

# IMTC PERFORMANCE REVIEW



2017

THE INTERNATIONAL MOBILITY & TRADE CORRIDOR PROGRAM

## 1. Introduction

The International Mobility & Trade Corridor Program (IMTC) is an award-winning binational multi-agency coalition that works to identify and promote improvements to **mobility** and **security** for the border crossings that make up the Cascade Gateway.

The Cascade Gateway consists of five land border ports-of-entry between Whatcom County, Washington State and the Lower Mainland of British Columbia.

The goals of the IMTC program are to:

- Coordinate planning
- Improve regional, cross-border trade and transportation data
- Support infrastructure improvements
- Support coordinated implementation of U.S. and Canadian border policy
- Improve operations

IMTC stakeholders have been meeting for over twenty years and have funded over \$40 million (USD) of regional border projects.

IMTC is administered by the Whatcom Council of Governments (WCOG).

### Establishing performance

Performance measurements provide periodic indicators of effectiveness relative to goals and are an important part of the IMTC program. For the past three years WCOG has tracked performance of the IMTC coalition using measures described here.

The challenge of measuring the performance of a forum is that many of the outcomes the stakeholders strive towards - a reduction in border wait time, an increase in the safe movement of cargo, etc. - are difficult to directly attribute to a single agency's actions. Border operations are managed by multiple agencies and are affected by numerous external variables.

Therefore the measures used in this review were selected to broadly assess the effectiveness of IMTC and to answer the following questions:

- 1 How well is IMTC fulfilling its objectives and the expectations of participating agencies?

- 2 How should WCOG spend its resources to provide the greatest public benefit?
- 3 How can results from IMTC validate funding, involvement, and staff time of participating agencies?
- 4 What accomplishments are worthy of celebrating?
- 5 What can be done differently to improve the program?

Actions undertaken as part of IMTC have been broken into four areas: meetings; data collection, analysis, and distribution; collaboration; and project management.

## 2. Meetings

IMTC meets monthly except August and December. Locations alternate between Canada and the United States. Occasionally meetings are cancelled if there is a conflict with other border-related events.

Steering Committee members include six key organizational areas: transportation and inspection agencies, regional municipalities, state department representatives, academic institutions, and local, regional, and federal planning agencies. Industry representatives may attend based on topic.

Steering members advise the Core Group that meets every fourth IMTC meeting. The Core Group expands to include industry representatives, chambers of commerce, non-governmental organizations, and other interested parties.

### Measure 1: Meeting attendance

Participation at meetings is shown by agency in [Exhibit 1](#). WCOG strives for participation from each of the six key organizational areas at every meeting. In 2017, Steering Committee meeting attendance increased by five percent, although Core Group meetings were attended less compared to 2016. 2017 had consistent representation from the U.S. State Department, and it is hoped that, with new staff at the Canadian Consulate in Seattle, increased attendance will be seen by Canadian counterparts in 2018.

A feedback survey of IMTC participants is conducted every two years. In 2016 data from the survey show that over 86 percent of the respondents felt their participation in IMTC was either valuable, or very valuable.

