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**THE STATE OF NEW HAMPSHIRE**  
**DEPARTMENT OF TRANSPORTATION**



*William Cass, P.E.*  
*Commissioner*

9  
DEC 17 2025

*David Rodrigue, P.E.*  
*Assistant Commissioner*

Her Excellency, Governor Kelly A. Ayotte  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

Bureau of Turnpikes  
August 25, 2025

**REQUESTED ACTION**

Authorize the Department of Transportation (NHDOT) and the Department of Business and Economic Affairs (NHBEA) to enter into a Memorandum of Understanding for the management of Highway and Turnpike Safety Rest Areas/Welcome and Information Centers. Effective upon Governor and Executive Council approval through June 30, 2035.

Funds to support this request are appropriated directly to NHBEA in Fiscal Years 2026 and 2027, and upon continued appropriation of funds in future operating budgets.

**EXPLANATION**

In accordance with RSA 12-O:18 and RSA 236:86 regarding Safety Rest Areas/Welcome and Information Centers (SRA/WICs), this Memorandum of Understanding (MOU) is entered into between the N.H. Department of Transportation (NHDOT) and the N.H. Department of Business & Economic Affairs (BEA) to set forth the parties' responsibilities with respect to the staffing, daily operation and routine maintenance of the SRA/WICs.

Management and operation of Safety Rest Areas/Welcome and Information Centers located on the Turnpike System are direct funded with Turnpike funds to NHBEA's budget. All other Safety Rest Areas/Welcome and Information Centers have been appropriated with General Funds within the Fiscal Year 2026 and 2027 budgets.

This agreement has been approved by the Attorney General's Office as to form, substance and execution and the Department has certified that the necessary funds are available. Copies of the fully executed agreement are on file at the Secretary of State's Office and the Department of Administrative Service's Office, and subsequent to Governor and Council approval will be on file at the Department of Transportation.

We respectfully request your approval.

Sincerely,



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Taylor Caswell  
NHBEA Commissioner



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William J. Cass  
NHDOT Commissioner

Attachments

**MEMORANDUM OF UNDERSTANDING**  
**between**  
**N.H. DEPARTMENT OF TRANSPORTATION**  
**and**  
**N.H. DEPARTMENT BUSINESS & ECONOMIC AFFAIRS**  
**for**  
**The Management of Highway and Turnpike Fund Supported**  
**Safety Rest Areas /Welcome and Information Centers**

**1. PURPOSE**

In accordance with RSA 12-O:18 Safety Rest Areas/Welcome and Information Centers (SRA/WICs), this Memorandum of Understanding (MOU) is entered into between the N.H. Department of Transportation (NHDOT) and the N.H. Department of Business & Economic Affairs (BEA) to set forth the parties' responsibilities with respect to the staffing, daily operation and routine maintenance of the SRA/WICs.

**2. GENERAL**

- a. NHDOT shall retain ownership of the WIC facilities and shall approve all policy and all services provided. See Appendix A for a name and location listing of WICs included in this agreement. Pursuant to this MOU and funding as passed biennially, NHDOT is contracting with BEA for the staffing, daily operations and routine maintenance of the SRA/WICs with the intention of enhancing the travel and tourism focus of these facilities while also enhancing where possible current services.
- b. NHDOT and BEA will work together to ensure that operation of the SRA/WICs are conducted to maximize the public health, safety, and seek to provide a positive customer experience for travelers. In addition, NHDOT and BEA will seek to fully utilize the SRA/WICs in the promotion and representation of the State of New Hampshire, including the promotion of state tourism, workforce, and business recruitment.
- c. NHDOT, in collaboration with BEA, shall review, prioritize, and seek to complete recommendations contained in the comprehensive independent study of the SRA/WICs conducted by AECOM and dated June 30, 2016, based on agreement by both agencies and funding availability.
- d. BEA and NHDOT will participate fully in efforts to execute private-public partnership contracts at identified SRA/WICs.
- e. BEA shall recommend the budget appropriations for each biennium and will review with NHDOT. BEA and NHDOT shall collaborate through the executive and legislative budget process. Appropriations shall be direct funded in BEA's budget utilizing the funds approved by the Legislature and Governor each biennium.
- f. NHDOT shall assist BEA with any Federal Highway Administration interactions.
- g. NHDOT and BEA agree to explore and pursue implementing sustainable management practices and energy efficiencies where it makes economic sense and to the degree the budget can support such efforts.

