



WSDOT's TBCR Work Program and Project Schedule

Introduction

The TBCR program intends to improve livability within the border region by relieving congestion through strategic infrastructure improvements, managing demand among the four Cascade Gateway border crossings and carefully applying information technology to improve operations. Relieving congestion is critical to helping meet our targets for the reduction in Green House Gas (GHG) emissions and facilitate trade and travel without compromising the vital mission of securing America's borders.

The Washington State Department of Transportation (WSDOT) and Whatcom Council of Governments (WCOG), along with bi-national planning partners in the International Mobility Trade Corridor (IMTC) Project, are pursuing a broad portfolio of border congestion relief projects that build on more than a decade of collaborative effort among IMTC members. Selection for the Transportation Border Congestion Relief (TBCR) program presents opportunities for funding and FHWA assistance to support these efforts.

Our short term work program will guide activities from summer 2009 to winter 2010. We will focus on policy development and stakeholder coordination needed to develop a detailed longer term twenty year work plan for 2010 - 2030, consistent with our Washington Transportation Plan (WTP), the WCOG Metropolitan Transportation Plan (MTP) and transportation plans within British Columbia..

The work plan includes an immediate need for \$150,000 to support WSDOT's TBCR project management and WCOG's facilitation of IMTC bi-national activities related to the TBCR.

Background

In June 2008 WSDOT and the Whatcom Council of Governments (WCOG) collaboratively developed an application for FHWA's Transportation Border Congestion Relief (TBCR) program. The application, which reflects the history of bi-national partnerships in this region, described a program of improvements – the *Cascade Gateway Expanded Advanced Traveler Information System (ATIS)* – that will build upon a decade of prior work to continue the improvement of cross-border transportation.

The Washington State TBCR program will meet the primary objectives of the TBCR Program by:

- Proposing projects that will reduce border travel time delays that lead to congestion,
- Explore alternative funding options and test the application of funding projects based on sound economics and market principals,
- Strengthen the existing bi-national project planning and coordination forum (IMTC),
- Improve system connectivity, and
- Utilize the Transportation Border Working Group's institutional expertise.

WSDOT pursued the TBCR program to gain additional resources, technical assistance, and tools to further strengthen the regional border stakeholders' ability to optimize the international connections that support vital social ties and economic transactions.

The selection of the application was announced in Fall 2008; a final TBCR agreement between FHWA and WSDOT was signed in January 2009. Subsequent work has broadened the coverage of TBCR to include a portfolio of bi-national congestion relief improvements, green house gas (GHG) emissions reduction strategies, and operational efficiency efforts.

With selection under TBCR, FHWA offers the following benefits:

- Priority for innovative financing solutions from USDOT;
- Technical assistance for innovative financing programs application requirements;
- Expedited funding under innovative financing programs if they are pursued;
- Support for creative solutions for managing congestion; and
- Potential to avoid environmental and social impacts of projects through approval of prudent design deviations.
- Assistance identifying other discretionary funding sources.

The WSDOT's TBCR application outlined five major work program components.

- Optimize distribution of cross-border travel demand;
- Support dynamic, destination-based re-routing;
- Improve incident response and interagency communication during travel and business resumption
- Support compatibility with privately developed applications; and
- Facilitate the compatibility and integration of transportation information systems across the border.

The TBCR program in the short term (2010-2015) will include projects that meet the intent of broadening the geographic reach of the existing ATIS (see

Appendix1 – Detailed Project List). At the same time WSDOT and WCOG will continue to pursue operational and infrastructure improvements.

