On the Road in New Hampshire

Instructors, District Engineers, and participants combine to make Project Planning Workshops Successful

Accurate project estimates ensure that road managers request enough money to complete a road repair project. A thoroughly prepared estimate provides the information necessary to convince elected officials that the project is necessary and well planned.

Gus Lerandeau of All States Asphalt and Maurice Nelson of Pike Industries recognized that some road managers had requested too little money for their projects. They suggested that the UNH T³ Center conduct Project Planning workshops. With Gus and Maurice as instructors, and with valuable assistance from NHDOT District Engineers and Assistant District Engineers, the UNH T³ Center has conducted seven workshops. A total of 102 participants have benefited, as well as contributed to very successful workshops.

Each workshop focuses on about a half mile of road in need of reconstruction. Workshops begin in a meeting room with a description of the day’s activities. The host road manager describes the road and its history. Participants receive a set of forms to record field measurements of reconstruction work items. Then everyone gathers their measuring tapes and their orange vests, and boards a bus to the road.

At the site, the group stations the road, stops frequently to discuss problems and their causes, and determines the best solutions. They record quantities for drainage and roadway repair work items on the provided forms.

After the field inspection, the group returns to the meeting room. They organize and add up the quantities for each work item. After breaking for lunch, they prepare a cost estimate for each work item. They add costs for incidental but required items, such as work zone traffic control, testing, and drainage easements. The total of all items is the project estimate.

The UNH T³ Center will conduct more reconstruction project planning workshops this spring. It will also conduct workshops for crack sealing project planning.

ALSO IN THIS ISSUE

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Brian Barden takes on the Role of President of the NHRAA

Brian Barden, Road Agent in Dublin and Master Road Scholar, is the new President for the New Hampshire Road Agents Association (NHRAA). Brian is a natural choice for president. His easy-going, friendly manner has made him one of the most popular Road Agents. His vast experience, and being the vice-president of the NHRAA for many years, has given him clear purposes for the Association.

One purpose is to improve the status of road agents and highway departments. The NHRAA sees the role of road agents as a profession. As Brian says, “road agents do a good job for their towns, and are often not held in the of highest esteem." They have to know about all aspects of road and equipment and they often have to hold a number of licenses.

The NHRAA is a busy organization. It is best known for the Annual Mountain of Demonstrations. It also sponsors a scholarship and has an important role in the New Hampshire Public Works Mutual Aid program. Its members serve on the DigSafe Advisory Committee for Public Utilities, and the UNH T² Center Advisory Committee. The NHRAA also has a quarterly newsletter, the Road Runner.

The NHRAA board consists of thirteen Road Agents. There are two road agents from each New Hampshire Department of Transportation District as well as a Past President. Currently there are 105 members in the association.

Brian’s vision for the association is to keep moving in the same direction. He feels that the NHRAA is strong and would like it to stay that way. He says that the association is considering moving the Mountain of Demos to Thursday June 8th because many communities have Fridays off. This year will also feature a “plow off” sponsored by New Hampshire Municipal Association. This will entail having champions from adjoining states come to NH for the day.

Brian’s hobby is running a pit crew on the New England Featherweight racing circuit. His future son-in-law owns a featherweight car and Brian runs the crew. If you find yourself at a race, stop by the see Brian. He’d love to chat with you.
Dealing with Difficult People

To deal with difficult people create a win-win situation. “Win-win” a phrase from Stephen Covey’s 7 Steps to Highly Effective People. It simply means a situation where both parties “win,” and neither loses. To do this you must consider where the other person is coming from, what they want, and how to fit that in with what you want.

When dealing with others, you must first know what you want. This might be the hard part if you’re like most people, who seldom know what they want. They usually know what they don’t want. For example they don’t want to be angry, or upset. What you want is usually influenced by these factors:

- Where you are
- What’s going on.
- The relationship you have with the person you’re dealing with.

To plan your strategy, recognize behavior types and work in terms of them. Remember that you’re dealing with behavior, not personality, and behavior changes often. See if you recognize these behaviors. Suggestions are given for how to deal with them, assuming your boss is the difficult person.

Before starting a conversation with a difficult person, analyze your attitude. Are you doing anything to contribute to the problem?

Tanks. They demand action. A tank won’t waste time trying to impress you. They could care less how you think or feel. They want action.