- h. Hours of operation changes, and seasonal closure periods will be mutually agreed upon by both parties prior to implementation.

### **3. NHDOT'S RESPONSIBILITIES**

Under this MOU, NHDOT shall be responsible for the obligations set forth below. NHDOT and BEA will work collaboratively to identify and address problems, opportunities and budgetary challenges as they develop.

- a. NHDOT shall work collaboratively in the sponsorship/dedication of SRA/WICs. All associated revenue from any sponsorship/dedication shall be used to operate existing SRA/WICs and offset the approved funding of each established accounting unit.
- b. NHDOT shall be responsible for the signage on the mainline of the highway and entrance/exit ramps and parking lots as necessary. BEA will be responsible for building interior and exterior signage.
- c. NHDOT shall work collaboratively in the planning and design processes for any new construction or renovation projects for any of the existing SRA/WICs. NHDOT will also include BEA in the planning and implementation processes for any new and/or pilot projects that will impact SRA/WICs services or operations.
- d. NHDOT shall approve any building structural modifications and any new SRA/WIC facilities and shall co lead on media communications pertaining to any structural enhancements.
- e. If any SRA/WICs are closed permanently, the management reverts to NHDOT's responsibility. These include SRA/WICs already closed (Antrim, Epsom, Rumney, Shelburne) and any SRA/WICs closed in the future. These do not include current or future SRA/WICs operating on a seasonal basis. NHDOT and BEA shall co-lead on media communications pertaining to any closures.

### **4. BEA'S RESPONSIBILITIES**

BEA's obligations as set forth in this section are dependent upon BEA's continued statutory requirements. BEA will have responsibility for:

- a. BEA shall work collaboratively in the sponsorship/dedication of SRA/WICs. All associated revenue from any sponsorship/dedication shall be used to operate existing SRA/WICs and offset the approved funding of each established accounting unit.
- b. The administration of staffing, daily operation, routine maintenance, dissemination of travel information in support of the daily services provided at the facilities, as well as staff customer service training and communications.
- c. BEA shall work collaboratively in the planning and design processes for any new construction or renovation projects for any of the existing SRA/WICs.
- d. BEA shall not be responsible for maintenance items at the Hooksett Welcome Centers except as outlined in the ground lease agreement with Granite State Hospitality.

