

IBTTA Strategic Plan

Adopted by the Board August 29, 2015

(Editor's Note: This strategic plan builds upon the work conducted by the IBTTA board of directors and interested parties during the board meetings in January 2015 and April 2015 and in subsequent correspondence between members and staff. The IBTTA Board of Directors adopted the plan below on August 29, 2015 recognizing that it is a living document and subject to ongoing review.)

OVERVIEW

On April 24, 2015, a strategic planning group consisting of Board members, other key stakeholders, and senior staff of the International Bridge, Tunnel and Turnpike Association (IBTTA) met to update its long-range strategic direction. Carolyn Lugbill, CAE, a Senior Consultant of Tecker International, LLC and president of Going Global Matters led the group through the planning process.

This planning document defines IBTTA's clear strategic direction. It is the planning group's consensus on what will constitute the Association's future success. It answers the following two fundamental strategic questions:

1. Why will IBTTA exist in the future? *Its reason for being and core purpose.*
2. Where is IBTTA going? *Its future direction and goals.*

Planning Strategically:

The existence of this strategic direction and its successful implementation signals the leadership team's desire to lead IBTTA strategically. Developing a strategic direction is not a one-time event, but an ongoing commitment and process. The strategic direction represents a compass that will be used to guide and focus IBTTA's future strategic decision-making and ongoing operational work.

Strategic Focus:

Organizational strategic focus or intent is very important. One of the challenges that IBTTA faces is the fact that there is more it can do for members and key stakeholders than it has resources to accomplish. The temptation to do everything can often lead a not-for-profit organization to try to be all things to all people. Planning strategically is the counter to the all-things syndrome. It is about identifying a limited number of goals that IBTTA must undertake to move successfully into the future.

Strategic Approach/Philosophy:

The approach in defining the new strategic direction was not to identify what IBTTA wants to continue doing today (its current operational plan). Rather, the leadership team determined what the Association is not doing today, but must engage in to be successful in the future.

This strategic direction is not about business as usual — ***it is about the change needed to***

stay relevant! This separates the strategic plan from the operational plan. Both are important. The strategic direction is a constant reminder, as the leadership team oversees the development of the annual operational plan, of what must be changed to stay relevant to what members are seeing in their real world.

Updating the Strategic Plan:

A strategic plan can only stay current and relevant if IBTTA insures that the plan is updated. It is the leadership team’s *working document*. Therefore, the governing body has both the right and the responsibility to:

- 1) change the strategic plan any time it needs to be changed based on sound reasoning and assessment; and
- 2) Update the plan regularly on an ongoing basis.

Long-Range Strategic Planning Horizon (10 to 30 Year Envisioned Future)

A 10 to 30 year planning horizon was developed, which consists of IBTTA’s core ideology and 10 to 30 year envisioned future.

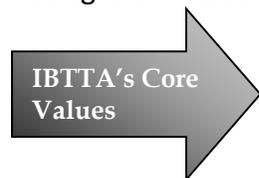
Core Ideology/Mission clarifies what must be preserved in an environment of increasingly rapid and unpredictable change. Core ideology consists of IBTTA’s core values and core purpose.

The **core purpose** describes IBTTA’s very reason for being or existing — *why the organization will or should exist into the future* (10 to 30 years). What would be lost if it ceased to exist? What sense of purpose will motivate members to dedicate their creative energies to IBTTA and its efforts over a long period of time?



To advance transportation solutions through tolling.

Core values are a small set of timeless, guiding principles that do not require external justification. They only have intrinsic value and importance to IBTTA and its members. Core values are so fundamental that they seldom change — *if at all*. They define the behavior required in order for the organization to achieve its core purpose. Core values are so deep-seated and valid that IBTTA would preserve the core values even if it were admonished for having these values.