To deal with tanks effectively, understand their need for urgency and show them you are on the same side. Try repeating their exact words. Assertiveness is important because they are assertive. They appreciate assertive behavior if it is directed towards their goal.

Know-It-Alls. These people are not focused, but they are controlling. When faced with a know-it-all, know your facts but don’t be confrontational.

Self-appointed Experts. They are dangerous because think they know it all. Be certain of your facts when dealing with them and avoid confrontation over facts. Gently, steer the conversation where you want it to go.

Snipers. They make cutting remarks under the guise of humor, or sabotage you behind your back. They should be confronted, particularly if this occurs during a business meeting. But be respectful.

No People. These folks are dismal and discouraging. Their motto is that every silver cloud has a dark lining. Present options to them to allow them to see that all is not dark and dreary.

Yes People. Yes People seek approval and agree to do everything asked of them. They leave a trail of broken promises. They need deadlines. Check up on them often. Present all sides of each promise so they won’t be as quick to say yes.

Nothing People. These people give no feedback, either verbal or non-verbal. Ask them questions that require more than a “yes” or “no,” and encourage them to express themselves.

Maybe People. They put off decisions until it’s too late. Present options and firmly push for decisions.

To be successful, try to reduce the difference between you and the other person so you can both win in any given situation. Remember to tailor your approach to the specific behavior type and think of the long-term benefits to your action. Control immediate discomfort you might feel. Avoid being emotional about situations. Review your results and learn from them.

Source:
Adapted from Kansas Trans Reporter, October 1999

Road Business, Winter 1999, Vol. 14, No. 4
New Hampshire Road Scholars

We are pleased to recognize individuals who, during the Fall of 1999, have achieved the following levels in the UNH T^2 Center Road Scholar Program.

**Master Road Scholar.** Participated in UNH T^2 Center training activities totaling 100 contact hours and covered the range of topics required for Road Scholar II.

<table>
<thead>
<tr>
<th>Road Scholar</th>
<th>Affiliation</th>
</tr>
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<tbody>
<tr>
<td>Daniel Davis</td>
<td>Wakefield</td>
</tr>
<tr>
<td>Richard Davis</td>
<td>Raymond</td>
</tr>
<tr>
<td>Timothy Fiske</td>
<td>Temple</td>
</tr>
<tr>
<td>Clayton Foote</td>
<td>Francestown</td>
</tr>
<tr>
<td>Thomas Saari</td>
<td>New Ipswich</td>
</tr>
<tr>
<td>John Sowerby</td>
<td>Exeter</td>
</tr>
<tr>
<td>Rick Washburn</td>
<td>Middleton</td>
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**Senior Road Scholar.** Participated in UNH T^2 Center training activities, which totaled 70 contact hours and covered the range of topics required for Road Scholar II.

<table>
<thead>
<tr>
<th>Road Scholar</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ann Bedaw</td>
<td>Swanzey</td>
</tr>
<tr>
<td>Michael Faller</td>
<td>Meredith</td>
</tr>
<tr>
<td>Richard Lee</td>
<td>New London</td>
</tr>
<tr>
<td>Chuck Moore</td>
<td>Bridgewater</td>
</tr>
</tbody>
</table>

**Road Scholar II.** Participated in UNH T^2 Center training activities which totaled 50 contact hours and covered a set of minimum subject areas including road design and construction basics, other technical, tort liability or safety, and supervision or personal development.

<table>
<thead>
<tr>
<th>Road Scholar</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>David Blanchard</td>
<td>Derry</td>
</tr>
<tr>
<td>Harold Blanchett</td>
<td>Hopkinton</td>
</tr>
<tr>
<td>Skip Grady</td>
<td>Durham</td>
</tr>
<tr>
<td>Ray Mardin</td>
<td>Campton</td>
</tr>
<tr>
<td>Wayne Thompson</td>
<td>Whitefield</td>
</tr>
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**Road Scholar I.** Participated in UNH T^2 Center training activities which totaled 30 contact hours.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Reggie Cleveland</td>
<td>Henniker</td>
</tr>
<tr>
<td>Peter Jewell</td>
<td>Charlestown</td>
</tr>
<tr>
<td>Steve Parkinson</td>
<td>Portsmouth</td>
</tr>
<tr>
<td>Clayton Philbrick</td>
<td>Francestown</td>
</tr>
<tr>
<td>Scott Pike</td>
<td>Rochester</td>
</tr>
<tr>
<td>Karen Welch</td>
<td>New London</td>
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**Master Road Scholar Richard Davis**

Richard (Ditty) Davis is the Highway Foreman in Raymond. He has worked for the highway department for 21 years. Prior to joining the department, he worked as a dispatcher for the town and as a mechanic at a garage.