**Exhibit 1: 2017 Meeting attendance**

Meeting Date	1/19/2017	3/16/2017	4/20/2017	5/18/2017	6/15/2017	7/27/2017	9/14/2017	11/16/2017	Total	% of Mtgs	
Meeting Type	Steering	Core	Steering	Steering	Steering	Core	Steering	Steering			
Country	Canada	USA	Canada	USA	Canada	Canada	USA	USA			
Attendance	23	28	25	15	22	27	15	21			
<b>Transportation Agencies</b>											
U.S. Federal Highway Administration			✓						1	13%	
Transport Canada			✓		✓				2	25%	
WA State Dept. of Transportation	✓	✓	✓	✓	✓	✓	✓	✓	8	100%	
B.C. Ministry of Transportation	✓	✓	✓		✓	✓	✓	✓	7	88%	
<b>Inspection Agencies</b>											
U.S. Customs & Border Protection	✓	✓	✓	✓	✓		✓	✓	7	88%	
Canada Border Services Agency	✓	✓	✓	✓	✓	✓	✓	✓	8	100%	
<b>Municipalities</b>											
City of Blaine	✓	✓	✓	✓	✓	✓	✓	✓	8	100%	
City of Sumas									0	0%	
City of Surrey	✓					✓			2	25%	
City of Lynden						✓			1	13%	
Township of Langley						✓			1	13%	
<b>Other Government Agencies</b>											
Whatcom Council of Governments	✓	✓	✓	✓	✓	✓	✓	✓	8	100%	
U.S. Federal legislative offices	✓	✓	✓	✓			✓	✓	6	75%	
U.S. Consulate	✓	✓	✓	✓	✓	✓		✓	7	88%	
<b>Non-Government Organizations</b>											
BC Trucking Association	✓	✓	✓	✓	✓	✓	✓	✓	8	100%	
Pacific Corridor Enterprise Council			✓		✓	✓			3	38%	
<b>Academic Organizations</b>											
Border Policy Research Institute - WWU	✓	✓	✓	✓	✓		✓	✓	7	88%	
<b>Average Attendance</b>									22	5	62%

**Measure 2: Meeting topics**

IMTC meeting agendas are designed to provide regular updates on continuing initiatives and regional efforts, balanced with new, relative information every month. In addition to current event updates at each meeting, the following topics were on the agenda of meetings in 2017:

- IMTC Border Freight Operations Study
- IMTC Dynamic Border Management project
- Regional freight trends analysis
- Freight/carrier time motion study
- Modeling CBP proposed operational changes
- Ending cash payments at CBP booths
- Requiring manifests for all trucks - impacts
- Blaine/Surrey Port-of-Entry Pedestrian Plan
- Cascade Gateway construction schedule
- IMTC Communications Protocol
- IMTC future project list
- Border master planning
- Transportation Border Working Group meetings
- 2016 data trends
- Updated regional license plate survey
- CBP’s 2017 Reimbursable Services Program
- IMTC performance review
- Current and future plans of Abbotsford Airport
- Strategies to advance a regional RFID pilot
- Revamping IMTC project list for 2018
- Tracking border performance metrics
- 2018-2019 Passenger Vehicle Intercept Survey
- IMTC Program future funding

- SHRP2 implementation program funding
- Development of wait time metric
- Evaluation of upstream sensors to predict changes in arrival rates
- Review of commercial vehicle crash incident
- Cascade Gateway Border Data Warehouse 3.0
- Updates from City of Surrey, Lynden, Blaine, Langley
- Transport Canada NTCF expressions of interest
- Border Freight Ops. carrier interview findings
- Lynden/Aldergrove traffic routing
- Observable exchange rate effects
- WCOG external trip data collection
- 2017 IMTC Resource Manual
- BC Highway 13 and 11 updates
- I-94 processing initiatives update
- Signage concepts for pedestrian routes
- FHWA report on freight and passenger scenario planning for borders
- 2018 Emphasis areas

In the 2016 feedback survey, 52 percent of respondents said meeting topics were always relevant.

### Measure 3: National focus

In addition to organizing regional IMTC meetings, IMTC staff at WCOG also participate in national-level border planning symposia and workshops. In 2017 staff presented and participated in the following national level planning forums:

- U.S. - Canada Transportation Border Working Group (TBWG) meeting: May 2017 in Bellingham, WA
- U.S. Department of Transportation Office for Aviation and International Affairs Regional Connectivity and Border Transportation Workshop: June 2017 in Kathmandu, Nepal
- FHWA SHRP 2 Operations Academy, October 2017 in Baltimore, MD
- TBWG meeting: November 2017 in Calgary, AB

## 3. Data collection, analysis and distribution

### Measure 4: Current data

Collecting and disseminating current cross-border trade and travel data is a key function of the IMTC program and a critical output for the coalition. Since its establishment in 1997 IMTC has guided over a dozen independent research projects to provide stakeholders with current statistics and feedback on system performance. **Exhibit 2** shows key areas of data used by stakeholders and when the most recent data were collected. Those marked by exclamations are considered outdated.

