



2016 Tri-State Performance Measures

2016 Annual Report



2016 Tri-State Performance Measures

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2016 Tri-State Performance Measures

Executive summary:

In August 1997, discussions began between Vermont, New Hampshire, and Maine, hereafter referred to as Cooperating States or Tri-State, regarding intelligent transportation systems (ITS). The outcome of a meeting on March 26, 2002 was the first Tri-State Operations Coalition Meeting where several maintenance and operation personnel from each state gathered for an all-day meeting on a variety of topics. VTrans' Director of Maintenance, David Dill, reported to VTrans leadership that the meeting was...

“Very productive. All agree that sharing resources and knowledge on a regional basis is becoming more and more important, not only because of our common financial constraints, but also to make the most of emerging technology. Our intent is to expand our cooperative efforts, and we will now meet once per quarter.”

By 2005, the Tri-State meetings had branched out to include a project delivery focus resulting in each state's Chief Engineer and Project Delivery teams meeting on the same day as their Operations counterparts at the quarterly meetings. Federal Highway Administration (FHWA) was also invited to attend.

As early as 2009, Tri-State recognized that performance standards were being discussed on a national scale by the United States Congress (Congress) and the American Association of State Highway and Transportation Officials (AASHTO), for incorporation into future Transportation Bills, and by FHWA for incorporation into respective stewardship agreements. It was also recognized that standard performance measures would benefit each State by assisting in communications with their respective stakeholders and customers. For these reasons Maine, New Hampshire and Vermont entered into a Memorandum of Understanding (MOU) in the fall of 2010, and amended on October 26, 2016 (Appendix A), agreeing to work together to develop standard performance measures relating to asset conditions, business processes, and safety.

In 2012, the President of the United States signed the federal transportation bill entitled Moving Ahead for Progress in the 21st Century (MAP-21). Since then, AASHTO has increased its emphasis on performance measures within the work plan of the Standing Committee on Performance Management (SCOPM), and bridge and pavement. In 2015 the President signed into law the Fixing America's Surface Transportation Act, or "FAST Act" - the first Federal law in over ten years to provide long-term funding certainty for surface transportation. The FAST Act authorizes \$305 billion over fiscal years 2016 through 2020 for highway and motor vehicle safety, public transportation, motor carrier safety, hazardous materials safety, rail, research, and



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technology and statistics programs. With its enactment, State and local governments may now move forward with critical transportation projects designed to strengthen and reinforce our infrastructure. The Tri-State work to date has focused on utilizing standard measures to monitor performance. The close and collaborative monitoring of these measures has identified areas for improvement, which have been highlighted in a number of national domains as examples of how the MAP-21 language can work. FHWA released its Final Rulemaking determination on Asset Management Plans and Processes in Oct. 2016. This Final Rule making also includes requirements for National Performance Management Measures. The efforts of Tri-State have the three States well positioned to establish performance measures and targets as well as asset management processes to meet the requirements of the federal law as it comes into full effect.

This year's report on performance measures remains similar to previous years. New for this year is the Tri-State Quick Facts that provides a quick summary of each State's assets and their maintenance measures. In years to come, it is anticipated that Tri-State will develop performance measures commensurate with the MAP-21 final rulemaking for asset management and applicable provision changes of 23CFR part 490.

A thank you goes out to our stakeholders and customers in reporting, sharing, and recognizing the importance of these performance measures. The value of this report is realizing lessons learned and best practices that will reinforce our successes along the way.



2016 Tri-State Performance Measures

Tri-State Quick Facts

The table below shows each State’s “tale of the tape” as a snapshot of assets and maintenance efforts involved in its management.

Tri-State Transportation Quick Facts 2015			
	Vermont	New Hampshire	Maine
Miles of Local and State Roadway (Public Roads)	14,171	16,597	23,524
Miles of Agency-Managed National and State Highway System	3,481	4,587	8,809
Miles of National Highway System	772	1,255	1,874
Miles of State Highway System	2,709	4,596	9,069
2015 Highway Fatalities	58	114	156
Inventoried Local and State Long Bridges (Over 20 feet long)	2,723	2,525	2,436
Inventoried Long Bridges (State Owned/Maintained)	1,089	1,513	2,186
Dump Trucks with Plows and Wings	275	357	400
Licensed CDL Drivers (employed by the State)	374	721	Not Available
Hours of Plowing Winter 2014-2015	310,178	335,865	384,917 Labor Hours ¹
Miles of State-Owned Operating Rail	305	203	334
Miles of Privately-Owned Rail	295	242	1,159
Public-use Airports	16 (10 State-owned)	25 (2 owned by Pease Development Authority)	70 (5 State-owned)
Runway Miles	90	24	169
Increase in Public Transit Ridership Reported 2011-2015	9.20%	11.35%	17.35%
State-owned/Maintained Park and Ride Facilities	30	27	25



2016 Tri-State Performance Measures

Park and Ride Parking Spaces	1,525	5,857	3,310
State Funded Municipal Park and Ride Facilities	61	0	42
Park and Ride Facilities with EV Level 1 Charging	1	0	0
Traffic Signals	154	443	115
Roadway Lights	1,050	3,540	1,700
Million Dollars spent to collect trash	\$1.09	\$0.407	\$2.72

¹149,142 - Equipment Hours

Tri-State Business Performance Measures

As agents of State government, the most important asset we can build and maintain is the trust of the people we serve. Trust in our agencies not only makes projects go easier, it makes legislative and executive funding decisions a more straightforward process. When the public and our partners in industry believe in our ability to deliver on promises, they become stronger advocates for our agencies' goals, plans, and budgets.

That trust is built by *consistently* doing three simple things: say what we intend to do, do it, and when necessary, clearly explain why something was not done as expected. In the realm of capital project development, it begins and ends with schedules, budgets, and the quality of our final products.

In the fall of 2010, representatives of Maine DOT, New Hampshire DOT, and Vermont AOT agreed to begin tracking some common performance measures in the area of operations and capital project production.

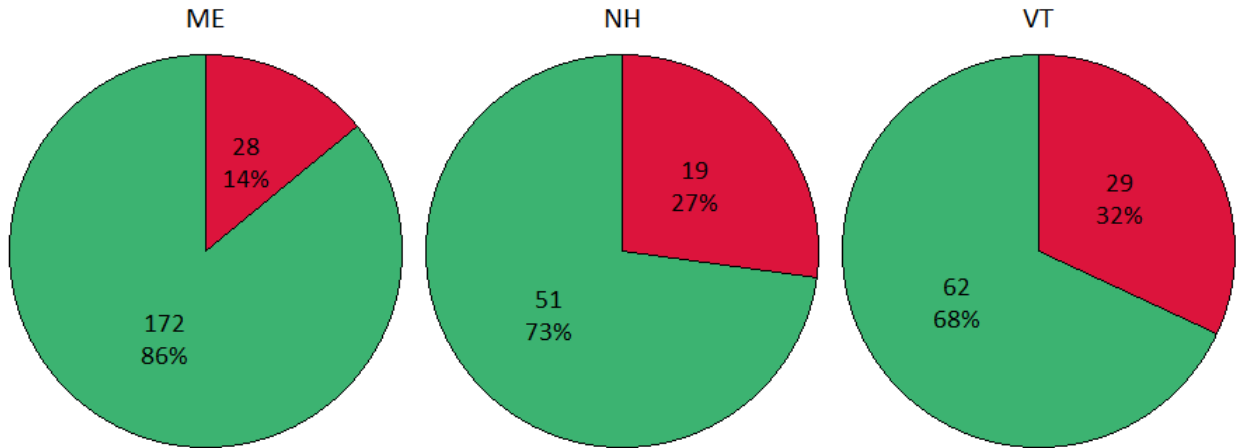
Percent on Time Delivery

Since 2009, Maine DOT has been measuring and reporting on the quality of its project schedules, and their process was used as a framework for the first of the Tri-State measures, Percent on Time Delivery. The basis for measurement is a calendar year Construction Advertisement Plan (CAP), published at or before the first of the year. The CAP includes all projects developed for advertisement by each agency's in-house staff. Because it extends across an entire year, the standard for "On Time" is advertisement within 30 days of the CAP date. On Time reports are issued quarterly. The green portion of the pie charts seen below represents the On Time percentage, by number of projects, at the time of the report. The schedule status for the remainder of the year (zeroes on this 4th Quarter example), and the projected year-end results are contained in the table beneath the pie charts.



