

Road Business

A quarterly newsletter from New Hampshire's Local Technical Assistance Program
Fall 2024

LEAD YOUR PUBLIC LIKE YOUR TEAM: APPLY LEADERSHIP PRACTICES TO YOUR PUBLIC WORKS AWARENESS STRATEGY

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We often think of citizens as public works customers, but what if we thought of them as team members? Could applying the same principles and practices a good leader uses with their team improve public works awareness and transform citizen and department dynamics? You are probably already engaging with your community in ways that foster mutual respect, grow collaboration, and increase rapport but haven't thought of it as an extension of your leadership.

Here are some skills that might be applied outside the conference room to your public interactions.



NEAPWA VT Municipal Equipment Show & Field Day held May 8, 2024.

Embrace public engagement as team building

Whether firing up the grill for a thank-you lunch, attending your state's equipment show as a team, or highlighting an employee's professional achievements in the community newsletter, team building takes many shapes but always aims to enhance relationships.

Team building practices apply to your citizens, too. Outreach and engagement events like open houses, public input sessions, touch-a-trucks, and community nights out show a commitment to building trust, transparency, and open communication.

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Road Business is a quarterly publication. The editorial content, opinions, findings, and recommendations expressed in this newsletter do not necessarily reflect the views of our sponsors. To contact or subscribe, email us at t2.center@unh.edu, call (603) 862-1362, or visit our website, www.t2.unh.edu.

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About UNH T2 and NHLTAP

The UNH Technology Transfer Center fosters a safe, efficient, and environmentally sound surface transportation system by improving skills and increasing knowledge of the transportation workforce and decision-makers. As the site of the state’s Local Technical Assistance Program, it works to enable local counties, cities, and towns to improve their roads and bridges by supplying them with a variety of training programs, an information clearinghouse, new and existing technology updates, personalized technical assistance, training videos and materials, and newsletters. LTAP Centers nationally are able to provide local road departments with workforce development services; resources to enhance safety and security; solutions to environmental, congestion, capacity, and other issues.

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Chainsaw Safety and Maintenance workshop in Berlin on 10/9/2024

I CANNOT ENDURE TO WASTE ANYTHING SO PRECIOUS AS AUTUMNAL SUNSHINE BY STAYING IN THE HOUSE.

-Nathaniel Hawthorne

The crisp leaves, the chilly mornings, and the smell of firewood burning. The fall season is here again.

This time of year also means we are winding down our workshop season. Thank you to everyone that attended workshops with us in 2024. Please let us know if there are any new workshop topics you're interested in. We are already planning our 2025 Workshop Calendar. If your team would like to host a workshop, please reach out to us. Speaking of our calendar, if you or any team members have photos of a roadside project or beautiful roadside scenery in New Hampshire, please consider submitting your photos to our calendar photo contest. Your photo could be featured in our calendar and you could win FREE workshop seats. Please email photos to lee.cooper@unh.edu

With winter just around the corner, we have made some slight edits to our Winter Storm Tracker Spreadsheet, an Excel workbook that allows you to easily capture and save winter storm data including precipitation, temperature, material and labor costs, material use, and more. We have two sessions coming up to review setup and customization on 12/4 and 12/17. Please reach out to us if you'd like a copy of the Winter Storm Tracker Spreadsheet or to register for one of the sessions.

We wish you all a safe and healthy fall season. Please reach out to us to let us know how we can help support your team, whether it is training, information, resources, or anything else that we can do to help your team thrive!



Take care - Lee Cooper

Apply change management practices to project planning and communication

Although change can lead to increased efficiency, improved safety, or financial savings, those benefits may not be realized right away, and certainly not without a degree of trial and error or, possibly, failure.

The same tips for introducing organizational change, such as a new payroll system or asset management application, can work with your community, too. From downtown revitalization projects to changes in your solid waste program, bringing your community into discussions early helps to uncover potential issues, lean into concerns, gather valuable input from diverse stakeholders, and increase overall satisfaction—and trust—when residents feel heard and informed.