Related Accomplishments and Initiatives

- **Know “Before” And “As” You Go:** Advanced and Current Travel Information Systems (A/CTIS) on both sides of the border let travelers check border wait times before their trip. WSDOT and BCMoT provide: 1) live camera views of the border and highways leading to the border on their web sites; and 2) “in-trip” information via changeable message signs and radio messages along the highway. Both federal security agencies (US Customs and Border Protection & Canadian Border Services Agency) use the camera images of traffic queues and vehicle delay data to manage staffing of booths during peak travel times.
- **Mobility Investments:** State, provincial, and federal investments resulted in over \$200 million in major port of entry and highway expansion leading to the border (Western Washington University, Border Policy Research Institute: Initiating an Investigation of the Border’s Performance, Vol. 3, Num. 6, November 2008).
- **Cascade Gateway Circulation Analysis:** The Cascade Gateway Border Circulation Analysis (BCA) is a multi-agency effort advanced through the IMTC Project to evaluate and plan for ongoing functionality of the cross-border transportation and inspection systems dependant on the four ports-of-entry that comprise the Cascade Gateway. The BCA emphasizes review of east-west connections both sides of the border and identification of appropriate information technologies (ITS) for system users and managers. This work will advance and complement TBCR initiatives.
- **New Border Port of Entry Facilities at Peace Arch:** Planning, design, and construction management occurred for the recently completed Douglas CBSA Port of Entry in Canada. And ongoing integration of transportation needs in the final design and construction have been accomplished at the Blaine US CBP Port of Entry.
- **Moving Washington:** WSDOT’s Moving Washington program emphasizes three strategies to improve mobility: Add capacity strategically, operate efficiently and manage demand.
- **Corridors of the Future:** In September of 2007, USDOT designated I-5 a Corridor of the Future (CF). The CF program supports development of innovative national and regional congestion-reduction and freight mobility actions. The program addresses I-5 infrastructure improvements from the U.S. border with Canada, through the states of Washington, Oregon, and California, to the U.S. border with Mexico. **Alternative Fuels Corridor**

Pilot Project: To promote alternative fuels and stimulate private infrastructure investment, WSDOT is exploring partnerships with companies and other public agencies to establish alternative refueling facilities along the major interstate highways in Washington, but particularly along Interstate 5. In June 2008, Washington and British Columbia signed a memorandum of understanding to advance the Highway 99/Interstate 5 corridor as an alternative fuels corridor.

- **Clear Communication:** Agreements signed by WA Governor Gregoire and BC Premier Campbell supported the completion of specific advancement in cross-border communication among border inspection, law-enforcement, and emergency management agencies. Outcomes include 1) The IMTC protocol for incident management during border or border-highway closures and 2) the development of interoperable, cross-border radio communication. These agreements are part of the blueprint for the 2010 Olympic Coordination Center.
- **Streamlining Trusted Travelers:** WSDOT and BCMoT built new travel lanes (both northbound into Canada and southbound into the US) for NEXUS-enrolled trusted travelers and FAST-enrolled freight shippers, carriers and drivers. These investments, and continuing efforts to grow or optimize these operations offer benefits to trusted travelers and goods movement but, more importantly, result in a much more efficient and productive system overall.
- **Enhanced Drivers License:** Washington and British Columbia have jointly advocated for and subsequently started offering enhanced drivers licenses at a reduced cost from passports that satisfy upcoming U.S. border entry requirements under the Western Hemisphere Travel Initiative (WHTI).

TBCR Program

Program Leadership

WSDOT will administer and manage the TBCR program and lead project development activities. WCOG will provide program support and will lead project coordination as chair of IMTC.

Partnerships

IMTC is the bi-national planning coalition that WSDOT has used and will continue to use in development of a collaborative border congestion relief program. IMTC is a U.S. - Canadian coalition of business and government entities that identifies and promotes improvements to mobility and security for the four border crossings that connect Whatcom County, Washington State and the Lower Mainland of British Columbia. WCOG leads the organization.

Several agencies that participate in IMTC have ongoing, complimentary programs and will be active partners in Washington's TBCR program: FHWA, the British Columbia Ministry of Transportation (BC MoT), U.S. Customs and Border Protection (US CBP), and Canada Border Services Agency (CBSA).

IMTC also serves as a forum to connect with Washington state agencies and local governments, British Columbia provincial agencies and local governments, non-governmental organizations and private industry with an interest in border congestion relief.

Commitments

Through the development agreement between FHWA and WSDOT, WSDOT commits to developing a project work plan by spring 2009 and submitting annual reports describing our progress. Over time, we will work with USDOT to: 1) set a project schedule; 2) pursue a comprehensive planning process for our ITS and border congestion relief programs; 3) establish performance objectives for workplan elements; and 4) secure funding for project implementation.

Completed Activities

June 2008	WSDOT submits TBCR application to FHWA.
September 2008	FHWA announces selection of WSDOT application.
October 2008	WSDOT and FHWA meet to discuss application and next steps.
October 2008 – January 2009	WSDOT and FHWA coordinate on development of TBCR agreement.
January 2009	Final TBCR agreement signed by FHWA Administrator Thomas Madison and Washington Secretary of Transportation Paula Hammond.
January 2009	FHWA, WSDOT and WCOG meet to discuss TBCR agreement and work plan development.
January 2009 – May 2009	WSDOT, WCOG and FHWA coordinate on development of TBCR work program.