2016 Tri-State Performance Measures

Percentage Advertised On Time: 2016 Qtr 4 Results



State	Year-to-Date			Projected Year End		
	On Time	Delayed or Removed	% On Time	On Time	Delayed or Removed	% On Time
ME	172	28	86%	172	28	86%
NH	51	19	73%	51	19	73%
VT	62	29	68%	62	29	68%

Total Delivery

The second measure reflects two aspects of program management: The accuracy of cost estimates in the original CAP (previously described), and the volume of work added to project delivery programs in an ad hoc manner. At the time of reporting, this measure compares the construction value advertised-to-date plus the construction value for projects added to the schedule after CAP publication, with the originally estimated value of the projects included in the CAP. Construction value refers only to the actual or estimated contract award amount for each project. It does not include preliminary engineering (PE), construction engineering (CE), or right-of-way costs. The percent of CAP is the comparison of the original CAP to the construction value of the CAP.

**Total Construction Value Delivered 2016 Qtr. 4 Results
(All Dollars in Millions)**

State	Advertised to Date	Remainder of Calendar Year	Projected for Year	Construction Value of CAP	Percent of CAP



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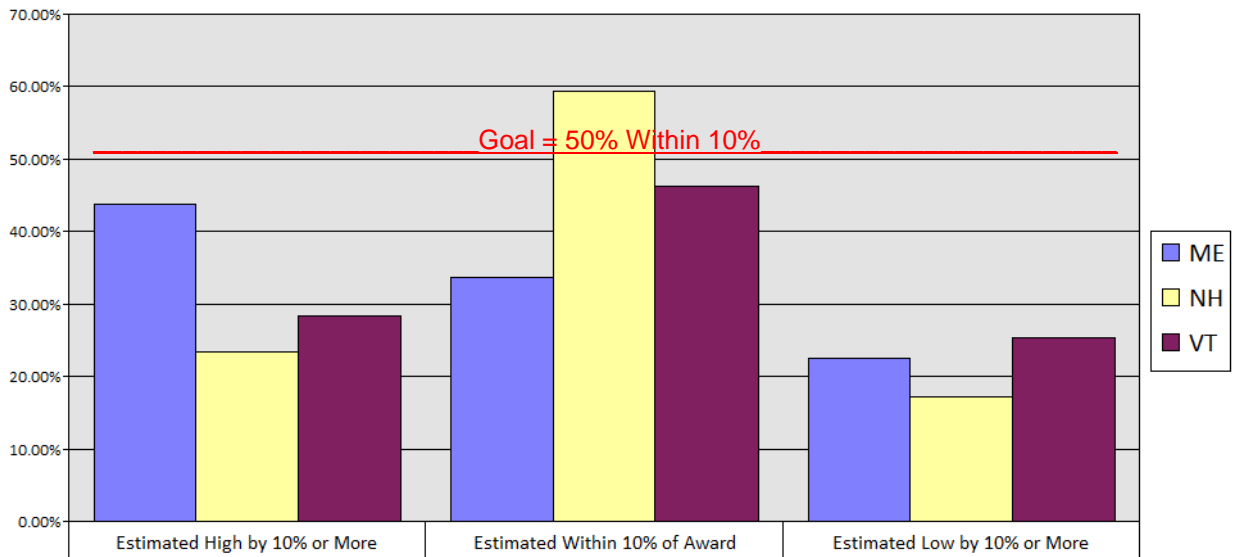
ME	\$304.73	\$0	\$304.73	\$295.82	103%
NH	\$351.70	\$0	\$351.70	\$325.95	108%
VT	\$154.30	\$0	\$154.30	\$217.20	71%

Estimate vs. Award

This measure is an assessment of the Tri-States' ability to anticipate construction costs accurately. Accurate cost estimates allow States to plan work efficiently and fully utilize available resources. The goal for this measure is to have at least 50% of each State's project estimates be within 10% of the low bid at the time of letting.

At each quarter, it reflects the results for all projects awarded up to that time. Unlike the first two measures, this one is not tied directly to the CAP. At each quarter, it will reflect the results for the year-to-date.

Award Amount vs. Cost Estimate: 2016 Qtr 4 Results



	Estimate > 10%			Estimate within 10%			Estimate < 10%		
	ME	NH	VT	ME	NH	VT	ME	NH	VT
State									
Projects	82	15	19	63	38	31	42	11	17
%	44	23	28	34	59	46	22	17	25



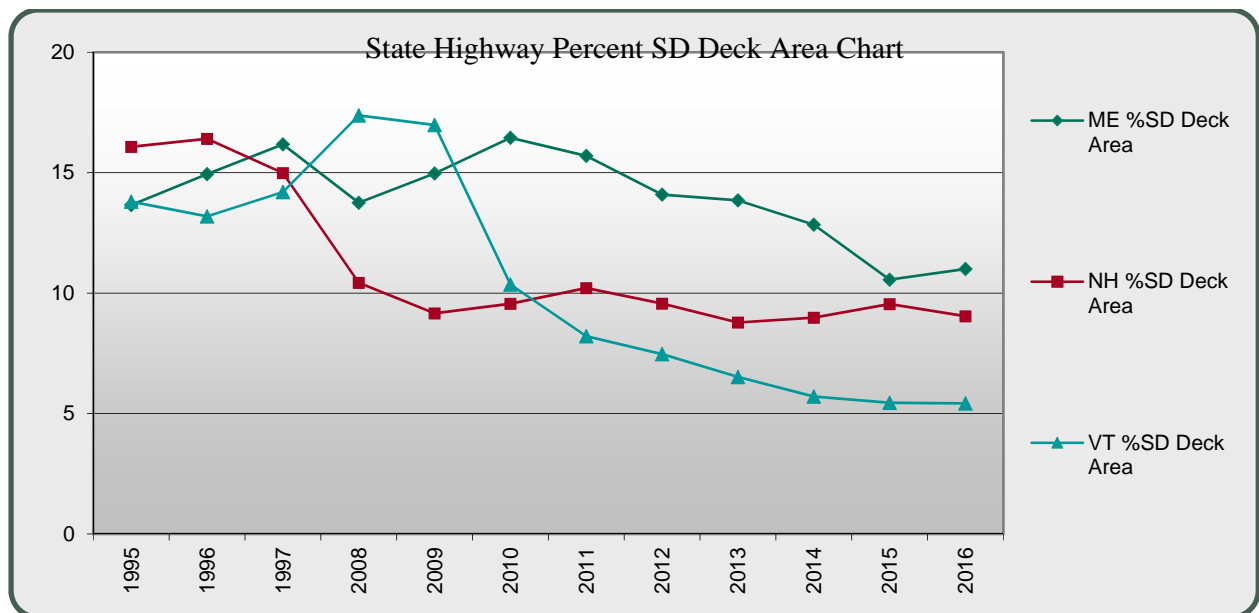
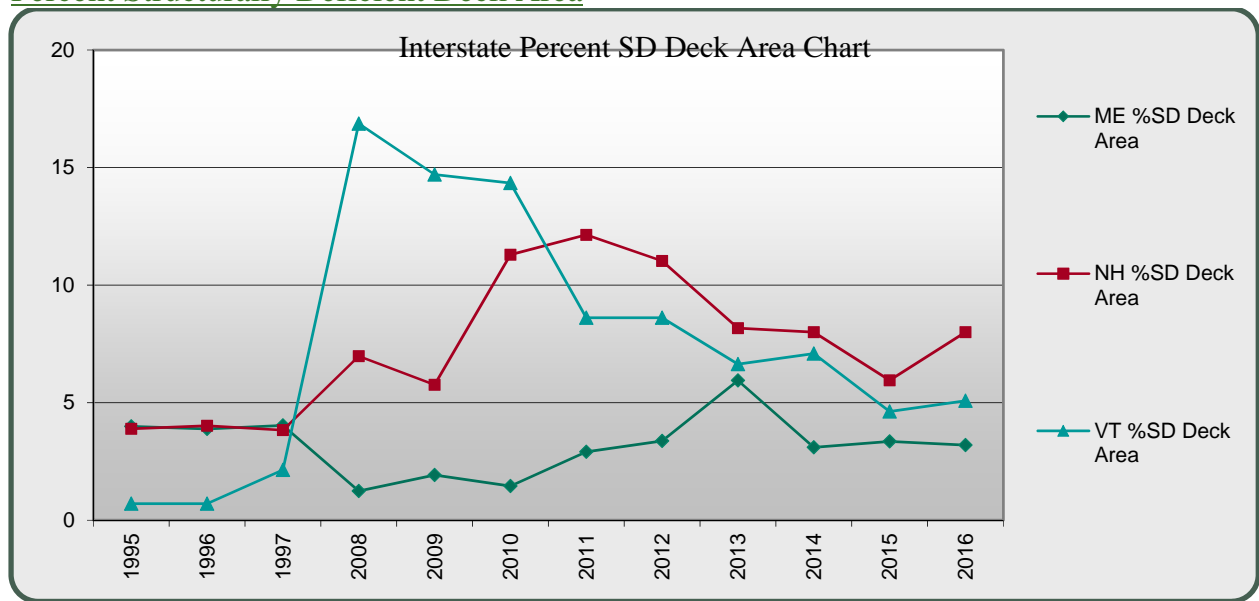
2016 Tri-State Performance Measures