We are:

- ***Ethical***

- ***Collaborative***
- ***Collegial***
- ***Credible***
- ***Accountable***
- ***Innovative***
- ***Inclusive***
- ***A knowledgeable resource***

The ***10 to 15 year envisioned future*** consists of a single, ***big audacious goal (B.A.G.) or vision***. The B.A.G./vision is a goal (that is, IBTTA’s vision statement) that stretches beyond IBTTA’s current three to five year goals. Because it is “audacious” it represents a significant challenge and its achievement will require IBTTA to move outside of its comfort zone. It is clear and compelling to all members. It has a clear finish line which will take both time and hard work to accomplish. The goal should stimulate leadership activity, commitment and participation beyond IBTTA’s present leadership. It helps to set the direction for the succession of future three to five year strategic plans. IBTTA can only manage one B.A.G. at a time.



IBTTA will be recognized as the leading voice to advance transportation solutions through tolling.

A vivid description shows what IBTTA and user financed roads will look like when the association successfully achieves its Big Audacious Goal. The following description helps to clarify what is intended by the goal and provides measureable indicators of achievement.

In 2025:

Overall, the world has better, safer highways, bridges, and tunnels.

- There will be national and multinational interoperability.
- Congestion pricing will have been embraced by more urban areas, particularly in Tier 1 Regions, (i.e., New York, Chicago, etc.).
- Tolling has become a broadly accepted method of funding transportation solutions.
- States have the legal authority to toll interstate highways, if they so choose.
- Tolling should be considered for all new capacity.
- Road Usage Charging (RUC) or Vehicle Miles Traveled (VMT) fees will be in place in some

U.S. states.

- On board technology in connected vehicles will allow any jurisdiction to toll any road or implement RUC.
- Tolling will be a leading solution for congestion relief and for enhancing mobility through new capacity.
- Transportation pricing is in place in all metro regions.
- There will be more intelligent roads that interface with connected vehicles, creating more desirable options and resulting in fewer incidents.
- The user experience is much more personalized and specific, being able to meet users' expectations.

IBTTA has:

- Members from every entity that collects and/or supports the collection of tolls.
- An internationally recognized image and brand.
- A high level of collaboration with other associations.
- A \$1,000,000 foundation endowment.
- 3,000 delegates at its Annual Meeting.
- A current and accurate data clearinghouse of industry information.
- Every Department of Transportation (DOT) or Ministry of Transportation (MOT) as a member.
- Increased financial strength in support of the organization's goals.
- Developed a well articulated public education campaign.
- 20% of its membership from major regions in Asia (i.e., India, China, Japan, etc.) and South America and Europe.

Strategic Long-Range 3 to 5 Year Goals

The following represents IBTTA's goals that encompass its three to five-year direction. These goals are outcome-oriented statements that lead IBTTA towards its envisioned future. These goals are not in any order of priority. All of the goals will need to be accomplished, if IBTTA is to fully achieve its three to five-year quest.

In 2020:

Goal A: Transportation policies will facilitate tolling and other forms of user charging.

Goal B: Continental interoperability of electronic toll collection (ETC) is functionally possible.

Goal C: IBTTA members, stakeholders and nonmembers will find indispensable value in the association's programs, products, services, and meetings.

Goal D: IBTTA will be recognized for having a current and accurate clearinghouse of "key" industry data.

Goal E: IBTTA will be known for having an effective functioning "SWAT" team of tolling experts/champions/advocates/evangelists to effect positive outcomes in transportation.

LONG-RANGE GOALS & STRATEGIES

Strategies indicate how IBTTA will organize, focus and expend its resources and actions to maximize its effectiveness and efficiency in achieving its three to five year goals. The strategies must be reviewed and updated on an annual basis.

The strategies were rated in importance of when they should be undertaken (implementation timing). The three ratings include:

High: *Work on this strategy must be undertaken in the next program/fiscal year.*

Medium: *Work on this strategy should be undertaken in the next program/fiscal year if at all possible.*

Low: *Work on this strategy can wait until a subsequent program/fiscal year if necessary.*

Indicators of Achievement are used to determine the overall progress toward a goal. They indicate how close IBTTA is to achieving a goal as it executes the individual strategies for each goal. ***They measure goal achievement, not strategy achievement.***

Goal A: Transportation policies will facilitate tolling and other forms of user charging.

Strategies:

A1. (High) Encourage the removal of barriers to tolling.