- e. Processing all periodic billings for utility services including, but not limited to, gas, fuel oil, firewood, electric, water, and water treatment/testing.
- f. Management and administration of the SRA/WICs and travel-related functions in compliance with all applicable federal, state, and local regulations. Copies of any regulatory approvals and/or waivers sought and obtained by BEA for operation of the SRA/WICs shall be pre-approved and provided to NHDOT. Where appropriate, NHDOT will assist BEA in obtaining such approvals/waivers.
- g. Operation and routine maintenance of the SRA/WICs in a manner to maximize positive customer experience, minimize potential liability, and avoid employee and/or public injury.
- h. Maintenance of all equipment assigned as part of this agreement and needed to complete tasks, such as landscaping, listed in Appendix B and C. Future equipment needed by BEA for operation of the SRA/WICs is to be purchased by BEA with funds from the SRA/WIC budgets.
- i. Purchase of all supplies for the operation of the facilities and grounds functions, including, but not limited to, maintenance, cleaning and office supplies.
- j. Managing all types and quantities of information distributed at SRA/WICs, as well as other activities or initiatives, including but not limited to, displays, demonstrations, etc.
- k. Advance initiatives and strategies to reduce state operational responsibility and cost, to provide an improved user experience for visitors, and to seek to focus BEA resources on customer service. This may include establishing relationships, agreements and partnerships with local Chambers of Commerce or other appropriate, qualified regional entities on behalf of BEA.
- l. Coordinate with NHDOT for the installation, removal, or modification of any permanent or semi-permanent structure at a SRA/WIC facility.
- m. Participate in NHDOT's efforts in the planning and design process for new construction or renovation projects for any existing SRA/WICs to ensure they reflect elements of the NH State Brand.
- n. Include NHDOT in the planning and implementation process for any new and/or pilot process that will impact SRA/WIC services, operations, or access.
- o. Manage and administer all water testing in accordance with New Hampshire Department of Environmental Services requirements where applicable.
- p. Coordinate chimney cleaning and provide wood for those facilities with existing fireplaces and/or small wood stoves.
- q. Act as NHDOT's agent in communications and agreements with Vendor Services performed by the Blind and Visually Impaired. BEA will track all vending machine revenue received from the agreement with the New Hampshire Department of Education, Office of Services for the Blind and Visually Impaired. All net revenue generated shall offset maintenance expenses or to help defray cost of physical improvements and shall be budgeted in the direct funded accounting units.

- r. Act as the State's agent in negotiations with such SRA/WIC contracted service providers from leases. All net revenue generated from vending at SRA/WICs shall be provided to BEA and shall be used to operate existing SRA/WICs.
- s. Perform grounds maintenance including fertilizing, spraying, pruning, planting, string trimming and mowing where Turnpikes' maintenance staff periodically provides mowing services.
- t. Recording pedestrian counts that assist in evaluating optimum hours of operation and viability of each SRA/WIC.
- u. BEA will notify NHDOT in the event of regulated substance or hazardous waste spills, criminal acts, property damage, newsworthy events, or other significant incidents.

**5. MAINTENANCE**

- a. BEA in cooperation with NHDOT will be responsible for SRA/WIC Capital Improvements funded by the Capital Budget as approved by the Legislature, and the Bureau of Turnpikes R&R Program. NHDOT and BEA will work collaboratively to identify issues and opportunities for the SRA/WIC system. If necessary, the continued inclusion of the SRA/WICs in the NHDOT's Federal Aid Ten Year Plan for short-term Capital improvements shall be the responsibility of NHDOT.
- b. BEA and NHDOT shall be jointly responsible for maintenance and repairs per Appendices B & C. NHDOT will invoice the BEA for any work provided by NHDOT on the SRA/WICs. BEA agrees to make payments within 30 days.
- c. NHDOT shall assist BEA with maintenance outside of BEA's capabilities and budget where safety and/or providing essential services are affected, provided that NHDOT has the capabilities and budget available.
- d. Vending building maintenance (cleaning not included) shall be the responsibility of BEA. Vending Contractor is responsible for cleaning vending buildings.
- e. Request for NHDOT assisted maintenance shall be forwarded to the appropriate designated contact within each Highway Maintenance District and the Bureau of Turnpikes using a NHDOT Work Order if applicable (Appendix D) or other agreed to method.

**6. TERM**

This MOU shall be in effect July 1, 2025 through June 30, 2035. BEA may schedule meetings as needed meetings to review of the MOU and discuss capital needs, operations, maintenance and budget. The MOU may be re-negotiated by NHDOT and BEA. Should the re-negotiated MOU not be approved before July 1 of a new biennium, NHDOT and BEA agree to allow the current MOU previously agreed upon to remain in effect until a re-negotiated MOU is approved.

**7. MODIFICATION**

This MOU may be modified, in writing, at any time upon the mutual agreement of the parties. The representative of each party or his/her respective designee(s) must sign any modification of agreement.

