Efforts

## **XVIII. Other Events, Initiatives and Special Projects**

- Implementation of a Google Group to connect Mutual Aid member contacts was well-received, with strong positive feedback from the NHPWMA Board and members.
- Developed and rolled-out [Micro-Credentials](#) (digital badges) for Roads Scholar program, Green SnowPro and Certified Culvert Maintainer programs
- Innovative or effective integration of technology into day-to-day operations allowed us to continue streamlining processes to ensure effective workload management despite open headcount. This included utilizing Excel and PDW to create and email course certificates, course completion

documents, and Roads Scholar awards, as well as to communicate achievements to municipalities and elected officials almost automatically through email. Other new and innovative practices included:

- Using Adobe for e-signature purposes internally
- Using Trello to manage workload, develop and share visual, written, and recorded training documents through the use of “Template Cards” to allow easy access to information to support new team members
- Integration of Canva newsletter into website for digital reading purposes
- QR codes on marketing materials, for check-in and for post-workshop evaluations
- Providing information and resources to address the new CDL Entry Level Driver Training (ELDT) rule, including hosting a virtual session (December 2021 – subsequent program year) with FMCSA NH for over 100 participants, as well as providing resources from Clear Roads to support agency registration and training efforts
- New and Updated Resources:
  - [Bridge Preservation Activities Checklist](#)
  - [Customer Service Essentials](#)
  - [Delegation](#)
  - [Pave or Unpave](#)
  - [Email etiquette](#)
  - [Spring load restriction](#)
  - [Spring Load Restriction Tech Summary](#)
- Implemented Leadership Exchange Group
- Finalized development of PW Jumpstart- a public works orientation that will launch virtually in 2022
- Developed Snowfighters’ Seminar and launched in September 2021
- Attended FHWA Peer Exchange on Safety Circuit Riders
- Attended New England States VPI Workshop
- Attended NHDOT/ACEC-NH Virtual Conference
- Provided administrative and operational support for NESGE Workshop virtual meeting; November 16, 17, and 18, with very positive feedback of UNH T2’s support received from Krystle Pelham (NHDOT)