Tri-State Bridge Condition Performance Measures

Historically the “health” of the national network of bridges has been measured and compared amongst states utilizing structural deficiency; both as the number of structurally deficient bridges and as a percentage of total bridge population. The performance measures that Tri-State uses are:

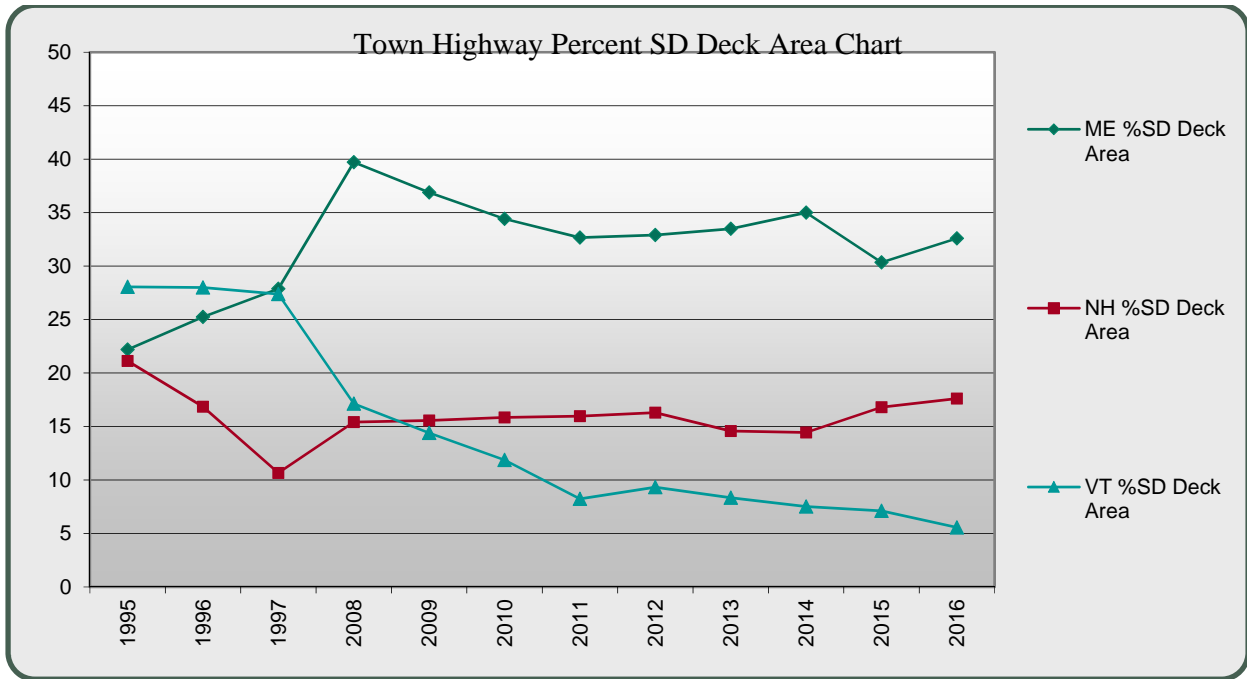
- % Structurally Deficient (SD) by Deck Area
- Needs based categories aligned with the NBI bridge condition ratings

Percent Structurally Deficient Deck Area





2016 Tri-State Performance Measures



Tri-State Bridge Performance Measure

AASHTO’s Subcommittee on Bridges and Structures (SCOBS) task force is in general concurrence with AASHTO’s Subcommittee on Performance Measures (SCOPM) with the following refinements and modifications:

“The second measure should reinforce an asset management approach and show bridge preservation and replacement needs. Instead of using the terms Good, Fair, and Poor, the task force recommends the following work category descriptors: Cyclic Maintenance (CM), Preventative Maintenance (PM), and Rehabilitation and Replacement (R&R).”

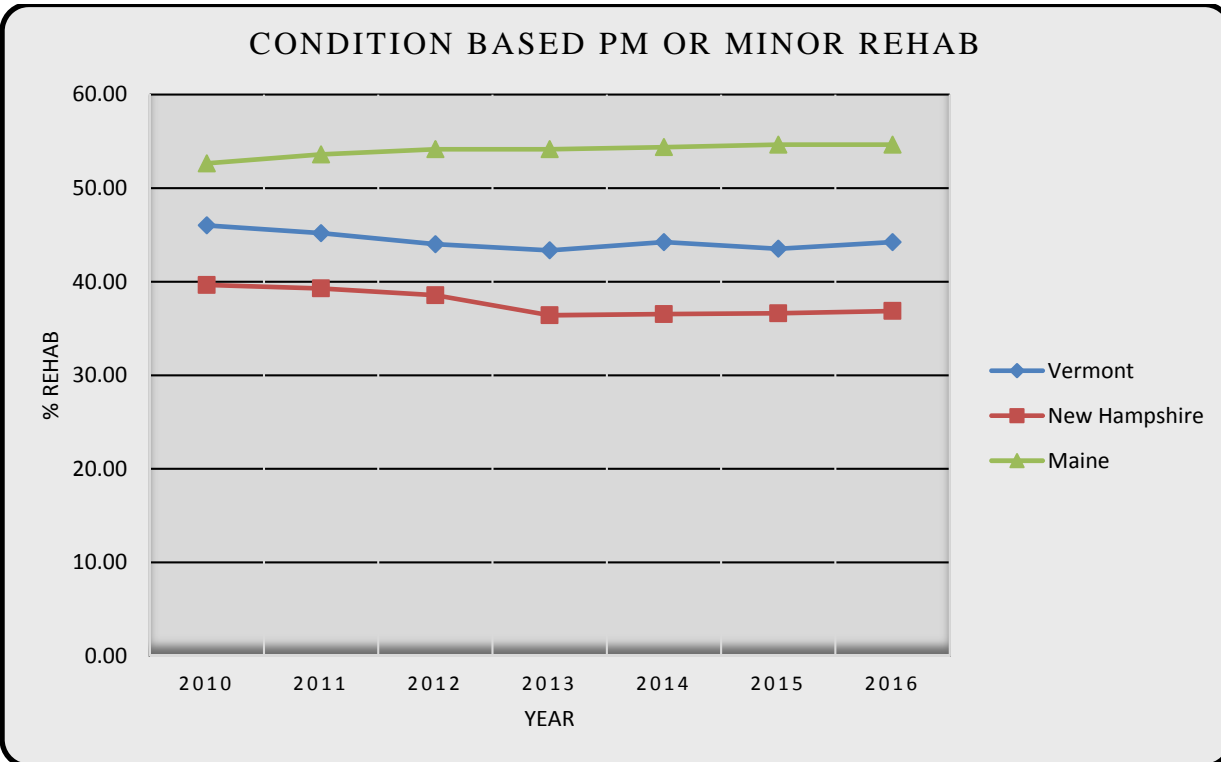
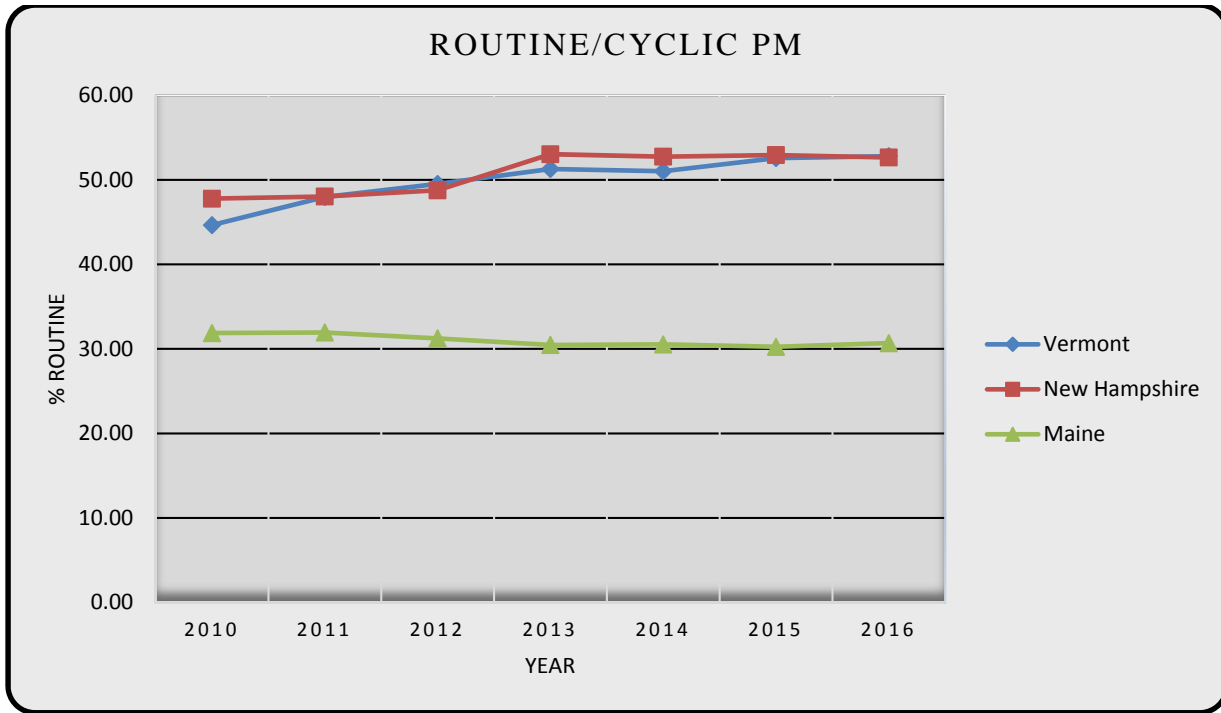
The following needs based categories are aligned with the NBI bridge condition ratings. These categories are indicated as;