Apply organizational change practices to your projects, including listening forums, informational sessions, and enhanced communication campaigns. Identify community members who could be particularly affected by the upcoming change or project and spend time actively listening to their concerns, gathering their input, and earning their buy-in. Be honest with your community about expectations, including if there may be a service disruption, temporarily increased response time, or traffic congestion.

For example, when introducing liquid pre-treat to your winter operations, you might apply change management principles that include informational sessions with the vendor or a community that's

had success using the material. Explaining the reasons for integrating the new material and the benefits of doing so, outlining expectations (including if there may be a learning curve for your team), and inviting candid feedback can help you predict potential obstacles.

Remember, many frustrations can be avoided with good communication, and your community is rooting for your team's success!

Communicate strategically with different personalities

Effective communication does not just happen—it is strategic, thoughtful, and takes time. Just like our teams are comprised of a variety of personality styles and communication preferences, so too is your citizen audience.

A strong leader considers each team member individually when planning for an important message, and you can do the same when communicating with citizens.

Craft messaging that speaks to a variety of personality and communication styles. This may



mean altering the cadence, level of detail, or focus of the message, anticipating different citizens' questions to address them proactively, and engaging with language interpretation services. Being clear, concise, and thoughtful in your messaging is helpful to your strongest advocate and your most wary citizen.

Engage the quiet team members

You know which team members are not afraid to rock the boat, who will spill the tea on the employee satisfaction survey, and who appreciates a good 360-degree performance review process. You also know which team members need more time and space to share feedback or are generally quieter. Similarly, in most public meetings, there will be a small number of citizens who are more comfortable expressing their opinions or asking questions.

While public input is valuable, some feedback may not necessarily represent the needs or opinions of all. While you should listen with respect and interest to your more expressive citizens, also look for ways to engage the broader community to ensure consideration of most needs and concerns.

Humans are a complex reflection of our life experiences, social influences, wisdom, and emotions, and just like we don't always leave family "stuff" at home, citizens don't always leave their baggage at the door of a public meeting. We all have a bad day, a moment where we weren't our best selves or an interaction we wish we could do over. The unavoidable truth is that humans—whether team members, managers, or citizens—bring a variety of emotions and attitudes to any given situation, especially one ripe for conflict.

As public servants, we must always respect citizens' rights to share their feelings. However, we must understand that an unkind social media comment or harsh criticism at a public meeting may potentially reflect what's going on in that person's life and is not reflective of the shared sentiment of all citizens.

By showing empathy, grace, and professionalism in even the most difficult conversations, you reinforce your commitment to trust and strong relationships and will be better able to uncover what's really behind someone's words. Leaders are already doing this with their team members—recognizing when someone has something going on that's making them unusually tense or more irritable than usual and offering grace and concern during those moments.

Treat your citizens as you would a team member, and you might shift the entire dynamic.

By seeing your role as an orchestrator, facilitator, and consensus-builder and applying leadership principles to your public engagement and outreach, you might increase public works awareness and also build a culture of collaboration, participation, and shared success throughout your community.



***This article was reprinted from the APWA
Reporter - September 2024 Issue***

<https://www.apwa.org/news-media/reporter-magazine/>



Safety Benefits:

Chevron Signs

25% reduction in nighttime crashes.
16% reduction in non-intersection fatal and injury crashes.

Oversized Chevron Signs

15% reduction in fatal and injury crashes.

Sequential Dynamic Chevrons

60% reduction in fatal and injury crashes.⁴

In-Lane Curve Warning Pavement Markings

35 - 38% reduction in all crashes.⁵

New Fluorescent Curve Signs or Upgrade Existing Curve Signs to Fluorescent Sheeting

18% reduction in non-intersection, head-on, run-off-road, and sideswipe in rural areas.¹

For more information on this and other FHWA Proven Safety Countermeasures, please visit

<https://highways.dot.gov/safety/rwd/keep-vehicles-road/horizontal-curve-safety>

Enhanced Delineation for Horizontal Curves

Enhanced delineation at horizontal curves includes a variety of potential strategies that can be implemented in advance of or within curves, in combination, or individually.