Program Elements and Schedule

Program management

This funding will allow WSDOT and WCOG to guide and administer the TBCR program. Summer 2009 – Summer 2010, \$0.15M

Cross-border planning and policy development

These projects will lead stakeholders through a process to identify and prioritize improvement needs at the border and throughout Whatcom and Skagit Counties. The program includes eight projects to be completed 2009 – 2015, ranging in cost from \$0.08M to \$0.5M.

Cascade Gateway Advanced ATIS

These projects will involve installation and networking of road-sensor components (loops, weigh-in-motion devices, license plate readers, cameras, etc.) and communication infrastructure (fiber, controllers, signs, etc.) at border crossing ports-of-entry and along border-crossing routes. As identified among IMTC agency participants, the bi-national objective is for integration of the Washington and British Columbia road-sensor network –especially on border-

related routes and corridors. This network is designed to serve as a platform for both existing and future border technology systems. This program element includes 12 projects to be completed in 2011-2015, ranging in cost from \$0.015M to \$5M.

Innovative project development

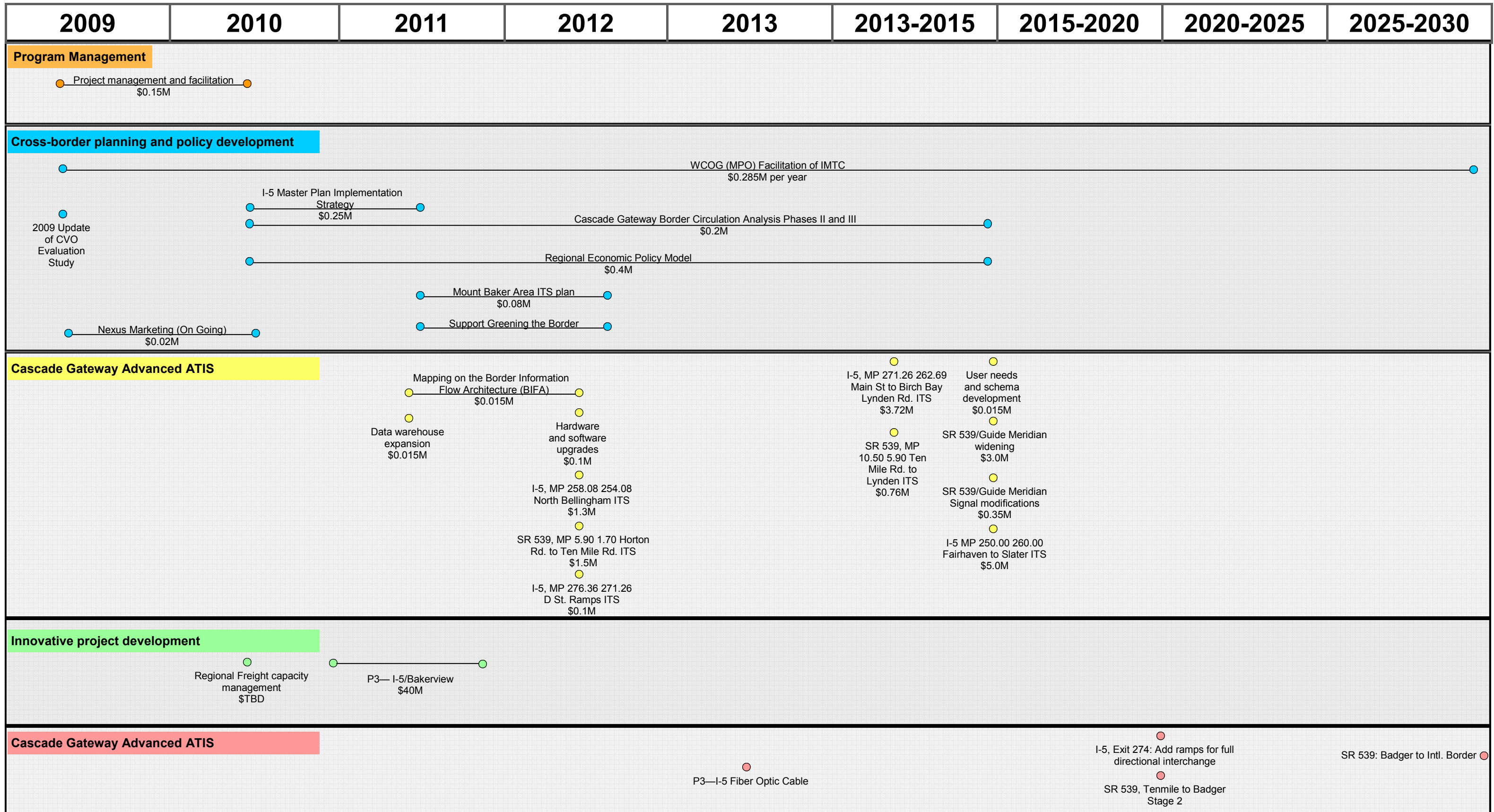
These projects represent opportunities to utilize public-private partnerships and other innovative financing programs to implement high-priority border improvements. This program element includes two projects to be completed in 2010-2016, with cost estimates up to \$40M.