- Cyclic Maintenance Needs (includes routine maintenance) = NBI 7-9.
- Preventative Maintenance Needs (includes minor rehab) = NBI 5-6.
- Replacement or Rehab Needs (includes major rehab) = NBI 0-4

Tri-State Bridge Performance Measure

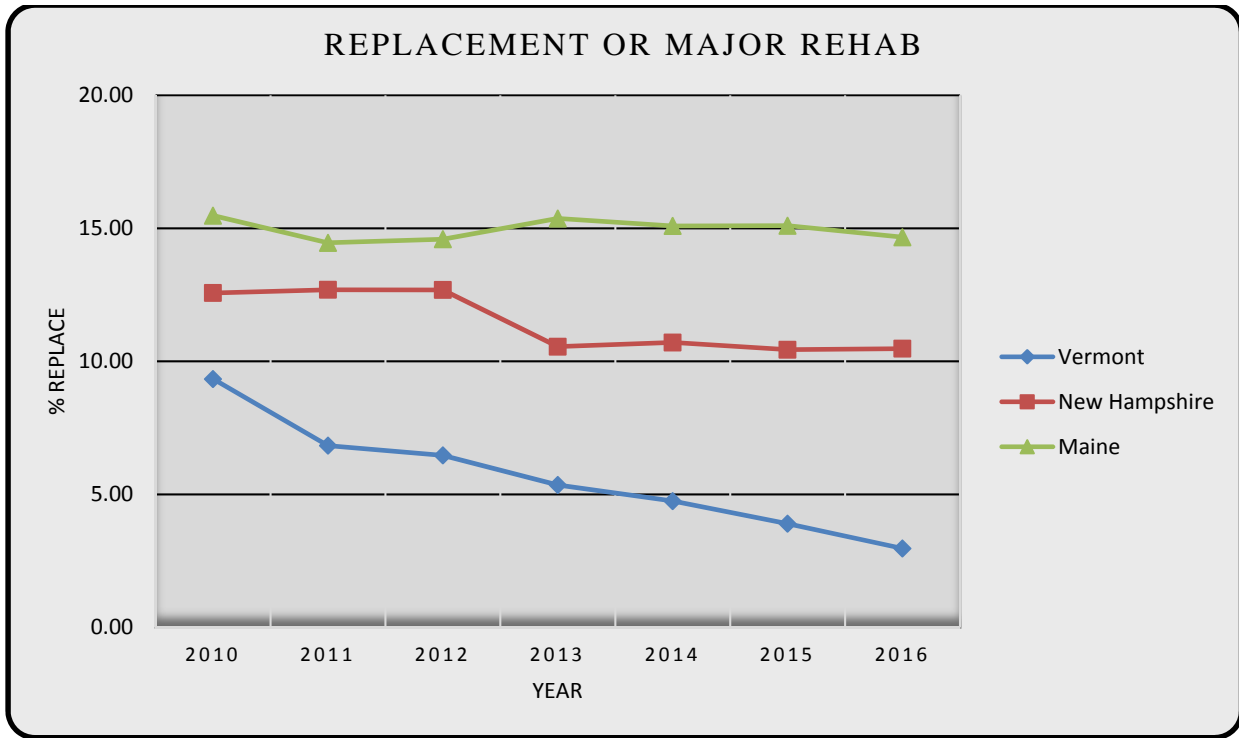


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Tri-State Pavement Condition Performance Measure

Pavement Condition

It has been recognized that each of the Cooperating States has been collecting International Roughness Index (IRI) data on their respective highway networks for a number of years following established standards and protocols as part of their Highway Performance Management System (HPMS) submittals. This protocol includes the IRI data taken while driving over both bridges and railroad crossings. This condition measure was chosen for comparing the relative health of pavement surfaces as well as an implicit measurement of the effectiveness of each Cooperating State’s pavement management strategies. To further characterize and compare the condition of their respective highway networks, IRI data has been compiled by functional classification. The IRI data is used to identify how each of the highway types compares and illustrate where similarities may lie in the manner with which the Cooperating States prioritize the allocation of transportation funds. FHWA recently updated the recommended classification designation coding, reducing the number of classes from 12 to seven and making them more concise. The old codes map directly to the new codes based on the protocol established by FHWA, providing a straightforward manner to correlate the new codes with existing historical data. Considering the efficiency gained from an illustrative standpoint, the new codes were chosen for this effort.