**8. SIGNATURE**

This MOU is entered into upon signing by the following representatives of the parties.

 8/22/2025  
\_\_\_\_\_  
**William Cass** **Date**  
**Commissioner**  
**New Hampshire Department of Transportation**

 8/26/2025  
\_\_\_\_\_  
**Taylor Caswell** **Date**  
**Commissioner**  
**New Hampshire Department of Business and Economic Affairs**

New Hampshire  
Department of Transportation

*Christina M. Wilson*

Signature

**Christina Wilson**

Name

**Senior Assistant Attorney General**

Title

NH Attorney General

Governor and Council  
Approval

Secretary of State

Dated

NHDOT/BEA MEMORANDUM OF UNDERSTANDING  
Appendix A – Welcome and Information Center Location List

Lebanon

I-89 Southbound, (603) 448-2409  
Season: All Year  
Hours: Daily, 9am-5pm

Sutton

I-89 Southbound, (603) 927-4907  
Season: Currently Closed  
Hours:

Springfield

I-89 Northbound, (603) 763-9684  
Season: All year  
Hours: Daily, 9am-5pm

Colebrook

Rt. 3 North, (603) 237-5390  
Season: All year  
Hours: Daily, 9am -5pm.

Canterbury

I-93 Northbound, (603) 783-4194  
Season: All year  
Hours: Daily, 9am-5pm

Hooksett - North

Everett Turnpike Northbound, (603) 485-3019  
Season: All year  
Hours: Visitors Service desk open daily 9am-5pm. Facility itself is open 24 hours, 7 days.

Hooksett - South

Everett Turnpike Southbound, (603) 485-3542  
Season: All year  
Hours: Visitors Service desk open daily 9am-5pm. Facility itself is open 24 hours, 7 days..

Salem

I-93 Northbound, (603) 893-4351  
Season: All year  
Hours: Daily, 8am-10pm

NHDOT/BEA MEMORANDUM OF UNDERSTANDING  
Appendix A – Welcome and Information Center Location List

Seabrook

I-95 Northbound, (603) 474-5211

Season: All year

Hours: Daily, 24 hours.

Littleton

Rt. 18 (off I-93 Northbound, exit 44), (603) 444-0125

Season: All year

Hours: Daily, 9am-5pm

North Conway

Route 16, (603) 356-2769

Season: All year

Hours: Daily 9am-5pm.

Sanbornton

I-93 Southbound, (603) 286-4650

Season: All year

Hours: Daily, 5am to 5pm

**NHDOT/BEA Memorandum of Understanding**

**Appendix B - Maintenance Detail Responsibility List Highway Funded WICs**

ITEM	NHDOT	BEA	Comment
<b>ADMIN/Custodial</b>			
Daily cleaning of bathrooms and public areas		X	
Payment and management of all bills		X	Electric, telephone, heat, sewer, water, contract services, etc.
Ordering of heating fuels		X	
Supplying Wood		X	Wood for fireplaces, woodstoves and wood boilers
Lowering and raising Flags		X	Also includes new flag purchases
Flag poles			Also includes broken rope replacement
<b>BATHROOMS</b>			
Stall handles, hinges, locks doors etc.		X	Repair/replace
Stalls		X	Replace
<b>BUILDING</b>			
Art & Displays		X	
Roof Repair		X	
Roof Replace	X		
Foundation repair		X	
Door locks-interior and exterior		X	Repair/replace
Floors		X	Repair/replace
Doors		X	Repair/replace
Windows		X	Repair/replace
Interior Painting		X	
Exterior Painting		X	
Ceiling		X	
Outside Trim		X	
Chimney Rebuild		X	
Electrical		X	Preventative maintenance and emergency service
Septic Pumping		X	Preventative maintenance and emergency service
Septic Pump repair Service		X	Preventative maintenance and emergency service
Generator Maintenance		X	Preventive maintenance and emergency service
Chimney Cleaning		X	Inspection and cleaning
Elevators			Inspect\on
HVAC		X	Preventative maintenance and emergency service