Border infrastructure capital improvements

WSDOT has identified these projects to address state highway needs. The projects, when constructed, would help relieve border congestion. This program element includes four high-cost projects to be implemented between 2020 and 2030. Also included is a public-private partnership project to install fiber optic cable infrastructure along I-5, to be implemented in 2013.

A detailed project schedule is provided on the following page.

Transportation Border Congestion Relief Program Implementation Timeline



Appendix 1: Short Term Work Program

The TBCR agreement requires WSDOT to submit a work program by May 2009. The following is an short term work program which describes activities to be completed by Winter 2010. It consists of five elements designed to frame the ultimate set of work activities, gauge their feasibility, and define a scope. A key outcome of these short term activities will be a more detailed work plan to guide TBCR activities starting in Spring/Summer 2010.

Why the need for an short term work plan? WSDOT, WCOG and our partners have identified numerous congestion relief project concepts that would benefit from the innovative financing, technical assistance and other support provided by FHWA's TBCR program. The projects range from low-cost ITS improvements and coordination efforts to higher-cost highway widening projects; many have a scope and cost estimate and need only funding to proceed while others will require additional time to frame these concepts, evaluate their feasibility, acquire authorization from the governor and state legislature, and pursue funding to support implementation. The short term work program will guide our efforts during 2009 to complete this work and develop a more detailed work program for the next several years.

Funding

The short term work program includes an immediate request for \$150,000 to support project management and facilitation of International Trade Mobility Corridor (IMTC) Project activities related to the TBCR. Also, additional funds are needed to support a peer exchange.

Short Term Work Elements

1. Funding development to complement TBCR

Pursue funding opportunities to support Cascade Gateway ATIS program including:

- Assessment of complementary investments by Transport Canada and BC MoT related to the Asia-Pacific Gateway initiative as well as recently-announced Canadian stimulus legislation;
- Continued coordination with the bi-national *Border Wait Times Group* effort;
- Coordination with FHWA and USDOT to pursue funding through the *American Recovery and Reinvestment Act* (ARRA) discretionary program; and
- Potential short-term continuance of SAFETEA-LU and a sixth apportionment to border-states under the Coordinated Border Infrastructure (CBI) program.

Timing: Spring/Summer 2009

Request: Technical assistance from FHWA

2. Integrate TBCR with existing WSDOT initiatives

Develop materials and work with WSDOT program managers to develop a strategy that integrates TBCR objectives and resources with existing, complementary WSDOT programs.

These programs include:

- The current Coordinated Border Infrastructure program,
- Corridors of the Future,
- Moving Washington,
- Newly adopted state legislation (2SHB 1481) that encourages state and private investment in electric vehicle infrastructure and related programs as listed above.

Some of the WSDOT divisions to be engaged in this effort include Office of the Secretary, the Freight Policy Office, Public Private Partnerships, and ITS Programs. The Governor's staff working on joint initiatives with BC will also be engaged for this work. With WSDOT program managers committed to a TBCR strategy (a strategy that is explicitly bi-national), a similar outreach will be conducted with BC MoT program managers.

Timing: Spring/Summer 2009

Request: Technical assistance from FHWA

3. Coordinate actions of IMTC member agencies

With full engagement of the IMTC Steering Committee, WSDOT and WCOG will take the lead on further defining projects to be included in the final work program. Project definition will include cost-estimates, time-lines, implications for both sides of the border, and priority. This project list will be fully integrated with the annual update of the IMTC project list.