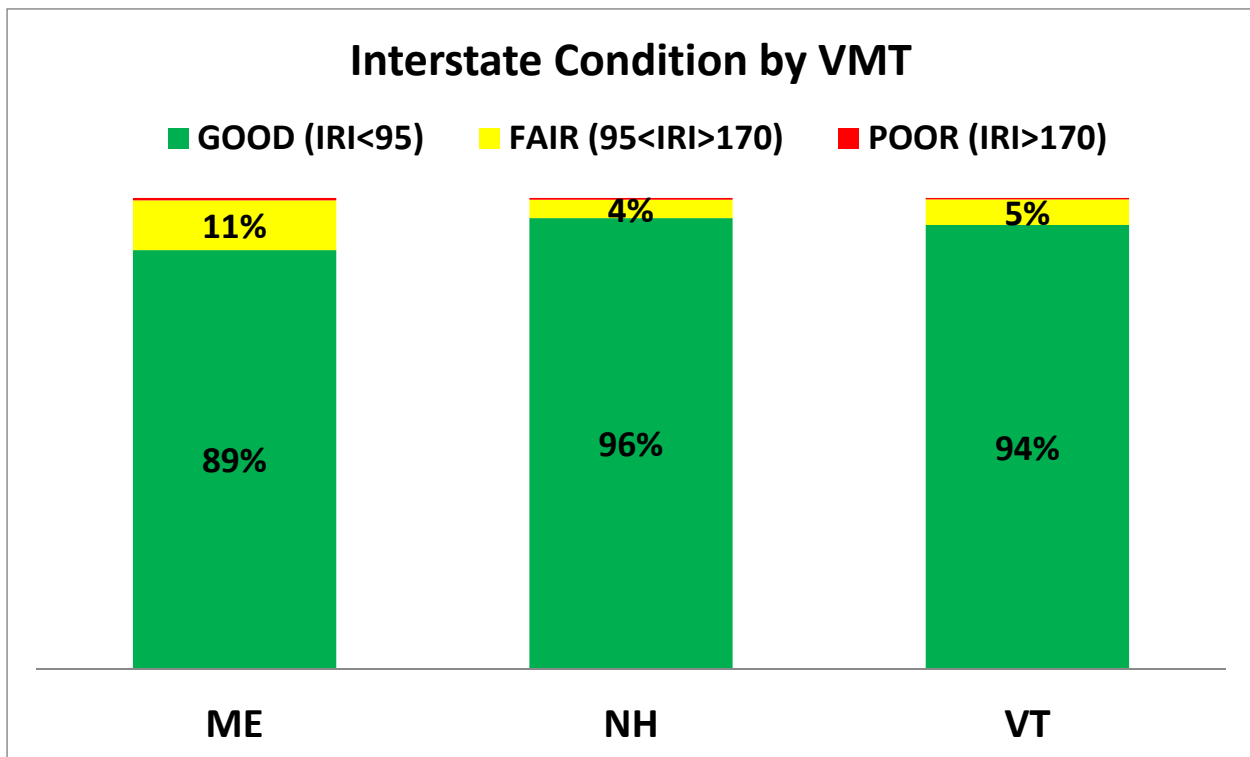


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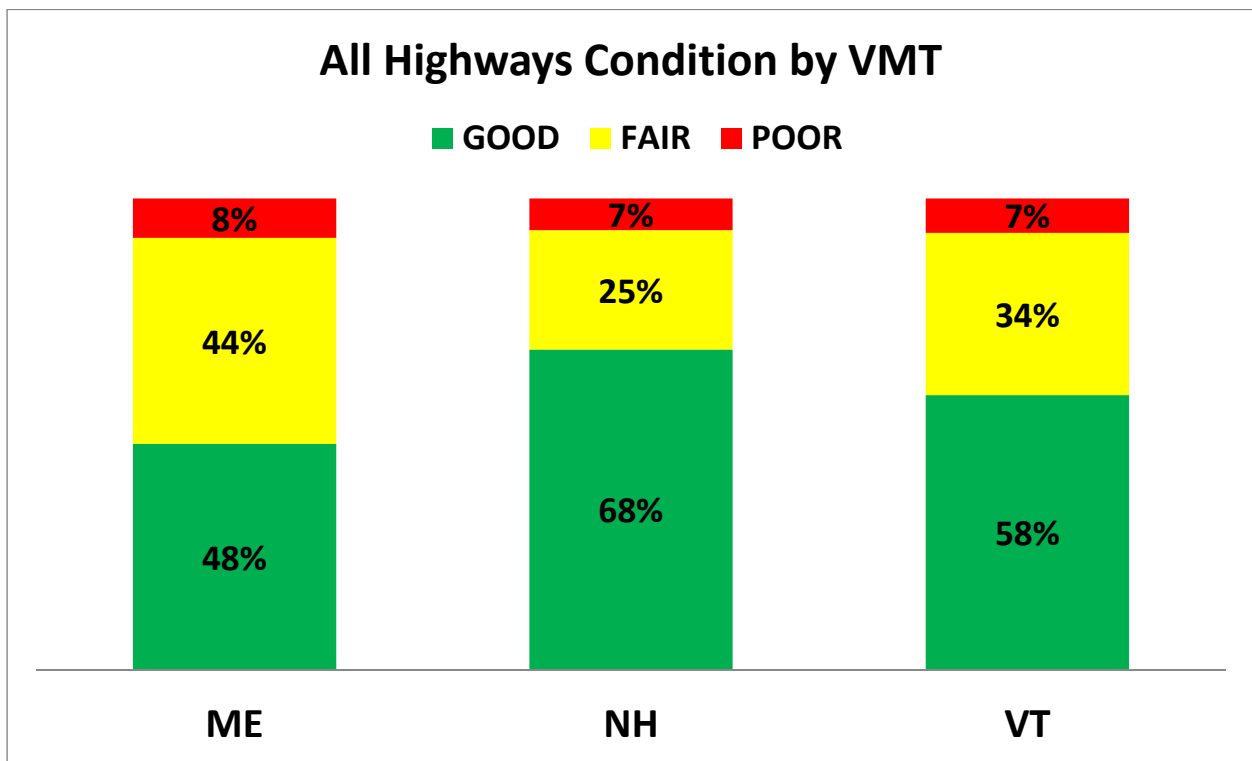
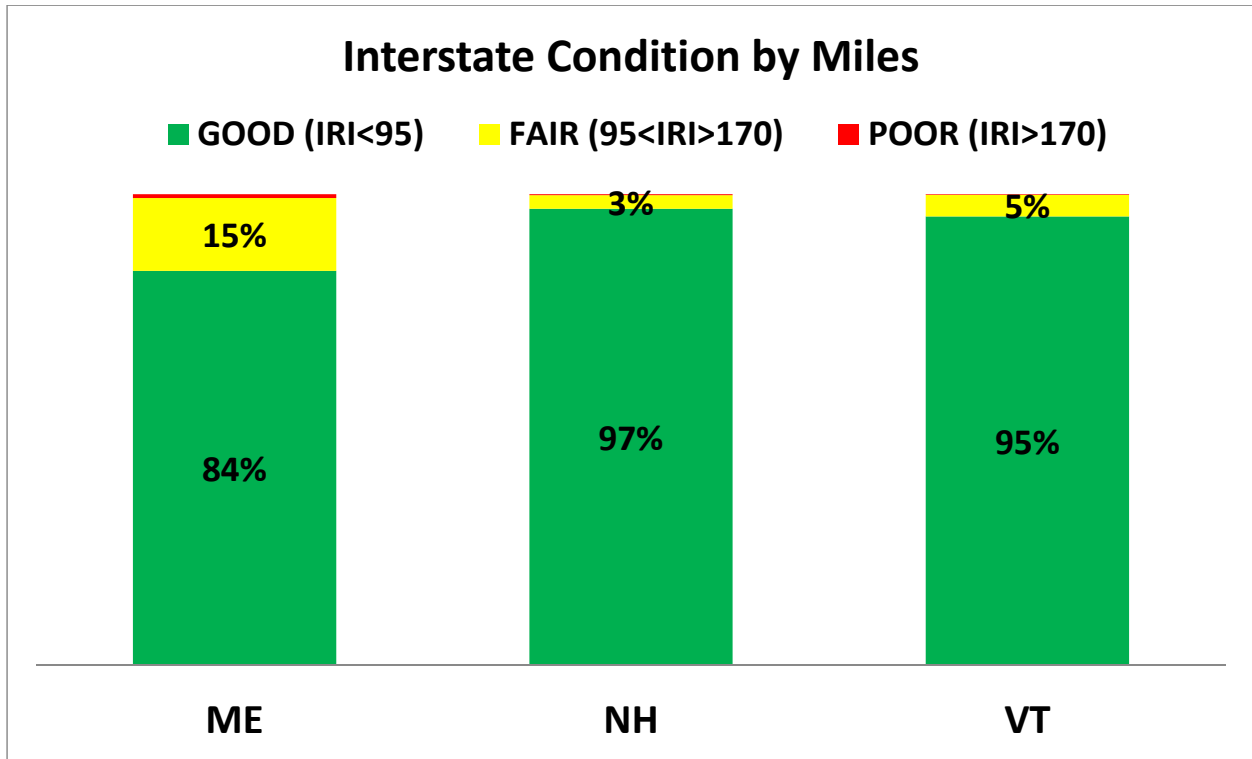
Condition states were also assigned by establishing numeric thresholds for the IRI results equating to a Good, Fair, and Poor designation. Recognizing that higher type facilities such as interstates and other principal arterials such as functional class 1 and 2 typically host higher travel speeds and larger traffic volumes a more rigorous breakpoint between Fair and Poor was utilized for the IRI as compared to all other facility types. The premise was that roughness would be perceived as less objectionable on lower speed facilities. These separate and distinct thresholds were established based on FHWA recommendations, as well as other references, both of which are essentially recognized at the national level as being practical from a user perspective. Additionally, to evaluate how each Cooperating State manages their highway networks with respect to customer usage, IRI data was further categorized in a separate analysis by weighting the various roadway segments by Vehicle-Miles Traveled (VMT). This approach is meant to illustrate and emphasize the health of the Tri-State network, as experienced by the greatest number of users.

* Functional System	Good	Fair	Poor
1 Interstate	IRI < 95	IRI ≥ 95 and ≤ 170	IRI > 170
2 Other Freeways and Expressways	IRI < 95	IRI ≥ 95 and ≤ 170	IRI > 170
3 Other Principal Arterial	IRI < 95	IRI ≥ 95 and ≤ 220	IRI > 220
4 Minor Arterial	IRI < 95	IRI ≥ 95 and ≤ 220	IRI > 220
5 Major Collector	IRI < 95	IRI ≥ 95 and ≤ 220	IRI > 220
6 Minor Collector	IRI < 95	IRI ≥ 95 and ≤ 220	IRI > 220
7 Local	IRI < 95	IRI ≥ 95 and ≤ 220	IRI > 220

The tables and charts on the following pages show that each Cooperating State trends toward maintaining their higher functional class facilities at a higher level of service in terms of smoothness as compared to the remainder of their network.