A2. (High) Develop multi-state educational program pilots to increase the understanding and need for tolling and other forms of user charging to:

- better inform the general public, media, key stakeholders and policy makers.
- establish education programs that define appropriate uses of toll revenue.
- provide outreach to other bodies interested in sustainable and economic growth.
- identify worldwide best practices that encourage information exchange.
- clarify the message

A3. (Medium) Sustainability, economic growth, and environmental concerns – congestion tolling is a tool for these issues

Indicators of Achievement:

An increase in:

- ⇒ tolling on existing lanes of US Interstate highways
- ⇒ electronic tolling on-board units
- ⇒ awareness of real costs of transport infrastructure
- ⇒ membership and advocacy for tolling solutions
- ⇒ strategic partnerships that advance tolling solutions for members as well as non-members
- ⇒ partnerships for economic and mobility enhancements around the world

The existence of:

- ⇒ specific educational materials for political decision makers, stakeholders, media and the general public.
- ⇒ Information on user pays principle and cost transparency of transport infrastructure
- ⇒ Partnerships with tolled as well as non-tolled entities advancing transportation solutions through tolling
- ⇒ Restrictions lifted on the use of tolling at the federal, state and local levels to address transportation and economic development opportunities

Goal B: Continental interoperability of electronic toll collection (ETC) is functionally possible.

Strategies:

- B1. (High) Develop a consensus definition of what interoperability would be from the customers' and operators' perspective, including:
- identifying all the constraints to be overcome.
 - dealing with technical issues– standardization.
 - Dealing with data exchange issues – availability of a harmonized/standardized data exchange hub as a solution.
 - Addressing legal issues.
 - working through contractual challenges.
 - aligning and consolidating IOP initiatives.
 - developing an operating plan for North America IOP solution.

Indicators of Achievement:

An increase in:

⇒ sufficient standards established, for example:

- DSRC communication protocols, and
- License plate standards.
- Data exchange hubs to minimize costs of transmission and data exchange
- Regional solutions that bridge to national interoperability
- Market demand and user support by entities and suppliers for interoperability

The existence of a:

⇒ consensus definition of what IOP should be from membership:

- Single tag for user
- License plate tolling
- Single invoice for the user
- Expansion of regional hubs that can be linked nationally

⇒ Plan for IOP – concept of operations for a uniform North American System and agreement and support from membership.

Goal C: IBTTA members, stakeholders, and nonmembers will find indispensable value in the association's programs, products, services, and meetings.

Strategies:

Meetings/Committees

- C1. **(High)** Review and update the meeting schedules (correct days and times) to dramatically reduce meeting schedule conflicts.
- C2. **(Medium)** Send marketing/meeting information to other agencies; include session summaries with measurable performance results that can be learned.

Leadership Development

- C3. **(Medium)** Develop meetings for all levels, and put in place new leadership development programs for young professionals
- C4. Review the Leadership Academy by developing:
- program targets;
 - ways to improve the experience;
 - ways to make the experience more consistent; and
 - A mid-level management academy.
 - Web-based learning opportunities from some of the material presented at the leadership academy

Products and Services

- C5. **(High)** Develop new products, programs and services that create new sources of net non-dues revenue.
- C6. **(High – 2011)** Improve the overall quality of data through standardization (data committee and staff).
- C7. **(Medium)** Develop publications that members want and need (survey members on their wants and needs).
- C8. **(Medium)** Create a Speakers Bureau.

Indicators of Achievement:

An increase in:

- ⇒ membership and membership retention.
- ⇒ non-dues revenue.
- ⇒ meeting participation.
- ⇒ paying non-members at meetings and programs.
- ⇒ attendance and participation of young professionals.
- ⇒ the level of engagement of governing bodies members (not just at Annual Meeting).
- ⇒ participation in and consistency of programs at the Leadership Academy.
- ⇒ hits on IBTTA's website resources.

A decrease in conflicts with competing meetings.

The existence of:

- ⇒ publications used by members (e.g., equal billing to “MUTCD).
- ⇒ improved quality/definitions – “standardize” IBTTA data.
- ⇒ a Speaker Bureau available as a resource.
- ⇒ a high quality Leadership Academy experience.

Goal D: IBTTA will be recognized for having a current and accurate clearinghouse of “key” industry data.