Ditty likes to learn new techniques and gather ideas. His hobby is work and he strives to do a good job. He figures that knowledge benefits everyone. He spoke of a UNH T^2 Center Winter Operations class where he used information from the class to spec out a new truck. He learned of new products and he hopes to pick up the new truck soon.

Ditty sends his crew to training. He says that, “education helps them to do a better job. They learn from the instructors and others at the class.”

They may come back thinking, why didn’t I think of that? Or knowing that they way they’ve been doing things best. This reinforces what they know and they feel better about themselves.”

Ditty’s supervisor Master Road Scholar Dennis McCarthy, understands the value of education.

Ditty and Susan have been married for 18 years. They enjoy vacationing on Cape Cod. They have a camper in Truro, and enjoy driving out to remote places to get away. Ditty also enjoys the computer. His favorite websites are related to the cape, and to weather station, for snow forecasts.

Congratulations Master Road Scholar Richard Davis!
Master Road Scholars

Clayton Foote Jr. is the Road Agent in Francetown where he has worked since 1969. He became Road Agent in 1987. Clayton started his career in the Navy. He then worked as a machinist for 6 years before joining Francetown. The position of Road Agent is a family tradition. His father was the Road Agent for twenty-five years, and then his brother. Clayton hopes his nephew Gary will be Road Agent after he retires.

Clayton takes classes to stay current in his field. He also likes to be as knowledgeable as he can be. He has pride in his job. He sends his crew of three to training. He believes it is good for employee morale and team building.

Clayton believes his supervisors were surprised to see him become a Master Road Scholar and were pleased. They support training and see the value in it.

Clayton has three children and eleven grandchildren. He likes to chop and split firewood. He finds it relaxing, because it requires his full concentration. He also enjoys his job. He finds it more stressful than it used to be but finds it challenging and worthwhile.

Congratulations to Master Road Scholar Clayton Foote!

Rick Washburn is the Road Agent in Middleton. Rick was appointed as Road Agent in 1996. Before his appointment, he worked on the Farmington highway department and as a mechanic. In addition to being the Road Agent, he is the emergency management director.

Rick takes classes because he believes things change rapidly and he likes to stay on the edge of technology. He also likes the opportunity to network with other highway professionals. He likes to share tips with them.

The selectmen in Middleton think Rick’s achievement is great. They see the value of having a well-trained professional working in their town.

Rick has two teenage daughters. He is the crew chief for 2 racecars, hobby-stock late model. The races are at Lee Raceway. His family is from Coos County and he visits as often as he can. He enjoys snowmobiling and trailers his machine to his family’s house as often as he is able to.

Congratulations to Master Road Scholar Rick Washburn!
Helping Trees Stand Tall
by Stefanie Fishman, Project Assistant

The highway departments are usually responsible for the trees on the roadside. The key to the survival of a tree is the care it is given before and after an injury.

Prevention

The best way to avoid storm damage is to prevent it. The following are preventive actions.
- Plant trees in an appropriate location by imaging what it will look like as it matures, and how it will fit into the surrounding area.
- Avoid planting trees near power lines or close to buildings.
- Plant species of trees with naturally deep root systems to prevent it from blowing over.
- To minimize ice storm damage, choose trees that lose their leaves early.
- After planting a tree, keep it healthy by watering, fertilizing, and protecting the tree from soil compaction.

Damage to trees can occur during construction, sidewalk replacement, or other excavation. Crews should avoid cutting tree roots as much as possible. If it is necessary to cut the roots, they should keep the damage to a minimum.

Pruning

Proper pruning contributes to the longevity of the tree before and after damage. It improves the appearance of injured trees and reduces the risk of additional hazards.

Pruning should be done annually on dead or weakened limbs, and occasionally to thin excess branches from the treetop or crown. The goal of pruning is to produce a well-shaped tree, with the center of gravity over the trunk and a crown that allows wind to pass through it. Any trees with broken tops should be pruned to create a strong lateral branch.