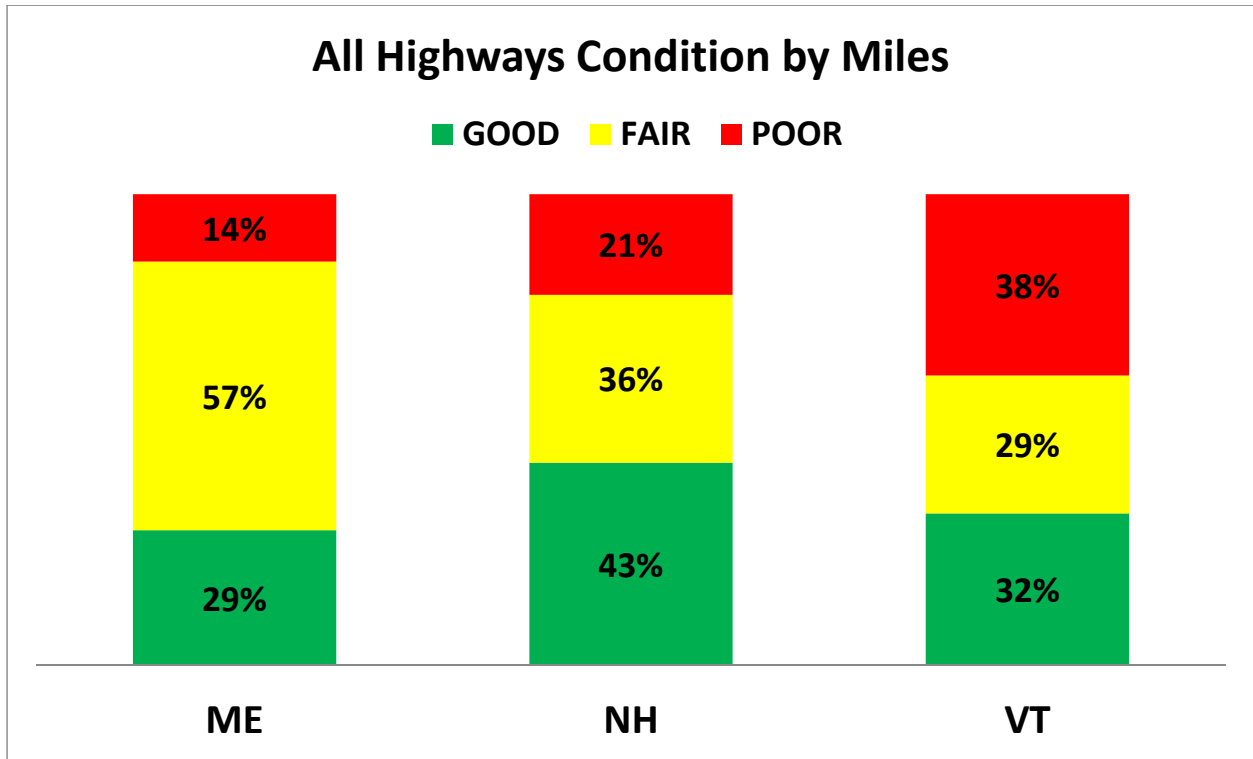


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2016 Tri-State Performance Measures



Tri-State Sign Performance Measures

Traffic signs provide an important means of communication for all roadway users. They are intended to promote safety by supplying advanced warning of upcoming regulatory or guidance information. In addition to daylight hours, traffic control mechanisms must be capable of conveying this information during inclement weather and evening hours when there may be little to no contribution from overhead lighting. Therefore, the appearance and proper recognition of traffic control devices is essential for the overall safety of the traveling public.

The Federal Highway Administration (FHWA) has mandated retroreflectivity requirements for traffic signs. To comply with these requirements public agencies must implement a management method that will ensure that the retroreflectivity levels for traffic signs are maintained at or above the minimum levels specified in the Manual on Uniform Traffic Control Devices (MUTCD).

The purpose of this document is to summarize the Tri-State efforts in working towards a common performance measure for traffic signs. In order to better understand how the sign performance measure was selected it is worthwhile looking at traffic sign management in each state.



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Vermont Sign Summary

The Vermont Agency of Transportation (VTrans) is responsible for approximately 64,000 active traffic signs statewide along 2,704 miles of state owned highway system. This is comprised of 703 miles of National Highway System, 320 of which is Interstate miles.

The management of this system is accomplished by the combined efforts of the Project Delivery Bureau (PDB), the Asset Management and Performance Bureau (AMP), and the Maintenance and Operations Bureau (MOB) Signs are installed through construction projects and by MOB work orders.

VTrans has managed signs since 1996 using a proprietary software. The inventory tracks over 30 sign attributes such as location information, age, MUTCD/state code, support information, and work history. This information is used in support of VTrans' retroreflectivity management method, sign plaque age, which uses a 15-year useful life.

In 2016, VTrans programed or constructed over 108 miles of sign projects, and continued its statewide sign data project.

New Hampshire Sign Summary

The New Hampshire Department of Transportation (NHDOT) is responsible for maintaining approximately 50,934 traffic signs statewide along 4,603 miles of state owned highway system. This includes 1,256 National Highway System (NHS) miles and 844 Interstate/Turnpike and other limited access divided highway miles.

The management of the sign system is accomplished through the Bureau of Traffic. Both individual sign replacements due to age and damage, and program sign replacement using State and Federal funds, are managed out of the Traffic Bureau.

NHDOT is still in the early stages of collecting sign inventory data and uses the MATS asset management module to keep track of sign work accomplishments. Until this inventory is complete, NHDOT will extrapolate collected data use the method of extrapolation to obtain a statewide estimate of total signs maintained.

In 2016, the Bureau of Traffic's sign crews repaired or replaced 10,181 damaged or deficient signs and installed 361 new signs. This does not reflect the number of signs that have been replaced through construction projects.

A nighttime review of sign reflectivity was conducted over 965 miles identifying 2,293 reflectivity deficient signs for a rate of 2.38 signs per mile. Expanding this rate to the entire highway system equates to an estimated total of 10,937 reflectivity deficient signs statewide or 21% of the sign inventory. In 2015, this percentage was reported to be 20% of the total sign inventory.



2016 Tri-State Performance Measures

Maine Sign Summary

The Maine Department of Transportation (Maine DOT) is responsible for traffic signs statewide along 8,600 miles of state-owned highway. The system includes 1,330 miles of National Highway System, 367 miles of which is interstate. To date Maine DOT has inventoried over 8,000 miles (not including interstate) and it is extrapolated that there are 80,000 signs under state responsibility. On the Interstate, there are 2,373 “Major” Signs (Mile Markers and Bridge Markers are not included as Major Signs). This year Maine DOT may be inventorying all of its signs as part of the Curve Sign/Advisory Speed determination and placement effort.

Sign management is the responsibility of the Traffic Engineering Division in the Bureau of Maintenance and Operations (M & O). Sign replacement, due to age and damage, as well as sign replacement using State and Federal funds is performed by maintenance crews in each region within the Bureau of M & O. Maine DOT is approximately 95% compliant on regulatory and warning signs statewide. Maine DOT has brought most of its guide signs into compliance and added mileage to all destinations. Maine DOT is approximately 90% compliant on reflectivity on statewide guide signs; an Interstate sign replacement effort has begun. Maine DOT is approximately 50% compliant at this point and over the next ten years plans to bring the rest of its inventory into compliance using maintenance crews and contracted projects.

As stated above, Maine DOT may be able to complete a statewide sign inventory this year; interstate signs are 100% inventoried and stored in MATS.

Sign Performance Measure

Maine, Vermont, and New Hampshire share a common goal of having a sign performance measure that will provide a benchmark on the overall sign system. This performance measure will allow the three states a common reference point from which to view their systems and will aid in the continued cooperative sharing of information among the three states.

In 2010 the three states worked together to develop the current sign performance measure recognizing that each state has different degrees of data granularity available. As a starting point, the different sign management systems were discussed and summarized by systematically stepping through the pros and cons of various possible measures while keeping in mind what data was available and feasible for each state. The result of these efforts established the choice of “Percent of Non-Interstate Signs Above Service Life” as the most appropriate performance measure.