Strategies:

- D1. (High) Identify “key” industry data to be compiled and tracked and what will not be tracked.
- D2. (Medium) Establish team of staff and member participants to develop strategy for compiling and updating data including frequency, response incentives, etc.
- D3. (Medium) Publish stories on how data has been used to positively impact the advancement of worldwide tolling and tolling organizations.

Indicators of Achievement:

An increase in:

- ⇒ public awareness and understanding of the toll industry business
- ⇒ knowledge of key industry data and interpretation of trends and actual developments
- ⇒ Consensus on “key” data is achieved and provided to member organizations
- ⇒ Responses by member organizations to “key” data requests
- ⇒ Use of data to positively impact tolling and tolling organizations
- ⇒ Non-member organizations and outlets are publishing and using “key” data
- ⇒ Hits on data by members and requests from non-members is tracked and increases shown
- ⇒

The existence of a:

- ⇒ Database properly filed and used
- ⇒ Ideal graphical means of presentation and comparison
- ⇒ Expanded use of “key” data by both member and non-member organizations
- ⇒ Increased participation by member organizations to provide and update “key” industry data

Goal E: IBTTA will be known for having an effective functioning “SWAT” team of champions/experts/advocates/evangelists to effect positive outcomes in transportation.

Strategies:

- E1. (High) Enlist “SWAT” team members
- E2. (High) Develop strategies for communication plan and information to be used by SWAT Team Champions. Keep information updated and available.
- E3. (Medium) Build succession planning for new SWAT Team Champions

Indicators of Achievement:

An increase in:

- ⇒ Calls for and opportunities to provide transportation/tolling advocacy
- ⇒ Identified SWAT Team Members
- ⇒ Positive impacts on transportation through SWAT Team efforts
- ⇒ Collaboration with other industry professionals (AASHTO, AMVA, etc.) on SWAT Team efforts

The existence of a:

- ⇒ Broad acceptance and use of the SWAT team
- ⇒ Positive contacts with stakeholders by the SWAT team
- ⇒ Defined number of contacts organized and in the responsibility of the SWAT team
- ⇒ Identified SWAT Team Champions
- ⇒ Information/talking points for use by SWAT Team Champions
- ⇒ Alliances with other industry professionals in combined SWAT Team initiatives
- ⇒ Collaborative calls, webinars, meetings of SWAT Team Members to discuss and refine outreach/evangelism efforts

ASSUMPTIONS ABOUT THE FUTURE

In order to make progress toward an envisioned future, an organization must constantly anticipate the strategic factors likely to affect its ability to succeed and to assess the implications of those factors. This process of building foresight about the future will help IBTTA to constantly recalibrate its view of the relevant future, a basis upon which to update the strategic plan.

These seven assumptions were gleaned from the work done in January and listed on the slides presented at the April 2015 Strategic Planning meeting:

- There will be an increase in IBTTA membership among cities and departments of transportation.
- There will be increased emphasis on transportation solutions that are multimodal.
- There will be an increase in the use and integration of mobile-based technology. Moreover, mobile based technology will lower cost and increase revenue.
- There will be an increase in the movement away from using fossil fuels for transportation.
- There will be an increase in the use of virtual offices and working remotely.
- There will be an increase in the use of tolling to support mobility needs, including HOT lanes, transit and other modes.
- There will be an increase in attention given to mileage based user fees to replace the gas tax.

The items below are additional assumptions highlighted in table discussions at the Strategic Planning meeting in Portland.

- There will be a change in the demographics and needs of our customers.
- There will be increased emphasis on getting more throughput out of existing infrastructure capacity through active traffic management and other means.
- There will be an increase in transportation solutions that are “multi-party,” (e.g., DOT with a Metropolitan Planning Organization (MPO) that consists of a toll operator with a customer service center and commercial real estate).
- There will be an increase in the complexity and diversity of parties involved in financing infrastructure projects.
- There will be an increase in the public demanding greater transparency in the allocation of resources for infrastructure funding.
- Connected vehicles may change the way the tolling industry does business, and IBTTA will need to be a participant in this dialogue.
- Autonomous driving.

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