Cutting flush against a large limb weakens a tree’s natural defenses against disease. Cuts should be made just to the outside of the raised areas of the branch intersections. When limbs are broken off, crews should use a chisel or sharp knife to smooth ragged edges. This improves the appearance and eliminates hiding places for insects. Bark should be removed to the point where it is attached to the tree.

Wound dressings were once thought to speed up healing, prevent diseases, and reduce decay. Recent research has shown that this is untrue. Many experts recommend not using wound dressing. If the department does decide to apply dressing to damaged areas for aesthetic purposes, it should use only a thin coating of a non-toxic material.

After a storm hits, damage may not be seen immediately apparent. Trees may have hidden cracks, stem decay, or contain insects. Hidden cracks may not be seen until branches drop, usually in the spring. After two or three growing seasons, stem decay or cracks may cause the tree to begin dying.

A dying tree should be removed immediately. Insects are attracted to stressed, dying, and dead trees. They might infest healthy trees.

Leaning Trees

Leaning trees might or might not be saved. In ice storms, the heavy ice causes a tree to tip and
break the root system. A tree leaning from root breakage is unlikely to survive. The best option is to remove and replace the tree.

Very young trees may be able to survive if gently pulled back to the vertical position. This must be done carefully in order to avoid damage to the roots. It should be staked for the first year to prevent it from falling again. To stake a tree, use a one inch strap or other fabric. Do not use rope, wire, wire in a garden hose, or any other narrow band of material to tie around the tree. The strap should be inspected once a week during the growing season to minimize injury to the bark. Any air spaces formed by loosened soil should be pressed out. The root area should be covered with two to four inches of mulch and watered twice a week if there is no rain.

Disposal

If all else fails and the tree must be removed. There are several ways of disposing it. The wood may be chipped and saved for later use, disposed of on the property or transported off-site. Never place chips in wetlands, watercourses, or drainage areas. With certain restrictions burial of branches, limbs, and chips is also an option. The DES's Waste Management Division should be contacted for restrictions.

Hiring a Professional

It is important to consider safety when pruning trees. Workers using a chain saw should wear protective gear and work in a safe environment. Branches hanging over power lines are a safety hazard to the person removing them. The local power company or a professional arborist should be contacted to prune them. For information relating to safety see Road Business articles “Electrical Safety,” Spring 1999 and “Chain Saw Safety,” Spring 1998.

In some cases a qualified professional is the best person to prune, remove, or replace trees. A professional can strengthen the crown of a tree by installing flexible cable and rigid bracing.

When selecting an arborist, choose one in an established business. It is best to use a member of the NH Association of Arborist or the International Society of Arboriculture, or a person with a National Association of Arborist Certification. Membership in one of these associations usually indicates that the person has a high degree of knowledge. One should also ensure the arborist is fully insured for property damage, personal liability and workers compensation.

Departments should get a few estimates. If the tree needs to be removed find out who is responsible for removing the limbs and debris from the property and if the price includes stump removal and clean up. Trees have value as firewood and chips, so ensure this is considered in the estimate.

To find an arborist, look in the local yellow pages or contact other municipalities.

Sources


What Can One Road Agent Do?

Editor’s note—Recently several Road Agents spoke before the house subcommittee on the issue of posting local roads. Their input was invaluable for the committee. The following article was reprinted from NACE News. This article speaks to what a county engineer can do but any municipal official can do the same.

By Royce J. Fichtner, PE Marshall County Engineer, NACE South Central Region VP

Do you lobby you Congressional Delegation? Have you tried? I’m afraid that many members of our association would answer “No” to both of the previous questions. Until eight years ago, my answer would have been “No.” I believe that the very reasons why I failed to lobby Washington are the same excuses that you give today for not voicing your concerns: Who am I? Why would they listen to me? I’m not involved in politics. I work with politicians every day and the system stinks. They will vote the way the “PACs” tell them. They would pay no attention to me.

The truth is that you are an expert in your field. Most of the Senators and Representatives initially know little about the legislative issues that effect our jobs. They must rely on others to have an understanding of the legislation. They are eager to hear from someone “back home” with knowledge. How many constituents do you think contacted their Congressman about the “Storm Water Regulations”, the “Feasibility of Metrification” or the intricacies of the “Highway Funding Bill”? You can be assured they heard from the various national special interest groups. Just think, you may become their expert on the subject. Contrary to the popular belief, the “Elected” wants to represent their constituents. Their problem is understanding what their constituents want. Speak up and be heard. You may be pleasantly surprised at the results.