Percent of Non-Interstate Signs Above Service Life is an indicator of those signs that are still functioning as intended and are providing adequate guidance to the traveling public. These signs have not unduly deteriorated due to various factors such as age, loss of retroreflectivity, or damage. The table below gives a snap shot of what the current percentage looks like for each state as well as the management method currently being used to make that determination.



2016 Tri-State Performance Measures

Existing % Signs Above Service Life.

State	Current % Signs Above Service Life	Method
New Hampshire	79%	Night Time Visual
Vermont	80%*	Sign Age
Maine	85%	Sign Age

* The VTrans sign database is undergoing a statewide reconciliation and as such the current % above service life will not be rerun until the reconciliation is completed.

Tri-State Safety Performance Measure

The Tri-State partners recognize that highway safety is not the responsibility of any one group or agency but is the combined responsibility of many agencies and departments. As such, each state has a Strategic Highway Safety Plan (SHSP), developed with the input from state and federal agencies, municipalities, industry, and the business community, that puts forth those critical emphasis areas (CEA) that would offer the greatest potential for reducing major crashes in their state. In the broader context of safety, the SHSP is meant to be implemented in conjunction with other state safety plans. An overview of each state’s SHSP with corresponding emphasis was done in 2011. It was found that although each state has CEAs that are unique to that state, we do share six CEAs. These are Speed, Safety Belts, Young Drivers, Impaired Drivers, Distracted Drivers, and Intersections.

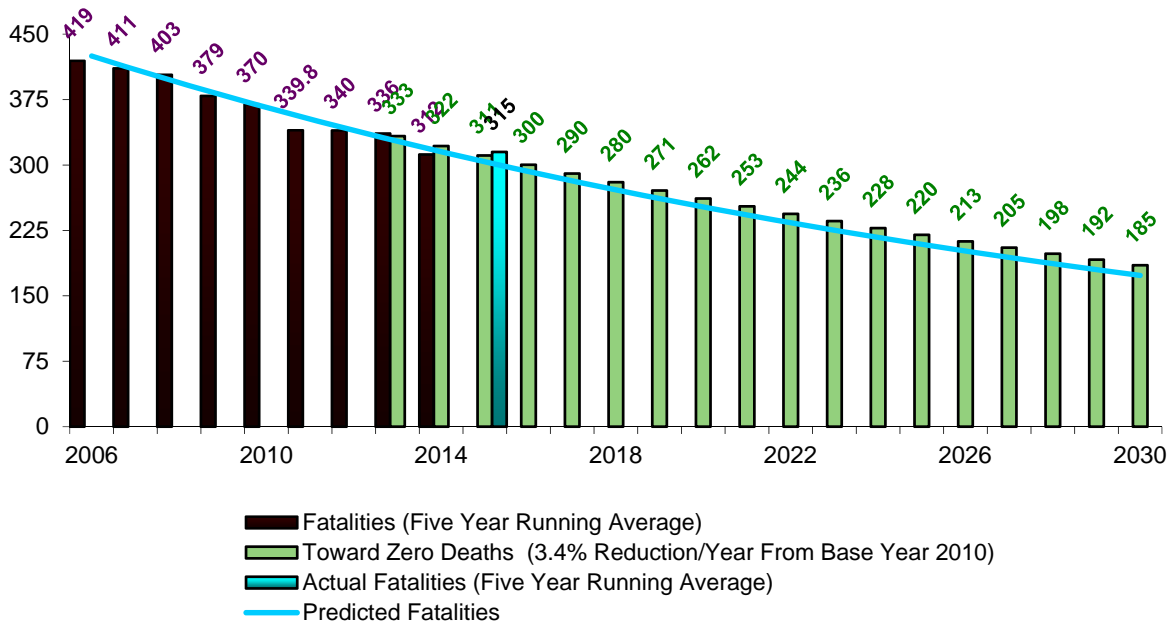
With the SHSP plans in mind, the Safety Performance Measure Working Group sought a performance measure that would complement these efforts. To this end, the group chose the national vision of Toward Zero Deaths with a corresponding performance measure of reducing the fatality five-year rolling average by 50% by the year 2030. While Towards Zero Deaths is tracking the actual number of deaths it was thought that a measure that takes vehicle-miles traveled into account would help normalize the metrics to a common reference and provide a comparative picture of safety on our highways. To this end, the fatality rate per one hundred million vehicle-miles traveled and fatal plus incapacitating injuries per one hundred million vehicle miles was selected to report.

Toward Zero Deaths is a national strategy sponsored and supported by FHWA and AASHTO that focuses on using data-driven processes to identify and create opportunities for changing the highway safety culture. This strategy recognizes that with over 35,000 fatalities occurring on our Nation’s highways each year highway safety remains a challenge for all of us and is depicted in the following graphs.

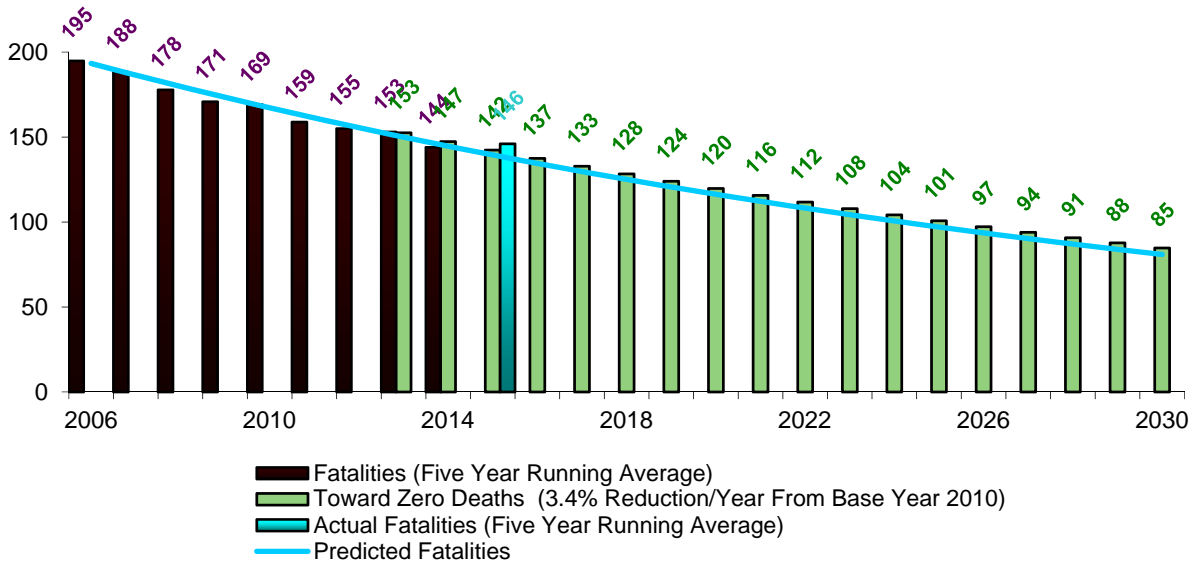


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TRI - STATE TRAFFIC SAFETY PERFORMANCE MEASURES MAINE - NEW HAMPSHIRE - VERMONT TRENDS - FORECASTS - GOALS



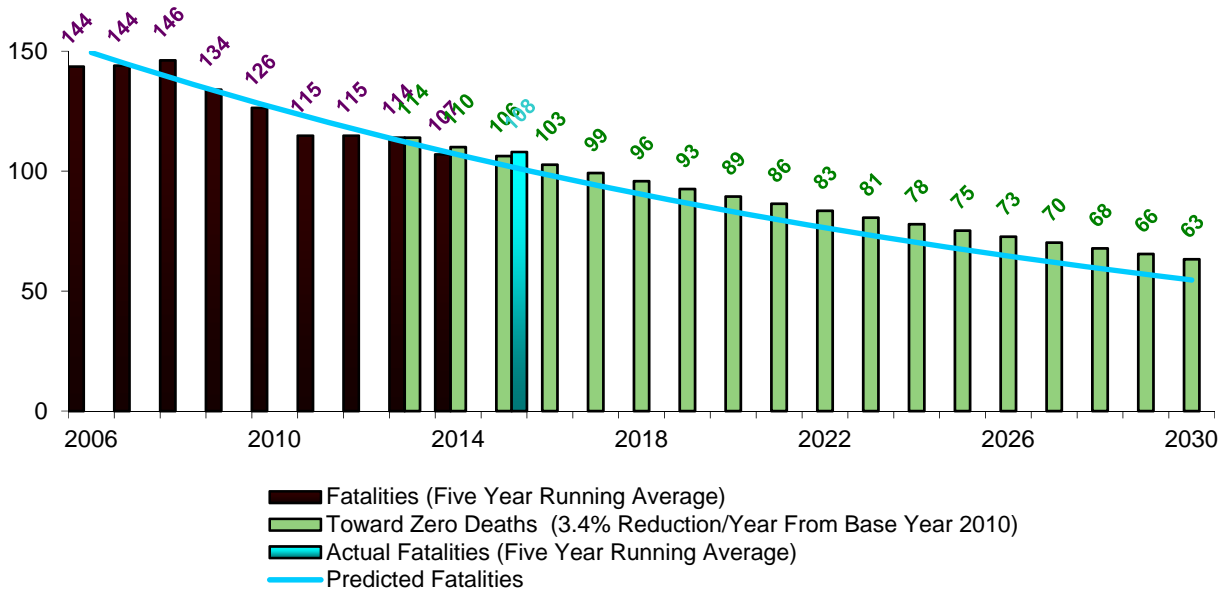
TRI - STATE TRAFFIC SAFETY PERFORMANCE MEASURES MAINE TRENDS - FORECASTS - GOALS