Timing: Spring/Summer 2009

Request: Technical assistance from FHWA

4. Cascade Gateway TBCR Peer Exchange

FHWA will host a peer exchange to involve U.S. and Canadian cross-border transportation and inspection system operators, owners, and planners, from all regions along the U.S.-Canada border, to share experiences and insights for mutual benefit. Envisioned topics include an array of existing systems and past cross-border partnerships as well as possible approaches and innovations associated with WSDOT's TBCR work-plan. Optimally, the peer exchange would be conducted in partnership with the Transportation Border Working Group (TBWG).

Timing: Fall 2009

Request:

- Funding for administration of peer exchange
- Technical assistance from FHWA

5. Finalize work plan with FHWA

Primarily a task of organizing information and specifications for delivery to FHWA, this element will include incorporation of feedback from WSDOT & BC program managers, the IMTC Steering Committee and FHWA.

Timing: No later than December 2009

Request: Technical assistance from FHWA

Appendix 2: Detailed Project Schedule

We anticipate that the final work program will include projects that range from low-cost ITS improvements and coordination efforts to higher-cost highway widening projects. Likely projects with an implementation timeline are listed here and are categorized as follows:

- Program management
- Cross-border planning, coordination and policy development
- Cascade Gateway Expanded ATIS
- Innovative project development
- Border infrastructure capital improvements

Program management

This funding will allow WSDOT and WCOG to guide and administer the TBCR program.

	Work Package	TBCR Program Objective	Description	Timeline
1	WSDOT and Whatcom Council of Governments (MPO) project management and facilitation of IMTC activities related to TBCR program.	Funding for guidance and administration of TBCR, \$0.15M	This funding will allow WSDOT and WCOG to guide and administer the TBCR program.	July 2009 – July 2010

Cross-border planning and policy development

These projects will lead stakeholders through a process to identify and prioritize improvement needs at the border and throughout Whatcom and Skagit Counties.

Work Package		TBCR Program Objective	Description	Timeline
1	Whatcom Council of Governments (MPO) Facilitation of IMTC attention to TBCR program (one year)	Fund facilitation of IMTC, \$0.285M	The Whatcom Council of Governments (WCOG) (the regional MPO), with financial support from FHWA's CBI program, Washington State, local jurisdictions, and Canadian agencies, and countless hours of participation by agency representatives, has served as the lead agency for the IMTC coalition for 11 years. This function has been critical for realizing the successes that the Cascade Gateway enjoys. To ensure that this same level of coordination would continue at least into the early stages of implementing this congestion relief initiative, part of this project proposal includes funding for WCOG.	2009-2010
2	2009 Update of CVO Evaluation Study	Conduct 2009 study, \$0.03M	This project will update the data sets collected in 2002 and 2006 of commercial vehicle wait and processing times at the Pacific Highway port-of-entry, to establish performance measures and track how efficiently commercial vehicles cross the border. This effort would include a full northbound analysis as well (which was not completed in 2006 due to construction).	2009 (summer)
3	Regional Economic Policy Model	Develop and implement model, \$0.4M	Decision-making tool consisting of two models that estimate the regional economic effects of investment and policies regarding transportation, planning and infrastructure.	2010-2015
4	Interstate 5 Master Plan Implementation Strategy	Identify low-cost, high-benefit projects that will improve border mobility; \$0.25M	We will coordinate ongoing efforts into a comprehensive improvement strategy to relieve congestion at key cross-border route bottlenecks. The program will identify low-cost, high-benefit improvements (such as ITS) that can be pursued in the short term. It will also articulate a long-term strategy for more costly improvements.	2010-2011
5	Cascade Gateway	Conduct analysis,	Conduct a Cascade Gateway border circulation network	2010-2015

	Border Circulation Analysis Phases II and III	\$0.5M	<p>transportation analysis for commercial and passenger vehicles in order to evaluate both existing and potential routes on both sides of the international boundary needed to accommodate current and future cross border transportation needs between Highway 99 (BC) / Interstate 5 (WA) and Highway 11 (BC) / SR 9 (WA).</p> <p>Phase I is underway and is characterizing the gateway's existing state, which includes baseline assignments of trips to individual crossings; model runs with border-access and east-west connector road alternatives, and border processing time scenarios using micro simulation tools. Phase II will identify which tools to be used for Phase III, the completion of a system-wide plan for improvements.</p>	
6	Nexus Marketing	Implement marketing program, \$0.2M	Based on previous marketing efforts, this project will continue to promote regional NEXUS enrollment.	On-going
7	Mount Baker Area ITS plan	Develop a plan for Whatcom and Skagit counties, \$0.08M		2011-2012
8	Greening the Border	Support complimentary effort		2011-2012