Potential Strategies	In Advance of Curve	Within Curve
Pavement markings (standard width or wider)	✓	✓
In-lane curve warning pavement markings	✓	
Retroreflective strips on sign posts	✓	✓
Delineators		✓
Chevron signs		✓
Enhanced Conspicuity (larger, fluorescent, and/or retroreflective signs)	✓	✓
Dynamic curve warning signs (including speed radar feedback signs)	✓	
Sequential dynamic chevrons		✓

Enhanced delineation treatments can alert drivers to upcoming curves, the direction and sharpness of the curve, and appropriate operating speed.

Agencies can take the following steps to implement enhanced delineation strategies:

1. Review signing practices and policies to ensure they comply with the Manual on Uniform Traffic Control Devices (MUTCD) principles of traffic control devices. Consistent practice for similar curves sets the appropriate driver expectancy.

2. Use the systemic approach to identify and treat problem curves. For example, Minnesota uses risk factors that include curve radii between 500 and 1,200 ft, traffic volumes between 500 and 1,000 vehicles per day, intersection in the curve, and presence of a visual trap.¹

3. Match the appropriate strategy to the identified problem(s), considering the full range of enhanced delineation treatments. Once the MUTCD requirements and recommendations have been met, an incremental approach is often beneficial to avoid excessive cost.



Chevron signs with retroreflective strips on sign posts installed along a curve.
Source: FHWA

¹ (CMF ID: 2439,2431,2432) Albin et al. Low-Cost Treatments for Horizontal Curve Safety 2016. FHWA-SA-15-084, (2016).

² (CMF ID: 2438) Srinivasan et al. Safety Evaluation of Improved Curve Delineation. FHWA-HRT-09-045, (2009).

³ (CMF ID: 8978) Lyon et al. Safety Evaluation of Two Curve Warning Treatments: In-Lane Curve Warning Pavement Markings and Oversized Chevron Signs. Presented at the 96th TRB Annual Meeting, Paper No. 17-00432, (2017).

⁴ (CMF ID: 10362) Hallmark, S. Evaluation of Sequential Dynamic Chevrons on Rural Two-lane Highways. FHWA, (2017).

⁵ (CMF ID: 10312,9167) Donnell et al. Reducing Roadway Departure Crashes at Horizontal Curve Sections on Two-lane Rural Highways. FHWA-SA-19-005, (2019).

Celebrating 2024 MASTER ROADS SCHOLARS

CONGRATULATIONS!



The University of New Hampshire Technology Transfer Center (UNH T2) proudly recognized the latest NH Master Roads Scholars at a luncheon held in their honor on Tuesday, October 29 in Manchester, NH. The prestigious Master Roads Scholar award level recognizes transportation, public works, and highway maintenance professionals that complete at least 100 hours of classroom training with UNH T2 across content disciplines including safety, environmental, supervisory, and technical topics.

Master Roads Scholars contribute their knowledge, expertise, and awareness of new technologies and techniques in road management to road agencies across New Hampshire, both through their practical application of their learning, as well as through mentorship and collaboration with public works colleagues. Their dedication to professional development supports safe, effective roadways for NH residents and visitors.



The following individuals were recognized at the luncheon for their achievements as Master Roads Scholars:

Robert Ellis • Groton
Nick Coursey • Rumney
Ben Crosby • Mont Vernon
Seth Garland • Alton
Kevin Sullivan • Dover

UNH T2 New Hampshire Roads Scholar Program

25 hours Roads Scholar I	50 hours Roads Scholar II <small>5 Environmental 10 Safety 5 Supervisory 20 Technical 10 additional</small>	75 hours Senior Roads Scholar	100 hours Master Roads Scholar	150 hours Master Roads Scholar II <small>and Safety Champion Award</small>
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Advanced Master Roads Scholars – 200 hours & Capstone Project

The following individuals were recognized for their achievements as Master Roads Scholars:

Peter Reed • Hampton
Brian Martin • Kingston

Congratulations

2024 MASTER ROADS SCHOLARS



Congratulations

2024 MASTER ROADS SCHOLARS



TAILGATE TALK

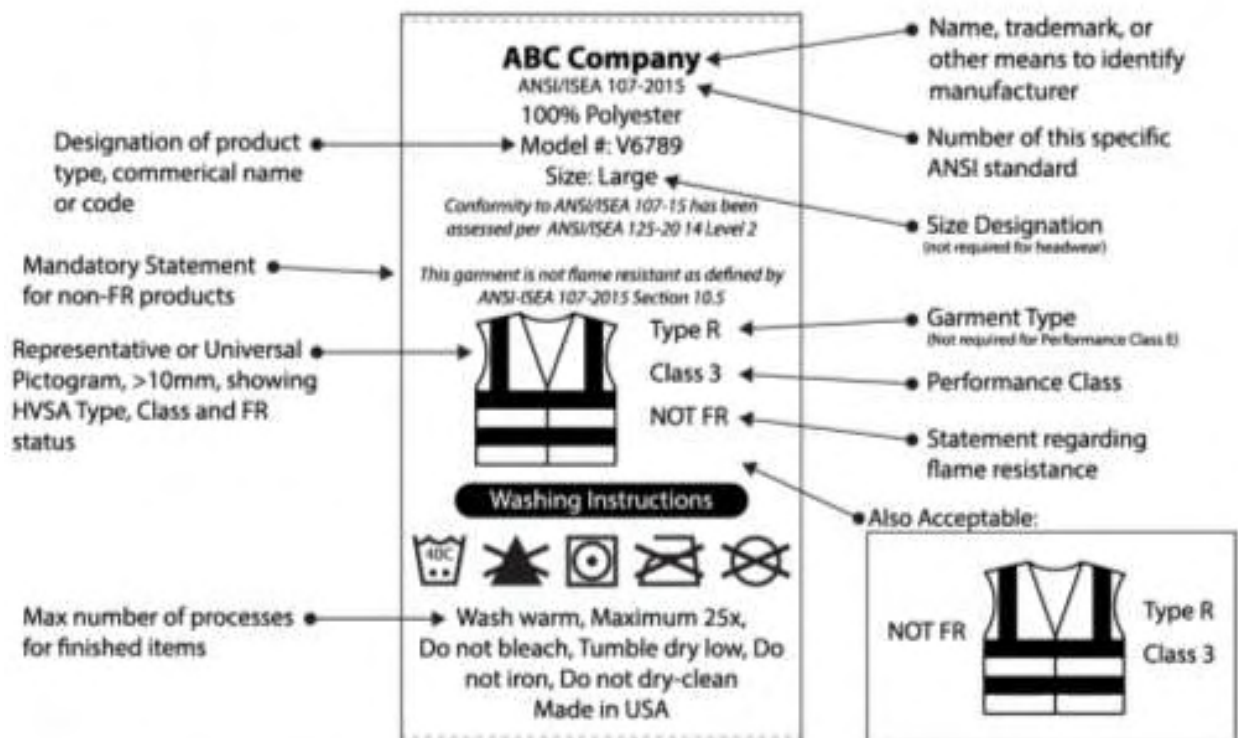
HIGH-VISIBILITY SAFETY APPAREL

TAILGATE TALK LINK • [HTTPS://NLTAPA.ORG/FILES/PDFS/HIGH%20VISIBILITY%20SAFETY%20APPAREL.PDF](https://nltapa.org/files/pdfs/high%20visibility%20safety%20apparel.pdf)

The need to be seen is critical for worker safety. Low visibility is a serious hazard for all workers who perform work tasks near moving traffic. According to the Federal Highway Administration (FHWA) Worker Visibility Final Rule; “All workers within the right-of-way of a Federal-aid highway who are exposed either to traffic (vehicles using the highway for purposes of travel) or to construction equipment within the work area shall wear high-visibility safety apparel.”