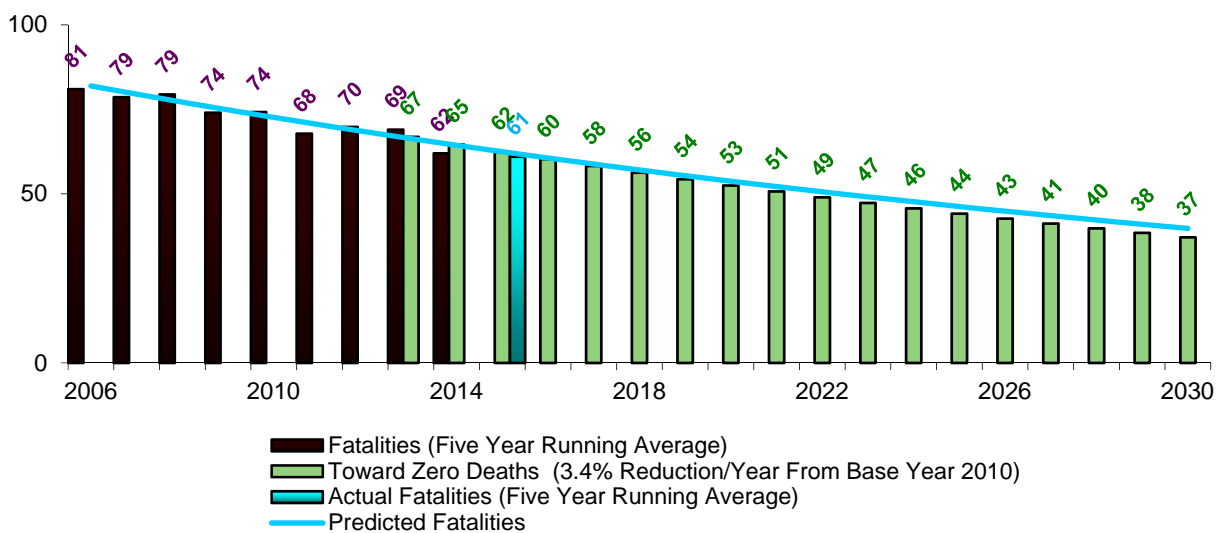


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TRI - STATE TRAFFIC SAFETY PERFORMANCE MEASURES NEW HAMPSHIRE TRENDS - FORECASTS - GOALS



TRI - STATE TRAFFIC SAFETY PERFORMANCE MEASURES VERMONT TRENDS - FORECASTS - GOALS





2016 Tri-State Performance Measures

Fatality Rate and F+I Rate

New Hampshire					
Year	Fatalities (K - Severity)	HMVM	Fatality Rate (per/HMVMT)	Incapacitating (A - Severity)	K+A Severity Rate
2011	90	127.2	0.71	462	4.34
2012	108	128.94	0.84	623	5.67
2013	135	129.03	1.05	489	4.84
2014	95	129.7	0.73	451	4.21
2015	114	130.94	0.87	459	4.38
(5 YR Totals)	542	645.81		2484	
5 YEAR AVG	108.4	129.16	0.84	496.8	4.69
Maine					
Year	Fatalities (K - Severity)	HMVM	Fatality Rate (per/HMVMT)	Incapacitating (A - Severity)	K+A Severity Rate
2011	136	142.98	0.95	895	7.21
2012	164	143.7	1.14	982	7.97
2013	145	143.98	1.01	865	7.01
2014	131	145.23	0.90	814	6.51
2015	156	148.29	1.05	754	6.14
(5 YR Totals)	732	724.18		4310	
5 YEAR AVG	146.4	144.84	1.01	862	6.97
Vermont					
Year	Fatalities (K - Severity)	HMVM	Fatality Rate (per/HMVMT)	Incapacitating (A - Severity)	K+A Severity Rate
2011	55	71.4	0.77	387	6.19
2012	77	71.96	1.07	311	5.39
2013	70	71.18	0.98	308	5.31
2014	44	71.74	0.61	288	4.63
2015	57	70.59	0.81	296	5.00
(5 YR Totals)	303	358.02		1590	
5 YEAR AVG	60.6	71.37	0.86	318	5.38
Tri-State					
Year	Fatalities (K - Severity)	HMVM	Fatality Rate (per/HMVMT)	Incapacitating (A - Severity)	K+A Severity Rate
2011	281	341.58	0.82	1744	5.93
2012	349	344.6	1.01	1916	6.57
2013	350	344.19	1.02	1662	5.85
2014	270	346.67	0.78	1553	5.26
2015	327	349.82	0.93	1509	5.25
(5 YR Totals)	1577	1726.86		8384	
5 YEAR AVG	315.4	345.37	0.91	1676.8	5.77



2016 Tri-State Performance Measures

APPENDIX A: Tri-State Memorandum Of Understanding

**TRI STATE AGREEMENT FOR STANDARDIZED PERFORMANCE
MEASURES
MEMORANDUM OF UNDERSTANDING II**

This Memorandum of Understanding (hereinafter "MOU") is made this 26th day of Oct, 2016 by and among the States of Vermont, Maine, and New Hampshire (hereinafter "the Cooperating States").

WHEREAS the Cooperating States executed the first Tri State Agreement for Standardized Performance Measures Memorandum of Understanding on August 19th, 2010; and

WHEREAS the Cooperating States have realized solid benefits by sharing success stories and lessons learned from the measures; and

WHEREAS the Tri State standardized performance measures process of monitoring and comparing has been recognized by American Association of State Highway and Transportation Officials, as well as the Federal Highway Administration, as an exemplary model of performance and asset management; and

WHEREAS national performance standards have been adopted by the United States Congress in the MAP-21 Transportation Bill and further adopted in the FAST ACT; and

WHEREAS standardized performance measures among the Cooperating States have assisted in communications with respective stakeholders and legislative bodies; and

WHEREAS the Cooperating States have similarly-sized departments, programs, and transportation systems; and

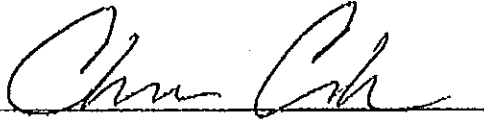
WHEREAS there is value in limiting this MOU to these three Cooperating States to allow for in-depth discussions similar to other Tri State agenda items.

NOW THEREFORE BE IT UNDERSTOOD THAT the Cooperating States pledge to work cooperatively to further develop standardized performance measures for assets and business processes.

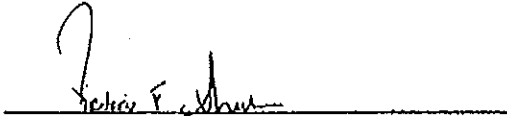
BE IT FURTHER UNDERSTOOD THAT the Cooperating States will continue to limit the formal agreement and annual report to the three Cooperating States, although they will continue to share the concepts and results with other states.

BE IT FURTHER UNDERSTOOD THAT Vermont will be the lead in producing the annual report, and New Hampshire and Maine will provide staff and resources in support.

IN WITNESS WHEREOF, the parties hereunder have set their hands on the day and year as first above written.



Chris Cole
Secretary of Vermont Agency of
Transportation



Victoria Sheehan
Commissioner of New Hampshire
Department of Transportation



David Bernhardt
Commissioner of Maine
Department of Transportation