Cascade Gateway Advanced ATIS

These projects will involve installation and networking of road-sensor components (loops, weigh-in-motion devices, license plate readers, cameras, etc.) and communication infrastructure (fiber, controllers, signs, etc.) at border crossing ports-of-entry and along border-crossing routes. As identified among IMTC agency participants, the bi-national objective is for integration of the Washington and British Columbia road-sensor network –especially on border-related routes and corridors. This network is designed to serve as a platform for both existing and future border technology systems.

Work Package	TBCR Program Objective	Status	Timeline	
1	System connections and data warehousing between WSDOT and British Columbia Ministry of Transportation:			
1a	Mapping on the Border Information Flow Architecture (BIFA)	Secure funding for implementation, \$0.015M	This project is currently unfunded.	2011-2012
1b	Data warehouse expansion	Secure funding for implementation, \$0.015M	This project is currently unfunded.	2011
1c	Hardware and software upgrades	Secure funding for implementation, \$0.1M	This project is currently unfunded.	2012
1d	User needs and schema development	Secure funding for implementation, \$0.015M	This project is currently unfunded.	2015
2	I-5, MP 258.08 254.08 North Bellingham ITS (1 CCTV, 1 data station, and 3.1 miles fiber	Secure funding for design and construction, \$1.3M	This project is currently unfunded.	2012

	optic)			
3	SR 539, 5.90 1.70 Horton Road to Ten Mile Road ITS, Phase 3 (5 CCTV, 9 data stations, 1 VMS, 4.2 miles of fiber optic)	Secure funding for design and construction, \$1.5M	This project is currently unfunded.	2012
4	I-5, MP 276.36 271.26 D Street Ramps ITS (data station)	Secure funding for design and construction, \$0.1M	This project is currently unfunded.	2012
5	SR 539, MP 10.50 5.90 Ten Mile Road to Lynden ITS (4 CCTV, 4 data stations, fiber)	Secure funding for design and construction, \$0.76M	This project is currently unfunded.	2014
6	I-5, MP 271.26 262.69 Main Street to Birch Bay-Lynden Road ITS (10 CCTV, 5 data stations, 8.57 miles of fiber optic)	Secure funding for design and construction, \$3.72M	This project is currently unfunded.	2014
7	SR 539/Guide Meridian: channelization and widening to eliminate weave	Secure funding for design and construction, \$3.0M	This project is currently unfunded.	2015
8	SR 539/Guide	Secure funding for	This project is currently unfunded.	2015

	Meridian: develop signal timing plan and implement signal modifications	design and construction, \$0.35M		
9	I-5, MP 250.00 260.00 Fairhaven to Slater ITS: ramp metering and active traffic management	Secure funding for design and construction, \$5.0M	This project is currently unfunded.	2015
10	Border ATIS Expansions (British Columbia)	Secure funding for design and construction, \$2.76M (\$ CAD)	This project is currently unfunded.	Unknown
11	Pac Hwy Truck Delay System Overall integration/software (British Columbia)	Secure funding for design and construction, \$3.16M (\$ CAD)	This project is currently unfunded.	Unknown
12	BC TransLink's <i>Smart Corridors Strategy</i> (SCS)	Support complimentary effort	This project is currently unfunded.	Unknown

Innovative project development

These projects represent opportunities to utilize public-private partnerships and other innovative financing programs to implement high-priority border improvements.

Work Package		TBCR Program Objective	Description	Timeline
1	Regional freight capacity management: alternatives analysis and pilot program	Prepare a pilot project proposal, cost estimate to be determined	Examine options and develop and implement a pilot program for improvements that address bi-national operating procedures for CBP and CBSA to improve utilization of border infrastructure.	2010 - 2012
2	P3 – I-5 / Bakerview Interchange Improvements	Implement planned improvements, \$40m	Implement ramp improvements through cooperative effort between WSDOT, city, transit agencies and private developers.	2011 - 2016

Border infrastructure capital improvements

WSDOT has identified these projects to address state highway needs. The projects, when constructed, would help relieve border congestion.