Alarm System		X	Service
Carpet/Floor Cleaning		X	Service
Trash disposal		X	
<b>ELECTRICAL</b>			
Interior lighting		X	Includes bulb/ballast replacement, outlets, fixtures and exterior walkway lights
Exterior lighting for ramps and Parking Lot	X		
Control/Breaker Panels		X	
<b>EQUIPMENT</b>			Replacements funded via WIC budget
Computers		X	
Fax Machines		X	
Vacuums		X	
Interior Furniture		X	
People Counters		X	
Fire Extinguishers		X	
Landscape Maintenance		X	
Radio Maintenance	X		
RWIS Stations	X		
Pay Phones		X	
<b>HVAC/HEATING</b>			
Filters		X	
Furnace		X	Repair/replace
Above ground storage tank		X	
Under ground storage tank	X		
<b>LANDSCAPING</b>			
Plantings (additions and Removal)			
Picnic Tables "		X	
Mowing		X	Includes septic areas
Trimming		X	
Mulching		X	
Walkways	X		Repair/replace
Parking Areas	X		Repair/replace
Parking Areas - Striping		X	
Lawn		X	
Patios	X		Repair/replace/remove
Curbing	X		
Drainage	X		Exterior drainage to include ditches, pipes & catch basins
Landscape Equipment Acquisiton	X		Upon purchase the DOT will transfer ownership to BEA
Landscape Equipment Maintenance		X	

Landscape Equipment Disposal	X		BEA will notify DOT when equipment needs to be disposed of
<b>WINTER MAINTENANCE</b>			
Plowing, treating the entrance/exit ramps and parking areas and any other winter maintenance activities within the ramps and parking areas	X		
Clearing patios, sidewalks, walkways including snow/ice removal, salting/sanding, roof raking		X	
<b>PLUMBING</b>			
Fixtures/Pipe System		X	
Portable toilets		X	
Septic/Sewer System Maintenance/Repair		X	
Septic/Sewer System	X		Replace (if capital project)
Sump Pump		X	
Water Heaters		X	
Water Testing		X	BEA responsible lot compliance with DES public water system rules
Water Filtration		X	
Well Replacement Well pumps & system	X		Replace (if capital project)
<b>VENDING BUILDINGS</b>			Maintenance responsibilities for vending buildings consistent with Welcome Information Center responsibilities

**NHDOT Bureau of Turnpikes (NHTPKS) /BEA Memorandum of Understanding**

**Appendix C - Maintenance Detail Responsibility List**

**Seabrook Welcome Information Center**

ITEM	NHTPKS	BEA	Comment
<b>ADMIN/CUSTODIAL</b>			
Daily cleaning of bathrooms and public areas		X	
Payment and management of all bills		X	Electric, telephone, heat, sewer, water, contract services etc. *NOTE: Includes Hooksett NB/SB requires utilities
Ordering of heating fuels		X	
Supplying wood	X		Wood for fireplaces, woodstoves
Lowering and raising Flags		X	Also includes new flag purchases
Flag Poles	X		Repair/replace
<b>BATHROOMS</b>			
Stall handles, hinges, locks doors, etc.	X		Repair/replace
Stalls	X		Repair/replace
<b>BUILDING</b>			
Art & Displays		X	
Roof	X		Repair/replace
Foundation	X		Repair/replace
Door locks-interior and exterior	X		Repair/replace
Floors	X		Repair/replace
Doors	X		Repair/replace
Windows	X		Repair/replace
Interior Painting		X	
Exterior Painting	X		
Ceiling		X	T-Bar/drop ceiling
Outside Trim	X		
Chimney Rebuild	X		
Electrical	X		Preventative maintenance and emergency service
Sewer Repairs	X		Preventative maintenance and emergency service
Generator Maintenance	X		Preventative maintenance and emergency service
Chimney Cleaning		X	Inspection and cleaning - send copy of inspection to DOT
Elevators		X	Inspection - send copy of inspection to DOT
HVAC	X		
Alarm System		X	Service