In 2017 the Border Freight Operations project collected additional data through carrier interviews to build on work started in 2016 to provide details on cross-border cargo movements.

Almost all other datasets have been refreshed in the past three years with the exception of rail and marine data. Because these datasets require substantial investments to update they prove more challenging to keep current.

**Exhibit 2: Dataset freshness**

Data type	Most recent dataset
Cross-border pedestrian data	2017
Monthly passenger vehicle volumes	2017
Monthly commercial vehicle volumes	2017
Commodity data	2017
NEXUS vs. passenger vehicle volumes	2017
Passenger vehicle wait time estimates	2017
Commercial vehicle wait time estimates	2017
Passenger vehicle trip characteristics	2014
Cross-border bus data	2014
FAST vs. general purpose truck volumes	2017
Commercial vehicle operations	2016
Cross-border rail data	2003 !
Cross-border marine freight data	2003 !

## 4. Collaboration

Although most IMTC accomplishments could be considered a collaborative effort, specific projects and initiatives highlight the value of the coalition more than others - specifically the production of prioritized

project lists, research reports, and regional strategy development in response to binational initiatives.

These collaborative efforts are seen as the most valuable component of what IMTC offers to its participants, according to the 2016 feedback survey.

## Measure 5: Development of the IMTC Project List

Since its establishment in 1997 IMTC has annually updated a Future Project List. This tool identifies needs and partners in advance of potential funding opportunities.

In 2016 the project list was expanded to include current projects funded by partner agencies, to show regional successes.

The list was updated in 2017 after approval from the IMTC Core Group. A full list is available on the IMTC website. A synopsis of the list is included below, along with responsible agencies (projects in blue are funded; all others are currently unfunded).

- 1 Peace Arch/Douglas Pedestrian Path Completion (WA State Parks, WSDOT)
- 2 Pacific Highway Pedestrian Route Improvements (CBSA, CBP, WSDOT, BCMOTI)
- 3 IMTC - Coordination of Binational Planning (WCOG)
- 4 Cascade Gateway Border Circulation Analysis Phase II (BCMOTI, WSDOT)
- 5 Exit 274 Interchange - IJR Update (WSDOT, Blaine)
- 6 Exit 274 Inerchange - Final Design (WSDOT, Blaine)
- 7 Commercial Vehicle Wait Time Assessment & Validation (WSDOT, CBSA, CBP, BCMOTI)
- 8 2018-2019 Passenger Vehicle Survey (WCOG, BPRI)
- 9 Additional Passenger Booths at Southbound Pacific Highway (CBP)
- 10 Pacific Highway Southbound Lane-to-Booth Traffic Flow (CBP, BCMOTI)
- 11 Pacific Highway Northbound Active Lane Management (WSDOT, CBSA)
- 12 Bluetooth/Wi-Fi Border Wait Time System (WSDOT, BCMOTI, CBP, CBSA)
- 13 Cascade Gateway Border Data Warehouse 3.0 (WCOG)
- 14 Pt. Roberts/Boundary Bay Border Wait Time System (CBP, CBSA, Delta, Whatcom County)
- 15 RFID Travel Document Targeted Distribution Pilot (IRCC, CBSA, CBP, WSDOL, ICBC, US State Department)
- 16 Pacific Highway Border Crossing Master Plan for Redevelopment (CBSA)
- 17 Boundary Bay Port-of-Entry Redevelopment (CBSA)
- 18 BC Highway 13 Border Approach Improvements (BCMOTI)
- 19 BC Highway 11 NEXUS Lane Improvements (CBP, BCMOTI)
- 20 SR 539 Congestion Relief: Lynden to SR 546 (WSDOT)
- 21 External Traffic Counts (WCOG)

## Measure 6: Development of collaborative tools

In addition to the project list, IMTC stakeholders have developed other binational border planning resources:

**The IMTC Resource Manual** is an annual publication compiling data from regional and national agencies.

**The IMTC Construction Schedule** tracks the cumulative effect of construction projects on both sides of the border that may impact the Cascade Gateway.

**The IMTC Communications Protocol** establishes an integrated standard operating procedure in the event an incident closes a border approach road or port-of-entry.