Work Package		TBCR Program Objective	Description	Timeline
1	P3 – I-5 Fiber Optic Cable	Implement planned improvements	We are currently pursuing agreements with telecommunications companies wherein WSDOT would exchange access to right-of-way for telecommunications infrastructure.	2013
2	I-5, Exit 274: Add ramps for full directional Interchange	Support complimentary effort	This project is currently unfunded.	2020

3	SR 539, Tenmile to Badger Stage 2	Support complimentary effort	This project is currently unfunded.	2020
4	SR 539: Badger to Intl. Boundary	Support complimentary effort	This project is currently unfunded.	2030

Appendix 3: Project Partners, Roles and Responsibilities

Partners	Roles & Responsibilities
WSDOT Northwest Region / Mount Baker Area	Project lead
Whatcom Council of Governments	Bi-national coordination lead
FHWA	Project sponsor
WSDOT Divisions	
Freight	Research; policy development; stakeholder outreach
Public-Private Partnerships	Research; policy development
Tolling	Research; policy development
Traffic	Research; policy development, project development, implementation
Program Management	Project development
HQ Planning	Research; policy development
Maintenance	Research; policy development, project development, implementation
Research	Research
IMTC	Bi-national coordination
Border Policy Research Institute (BPRI)	Research; funding
CBP	Research; policy development, project development, implementation
CBSA	Research; policy development, project development, implementation
BCMOT	Research; policy development, project development, implementation
Transport Canada	Research; policy development, project development, implementation
GSA	Stakeholder
TransLink	Stakeholder
Whatcom Transit Authority	Stakeholder
Private Carriers	Stakeholder
RCMP	Stakeholder
WSP	Stakeholder
Local governments	Stakeholder

Appendix 4: Detailed Preliminary Work Plan

Regional Freight Capacity Management: Alternatives Analysis and Pilot Program

Status

This project cannot proceed without new funding or Legislative/Governor authorization.

What is the objective?

Develop and implement a pilot program that will improve use of the Free and Secure Truck (FAST) lane at the SR 543/Hwy 13 border crossing.

What are the measures of success?

- A program that improves use of the FAST lane and generates revenue is ready for implementation.
- Stakeholders, including the trucking industry, support implementation of the program.
- Temporary equipment has been installed and can be used for long-term implementation.

What resources are available?

- Past IMTC studies (*2000 O&D, manifest samples, etc.*)
- Completion of related tasks under the Circulation Analysis will provide tools and analysis to inform a more focused study of freight capacity management.
 - FAST program assessment
 - Cross-border traffic model scenario testing
 - Upcoming June 2009 data collection
 - Border Wizard
- Emerging successes with ongoing CVO delay measurement
- Possible improved collection of WIM data

How will the work be accomplished?

- Operational review
 - Status quo
 - Harmonized FAST
 - FAST with regional, administrative flexibility
 - No FAST (three general purpose lanes)
 - Pricing of surplus capacity in the FAST lanes
 - Switching FAST lanes to optional, priced lanes.
- Policy review – Discussion of operational findings with:
 - IMTC.
 - BC premier and WA governor and legislative representatives.
 - Industry: carriers, shippers, intermodal terminals, etc.

- Technical review of recommended actions (Status quo? Program harmonization? Flexible operation? Pricing options?)
 - Measuring current congestion
 - Measuring effectiveness of proposed changes
 - Feasibility of any proposed technology – payment collection?
 - Electronic – no second booth
 - Assessing industry experience
 - If prices are based on real-time measures of congestion and associated wait-time, will those times be trusted by truck-drivers?
- (If a pricing strategy, then a) financial / legal strategy.
 - A bi-national revenue source, with bi-national governance, for regional bi-directional system improvements not restricted to a mode?

Who is the team?

- FHWA: Research; policy development; funding
- IMTC: Research; policy development; funding; stakeholder outreach
- CBSA: Policy development; pilot program design and implementation
- CBP: Policy development; pilot program design and implementation
- Border Policy Research Institute, WWU: Research; funding
- WSDOT NW Region / Mount Baker Area: Project lead
- WSDOT Freight: Policy development; stakeholder outreach
- WSDOT Tolling Group: Policy development; pilot program design and implementation
- WSDOT Traffic: Pilot program design and implementation
- WSDOT Research: Research