How can I get involved? It’s simple. Each Senator and Representative has local offices and hold “listening sessions” in their districts. Stop in and visit about the issues and your concerns. Contact them in Washington directly by mail, phone or e-mail. Each appoints a member of their staff to handle transportation issues. Get to know this individual by name. Earn their respect of your knowledge. Someday you may just get a call from them seeking your opinion; I have.

For more information and helpful hints, see the legislation & regulations section of the NACE website at www.naco.org/affils/nace.


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PW.NET

Want to know what is happening in other towns? Need a place to ask questions of other Public Works Officials? Want to be first to receive notifications of UNH T² Center workshops? Then, subscribe to PW.NET! It’s free. Send an email message to: kathy.desroches@unh.edu

In the body of the message type:
Add PW.NET your name

For Instance:
Add PW.NET John Doe

Road Business, Winter 1999, Vol. 14, No. 4
Publications
from the
University of New Hampshire Technology Transfer Center

Copies of the following books and pamphlets, and our complete list of publications, are available through the UNH T² Center. When requesting an item with a charge, please include the check with your form. If ordering by mail, follow the instructions below. To request by telephone, call 603-862-2826, or in NH, 800-423-0060. You can also request by fax to 603-862-2364, or by e-mail to kathy.desroches@unh.edu

The following materials are available free of charge.

___UNH T² Center Publications and Video Catalog.

___Asphalt Texturing Information Package. A grouping of information on a process that textures asphalt to give it the look of brick or stone. The package includes who has done it, what it looks like, and whom to call.


___Vegetation Control for Safety. A guide for street and highway maintenance personnel. Discusses site clearance and safety operations for vegetation control.

___Calcium Chloride Package. A package of articles and pamphlets explaining the benefits of deicing with calcium

___Flexibility in Highway Design. A guide written for highway engineers and project managers who want to learn more about the flexibility available to them when designing roads. It illustrates successful approaches used in other highway projects.

___Guidelines for Spring Road Use Restrictions. A systematic approach for setting load limits in the spring and determining their duration.

___Improving Highway Safety at Bridges. On Local Roads and Streets This guide discusses effective low cost methods of improving and enhancing bridge and bridge approach safety.

___Maintenance of Small Traffic Signs. A guide for maintaining small traffic signs. It is geared toward maintenance personnel.

The following materials involve a minor charge. Please send a check with the form when requesting one of these materials.

___Manual of Practice for Anti-icing of Local Roads. A rewrite of Manual of Practice for an Effective Anti-icing Program published by the FHWA. This UNH T² Center workshop notebook tells the difference between deicing and anti-icing, and it describes aspects of a good anti-icing program. $15

To Request Material by Mail
Check the items you would like to receive. Fill out this form and include a check in the envelope, if necessary. Cut out this page and mail to the UNH T² Center.

Name: ____________________________
Position: __________________________
Organization: __________________________
Address: __________________________
Town: ___________ State: _______ Zip: _______

Check is enclosed payable to: University of New Hampshire

$15________
Videos
from the
University of New Hampshire Technology Transfer Center
Road Business, Winter 1999, Vol. 14, No. 4

The following videos are available from the UNH T^2 Center Video Library. You can have five videos for a two-week period with no charge. To request by mail, check the videos you would like to borrow (up to 5 at a time), fill out the mail request form, staple closed, affix stamp, and mail. To request by telephone, call (603) 862-2826 or (800)423-0060 (in NH). Visit our complete publication and video catalog on our website at http://www.t2.unh.edu.

DC-212, Effective Snow Fences, 20 min. Demonstrates the benefits of snow fences.

DC-251, The Importance of Road Drainage, 19 min. The basis for this film is that if you do not plan the drainage of water because nature will drain it for you. Describes surface and subsurface drainage systems.

DC-252, Roadway Design: Balancing Safety, Environment, and Cost, 13 min. Emphasizes the importance of considering safety, environment, and cost when designing a road. Explains how engineers must cooperate with the public in coming to a mutual agreement when constructing a roadway.