**Border Facility Microsimulation Modeling** is a customizable software platform for testing alternative operational strategies at Cascade Gateway border crossings without implementing changes in the field.

The 2016 feedback survey showed most participants considered these collaborative tools as either extremely valuable or valuable.

In 2017, WCOG worked with regional partners to develop a collaborative plan for pedestrian movements at the border crossings between Blaine, WA and Surrey B.C. This additional collaborative plan is port- and mode-specific, so is not added to the above list. How-

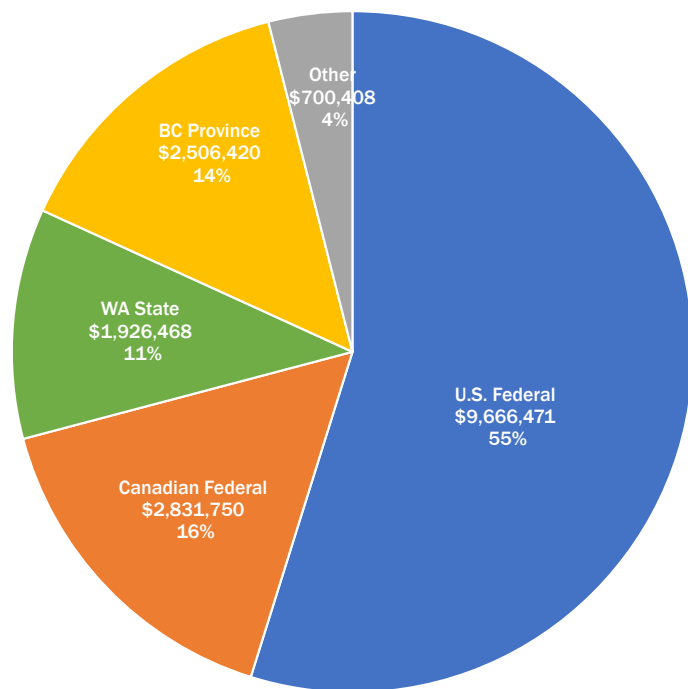
ever it serves as a good example of the type of effort IMTC engages in on a regular basis.

### Measure 7: Project funding partnerships

None of the projects identified by the IMTC forum would be accomplished without funding. IMTC participants have worked together to combine funding sources for nearly all of the projects on the IMTC Project List. Between 1999 and 2017, over \$17 million (USD) has been contributed by multiple agencies to complete IMTC-identified projects (see **Exhibit 3**).<sup>1</sup>

In 2017 funding was identified for the IMTC program itself. Partners that provided funding include WSDOT, FHWA, and Vancouver International Airport (YVR). Additional funding is being sought in 2018 to keep the IMTC program running for an additional two years.

**Exhibit 3: IMTC project funding, 1999-2017**



## 5. Project management

Another main focus of IMTC participants is oversight of IMTC-identified projects. While project funding is often a partnership, projects are typically delivered by a single agency. In keeping with the objective of optimizing cooperation, IMTC establishes advisory teams for certain projects. In addition, any project that WCOG

<sup>1</sup> This pie chart does not include \$24,557,500 from U.S. FHWA for I-5 improvements at Exit 276 related to the Peace Arch re-design in 2006.

undertakes either as a separately funded effort, or within the scope of IMTC research, WCOG works with an advisory team of IMTC participants to coordinate the activities and to facilitate consensus on methodology.

### Measure 8: Projects undertaken

The following IMTC projects began or were worked on in 2017:

- Booth Status Data Integration Project
- IMTC Border Freight Operations Study
- Pacific Highway/Peace Arch - Douglas Pedestrian Plan
- B.C. Highway 13 Border Approach Improvements
- B.C. Highway 11 Border Approach Improvements
- External Traffic Counts - Whatcom County Borders

### Measure 9: Project assistance requests

IMTC stakeholders often ask WCOG to develop datasets, analyses, or other specific products. In 2017 the following reports were completed:

- Traffic volumes northbound by lane
- I-94 analysis study concept
- Cash payment analysis
- Wait time metric charts
- Data to update RFID analysis
- Annual wait time averages
- Monthly volume changes since last year
- Calculating departure rates from border wait time archive data
- FAST/non-FAST and empty/loaded truck volumes
- Southbound empty truck analysis
- Southbound airport traffic
- Northbound flatbed truck volumes

## 6. Determining effectiveness

Based on the measurements of the performance areas listed above, the questions in the next section may be asked to determine whether or not IMTC is fulfilling its purpose, goals, and strategies.