High-Visibility Safety Apparel (HVSA) is defined as any garment meeting the American National Standards Institute (ANSI) 107-2015 Class 2 or 3 standard. The previous HVSA minimum standard was ANSI 107-2004. Check with your local safety officer for the updated version of this standard, however; all HVSA should be updated to the newest standard.

In order to verify your HVSA meets the standard, check the label. The label must clearly show the Type and Performance Class, as well as other information about the garment. See below for sample label.





In the winter months, it gets dark earlier. Ensuring your safety apparel has the proper retroreflectivity keeps you and others safe.

The updated 2015 edition combined ANSI/ISEA 107 with ANSI/ISEA 207 (high-visibility vests) for simplification; users can now easily select garments for a particular application. Garment Types based on work environment have been added: Type O (Off-road), Type R (Roadway), and Type P (Public Safety). Type O corresponds with Performance Class 1 and Types R and P can be either Performance Class 2 or Performance Class 3. To accommodate for smaller-size workers, the minimum area of material for a Type R (roadway and temporary traffic control zones) Class 2 or 3 was reduced for the smallest size offered.

As a general rule of thumb, below are some images of HVSA that are considered acceptable and unacceptable. This image does not reflect the latest approved garments, it is simply a reference. It is a good practice to keep your HVSA clean and free from excessive dirt. HVSA may be laundered, however, be sure to refer to your label for the number of times a HVSA can be washed before replacing. This is your safety, don't give it away. Be seen, be safe!

Acceptable



New high-visibility safety apparel is characterized by having vivid color contrast and high reflectivity.

Marginal



Characteristics: Good reflectivity although the vest has some soiling and light fading.

Unacceptable



Characteristics: little or no reflectivity, and soiled and faded material.

Acceptable



Apparel that is used but is in like-new condition is characterized as having excellent color contrast, excellent reflectivity, and is not faded or soiled.

Marginal *



Characteristics: Good reflectivity but has some soiling and light fading of material. *Note: This picture was taken with a flash and simulates nighttime conditions.

Unacceptable



Characteristics: Poor color contrast, low or no reflectivity, significant fading or soiling, and deteriorated reflective strips.

Pictures provided by Michigan Department of Transportation and Washington Department of Transportation

Users of this tailgate talk are advised to determine the suitability of the information as it applies to local situations and work practices and its conformance with applicable laws and regulations

NLTAPA has a library of tailgate talks!
Visit their website to learn more!

NLTAPA TAILGATE TALK LIBRARY 🔍

Road Business

Word Search

A	L	H	C	A	I	E	T	M	A	W	N	G	R
N	G	A	E	H	S	V	I	L	S	T	C	O	L
R	R	U	D	A	A	B	C	O	R	O	A	U	E
I	A	T	H	C	T	I	D	R	E	D	L	L	V
Y	D	C	H	F	R	T	N	T	S	M	I	O	A
A	E	L	A	F	N	T	B	S	L	D	B	W	R
W	R	D	I	R	E	K	C	L	A	L	R	I	G
D	N	H	I	R	U	H	R	Y	N	W	A	S	P
A	R	B	E	A	O	E	I	O	A	R	T	E	H
O	A	C	U	L	V	E	R	T	H	N	I	R	U
R	B	A	A	K	H	O	E	L	I	N	O	A	X
L	C	R	O	S	S	W	A	L	K	P	N	A	E

CALIBRATION

CULVERT

GRADER

ROADWAY

CROSSWALK

CHAINSAW

ROADS SCHOLAR

GRAVEL

DITCH

SUBMIT YOUR COMPLETED ENTRY TO T2.CENTER@UNH.EDU BY 12/15/2024 FOR A CHANCE TO WIN A FREE WORKSHOP SEAT!



UNH T2

PHOTO CONTEST

for our 2025 Training calendar

Do you have photos of a roadside project or beautiful roadside scenery in New Hampshire? Please consider contributing your photo. It might be featured in our upcoming 2025 training calendar!

Submit photos to
lee.cooper@unh.edu or fill
out the form on our website
at
bit.ly/T2photocontest2025