DC-254, Soil Erosion and Sediment control, 28 min. Shows how soil erosion and sedimentation are related. Describes in detail various types of erosion and erosion prevention/control procedures. Stresses the need for adequate control of erosion in order to minimize the amount of soil lost each year.

M-205, Potholes: Causes, Cures, and Prevention, 11 min. Discusses how potholes develop, how they should be properly repaired, and how to develop a pothole repair program along with some preventive techniques.

M-206, The Choice is Yours, 18 min. Preventive maintenance on diesel engines is stressed to get maximum life from the engine.

M-207, Signals: Read 'Em or Weep, 20 min. How to indicate equipment problems through signals.

M-208, Down is Up, 20 min. Preventive maintenance to reduce down time on construction sites.

M-238 Smoothing and Reshaping of Earth and Gravel Roads, 20 min. Shows the steps needed for maintaining and repairing earth or gravel roads. Smoothing and reshaping are covered separately, and equipment is discussed.

M-247, Planning and Organizing Winter Operations, 12 min. Preparations for winter operations including ordering parts and materials, stock piles, checking drainage areas, rental agreements, snow plowing map, crew, and staff meetings.

Video Catalog.
Milestones:

Elton Blood, Public Works Director in Swanzey, has retired

Alan Brown has been promoted to Director of Public Works in Warner.

Ed Chase has left the position of Public Works Director in Peterborough and is working at Beck and Belluci

Walter Kiblin has left the town of Lyndenborough and is working in New Boston.

Ron Landry, Road Agent in Barrington passed away. Mike Morrisey is the new Road Agent.

Alan Lary, Road Agent in Canaan, has resigned.

Robert Levesque has joined Durham as their new Town Engineer.

Bud Moynihan, Road Agent, has retired from Rye.

Wayne Robinson is the new Road Agent in Brentwood.

Jennifer Royce has been appointed as the Town Engineer in Exeter.

Mark Tapply has left New Ipswich and is working as a firefighter in Hudson


Mutual Aid

The following municipalities have signed onto New Hampshire Public Works Mutual Aid Program as of December 1999. For more information as to how to participate, contact Kathy at the UNH T^2 Center.

Alexandria          Allenstown
Alton               Amherst
Andover            Bartlett
Bow                 Bridgewater
Bristol            Charlestown
Chesterfield       Danbury
Deerfield           Derry
Dover               Dublin
Exeter              Farmington
Franklin           Gilford
Goffstown           Gorham
Grantham           Greenville
Groton              Hancock
Henniker            Hinsdale
Hooksett           Hopkinton
Hudson             Lancaster
Lempster            Litchfield
Lyme               Mason
Middleton            Milford
New Boston        New Castle
New Durham         New Ipswich
New London
Newport
Pembroke
Pittsfield
Sharon
Sutton
Temple
Washington

Websites:

There are many helpful websites for public works employees. If you have others that your colleagues could benefit from, send the urls to kathy.desroches@unh.edu. We'll publish the site and your name in Road Business. (No commercial sites please).

UNH T^2 Center: http://www.t2.unh.edu
Road Business
Technology Transfer Center
University of New Hampshire
33 College Road, Kingsbury Hall
Durham NH 03824-3591
603-862-2826 or
800-423-0060 (NH)
Fax: 603-862-2364
kathy.desroches@unh.edu
http://www.t2.unh.edu

Calendar
Planned UNH $T^2$ Center workshops
Spring of 2000
For additional information or registrations, call the UNH $T^2$ Center or check the web-site.

Asphalt Surface Treatments
3 Locations

Basics of a Good Road
2 Locations

Crack Sealing
2 Locations

Drainage, Drainage, Drainage
2 Location

Getting Your Message Across
March 22, 2000—Laconia
March 28, 2000—Epsom

Geotextile Applications
2 Locations

Incident Command System
1 Location

MEMS
2 Locations

Rehabilitation Project Planning
2 Locations

RSMS
March 15-16, 2000—Epsom
March 22-23, 2000—Hillsborough

RSMS Applications
1 Location

SIMS
March 29, 2000—Hillsborough
March 30, 2000—Epsom

Tort Liability and Risk Management
3 Locations

Truck Specs and Maintenance
3 Locations

Workzone Traffic Control
April 4, 2000—Laconia
April 6, 2000—Manchester

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