## Measure 10: Work relating to IMTC purpose, goals and strategies

How well is IMTC fulfilling the purpose, goals, and strategies of the forum and the expectations of participating agencies?

The Purpose, Goals, and Strategies document guides the work of the IMTC forum and defines its priorities and objectives. Every few years the Core Group

reviews and updates the document to reflect current priorities.

In 2017 the IMTC forum made progress on or discussed 22 out of the 31 specific strategies listed (71 percent). The strategies that were worked on in 2017 are check marked in **Exhibit 4**.

One of the bigger changes this year has been the lack of continued work on the Beyond the Border Action

Plan adopted by the previous U.S. and Canadian federal governments. There has not been a replacement initiative developed to date.

Regardless, IMTC participants continue to move forward on the issues that are of most value to regional stakeholders, with a strong focus on collaborative projects and infrastructure improvements at ports-of-entry.

**Exhibit 4: Work related to program goals and strategies**

Goal	Strategy	Work in 2017
1. Coordinate Planning	S1.1 Regularly convene representatives of the agencies that own and operate regional, border-crossing transportation and inspection facilities.	✓
	S1.2 Develop and maintain cross-border, interagency, cross-sector relationships that are essential for efficient and effective communication, trust-based decision making, and advancing improvements through partnership.	✓
	S1.3 Facilitate continuous involvement and dialogue with representatives of industries that depend on cross-border connections as well as stakeholders from non-governmental organizations and academia	✓
	S1.4 Develop and periodically update a list of projects (infrastructure, operations, information technology, planning, communications) that address shared needs of IMTC Program participants.	✓
	S1.5 Support improvement and operation of the Cascade Gateway as a system rather than five individual ports of entry.	✓
	S1.6 To plan for future capacity of Cascade Gateway land-border facilities as trade and travel volumes grow, periodically update estimates of how all modes (road, rail, marine, and air) could be optimally used to serve international transportation demand on the corridor	✓
	S1.7 Engage with other regional, cross-border coalitions and participate in the border-wide Canada-U.S. Transportation Border Working Group (TBWG).	✓
	S1.8 Conduct near-term and long-term planning for the Cascade Gateway.	✓
2. Improve data	S2.1 Collect and share transportation and trade data.	✓
	S2.2 Maintain and improve border wait time systems.	✓
	S2.3 Maintain and improve data products including border wait time data archives, booth-status data, and periodic sample surveys of cross-border trucks and passenger vehicles.	✓
3. Support infrastructure improvements	S3.1 Improve border crossing approach roads.	✓
	S3.2 Improve cross-border rail.	✓
	S3.3 Improve corridor connections of trade and travel routes.	✓
	S3.4 Integrate Intelligent Transportation Systems (ITS).	✓
	S3.5 Encourage harmonization of cross-border ITS systems, standards, and products	✓
4. Support coordinated implementation of policy	S4.1 Coordinate improvements, operations, and communications in accordance with the goals of federal policies including the Beyond the Border Action Plan (BTB).	✓
	S4.2 Specifically, maximize coordination with annual updates to the BTB Binational Infrastructure Investment Plan (BIIP)	✓
	S4.3 Complement, as appropriate, border related initiatives of British Columbia and Washington State including memoranda of cooperation and the Joint Transportation Executive Council (JTEC).	✓
	S4.4 Explore options for funding future Cascade Gateway improvements including binational financing mechanisms.	✓
5. Improve operations	S5.1 Improve traffic management at all Cascade Gateway ports-of-entry.	✓
	S5.2 Support ongoing effectiveness of the NEXUS program.	✓
	S5.3 Support optimal operations of the FAST (Free and Secure Trade) programs.	✓
	S5.4 Coordinate support for adequate staffing of border inspection facilities.	✓
	S5.5 Use data-based tools to evaluate operational alternatives such as transportation demand modeling and facility simulation modeling.	✓
	S5.6 Support integration of information systems when appropriate including intelligent transportation systems (ITS).	✓
	S5.7 Support identification of consistent funding for maintenance of ITS (wait time, traffic management, etc.)	✓
	S5.8 Support operational improvements envisioned under the Beyond the Border (BTB) Action Plan	✓
	<b>S5.8.1:</b> Support the implementation of pre-clearance for passenger rail.	✓
	<b>S5.8.2:</b> Support consideration of alternatives enabled by a pre-clearance agreement such as shared border operations zones at ports-of-entry and off-border inspection functions.	✓
<b>S5.8.3:</b> Support optimal adoption and application of radio frequency identification (RFID) technology (for both NEXUS and non-NEXUS travel documents).	✓	