Fire Alarm System	X		Annual & Preventative Maintenance
Fire Extinguishers	X		Yearly inspections
Carpet Cleaning		X	Service
Trash disposal		X	Includes trash barrel replacment and winter storage
<b>ELECTRICAL</b>			
Interior Lighting		X	Includes bulb/ballast replacement, outlets, fixtures and exterior walkway lighting
Exterior lighting	X		Ramps and parking lot
Control/Breaker Panels	X		
<b>EQUIPMENT</b>			
Computers (including iPads)		X	*NOTE: Includes Hooksett NB/SB
Fax Machines		X	*NOTE: Includes Hooksett NB/SB
Vacuums		X	*NOTE: Includes Hooksett NB/SB
Interior Furniture		X	
People Counters		X	
Fire Extinguishers		X	
Landscape Maintenance		X	
Radio Maintenance	X		
RWIS Stations	X		
Pay Phones		X	
AED Monthly Inspection/Pads		x	*NOTE: Includes Hooksett NB/SB
AED Replacement	x		*NOTE: Includes Hooksett NB/SB
<b>HVAC/HEATING</b>			
Filters	X		
Furnace	X		Maintain/repair, annual cleaning/replace
UST/AST	X		
<b>LANDSCAPING</b>			
Plantings (additions and Removal)		X	
Picnic Tables	X		
Mowing	X		Includes septic areas
Trimming	X		BEA assist with weed wacking as needed
Walkways	X		Repair/replace
Parking Areas	X		Repair/replace
Patios	X		Repair/replace
Curbing	X		
Drainage	X		Exterior drainage to include ditches, pipes & catch basins
<b>WINTER MAINTENANCE</b>			

Plowing, treating the entrance/exit ramps and parking areas and any other winter maintenance activities within the ramps and parking areas.	X		
Clearing patios, sidewalks, walkways including salting and sanding, roof raking		X	Turnpikes has provide support as time allows during heavier storms removing snow
<b>PLUMBING</b>			
Fixtures	X		Repair/replace toilets, sinks, and any plumbing not enclosed in a wall or floor, hand dryers, etc., and all associated parts
Pipe system	X		Replace piping enclosed in floors, walls, ceilings and exterior piping systems
Portable toilets		X	
Sewer System	X		Repair/replace
Sewer System Service bills		X	
Sump pump		X	
Water Heaters	X		
Water Testing		X	BEA responsible for compliance with DES public water system rules
Water Treatment System Repairs	X		
Water Service Bills		X	
Water Service Repairs	X		
Inspection Backflow prevention System	X		
Water fountains	X		
<b>OTHER MISC</b>			
Paving	X		
Striping	X		
<b>VENDING BUILDING</b>		X	Maintenance responsibilities for vending buildings consistent with Welcome Information Center responsibilities

**MECHANIC'S MAINTENANCE REQUEST FORM**  
**FOR BUILDING & TOLL PLAZA MAINTENANCE NEEDS**

Facility: \_\_\_\_\_

Facility Supervisor: \_\_\_\_\_

Maintenance/Operations Supervisor: \_\_\_\_\_

Date of Request: \_\_\_\_\_

Description of Repairs Requested (List by Priority)	Initials & Date Repaired
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	

Repairs Request Approved: \_\_\_\_\_ Date Approved: \_\_\_\_\_  
Civil Engineer III

***The Maintenance Mechanic Foreman shall return the Maintenance Request Form on Monday of each week to the Civil Engineer III. Repairs completed shall be initialed and dated by the facility supervisor.***

Maintenance Mechanic Foreman: \_\_\_\_\_  
Date Request Form Received: \_\_\_\_\_  
Date Request Form Returned: \_\_\_\_\_