## Measure 11: Resource allocation

How should WCOG spend its resources to provide the greatest public benefit?

Since 2014 WCOG staff have billed IMTC hours to specific work categories based on performance areas: meetings; data collection, analysis, and distribution; collaboration and project management.

**Exhibit 5** shows a comparison of performance area billing for 2014 - 2017. WCOG's spending continues to fit well with the priorities of IMTC participants, with its focus primarily on collaborative efforts. Given that there was little funding for specific data-related efforts last year as compared

to 2016, it makes sense that more of staff time was focused on collaborative projects rather than data. Meetings continue to take up only 13 percent of the total project budget, and management an average of 3 percent a year.

### Measure 12: Validating outcomes

*How can results from IMTC validate the involvement and staff time of participating agencies?*

The partnerships established through the IMTC forum have helped leverage U.S. and Canadian funding, provided in-kind match for projects, and prepared research prior to the implementation of operational or infrastructure changes.

Funding is one method of validating the involvement of agencies. Since its beginning in 1997 the IMTC coalition has secured over \$17 million (USD) for projects from federal, provincial, state, and local agencies.

Other benefits also accrue to agencies that participate. Based on survey results from 2016 feedback, partici-

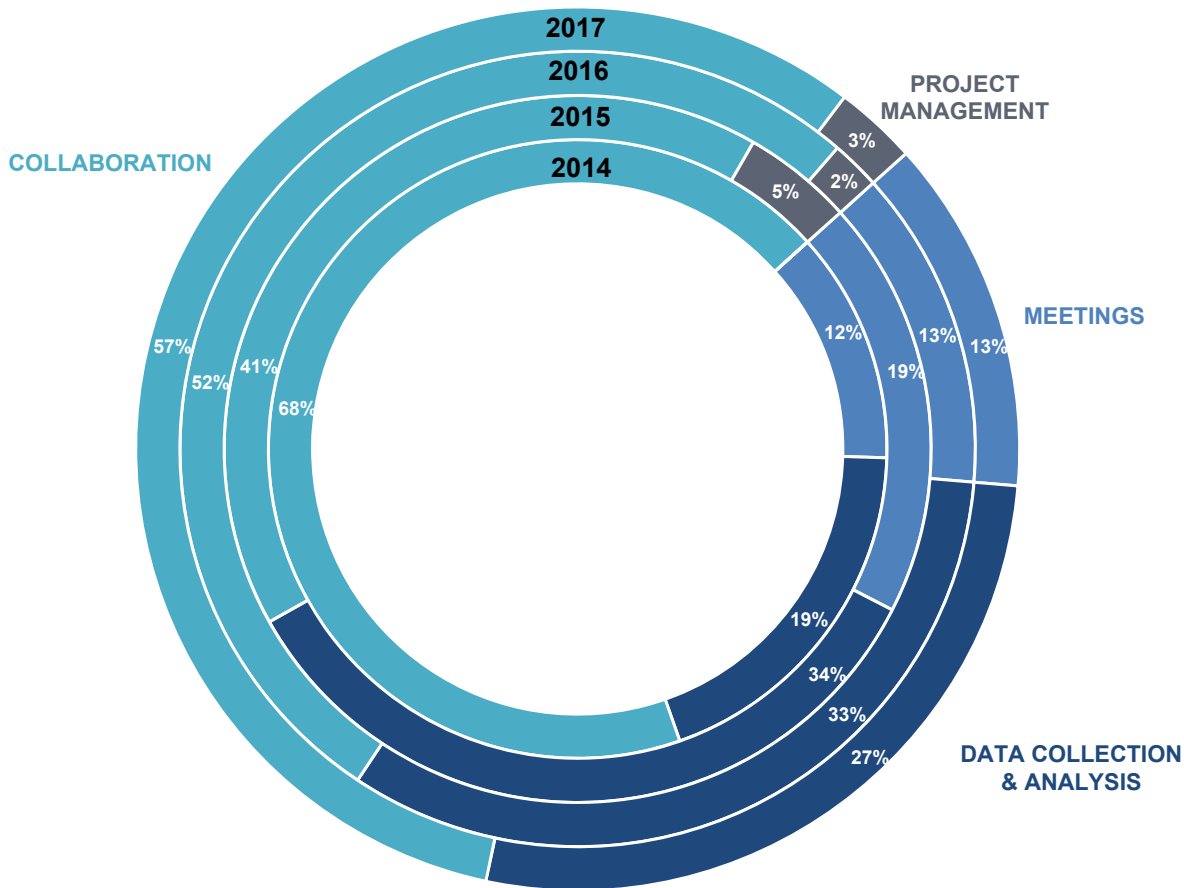
pants were asked to explain the most important reason their agency participates in IMTC. The four primary benefits were to help meet outreach needs for agencies; providing updates that inform agency planning; provide data that would otherwise be difficult to obtain; and to help with performance measurement analyses.

*What accomplishments are worthy of celebrating?*

Participants were asked to share their positive experiences with IMTC and what they feel are the reasons why IMTC should continue its efforts. Comments received in 2016 include the following:

- “IMTC is extremely important for our region to deal with binational border issues and projects.”
- “IMTC is the only organization positioned to ensure coordinated cross-border infrastructure and policy.”
- “I see the collaborative efforts as an effective model that should be adopted by the rest of the border stakeholders across Canada and the USA.”

**Exhibit 5: Performance area billing by WCOG staff, 2014-2017**





- “The committee needs to continue for the next 5 years as we work with transitioned governments on both sides of the border.”
- “I’m very supportive of this group and am grateful for the opportunity to work with so many engaged and knowledgeable members.”

**Measure 13: CMM assessment**

What can be done differently to improve the effectiveness of the program and overall performance?

In 2016 WCOG conducted a webinar with FHWA to update progress made with implementing the capability maturity model (CMM) assessment conducted in 2014.

The assessment determined the level of maturity for four focus areas as defined by the CMM.<sup>2</sup> The dimensions reviewed included business processes, systems and technology, performance measurement, culture, organization and staffing, and collaboration. This 2014 analysis helped identify ways to improve the effectiveness and overall performance of the IMTC program.

In 2016 WCOG reported updates to each of the dimensions (see **Exhibit 6**).

**Business processes:** The primary change that occurred in 2015 is that IMTC is now a core function of WCOG’s activities and integrated with the Unified Planning Work Program (UPWP). The IMTC project list now

also incorporates both unfunded and funded, ongoing projects, as well as project investments that impact IMTC.

**Systems and technologies:** IMTC participants continue to make significant system improvements, including roadway alignments at key crossings, the booth status data integration system, and FAST first program implementation northbound at Pacific Highway.

**Performance measurement:** As mentioned at the beginning of this report under Establishing performance, it is challenging to develop and implement performance measures that address the needs of multiple agency missions. However this is the third year of documenting IMTC program performance through this document and it will continue forward, with feedback surveys offered every two years to gauge program value to stakeholders.

**Culture:** IMTC partners have gained an understanding of transportation systems management and operations (TSM&O) and are incorporating this into several aspects of work completed in partnership with IMTC efforts.

**Collaboration:** Collaboration remains unchanged at the highest level.

**Staffing and organization:** WCOG has made strides in securing funding for IMTC through the important contributions of partner agencies who value IMTC as

**Exhibit 6: IMTC Capability Maturity Model assessment**

Dimensions	2014 CMM Score	2016 CMM Score	Comments
Business processes	2	2.5	
Systems and technology	2.5	2.75	Border crossings require a regional focus and systems and technologies may not support statewide activities
Performance measurements:			
- Border operations	2	3	
- IMTC program management	2	4	
Culture	2.5	2.5	There is support for TSMO but the challenge is integrating multiple agencies with differing missions.
Organization & staffing	3	3	Identifying a long-term source of funding is the key issue.
Collaboration	4	4	

**Rankings:**  
 Level 1: Performed  
 Level 2: Managed  
 Level 3: Integrated  
 Level 4: Optimized

<sup>2</sup> <https://ops.fhwa.dot.gov/docs/cmmexesum/sec1.htm>

a core function for successful border management. 60 percent of funding needed to keep IMTC staffing and activities running for three years has been provided. The remaining funding needs continue to be sought in 2018.

More details on these reports are available in the Capability Maturity Model Implementation Plan, and the 2017 update, available on the IMTC website.

## 7. Performance summary

A summary of each measurement used for comparing annual performance is shown in **Exhibit 7**.

By some measures, IMTC work has improved over the previous year, and in some instances it has remained the same or slightly decreased.

Work relating to IMTC objectives, projects undertaken, and meeting topics all increased since 2016. And 2017 was the most successful year since starting this report in terms of identifying funding for IMTC and IMTC-related projects.

However meeting attendance dropped slightly this year, both at IMTC meetings themselves as well as at-

tendance of WCOG staff at national-level meetings. This year no noticeable change occurred in IMTC’s CMM assessment.

In 2018 a new survey of stakeholders will be distributed to inquire into why attendance may be dropping slightly, and also to develop new measurements for the 2018 report.

### Improvement areas

As IMTC partners move forward in 2018 it will be important to look at the following performance areas and see if changes can be made:

- Re-evaluate the outdated data sets to see if it is worth continuing to have them on the data list, or if they can be updated in the near future.
- Refocus on some of the transportation modes that did not receive as much attention in prior years.
- Improve the project list to make it a more useful tool for the group as a whole.

These results will be shared with the IMTC Core Group and Steering Committee to discuss successes of 2017, strategies for 2018, and the path of the IMTC forum going forward.

**Exhibit 7: Annual comparison of measures**

Measure	Quantification	2015	2016	2017
<b>Measure 1:</b> Meeting attendance	% of meetings attended by 6 core agency types	70%	63%	62%
<b>Measure 2:</b> Meeting topics	# varied topics discussed at meetings	20	37	43
<b>Measure 3:</b> National focus	# national-level meetings attended by IMTC staff	7	3	4
<b>Measure 4:</b> Development of IMTC project list	IMTC project list approved by Core Group?	Yes	Yes	Yes
<b>Measure 5:</b> Development of collaborative tools	IMTC collaborative tools updated?	Yes	Yes	Yes
<b>Measure 6:</b> Establishment of funding partnerships	Funds identified and matched	\$187,500	\$78,050	\$430,000
<b>Measure 7:</b> Projects undertaken	# independent IMTC-related projects underway	4	3	6
<b>Measure 8:</b> Project assistance requests	# project assistance requests	7	15	12
<b>Measure 9:</b> Current data	# datasets out of date	2	2	2
<b>Measure 10:</b> Work relating to IMTC objectives	# objectives addressed in 2015	56%	68%	71%
<b>Measure 11:</b> Resource allocation	Staff allocation to performance areas (mtgs, data, collaboration, proj. mgt)	19/34/41/5	13/33/52/2	13/27/57/3
<b>Measure 12:</b> Validating elements	# accomplishments identified by stakeholders	NA	7	NA
<b>Measure 13:</b> CMM assessment	Level changes in capability model	0	3	0